

**SPECIALIST CHILDREN'S SERVICES POLICY
OVERVIEW AND SCRUTINY COMMITTEE**

Thursday, 19 January, 2012

2.00 pm

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

***Members are asked to bring with them to the meeting a copy of
the Budget and Medium Term Plan books
published on 20 December 2011***





AGENDA

SPECIALIST CHILDREN'S SERVICES POLICY OVERVIEW AND SCRUTINY COMMITTEE

Thursday, 19 January 2012 at 2.00 pm
Darent Room, Sessions House, County
Hall, Maidstone

Ask for: **Theresa Grayell**
Telephone: **(01622) 694277**

Tea/Coffee will be available 15 minutes before the meeting

Membership (12)

Conservative (10): Mrs A D Allen (Chairman), Mr M J Angell, Mrs P T Cole,
Mr H J Craske, Mr T Gates, Mr J D Kirby, Mr S C Manion,
Mr M J Northey, Mr J M Ozog and Mr C T Wells
Liberal Democrat (1): Mr M J Vye (Vice-Chairman)
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 Members' Interest in items on today's agenda
- A4 Minutes of the meetings of this Committee held on 17 November 2011 and the Corporate Parenting Panel on 5 December 2011. *The minutes of the Children's Services Improvement Panel held on 1 December (the October meeting was cancelled) have not yet been approved by that Panel so will come to a future meeting of this POSC. (Pages 1 - 14)*

- A5 Chairman's Announcements
- A6 Oral Update by Cabinet Member

B. ITEMS FOR CONSIDERATION

- B1 Kent Safeguarding Children Board - Overview Progress Report (December 2011) and Annual Report for 2010/2011 (Pages 15 - 72)
- B2 Missing Unaccompanied Asylum Seeking Children (Pages 73 - 80)
- B3 Early Intervention and Prevention - a Progress Report on the Commissioning of New Services (Pages 81 - 106)

C. ITEMS FOR NOTE AND COMMENT

- C1 Specialist Children's Services Budget Forecast Report 2011/12 (Pages 107 - 110)
- C2 Budget 2012/13 and Medium Term Financial Plan 2012/15 (Pages 111 - 118)
Members are asked to bring with them to the meeting a copy of the Budget and Medium Term Plan books published on 20 December 2011
- C3 September 2011 (Quarter 2) Update for Performance for Specialist Children's Services and a Summary of the National Statistical Release for 2010-11 (Pages 119 - 158)

D. SELECT COMMITTEE UPDATE

- D1 Select Committee Update (Pages 159 - 160)

E. ITEM FOR INFORMATION

- E1 Children's Services Improvement Plan - Quarterly Update
This item will be sent with the meeting papers but does not form part of them and is for information only.

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

Wednesday, 11 January 2012

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

**SPECIALIST CHILDREN'S SERVICES POLICY OVERVIEW AND
SCRUTINY COMMITTEE**

MINUTES of a meeting of the Specialist Children's Services Policy Overview and Scrutiny Committee held in the Medway Room, Sessions House, County Hall, Maidstone on Thursday, 17 November 2011.

PRESENT: Mrs A D Allen (Chairman), Mr M J Vye (Vice-Chairman), Mrs P T Cole, Mr H J Craske, Mr T Gates, Mrs E Green, Mr J D Kirby, Mr S C Manion, Mr M J Northey and Mr J M Ozog

ALSO PRESENT: Mr P W A Lake and Mrs J Whittle

IN ATTENDANCE: Mr M Newsam (Interim Corporate Director of Families and Social Care), Mrs J Imray (Interim Director, Specialist Children's Services) and Miss T A Grayell (Democratic Services Officer)

UNRESTRICTED ITEMS

24. Minutes of the meeting of this Committee held on 28 September 2011, the Corporate Parenting Panel held on 7 October, and the Children's Services Improvement Panel held on 25 August and 20 September
(Item A4)

1. RESOLVED that the Minutes of the POSC meeting held on 28 September 2011 are correctly recorded and they be signed by the Chairman. There were no matters arising but the Cabinet Member tabled a written update on issues which had arisen at the September meeting. This was referred to under the next agenda item.
2. The Minutes of the Corporate Parenting Panel meeting held on 7 October, and the Children's Services Improvement Panel meetings held on 25 August and 20 September are attached for information only and are noted.

25. Chairman's Announcements

(Item A5)

Malcolm Newsam

1. The Chairman announced that this would be Mr Newsam's final POSC meeting before he was due to leave the Council at the end of November.
2. Members expressed their gratitude and thanks for his leadership and commitment to improving Children's Services and putting together and taking forward the Improvement Plan.

Jean Imray

Members welcomed Mrs Imray to her first POSC meeting in her new role as Interim Director of Specialist Children's Services.

26. Oral Update by Cabinet Member
(Item A6)

1. Mrs J Whittle gave an oral update on the following issues:-

Ofsted Inspection – the recent unannounced inspection had had a very good outcome. The number of referrals has fallen and the number of cases unallocated after 28 days is down to 100. Priorities to focus on now include the quality of assessments and moving a child into a permanent placement as soon as possible.

Kent Assisted Boarding Scheme update – Mrs Whittle had recently met with Tony Doran, the Royal National Children's Foundation and Head Teachers of boarding schools. The focus now is to identify the children who will benefit from the scheme and to increase SCS staff's understanding of the concept of assisted boarding.

Reducing Court delays – Mrs Whittle and Mrs Imray recently met with a Judge to discuss reducing the delay in hearing child protection and adoption cases

Phase 2 of the Improvement Plan – a specialist LAC team has been established, whose aim is to return a LAC to their family, if appropriate, or place them for adoption. Reducing the number of children becoming LAC is still a priority. Regular casework audits will be undertaken to assess the quality of the service, and district teams will be subject to mock inspections.

CAMHS waiting times – waiting times have now been reduced to 16 weeks, with a fast track service for LAC. The commissioning of a community CAMHS model will help deliver services.

Southwark Judgement – this judgement, 18 months ago, which had said that any young person under the age of 18 who presents as homeless should be offered accommodation by the local authority, will have cost implications for the KCC of £1.0m – £1.5m per annum.

Reimbursement of health costs of LAC placed by other local authorities – this is now starting to be recouped, following a recommendation to Cabinet by the POSC. *An update on this will be presented to a future meeting of the POSC.*

2. Members then discussed the issues raised in this and the written update tabled, and the following views were expressed:-

- a) Mrs Whittle and Mr Newsam were congratulated on the huge progress which had been achieved with the Improvement Plan and other issues. Members found the sense of achievement very encouraging, and commented that their confidence in the information they are given has now been restored;
- b) for the boarding scheme, KCC should not set up special state schools, which might segregate LAC from other children, but should place them

in existing private and independent schools. The school chosen should be the one which best suits the child;

- c) Mrs Whittle pointed out that, as part of addressing concerns about public money being used to fund private school placements, it should be borne in mind that statistics show that a LAC is more likely to go to prison than to university. In giving a LAC the best possible start, their future demands on public money can be reduced;
- d) the adoption process now takes too long – sometimes two years - and work should aim to reduce this time back to the few months that it used to take in the 1950s and 60s;
- e) some of the questions asked of prospective adopters by Adoption Panels are very intrusive and must deter some people from applying. The process should be streamlined and the questions reviewed, which should also make the process quicker;
- f) the progress on the CAMHS service is encouraging, but Members would like to know the costs of these improvements. *A report on various health commissioning issues, including the reimbursement of health costs for LAC placed by other local authorities, will be made to the POSC's March 2012 meeting;*
- g) in increasing the number of Foster Carers, Members sought reassurance that quality checks are not being rushed. Mr Newsam confirmed that vetting is as rigorous and robust as ever but could also be quick. Martin Narey's report on adoption had highlighted the slowness of Foster Carer recruitment as a national challenge. Mr Narey's report will be helpful in addressing a range of issues relating to fostering and adoption;
- h) the KCC communications team is currently looking at the location of Foster Carers across the county in relation to the location of LAC, to see if the former are where they are most needed. Placement of LAC with Foster Carers tends to be driven by supply of Carers rather than by the needs of LAC. *A report on Kent's Foster Carer recruitment campaign will be made to the February 2012 meeting of the Corporate Parenting Panel;*
- i) it had previously been management policy to place a child with in-house Foster Carers before using Independent Fostering Agencies (IFAs). This meant, however, that some children were being moved further away to find the nearest in-house Foster Carer, rather than using an IFA carer closer to their home, and this policy has subsequently been discontinued;
- j) social worker recruitment has made use of social networking media to reach and attract experienced social workers from across the UK. Kent's recruitment campaign has had to be robust to attract good quality candidates; and

- k) there is a need for more detail and increased monitoring of children recorded as 'missing', although Members were assured that Kent has a very strong process to address missing children and trafficking. A report by the Children's Commissioner, addressing trafficking, is due shortly and is expected to recommend Kent's process as a model for other local authorities to follow. As a port authority, Kent will always have to be aware of, and robust in, dealing with trafficking, although this issue is a national and international one. *A report on this issue will be made to the POSC's January 2012 meeting.*

3. RESOLVED that:-

- a) the information given in the oral and written updates and in responses to comments and questions be noted; and
- b) Members' thanks and congratulations be passed to the officers who have worked with Mrs Whittle and Mr Newsam to achieve progress on the Improvement Plan and other issues.

27. Draft Kent Early Intervention and Prevention Strategy and Commissioning Framework
(Item B1)

Mrs M White, Business Strategy Manager, and Ms H Jones, Head of Commissioning, Families and Social Care, were in attendance for this item.

1. Mrs White and Ms Jones introduced the report and, with Mr Newsam, responded to comments and questions from Members. The following points were highlighted:-

- a) the new commissioning plan for early intervention and prevention had been prepared from scratch in less than a year, to respond to issues arising in the Improvement Plan. Much work has been put into its development, and the staff involved were congratulated and thanked;
- b) the aim of the strategy is to introduce appropriate pre-referral support and put in place services which will underpin this, by using commissioning and tendering processes. Members expressed an interest in the specifications of the five services listed in the report which are to be tendered first, and what role the voluntary sector might be able to take, and asked for more detail on this outside the meeting;
- c) the two-stage tendering process means that those who are successful at the first stage will be accepted on to a framework of providers who are then able to tender for specific work contracts, although being on the framework does not necessarily guarantee them work. The second part of the process will evaluate the value for money, price and quality which each provider's bid can offer;
- d) the Strategy is one of the seven steps of Phase 2 of the Improvement Plan and will address the need to reduce the number of children who are subject to a Child Protection Plan. The Strategy will ensure that

work with vulnerable children is meaningful and will lead to long-term improvement. The success of this process can be measured by the services delivered to young people and their families;

- e) joint working between all agencies with a responsibility to protect young people – KCC, NHS, Police, schools – is vital, and no one body should take this responsibility alone. Effective joint working will ensure that resources are focussed on those who most need help;
- f) the tendering stage for the new services will be staggered over 4-5 months to minimise disruption caused during the transition process. *A timetable and more detail of the tendering process will be reported to the POSC's January meeting; and*
- g) the Strategy links closely with the Common Assessment Framework and the services delivered and commissioned by Children's Centres, *and a report on these areas will be made to the POSC's March meeting.*

2. RESOLVED that:-

- a) the information set out in the report and given in response to comments and questions be noted; and
- b) Members' thanks and congratulations be passed to the staff involved in developing the new commissioning plan in a very constrained timetable.

28. Kent Safeguarding Children Board - Overview Update Report (2011)

(Item B2)

Ms P Davies, Kent Safeguarding Children Board Manager, was in attendance for this item.

1. Ms Davies introduced the report and responded to comments and questions from Members. The following points were highlighted:-

- a) the timetable for the preparation of the Board's Annual Report had changed this year, and it will be reported to the POSC's January meeting;
- b) this year's Annual Report will include the unannounced inspection which took place in October; and
- c) notable changes since last year's Annual Report include an increase in resourcing across the service, a reduction in waiting times and faster and more robust responses and assessments. Kent's response time is now faster than the national average.

2. RESOLVED that the information set out in the report and given in response to comments and questions be noted, with thanks, and the Annual Report be submitted to the POSC's January meeting.

29. Annual Unannounced Inspection of Contact, Referral and Assessment Arrangements in Children's Services

(Item B3)

1. Mr Newsam introduced the report and responded to comments and questions from Members. The following points were highlighted:-

- a) the outcome of the inspection had been very positive. Ofsted's findings, set out in the letter appended to the report, had tallied with the issues Members had been told about in recent update reports, with no issues having been highlighted as 'priority for action'.
- b) the 'areas for development' recognise the progress which has been made. For example, Kent now exceeds the national average for the percentage of assessments completed on time;
- c) it is important not to become complacent, and it is still critical that Phase 2 of the Improvement Plan proceeds well so that good continued progress can be shown at the next main inspection, due in 2012;
- d) Members asked that their congratulations on the progress achieved in service improvement be passed to all staff concerned;
- e) the new case audit framework will help to identify common themes and highlight any need to improve processes. Results from this audit will be reported to Members regularly;
- f) the replacement of the ICS system is now nearing the end of the procurement stage. The chosen provider will be asked to phase in the replacement system through 2012. Good staff training on the new system is vital; and
- g) Members expressed concern about the service being able to maintain the current good rate of progress through the ongoing budget restrictions. Mr Newsam reassured Members that sufficient resources are available to sustain progress.

2. RESOLVED that:-

- a) the good outcome of the inspection be welcomed;
- b) the information set out in the report and given in response to comments and questions be noted; and
- c) Members' congratulations on the progress achieved in service improvement be passed to all staff concerned.

30. Specialist Children's Services Budget Forecast Report 2011/12

(Item C1)

Miss M Goldsmith, Families and Social Care Finance Business Partner, was in attendance for this and the following item.

1. Miss Goldsmith introduced the report and explained that, although some areas had shown underspends, the SCS budget was predicted to have an overall overspend of £8.8m. She responded to comments and questions from Members and the following points were highlighted:-

- a) future reports will include a more detailed breakdown of figures, for example separating out the 'legal costs' mentioned on page 84 of the meeting papers. In the meantime, this detail could be supplied to Members outside the meeting;
- b) Mrs Whittle highlighted the need to manage service demands such as the number of LAC and the financial impact of court rulings such as the Southwark judgement, and ensure good investment in the right place - for example, in measures which will reduce the number of LAC. Although some reimbursement of costs is now being achieved, this is, as yet, making only a modest contribution to the SCS budget; and
- c) in the final stage of the budget year, it will be possible to request virement of funds from the areas of underspend to offset areas of overspend, and to start the new financial year with this amended budget allocation.

2. RESOLVED that the information set out in the report and given in response to comments and questions be noted, with thanks.

31. Revenue Budget 2012/13 and Medium Term Financial Plan 2012/13 to 2014/15

(Item C2)

1. Miss Goldsmith introduced the report and responded to comments and questions from Members. The following points were highlighted:-

- a) Mrs Whittle explained that Unaccompanied Asylum Seeking Children and Young People who have exhausted all rights to stay and are awaiting repatriation have LAC status and the right to receive accommodation and services from the local authority. Failure to fund these young people may result in them disappearing, so this issue must be managed carefully. KCC has urged the UK Border Agency to provide sufficient resources to cover this period of care and to shorten the length of time it takes to process their case and expel them. The KCC is not currently receiving sufficient government funding to cover of the costs of providing services; and
- b) Mr Newsam added that, in the near future, it should be possible to start to identify how KCC will be able to capitalise on the investments being made in SCS and where future savings could arise from these investments. It is expected that savings will start to appear in the next financial year and take full effect in Year 2. *A report on this issue will be made to a future meeting of the POSC.*

2. RESOLVED that the information set out in the report and given in response to comments and questions be noted, with thanks. No potential savings were identified, but it is hoped that the service improvements being made will lead to future savings in service costs.

32. Update on Select Committee work
(Item D1)

RESOLVED that the information set out in the report be noted, with thanks, and the forthcoming Select Committee topic review on Domestic Abuse be welcomed.

CORPORATE PARENTING PANEL

MINUTES of a meeting of the Corporate Parenting Panel held in Council Chamber, Sessions House, County Hall, Maidstone on Monday, 5 December 2011.

PRESENT: Mrs A D Allen (Chairman), Mr R E Brookbank, Mrs T Carpenter, Mrs P T Cole, Mr G Cooke, Mr A Duncan, Mrs E Green, Mr S Griffiths, Mr P W A Lake, Mr K H Pugh, Mr G Razey, Mr L B Ridings, MBE, Mr M J Vye, Mrs C J Waters and Mrs J Whittle

ALSO PRESENT: Mr A D Crowther, Mrs T Dean, Ms A Hohler, Mr J A Kite, Mr M J Northey, Mr C P Smith, Mr R Tolputt and Mr M A Wickham

IN ATTENDANCE: Mr A Ireland (Corporate Director, Families and Social Care), Mrs J Imray (Interim Director, Specialist Children's Services), Mrs L Totman (Head of Corporate Parenting), Ms S Skinner (Interim Head of Adoption Services), Mr P Brightwell (Policy & Standards Manager) and Miss T A Grayell (Democratic Services Officer)

UNRESTRICTED ITEMS

32. Minutes of the meeting held on 7 October 2011 (Item A2)

RESOLVED that the Minutes of the meeting held on 7 October are correctly recorded and they be signed by the Chairman.

Matters arising

Minute 29, paragraph 2 e): Panel Members had been sent a copy of the age breakdown of LAC with the papers for today's meeting.

Minute 29, paragraphs 2 g) and h): information requested in these paragraphs will be reported to the Panel's February meeting.

33. Cabinet Member's oral updates (Item A3)

1. Mrs Whittle gave an oral update on the following issues:-

LAC placed by other local authorities – progress is still ongoing, with the Children's Minister Tim Laughton giving support by admonishing local authorities who place children further than 20 miles from home, particularly in Thanet.

Thanet Task Force – recent meetings have discussed the issue of recruiting more local Foster Carers.

Assisted Boarding Scheme – a recent meeting has taken place with the Head Teachers of Sutton Valence and the Duke of York Military Schools.

2. Mrs Whittle and Mr Brightwell responded to comments and questions from Members, and the following points were highlighted:-

- a) PCTs have pledged to recoup the health costs incurred by host authorities, particularly in relation to mental health issues. *A report on this issue will be made to a future meeting of the Children's Services Improvement Panel;*
- b) Kent could try replicating the successful 'Who Cares Trust' campaign and work done a year ago by the Association of Metropolitan Boroughs on placement; and
- c) the Pan London group has established a strategy and agreed three key actions:- to make reciprocal use of neighbouring Boroughs' residential provision, to improve and make optimum use of available data, and to agree joint targets. The onus is on London Boroughs to ensure that they have sufficient facilities for their own LAC and that the facilities available are fit for purpose.

3. RESOLVED that the information given in the update and in response to Members' comments and questions be noted, with thanks.

34. Adoption Services *(Item B1)*

All County Council Members had been invited to attend for this item, and Mr A D Crowther, Mrs T Dean, Ms A Hohler, Mr J A Kite, Mr M J Northey, Mr C P Smith, Mr R Tolputt and Mr M A Wickham were present.

Mr M Narey, Ministerial Advisor on Adoption, was in attendance for this item at the request of the Panel.

1. Mrs Whittle introduced Mr Narey and explained that she had commissioned him to undertake an independent review of Kent's adoption services in response to a rise in the national profile of adoption and critical media coverage of the low number of looked after children being adopted, across the UK and in Kent. The Secretary of State's key target for Kent is to raise its adoption rate to 11% this year and 13% next year.

2. Mr Narey said he had been pleased to be asked to undertake a review for the County Council. He set out some background to his review and some of its key findings, including:-

- the national reduction in the annual number of adoptions since the 1970s, from 22,000 in 1974 to 10,000 at the end of the 1980s. The reasons for this reduction include changing attitudes of social workers and courts towards parental rights and the primacy of the child's interests and an enduring culture among local authorities that they should avoid taking a child into care at all costs;
- more recent changes include research which shows local authority care to be beneficial for many children, and the heightened importance of adoption nationally since it was championed by the Prime Minister;

- the number of successful adoptions in Kent has fallen in the last two years from 78 to 57, a decrease of 27%, while expenditure on adoption has risen by 32%;
- a major issue is the mismatch between the number of children cleared for adoption (90 in July 2011) and the number of adoptive families ready to take them (28 in July 2011). The recruitment of more Adopters is crucial;
- Kent should be willing to make more use of Voluntary Adoption Agencies to address the shortfall in its own Adopters. The cost to the KCC is the same; and
- there are very few services in which one can radically improve services to needy sectors of society and save money – adoption is one of them.

3. Mrs Whittle, Mr Narey and the officer team responded to comments and questions from Members on the adoption review and its findings, and the following points were highlighted:-

- a) Members welcomed the report and thanked Mr Narey for his work. The clarity and content of the review are very useful in providing an insight into adoption issues and increasing Members' understanding;
- b) Members also welcomed the report of verbal feedback from the Ofsted inspectors, and look forward to receiving the written report;
- c) a view was expressed that it was a pity that Kent's adoption services had been allowed to reach crisis point before improvement had been sought. The quality of services had become poor due in part to 'drift' and in part to a culture which has not favoured adoption;
- d) the status of 'Permanently Looked After Child' (PLAC) offers an alternative to adoption, which may be preferable for some families. When a child is adopted, and hence becomes part of a family, social work support ends. Maintaining a LAC status means that social worker support to the child and their foster family continues;
- e) the Concurrency model had been popular with Courts (as it reduced adoption waiting times), adoption and social work staff and elected Members, and many would welcome its reinstatement. Concurrency does not necessarily lend itself to permanent placements, and Foster Carers entering such an arrangement have to be prepared for the likelihood of a child returning to its birth parents;
- f) the successful 'Staying Together' initiative is used for certain groups of children, with the aim of achieving permanence. This is currently being discussed by the Children's Services management team with a view to making it part of the mainstream services;
- g) when seeking savings in the harsh economic climate, the needs of children are paramount and the need to create permanence and stability for them must not be overlooked;

- h) Members spoke about their largely positive and rewarding experiences of serving on Adoption Panels. Although the commitment needed, in terms of both time and emotional input, is substantial, and should not be taken lightly, most felt it important that elected Members have the opportunity to serve on these. Paperwork submitted to Panels could be streamlined and simplified, which would make the workload less onerous. Mr Narey advised that a new assessment tool is shortly to be introduced which will make paperwork more manageable;
- i) a view was expressed that, although Kent's adoption services had been criticised, it is not the worst authority in the UK. Kent has a good record of being responsive and proactive in addressing its shortcomings, once highlighted;
- j) views were expressed that prospective Adopters are sometimes dismissed too quickly, and others do not have a positive or encouraging experience of the recruitment process. To attract and secure more Adopters, this experience will need to improve. Members could play a greater role in recruitment, and the model used by Harrogate City Council could be investigated as a possible way forward;
- k) Kent needs to make a big improvement quickly, and not lose the impact of this review;
- l) a campaign involving publishing the profiles of children waiting for adoptive parents could re-energise the adoption service and attract potential Adopters. These profiles could be included on the KCC website;
- m) some early improvements have been identified:
- 43 Adoption Orders were made between April and November 2011, with a further 47 predicted to be made before the end of March 2012. This is just short of the target 11% increase set by the Secretary of State.
 - 37 Adopters were approved between April and October 2011, with a further 48 predicted to be approved before the end of March 2012.
 - the rate of placement breakdown in Kent is very low.
- n) Mr Narey stated that the social work staff he met during his review had impressed him, with Kent's services being 'overwhelmingly very impressive', although some better joined- up working is required;
- o) Members asked if an Adopter could be invited to serve on the Panel, so the Panel has the opportunity of benefitting from the input which the two Foster Carer Panel members have been able to offer; and
- p) Mr Narey was asked how he thought the poor economic climate might impact on family cohesion and the number of children coming into care,

and he expressed the view that the number of LAC might rise. It is important to recognise that, for some children, coming into care is the best option and it is in their interest to move them onwards to adoption as soon as possible. Kent needs to deliver an increase in its adoption rate and then maintain that increased rate.

4. Mr Ireland thanked Mr Narey and Members for the very useful and instructional debate and the frankness of the views expressed. He summed up the key issues arising as follows:-

- a) the issues facing Kent's adoption service affect its whole operating system and culture;
- b) papers submitted to Adoption Panels, and cases submitted to courts, need to be sharper and more focussed;
- c) the clarity around the two key indicators which illustrate progress – the number of Adoption Orders granted and the number of Adopters approved - is very useful, and the figures quoted for recent months are good;
- d) Members' dynamic and robust interest in the adoption service, and their willingness to be involved, is encouraging; and
- e) legislation, social work guidance and social culture have all changed since the 1970s, but it is important to start addressing change by looking at the system as it is and the experiences of current service users. The service's current and future customers are more important than the past.

5. RESOLVED that:-

- a) the oral feedback from the Ofsted Inspectors be welcomed, and the final written report be awaited with interest;
- b) Mr Narey be thanked sincerely for his review and its findings be welcomed; and
- c) the draft action plan be welcomed, a final version be requested and regular updates on progress be submitted to every meeting of this Panel.

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By: Jenny Whittle, Cabinet Member for Specialist Children's Services
Andrew Ireland, Corporate Director, Families and Social Care
Maggie Blyth, Independent Chair of Kent Safeguarding Children Board

To: Specialist Children's Services Policy Overview and Scrutiny Committee - 19 January 2012

Subject: **KENT SAFEGUARDING CHILDREN BOARD - OVERVIEW PROGRESS REPORT (DECEMBER 2011) AND ANNUAL REPORT FOR 2010/11**

Classification: Unrestricted

Summary: Provides Members with an overview of the work undertaken by the Board since the October 2010, Ofsted inspection. It highlights the remaining challenges and risks for effective scrutiny of partnership safeguarding activity across Kent.

Introduction

1. (1) In previous years the Kent Safeguarding Children Board's (KSCB) Annual Report was reported to the autumn cycle of the Policy Overview and Scrutiny Committee (POSC) and then to County Council. Due to the need to draw upon data from the national statistical release (published on 30 September 2011), the annual report has been prepared for submission to the POSC in January 2012.

(2) It was agreed by the independent chair of the KSCB that the annual report should be accompanied by an updated report, reflecting progress since the Ofsted inspection in 2010 as this would more meaningfully reflect the current position regarding Safeguarding arrangements in Kent. This is attached as Appendix 1.

(3) The full annual report is attached as Appendix 2 for information.

Background

2. (1) Statutory Government Guidance around Local Safeguarding Children Boards (Working Together to Safeguard Children, HM Government 2010, Chapter 3) identifies that the role of Local Authority Elected Members..."through their membership of governance bodies such as a Cabinet of the Local Authority or a scrutiny committee or a governance board, is to hold their organisation and its officers to account for their contribution to the effective functioning of the Local Safeguarding Children Board".

Recommendations

3. (1) The Specialist Children's Services Policy Overview and Scrutiny Committee is asked to:

- (a) COMMENT on the progress that has been made since the inspection and the challenges that remain in relation to performance management, project management and business planning (as outlined in the progress report in Appendix 1)
- (b) NOTE the 2010-11 Annual Report (attached as Appendix 2)

Andrew Ireland
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Background documents:

Appendix 1: KSCB Overview Progress Report (2011)

Appendix 2: Kent Safeguarding Children Board Annual Report 2010-11



**Kent Safeguarding Children
Board**
Progress report (December 2011)

Introduction

An announced inspection of safeguarding and looked after children services took place in Kent between 11th and 22nd October 2010. The inspection concluded that the overall effectiveness of safeguarding services in Kent was inadequate and that capacity for improvement was inadequate. It concluded that the overall effectiveness of services for looked after children were also inadequate, while the capacity for improvement in this area was considered adequate.

The inspection identified concerns regarding a lack of effective partnership working in Kent, including a *“serious lack of concerted action by the partnership to address the disjointed arrangements between child protection services and other key services”*.

The inspection report also identified concerns regarding the effectiveness of the Kent Safeguarding Children Board. The report identified the need for improvements in respect of non-compliance with statutory guidance with not all agencies represented on the Board, work needed to re-align missing children guidance to clarify thresholds and most importantly to develop an effective quality assurance framework.

Ofsted’s judgement that the overall effectiveness of safeguarding services in Kent was inadequate and that capacity for improvement was inadequate was a significant issue for the Safeguarding Board. The Board had identified concerns regarding multi-agency working and safeguarding practice across Kent prior to Ofsted’s inspection, but had not been effective in challenging this and effecting change in the partnership to improve outcomes in respect of child protection practice.

The most significant factor for the Kent Safeguarding Children Board was not identified by Ofsted in its inspection report, but subsequently identified by the Board partners who concluded that the Board had been ineffective in delivering its scrutiny function.

This was of concern for the KSCB and its partners. The Board was determined to address the failures identified in the inspection report, but most importantly to strengthen its scrutiny function in order to ensure that in future safeguarding activity undertaken by partner agencies is of a good standard and contributes towards improved outcomes for Kent’s vulnerable children.

Purpose of Report

This report aims to provide an overview of the work undertaken in the current reporting year subsequent to the Ofsted inspections and not therefore reflected in the 2010/11 Annual Report. It also goes on to highlight the remaining challenges and risks for effective scrutiny of partnership safeguarding activity across Kent.

Actions taken in response to the inspection

In response to the inspection findings there was a significant and focussed response across the partnership. A Safeguarding Improvement Board was established to respond to an Improvement notice issued by the Minister of State for Children and Families, with an External Independent Chair (Liz Raillton), underpinned by a Multi-agency Improvement Plan. The Plan is scrutinised by the Board at a monthly meeting, attended by partners and also by the DfE to oversee progress, and to monitor improvements in-line with the Improvement Plan. The Improvement Board expects to see improvements taking place in line with the actions and timescales laid out in the improvement plan and monitors to see that consistent progress has been made. Maggie Blyth, the new Independent Chair of the KSCB was appointed in April 2011, and is a member of the

Improvement Board to ensure that there is KSCB input into the scrutiny and development of the Safeguarding Improvement Programme at all points.

Securing more meaningful engagement from partners

Maggie Blyth has moved quickly to strengthen the Board and there has been progress in consolidating the safeguarding partnership. Following recommendations from an independent review completed by Alan Simpson on 30 June 2011, KSCB has clarified its membership across the partnership with due consideration given to the size and complexity of Kent.

On 15th July 2011, the full Board of KSCB endorsed the independent review. It confirmed the membership of a streamlined Board, supported by a number of subgroups leading on key workstreams. Oversight of KSCB is through a small strategic executive, with close alignment to membership of the Improvement Board. The new arrangements clarify statutory representation from the health and education sectors. They also include 2 lay persons and a representative from the voluntary sector.

The small Executive has representation at Director level from children's social services, education, health, police, probation and the lead member for children as participant observer.

New subgroup chairs, have been appointed from the Board and are now held responsible for delivery of KSCB workplans and implementing the strategic priorities of KSCB:

- | | |
|---|---|
| • Serious Case Review Subgroup | Director of Kent Probation |
| • Learning and Development Subgroup | Chief Executive Connexions Kent |
| • Policy and Practice Subgroup | Superintendent Kent Police |
| • Quality and Effectiveness Subgroup | Managing Director, West Kent |
| CHT | |
| • Health Safeguarding Group | Director of Nursing and Quality,
NHS Kent & Medway |
| • Education Safeguarding Group | Director of Education, Learning &
Skills |
| • Trafficking & Sexual Exploitations Subgroup | Superintendent Kent Police |

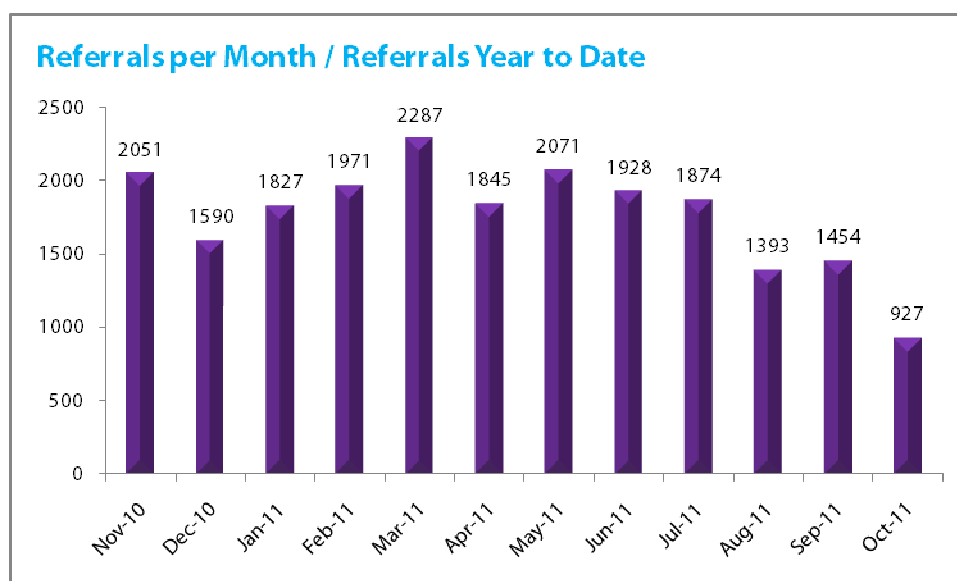
Revised eligibility criteria for universal, targeted and specialist services was agreed by KSCB in May 2011. The new guidance sets out clear thresholds and criteria for access to Specialist Children Services which ensure that children at risk of harm receive appropriate intervention to minimise risk and that these thresholds and criteria are implemented by all partners and agencies across the County.

All partners signed up to ensuring that their staff were conversant with eligibility criteria and to providing appropriate levels of referral information. Staff from all agencies engaged in the launch of the eligibility criteria to secure understanding of thresholds, eligibility and assessment processes (Including linkage with CAF) through the delivery of 30 multi-agency, District workshops between May and July 2011 to over 1360 staff across the partnerships.

Thresholds/referral activity

In addition to the work undertaken by partners and KSCB, Specialist Children Services has undertaken work to develop more consistent referral decision making, putting in place a county practice programme for Duty and Initial Assessment Teams, as well as developing a Central Duty Service to ensure one central hub for processing all referrals into Specialist Children Services.

This concerted effort has led to progress during 2011 in respect of a steady reduction in the number of inappropriate referrals into Children's Social Services throughout the year since the improvement work took hold.



As well as moving forward in regards to referral thresholds, the provisional national statistical figures released on the 30th September 2011, shows Kent making encouraging progress in comparison to national and statistical neighbours and performing well in respect of assessment activity including:

- Timeliness of initial assessments
- Referrals progressing to assessment
- Number of initial assessments
- Number of core assessments

In order to analyse the effectiveness of the work undertaken to date and to establish whether thresholds are better understood and adhered to, KSCB has commissioned the support of an external consultant worked with the Board manager to deliver a multi-agency audit of referral decision making and thresholds. This audit was completed in December 2011 and the findings will be reported to the KSCB Executive in January 2012.

Thresholds were an issue examined during the recent unannounced inspection of contact, referral and assessment arrangements within children's services in Kent County Council conducted on 11th and 12th October 2011. KSCB is encouraged by Ofsted's findings which noted that thresholds for access to Specialist Children Services in Kent are now clear and that, "satisfactory action has been taken to ensure that partner agencies are familiar with these thresholds. This enables referrals to be appropriate and

clear and makes better use of early intervention through the common assessment framework”.

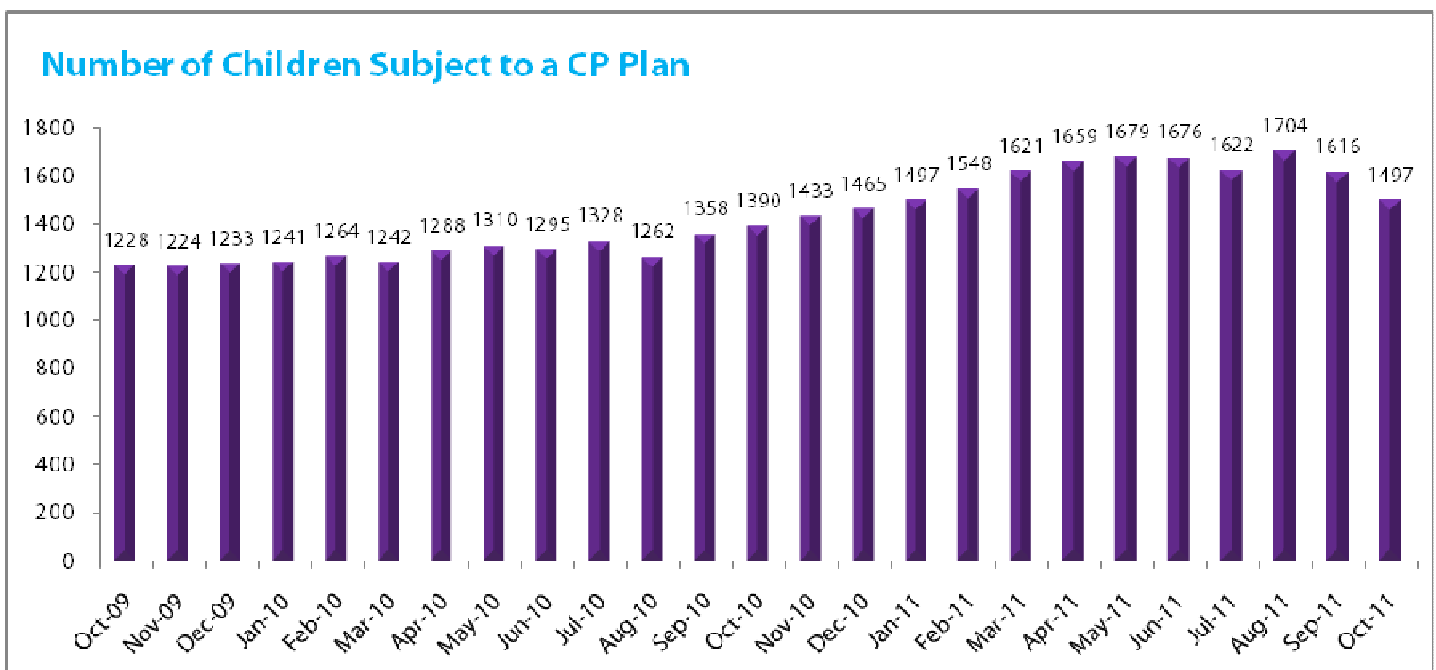
Review of the child protection process

The 2010 Ofsted inspection highlighted concern regarding the “serious lack of concerted action by the partnership to address the disjointed arrangements between child protection services and other key services”. In response to the findings, significant work has been undertaken (from within Specialist Children Services and the KSCB) to review and make improvements to the child protection process.

Work to date has included:

- Focus groups held with partners to review the child protection conference process.
- Child protection processes have been changed and procedures amended, including templates for reports, agendas, minutes and plans and increased focus on analysis and decision making. Core groups are now being held immediately after the conference so that families, children and professionals all leave the meeting clear about what happens next and what their role is in that change process.
- Improved engagement of families to enable them to contribute to plans regarding their children and getting their views on how best to help them.
- Partners now have access to a secure email account in Specialist Children Services to send copies of reports prior to conference.
- Training programme devised to support the amended processes as part of the multi-agency training programme.

Despite this positive work undertaken to improve multi-agency work across the partnership, Kent remains a considerable outlier in comparison to other Authorities in respect of its high number of children with a child protection plan, and particularly those children with a child protection plan lasting two years or more.



The number of children on child protection plans is very concerning and inconsistent with the volumes experienced by Kent's statistical neighbours or nationally. This reached its highest in August 2011 at over 1700, which suggests that the nature of partnership working in Kent is risk adverse and required robust action by independent conference chairs, all agencies and the KSCB. It is positive to note that a shared emphasis on this issue has resulted in progress over recent months with the numbers of children subject to a child protection plan reducing significantly to 1497 in October 2011.

This will be an area on which the KSCB will need to retain focus over the coming months in order to ensure progress, and will be subject to a further multi-agency audit in spring 2012.

Strengthening the Board's scrutiny function

KSCB has strengthened its approach to performance management by strengthening the Quality and Effectiveness subgroup (Q&E) and partners' engagement. It has developed a multi-agency performance framework, bringing together a cohesive and comprehensive system to ensure that performance management is well informed, actively utilised and as effective as possible in ensuring the safety and wellbeing of children and young people and that performance monitoring is robust.

The Board has developed a shared dataset (with the support of an external consultant through C4EO), placing clearer demands on agencies for more effective performance analysis.

A selection of measures has been agreed to give KSCB an overview of safeguarding outcomes, service quality, thresholds, quality assurance and staffing, along with indicators giving contextual information about the area. Where appropriate, progress against key targets or Kent's benchmarked position with statistical neighbours and national comparators is considered.

Analysis is undertaken by the multi-agency Quality and Effectiveness subgroup of the KSCB, who interpret, seek further information and/or undertake drill-down where necessary to identify why any underperformance is happening, where it is concentrated and to suggest how improvements can be implemented. In line with the Munro Review, further work is being undertaken to ensure that the views of children, parents and professionals are fully embedded within the evidence base.

To maximise its usefulness, the information examined has to be accurate and timely, so each agency is responsible for making sure its data quality management arrangements are effective in validating the data and information contributions to the partnership.

A focus of much activity over recent months has been the development of the audit plan, to include an audit of thresholds in November 2011, led by an external consultant, linked to the work that was undertaken by the C4EO consultant through the Improvement Board. A new audit programme has been developed, including audit tools, and work has been undertaken to train the auditors and members of the Quality and Effectiveness subgroup to ensure the multi-agency group is able to provide a robust scrutiny function. Further work planned includes an audit of child protection conferences in spring 2012.

In order to support the more rigorous performance and scrutiny function of the Board, a decision was reached to increase capacity for this task and recruitment of a performance analyst, who will be in post on the 23rd January 2012, has been successful.

Areas of Risk

The Independent Chair of KSCB reported progress to the Improvement Board in August 2011 and highlighted two key remaining areas of risk for KSCB.

Performance management and quality assurance

Although the Board has undertaken significant work to strengthen its performance management and scrutiny function, there has been insufficient capacity within the Business Unit to ensure effective analysis of the information. Additional support has been provided from within the Council's Safeguarding Unit and Management Information Unit, but there remains a need to increase capacity within the Business Unit's own resources to ensure the new approach to performance management is embedded and driven forward. This exposes the strategic partnership across the county to serious risks until the performance analyst is in post, and will require the ongoing commitment of resources from within the Council to ensure momentum is maintained. It is also important that other agencies, namely health, education and criminal justice partners are able to support the Board and to effectively analyse their own safeguarding performance to the same standard that has been expected of Specialist Children Services.

Project Management and Business Planning

The configuration of the KSCB Business Unit was determined in line with the development of other LSCBs across the country in 2006 and is arguably now outdated. In order to become a credible and forceful scrutiny body in Kent, it is vital that the support structures for KSCB have sufficient project management and business planning expertise. Work has now been completed to secure project management capacity within the Unit to address this deficit.

A financial review of the KSCB infrastructure has recently been undertaken, which has recommended that an Interim Programme Manager be appointed for three months. This appointment will look at the KSCB Business Unit function, structure, delivery (including a training review) and the funding arrangements.

With new changes to Working Together expected by the end of 2011, the establishment of the Shadow Health and Wellbeing Board and the need to provide scrutiny of the delivery of the Kent Improvement Plan it is imperative that KSCB has robust support structures in place.

Conclusion

There has been substantial activity to establish a strong partnership framework for child protection in Kent to ensure overall scrutiny of performance during 2011/12. There has been a strong strategic commitment from all statutory partners to ensure that the new quality and effectiveness framework is implemented.

However, the continued commitment of partner agency to implement and drive forward the business plan including oversight of all KSCB workstreams is critical. The KSCB can only drive change and improvement where there is a shared commitment and collective responsibility amongst all its members. While responsibility for establishing and the effective working of the KSCB rests with KCC, a shared commitment to strong and effective leadership amongst the statutory partner organisations is essential or the KSCB ability to perform its scrutiny role will be undermined.

Penny Davies

Kent Safeguarding Children Board Manager 13th December 2011

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Annual Report 2010 -2011



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Section 1

The Kent Context

This section provides a picture of the characteristics of the population of Kent that are relevant to an understanding of safeguarding issues. There will be some geographical areas in local authorities where there will be a higher incidence of safeguarding concerns. This picture of “safeguarding need” is used to inform strategic planning and service development.

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Section 2

Safeguarding Activity

This section presents quantitative data regarding the main forms of statutory safeguarding activity in Kent within the context of the population characteristics described in Section 1.

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The figures used in this section (and Section 1) are the most recent available. This means, though, that they do not all cover the same time frame.

Section 3

Serious Case Reviews

Local Safeguarding Children Boards undertake Serious Case Reviews when children die or are seriously injured, and abuse and/or neglect are suspected or known to be a factor, and/or there are concerns about how local agencies worked together. This section reports on the progress in respect of Serious Case Reviews in Kent and the lessons learnt that improved local practice.

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Section 4

Child Death Review Process

LSCBs have a responsibility – through the establishment of a Child Death Overview Panel – for reviewing the deaths of all children in their area (whatever the cause of death). The aim is to determine whether the deaths were preventable and whether there are any lessons to be learnt or issues of concern. This section summarises developments in respect of the Kent CDOP.

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Section 5

Learning and Development

LSCBs have a responsibility for ensuring that inter-agency training on safeguarding is provided to meet local need and for evaluating its impact. This section provides an overview of safeguarding learning and development undertaken in Kent over the last year.

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Foreword by the Independent Chair

As the newly appointed Independent Chair of Kent Safeguarding Children Board I welcome the opportunity to work with key partners in rising to the challenges that lay ahead in improving outcomes for the most vulnerable children and young people in Kent. This Annual Report 2010/11 has been superseded by improvement activity to ensure that the child protection system in Kent is fit for purpose. As the new Independent Chair for KSCB I am a member of the Improvement Board established in Kent to drive up performance across all areas of multi-agency activity to ensure children are adequately protected.

During 2010/11 heavy criticism was directed by inspectors at the child protection system in Kent and for the failure of partner agencies to adequately protect children most at risk of harm. Taking up my new role in April 2011 I have been pleased with the progress KSCB has made in establishing itself as the partnership board with overall scrutiny of the child protection system. This has involved children's social services, education, health and criminal justice agencies working with the voluntary sector and district authority representatives to put in place stronger quality assurance of the child protection system, clearer understanding of the thresholds in place for children to access specialist support, more effective information exchange between partners and an overall focus on how to provide the right help at the right time.

As the annual report 2010/11 outlines, Kent is a large, complex and diverse county with a wider range of safeguarding concerns. As a port authority there are additional challenges for front line staff, associated with child trafficking. Moreover, a substantial number of children are placed in Kent by other local authorities seeking short term residential placements, which adds pressure on statutory and voluntary sector agencies. Recent Serious Case Reviews have continued to show the need for agencies to strengthen the ways in which they work together with a focus on quality assessment and intervention.

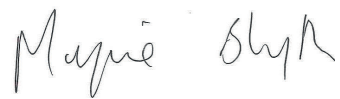
I have been reassured by the progress made by children's services in Kent as a result of the problems identified in 2010/11. Health, education, social care and criminal justice partners have responded swiftly to changing the way they assess children in need. And as a consequence services at the 'front door' are stronger and more accountable. But there is still much to be done to make sure that the most vulnerable children in Kent are adequately protected.

Firstly, there is recognition of the importance of valuing professional expertise, and as a consequence agencies in Kent have worked hard to strengthen the child protection workforce. This is supported by the findings of the national review of child protection services undertaken by Professor Eileen Munro in May 2011.

Secondly, children should be protected from abuse and neglect in the first place and local arrangements are being put in place in Kent to identify those children most at risk with offer of 'early help' through a new early intervention programme.

Thirdly, the 'challenge' role of Kent Safeguarding Children Board has been strengthened to ensure the ongoing statutory, multi-agency oversight of safeguarding. The government has stated that LSCBs have a 'unique, system-wide, role to play in protecting children and young people'.¹ KSCB must ensure that it performs this important role. I welcome the opportunity as Independent Chair to work with all partners in Kent to improve outcomes for the most disadvantaged young people

in this County. I also look forward to hearing from you about how well you think services are doing and the challenges you face in safeguarding children.



Maggie Blyth,
Independent Chair

Introduction

This report of the work of the Kent Safeguarding Children Board (KSCB) meets the requirement under the Apprenticeships, Skills, Children and Learning Act 2009 for LSCBs to produce and present to the Children's Trust Board (CTB) an annual report on the effectiveness of safeguarding arrangements in the local area.

This is the fourth Annual Report of the Kent Safeguarding Children Board (KSCB), covering the period of 2010-2011. The report covers a year that has been characterised by the implementation of significant change and development in the governance, structure, membership, and operation of the KSCB. This has been against a backdrop of substantially increased safeguarding activity in the County, a significant trend seen nationally.

The report summarises the activity of the KSCB during 2010/11, and its multi-agency work streams which report to the KSCB on a regular basis.

The aim of the Annual Report is to inform the staff of the KSCB partner agencies, their service users and the public, of its work. Moreover, it provides accountability to those who fund and support the KSCB; Kent County Council's Lead Member for children and the agencies represented on the Kent Children's Trust Board. This report will focus not only on achievements of the Kent Safeguarding Children Board during 2010/11, but also clearly identify where more progress needs to be made in 2011/12.

The Annual Report will be distributed and made available to all key agencies/stakeholders and is a public document. It will be accessible through the KSCB website www.kscb.org.uk

Section 1

The Kent Context

Geographically, Kent is one of the largest local authorities in the United Kingdom. The total population is currently estimated to be in excess of 1.4 million. The general population is growing at a rate significantly in excess of the regional and national average. The child population is currently 350,000.

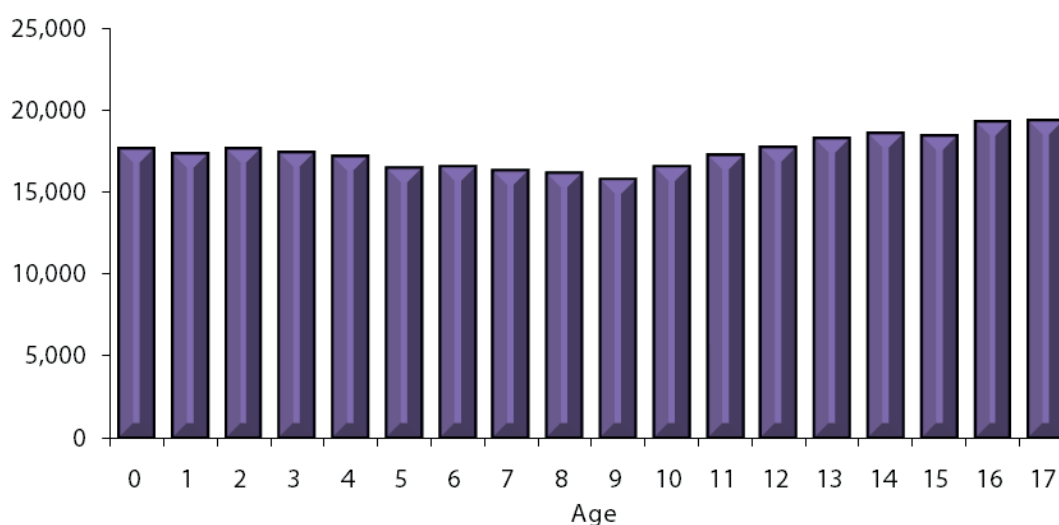
The County displays remarkable diversity and contrasts, including ethnic and linguistic diversity and wide socio-economic disparities. 77% of Kent people live in urban areas and towns and 23% in rural areas. Although the County is affluent with income levels and property values which are significantly higher than national averages, this disguises the fact that there are pockets of high deprivation. The most deprived areas of the county are the coastal fringes of Thanet, Dover/Deal, Shepway and Swale in the East, but also Dartford and Gravesend in the West. Kent is below the regional average for skills - 28% of the working population have no qualifications. The average household income in Kent is lower than in the rest of the South East.

Ethnicity

Based on the January 2011 pupils census, Kent has a predominantly White population of children, with 84.2% White British and 4.7% Any Other White. 3.6% were from Mixed/Dual Background, 3.1% Asian or Asian British, 1.4% Black or Black British. Some districts have greater variation of ethnicity, most notably Gravesham with a 12.3% Asian or Asian British pupil population.

There are an estimated 346,810 children and young people under the age of 19 in Kent; making up 24% of the population.

Children in Kent by age at mid-year in 2010



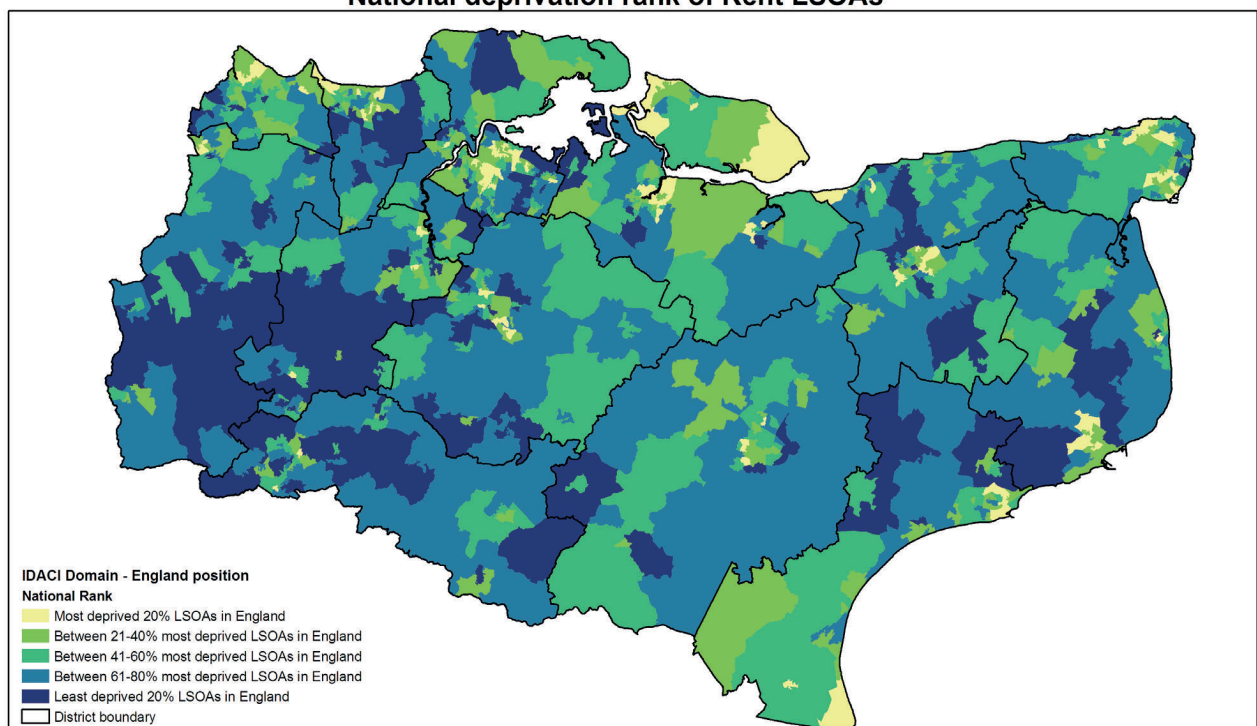
Child Poverty

There were 52,870 Kent children living in poverty in 2010, which is the equivalent of 17% of all children. Almost 90% of these children were under the age of 16. Whilst this is lower than the national percentage of children living in poverty, which currently stands at 21%, figures for Kent were significantly higher than the South East region as a whole where 14.5% of children were living in poverty.

74.9% of children in poverty in Kent live in households claiming Income Support (IS) or Job Seekers Allowance (JSA). The majority of these children live in lone parent households. However, the largest increase in child poverty has been amongst children living in couple households where at least one adult is in work. This is in line with national figures.

The picture of poverty is illustrated on the map below. The spread of child poverty impacts across the county.

IMD2010: Income Deprivation Affecting Children Index Domain (IDACI)
National deprivation rank of Kent LSOAs



Source: English Indices of Deprivation 2010, Communities and Local Government (CLG)
LSOAs are Lower Super Output Areas

Produced by Research & Intelligence, Kent County Council. © Crown Copyright and database right 2011. Ordnance Survey 100019238



As can be seen, there is significant variation in deprivation across districts. Swale, Shepway and Thanet have over 20% compared to 11% in Sevenoaks, Tunbridge Wells and Tonbridge & Malling. However, there are also pockets of deprivation within areas of apparent affluence. This means that a coordinated approach to sharing practice and promoting change is essential as we know the outcomes for children living in poverty are much worse than for their peers.

Education

There are 560 maintained schools within Kent, comprised of 446 primary schools, 72 secondary schools, 24 special schools, and 18 pupil referral units. A number of schools have recently acquired academy status, bringing the total number of academies to 32 as at January 2011, with further schools becoming academies next year. There are also 97 children's centres and a further 861 early years settings. In the most recent school census (January 2011), there were a total of 213,432 pupils attending maintained schools and academies.

Attainment at Key Stage 2 improved, with 70% of pupils achieving level 4 or higher in 2010, an increase on the previous year (68%). There were, however, areas of strength and weakness with the highest performing district achieving 79%, and the lowest performing only 63% during 2010/11. Key Stage 4 (GCSE level) results were also generally good, with the overall percentage of children achieving five or more GCSEs at grade A*-C including English and Maths (NI75) at 56.8%. Again, the range at district level was significant, from 48.8% to 71.3%.

The proportion of young people Not in Education, Employment or Training (NEET) has remained consistently better than the national average. In 2009/10 4.9% of 16 to 18 year olds were NEET in Kent, compared to 6.4% nationally. Despite pressures from the downturn in the economy, NEET performance for Kent continued to improve during the first quarter of 2011. However, falling employment levels have impacted on 17 and 18 year olds which now make-up nearly half of the total (47.5% and 46.1%) NEET cohort in Kent, followed by 16 year olds (6.4%).

Health and Wellbeing

The Joint Strategic Health Assessment (JSNA) is compiled annually by health professionals to give an overview of health and health related issues across the county. Whilst the majority of health outcomes for children and young people were good in Kent compared to nationally, there are a number of areas of specific need.

There was an increasing and above national rate of mothers smoking during pregnancy (17%) and at the time of delivery, particularly in more deprived areas. The rate of mothers' breastfeeding was below national average. Immunisation rates for young children were too low to provide adequate protection.

The proportion of children classified as obese in reception and year six in Kent has slightly increased in line with the national trend. However, obesity in both the reception year and year six has remained slightly below the national average for the last 3 years.

The emotional and mental health of young people in Kent was poorer than expected, with particular concern for older girls, young people from low income families, and children in care. Teenage conceptions remained high in some districts.

Excessive alcohol consumption by some young people remains a concern.

Crime and Disorder

The trend of the county, and nationally, in the number of first time entrants to the youth justice system continued to be downward, although Kent remains higher than the national average. Kent Youth Offending Service was involved in the supervision of 133 Looked After Children in March 2011, over half of whom had been placed in Kent by other Local Authorities.

Section 2

Safeguarding Activity, Performance Monitoring and Evaluation

Improving and Promoting Best Safeguarding Practice and Procedures

The KSCB has a role in co-ordinating and ensuring the effectiveness of local individuals' and organisations' work to safeguard and promote the welfare of children and young people. The Board consists of senior representatives from all the key agencies concerned with the safeguarding of children, including Kent County Council, Youth Offending, Police, Health, Schools, Probation, CAFCASS, Connexions and the Voluntary Sector. During 2010/11 KSCB was chaired by an Independent Chair, David Worlock, from November 2009 until his resignation, effective from the 1st November 2010. From November 2010 the Vice Chair, Oena Windibank, Operational Director, Eastern Coastal Kent Community Health, chaired the Board until the end of March 2011.

External Inspections during 2010/11

Offender Management Inspection

An inspection of Kent Probation took place in June 2010. Whilst noting areas of positive practice the inspection report concluded: "Overall, we consider this a disappointing set of findings – our scores indicate that sufficient quality of practice is not currently being achieved often enough." Key comments included:

- "The Risk of Serious Harm (to others) screening was completed on time at the start of the order or licence but was incorrect in too many cases. This resulted in a full analysis not always being done when required".
- "Management oversight of Risk of Harm to others was ineffective in too many cases and not provided in half of the cases involving child safeguarding. Where the case was eligible for Multi-agency Public Protection Arrangements the correct management level was allocated and referrals were timely".
- "Few offenders were meaningfully involved in the development of their sentence plan".
- "Multi-agency child safeguarding procedures were not always used effectively, with insufficient contributions by offender managers and other staff. On the other hand, the Multi-agency Public Protection Arrangements were used well".
- "Staff reported high workloads and insufficient time to produce good quality assessments and plans".

The inspection identified that Kent Probation had focussed its attention on achieving transition to trust status, on re-organising its internal structure to meet government requirements and on achieving its performance objectives. These were achieved, but at some cost in terms of quality. Kent Probation had recognised the quality issues before the inspection, and had started the process of refocusing on quality and outcomes.



Emotional Wellbeing and Mental Health

The children and young people's emotional well-being and mental health National Support Team (NST) from the Department of Health visited Kent in September 2010. One of the key issues identified was the large number of young people referred to a specialist CAMHS service at Tier 3, who could have been seen earlier and more effectively in Tier 2 services. Part of this is due to a lack of clarity for the current system of referral. The NST recognised that the challenge for Kent Children's Trust is to develop a strategic 'whole system' vision which maximises this, and provides a framework for commissioning and planning of all services, both local level and County-wide, and at every Tier.

The NST concluded that a whole system re-design was required to address these issues. Action is now being taken to ensure the improvement required through the CAMHS Action Plan and the Ofsted Improvement Plan.

Unannounced Inspection of Initial Contact, Referral and Assessment

Ofsted conducted this inspection in August 2010 and found that the services were not meeting the statutory standards and identified a number of priority actions. Remedial action has been taken through the Ofsted Improvement Plan to address all deficits.

Safeguarding and Looked After Children Services

The Ofsted inspection conducted in October 2010 and reported in November, judged safeguarding and Looked After Children services in Kent as inadequate. It highlighted a number of weaknesses in the way services were organised, managed and supported. Ofsted judged there to be limited development of preventative and early intervention services across the partnership, and a lack of consistent understanding of thresholds and eligibility for specialist social work services, with limited implementation of the Common Assessment Framework (CAF) and the team around the child (TAC) approach. It found that agencies did not ensure that their referrals contained accurate and sufficient information to enable informed responses to be made. In relation to Looked After Children it found that educational achievement needed to improve, school exclusions must be reduced and attendance be improved.

At the same time, the inspection by the Care Quality Commission (CQC) found that Health providers and commissioners needed to secure health assessments for Looked After Children; screen for substance misuse; and improve CAMHS support, particularly for young people aged between 16 and 18.

Following Ofsted's Improvement Notice Kent County Council and the NHS put in place an Improvement Board to work collaboratively to secure the impacts set out in the 'Putting Children First' Kent County Council Safeguarding and Looked After Children Improvement Plan and to embed the changed practices designed to ensure better and sustainable life chances for the children and young people of Kent.

Partnership members and agencies have developed new approaches to ensure:

- Effective multi-agency early intervention and prevention support for vulnerable children and their families
- Targeted support to narrow the educational gap of LAC and the health needs of LAC and other vulnerable groups
- Strengthened joint commissioning and increased levels of pooled and aligned budgets
- Workforce development to ensure improved levels of understanding and engagement in relation to thresholds, eligibility, assessment processes (including CAF) and pathways between universal, targeted and specialist services

A review of KSCB infrastructure and sub-groups was commissioned in 2010/11 and concluded in June 2011.

The key elements included:

- Review of governance and accountability arrangements
- The appointment of a new independent chair of the KSCB who would be a member of the Children's Trust and Improvement Board
- The E-safety and Communication sub-group would be disbanded
- The appointment of 2 lay members
- The appointment of a representative from the voluntary sector
- Development of a multi-agency performance framework

The KSCB fully endorses the areas for improvement identified by the Ofsted announced inspection in November 2010 and the multi-agency improvement plan that has been developed in the authority following the inspection. The KSCB is monitoring the progress against these plans.

Preventative Practice

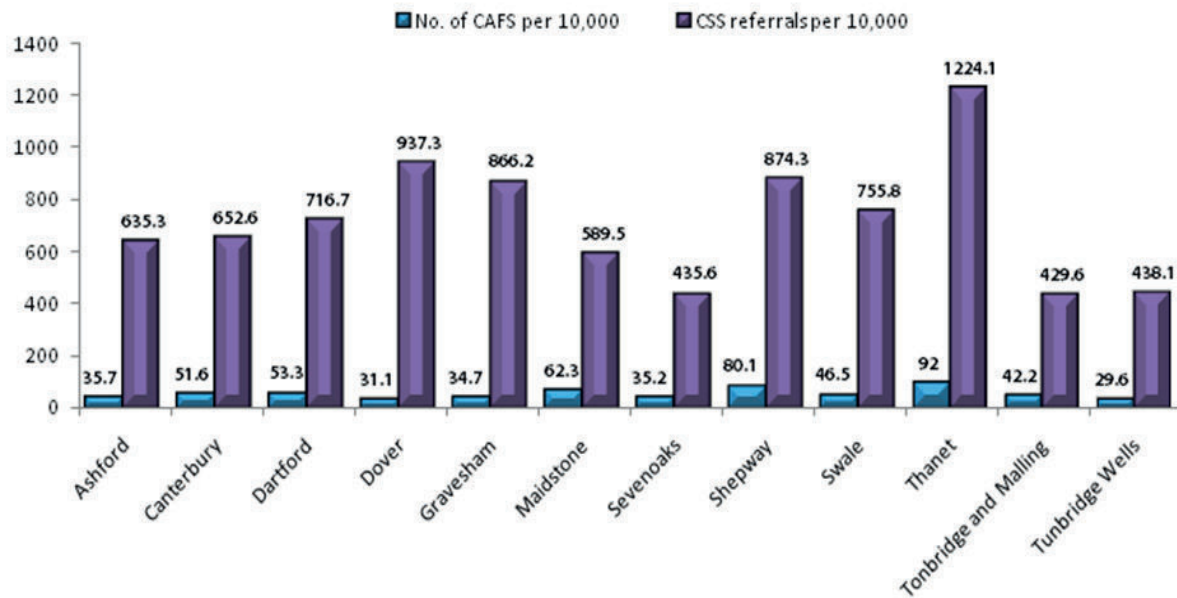
The Common Assessment Framework

The Common Assessment Framework is a process to help identify and assess, at the earliest opportunity, if a child or young person needs some extra help. CAFs are important because they are a means of getting help to children early, before problems get worse. All agencies which have safeguarding responsibilities for children – including adult-focused services – have a responsibility to initiate CAFs. A CAF is a standardised assessment that can be undertaken by anyone who works with the child or young person and is used to identify a child or young person's needs and strengths, based on discussions with the child or young person and their family as appropriate. It uses a standard form to help record, and where appropriate, share with others, the information given during the assessment, and to plan the help needed.

During 2010/11 there was a 54.9% increase in the use of common assessments across Kent, from 947 in 2009/10 to 1467 in 2010/11 but these figures remain low for the size of the Kent population and number of referrals received by Children Social Care.

Schools continue to be the main initiators of common assessments, accounting for 84%. The number of common assessments completed by Children's Centre staff across the county, was a total of 43 from April 2010 to March 2011.

Number of CAFS and CSS Referrals per 10,000 by District 2010/11



The number of CAF's completed by partners was very poor in 2010/11.

Information about how Kent compares with its statistical neighbours or nationally in terms of the implementation of the CAF was not available for this period.

The information also does not tell us about the quality of the assessments and whether the completed assessments resulted in children and young people's needs being met by services. A framework developed and endorsed by the Children's Trust to quality assure CAF assessments would help this analysis.

Inter-agency threshold criteria for services for children have been reviewed and, following extensive consultation, a new threshold document was drawn up and agreed by KSCB in January 2011. The document provides a framework for professionals and service users (in both Kent and Medway) to clarify thresholds for accessing different types and levels of children's services based on the degree of need. Effective operation of these criteria went live on 1st March 2011 to contribute to the early intervention agenda and effective implementation of CAF.

Policies and Procedures

Desired Outcome: processes are fit for purpose and promoting positive outcomes for vulnerable children

What did we do? How well did we do it?

The Policy and Procedure sub-group reviewed the entire contents of the Kent and Medway Safeguarding Children Procedures 2007 in light of the re-issued Working Together to Safeguard Children Guidance in March 2010.

A number of new Procedures and Protocols were introduced during the year, namely:

- Adolescent Risk Management Strategy (January 2011)
- Joint Guidance on Development of Local Protocols between Drug and Alcohol Treatment Services and Local Safeguarding and Family Services (June 2010)
- Kent and Medway Eligibility Criteria (January 2011)
- Pharmacological Management (January 2011)
- Risk Management for Adolescents

All of these have been widely disseminated and are available to view or download from the Kent Safeguarding Children Board website: www.kscb.org.uk.

During the year, the KSCB received briefings and/or was actively involved in consultations on the following areas:

- Working Together to Safeguard Children Consultation
- Munro Review

On-going issues and challenges

The missing children procedure required review to encompass children missing from home and to update sections covering children missing from education and children missing from care.

The third edition of the Kent and Medway Safeguarding Children procedures will be published by the end of 2011/12 and will reflect the new national statutory guidance Working Together which is due to be reissued in December 2011. This will be a joint venture between both the Kent and Medway Safeguarding Children Boards and will ensure consistency in policy and practice across the area.

The Final Munro Report sets out strengths and weaknesses in the use of procedures to manage practice, and is mindful that too much prescription of practice can undermine professional's capacity to make judgements, to deal with exceptional scenarios, and develop expertise. The KSCB and the Policy & Procedures sub-group will need to respond positively to the Munro Report and the revised Working Together Guidance during 2011/12, and seek to ensure that safeguarding policies and procedures promotes as well as regulates practice.

Safer Recruitment & Employment

Desired outcome: The Kent children's workforce is competent and safe

The statutory guidance Working Together to Safeguard Children (2006: Chapters 3 and 12 and Appendix 5) places a duty on the KSCB to have effective arrangements in place to deal properly and quickly with all allegations of harm made against professionals who work with children. It should coordinate the investigations into these allegations and ensure that safer recruitment practices are established.

Dealing with allegations made against professionals is the role of individual employing agencies. All member organisations of the Safeguarding Board have a named senior officer with responsibility for dealing with allegations. However, the Local Authority is required to provide a co-ordinating role through the provision of a Local Authority Designated Officer, or 'LADO'. Individual agencies are required to notify the LADO of any allegations made.

What did we do? How well did we do it?

The Local Authority Designated Officers (LADO's) received 500 allegations/concerns in relation to people who work with children between 1st April 2009 and the 31st March 2010. Of these 232 (46%) involved staff in schools. The DfE is currently finalising the annual reporting requirements (anonymous) with the development of a revised data set. Although the number of allegations against staff in schools appears high, this needs to be considered within the context of the size of the workforce. Kent has more than 550 schools (including Academies) and more than 100 Independent schools and the figure represents approximately 1% of the workforce.

49% of all allegations were physical in nature and this is recognised by the DfE as a consistent feature of allegations against teachers. This is being addressed with new guidance on behaviour management due to be published during 2011.

During the last year there were 17 cases of Risk by Association where the suitability and judgement of the professional had to be assessed due to their decision to remain with a convicted sex offender.

There were also 55 cases (11%) reported to the LADO involving allegations of a sexual nature and these primarily stemmed from professionals developing relationships with young people for whom they had a duty of care. Most of these cases were deemed to be an abuse of trust under the Sexual Offences Act 2003 as the age of consent is immaterial in such cases.

The data also identifies that there were 52 cases (more than 10%) of external factors affecting suitability. Examples of this include staff abusing their own children leading to those children being subject of a child protection plan or professionals perpetrating serious domestic violence

to a partner.

Category of Outcome	Dismissal	Resigned	Management Action	NFA	Total
Substantiated	26	17	92	0	135
Unsubstantiated	0	4	58	54	116
Unfounded	0	1	5	59	65
Malicious	0	0	0	6	6
Other (e.g. deceased)	0	0	0	63	63
Ongoing Case	0	0	0	115	115
Total:	26	22	155	297	500

Missing Children

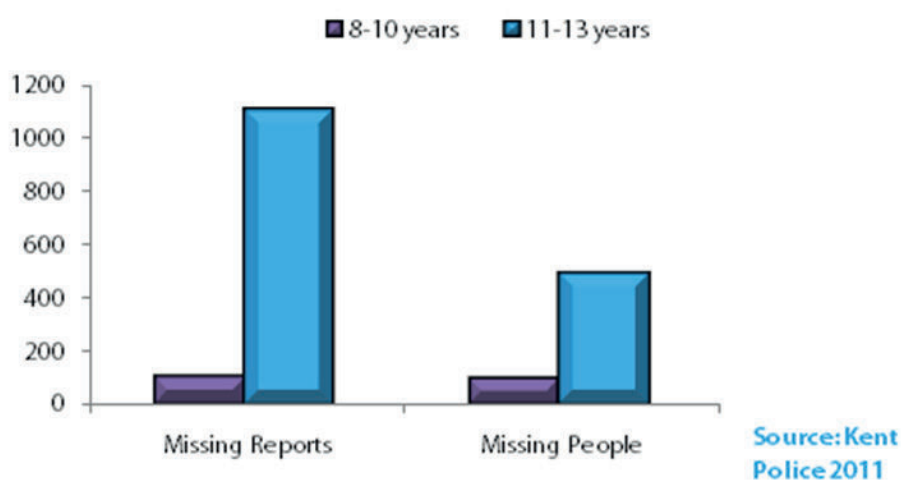
Desired Outcome: Services are effective in establishing the identity and whereabouts of all children and young people aged 0-16

Kent County Council leads the 'Missing Children Work Group'. This ensures effective multi-agency working between schools, Kent Police and a wide range of children's services and monitors the effectiveness of policy and guidance currently in place. This group also has a broader remit to monitor vulnerable groups of children, such as minority ethnic groups and travellers, and ensure the effectiveness of policy addressing children missing education.

What did we do?

Following the introduction of COMPACT and the Storm interface, Kent Police improved their ability to conduct analysis of missing person reports. Of the 9246 reports made between April 2010 and April 2011, 74% related to children and concerned 2748 individual children². Examples of data from this time period with regard to missing children can be seen below:

Reported Missing between April 2010 and April 2011 within Kent



²McKeeman, A. (2011) Missing Persons Reported to Kent Police

Between April 2010 and April 2011 575 separate children aged 8 to 13 years were reported missing and these were responsible for 1191 missing person reports³. Within current policing areas the majority of missing person reports made by Kent Police occur in East Kent (28%) and South Kent (28%). West Kent (9%) and North Kent (9%) have comparably few reports. The disparity in the volume of missing children between areas can in part be explained by the high numbers of children's homes in East and North Kent compared to other areas in the county.

Following the introduction of the COMPACT system, Kent Police now record all episodes when a child goes missing via the interface. This ensures that missing episodes are not viewed in isolation but rather as part of a recurring pattern allowing for a more holistic overview, a more comprehensive record of Returner Interviews and a better understanding of the individual child's situation and needs. This should enhance the ability of the police and other agencies to put the appropriate safeguarding responses into place.

KSCB is responsible for the completion and approval of a quarterly return to government to report on the new National Indicator NI71, which provides a self assessment on the extent to which local Children's Services and Police are collecting, sharing and analysing information regarding children who are reported missing, and establishing effective joint protocols and service delivery arrangements.

Kent Police's COMPACT system will automatically populate a NI71 return to assist Police and partner agencies to work more closely together in developing problem solving approaches in safeguarding vulnerable children. This information was not readily available before the introduction of Kent Police's COMPACT system. It allows for a more comprehensive understanding of the missing person's situation, particularly with regard to children and young people across the county. These figures can be used to inform policy and procedure

At present there are well established mechanisms for dealing with vulnerable children such as the Public Protection Unit referral process. However, the perceived 'streetwise' quality held by young people and the large amount of work created has often led to a lack of completion of these processes. Multi-agency training should be used to address this issue.

Children who do not meet the eligibility threshold criteria for Children's Social Services but are still considered at risk should be the subject of notification and engagement with Kent Police's Preventative Services Managers.

On-going issues and challenges

There are a number of challenges that all agencies face when addressing the issue of missing children. 87% of missing person reports are resolved within 24 hours⁴ and this has led to differing opinions on the best way to deal with reports, particularly within the Police. Similarly, opinion has differed as to the best way to deal with children that go missing regularly and for whom an 'absence' is not out of the ordinary.

For Kent Police, the introduction of the COMPACT system has resulted in a dramatic increase in the number of reports taken due to the interface and the recording of reports originally classified as an 'unauthorised absence'.

³McKeeman, A. (2011) Missing Persons Reported to Kent Police

⁴McKeeman, A. (2011) Missing Persons Reported to Kent Police

Private Fostering

Desired Outcome: Private fostering arrangements are strengthened through coordination and effective implementation of statutory guidance

Private fostering occurs when a child under the age of 16 years (or 18 years if a child is disabled) is cared for on a full-time basis, and provided with accommodation for more than 28 days, by an adult who is not a direct blood relative. It does not include children looked after by the local authority. It is usually arranged by the birth parent and is a private arrangement.

Examples of private fostering include:

- Child living with a family friend following family breakdown, divorce etc
- Child whose parents' study or work arrangements mean they are unable to care for the child
- Teenagers staying with a friend or boyfriend/girlfriend's family
- Asylum and refugee children
- Children brought to England by a friend of the family for the purposes of education

If such an arrangement comes to the notice of a professional it is the responsibility of that professional to inform the carer of the need to notify the local authority and if necessary follow this up by informing Children's Social Care themselves.

Nationally the number of children referred as privately fostered remains low and this is the case in Kent.

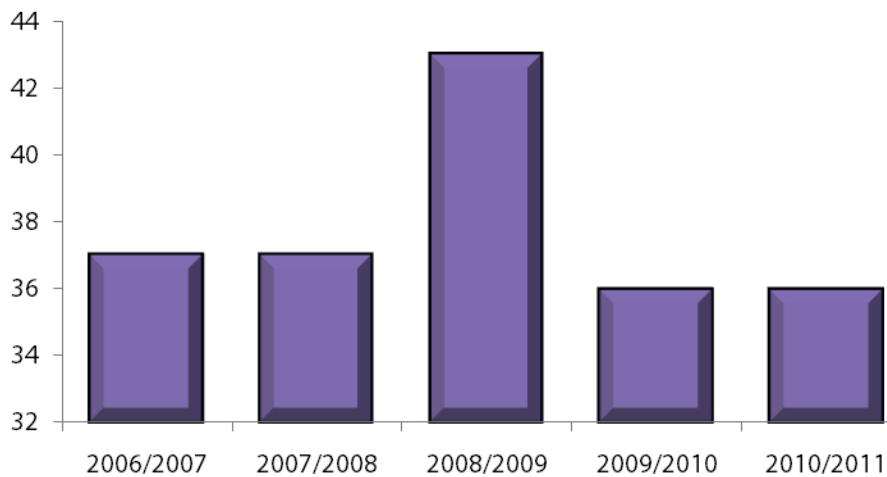
KSCB has received briefings from Children's Social Services on the status of private fostering arrangements in Kent. This is a key area of safeguarding performance and one that KSCB monitors closely.

Data collected between April 2010 and March 2011 gives a good overview of private fostering across the county and can be compared to data collected in previous years. All data is taken from Children's Social Services' Annual Report on Private Fostering 2010-2011.

During 2010/11 there were 56 new private notifications of private fostering compared to 69 the preceding year in Kent. This is opposite to the trend currently shown in England and the South East. Of these 56 notifications, 91% progressed to placement.

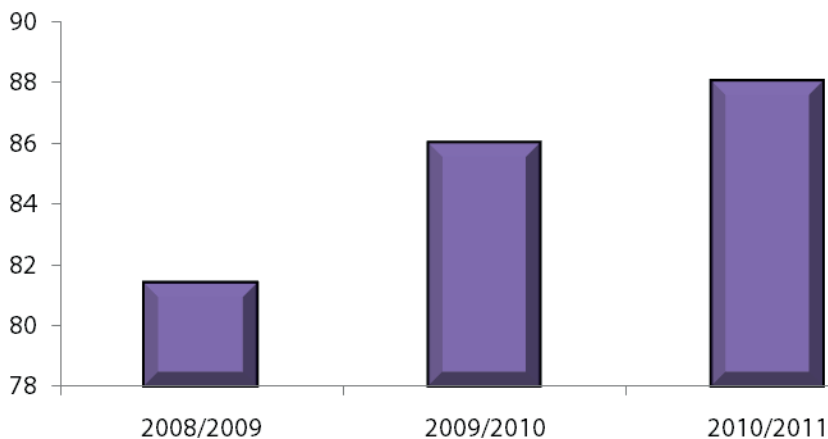
As a snapshot, on the 31st March there were 36 private fostering arrangements across the county. There has been little change in this figure over the last five years.

Number of Placements on 31st March



Using the data compiled on the 31st March 2011, the cohort of children entering private fostering arrangements is dominated by older children, especially those in adolescence. Children aged 10 or more represent 88% of all new private fostering placements. This is an increase on the two previous years.

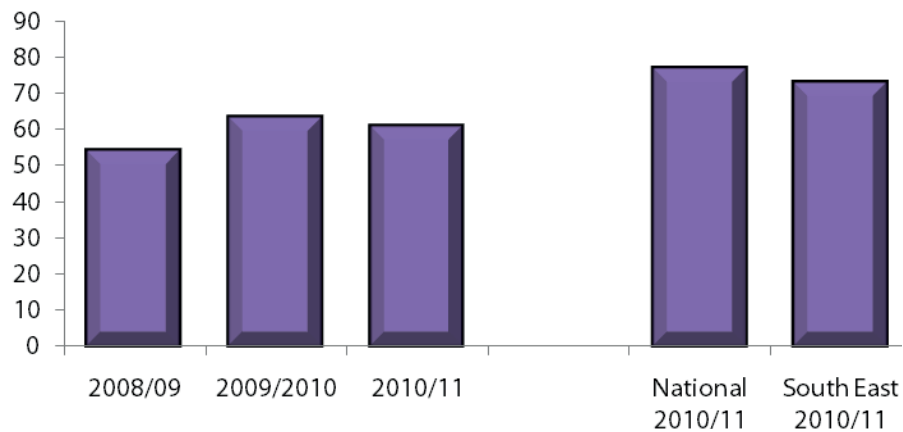
Percentage of new notifications where children are aged 10 years or more on 31st March



The majority of children in private fostering arrangements across the County were born in the UK (82%). This is comparable to last year's figures.

The number of initial assessment visits undertaken within the required timescales has fallen slightly during 2010/11 to 61%, which is less than the national figure of 77%. This is an area that needs improvement and an action plan has been drawn up.

Percentage of initial assessments undertaken within required timescales in Kent



Significant improvement has been made in the number of continuing visits in the first year of placement during 2010/11. 80% of visits during 2010/11 were made within the required timescales compared to 37% the previous year.

On-going issues and challenges

An action plan has been formulated to address the fall in meeting the timescale for visits following notification that a private fostering arrangement has commenced. An interim system has been put in place, which should ensure that all private fostering referrals or notifications are passed to the social worker on the same day. Procedures will also be improved with regard to social worker sick leave and subsequent delegation of responsibilities.

Little improvement was made in raising the profile of private fostering and response rates for publicity events were poor. To combat this, awareness raising will take place at more targeted events e.g. Children's Centres, Family Liaison Officer conferences, district network meetings and education steering groups.

The continuing low notification of private fostering arrangements for children under 10 years of age is a concern. A more detailed cross-partner analysis is required to ensure a true reflection of the current situation for all privately fostered children in the County.

KSCB will report on the outcome of this analysis in 2011/12.

Domestic Abuse

What did we do? How well did we do it?

Domestic abuse is a high risk factor for the well-being and safety of children. It is therefore essential that partners have a good understanding of the nature and impact of domestic abuse and the effectiveness of responses to address it. A high proportion of Specialist Children's Services referrals are as a result of concerns about domestic violence where children are living in the household.

The Kent and Medway Domestic Violence Strategy Group was formed for the purpose of researching the multi-agency response to domestic violence and to make recommendations for the way forward. The 2010–2013 Strategy sets out a vision for effectively addressing the issue of domestic violence in the county and details the steps that will be taken to achieve this within individual agencies as well as on a multi-agency basis.

This includes a detailed delivery plan to:

- reduce domestic abuse and change attitudes;
- provide support to victims of domestic abuse;
- protect victims of domestic abuse; and
- improve multi-agency working arrangements

Kent has introduced Multi-Agency Risk Assessment Conferences (MARAC) to discuss cases of domestic violence where risk is escalating. These conferences identify ways to intervene and in particular safeguard children and young people who may be caught up in violent relationships.

During 2011/12 KSCB will report on the work undertaken between Kent Police and Children's Social Services to assist in the quality of referrals made as a result of domestic violence incidents.

On-going issues and challenges

In partnership with the Kent and Medway Domestic Violence Strategy Group KSCB will update the training resource to address consistency issues and quality check the training that is delivered on domestic abuse across Kent. The training pack includes many training chapters including: Overview and Dynamics of Domestic Violence; Children and Young People and Domestic Violence; Perpetrators of Domestic Violence; Domestic Violence and Substance Misuse; Specialised Needs and Issues; Multi-agency Roles; Domestic Violence in the Workplace; What Health Professionals Need to Know about Domestic Violence; Domestic Violence and the role of Education; and Domestic Violence and Housing.

Section 3

Serious Case Review Processes

Desired Outcome: SCR recommendations are effectively implemented to improve child safety, with reviews completed within time and judged to be of good quality.

Local Safeguarding Children Boards are required to consider holding a Serious Case Review (SCR) when a child dies and abuse or neglect is known or suspected to be a factor in the death. In addition, Local Safeguarding Children Boards should always consider whether a Serious Case Review should be conducted where:

- a child sustains a potentially life-threatening injury or serious and permanent impairment of health and development through abuse or neglect
- or a child has been subjected to particularly serious sexual abuse or a parent has been murdered and a homicide review is being initiated
- or a child has been killed by a parent with a mental illness
- or the case gives rise to concerns about multi-agency working to protect children from harm

What is the purpose of a Serious Case Review?

The purpose of a Serious Case Review is to:

- establish whether there are lessons to be learnt from the case about the way in which local professionals and organisations work together to safeguard and promote the welfare of children;
- identify clearly what those lessons are, how they will be acted upon and what is expected to change as a result; and
- as a consequence, improve multi-agency working and better safeguard and promote the welfare of children.

Serious Case Reviews are not inquiries into how a child died, or who is culpable, that is a matter for coroners and criminal courts to determine as appropriate.

What did we do? How well did we do it?

During 2010/11, three SCRs have been completed. Two reviews were commenced jointly with a London LSCB.

Independent consultants were commissioned to write all the overview reports and in all cases, the parents were offered the opportunity to contribute to the report. KSCB monitors all actions arising from Serious Case Reviews.

During 2010/11 all of the Serious Case Reviews were evaluated by Ofsted, two were awarded 'good' and the other outstanding.

Key themes arising from the SCRs undertaken during 2010/11 were:

- Understanding the significance of hard to reach individuals and families
- Assessment and engagement with families with multiple and chronic difficulties
- Information sharing

- Compliance with procedures including professional disagreements, lead professionals and working with young people who are sexually active.
- All professionals will follow the requirements set out in the KSCB procedures regarding the “Resolution of Professional Disagreement”, whenever they are not satisfied that a child is being effectively safeguarded.
- Management and supervision within all agencies should be in place to ensure practitioners are able to discuss complex cases providing clarity on safeguarding, managing risk, methods of intervention and adequacy of progress.

The Board has maintained a focus on learning from these tragic cases and is committed to identifying how we can improve practice and share this across agencies. There is strong commitment from Serious Case Review core panel members and the agencies they represent within the Serious Case Review process.

It has to be remembered that the majority of children who have an agreed and co-ordinated multi-disciplinary child protection plan are generally well served by the child protection processes and the services involved. There are over 1200 children in these circumstances at any one time in Kent, out of the total child population of 327,000. The numbers of Serious Case Reviews constitute, therefore, a small but significant proportion of the child population being safeguarded. Furthermore, not all will have been identified as children about whom agencies have had safeguarding concerns or been assessed as children in need under the Children Act 1989 and therefore in receipt of services.

The Kent Safeguarding Children Board is clear that there must be a continuing focus ensuring that the findings of Serious Case Reviews are rigorously implemented, and on tackling the practice issues that this report has highlighted.

On-going issues and challenges

During 2011/12 KSCB will respond to the expectations put forward by the Munro Review to implement a systems approach to completing Serious Case Reviews. KSCB is also committed to ensuring that SCRs are published and placed on the KSCB website to ensure accountability to the wider public over lessons learned.

Section 4

Child Death Review Processes

Desired outcome: KSCB is compliant with statutory requirements and multi-agency collaboration reduces preventable child deaths in Kent

What did we do? How well did we do it?

Child Death Reviews has been a statutory requirement since April 1st 2008. As part of the Children Act 2004 (Section 11) Safeguarding Children Board Functions Regulation, LSCB's are required to review the circumstances of all child deaths (up to the age of 18 years).

In line with Chapter 7 of Working together to safeguard children the Kent Child Death Overview Panel has oversight of the processes, ensuring:

- That reviews occur in a timely fashion
- That the information, support and investigation of each death is appropriate and compassionate
- That there is appropriate investigation or referral of any deaths where there are safeguarding or criminal issues
- That where issues or lessons emerge that have broader relevance, or public health implications, they are effectively disseminated
- That deaths are monitored so that trends or apparent associations can be identified and where appropriate investigated
- That information is appropriately collated and reported to the Department for Education (DfE) (formerly the Department for Children, Schools and Families)

During 2010/11 the CDOP met three times and attendance has been high. The Child Death Overview Panel is supported by an Expert Advisory Group (EAG) of practitioners who review all cases in detail. The CDOP was chaired by Oena Windebank, Vice Chair of KSCB and Operational Director of Eastern Coastal Kent Community Health Trust.

In 2010/11, there were 92 deaths of which 41 were unexpected deaths. This compares to 2009/10 when there were 94 deaths of which 35 were unexpected. The increase in the number of unexpected deaths is believed to be as a result of more accurate recording of the circumstances of the death and a better understanding of the process as a result of the training programme held during the year. In 2008/09 there were 99 deaths of which 29 were unexpected.

During 2010/11 the EAG met on 9 occasions and reviewed a total of 51 cases. These cases included cases from both 2009/10 and 2010/11. There are two cases still outstanding from 2009/10 which cannot be reviewed yet as they are still subject to inquests. This is in accordance with national guidance so as to enable the group to consider all the relevant information before coming to a conclusion regarding preventability.

The criteria provided by the DfE for the Panel to categorise deaths are:

Modifiable factors identified	The panel have identified one or more factors, in any domain, which may have contributed to the death of the child and which, by means of locally or nationally achievable interventions, could be modified to reduce the risk of future child deaths
No Modifiable factors identified	The panel have not identified any potentially modifiable factors in relation to this death
	Inadequate information upon which to make a judgement. <i>NB this category should be used very rarely indeed</i>

Of the 33 cases from 2009/10 that were reviewed by the EAG, 3 cases were deemed to be preventable.

Key areas of progress and achievement during 2010/11

Significant progress has been made in embedding the Panel and its work. Kent CDOP benefits from active support across all agencies and has a standing membership bringing together representatives from:

- East Kent PCT
- East Kent Coastal Community health Trust
- West Kent PCT
- West Kent PCT
- South Eastern Coastal Ambulance Trust
- KCC Children, Families & Education Services
- 5 Consultant Paediatricians across Kent
- Kent Police
- Foundation for the Study of Infant Deaths

The child death review process is technically demanding, requiring the collection of sensitive data from across a range of services. Kent CDOP complies promptly with the reporting obligation placed on us by regional and national government: indeed it was recognised as the second best in the region in the year ending March 2009.

Work to develop a mechanism for informing bereaved parents about the work is nearing completion. This sensitive subject is necessarily taking some time to undertake properly. We have relied heavily on guidance from national organisations, such as the Foundation for the Study of Infant Deaths, to develop local information which will be shared with parents at the time of their loss by a lead professional supporting the family.

Five basic child death investigation and review courses have been held. The first course was of two hours duration. However, it was identified that this was insufficient time for the subject, so the remainder of the courses have been extended to three hours. These courses have been attended by 79 members of staff, the majority coming from Kent Police (31) Children Families and Education (18) and Health (28).

Seven intermediate training days have been held where 254 personnel have attended. The majority of staff attending this course has been from Kent Police (114) Children Families and Education (58) East Kent Health (33) and West Kent Health (42).

Three reflective sessions by the Child Bereavement Charity for the administrative staff involved in the CDOP process and members of the EAG and CDOP have been arranged. The administrative staff all concluded that the sessions were a good opportunity to reflect on their work and the impact that this difficult subject matter had upon them. There have also been 2 similar sessions for the members of the EAG and CDOP. Although the attendance by EAG and CDOP members has been poor with less than 50% attendance those that have attended have all been very positive about the sessions and found them beneficial. The Development Officer has spoken at a national conference organised by the Child Bereavement Charity regarding these sessions.

The KSCB Procedures for the Child Death Review Process and the Unexpected Death of a Child were re-written in light of *Working Together* (2010).

On-going issues and challenges

At the time of reporting, there is some uncertainty about future child death review arrangements occasioned by the government's spending review and potential changes to national policy in light of the Munro review. The Panel will continue its work to review all child deaths in Kent in accordance with current guidance until any amendments emerge.

Section 5

Learning and Development

Desired outcome: Ensuring that all staff serving children in public, private, voluntary, truth and community sectors are sufficiently trained in safeguarding awareness to play their part in protecting children from the risk of significant harm.

What did we do? How well did we do it?

The assertion that 'safeguarding the children of Kent is everybody's business' must be supported by training. Staff within agencies and organisations need the opportunity to consider what this means for them, so that they can recognise when and how to intervene whatever their role.

Throughout 2010/2011, the multi-agency safeguarding children learning and development programme delivered a wide range of subjects including Raising Awareness, Keeping the Child in Focus, Advanced Course for Safeguarding Disabled Children, Supervision and Management of Complex Cases, Protection as a Need in Neglect and Emotional Abuse, Essential Children and Family Law for Non Social Workers, Lessons Learnt from Baby P, Risk: Analysis and Decision Making, Effects of Domestic Abuse on Children and Young People, Child Death Review Process and Understanding Fabricated and Induced Illness, to name a few. The programme is flexible and evolving, reacting to emerging issues, such as SCR's, as well as proactively identifying with the wider multi-agency children's workforce future training needs.

Over the last 5 years there has been a steady and significant increase in the amount and variety of individual training courses that KSCB has commissioned for the workforce within Kent. Since 2006, the amount of individual training courses that KSCB has facilitated has increased by 245%, from running 11 courses during 2006/07 to 44 different courses in 2010/11 (38 different courses during 2009/10). During 2006/07 the courses were scheduled 47 times during the year, whereas during 2010/11 the courses ran 100 times (95 times in 2009/10) in different areas of Kent, to cater for the varying needs of the workforce.

The expansion in the training provision in the 2010/11 period compared to the previous two years is therefore evident. This clearly demonstrates a year-on-year significant improvement for Kent in terms of both the opportunity to access training and also the rate at which available training is taken up.

Additionally, bespoke training has been provided to a total of twenty-five private and voluntary sector organisations delivering forty courses in comparison to the six the year before (covered below).

Bespoke Training

During 2010/11, KSCB has also delivered the following Bespoke Training to private and third sector organisations:

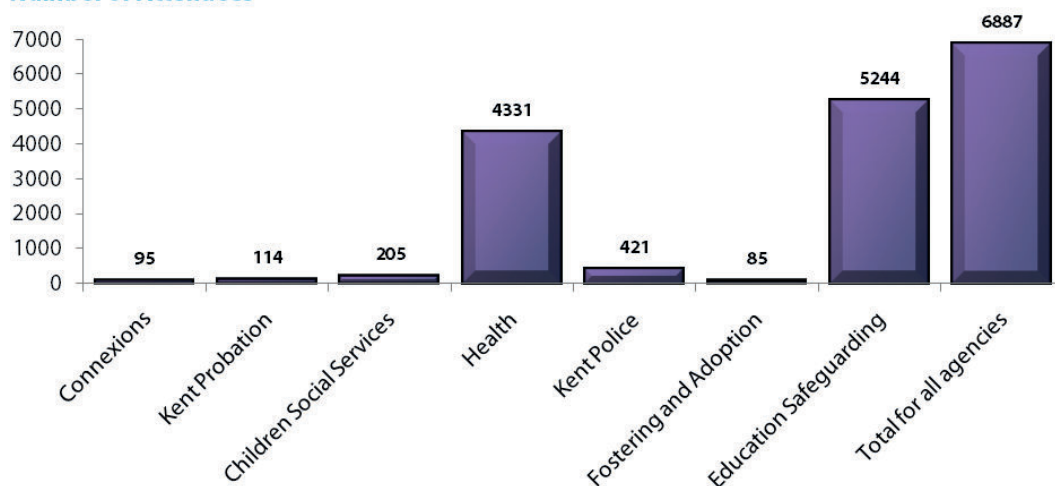
Number of Courses	40
Number of subjects	6
Number of attendees	936
Number of organisations	25

The number of private and voluntary sector organisations trained in 2009/10 was six.

Single agency summary

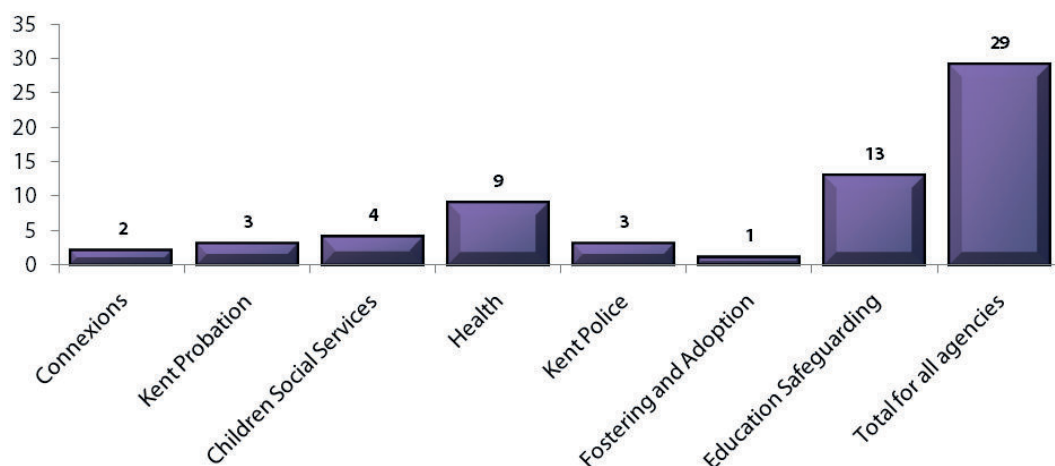
It is the responsibility of the KSCB Learning and Development sub-group to review, monitor and collate all single agency safeguarding training information. The graphs below show the single agency training figures as produced by those agencies represented on the Learning and Development sub-group. As a result of organisational changes, the agencies have been arranged under general headings.

Number of Attendees



E-Learning

Number of Courses



In October 2010, KSCB and the Safeguarding Children e-Academy re-launched the e-learning programme with a multi-agency workshop re-advertising the existing modules and asking agencies to identify additional modules they would be interested in purchasing. As a result of this process, KSCB offer e-learning on the following subjects:

- Awareness of Child Abuse and Neglect – Introduction
- Awareness of Child Abuse and Neglect – Foundation
- Awareness of Child Abuse and Neglect – Core

- Awareness of Child Abuse and Neglect – Police
- Basic Awareness of Domestic Violence including the Impact on Children and Young People
- Early Child Development - Foundation
- Hidden Harm
- Parental Mental Health
- Safer Recruitment
- Safeguarding Children with Disabilities
- Safeguarding Children Refresher Training
- Safeguarding Children from Abuse by Sexual Exploitation
- E-Safety - Guidance for Practitioners
- Teenage Pregnancy

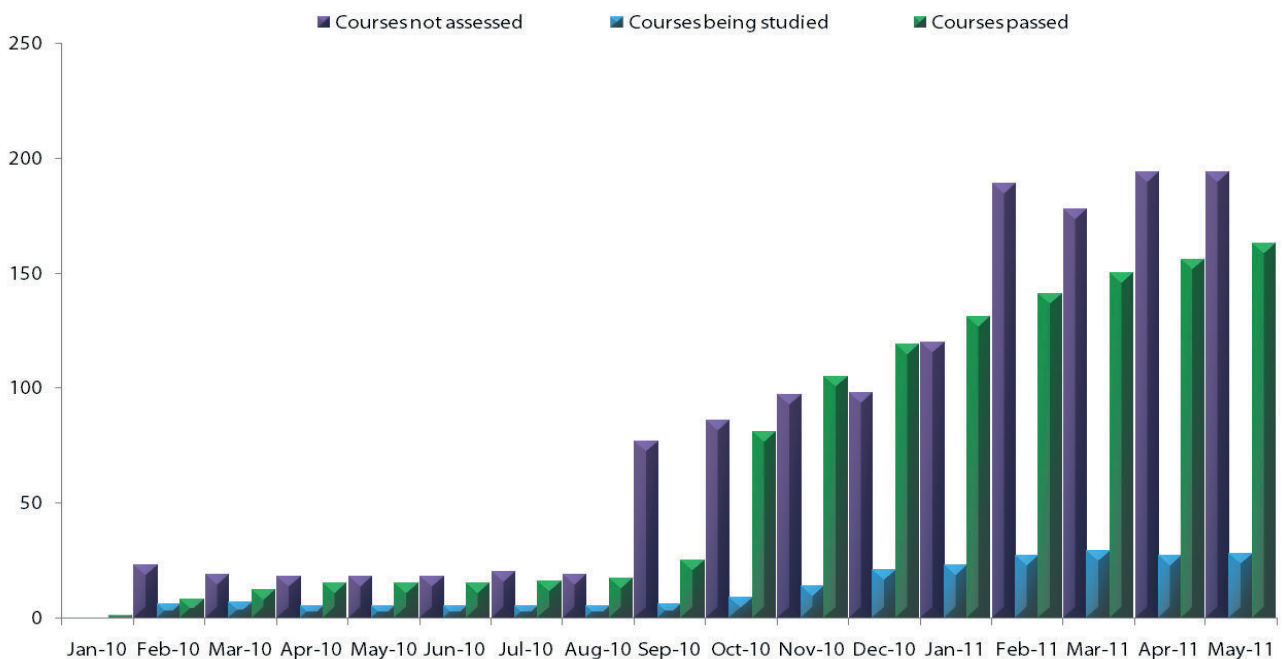
KSCB has also become a member of the development consortiums on Cultural Awareness and Leadership in Safeguarding, (this process gives us 5000 licences once each course has been published). We also have licences for the Section 11 Audit course although to date we have not taken up any of these.

The graph below shows the student progress of the Awareness of Child Abuse and Neglect modules.

Since the re-launch, the allocation of courses has improved, although more work is required in the chasing up of staff who have been allocated courses but who have not yet commenced the module.

KSCB Training subgroup is cautious about using e-learning as a stand alone solution to meeting safeguarding children training needs although it accepts this can have a place in a blended programme which includes class room based learning or managerial support.

Safeguarding Children e-Academy - Kent SCB
Student Progress - Awareness of Child Abuse and Neglect Modules



KSCB Training College and External Consultant Trainers

The Kent Safeguarding Children Board has continued to work on developing the 'KSCB Training College'.

In addition, working with Canterbury Christ Church University, we successfully applied for internal grant funding of £10,000 from the University to develop an accredited course for KSCB trainers, as well as a package of support for KSCB College of Trainers to enhance the quality, consistency and currency of safeguarding training. This included setting up trainer development meetings every 2 to 3 months, run jointly by academic staff from the university and members of the KSCB Learning and Development sub-group. Additional support is offered by way of annual refresher training days to provide policy, practice and training updates and a mentoring scheme.

This year with Christ Church University, we have accredited 10 members of the multi-agency workforce to become part of the KSCB College of Trainers to deliver Basic Child Protection Training on behalf of KSCB. The commitment undertaken by each person and their line managers was that the trainer would deliver 5 days of training on behalf of KSCB in repayment for the course. It was also accepted that the trainer could deliver in house safeguarding training for their own organisation.

The ongoing development of this project will have the potential to lead to further collaboration with the University and partner agencies.

Multi-agency training is monitored through feedback forms after each event, including an assessment of any changes needed to the materials and reflective feedback on the performance of facilitators/trainers.

Inter-agency training makes a substantial contribution to learning the skills and knowledge of the "Common Core" and therefore to the training of the children's workforce in general.

On-going issues and challenges

The successes of the multi-agency training programme are set to continue into 2012/13 as a number of new developments have been added to the training schedule, for example:

- New e-learning courses, immersive learning events and podcasts;
- Identify further members to support the KSCB training college;
- Undertake a Training Needs Analysis to inform the updated Training and Development Strategy

Section 6

Assurance and Evaluation

This section of the annual report summarises Safeguarding activity in Kent between 1st April 2010 and 31st March 2011.

Working Together (2010) identified as a key function of a Safeguarding Children Board the need to “monitor and evaluate what is done by the Local Authority and board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve”. Furthermore, they should “have a particular focus on ensuring that those key people and organisations that have a duty under Section 11 of the Children Act 2004 are fulfilling their statutory obligations about safeguarding and promoting the welfare of children”.

During 2011/12 KSCB will report on how the Munro Review has strengthened its performance and scrutiny role.

Performance Indicators

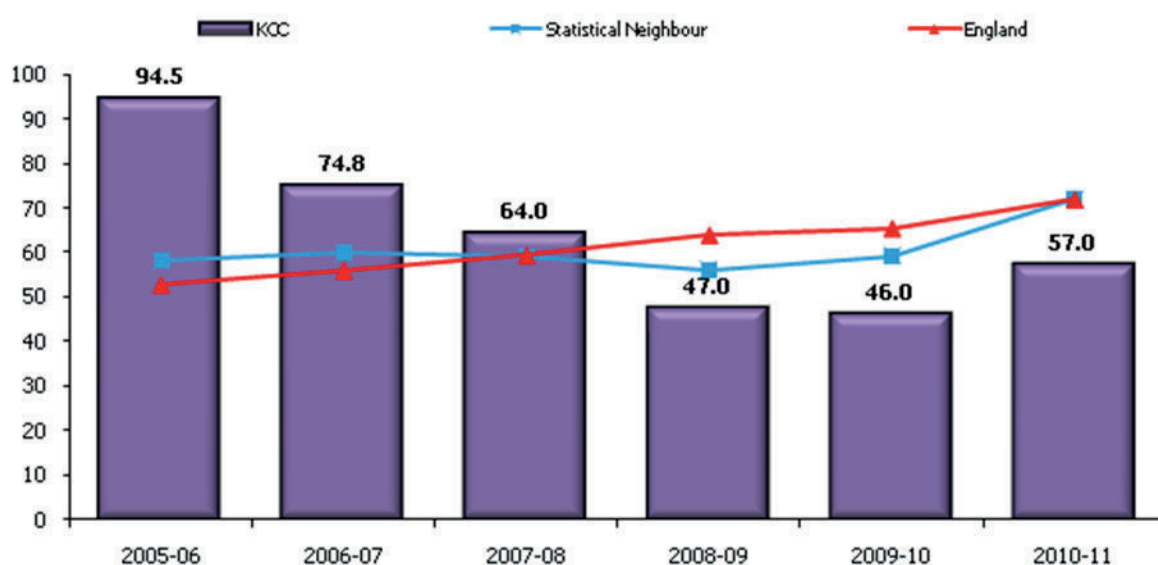
Ref	Title	2009/10	2010/11	Target
NI 48	Children killed or seriously injured in road traffic accidents (0-15 yr olds, positive figure shows a reduction compared to previous period) (year?)	9.8%	To be confirmed	N/A
NI 59	Initial assessments for children’s social care carried out within 7 working days of referral	69.0%	54.0%	69.0%
NI 60	Core assessments for children’s social care that were carried out within 35 working days of their commencement.	80.4%	72.2%	80.4%
NI 62	Stability of placements for looked after children: number of moves (percentage of children looked after with 3 or more placements during the year)	8.2%	8.0%	8.2%
NI 63	Stability of care placements of looked after children: length of placement	72.1%	72.8%	72.1%
NI 64	Child Protection Plans lasting two years or more	12.7%	11.3%	6.0%
NI 65	Children becoming subject of a child protection plan for a second or subsequent time	16.0%	14.5%	13.4%
NI 66	Looked after children cases which were reviewed within required timescales	94.6%	94.5%	94.6%
NI 67	Child Protection cases which were reviewed within required timescales.	97.9%	96.3%	97.9%
N/A	Percentage of children adopted	9%	8%	11%
NI 68	Referrals to children’s social care going onto an initial assessment.	46.4%	57.0%	65.0%
NI 70	Hospital admissions caused by unintentional and deliberate injuries to children and young people (Rate per 10,000)	113.1	107.2	N/A
NI 71	Children who have run away from home/care overnight (score out of 15, higher is better)	12	To be confirmed	N/A
NI 69	Children who have experienced bullying	2007/08 28%	2009/10 26%	N/A

Numbers of children in need of protection

The national indicators which are used as quantitative measures of the responsiveness of child protection services relate to the number of referrals into Children Specialist Services, the percentage of those referrals which go on to initial assessment and core assessments and the rate per 10,000 child population of children subject to a Child Protection Plan (CPP). In addition, the indicators relating to child protection reviews in timescale, the percentage of children subject to a plan for over 2 years and the rate of children subject to a plan for a subsequent time are all indicators of the effectiveness of intervention.

The percentage of referrals leading to initial assessments was reported as 57% for 2010/11 compared with statistical neighbours, which stood at 71.9% for 2010/11, the most recent comparative data. The evidence from inspection and internal audit is that the thresholds for initial assessment are generally too high.

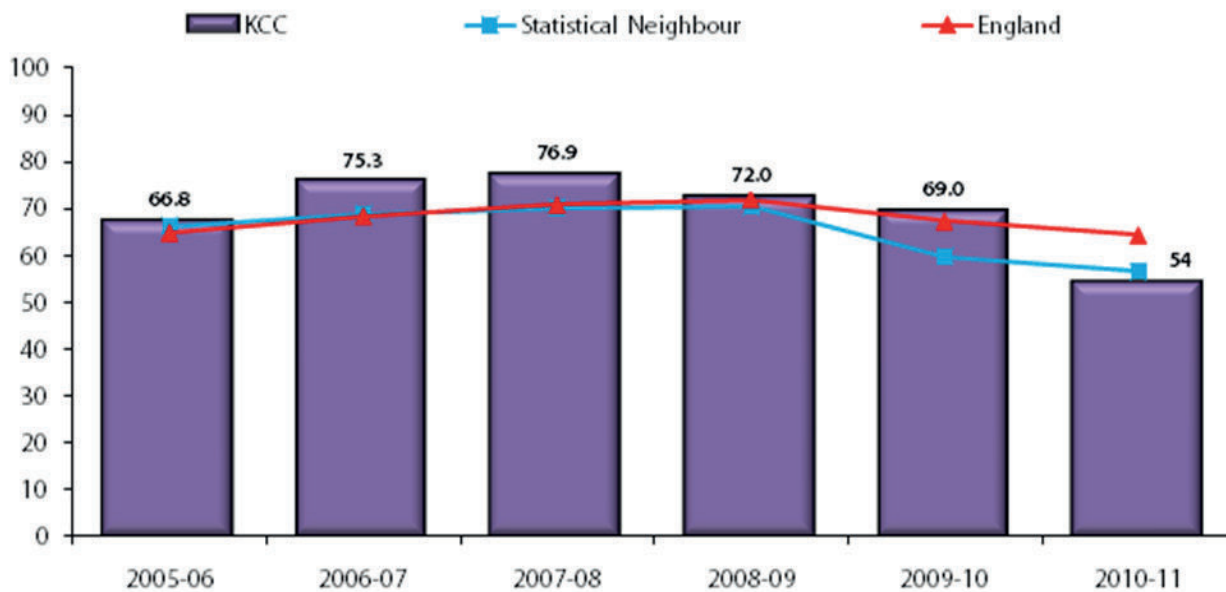
Percentage of referrals of children in need that led to initial assessments



Initial Assessments are an important indicator of how quickly services can respond when a child is thought to be at risk of serious harm and indicates how well multi-agency working arrangements are established locally. Although, there had been a trend decline in timeliness since 2005/06, Kent is the 5th highest of its statistical neighbour group. Performance is better than both the national and statistical neighbour comparators. As of 1st April 2011 the timescale for initial assessment was within 10 days rather than 7 days.

National guidance requires that initial assessments should be completed within seven working days of receipt of the referral. Kent performs below national levels and there has been a further decrease in output with 54% of initial assessments being completed within this timescale. Indeed there has been a significant trend decline in timeliness since 2008/09.

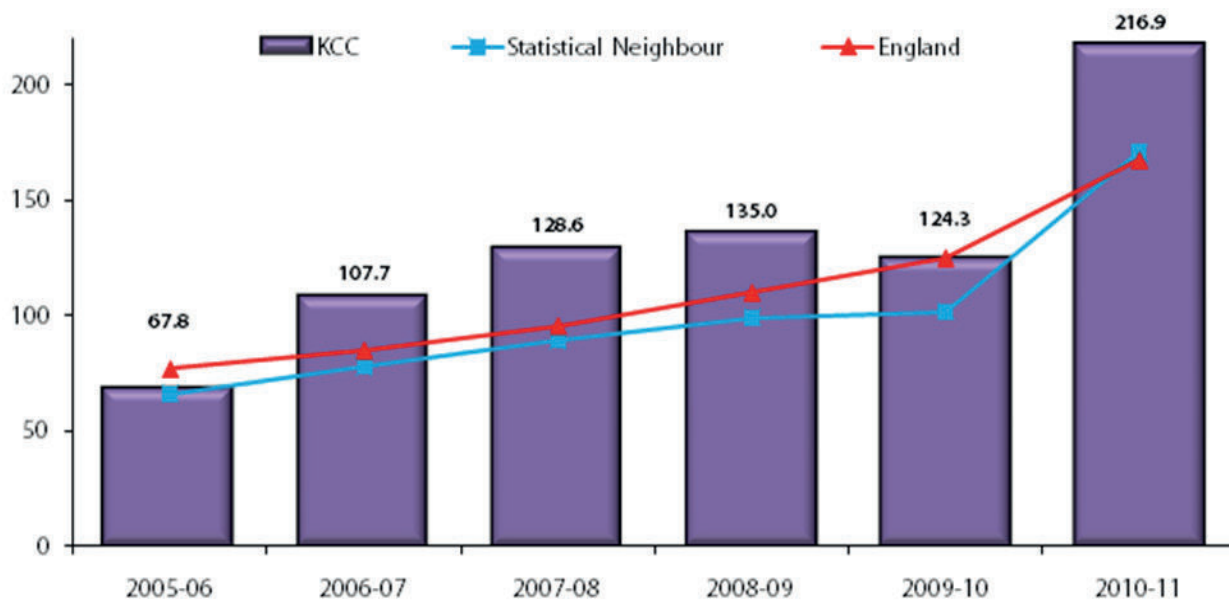
Percentage of initial assessments completed within seven days of referral



A Core Assessment is a more in-depth assessment of a child or young person that addresses the most important aspects of a child's needs. The successful meeting of timescales can indicate effective joint working. Core Assessments are the means by which Section 47 (Child Protection) enquiries are undertaken.

The percentage of Core Assessments completed on time during the year was 72.2%, a decrease from 80.4% in 2009/10 and compared with 68.1% for statistical neighbours.

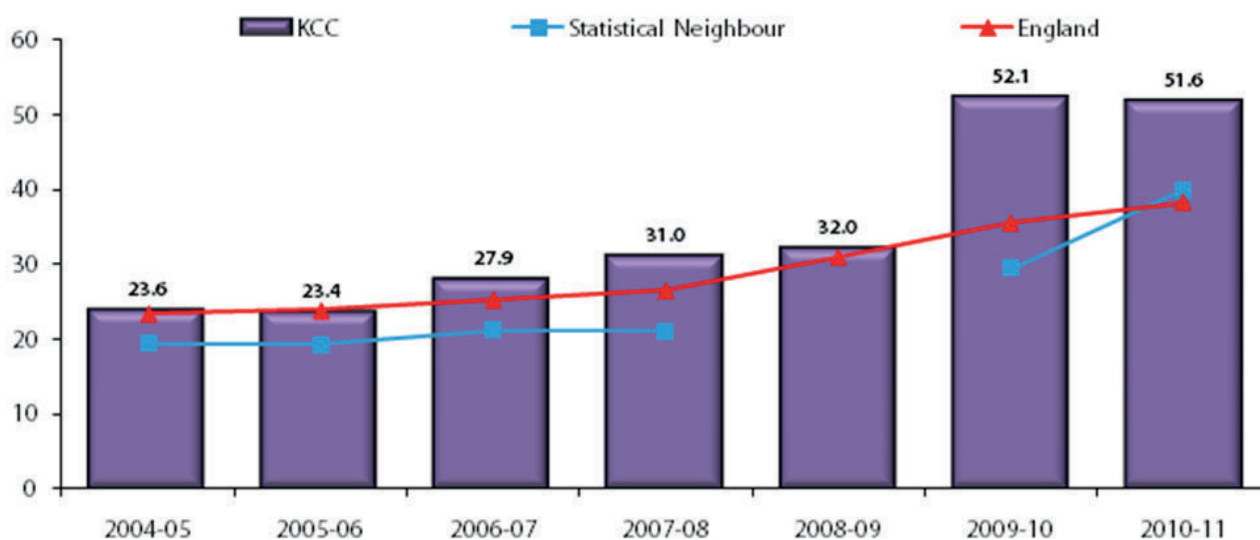
Number of Core Assessments of children in need per 10,000 of the population aged under 18



Since April 2008 children are no longer placed on the child protection register but are referred to as children who are subject to a Child Protection Plan.

The graph below shows the number of Children and Young People who, as a result of a multi-agency child protection case conference, were considered to be in need of a formal multi-agency Child Protection Plan.

Number of children subject to a Child Protection Plan at 31 March per 10,000 population aged under 18

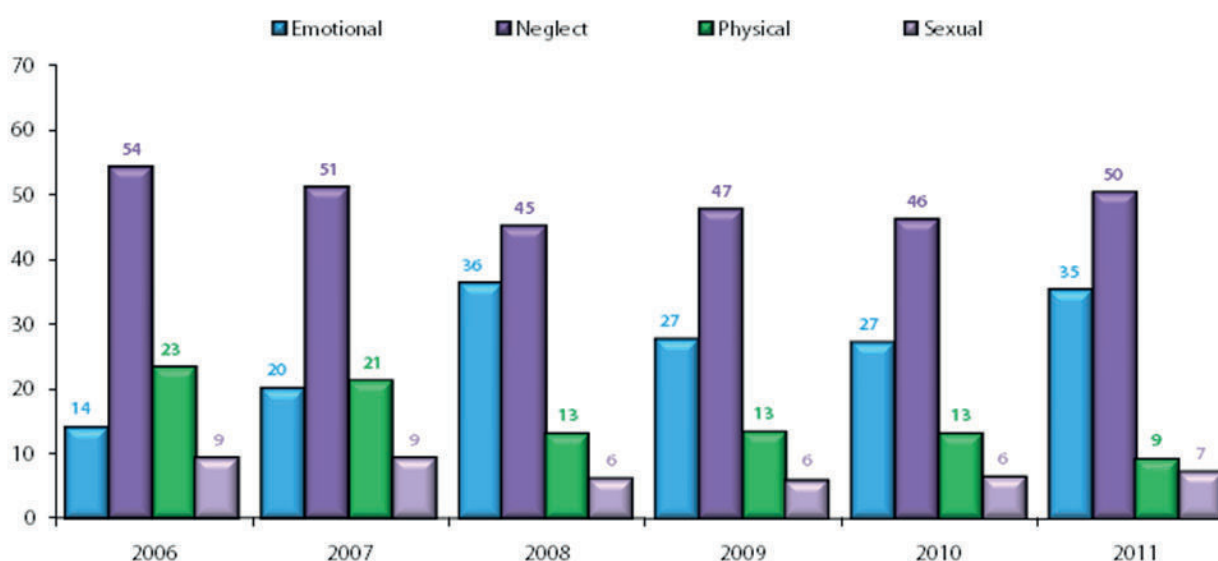


Plans for all such children are subject to statutory reviewing processes.

The 2010/11 year-end figure for the percentage of children who became subject to a Child Protection Plan during the year who had previously been registered was 14.5%, a 1.5% decrease from last year. We remain higher than our statistical neighbours for 2006/07 (14%) and the national average for 2006/07 (13.3%), which is 'acceptable'. It is recognised that there will be some situations where a second Child Protection Plan is required due to changing circumstances.

There are four categories of 'harm' as defined in the Children Act 1989 – Neglect, Physical Injury, Sexual Abuse and Emotional Abuse. The category children are placed under reflects the category professionals consider to most reflect the nature of the risks posed to them. Approximately 80% of all child protection plans are categorised by either emotional abuse or neglect. This reflects the increasing evidence base showing children who grow up in families where there is domestic violence and/or parental substance misuse are more likely to be at an increased risk of significant harm. There continues to be low numbers of children with plans relating to sexual abuse.

Children subject to a Child Protection Plan as a percentage by category in the year



Child protection reviews

In line with national guidance review, case conferences must be convened for all children subject to a Child Protection Plan initially after three months and then no less than every six months thereafter. During the period 1st April 2010 to 31st March 2011 initial reviews were held in relation to 107 children and there were a further 242 subsequent review conferences in respect of 143 children.

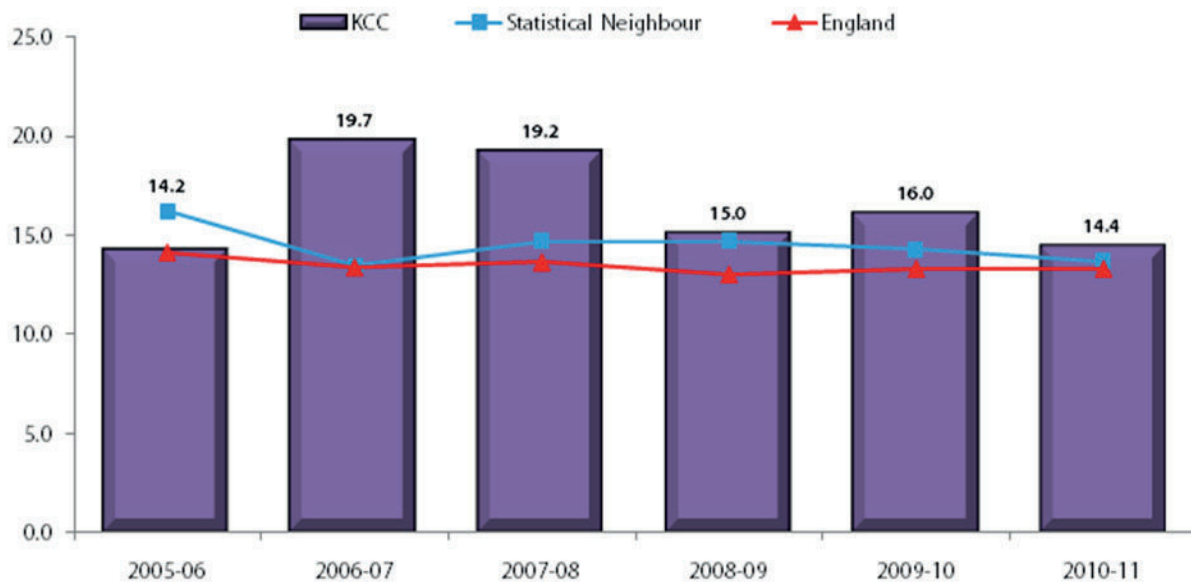
The DCSF measures the adequacy of review frequently by considering the reviews of children subject to a child protection plan at 31st March. 96.3% the children subject to a Plan at 31st March 2011 had been reviewed at an appropriate frequency.

Children and parents are actively encouraged to contribute their views and participate in the case conference process. For the period 1st April 2010 to 31st March 2011 the names of 1,515 Kent children were made subject to a Child Protection Plan following Initial Case Conference. Of those 219 (14.5%) had previously had their names subject to a plan. Being subject to a CPP should ensure that children are protected and that they and their families are receiving the necessary services to bring about specific outcomes set out in the Child Protection Plan. Planned outcomes should normally be delivered within two years but individual family circumstances may dictate longer duration where the best interest of the child can only be met by continued use of the Plan.

In the same period the names of 1,115 children were removed from a Plan of which 126 (11.3%) had been subject to a plan for longer than two years. As at 31st March 2011 of the 1,614 children whose names were subject to a Plan 112 (6.9%) have been on it for more than two years.

The percentage of children who have been re-registered to a child protection plan in the year measures whether children and their families are receiving the necessary services to bring about required changes. Implemented effectively, it should lead to children not needing to be subject to a Child Protection Plan for more than 2 years.

Percentage of children who have been re-registered to a Child Protection Plan in the year



Section 7

Analysis of 2010/11

It is clear that during 2010/11 there was a steep decline in performance in safeguarding children in Kent. The parlous state of safeguarding children in the County has throughout the year been exposed by a series of inspections including those of Children Social Services, Health, Probation and CAF/CASS. It has become clear that the safeguarding children system had a number of defects. For example; high workload; inadequate appreciation of risk; assessments which lacked rigour and detail; processes not adhered to; and a lack of involvement by partner agencies.

Whilst the “Baby Peter effect” appears to have increased risk aversion amongst professionals across the country as a whole, it is possible that the high referral rate in Kent may also reflect an approach which appears to favour higher numbers of cared for children rather than “managing” them through a range of appropriate interventions. Possibly for similar reasons the number of referrals to Children’s Services has surged.

All agencies need to ensure that child protection concerns are referred in line with the KSCB procedures. However, opportunities for universal services to engage families and offer safeguarding support at an earlier stage are essential in order to reduce the need for child protection intervention. The KSCB believes that children have a right to be supported by universal services particularly if this will reduce the possibility of formal intervention in their lives – especially when this is not necessary.

Early intervention is key to the protection of children and young people. Successful application of the Common Assessment Framework is a crucial element in early identification of concerns. Much work has been undertaken to embed the CAF process across agencies. It is clear that staff in all agencies will only embrace CAF if this is driven and supported at all levels of management. It is apparent that further work is required before agencies can feel confident in its use and effectiveness. It highlights the need for effective leadership and regular monitoring by managers to measure impact.

During 2010/11 KSCB continued to deliver a well regarded multi-agency training programme and Serious Case Reviews have consistently been externally judged as ‘Good’.

The primary aim of the Board is to become clear about the effectiveness of arrangements for safeguarding children and then focus relentlessly on the necessary improvements. It is clear from all inspections that KSCB should develop a much more effective and comprehensive quality assurance framework to enable it to perform its scrutiny role.

A challenging Improvement Plan has been drawn up to tackle the deficiencies identified by the inspections which will be vigorously implemented by partner agencies over the coming months and monitored by the Improvement Panel and the Kent Safeguarding Children Board.

Enhancing the competence and confidence of professionals across the whole system of safeguarding children to accept responsibility for, and work with partners to manage risk is the single biggest challenge we face.

Section 8

Looking Ahead to 2011/2012:

A number of priorities for the future have been identified as a result of activity over the last year.

Focus on Child Protection

Given the problems identified within child protection services in Kent, KSCB is prioritising a work plan to ensure common understanding of thresholds and levels of need across agencies in Kent.

Developing a Safeguarding Quality Assurance Framework

KSCB has now developed an extensive and comprehensive quality and effectiveness framework which ensures that clear analysis is reported on a single agency basis to provide detailed and headline messages about safeguarding concerns in Kent.

The alignment of missing from care and missing from education policies with the missing children policy.

Improved Governance and Accountability Arrangements

KSCB has reviewed its constitution during 2011/12 and has put in place new governance arrangements. It will report on these in 2011/12 and respond swiftly to new expectations arising from the Munro Review and the government response.

Recruitment of Lay Members

Two new lay persons have been recruited during 2011 to ensure more effective public accountability of safeguarding performance in Kent.

Strengthen engagement of KSCB with Voluntary Sector and Schools

KSCB has worked with umbrella organisations to ensure that third sector representation is included in its membership and contains representation from early years, primary and secondary schools and further education establishments.

Reform of the Public Sector

Changes to the public sector, including the outcome of the reforms to the health economy and police commissioning will impact on safeguarding activity. KSCB will ensure that all new arrangements take account of these pressures and monitor carefully all associated risks.

Section 9

Financial Report 2010/11

The KSCB is funded under arrangements arising from Section 15 of Children Act 2004. The budget for each LSCB and the contribution made by each member organisation is agreed locally.

Income

KSCB is funded largely from agency contributions. These contributions were established during the days of the Kent Child Protection Committee in 2005 and have not increased since. Therefore there has been no annual uplift to contributions during the last five years.

In addition to agency contributions, KSCB receives a Child Death Overview Panel (CDOP) grant from the Department for Children, Schools and Families (DCSF). It has also attracted some income through its training functions.

Kent Safeguarding Children Board	2010/11
Income	£
CFE	241,327
CDOP Grants	185,000
EKPCT	39,664
WKPCT	50,710
Kent Police Authority	56,484
Kent Probation Service	6,276
Connexions	10,000
CAFCASS	750
YOS	8,000

Expenditure

During 2010/11 the biggest area of expenditure was on the board's establishment and infrastructure costs. There has been no increase in contributions from agencies since 2005 but the board has been able to secure some additional income from grants such as the Child Death Overview Panel and Safeguarding Grants to fund activity as well as generating income from training delivery.

Kent Safeguarding Children Board	Actual Spend 2010/11
KSCB Staffing	
Independent Chair	
Training programme (includes conferences, meetings, seminars & expenditure as a result of Phase 2)	
Serious Case Reviews	
Child Death Overview Panel	
Printing and publications (includes training materials, conference materials and leaflets, & reports commissioned externally)	
IT and other office equipment	
TOTAL	

What next?

During 2011/12 KSCB will review its funding arrangements, establish a funding formula and ensure that the partnership is fit for purpose in delivering its strengthened scrutiny role. This will involve a greater focus on project management and business planning.

Appendix 1

Papers to the Board: 1st April 2010 – 31st March 2011

- Adolescent Risk Management Strategy (January 2011)
- An Overview of Safeguarding Issues (April 2010)
- Business Plan Objectives (September 2010)
- Children Young People's Plan (June 2010)
- Children's Services Restructuring Proposals (April 2010)
- Eligibility Criteria Dissemination (March 2011)
- How Safe are Looked After Children in Thanet? (January 2011)
- Impact of Domestic Abuse (April 2010)
- Inspection of Safeguarding and Looked After Children Services – Recovery and Improvement Plan (January 2011)
- Joint Guidance on Development of Local Protocols between Drug & Alcohol Treatment Services & Local Safeguarding & Family Services (June 2010)
- KCC Audit Report – Governance of Partnerships (January 2011)
- Kent & Medway Eligibility Criteria (January 2011)
- Kent and Medway Domestic Abuse Strategy 2010 – 2013 (September 2010)
- Kent Hidden Harm Strategy 2010 - 2013 (June 2010)
- KSCB Annual report, Review/Business Plan 2009 – 2010 (June 2010)
- KSCB Awareness Morning in November 2009 (April 2010)
- KSCB Current Aims & Objectives/Business Plan (March 2011)
- KSCB Proposals for KSCB Structure & Update on Independent Chair & Membership (January 2011)
- MARAC Information Sharing Agreement Policy (March 2011)
- Membership/Structure: Possible Models (April 2010)
- Messages from Kent's SCR's – Edinburgh Report (April 2010)
- Multi Agency Audit of Private Fostering Awareness in the Ashford 1 partnership area (June 2010)
- Needle Exchange Provision (January 2011)
- Pharmacological Management (January 2011)
- Putting Children First: Kent County Council Safeguarding and Looked After Children Improvement Plan (March 2011)
- Report of an Audit by KSCB of Referrals to Kent Children's Social Services by Health and Education Agencies (September 2010)
- Report of the Eligibility and Access to Children's Social Services (September 2010)
- Report on the working group's findings in relation to the development of secure referral processes for the inter-agency referral form (June 2010)
- Risk Management for Adolescents – The Northumberland Experience (January 2011)
- SCR 'Daniel': Overview Report and Executive Summary (September 2010)
- SCR Child A – London Borough of Bexley – OR / ES / Bexley Action Plan & KSCB Action Plan (June 2010)
- Specialist Community Substance Misuse (January 2011)
- Think Child, Think Parent, Think Family: Adult Mental Health (April 2010)
- Think Family and Substance Misuse (April 2010)

Board Attendance Figures

The following attendance figures are based on the minutes. Attendance and contributions to Board and Sub-Groups is a key demonstration of duties under Section 11 of the Children Act 2004.

1) Members Attendance during April 2010 – March 2011

- 19 April 2010
- 17 June 2010
- 9 September 2010
- 18 November 2010
- 14 January 2011
- 10 March 2011

Title	Representing	Present	%
KSCB Independent Chair	KSCB	4	67
Kent Safeguarding Children Board Manager	KSCB	6	100
Head of Service	CAFCASS	4	67
Acting Director Child Health	Children's Health	4	67
Chief Executive	Connexions	5	83
District Crown Prosecutor	Crown Prosecution Service	3	50
Director of Nursing	Dartford & Gravesham NHS	3	50
Chief Executive Tonbridge & Malling	District Council	4	67
Chief Executive Shepway	District Councils	3	50
Director of Nursing	East Coastal Kent PCT	6	100
KSCB Vice Chair / Operations Director	East Coastal Kent PCT	6	100
Head of Children's Services East Kent	KCC Children Social Services	5	83
Corporate Director, Children Social Services	KCC Children Social Services	4	67
Kent Adult Services	Kent County Council	6	100
Director of Children Social Services	Kent County Council	5	83
Safeguarding Manager, Children Social Services	Kent County Council	4	67
Head of Service, Community Service	Kent County Council	1	17
Head of Children's Services West Kent	Kent County Council	6	100
Performance & Standards Officer	Kent County Council	6	100
Kent Director of Public Health	Kent County Council	6	100
Deputy Cabinet Member for CFE	Kent County Council	5	83
Director of Youth & Community	Kent County Council	5	83
Head of Corporate Parenting	Kent County Council	5	83
Director of Commissioning	Kent County Council	5	83
Lead Member	Kent County Council	6	100
Head of Children's Services Mid Kent	Kent County Council	5	83
Head of Safeguarding	Kent Mental Health Trust	5	83
Superintendent, Police Public protection Unit	Kent Police	5	83
Director of Operations	Kent Probation	6	100

Consultant Paediatrician	Maidstone Tunbridge Wells NHS	5	83
Head Teacher	Primary Heads	1	17
Safeguarding Children & Adults Manager	South Eastern Coastal Ambulance Service	1	17
Strategic Lead of Children & Young People	Strategic Health Authority	4	67
Managing Director	West Kent Community Health	5	83
Director of Nursing and Quality	West Kent PCT	3	50

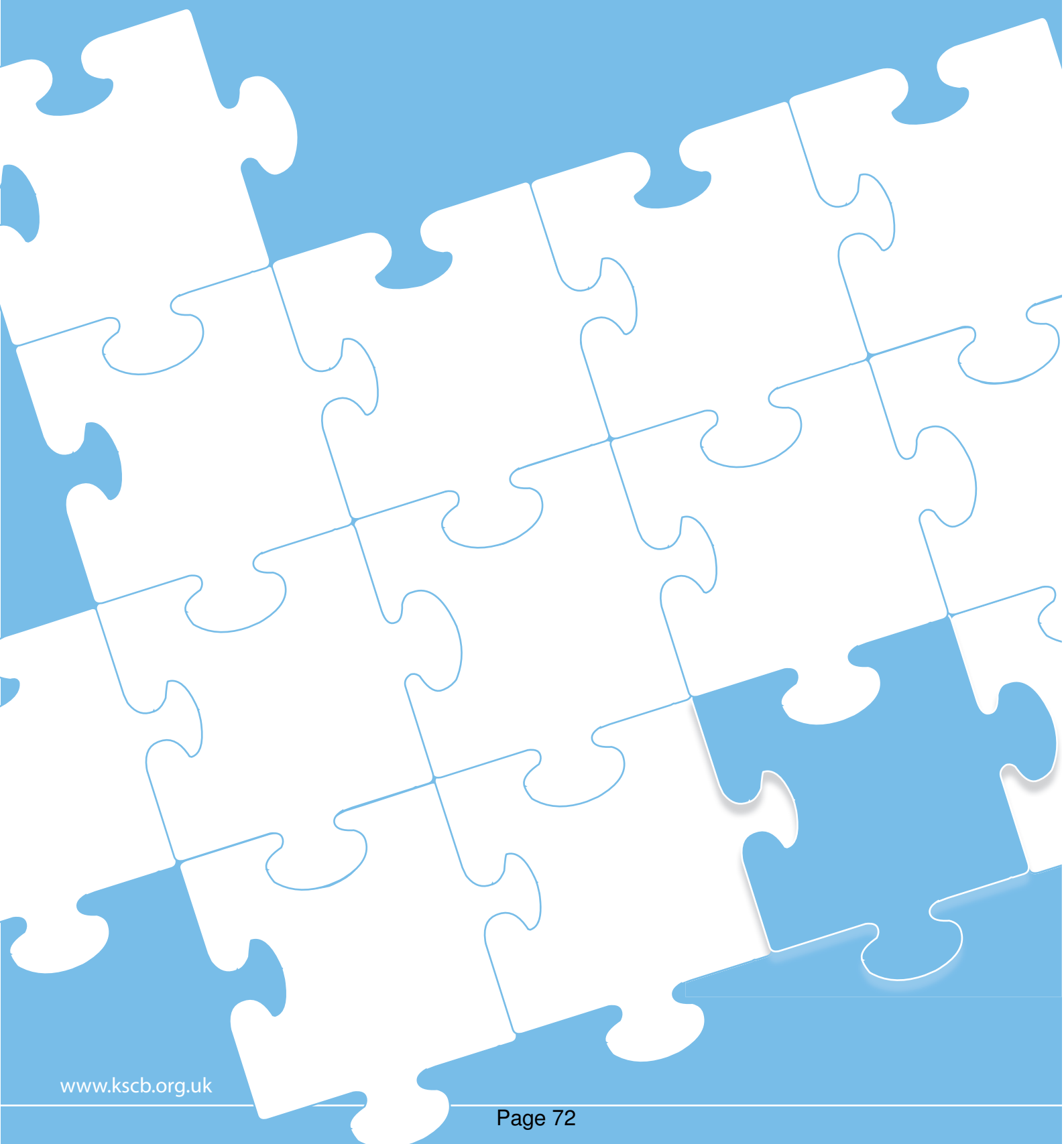
Notes

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Kent Safeguarding Children Board
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Written by Penny Davies, Kent Safeguarding Children Board Manager



By: Jenny Whittle, Cabinet Member for Specialist Children’s Services
 Andrew Ireland, Corporate Director for Families & Social Care

To: Specialist Children’s Services Policy Overview Committee –
 19 January 2012

Subject: **MISSING UNACCOMPANIED ASYLUM SEEKING CHILDREN**

Classification: Unrestricted

Summary: This report provides information on Unaccompanied Asylum Seeking Children (UASC) who go missing from KCC care and the steps that KCC and partners are taking to minimise the risks.

It provides the historical context for how support to these children and young people has developed. It gives the current approach for supporting these young people and identifies further work that will be undertaken.

FOR INFORMATION

Introduction

1. (1) Kent is a key gateway for the UK and is therefore a major arrival or transit destination for a significant proportion of children and young people, both with their families or unaccompanied, who are seeking to enter the UK. Where such children and young people are identified by the UK Border Agency (UKBA) as unaccompanied they pass responsibility for these children to KCC.

(2) Support for these children and young people is delivered by the Service for UASC which is part of Specialist Children’s Services. This has been developed as a standalone service due to the specialist needs of some of these children and the fact that funding of services for children claiming asylum has been from totally different streams to those provided for children who are citizens.

(3) The operating environment of the service is complex. The pattern of arrivals can change at short notice due to events in both originating and transit countries. There is also a high level of both media and political interest, both local and national, of services for asylum-seeking children and young people. This has resulted in rapid and frequent legislative change and which, in turn, has impacted on policy and on operational service delivery. For almost a decade there have been major, annual changes in immigration law.

(4) All the young people supported by the service are accommodated under Section 20 of the Children Act 1989. This essentially means that they are Looked After by the council voluntarily and the council does not hold parental responsibility for them. However, the council has a corporate parenting duty ‘to look after them as though they were our own children’. This undoubtedly brings difficulties as the council is charged with the task of ‘parenting’ without the legal authority to make and carry forward often contentious legal and moral obligations and duties.

(5) Of the children and young people who are supported by the Service for UASC, there have always been some that have gone missing. Some have run away for short periods of time and are found or return by themselves, others go missing and are not found. Some go missing within a day or two of coming into KCC's care, whereas others may stay in KCC care for some time before going missing.

(6) The changing patterns of originating countries, the differing patterns of running away between different communities and the fluctuating numbers arriving from different communities means that caution is needed in making direct comparisons across the years that the Service for UASC has been running. The tables below give the numbers of UASC and those who went missing for the last 5 years.

Table 1: Number of UASC in KCC care (snapshot):

31 Mar 07	31 Mar 08	31 Mar 09	31 Mar 10	31 Mar 11	31 Dec 11
680	745	843	914	855	711

Table 2: Number of UASC in KCC care who have gone missing (cumulative):

	Total UASC who went missing	UASC who went missing who were found	UASC who went missing and have not returned
2006 - 07	65	ii)	ii)
2007 - 08	61	16	45
2008 - 09	129	63	66
2009 - 10	103	63	40
2010 - 11	80	59	21
1 Apr 11 - 31 Dec 11	99	65	34

Table 2 Notes

- i) Complexities in recording children with multiple episodes of going missing on ICS has led to ongoing data verification for both current and historical cases.
- ii) In 2006 - 07 information was recorded on the previous system, Swift. The archived data structure does not allow for direct reporting without significant manual intervention.

Analysis of causes

2. (1) Missing children and young people are vulnerable to falling into the hands of unscrupulous adults who can use them for many forms of exploitation. KCC is working to identify possible causes for abscondence, and then, as far as possible, to mitigate these causes. The main causes for UASC going missing fall under three categories: trafficking, issues related to their immigration status, people smuggling and economic migration. Work with the young people in KCC's care, together with Kent Police, UKBA and wider intelligence sources suggests that reasons also vary by originating country.

Trafficking

(2) Trafficking should always be considered as a possible cause of abscondences of children and young people. However, it is a criminal practice which is shrouded in secrecy and an underground culture. For example, some young people in the

care of SUASC have, in the past, informed us that traffickers have paid their families significant amounts of money to bring them to the UK. These young people are often tricked into believing they will have a better life or opportunities to earn money for their families, and the debt bondage and fear of reprisals against family members means they are later easily coerced by the traffickers. There is frequently a real, ever-present and powerful fear of these reprisals if the young person fails to cooperate with the trafficker.

(3) Assessment if an UASC has been trafficked is often based on incomplete information and may change as further information comes to light, either from the child or from wider intelligence about trafficking from partner organisations such as the Police and the UKBA. Consequently the ability to make accurate assessments is constantly evolving. Assessments made on UASC in previous years reflect the judgements of the staff who working with them at that time and may be subject to revision.

Table 3: Number of UASC in KCC care where there is a suspicion of trafficking

2008 - 09	24
2009 - 10	35
2010 - 11	8
1 Apr 11 - 31 Dec 11	5

Table 3 Notes

- i) Prior to 1 April 2008 this data was not consistently recorded
- ii) Data source is the Service for UASC

Immigration status

(4) A second significant reason for UASC going missing is the issue of their immigration status. Young people who are seeking asylum are given leave to remain in the country for a limited period of time i.e. until they are 17.5 years old. On reaching this age they have to make a further application for their asylum claim. This undoubtedly causes considerable anxiety and often causes the young people to run away to hide.

(5) Others may run away because of their immigration status, as they may have become Appeals Rights Exhausted (ARE) and are fearful of being returned to their country of origin.

(6) Additionally, some of the young people are third country applicants (young people who have applied for asylum in another country before coming to the UK); the likelihood of being returned to the country where they first claimed asylum causes them to go missing.

People smuggling and economic migration

(7) The other category are those who run away because they have been smuggled into the UK and their aim is to work to earn money or to live with relatives and improve their lives. There is also frequently an expectation placed on many of these young people to send money home to dependent members of the family.

Country of origin issues

(8) In the last year, where young people have gone missing from KCC's care, the most frequent countries of origin have been Afghanistan, Algeria, Vietnam and Morocco. Experience in KCC, which mirrors that of other receiving local authorities,

suggests that young people from Vietnam are more likely to have been victims of traffickers, whilst those from Afghanistan, Algeria and Morocco appear on the surface to have been smuggled although some may have been trafficked. Additionally, children originating in China are also likely to have been victims of trafficking. Many of the young people from these countries are very likely to go missing shortly after arrival.

Support to Unaccompanied Children

3. (1) Historically, children and young people who had claimed asylum were supported by the Service for UASC whilst the district children's teams dealt with the remaining cases of unaccompanied children and young people who had entered the UK in Kent but did not claim asylum. This separation of services led to some differences in service delivery to these children and young people and the possibility that services did not always fully understand the complexities in this work. Most importantly, the possible connection between child trafficking and if these children went missing may not always have been fully recognised.

(2) Following discussion with the Kent Safeguarding Children's Board (KSCB) and partners, from October 2010, all unaccompanied children and young people arriving in the UK in Kent have been supported by the Service for UASC, irrespective of whether they have claimed asylum. This has strengthened the support to the young people. It has also helped address the change in the last two years where agents are now apparently telling young people not to claim asylum. This is possibly to avoid them having to answer difficult questions but also to make it easier for them to abscond.

(3) Because of the potential risk to these young people, it has been agreed with the UKBA that referrals of all UASC to the service should clearly state concerns about identified additional vulnerabilities (and especially possible victims of trafficking) so that decisions and plans of action to safeguard these children and young people can be formulated as soon as possible.

Action when a child goes missing

4. (1) Safeguarding procedures are immediately put in place for all children and young people who are identified as having gone missing and, where appropriate, a referral is made to the district teams for a Section 47 investigation. Additionally, if the UKBA referral shows that the young person is from Vietnam, Algeria, Morocco or China, then a planning meeting is immediately convened with the police. Six-weekly panel meetings, chaired by the County Manager for the Service for UASC, are held in the long term teams to discuss, review and plan these cases.

(2) An alert process is in place where all Looked After Children and young people who are missing for 48 hours are brought to the attention of the Head of Service, Director and Corporate Director to inform them of the action taken. KCC also uses the National Referral Mechanism for children who are believed to have been trafficked, which provides a peer review from another authority.

Working with partners

Kent Safeguarding Children's Board

5. (1) The Service for UASC has continued to offer advice and guidance to the Board about safeguarding missing and trafficked children. The previous Head of Service was actively involved in the working group that drew up our current procedures for safeguarding children who may have been trafficked, and she presented these issues to the safeguarding board.

(2) KCC, over the last year, has worked with partner agencies and KSCB to review policies and procedures for missing children and have enhanced procedures for those children vulnerable to being trafficked. KSCB has undertaken the following steps:

- Reviewed and published the Missing Children's Policy and Procedures to include a section on children and young people vulnerable to being trafficked.
- Provided five multi-agency training courses over the last two years based on the LSCB Safeguarding Trafficked Children Toolkit. Further training is planned for the next year.
- Rolled out 'raising awareness' briefings for C&Fs Districts and Local Child Protection Committees and trained staff, managers and supervisors within the asylum service using the London LSCB Toolkit.

(3) KCC implemented the new procedures in March 2011, ahead of final publication date in partnership with UKBA and the Police because of concerns that the previous procedures were not sufficient in dealing with this category of children.

Kent Police

(4) There is a strong partnership with the police in managing the cases of children who go missing and/or are suspected of being trafficked. The police attend risk management meetings for children who are missing. A training day was organised at which the police missing person coordinator delivered a seminar to social workers and briefed them about the nature of information required by the police in order to effectively process the cases of missing children.

UK Border Agency

(5) There are improving working relationships with the UKBA, who have embedded one of their workers to support the Service for UASC. There are monthly formal meetings take place with the local immigration officers to discuss safeguarding concerns and other practical issues. Additionally there continues to be regular dialogue with the UKBA and Home Office on strategic issues.

Work in progress to address the issues raised

6. (1) The following areas of work are being completed by KCC:

- *Strategic group for missing children.* A strategic group has been set up to oversee, coordinate and address the issues of missing children, county wide. This group meets on a quarterly basis and involves all agencies.
- *Multi-agency strategic subgroup for child trafficking.* KSCB has set up a specific multi-agency strategic subgroup to address the issues of child trafficking on a county, national and international basis. The group would raise awareness and encourage the reporting of missing children's cases, promote inter-agency and community involvement in child trafficking, act as a point of authority in child trafficking and collate information to establish a profile of trafficked children and their needs. KCC and partner agencies will monitor the situation by reporting regularly on children who may have been trafficked to establish a profile and to develop better intelligence. The group currently meets on a monthly basis.
- *Appeals Rights Exhausted cases (ARE).* Kent has over one hundred cases of young people who are Appeals Rights Exhausted and therefore required to report. Work with UKBA on how best to manage the process has already begun. A seminar presentation on the reporting process to all workers in SUASC was delivered in early summer. The IOM also presented a seminar to the SUASC on the Voluntary Returns Program. This information is to help the case workers to reassure the young people about the importance of reporting and to inform of the dangers of running away.
- *Data collection of trafficking cases.* The monitoring of numbers of suspected child trafficking cases needs to be embedded within the ICS systems. This work has already begun. Currently suspicions of trafficking are only recorded in narrative form in individual files.
- *Specialist trained foster carers for trafficking.* A number of local authorities have specific trained foster carers who provide care and support for young people who are suspected of being trafficked. Discussions have taken place with Barnardos, SUASC's preferred provider for foster carer provision, to develop specialist foster care provision for children who are believed to have been trafficked. The plan is to identify a number of foster carers who can be trained to care and support this vulnerable group of young people. Similar discussions and planning has begun with Asphalia agency who have provided SUASC with supported accommodation in the community to plan and develop 2-3 'safe houses' in the community.
- *Specialist consultants.* Links are being sought with specialist Vietnamese and Moroccan consultants, in order to help support and educate Vietnamese and Moroccan young people and their carers about trafficking.
- *Buddying scheme:* To support the young people a 'buddy' scheme is being developed to help them manage the significant emotional pressures they have to deal with. The scheme would consist of volunteers and also include asylum seeking young people who have experienced exploitation. This will be based on the West Sussex model.

Conclusion

7. (1) Work is ongoing to put effective processes in place to ensure the safeguarding of children who are at risk of going missing, or who are trafficked. This will be a constantly evolving picture as the backgrounds of these children and young people, together with their reasons for arriving in Kent, continues to change.

(2) Due to the complexity of the issues, KCC and Kent Police are not able to deal alone with this problem. To have a significant impact and to find sustainable solutions requires a national and inter-national strategy and agreement which can then be supported at a local level.

Recommendations

8. The Specialist Children's Services Policy Overview and Scrutiny Committee is asked to:

- a) NOTE, and
- b) COMMENT on the report

Lead Officer/Contact:

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Background documents: None

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By: Jenny Whittle, Cabinet Member, Specialist Children’s Services
 Andrew Ireland, Corporate Director, Families and Social Care

To: Specialist Children’s Services Policy Overview and Scrutiny
 Committee – 19 January 2012

Subject: **EARLY INTERVENTION AND PREVENTION – A PROGRESS
 REPORT ON THE COMMISSIONING OF NEW SERVICES**

Classification: Unrestricted

Summary: The purpose of this report is to inform and update Members about the progress on the commissioning of Early Intervention and Prevention Services.

Introduction

1. (1) On 17 November 2011, a paper was presented to Specialist Children’s Services Policy Overview and Scrutiny Committee about the development of an Early Intervention and Prevention Strategy and the commissioning of services to meet the needs identified.

(2) The paper outlined an approach to put in place a Multiple Supplier Framework Agreement, move from grant funding to service contracts within a commissioning framework and an intention to ring fence or centrally manage budgets in relation to these services. This would ensure:

- Consistency across districts
- Robust contract and performance management
- Clear specifications and outcomes

(3) The Framework agreed has four categories: Safeguarding; Family Focus; Children and Young People Vulnerable to Poor Outcomes and Emotional Health and Wellbeing. Within each of these categories there are several ‘lots’, each defining in greater detail the outcomes and types of services expected.

Update on the Commissioning Process

2. (1) Expressions of interest and invitations to tender were invited in June through the South East Business Portal. Evaluation of the tenders for all categories has been completed. Mini competitions for services are now planned to begin in January 2012 with an expectation that services will be commissioned to start with a phased approach from April 2012.

(2) Through the consultation process with providers, it was identified that many of the services currently funded were seeing an increase in the levels of need being referred to them. In some cases, services had refocused their activities although some providers had concerns that the levels of knowledge and skills within the provider sector were insufficient to meet the presenting needs. Initial analysis of data, which is available from initial assessment referrals and Single Point of Access (SPA) meetings, supports these issues.

(3) Providers, on the whole, were supportive of change but there is a risk of adverse publicity if those who have hitherto received funding from Children's Services are unsuccessful. There was a concern from the market that the timetable was too short (particularly with bank holidays) to submit tenders for mini competitions and therefore a rolling programme has been developed and grants will be rolled over a 3 to 5 month period to allow transition to the new services.

(4) An additional £2.75m has been invested to save. This funding will support additional commissioning activity e.g. a crisis intervention service for 11-15 year olds and intensive support for homeless 16-17 year olds (Southwark) to:

- Reduce number of teenagers becoming looked after
- Reduce number of 16-17 year old Southwark LAC
- Increase adoptions
- Reduce the number of LAC in high cost placements

Update on The implementation of the Framework

3. (1) The services to go out to mini competition have been designed as a package of preventative measures building on expectations of universal and specialist services. The overall design is intended to encompass the full range of Early Intervention and Prevention Services that Preventative Services Managers (PSMs), District Children's Services Managers and the SPA meetings/Team Around the Child (TACs) are likely to need to commission in order to meet key strategic objectives. Some funding will remain centrally as a Community Chest to enable local commissioning of small grant funded projects.

(2) The proposed service areas to meet the needs identified in the Early Intervention and Prevention strategy in the first phase are:

- Family Support Service
- Adolescent Service
- Teenage Pregnancy Prevention
- Young Carers
- Domestic Abuse
- Emotional Health & Wellbeing

A more detailed description of these services, including key outcomes and Performance Indicators is provided in Appendix 1 & 2.

(3) There is a presumption that most services will be countywide although there will be a need to reflect local need. The allocation of resources by District will be based on a formula developed by Business Strategy & Support, and will relate to population and deprivation factors relevant to the focus of the service.

(4) The decision to recommission services afresh from 2012 has given FSC a rare opportunity to look objectively at what was being provided and start from a virtual clean sheet. This opportunity is balanced by the risk of the “big bang” approach overloading services and PSMs as they all try to manage the transition between contracts at the same time. Discussions with sector providers have identified that they also feel this to be a major risk and hence the proposed phasing of mini competitions.

(5) The move to a more centralized and robust commissioning framework will require some readjustment and realignment of commissioning and purchasing responsibilities and the relationship between the Commissioning Unit/Families and Social Care Managers and service delivery functions.

(6) In addition, the package of services we are putting in place requires a high level of collaboration and coordination between services and agencies. There is a clear need for a functional role within localities to coordinate access to commissioned services, utilising the SPA processes, and to manage the relationships between commissioned services in a locality in order to ensure the best outcomes for children and young people and their families.

(7) Members are asked to note that providers have demonstrated an understanding of equality duties as part of inclusion in the framework.

Implementation of the Early Intervention and Prevention Strategy

4. (1) The strategy is being taken through key partner sign off processes and is being discussed at Local Children’s Trust Board meetings. The priorities set out within the strategy have informed the commissioning framework and will also inform the current review of preventative services staffing and resources to ensure that improved outcomes for the priority areas can be achieved.

(2) A review of the Single Point of Access and an in depth analysis of the Common Assessment process and Team Around the Family approach has been undertaken in order to inform action to simplify processes and ensure that all underpinning processes are supporting and enabling appropriate early intervention for children, young people and families.

(3) The Children and Young People’s Joint Commissioning Board will be agreeing to focus on 3 to 4 top priority areas within the strategy where their joint efforts are vital to achieving improved outcomes.

Recommendations

5. (1) Members of the Specialist Children's Services Policy Overview and Scrutiny Committee are asked to NOTE the progress so far with regard to the commissioning of Early Intervention and Prevention Services.

Lead Officer/Contact:

Andrew Ireland, Corporate Director Families and Social Care

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Background Information:

- Kent Early Intervention & Prevention Strategy
- Early Intervention & Prevention Report

Children's Commissioning: Early Intervention and Prevention Services

Commissioning and Procurement Plan

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Outline of proposed service change:

The introduction of the Early Intervention and Prevention Framework and re-commissioning of all preventative services allows FSC to:

- Commission services in line with strategic priorities (i.e. to provide more effective and coherent support to high need families and to vulnerable adolescents and to prevent problems escalating)
- Ensure that each part of the County benefits from high quality preventative services, providing coherence and consistency
- Clarify and strengthen the processes for achieving the outcomes expected from early intervention work
- Ensure that preventative services are working effectively with each other and with the schools, social care services, health, youth services and youth justice teams they are working to support
- Contract with high quality providers offering services with proven success rates

This will mean greater consistency in the services available to families, children and young people with additional needs; and a much stronger emphasis on seeing these services as part of a continuum of care. Some services will be delivered Countywide, others within Districts or areas. Whatever the scope of each individual contract, they are interdependent and we will require all providers and agencies to collaborate closely – in itself a key feature of successful preventative services.

Benefit to children, young people, families and carers:

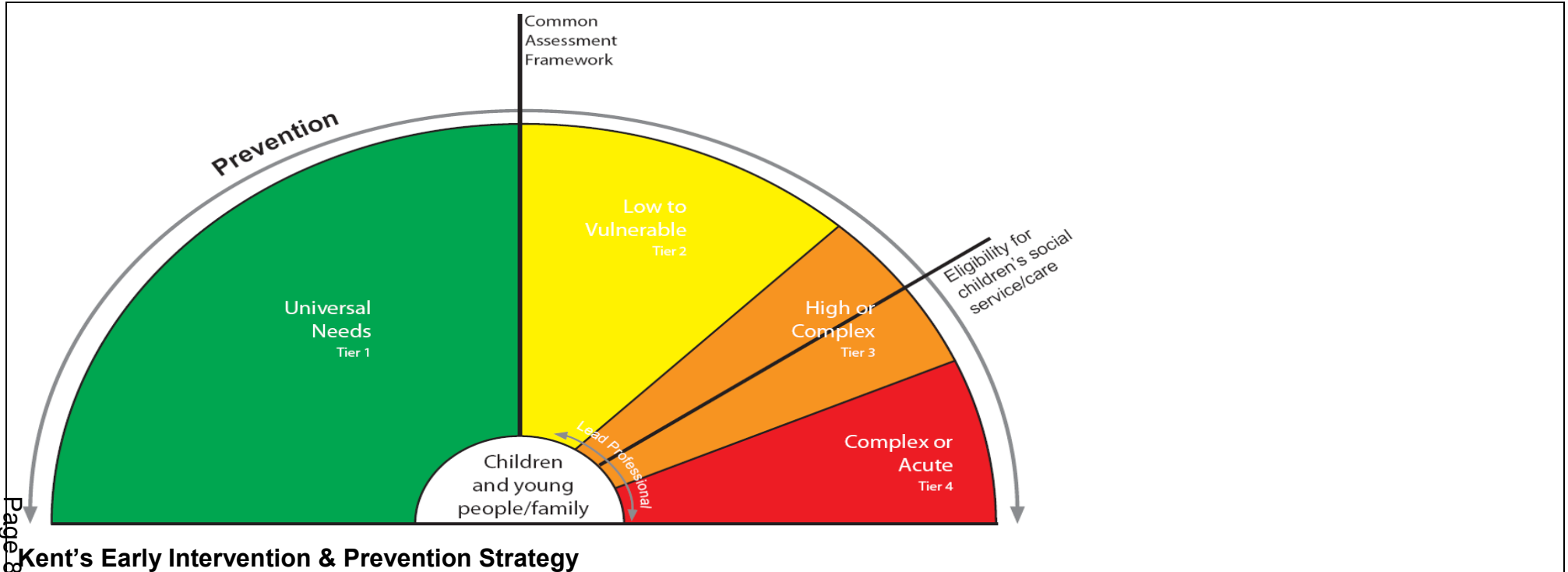
- Earlier diagnosis of problems and dedicated support to resolve them
- Effective interventions that will support families, young people and children through difficulties and help them develop the skills to deal with challenges in the future
- Better integrated support, so that services genuinely work around the child or family and we use the skills of lead professionals to develop resilience
- Services that seek to develop life skills and prevent repetition of harmful experiences and behaviours
- Timely services
- Coherence and consistency wherever they access services
- Greater expertise among practitioners

Estimated number of children, young people and families the services are likely to cover:

Approximately 18% of children and young people in Kent are identified as vulnerable with low needs. These children and young people can be defined as needing some additional support, without which they would be at risk of not meeting their full potential.

Approximately 1.4% of children and young people in Kent have been identified as having high or complex needs (Kent's Early Intervention & Prevention Strategy). These children are likely to require specialist support because they are highly vulnerable or experiencing the greatest level of adversity.

The early intervention and prevention services commissioned need to work across this continuum, with some services working more intensively than others at the higher, more complex end and others at the early intervention end of the spectrum.



Description of services being planned in the first phase:

The Early Intervention and Prevention Multi Supplier Framework Agreement will enable FSC to procure services over the next four years. The services to be procured in the first tranche i.e. in spring 2012 are:

- **Family Support Services**

Where existing services are unable to quickly provide the support a family needs, and whose needs are high; the Team around the Child/CAF coordinator/Lead Professional will ask the Family Support Service to establish a Team around the Family, led by dedicated practitioners with expertise in supporting families.

The service will have a remit to build resilience in high need families through a combination of parenting support and interventions designed to help families develop resilience and build and sustain relationships. It will provide a range of services and workers, who possess a range of skills and expertise able to respond quickly. Where families require longer term ad hoc support, it would also be able to provide this.

Families' needs will vary in nature and complexity. Lead Professionals/Family Workers will put together packages of support that draw in their own skills and abilities and more specialised services, such as:

- parenting programmes
- family group therapy
- mediation
- support to individual family members and family groups through difficult transitions, where families are already experiencing difficulties
- services focussed on relationship repair
- specialist support to families who are struggling to cope with adolescents
- support that builds self esteem and increases aspirations among parents and young people
- practical support and advice to long term ad hoc support to highly dependent families with complex needs, where this will prevent escalation of problems

▪ **Support for Vulnerable Adolescents**

A network of professionals will be established to develop the capacity and capability of young people facing multiple risk factors to develop strong and positive relationships and protective factors in their lives. This Early Intervention service will have close links to the Rapid Response Teams, both in preventing the escalation to crisis and as a 'step down' service.

The service will support and challenge; be a reliable presence for the period of the intervention; and help develop skills in decision making, negotiation and taking risks as well as provide some of the practical support in elements of the family support model, around housing for example.

▪ **Prevention of Teenage Pregnancy**

It is intended to maintain the number of CCard and EHC outlets and increase the take up of CCard and invest in targeted support for particularly vulnerable groups and in areas where rates remain persistently high.

The target groups would be: looked after children, girls excluded from school, those with a conduct disorder and young people whose family background suggests the risk of early conception is high.

▪ **Young Carers**

FSC needs to ensure young carers are receiving the support they require to engage with education and learning, socialise with peers and

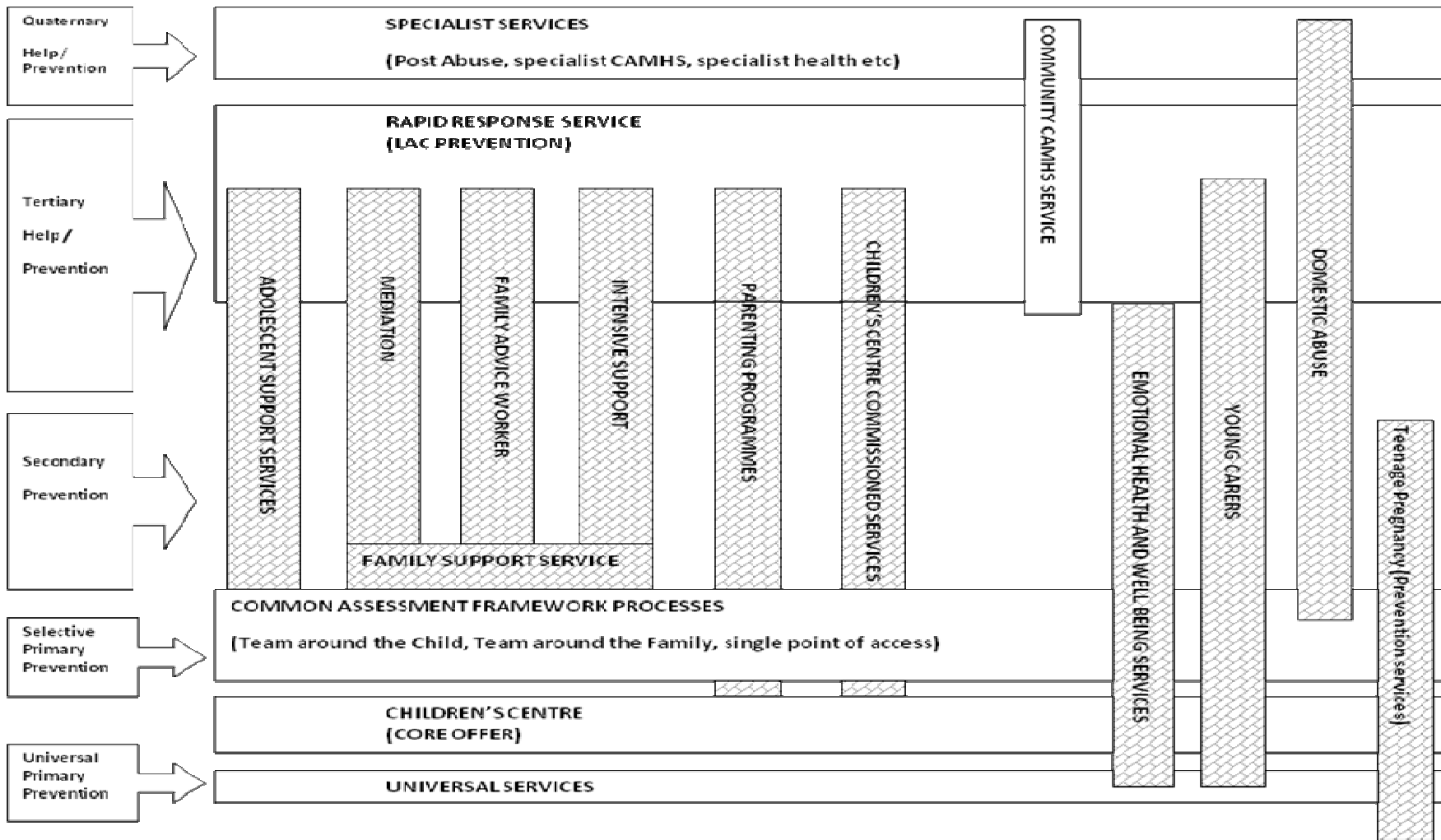
receive the guidance and care they need as children and adolescents. FSC will commission a service that enables young carers to take part in activities and support that builds their life skills and confidence.

▪ **Domestic Violence**

Single Points of Access have identified domestic abuse as a major factor in the lives of many children. We want to supplement statutory services, and those funded by partner organisations, for victims of domestic abuse with provision that concentrates on supporting children and the parents of children who have lived with abuse to develop positive relationships in the future. This would mean:

- working with parents to help them understand the impact violence will have had on their children and on their parenting
- providing services for children who have witnessed domestic abuse, who need to be able to access therapeutic support to help them move on and prevent them becoming perpetrators themselves

Services Commissioned Through The EIP Framework



Evidence to support the effectiveness of the proposed services:

Early Intervention and Prevention services have been redesigned in line with the priorities of the Early Intervention and Prevention Strategy, which draws on evidence of need from a range of sources. Evidence of what works has also been sought, in part from experience of commissioners, providers, users and professionals in Kent; and also from external validated research into effective preventative measures. The Allen report has informed our work; as well as the work of C4EO.

Additional evidence for the design of individual services:

- **Family Support Services**

Preventing children entering care and building resilience in high need families requires a responsive, flexible, innovative service with the capacity to deliver intensive interventions and provide long term ongoing support to those families with the highest level of needs. There are a range of interventions that have proved successful in helping families in crisis. Many of these are already available in some parts of the County. The intention is to bring coherence to the range of services available to families and, in particular ensure that interventions are well planned and evaluated, so that families are effectively prepared and assessed post activity to maximise the benefit of the intervention.

- **Adolescent Support**

There is a need to build an integrated model of youth support and put in place a service that is genuinely preventative and offers the key ingredients of effective support to adolescents, these being: support and challenge; a reliable presence for the period of the intervention; help developing skills in decision making, negotiation and taking risks; and practical support.

- **Emotional Health and Wellbeing Services**

There is a separate Commissioning and Procurement Plan aligned to Health.

- **Prevention of Teenage Pregnancy**

Research shows that areas which have successfully reduced rates of teenage conception have invested in services that provide information and advice about sex and relationships, as well as developing the skills and confidence required to negotiate the pressures and complexities of relationships, especially for those young people who may not have experience of mutually respectful relationships. It is intended to build more of this support into Kent's provision for adolescents, along with maintaining the current rate of provision of contraception and the advice that supports it.

- **Young carers**

It is proposed that befriending is developed to support this group of young people. Where this model of support is well focussed, well managed and well supervised, it is a very powerful intervention and makes an enormous contribution to a young person's confidence and focus.

- **Domestic Abuse**

Interventions will be specified that are proven to be preventative, by ensuring that young people who have witnessed domestic abuse do not themselves become perpetrators; and intervening early, where young people are themselves in abusive relationships.

Evidence of support from children, young people, families and carers, including consultation with children, young people, families and carers

The design principles behind each of these services are based on what works and, therefore, describe interventions that enjoy the support of families and young people locally and nationally.

We know that adolescents facing significant challenges may need to have time away from their families and an empathetic practitioner whom they trust to work with them to understand their behaviour and feelings and develop the protective factors they need in their lives.

Families prefer a planned period of support and intervention, following the Family Intervention Project and Budget Holding Lead Professional models, with a single contact and some brokerage of service provision, so that they are more quickly able to cope without intervention. Holistic, coordinated support helps families feel empowered by services, rather than dependent on them; and also more trusting of professional intervention and, therefore, more likely to access it at an earlier stage in the future.

Evaluations of Children's Centres and parenting programmes echo messages about the value of being able to get a quick response to uncomplicated queries and feeling that services have enabled them to cope on their own.

Consultation with young people in relation to the commissioning of Early Intervention and Prevention Services has been an on-going process. Service specifications currently being developed have been informed by consultation work undertaken across Kent as part of the work to determine the development of Local Children and Young People's Plans. Focusing specifically on the development of the adolescent service specification, Commissioning Officers have met twice with a Young Evaluators group based in West Kent to consult on their views on what makes a good adolescent service. These conversations have built on work already carried out by the group (commissioned by Dartford and Gravesham Preventative Service Managers) on the development of teenage friendly service standards. Areas of a service covered have included: accessibility (can young people get there), environment (is the building young people friendly), communication and publicity (is it young people friendly), and staff (appropriately skilled and experienced).

Discussions are on-going to ensure that children and young people remain fully involved in the commissioning process, in particular how they will contribute to the short listing and tendering elements.

Evidence of stakeholder support, including evidence of consultation with other relevant professionals and where applicable other providers:

A joint 'Meet the Market event' was held with the PCT for the Community CAMHS and Emotional Health and Wellbeing Services. In addition, KCC has also held two events (mainly VCS) for providers have been held with over 150 representatives attending. A number of meetings have been held with PSMs, HOCS and DMs. A presentation about the Early Intervention and Prevention Strategy and Framework has been made to Local Children's Trust Board Chairs. Health colleagues have been involved in the design of Teenage Pregnancy Prevention & Emotional Health and Wellbeing Services. PSMs will be involved in the evaluation of tenders.

Adolescent support has been designed to complement other services offered by schools, the youth service, KDAAT and schools

The County domestic violence coordinator has been engaged in the proposal to work with a group of young people for whom very few services are currently available.

Implications for management of early intervention and prevention services

The effectiveness of interventions with individual families, and of FSC's overall investment, will be heavily reliant on the quality of coordination, brokerage and monitoring at District level. All local practitioners will need to have an understanding of the range of services available and what they are providing. Children, young people and their families need clear pathways to access the support they need.

Local functions include ensuring that children and families as well as KCC get the most from services by ensuring coherence and good links into and out of distinct services e.g. parenting programmes. Specifications will describe the importance of coherence and how FSC will manages that. With the current review of the SPA process, we need to ensure that there is a local mechanism for coordination, demand management and establishing and monitoring individual pathways. The Family CAF will be used for the Family Support Service.

Costs of the proposed services, including details of any upfront investment required:

This assumes that the total amount of the 'Early Intervention and Prevention Services' budget will be included but does not factor in any additional 'invest to save' funding.

Budget	£ allocated
Early Intervention & Prevention (currently within district budgets)	5,195,733
Early Intervention & Prevention (currently Teenage Pregnancy budget within Commissioning)	235,000

PCT contribution to Post Abuse Services	289,368
PCT contribution to Early Intervention Emotional Health & Wellbeing services	202,699
Total	5,922,800
2012/13 commitments already in place	47,000
Total Amount Available	5,875,800
Post Abuse Services	678,499
Emotional Health & Wellbeing Services (1)	880,705
Adolescent Service at 28%	1,208,647
High need Family Services at 50%	2,158,298
Teenage Pregnancy Preventative Services at 5%	215,830
Domestic Violence Preventative Services at 8%	345,328
Young Carers at 5%	215,830
Other early intervention & preventative services that may be required to deliver the Early Intervention Strategy / Community Chest	172,664
	5,875,800

(1) This Post Abuse Service funding and approximately £1 million of CAMHS budget in Specialist Children's Services will constitute KCC's contribution of £2.3 million of Integrated Community CAMHS.

It is proposed that once funding is allocated for Post Abuse Services and Emotional Health and Well Being, 50% of the total available budget is allocated to family support; 28% to adolescent support; and the remainder to teenage pregnancy prevention, domestic violence and young carers and the Community Chest.

Likely value of freed up resources and over what timescale:

This investment will reduce costs and increase efficiency in three ways:

- Ensuring that risk factors evident in families and adolescents are acted upon quickly and do not escalate will reduce the need for intervention from Children's Specialist Services and enable them to focus on more complex and urgent cases and reduce caseloads

(see Placement Strategy)

- Focussing preventative services on getting to the root cause of problems and developing the skills, resilience and confidence to self manage among adolescents and families will challenge universal services to adapt their offer to better meet the needs of children, young people and families
- Ending spot purchasing and a situation where there are multiple agreements with the same provider, each incurring contractual costs and failing to achieve the financial benefits of being a bigger purchaser

Links to and impact on local and national priorities:

- **“Putting Children First” – Kent Safeguarding and Looked after Children Improvement Plan** commits us to:

Building an effective commissioning framework and range of preventive services. Specifically, we will

- Put in place a range of preventative services to avoid unnecessary family breakdown
- Reduce the numbers of looked after children
- Reduce the number of children subject to Child Protection Plans
- Kent’s **Early Intervention and Prevention Strategy** sets out a number of priority actions, many of which are dependent on the commissioning of these services. They are:
 - To commission integrated high level family support services which include a rapid response element, use of peripatetic staff and also utilise evidence-based parenting programmes.
 - To develop and implement a Family CAF and Team Around the Family (TAF) approach with adult services and other agencies. In the short term we will pool our resources with partners to identify high cost/high need families and put in place a team around the family with an identified lead professional.
 - To learn from our current work with families with complex needs (Community Budgets) to inform our overall approach to supporting high need families.
 - To ensure that new Early Intervention and Prevention commissioned services focus on support for potential high families.
 - To ensure that the current re-commissioning of early intervention and prevention services includes a focus on vulnerable adolescents.
- **Bold Steps for Kent** has a commitment to make it easier for VCS organisations to deliver public services; and commits us to tackling disadvantage through targeted and early intervention to help vulnerable families and save money over the longer term.
- **“Early intervention: The Next Steps”** – Graham Allen’s report to Parliament earlier this year, provides compelling evidence of the benefit of early intervention to children, young people and families; and propose specific interventions, all of which we have taken into account in the design of the proposed services.

Assessment of risks:			
Risk	Likelihood	Impact	Mitigation
Transition to a new provider creates disruption or uncertainty for children, young people and families	M/H	H	The Commissioning Unit is putting in place a transition plan, effective immediately, to ensure that we are, on a contract by contract basis, aware of what existing providers are doing to manage their caseloads during their notice period; and, once the new providers are known, to work with them and existing providers to ensure that individual cases are dealt with appropriately – extending the life of contracts if necessary, to allow for this.
Transition to a new provider means cases get “lost”	M/H	H	The transition plan will ensure we understand caseloads of existing providers and what is happening to them over a 6 month period from November 2011.
Transition to new providers creates uncertainty and disruption for KCC managers and threatens business continuity	H	H	Commissioning Unit and local managers will work with each other and with providers to ensure a smooth transition; draw up new contracts across the County in new services; and close down existing contracts. We propose to stagger the mini competition phase of the procurement process, to ensure that neither FSC nor providers are swamped, when a short delay of a few weeks on some contracts would enable a much smoother transition.
With restructuring taking place at the same time as recontracting, the potential for distraction or even a loss of capacity also exists, with the ultimate risk being that we are unable to effect a smooth transition for children, young people and families	H	M	We are prioritising plans for transition and support for contract management.
Insufficient providers on the Framework to deliver our specifications	L	H	The response to the invitation to tender for the Framework was encouraging and we are confident that there is sufficient expertise to deliver our specifications. We will need to support providers to collaborate and/or subcontract to ensure coverage across the County.
Some established providers who are unsuccessful in getting onto the Framework, or in winning contracts within it, challenge the process	M	L/M	We have put in place extremely robust processes to ensure that evaluation of bids is fair and moderated. Strategic Procurement will investigate any complaints in the first

			instance.
Services specified do not meet needs	L	H	<p>We are very confident that we have identified need and designed services using the best information available about what works. We have ensured early intervention and prevention services link with universal and specialist services. At the very least, these services will be a significant improvement on current provision.</p> <p>Nevertheless, circumstances change and there are, in addition, small groups of children and families whose needs are high but may not be met by these services. We propose therefore to retain some of the budget as unallocated funds, to be used by local coordinators or County level commissioners to meet priority needs that arise. This will be done through budget holding lead professionals or a Community Chest.</p>

Expected outcomes:

Below are the outcomes and KPIs for the first services to go out to mini competitions:

1) Family Support Service – Intensive Lead Professional & Family Advisors

Outcomes:

This service is central to FSC’s priority of supporting families in need so that their problems do not escalate. Success of this service will be measured by the quality of the individual outcomes for families and in particular:

Short-term outcomes (1 year):

- Parents/carers demonstrating improvement in parenting capacity
- Parents and carers reporting improved skills and confidence in meeting the physical, social and emotional needs of children and young people
- Parents and carers supported to resolve/manage environmental factors (including improvements in housing stability)
- Improved emotional well-being of parents / carers
- Improved emotional well-being among children and young people within the family (reported by child / young person and by school)
- Improved relationships between main adults in the family
- Improved relationships between main carers and children in the family

- Improved relationships between children in the family
- Improvement in children and young people's attendance at school
- Schools reporting improved behaviour and engagement of children and young people
- Improved engagement from parents/carers with services (e.g. substance misuse services, probation services, Job Centre Plus etc).

Longer-term population-level outcomes (2-3 years):

- Reduction in referrals to Children's Social Services
- Reduction in referrals to specialist CAMHS services
- Reduced levels of anti-social behaviour and offending

Indicators:

- No increase in number of children coming into care
- Initial assessments suggesting all reasonable steps were taken to prevent child requiring a Tier 3 Service
- Partner agencies reporting more openness to accepting their referrals
- Families and children reporting satisfaction with their Lead Professional
- Percentage of parents/carers demonstrating in Parenting Capacity Assessments
- Percentage of parents/carers reporting improved relationships with their child(ren)
- Percentage of children and young people reporting improved emotional well being
- Percentage of parents/carers reporting improved emotional well being
- Attendance rates of children and young people at school
- Percentage of schools reporting improved engagement and behaviour from children and young people
- Reduced referral into Children's Social Services
- Reduced referral into Tier 3 Community CAMHS

2) Family Support Service - Family Therapy and Mediation Service

Outcomes:

Clear aims should be set with the family at the outset of each intervention, and outcomes will therefore vary depending on the families' needs. However, progress will be expected against the following overarching outcomes:

- Improved emotional well-being of parents / carers
- Improved emotional well-being among children and young people within the family (reported by child / young person and by school)
- Improved relationships between main adults in the family
- Improved relationships between main carers and children in the family
- Improved relationships between children in the family
- Reduction in frequency and severity of conflict incidents

- Family reporting improved confidence in their ability to resolve difficulties amicably
- Parents/carers reporting improved confidence in their ability to meet the needs of children and/or young people and to manage discipline and boundaries appropriately.
- Improved engagement with other statutory agencies

Indicators:

- Percentage of parents/carers reporting improved relationships with their child(ren).
- Percentage of parents/carers reporting reduced incidence and severity of conflict within children and young people within family.
- Percentage of parents/carers reporting reduced incidence and severity of conflict within adult relationships (both within the immediate and wider family network)
- Percentage of children and young people reporting improved emotional well-being
- Percentage of parents/carers reporting improved emotional well-being
- Improved ability of parents/carers to meet children's needs (including emotional needs)
- Reduced referral into Children's Social Services
- Reduced referral into Tier 3 Community CAMHS
- Improved attendance rates of children and young people at school
- Percentage of schools reporting improved engagement and behaviour from children and young people

3) Child and Adolescent Emotional Health & Well-being Service:

Outcomes:

The provider must work towards the following key outcomes:

- Children and young people are able to access emotional well-being services in a range of appropriate universal settings
- Young people (aged 10 -18) are able to access emotional well-being settings in venues meeting 'You're Welcome' criteria for accessibility.
- Children and young people demonstrate improved emotional well-being
- Children and young people demonstrate improved communication and social interaction skills
- Children and young people report improved relationships with parents/carers
- Increased attendance and engagement of children and young people in education
- Parents/carers report improved confidence and skills in supporting children and young people
- Parents/carers report improved relationships with children and young people
- Schools are supported to maintain children and young people displaying emotional well-being difficulties
- Reduction in referrals to specialist Community CAMHS services

Indicators:

- Percentage of interventions delivered in universal settings / settings which meet 'You're Welcome' criteria (for those aged 10-18)
- SDQ or other competence-based assessment to track personal, social and emotional skills of children and young people
- Percentage of children / young people reporting improved relationship with parents/carers
- Percentage of parents/ carers reporting improvements in child or young person's behaviour / improved relationship with child / young person
- Percentage of parents/carers reporting improved confidence in supporting their child / young person
- Feedback from children, young people and their families
- Number and percentage of young people making a planned transition into universal settings
- Percentage improvement in school attendance
- Feedback from educational settings working with the young person
- Number and percentage of those aged 16+ in education, employment (and employment with training) and training (including number and percentage of fixed term exclusions)
- Reduced referral into Children's Social Services
- Reduced referral into criminal justice system
- Reduced referral into tier 3 CAMHS

4) Vulnerable Adolescent Service

Outcomes

In keeping with a strengths-based approach, FSC would expect to see the following **interim outcomes**, supported by clear evidence, in first year:

- Improvements in the personal, social and emotional skills of young people
- Young people reporting improved relationships within their educational setting
- Young people reporting improved familial relationships
- Improved engagement of young people with other specialist / statutory services, including attendance and engagement in education, training and/or employment.
- Improvements in housing stability
- Young people engaging in safer decision-making in relation to areas of risk (e.g. substance misuse, sexual relationships etc).
- Young people reporting positive outputs and outcomes

Indicators

For young people accessing this service:

- Number and percentage becoming looked after
- Percentage of parents/ guardians reporting improvements in young person's behaviour / improved relationship with young person

- Young people's and their families feedback
- Number and percentage of young people making a planned transition into tier 2 and universal settings
- Number and percentage in education, employment (and employment with training) and training (Including number and percentage of fixed term exclusions)
- Destination of young people 6 months following interventions
- Reduced referral into Children's Social Services
- Reduced referral into criminal justice system
- Reduced referral into Tier 3 CAMHS

Providers are expected to use a **validated** impact/ evaluation tool for example:

- Strengths and difficulties questionnaire
- Outcomes star
- Adolescent Risk Behaviour Screening Tool

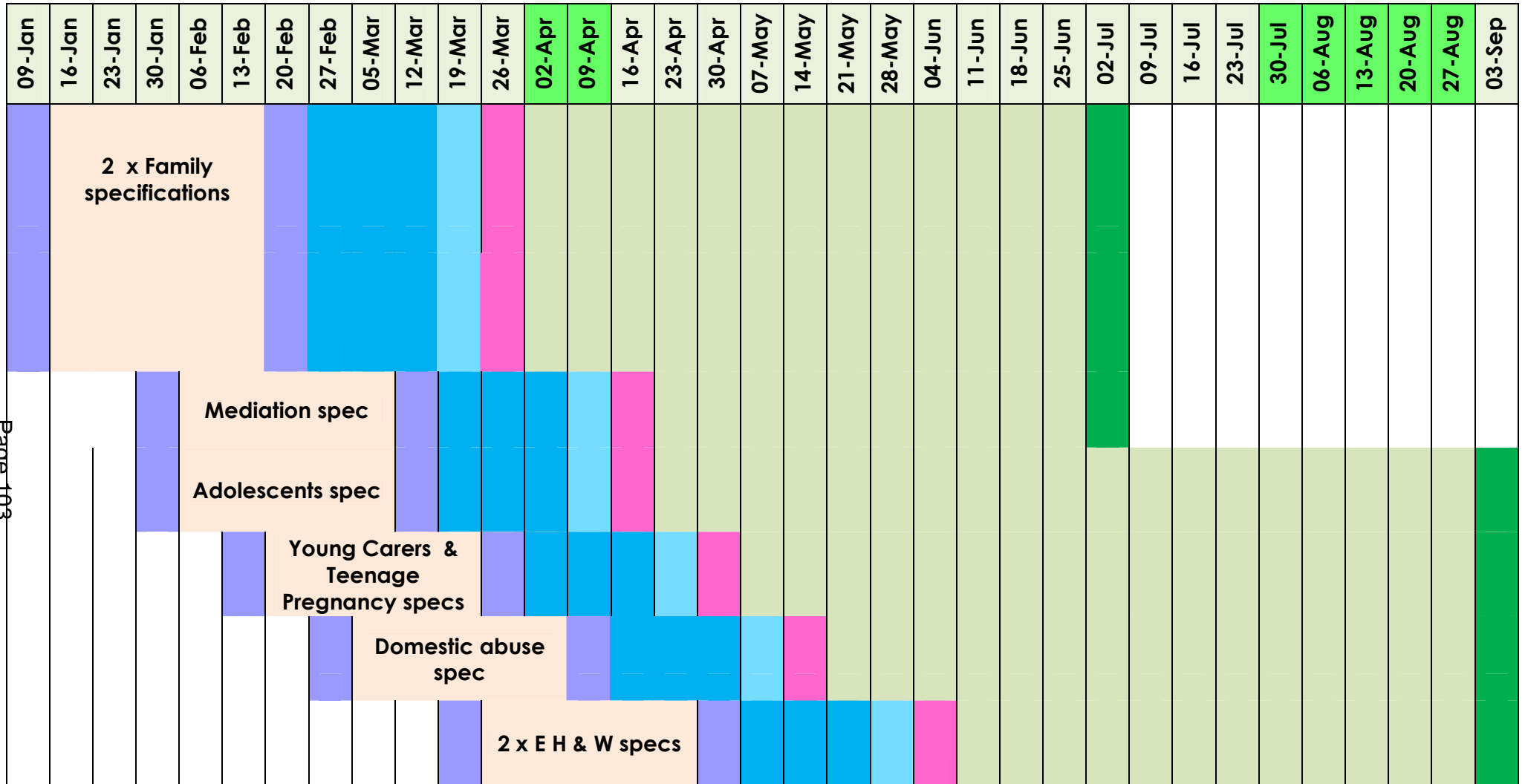
Procurement:

These services will be procured via mini competition against the Early Intervention and Prevention Multi Supplier Framework. Call-off contracts will be for three years from Spring 2012.

We expect to launch mini competitions in December 2011 and begin awarding contracts in February 2012, with start dates from April 2012 to July 2012.

Some contracts will be Countywide, some Area based and others will be District level contracts. However, the specification will be the same, even where there are different providers delivering in different Districts. Sub contracting is permitted, although it seems likely that providers will need support in doing that.

Timetable for Procurement



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Key:					
	Pro Contract Admin		Scoping/needs assessment		preparation for start up
	Evaluation - CO/CSO/Managers		Management sign off		Service delivery starts
	Management Moderation		Director sign off		
	Expressions of interest				

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Commissioning Early Intervention and Prevention Services for Children, Young People and their Families in Kent

Kent County Council are commissioning high quality, effective, evidence based preventative services through the Early Intervention and Prevention Strategy and Multiple Supplier Framework to support the delivery of ‘Putting Children First’ Kent’s Safeguarding and Looked After Children Improvement Plan (Phase 2)

Together these services will contribute towards achieving Kent’s vision that ‘**Children and young people’s needs are identified and responded to at the earliest possible stage to increase the potential for them to achieve their life chances**’¹. Subsequently, this will contribute to the delivery of KCC’s vision for Kent, Bold Steps, particularly Ambition Two, which sets out the county’s commitment to tackle disadvantage.

<p>Kent Strategic Outcomes that ALL Early Intervention and Prevention Services throughout Kent will contribute to achieving over the longer term.</p>	<p>Performance Measures that ALL Early Intervention and Prevention Services throughout Kent will contribute to improving over the longer term. (Data will be collected by KCC, but services will be expected to demonstrate their contribution towards improvements.)</p>
<ul style="list-style-type: none"> • Safeguarding issues are identified early and effective early intervention prevents escalation of need. • Children, young people and families in need are supported to move back to and maintain support at a universal level. • Co-ordinated support for families in greatest need is provided at the earliest point in order to prevent crisis situations. • Children and young people are safe and protected from harm, children in need of safeguarding and protection 	<p>Supporting the delivery of ‘Putting Children First’ Kent’s Safeguarding and Looked After Children Improvement Plan (Phase 2) through the Early Intervention and Prevention Strategy and Multiple Supplier Framework :</p> <ul style="list-style-type: none"> • Reduced number of referrals per 10,000 of the population under 18 • Reduced percentage of re-referrals in the last 12 months • Reduced number of children subject to a Child Protection Plan per 10,000 of the population under 18 (KCC Core Monitoring) • Reduced number of children subject to a Child Protection Plan for a second or subsequent time • Reduced number of children looked after children per 10,000 population under 18 (KCC Core Monitoring) • Reduced number of Children in Need • Reduced percentage of referrals that continue to initial assessment • Reduced percentage of re-referrals in the last 12 months

¹ Putting Children First, KCC Safeguarding and Looked After Children Improvement Plan (Phase 1), February 2011

<p>receive appropriate services as and when they most require them and children are appropriately referred to specialist children's services when required.</p> <ul style="list-style-type: none"> • All children and young people achieve their full potential. 	<ul style="list-style-type: none"> • Increased number of appropriate referrals to Tier 3 Community CAMHS
	<p>Contributing to the delivery of Bold Steps For Kent, Ambition 2 Tackling Disadvantage:</p> <ul style="list-style-type: none"> • Number of first time entrants to the youth justice system (KCC Core Monitoring) • Percentage of pupils achieving level 4 and above in both English and Maths at Key Stage 2 (KCC Core Monitoring) • Percentage of pupils excluded from schools (primary and secondary) (KCC Core Monitoring) • Number of young people aged 16 to 18 not in education employment or training (KCC Core Monitoring) • Persistent absence rates (primary and secondary)

By: Jenny Whittle, Cabinet Member for Specialist Children's Services
 Andrew Ireland, Corporate Director, Families and Social Care

To: Specialist Children's Services Policy Overview and Scrutiny Committee – 19 January 2012

Subject: **SPECIALIST CHILDREN'S SERVICES BUDGET FORECAST REPORT 2011/12**

Classification: Unrestricted

Summary: A report on the updated Quarter 2 forecast outturn & savings position against the budget for the Specialist Children's Services of the Families and Social Care Directorate.

Introduction

1. (1) This is the third report for 2011-12 to this Committee detailing the initial forecast outturn against budget for the Specialist Children's Services element of the Families and Social Care Directorate.

Background

2. (1) Policy Overview and Scrutiny Committees (POSCs) consider the draft Medium Term Financial Plan at their November and January meetings. To enable a more informed discussion, three reports will be presented to the Committee on a regular basis:

a) **Budget Monitoring reports**

A detailed quarterly budget monitoring report is presented to Cabinet, usually in September, December and March, and a draft final outturn report in June. A report for each directorate is annexed to the summary report, and the annex for the Specialist Children's Services will be presented to this Committee at the meetings following those Cabinet meetings. This will help inform this Policy Overview and Scrutiny Committee about current trends, pressures and management actions in advance of the next year's budget setting

b) **Performance data**

This will be reported at least half-yearly to this Committee.

c) **Outturn report**

Effectively an amalgam of the above two, the outturn report will summarise both the financial and performance information for the whole of the preceding year

(2) Informed by these reports, the POSCs will be in a stronger position to question and comment on the future budget and medium term proposals, as they will be asked to do at the November and January meetings.

Second Quarter Updated Monitoring Report

3. (1) The revenue monitoring exception report for Children's Social Services was presented to Cabinet in December this indicated an overall revenue over spend of £13.117m, which is an increase in over spend of £0.491m to the forecast submitted in the second quarter's full monitoring report.

(2) The revenue over spend breaks down as follows:

Looked After-Residential Care	+£2.593m
-Fostering	+£4.841m
-Legal Costs	+£1.920m
-Children's Centres	-£0.450m
-Virtual Schools For Kent	-£0.062m
Early Years	-£0.653m
Leaving Care-16+Service (Catch 22)	+£0.807m
Adoption	+£0.649m
Other Preventative Services	-£0.192m
Assessment of Vulnerable Children (inc Ind Supp)	+£2.751m
Directorate Mgmt & Support	+£0.088m
Safeguarding	-£0.052m
Asylum Seekers	+£0.877m
Total	+£13.117m

(3) The pressure on this portfolio has increased by £0.491m this month to £13.117m. The movements above £0.1m are:

+£0.206m Fostering – an increase in the pressure from £6.556m to £6.762m due to:

+£0.3m Legal Costs, based on the latest information from Legal following a reconciliation of the first 6 months' caseloads.

-£0.094m on other fostering budgets, including a -£0.044m reduction against in-house non related fostering in respect of transport and specialist services and a -£0.050m reduction against independent sector fostering as a result of a reduction in weeks of support.

+£0.141m Assessment of Vulnerable Children – an increase in the pressure from £2.518m to £2.659m, mainly due to increased costs of agency social workers. Managers are now forecasting that current agency staff will remain for the full year, whereas previous forecasts assumed end dates within the last quarter of the financial year.

+£0.188m Strategic Management & Directorate Support – an increase in the forecast from a £0.1m underspend to a £0.088m pressure, which is due to several small increases all below £0.1m across a number of budgets.

(4) This forecast assumes all but £1.210m of savings identified within the Medium Term Plan will be achieved. The achievement of these savings are pivotal to the delivery of an efficiently managed budget. Robust monitoring arrangements are in place on a monthly basis to ensure that forecasts are closely monitored and where necessary challenged.

(5) The main areas to note within the latest position are:

- £1.210m of savings are assumed red within the latest forecast in relation to the following:

	£'m
Children's High Cost Placements	0.750
Out of County Placements	0.400
Asylum	0.060
Total	1.210

(6) Against the capital budget of £14.942m there is a variance of -£0.005m, the Quarter 2 reported position was a variance of +£0.211. The variance now is -£0.005m, as shown below.

	£'m
Variance per Quarter 2 monitoring	<u>0.211</u>
Services Redesign	-0.216
Total revised variance for Children	<u>-0.005</u>

- The Service redesign project is requesting re-phasing of £0.216m following feasibility studies, the main bulk of the work has now slipped beyond March 2012. Only preliminary works are expected in this financial year. The project has been set up to re-provide a family centre in Canterbury which will consist of renovating the St Johns Board school site.

Recommendations

4. (1) Members of the Specialist Children's Services Policy Overview and Scrutiny Committee are asked to NOTE the latest monitoring position for revenue, capital and savings

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Background documents: None

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By: Jenny Whittle, Cabinet Member for Specialist Children's Services
Andrew Ireland, Corporate Director, Families and Social Care

To: Specialist Children's Services Policy Overview and Scrutiny
Committee – 19 January 2012

Subject: **BUDGET 2012/13 AND MEDIUM TERM FINANCIAL PLAN 2012/15**

Classification: Unrestricted

Summary: The purpose of this report is to consult the Committee on the budget proposals for the Specialist Children's Services Portfolio, with reference to the draft KCC budget launched on 20 December 2011.

Members are invited to comment on the key issues on the proposed budget changes for the services provided by the Families and Social Care Directorate.

Introduction

1. (1) The Chancellor of the Exchequer made his Autumn Budget Statement to the House of Commons on 29 November 2011. This coincided with the latest economic forecasts from the Office for Budget Responsibility (OBR) which predicted that recovery from the recession would take longer than previously forecast and economic growth projections for the remainder of 2011 and throughout 2012 would be substantially less than earlier forecasts. The Government's deficit recovery strategy relies on steady and sustainable economic growth in order that tax revenues recover from the effects of recession and remain buoyant in the future. In spite of the lower growth predictions the Chancellor has stuck with the spending plans outlined in the 2010 Spending Review (SR2010).

(2) The provisional Local Government Finance Settlement for 2012/13 was announced on 8 December 2011. This set out provisional grants for 2012/13 from the Department for Communities and Local Government (DCLG). This includes the vast majority of un-ringfenced grants. The grants from DCLG were in line with the provisional figures included in the 2011/12 settlement but no provisional amounts have been announced for the following years.

(3) Following these announcements KCC launched its draft 2012/13 Budget and 2012/15 medium Term Financial Plan (MTFP) for consultation on 20 December. The documents include much more information about the national economic context and grant settlement, as well the Council's proposals. Members are asked to review these documents and bring them to the committee meeting where the proposals affecting the Specialist Children's Services portfolio will be considered.

(4) For 2012/13 the draft budget proposes freezing Council Tax at the same level as 2011/12 i.e. £1,047.48 for a band D property and taking up the one-off grant offered by government. Taking up this grant means that £14.4m of additional savings/income will have to be found in 2013/14 to offset the loss of grant. The Council Tax Freeze grant is factored into our calculations on the overall net loss of grant in 2012/13 and 2013/14.

(5) The grant settlements for other Government departments had not been announced in time for the budget launch. Since these are largely ring fenced and its KCC policy to adapt spending in line with grant settlements these will not unduly affect the proposed budget.

Revenue Budget Proposals

2. (1) The draft budget book includes a portfolio summary, an updated A to Z of services and for the first time a detailed variation statement for each line in the A to Z showing all the changes between 2011/12 and 2012/13. The introduction of an A to Z of services rather than a portfolio by portfolio presentation of the budget was largely welcomed last year. The detailed variation statement is further step towards greater transparency of the underlying assumptions behind the proposed budget. We recognise that removing the portfolio by portfolio presentation makes it more difficult for Policy Overview and Scrutiny Committees to scrutinise the proposals for individual portfolios and thus for ease of reference the A to Z entries for the Specialist Children's Services portfolio are included as Appendix 1 to this report.

(2) The MTFP sets out the overall assumptions about the likely resources available over the next 3 years. It also sets out the forecast additional spending demands and the savings/income which would be necessary to achieve a balanced budget each year. The savings have been expressed as target amounts for efficiencies and service reforms under a number of themes. The MTFP has been redesigned to present a clearer overall picture over the three year period rather than portfolio by portfolio.

(3) The MTFP includes a portfolio by portfolio analysis of the main changes within the proposed 2012/13 budget. This is presented in the same format as the previous multi year presentation. Experience has shown that although we produced a 3 year plan by portfolio nearly all of the issues relate to the first year and the detail for years 2 and 3 are largely aspirations and change significantly when the budget for these years comes to be approved at a later date. The one year presentation by portfolio should help Policy Overview and Scrutiny Committee members to focus on portfolio priorities for the coming year.

(4) As in 2011/12 the detailed budgets for individual service units and budget managers will be produced after County Council has agreed the draft budget in A to Z format. This detailed manager analysis will include staffing information for individual units.

(5) Copies of the draft Budget Book and MTFP have been distributed to all Members (on the 16 December). You are asked to ensure you bring those to this meeting.

Capital Budget

3. (1) The starting point for the capital programme is the existing published capital programme for 2011/14. We have revised the presentation of the capital programme for individual schemes to shift the focus away from planned spending year by year and more towards the totality of spend and how this is financed. This will enable debate to focus on the merit of schemes, their affordability and overall timeliness rather than the detail of re-phasing individual amounts between years.

(2) The proposed programme for the Specialist Children's Services portfolio for 2012/15 is set out page 19 of the draft budget book.

Recommendation

4. (1) Members are asked to NOTE and COMMENT ON the revenue and capital budget proposals for the Specialist Children's Services portfolio.

Background documents:

- Autumn Budget Statement; Cabinet, 5 December 2011
- Draft Budget Book 2012/13 and Medium Term Financial Plan 2012/15 (launched 20 December 2011)
- Previous Budget Monitoring and Planning Reports to the Specialist Children's Services Policy Overview and Scrutiny Committee

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Section 5 - A to Z Service Analysis (SCS portfolio)

Appendix 1

WHAT IS THE MONEY SPENT ON?

2011/12 Approved	Portfolio	Service	2012/13 Proposed							Affordable Activity
Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
		Children's Services								
		<i>Education and Personal</i>								
0	SCS	Children's Centres	14,355	3,974	18,329	0	18,329	0	18,329	97 children's centres delivering support and advice to families
1,250	SCS	Virtual School Kent	1,799	833	2,632	0	2,632	-704	1,928	Supporting approx 1,600 looked after children focussing on their education & health needs
		<i>Social Services</i>								
7,105	SCS	Adoption	1,927	6,361	8,288	-49	8,239	0	8,239	Permanent care for Kent children who are unable to live with their birth families. Includes adoption payments & Special Guardianship orders
280	SCS	Asylum Seekers	4,508	10,817	15,325	0	15,325	-14,245	1,080	Supporting 700 unaccompanied asylum seekers (225 under 18, 475 over 18)
1,372	SCS	Children's Support Services	2,270	178	2,448	-1,043	1,405	0	1,405	Out of hours emergency service and family group conferencing
31,526	SCS	Fostering	3,857	29,096	32,953	-237	32,716	0	32,716	Short and medium family based care (including longer term care for older children) for Kent children. Includes payments to related and non related foster carers for 1,150 children and independent fostering agencies for 125 children.
8,988	SCS	Leaving Care (formerly 16+ service)	0	5,127	5,127	0	5,127	0	5,127	Supporting children leaving care and ongoing children's services for those aged 16+ still in local authority care, and aftercare service for young people aged 18+. Now excluding residential care and fostering.
0	SCS	Legal Charges	0	6,315	6,315	0	6,315	0	6,315	Costs for in-house legal support and external legal fees for care proceedings for Specialist Children's Services (previously reflected within the Fostering service)

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Section 5 - A to Z Service Analysis (SCS portfolio)

Appendix 1

WHAT IS THE MONEY SPENT ON?

2011/12 Approved	Portfolio	Service	2012/13 Proposed							Affordable Activity
			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
2,386	SCS	Directorate Management & Support - Families and Social Care (FSC)	207	5,413	5,620	-196	5,424	-766	4,658	
2,386		Total Management, Support Services and Overheads	207	5,413	5,620	-196	5,424	-766	4,658	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
102,298		TOTAL	75,919	139,176	215,095	-5,745	209,350	-58,781	150,569	

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By: Jenny Whittle, Cabinet Member for Specialist Children's Services
Andrew Ireland, Corporate Director, Families and Social Care

To: Specialist Children's Services Policy Overview and Scrutiny
Committee – 10 January 2012

Subject: **SEPTEMBER 2011 (QUARTER 2) UPDATE FOR
PERFORMANCE FOR SPECIALIST CHILDREN'S SERVICES
AND
A SUMMARY OF THE NATIONAL STATISTICAL RELEASE
FOR 2010-11.**

Classification: Unrestricted

Summary: This report provides Members with the Core Monitoring performance report for the second quarter and a summary of the National Statistical First Release Indicators for Children's Services.

Introduction

1. (1) The Specialist Children's Services Division has a statutory duty to provide performance information to the Department of Families and Education annual basis, via a number of statutory returns, collecting data for the previous financial year. This years (2010-11) returns for all Local Authorities have recently been published by the Department of Families and Education. A summary of the key indicators is contained in Appendix 1. The summary provides an overview of Kent's performance in relation to its statistical neighbours, in relation to high and low performing authorities and most importantly Kent's current position post the submission of the data.

(2) Following the Munro Review, the Government, Ofsted, the Association of Directors of Children's Services (ADCS) and a range of other partners have developed a new set of Local child safeguarding performance information. This will lead to a formal consultation in the New Year on the finalized set of National Performance Information sets. In addition Ofsted has consulted on a new child-centred inspection regime; an update on the new model is expected by May 2012.

(3) Within Kent a new Core Monitoring report is produced on a quarterly basis. This is the second quarter's report, which updates Members on progress against our key performance areas, as identified within Bold Steps. The Specialist Children's Services outturn for Quarter 2 is contained in Appendix 2.

Key points

2. (1) The results for the ongoing performance indicators for Specialist Children's Services can be found at **Appendix 1 and 2.**

(2) The Division has seen some good improvements, however further work is required ensure the service continues to improve; this focus is clearly mapped out in the second phase of the Children's Services Improvement Plan. In summary, the Division has:

- Continued to effectively manage the allocation of cases in the system. This is demonstrated in the consistent achievement of the Children's Services Improvement Plan target to have no more than 100 children's social cases not allocated to a social worker for over 28 days.
- The number of initial and core assessment outside of timescales and in progress continues to be sustained within target.
- The number of children subject to a child protection plan reduced during the summer period and stood at 1,616 by the end of September. This improvement brings the count to lower than the position seen in March, but we still have a lot to do to achieve our challenging target.
- The percentage of the social worker establishment posts held by permanent staff has shown a good increase Quarter 2.
- Numbers of looked after children (LAC) in Kent continue to increase. Much of the focus to date of the Children's Services Improvement Plan has been around tackling the backlog of cases and improving throughput, which as anticipated has resulted in more children becoming looked after. Work is now underway to develop a projected downwards trajectory for numbers of LAC.
- The Adoption target as established in the Improvement Notice remains a challenge for Kent. This indicator is affected by both a rise in the number of children leaving care and the higher volume of unaccompanied asylum seeking children (in comparison to other LA's).
- For a number of indicators Kent is currently showing improvement since the submission of the statistical returns in March 2011. The statistical return targets are closely monitored on a monthly basis as part of the activity contained in the Children's Services Improvement Plan.

Recommendations

5. (1) Members are asked to NOTE the Quarter 2 performance update and the National Government Statistical Release performance information for Kent.

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Background documents: Improvement Plan Phase 2

Kent Local Authority

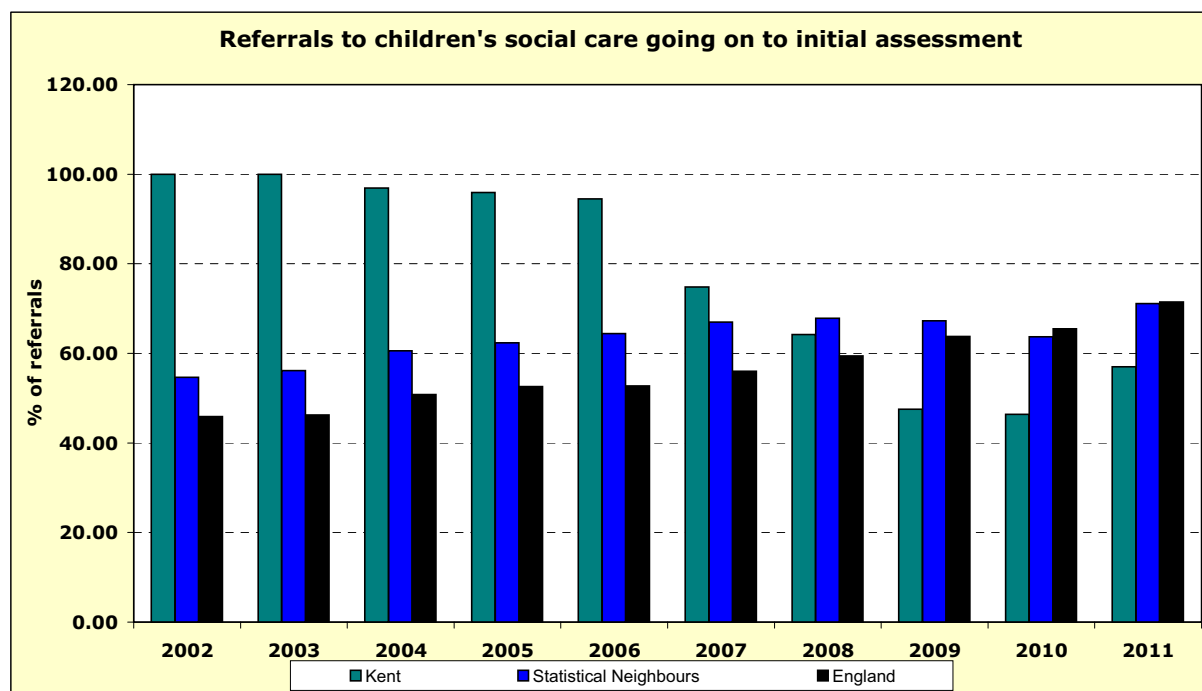
Referrals to children's social care going on to initial assessment

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Higher performing authorities*	Wigan	25.2	60.7	58.6	51.3	55.3	64.8	86.3	78.9	92.3	101.1
	Gloucestershire	60.3	61.8	58.8	51.8	56.8	76.5	83.0	84.8	91.3	99.2
	Suffolk	48.9	42.9	56.5	54.6	50.2	70.8	71.2	89.0	83.1	99.1
Statistical Neighbours											
938	West Sussex	42.9	48.4	50.5	53.1	56.4	57.6	52.9	78.1	81.3	100.2
885	Worcestershire	91.1	64.1	72.8	98.4	97.1	95.9	96.4	93.8	94.3	93.4
881	Essex	53.2	64.8	54.5	52.0	38.0	39.4	43.5	48.6	72.4	83.9
891	Nottinghamshire	64.6	59.0	55.2	47.2	68.7	79.8	68.9	56.5	53.1	77.2
860	Staffordshire	13.1	22.8	55.2	46.3	61.7	78.9	83.5	76.5	77.5	71.8
888	Lancashire	43.0	60.7	65.5	54.3	54.7	43.1	39.3	35.7	47.9	65.0
937	Warwickshire	68.3	63.9	62.1	56.3	58.9	66.6	75.9	56.4	57.5	64.0
866	Swindon	34.3	46.0	32.5	47.5	38.2	41.2	53.7	56.6	46.9	63.6
886	Kent	100.0	100.0	96.9	95.9	94.5	74.8	64.2	47.5	46.4	57.0
928	Northamptonshire	83.6	72.5	83.5	89.2	83.8	83.8	81.1	80.9	54.4	48.9
845	East Sussex	52.8	59.6	74.2	79.3	86.6	83.6	82.9	89.7	51.6	43.0
	Statistical Neighbours	54.7	56.2	60.6	62.4	64.4	67.0	67.8	67.3	63.7	71.1
970	England	45.9	46.3	50.8	52.6	52.7	56.0	59.4	63.8	65.5	71.5
Lower performing authorities*	Kingston Upon Hull, City of	75.1	38.8	41.5	60.2	83.9	90.5	54.5	64.3	32.6	34.7
	Havering	38.6	24.1	40.9	56.9	56.0	54.2	40.6	52.4	37.2	35.3
	Milton Keynes	49.0	84.9	43.9	41.1	45.5	40.1	39.6	39.0	42.3	43.7

*For this measure a median percentage is considered 'good' performance

		Trend over time	Change over time	National Rank	Quartile Banding	Kent Oct 2011 performance
886	Kent	↓	-43.0	-	-	86.8%
970	England	↑	25.6			

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

An initial assessment is defined as a brief assessment of any child who has been referred to social services with a request that services be provided. An initial assessment is deemed to have started either at the point of referral to a social services department, or when new information on an open case indicates that an initial assessment should be repeated. Initial assessments may lead to three types of outcome: a) no further action; b) the immediate provision of services; c) a more detailed type of assessment (known as a 'core assessment') being carried out. This may be carried out even where there is immediate provision of services.

$x/y * 100$

X = of the children in the denominator – the number of children whose cases go on to initial assessments.

Y = the number of children referred to children's social services departments during the year. If one child was the subject of more than one referral or assessment during the year, then each referral or assessment should be counted.

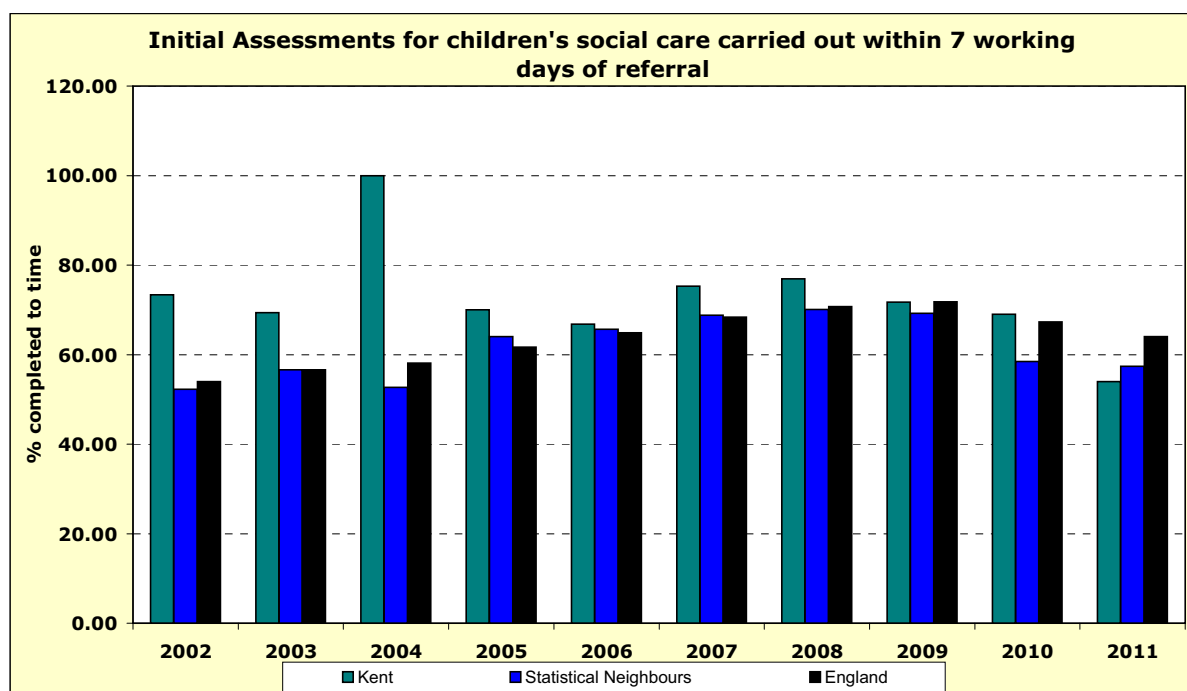
Kent Local Authority

Initial Assessments for children's social care carried out within 7 working days of referral

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Higher performing authorities	Oldham	28.9	25.8	27.8	29.0	51.1	68.0	83.9	94.3	95.8	96.9
	Central Bedfordshire	-	-	-	-	-	-	-	-	86.7	95.9
	Liverpool	71.3	71.4	49.7	74.3	90.6	92.0	91.7	74.3	86.5	95.8
Statistical Neighbours											
881	Essex	70.1	78.4	68.2	76.0	50.1	46.4	58.5	75.4	51.3	70.4
928	Northamptonshire	55.1	44.8	40.0	51.1	65.5	72.8	82.2	74.9	77.1	69.6
937	Warwickshire	64.5	54.3	54.2	66.3	86.8	91.8	90.0	80.0	70.7	63.7
860	Staffordshire	24.6	41.2	27.3	47.5	55.6	63.0	75.3	79.1	66.5	63.4
866	Swindon	73.6	73.1	58.9	51.7	58.8	68.0	62.7	71.5	57.9	63.1
886	Kent	73.4	69.4	100.0	70.0	66.8	75.3	76.9	71.7	69.0	54.0
888	Lancashire	33.0	41.9	25.6	52.6	69.6	73.5	71.3	72.1	77.5	52.1
938	West Sussex	50.9	52.2	54.1	63.8	65.3	64.3	35.6	40.8	48.6	50.2
885	Worcestershire	39.0	48.8	57.3	86.3	86.9	49.8	65.4	61.5	53.0	49.8
891	Nottinghamshire	52.0	74.6	71.4	76.6	48.4	79.4	79.3	65.0	55.2	47.5
845	East Sussex	60.0	57.0	70.0	68.7	70.0	79.4	80.3	71.8	27.1	44.0
	Statistical Neighbours	52.3	56.6	52.7	64.1	65.7	68.8	70.1	69.2	58.5	57.4
970	England	54.0	56.6	58.1	61.7	64.9	68.4	70.7	71.8	67.3	64.0
Lower performing authorities	Medway	52.0	80.0	30.0	57.1	15.1	62.0	70.1	73.4	78.1	29.1
	Norfolk	-	53.5	45.7	63.8	64.2	64.8	68.6	68.1	56.5	29.8
	Haringey	71.0	80.8	69.7	55.9	50.1	76.5	87.9	79.1	28.8	31.0

886	Kent	Trend over time ↓	Change over time -19.4	National Rank 117	Quartile Banding D	Kent Oct 2011 performance 73.2%
970	England	↑	10.0			

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Methodology:

An initial assessment is defined as a brief assessment of any child who has been referred to social services with a request that services be provided. An initial assessment is deemed to have started either at the point of referral to a social services department, or when new information on an open case indicates that an initial assessment should be repeated. Initial assessments may lead to three types of outcome: a) no further action; b) the immediate provision of services; c) a more detailed type of assessment (known as a 'core assessment') being carried out. This may be carried out even where there is immediate provision of services.

$(x/y) * 100$

x = The number of initial assessments completed, in the period between 1 April and 31 March, within seven working days of referral.

(Source – CPR3, Part A – Item 2, line 1 'Initial assessments completed in 7 days')

y = The overall of initial assessments completed in the period between 1 April and 31 March.

(Source – CPR3, Part A – Initial assessments, Item 2, line 1 'Initial assessments completed in 7 days' + line 2 'Other initial assessments')

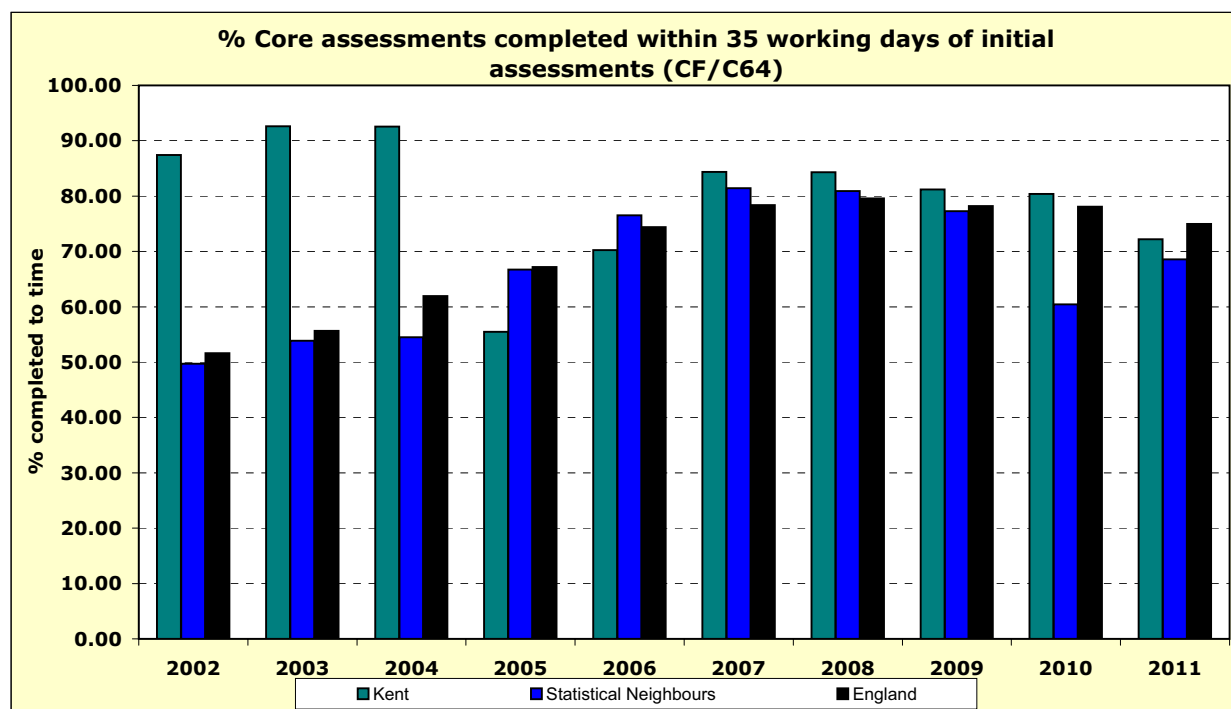
Kent Local Authority

% Core assessments completed within 35 working days of initial assessments (CF/C64)

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Higher performing authorities	North East Lincolnshire	7.8	72.5	92.6	93.6	96.7	96.2	96.7	97.2	97.0	98.8
	Oldham	54.7	0.0	45.0	52.1	55.5	64.0	85.4	96.7	92.9	97.2
	Lambeth	72.7	11.1	52.6	63.5	71.9	76.3	82.1	79.5	72.5	95.4
Statistical Neighbours											
937	Warwickshire	28.9	23.2	27.2	63.9	94.7	97.8	95.6	93.8	88.7	88.8
881	Essex	64.1	83.8	80.6	60.0	59.9	63.3	72.5	80.8	46.5	79.5
928	Northamptonshire	27.3	20.3	27.3	72.5	90.6	91.5	88.7	76.4	65.3	76.8
888	Lancashire	58.8	54.2	23.2	54.6	68.9	75.5	75.5	74.3	75.5	76.6
886	Kent	87.4	92.6	92.6	55.5	70.3	84.3	84.3	81.2	80.4	72.2
845	East Sussex	54.5	35.4	77.9	82.9	85.4	88.0	83.5	82.3	73.4	71.9
866	Swindon	..	76.6	64.3	67.6	77.5	89.7	90.8	93.5	71.2	69.6
891	Nottinghamshire	65.0	81.7	88.6	89.5	78.6	88.8	78.5	60.3	47.5	63.2
860	Staffordshire	15.5	13.0	28.0	25.4	50.1	61.8	69.7	75.2	54.9	53.5
938	West Sussex	89.3	73.0	65.5	68.0	75.9	70.9	75.2	61.8	60.4	53.3
885	Worcestershire	44.1	77.2	62.2	82.9	83.6	87.1	79.4	74.3	20.8	52.6
	Statistical Neighbours	49.7	53.8	54.5	66.7	76.5	81.4	80.9	77.3	60.4	68.6
970	England	51.6	55.6	61.9	67.2	74.4	78.4	79.6	78.2	78.1	75.0
Lower performing authorities	Torbay	14.5	75.3	39.4	41.2	52.4	74.0	62.9	76.0	52.2	40.3
	Herefordshire	38.7	71.3	88.7	65.8	76.4	60.9	75.2	68.1	66.4	41.9
	Newham	38.5	74.5	75.3	86.4	95.7	89.9	79.3	82.0	46.5	48.3

		Trend over time	Change over time	National Rank	Quartile Banding	Kent Oct 2011 performance
886	Kent	↓	-15.2	102	C	61.2%*
970	England	↑	23.4			*definition differs from former NI

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

Numerator - Of the core assessments in the denominator, the number that had been completed within 35 working days of their commencement. A core assessment is deemed to have commenced at the point at which:

- * the initial assessment ended; or
 - * a strategy discussion decided to initiate enquiries under section 47 of the Children Act 1989; or
 - * new information obtained on an open case indicates that a core assessment should be undertaken.
- [Source - CPR3, Item 3, box 1]

Denominator - The total number of core assessments in the year. If a child undergoes a core assessment more than once in the year, count each core assessment that finished during the year separately. [Source - CPR3, Item 3, box 1+ box 2]

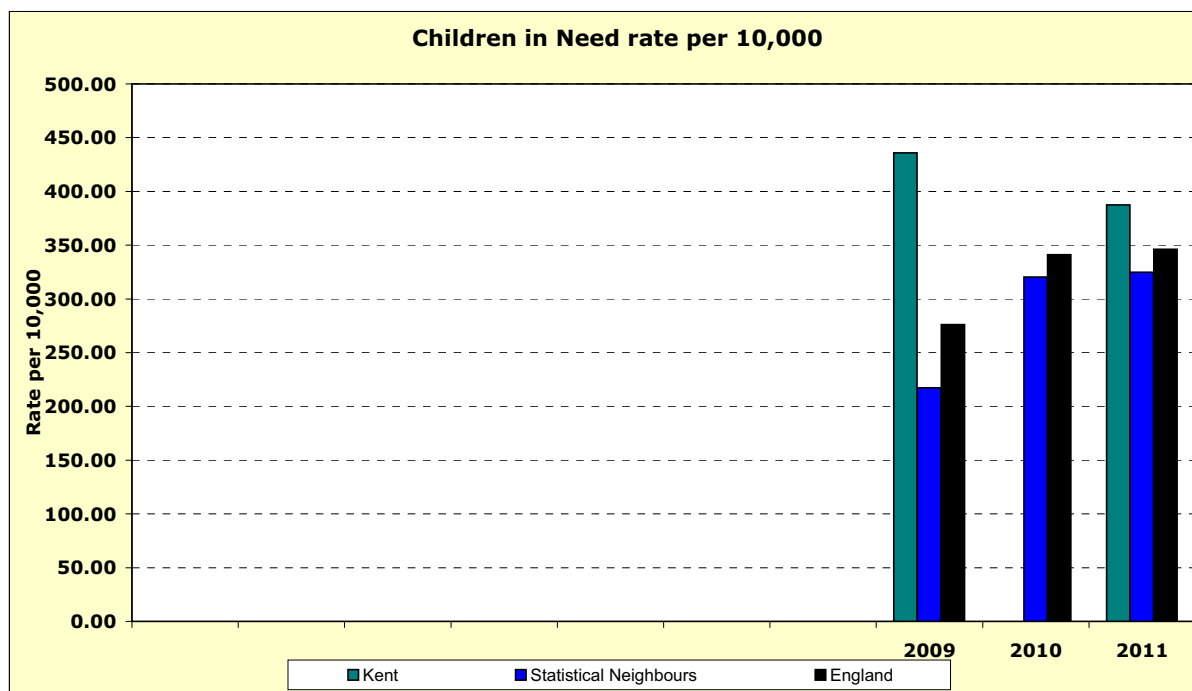
Kent Local Authority

Children in Need rate per 10,000

									2009	2010	2011
Higher performing authorities	Wiltshire	-	-	-	-	-	-	-	174.0	182.1	171.3
	Wokingham	-	-	-	-	-	-	-	230.0	154.8	173.7
	Surrey	-	-	-	-	-	-	-	220.0	173.2	196.2
Statistical Neighbours											
	888 Lancashire	-	-	-	-	-	-	-	198.0	248.8	220.1
	885 Worcestershire	-	-	-	-	-	-	-	246.0	262.7	233.7
	866 Swindon	-	-	-	-	-	-	-	242.0	274.4	274.9
	937 Warwickshire	-	-	-	-	-	-	-	242.0	337.5	286.9
	881 Essex	-	-	-	-	-	-	-	238.0	285.7	309.4
	938 West Sussex	-	-	-	-	-	-	-	78.0	313.0	331.3
	860 Staffordshire	-	-	-	-	-	-	-	288.0	344.5	362.0
	886 Kent	-	-	-	-	-	-	-	436.0	-	387.6
	928 Northamptonshire	-	-	-	-	-	-	-	232.0	436.8	406.9
	891 Nottinghamshire	-	-	-	-	-	-	-	72.0	380.2	410.7
	845 East Sussex	-	-	-	-	-	-	-	336.0	-	411.9
	Statistical Neighbours	-	-	-	-	-	-	-	217.2	320.4	324.8
	970 England	-	-	-	-	-	-	-	276.0	341.3	346.2
Lower performing authorities	Haringey	-	-	-	-	-	-	-	532.0	895.7	1272.4
	Middlesbrough	-	-	-	-	-	-	-	523.0	702.0	734.9
	Westminster	-	-	-	-	-	-	-	581.0	712.1	622.1

		Trend over time	Change over time	National Rank	Quartile Banding
886	Kent	↓	-48.4	90	C
970	England	↑	70.2		

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

Primary Need records the main reason why a child started to receive services. The category submitted is that which fits best at the point where the initial assessment is carried out. If there is difficulty choosing between two or more categories then the category highest in the list is chosen. The ordering of the categories relates to the specificity of the description, not necessarily of importance, but the order is fixed for consistency. The categories are:

- Abuse or neglect;
- Child's disability or illness;
- Parental disability or illness;
- Family in acute distress;
- Family dysfunction;
- Socially unacceptable behaviour;
- Low income;
- Absent parenting;
- Cases other than children in need;
- Not stated.

In order to ensure confidentiality of all Children in Need, all numbers have been rounded to the nearest 100 if they exceed 1,000, and to the nearest 10 otherwise.

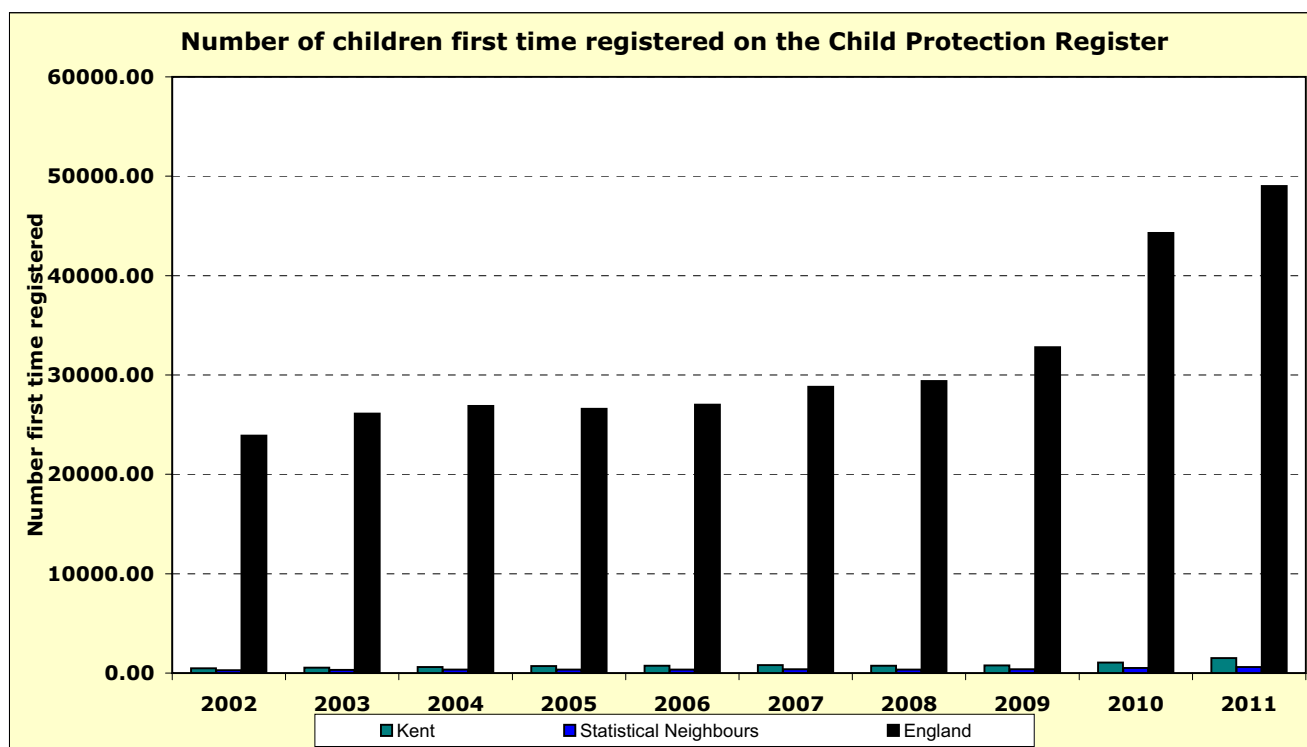
Number of children first time registered on the Child Protection Register

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Higher performing authorities*	Rutland	14.0	10.0	10.0	15.0	15.0	15.0	10.0	15.0	21.0	21.0
	Richmond upon Thames	21.0	40.0	20.0	60.0	60.0	40.0	45.0	35.0	32.0	51.0
	Isle of Wight	57.0	55.0	60.0	55.0	100.0	80.0	85.0	115.0	80.0	69.0
Statistical Neighbours											
866	Swindon	86.0	125.0	135.0	135.0	90.0	115.0	95.0	115.0	144.0	133.0
860	Staffordshire	314.0	345.0	410.0	425.0	350.0	415.0	375.0	445.0	438.0	446.0
937	Warwickshire	217.0	220.0	240.0	300.0	275.0	300.0	290.0	300.0	488.0	459.0
885	Worcestershire	281.0	275.0	195.0	215.0	195.0	295.0	250.0	315.0	438.0	468.0
928	Northamptonshire	228.0	325.0	390.0	240.0	230.0	210.0	175.0	255.0	278.0	550.0
938	West Sussex	304.0	265.0	375.0	265.0	365.0	315.0	350.0	385.0	538.0	585.0
845	East Sussex	222.0	270.0	270.0	295.0	255.0	335.0	300.0	415.0	506.0	671.0
888	Lancashire	422.0	540.0	505.0	500.0	660.0	650.0	590.0	680.0	844.0	853.0
891	Nottinghamshire	399.0	435.0	380.0	480.0	390.0	450.0	370.0	405.0	631.0	922.0
881	Essex	518.0	470.0	615.0	600.0	585.0	620.0	605.0	640.0	833.0	1110.0
886	Kent	491.0	530.0	625.0	715.0	735.0	800.0	745.0	765.0	1047.0	1515.0
	Statistical Neighbours	299.1	327.0	351.5	345.5	339.5	370.5	340.0	395.5	513.8	619.7
970	England	23900.0	26100.0	26900.0	26600.0	27000.0	28800.0	29400.0	32800.0	44300.0	49000.0
Lower performing authorities	Birmingham	731.0	785.0	835.0	960.0	1165.0	1395.0	1180.0	1325.0	1485.0	1545.0
	Leeds	309.0	285.0	150.0	315.0	300.0	345.0	360.0	360.0	590.0	1061.0

*authorities with less than 1,000 children not included in analysis

		Trend over time	Change over time	National Rank	Quartile Banding
886	Kent	↑	1024.0	-	-
970	England	↑	25100.0		

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

The return for the year ending 31 March represents the regular collection of information about Child Protection Registers from local authorities in England – the first being for the year ending 31 March 1989. The figures in this publication are based on statistical returns from all 150 local authorities with social services responsibilities. Please note that there is great variability between councils shown in some of the figures presented which may be a result of local differences in the interpretation of the definitions of the data categories, rather than accurately reflecting differences in local social services practice.

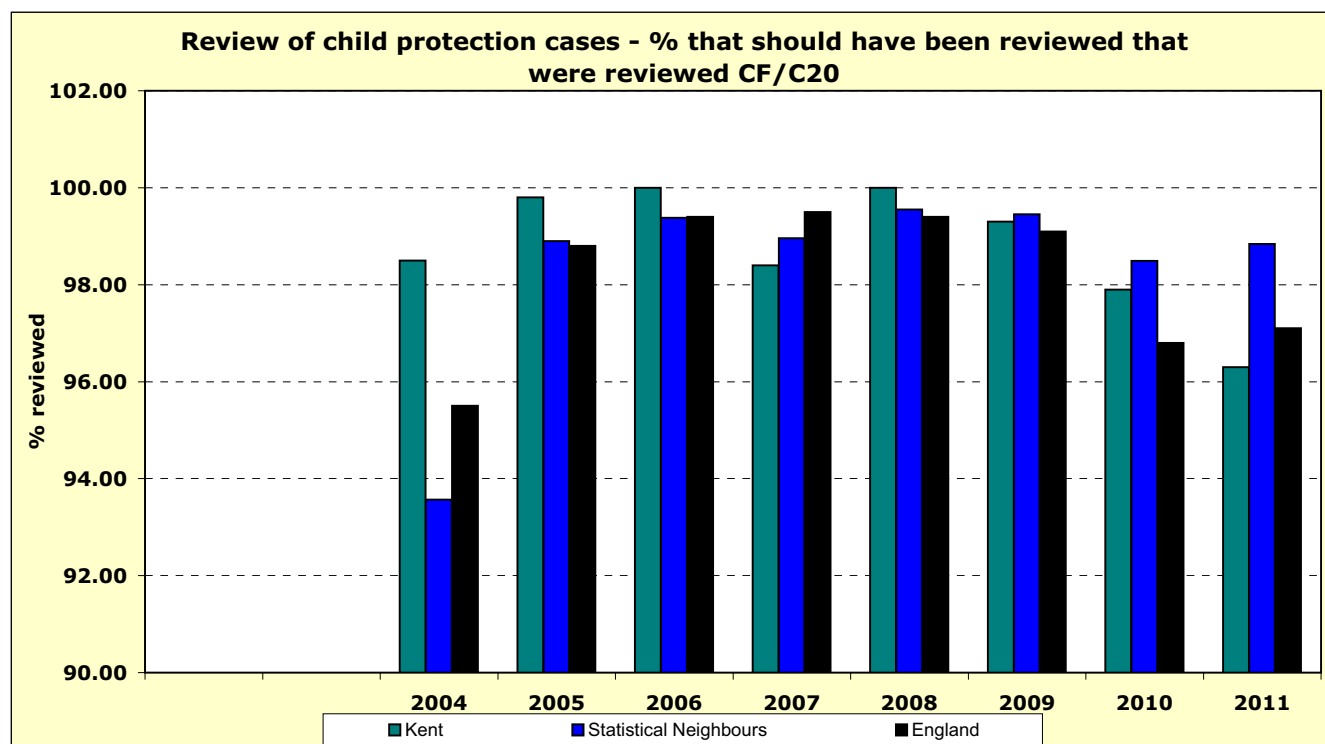
Kent Local Authority

Review of child protection cases - % that should have been reviewed that were reviewed CF/C20

			2004	2005	2006	2007	2008	2009	2010	2011
Higher performing authorities	Brighton and Hove	-	93.8	98.0	96.2	98.9	100.0	100.0	100.0	100.0
	Lincolnshire	-	77.7	97.8	100.0	96.7	100.0	100.0	97.1	100.0
	Hackney	-	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Statistical Neighbours										
866	Swindon	-	75.0	100.0	100.0	100.0	100.0	97.9	100.0	100.0
885	Worcestershire	-	98.8	100.0	100.0	100.0	100.0	99.1	98.0	100.0
888	Lancashire	-	93.9	97.3	98.4	100.0	100.0	99.6	100.0	100.0
938	West Sussex	-	98.9	98.7	99.3	98.8	100.0	99.6	96.8	99.7
937	Warwickshire	-	94.3	97.9	98.1	95.6	97.7	100.0	99.7	99.2
845	East Sussex	-	99.4	97.3	100.0	100.0	98.3	99.7	98.6	98.4
891	Nottinghamshire	-	94.6	97.8	98.0	100.0	100.0	99.3	92.5	98.1
928	Northamptonshire	-	85.3	100.0	100.0	100.0	100.0	100.0	100.0	98.0
860	Staffordshire	-	96.6	100.0	100.0	98.8	100.0	100.0	100.0	97.8
881	Essex	-	98.9	100.0	100.0	96.4	99.5	99.3	99.3	97.2
886	Kent	-	98.5	99.8	100.0	98.4	100.0	99.3	97.9	96.3
	Statistical Neighbours	-	93.6	98.9	99.4	99.0	99.6	99.5	98.5	98.8
970	England	-	95.5	98.8	99.4	99.5	99.4	99.1	96.8	97.1
Lower performing authorities										
	Liverpool	-	100.0	100.0	100.0	100.0	99.3	88.0	91.8	66.1
	Isle of Wight	-	100.0	97.0	100.0	100.0	100.0	78.5	78.3	76.0
	Bracknell Forest	-	100.0	100.0	100.0	100.0	100.0	100.0	79.5	77.2

		Trend over time	Change over time	National Rank	Quartile Banding	Kent Oct 2011 performance
886	Kent	↓	-2.2	-	-	97.3%
970	England	↑	1.6			

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

Numerator - Of the children in the denominator, the number of children whose cases had been reviewed so that:

- the first review of the year was held within 6 months of the last review in the previous year (or within 3 months of the child being placed on the Register, if there was no review in the previous year);
- the maximum gap between reviews during the year was 6 months; and
- a review was held within 6 months of the end of the year (i.e. on or after 1 October)

Denominator - Number of children on Child Protection Register at 31 March who at that date had been on the register continuously for at least the previous three months. [Source - CPR3, Part B, Table 9]

Kent Local Authority

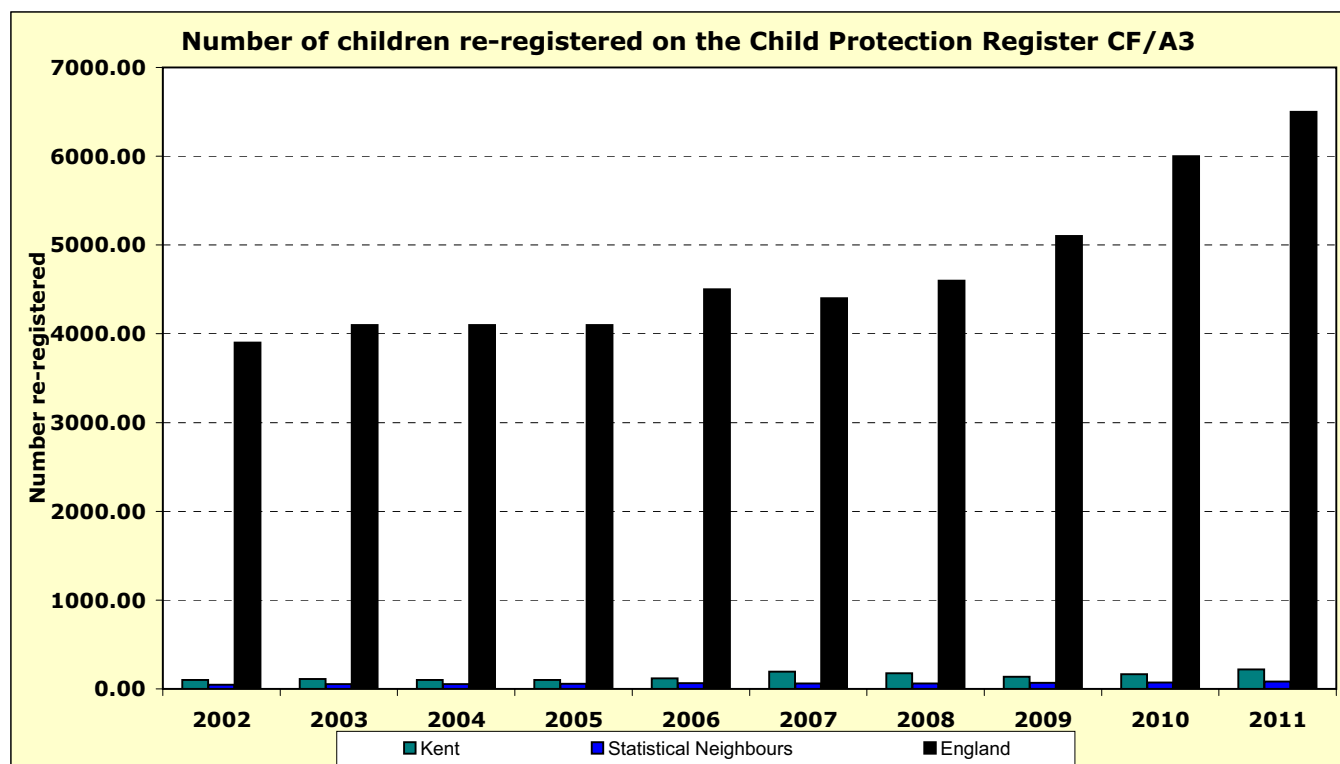
Number of children re-registered on the Child Protection Register CF/A3

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Higher performing authorities*	North East Lincolnshire	20.0	30.0	10.0	10.0	10.0	5.0	x	x	9.0	6.0
	South Tyneside	20.0	5.0	15.0	15.0	10.0	15.0	15.0	25.0	35.0	6.0
	Havering	10.0	15.0	10.0	15.0	20.0	0.0	15.0	15.0	12.0	8.0
Statistical Neighbours											
866	Swindon	10.0	10.0	20.0	5.0	15.0	25.0	15.0	20.0	16.0	20.0
928	Northamptonshire	50.0	50.0	65.0	25.0	40.0	25.0	25.0	40.0	14.0	50.0
937	Warwickshire	25.0	20.0	40.0	40.0	55.0	40.0	85.0	50.0	82.0	66.0
860	Staffordshire	45.0	50.0	55.0	95.0	100.0	55.0	50.0	70.0	68.0	66.0
885	Worcestershire	40.0	60.0	35.0	40.0	60.0	40.0	25.0	50.0	41.0	70.0
938	West Sussex	35.0	45.0	40.0	65.0	60.0	55.0	75.0	75.0	93.0	74.0
845	East Sussex	35.0	30.0	35.0	55.0	60.0	45.0	50.0	55.0	88.0	97.0
888	Lancashire	80.0	100.0	75.0	65.0	90.0	110.0	95.0	100.0	112.0	117.0
881	Essex	80.0	105.0	110.0	100.0	100.0	110.0	110.0	155.0	102.0	125.0
891	Nottinghamshire	70.0	80.0	55.0	90.0	85.0	105.0	70.0	75.0	99.0	127.0
886	Kent	100.0	110.0	100.0	100.0	120.0	195.0	175.0	135.0	167.0	219.0
	Statistical Neighbours	47.0	55.0	53.0	58.0	66.5	61.0	60.0	69.0	71.5	81.2
970	England	3900.0	4100.0	4100.0	4100.0	4500.0	4400.0	4600.0	5100.0	6000.0	6500.0
Lower performing authorities	Birmingham	90.0	50.0	100.0	120.0	150.0	150.0	185.0	270.0	295.0	275.0
	Norfolk	70.0	100.0	125.0	95.0	115.0	85.0	100.0	115.0	113.0	145.0
	Manchester	25.0	35.0	35.0	25.0	25.0	60.0	70.0	90.0	83.0	140.0

*authorities with less than 1,000 children not included in analysis

		Trend over time	Change over time	National Rank	Quartile Banding
886	Kent	↑	119.0	-	-
970	England	↑	2600.0		

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

Numerator - Of the children in the denominator, the number who had previously been on the child protection register, or had a child protection plan, regardless of how long ago that was. [Source - CPR3, Part B, Table 7 line 2 (also Table 9)]

Denominator - The number of children registered, or having a child protection plan, at any time between 1 April and 31 March. This is a count of each occasion of registration in the year, and may count the same child more than once. [Source - CPR3, Part B, Table 5, line 6, column 4 (also Table 9)]

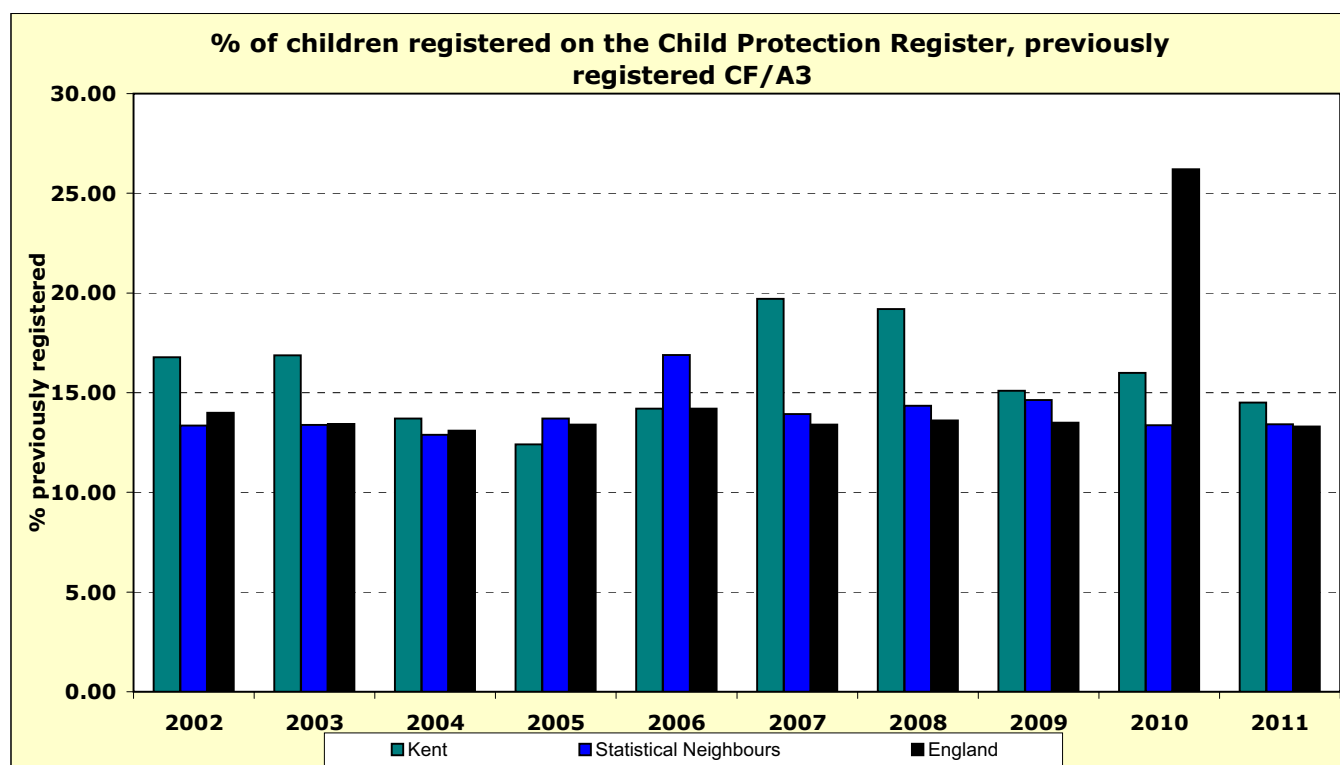
Kent Local Authority

% of children registered on the Child Protection Register, previously registered CF/A3

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Higher performing authorities	Liverpool	16.1	12.7	14.3	14.9	18.1	11.5	19.2	10.0	9.2	2.1
	Kingston Upon Hull, City of	13.8	17.2	16.7	21.6	19.1	15.4	18.5	19.3	12.8	3.2
	Waltham Forest	7.2	10.0	14.0	16.7	20.0	15.2	12.5	11.4	13.2	4.3
Statistical Neighbours											
928	Northamptonshire	18.3	13.1	14.3	9.8	15.5	11.3	11.7	13.8	5.0	9.1
881	Essex	13.5	18.5	15.1	14.1	14.8	14.8	15.5	19.6	12.2	11.3
938	West Sussex	10.6	15.1	9.6	19.5	14.2	15.4	17.2	16.3	17.3	12.6
888	Lancashire	15.9	15.6	13.1	11.6	12.2	14.5	14.0	12.6	13.3	13.7
891	Nottinghamshire	14.9	15.3	12.9	16.0	18.1	19.2	16.4	15.2	15.7	13.8
937	Warwickshire	10.7	7.6	13.9	12.0	17.1	11.8	22.3	14.2	16.8	14.4
886	Kent	16.8	16.9	13.7	12.4	14.2	19.7	19.2	15.1	16.0	14.5
845	East Sussex	13.6	9.7	11.8	16.1	19.0	11.4	13.9	11.4	17.4	14.5
860	Staffordshire	12.8	13.2	12.0	18.0	22.3	11.3	12.1	13.6	15.5	14.8
866	Swindon	10.4	7.5	11.8	4.9	12.7	17.6	11.9	15.8	11.1	15.0
885	Worcestershire	12.7	18.3	14.4	15.0	23.0	12.0	8.4	13.8	9.4	15.0
	Statistical Neighbours	13.3	13.4	12.9	13.7	16.9	13.9	14.3	14.6	13.4	13.4
970	England	14.0	13.4	13.1	13.4	14.2	13.4	13.6	13.5	26.2	13.3
Lower performing authorities	Kensington and Chelsea	13.2	10.0	13.5	-	14.7	10.4	-	10.3	6.7	30.0
	Hammersmith and Fulham	16.0	7.9	21.4	6.3	18.2	17.6	11.2	16.8	17.8	29.0
	Wiltshire	6.5	5.2	10.6	11.2	13.8	21.9	13.3	15.6	5.3	27.0

886	Kent	Trend over time ↓	Change over time -2.3	National Rank 95	Quartile Banding C	Kent Oct 2011 performance 15.2%
970	England	↓	-0.7			

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

Numerator - Of the children in the denominator, the number who had previously been on the child protection register, or had a child protection plan, regardless of how long ago that was. [Source - CPR3, Part B, Table 7 line 2 (also Table 9)]

Denominator - The number of children registered, or having a child protection plan, at any time between 1 April and 31 March. This is a count of each occasion of registration in the year, and may count the same child more than once. [Source - CPR3, Part B, Table 5, line 6, column 4 (also Table 9)]

Kent Local Authority

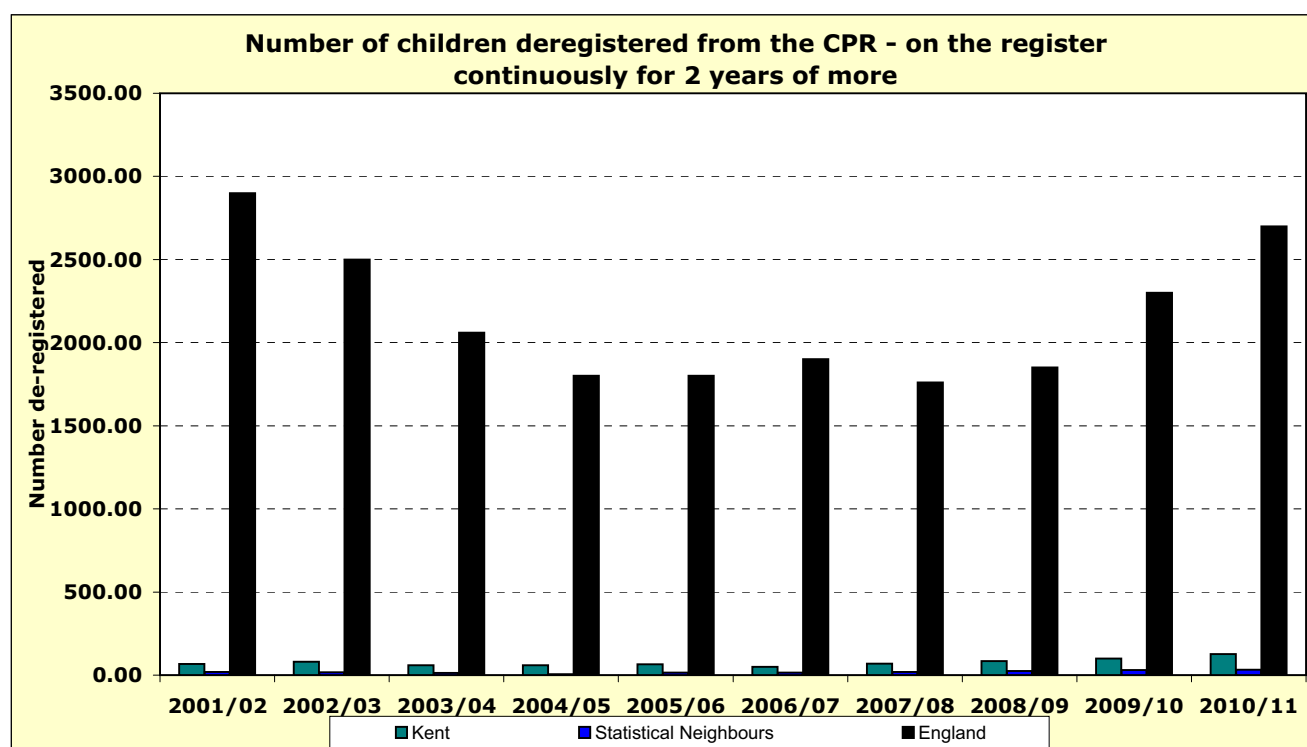
Number of children deregistered from the CPR - on the register continuously for 2 years of more

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Higher performing authorities*	Halton	0.0	0.0	5.0	0.0	10.0	10.0	0.0	0.0	-	0.0
	Herefordshire	0.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Redcar and Cleveland	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Statistical Neighbours											
866	Swindon	8.0	10.0	0.0	0.0	5.0	5.0	0.0	0.0	-	9.0
885	Worcestershire	31.0	0.0	0.0	0.0	0.0	0.0	15.0	20.0	27.0	23.0
860	Staffordshire	26.0	0.0	0.0	0.0	35.0	30.0	15.0	40.0	20.0	26.0
938	West Sussex	0.0	0.0	0.0	10.0	15.0	20.0	20.0	15.0	28.0	28.0
845	East Sussex	46.0	25.0	0.0	0.0	10.0	20.0	20.0	30.0	41.0	39.0
937	Warwickshire	23.0	0.0	25.0	0.0	30.0	20.0	10.0	20.0	26.0	41.0
888	Lancashire	0.0	0.0	10.0	5.0	0.0	10.0	35.0	20.0	31.0	41.0
891	Nottinghamshire	33.0	0.0	25.0	20.0	25.0	25.0	35.0	50.0	28.0	44.0
881	Essex	0.0	70.0	35.0	25.0	25.0	20.0	50.0	40.0	45.0	46.0
886	Kent	68.0	80.0	60.0	60.0	65.0	50.0	70.0	85.0	100.0	126.0
928	Northamptonshire	32.0	65.0	35.0	0.0	10.0	5.0	0.0	20.0	-	-
	Statistical Neighbours	19.9	17.0	13.0	6.0	15.5	15.5	20.0	25.5	30.8	33.0
970	England	2900.0	2500.0	2060.0	1800.0	1800.0	1900.0	1760.0	1850.0	2300.0	2700.0
Lower performing authorities	Birmingham	165.0	160.0	55.0	70.0	60.0	80.0	70.0	75.0	90.0	105.0
	Hampshire	41.0	20.0	20.0	25.0	15.0	5.0	20.0	25.0	43.0	71.0
	Surrey	0.0	40.0	0.0	25.0	30.0	20.0	25.0	20.0	53.0	62.0

*authorities with less than 1,000 children not included in analysis

		Trend over time	Change over time	National Rank	Quartile Banding
886	Kent	↑	58.0	-	-
970	England	↓	-200.0		

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

Numerator - Of the core assessments in the denominator, the number that had been completed within 35 working days of their commencement. A core assessment is deemed to have commenced at the point at which:

- * the initial assessment ended; or
- * a strategy discussion decided to initiate enquiries under section 47 of the Children Act 1989; or
- * new information obtained on an open case indicates that a core assessment should be undertaken.

[Source - CPR3, Item 3, box 1]

Denominator - The total number of core assessments in the year. If a child undergoes a core assessment more than once in the year, count each core assessment that finished during the year separately. [Source - CPR3, Item 3, box 1+ box 2]

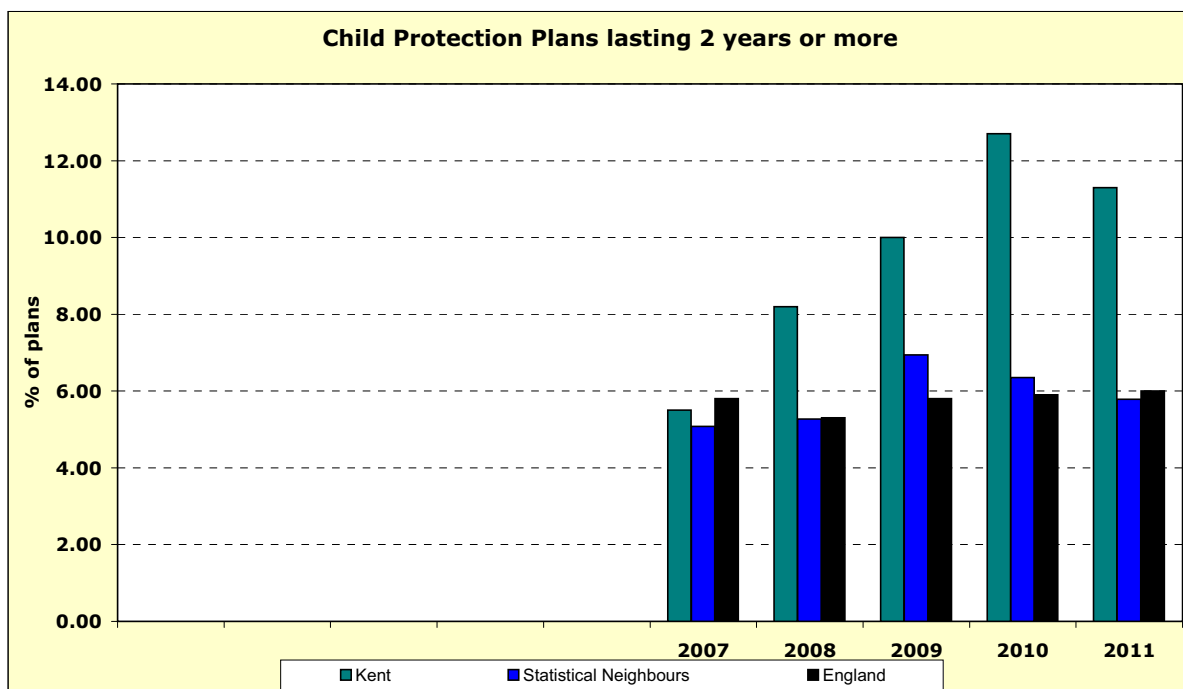
Kent Local Authority

Child Protection Plans lasting 2 years or more

						2007	2008	2009	2010	2011
Higher performing authorities	Halton	-	-	-	-	11.1	-	0.0	-	0.0
	Herefordshire	-	-	-	-	-	0.0	-	0.0	0.0
	Redcar and Cleveland	-	-	-	-	-	0.0	0.0	0.0	0.0
Statistical Neighbours										
938	West Sussex	-	-	-	-	7.0	5.7	4.6	6.1	4.8
888	Lancashire	-	-	-	-	1.4	5.3	2.9	3.8	4.8
881	Essex	-	-	-	-	3.7	6.6	6.6	6.4	4.8
891	Nottinghamshire	-	-	-	-	5.5	7.2	10.7	6.5	5.6
885	Worcestershire	-	-	-	-	-	7.6	6.0	6.9	5.7
860	Staffordshire	-	-	-	-	5.6	4.7	8.9	4.0	5.7
866	Swindon	-	-	-	-	6.5	0.0	-	-	5.8
845	East Sussex	-	-	-	-	6.6	6.7	8.7	9.4	6.5
937	Warwickshire	-	-	-	-	6.5	3.6	5.8	7.7	8.4
886	Kent	-	-	-	-	5.5	8.2	10.0	12.7	11.3
928	Northamptonshire	-	-	-	-	2.9	-	8.3	-	-
	Statistical Neighbours	-	-	-	-	5.1	5.3	6.9	6.4	5.8
970	England	-	-	-	-	5.8	5.3	5.8	5.9	6.0
Lower performing authorities	Harrow	-	-	-	-	21.9	12.6	7.9	-	17.2
	Shropshire	-	-	-	-	6.3	9.9	9.4	14.1	15.0
	Calderdale	-	-	-	-	6.4	5.6	10.1	4.9	14.8

886	Kent	Trend over time ↑	Change over time 5.8	National Rank 112	Quartile Banding D	Kent Oct 2011 performance 10.2%
970	England	↑	0.2			

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

$XY \times 100$

X = Of the children in the denominator, the number who had been the subject of a Child Protection Plan continuously for two years or longer (i.e. for more than 729 calendar days including days of cessation).

Y = The number of children ceasing to be the subject of a Child Protection Plan during the year ending 31 March. This may count a child more than once if they ceased to be the subject of a Child Protection Plan more than once during the year.

Good performance is typified by a lower percentage. However it is recognised that some children will need child protection plans for longer than 2 years and are not necessarily expecting a zero percentage return. This indicator should be looked at alongside NI 65 (re-registrations on the CPR) – a good (low) figure for this indicator may be explained by a poor (high) figure for re-registrations. Also, a poor (high) figure for this indicator may be explained by a poor (low) figure for reviewing child protection cases on time (NI 67).

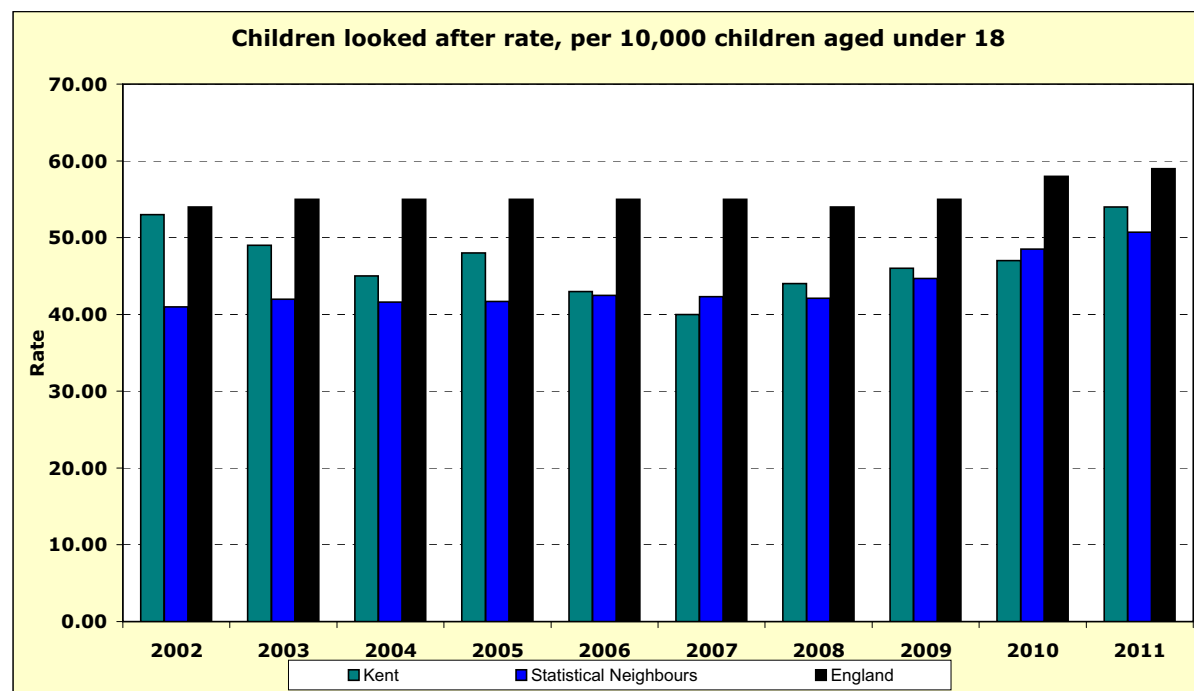
Kent Local Authority

Children looked after rate, per 10,000 children aged under 18

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Higher performing authorities	Wokingham	18.0	18.0	15.0	17.0	18.0	19.0	19.0	19.0	22.0	20.0
	Richmond upon Thames	35.0	33.0	31.0	27.0	23.0	22.0	24.0	22.0	24.0	22.0
	Leicestershire	24.0	27.0	26.0	25.0	26.0	25.0	23.0	24.0	25.0	27.0
Statistical Neighbours											
891	Nottinghamshire	31.0	32.0	29.0	29.0	28.0	27.0	28.0	30.0	36.0	43.0
938	West Sussex	45.0	43.0	43.0	43.0	45.0	45.0	46.0	45.0	48.0	45.0
860	Staffordshire	29.0	35.0	33.0	36.0	39.0	38.0	38.0	41.0	44.0	47.0
928	Northamptonshire	42.0	40.0	40.0	35.0	37.0	37.0	36.0	42.0	46.0	48.0
885	Worcestershire	45.0	45.0	42.0	38.0	37.0	40.0	41.0	45.0	50.0	51.0
881	Essex	40.0	42.0	44.0	44.0	44.0	42.0	43.0	45.0	49.0	53.0
866	Swindon	46.0	52.0	51.0	57.0	59.0	60.0	52.0	55.0	56.0	53.0
888	Lancashire	49.0	50.0	50.0	49.0	50.0	51.0	51.0	50.0	52.0	53.0
886	Kent	53.0	49.0	45.0	48.0	43.0	40.0	44.0	46.0	47.0	54.0
845	East Sussex	46.0	45.0	44.0	44.0	44.0	42.0	43.0	46.0	51.0	57.0
937	Warwickshire	37.0	36.0	40.0	42.0	42.0	41.0	43.0	48.0	53.0	57.0
	Statistical Neighbours	41.0	42.0	41.6	41.7	42.5	42.3	42.1	44.7	48.5	50.7
970	England	54.0	55.0	55.0	55.0	55.0	55.0	54.0	55.0	58.0	59.0
Lower performing authorities	Manchester	128.0	128.0	139.0	145.0	155.0	158.0	151.0	148.0	149.0	142.0
	Blackpool	91.0	81.0	89.0	91.0	96.0	88.0	93.0	109.0	128.0	136.0
	Haringey	93.0	104.0	103.0	101.0	100.0	91.0	88.0	101.0	121.0	125.0

		Trend over time	Change over time	National Rank	Quartile Banding	Kent Oct 2011 performance
886	Kent	↑	1.0	-	-	56.4
970	England	↑	5.0	-	-	

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

Historical data may differ from older publications. This is mainly due to the implementation of amendments and corrections sent by some local authorities after the publication date of previous materials. England totals have been rounded to the nearest 100 if they exceed 1000, and to the nearest 10 otherwise. Regional totals have been rounded to the nearest 10. Other numbers have been rounded to the nearest 5. See Technical Notes in the actual SFR pdf document for more information on rounding. The rates per 10,000 children under 18 years have been derived using the mid-year population estimates for 2009 provided by the Office for National Statistics.

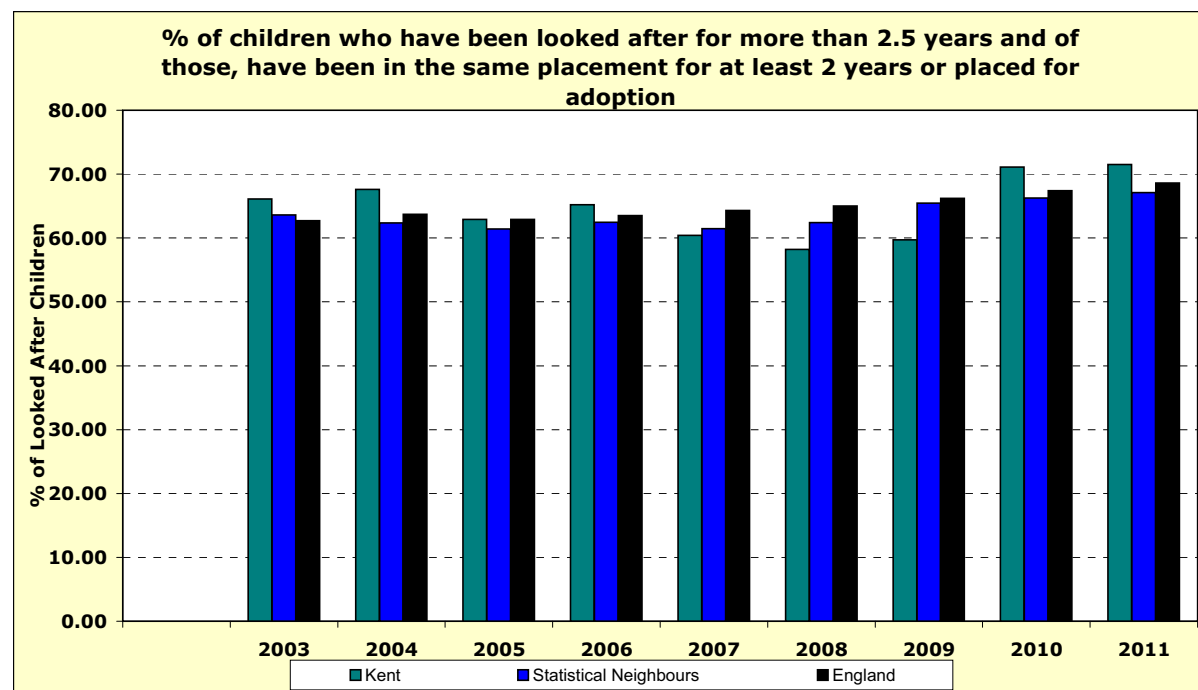
Kent Local Authority

% of children who have been looked after for more than 2.5 years and of those, have been in the same placement for at least 2 years or placed for adoption

			2003	2004	2005	2006	2007	2008	2009	2010	2011
Higher performing authorities		-									
	Halton	-	64.5	60.0	62.5	72.8	75.9	66.7	65.2	69.6	87.0
	Bournemouth	-	36.8	45.3	50.0	64.1	65.5	57.4	67.4	85.0	86.0
	Kingston upon Thames	-	-	70.6	60.9	58.8	56.0	76.2	69.6	79.3	84.6
Statistical Neighbours											
937	Warwickshire	-	68.8	66.7	66.9	65.1	65.5	68.0	68.6	65.7	72.6
891	Nottinghamshire	-	69.1	61.3	57.9	58.6	64.2	67.1	69.4	72.6	71.6
886	Kent	-	66.1	67.6	62.9	65.2	60.4	58.2	59.7	71.1	71.5
845	East Sussex	-	64.4	72.8	70.6	65.5	65.2	70.8	67.7	72.8	70.9
866	Swindon	-	55.6	54.4	62.7	71.2	50.0	57.5	72.3	69.7	69.5
938	West Sussex	-	67.4	67.4	67.9	67.9	65.8	60.7	61.2	65.5	67.3
881	Essex	-	60.8	60.8	58.3	56.4	57.3	59.7	64.6	65.5	65.9
888	Lancashire	-	60.0	64.2	64.0	66.5	67.4	64.7	65.4	62.8	65.9
860	Staffordshire	-	66.7	56.8	56.4	57.9	60.6	58.4	69.8	68.8	64.0
885	Worcestershire	-	67.6	65.4	62.2	62.1	64.8	62.8	62.4	62.6	61.7
928	Northamptonshire	-	55.6	53.8	47.2	53.4	53.7	54.5	53.4	56.8	61.6
	Statistical Neighbours	-	63.6	62.4	61.4	62.5	61.5	62.4	65.5	66.3	67.1
970	England	-	62.7	63.7	62.9	63.5	64.3	65.0	66.2	67.4	68.6
Lower performing authorities											
	Windsor and Maidenhead	-	71.4	60.0	-	55.6	70.0	66.7	71.4	70.0	50.0
	Doncaster	-	45.8	47.9	48.4	57.3	55.6	58.7	59.2	58.4	51.4
	Middlesbrough	-	58.3	63.3	61.4	65.3	71.3	69.5	63.0	60.6	51.5

		Trend over time	Change over time	National Rank	Quartile Banding	Kent Oct 2011 performance
886	Kent	↑	5.4	47	B	69.3%
970	England	↑	5.9			

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

This represents the percentage for National Indicator (NI) 63 entitled 'Stability of placements of looked after children: length of placement' which is obtained from $X/Y \times 100$ where $X =$ Of Y , all who have been living in the same placement for at least two years, i.e. at 31 March they have been in the same placement continuously for more than 729 days inclusive of 31 March. Children who are placed for adoption at 31 March are now only to be included in the numerator if their previous care placement, plus the adoptive placement have together lasted more than 729 days.
 $Y =$ All children aged under 16 on 31 March of the year of measurement who had been looked after for 2.5 years or more (i.e. for more than 912 days inclusive of 31 March) on 31 March of the year of measurement. Exclude children who had been looked after at any time during the 2.5 year period under an agreed series of short term-placements.
 Percentages have been derived from unrounded numerator and denominator figures.

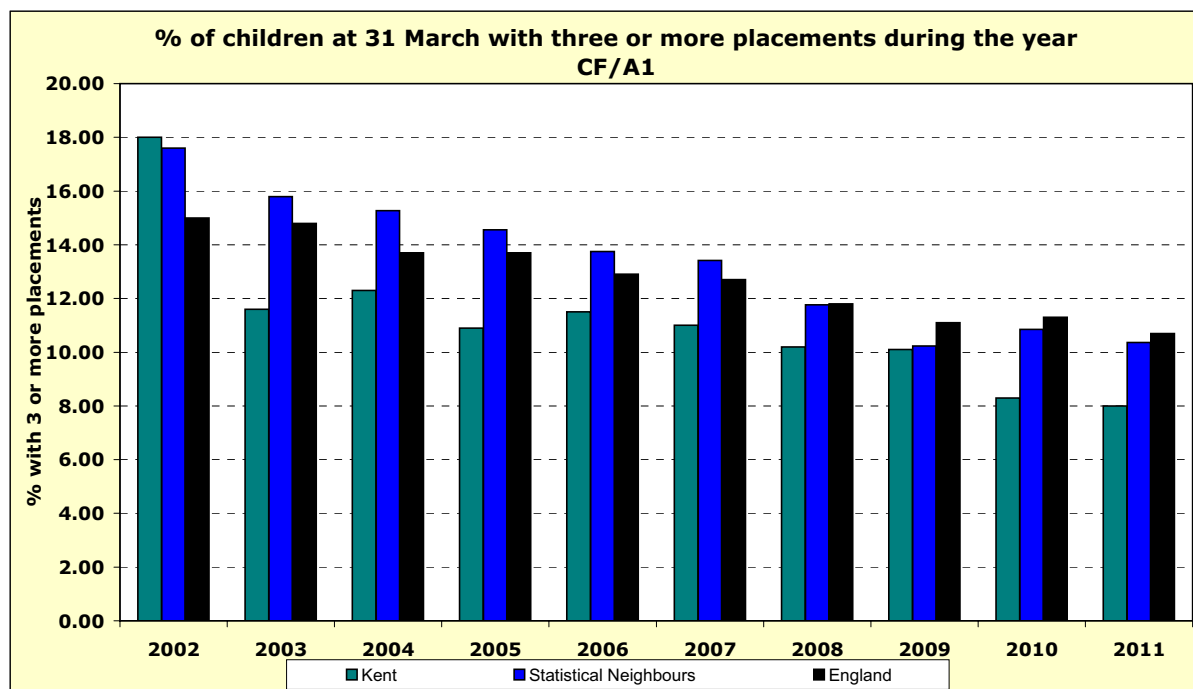
Kent Local Authority

% of children at 31 March with three or more placements during the year CF/A1

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Higher performing authorities	Cambridgeshire	7.0	6.1	10.6	11.8	12.3	11.8	10.7	7.3	4.4	1.3
	North East Lincolnshire	23.0	17.3	14.3	7.9	12.6	9.7	11.5	7.3	6.6	3.4
	Northumberland	17.0	19.8	11.9	14.5	13.1	13.5	8.3	5.6	7.8	4.5
Statistical Neighbours											
891	Nottinghamshire	12.0	10.7	14.3	15.7	11.6	10.7	8.8	7.1	7.2	6.3
886	Kent	18.0	11.6	12.3	10.9	11.5	11.0	10.2	10.1	8.3	8.0
881	Essex	17.0	14.5	17.3	17.5	17.5	16.4	11.7	10.2	9.6	8.8
845	East Sussex	18.0	12.4	14.2	12.1	11.1	9.3	8.9	6.3	9.4	9.7
888	Lancashire	15.0	14.5	13.9	14.6	15.2	12.6	12.7	11.3	10.0	10.5
866	Swindon	39.0	28.6	13.2	14.2	14.8	18.7	9.6	8.4	9.4	10.6
885	Worcestershire	14.0	16.1	13.8	12.4	11.8	11.4	13.6	11.2	13.0	10.8
928	Northamptonshire	19.0	15.0	22.3	21.3	14.7	15.8	15.8	13.1	12.6	11.3
938	West Sussex	13.0	15.3	13.0	10.1	12.0	13.2	9.8	8.2	11.8	11.7
937	Warwickshire	13.0	16.5	14.6	13.5	13.1	12.5	12.8	12.8	11.9	11.8
860	Staffordshire	16.0	14.3	16.1	14.2	15.7	13.6	14.0	13.7	13.6	12.1
	Statistical Neighbours	17.6	15.8	15.3	14.6	13.8	13.4	11.8	10.2	10.9	10.4
970	England	15.0	14.8	13.7	13.7	12.9	12.7	11.8	11.1	11.3	10.7
Lower performing authorities	Cornwall	19.0	16.5	20.8	21.7	20.2	23.6	15.5	17.1	13.4	17.8
	Doncaster	26.0	25.2	18.0	17.4	13.9	15.2	17.7	15.1	19.0	17.8
	Enfield	4.0	13.3	13.5	15.5	18.7	13.9	12.2	10.8	11.7	16.2

886	Kent	Trend over time ↓	Change over time -10.0	National Rank 32	Quartile Banding A	Kent Oct 2011 performance 10.6%
970	England	↓	-4.3			

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

Numerator : Of the children looked after in the denominator, the number who had three or more separate placements (as defined by the SSDA903 collection) during the year. All placements of 24 hours or more are counted, regardless of duration. See PAF volume 2005-06 for full details of inclusions and exclusions. [Source - SSDA903]

Denominator : The total number of children who were looked after at 31 March, excluding any children who were looked after on that date under an agreed series of short term-placements (under the provisions of Reg. 13 of the Arrangement for Placement of Children (General) Regulations, 1991). [Source - SSDA903]

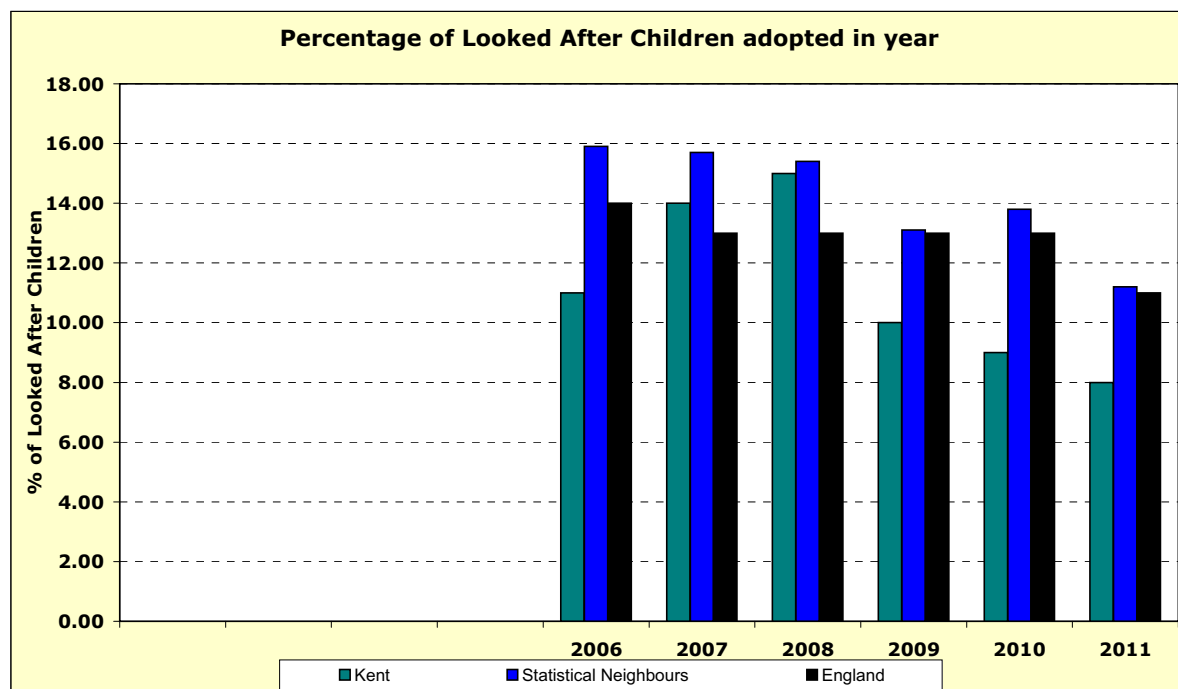
Kent Local Authority

Percentage of Looked After Children adopted in year

					2006	2007	2008	2009	2010	2011
Higher performing authorities	Peterborough	-	-	-	16.0	12.0	18.0	26.0	22.0	27.0
	North East Lincolnshire	-	-	-	15.0	11.0	8.0	17.0	31.0	25.0
	York	-	-	-	11.0	16.0	13.0	15.0	16.0	25.0
Statistical Neighbours										
845	East Sussex	-	-	-	24.0	24.0	21.0	12.0	23.0	20.0
860	Staffordshire	-	-	-	18.0	14.0	10.0	17.0	13.0	12.0
928	Northamptonshire	-	-	-	19.0	16.0	17.0	18.0	16.0	11.0
938	West Sussex	-	-	-	7.0	10.0	13.0	11.0	11.0	11.0
888	Lancashire	-	-	-	17.0	17.0	17.0	15.0	15.0	11.0
881	Essex	-	-	-	18.0	16.0	15.0	11.0	13.0	10.0
937	Warwickshire	-	-	-	10.0	11.0	9.0	12.0	12.0	10.0
891	Nottinghamshire	-	-	-	18.0	20.0	17.0	15.0	14.0	10.0
866	Swindon	-	-	-	15.0	13.0	14.0	9.0	8.0	9.0
886	Kent	-	-	-	11.0	14.0	15.0	10.0	9.0	8.0
885	Worcestershire	-	-	-	13.0	16.0	21.0	11.0	13.0	8.0
	Statistical Neighbours	-	-	-	15.9	15.7	15.4	13.1	13.8	11.2
970	England	-	-	-	14.0	13.0	13.0	13.0	13.0	11.0
Lower performing authorities	Bracknell Forest	-	-	-	-	-	-	-	-	0.0
	Rutland	-	-	-	0.0	-	-	-	0.0	0.0
	Croydon	-	-	-	5.0	5.0	4.0	3.0	3.0	2.0

		Trend over time	Change over time	National Rank	Quartile Banding	Kent Oct 2011 performance
886	Kent	↓	-3.0	106	D	8.8%
970	England	↓	-3.0			

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

This indicator represents the percentage of Looked After Children which ceased to be looked after and adopted during the year ending 31st March

Kent Local Authority

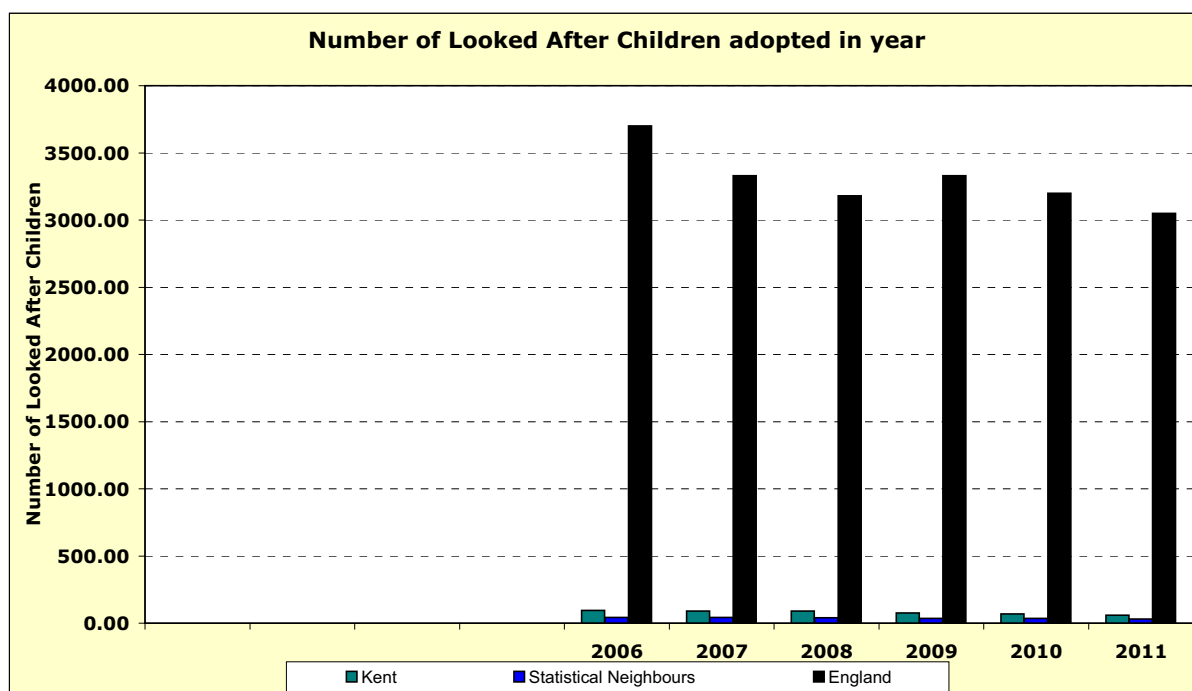
Number of Looked After Children adopted in year

		-	-	-	-	2006	2007	2008	2009	2010	2011
Higher performing authorities	Birmingham	-	-	-	-	105.0	65.0	70.0	85.0	70.0	85.0
	Suffolk	-	-	-	-	50.0	75.0	65.0	75.0	60.0	60.0
	Leeds	-	-	-	-	55.0	65.0	60.0	75.0	60.0	50.0
Statistical Neighbours											
886	Kent	-	-	-	-	95.0	90.0	90.0	75.0	70.0	60.0
888	Lancashire	-	-	-	-	85.0	75.0	75.0	65.0	60.0	50.0
881	Essex	-	-	-	-	90.0	75.0	65.0	45.0	55.0	45.0
938	West Sussex	-	-	-	-	20.0	35.0	45.0	35.0	35.0	40.0
845	East Sussex	-	-	-	-	40.0	45.0	35.0	15.0	30.0	35.0
928	Northamptonshire	-	-	-	-	60.0	40.0	45.0	50.0	45.0	35.0
860	Staffordshire	-	-	-	-	45.0	45.0	25.0	45.0	35.0	30.0
937	Warwickshire	-	-	-	-	20.0	30.0	20.0	30.0	30.0	25.0
885	Worcestershire	-	-	-	-	20.0	25.0	35.0	20.0	25.0	20.0
891	Nottinghamshire	-	-	-	-	35.0	35.0	35.0	30.0	30.0	20.0
866	Swindon	-	-	-	-	20.0	15.0	20.0	10.0	5.0	10.0
	Statistical Neighbours	-	-	-	-	43.5	42.0	40.0	34.5	35.0	31.0
970	England	-	-	-	-	3700.0	3330.0	3180.0	3330.0	3200.0	3050.0
Lower performing authorities*	Bracknell Forest	-	-	-	-	-	-	-	-	-	0.0
	Rutland	-	-	-	-	0.0	-	-	-	0.0	0.0
	Hackney	-	-	-	-	25.0	30.0	20.0	20.0	20.0	5.0

*authorities with less than 1,000 children not included in analysis

		Trend over time	Change over time	National Rank	Quartile Banding	Kent Oct 2011 performance
886	Kent	↓	-35.0	-	-	43
970	England	↓	-650.0	-	-	

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

This indicator represents the number of Looked After Children which ceased to be looked after and adopted during the year ending 31st March

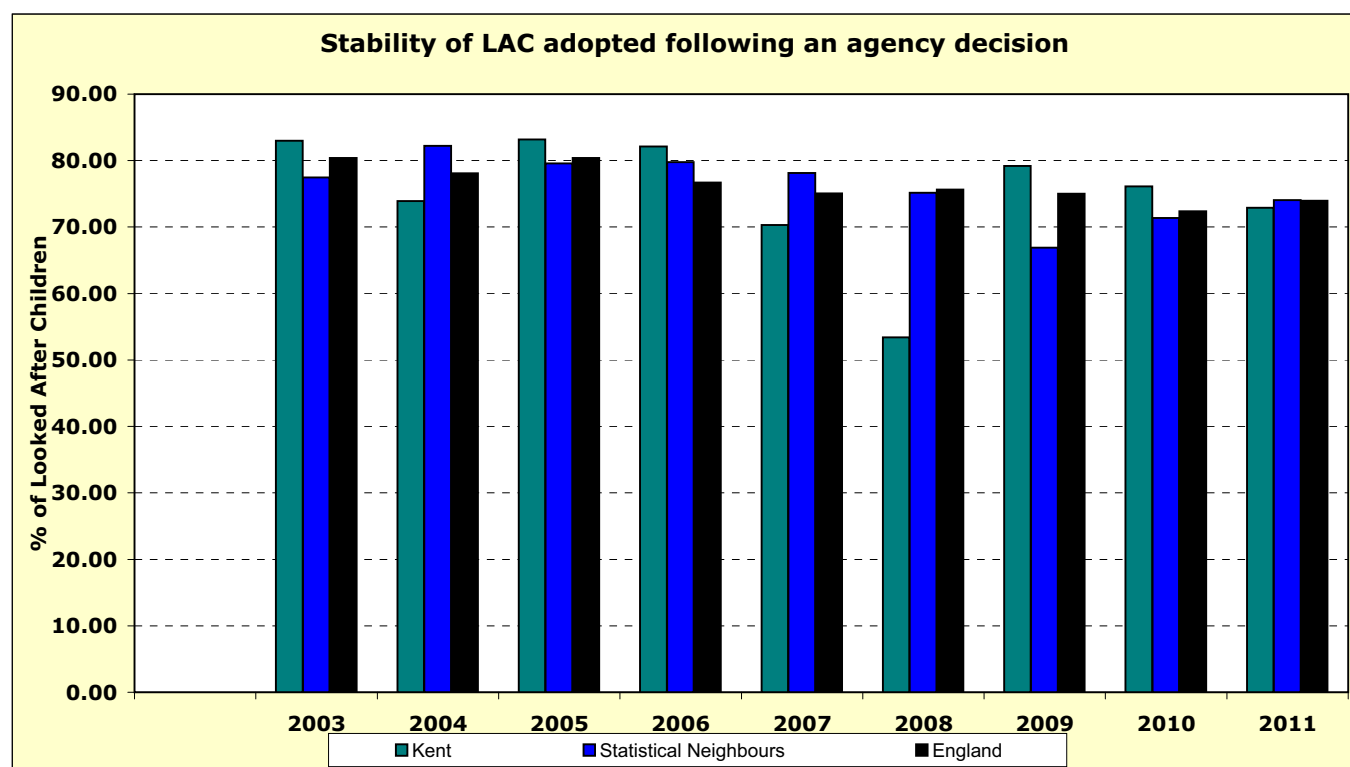
Kent Local Authority

Stability of LAC adopted following an agency decision

		2003	2004	2005	2006	2007	2008	2009	2010	2011	
Higher performing authorities	Ealing	-	73.1	78.3	79.2	78.9	66.7	77.3	84.6	-	100.0
	Herefordshire	-	90.9	-	100.0	66.7	-	90.9	-	-	100.0
	Reading	-	100.0	-	-	83.3	72.7	92.9	-	61.1	100.0
Statistical Neighbours											
938	West Sussex	-	70.0	68.3	74.4	59.1	91.9	76.1	68.6	60.6	85.0
937	Warwickshire	-	77.8	96.0	65.2	85.0	85.7	90.0	78.6	75.0	84.0
885	Worcestershire	-	72.7	89.7	76.2	86.4	79.2	85.3	71.4	80.8	83.3
845	East Sussex	-	91.8	80.0	92.1	74.4	86.0	84.8	62.5	78.1	82.4
928	Northamptonshire	-	69.2	78.6	75.4	76.3	78.0	76.6	60.8	67.4	78.4
888	Lancashire	-	82.3	94.4	81.4	79.8	76.0	72.6	74.6	63.3	75.0
886	Kent	-	83.0	73.9	83.2	82.1	70.3	53.4	79.2	76.1	72.9
860	Staffordshire	-	81.6	86.8	92.9	89.1	88.4	66.7	63.8	94.6	72.4
881	Essex	-	72.5	89.5	82.4	85.4	82.2	71.6	68.9	61.4	60.9
891	Nottinghamshire	-	79.5	55.4	73.6	77.8	57.1	51.5	53.1	61.3	45.0
866	Swindon	-	-	83.3	82.4	84.2	57.1	76.2	-	-	-
	Statistical Neighbours	-	77.5	82.2	79.6	79.8	78.2	75.1	66.9	71.4	74.0
970	England	-	80.4	78.1	80.4	76.7	75.1	75.6	75.0	72.4	74.0
Lower performing authorities											
	Bracknell Forest	-	-	-	-	-	-	-	0.0	-	0.0
	Rutland	-	0.0	-	-	0.0	-	-	0.0	0.0	0.0
	Doncaster	-	85.7	76.5	71.4	77.8	73.5	76.5	65.2	71.0	41.7

		Trend over time	Change over time	National Rank	Quartile Banding
886	Kent	↓	-10.1	56	B
970	England	↓	-6.5		

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

Numerator

The number of children included in the denominator: who were placed for adoption within 12 months of the agency deciding that the child should be placed for adoption. [Source - SSDA903]

Denominator

The number of children who ceased to be looked after during the year ending 31 March as a result of the granting of an adoption order. Includes only those children who were adopted after having been looked after by the authority immediately prior to adoption. Children placed for adoption or freed for adoption remain looked after until the adoption order is granted

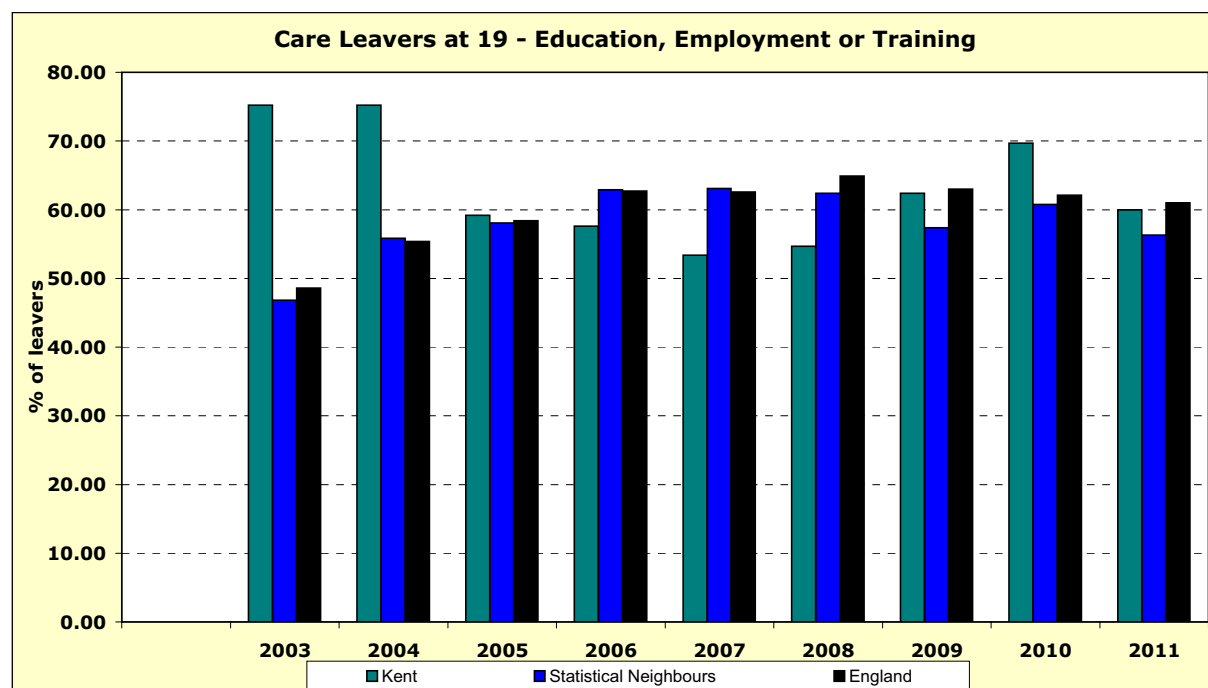
Kent Local Authority

Care Leavers at 19 - Education, Employment or Training

			2003	2004	2005	2006	2007	2008	2009	2010	2011
Higher performing authorities	North Tyneside	-	40.9	74.1	71.9	83.3	71.4	73.3	63.6	73.7	88.0
	Tower Hamlets	-	45.5	59.4	65.1	60.6	67.6	66.7	77.5	82.9	87.0
	Knowsley	-	57.1	77.8	77.3	73.9	86.7	84.2	81.0	70.6	84.0
Statistical Neighbours											
891	Nottinghamshire	-	26.5	56.7	75.0	80.0	71.8	60.5	56.1	71.2	79.0
888	Lancashire	-	41.1	46.5	47.0	53.4	50.0	42.9	52.0	57.7	71.0
881	Essex	-	61.7	72.3	69.9	69.9	68.1	74.5	72.8	74.5	62.0
937	Warwickshire	-	47.2	65.0	63.6	69.0	61.1	67.3	65.5	51.3	61.0
886	Kent	-	75.2	75.2	59.2	57.6	53.4	54.7	62.4	69.7	60.0
866	Swindon	-	50.0	53.3	36.8	57.9	61.9	60.0	40.0	50.0	60.0
845	East Sussex	-	61.1	51.4	71.4	74.3	73.1	65.8	70.6	67.6	50.0
928	Northamptonshire	-	47.1	49.4	47.6	54.9	61.7	60.7	52.3	59.2	48.0
938	West Sussex	-	51.0	53.6	58.3	52.1	68.2	65.2	58.9	59.6	47.0
860	Staffordshire	-	37.3	52.1	56.8	64.3	56.3	62.9	60.7	55.0	45.0
885	Worcestershire	-	45.1	57.9	54.3	53.2	58.8	64.1	44.7	61.5	40.0
	Statistical Neighbours	-	46.8	55.8	58.1	62.9	63.1	62.4	57.4	60.8	56.3
970	England	-	48.6	55.4	58.4	62.7	62.6	64.9	63.0	62.1	61.0
Lower performing authorities											
	Calderdale	-	63.0	70.0	68.4	73.7	63.6	42.1	50.0	57.1	25.0
	Leicestershire	-	57.7	65.5	82.9	75.9	60.7	57.9	80.6	78.6	35.0
	Blackpool	-	63.2	50.0	75.0	73.3	72.7	52.4	60.0	38.9	38.0

886	Kent	Trend over time ↓	Change over time -15.2	National Rank 80	Quartile Banding C
970	England	↑	12.4		

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

Research shows that care leavers experience high levels of unemployment and are at risk of homelessness and social exclusion. This indicator shows the performance of local authorities in improving outcomes for young people leaving their care, so that they are enabled to achieve, to make a positive contribution and to be offered the opportunity to secure their future economic well being. Data for the percentage of all young people in employment, training or education were derived from the Labour Force Survey. Since these figures are from a survey and relate to the population aged 18-24 rather than at age 19 they are subject to a margin of error.

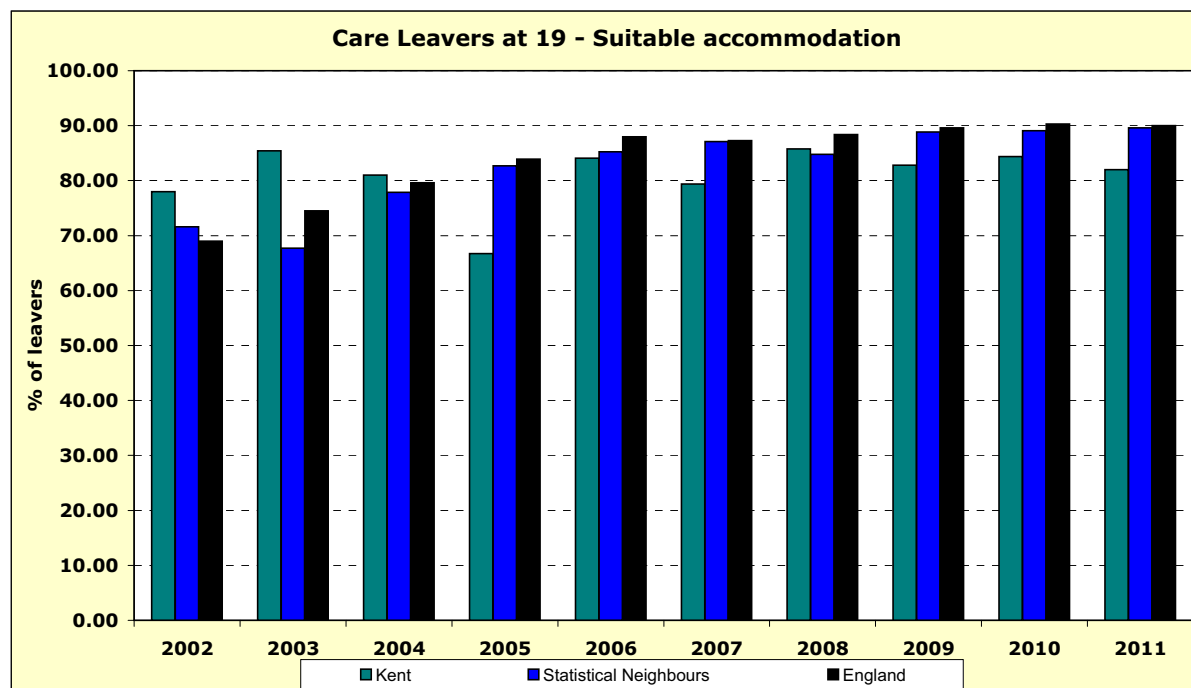
Kent Local Authority

Care Leavers at 19 - Suitable accommodation

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Higher performing authorities	Blackpool	48.0	78.9	78.6	93.8	100.0	100.0	95.2	100.0	100.0	100.0
	North Tyneside	52.0	54.5	81.5	96.9	94.4	100.0	93.3	95.5	100.0	100.0
	Wandsworth	89.0	86.0	91.9	97.0	91.7	100.0	100.0	96.3	100.0	100.0
Statistical Neighbours											
938	West Sussex	87.0	62.7	67.9	77.1	74.6	82.4	78.3	80.0	94.7	93.0
937	Warwickshire	79.0	69.4	92.5	97.0	95.2	94.4	89.8	89.7	89.7	93.0
928	Northamptonshire	66.0	78.4	83.1	78.6	82.4	87.2	78.6	86.2	87.8	76.0
891	Nottinghamshire	68.0	58.8	76.7	93.8	88.6	84.6	72.1	95.1	91.5	98.0
888	Lancashire	42.0	61.6	71.1	83.0	83.5	85.2	82.7	84.0	86.5	93.0
886	Kent	78.0	85.4	81.0	66.7	84.1	79.4	85.8	82.8	84.4	82.0
885	Worcestershire	80.0	70.6	68.4	78.3	80.9	82.4	92.3	84.2	90.4	76.0
881	Essex	76.0	82.2	83.1	90.4	81.9	81.3	95.9	95.7	98.1	90.0
866	Swindon	82.0	72.2	86.7	68.4	73.7	95.2	80.0	93.3	72.7	88.0
860	Staffordshire	55.0	49.2	52.1	77.3	94.6	89.6	88.7	95.1	88.3	92.0
845	East Sussex	81.0	72.2	97.3	82.9	97.1	88.5	89.5	85.3	91.2	97.0
	Statistical Neighbours	71.6	67.7	77.9	82.7	85.3	87.1	84.8	88.9	89.1	89.6
970	England	69.0	74.5	79.6	83.9	88.0	87.3	88.4	89.6	90.3	90.0
Lower performing authorities											
	Dudley	50.0	69.2	63.6	61.5	78.6	88.0	89.7	89.2	88.2	73.0
	Southampton	65.0	96.2	95.2	82.9	95.5	68.4	69.0	92.9	62.5	73.0
	Hampshire	54.0	34.9	61.0	78.2	92.8	81.8	84.8	90.2	83.5	74.0

886	Kent	Trend over time ↑	Change over time 4.0	National Rank 127	Quartile Banding D
970	England	↑	21.0		

The averages presented here are simple averages for the authorities listed (excluding the LA selected). They provide a simple comparator of the performance indicators without placing too much emphasis on any one Local Authority. Where data does not exist for an LA it is excluded from the mean calculation.



Methodology:

Numerator
"Of the young people in the denominator, the number whose accommodation was deemed to be 'suitable'. This is code 1 on the SSSA903 return "[Source - SSSA903]

Denominator
The number of young people whose 19th birthday falls in the year ending 31 March of the reporting year 't', who were:
a. looked after on 1 April year 't-2' at the age of 16 and who ceased to be looked after before their 19th birthday; or
b. who were looked after and turned 17 on the 1 April year 't-2' and who ceased to be looked after before their 19th birthday
Young people who had been looked after on 1 April of year 't-2' under an agreed series of short term placements are excluded.
[Source - SSSA903]

KCC Quarterly Performance Report Quarter 2, 2011/12

Children's Specialist Services Q2

(PAT version - 15th November 2011)



Foreword

Welcome to Kent County Council's Quarterly Performance Report for Quarter two of financial year 2011/12.

Within this report you will find information on our Key Performance Indicators (KPIs) and a range of other essential management information. This report should be read in conjunction with our financial monitoring report which includes information on service demand levels and related key activity indicators.

The council is committed to delivering its strategic objectives as outlined in our medium term plan **Bold Steps for Kent** and the suite of underlying strategies underpinning our Framework for Regeneration, 'Unlocking Kent's Potential'.

At the heart of Bold Steps for Kent are our three ambitions:

- To Help the Economy Grow
- To Tackle Disadvantage
- To Put the Citizen In Control

We are working in very challenging times, with significantly less funding from central government and increased demand for services. The need for a new approach to public services has never been more urgent given the pressures on public finance and the changes in the way that people want their services to be delivered. KCC must radically rethink its approach to the design and delivery of services whilst ensuring Kent remains one of the most attractive places to live and work. Our Bold Step priorities will help us achieve this.

We hope you find this report useful and we welcome any feedback on how we can improve it.

Paul Carter
Leader of the Council
Kent County Council

Katherine Kerswell
Managing Director
Kent County Council

Executive Summary

Our key performance highlight to report at this time is the good progress that has been made in the Improvement Plan for Children's Social Services. Following the Ofsted inspection last year we received a judgement of our services being considered inadequate. However, a recent unannounced inspection from Ofsted carried out during October 2011 found that "All areas for development identified at the previous inspection of contact, referral and assessment arrangements in August 2010 have been tackled and most have improved to a satisfactory standard." The Ofsted report went on to say that "the area for priority action identified at the inspection of contact, referral and assessment arrangements in August 2010 has been addressed".

There is of course still much to do to improve our services for vulnerable children, and the contact, referral and assessment arrangements are only part of the overall service provided. We will continue to place the needs of vulnerable children as our highest priority and we will work to deliver a service which will be regarded not just as adequate but as excellent.

Highlights of results against our KPIs included in this report are as follows:

Children's Social Services:

- Key improvement targets have been achieved, including significant reductions in assessment backlogs and the number of cases which are left unallocated for too long.
- More needs to be done to invest in preventative services to reduce the number of children with child protection plans or who come into care.

Overall Summary of KPIs

	RED	AMBER	GREEN	TOTAL
Current ratings	3	1	3	7
Previous ratings	4	1	2	7

Key to RAG (Red/Amber/Green) ratings applied to KPIs

GREEN	Target has been achieved or exceeded
AMBER	Performance is behind target but within acceptable limits
RED	Performance is significantly behind target and is below an acceptable pre-defined minimum *
↑	Performance has improved relative to targets set
↓	Performance has worsened relative to targets set

* In future, when annual business plan targets are set, we will also publish the minimum acceptable level of performance for each indicator which will cause the KPI to be assessed as Red when performance falls below this threshold.

Performance Assurance Team (PAT)

PAT's role is to consider and challenge the action plans for improving performance, including addressing constraints and barriers and to provide additional reassurances to elected members that the action plans and the information included within this report are robust.

PAT meets monthly and is chaired by the Deputy Managing Director. Membership includes a nominated director from each directorate. It also includes two non-executive directors (NEDs) who are staff from the grass roots of the organisation. This ensures PAT has cross-organisation membership from all levels to provide a 'whole organisation' approach to improvement.

Data quality note

All data included in this report for current financial year are provisional unaudited data and are categorised as management information. All results may be subject to later change.

Bold Steps for Kent

Many of the KPIs included in this report have references to Bold Steps Priorities.

The Kent County Council medium term plan for 2011 to 2014, **Bold Steps for Kent** was published in December 2010. A follow on document, providing clearer focus on the top priorities and the measures of success and key milestones, **Delivering Bold Steps**, was published in July 2011.

Our key priorities within Bold Steps are as follows:

1. Improving how we procure and commission services
2. Supporting the transformation of health and social care in Kent
3. Ensuring all pupils meet their full potential
4. Shaping education and skills provision around the needs of the Kent economy
5. Delivering the Kent Environment Strategy
6. Promoting Kent and enhancing its cultural and sporting offer for residents
7. Building a strong relationship with key business sectors across Kent
8. Working with our partners to respond to the key regeneration challenges in Kent
9. Supporting new housing growth that is sustainable and with the appropriate infrastructure
10. Delivering 'Growth with Gridlock'
11. Improving access to public services and moving towards a single initial assessment process
12. Empowering social service users through increased use of personal budgets
13. Establishing a Big Society Fund to support new social enterprise in Kent
14. Ensuring we provide the most robust and effective public protection arrangements (safeguarding vulnerable children and adults)
15. Improving services for the most vulnerable people in Kent
16. Supporting families with complex needs and increasing the use of community budgets.

Many of these priorities will be delivered in partnership with other public agencies in Kent and all of these priorities build on and support our Framework for Regeneration, Unlocking Kent's Potential.

Summary of Performance for our KPIs

Indicator Description	Service Area	Page	Current Status	Previous Status	Direction of Travel
Number of children's social care cases not allocated to a social worker for over 28 days	Children's Social Care	28	Green	Green	↑
Number of initial assessments in progress and out of timescale	Children's Social Care	29	Green	Green	↓
Number of children looked after per 10,000 children aged under 18	Children's Social Care	30	Red	Red	↓
Percentage of children leaving care who are adopted	Children's Social Care	32	Red	Green	↓
Number of children subject to a child protection plan per 10,000 children aged under 18	Children's Social Care	34	Red	Red	↑
Percentage of establishment caseholding posts filled by qualified social workers	Children's Social Care	36	Amber	Amber	↑
Percentage of children subject to a child protection plan for two or more years	Children's Social Care	38	Red	Red	↑

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Summary of Revenue budget monitoring position for financial year 2011/12			
Cabinet Member	John Simmonds	Corporate Director	Andy Wood
Portfolio	Finance and Business Support	Division	Finance and Procurement

Revenue Budget position by portfolio	Net Budget £ m	Forecast Gross Variance £ m	Management Action £ m	Forecast Net Variance £ m
Specialist Children's Services	110.8	+12.6		+12.6
Adult Social Care & Public Health	317.4	-2.6		-2.6
TOTAL	428.2	+10.0		+10.0

Summary of Capital budget monitoring position for financial year 2011/12

Cabinet Member	John Simmonds	Corporate Director	Andy Wood
Portfolio	Finance and Business Support	Division	Finance and Procurement

Capital Budget position by portfolio	Budget	Actual Spend
	£ m	Variance
		£m
Specialist Children's Services	12.7	0.2

Incoming calls received by KCC Contact Centre (Contact Kent) : top ten contact lines

Cabinet Member	Mike Hill	Director	Des Crilley
Portfolio	Customer and Communities	Division	Customer Services

Contact Phone Line	Apr to Jun 2010	Jul to Sep 2010	Oct to Dec 2010	Jan to Mar 2011	Apr to Jun 2011	Jul to Sep 2011	Change to last year
Children Social Services (out of hours)	10	9	9	8	10	9	+3%
Other lines	19	18	21	18	29	25	+47%
Total Calls (in thousands)	261	270	269	287	314	301	+16%

All figures rounded to nearest thousand and shown as thousands.

Number of complaints received by Kent County Council – top ten service areas

Cabinet Member	Mike Hill	Director	Matt Burrows
Portfolio	Customer and Communities	Division	Communication and Engagement

Complaints by Service area	Apr to Jun 2010	Jul to Sep 2010	Oct to Dec 2010	Jan to Mar 2011	Apr to Jun 2011	Jul to Sep 2011	12 month Totals
Children's services *	131	104	125	128	(132)	(144)	529
-- Education services					14	15	

-- Children's social care					118	129	
Total All KCC	1,135	1,123	1,158	933	870	1,039	4,000

* Breakdown of last year's data for children's services into new organisational structures is not available.

Commentary
Children's Social Services: There was a slight increase in complaints this quarter although no specific trends have been identified.

Number of children's social care cases not allocated to a social worker for over 28 days				Green ↑				
Bold Steps Priority/Core Service Area	Ensure we provide the most robust and effective public protection arrangements			Bold Steps Ambition	To tackle disadvantage			
Cabinet Member	Jenny Whittle			Director	Jean Imray			
Portfolio	Specialist Children's Service			Division	Specialist Children's Service			
				<p>Data Notes. Tolerance: Lower values are better Unit of measure: Number Data Source: ICS</p> <p>Data is reported as count at each month end.</p> <p>The Improvement Plan phase 1 target was to reduce the number to 200 by August 2011 and Improvement Plan phase 2 changed this target to 100 to be achieved by April 2012.</p>				
Trend Data – month end		Mar 11	Apr 11	May 11	Jun 11	Jul 11	Aug 11	Sep 11
KCC Result		561	202	36	9	35	39	1
Target		200	200	200	200	200	200	100
Rag Rating		Red	Amber	Green	Green	Green	Green	Green
Commentary								
This target has been achieved.								

Number of initial assessments in progress and out of timescale							Green ↓																									
Bold Steps Priority/Core Service Area	Ensure we provide the most robust and effective public protection arrangements				Bold Steps Ambition	To tackle disadvantage																										
Cabinet Member	Jenny Whittle				Director	Jean Imray																										
Portfolio	Specialist Children's Service				Division	Specialist Children's Service																										
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Month</th> <th>KCC Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Mar 11</td><td>819</td><td>200</td></tr> <tr><td>Apr 11</td><td>751</td><td>200</td></tr> <tr><td>May 11</td><td>658</td><td>200</td></tr> <tr><td>Jun 11</td><td>107</td><td>200</td></tr> <tr><td>Jul 11</td><td>85</td><td>200</td></tr> <tr><td>Aug 11</td><td>50</td><td>200</td></tr> <tr><td>Sep 11</td><td>63</td><td>100</td></tr> </tbody> </table>					Month	KCC Actual	Target	Mar 11	819	200	Apr 11	751	200	May 11	658	200	Jun 11	107	200	Jul 11	85	200	Aug 11	50	200	Sep 11	63	100	<p>Data Notes. Tolerance: Lower values are better. Unit of measure: Number Data Source: ICS</p> <p>Data is reported as count at each month end.</p>			
Month	KCC Actual	Target																														
Mar 11	819	200																														
Apr 11	751	200																														
May 11	658	200																														
Jun 11	107	200																														
Jul 11	85	200																														
Aug 11	50	200																														
Sep 11	63	100																														
Trend Data – month end		Mar 11	Apr 11	May 11	Jun 11	Jul 11	Aug 11	Sep 11																								
KCC Result		819	751	658	107	85	50	63																								
Target		200	200	200	200	200	200	100																								
Rag Rating		Red	Red	Red	Green	Green	Green	Green																								
Commentary																																
This target has been achieved.																																

Number of looked after children (LAC) per 10,000 children aged under 18						Red ↓	
Bold Steps Priority/Core Service Area	Improve services for the most vulnerable people in Kent			Bold Steps Ambition	To tackle disadvantage		
Cabinet Member	Jenny Whittle			Director	Jean Imray		
Portfolio	Specialist Children's Service			Division	Specialist Children's Service		
				<p>Data Notes. Tolerance: Lower values are better Unit of measure: Number per 10,000 children Data Source: ICS for current year and DfE for previous year.</p> <p>Data is reported as the position at each quarter end. Data shown includes unaccompanied asylum seeker children. Counts rounded to nearest 5.</p>			
Trend Data – quarter end	Previous Years			Current Year			
	Mar 09	Mar 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	46	47	54	56.0	56.4		
Target			47	47	47	47	47
Statistical neighbour	45	48	48				
Rag Rating	Amber	Green	Red	Red	Red		
Number of LAC	1,420	1,475	1,695	1,745	1,765		
Commentary							
<p>Numbers of looked after children (LAC) in Kent continue to increase. Much of the focus to date of the Children Social Services' Improvement Plan has been around tackling the backlog of cases and improving throughput, which as anticipated has resulted in more children becoming looked after. Work is now underway to develop a projected downwards trajectory for numbers of LAC – see actions below.</p> <p>The data shown above includes unaccompanied asylum seeking children (UASC) which is a particular pressure in Kent and if these are excluded the current result would be 49.7.</p>							

Number of looked after children (LAC) per 10,000 children aged under 18

Red ↓

What actions are we taking to improve performance (and drivers of performance)

Current actions include:

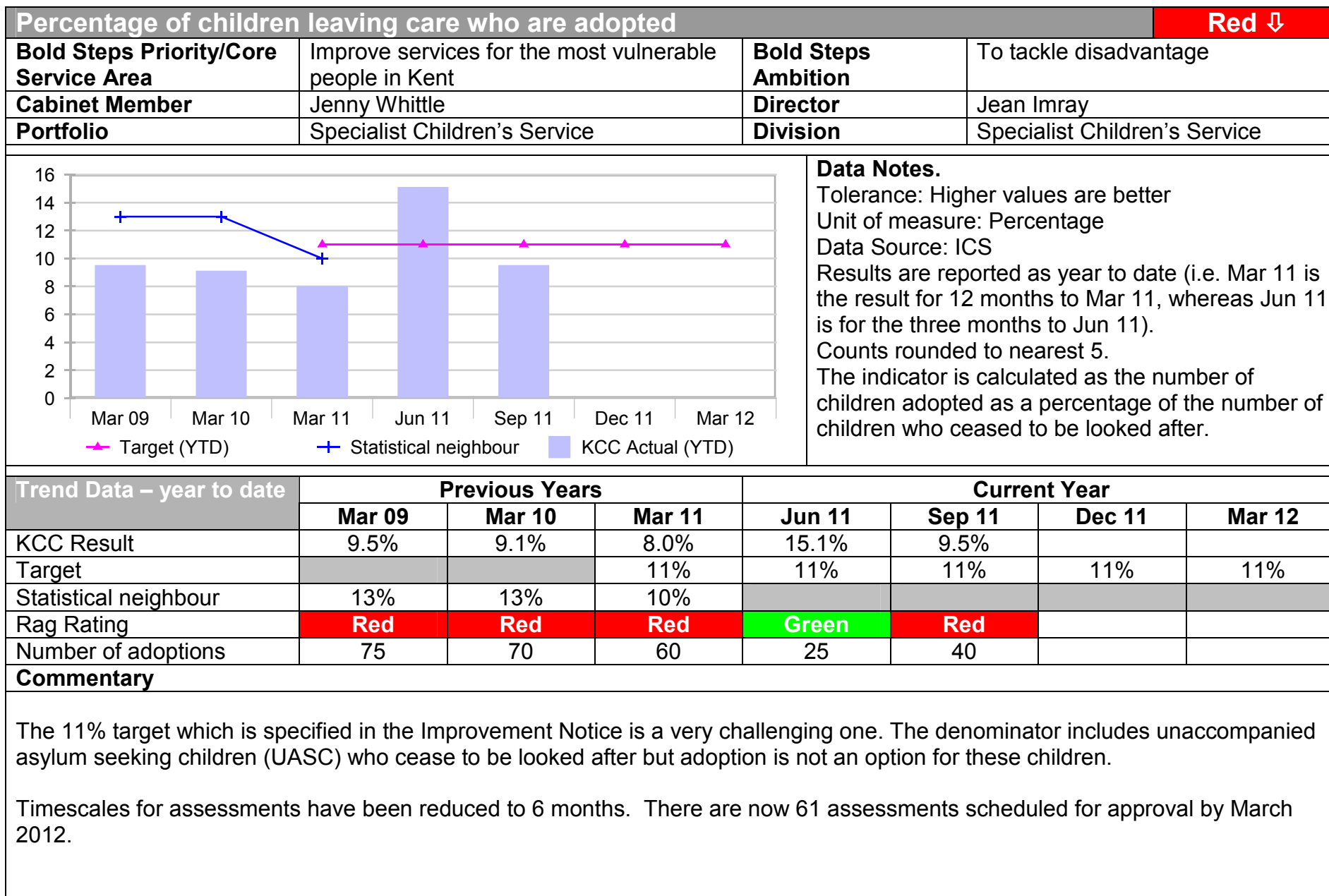
- Robust gatekeeping of decisions to take children into care
- Robust tracking of permanency planning
- Improving the percentage of children who are adopted (see specific actions against the next indicator)
- Identifying end dates for all LAC
- Targets at district level included in performance management arrangements.

In the longer term, the following actions will help reduce the number of looked after children:

- Increased investment in a range of prevention and early intervention services, particularly in adolescent intervention services and in high-level family support
- Scoping out work needed for speedier responses to vulnerable adolescents, including an “invest to save” proposal on adolescent services.

Risks and mitigating actions

Growing numbers of looked after children bring increased funding pressures, making it even more difficult to find the resources to invest in early intervention and preventative services. The Phase 2 Improvement Plan includes a key theme to develop preventative services and despite the financial climate, ways are being found to invest in these services.



Percentage of children leaving care who are adopted

Red ↓

What actions are we taking to improve performance (and drivers of performance)

Actions to improve the rate of adoptions include:

- A robust system has been put in place to ensure assessments are given priority and numbers have increased
- Acting on the findings of the adoption review by Martin Narey which identified actions to speed up the adoption process
- District managers and adoption leads are jointly monitoring the progress of all children requiring adoption
- Improvement in permanency planning has been delivered including agreeing permanency policy and prompts, conducting workshops with staff, and ensuring permanency plans are identified and in place by the time of the second review for all looked after children
- Robust performance monitoring of adoption rate
- A tracking process has been established to ensure that there is no drift in plans for children identified for adoption.

Risks and mitigating actions

- Shortage of adopters
- Delays in court processes
- Recruitment delays
- If progress is made in reducing the numbers of looked after children, the number of adoptions must increase proportionately just to maintain the current adoption rate.

Number of children subject to a child protection plan, per 10,000 children aged under 18						Red ↑																																	
Bold Steps Priority/Core Service Area	Improve services for the most vulnerable people in Kent			Bold Steps Ambition	To tackle disadvantage																																		
Cabinet Member	Jenny Whittle			Director	Jean Imray																																		
Portfolio	Specialist Children's Service			Division	Specialist Children's Service																																		
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>KCC Actual</th> <th>Statistical neighbour</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Mar 09</td> <td>32.1</td> <td>27.6</td> <td>39.9</td> </tr> <tr> <td>Mar 10</td> <td>39.9</td> <td>30.7</td> <td>39.9</td> </tr> <tr> <td>Mar 11</td> <td>52.1</td> <td>40.0</td> <td>39.9</td> </tr> <tr> <td>Jun 11</td> <td>53.8</td> <td>40.0</td> <td>39.9</td> </tr> <tr> <td>Sep 11</td> <td>51.6</td> <td>40.0</td> <td>39.9</td> </tr> <tr> <td>Dec 11</td> <td></td> <td>40.0</td> <td>39.9</td> </tr> <tr> <td>Mar 12</td> <td></td> <td>40.0</td> <td>39.9</td> </tr> </tbody> </table>				Quarter	KCC Actual	Statistical neighbour	Target	Mar 09	32.1	27.6	39.9	Mar 10	39.9	30.7	39.9	Mar 11	52.1	40.0	39.9	Jun 11	53.8	40.0	39.9	Sep 11	51.6	40.0	39.9	Dec 11		40.0	39.9	Mar 12		40.0	39.9	<p>Data Notes.</p> <p>Tolerance: Lower values are better Unit of measure: Number per 10,000 children Data Source: ICS for current year and DfE for previous year.</p> <p>Data is reported as the position at each quarter end.</p>			
Quarter	KCC Actual	Statistical neighbour	Target																																				
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KCC Result	32.1	39.9	52.1	53.8	51.6																																		
Target			39.9	39.9	39.9	39.9	39.9																																
Statistical neighbour	27.6	30.7	40.0																																				
Rag Rating	Amber	Red	Red	Red	Red																																		
Number of children	1,022	1,243	1,621	1,676	1,616																																		
Commentary																																							
<p>The number of children subject to a child protection plan reduced during the summer period and stood at 1,616 by the end of September. This improvement brings the count to lower than the position seen in March, but we still have a lot to do to achieve our challenging target. The initial focus of the Improvement Plan was to tackle the backlog of cases and improving throughput, which as anticipated resulted in more children becoming subject to a child protection plan in the short term. However other actions in the Improvement Plan are now helping to deliver a stabilisation of the number of children with child protection plans and further plans are in place to deliver a reduction to the target level.</p>																																							

What actions are we taking to improve performance (and drivers of performance)

- Reviewing and undertaking change promotion work on current cases where children have been subject to a child protection plan for over 18 months
- Amending current child protection procedures to reduce the number of children who are both looked after and subject to child protection plans
- Strengthening child protection and conference processes, including assessments, reports and multi-agency working;
- Working to strengthen Kent Safeguarding Children’s Board functions, including its scrutiny function to ensure that agencies are effectively engaged in multi-agency child protection planning
- Training child protection conference chairs in order to ensure more focussed, outcome-based planning
- More rigorous gatekeeping of the child protection work
- Conducting a review of section 47 processes
- Increasing options for step down services
- Strengthening of training, both internal and multi-agency, in respect of child protection conferences.

Risks and mitigating actions

Child protection activity may continue to rise in the short term as improvement plan actions to strengthen child protection planning and increase multi-agency support and intervention will need some time to bed in and deliver full impact.

The current drive to reduce the number of looked after children, will mean increased pressure to manage risk in the community and this will lead to more children being subject to child protection plans.

Percentage of caseholding posts filled by permanent qualified social workers						Amber ↑																			
Bold Steps Priority/Core Service Area	Ensure we provide the most robust and effective public protection arrangements			Bold Steps Ambition	To tackle disadvantage																				
Cabinet Member	Jenny Whittle			Director	Jean Imray																				
Portfolio	Specialist Children's Service			Division	Specialist Children's Service																				
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Quarter	KCC Actual (%)	Target (%)																							
Sep 10	81%	90%																							
Dec 10	80%	90%																							
Mar 11	83%	90%																							
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Sep 11	87.4%	90%																							
Trend Data – quarter end		Previous Year			Current Year																				
	Sep 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12																		
KCC Result	81%	80%	83%	82%	87.4%																				
Target	90%	90%	90%	90%	90%	90%	90%																		
Rag Rating	Amber	Red	Amber	Amber	Amber																				
Percentage agency staff	6.0%	8.8%	16.1%	23%	25%																				
Commentary																									
<p>The percentage of the social worker establishment posts held by permanent staff has shown a good increase this quarter.</p> <p>This target is about recruiting permanent staff and reducing agency staff and is not just about managing vacancies. It is also about improving the balance between experienced and newly qualified social workers</p> <p>Taking account of agency workers the children's social care workforce is currently over establishment at 112% at the end of September. The high use of agency staff over the last 9 months has been critical in dealing with backlogs of assessments so that the caseloads could be decreased to manageable levels.</p>																									

Percentage of caseholding posts filled by permanent qualified social workers

Amber ↑

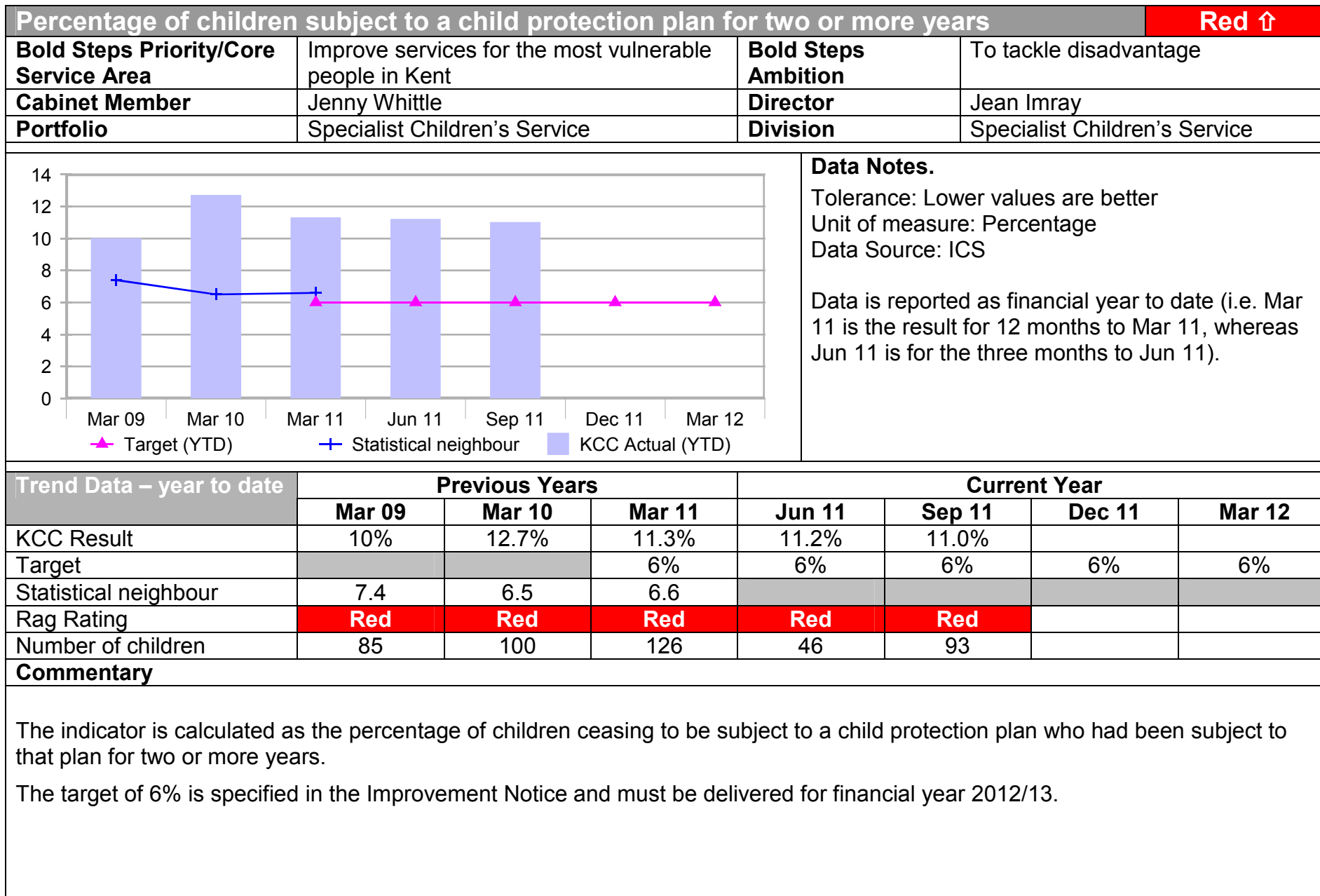
What actions are we taking to improve performance (and drivers of performance)

The robust workforce strategy and compelling offer was agreed by the Improvement Board and Cabinet in May and is being implemented. This includes actions to ensure we improve the balance between experienced and newly qualified social workers.

A three month recruitment campaign to attract experienced social workers, principal social workers and team leaders began at the end of August, combined with a marketing campaign to attract external candidates into Kent, as well as the “recommend a friend” incentive.

Risks and mitigating actions

The division still has too high a proportion of staff who are recently qualified and this may continue if suitable experienced staff are not attracted to the posts on offer. The workforce strategy includes actions to mitigate this risk.



Percentage of children subject to a child protection plan for two or more years

Red ↑

What actions are we taking to improve performance (and drivers of performance)

Current actions being taken to improve performance include:

- Review and undertake change promotion work on current cases where children have been subject to a child protection plan for over 18 months to try to prevent them moving into the 2 year plus category
- Review and take action to ensure timely decision making and progression of all child protection cases 2 years plus
- Strengthening child protection and conference processes, reports and assessment work
- Strengthening the Kent Safeguarding Children's Board's scrutiny function to ensure effective multi-agency engagement in child protection planning
- Training conference chairs on outcome-based planning
- More rigorous gatekeeping of the child protection process
- Increasing options for step down services
- Strengthening of training, both internal and multi-agency, in respect of child protection conferences
- Tracking planned case conferences of children who have been subject to a child protection plan for 18 months to ensure timely decision making and progression.

Risks and mitigating actions

The current work underway to improve throughput and reduce drift in child protection planning will impact adversely on this indicator because it is measured by the number of children subject to a plan for 2 years or more when the child protection plan ends. This will inevitably lead to a percentage increase before work begins to have an impact and therefore a drop in performance is to be anticipated.

By: Head of Democratic Services

To: Specialist Children's Services Policy Overview and Scrutiny Committee – 19 January 2012

Subject: **UPDATE ON SELECT COMMITTEE WORK**

Classification: Unrestricted

Summary: This report updates Members on current and future Select Committee work and invites suggestions for future Select Committee Topic Reviews.

Current Select Committee Review Work

1. The following reviews are in or nearing their closing stages:-

Educational Attainment at Key Stage 2 - The Select Committee, under the Chairmanship of Mr C T Wells, is looking at the reasons for variations in Key Stage 2 performance within Kent Schools, with a focus on schools in areas of deprivation.

After briefing sessions through the summer, successful visits to seven schools were undertaken during October and early November, and work undertaken by Directorates to gather insights from pupils and parents. Both have been well supported by schools. Feedback from this work and the visits was reported to the Select Committee in early December, and the Committee then discussed key issues and its areas of recommendation. The report will be written in the New Year, to go to Cabinet in April 2012 and then to the next available County Council.

The contacts in Democratic Services for this Select Committee are: Research Officer Pippa Cracknell (01622 694178) and Assistant Democratic Services Manager Denise Fitch (01622 694269).

The Student Journey - The Select Committee, under the Chairmanship of Mr K Smith, has now completed its evidence gathering sessions and drafted its recommendations. The report is currently being written and will be shared with the relevant Cabinet Members in March. The final report will be considered by Cabinet and County Council in May 2012.

The contacts in Democratic Services for this Select Committee are: Research Officer Gaetano Romagnuolo (01622 694292) and Democratic Services Officer Theresa Grayell (01622 694277).

2. The Select Committee on **Dementia**, under the Chairmanship of Mrs T Dean, submitted its final report to the County Council on 15 December 2011, where the report and its recommendations were welcomed and endorsed.

Future Select Committee work

3. A review on **Domestic Abuse** was suggested by the Customer and Communities POSC, meeting as the Crime and Disorder Committee in July 2011, and this proposal was welcomed and approved by the Scrutiny Board on 2 November. Preliminary research is underway and the review will commence in the New Year.

4. If Members have any suggestions of topics they would like to put forward for consideration for inclusion in the future topic review work programme, they should contact the Democratic Services Officer for this POSC.

Recommendation:-

5. Members are asked to note the review work currently coming to fruition, and future work soon to commence, and advise the Democratic Services Officer of any topics which they would like to put forward for consideration for inclusion in the future Select Committee Topic Review Work Programme.

Theresa Grayell
Democratic Services Officer

Background Information: *Nil*

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