

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

**Thursday, 22nd March, 2012**

**10.00 am**

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







## AGENDA

# SPECIALIST CHILDREN'S SERVICES POLICY OVERVIEW AND SCRUTINY COMMITTEE

**Thursday, 22 March 2012 at 10.00 am**  
**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

### **Webcasting Notice**

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

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

### **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 19 January 2012, the Corporate Parenting Panel held on 23 February 2012 and Children's Services Improvement Panel held on 7 December 2011 and 17 January 2012 (Pages 1 - 26)

A5 Chairman's Announcements

A6 Oral Update by Cabinet Member

#### **B. ITEMS FOR CONSIDERATION**

B1 Children's Services Improvement Plan - update (Pages 27 - 34)

B2 Common Assessment Framework (CAF) in Kent - A Progress Report (Pages 35 - 38)

B3 Update on the re-commissioning of Emotional Well-Being and Child & Adolescent Mental Health Services (CAMHS) (Pages 39 - 42)

#### **C. ITEMS FOR NOTE AND COMMENT**

C1 Specialist Children's Services Budget Forecast Report 2011/12 (Pages 43 - 68)

C2 Specialist Children's Services Core Monitoring Performance Report for December 2011 (Pages 69 - 86)

#### **D. SELECT COMMITTEE UPDATE**

D1 Update on Select Committee work (Pages 87 - 88)

#### **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, 14 March 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 Darent Room, Sessions House, County Hall, Maidstone on Thursday, 19 January 2012.

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 and Mr M J Northey

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

IN ATTENDANCE: Mr A Ireland (Corporate Director, Families and Social Care) and Miss T A Grayell (Democratic Services Officer)

**UNRESTRICTED ITEMS**

**33. Minutes of the meetings of this Committee held on 17 November 2011 and the Corporate Parenting Panel on 5 December 2011.**

*(Item A4)*

1. RESOLVED that, subject to an amendment to Minute 26, para 2 g) to separate references to Adoption and Fostering, the Minutes of the meeting of this POSC held on 17 November are correctly recorded and they be signed by the Chairman.
2. The Minutes of the Corporate Parenting Panel held on 5 December are attached for information only and are noted.

**34. Oral Update by Cabinet Member**

*(Item A5)*

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

The Children's Services Improvement Plan is progressing with a number of issues:-

- Phase 1 improvements now need to become embedded.
- The focus of Phase 2 is to raise the quality of assessments, and will include workshops and audits.
- A recent meeting of the Staff Advisory Group had identified the need to get supervision right, and this is a key issue. It is still the aim to increase the establishment of experienced social workers.
- There is still a need for more Adopters and Foster Carers in the areas where LAC are, which will help particularly with reducing the number of LAC from

outside the Thanet area being placed there. A dedicated Adoption website is being developed, which will be launched at the County Show in July.

- The contract between the KCC and the Coram charity, to address issues round Adoption, is progressing, and the number of Adopters recruited has risen by 50% in the last year.
- Budget pressures in this area continue to grow, eg accommodation and education support needed for 16–18 year olds, and preventative services.
- The multi-disciplinary Trafficking Sub-group of the Kent Safeguarding Children Board is holding its third meeting on the same day as the POSC. It gives a very useful forum for partners such as the NHS, the Police and the UK Border Agency to highlight and discuss issues around trafficking and missing children. More than 3,000 'missing' episodes have been recorded, but many children abscond repeatedly and so show up more than once in these figures.
- The costs to the KCC of dealing with missing children in Kent, as well as the costs associated with the long-standing issue of LAC placed in Kent by other local authorities, should be brought to the attention of the Minister, and Mrs Whittle stated her intention to do this, adding her concern that even children placed within 20 miles of their home, to comply with the 20 mile protocol, are still too far from their family and social networks.
- At a recent meeting of the Dartford Local Children's Board, Mrs Whittle had heard about some exciting new work being undertaken by a paediatrician.

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

- a) the KCC follows the British Adoption and Fostering (BAAF) national guidelines but always welcomes external checks. Martin Narey's report on Kent's Adoption Services had recommended a streamlined process, and the Coram charity, in their work with the London Borough of Harrow, had successfully increased the number of Adopters from 200 to 400 and reduced the waiting time for placements to 6 months. Coram's expertise could also help address Members' concern, previously aired by the Committee, that questions asked to prospective Adopters are sometimes irrelevant and unnecessarily intrusive. KCC's Adoption website should include more emphasis of the rewards and support available to Adopters;
- b) assessing the correct age of UASC when they arrive in the county is a challenge as many do not have any documentary evidence of their age. Without supporting paperwork, there is always some scope for variation in judgements;
- c) Mrs Whittle undertook to respond to a letter recently received from the Canterbury District Advisory Board of Children's Centres about the rise in thresholds leading to an increase in the number of Tier 2 and Tier 3 cases which Centres are asked to deal with, and the resultant reduction in the time and resources left to devote to their other work. She

commented that more work is needed to identify the correct role for Children's Centres and to ensure that the most vulnerable parents are getting the support they need. *A report on the work of Children's Centres will be made to this Committee's March meeting; and*

- d) Members expressed concern that, when seeking Adoption placements for siblings, older children could be harder than their younger siblings to place, and the family could end up being split to find the best solutions for children of different ages. Mr Ireland commented that such judgements are always difficult for social workers to have to make, and he undertook to look at a specific local case referred to him by a Member of this Committee.

3. RESOLVED that the oral updates and the information given in response to comments and questions be noted, with thanks.

4. The Chairman congratulated Mr Ireland on having 'hit the ground running' since taking on the post of Corporate Director of Families and Social Care in November.

**35. Kent Safeguarding Children Board - Overview Progress Report (December 2011) and Annual Report for 2010/2011**  
*(Item B1)*

*Ms M Blyth, Independent Chair of the KSCB, and Ms P Davies, Board Manager, were in attendance for this item.*

1. Ms Blyth introduced the report and summarised the Board's work in strengthening its role since the Munro report of 2006 and enhancing its scrutiny role. Three main areas of change are:-

- Governance and accountability,
- Performance framework – establishing a clear and full picture of need and integrated work to address that need, including discussions around thresholds (on which there has been an audit report) and detailed analysis of the appropriateness of referrals,
- Multi-agency child protection and safeguarding training and close working with partners to monitor performance and improve public confidence.

2. Ms Blyth responded to comments and questions from Members, and the following points were highlighted:-

- a) KCC must hold to account all bodies which work with Kent's vulnerable children, and it is appropriate for Members to scrutinise and question the Board's Progress and Annual Reports. The Chairman added that Members must be told of the bad as well as the good news so they have a full, clear picture;
- b) an interim Programme Manager will be recruited shortly; and

- c) the report on the 2010/11 period introduces issues which have since become familiar and views which have since been proven correct, such as the issue of thresholds. Members asked to see the audit report on thresholds which had been produced and Ms Blyth undertook to supply this. Future Board reports will include audit data as standard, as well as information on serious case reviews.

2. RESOLVED that:-

- a) the report, and the progress and improvements it demonstrates, be welcomed;
- b) a copy of the report be sent to the Leader and all Members of the County Council; and
- c) Members be sent a copy of the audit report on referral thresholds, and future KSCB annual reports include this and information on serious case reviews.

### **36. Missing Unaccompanied Asylum Seeking Children**

*(Item B2)*

*Ms T Gallagher, County Manager, Unaccompanied Asylum Seeking Children, DCI A Pritchard, Public Protection Unit, Kent Police, and Mrs L Totman, Head of Corporate Parenting, were in attendance for this item.*

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

- a) KCC's emphasis in its work with UASC is on welfare issues such as their mental health, while the UK Border Agency's emphasis is on immigration issues, so the two services have to reconcile these differences to work together effectively. This joint working is not always straightforward but has improved;
- b) the average age of UASC is 16 – 17½ , with the youngest being 9 and many others ranging between 13 and 15. It had been highlighted earlier in the meeting, however, that the age of some UASC is difficult to verify;
- c) Members suggested that issues relating to trafficked UASC could be included as part of Members' Corporate Parenting training, although they were advised that the KCC's responsibility in this area is not clear-cut. Kent does not have the legal responsibility and power to do what it would like to do to protect these children. It can liaise with other countries to report and try to trace missing children, but cannot issue a recovery order if it does not have parental responsibility for the child in question (eg if they had been placed in the care of a relative). KCC would not normally, or often, seek to take parental responsibility for other LAC aged 16 – 17½ as they would be about to leave care. The legislation relating to the subject is complex, with different statutes and

types of orders, although all UASC who arrive in Kent are treated the same way by Children's Social Services;

- d) a child's immigration status is what tends to dictate their actions, and those who do not seek asylum are harder to track. Many go missing at the stage at which they know they have exhausted their rights to stay and are about to be repatriated; and
- e) the fact that a child is missing does not necessarily mean that they are not safe; they might have settled somewhere, found employment and accommodation and be living quite happily, but just do not want to be found.

2. RESOLVED that:-

- a) the information set out in the report and given in response to comments and questions be welcomed and noted, with thanks; and
- b) the Cabinet Member, Mrs Whittle, be asked to take forward and address the concerns expressed by Members about the complexities of and limits to what KCC can do to help and protect UASC, set out above.

### **37. Early Intervention and Prevention - a Progress Report on the Commissioning of New Services**

*(Item B3)*

*Ms H Jones, Head of Commissioning, Families and Social Care, was in attendance for this item.*

1. Ms Jones introduced the report, which updated the report given to this Committee's previous meeting, mainly setting out the development of the two-stage commissioning strategy and the procurement plan (for which, detail was still being developed). There had been many expressions of interest received, including from local voluntary organisations, and the first specifications will be advertised on 30 January. Publication of new specifications will be phased at 3-month and 5-month intervals to achieve a rolling programme. Since the last report to this Committee, additional Government investment of £2.75m has been secured, which will allow the commissioning of specialist services and additional services required as a result of the Southwark judgement.

2. Ms Jones and Mr Ireland responded to comments and questions from Members, and the following points were highlighted:-

- a) detail of how the extra funding can be allocated, and how prescriptive the Government will be about how the money can be used, is not yet known;
- b) the Customer and Communities Directorate will lead on the use of this funding, but Children's Services will also benefit. Liaison between the two will ensure there is no duplication;

- c) to ensure the optimum use of available resources, and to ensure that needs are met, District and Preventative Services Managers will be involved in shaping service specifications. Each District will have a Commissioning Officer; and
- d) Mr Ireland pointed out that, although the most cost-intensive services will be reviewed, with the aim of optimising value for money, the aims of shaping the service go much beyond delivering savings. The strategy has three strands and aims to achieve:-
  - i) better commissioning of care placements, from emergency to long-term, and negotiation around the costs of long-term placements;
  - ii) a practice which ensures the most appropriate and efficient throughput of cases, achieving either adoption or a return home, and avoids drift, which can lead to a child becoming too old to be placed successfully for adoption. This practice will rely on good quality decision making and the best use of available resources; and
  - iii) preventative services which are targeted to those who can most benefit from them, eg in terms of their age or risk level.

3. RESOLVED that:-

- a) the information set out in the report and given in response to comments and questions be noted, with thanks; and
- b) the Committee welcome the additional Government investment and look forward to hearing of further progress at future meetings.

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

*(Item C1)*

*Miss M Goldsmith, FSC Finance Business Partner, was in attendance for this and the following item.*

1. Miss Goldsmith introduced the report and referred to the report previously published for Cabinet in December, which had been circulated again with the agenda papers to provide additional background information for POSC Members.
2. RESOLVED that the latest monitoring position for revenue, capital and savings be noted, with thanks.

**39. Budget 2012/13 and Medium Term Financial Plan 2012/15**

*(Item C2)*

1. Miss Goldsmith introduced the report and she and Mr Ireland responded to comments and questions from Members:-

- a) Members requested and were directed in the papers to detail of the saving of £893,000, listed in the Medium Term Financial Plan against Children's Centres;
- b) the proposed removal of qualified teachers from Children's Centres is the subject of a current consultation being led by Mr Ireland and Mrs Whittle. The proposal has two aims:- re-shaping the role and work of Children's Centres as well as delivering a budget saving.

2. Mrs Whittle added that consultation on this issue will be as robust as possible and will respond to advice on the subject given by the Children's Minister. Consultation will include meetings with the union representing the teachers employed at Children's Centres.

3. RESOLVED that the revenue and capital budget proposals for the Specialist Children's Services portfolio be noted.

#### **40. September 2011 (Quarter 2) Update for Performance for Specialist Children's Services and a Summary of the National Statistical Release for 2010-11**

*(Item C3)*

*Mrs D Shkalla, Head of Management Information, was in attendance for this item.*

1. Mrs Shkalla introduced the report and explained that it contained additional elements not included in previous years' reports, eg comparative information for each indicator from Kent's statistical neighbours. It had been prepared using Government statistics for the period April 2010 to March 2011, to which had been added Kent's progress since March, following the implementation of the Improvement Plan, to ensure a full picture is presented. Key issues highlighted were as follows:-

- The rate of successful adoptions had not been high in the last year, but the reasons for this have been much documented, eg at meetings of the Corporate Parenting Panel, and action is in place to address and improve the rate. It is hoped that Kent can raise its rate to get very near the national target by the end of the year;
- The number of children subject to a Plan has fallen, which is good, and Kent's aim is that Plans will only be established for children who most need them.
- The number of looked after children (LAC) is still rising, District plans are currently being scrutinised to ensure focused management is in place to achieve this target.
- The Children's Services Improvement Plan has brought much progress against national performance indicators.

2. Mrs Shkalla responded to a number of comments and questions from Members, and the following points were highlighted:-

- a) caseloads are now within the target of 20 cases per social worker. The number of unallocated cases is monitored weekly and exceptions are

reported to Mr Ireland and Mrs Imray, the Interim Head of Specialist Children's Services;

- b) a central referral unit has added robustness and led to a welcome reduction in the number of referrals, meaning that those which do go forward are at an appropriate level. The volume of referrals is at a safe level, but more work is required to continue this reduction;
- c) workflow is tracked, and the number of cases which require 'no further action' (NFA) or have 'other outcomes' etc are monitored by the Senior Management team and all staff in Specialist Children's Services. An audit of referrals leading to NFA cases was undertaken five months ago and tabled at the Improvement Board. Members asked that future reports to this Committee include this information, following an additional audit on NFA cases and NFA from referral, with an explanation of why no further action was required and what outcome these cases had; and
- d) the Children's Services Improvement Panel will be considering a report of the number of re-referrals, and Members asked that this report also be supplied to this Committee. The number of re-referrals is an indicator of the appropriateness of the way in which each case was handled upon being first referred.

3. Mrs Whittle reported that this would be Mrs Shkalla's last POSC meeting before leaving at the end of January to start a new life in Australia. She placed on record her thanks for and appreciation of Mrs Shkalla's work to improve the quality and transparency of Children's Services data available to Members and the public. Members supported these comments and added their best wishes to Mrs Shkalla for the future.

4. RESOLVED that:-

- a) the information set out in the report and given in response to comments and questions be noted, with thanks;
- b) future reports to this Committee include the information on referrals and cases requiring 'no further action', and POSC Members be sent a copy of the report on re-referrals, as requested in paragraphs c) and d) above; and
- c) Children's Services Scorecard information (produced monthly) be made available to the Committee.

#### **41. Select Committee Update**

*(Item D1)*

RESOLVED that the information set out in the report be noted, with thanks.

## CORPORATE PARENTING PANEL

MINUTES of a meeting of the Corporate Parenting Panel held in Darent Room, Sessions House, County Hall, Maidstone on Thursday, 23 February 2012.

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

IN ATTENDANCE: 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 (Performance and Quality Assurance Manager, LAC), Mr T Doran (Head Teacher of Looked After Children - VSK), Mr A Speller (CEO, The Young Lives Foundation) and Miss T A Grayell (Democratic Services Officer)

### UNRESTRICTED ITEMS

#### **35. Minutes of the meeting held on 5 December 2011** *(Item A2)*

RESOLVED that the Minutes of the meeting held on 5 December 2011 are correctly recorded and they be signed by the Chairman.

#### **36. Chairman's Announcements**

The Chairman welcomed to the meeting Ms Yashi Shah from the Coram charity, which is working with the County Council on developing its Adoption service. Ms Shah was attending the meeting as an observer.

*Before the start of business, the Chairman secured the Panel's agreement to consider items B1, B2, B3, B5 and B6 as urgent business, as the papers had not been placed on public deposit with the required five clear days' notice.*

#### **37. Cabinet Member's Oral Update** *(Item A3)*

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

*The cost of supporting other local authorities' LAC placed in Kent – it is now high time to act on this, and the Children's Minister is taking action to minimize distant placements. There is a moral imperative that councils place children as near as possible to their home to minimize negative impact on them. The Margate Taskforce met again recently to address the issue of out-of-area LACs being placed in Thanet. London Boroughs trying to recruit Foster Carers in Kent is still a problem and there is evidence that some are recruiting Kent residents directly, as well as going through independent fostering agencies to foster their children.*

*The report of the recent Ofsted inspection of Kent's Adoption service, published on 21 February* – Despite an overall rating of 'inadequate', Ofsted's report is complimentary about the support Kent gives to its adopters, its low disruption and breakdown rates (which are better than the national average) and the passion and commitment of its staff. The Coram charity, which has an outstanding track record (eg in partnership with Harrow Council, where all children awaiting adoption are now placed within 6 months), is now working with the County Council to develop its adoption service. Mrs Whittle highlighted the value of having commissioned the Narey report to highlight the issues early so they could start to be addressed. The recent increase in adopter recruitment will soon begin to show a significant impact.

2. Mrs Whittle responded to comments and questions from Members, as follows:-
  - a) she believes that more adopters are always available – the supply has not been exhausted – but some prospective adopters were possibly put off by questions asked by adoption panels, by the slowness of the process or by media coverage.
  - b) there are different methods of decreasing LAC numbers – use of Special Guardianship Orders as an alternative mechanism, resurrection of the Concurrency Service and recruitment of more adopters to increase the number of children matched with adopters.
3. RESOLVED that the information given in the update and in response to Members' comments and questions be noted, with thanks.

### **38. Other Local Authority Looked After Children** *(Item B1)*

1. Mr Brightwell introduced the report and highlighted two difficulties related to the issue:-
  - a) it is difficult to identify accurate figures for the number of OLA LAC placed in Kent at any one time. The figure Kent has on record is 1,340, but OLAs have challenged this. Discrepancies can arise if OLAs fail to inform Kent when a LAC arrives or leaves the county, but an accurate, reliable record of the LAC population is obviously vital so Members can make informed decisions about service needs; and
  - b) similarly, it is difficult to identify accurate costs incurred by those who deliver services to these LAC, as some agencies' costs are clearer and easier than others to identify. For example, schools have not identified any significant costs attached to OLA LAC.
2. Mr Brightwell, Mrs Imray, Mr Doran, Mrs Totman and Mrs Whittle responded to comments and questions from Members. The following points were highlighted:-
  - a) Members expressed concern about the availability of reliable, accurate data, the lack of which might lead to decisions on service provision being based on misleading information. Amongst the various information sources about a child, eg from school and social work

records, it should be possible to know more about them, and it should be possible to trace every child;

- b) The responsibility for notifying a host authority lies with the placing authority, and Kent cannot always rely on having that notice. Kent should be proactive in trying to increase its knowledge of children placed in Kent. Statutory reviews of a LAC's care are also not overseen by Kent but by the placing authority, so there needs to be a robust checking and information matching mechanism;
- c) the various agencies involved with a child in Kent, eg the Health service, know their local LAC population, but as the statutory responsibility to notify KCC does not lie with them, they do not do it. Improving links will take dedicated officer resources;
- d) Members expressed disappointment that police and the Youth Offending Service know more about a LAC than the school service. Kent should adopt a preventative rather than a reactive approach;
- e) It is important to understand the issues around missing children and look at what can be done to address and minimise incidents. The definition of 'missing' is complex. A child who is not where they should be but whose whereabouts are known could still count as 'missing'. Some children, eg those who are seen as particularly vulnerable, cause concern if they are not where they should be for only a short period of time, while others who have a habit of staying out past a curfew, or who are less reliable about keeping track of time will cause their Foster Carers less anxiety, and will be given more leeway. Foster Carers have to report any absence which is out of character for their Foster Child. One absence which simply turns out to be lateness would be recorded as a missing incident;
- f) more information and explanation is needed to set out the context of 'missing children' incidents and explain how statistics are produced, to help Members and the public understand the issue;
- g) KCC regularly monitors the number of alerts of missing children, and the key aim is to locate them and find out what caused the incident so that issues can be addressed and avoided in future – eg it would be useful to identify any correlation between a LAC's age group or education status and the number of missing incidents reported, also the Asylum Seeker status of missing children. KSCB has a subgroup to tackle missing UASC, and meetings are going on with MPs to address the issue;
- h) LAC placed a long way from their home cause a particular risk, and many incidents of missing children are LAC who have left Kent Foster homes to make their way back to their London homes. Reducing long-distance placements will reduce this problem. Also, some LAC are placed without first having education placements, and this may add to the likelihood of them going missing;

- i) surprise was expressed at Mr Brightwell's statement that schools have not reported much impact of OLA LAC. More work is needed to identify true picture. Mr Brightwell and Mr Razey undertook to work together to identify a fuller picture of costs for Kent schools and colleges. Data available varies greatly between districts. Recent DoE data showed that 48% of LAC in Kent at Years 10 and 11 are from OLA. The Waltham Forest judgement of 2008 would have helped KCC to reclaim (some of?) the costs of education OLA LAC, had it not been overturned by the government. Also, it is known that some 50% of LAC will need CAMHS services at some time during their stay in care, and this adds another pressure for Kent's services.
- j) Members expressed concern that the limited number of Foster Carers available in Kent – 1,340 – should be looking after Kent's own children rather than those placed by OLA;
- k) Kent has already reduced the distance at which it will place its own children within the county, and the government should now enforce the 20 mile limit. London Boroughs need to work more closely together to accommodate London LAC within London, by using neighbouring boroughs' facilities;
- l) the information given in report and in response to questions is very helpful in filling in background and helping Members to understand the issue. Having a Select Committee to look at it in more detail would give a fuller picture of impact on Kent; and
- m) Mrs Whittle expressed a view that, although a Select Committee would give a fuller picture and might lead to longer term solutions, the immediate issues needed a quicker response. Regular FOI requests to London Boroughs would allow Kent to monitor problem, but is important that Kent is not seen to demonize any child placed in Kent if this placement is right for them.

3. RESOLVED that:-

- a) the information set out in the report and given in response to comments and questions be noted;
- b) the Corporate Parenting Panel be given more information on the costs of supporting LAC placed by OLAs, and a more in-depth report of how data is used;
- c) the work to be undertaken by Mr Brightwell and Mr Razey, to identify the costs to Kent's schools and colleges of educating LAC placed by OLAs, be welcomed; and
- d) the Cabinet Member, Mrs Whittle, be asked to take forward and address the issues raised by members during discussion and outlined in paragraph 2 above.

### **39. Views from Looked After Young People**

*(Item B2)*

1. Mr Speller introduced the report and explained that information had been gathered using different methods and that all the young people had chosen to share their views. He responded to comments and questions from Members and the following points were highlighted:-

- a) the information offered is valuable but Members would need to be able to see how broad the sample had been and the extent to which the findings would be supported by a broader survey of young people; and
- b) In response to a question, Mr Speller undertook to look further at the data from the online survey to identify any correlation between the number of placements and the young people's time in care.

2. Members were invited to the next regular meeting of the Children In Care Council, which would take place on Saturday 25 February at County Hal.

3. Mrs Imray assured members that the KCC's placement strategy had been revised to prioritise the closeness of placements rather than placement with KCC in house Foster Carers (as to place them with in house carers might mean looking further afield for an avail FC). The development of dedicated LAC social workers will also address the issues identified by young people about relationships with social workers. It is expected that these changes in policy will start to show up in future feedback. Mr Speller updated Members on the progress towards resolution of the four example case studies which had been included in the report

4. RESOLVED that:-

- a) the information given in the interim report and in response to comments and questions be welcomed, and a further report with refined figures is anticipated; and
- b) the revised placement strategy be welcomed.

### **40. The Looked After Children Strategy - Operational Action Plans**

*(Item B3)*

*A copy of the LAC Strategy was tabled.*

1. Mr Brightwell introduced the report and the Strategy and explained that all agencies involved had been required to formulate a detailed operational action plan to implement the Strategy. This work is currently ongoing, and draft action plans will be considered by the Kent Corporate Parenting Group at its March meeting. Mr Brightwell, Mrs Imray, Mr Doran, Mrs Totman and Mrs Whittle responded to comments and questions from Members, and the following points were highlighted:-

- a) all KCC Members had previously undertaken training appropriate to their Level 1 responsibility as Corporate Parents, but CPP Members had greater responsibility (Level 2) and would need further training to

understand and perform this role properly. CPP could also look at how it could become more involved in the implementation of the Strategy. An informal half-day 'brainstorming' session for CPP Members was suggested, at which these issues could be discussed;

- b) Mrs Imray added that, to help Members to fully understand and make the most of their Level 2 responsibility, training should be delivered by an impartial professional person who could help Members identify the difficult questions they should ask to scrutinise and test the KCC services to LAC. To have LAC involved in Members' training would also be useful. Members welcomed these suggestions;
- c) to help Members to understand the role they could play locally in supporting local LACs and their Foster families, Members would need to know to what extent they could identify and engage with local families and what information they were entitled to have. Mrs Imray explained that the more interest Members take in local families the more supported they will feel. In smaller authorities, Members might regularly meet with Foster families, but this is simply not possible in a county the size of Kent;
- d) Members of the Panel with fostering experience explained that Foster Carers have good information networks and are very proactive in find out about local events and services they could access. VSK and Foster Carer liaison officers also help with information sharing; and
- e) It was suggested that KCC members attend meetings their local Foster Carer Advisory Boards and other Groups across the county, and Mrs Totman undertook to write to all KCC Members with details of meetings.

## 2. RESOLVED that:-

- a) The LAC strategy be noted and welcomed; and
- b) a half-day session be arranged at which Members can discuss what input they wish to have in the implementation of the Strategy, what training they need and would like to cover their Level 2 Corporate Parenting responsibility, and how this could be delivered, taking on board the suggestions offered above.

## **41. Young Care Leavers in Post-16 Education** (Item B4)

1. Mr Razey presented a series of slides which set out the work of the Young Care Leavers in Post-16 Education (YCLPE) group in addressing issues facing education for 16+ care leavers, including NEETs. The Group, of which he is the Chair, has worked since 2008 with a broad Membership and good involvement of education professionals across the county. Its aims are to identify and improve, and train staff to respond to, issues relating to 16+ care leavers. He tabled a copy of a new document from the Who Cares Trust, *'Finding Your Way'*. Mr Razey said YCLPE would welcome any support CPP could give to its work. Additional points highlighted during the presentation included:-

- a) although the issue of 16+ education and NEETs is a national one, Kent has a particular challenge to address as its NEET LAC population is two times the national average;
- b) YCLPE works with 19 other local authorities to address the issues facing their LAC placed in Kent, so links with an issue which is receiving much attention at the moment, as highlighted in Item B1 of this agenda; and
- c) good communications and relationships with partners such as VSK, HE/FE Colleges, Connexions, etc, are vitally important.

2. Mr Razey, Mr Doran and Mrs Imray responded to comments and questions from Members and the following points were highlighted:-

- a) Mr Doran pointed out that, although much of VSK's work so far had been focussed on under 16s, as NI targets which it needs to meet are concentrated there, extending that work to the over 16s was part of VSK's long-term plans, starting in September 2012;
- b) Members expressed concern that Connexions funding, once it is paid direct to (and hence controlled by) schools, might not be spent effectively, and asked how the KCC or the CPP could influence its allocation. Mrs Imray assured Members that LAC teams offer support up to age 18 and do not enforce any point of transition, structuring its service delivery to suit the needs of individual young people;
- c) the '*Finding Your Way*' document included three options for 16+, but it could usefully include something which the Student Journey Select Committee had come across in its evidence gathering; the '4th option' – start your own business; and
- d) The Chairman suggested, and it was generally agreed, that Mr Razey be asked to make his presentation to a meeting of the Cabinet.

3. RESOLVED that:-

- a) the information set out in the presentation and given in response to comments and questions be noted and welcomed; and
- b) the presentation be made to a meeting of the Cabinet.

**42. Update on the work of Kent's Adoption and Permanency Panels in the context of New Regulations and New National Standards for Adoption**  
(Item B5)

1. Ms Skinner introduced the report and explained that she is now seconded to the Coram charity. Coram are working with the KCC Adoption service to find the most effective way for adoption panels to work, increase the number of cases which come to them and shorten the time these cases take to process. Ms Skinner responded to comments and questions from Members, and the following points were highlighted:-

- a) the statistical picture of the numbers of children and prospective adopters going through the assessment and matching process is complex and changes daily, but figures for the end of January 2012 are as follows:-
    - 65 ongoing assessments of households
    - a total of 81 households approved as prospective adopters
    - 93 children (these could include groups of siblings) ready for adoption and awaiting placement;
  - b) of the 58 households approved and ready to adopt, only two had waited more than two years to have a child placed with them, and the reasons for this delay will be investigated;
  - c) there are three cohorts of children for whom statistics are collected:-
    - those placed with prospective adopters, awaiting an adoption hearing
    - those ready to be placed (93, listed above)
    - those coming through the process for future assessment and placement; and
  - d) Members asked for more information on the number of children awaiting hearings, and some details of this cohort - age profiling, sibling groups, etc
2. RESOLVED that the information set out in the report and given in response to comments and questions be noted, with thanks, and an update report be submitted to every meeting of the Panel.

### **43. The Adoption Service** (Item B6)

1. Mrs Totman introduced the report and explained that, since last reporting to the Panel, the adoption service had received the written report of its recent Ofsted inspection, with the grading of 'inadequate, under management'. This grading had been revised since the initial oral feedback. Since the inspection and the initial oral feedback, Kent had continued with its programme of improvement, and the draft action plan which had arisen from Martin Narey's report had now been finalised. Mrs Totman assured Members that the Ofsted report was taken very seriously. Members commented that the action plan made no mention of the role of Members or Cabinet Members in the programme of improvement.

2. Mrs Whittle added that the key to improving the service is to build a sufficient pool of adopters, and much work had gone into increasing the pool and addressing the speed of placement. The key statistics on which Members needed to be frequently updated is:-

- how many children are awaiting adoption?
- how many adopters are available and ready to take them?
- how long does it take to match the two?

She emphasised that Kent had proved itself to be proactive and forward looking in commissioning Martin Narey's report to give a frank and full picture of the service so that improvements could start being made as soon as possible. Much work had

already gone on and was still going on, the effects of which will soon be seen in the improvements being made.

3. RESOLVED that:-

- a) Ofsted's written feedback be welcomed and the action plan be taken forward; and
- b) Future adoption update reports include the three key statistics set out in paragraph 2 above the information listed in paragraph 1 d) of item B5, above.

This page is intentionally left blank

**Minutes of the Children's Service Improvement Panel**  
**Meeting Held: 7 December 2011 14:30 Cabinet Room**

**Present:**

Mrs Whittle (Chair)  
Mrs Allen  
Mr Christie  
Mr Ferrin  
Miss Hohler  
Mr Lake  
Mr Smith  
Mrs Waters

**Officers:**

Andrew Ireland  
Jean Imray  
Donna Shkalla  
Jennifer Maiden-Brooks  
Fiona Maycock (Clerk)

**Apologies:**

Mrs Dean  
Mr Wells

**1. Previous Minutes**

1.1 The minutes were provisionally approved with requests for alterations to improve accuracy.

1.2 A report on progress towards the adoption target was agreed to be received at the February meeting. Mrs Whittle described some of the possible improvements which could be made to increase the number of children adopted, including working groups with the courts, more information for prospective adopters, improving the website, an interim management team and encouraging collaborative working between children's services and adoption teams.

**2. Progress Report**

2.1 Andrew Ireland explained that the draft report following the Inspection of the Adoption Service has not been produced because the inspectors are returning on 8<sup>th</sup> and 9<sup>th</sup> December.

2.2 The progress report demonstrates the improvements made over time; the deep dives have been a substantial contribution to this and will be continued in 2012 with dates set in January, March and June.

2.3 Andrew Ireland reported having visited all 12 districts, and seeing the improvements in offices at Croft and Queen's Houses. He was encouraged by the morale of staff, manager grip on data and district level issues and the amount of drive forward.

2.4 Support was shown for the LAC “pods” which are estimated to have considerable impact and a better alignment with adoption. The LAC Placement Strategy will come to a future meeting of this panel.

2.5 In respect to the trends shown in the Initial Assessments graph on page 4, Donna Shkalla explained the expected rise and fall in numbers of referrals and therefore assessments due to seasonal variations. However the reduction in September seems to have levelled following the full implementation of the Central Duty Team.

2.6 It was confirmed that approximately 10% of Kent children are placed out of the local authority boundaries. Mrs Whittle described the criteria for placing Kent children outside of the county and asked Members to consider the needs of the child.

2.7 Jean Imray assured Members that there are no unallocated Child Protection or LAC cases, and herself and Andrew Ireland are routinely informed of reasons for unallocated cases on a weekly basis.

2.8 A child in need is one who “is unlikely to achieve or maintain, or have the opportunity of achieving or maintaining, a reasonable standard of health or development without the provision for him/her of services by a local authority”. The Children in Need in Kent do benefit from the money raised by the National Children in Need campaign, however, the majority of this money goes to children benefiting from the work of preventative service work.

2.9 A targeted intervention service (mainly for under 2 years and adolescents) which meets the needs of families 24 hours a day is in procurement, and work towards commissioning a contact service has begun.

### **3. OfSTED Inspection Report**

3.1 Jean Imray indicated that the suggested areas for development in the report are covered by the phase 2 improvement plan. Members should be reassured that, if this had been an inspection of a “performing authority” and emergency inspection would not have been triggered.

3.2 It was acknowledged that staff are showing more productive working in comparison to the previous OfSTED inspection, however there are still areas for improvement and to achieve this, tools must be given to allow staff to work efficiently and effectively.

### **4. Multi-agency Access Point Report**

4.1 Jean Imray Described the proposed model and emphasised the benefits of having agencies that take Child Protections Referrals being in the same office.

4.2 The current model of the Central Duty Team has reduced referrals into Specialist Children's Services; with other agencies coming into the Central Referral Unit additional focus will be evident.

4.3 Jean Imray confirmed that staff from Specialist Children's Services (including Out of Hours) will make up the largest proportion of the Central Referral Unit.

## **5. Data Reports**

5.1 Donna Shkalla tabled the data report published by the DfE but raised caution in using it for current comparisons due to the progress made since March 2011.

5.2 Donna Shkalla informed Members that additional data will be released by the DfE in the near future which allows you to see which authorities are in intervention to allow for better comparisons.

## **6. Any Other Business**

6.1 Nothing to discuss.

## **7. For Information Reports**

7.1 Donna Shkalla explained that the sample scorecard and data report in the KSCB report will be used to improve the scrutiny function of the KSCB. The maps show variations across the county however they do only show a snapshot and can hide the trends in the data.

## Dates of future meetings

<b>Agenda Setting*</b>	<b>Time</b>	<b>Meeting</b>	<b>Time</b>	<b>Venue</b>
12 April	4 pm	26 April 2011	12.30	Waterton Lee
3 May	11 am	17 May	4 pm	Swale 3
7 June	4 pm	22 June	9 am	Medway
6 July	3.30 pm	13 July	3 pm	Swale 3
27 July	10 am	25 August	11 am	Swale 3
31 August	2 pm	20 September	2 pm	Medway
12 October	10.30am	24 October	2.30 pm	Cabinet Room
15 November	11am	7 December	3pm	Cabinet Room
<b>4 January 2012</b>	<b>3pm</b>	<b>17 January 2012</b>	<b>2pm</b>	<b>Cabinet Room</b>
14 February	10am	29 February	2.30pm	Cabinet Room
21 March	10am	11 April	3pm	Cabinet Room

**Minutes of the Children's Service Improvement Panel**  
**Meeting Held: 17 January 2012 14:00 Cabinet Room**

**Present:**

Mrs Whittle (Chair)  
Mr Christie  
Mrs Dean  
Mr Lake  
Mr Smith

**Officers:**

Andrew Ireland  
Jean Imray  
Donna Shkalla  
Jennifer Maiden-Brooks  
Fiona Maycock (Clerk)  
Michelle Woodward

**Apologies:**

Miss Hohler

**1. Previous Minutes**

1.1 The minutes were approved as an accurate record of the last meeting and agreed for distribution to Cabinet.

**2. Progress Report**

2.1 Members were reassured that both Andrew Ireland and Jean Imray see detailed information on a weekly basis about the cases which are unallocated for more than 28 days.

2.2 Donna Shkalla confirmed that the number of children in need and number of children subject to a child protection plan in Kent far exceeds comparisons to our statistical neighbours. The number of LAC however, when factoring in deprivation levels, is more consistent with statistical neighbours. Despite Kent not being an outlier, nationally the number of LAC is of concern which mirrors Members and Officers views in Kent.

2.3 Focused work to move long term child protection cases onto other arrangements has had a significant impact on the overall numbers of children subject to a child protection plan.

2.4 Mrs Dean requested that statistical neighbour information be included in the graphs in future Progress Reports to aid understanding.

2.5 Donna Shkalla explained various factors affecting the increase in percentage of Core Assessments completed within timescale. However, it was warned that quality of casework could not be determined by timescale data; a percentage completed close to 100% would likely indicate a reduction in casework quality.

2.6 In terms of case audits, results suggest that too many cases were rated as good prior to the workshop, a reflection of the OfSTED conclusions. The workshop focused on expectations and understanding of what constitutes

each of the ratings, including examples of what good cases look like. This changed ratings to levels closer to expectations.

2.7 Improving the quality of casework can take between 3 to 5 years; the shift will be gradual within the reports. The post-workshop data shows the baseline on which to build; this should be included in future references to performance. Donna Shkalla recommended targets not be set until trends are evident with additional audits.

2.8 Mrs Whittle asked for a presentation on the progress made in recruiting experienced Social Workers to be included on a future agenda.

2.9 Members agreed that more involvement for children and parents would be beneficial both to families and staff. Jean Imray confirmed this emphasis is in the Phase 2 Improvement Plan but will be an increased focus going forward.

### **3. Practice Improvement Programme Report**

3.1 Jean Imray emphasised the Practice Improvement Programme as just one element of the package of quality and practice improvements. The programme will work with individuals to focus on caseloads, quality, working practice and embedding good habits.

3.2 Donna Marriott confirmed the timetable of the programme was developed following learning from the DIAT Improvement Programme. The weekly report is expected to evidence the programme's effect.

3.3 Members were assured of the value external consultants (Beverley Clarke and Debbie Owen) contribute to this programme as they have built relationships and trust with teams, and Social Workers embrace their suggestions for change.

### **4. OfSTED Targets Performance Report**

4.1 The shifted focus in the Phase 2 Plan towards improving quality has meant the performance reporting needs have changed. District scorecards will replace the monthly report with trend information to be added to the quarterly report. Members highlighted the need for using a single data set in a multitude of settings. The scorecards will form the basis of the Deep Dives to explore the process and understand any issues, with additional contextual information from the Heads of Service.

4.2 The indicators and targets have been set by a focus group of staff and reflect the expectations for the future. Some targets will be revised at 1<sup>st</sup> April to reflect the impact of the backlog seen in the current year.

4.3 Multi-agency reports will include the KSCB monthly report, Kent Corporate Parenting quarterly report and a report being scoped for the Central Referral Unit. Members suggested that a form of performance report should go to the FSC Committee, as the Kent Corporate Parenting Report (currently goes to Cabinet and POSC) is very broad. The locality boards would also benefit from specific data; Donna Shkalla confirmed that initial discussions around performance data have been positive.

4.4 In terms of the ratings on the scorecard, many of the green indicators reflect Phase 1 actions, whereas many of the red indicators represent partnership working and Phase 2 areas for development. However there are still some issues with recording, evident by red ratings (e.g. percentage of children seen at initial assessment).

4.5 The impact of the backlog and the Central Duty Team will be monitored as it moves to the Central Referral Unit.

## **5. Supervision Training Report**

5.1 Michelle Woodward outlined the need for improving supervision arrangements following the OfSTED inspection in October 2010. Training sessions were run between December 2010 and April 2011, with an audit to assess the impact in July 2011. The results of the audit showed, against anecdotal evidence, that improved practice had not been embedded.

5.2 A new training provider is being procured and will focus on improving skills and effective and smarter recording of supervision. In addition, the number of supervisees per supervisor will be addressed in the structure proposals.

5.3 Michelle Woodward confirmed that the disciplinary process for overseas staff is the same as for British staff; a set of standards are to be met and robust management needs to be evidenced before action is taken.

## **6. Data Reports**

6.1 Jean Imray indicated that the Deep Dives will focus on the action taken to safeguard children at risk and the summary of all Deep Dive actions will be included in the next Progress Report from Andrew Ireland.

6.2 Recommendations from Martin Narey's report will be incorporated into districts and specialist services work.

## **7. Any Other Business**

7.1 Nothing to discuss.

## 8. For Information Reports

8.1 The inspection-ready programme for DIAT teams continued until all districts were rated as green. Plans from this programme, together with plans from the deep dives will identify areas of challenge to move forwards.

8.2 Priority three focuses on the importance of the preventative services role in Specialist Children's Services and how we can prevent too many children tipping into specialist interventions. £2.7 million will be spent on the Preventative Service including reintroduction of the Family Support Service.

8.3 There is a zero tolerance on LAC permanent exclusions, so the prevention of 14 as reported in the Summary Report was raised as a significant achievement.

### Dates of future meetings

Agenda Setting*	Time	Meeting	Time	Venue
12 April	4 pm	26 April 2011	12.30	Waterton Lee
3 May	11 am	17 May	4 pm	Swale 3
7 June	4 pm	22 June	9 am	Medway
6 July	3.30 pm	13 July	3 pm	Swale 3
27 July	10 am	25 August	11 am	Swale 3
31 August	2 pm	20 September	2 pm	Medway
12 October	10.30am	24 October	2.30 pm	Cabinet Room
15 November	11am	7 December	3pm	Cabinet Room
4 January 2012	3pm	17 January 2012	2pm	Cabinet Room
<b>14 February</b>	<b>10am</b>	<b>7 March</b>	<b>3pm</b>	<b>3<sup>rd</sup> Floor, Brenchley House</b>
21 March	10am	11 April	3pm	Cabinet Room

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 – 22 March 2012

Subject: **CHILDREN’S SERVICES IMPROVEMENT PLAN - UPDATE**

Classification: Unrestricted

---

Summary: Provides Members with an update on progress on the Children’s  
 Services Improvement Plan

---

## Introduction

1. (1) This report updates Members on developments since the last report, highlighting areas for attention.

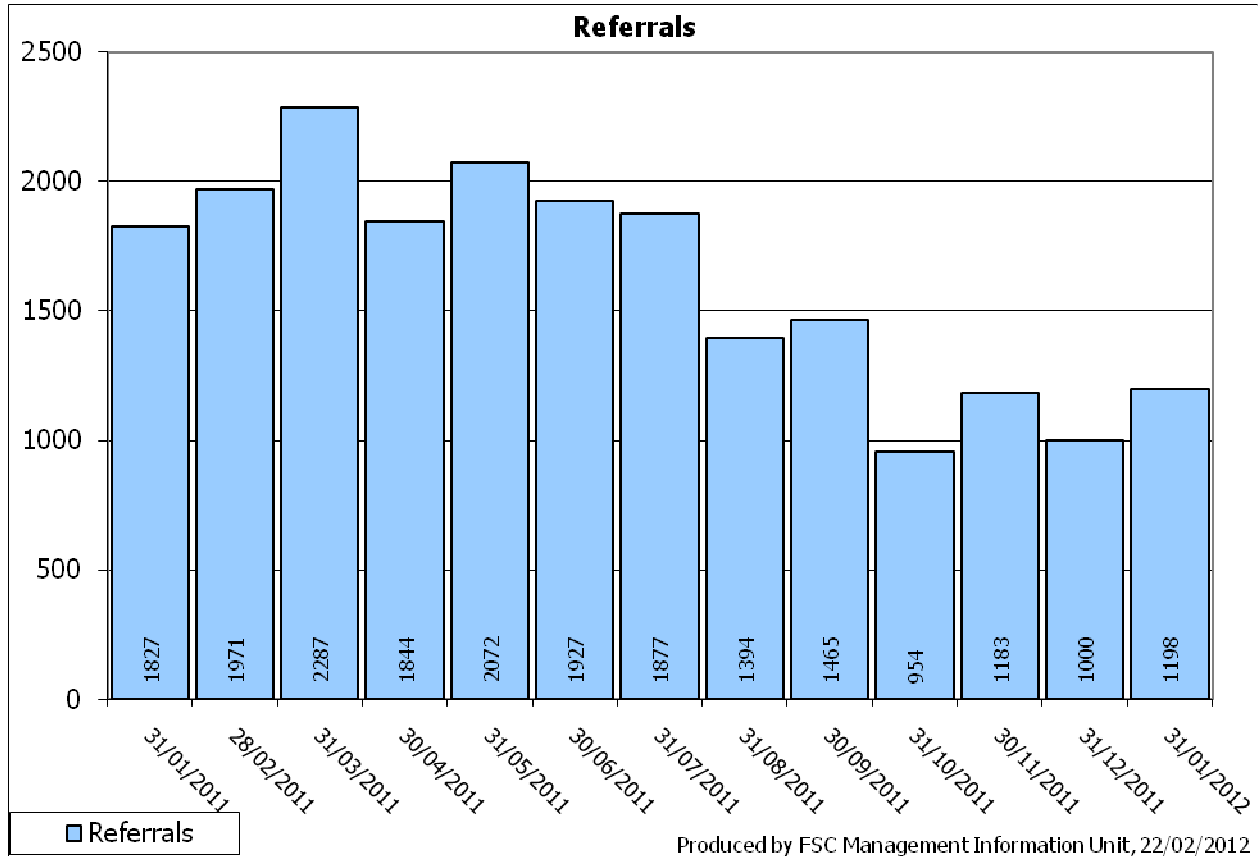
## Progress

2. (1) We have continued to sustain good progress across the key areas during this period:

- The Central Referral Unit went live on 23 January, with the Police and Health joining Specialist Children’s Services (CDT). Examples of improved practice are already emerging.
- Sustained reduction in referrals
- Trend reduction in the number of Initial Assessments
- Improvement in Initial Assessments timescales
- Maintenance of low numbers of Initial and Core Assessments outside of time targets
- Cases remaining unallocated over 28 days are now rare
- Significant reduction in the number of children subject to a plan
- The first phase of the Specialist Children’s Services (SCS) restructure is now underway with a range of staff consultations having commenced
- The last of the dedicated Looked After Children Teams became operational during this period
- The Adoption Service is now under the management of Coram with a Project and County Manager in place. Work has already begun to review all children who have been waiting for an adoption placement.
- The marketing element of the Fostering Service has been outsourced and work on rebranding and website for both Fostering and Adoption improvements has begun.
- ‘Deep Dive’ reviews have examined performance against the scorecard in all 12 Districts.

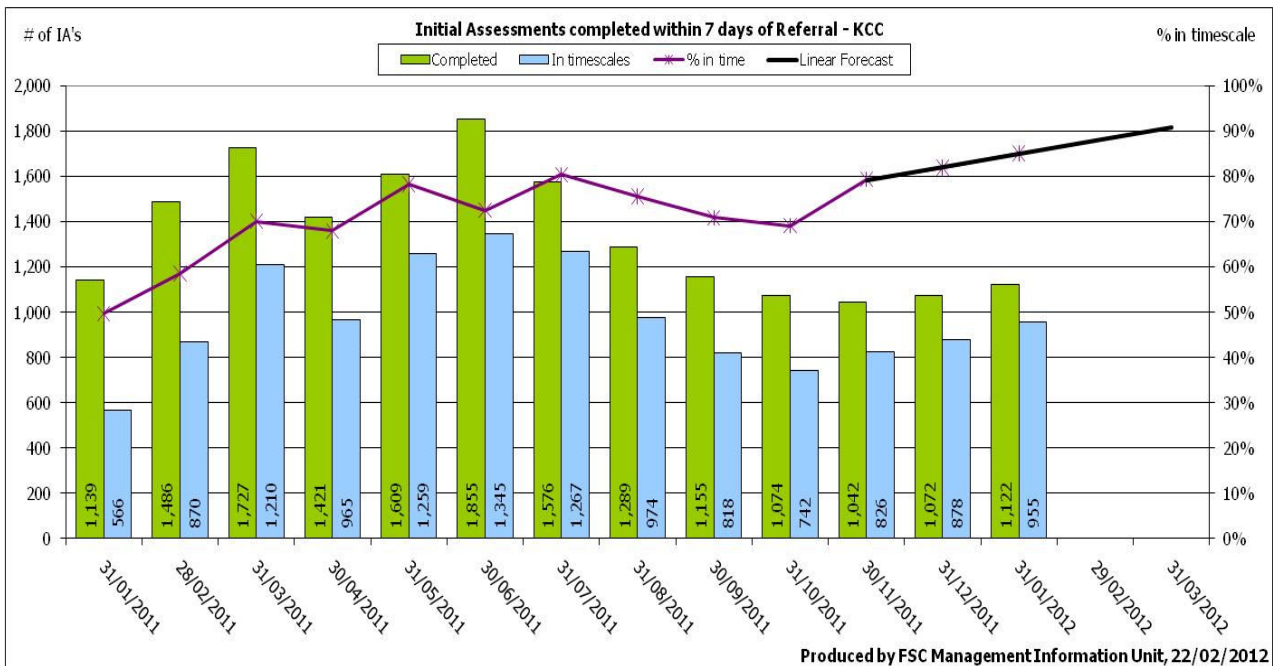
## Referrals

3. (1) The number of referrals accepted continues to reduce. We are currently performing above the target figure of 533.1 per 10,000 (at 631). This is an improvement on last month's performance (651.1), and shows an overall consistently positive trend. We expect this number to continue to reduce as the CRU becomes embedded.



## Initial Assessments

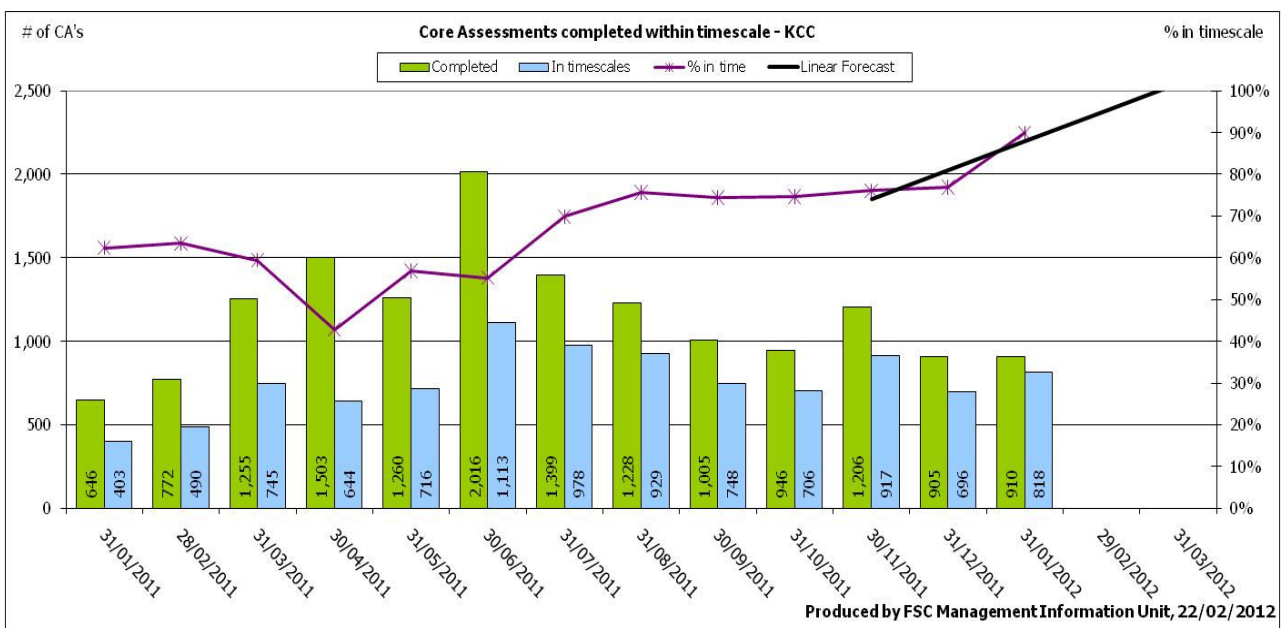
4. (1) We continue to be performing well in the timeliness of Initial Assessments. 75% were completed within 7 days of referral in December (exceeding the 69% target) and this shows a continuing of the upwards positive trend, signifying sustained improvement. The reduction in Initial Assessments has continued in-line with the reduction in referrals. In December, only 19 assessments were in progress outside of timescale, well below the target of 200, and this marks a consistent pattern of improvement. The year-to-date figures of the numbers of Initial Assessments per 10,000 population is above the target of 415.4 at 526, and though this is higher than the target rate, it is still within tolerance.

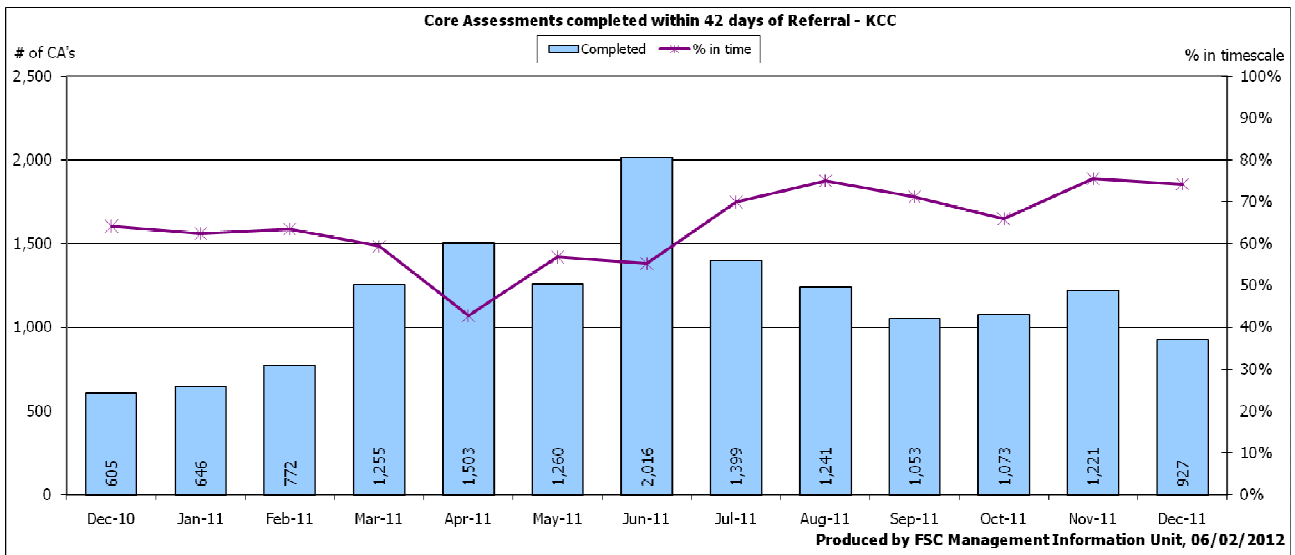


(2) The above chart demonstrates the continued improvement in Initial Assessments completed within timescale, indicating that better performance management practices are now the norm.

### Core Assessments

5. (1) Despite a dip in December, overall improvement in completion within timescales remains steady. Some Districts are performing better than others, and are regularly exceeding the target. This was examined in detail at the recent Deep Dive sessions, and it was found that the volume of Core Assessments being undertaken across the County is still too high. This is being linked with high levels of s47 enquiries, and a piece of work is currently underway to review the application of thresholds in this regard.

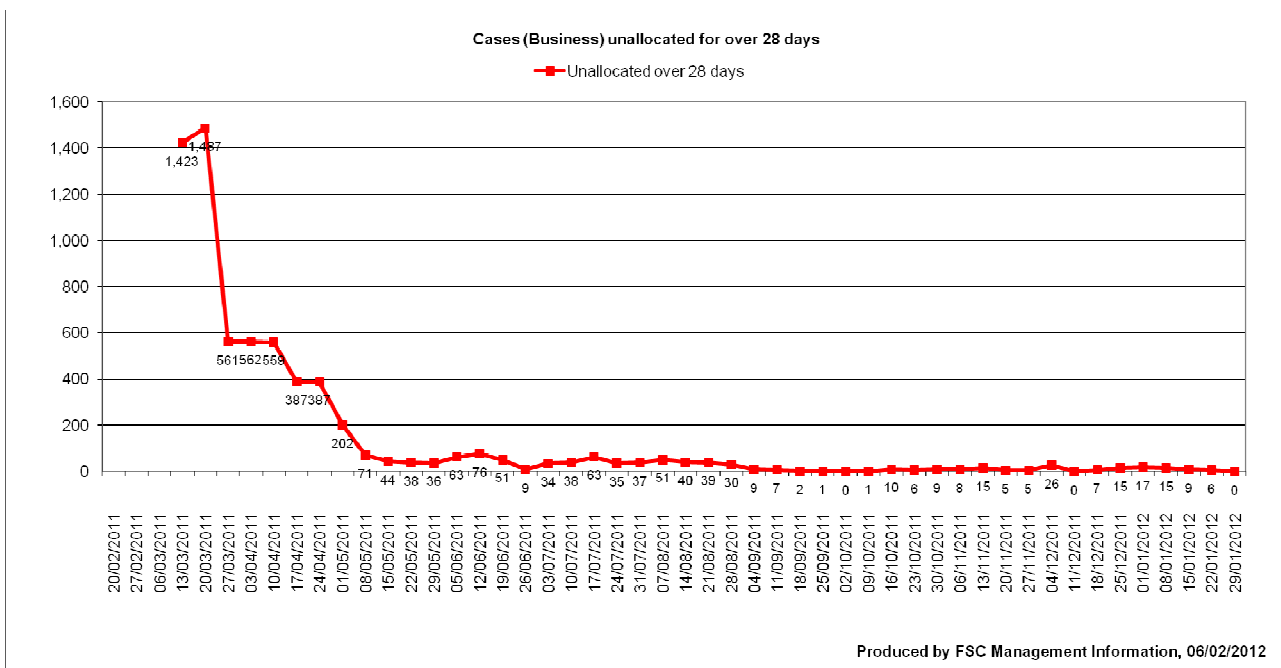




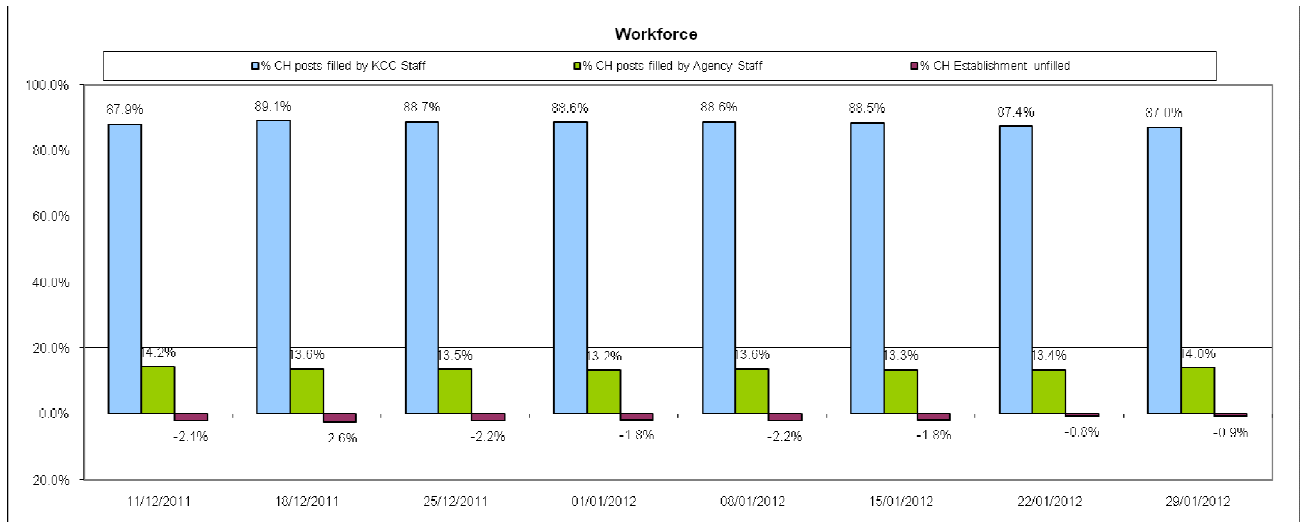
(2) We continue to sustain targets for Core and Initial Assessment outside of timescales. A slight rise in December led to a refocus on ensuring we maintained performance. This action was effective, and the graphs below demonstrate we remain within target.

### Unallocated Cases

6. (1) The number of unallocated cases both under and over 28 days remain within acceptable limits. The graph below demonstrates a reduction in all unallocated cases (those over 28 days) between March 2011 and January 2012.

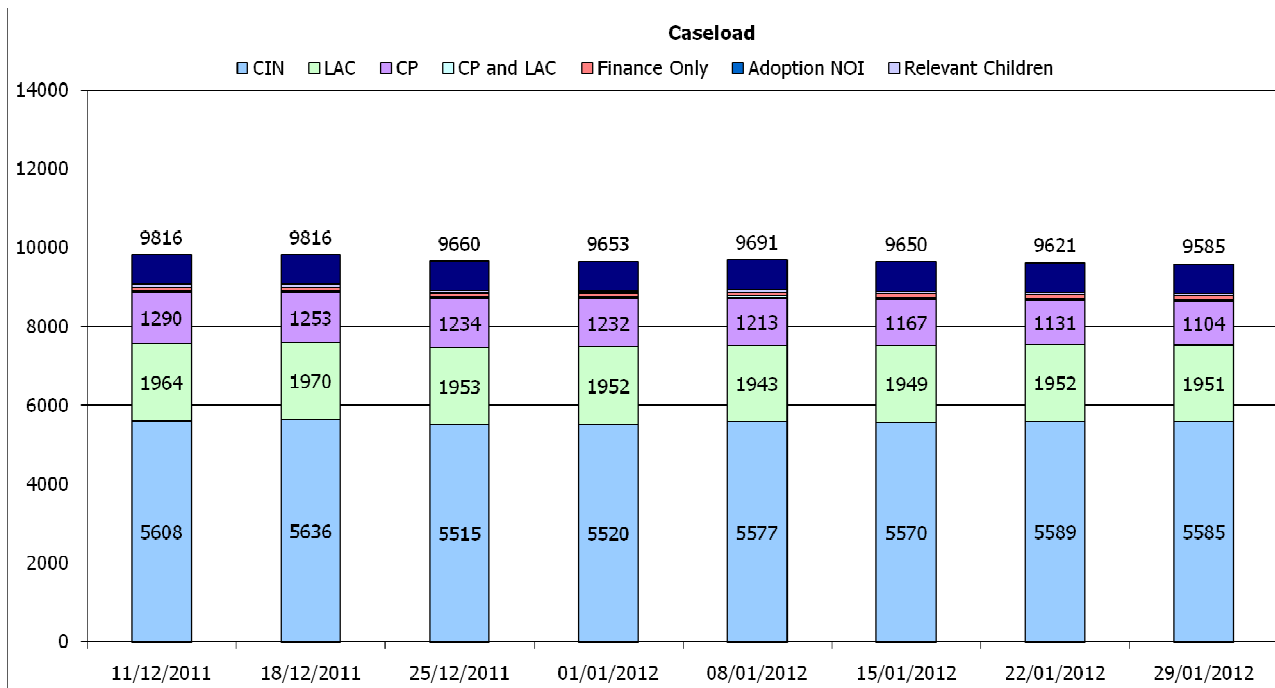


## Establishment



7. (1) The graph above shows the number of agency staff members has remained fairly static, though measures are in place to boost the recruitment of experienced social workers - and thereby to reduce this figure - in the medium term. These measures include the employment of a recruitment firm, TMP, to lead the next phase of the recruitment campaign. Workforce information demonstrates we are very slightly over establishment for case-holding posts, with an additional 0.9% (2.2% in the January Scorecard). Case-holding posts filled by KCC staff members have remained relatively consistent, rising slightly from 87.0% to 88.7% over the period. Work undertaken as part of the restructure proposals will address the over establishment issue by ensuring that teams have, within their revised establishment, sufficient staff to undertake the work required in every District.

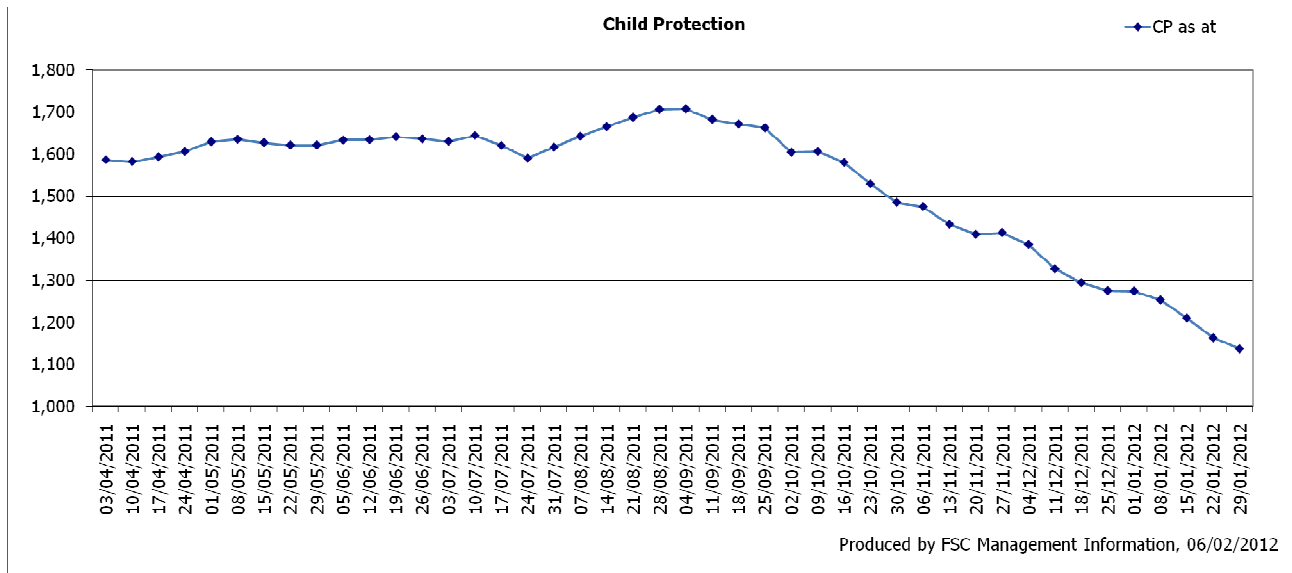
## Caseloads



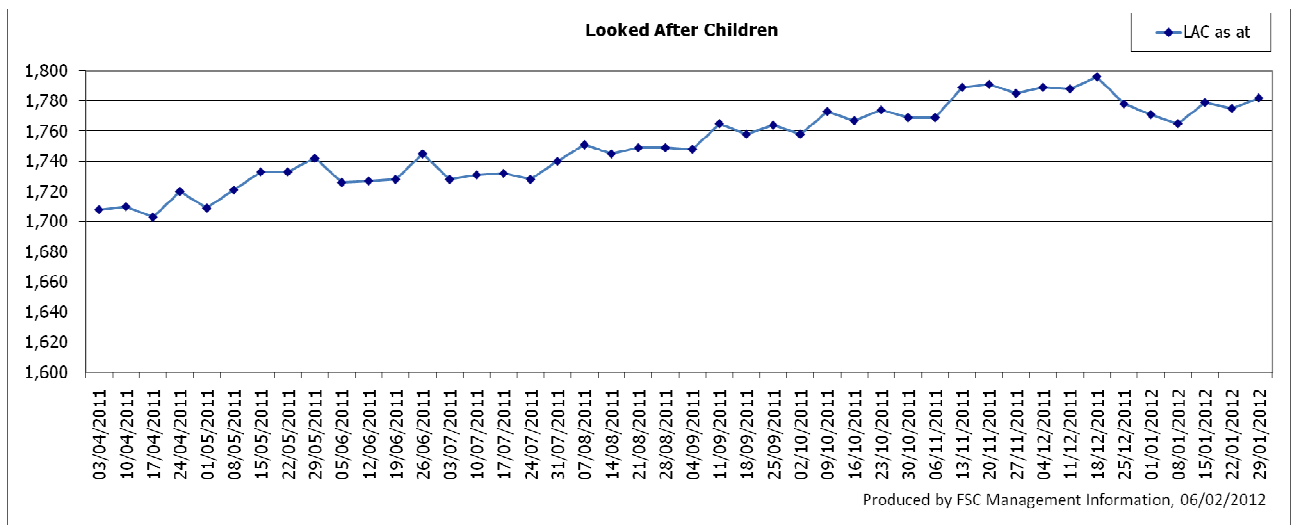
8. (1) Total caseloads have continued to reduce, with the caseloads for social workers in fieldwork teams averaging 20.4 per person. There are still some anomalies in the system which, once ironed out, will see average caseloads reducing still further.

### Child Protection Plans

9. (1) The graph below shows we are continuing to see the considerable reduction in the numbers of children subject to a plan. This reduction has largely been achieved as a result of the sustained focus on ensuring that the right children have plans. The biggest gain has been in terms of de-planning children who are now Looked After. However, greater scrutiny of existing plans and tighter application of thresholds by District Managers and Conference Chairs has also contributed to the reduction. In addition, revised and enhanced Children In Need planning processes appear to be serving to reassure other agencies that children who are not subject to CP plans will nonetheless continue to be in receipt of appropriate levels of intervention.



### Looked After Children



10. (1) The number of children who are Looked After continues to be a challenge although the numbers do appear to have stabilised overall. However, many of the plans and strategies that aim to reduce numbers are only just beginning to be realised in operational terms and some are still to be implemented.

(2) The restructure proposes the development of dedicated Adolescent Teams in all areas. Currently not all Districts can access this type of service. These in-house teams will be supplemented and enhanced by the commissioning of an adolescent focussed crisis response service. The service specification has been completed and the tender process will commence in early March. Work is also underway to go out to tender for a provider who can better manage the demands posed by 16 and 17 year olds who require supported housing (Southwark Judgment).

(3) Similarly other high level family support services which aim to prevent family breakdown have yet to come on-line, although the tenders are underway. The combination of the dedicated Looked After Children Teams and the arrival of Coram to manage Adoption Services will see a renewed focus on tackling drift in care planning to ensure that children benefit from permanent care arrangements outside of the care system whenever possible.

(4) In short, we would not expect to see significant reductions in numbers of Looked After Children at the current time, as whilst the mechanisms to necessitate the requisite reductions are in place they are still to be implemented. Once implementation of the plans has commenced and changes to working practices have begun to become embedded, the expected outcomes will begin to be realised.

## **Conclusion**

11. (1) Overall steady progress has been maintained over this period, and holistically it appears that positive trends are being maintained. The complimentary focus of the Phase 2 Plan is on improving the quality of the work that lies underneath the headline indicators.

(2) The Deep Dive Reviews have revealed that in some Districts good practice is a common feature - though there remains some inconsistency across the County as a whole, and there is still much work to do to embed comprehensive change. However, the Deep Dives were mostly extremely reassuring as they showed the desire and commitment of front line managers to adapt where required in order to achieve sustained improvement.

(3) Furthermore, the proposed restructure is designed to enhance integration across service areas and to increase management oversight; it is also designed to increase understanding of the child's journey, and the early signs are that it will generally be welcomed by staff.

## **Recommendation**

10. Members are asked to NOTE and COMMENT on the progress that has been made since the last report.

Andrew Ireland  
Corporate Director Families and Social Care  
01622 694173  
[andrew.ireland@kent.gov.uk](mailto:andrew.ireland@kent.gov.uk)

*Background documents:* None.

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 – 22 March 2012

Subject: **COMMON ASSESSMENT FRAMEWORK (CAF) IN KENT – A  
PROGRESS REPORT**

Classification: Unrestricted

---

Summary: The purpose of this report is to inform and update Members about the progress on embedding of the Common Assessment Framework (CAF) in Kent.

---

## Introduction

1. (1) The Common Assessment Framework (CAF) is a way of working that aims to identify, at the earliest opportunity, a child's and family's additional needs which are not being met by universal services, and provide timely and co-ordinated support to meet those needs. The CAF is based on solution-focused practice and enables practitioners and families to work in partnership to improve their outcomes.

(2) Ofsted found during its Safeguarding and Looked After Children inspection of Kent in 2010 that,

**"Although the Common Assessment Framework (CAF) was launched [in Kent] during 2007–08 it is not yet established in any of the universal services with the exception of one locality. This is recognised and acknowledged by the council and partners. Consequently, a key strand of the partnership's preventative agenda is ineffective."** Inspection of safeguarding and looked after children services Ofsted 2010 pp.10

(3) Strengthening the CAF process in Kent is a key task (3.2) under Priority 3 of Phase 2 of KCC's Improvement Plan for Safeguarding and Looked After Children, Putting Children First and supports the Early Intervention and Prevention Strategy. The plan requires CAF arrangements to be strengthened and embedded across partner agencies to "ensure that children with additional needs are responded to before their needs become acute and require specialist children's services" Phase 2 Putting Children First, outcome 3.2.1

(4) Ensuring that use of the common assessment process (including the Team Around the Family and the Lead Professional) is part of day-to-day practice is not about slavishly following a form or process: it is about ensuring there is a robust assessment of need that brings together the right package of support and advice at the right time and puts the child and family at the heart of the process. This principle is backed by the recent final report of *The Munro Review of Child Protection*.

## **Progress update on the CAF in Kent**

### *Use of CAF and Partner engagement*

2. (1) Over the last 12 months, there has been a trend of increasing engagement in the CAF process, with 1,817 CAFs completed in the ten months to date in 2011/12 compared with 1,467 CAFs completed in the 2010/11 financial year. This increase takes us to a ratio of 67.1 CAFs per 10,000 children as at January 2012, which has already exceeded the target in Phase 2 of Putting Children First to increase the total number of CAFs to a ratio of 58.9 per 10,000 children in Kent over the 2011/12 financial year.

(2) Schools continue to be the main initiators of common assessments, accounting for 83.2% of the CAFs from April 2011 to January 2012, although there is emerging evidence of an increase in engagement of other agencies.

(3) Health initiation of CAFs has been low and slow to build, given that some health services are universal. There are some initial signs of improvement, for example, the number of common assessments completed by health staff has started to increase in the last year (28 CAFs initiated in 2010/11 compared with 90 in the ten months to date of 2011/12). However, it is recognised that use of the CAF still needs to be embedded in day-to-day practice for health staff, and there is now a strategic commitment to use of the family CAF across Kent Community Health Trust from April 2012. Colleagues from Health Commissioning are also working with SCS to develop an administration hub to help remove previous barriers to engagement.

(4) Following a pilot in Swale, Thanet and Medway, Kent Police has also agreed to roll out use of the CAF, where appropriate, to support young people with anti-social behaviour issues. Work is also underway to agree how Kent Police will use the CAF to support in some domestic abuse cases and children missing from home.

(5) Partner engagement in Team Around the Family reflects that although agencies such as health and education support services (e.g. specialist teachers, educational psychologists) do not initiate high numbers of CAFs, they have strong engagement in the process as members of Teams Around the Family.

(6) Members should note that further work is needed to secure strategic commitment to the Early Intervention and Prevention Strategy and the use of the Family CAF across wider KCC and partner services.

### *Development of the Family CAF*

3. (1) Following feedback from a number of services, practitioners and families using the CAF, Kent has now developed a more user-friendly and family-centred approach to the common assessment process. The new family CAF assessment form and action plan were introduced across the county from November 2011 and are now available for all CAF initiators and lead professionals to start using with families as well as individual children. Practitioners who have used it already have given us positive feedback:

**“Parents are actually feeling comfortable and not threatened”**

**“Using the family CAF has opened up my conversations with families that may never have been opened up before.”**

(2) The family approach also reflects recent local analysis of a sample of 100 CAFs. This found that most CAFs are about family circumstances and needs, with only a few being focused solely on children's needs. The family CAF approach has already encouraged engagement from some partners, notably health services. It is hoped that it will also encourage use by wider partners, including those primarily working with adults.

(3) To support this approach, the range of services engaged with the CAF process, particularly those that contribute to the team around the family, needs to be broadened. This reflects the need to engage services working with adults as well as children. Strengthening links with services that already take a family approach, such as Family Group Conferencing, will help support some individual families in the CAF process and could also provide best practice examples for other practitioners to work in this way.

(4) As mentioned above, securing full strategic commitment to the Early Intervention and Prevention Strategy and the use of the Family CAF across wider KCC and partner services will be crucial to this approach.

#### *Ensuring effective links with Children's Social Services*

4. (1) Working with families through the CAF and Team Around the Family approach can help to prevent the need for specialist children's services. Procedures have been put in place with Children's Social Services (CSS) to make sure that social workers identify families who would benefit from this way of working and that they are transferred to be supported by preventative services (this is sometimes known as 'stepdown'). There are three key points at which this is being embedded:

- At the point of decision-making by Central Duty Team about consultations and referrals that do not meet the threshold for intervention by Children's Social Services.
- Following an Initial or Core Assessment when it is determined that the family does not meet the threshold for intervention from Children's Social Services
- At the point of closure of Child in Need cases.

(2) Effective transfer arrangements are intended to ensure families receive support to prevent them needing specialist services. This will contribute to a reduction in referrals and re-referrals to Children's Social Services.

(3) Following improvements to the CAF performance monitoring framework, monthly data on the number of cases and children being supported through these procedures has been collected since November 2011. Although there is insufficient data to establish trends, these early figures show that the number of cases transferred following an Initial Assessment or Child in Need closure is increasing: 27 more cases transferred during January (104 in total) than there were transferred during November (77 in total).

(4) Action to further embed the appropriate use of these transfer procedures is underway and includes:

- Establishing a consistent full-time representation of Early Intervention Co-ordinators in the Central Duty Team
- Enhancing social workers' awareness and understanding of the procedures through inclusion in the Children and Families Performance Improvement Programme

- Improving tracking and monitoring of cases through inclusion of step down to CAF as an outcome in relevant ICS exemplars ahead of implementation of the new system
- Inclusion of CSS transfer data in the monthly performance management reporting. Targets are currently being developed.

#### *Further areas of progress*

5. (1) Under the Improvement Plan, a number of other actions have been undertaken to strengthen and embed the CAF in Kent:

- A review of the Single Point of Access in order to simplify processes and ensure that appropriate advice and support packages can be agreed in a timely manner. Guidance is being drafted for the changes to take effect from 1 April 2012.
- A review of the performance management framework has been completed and implemented to ensure effective recording and reporting of activity and outcomes for CAF initiation, Team Around the Family and transfers from Children's Social Services. Performance Indicators and targets have been developed to monitor progress.
- The Integrated Processes Training Programme has been reviewed and revised in response to practitioner feedback. This now includes e-learning and a revised one day practice-based workshop. The new programme is now available across the county and initial feedback from delegates has been very positive that the course has increased their confidence to use the family CAF.
- Development of service standards for the CAF and Team Around the Family is underway and will shortly be consulted on with partners and service users.
- The quality assurance framework is being reviewed to help ensure improved outcomes for children and families, and to highlight areas for further development and training needs.
- Service specifications for the commissioning of Early Intervention and Prevention Services have incorporated use of the family CAF as a way of working and assessing need to inform decisions about access to services.
- Capacity within Specialist Children's Services (SCS) to support early intervention and the CAF process is being taken into account as part of the restructure of the service.
- Colleagues from Health Commissioning are actively exploring funding additional capacity with SCS CAF support.

#### **Recommendations**

6. (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 strengthening and embedding of the Common Assessment Framework (CAF) in Kent. It is suggested that a further progress report is considered in September 2012.

Lead Officer/Contact:

Jean Imray, Interim Director Specialist Children's Services  
01622 696562

[jean.imray@kent.gov.uk](mailto:jean.imray@kent.gov.uk)

*Background documents:* None

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 – 22 March 2012

Subject: **UPDATE ON THE RE-COMMISSIONING OF EMOTIONAL  
WELL-BEING AND CHILD & ADOLESCENT MENTAL  
HEALTH SERVICES (CAMHS)**

Classification: Unrestricted

---

Summary: The purpose of this report is to inform and update Members about the progress on the joint commissioning of emotional well-being and Community CAMHS within Kent and Medway.

---

### **Introduction**

1. (1) In July 2011, Kent County Council Cabinet Members and NHS Kent & Medway agreed to align funding in order to jointly commission new emotional well-being and mental health services for children and young people. This decision was made in response to significant evidence identifying the need to establish a more integrated system that would enable interventions to be delivered to children and young people in a more targeted and timely fashion.

(2) It was agreed that the new services would take the form of an Emotional Well-being Service delivering support within universal settings (Tier 1), alongside a 'Community CAMHS' model comprising targeted (Tier 2) and specialist (Tier 3) mental health services. Each element of service would be aligned to ensure clear pathways for children and young people between the different tiers.

(3) Since then, NHS Kent & Medway have been leading on the procurement of the Community CAMHS model, and KCC has been leading on procurement of the Emotional Well-being Service through its newly established Early Intervention and Prevention Multiple Supplier Framework. *(Please note that the Emotional Well-being Service will be restricted to Kent as Medway will continue to commission its own Emotional Well-being Service).*

### **Procurement update**

2. (1) Specifications and evaluation criteria have been developed for both the Emotional Well-being Service and Community CAMHS model, with reciprocal contribution from NHS Kent & Medway and KCC, as well as input from a range of partners, stakeholders, and feedback from children and young people.

(2) For the Community CAMHS procurement, a 'pre-qualification' stage has been run to identify providers of suitable quality prior to issuing an 'Invitation to Tender'. This process has identified several potential providers who will now be invited to take part in the remainder of the procurement process for Community CAMHS.

(3) A comparable 'pre-qualification' stage was effectively carried out by KCC during the establishment of the Early Intervention Multiple Supplier Framework, which screened providers against a robust range of quality criteria before awarding them a position on the Framework. Only providers who have been accepted on to KCC's Early Intervention and Prevention Framework under the relevant 'Emotional Well-being' categories will be able to tender to deliver the proposed Emotional Well-being Service.

(4) Specifications for both the Community CAMHS and Emotional Well-being Service will be issued within the next few weeks, and eligible providers will be given between 4-6 weeks to submit their tenders. Evaluation of tenders will be conducted by small panels with representation from both NHS Kent & Medway and relevant colleagues within KCC. There are plans to involve children and young people within this process.

(5) It is anticipated that contract award for both services will take place in April / May 2012.

### **Transition to new arrangements**

3. (1) In response to feedback from the market and the need to align with the Community CAMHS procurement process, a decision has been taken to synchronise the implementation dates of the Community CAMHS and Emotional Well-being Services. The entire model is therefore planned to become operational in September 2012. This will enable new providers to share a 'mobilisation' period over the summer months and ensure a smoother transition to the new model. It will also enable the implementation of the Emotional Well-being Service to coincide with the new academic year, avoiding potential disruption to children and young people by changing providers mid-term.

(2) Current providers of emotional well-being and mental health services for children and young people have had their contracts extended until 31<sup>st</sup> August 2012 and appropriate notice periods will be served. Should they not be successful in securing one of the new contracts, current providers have also been invited to identify any staff members who may be eligible for Transfer of Undertakings (Protection of Employment), or TUPE, to providers of the new services. In line with TUPE regulations, this information will be made available (in an anonymised format) to bidders as part of the tendering process.

(3) A transition plan is being developed jointly by KCC and NHS Kent & Medway to manage the transfer of services from one provider to another and to ensure as far as possible continuity of support for individual children and young people. This plan will shortly be put into operation.

## Recommendation

4. (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 re-commissioning of an Emotional Well-being Service and Community Child and Adolescent Mental Health Service (Community CAMHS).

Helen Jones  
Head of Children's Commissioning,  
Families & Social Care  
01622 696682  
[helen.jones@kent.gov.uk](mailto:helen.jones@kent.gov.uk)

Lorraine Goodsell  
Director of Child Health Commissioning  
01622 221196  
[lorraine.goodsell@kent.gov.uk](mailto:lorraine.goodsell@kent.gov.uk)

*Background Documents:* None

This page is intentionally left blank

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

To: Specialist Children's Services Policy Overview & Scrutiny  
Committee – 22 March 2012

Subject: **SPECIALIST CHILDRENS SERVICES BUDGET FORECAST  
REPORT 2011/12**

Classification: Unrestricted

---

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

---

## Introduction

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

## Background

2. (1) Policy Overview and Scrutiny Committees (POSCs) annually consider the draft Medium Term Financial Plan at their November and January meetings. To enable a more informed discussion, 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, with a draft final outturn report in July. 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 POSC 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.

### Third Quarter Updated Monitoring Report - Revenue

3. (1) The full monitoring report for the third quarter for Specialist Children's Services as presented to Cabinet on 19 March 2012, is attached at Appendix 1 and this indicates an overall overspend of £14.704m.

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

	£'m
Looked After-Residential Care	2.386
- Fostering	5.083
- Legal Costs	2.840
- Childrens Centres	-939
Support Services	85
Virtual Schools For Kent	-79
Early Years	-660
Leaving Care - 16+Service (Catch 22)	749
Adoption	713
Other Preventative Services	71
Assessment of Vulnerable - Children (inc Ind Supp)	3.007
Directorate Mgmt & Support	28
Safeguarding	110
Asylum Seekers	1.530
<b>TOTAL</b>	<b>14,704</b>

(3) This forecast assumes all but £1.150m of savings identified within the Medium Term Plan will be achieved.

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

- £1.150m 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	<u>0.400</u>
<b>Total</b>	<b>1.150</b>

### **Third Quarter Monitoring Report – Capital**

4. (1) The full monitoring report for the third quarter for Specialist Children's Services as presented to Cabinet on 19 March 2012, is attached at Appendix 2 and this indicates a slight under spend of £0.093m, of which £0.085m is requested to be re-phased into 12-13.

#### **Recommendations:**

5. Members of the Specialist Children's Services Policy Overview & Scrutiny Committee are asked to **NOTE** the Quarter 3 monitoring position for revenue, capital and savings, reported to Cabinet in March.

Michelle Goldsmith  
Families & Social Care Finance Business Partner  
Tel: 01622 221770  
VPN: 7000 1770  
Email: [michelle.goldsmith@kent.gov.uk](mailto:michelle.goldsmith@kent.gov.uk)

*Background documents:* None

This page is intentionally left blank

## FAMILIES & SOCIAL CARE DIRECTORATE SUMMARY JANUARY 2011-12 FULL MONITORING REPORT

### 1. FINANCE

#### 1.1 REVENUE

1.1.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered “technical adjustments” ie where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits have been adjusted since the last full monitoring report to reflect:
  - the removal of contingency held against the ending of Social Care Reform Grant following agreement to the use of the £16.226m NHS funding for Social Care. This contingency has been transferred to the Financing Items budgets within the Finance & Business Support portfolio
  - and a number of other technical adjustments to budget.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 1 of the executive summary, and include £3.775m additional health funding for winter pressures, which has been added to both gross and income budgets within the Other Adult Services budget line.

1.1.2 **Table 1** below details the revenue position by A-Z budget line:

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Specialist Children's Services portfolio</b>							
Strategic Management & Directorate Support Budgets	4,238	-2,046	2,192	99	-72	27	
<u>Services for Schools:</u>							
Early Years & Childcare Advisory Service	5,492	-5,492	0	-610	-49	-659	Renegotiated NCMA contract
<u>Social Services for Children:</u>							
16+ Service	8,988		8,988	749	0	749	Activity in excess of budget; Increased payments to care leavers
Adoption Service	7,166	-68	7,098	676	37	713	Increase in SGOs; Staffing pressure
Asylum Seekers	14,525	-14,245	280	342	1,188	1,530	Increase in clients, and increase in those ineligible for funding
Childrens Support Services	3,414	-1,940	1,474	89	-3	86	
Fostering Service	31,323	-407	30,916	7,951	-28	7,923	Legal pressure; Activity in excess of budget; impact of new legislation for reward payments to related fosterers
Other Preventative Services	16,669	-8,541	8,128	152	-82	70	
Residential Children's Services	10,999	-2,605	8,394	2,345	41	2,386	Activity in excess of budget; increased use of permanent relief staff; reduced demand for secure accommodation
Safeguarding	4,142	-373	3,769	25	-135	-110	
	97,226	-28,179	69,047	12,329	1,018	13,347	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<u>Support for Individual Children</u>							
- Children's Centres	18,151	-17,372	779	-934	-5	-939	Changed profile of opening centres; Non-essential expenditure cutbacks; Staffing savings
- Integrated Looked After Children's Service	2,632	-704	1,928	-77	-2	-79	
	20,783	-18,076	2,707	-1,011	-7	-1,018	
<u>Intermediate Services</u>							
- Assessment of Vulnerable Children	39,760	-2,850	36,910	3,027	-21	3,006	Increased staffing support (mainly agency)
<b>Total SCS portfolio</b>	<b>167,499</b>	<b>-56,643</b>	<b>110,856</b>	<b>13,834</b>	<b>869</b>	<b>14,703</b>	

### 1.1.3 Major Reasons for Variance: *[provides an explanation of the 'headings' in table 2]*

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

#### **Specialist Children's Services portfolio:**

**Overall forecast net pressure of £14,703k (£13,834k gross, £869k income), details of those variances, in excess of £100k, are detailed below.**

#### 1.1.3.1 Early Years & Childcare Service: -£659k (-£610k gross, -£49k income)

A £600k forecast under spend is reported, due to the successful re-negotiation of the National Childminding Association Contract, which reduced the original cost. This organisation carries out various strategic commissioning training sessions for Childminders on behalf of the Early Years Service. This contract is managed within the Children's Centres Central Team budget, which is also forecasting a minor under spend as a result of holding vacancies. The budget for the Children's Centres central team has been moved to the children's centres A to Z budget line in the recently approved 2012-13 budget.

#### 1.1.3.2 16+ Service- +£749k gross

A pressure of £197k on Independent Fostering Payments is contributing to the forecast pressure on this service. This is due to a forecast variance of 259 weeks support above the affordable level (+£261k), coupled with a reduction in the unit cost of placements, of £65 per client week compared to the affordable level (-£64k).

A pressure of +£60k on Non-Related (in-house) Fostering is forecast. This is due to forecast activity being 337 weeks more than the affordable level (+£135k) and the weekly unit cost being £10 less than the affordable level (-£75k).

A pressure of +£6k in the Private & Voluntary residential placements is also a contributor to the overall pressure. This is due to an extra 43 weeks support in residential care above the affordable level (+£130k), as a result of children remaining in their placements when turning 16, rather than moving into lower cost supported lodgings. The Authority has a legal obligation to maintain the existing placement if the child requests. This has been offset by the average cost of a placement costing less than anticipated, saving £124k.

In addition, £26k of the forecast pressure is as a result of the team now being fully staffed to meet the increased demand on these services as a result of the higher activity seen so far in 2011-12.

This increase in activity has also resulted in higher than anticipated payments to Care Leavers and Relevant Children (+£460k). (Relevant Children are defined under the Leaving Care act as "children aged 16-17 who are no longer looked after by a local authority, but who were looked

after for at least 13 weeks after the age of 14 and have been looked after at some time while they were aged 16 and 17”).

#### 1.1.3.3 Adoption Service: +£713k (+£676k gross, £37k income)

The current forecast variance of £713k includes a £140k gross pressure as a result of an increase of staff in the Adoption Team and a £37k shortfall in income as a result of a reduction in out county placements.

A pressure relating to Special Guardianship Orders (SGO) of £438k where the latest quarters trend has increased by 20% in order to secure a permanent placement for a child where adoption is not suitable or required. In order to secure permanency, SGO legal orders through the courts are required.

The remaining variance is due to the increasing number of adoption placements leading to an increase £98k.

#### 1.1.3.4 Asylum Seekers: +£1,530k (+£342k gross, +£1,188k income)

We are now forecasting that we will provide support for the full-year equivalent of 160 Non-Eligible clients for which we will receive no re-imbursment. This is 125 higher than included in the original budget. The majority of this increase in Non-Eligible clients are All Rights Exhausted (ARE). Our original budget assumed that the UKBA would remove most of these ARE clients, but our experience is that this is not the case, and we are now therefore projecting that these will remain the responsibility of KCC until the end of this financial year. Our legal advice is that we must continue to provide support to these clients under the Leaving Care legislation and the cost of supporting these additional “Non-Eligible” clients is £1,281k.

Following a change in the 2011-12 Grant rules we are now unable to claim for the first 13 weeks after a young person is made ARE unless we carry out Human Rights Assessments (HRAs). For two main reasons no HRAs have been carried out as yet:

- No additional funding has been made available to allow us to carry out these assessments, and
- Our Legal advice is that to do these HRAs would leave KCC open to potential legal challenges from the ARE clients.

This has reduced our income by £140k.

Another meeting has been arranged with the UKBA in March, to discuss these issues.

The cost of supporting “Eligible” over 18s is currently forecast to be £166 per week but grant reimbursement is set at £150 per week, this generates a pressure of £267k.

The number of referrals has fallen significantly below the level originally forecast. As a result the number of Under 18 clients the service is supporting has reduced which has resulted in a fall in both gross spend and income. The net impact of this is a saving of £158k (-£1,206k gross and +£1,048k income) as a significant number of the reduction in referrals relates to under 16’s where the grant unit cost is less than the actual cost.

#### 1.1.3.5 Fostering Service: +£7,923k (+£7,951k gross, -£28k income)

Non-Related Fostering (in-house) is forecasting a gross pressure of £2,153k, as a result of the forecast number of weeks of service being 7,977 higher than the affordable level of 41,800, this generates £3,179k of the current pressure. Additionally, the unit cost being £21 lower than previously estimated when setting the cash limit has reduced the pressure by -£1,026k.

Independent Fostering is forecasting a gross pressure of £2,307k. Again, this is as a result of a significant increase in weeks support, which is 2,528 higher than the affordable level of 3,990 and results in a pressure of £2,730k. However the average weekly cost is £65 lower than budgeted, and this reduces the total pressure by £423k.

A pressure of £266k is forecast for Related Foster payments, together with a pressure of £459k for Kinship Non LAC, which are both mainly due to a potential increase in allowances paid to related foster carers. New legislation that came into effect on the 1st April 2011 requires Local Authorities to pay reward payments to related foster carers. Currently Kent’s policy is that related carers only receive the maintenance element, whereas non-related carers receive both a maintenance and a fee element. The outcome of the recent Manchester City Council judgement regarding this legislation was ambiguous, so legal advice is currently sought. As a precaution, £237k has been included in the forecast for 2011-12 for this, (Related Foster payments £100k and Kinship Non LAC £137k).

The balance of the pressure on Kinship Non LAC, (non LAC children placed with relatives), of £322k is primarily due to increased demand for this service with the forecast number of weeks being 2,800 higher than affordable. The balance of the pressure on Related Fostering of £166k is due to increased demand for the service as children are placed with family members whenever possible. (Neither Related Fostering nor Kinship Non LAC is not included in the activity shown at Section 2.2.).

A pressure on Legal costs of £2,840k is forecast, this is based on the latest information received from Legal Services. Work is currently underway reviewing the causes of these pressures and whether working practices can change to inform future forecasts.

The County Fostering Team is forecasting an under spend of £102k (-£74k gross, -£28k income).

#### 1.1.3.6 Other Preventative Services: +£70k (+£152k gross, -£82k income)

There is an underspend of £129k on Daycare (not disabled) due to decommissioning of district services. However this is more than offset by a pressure of £331k on Section 17 payments as a result of increased payments arising from the Southwark Judgement and from clients with No Recourse to Public Funds (NRPF). The Southwark judgement challenged local authorities to consider the wider needs of vulnerable young people between the ages of 16 and 18 who present themselves as homeless and to deal with the issue in a corporate manner rather than through individual agencies. It concluded that the young persons were to be treated as children in need (as defined by Section 20 of the Children Act 1989), and that they should be taken into the care of the local authority. This will result in an increase of 16-18 year olds in the care system. Prior to the judgement these clients would have been accommodated by the district council housing departments. It is difficult to forecast with accuracy how many young people will return to our care, and what services they will require and be entitled to.

The remaining gross and income variances comprise a number of smaller variances below £100k across several services.

#### 1.1.3.7 Residential Children's Services: +£2,386k (+£2,345k gross, £41k income)

Of the pressure within residential services, £1,984k (+£1,992k gross, -£8k income) relates to non disabled Independent Sector Residential Provision. This is due to the forecast number of client weeks being 586 higher than the affordable level and results in a pressure of £1,324k. However, the gross unit cost is higher than the planned level adding £668k to the pressure. Health and/or Education funding is slightly higher making our income forecast £8k higher than budgeted.

The budget for Independent Sector residential care for children with a disability is showing a pressure of £402k (+£349k gross, £53k income). This is due to activity forecast at 201 weeks of care above the affordable level, which results in a pressure of £623k, but this is mitigated by a gross unit cost being lower than affordable giving a saving of £274k. However, due to less children than anticipated attracting Health and/or Education funding our income forecast is £53k lower than budgeted for.

A £197k underspend is forecast for Secure Accommodation based on current activity. Originally forecast to have 2 placements for a full year, current activity is lower at just over 1 FTE.

KCC Residential care shows a net pressure of £96k (gross +£100k income -£4k) due to increased use of permanent relief staff.

The Children's Residential Non-LAC budget shows a pressure of £101k as a result of higher activity than originally forecast.

The forecast variances explained above include £1,150k of unachievable savings relating to High Cost Placements (£750k) and Out County Placements (£400k). It has not been possible to achieve these savings due to the increasing number of looked after children (LAC) during the latter part of 2010-11 and throughout 2011-12.

1.1.3.8 Children's Centres: -£939k (-£934k gross, -£5k income)

The forecast for children's centres is a gross underspend of £934k and a small over recovery of income of £5k. Of the gross variance, -£280k is due to the delays in the opening of some centres. In addition vacancy savings, over and above those caused by the delayed opening of centres, contribute -£385k to the overall position. The balance of the gross underspend of -£269k arises from savings made on non-essential expenditure.

1.1.3.9 Intermediate Services - Assessment of Vulnerable Children: +£3,006k (+£3,027k gross, -£21k income)

Following the Ofsted inspection in 2010, teams have had to recruit additional staff, mainly agency social workers. Agency staff are being retained longer than previously forecast to assist newly qualified social workers who have started during the year. In some cases the costs of these agency staff are considerably higher than originally forecast. In recognition of this, £1,754k of the £2,128k uncommitted roll forward from 2010-11 that Cabinet agreed for CSS at its meeting in July has been transferred here, but this still leaves a gross staffing pressure of £3,027k.

**Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER**

(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

Pressures (+)			Underspenders (-)		
portfolio		£000's	portfolio		£000's
SCS	Fostering Service - In House Non Related Gross - Activity higher than affordable level	+3,179	SCS	Asylum Service - Gross - Number of eligible under 18s below level assumed in budget	-1,206
SCS	Assessment of Vulnerable Children - Gross - Staffing pressure as a result of response to OFSTED inspection	+3,027	SCS	Fostering Service - In House Non Related Gross - Unit cost below affordable level	-1,026
SCS	Fostering Service - Gross - Increased costs of legal services	+2,840	SCS	Early Years & Childcare - Gross - Saving made on renegotiation of National Childminder Association contract	-600
SCS	Fostering Service - Independent Gross - Activity higher than affordable level	+2,730	SCS	Fostering Service - Independent Gross - Unit cost below affordable level	-423
SCS	Residential - Independent Sector Gross - weeks of activity in excess of affordable level	+1,324	SCS	Childrens Centres - Gross - staff vacancy savings	-385
SCS	Asylum Service - Gross - Additional ARE Clients compared to budgeted number	+1,281	SCS	Childrens Centres - Gross - Delays in opening some children's centres	-280
SCS	Asylum Service - Income - Number of eligible under 18s below level assumed in budget	+1,048	SCS	Residential - Independent Sector Disability Gross - unit cost below affordable level	-274
SCS	Residential - Independent Sector Gross - unit cost above affordable level	+668	SCS	Childrens Centres - Gross - savings from management actions around non-essential expenditure	-269
SCS	Residential - Independent Sector Disability Gross - weeks of activity in excess of affordable level	+623	SCS	Residential - Secure Accommodation Gross - Activity below affordable level	-197
SCS	16+ Service - Care Leavers & Relevant Children Gross - Higher than budgeted payments	+460	SCS	Other Preventative Services - Daycare Gross - Decommissioning of district services	-129
SCS	Adoption Service Gross - Increase in Special Guardianship Orders (SGOs)	+438	SCS	16+ Service - Independent Residential Gross - Average cost below affordable level	-124
SCS	Other Preventative Services Gross: Increase in Section 17 payments	+331			
SCS	Fostering Service - Kinship Non-LAC Gross - Increase in forecast weeks of care above affordable levels	+322			
SCS	Asylum gross: actual weekly unit cost of supporting eligible over 18's is above the grant unit cost claimable	+267			
SCS	16+ Service - Independent Fostering Gross - Weeks of care above affordable level	+261			

Pressures (+)			Underspend (-)		
portfolio		£000's	portfolio		£000's
SCS	Fostering Service - Related Foster Payments Gross - Increased demand for service	+166			
SCS	Adoption Service - In House gross - Staffing pressure	+140			
SCS	Asylum Service - Income - change in grant rules pertaining to first 13 weeks ARE status and Human Rights Assessments	+140			
SCS	Fostering Service - Kinship Non-LAC Gross - Increase in Allowances for Fee element	+137			
SCS	16+ Service - In-House Non Related Fostering Gross - Weeks of care above affordable level	+135			
SCS	16+ Service - Independent Residential Gross - Weeks of care above affordable level	+130			
SCS	Residential - Non-LAC Gross - Activity above affordable level	+101			
SCS	Fostering Service - Related Foster Payments Gross - Increase in Allowances for Fee Element	+100			
SCS	Residential - In-house provision Gross - Use of permanent relief staff	+100			
		<b>+19,948</b>			<b>-4,913</b>

#### 1.1.4 Actions required to achieve this position

*eg Management Action achieved to date including vacancy freeze, changes to assessment criteria etc.*

The forecast presented assumes the Good Practice Guidelines adopted within the directorate are being adhered to and it is felt that this has assisted Adult's Services to report a position within cash limit this year. However the improvements required to Children's Services following the OFSTED inspection, and the continuing increasing trend of looked after children means that it is unlikely that significant management action can be applied in the current year, which will significantly reduce the current pressure that is being forecast.

#### 1.1.5 Implications for MTFP:

The recently approved 2012-15 MTFP has addressed the significant pressures reported in the current year on specialist children's services.

Work has also been completed to establish the demographic pressures now anticipated in the medium term for adult social care compared to previous estimates, and the recently approved MTFP has been amended accordingly.

**1.1.6 Details of re-phasing of revenue projects:**

No revenue projects have been identified for re-phasing.

**1.1.7 Details of proposals for residual variance: [eg roll forward proposals; mgmt action outstanding]**

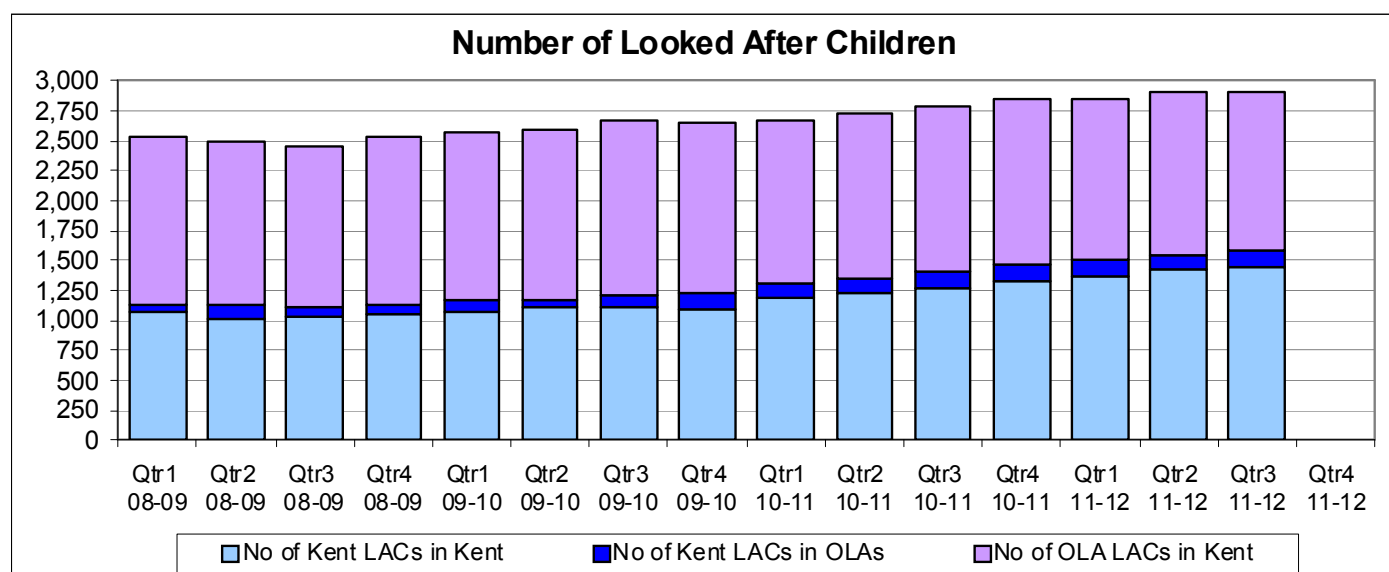
*This section should provide details of the management action outstanding, as reflected in the assumed management action figure reported in table 1 and details of alternative actions where savings targets are not being achieved.*

Significant improvement has recently been reported within Specialist Children's Services following the unannounced OFSTED inspection in October. However, as previously reported, it is not possible for Specialist Children's Services to produce a balanced budget position by year end, but the current reported pressures are being offset by underspending elsewhere across the Authority.

## 2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

### 2.1 Numbers of Looked After Children (LAC): (Excludes Asylum Seekers)

	No of Kent LAC placed in Kent	No of Kent LAC placed in OLAs	TOTAL NO OF KENT LAC	No of OLA LAC placed in Kent	TOTAL No of LAC in Kent
<b>2008-09</b>					
Apr – Jun	1,075	52	<b>1,127</b>	1,408	<b>2,535</b>
Jul – Sep	1,022	105	<b>1,127</b>	1,360	<b>2,487</b>
Oct – Dec	1,042	77	<b>1,119</b>	1,331	<b>2,450</b>
Jan – Mar	1,048	84	<b>1,132</b>	1,402	<b>2,534</b>
<b>2009-10</b>					
Apr – Jun	1,076	100	<b>1,176</b>	1,399	<b>2,575</b>
Jul – Sep	1,104	70	<b>1,174</b>	1,423	<b>2,597</b>
Oct – Dec	1,104	102	<b>1,206</b>	1,465	<b>2,671</b>
Jan – Mar	1,094	139	<b>1,233</b>	1,421	<b>2,654</b>
<b>2010-11</b>					
Apr – Jun	1,184	119	<b>1,303</b>	1,377	<b>2,680</b>
Jul – Sep	1,237	116	<b>1,353</b>	1,372	<b>2,725</b>
Oct – Dec	1,277	123	<b>1,400</b>	1,383	<b>2,783</b>
Jan – Mar	1,326	135	<b>1,461</b>	1,385	<b>2,846</b>
<b>2011-12</b>					
Apr – Jun	1,371	141	<b>1,512</b>	1,330	<b>2,842</b>
Jul – Sep	1,419	135	<b>1,554</b>	1,347	<b>2,901</b>
Oct – Dec	1,446	131	<b>1,577</b>	1,337	<b>2,914</b>
Jan – Mar					

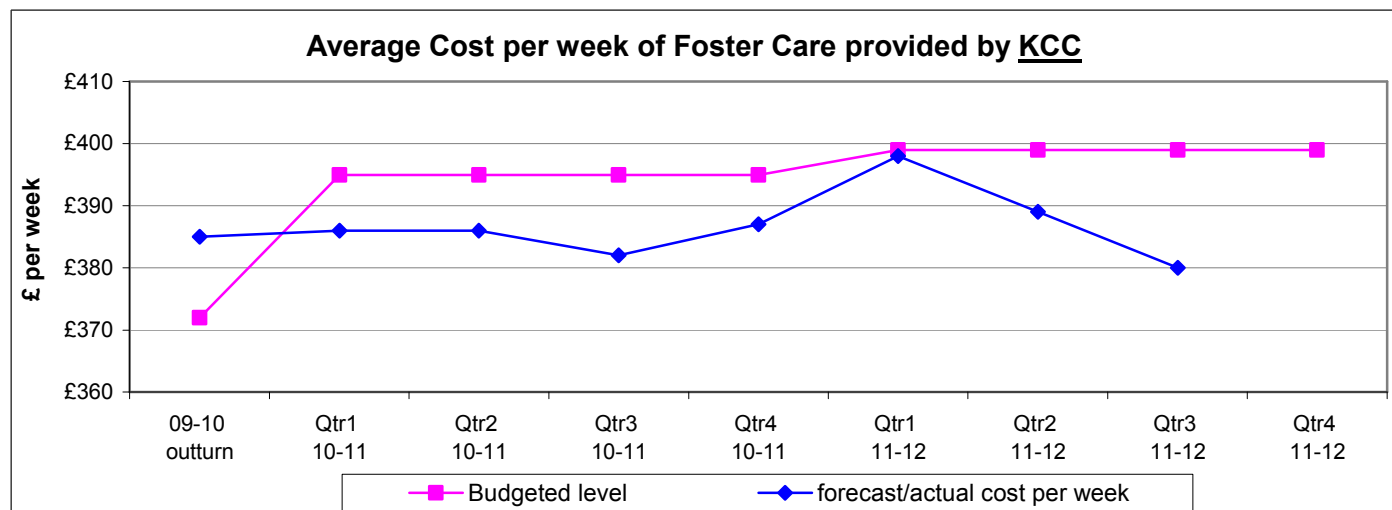
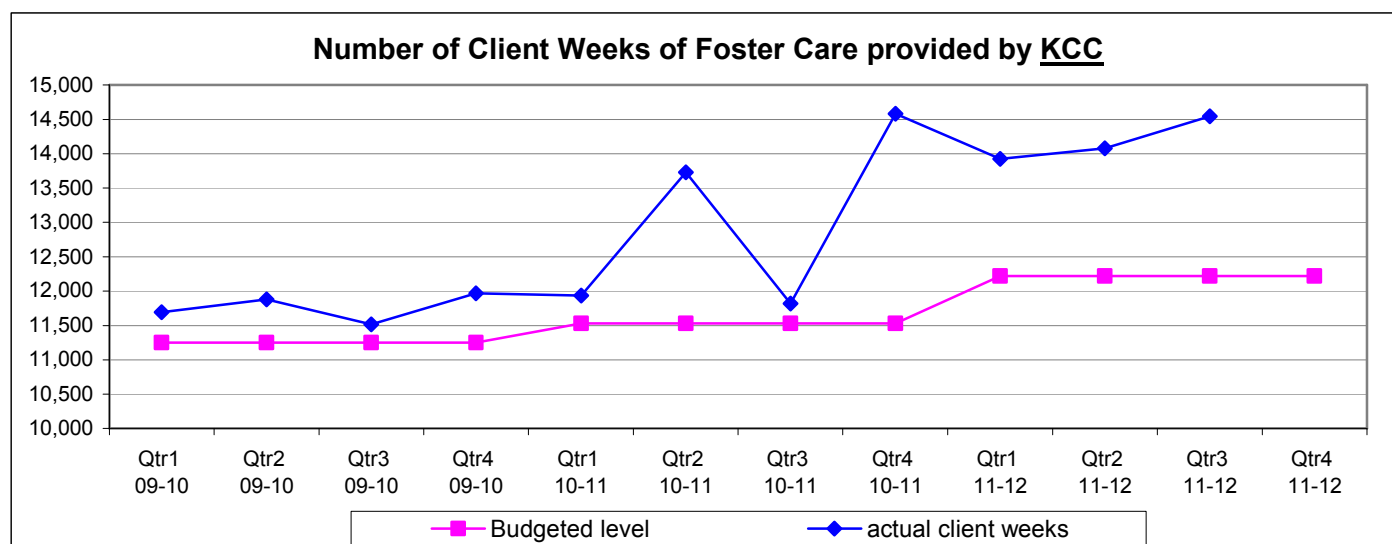


#### Comments:

- Children Looked After by KCC may on occasion be placed out of the County, which is undertaken using practice protocols that ensure that all long-distance placements are justified and in the interests of the child. All Looked After Children are subject to regular statutory reviews (at least twice a year), which ensures that a regular review of the child's care plan is undertaken.
- The number of looked after children for each quarter represents a snapshot of the number of children designated as looked after at the end of each quarter, it is not the total number of looked after children during the period.
- The increase in the number of looked after children has placed additional pressure on the services for Looked After Children, including Residential Services, Fostering Services and 16+ services budgets.

## 2.2.1 Number of Client Weeks & Average Cost per Client Week of Foster Care provided by KCC (Non Related Fostering):

	2009-10				2010-11				2011-12			
	No of weeks		Average cost per client week		No of weeks		Average cost per client week		No of weeks		Average cost per client week	
	Budget Level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	forecast
Apr - June	11,249	11,695			11,532	11,937	£395	£386	12,219	13,926	£399	£398
July - Sep	11,249	11,880			11,532	13,732	£395	£386	12,219	14,078	£399	£389
Oct - Dec	11,249	11,518			11,532	11,818	£395	£382	12,219	14,542	£399	£380
Jan - Mar	11,249	11,969			11,532	14,580	£395	£387	12,219		£399	
	<b>44,997</b>	<b>47,062</b>	<b>£372</b>	<b>£385</b>	<b>46,128</b>	<b>52,067</b>	<b>£395</b>	<b>£387</b>	<b>48,876</b>	<b>42,546</b>	<b>£399</b>	



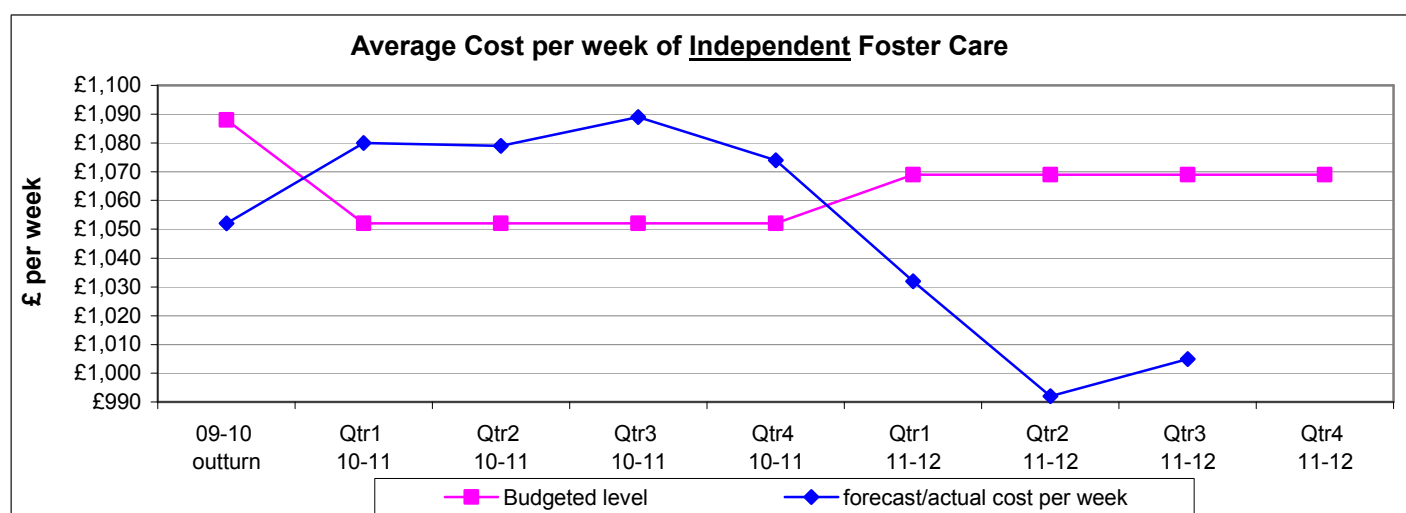
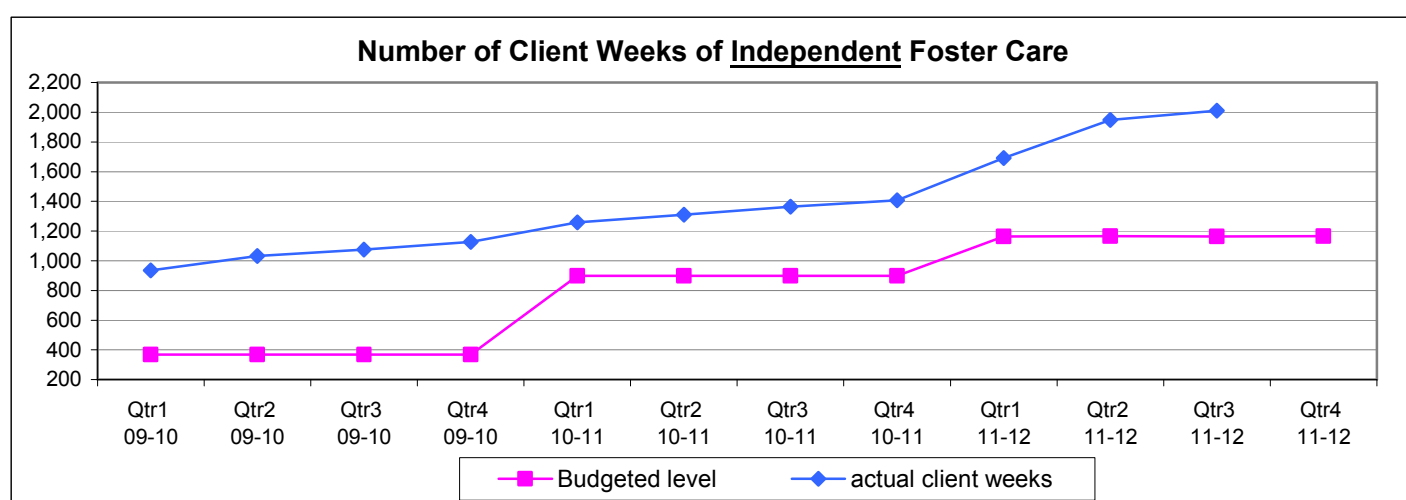
### Comments:

- The actual number of client weeks is based on the numbers of known clients at a particular point in time. This may be subject to change due to the late receipt of paperwork.
- The budgeted level has been calculated by dividing the budget by the average weekly cost. The average weekly cost is also an estimate based on financial information and estimates of the number of client weeks and may be subject to change.
- In addition, the 2011-12 budgeted level represents the level of demand as at the 3<sup>rd</sup> quarter's full monitoring report, which is the time at which the 2011-12 budget was set and approved. However, since that time, the service has experienced continued demand on this service.
- The current number of forecast weeks is 57,190 (including 16+, but excludes asylum), which is 8,314 weeks above the affordable level. At £399 per week, this increase in activity gives a pressure of £3,317k.

- The forecast unit cost of £379.60, (including both fostering and 16+, but excluding Asylum), is £19.30 below the budgeted level, which provides a saving of £1,104k.
- Overall therefore, the combined gross pressure on this service for both under 16's (and those with a disability) and the 16+ service is +£2,213k, as reported in sections 1.1.3.2 and 1.1.3.5.

## 2.2.2 Number of Client Weeks & Average Cost per Client Week of Independent Foster Care:

	2009-10				2010-11				2011-12			
	No of weeks		Average cost per client week		No of weeks		Average cost per client week		No of weeks		Average cost per client week	
	Budget Level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	forecast
Apr - June	369	935			900	1,257	£1,052	£1,080	1,177	1,693	£1,068.60	£1,032
July - Sep	369	1,032			900	1,310	£1,052	£1,079	1,178	1,948	£1,068.60	£992
Oct - Dec	369	1,075			900	1,363	£1,052	£1,089	1,177	2,011	£1,068.60	£1,005
Jan - Mar	369	1,126			900	1,406	£1,052	£1,074	1,178		£1,068.60	
	<b>1,476</b>	<b>4,168</b>	<b>£1,088</b>	<b>£1,052</b>	<b>3,600</b>	<b>5,336</b>	<b>£1,052</b>	<b>£1,074</b>	<b>4,710</b>	<b>5,652</b>	<b>£1,068.60</b>	



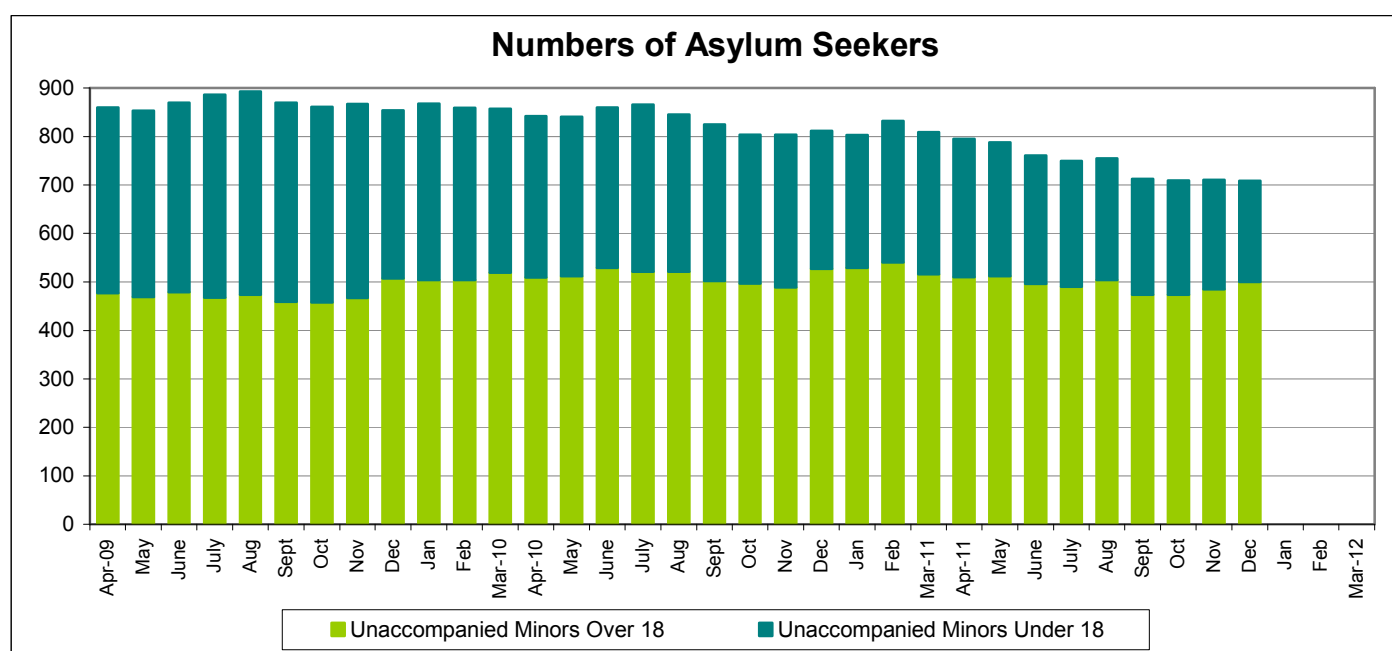
### Comments:

- The actual number of client weeks is based on the numbers of known clients at a particular point in time. This may be subject to change due to the late receipt of paperwork.
- The budgeted level has been calculated by dividing the budget by the average weekly cost. The average weekly cost is also an estimate based on financial information and estimates of the number of client weeks and may be subject to change.
- The budgeted levels for 2010-11 were below the 2009-10 activity because although significant funding was made available as part of the 2010-13 MTP, this was insufficient to cover the demands for this service.

- For the 2011-12 budget further significant funding has been made available based on the actual level of demand at the 3<sup>rd</sup> quarter's monitoring position for 2010-11, the time at which the 2011-12 budget was set and approved. However, since that date the service has experienced continued demand on this service.
- The current number of forecast weeks is 7,497 (including 16+, but excludes asylum), which is 2,787 weeks above the affordable level. At £1,069 per week, this increase in activity gives a pressure of £2,978k.
- The forecast unit cost of £1,005 (including 16+, but excluding Asylum), is £63.30 below the budgeted level, which provides a saving of £474k.
- The cost of placements made in 2011-12 are at a significantly lower level than originally forecast, and lower than those placements that have ended in the same period. As a result the current forecast unit cost is 6.4% lower than 2010-11 outturn
- Overall therefore, the combined gross pressure on this service for both under 16's (and those with a disability) and the 16+ service is +£2,504k, as reported in sections 1.1.3.2 and 1.1.3.5.
- Whilst the current policy has been to use in-house placements where ever possible, the service has currently increased its IFA placements due to the current lack of availability of suitable in-house placements. However, we are expecting to reduce the number of mother and baby placements in the independent sector and replace them with in-house placements during quarter 4.

## 2.3 Numbers of Unaccompanied Asylum Seeking Children (UASC):

	2009-10			2010-11			2011-12		
	Under 18	Over 18	Total Clients	Under 18	Over 18	Total Clients	Under 18	Over 18	Total Clients
April	383	477	860	333	509	842	285	510	795
May	384	469	853	329	512	841	276	512	788
June	391	479	870	331	529	860	265	496	761
July	418	468	886	345	521	866	260	490	750
August	419	474	893	324	521	845	251	504	755
September	411	459	870	323	502	825	238	474	712
October	403	458	861	307	497	804	235	474	709
November	400	467	867	315	489	804	225	485	710
December	347	507	854	285	527	812	208	500	708
January	364	504	868	274	529	803			
February	355	504	859	292	540	832			
March	338	519	857	293	516	809			

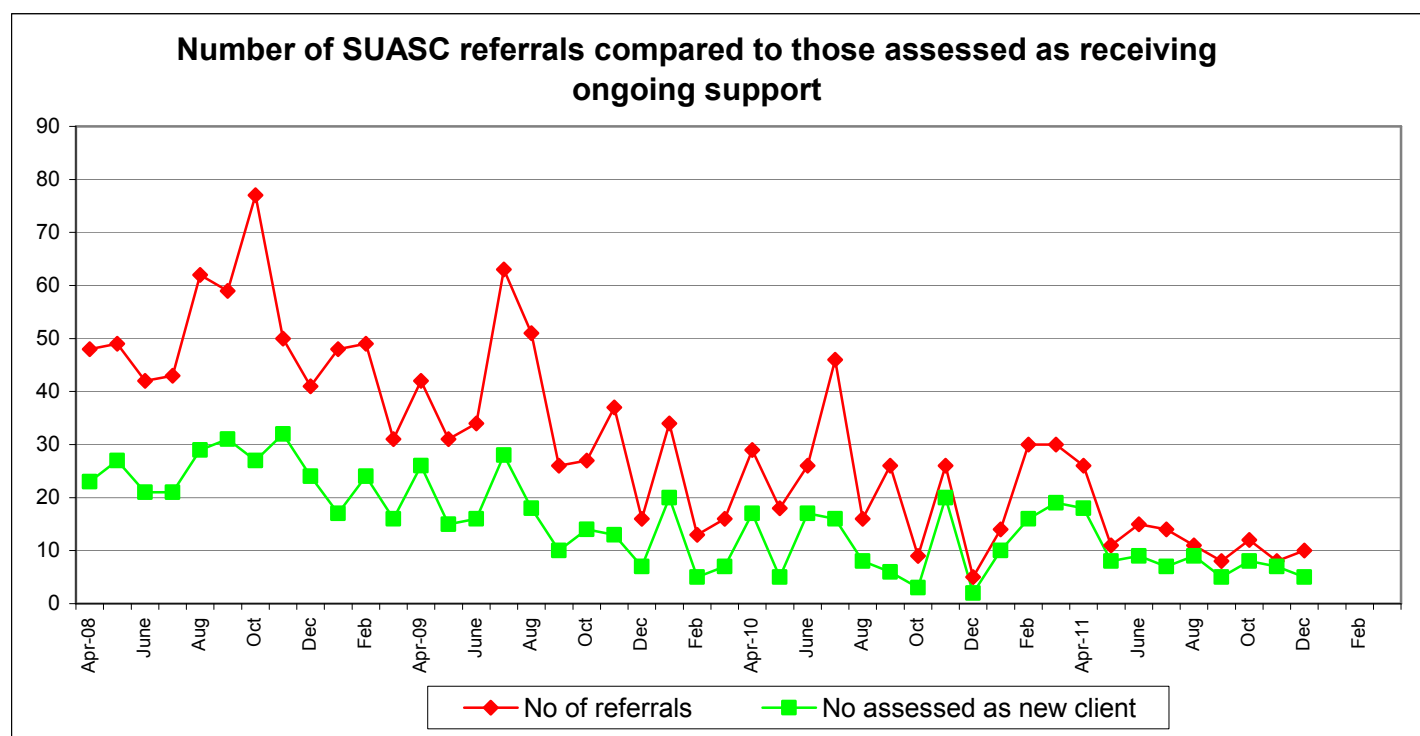


## Comment:

- The overall number of children has reduced as a result of lower referrals, which are also lower than the budgeted number. It is unclear at this time whether this trend will continue. The number of clients supported, however, remains above the budgeted level of 700.
- Despite improved partnership working with the UKBA, the numbers of over 18's who are All Rights of appeal Exhausted (ARE) have not been removed as quickly as originally planned.
- In general, the age profile suggests the proportion of over 18s is increasing and it is this service which is experiencing the shortfall of funding. In addition the age profile of the under 18 children has reduced, with significantly higher numbers being placed in foster care.
- The data recorded above will include some referrals for which the assessments are not yet complete or are being challenged. These clients are initially recorded as having the Date of Birth that they claim but once their assessment has been completed, or when successfully appealed, their category may change.

## 2.4 Numbers of Asylum Seeker referrals compared with the number assessed as qualifying for on-going support from Service for Unaccompanied Asylum Seeking Children (SUASC) ie new clients:

	2008-09			2009-10			2010-11			2011-12		
	No. of referrals	No. assessed as new client	%	No. of referrals	No. assessed as new client	%	No. of referrals	No. assessed as new client	%	No. of referrals	No. assessed as new client	%
April	48	23	48%	42	26	62%	29	17	59%	26	18	69%
May	49	27	55%	31	15	48%	18	5	28%	11	8	73%
June	42	21	50%	34	16	47%	26	17	65%	15	9	60%
July	43	21	49%	63	28	44%	46	16	35%	14	7	50%
August	62	29	47%	51	18	35%	16	8	50%	11	9	82%
Sept	59	31	53%	26	10	38%	26	6	23%	8	5	62%
Oct	77	27	35%	27	14	52%	9	3	33%	12	8	67%
Nov	50	32	64%	37	13	35%	26	20	77%	8	7	88%
Dec	41	24	59%	16	7	44%	5	2	40%	10	5	50%
Jan	48	17	35%	34	20	59%	14	10	71%			
Feb	49	24	49%	13	5	38%	30	16	53%			
March	31	16	52%	16	7	44%	30	19	63%			
	<b>599</b>	<b>292</b>	<b>49%</b>	<b>390</b>	<b>179</b>	<b>46%</b>	<b>275</b>	<b>139</b>	<b>51%</b>	<b>115</b>	<b>76</b>	<b>66%</b>

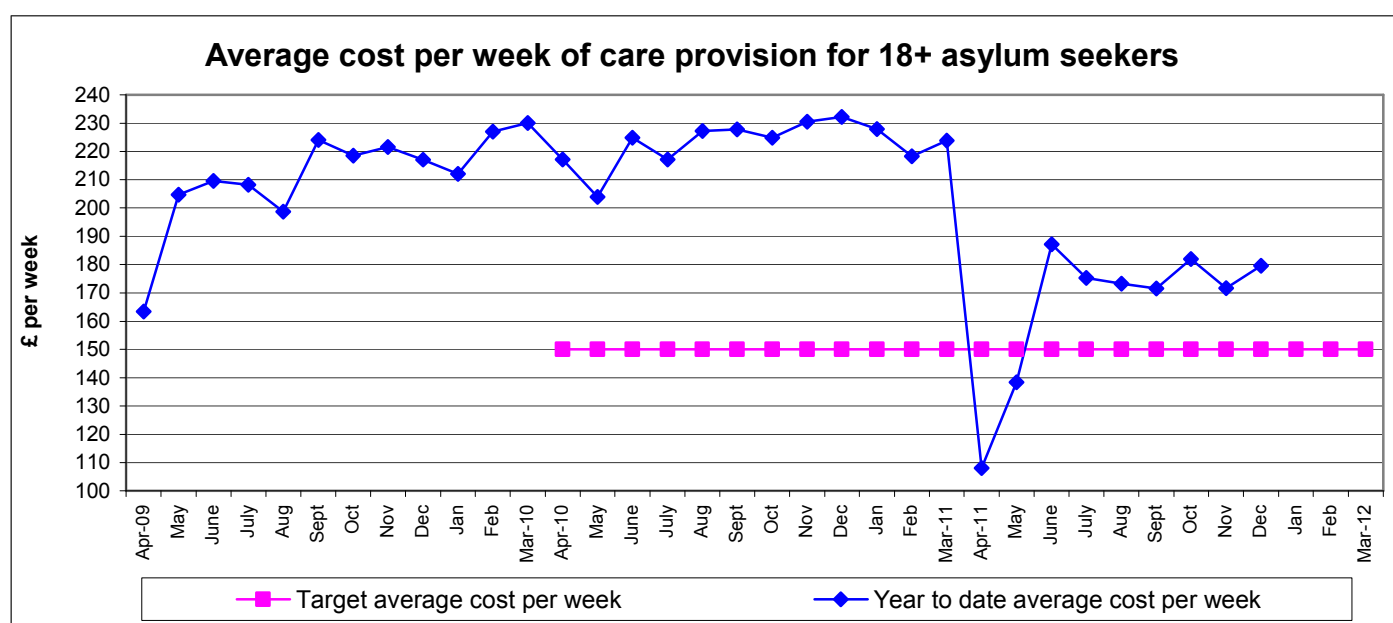


### Comments:

- In general, referral rates have been lower since September 2009 which coincides with the French Government's action to clear asylum seeker camps around Calais. The average number of referrals per month is now 12.8, which is 43% of the budgeted number of 30 referrals per month.
- The number of referrals has a knock on effect on the number assessed as new clients. The budgeted level is based on the assumption 50% of the referrals will be assessed as a new client. In 2011-12 the rate has been 66%. The average number assessed as new clients is now 8.4, which is 44% lower than the original forecast of 15 new clients per month.

## 2.5 Average weekly cost of Asylum Seekers Care Provision for 18+ Care Leavers:

	2009-10		2010-11		2011-12	
	Target average weekly cost £p	Year to date average weekly cost £p	Target average weekly cost £p	Year to date average weekly cost £p	Target average weekly cost £p	Year to date average weekly cost £p
April		163.50	150.00	217.14	150.00	108.10
May		204.63	150.00	203.90	150.00	138.42
June		209.50	150.00	224.86	150.00	187.17
July		208.17	150.00	217.22	150.00	175.33
August		198.69	150.00	227.24	150.00	173.32
September		224.06	150.00	227.79	150.00	171.58
October		218.53	150.00	224.83	150.00	181.94
November		221.64	150.00	230.47	150.00	171.64
December		217.10	150.00	232.17	150.00	179.58
January		211.99	150.00	227.96	150.00	
February		226.96	150.00	218.30	150.00	
March		230.11	150.00	223.87	150.00	



## Comments:

- The funding levels for the Asylum Service agreed with the Government rely on us achieving an average cost per week of £150, in order for the service to be fully funded, which is also reliant on the UKBA accelerating the removal process. In 2011-12 UKBA have changed their grant rules and will now only fund the costs of an individual for up to three months after the All Rights of appeal Exhausted (ARE) process if the LA carries out a Human Rights Assessment before continuing support. We are currently seeking legal advice regarding this change. The LA remains responsible for costs under the Leaving Care Act until the point of removal.
- As part of our partnership working with UKBA, all ARE UASC in Kent are now required to report to UKBA offices on a regular basis, in most cases weekly. The aim is to ensure that UKBA have regular contact and can work with the young people to encourage them to make use of the voluntary methods of return rather than forced removal or deportation. As part of this arrangement any young person who does not report as required may have their support discontinued. As yet this has not resulted in an increase in the number of AREs being removed. The number of AREs supported continues to increase. As a result our ability to achieve a balanced position on the Asylum Service becomes more difficult.
- Moving clients on to the pilot housing scheme was slower than originally anticipated, however all our young people, who it was appropriate to move to lower cost accommodation, were moved by the end of 2010-11. However there remain a number of issues:

- For various reasons, some young people have not yet moved to lower cost properties, mainly those placed out of county. These placements are largely due to either medical/mental health needs or educational needs. All of these placements, are currently being reviewed to confirm their appropriateness.
- We are currently experiencing higher than anticipated level of voids, properties not being fully occupied. Following the incident in Folkestone in January 2011, teams are exercising a greater caution when making new placements into existing properties. This is currently being addressed by the Accommodation Team.
- We are still receiving damages claims relating to closed properties.
- The average weekly cost at the end of the third quarter of 2011-12 financial year was £179.58. We are forecasting that this will reduce to £176 by year end. While this remains significantly higher than our target of £150, it should be noted that the average cost of ARE and other “Non-Eligible” young people is £197 per week, significantly higher than those young people who are “Eligible” under UKBA’s grant rules. The unit cost excluding ARE and other “Non-Eligible” young people is £166 per week compared to the £150 per week claimable under the grant rules, which adds £267k to the pressure on the asylum budget as reported in section 1.1.3.4. (The average unit cost of £197 per week for ARE and other “non-eligible” young people adds £1,281k to the pressure on the asylum budget, as reported in section 1.1.3.4.)

## Gross, Income Net position – revenue budget

Portfolio	CASH LIMIT			
	Gross	Income	Net	
	£k	£k	£k	
Specialist Children's Services	167,251	-56,418	110,833	
Per December report	167,251	-56,418	110,833	
<b>Changes to grant/income allocations:</b>				
				Grant name:
SCS	150	-150	0	Funding from Children's Improvement Board for delivery of Improvement Plan
SCS	19	-19		Adoption: Additional income from Health & Education for permanent placements agreed by Joint Residential Assessment Panel
SCS	72	-72		Residential Care: Additional income from Health & Education for permanent placements agreed by Joint Residential Assessment Panel
SCS	180	-180		Assessment of Vulnerable Children: additional Health income for joint funded posts
<b>Corporate Adjustments:</b>				
SCS	-5		-5	tfr of Children's Services BT One bill budget to ICT
SCS	-2		-2	tfr of Children's Services BT One bill budget to ICT
SCS	-1		-1	tfr of Children's Services BT One bill budget to ICT
SCS	-109		-109	tfr of Children's Services BT One bill budget to ICT
SCS	7		7	tfr supplies & services budgets back from Corporate Landlord
SCS	52		52	tfr supplies & services budgets back from Corporate Landlord
<b>Technical Adjustments:</b>				
SCS	80		80	
SCS	-171	171	0	Mgmt & support: removal of historic gross and income target following review of budget
SCS	-25	25		Mgmt & support: removal of externally funded post from structure
Revised Budget	167,498	-56,643	110,855	

This page is intentionally left blank

## FAMILIES & SOCIAL CARE DIRECTORATE SUMMARY JANUARY 2011-12 FULL MONITORING REPORT

### 1. FINANCE

#### 1.1 REVENUE

#### 1.2 CAPITAL

1.2.1 All changes to cash limits are in accordance with the virement rules contained within the constitution and have received the appropriate approval via the Leader, or relevant delegated authority.

The capital cash limits have been adjusted to reflect the position in the 2012-15 MTFP as agreed by County Council on 9 February 2012, any further adjustments are detailed in section 4.1.

1.2.2 **Table 3** below provides a portfolio overview of the latest capital monitoring position excluding PFI projects.

	Prev Yrs Exp £m	2011-12 £m	2012-13 £m	2013-14 £m	Future Yrs £m	TOTAL £m
<b>Specialist Childrens' Services Portfolio</b>						
Budget	59.691	14.937	0.221	0.000	0.000	74.849
Adjustments:						
Rephasing as per December Monitoring		-0.529	0.529			0.000
Early Year-completed project	-15.236					-15.236
Transforming Short Breaks-completed	-1.374					-1.374
Transforming Short Breaks-moved to MASH	-1.469	-3.309				-4.778
MASH Ashford	1.469	3.309				4.778
						0.000
<b>Revised Budget</b>	<b>43.081</b>	<b>14.408</b>	<b>0.750</b>	<b>0.000</b>	<b>0.000</b>	<b>58.239</b>
Variance		-0.093	0.085	0.000	0.000	-0.008
<b>split:</b>						
- real variance		-0.008				-0.008
- re-phasing		-0.085	0.085			0.000

#### 1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2011-12 and identifies these between projects which are:

- part of our year on year rolling programmes e.g. maintenance and modernisation;
- projects which have received approval to spend and are underway;
- projects which are only at the approval to plan stage and
- Projects at preliminary stage.

The variances are also identified as being either a real variance i.e. real under or overspending which has resourcing implications, or a phasing issue i.e. simply down to a difference in timing compared to the budget assumption.

Each of the variances in excess of £1m which is due to phasing of the project, excluding those projects identified as only being at the preliminary stage, is explained further in section 1.2.4 below.

All real variances are explained in section 1.2.5, together with the resourcing implications.

**Table 4: CAPITAL VARIANCES OVER £250K IN SIZE ORDER**

portfolio	Project	real/ phasing	Rolling Programme	Approval to Spend	Approval to Plan	Preliminary Stage
			£m	£m	£m	£m
<b>Overspends/Projects ahead of schedule</b>						
			<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Underspends/Projects behind schedule</b>						

**1.2.4 Projects re-phasing by over £1m:**

N/A

**1.2.5 Projects with real variances, including resourcing implications:**

There is a small real variance of -£0.008m in 2011-12.

**1.2.6 General Overview of capital programme:**

(a) Risks

The risks linked to the Families and Social Care Directorate must be similar to those felt throughout the Authority in this current financially suppressed climate. As a Directorate that works alongside many partners such as District Councils, Private/Voluntary Organisations and Primary Care Trusts (PCT) in order to provide the most comprehensive service delivery to our users, the risks to FSC are potentially compounded.

There are several schemes where there are potential claims for contractors or where KCC are taking legal actions against contractors.

(b) Details of action being taken to alleviate risks

The Directorate continues to closely monitor those risks associated with our partnership working arrangements on a regular basis through Divisional Management Teams which run alongside its over-arching capital strategy. However, the Directorate may not always be able to influence/control the final outcome.

	2011-12	2012-13	2013-14	Future Years	Total
	£m	£m	£m	£m	£m
<b>Modernisation of Assets (ASC&amp;PH)</b>					
Amended total cash limits	0.366	0.015	0.000	0.000	0.381
re-phasing	-0.269	0.255	0.014	0.000	0.000
<b>Revised project phasing</b>	<b>0.097</b>	<b>0.270</b>	<b>0.014</b>	<b>0.000</b>	<b>0.381</b>
<b>Mental Health SCE (ASC&amp;PH)</b>					
Amended total cash limits	0.196	0.000	0.000	0.000	0.196
re-phasing	-0.179	0.179	0.000	0.000	0.000
<b>Revised project phasing</b>	<b>0.017</b>	<b>0.179</b>	<b>0.000</b>	<b>0.000</b>	<b>0.196</b>
<b>Public Access - Approval to Spend (ASC&amp;PH)</b>					
Amended total cash limits	0.295	0.000	0.000	0.000	0.295
re-phasing	-0.222	0.222	0.000	0.000	0.000
<b>Revised project phasing</b>	<b>0.073</b>	<b>0.222</b>	<b>0.000</b>	<b>0.000</b>	<b>0.295</b>
<b>Mental Health SCP (ASC&amp;PH)</b>					
Amended total cash limits	0.292	0.000	0.000	0.000	0.292
re-phasing	-0.290	0.290	0.000	0.000	0.000
<b>Revised project phasing</b>	<b>0.002</b>	<b>0.290</b>	<b>0.000</b>	<b>0.000</b>	<b>0.292</b>
<b>IT Infrastructure (ASC&amp;PH)</b>					
Amended total cash limits	0.284	0.610	0.000	0.000	0.894
re-phasing	-0.197	0.197	0.000	0.000	0.000
<b>Revised project phasing</b>	<b>0.087</b>	<b>0.807</b>	<b>0.000</b>	<b>0.000</b>	<b>0.894</b>
<b>LD Good Day Programme (ASC&amp;PH)</b>					
Amended total cash limits	1.019	3.777	0.093	1.002	5.891
re-phasing	-0.373	0.373	0.000	0.000	0.000
<b>Revised project phasing</b>	<b>0.646</b>	<b>4.150</b>	<b>0.093</b>	<b>1.002</b>	<b>5.891</b>
<b>Transforming Social Care - Approval to Spend (ASC&amp;PH)</b>					
Amended total cash limits	0.320	0.000	0.000	0.000	0.320
re-phasing	-0.297	0.297	0.000	0.000	0.000
<b>Revised project phasing</b>	<b>0.023</b>	<b>0.297</b>	<b>0.000</b>	<b>0.000</b>	<b>0.320</b>

This page is intentionally left blank

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 – 22 March 2012

Subject: **SPECIALIST CHILDREN'S SERVICES CORE MONITORING  
PERFORMANCE REPORT FOR DECEMBER 2011**

Classification: Unrestricted

---

Summary: This report provides Members with the Core Monitoring performance report for the third quarter of the reporting year 2011/12

---

## Introduction

1. The Core Monitoring report is produced on a quarterly basis. This is the third quarter's report, which updates Members on progress against our key performance areas, as identified within Bold Steps. The Specialist Children's Services (SCS) outturn for Quarter 3 is attached as Appendix 1.

## Key points

2. (1) The SCS Section of the Core Monitoring Report covers seven performance measures, commentary on progress against these measures is provided below:

- **Number of children's social care cases not allocated to a social worker for over 28 Days**  
SCS continue to effectively manage the allocation of cases which is demonstrated in the consistent achievement of the Improvement Plan target to have no more than 100 children's social cases not allocated to a social worker for over 28 days. Cases that remain unallocated for more than 28 days are now rare, and for December 2011 the figure was 15.
- **Number of Initial Assessments in progress and outside of timescale**  
The Improvement Notice requirement in relation to this measure was to reduce the number of initial assessments outside of timescale to 200. This was achieved by June 2011 and continues to be sustained within target. For Quarter 3, the figure as at 31/12/11 was 19.
- **Number of Looked After Children (LAC) per 10,000 children aged under 18**  
The number of children who are Looked After continues to be a challenge although the numbers do appear to have stabilised overall. For Quarter 3 the rate per 10,000 was 56.7 against a target rate of 47.0. If Unaccompanied Asylum Seeking Children (UASC) LAC were to be excluded the performance rate for 'citizen' LAC would be 50.4. The figures and rates are shown separately within the report to demonstrate the impact that USAC have on performance in this area. The number

of USAC entering Kent is outside the control of KCC, whereas there are measures that can be taken to manage activity in the 'citizen' LAC population.

Many of the plan and strategies that aim to reduce numbers of 'citizen' LAC are only just beginning to be realised in operational terms, and some are still to be implemented.

The restructure proposes the development of dedicated Adolescent Teams in all Areas, as currently not all Districts can access this type of service. These in-house teams will be supplemented and enhanced by the commissioning of an adolescent focused crisis response service. The service specification has been completed and the tender process will commence in early March. Work is also underway to go out to tender for a provider who can better manage the demands posed by 16 and 17 year olds who requires supported housing (Southwark judgement).

Similarly other high level family support services which aim to prevent family breakdown have yet to come on-line, although the tenders are underway. The combination of the dedicated Looked After Children's Teams, and the arrival of Coram to manage Adoption Services, will see a renewed focus on tackling drift in care planning to ensure that children benefit from permanent care arrangements outside of the care system whenever possible.

It is not anticipated that there will be any significant reductions in LAC numbers until these plans are fully implemented and embedded.

- **Percentage of children leaving care who are adopted**

The Improvement Notice target for this performance measure for 2011/12 was 11%. Quarter 3 performance shows a rate of 8.1%. It should be noted that as the calculation for this measure is taken as a percentage against the total number of children leaving care, that figure will also include USAC. Just over 20% of the care leavers to date have been USAC which has a negative impact on Kent's performance. If USAC care leavers were excluded from the calculation Kent's performance against this measure as at 31<sup>st</sup> December 2011 would be 10.4%.

The Adoption Service is now under the management of Coram, and a project Manager and County Adoption Manager are now in place. Work has already begun to review all children who have and adoption plan and who are waiting for an adoption placement.

- **Number of children subject to a CP Plan, per 10,000 of children under the age of 18**

The number of children subject to a CP Plan continues to reduce. In December 2011 there were 1,258 children subject to a plan, in comparison with 1,616 at the end of the first quarter of 2011/12. This reduction has largely been achieved as a result of the sustained focus on ensuring that the right children are subject to CP Plan, resulting in significant numbers subject to de-planning. Greater scrutiny of existing plans, and tighter application of thresholds by District Managers and CP chairs is also contributing to the reduction.

Improved Children in Need planning processes appear to be serving to reassure other agencies that children who are subject to a CP Plan will continue to be in receipt of appropriate levels of intervention.

At a rate of 39.9 per 10,000, performance against this measure at the end of Quarter 3 was below the target rate of 40.2.

- **Percentage of case holding posts filled by permanent qualified social workers**  
The percentage of the social worker establishment posts held by permanent staff has increased slightly this quarter to 88.7%.

Measures are in place to boost the recruitment of experience social workers, and thereby reduce reliance on agency staff. These measures include the employment of a recruitment company, TMP, to lead the next phase of the recruitment campaign. Workforce information demonstrates that we are very slightly over establishment for case-holding posts but proposals for the SCS restructure will address the over-establishment issue by ensuring that teams have, within their revised establishment, sufficient staff to undertake the work required in every District.

- **Percentage of children subject to a child protection plan for two or more years**  
A requirement of the Improvement Programme was the reduction of the percentage of child protection plans lasting two years or more to 6% over the period 2012-13. For Quarter 3 of 2011-12 Kent's performance was 8.9%, showing a continued reduction from 11.2% in Quarter 1.

A programme of review is currently underway for all those cases where the children have been subject to a Child Protection Plan for more than eighteen months to try to prevent them moving into the two year plus category.

## **Recommendations**

3. (1) Members are asked to NOTE the Quarter 3 performance update.

Maureen Robinson  
Service Manager Management Information  
Specialist Children's Services lead  
01622 696328  
[maureen.robinson@kent.gov.uk](mailto:maureen.robinson@kent.gov.uk)

*Background documents:* None

# KCC Quarterly Performance Report Quarter 3, 2011/12

Cabinet, 2012



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

<b>GREEN</b>	Target has been achieved or exceeded
<b>AMBER</b>	Performance is behind target but within acceptable limits
<b>RED</b>	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.

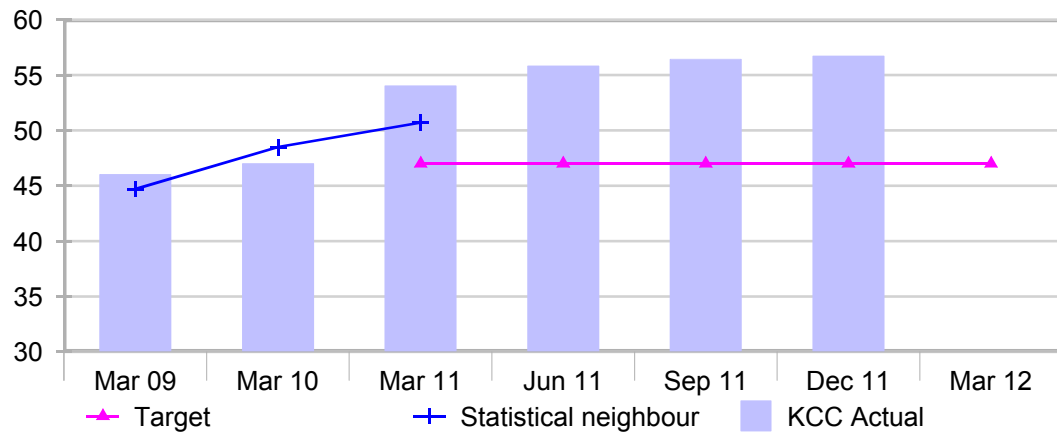
## Summary of Performance for our KPIs

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		Green	Green	↓
Number of initial assessments in progress and out of timescale	Children's Social Care		Green	Green	↑
Number of children looked after per 10,000 children aged under 18	Children's Social Care		Red	Red	↓
Percentage of children leaving care who are adopted	Children's Social Care		Red	Red	↓
Number of children subject to a child protection plan per 10,000 children aged under 18	Children's Social Care		Amber	Red	↑
Percentage of establishment caseholding posts filled by qualified social workers	Children's Social Care		Amber	Amber	↑
Percentage of children subject to a child protection plan for two or more years	Children's Social Care		Red	Red	↑

Number of children's social care cases not allocated to a social worker for over 28 days				Green ↓																											
<b>Bold Steps Priority/Core Service Area</b>	Ensure we provide the most robust and effective public protection arrangements			<b>Bold Steps Ambition</b>	To tackle disadvantage																										
<b>Cabinet Member</b>	Jenny Whittle			<b>Director</b>	Jean Imray																										
<b>Portfolio</b>	Specialist Children's Service			<b>Division</b>	Specialist Children's Service																										
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Month</th> <th>Target</th> <th>KCC Actual</th> </tr> </thead> <tbody> <tr> <td>Jun 11</td> <td>200</td> <td>9</td> </tr> <tr> <td>Jul 11</td> <td>200</td> <td>35</td> </tr> <tr> <td>Aug 11</td> <td>200</td> <td>39</td> </tr> <tr> <td>Sep 11</td> <td>100</td> <td>1</td> </tr> <tr> <td>Oct 11</td> <td>100</td> <td>9</td> </tr> <tr> <td>Nov 11</td> <td>100</td> <td>5</td> </tr> <tr> <td>Dec 11</td> <td>100</td> <td>15</td> </tr> </tbody> </table>				Month	Target	KCC Actual	Jun 11	200	9	Jul 11	200	35	Aug 11	200	39	Sep 11	100	1	Oct 11	100	9	Nov 11	100	5	Dec 11	100	15	<p><b>Data Notes.</b>  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>			
Month	Target	KCC Actual																													
Jun 11	200	9																													
Jul 11	200	35																													
Aug 11	200	39																													
Sep 11	100	1																													
Oct 11	100	9																													
Nov 11	100	5																													
Dec 11	100	15																													
<b>Trend Data – month end</b>																															
	<b>Jun 11</b>	<b>Jul 11</b>	<b>Aug 11</b>	<b>Sep 11</b>	<b>Oct 11</b>	<b>Nov 11</b>	<b>Dec 11</b>																								
KCC Result	9	35	39	1	9	5	15																								
Target	200	200	200	100	100	100	100																								
Rag Rating	Green	Green	Green	Green	Green	Green	Green																								
<b>Commentary</b>																															
This target has been achieved and is being maintained.																															

Number of initial assessments in progress and out of timescale						Green ↑																									
<b>Bold Steps Priority/Core Service Area</b>	Ensure we provide the most robust and effective public protection arrangements			<b>Bold Steps Ambition</b>	To tackle disadvantage																										
<b>Cabinet Member</b>	Jenny Whittle			<b>Director</b>	Jean Imray																										
<b>Portfolio</b>	Specialist Children's Service			<b>Division</b>	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>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>200</td> </tr> <tr> <td>Oct 11</td> <td>55</td> <td>200</td> </tr> <tr> <td>Nov 11</td> <td>19</td> <td>200</td> </tr> <tr> <td>Dec 11</td> <td>19</td> <td>200</td> </tr> </tbody> </table>				Month	KCC Actual	Target	Jun 11	107	200	Jul 11	85	200	Aug 11	50	200	Sep 11	63	200	Oct 11	55	200	Nov 11	19	200	Dec 11	19	200	<p><b>Data Notes.</b>  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 target of 200 was set in the Improvement Plan.</p>			
Month	KCC Actual	Target																													
Jun 11	107	200																													
Jul 11	85	200																													
Aug 11	50	200																													
Sep 11	63	200																													
Oct 11	55	200																													
Nov 11	19	200																													
Dec 11	19	200																													
<b>Trend Data – month end</b>																															
	<b>Jun 11</b>	<b>Jul 11</b>	<b>Aug 11</b>	<b>Sep 11</b>	<b>Oct 11</b>	<b>Nov 11</b>	<b>Dec 11</b>																								
KCC Result	107	85	50	63	55	19	19																								
Target	200	200	200	200	200	200	200																								
Rag Rating	Green	Green	Green	Green	Green	Green	Green																								
<b>Commentary</b>																															
This target has been achieved and is being maintained.																															
Number of looked after children (LAC) per 10,000 children aged under 18						Red ↓																									
<b>Bold Steps Priority/Core Service Area</b>	Improve services for the most vulnerable people in Kent			<b>Bold Steps Ambition</b>	To tackle disadvantage																										

<b>Cabinet Member</b>	Jenny Whittle	<b>Director</b>	Jean Imray
<b>Portfolio</b>	Specialist Children's Service	<b>Division</b>	Specialist Children's Service



**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 and statistical neighbours.

Data is reported as the position at each quarter end. Counts rounded to nearest 5.  
Data shown in the graph includes unaccompanied asylum seeker children (UASC).  
The citizen count (excluding UASC) is also shown below in the data table.

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	56.7	
Target			47	47	47	47	47
Statistical neighbour	45	48	51				
Rag Rating	Amber	Green	Red	Red	Red	Red	
Total number of LAC	1,420	1,475	1,695	1,745	1,765	1,775	
Citizen LAC (non-UASC)	1,145	1,245	1,460	1,510	1,555	1,575	

**Commentary**

Numbers of looked after children (LAC) in Kent continue to increase, from 1,695 in March 2011 rising to 1,775 in December 2011. LAC targets by district are now agreed and have been incorporated into performance monitoring. The result includes unaccompanied asylum seeking children (UASC) which is a pressure in Kent. If this calculation was made excluding UASC it would be 50.4. Much of the immediate focus of the Children Social Services' Improvement Plan has been around tackling the backlog of cases (as anticipated, some of which will have resulted in children becoming looked after) and improving throughput and caseloads. Work is underway to develop a projected downwards trajectory in the light of the actions listed below.

**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:

- Improving the percentage of children who are adopted (see specific actions against the next indicator)
- Identifying end dates for all LAC
- Robust gate-keeping of decisions to take children into care.
- Robust tracking of permanency planning

In the longer term, the following actions will impact on LAC numbers:

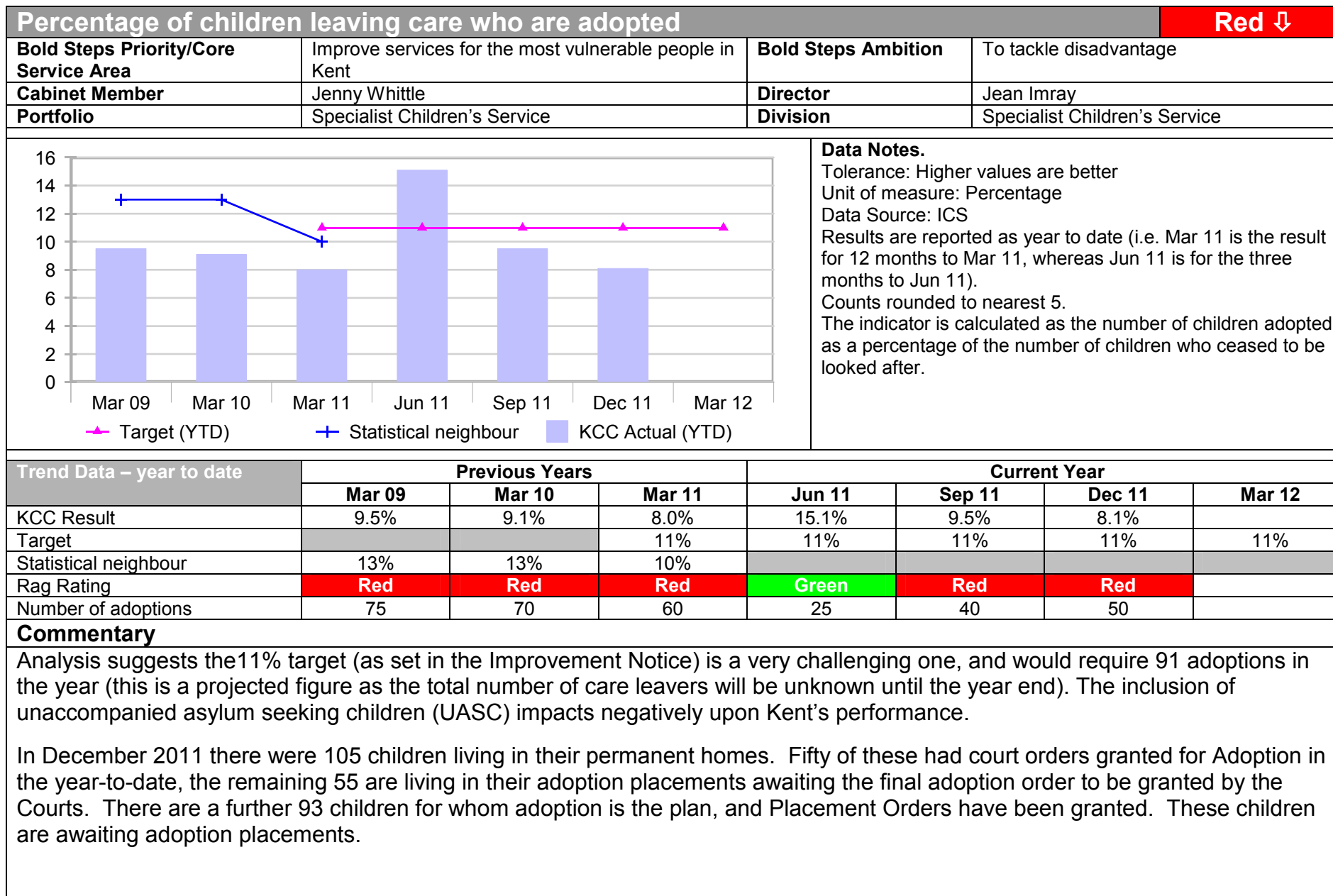
- Increased investment in a range of prevention and early intervention services, particularly in adolescent intervention services and in high-level family support
- Scoping out work needed for speedier responses to vulnerable adolescents, including an “invest to save” proposal on adolescent services

---

**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. Despite the financial climate, ways are being found to invest in preventative services to reduce LAC numbers long-term, and this will be a key theme in the Phase 2 Improvement Plan.



## Percentage of children leaving care who are adopted

Red ↓

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

Improving the percentage of children who are adopted by:

- A contract has been signed with Thomas Coram who will manage the Adoption Service on Kent's behalf. A contract manager is now in place.
- Robust system in place to ensure assessments are given priority - 61 assessments are scheduled for approval by March 2012
- Martin Narey has completed the review of adoption systems and processes to identify how adoption can be speeded up and the findings are being actioned
- District managers and adoption leads jointly monitoring the progress of all children requiring adoption
- Permanency policy and prompts have been agreed; workshops on permanency conducted; Permanency Plans now identified by the second looked after children review
- Performance reporting monitors the percentage of children adopted
- Tracking process established to follow children identified for adoption and ensure there is no drift in their planning.

### Risks and mitigating actions

- Capacity to undertake sufficient assessments of prospective adopters.
- Delays in court processes
- Recruitment delays

Number of children subject to a child protection plan, per 10,000 children aged under 18							Amber ↑
<b>Bold Steps Priority/Core Service Area</b>	Improve services for the most vulnerable people in Kent			<b>Bold Steps Ambition</b>	To tackle disadvantage		
<b>Cabinet Member</b>	Jenny Whittle			<b>Director</b>	Jean Imray		
<b>Portfolio</b>	Specialist Children's Service			<b>Division</b>	Specialist Children's Service		
				<p><b>Data Notes.</b></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>			
<b>Trend Data – quarter end</b>	<b>Previous Years</b>			<b>Current Year</b>			
	<b>Mar 09</b>	<b>Mar 10</b>	<b>Mar 11</b>	<b>Jun 11</b>	<b>Sep 11</b>	<b>Dec 11</b>	<b>Mar 12</b>
KCC Result	32.1	39.9	52.1	53.8	51.6	40.2	
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	Amber	
Number of children	1,022	1,243	1,621	1,676	1,616	1,258	
<b>Commentary</b>							
<p>The numbers of children subject to a child protection plan has seen a noticeable decline during the last quarter, with the total reducing to 1,258 (December 2011).</p> <p>Much of the immediate focus of the Improvement Plan has been around tackling the backlog of cases (some of which will have resulted in children becoming subject to a child protection plan) and improving throughput, which would impact adversely on this indicator and was anticipated. Actions in place as part of the improvement plan have already started to impact on this indicator.</p>							
<b>What actions are we taking to improve performance (and drivers of performance)</b>							
<ul style="list-style-type: none"> <li>Review and undertake change promotion work on current cases where children have been subject to a child protection plan for over 18 months;</li> <li>Amending current child protection procedures to reduce the number of children subject to parallel LAC and child protection plans;</li> </ul>							

**Number of children subject to a child protection plan, per 10,000 children aged under 18**

**Amber** ↑

- Strengthening child protection and conference processes, including assessments, reports and multi-agency working;
- Work to strengthen Kent Safeguarding Children’s Board functions, including its scrutiny function to ensure that agencies are engaged effectively in multi-agency planning in respect of child protection;
- Training conference chairs in order to ensure more focussed, outcome-based planning;
- More rigorous gatekeeping of the child protection work;
- 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**

A potential risk is the current drive to reduce looked after children, which will mean increased pressure to manage risk in the community.

Percentage of caseholding posts filled by permanent qualified social workers						Amber ↑		
<b>Bold Steps Priority/Core Service Area</b>	Ensure we provide the most robust and effective public protection arrangements			<b>Bold Steps Ambition</b>	To tackle disadvantage			
<b>Cabinet Member</b>	Jenny Whittle			<b>Director</b>	Jean Imray			
<b>Portfolio</b>	Specialist Children's Service			<b>Division</b>	Specialist Children's Service			
				<p><b>Data Notes.</b></p> <p>Tolerance: Higher values are better  Unit of measure: Percentage  Data Source: SCS Weekly Performance Report – Week Ending 25/12/11.</p> <p>Data is reported as the position at each quarter end.</p> <p>Posts held by agency staff are not included in the figures for this indicator.</p>				
<b>Trend Data – quarter end</b>		<b>Previous Year</b>			<b>Current Year</b>			
	<b>Sep 10</b>	<b>Dec 10</b>	<b>Mar 11</b>	<b>Jun 11</b>	<b>Sep 11</b>	<b>Dec 11</b>	<b>Mar 12</b>	
KCC Result	81%	80%	83%	82%	87.4%	88.7%		
Target	90%	90%	90%	90%	90%	90%	90%	
Rag Rating	Amber	Red	Amber	Amber	Amber	Amber		
Percentage agency staff	6.0%	8.8%	16.1%	23%	25%	13.5%		
<b>Commentary</b>								
<p>This target is about recruiting permanent staff, not about managing vacancies. Indeed, when numbers of agency staff are taken into consideration, currently the division is over establishment for qualified social workers (111%) – but the strategy is to reduce dependence on agency staff.</p>								
<b>What actions are we taking to improve performance (and drivers of performance)</b>								

## Percentage of caseholding posts filled by permanent qualified social workers

Amber ↑

The robust workforce strategy and compelling offer was agreed by the Improvement Board and Cabinet in May and is being implemented.

4 separate campaigns have been delivered since March 2011 which have resulted in the appointment of

- 18 Experienced Social Workers
- 15 Principal Social Workers
- 7 Team Leaders

There is a continuing focus on the recruitment of experienced social workers to fill vacancies and reduce the requirement for agency staff.

We will continue to monitor the recruitment processes in terms of numbers of applications submitted, shortlisted, interviewed, offered and appointed.

Discussions will be held with Kent Top Temps with regard to the engagement and placement of agency staff in order to clarify rates, quality assurance and customer relationships.

### Risks and mitigating actions

The division still has a high proportion of staff who are recently qualified. The workforce strategy is not only about exceeding the 90% target, but also improving the balance of experienced and newly qualified social workers, and actions to mitigate this are included in the strategy.

The review to ascertain whether the current establishment rates for Social Workers are appropriate may potentially result in an increase in the vacancy rates.

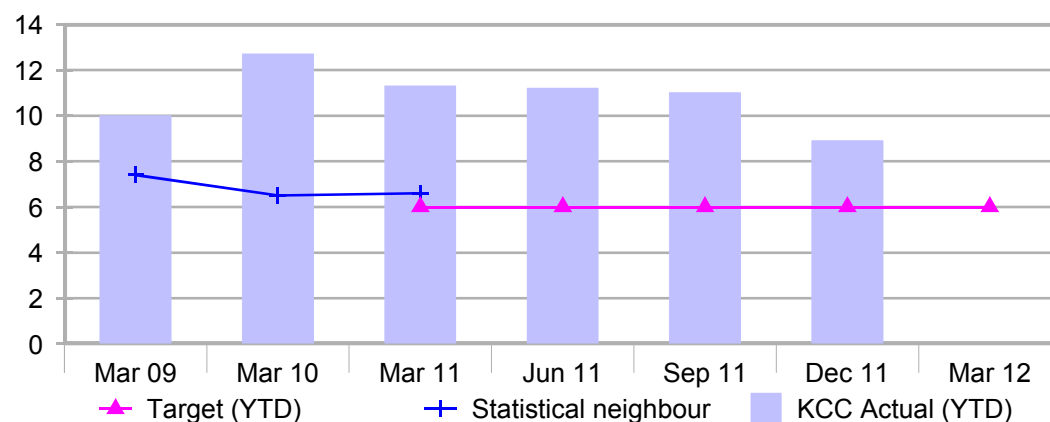
## Percentage of children subject to a child protection plan for two or more years

Red ↑

<b>Bold Steps Priority/Core Service Area</b>	Improve services for the most vulnerable people in Kent	<b>Bold Steps Ambition</b>	To tackle disadvantage
<b>Cabinet Member</b>	Jenny Whittle	<b>Director</b>	Jean Imray
<b>Portfolio</b>	Specialist Children's Service	<b>Division</b>	Specialist Children's Service

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

**Red ↑**



### Data Notes.

Tolerance: Lower values are better

Unit of measure: Percentage

Data Source: ICS

Data is reported as financial year to date (i.e. Mar 11 is the result for 12 months to Mar 11, whereas Jun 11 is for the three months to Jun 11).

### Trend Data – year to date

	Previous Years			Current Year			
	Mar 09	Mar 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	10%	12.7%	11.3%	11.2%	11.0%	8.9%	
Target			6%	6%	6%	6%	6%
Statistical neighbour	7.4	6.5	6.6				
Rag Rating	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Red</b>	
Number of children	85	100	126	46	93	136	

### Commentary

The indicator is calculated as the percentage of children ceasing to be subject to a child protection plan who had been subject to that plan for two or more years. There has been a move in performance in the last quarter, from 11.0% in September 2011 to 8.9% in December 2011.

### 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.

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

Red ↑

- Strengthening child protection and conference processes, reports and assessment work;
- Strengthening KSCB's scrutiny function to ensure effective multi-agency engagement in child protection planning;
- Training conference chairs on outcome-based planning;
- More rigorous gate-keeping 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 – 22 March 2012

Subject: **UPDATE ON SELECT COMMITTEE WORK**

Classification: Unrestricted

---

Summary: This report updates Members on current Select Committee review work and monitoring of the outcomes of past work and invites suggestions for future Select Committee Topic Reviews.

---

### **Current Select Committee Review Work**

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

**The Student Journey** - The Select Committee, under the Chairmanship of Mr K Smith, agreed its final report on 28 February. The final report and recommendations will be shared with the relevant Cabinet Members on 27 March and will be considered by Cabinet and County Council in May 2012.

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

**Educational Attainment at Key Stage 2** - The Select Committee, under the Chairmanship of Mr C T Wells, agreed its final report on 5 March. The report will be shared with the Cabinet Member and Director on 2 April and will be considered by Cabinet in May and County Council in July 2012.

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

2. A Select Committee on **Domestic Abuse** has just started work. The Membership is: Mrs A D Allen, Mr H J Craske, Mrs T Dean, Mr J D Kirby, Mr S Manion, Mrs E M Tweed, Mrs C Waters and Mr A T Willicombe. At its first meeting on 23 February, the Committee elected Mr Kirby as its Chairman and agreed its Terms of Reference and scope, work programme and list of potential witnesses. In April, Members will receive background briefings and training from the Kent Domestic Violence Co-ordinator, with professionals involved in domestic abuse work. They will then make a series of visits, including to specialist domestic abuse courts and multi-agency domestic abuse one-stop-shops around the county and the new multi-agency central referral unit. They will also have the opportunity, in small groups, to visit refuges and meet survivors of domestic abuse. A visit will also be organised to observe a perpetrator course session run by the Probation Service. Evidence-gathering hearings will take place in June and July.

The review will link closely with the Kent and Medway Domestic Abuse Strategy Group, District Forums and a task-and-finish sub-group appointed by the Community Safety Partnership (which is looking at funding for Independent Domestic Violence Advisors (IDVAs)). The Select Committee is expected to submit its final report to County Council in December 2012.

The contacts for this Select Committee are: Research Officer Sue Frampton (01622 694993) and Democratic Services Officer Christine Singh (01622 694334).

### **Monitoring of the outcomes of past work**

3. Two Select Committees which published their final reports about one year ago have recently re-convened for their 'one year on' monitoring meetings.

The **Renewable Energy** Select Committee met on 24 January 2012 and noted progress against its recommendations, proposed that a conference be organised to demonstrate the potential savings around renewable energy and agreed that Select Committee Members should act as 'champions' of renewable energy issues.

The **Extended Services** Select Committee met on 15 February 2012 and agreed that, because of the number of work streams which are still evolving, it would meet again in autumn 2012, with the Cabinet Members, to receive a further update report on activity which is currently ongoing but has not yet been able to proceed as far as the Committee would have liked. Members also agreed that, when a new document, '*The Impact of Extended Services in Kent*', becomes final (expected to be in May or June), an informal briefing be arranged, to which all KCC Members will be invited.

### **Suggestions for future Select Committee work**

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 Committee.

#### **Recommendation:-**

5. Members are asked to note the review work currently coming to fruition, new work starting and monitoring of the outcomes of past work, 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*

telephone: 01622 694277  
e-mail: [theresa.grayell@kent.gov.uk](mailto:theresa.grayell@kent.gov.uk)