



Summons to and  
Agenda for a  
Meeting on  
**Thursday, 26th  
January, 2017**  
at **10.00 am**





DEMOCRATIC SERVICES  
SESSIONS HOUSE  
MAIDSTONE

Wednesday, 18 January 2017

To: All Members of the County Council

Please attend the meeting of the County Council in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 26 January 2017 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30 pm.**

### **Webcasting Notice**

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present.

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately.

### **Voting at County Council Meetings**

Before a vote is taken the Chairman will announce that a vote is to be taken and the division bell shall be rung for 60 seconds unless the Chairman is satisfied that all Members are present in the Chamber.

**20 seconds** are allowed for electronic voting to take place and the Chairman will announce that the vote has closed and the result.

## **A G E N D A**

1. Apologies for Absence
2. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda
3. Minutes of the meeting held on 8 December 2016 and, if in order, **(Pages 5 - 14)** to be approved as a correct record
4. Chairman's Announcements
5. Questions

6. Report by Leader of the Council (Oral)
7. County Council Directorate and Strategic Commissioning Structure **(Pages 15 - 56)**
8. Early Years and School Performance in 2016 - National Curriculum Test and Public Examination Results **(Pages 57 - 70)**
9. Revised Proportionality Calculations and Committee Membership **(Pages 71 - 74)**
10. Motion for Time Limited Debate  
*South Eastern rail franchise*

To be proposed by Mr Balfour and Seconded by Mr Pearman

"This Council welcomes the opportunity the new South Eastern franchise will present, and specifically:

- (1) supports the offer from the Secretary of State for Transport to Kent County Council to play a full and active part in the process of determination of the service specification for the new South Eastern franchise;
- (2) supports the new policy of the Secretary of State for Transport not to approve the transfer of the South Eastern franchise Metro services from the Department for Transport to the Mayor of London;
- (3) expects the new franchise to deliver a significant enhancement to High Speed services on the routes between London St Pancras and Kent;
- (4) expects the new franchise to deliver upgraded rolling-stock and services, with reliability on the Mainline routes between London Charing Cross / Cannon Street / London Bridge / Victoria and Kent;
- (5) expects the new franchise to deliver a higher quality of service, with improved station facilities, improved access for all, cleaner trains and enhanced public information;
- (6) expects the new franchise to offer continued support for the Kent and Sussex Community Rail Partnerships and the rural lines they support."



John Lynch,  
Head of Democratic Services  
03000 410466

## KENT COUNTY COUNCIL

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MINUTES of a meeting of the Kent County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 8 December 2016.

**PRESENT:**

Mr T Gates (Chairman)  
Mr D L Brazier (Vice-Chairman)

Mrs A D Allen, MBE, Mr M J Angell, Mr M Baldock, Mr M A C Balfour, Mr R H Bird, Mr H Birkby, Mr N J Bond, Mrs P Brivio, Mr L Burgess, Mr C W Caller, Miss S J Carey, Mr N J D Chard, Mr I S Chittenden, Mr B E Clark, Mrs P T Cole, Mr G Cooke, Mr G Cowan, Mrs M E Crabtree, Mr A D Crowther, Mrs V J Dagger, Mr D S Daley, Mr M C Dance, Mr J A Davies, Dr M R Eddy, Mr J Elenor, Mrs M Elenor, Mr G K Gibbens, Mr R W Gough, Ms A Harrison, Mr M J Harrison, Mr M Heale, Mr P M Hill, OBE, Mr C P D Hoare, Mrs S V Hohler, Mr S Holden, Mr P J Homewood, Mr E E C Hotson, Mr M J Horwood, Mr J A Kite, MBE, Mr S J G Koowaree, Mr R A Latchford, OBE, Mr R L H Long, TD, Mr G Lymer, Mr B E MacDowall, Mr T A Maddison, Mr S C Manion, Mr R A Marsh, Mr F McKenna, Mr M J Northey, Mr P J Oakford, Mr J M Ozog, Mr R J Parry, Mr C R Pearman, Mr L B Ridings, MBE, Mrs E D Rowbotham, Mr J E Scholes, Mr W Scobie, Mr T L Shonk, Mr C Simkins, Mr J D Simmonds, MBE, Mr C P Smith, Mr D Smyth, Mrs P A V Stockell, Mr B J Sweetland, Mr A Terry, Mr N S Thandi, Mr M J Vye, Mr J N Wedgbury, Mr M E Whybrow, Mr M A Wickham and Mrs Z Wiltshire

IN ATTENDANCE: Mr D Cockburn (Corporate Director Strategic & Corporate Services), Mr J Lynch (Head of Democratic Services) and Mr B Watts (General Counsel (Interim))

### UNRESTRICTED ITEMS

#### **35. Apologies for Absence**

The General Counsel (Interim) reported apologies from Mr Bowles, Mr Carter, Mrs Dean, Mr Harman, Mr Hoare, Mrs Howes, Mr Neaves, Mr Ozog, Mr Truelove, Mrs Waters and Mrs Whittle.

#### **36. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda**

(1) Mrs Marsh declared a Disclosable Pecuniary Interest in relation to item 7 (Kent and Medway Safeguarding Adults Board Annual Report April 2015) - March 2016) and item 11 (Motion on the British Deaf Association's Charter of British Sign Language).

(2) Mr Koowaree declared a Personal Interest as he had a grandson in Care.

**37. Minutes of the meeting held on 20 October 2016 and, if in order, to be approved as a correct record**

RESOLVED that the minutes of the meeting held on 20 October 2016 be approved as a correct record, subject to the addition of Mr Parry in the list of Members who gave apologies.

**38. Chairman's Announcements**

**(a) Petition – Bredgar**

(1) The Chairman invited Mr Baldock to present a petition regarding speeding through Bredgar Village.

(2) The Chairman then invited Mr Balfour, the Cabinet Member for Environment and Transport, to collect the petition and to respond to it in accordance with the Petition Scheme.

**(b) Prince Michael Road Safety award**

(3) The Chairman stated that he was delighted to inform Members that the County Council had been awarded the most prestigious award for Road Safety, the Prince Michael International Road Safety Award, and he invited Mr Pearman to give a brief account of the nature of this achievement.

**(c) Communications campaign award**

(4) The Chairman stated that he was pleased to inform Members that KCC's Public Health campaign - 'Release the Pressure' had won the Silver award in the Best Public Sector Campaign category at the South of England Chartered Institute of Public Relations awards. This was a highly successful media, marketing and public relations campaign which had received huge press coverage. Since it launched in March, there had been a 56 % rise in the number of male callers to the Mental Health Matters helpline which KCC commissioned. He congratulated the Kent Communications team and Tim Woodhouse, Wayne Gough and Sarah Lovell from Public Health.

**(d) Office Visits**

(5) The Chairman informed Members that over the last few weeks he had been visiting frontline offices across the county, these visits had include the Kent Film Office, Highways Management Centre at Ashford, Kent Resilience Team at Kent Fire & Rescue Authority HQ and Shorne Woods Country Park. He stated that he had thoroughly enjoyed these visits. He encourage as many Members as possible to take the time to visit the different teams working across the County to see the fantastic services and frontline support being delivered.

**(e) Royal Mail's Delivery Office visit**

(6) The Chairman announced that he had recently visited Royal Mail's Delivery Office in Maidstone to pass on Christmas wishes and encouragement during their busiest time of the year. He was shown around the office by Delivery Office

Manager, James Barnden and it was great to meet so many of the post office staff who went out in all weathers, and to see first-hand just how much effort they put into delivering for the people and businesses of Kent during the run-up to Christmas.

**(f) Collection for Homeless Care (Maidstone Day Centre)**

(7) The Chairman referred to the Liberal Democrat Groups collection being held that morning, for Homeless Care which ran the Maidstone Day Centre.

**(g) Carols**

(8) The Chairman invited all Members to join him for a seasonal buffet lunch and carols with the school choir from Brunswick House Primary School in the Atrium of Invicta House at 1.00 p.m. and hoped that Members would be able to join him in thanking Officers for their hard work and dedication and to wish them a very Merry Christmas.

**39. Questions**

In accordance with Procedure Rule 1.17(4), 11 questions were asked and replies given. A record of all questions put and answers given at the meeting are available [online](#) with the papers for this meeting.

**40. Report by Leader of the Council (Oral)**

(1) Mr Simmonds, the Deputy Leader, on behalf of the Leader updated the Council on events since the previous meeting.

(2) Mr Simmonds mentioned that the annual settlement was awaited from the Government. He also referred to the Autumn Budget Statement from the Chancellor and stated that it was significant that what was missing from this was any mention of help for Adult Social Care and in particular with meeting the pressures Local Authorities were facing in providing care for the elderly. He emphasised that KCC were lobbying hard and that he had recently spoken with the Kent MP's regarding the scope of the problem in meeting the demands of adult social care. He had stressed how inextricably this was linked to the problems in the Health Service relating to bed occupancy and ensuring there was a support infrastructure for those in hospital and needing continuing care. It was important to get the relationship with the NHS right in order to care for the ever increasing number of elderly and those with disabilities. KCC's approach to this was fully supported by the Local Government Association.

(3) Mr Simmonds stated that Sajid Javid MP (Minister for Communities and Local Government) and Chris Grayling MP had been lobbied hard when they attended the County Council's Network (CCN) Conference. He confirmed that CCN which the Leader Chaired had fully endorsed the request to Government to look again at providing this essential support.

(4) Mr Simmonds referred to the very real budgetary problems that many Local Authorities had experienced which had been triggered by the need to prop up their adult social service budget. One of the options that had been mentioned was that Government might allow an additional Council Tax precept. He confirmed that an additional 1% Council Tax precept for Kent would produce roughly £5.6m which

would obviously help but would not meet entirely the pressures KCC were facing. The CCN had made it clear to Government that although this 1% would only be an additional £10 per annum for a band C taxpayer, which did not sound unreasonable, it would be in addition to the 1.9% council tax rise which KCC would be seeking and the 2% social care levy.

(5) Mr Simmonds mentioned the huge difference in care available between east and west Kent. In West Kent even for self-funders paying a premium rate, care could not always be found and as the aging population increased the situation would get worse. Despite active recruitment there were simply not enough carers to meet demand despite premium payments in the wealthier districts. He hoped that the financial strain would begin to ease when the monies from the new Better Care Fund appeared in 2018/19 but there could still be additional obligations placed on local authorities by Government, as there was a tendency for additional money to come with conditions.

(6) Mr Simmonds made reference to the change over to the business rate and Government were being lobbied strongly to ensure the balancing formula for those local authorities who could not generate sufficient business rate was sensible and did not only favour the London Boroughs, who did so much better than the shire counties.

(7) KCC were also lobbying for restraint on London Boroughs, particularly those that were seeking to solve their housing problems by acquiring Kentish accommodation, which was so badly needed for our own Council Tax payers and particularly in the housing run by the Districts where we have had several examples of this already and it was something that had been looked at. We know these issues were being listened to and we have reason to believe that there were some measures in place to support this but we have yet to hear of this directly.

(8) Mr Simmonds undertook to make Members aware of the financial settlement as soon as the information was received.

(9) Mr Latchford, the Leader of the Opposition, started by referring to the Chancellor's Autumn Budget Statement and the failure to include any financial respite for social care. He expressed the view that the Chancellor must have been aware of the dire warnings about providers of services being on the brink of collapse and also of Care England's warning over the growing disparity between the affluent and the poorer areas of the UK.

(10) Mr Latchford referred to the Prime Ministers pledge in her inaugural speech to address the issue of those that truly needed help. He mentioned that it had been reported that Kent had a shortage of 500 beds against the requirement which this being only the second year of the 2% additional levy on the Council tax for social adult services. He had been advised that the levy raised £11m but the pressures were currently £35m. He acknowledged that the reports being considered at this meeting highlighted KCC's serious concerns about care of the elderly.

(11) Mr Latchford referred to the impact of the Government austerity measures and the serious affect that these have had on Local Authorities throughout the UK who were facing similar problems. He understood from the Mr Simmonds that KCC was in a marginally better place financially than some authorities. He emphasised the



importance of the Conservative administration ensuring that a very clear message was passed to central government, as clearly KCC cannot continue talking on more responsibility with less money.

(12) Mr Latchford emphasised the importance of the Government making savings in, for example, overseas aid and suggested that in future support should only be given to mandatory aid and to disaster relief. Referring to the Brexit issue and the cost to the exchequer of every month that this was delayed and that despite fears to the contrary, the Times Economic Correspondent had recently predicted that Britain should finish this year as the fastest growing economy of the 7 leading nations.

(13) Mr Latchford acknowledged the difficult position the County Council faced to provide a statutorily balanced budget and it was a concern which must be addressed or it would increase pressures in the following year.

(14) Mr Latchford referred to the union protest outside County Hall which he sympathised with but felt was premature as the constructive debate on the Budget would take place in February where he was confident that there would be challenges to the draft budget from opposition groups. He expressed the view that there was a strong case to consider drawing on some reserves to help those who were in most need rather than implementing cuts.

(15) Mr Latchford referred to a recent BBC programme which discussed Local Authorities reliance on consultants, spending £100m of taxpayer's money on contracts that were covered by confidentiality deals meaning very little was known about them. He suggested that this was something that KCC needed to review. He was of the view that this could achieve significant savings as the County Council had sufficient professional highly qualified staff in-house.

(16) In conclusion Mr Latchford thanked Mr Simmonds for the openness of his report.

(17) Mr Cowan, Leader of the Labour Group, referred to the Autumn Budget Statement and the Chancellor stating that austerity would continue beyond 2020 into the next decade which was in contrast to the previous Chancellors announcement that he would remove the net structural budget deficit by 2015. He agreed with Mr Simmonds regarding the absence of any mention of the most important item, adult social care, in the Autumn Budget Statement. The speculation that the Chancellor might relax the austerity policy in relation to local government proved to be wishful thinking, the flat cash government settlement would remain in place comprising of reducing government funding and increased council tax. He stated that this would mean that 10 County Councils would still have no additional money to address rising costs and spending demands and the planned cuts must stand at around £80m. He acknowledged that there were some infrastructure investment funds being made available which would be useful but this would fall short of what was really needed. He stated that Kent residents on middle and low incomes, who were most in need of KCC's services, were the most affected by the cut backs. The cuts have had an impact on for example education, social services, libraries, highways, waste disposal and public health. He referred to the Administrations belief that front line services could be protected from cutbacks in government funding by transformation in the way that they were delivered but this was becoming impossible to sustain. He referred to the abrupt withdrawal of the education services grant by the Government without

consultation and that some services to schools might have to cease. He expressed the view that a tipping point had been reached where to meet further cuts from Government some services would have to cease. He stated that the Labour Group would fight for further funding so that services did not continue to be cut and commissioned out to an unaccountable third party.

(18) Mr Cowan referred to the budget monitoring for 2016/17 and acknowledged that securing a balanced budget in a period of brutal austerity was getting increasingly harder to achieve each year. He stated that normally by this time there was a reasonable certainty that a balanced budget would be achieved but this was not the case this year as there were still savings of £4.85m to be identified. He mentioned the need to reduce spending by £1.912m in social care, health and wellbeing for adults, the later was proving particularly difficult due to increasing service demands.

(19) Mr Cowan referred to the additional 400 jobs that would be lost which could only be to the detriment of the services provided to the people of Kent. He stated that many services that KCC provided to the community were under threat and he asked KCC's Conservative Administration to tell the Government that enough was enough.

(20) Mr Bird, on behalf of the Leader of the Liberal Democrat Group, referred to Chancellors Autumn Budget Statement and expressed the view that it did little to support those "Just About Managing" (JAM) and did little for our local communities including the chronic housing shortage. He referred to the continuing Government austerity measures and the recognition by the Liberal Democrats in 2010 of the need to rise public spending.

(21) Mr Bird quoted part of the LGA's response to the Autumn Budget Statement regarding the Government's failure address the social care issue. He emphasised that KCC could not continue to do more for less with its social care provision by putting more onto the voluntary sector and pretending that front line services were not being affected. He expressed the view that Kent's social care and health services were close to breaking point and referred to the fact that specialist children's services had been over budget for the past 4 years. He expressed the view that this was not just because of unaccompanied asylum seekers or because of massive inefficiencies, the real problem was KCC's continued failure to come to terms with what it took to provide an effective social service for all in need. He referred to the struggle to manage for example, SEN transport costs, maintain Home to School transport, waste management. He stated that highways had been cut to the bone with Members having to tell residents why local highways schemes had been relegated to low priority, why redundant light columns had not been removed yet and why so many footways needed to be repaired. He stated that KCC might be just about managing but unless the administration could persuade the Government, KCC like many other councils soon would not be managing at all.

(22) Mr Whybrow, Leader of the Independents Group, stated that Kent had an ever increasing number of Just About Managing families as well as people who were not managing at all. He referred to Local Authorities outside of London, struggling to manage and gave the example of Liverpool City Council. He mentioned the difficult choices facing the County Council especially at the next meeting when there would

be a difficult decision to be taken about a particular budget that was linked to the most vulnerable people in Kent. He also referred to the additional job losses.

(23) Mr Whybrow welcomed the increase in the national minimum wage in the Autumn Budget statement but acknowledged the impact that this would have on social care. He was pleased that there had not been a cut in air passenger duty but was disappointed in the freeze on *fuel* duty for the seventh consecutive year with the implications that has for carbon emissions and air pollution. Whilst acknowledging the Chancellors partial U-turn on universal credit cuts there was still the £3 billion cut to out of work allowance to come so overall a lot of Kent residents would be worse off. In addition to there being no reference to social care in the Autumn Budget Statement, Mr Whybrow also referred to there being no mention on climate change, particularly in a year when there have been record increases in temperatures around the globe.

(24) Mr Whybrow referred to the recent launch of the Kent Environment Strategy and expressed the wish for this to have a higher profile at KCC, for example maybe a Cabinet Committee for the Environment as several other County Councils had. This would enable there to be a focus on the Environment and separate it from the larger Environment and Transport Cabinet Committee which was often diametrically opposed to environmental improvements in its quest for economic growth and infrastructure at all costs.

(25) Mr Simmonds replied to the comments made and in particular referred to the cause of the national financial situation. He stated that KCC had been working on managing the financial situation that the County Council found itself in since 2010. He stated that there would be a balanced budget for 2016/17 which would be achieved whilst still providing care to the elderly. He reminded Members that the County Council were still looking after an increasing number of young people and they KCC had coped with the unaccompanied asylum seekers crisis as it emerged and this had been commended. He acknowledged that there was £2m outstanding from Government for unaccompanied asylum seekers but it would be paid, but there would be a 12 – 18 month wait.

(26) Mr Simmonds referred to the emphasis that had been placed by Group Leaders on the loss of 400 jobs, whilst acknowledging that this was regrettable he confirmed that this would be managed by, for example, using the policy of vacancy management. He emphasised that it was 400 jobs not necessarily 400 individuals and pointed out that there was a 10 -11% turnover in staff. It was right that KCC evolved to take account of the huge changes in technology.

(27) Mr Simmonds stated that KCC was honouring its obligations to the elderly, young and vulnerable and had well managed services but it was getting increasingly difficult. He confirmed that Government was being lobbied hard to try to make sure that they listened to KCC's problems and provided help.

(28) Mr Simmonds reminded Mr Bird that the County Council had received all of the £50m invested in Iceland with interest.

**41. Kent and Medway Safeguarding Adults Board Annual Report April 2015 - March 2016**

(1) Mr Gibbens moved and Mrs Cole seconded the following motion:

“County Council is asked to **COMMENT** on the progress and improvements made during 2015-16, as detailed in the Annual Report from the Kent and Medway Safeguarding Adults Board and **ENDORSE** the 2015-16 Annual Report attached. Following this meeting, this document will be available for download on the KCC website.”

(2) Ms Stuart-Angus, the Independent Chair of the Kent and Medway Safeguarding Adults Board, addressed the meeting and answered questions from Members.

(3) The motion was agreed without a formal vote.

(4) **RESOLVED** that the Kent and Medway Safeguarding Adults Board Annual Report 2015-16 be endorsed and the comments made by Members on the progress and improvements made during 2015-16 be noted.

**42. Kent Health and Wellbeing Board Annual Report 2015-2016**

(1) Mr Gough moved and Mr Gibbens seconded the following motion:

“That the County Council is asked to agree that the Kent Health and Wellbeing Board has fulfilled its responsibilities under its Terms of Reference.”

(2) Following debate the motion was agreed by a show of hands.

(3) **RESOLVED** that the Kent Health and Wellbeing Board has fulfilled its responsibilities under its Terms of Reference.

**43. Your Life, Your Well - Being - A vision and strategy for Adult Social Care 2016 - 2021**

(1) Mr Gibbens moved and Mr Smith seconded the following motion:

“County Council is asked to **ENDORSE** Your Life, Your Well-Being - A Vision and Strategy for Adult Social Care 2016 -2021”

(2) Following debate the motion was agreed without a formal vote.

(3) **RESOLVED** that ‘Your Life, Your Well-Being’ - A vision and Strategy for Adult Social Care 2016 -2021 be endorsed.

**44. Appointment of External Auditors for the 2018/19 accounts and beyond**

(1) Mr Simmonds moved and Mrs Crabtree seconded the following motion:

“County Council is asked to:

NOTE the changes in the external auditor appointment process following the Local Audit and Accountability Act 2014.

NOTE the options available to the Council for the appointment of an external auditor for the 2018/19 accounts and beyond.

RESOLVE that the Council opts-in to a sector led body (PSAA Ltd) to appoint external auditors for five financial years commencing 1<sup>st</sup> April 2018.”

(2) The motion was agreed without a formal vote:

(3) RESOLVED that :

(a) the changes in the external auditor appointment process following the Local Audit and Accountability Act 2014 be noted.

(b) the options available to the Council for the appointment of an external auditor for the 2018/19 accounts and beyond be noted

(c) the County Council opt-in to a sector led body (PSAA Ltd) to appoint external auditors for five financial years commencing 1<sup>st</sup> April 2018.

#### **45. Motion for Time Limited Debate**

(1) Mr Burgess moved and Mr Baldock seconded the following motion:

“This Council fully supports the aspirations behind the British Deaf Association's Charter of British Sign Language (BSL), and agrees to sign up to the Charter and to implement their five pledges to improve access and rights for Deaf BSL users. Further, we request the appropriate Cabinet Members to submit a report to County Council in 12 months' time on progress made with implementing the pledges.

1. **Ensure access for Deaf people to information and services**  
**Pledge:** Deaf people will get the same quality of provision, information and standards and the same right to be consulted as everyone else.
2. **Promote learning and high quality teaching of British Sign Language(BSL)**  
**Pledge:** Family members, guardians and carers of deaf children and Deaf young people and local authority/public service employees will have access to BSL lessons from suitably qualified teachers.
3. **Support Deaf children and families**  
**Pledge:** At the point of diagnosis of deafness, health and education providers will offer parents genuinely informed choices, including a bilingual/bicultural approach.
4. **Ensure staff working with Deaf people can communicate effectively in BSL**

**Pledge:** Customer-facing staff will have basic BSL skills. Specialist staff will have higher-level BSL skills so they can deliver good services to Deaf people without needing interpreters.

**5. Consult with the local Deaf community on a regular basis**

**Pledge:** Deaf people should have the right to be consulted on services or changes to services that affect them and to have input into consultations alongside other forums and user groups.”

(2) Mr Gibbens proposed and Mr Oakford seconded the following amendment:

“This Council fully supports the aspirations behind the British Deaf Association's Charter of British Sign Language (BSL), and agrees to ~~sign~~**investigate the implications of both signing** up to the Charter and ~~to~~ **of** implementing their five pledges to improve access and rights for Deaf BSL users. Further, we request the appropriate Cabinet Members to submit a report to the ~~County Council~~ **Adults Social Care and Health Cabinet Committee** within 12 months' time on progress made with implementing the pledges.”

(3) The amendment set out in paragraph (2) and the resultant substantive motion were agreed without formal votes.

(4) **RESOLVED** that this Council fully supports the aspirations behind the British Deaf Association's Charter of British Sign Language (BSL), and agrees to investigate the implications of both signing up to the Charter and to of implementing their five pledges to improve access and rights for Deaf BSL users. Further, the appropriate Cabinet Members is requested to submit a report to the Adults Social Care and Health Cabinet Committee within 12 months' on progress made with implementing the pledges.

**By:** Paul Carter, Leader of the Council  
David Cockburn Head of Paid Service

**To:** County Council

**Date:** 26 January 2017

**Subject:** County Council Directorate and Strategic Commissioning Structure

**Classification:** Unrestricted

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**Summary:** The paper recommends changes to senior level posts in the Authority, and the consequent redesign of two Directorates, and reports on the outcome of the consultation process on these revisions. It also recommends a new top tier post to deliver strategic commissioning support to all Directorates.

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## **RECOMMENDATIONS**

The County Council is asked to:

- Approve the proposed operating framework which sees the deletion of two existing Corporate Director posts and the introduction of two new ones leading to two new Directorates, as recommended by the Personnel Committee.
- Approve the new senior level post of Strategic Commissioner reporting to the Head of Paid Service.
- Authorise the Monitoring Officer to make any necessary and consequential changes to the Constitution as outlined in section 4 of this paper.
- Note the actions and timescale that will result from this decision as outlined in section 8 of this paper.

### **1. BACKGROUND**

- 1.1 The current top tier operating framework for Kent County Council has been in place since December 2011.
- 1.2 It has successfully supported a number of significant service transformation programmes across all areas of the Authority, including the move to becoming a Commissioning Authority which was agreed by the County Council in July 2013. The principles for this were explained in the paper “Facing the Challenge: Whole Council Transformation”.
- 1.3 Since 2011 there have been some changes to Director posts when the roles within a Directorate have needed to adapt to the changing operating environment, not least in relation to the increasingly difficult reality of

reducing financial resources. In addition, a series of steps have been taken to ensure the requirements of becoming a Commissioning Authority are understood and implemented.

- 1.4 Over the last two years, the Personnel Committee has regularly reviewed the sustainability of the top tier structure of the organisation through reports on the impact of internal and external changes and outcomes of succession planning and organisation development activity.
- 1.5 It is within this context that the current proposals for two new Directorates and changes to overarching commissioning arrangements are made which will, subject to County Council agreement, be in place from 3 April 2017.
- 1.6 The overall objectives for the changes proposed in this paper are to:
  - Ensure the operating framework is best placed to deliver the Strategic Statement outcomes.
  - Ensure that responsibility for our services to Children, Young People and Families is vested in a single Corporate Director to allow a relentless focus on continual improvement from a single accountable person at the top tier of the Authority.
  - Recognise the considerable and increasing challenges involved with the provision of social care to vulnerable adults and older people, create the capacity at the most senior level for innovative and sustainable solutions and implementation of the transformation already clearly set out in the vision and strategy for adult social care 2016-21 “Your life, your wellbeing”.
  - Take the next step in realising the benefits of being a Commissioning Authority by meeting the need for comprehensive professional strategic commissioning advice to all Directorates across the Authority.
  - Provide an organisation design which will enable real progress on the agenda to integrate with health services in Kent wherever and as quickly as possible.
  - Put an end to any residual capacity for a silo working approach in any part of KCC by reinforcing accountabilities for joint responsibility and working at all levels and services and developing professional skills which are available for the benefit of all. This whole council ethos is essential if we are to meet the challenges facing local government.
  - Be able to respond effectively to external factors and challenges by having clarity of responsibility and accountability, specialist support to our expert service delivery teams and the capacity to continuously improve.
  - Strengthen our capacity and capability to work effectively to deliver transformation whether working with or without our strategic partners.



## **2. PROPOSED DIRECTORATE STRUCTURES AND OUTCOME OF CONSULTATION**

- 2.1 The proposed new structure sees the deletion of two current Corporate Director posts (the Corporate Director Social Care Health and Wellbeing and the Corporate Director Education and Young People's Services) and the creation of two new posts, a Corporate Director Children, Young People and Education and a Corporate Director Adult Social Care and Health.
- 2.2 The level of challenge and transformation across the services currently delivered by the Corporate Director Social Care Health and Wellbeing and the Corporate Director Education and Young People's Services resulted in the decision that action was needed to ensure the top tier structure in relation to these roles remained fit for purpose in the changing landscape. The current proposal will ensure that the structure remains aligned to the ability to deliver the Authority's strategic outcomes and agendas.
- 2.3 As part of the on-going activity to transform services to Children and Young People, the Authority's vision for the delivery of 0-25 services in Kent has been reviewed. This has reinforced the need to change the Directorate structures to enable a more effective and timely realisation of the vision.
- 2.4 A formal consultation was undertaken with the two Corporate Directors directly impacted by the proposal. However, given the significance of the proposed change, Directors in the two existing Directorates were also invited to provide a response, as were other senior staff providing professional support to the Directorates. Outline information on the proposed change was also shared with the circa 7,000 staff in the two Directorates.
- 2.5 Of the 11 senior Directorate managers invited to respond, 8 provided feedback, including the two Corporate Directors directly impacted. Formal written feedback was also received from a Director within Strategic and Corporate Services. Individual conversations were held with the two Corporate Directors both before and during the consultation period and with five of the Directors who provided feedback.
- 2.6 In the summary of consultation responses that follows, the Corporate Directors are referred to as "consultees" and others who provided feedback as "respondents".
- 2.7 A number of key themes emerged from the consultation:
- An alternative proposal from a consultee for a single Directorate covering all of the functions currently contained in Social Care Health and Wellbeing and Education and Young People's Services.
  - The need for a clear focus on safeguarding, whatever structure is agreed.

- The importance in terms of service delivery outcomes of lifespan pathways and support for the delivery of these being maintained in the Adult Social Care and Health Directorate.
  - The opportunity to consider commissioning arrangements as part of this change in line with the development of Commissioning Authority arrangements .
- 2.8 The positive impact of aligning the Directorate structure to the Change Portfolios was noted.
- 2.9 The confirmation of the report line for all Corporate Directors to the Head of Paid Service was welcomed.
- 2.10 Some other points of detail were commented on and these were reported to the Personnel Committee who considered the outcome of the consultation at their meeting on 16 December 2016. The Committee noted the outcomes of the consultation and agreed to recommend the creation of a Corporate Director Children and Young People and Education and a Corporate Director Adult Social Care and Health to the County Council.
- 2.11 The proposal for change responds to the clear feedback from the transformation discussions in relation to developing the vision for 0-25 services that this is best achieved if the key Divisions within Kent County Council providing services to families, parents and young people aged between 0 and 25 are brought together under the same Corporate Director structure. These Divisions are Specialist Children's Services, currently in the Social Care Health and Wellbeing Directorate and Early Help and Preventative Services, currently in the Education and Young People's Services Directorate.
- 2.12 With the need to ensure that all services to children and young people were delivered from the same Directorate universally accepted as the starting point for discussion, options for how this could be best achieved were considered by the consultees and respondents. This included consideration of the two new Directorates proposed in this paper or one larger Directorate combining the current Social Care Health and Wellbeing and Education and Young People's Services Directorates.
- 2.13 The balance of feedback was in favour of the two Directorate model. The benefits of two Directorates each having capacity and remit to have a relentless focus on the communities and individuals they serve outweighed the potential benefits of having services to vulnerable people of all ages in a single Directorate. Having reconsidered the two alternatives, and taking account of the balance between the organisational risk of having a Directorate of the magnitude of a single Directorate on one hand and the potential effort of having to manage some activity across organisational boundaries on the other, the establishment of the two new Directorates recommended in this report is considered to be the optimum solution.

### **3. EQUALITY IMPACT ASSESSMENT**

- 3.1 A screening of these proposals has been undertaken to inform an Equalities Impact Assessment which can be seen at Appendix A. We will continue to be mindful of the implications on both staff and service provision.

### **4. SAFEGUARDING**

- 4.1 There is a universal commitment and understanding that structural change must enable provision of service that ensures children, young people and vulnerable adults are protected from harm and clear, robust safeguarding arrangements to be in place.
- 4.2 As noted above, this was a consistent theme in the response to the consultation and work will be needed to ensure that the two statutory postholders in the new structure, i.e. Director of Children's Services (DCS) and Director of Adult Social Services (DASS), are enabled through both the structure and clear governance arrangements to discharge their statutory responsibilities.
- 4.3 Assuming that the plans to continue with the delivery of lifespan care pathways are agreed (section 5 refers) and that delivery of the pathways will take place in the Divisions which will form part of the new Adult Social Care and Health Directorate, it is important that plans are put in place to provide the DCS and lead Member for Children's Services with the assurances they require to fulfill their statutory obligations. It is also important that any statutory provision being undertaken as part of lifespan pathways is identified and that those services are provided in a way that the DCS explicitly sanctions and commissions.
- 4.4 The necessary level of clarity and safeguarding is achieved by having explicit and clear accountabilities in the job descriptions for relevant senior roles, and clear accountabilities in the Constitution.
- 4.5 The council intends the DCS post to discharge all statutory obligations, requirements and responsibilities regarding the safeguarding and protection of vulnerable children. Similarly, the council intends the DASS post to discharge all statutory obligations, requirements and responsibilities regarding the safeguarding and protection of vulnerable adults. Given that the posts carry significant responsibilities in relation to both safeguarding and the delivery of a range of important services, this is specifically provided for in the job descriptions which can be seen in Appendix B.
- 4.6 The responsibilities of our statutory office holders and Lead Cabinet Members are referenced in the Constitution and this will also be reviewed and amended as appropriate to reflect the new arrangements that are put in place, subject to agreement of the County Council to the proposed structure. The Monitoring Officer will review the member decision regarding this proposal and the consequential changes required will then be brought before the full council for approval at the March council meeting as part of the broader and regular review of the constitution.

- 4.7 It is intended that the detailed operational arrangements to discharge statutory responsibilities will be further defined by the relevant office holders. This will ensure that they are able to reflect changes as necessary and remain agile to the needs of the vulnerable groups and the reporting requirements of the organisation. Whilst the Head of Paid Service has line management responsibilities, the post holders retain the statutory duties. The Head of Paid Service's role in this regard is one of oversight consistent with existing responsibilities around safeguarding.

## **5 LIFESPAN CARE PATHWAYS AND CROSS DIRECTORATE SERVICE PROVISION**

- 5.1 There was strong support from consultees and respondents to protect and continue the move to the delivery of care packages in a lifespan pathway as these provide much more effective transition arrangements for those needing extended care and who transition between different parts of our care system. The quality of transition for those who are vulnerable or in need is significantly improved through this approach.
- 5.2 A programme was established in April 2015 to look at the Pathway for children, young people and adults with a disability to improve the transition points for all individuals. The pathway supports a more joined up approach in delivering services for children and young people with a disability and is now operating.
- 5.3 Other lifespan pathways are being considered including for those with requirements around mental health, emotional health and wellbeing and autism.
- 5.4 Another example of where lifespan provision will be maintained is in relation to Adult Learning, which will continue to be provided by Community Learning and Skills accountable to the Corporate Director Children, Young People and Education.
- 5.5 The Director of Public Health reports to the new post of Corporate Director Adult Social Care and Health. However, the Public Health team will have strong links across all service Directorates and will work particularly closely with managers in Children, Young People and Education to ensure both health and service priorities are met through effective joint working.
- 5.5 The restructure implementation will ensure that this approach is fully supported in terms of how the pathways are delivered. The intention is that service provision will sit with relevant Divisions in Adult Social Care and Health with the DCS commissioning the activity in relation to children and some young people.

## **6 PROPOSED DIRECTORATE STRUCTURE**

- 6.1 The proposal before the County Council is for two new Directorates to be formed and led by two new Corporate Director roles. The current and new top tier structure charts are shown at Appendix C.

- 6.2 The job descriptions for the two new roles can be seen at Appendix B.
- 6.3 The grade of the two new roles has been looked at alongside that of the role of Head of Paid Service and Corporate Director Growth Environment and Transport. External advice has been taken from the Korn Ferry Hay Group, who co-designed the current grading arrangements put in place for April 2011.
- 6.4 The two new roles equate to KR20 in the current Kent Scheme grade bands.
- 6.5 It is proposed that the grade and salary bands are changed slightly to reflect the new operating framework, as detailed in Appendix D which shows the current grade and salary bands for senior roles and the proposed revised arrangements. The proposals, which take account of market information from Korn Ferry Hay Group, recognise that the Head of Paid Service has line management responsibility for all Corporate Director posts. It also allows for all Service Corporate Directors to be on the same grade band, so allowing more flexibility and consistency. The proposal will see the Head of Paid Service move to a revised grade and payband. Normal HR policy will be applied in relation to this move.

## **7. COMMISSIONING**

- 7.1 The issue of commissioning arrangements was raised by two thirds of the respondents. It was felt that a more radical review of the current structure providing commissioning advice could and should be undertaken as part of this realignment of responsibilities across the organisation. This reflects the current level of maturity of the organisation in terms of the transition to a Strategic Commissioning Authority and the professional support that is required by service managers as part of the successful commissioning of our services.
- 7.2 Since the County Council agreed in July 2013 that the Authority should become a Strategic Commissioning Authority and the principles for this in the paper "Facing the Challenge: Whole Council Transformation" were ratified, positive progress has been made towards achieving that ambition. Following this and the subsequent direction set by the County Council and outlined in a number of papers listed in the background documents section, there have been decisions made which have resulted in improved governance; the development of officer and Member awareness and skills; an enhanced understanding of what activity constitutes commissioning and improvement in the level of performance across many of those functions.
- 7.3 In December 2015, a paper entitled "Embedding strategic commissioning as business as usual" was approved by the County Council, informed by a thorough review of steps taken in each of the Directorates to the move to a strategic commissioning agenda.
- 7.4 The County Council paper in December 2015 concluded:

“Moving towards becoming a strategic commissioning authority is a journey in changing the systems, culture and approach the organisation takes to achieving its strategic objectives, with a sequential and iterative process that builds up through a series of step changes, rather than a single big-bang change which, on past evidence, simply doesn't succeed in KCC. The Facing the Challenge transformation programme has woken the organisation up to increasingly challenge its assumptions about how and why its services are structured in the way that they are, but as it ends, the risk is that momentum will be lost. It is therefore important to make another step change and build on the momentum gained so far.”

- 7.5 The step change taken at that time was the governance approach outlined in that paper. Evidence since has shown that momentum has not been lost for a number of other reasons. Transformation programmes in Social Care, Health and Wellbeing and Education Young People's Services, including those where we have worked in strategic partnership with Newton Europe, have inevitably focused as much on the commissioning of services as on their delivery. The Strategic Business Development and Intelligence Division has become more established and the strategic commissioning support requirements are better understood and articulated. There has been a successful emphasis on skills development across the various professional areas which lead to effective commissioning and the strengthening of the network of commissioners across the organisation which has improved sharing of best practice.
- 7.6 Increased understanding of the activities that can be defined as strategic commissioning as distinct from the specification of service outcomes facilitates discussion of where each activity in the commissioning cycle is best delivered. Commissioning is critical to successful change management and commissioners have a lead role to play through the cycle of transformation, wherever they sit in the organisational structure.
- 7.7 There is a clear and understood need to provide specialist and professional services to Directorate commissioners in relation to the strategic commissioning cycle and provision of change management capacity for KCC. This strategic commissioning activity, working closely with lead commissioners in services, will provide specialist professional services for all phases of the commissioning cycle encompassing commercial leadership and judgement; evidence based decision making; and performance reporting. The range of functions undertaken includes the following:
- Analysis (including demographic, social, economic, market, performance, spend and process)
  - Solution and market development
  - Contract strategy and governance
  - Contract creation and negotiation
  - Contract management (commercial aspects).
- 7.8 The commissioning functions which will be the responsibility of the services Directorates include:

- System, service and market leadership for the commissioning cycle, including engagement with members and stakeholders more widely.
  - Budgetary and financial accountability for the service (irrespective of provider)
  - System and service development (including the relationship between cost, effectiveness, quality and time).
  - Provider management against the systems and service standards and specifications.
  - Development of the service specification (service design and standards).
- 7.9 The services will continue to have overall accountability for commissioning drawing on the professional services to discharge this. The professional commissioning function will work collaboratively and seamlessly with the services and this is a key criterion that it will be measured against. The relationship between service Directorates and this new function is symbiotic and there is a shared responsibility to ensure Kent County Council achieves its strategic outcomes.
- 7.10 The clarity around the appropriate relationship between the functions described in sections 7.7 and 7.8 together with the feedback from the consultation exercise; the outcomes of the ongoing transformation programmes across several services; and the embedding of the approaches and support delivered by the Strategic Business Development and Intelligence Division can now be aligned with confidence to the requirements for the Authority's approach to commissioning defined by the County Council. There is therefore a natural opportunity to make the next step change.
- 7.11 It is proposed to introduce a new senior role of Strategic Commissioner, reporting to the Head of Paid Service, to oversee the delivery of the strategic commissioning expertise described in paragraph 7.7. The job description for this role is attached at Appendix E.
- 7.12 Initially, the following top tier posts will report to the new role:
- Director of Strategic Business Development and Intelligence
  - Head of Procurement
  - Director of Commissioning.
- These line management changes will take effect from 3 April 2017.
- 7.13 The Safeguarding and Deprivation of Liberty Safeguarding (DOLS) and the Kent Support Assistance Service teams which currently report to the Director of Commissioning will not transfer to the new Division as it is essential for their line management to remain in the service Directorate as part of its professional operational service delivery. It is possible that some other activity undertaken by staff in the Division will also remain in the Adult Social Care Directorate because the activity undertaken needs to be managed by service experts. This will be clarified during the co-design of activity in the period before implementation of the new structure and the new function should retain the ability to provide audit support in relation to the performance of these activities.

- 7.14 Once agreement to this new role and Division is secured, the next steps will be for the senior managers in the Division to work with all service Directors to co-design the way this activity is provided and the interface between the professional advisers and service leads. The approach taken to the co-design will be consistent with KCC's approach to transformation and will be managed through recognised governance frameworks. This will result in further alignment between corporate and service directorate activities in relevant areas and is likely to lead to further line management changes for some individuals across all Directorates, including potentially from within the functions making up the new strategic commissioning Division itself.
- 7.15 The Access to Resources Teams in both Adults and Children's social care undertake a purchasing of placements following professional assessment by social workers. Whilst there is no appetite to interfere with the efficacy of the provision of placements, it is important that this purchasing is done within the context of a strong understanding and management of the provider market so that placements represent value for money. Further work will be undertaken to determine best position for the access to resources teams.
- 7.16 Given the close professional links and the need to better integrate commissioning and procurement functions to reduce duplication and provide a more seamless support across the strategic commissioning cycle, the Procurement team currently within the Finance function will transfer to Strategic Commissioning, as will the functions currently undertaken by the Strategic Business Development and Intelligence team including Insight & Research, corporate Performance Management, Commercial Support and Demography, Housing and Economic Statistical Analysis.
- 7.17 Effective data analytics are an important aspect of moving towards a collaborative and transformational strategic commissioning cycle with clear governance arrangements, providing intelligence to support evidence based decision making but also management information to support effective performance management and operational delivery of services. This is currently undertaken across a number of functions within Directorates. Whilst the ambition is to bring together all data analysis and intelligence functions across the council into a single professional service, including strong professional teams such as the Public Health Observatory, which collects a wide range of health related data and undertakes statistical analysis to support service design and commissioning decisions within both KCC and NHS, care must be taken to ensure that this does not undermine support to operational front line services. As such, a further review will be undertaken reporting to the Head of Paid Service setting out options as to how a single data analysis service can effectively support both organisational and front line requirements.
- 7.18 It is recognised that in order for senior managers in service Directorates to discharge the responsibilities described in paragraph 7.9 and to assess the performance of and support provided by the new corporate strategic Commissioning Division, Corporate Directors may elect to identify senior



Expert Commissioning Client advice to the service. The specification for these roles will be discussed and developed collaboratively as part of the co-design of how these new arrangements will be implemented and will be deployed with strong links to both the service and the corporate function.

- 7.19 The proposed Strategic Commissioner role is a new one and represents an additional cost to the Authority in the region of approximately £160,000 per annum, including salary and on-costs. However, whilst the formation of the new Division is not primarily about cost saving, it is inevitable that the bringing together of similar activity from across the Authority will result in cost savings, improving consistency in the management of suppliers and gaining efficiencies from the supply chain. More significantly, the impact of improved commercially focused commissioning will drive significant value for money impacts across all parts of the County Council delivering benefit to our partners and residents.

## **8 NEXT STEPS AND TIMESCALES**

- 8.1 If the proposed structure in relation to the new Corporate Director posts is agreed by the County Council, the following timescales and HR process will follow:
- On 27 January 2017 letters will be issued to the individuals impacted by the change. Unless the County Council recommends significant changes to the proposed roles, neither individual will be “slotted” to the new roles and will therefore be informed that they are “at risk” of redundancy. They will be invited to apply for either, both or neither of the new roles.
  - The closing date for response will be 3 February 2017.
  - If expressions of interest in either or both of the new roles are received, a selection decision will be made by Members.
  - If no expression of interest is made by the impacted staff, discussions will be had with the individual(s) about alternative suitable opportunities or redundancy in accordance with usual KCC procedures.
- 8.2 In relation to the Strategic Commissioner role, an advert will be issued to internal staff and placed on Kent.gov.uk in the week beginning 30 January 2017. Applicants will be shortlisted in the week beginning 20 February and a Member selection panel will be convened to consider the shortlisted applicants.
- 8.3 The review of the teams that should be transferred into the new strategic commissioning function outlined in section 7 will be undertaken and agreed by the Head of Paid Service.
- 8.4 It is intended that all the changes outlined in this report will be operational by 3 April 2017.

## **9. RECOMMENDATIONS**

9.1 The County Council is asked to:

- Approve the proposed operating framework which sees the deletion of two existing Corporate Director posts and the introduction of two new ones leading to two new Directorates, as recommended by the Personnel Committee.
- Approve the new senior level post of Strategic Commissioner reporting to the Head of Paid Service.
- Approve revision to the pay and grading structure for the Head of Paid Service and three Corporate Director roles.
- Authorise the Monitoring Officer to make any necessary and consequential changes to the Constitution as outlined in section 4 of this paper.
- Note the actions and timescale that will result from this decision as outlined in section 8 of this paper.

### **Background documents:**

#### **County Council papers:**

Embedding Strategic Commissioning as Business as Usual – 10 December 2015

Budget 2015-16 and Medium Term Financial Plan 2015-18 – 12 February 2015

Facing the Challenge: Commissioning Framework – 11 December 2014

Facing the Challenge: Towards a Strategic Commissioning Authority – 15 May 2014

Facing the Challenge: Whole Council Transformation – 18 July 2013

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## KENT COUNTY COUNCIL EQUALITY ANALYSIS / IMPACT ASSESSMENT (EqIA)

**Directorate:**

Kent County Council

**Name of policy, procedure, project or service**

0 – 25 Programme

**What is being assessed?**

Implementation of new Directorates for 1) Children's Services and 2) Adults Social Services and Health

**Date of Initial Screening:** 11 November 2016**Date of Full EqIA :** N/A

<b>Version</b>	<b>Author</b>	<b>Date</b>	<b>Comment</b>
1	Kerena Hunter	11/11/16	

## Screening Grid

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact <b>HIGH/MEDIUM</b> <b>LOW/NONE</b> UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
<b>Age</b>	No – the impact would be the same irrespective of protected characteristic	Low	None	No internal action or further assessment required. KCC agreed policies and procedures will be applied throughout the consultation process and any appointment process.	KCC agreed policies and procedures will be applied throughout the consultation process and any appointment process
<b>Disability</b>	As above	Low	None	As above	As above
<b>Gender</b>	As above	Low	None	As above	As above
<b>Gender identity</b>	As above	Low	None	As above	As above
<b>Race</b>	As above	Low	None	As above	As above
<b>Religion or belief</b>	As above	Low	None	As above	As above
<b>Sexual orientation</b>	As above	Low	None	As above	As above
<b>Pregnancy and maternity</b>	As above	Low	None	As above	As above
<b>Marriage and Civil Partnerships</b>	As above	Low	None	As above	As above
<b>Carer's responsibilities</b>	As above	Low	None	As above	As above

## Part 1: INITIAL SCREENING

**Proportionality** - Based on the answers in the above screening grid what weighting would you ascribe to this function – see Risk Matrix

<b>Low</b>	<b>Medium</b>	<b>High</b>
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

### Low.

Due to the number of posts impacted it is difficult to provide evidence on the categories that doesn't directly identify individuals. The change process will be managed in a way that does not discriminate or disadvantage the people involved.

### Context

The operating framework at the top tier of the Authority has enabled it to respond effectively to both internal and external drivers for change over the last several years and it is crucially important that this is kept under review to ensure it remains fit for purpose in response to those drivers for change.

This is particularly important in relation to statutory posts, including the Director of Children's Services (DCS) and the Director of Adult Social Services (DASS), which need to have the necessary authority, capacity and support to discharge the prescribed responsibilities effectively.

The current challenges for these roles include, most notably:

- the development of a new vision for adult social care;
- the health integration agenda;
- the rising demand for services given the ageing population and KCC's responsibilities regarding unaccompanied asylum seeking children;
- consideration of an Education Services Trading organisation
- the need to respond to the current financial realities facing local government;

The level of challenge and transformation across the services currently delivered by the Corporate Director SCHWB and the Corporate Director EYPS has resulted in the decision that action is needed to ensure the top tier structure in relation to these roles remains fit for purpose in the changing landscape. The current proposal will ensure that the structure

remains aligned to the ability to deliver the Authority's strategic outcomes and agendas.

The proposal for change also responds to the clear feedback from the transformation discussions in relation to developing the vision for 0-25 services that this is best achieved if the key Divisions within Kent County Council providing services to families, parents and young people aged between 0 and 25 are brought together under the same Corporate Director structure. (It should be noted that In order to support improved transition through a Lifespan Pathway, it is intended that responsibility for services to disabled children will remain with the Director Disabled Children, Adult Learning Disability and Mental Health, reporting to the Corporate Director Adult Social Services, and commissioned by the Corporate Director Children's Services.)

### **Aims and Objectives**

See above

### **Beneficiaries**

See above

### **Information and Data**

It is difficult to provide data that does not identify individuals.

### **Involvement and Engagement**

There will be consultation with those directly affected by the proposed change

### **Potential Impact**

There are certainly positives to be had in promoting how the organisation sees people from the different characteristics and that they are not a barrier to working at the most senior level in KCC.

### **Adverse Impact:**

There is no adverse impact identified but any potential negative impact will be mitigated by following the relevant KCC policies and procedures.

## **JUDGEMENT**

**Option 1 – Screening Sufficient**

**YES**

Following this initial screening the judgement is that no further action is required.

**Justification:**

The impact is Low. Any impact identified during consultation will be addressed on an individual basis to ensure confidentiality.

**Justification:**

**Option 2 – Internal Action Required                      NO**

**Option 3 – Full Impact Assessment                      NO**

**Action Plan**

N/A

**Sign Off**

I have noted and agree the content of the equality impact assessment.

***Senior Officer***

Signed:

Name: Amanda Beer

Job Title:     Corporate Director EODD

Date: November 2016

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## Kent County Council

### Job Description:

## Corporate Director – Adults Social Care and Health

(Statutory Director of Adult Social Services)

Date: January 2017

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<b>Directorate:</b>	<b>Adults Social Care and Health</b>
<b>Grade:</b>	<b>KR19 (revised range)</b>
<b>Responsible to:</b>	<b>Head of Paid Service Member of the Corporate Management Team</b>

### Job Purpose

Discharge the statutory obligations of the Director of Adult Social Services.

Identify, lead and commission strategies to deliver the Council's and Government's vision for the provision of Social Care to Adults and Disabled Children and Public Health to ensure that the needs of the local community are achieved.

Ensure that the Caldicott Guardian principles are incorporated into the Council's policies, procedures and staff practice and that the Caldicott Guardian role is delegated to a suitable senior manager, as appropriate.

### Accountabilities

Corporate Directors will work within the KCC Organisational Responsibilities for Senior Officers. In addition, as members of the Corporate Management Team and working closely with Cabinet Members, Corporate Directors will work together to enable organisational responsiveness to elected members; secure the best approach to resource stewardship for the council's budget and finances; ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities; and enhance the reputation of Kent as a place as well as Kent County Council as the democratic agent of change in the region.

Identify and deliver commissioning strategies to ensure effective assessment and services are in place.

Ensure that adults' safeguarding is an organisational and universal priority, through effective performance monitoring and management within the directorate and through wider communication and engagement across KCC.

Provide strategic advice and support for relevant bodies such as the Kent Vulnerable Adults

Safeguarding Board.

Shape the strategic transformation of Adult Social Care and Public Health and direct the delivery ensuring that the maximum budgetary and service improvements are achieved.

Work in partnership with Health to enable full integration of health provision into the Council's services and to ensure the delivery of the government's new agenda on health and public health as it continues to emerge.

Create such working arrangements as are necessary with the Corporate Director Children, Young People and Education and Lead Cabinet Members to ensure that statutory compliance is achieved and any overlaps are managed effectively and in compliance with legislation and best practice.

Ensure the council's compliance with the relevant statutory obligations and statutory guidance relating to vulnerable adults. Ensure that these obligations and responsibilities, including appropriate training, are complied with by the directorate as well as internal and external commissioned providers.

Actively review all services provided by this post to ensure the most effective and efficient delivery models are employed including consideration of outsourcing, co-sourcing or in-sourcing.

*This job description sets out the accountabilities specific to the role. These should be read in conjunction with KCC's Constitution and the Organisational Responsibilities that apply to the Corporate Director, Director and Head of Service roles.*

### **Direct Reports**

Director of Older People and Physical Disability  
Director of Disabled Children, Adult Learning Disability and Mental Health  
Director of Public Health  
Head of Strategy and Business Support  
Portfolio Delivery Manager

# Organisational Responsibilities

All Corporate Directors, Directors and Heads of Service have an explicit responsibility to work as part of a team to deliver, collectively, the agenda of the County Council. These are fundamental elements of their role not an addition and are summarised as follows;

## Whole Council

- Seek to improve the lives of all residents in Kent and the economy of Kent
- Act as corporate parent to the Council's looked after children
- Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met.
- Understand, communicate and contribute to the delivery of KCC's strategic aims
- Meet statutory obligations and promote and ensure compliance with policies and procedures and the Council's Code of Conduct (Kent Code).
- Advise elected Members and support the democratic process
- Promote the Council brand and enhance the overall reputation of the Council
- Understand and monitor the measures of performance, including customer insight, which define successful outcomes for KCC services.
- Maintain and ensure a relentless focus on the customer
- Act to support the Council-wide need to deliver services within budget, thereby avoiding an overspend that could damage the financial viability of the Council
- Overcome professional and service silos to achieve the County Council's objectives.

## Integration of Services

- Focus resources where they have the biggest impact
- Deliver services that are flexible and adaptable
- Integrate services within KCC and work with partner agencies to ensure a seamless customer experience
- Fully and inclusively engage all staff in the delivery of services, demonstrating the Council's leadership values and competencies.

## **Embedding Commissioning and Engaging Relevant Markets**

- Establish an outcome focused organisation
- Meet the financial regulations and standing orders of KCC
- Challenge the status quo and engage with the market to constantly improve.
- Ensure all services are delivered effectively and efficiently
- Proactively and continuously seek to improve service delivery
- Proactively manage risk to avoid inertia whilst not exposing the Council to needless and avoidable challenge or loss

## **Managing Change**

- Understand and support the Authority's overall change agenda
- Deliver required outcomes of service specific change on time and to budget
- Understand the quality of staff, support their development, nurture those with talent
- Identify the skills for the future and the level of staff through robust workforce planning
- Identify and deal with underperformance.
- Deliver to agreed budget and income targets.

# Recruitment Selection Criteria

## Qualifications:

- Relevant Management or Professional qualification and membership of a relevant professional body.
- Evidence of continuing professional development.
- Educated to degree level or equivalent.

## Knowledge and Experience:

- Expert knowledge in a relevant professional area and proven track record of using professional expertise to develop and deliver strategic objectives and expected outcomes.
- Excellent knowledge and understanding of statutory requirements for services within the remit of this role.
- Extensive experience and successful track record of the following;
  - strategic leadership and planning in local government and/or other large and complex organisation.
  - effectively managing a range of services within budget in a complex and changing environment.
  - transformational change and achieving solutions to enable delivery of services in partnership with other bodies both internal and external.
  - working and influencing the direction of Adult Social Care and Public Health within a highly political environment.
  - achieving improvements in service delivery across a wide range of services.
- Planning and performance monitoring across agencies in a commercial environment.
- Commissioning and decommissioning services.
- Evaluating impact of interventions and service delivery programmes over time, with supporting data analysis.

## Skills and Abilities:

- Able to understand strategic 'big picture' issues and set a clear direction, goals, and a culture of high aspirations and commitment to the success and priorities of the Adult Social Care and Health Directorate.
- Able to establish strong positive relationships across the organisation at all levels including a relationship of both personal and professional credibility and trust with senior leaders and elected Members.
- Able to establish strong positive relationships across partner and other external organisations that command professional confidence and enable effective delivery of services.
- Able to lead, influence and implement strategic policies and decisions.
- Able to develop and implement strategies designed to deliver innovative service design.

- Able to demonstrate effective motivational leadership and vision to staff at all levels, including a positive attitude to change in order to maintain and improve services in a constantly changing environment.
- Able to command respect, influence and negotiate at a strategic professional and political level both locally and nationally in order to ensure the best interests of the Council are met.
- Able to demonstrate a high level of personal resilience and focus in order to ensure the delivery of excellent services to the public.
- Highly developed communication and presentation skills, including the ability to write well organised and clear reports with good use of evidence, supported by data.
- Able to produce well focused strategic and business plans which are costed and supported by well-developed performance frameworks.
- Able to be a good member of the senior team, to collaborate and take shared responsibility for the work and success of the whole directorate and the Council.

## Kent County Council

### Job Description:

## Corporate Director –Children, Young People and Education (Statutory Director of Children’s Services)

Date: January 2017

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<b>Directorate:</b>	<b>Children, Young People and Education</b>
<b>Grade:</b>	<b>KR19 (revised range)</b>
<b>Responsible to:</b>	<b>Head of Paid Service Member of the Corporate Management Team</b>

### **Job Purpose**

Discharge the statutory obligations of the Director of Children’s Services.

Identify, lead and commission strategies to deliver the Council’s and Government’s vision for the provision of services to 0-25 year olds to ensure that the needs of the local community are achieved.

Champion the interests of parents, families and vulnerable children and young people across all related services.

Promote education excellence, ensure a high quality supply of school places, co-ordinate fair admissions and develop school improvement strategies to support local schools.

### **Accountabilities**

Corporate Directors will work within the KCC Organisational Responsibilities for Senior Officers. In addition, as members of the Corporate Management Team and working closely with Cabinet Members, Corporate Directors will work together to enable organisational responsiveness to elected members; secure the best approach to resource stewardship for the Council’s budget and finances; ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council’s functions and activities; and enhance the reputation of Kent as a place as well as Kent County Council as the democratic agent of change in the region.

Ensure that children’s safeguarding is an organisational and universal priority, through effective performance monitoring and management within the directorate and through wider communication and engagement across KCC.

Protect children and young people from significant harm through high quality social work that is integrated with other key services and partners.

Provide strategic advice and support for relevant bodies such as the Kent Safeguarding Children Board.

Work in partnership with the Corporate Director of Adult Social Care and Health to ensure achievement of the statutory responsibilities of the Director of Children's Services and Director of Adult Social Services in line with the Constitution of Kent County Council which provides clarity where the delivery of services relevant to this statutory post are not directly managed by the postholder.

Create such working arrangements as are necessary with the Corporate Director Adult Social Care and Health and Lead Cabinet Members to ensure that statutory compliance is achieved and any overlaps are managed effectively and in compliance with legislation and best practice.

Ensure the council's compliance with the relevant statutory obligations and statutory guidance relating to vulnerable children and young people. Ensure that these obligations and responsibilities, including appropriate training, are complied with by the directorate as well as internal and external commissioned providers.

Lead and direct the development, implementation and review of school and young people's learning services, championing the appropriate intervention in failing schools, to encourage a culture of high added value and ensuring that the Council meets its legal and statutory obligations for young people and their achievements.

Commission and lead on strategies to work with schools and other associated bodies to influence and inform the level of school performance and pupil attainment and a range of work related learning opportunities.

Provide effective leadership working locally, regionally and nationally to build and maintain partnerships with school governors, headteachers and other partners and groups in Kent to develop new models of partnership and collaborative work between schools, delivery vehicles and support to schools in the new government agenda for education.

Actively review all services provided by this post to ensure the most effective and efficient delivery methods are employed including consideration of outsourcing, co-sourcing or in-sourcing and ensure schools can continue to buy high quality services from the Council.

*This job description sets out the accountabilities specific to the role. These should be read in conjunction with KCC's Constitution and the Organisational Responsibilities that apply to the Corporate Director, Director and Head of Service roles.*

### **Direct Reports**

Director of Specialist Children's Services  
Director of Early Help and Preventative Services  
Director of Education Planning and Access  
Director of Education Quality and Standards  
Staff Officer and Business Support Manager



13 Jan 17 JDPS V3

## Organisational Responsibilities

All Corporate Directors, Directors and Heads of Service have an explicit responsibility to work as part of the team to deliver, collectively, the agenda of the County Council. These are fundamental elements of their role not an addition and are summarised as follows;

### Whole Council

- Seek to improve the lives of all residents in Kent and the economy of Kent
- Act as corporate parent to the Council's looked after children
- Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met.
- Understand, communicate and contribute to the delivery of KCC's strategic aims
- Meet statutory obligations and promote and ensure compliance with policies and procedures and the Council's Code of Conduct (Kent Code).
- Advise elected Members and support the democratic process
- Promote the Council brand and enhance the overall reputation of the Council
- Understand and monitor the measures of performance, including customer insight, which define successful outcomes for KCC services.
- Maintain and ensure a relentless focus on the customer
- Act to support the Council-wide need to deliver services within budget, thereby avoiding an overspend that could damage the financial viability of the Council
- Overcome professional and service silos to achieve the County Council's objectives.

### Integration of Services

- Focus resources where they have the biggest impact

- Deliver services that are flexible and adaptable
- Integrate services within KCC and work with partner agencies to ensure a seamless customer experience
- Fully and inclusively engage all staff in the delivery of services, demonstrating the Council's leadership values and competencies.

DRAFT

## **Embedding Commissioning and Engaging Relevant Markets**

- Establish an outcome focused organisation
- Meet the financial regulations and standing orders of KCC
- Challenge the status quo and engage with the market to constantly improve.
- Ensure all services are delivered effectively and efficiently
- Proactively and continuously seek to improve service delivery
- Proactively manage risk to avoid inertia whilst not exposing the Council to needless and avoidable challenge or loss

## **Managing Change**

- Understand and support the Authority's overall change agenda
- Deliver required outcomes of service specific change on time and to budget
- Understand the quality of staff, support their development, nurture those with talent
- Identify the skills for the future and the level of staff through robust workforce planning
- Identify and deal with underperformance.
- Deliver to agreed budget and income targets.

# Recruitment Selection Criteria

## Qualifications:

- Relevant Management or Professional qualification and membership of a relevant professional body.
- Evidence of continuing professional development.
- Educated to degree level or equivalent.

## Knowledge and Experience:

- Expert knowledge in a relevant professional area and proven track record of using professional expertise to develop and deliver strategic objectives and expected outcomes
- Excellent knowledge and understanding of statutory requirements for services within the remit of this role.
- Extensive experience and successful track record of the following;
  - strategic leadership and planning in local government and/or other large and complex organisation.
  - effectively managing a range of services within budget in a complex and changing environment.
  - transformational change and achieving solutions to enable delivery of a diverse range of services in partnership with other bodies both internal and external.
  - working and influencing the direction of services within a highly political environment.
  - achieving improvements in service delivery across a wide range of services.
- Planning and performance monitoring across agencies in a commercial environment.
- Commissioning and decommissioning services.
- Evaluating impact of interventions and service delivery programmes over time, with supporting data analysis.

## Skills and Abilities:

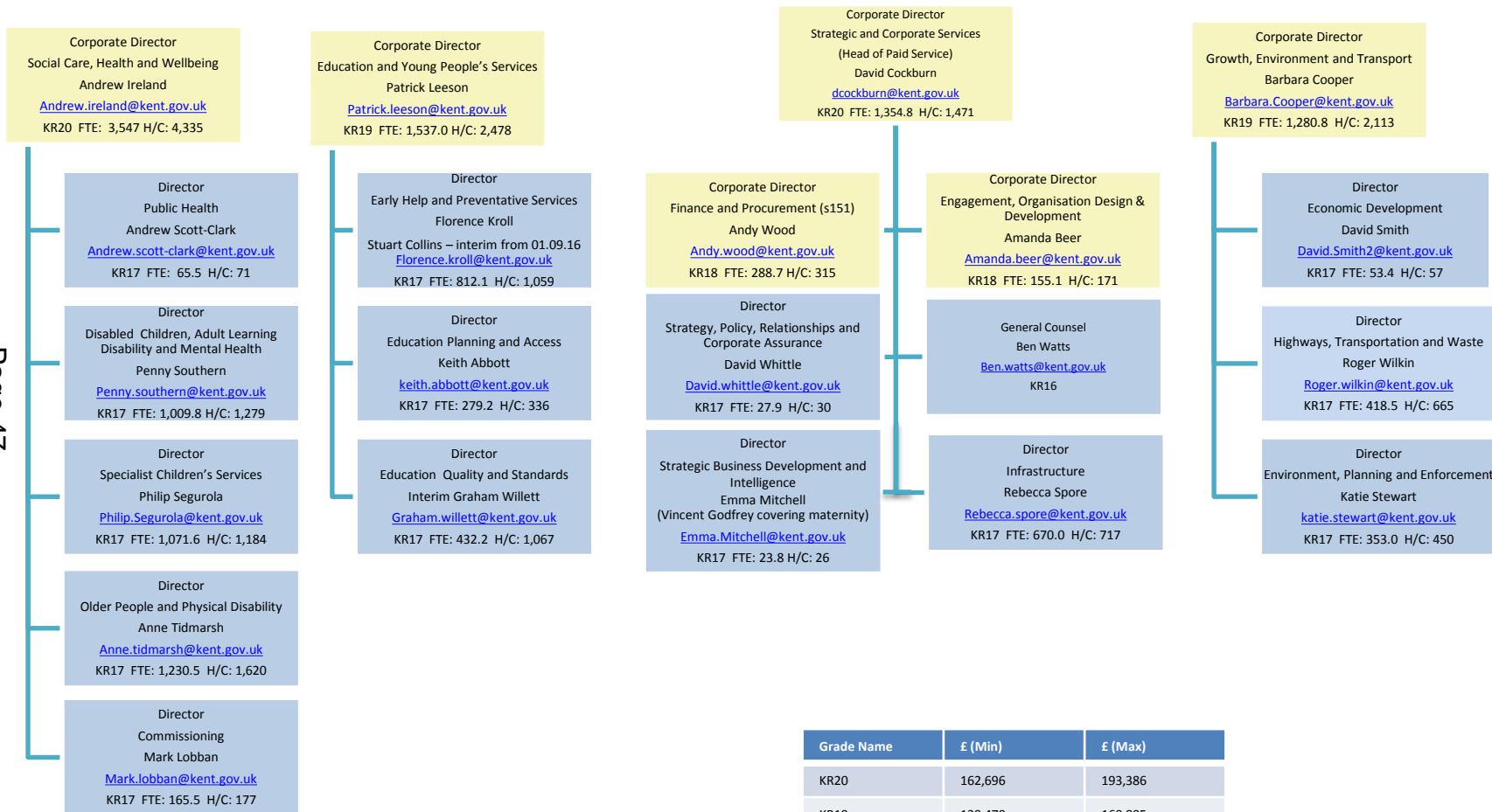
- Able to understand strategic 'big picture' issues and set a clear direction, goals, and a culture of high aspirations and commitment to the success and priorities of the Education, Children's and Young People's Services Directorate.
- Able to establish strong positive relationships across the organisation at all levels including a relationship of both personal and professional credibility and trust with senior leaders and elected Members.
- Able to establish strong positive relationships across partner and other external organisations that command professional confidence and enable effective delivery of services.
- Able to lead, influence and implement strategic policies and decisions.
- Able to develop and implement strategies designed to deliver innovative service design.

- Able to demonstrate effective motivational leadership and vision to staff at all levels, including a positive attitude to change in order to maintain and improve services in a constantly changing environment.
- Able to command respect, influence and negotiate at a strategic professional and political level both locally and nationally in order to ensure the best interests of the Council are met.
- Able to demonstrate a high level of personal resilience and focus in order to ensure the delivery of excellent services to the public.
- Highly developed communication and presentation skills, including the ability to write well organised and clear reports with good use of evidence, supported by data.
- Able to produce well focused strategic and business plans which are costed and supported by well-developed performance frameworks.
- Able to be a good member of the senior team, to collaborate and take shared responsibility for the work and success of the whole directorate and the Council.

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# Leader Cabinet

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KEY:  
H/C = Headcount  
FTE = Full Time Equivalent

Grade Name	£ (Min)	£ (Max)
KR20	162,696	193,386
KR19	139,470	160,805
KR18	117,293	139,469
KR17	93,645	111,302
KR16	72,989	92,174

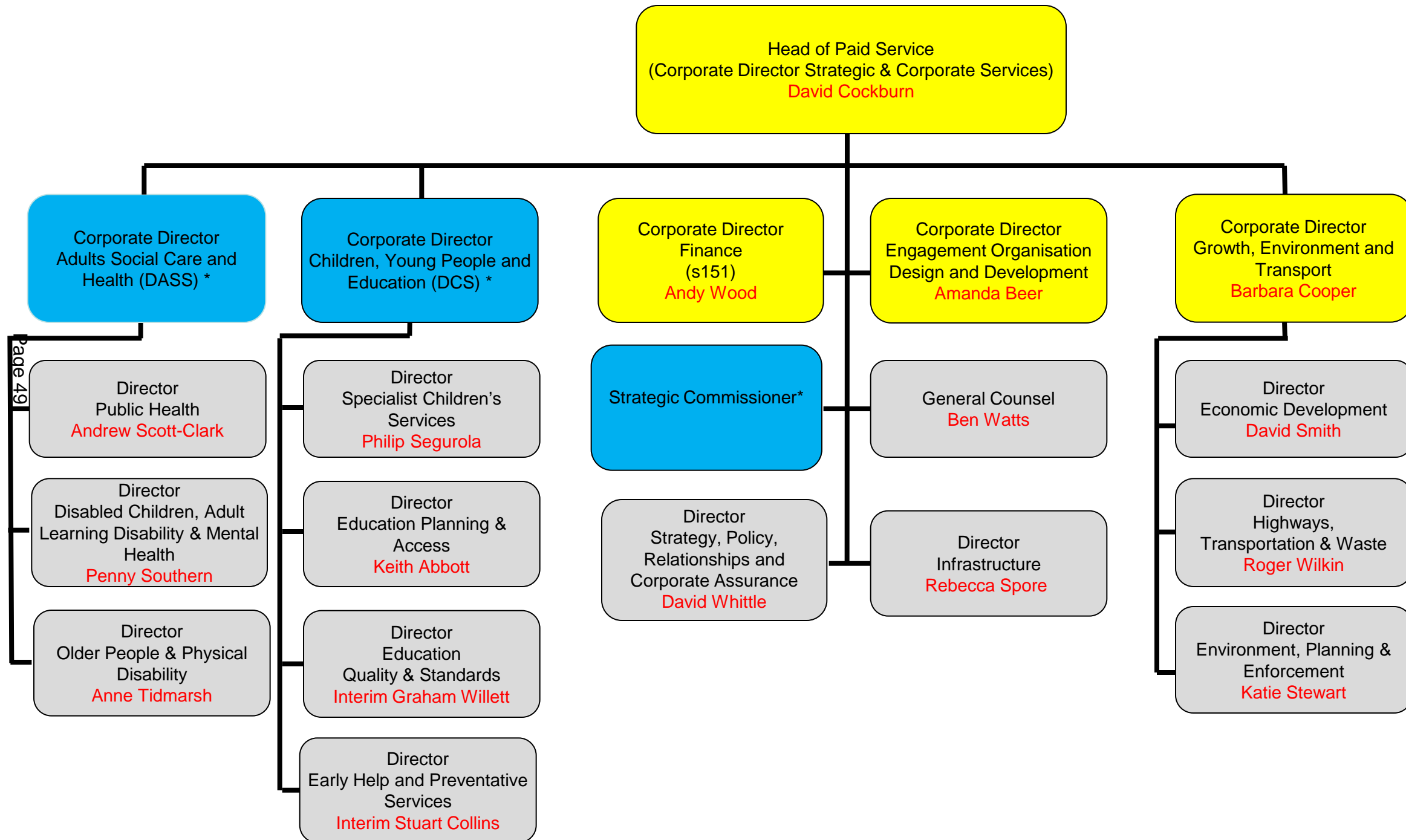


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# Leader Cabinet



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\* Proposed new posts

This chart shows posts at KR17 and above

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**CHANGES TO PAY AND GRADING STRUCTURE.**

<b>ROLES WITHIN CURRENT GRADES AND PAYBANDS</b>		<b>ROLES WITHIN PROPOSED PAY AND PAYBANDS</b>	
KR20	£162,696 - 193,386	KR20	£194,000 - £199,000
Head of Paid Service Corporate Director Social Care, Health and Wellbeing		Head of Paid Service	
KR19	£139,470 - £160,805	KR19	£139,470 - £193,000
Corporate Director Education and Young People's services Corporate Director Growth Environment and Transport		Corporate Director Education, Children and Young People Corporate Director Adult Social Care and Health Corporate Director Growth Environment and Transport	

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## Kent County Council

### Job Description:

## Strategic Commissioner

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**Directorate:** Strategic and Corporate Services

**Grade:** KR18 (subject to evaluation)

**Responsible to:** Head of Paid Service

### Job Purpose:

Lead, direct, and shape the Council's Commissioning strategy and its support structure to enable efficient delivery of the Council's objectives, including the provision of a range of cohesive, specialist professional services across the commissioning cycle and the County Council.

### Accountabilities

As a member of the Corporate Management team the post holder will work within the KCC Organisational Responsibilities for Senior Officers. In addition, the post holder will work closely with Cabinet Members, and Corporate Directors to enable organisational responsiveness to elected members; secure the best approach to resource stewardship for the council's budget and finances; ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities; and enhance the reputation of Kent as a place as well as Kent County Council as the democratic agent of change in the region.

Shape, develop and review the Council's Commissioning strategy to ensure it continues to incorporate current thinking, creates further opportunity for synergy across the Council and supports delivery of the Council's objectives.

Direct and lead the Strategic Commissioning activity for the Council, to ensure a strong and consistent commissioning approach across the commissioning cycle, including data driven analytics, commercial support and market development and shaping.

Shape strategies to ensure all opportunities for joint commissioning across services are exploited and delivered, providing appropriate challenge to enable effective and efficient use of Council resources and successful delivery of commissioning outcomes.

Deliver the Council's Commissioning strategy by building and maintaining effective relationships with key stakeholders including relevant directors and lead commissioners to ensure effective engagement in the delivery of the Council's objectives.

Direct and shape all Strategic Business Development & Intelligence activity for the Council to ensure delivery of a comprehensive intelligence & research led service that supports the Council's strategic aims.

Direct and shape the Council's Procurement activity, delivering a comprehensive service (including market analysis, planning, procurement strategy & execution, contract and supplier management) to achieve best value for money for the County Council.

Act as expert adviser on Strategic Commissioning supporting Members and senior officers on complex/high level matters, leading Strategic Commissioning activity to maintain and deliver effective commissioning standards across the council, advising the Head of Paid Service to ensure the Commissioning strategy meets the needs of the Authority, changes in service requirements, statutory obligations and legislative and financial requirements.

*This job description sets out the accountabilities specific to the role. These should be read in conjunction with the Organisational Responsibilities that apply to the Corporate Director and Director roles.*

Direct reports;

Director Commissioning  
Director Strategic Business Development & Intelligence  
Head of Procurement

### **Person Specification**

#### **Qualifications**

- Relevant Management or Professional qualification and membership of a relevant professional body.
- Evidence of continuing professional development
- Educated to degree level or equivalent.

#### **Knowledge & Experience**

Expert knowledge in a relevant professional area and proven track record of using professional expertise to develop and deliver strategic objectives and expected outcomes

Extensive experience and successful track record of strategic leadership and successful delivery in local government and/or other large and complex Organisation.

Extensive experience of effectively managing a range of service initiatives within budget in a complex and changing environment.

Extensive experience and successful track record of transformational change and achieving solutions to enable delivery of a diverse range of services in partnership with other organisations/bodies.

Extensive experience of working and influencing the direction of services within

a highly political environment.

### **Skills and Abilities**

Able to operate effectively as a member of the Corporate Management Team, shaping the strategic Council priorities and setting clear direction, and service commitment to the successful delivery of the Council's strategic priorities.

Able to establish strong positive relationships across the Organisation at all levels, in order to provide effective leadership and direction including a relationship of both personal and professional credibility and trust with elected Members.

Able to establish strong positive relationships across partner and other external organisations that command professional confidence.

Able to demonstrate effective motivational strategic leadership and vision to staff at all levels including a positive attitude to change in order to maintain and develop services in a constantly changing environment.

Able to command respect, influence and negotiate at a strategic professional and political level both locally and nationally in order to ensure the best interests of the Council are met.

Able to demonstrate a high level of personal resilience, challenge and focus in order to ensure the whole Organisation delivers the right services in the right way.

Highly developed communication and presentation skills.

Able to lead, influence and implement strategic policies and decisions.

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**From:** Roger Gough, Cabinet Member for Education and Health Reform  
Patrick Leeson, Corporate Director for Education and Young People's Services

**To:** County Council

**Subject:** Early Years and School Performance in 2016 - National Curriculum Test and Public Examination Results

**Classification:** Unrestricted

**Summary:**

This report provides a summary of the Kent Early Years Foundation Stage (EYFS) Assessments, Key Stage 1 and Key Stage 2 test outcomes (SATs), and GCSE and post 16 results for 2016. Educational outcomes in Kent are above or in line with the National Averages at every age and stage and show continued improvement year on year. This is very positive.

The paper includes comparisons with national data where available. It also reports on the achievement of vulnerable groups and achievement gaps in each Key Stage. The gaps for pupils on free school meals, SEN pupils, and Children in Care are still too wide and sometimes wider in Kent than the national figures.

Performance data for Secondary schools is not final validated data so these outcomes are provisional until late January 2017, when final national data is published.

**1. Introduction**

- 1.1 The report contains a review of all available data for all the Key Stages above. The following commentary reflects a summary of the key points for each Key Stage and the priorities for action in 2016-2017.
- 1.2 The report also provides an update on the significant changes the Government has introduced in the way they measure and track attainment and progress in schools, from the Early Years Foundation Stage through to Post 16.
- 1.3 Where other local authority data is available comparisons have been made to Kent's statistical neighbours. These are East Sussex, Essex, Lancashire, Northamptonshire, Nottinghamshire, Staffordshire, Swindon, Warwickshire, West Sussex and Worcestershire.
- 1.4 The Vulnerable groups data reported is as follows:
  - Free School Meals (FSM) figures are FSM Eligible and relate to all pupils eligible for FSM as at January 2016.
  - Children in Care (CIC) figures relate to Children in Care for 12 months or more.
  - SEN figures relate to all SEN pupils.

## 2. Early Years Foundation Stage (EYFS)

- 2.1 The key indicator for children at the end of the Early Years Foundation Stage (EYFS) is the percentage of children achieving a Good Level of Development (GLD). There continues to be a strong performance in the percentage of children achieving a GLD in Kent.
- 2.2 The 2016 figure of 74.8% reflects an improvement from the 2015 figure of 72.9% and an 11.4 percentage point improvement since 2013. This outcome is above the national average of 69.3%. Kent is ranked second amongst our statistical neighbours.

<b>% Good Level of Development</b>					
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Difference from 2015</b>
<b>Kent</b>	63.4	68.5	72.9	74.8	+1.9
<b>National</b>	51.7	60.4	66.3	69.3	+3.0

- 2.3 In the Early Years Foundation Stage, girls continue to outperform boys with 82.2% of girls compared to 68.0% of boys achieving a Good Level of Development in 2016. Both groups achieved higher than similar groups nationally. This represents a marginally improved position from 2015, although there is still work to be done to narrow the gender gap which improved slightly from 15.0 percentage points in 2015 to 14.2 percentage points in 2016. At this measure Kent is ranked sixth amongst its statistical neighbours.
- 2.4 In 2016, the percentage of FSM pupils at the end of the Early Years Foundation Stage achieving a Good Level of Development was 58%, compared to 54% nationally, which is slightly less than the 2015 figure of 59%. Kent is ranked second amongst its statistical neighbours for FSM attainment. The FSM achievement gap widened to 19 percentage points in 2016 from 16 percentage points in 2015.
- 2.5 The percentage of SEN children in the Early Years Foundation Stage achieving a Good Level of Development increased from 26% in 2015 to 27% in 2016, compared to 23% nationally. However, the SEN achievement gap widened slightly from 52% in 2015 to 53% in 2016 which is one percentage point wider than the national gap figure.
- 2.6 The percentage of Children in Care (CiC) achieving a Good Level of Development reduced from 46.7% in 2015 to 28.6% in 2016, which is worrying. The achievement gap for CiC widened from 26.5% in 2015 to 46.3% which is also a cause for significant concern. However, it is important to bear in mind that the number of Children included in the CiC cohorts is very small, which means that fluctuations in attainment from year to year are more likely than with other groups.

## 3. Key Stage 1

- 3.1 At Key Stage 1, Kent performed above the national average for every indicator in 2016. Although these are new measures and it is not possible to compare with previous years, the figures show continued positive outcomes compared to the national averages.

- 3.2 In 2016, pupils were assessed against a new and more challenging National Curriculum, which was introduced in 2014. Standards are no longer reported as levels but as scaled scores. At Key Stage 1, judgements for individual pupils are based on teacher assessment informed by externally validated tests in Reading and Mathematics. As in previous years, Writing continues to be judged by teacher assessment.
- 3.3 The DfE has made clear that owing to the raised expectations of the new curriculum, the 2016 outcomes cannot be directly compared with previous performance.

Combined Reading, Writing & Mathematics				
	2013 %2B+	2014 %2B+	2015 %2B+	2016 % pupils met or exceeded the expected standard
<b>Kent</b>	77.4	66.9	78.4	66.6
<b>National</b>	N/A	N/A	N/A	60.3

Reading				
	2013 %2B+	2014 %2B+	2015 %2B+	2016 % pupils met or exceeded the expected standard (Teacher assessment informed by Test)
<b>Kent</b>	79	82	84	78
<b>National</b>	79	81	82	74

Writing				
	2013 %2B+	2014 %2B+	2015 %2B+	2016 % pupils met or exceeded the expected standard (Teacher assessment)
<b>Kent</b>	67	70	74	71
<b>National</b>	67	70	72	65

Mathematics				
	2013 %2B+	2014 %2B+	2015 %2B+	2016 % pupils met or exceeded the expected standard (Teacher assessment informed by Test)
<b>Kent</b>	79	82	84	78
<b>National</b>	78	80	82	73

- 3.4 In 2016, 66.6% of Key Stage 1 pupils in Kent met or exceeded the expected standard in **Reading, Writing and Mathematics combined**, which is 6.3% above the national average.
- 3.5 In 2016, 78% of Key Stage 1 pupils in Kent met or exceeded the expected standard in **Reading**, which is 4% above the national average. This ranks Kent first amongst our statistical neighbours. In 2016, 308 Kent schools attained at or above the national average for this measure. The proportion of pupils assessed as working at 'greater depth' is 25% which is one percentage point above the national average. At this measure Kent is ranked fifth amongst its statistical neighbours.

- 3.6 In 2016, 71% of Kent pupils met or exceeded the expected standard in **Writing**. This is 6% above the national average and ranks Kent first amongst its statistical neighbours. In 2016, 309 Kent schools attained at or above the national average for this measure. The proportion of pupils assessed as working at 'greater depth' is 15%, which is 2% above the national average. At this measure Kent is ranked third amongst its statistical neighbours.
- 3.7 The proportion of pupils who met or exceeded the expected standard in **Mathematics** in 2016 is 78%, which is 5% above the national average and ranks Kent first amongst its statistical neighbours. In 2016, 329 Kent schools attained at or above the national average for this measure. The proportion of pupils assessed as working at 'greater depth' is 18%, which is in line with the national average. At this measure Kent is ranked third amongst its statistical neighbours.

### **Gender Gaps at Key Stage 1**

- 3.8 At Key Stage 1, girls outperformed boys in **Reading** in 2016. Both boys and girls performed better than similar groups nationally. The proportion of girls who met or exceeded the expected standard is 82% compared with 74% of boys, with an attainment gap of 8%. The gap in Kent is in line with the national picture.
- 3.9 In 2016, as in previous years, the attainment gap between boys and girls remains widest in **Writing**. Both groups achieved higher than similar groups nationally. 78% of girls met or exceeded the expected standard compared with 65% of boys, a gender gap of 13% which is one percentage point narrower than the national average. Both groups achieved higher than boys and girls nationally.
- 3.10 In 2016, girls outperformed boys in **Mathematics** by 2 percentage points. The proportion of girls who met or exceeded the expected standard is 79% compared with 77% of boys. Both groups achieved higher than similar groups nationally. The gap in Kent is in line with the national picture.

### **Outcomes for Vulnerable Groups at Key Stage 1**

- 3.11 In 2016, the proportion of FSM pupils who met or exceeded the expected standard in **Reading** was 60%, which is in line with the national figure and ranks Kent second amongst its statistical neighbours. There is a reading attainment gap of 21% which is 4% wider than the national gap.
- 3.12 The widest gap for FSM pupils is in **Writing**, where 51% of pupils met or exceeded the expected standard, compared to 50% nationally. Although there is an attainment gap of 23%, 5% wider than the national figure, Kent is ranked first amongst its statistical neighbours for FSM attainment in writing.
- 3.13 The proportion of FSM pupils who met or exceeded the expected standard in **Mathematics** was 59%, compared to 58% nationally which ranks Kent first amongst its statistical neighbours. There is a mathematics attainment gap of 21% which is 4% wider than the national gap.
- 3.14 The attainment gap for SEN pupils is wide across all subjects in 2016. The proportion of SEN pupils in Kent who met or exceeded the expected standard in **Reading** is 30.7%, compared with 29.6% nationally. There is an attainment gap of

55% which is 3 percentage points wider than the national gap. Kent is ranked fifth for this measure amongst its statistical neighbours.

- 3.15 The attainment gap is widest in **Writing**. The proportion of SEN pupils who met or exceeded the expected standard is 21.5%, compared to 20.2% nationally. There is an attainment gap of 58% which is 4% wider than the national figure. Kent is ranked fifth for this measure amongst its statistical neighbours.
- 3.16 In **Mathematics**, 32.4% of pupils with SEN in Kent met or exceeded the expected standard, compared with 30.4% nationally. There is an attainment gap of 53% which is 3% wider than the national figure. Kent is ranked fifth for this measure amongst its statistical neighbours.
- 3.17 In 2016, the proportion of Children in Care (CIC) who met or exceeded the expected standard in is 38.2%, an attainment gap of 40%. In **Writing**, only 29.4% of CIC met or exceeded the expected standard, a gap of 42%. The attainment gap is widest in **Mathematics**, at 45%, as 32.4% of CIC met or exceeded the expected standard in this subject.

#### 4. Key Stage 2

- 4.1 At Key Stage 2, with new national measures in 2016, Kent performed above the national average for all indicators, apart from Grammar, Punctuation and Spelling which is in line with the national average. Compared with statistical neighbours, Kent's results overall are ranked top out of 11 other similar local authority areas for combined attainment in Reading, Writing and Mathematics.
- 4.2 We should emphasise here that Key Stage 2 has historically been an area in which Kent was below national average, and that while the current year's figures are not comparable to previous years, there has been a trend over several years of closing the gap with national.
- 4.3 In 2016, pupils were assessed against the new and more challenging National Curriculum, which was introduced in 2014. Standards are no longer reported as levels but as scaled scores. A pupil must attain a scaled score of 100+ in the Reading, Mathematics and English Grammar, Punctuation and Spelling (GPS) tests in order to be assessed as being 'at the expected standard' for that subject. A pupil must attain a scaled score of 110+ in order to be assessed as having a 'high score' in the tests. As in previous years, Writing continues to be judged by teacher assessment.
- 4.4 The previous 'expected progress' measure, based on two levels of progress between Key Stage 1 and Key Stage 2, is no longer used. This measure has been replaced by a 'value-added' measure based on pupils' progress from Key Stage 1 to Key Stage 2 compared with pupils with similar starting points in other schools. The average progress score is zero.
- 4.5 Kent is ranked first amongst its statistical neighbours for progress scores in Reading, Writing and Mathematics. The Kent progress score for Reading is 0.6, for Writing it is 0.6 and for Mathematics it is 0.2, all of which are above the average progress score of zero.

Combined Reading Test, Writing TA & Mathematics Test				
	2013 % L4+	2014 % L4+	2015 % L4+	2016 % At the expected standard
<b>Kent</b>	74	79	80	59
<b>National</b>	75	79	80	53

Reading Test				
	2013 % L4+	2014 % L4+	2015 % L4+	2016 % At the expected standard (Test)
<b>Kent</b>	85	89	<b>90</b>	70
<b>National</b>	86	89	89	66

Writing TA				
	2013 % L4+	2014 % L4+	2015 % L4+	2016 % At the expected standard (Teacher Assessment)
<b>Kent</b>	83	86	<b>88</b>	80
<b>National</b>	83	85	87	74

Mathematics Test				
	2013 % L4+	2014 % L4+	2015 % L4+	2016 % At the expected standard (Test)
<b>Kent</b>	83	86	<b>87</b>	72
<b>National</b>	85	86	87	70

Grammar, Punctuation & Spelling Test				
	2013 % L4+	2014 % L4+	2015 % L4+	2016 % At the expected standard (Test)
<b>Kent</b>	71	74	78	73
<b>National</b>	74	76	80	73

- 4.6 At Key Stage 2, 59% of Kent pupils achieved the 'expected standard' in the **Reading, Writing and Mathematics combined measure**, which is 6% above the national average of 53%. This ranks Kent first amongst its statistical neighbours. The proportion of pupils who attained a 'higher standard' in this combined measure is 6%, which is one percentage point above the national average. Kent is ranked third for this measure.
- 4.7 In 2016, 280 Kent schools attained at or above the national average for the proportion of pupils reaching the 'expected standard' for the **Reading Writing and Mathematics combined measure**. In 2015, 260 schools in Kent attained at or above the national average of 80% for the historic measure of Level 4 and above in the Reading, Writing and Mathematics Test combined measure.
- 4.8 In 2016, 70% of Key Stage 2 pupils in Kent attained the 'expected standard' in **Reading**. This means that Kent is 4% above the national average and ranked first amongst its statistical neighbours. In 2016, 287 schools attained at or above the national average for this measure.

- 4.9 The proportion of Kent pupils who attained the 'expected standard' in **Mathematics** in 2016 is 72%, which is 2% above the national average and ranks Kent first amongst its statistical neighbours. In 2016, 261 schools attained at or above the national average for this measure.
- 4.10 In 2016, 80% of pupils in Kent attained the 'expected standard' in **Writing**. This is 6% above the national average and ranks Kent first amongst its statistical neighbours. In 2016, 319 schools attained at or above the national average for this measure. Kent is ranked fourth for this measure.
- 4.11 The proportion of pupils in Kent who attained the 'expected standard' in **Grammar, Punctuation and Spelling** in 2016 is 73%, which is in line with the national average. Kent is ranked third amongst its statistical neighbours for this measure. In 2016, 255 schools attained at or above the national average.

### **The Floor Standard at Key Stage 2**

- 4.12 In the 2015-16 academic year, schools are judged to be below the floor standard and therefore underperforming if:
- Fewer than 65% of pupils at the end of Key Stage 2 (KS2) meet the expected standard in Reading, Writing and Mathematics combined
- or**
- The school does not achieve sufficient progress scores in all three subjects (at least -5 in Reading, -5 in Mathematics and -7 in Writing)
- 4.13 To be above the floor, the school needs to meet either the attainment or all of the progress elements.
- 4.14 In 2016, 8 (2%) Primary schools in Kent performed below the floor standard compared to 5% of schools nationally.

### **Key Stage 2 Gender Differences**

- 4.15 At Key Stage 2, 56% of boys and 61% of girls achieved the 'expected standard' in the **Reading, Writing and Mathematics combined measure** which compares favourably with the respective 2016 national averages of 50% and 57%. The gender attainment gap in Kent is 5% which is narrower than the national gap of 7%.
- 4.16 In 2016, 66% of boys and 74% of girls achieved the 'expected standard' in **Reading**. Both boys and girls attained 4% higher than similar groups nationally. The gender attainment gap in **Reading** in Kent is 8% which is the same as the national gap.

- 4.17 There is no attainment gap in **Mathematics** in 2016. Both boys and girls outperformed similar groups nationally by 2%, with 72% attaining the 'expected standard'.
- 4.18 As in previous years, girls outperformed boys in **Writing** in 2016 and the gender gap is widest in this subject. 75% of boys attained the 'expected standard' in **Writing** compared with 86% of girls, a gap of 11%. Both groups, however, achieved higher than boys and girls nationally and the attainment gap in Kent is narrower than the national gap of 13%.
- 4.19 Girls outperformed boys in the **Grammar, Punctuation and Spelling** in 2016. The proportion of boys who attained the 'expected standard' is 68%, which is the same as boys nationally. 78% of girls attained the 'expected standard' which is also in line with girls nationally. The attainment gap in Kent is the same as the national gap of 10 percentage points.

### **Outcomes for Vulnerable Groups at Key Stage 2**

- 4.20 In 2016, the proportion of FSM pupils who achieved the 'expected standard' in **Reading, Writing and Mathematics combined** is 37%, compared to 36% nationally, which ranks Kent first amongst its statistical neighbours for this measure. There is an attainment gap of 22%, which is 4% wider than the national gap figure. Kent is ranked fourth for this measure amongst its statistical neighbours.
- 4.21 In 2016, the proportion of FSM pupils who achieved the 'expected standard' in **Reading** was 52%, compared to 49% nationally, which ranks Kent first amongst its statistical neighbours. There is a reading attainment gap of 18% which is 1% wider than the national gap figure. Kent is ranked second for this measure amongst its statistical neighbours.
- 4.22 In 2016, the proportion of FSM pupils who achieved the 'expected standard' in **Writing** is 61%, compared to 60% nationally, which ranks Kent first amongst its statistical neighbours. The writing attainment gap is 19% which is 5% wider than the national gap and ranks Kent fourth amongst its statistical neighbours.
- 4.23 In 2016, the proportion of FSM pupils who achieved the 'expected standard' in **Grammar, Punctuation and Spelling** was 52%, compared to 49% nationally, which ranks Kent first amongst its statistical neighbours. There is an attainment gap of 18% which is 1% wider than the national figure. Kent is ranked second amongst its statistical neighbours for this measure.
- 4.24 The widest gap for FSM pupils is in **Mathematics**. In 2016, 51% of FSM pupils achieved the 'expected standard', compared to 54% nationally, which ranks Kent second amongst its statistical neighbours. There is an attainment gap of 21%, which is 5% wider than the national figure. Kent is ranked fourth for this measure amongst its statistical neighbours.
- 4.25 The attainment gap for SEN pupils is wide across all measures in 2016. The proportion of SEN pupils who achieved the 'expected standard' in **Reading, Writing and Mathematics combined** is 16%, compared with 15% nationally. There is an attainment gap of 52% which is 4% wider than the national figure. Kent is ranked ninth for this measure amongst its statistical neighbours.



- 4.26 In **Reading**, 32% pupils with SEN in Kent achieved the 'expected standard' compared with 29% nationally. There is an attainment gap of 45% which is in line with the national gap. Kent is ranked second for this measure amongst its statistical neighbours.
- 4.27 The attainment gap is widest in **Writing**. The proportion of SEN pupils who achieved the 'expected standard' is 32% of pupils compared with 29% nationally. There is an attainment gap of 57% which is 2% wider than the national gap. Kent is ranked fourth for this measure amongst its statistical neighbours.
- 4.28 In **Grammar, Punctuation and Spelling**, 32% of SEN pupils achieved the 'expected standard' compared to 29% nationally. There is an attainment gap of 45% which is in line with national. Kent is ranked second for this measure amongst its statistical neighbours.
- 4.29 In **Mathematics**, 31% of SEN pupils achieved the 'expected standard' compared to 32% nationally. There is an attainment gap of 48% which is 2 percentage points wider than the national gap. Kent is ranked fourth for this measure amongst its statistical neighbours.

### **Children in Care**

- 4.30 In 2016, the proportion of Children in Care (CIC) who achieved the 'expected standard' in **Reading, Writing and Mathematics** combined is 21.6%, a gap of 36.8%.
- 4.31 In **Reading**, 41.9% of CIC achieved the 'expected standard', an attainment gap of 27.6%.
- 4.32 In **Writing**, 51.4% of CIC achieved the 'expected standard', a gap of 28.9%.
- 4.33 The proportion of CIC who achieved the 'expected standard' in **Grammar, Punctuation and Spelling** is 44.6%, an attainment gap of 28.2%, similar to that of Writing.
- 4.34 The attainment gap is widest in **Mathematics** where only 41.9% of CIC achieved the 'expected standard', a gap of 29.7%. The data is not yet available to compare to the national gaps.

## **5. Key Stage 4**

- 5.1 At Key Stage 4 in 2016 there is also an overall positive and improved picture. Provisional results show that Secondary schools in Kent performed well against the new and old headline GCSE performance measures and compared to national averages for state funded schools. Compared with 2015 on the old measures there have been clear improvements in attainment.
- 5.2 In the new Progress 8 measure, which is used to establish the floor standard, progress is judged across eight subjects, including English (double-weighted), mathematics (double-weighted), three English Baccalaureate qualifications and three other qualifications which can include English Baccalaureate subjects and other high value academic, arts and vocational qualifications from the DfE approved list.

- 5.3 Kent state funded schools achieved a Progress 8 score of -0.04 in 2016, which is slightly below the national average of -0.03. DfE provisional figures show that 59 of Kent's 98 Secondary schools met or achieved above the national average for this measure and of these 31 are Grammar schools.
- 5.4 On the Progress 8 measure, Kent is ranked sixth amongst its statistical neighbours for this measure and 80<sup>th</sup> out of 151 local authorities nationally.
- 5.5 On the previous measure (the percentage of pupils achieving 5 or more GCSE grades A\*-C including English and mathematics) Kent state funded schools achieved 59% in 2016, which is an improvement on last year's figure of 57% and above the 2016 national average of 57%.
- 5.6 On this old measure, Kent is ranked fifth amongst its statistical neighbours and 54<sup>th</sup> out of 151 local authorities nationally.
- 5.7 In the new headline Basics measure in 2016, the proportion of pupils in Kent schools achieving grades A\*-C in English and mathematics is 63.5% which is 0.7% above the national average and 3.7% above last year's result of 59.8%. Kent is ranked sixth amongst its statistical neighbours for this measure and 66<sup>th</sup> out of 151 local authorities nationally.
- 5.8 Improvements have also been made in GCSE A\*-C passes for English. The Kent schools success rate in 2016 is 76.0%, compared to 70.4% last year, which is 1.3% above the national average of 74.7%. In mathematics, there is a small increase: this year to 68.0%, compared to 66.6% last year, which is in line with the national average of 68.5%.
- 5.9 Performance in the English Baccalaureate (Ebacc) measure has also improved. This year it is 29.5%, rising from 26.5% last year, and 4.9% above the 2016 national figure. Kent is ranked first amongst its statistical neighbours and as 33<sup>rd</sup> out of 151 local authorities nationally.

#### **Key Stage 4 Gender Differences**

- 5.10 At Key Stage 4, 24% of boys in Kent Secondary schools achieved the English Baccalaureate compared to 19.5% of boys nationally. 34.9% of girls in Kent schools achieved the English Baccalaureate compared to the national figure of 29.9%.

#### **Outcomes for Vulnerable Groups at Key Stage 4**

- 5.11 This data will be available late January 2017.

### **6. Post 16 Outcomes**

- 6.1 Post 16 outcomes for 2016 are based on new DfE performance measures in five categories. These are A Level, Academic qualifications, Technical Level qualifications, Applied General and the Technical Baccalaureate.
- 6.2 The figures given below are based upon the 2016 provisional DfE statistical first release and therefore will be subject to change when the final validated DfE Performance Tables are available in January 2017. All Kent and national averages

noted below are for state funded schools only. Overall performance at Post 16 is variable, with outcomes just below and just above the national average on some measures.

### **A Levels only**

- 6.3 At Post 16 in 2016, the A Level performance is at or just above the national average. Given the strong performance at other key stages this is less than could be expected.
- 6.4 The A Level Average Point Score per entry achieved by students in Kent Secondary schools is 30.8 which is in line with the national average of 30.7 and equivalent to an average C grade. This is disappointing. Kent is ranked 4<sup>th</sup> out of its statistical neighbours and 56<sup>th</sup> out of 150 local authorities nationally for this measure.
- 6.5 More positively, the percentage of students achieving grades AAB or better at A level is improving. The figure has increased to 16.8% from 12.9% in 2015, which is 1.4% points above the national average of 15.4%. Kent is ranked 3<sup>rd</sup> out of its statistical neighbours and 34<sup>th</sup> out of 150 local authorities nationally for this measure.

### **Academic qualifications**

- 6.6 Academic results include A Level, AS Level, the International Baccalaureate, the International Baccalaureate Careers Related Programme and extended project qualifications.
- 6.7 In 2016, the Average Point Score per entry achieved by Academic students in Kent schools is 32.0 which is above the national average of 30.9 and equivalent to an average C+ grade. Kent is ranked 2<sup>nd</sup> out of its statistical neighbours and 26<sup>th</sup> out of 150 local authorities nationally for this measure.

### **International Baccalaureate**

- 6.8 In 2016, the average points achieved by International Baccalaureate students in Kent schools is 208.6 which is above the national figure of 201.0. In Kent, 540 young people took this qualification in 2016.

### **Technical Level 3**

- 6.9 Technical Levels are advanced (Level 3) technical and professional qualifications, on a par with A levels and recognised by employers. Taught from September 2014, for reporting in the 16-19 Performance Tables from 2016, they equip students with specialist knowledge and skills, enabling entry to an Apprenticeship, other skilled employment or a technical degree.
- 6.10 The results for 2016 show that the Average Point Score per entry achieved by students in Kent schools at Technical Level is 36.8 which is slightly below the national average of 37.0.

### **Applied General Level 3**

- 6.11 Applied General qualifications are advanced (Level 3) qualifications that equip students with transferable knowledge and skills. Taught from September 2014, for reporting in 2016, they are for Post-16 students wanting to continue their education through applied study. They fulfil entry requirements for a range of higher education courses, either by meeting entry requirements in their own right or being accepted alongside and adding value to other qualifications at the same level.
- 6.12 In 2016, the Average Point Score per entry achieved by Applied General students in Kent schools is 37.0 which is just below the national average of 38.0. Kent is ranked 7<sup>th</sup> out of its statistical neighbours and 84<sup>th</sup> out of 150 local authorities nationally for this measure.

### **Technical Baccalaureate (TechBacc)**

- 6.13 The Technical Baccalaureate is a new Performance measure that allows young people aspiring to a technical career a high-quality alternative to the A level route. This measure recognises the achievement of students taking advanced (Level 3) programmes which include a DfE approved Tech Level, level 3 maths and extended project qualifications. It was introduced for courses starting in September 2014, for reporting in the 16-19 Performance Tables from 2016.
- 6.14 In Kent schools in 2016, 20 students achieved a Technical Baccalaureate out of 130 students in state funded schools nationally. Kent is ranked 1<sup>st</sup> both in comparison to its statistical neighbours and 150 local authorities nationally for this measure. We are intending to work with schools to expand this programme over the next academic year.

### **Apprenticeships**

- 6.15 Kent County Council has an ambitious goal to improve the skills and employment of young people. The Skills and Employability Service has developed the 16 -18 apprenticeship campaign with Kent Association of Training Organisations, Kent Further Education Colleges and the Skills Funding Agency to promote apprenticeships across the county. In the last three years we have seen a positive increase in the number of 16 to 18 year olds starting an apprenticeship. During 2013/14 there were 2,560 starts compared to 2015/16 when 3,026 (provisional data) young people took up an apprenticeship, which represents an increase of 18% in the last three years.

## **7 Conclusion**

- 8.1 Improvements in the Early Years Foundation Stage continue the very good upward trend over recent years, with performance in Kent well above national averages. Outcomes at Key Stages 1 and 2 are also positive and although it is not possible to compare outcomes with previous years Kent is performing above national averages for the majority of indicators in 2016. At Key Stage 4 there is an overall positive and improved picture in 2016. Provisional results at Post 16 across a range of qualifications indicate that Kent is in line with national averages but performance is variable and given improving performance at other key stages this is disappointing. It will be a priority to work with schools to continue to improve guidance for students in choosing appropriate post 16 pathways and to ensure provision of a full range of technical pathways at ages 14-19.

- 8.2 Slow progress continues to be made in narrowing the attainment gaps for vulnerable learners. In the Early Years Foundation Stage the gender gap reduced slightly in 2016. At Key Stages 1 and 2, although no comparison can be made to previous years, the gender gap in Kent is in line with the national gaps for the majority of measures. In the new measures at Key Stage 2, gaps for pupils in receipt of Free School Meals, Special Education Needs and Disability and Children in Care remain too wide, and are sometimes wider than the national gaps, which is disappointing. National data on outcomes for disadvantaged groups are not yet available for all key stages. Closing the gaps in achievement for all vulnerable learners continues to be a significant concern and a priority for improvement in 2016-2017.

## **9. Recommendations:**

Members of the County Council are asked to note :

- (i) The improvements in the Early Years Foundation Stage.
- (ii) The positive outcomes at Key Stages 1, 2, 4 and in A Level and technical qualifications at Post 16.

### **Lead Officer**

Graham Willett

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By: Head of Democratic Services  
 To: County Council – 26 January 2017  
 Subject: Revised Proportionality Calculations and Committee Membership  
 Classification: Unrestricted

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Summary: Mr B Neaves has informed me that he has resigned from the UKIP Group and that he will now serve as an Independent Member. The County Council is invited to agree the revised allocation of committee places between the political groups.

FOR DECISION

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### Composition of the County Council

1. (1) As a result of Mr B Neaves' resignation from the UKIP Group, the composition of the County Council is now as follows:

	<i>Number of seats</i>	<i>Proportion of seats</i>
Conservative	47	55.95%
UKIP	14	16.67%
Labour	12	14.29%
Liberal Democrat	7	8.33%
Independents Group	2	2.38%
Independent (Mr J Elenor)	1	1.19%
Independent (Mr B Neaves)	1	1.19%

### Committee Appointments

2. In order to reconstitute the Council's committees in accordance with the committee structure set out in the Constitution, the County Council is invited to agree the revised allocation of committee places between the political groups.

3. The Local Government and Housing Act 1989 requires committee places to be allocated between the political groups in accordance with the following principles:

- (a) the group with the majority of seats on the Council is allowed to have a majority of seats on each committee;
- (b) subject to (a) above, the number of seats on the total of all committees allocated to any political group must be proportional to the number of seats which that group holds on the Council;

- (c) subject to (a) and (b) above, the number of seats on each committee allocated to any political group must be proportional to the number of seats which that group holds on the Council.

4. The Local Government and Housing Act 1989 only gives an entitlement to political groups to have seats on committees. A 'political group' is defined as two or more Members who inform the Proper Officer that they wish to be regarded as a political group and have a leader. Mr Neaves does not have an automatic right to any seats on committees. The Council previously decided that the two seats on the Council's committees which could have been offered to Mr J Elenor when he became an Independent Member would stand un-allocated as they could not be allocated to any of the five political groups.

5. In the table set out below, the **current** representation on each Committee is given in bold, whilst the figure in brackets shows the proportionality figure to the nearest hundredth of a decimal point that each group **would now be** entitled to if the proportionality principles were to be applied to each committee.

<b>Committee</b>	<b>Con</b>	<b>UKIP</b>	<b>Lab</b>	<b>LD</b>	<b>Ind Gp</b>	<b>Ind (Vacant)</b>	<b>Ind (Vacant)</b>
Scrutiny	(6.15) <b>6</b>	(1.83) <b>2</b>	(1.57) <b>2</b>	(0.92) <b>1</b>	(0.26) <b>0</b>	(0.13) <b>0</b>	(0.13) <b>0</b>
Health Overview and Scrutiny	(7.27) <b>8</b>	(2.17) <b>2</b>	(1.86) <b>2</b>	(1.08) <b>1</b>	(0.31) <b>0</b>	(0.15) <b>0</b>	(0.15) <b>0</b>
Governance and Audit	(8.39) <b>8</b>	(2.50) <b>3</b>	(2.14) <b>2</b>	(1.25) <b>1</b>	(0.36) <b>1</b>	(0.18) <b>0</b>	(0.18) <b>0</b>
Electoral & Boundary Review	(5.04) <b>5</b>	(1.34) <b>1</b>	(1.29) <b>1</b>	(0.75) <b>1</b>	(0.21) <b>0</b>	(0.11) <b>1 Vac</b>	(0.11) <b>0</b>
Personnel	(5.04) <b>5</b>	(1.50) <b>2</b>	(1.29) <b>1</b>	(0.75) <b>1</b>	(0.21) <b>0</b>	(0.11) <b>0</b>	(0.11) <b>0</b>
Planning Applications	(10.63) <b>10</b>	(3.17) <b>4</b>	(2.72) <b>3</b>	(1.58) <b>1</b>	(0.45) <b>1</b>	(0.23) <b>0</b>	(0.23) <b>0</b>
Regulation	(9.51) <b>10</b>	(2.83) <b>3</b>	(2.43) <b>3</b>	(1.42) <b>0</b>	(0.40) <b>1</b>	(0.20) <b>0</b>	(0.20) <b>0</b>
Selection and Member Services	(5.04) <b>5</b>	(1.50) <b>2</b>	(1.29) <b>1</b>	(0.75) <b>1</b>	(0.21) <b>0</b>	(0.11) <b>0</b>	(0.11) <b>0</b>
Corporate Parenting Panel	(5.04.) <b>5</b>	(1.50) <b>2</b>	(1.29) <b>1</b>	(0.75) <b>1</b>	(0.21) <b>0</b>	(0.11) <b>0</b>	(0.11) <b>0</b>
Superannuation Fund	(5.04) <b>5</b>	(1.34) <b>1</b>	(1.29) <b>1</b>	(0.75) <b>1</b>	(0.21) <b>0</b>	(0.11) <b>1 Vac</b>	(0.11) <b>0</b>
Kent Flood Risk Management	(3.92) <b>4</b>	(1.50) <b>1</b>	(1.00) <b>1</b>	(0.58) <b>1</b>	(0.17) <b>0</b>	(0.08) <b>0</b>	(0.08) <b>0</b>
Standards	(3.92) <b>4</b>	(1.17) <b>1</b>	(1.00) <b>1</b>	(0.58) <b>1</b>	(0.17) <b>0</b>	(0.08) <b>0</b>	(0.08) <b>0</b>
<b>TOTAL Entitlement</b>	(74.97) 75	(22.38) 22	(19.15) 19	(11.16) 11	(3.19) 3	(1.60) 2 Vac	(1.60) 2 Vac



<i>Committee</i>	<i>Con</i>	<i>UKIP</i>	<i>Lab</i>	<i>LD</i>	<i>Ind Gp</i>	<i>Ind (Vacant)</i>	<i>Ind (Vacant)</i>
<b>Current TOTAL</b>	<b>75</b>	<b>24</b>	<b>19</b>	<b>11</b>	<b>3</b>	<b>2 Vac</b>	<b>0</b>
<b>Difference to Proportionate share</b>	0	0	0	0	0	-2	-2

6. As a result of Mr Neaves' resignation from the UKIP Group, there are two committee places which the County Council must choose either to allocate to Mr Neaves or to hold vacant. If the Council decides to follow its previously agreed practice in respect of Mr Elenor, it would be a matter for the UKIP Group which seats it wished to give up, except that it cannot give up a seat on either of the Superannuation Fund Committee or the Electoral and Boundary Review Committee as there is already 1 vacancy on each of these Committees which arose when Mr J Elenor became an Independent Member.

7. With the exception of the changes set out above, all the other entitlements to committee places remain unaffected, and all apparent mathematical anomalies have previously been explained to and agreed by the County Council. Likewise, proportionality figures for sub-committees and panels are unaffected by Mr Neaves' resignation.

### **Recommendations**

8. The Council is invited to agree that the UKIP Group should give up a seat on 2 of the County Council Committees (except for the Superannuation Fund Committee and the Electoral and Boundary Review Committee).

John Lynch  
Head of Democratic Services  
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Background Documents – none

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