

**CHILDREN'S, YOUNG PEOPLE AND EDUCATION
CABINET COMMITTEE**

Tuesday, 25th September, 2018

10.00 am





AGENDA

CHILDREN'S, YOUNG PEOPLE AND EDUCATION CABINET COMMITTEE

Tuesday, 25 September 2018 at 10.00 am

Ask for: **Emma West**
Telephone: **03000 412421**

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (18)

Conservative (12): Mr G Cooke (Chairman), Mrs A D Allen, MBE (Vice-Chairman), Mrs S Chandler, Mrs P T Cole, Miss E Dawson, Mrs L Game, Mrs S Gent, Mr R C Love, Mr S C Manion, Mr D Murphy, Mr M J Northey and Mrs S Prendergast

Liberal Democrat (2): Mrs T Dean, MBE and Ida Linfield

Labour (1) Dr L Sullivan

Church Representatives (3) Mr D Brunning, Mr J Constanti and Mr Q Roper

Webcasting Notice

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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

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcement
- 2 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present
- 3 Declarations of Interest by Members in items on the Agenda
To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared

- 4 Minutes of the meeting held on 10 July 2018 (Pages 5 - 14)
To consider and approve the minutes as a correct record
- 5 Minutes of the Corporate Parenting Panel held on 1 June 2018 and update on CPP work (Pages 15 - 24)
To note the minutes and receive a brief update from the Chairman of the Corporate Parenting Panel.
- 6 Verbal Update by Cabinet Member and Corporate Director (Pages 25 - 26)
To receive an update from the Cabinet Member for Children, Young People and Education, and the Corporate Director of Children, Young People and Education.
- 7 18/00046 - Proposal to increase the physical capacity of Meadowfield (Foundation Special) School from September 2018 (Pages 27 - 42)
To receive a report which sets out the proposed decision to expand Meadowfield (Foundation Special) School and informs Members of the revised cost of the project.
- 8 Early Help and Preventative Services - Youth Deep Dive (Pages 43 - 302)
To receive a report which sets out the performance of the youth offer within Early Help and Preventative Services.
- 9 Review of district governance structures for 0-19 (and up to 25) non-statutory Children's Services (Pages 303 - 316)
To receive a report which sets out the findings of the review into the governance structures and remit of Local Children's Partnership Groups (LCPGs), Youth Advisory Groups (YAGs) and District Advisory Boards (DABs).
- 10 Children placed in Kent by other Local Authorities and the impact upon schools and our services for Kent Children in Care placed outside of Kent (Pages 317 - 326)
To receive a report which provides an update on the numbers of children placed in Kent by other local authorities and how Kent County Council supports Kent Children in Care placed outside of the county.
- 11 Commissioned Children's Centres Update (Pages 327 - 346)
To receive a report which provides an update on how the Commissioned Children's Centre changes have been embedded within the Early Help Offer and whether the changes in Thanet and Swale have impacted the wider district offers.
- 12 Children's Services Dataset Review (Pages 347 - 350)
To receive a report which sets out the Children's Services Dataset Review
- 13 Complaints and Representations 2017-18 (Pages 351 - 364)

To receive a report which provides information about the operation of the Children Act 1989 Complaints and Representations Procedure in 2017/18 as required by the Statutory regulations. It also provides information about the 'non-statutory' social care complaints and complaints received about Education Services

14 Children, Young People and Education Directorate Performance Scorecard (Pages 365 - 380)

To receive a report from the Cabinet Member for Children, Young People and Education and the Corporate Director of Children, Young People and Education which sets out the directorate's performance scorecard.

15 Ofsted Update (Pages 381 - 382)

The Committee is asked to note an information-only item which sets out the Ofsted results.

16 Work Programme 2018/19 (Pages 383 - 386)

To receive the report from the General Counsel that gives details of the proposed Work Programme for the Children's, Young People and Education Cabinet Committee.

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Monday, 17 September 2018

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

KENT COUNTY COUNCIL

**CHILDREN'S, YOUNG PEOPLE AND EDUCATION CABINET
COMMITTEE**

MINUTES of a meeting of the Children's, Young People and Education Cabinet Committee held at on Tuesday, 10th July, 2018.

PRESENT: Mr G Cooke (Chairman), Mrs A D Allen, MBE (Vice-Chairman), Mr P Bartlett (Substitute for Mr R C Love), Mrs P M Beresford (Substitute for Mrs S Chandler), Mr D L Brazier (Substitute for Mrs P T Cole), Mrs T Dean, MBE, Mrs L Game, Mrs S Gent, Ida Linfield, Mr S C Manion, Mr D Murphy, Mr M J Northey, Mrs S Prendergast and Dr L Sullivan

OTHER MEMBERS: Roger Gough

OFFICERS: Keith Abbott (Director of Education Planning and Access), David Adams (Area Education Officer - South Kent), Rachel Britt (Senior Commissioning Manager - Children's Services), Matt Dunkley CBE (Corporate Director for Children Young People and Education), Sarah Hammond (INterim Director of Specilaist Children's Services), Nick Moor (Head of Service 0-25 (North)), John Reilly (Strategic Business Adviser), Karen Sharp (Head of Commissioning for Public Health), Ian Watts (Area Education Officer – North Kent), Marisa White (Area Education Officer - East Kent), Michelle Woodward (HOCS Lead for LACS) and Emma West (Democratic Services Officer)

UNRESTRICTED ITEMS

17. Membership
(Item 2)

The Chairman announced that Miss E Dawson had replaced Mrs R Binks as a Member of the Committee.

18. Apologies and Substitutes
(Item 3)

Apologies were received from Mr D Brunning, Mrs S Chandler, Mrs P Cole, Mr R Love and Mr Q Roper.

Mrs P Beresford, Mr D Brazier and Mr P Bartlett attended as substitutes respectively.

19. Declarations of Interest by Members in items on the Agenda
(Item 4)

Dr Sullivan made a declaration of interest as her husband worked as an Early Help Worker for Kent County Council.

Mrs Game made a declaration of interest as her relatives were receiving services from CAMHS.

20. Minutes of the meeting held on 8 May 2018
(Item 5)

Resolved that the minutes of the meetings of the Children's, Young People and Education Cabinet Committee held on 8 May 2018 are correctly recorded and that they be signed by the Chairman.

21. Minutes of the Corporate Parenting Panel held on 22 March 2018 and update on CPP work
(Item 6)

1. Ann Allen (Chairman of the Corporate Parenting Panel) provided a brief update on the positive progress that had been made by the Corporate Parenting Panel and the recent showcase event that had taken place.
2. The Chairman said that all Members of the Children's, Young People and Education Cabinet Committee were welcome to attend Corporate Parenting Panel meetings if they wished to.
3. Resolved that the minutes of the Corporate Parenting Panel held on 22 March 2018 be noted.

22. Verbal Update by Cabinet Member and Corporate Director
(Item 7)

1. Roger Gough (Cabinet Member for Children, Young People and Education) gave a verbal update on the following issues:

Wave and Funding Announcements from Government:

Announcements were received from Government in relation to funding and the national Free School 'Wave' process. The Basic Need allocation for Kent County Council within a whole £680m national announcement was £23.3m; this was lower than Kent County Council had originally forecast in the Kent Commissioning Plan. It was also a small figure in relation to what Kent had estimated to be the overall total need; this was being raised with Government and had been for a long period of time. Government had announced both Wave 13 (mainstream schools) and Wave 14 (Special Schools and alternative provision). The aim is to create 110 new free schools over the next three years. 35 of these free schools would be approved this year. The 35 free schools would need to be placed in an area where there was evident basic need and issues of relatively poor performance. In Kent, three areas had been identified which fit the Basic Need criteria: Gravesham, Thanet and Ashford. Mr Gough said that the delays in Wave 13 had been a major problem for Kent in terms of meeting ever-increasing demand and the need for school places. For Wave 14, focusing on special schools and alternative provision, local authorities would be asked to submit proposals, and the DFE would make the selection. More details would be available later in the year.

2. Matt Dunkley (Corporate Director for Children, Young People and Education) gave a verbal update on the following issues:

High Needs Funding update:

Meetings had been held recently with head teachers in Kent which were well attended, and head teachers had engaged in the events well. In the meetings with

head teachers, further consultation took place with regards to High Needs Funding and how it would be managed from 2019 onwards. A range of constructive contributions were received from head teachers during the consultation, as were strong and helpful suggestions from head teachers from special schools in Kent. Mr Dunkley and Mr Gough had focused on exploring ways in which the number of children sent to out-county schools and independent placements could be reduced. Mainstream colleagues were offered a number of options in relation to how the support provided to children in mainstream schools could be changed and how the support was allocated, they decided that they preferred to remain using the new arrangements that came into place from April 2018, rather than the new arrangements that would be introduced from April 2019. Support and input from head teachers allowed a clear plan to be devised and presented to the Schools Funding Forum in September 2019.

New Appointments:

Matt Dunkley congratulated Sarah Hammond and Stuart Collins as Directors of Integrated Services. He also congratulated James Roberts in his new role as the CEO of The Education People.

- a) In response to a question, Matt Dunkley commented on a recent news event that had featured in the media. He said that Kent County Council needed to ensure that measured, proportionate and evidence-based approaches were taken under all circumstances.
- b) The Chairman suggested that a report be received by the Committee in a future meeting which would highlight the challenges that Thanet had been faced with, Members of the Committee supported this.

3. RESOLVED that the verbal updated be noted.

23. School Expansions and Alterations (18/00015, 18/00020, 18/00028, 18/00035, 18/00036, 18/00039)
(Item 8)

Marisa White (Area Education Officer – East Kent) and Ian Watts (Area Education Officer – North Kent) were in attendance for this item

1. Marisa White and Ian Watts introduced the reports which set out the proposed decisions to expand or alter the following schools: Laleham Gap (Foundation Special) School, St Nicholas (Community) Special School, Northfleet School for Girls, Temple Hill Primary Academy and Norton Knatchbull Grammar School.
2. Keith Abbott advised the Committee that that the information relating to the Condition Improvement Funding bid in part (b) of the recommendation for the Norton Knatchbull Grammar School expansion was no longer relevant and would be removed.
3. Officers made Members of the Committee aware that the decision to permanently expand St Peter's Church of England School had already been taken by the Cabinet Member for Children, Young People and Education outside of the Committee cycle.

4. Officers answered questions from Members of the Committee and comments were noted.

The recommendations for each of the five proposed decisions were as follows:

5. RESOLVED that the decision proposed to be taken by the Cabinet Member for Children, Young People and Education, to

- a) note the outcome of the consultation and statutory notice; and
- b) agree that the Governing Body of Laleham Gap School should implement their proposal to remove the boarding provision; change the age range from 4-16 to 4-17 years by introducing a one-year post 16 provision and increase the designated number of the school from 170-178,

be endorsed.

6. RESOLVED that the decision proposed to be taken by the Cabinet Member for Children, Young People and Education, to proceed with the proposal and issue a public notice to:

- a) increase the designated number from 200 to 285; and
- b) create Secondary satellite provision at Spires Academy; and
- c) create Primary satellite provision at Canterbury Primary School; and

subject to no objections being received to the public notice:

- a) implement the proposed changes

be endorsed.

7. RESOLVED that the decision proposed to be taken by the Cabinet Member for Children, Young People and Education, to

- a) allocate £4m from the Children, Young People and Education Capital Budget, to fund any necessary additional works or variations to accommodation; and
- b) authorise the Director of Infrastructure in consultation with the General Counsel to enter into any necessary contracts/ agreements on behalf of the County Council; and
- c) authorise the Director of Infrastructure be the nominated Authority Representative within the relevant agreements and to enter into variations as envisaged under the contracts,

be endorsed.

8. RESOLVED that the decision proposed to be taken by the Cabinet Member for Children, Young People and Education, to

- a) increase the funding allocated from the Children, Young People and Education Services capital budget to expand Temple Hill Primary Academy from £2,400,000 to £3,075,000,

be endorsed.

9. RESOLVED that the decision proposed to be taken by the Cabinet Member for Children, Young People and Education, to

- a) agree to release £100,000 from the Children, Young People and Education Services capital budget to enable Norton Knatchbull Grammar School to complete design work and secure planning approval for replacement/expanded buildings,
- b) agree to release £1,900,000 of the Children, Young People and Education Services capital budget to Norton Knatchbull Grammar School to enable the permanent expansion from 5FE to 7FE (149 to 210 places per year),

be endorsed.

24. Kent and Medway Teaching Partnership
(Item 9)

1. Sarah Hammond introduced the report which outlined the context and recent developments for the creation of Teaching Partnerships between Local Authorities and Universities and the progress taken to develop this with Kent County Council and the 2 universities in Kent and with colleagues in Medway Council.

- a) In response to a question, Sarah Hammond said that students that Kent had provided placements for were expected to complete the programme within a set timeframe, but there was no expectation from the DFE to do this. She said that the teaching partnership would allow Kent to over recruit to the newly qualified cohort because more support could be offered to students and newly qualified social workers.
- b) In response to a question, Sarah Hammond said that plans had been put forward to Government for a social work degree apprenticeship levy by September 2019, but unfortunately this had been delayed.
- c) In response to a question, Sarah Hammond said that a report would be received by the Committee in 12 months' time to update the Committee on the progress that had been made. The Committee generally supported this.
- d) RESOLVED that the report be noted.

25. Review of the Kent Commissioning Plan for Education 2018-22
(Item 10)

David Adams (Area Education Officer (South Kent)) was in attendance for this item

1. Roger Gough (Cabinet Member for Children, Young People and Education) introduced the report which set out the progress made in implementing the Kent Commissioning Plan for Education 2018-22.
2. Keith Abbott said that the final phase of building work at Portal House School meant that Kent County Council's 15-year sustained programme to re-build every special school in Kent would be complete.
3. Keith Abbott provided a verbal update in relation to the current funding gap and said that the debate with the Education and Skills Funding Agency was ongoing.
 - a) In response to a question, David Adams said that when a school opened, the number of places would be restricted to control the number of pupils joining the school, therefore there would be capacity to flex the structure to ensure that the demands of locality were met.
 - b) In response to a question, David Adams and Keith Abbott discussed development issues with regards to Schools in Maidstone. Keith Abbott said that there were three free schools in Maidstone that had approved sponsors but the plans for these schools had been delayed until 2020. The Education department had liaised with schools in Maidstone, the Education and Skills Funding Agency and Local MP's to ensure that temporary plans were put into place.
 - c) The Chairman suggested that a report be received by the Committee in a future meeting which would highlight the challenges that Maidstone faced in relation to school places, Members of the Committee supported this.
 - d) In response to a question, David Adams said that the Free School Meals gap continued to be an issue at all stages of education and was focused on heavily by schools and through ofsted frameworks to reduce the gap.
 - e) In response to a question, Mr Gough said that the dysfunctions of the system had been made clear. He said that Kent had brought forward practical proposals with regards to how the delivery of new schools was managed.

RESOLVED that the report be noted.

26. An update on the Emotional Wellbeing and Mental Health Pathway for Children and Young People in Kent
(Item 11)

Nick Moor (Head of Service 0-25 (North)) and Karen Sharp (Head of Commissioning Portfolio, Children and Public Health) were in attendance for this item

1. Roger Gough introduced the report which provided an update on the emotional wellbeing and mental health pathway for children and young people in Kent.
 - a) In response to a question, Karen Sharp said that since September 2017, the single point of access had received approximately 11,000 referrals, of these, 3,500 had been assessed and identified as eligible for Kent's commissioned School Public Health services.

- b) In response to a question, Nick Moor said that aligned resource was allocated to the Early Help unit to ensure that the cases from the Early Help unit did not go to single point of access, the single point of action function was carried out by the NELFT practitioner (North East London Foundation Trust) who was aligned to the unit.
 - c) Mr Gough highlighted the historic issues relating to CAMHS and the providers. He said that Kent County Council had sought to build and focus on early intervention in relation to the contract.
 - d) In response to a question, Matt Dunkley said that the attainment gap at KS2 was reducing at a faster rate than at KS4.
 - e) In response to a question, Karen sharp said that each KPI related to the individual components of the service and the overarching outcomes. She said that the KPI's would be brought to a future meeting of the Committee.
2. RESOLVED that the report be noted, subject to a further report being received by the Committee in November 2018 which would feature the current levels of performance and Key Performance Indicators.

27. Young People's Supported Accommodation and Floating Support Service
(Item 12)

Karen Sharp (Head of Commissioning Portfolio, Children and Public Health) was in attendance for this item

- 1. Karen Sharp introduced the report which set out the newly configured young people's supported accommodation and floating support service which was prioritised for children in care and care leavers, in line with the Council's Corporate Parenting statutory responsibilities, and homeless 16 and 17-year olds.
- 2. RESOLVED that the report be noted.

28. Annual Equality and Diversity Report for Children, Young People and Education 2017-18
(Item 13)

John Reilly (Strategic Business Adviser) was in attendance for this item

- 1. John Reilly introduced the report which provided a position statement for services within the Children, Young People and Education directorate regarding equality and diversity work and provided an update on progress in delivering Kent County Council's (KCC's) Equality Objectives for 2017-18.
 - a) In response to a question, Mr Gough (Cabinet Member for Children, Young People and Education) and Matt Dunkley discussed transfer gaps and said that there was a significant difference between Kent's comparative position on disadvantaged gaps compared to Kent's statistical neighbours at KS2 and KS4. Mr Gough said that key stage gaps would be a very strong focus

and communications with head teachers would continue to ensure that gaps were narrowing.

- b) In response to a question, John Reilly said that although of all the minority ethnic groups, the Gypsy, Roma Traveller (GRT) pupils continued to have the lowest level of achievement, Kent's levels of achievement for GRT pupils were better than the national average. Matt Dunkley said that it was important to respect people's culture and ethnic identity whilst continuing to ensure that children were well-educated.
- c) In response to a question, Matt Dunkley said that he and Mr Gough had met with FE principals to discuss appropriate pathways at KS4 and explore the full flexibility of post 16 curriculum. He said that it was important to make sure that appropriate courses were available for young people to allow them to engage and provide a career pathway to help them to achieve their goals.

2. RESOLVED that:

- a) the current performance of the Children, Young People and Education directorate in relation to equality objectives set out in Kent County Council's Equality and Human Rights Policy and Objectives 2016-2020; and
- b) the progress that the Children, Young People and Education directorate had made in reducing inequalities in 2017-18; and
- c) the agreement to receive the report annually to comply with the Public-Sector Equality Duty,

be noted.

29. Ofsted Update
(Item 14)

- 1. The inclusion of this information item on the agenda was noted and no discussion took place.

30. Children, Young People and Education Directorate Performance Scorecard
(Item 15)

- 1. Mr Gough (Cabinet Member for Children, Young People and Education) introduced the report which set out the Children, Young People and Education performance management framework and the targets and the milestones for each year up to 2020, set out in the Strategic Priority Statement, Vision and Priorities for Improvement, and service business plans.
 - a) In response to a question, Mr Gough said that the Education, Health and Care Plan (EHCP) indicator was part of a quarterly performance report that went to Cabinet. He said that although the performance was the lowest since the implementation of the Children and Families Act in September 2014, it reflected the significant increase in demand for SEN assessments. He said that the increase in demand had been significant and that was despite ensuring that High Needs Funding was available in mainstream schools, without the need for an EHCP, demand for both had increased.

- b) In response to a question, Sarah Hammond talked about social worker caseloads and said that Kent had been able to over-recruit Newly Qualified Social Workers (NQSW), which in turn meant that caseloads would reduce. The NQSW's would start their new role in Kent from September 2018. Mr Gough said that Kent County Council had budgeted for the significant increase in NQSW's.
- c) Sarah Hammond said that Child Protection Plans were reducing and continued to be effective.
- d) In response to a question, Matt Dunkley said that Kent were vigilant in relation to various methods of home-educating. He said that it was important to ensure that all children were receiving a good education and that parents or carers had the necessary resources to home-educate. He said that Kent County Council's Education department worked closely with schools and head teachers to ensure that best practice was shared and delivered, to monitor behaviours and reach agreements in relation to children that needed a fresh start in a different educational setting. Mr Gough said that the Elective Home Education Policy pinpointed a range of indicators which focused on home-educated young people that were categorised as a cause for concern.
- e) In response to a question, Matt Dunkley said that the Youth Justice Offending team was a high performing service and had been for some time. He said that whilst young offenders did face consequences for their actions, the Youth Justice System now focused on restorative justice solutions and worked with young offenders to ensure that re-offending rates were reduced successfully. He said that the young people in youth custody were among the most complex, vulnerable group of young people.

1. RESOLVED that the report be noted.

31. Work Programme 2018/19
(Item 16)

RESOLVED that the Work Programme for 2018/19 be noted.

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KENT COUNTY COUNCIL

CORPORATE PARENTING PANEL

MINUTES of a meeting of the Corporate Parenting Panel held in Darent Room - Sessions House on Friday, 1 June 2018.

PRESENT: Mrs A D Allen, MBE (Chairman), Mr I S Chittenden (Substitute for Mrs T Dean, MBE), Mr G Cooke, Ms N Cruickshank (Substitute for Mrs S Hammond), Mr T Doran, Ms S Dunstan, Mr D Farrell, Ms L Fisher, Mrs L Game, Mrs S Gent, Mr S Gray, Ms S Hamilton, Mr G Lymer, Mr M J Northey, Mrs S Prendergast and Ms C Smith

ALSO PRESENT: Mr R W Gough, Ms C Goodwin and Ms E Ewence

IN ATTENDANCE: Mr M Dunkley CBE (Corporate Director for Children Young People and Education) and Miss T A Grayell (Democratic Services Officer)

UNRESTRICTED ITEMS

71. Introduction

The Chairman opened the meeting and explained that the first part of the meeting would be attended by a party of young people who would address the Panel about their experiences of being in care and leaving care.

72. Motion to exclude the Press and Public for Exempt Business

It was RESOLVED that, under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act.

EXEMPT ITEM (open access to minutes)

73. The views of Young People in Care

(Item 1)

1. A party of six young people aged between 9 and 19 attended the first part of the meeting to talk to the Panel about their experiences of being in care, particularly their experiences of the Lifelong Links project and their involvement with the OCYPC, Super Council and Young Adults Council. *They are identified in these minutes by their initials: R (19), J (18), B (16), V (13), RB (10) and RM (9).* They were accompanied by Jo Carpenter, VSK School Bursar and Project Officer, Chelsea Goodwin and Sophia Dunstan, VSK Apprentices.

Everyone around the table introduced themselves.

2. Chelsea introduced the session by explaining that the VSK Apprentices had hosted the launch of the Lifelong Links project on Friday 11 May. This project aimed to help children and young people in care up to the age of 16 to make links and find

supporters and friends who were happy to help them, for example (but not necessarily) from members of their birth family with whom they might have lost touch or not previously known. The approach could come from either side and the link would continue for as long as the young person wanted it to. The Lifelong Links project had received much good feedback from young people and support workers.

3. B said he had been the first young person to take part in the Lifelong Links project. He said it was a great support for children in care who did not wish, or were not able, to return to their birth families but still wanted to keep contact with some family members. He said the response from the project had had been quick and helpful and that he had been able to direct at all times whom he wanted to contact and whom he did not. The project had been designed to allow optimum input from young people. He had been able to contact his Dad and find a new section of his family tree, thus trebling the size of the family he knew. His Dad's side of the family had brought him new aunts and uncles, with whom he had now been in touch for the past few months. These new relatives now had a role in his life, alongside his foster family. In the project, the links and commitments being made were set out in writing and agreed by the young person and the other party. B said that the tireless work of the Lifelong Links project team and the support of his foster family had made the project a good experience and a success for him.

4. Chelsea added that many other young people in care could benefit in the same way. The OCYPC had committed to promoting the Lifelong Links project as an excellent way to support children and young people in care, and had presented it at the launch as a Challenge Card. Matt Dunkley had accepted this and would respond shortly. Mr Dunkley added that B had spoken very well at the Lifelong Links project launch event and said that plans to take the project forward would be reported to the Panel, after first being shared with young people for their comments. Chelsea said she thought the Lifelong Links project should be extended to cover young people up to 18, to allow more flexibility for those who may feel ready to seek such links when they were slightly older, and that project could be helpful if a child wanted to trace their family in the future. Mr Dunkley undertook to look into the costs of extending the project to the age of 18.

5. The Chairman asked RB and RM what they would be doing at the Talent showcase in the afternoon of the Panel meeting. RB said she enjoyed Morris dancing.

6. R and J were both in Year 13 at school. R said he had two exams still to take and then planned to work with the VSK Participation team as a new Apprentice, once his DBS checks had gone through. He had spent a while working with the team in the summer of 2017 as a work experience student. J said she had seven exams still to take and then hoped to go to university in Newcastle in the autumn. The Chairman said what good news this was and that more young people in care were now going on to university, whereas, a few years ago, this would have been more unusual. Asked about how she would finance her studies, J said she was as yet unsure of the details but understood Newcastle to have a bursary scheme so felt that she would be OK. Ms Smith explained that the County Council would shortly be embarking on a pilot of a guarantor scheme under which it would stand as guarantor for rental payments of privately-rented or university accommodation for care leavers. Mr Dunkley added that this scheme had grown out of a Challenge Card raised by the

Young Adult Council as a result of feedback from care leavers who had had trouble renting accommodation.

7. Asked about how young people could be helped to find a way of communicating, Chelsea said that the MOMO (Mind Of My Own) app could be used by someone who was not confident of speaking face to face about their feelings and problems. MOMO offered a chance to post views and feelings as and when a young person felt able to and wanted to express them.

8. In response to a question about the number of young people engaging with the VSK participation team, Jo explain that the team was currently working with more than 400 children in care and care leavers, some of whom might find it difficult to engage. The team would always work with as many young people as possible and would always seek to raise the profile of its work.

9. RM said she liked going to the Super Council because she could make new friends there, have fun and build confidence. The group had cakes at their meetings and sometimes baked cakes, which was fun. RB added that she also liked going there to meet new friends and because she did not feel like 'the odd one out' there as everyone else was also in care. There was lots to enjoy there, and the people were easy to talk too. RM added that she felt able to trust them. Both agreed that the Super Council was good for children in care who wanted somewhere they could express their feelings and take part in fun activities in the school holidays like other children. In the half-term holiday they had done some baking and been climbing at the Arethusa centre. They learned things from the activities they had done. The activities would vary depending on the season; they had made 'mud pie' chocolate puddings for Halloween and decorations for Christmas. The Chairman agreed that this sounded like a very good club to belong to. Sophia advised the Panel that the Super Council, which was for children aged 7 to 11, encouraged children to chat about their views and opinions informally while they were enjoying an activity. Their views would then be reported back to the Panel as part of the verbal update at each meeting.

10. V talked about her involvement with the OCYPC, which was for children aged 11 to 16. She said she had started there at 12, after attending the Super Council with her foster sister, RM. She had been introduced to the MOMO app there, which was an excellent tool for children in care to use to express their views and feelings in a safe and comfortable way. The OCYPC did the same sort of activities as the Super Council but adjusted for a more mature audience. The meetings and activities were attended by fewer people but were still fun. The Chairman said how helpful it was to have young people being part of these groups and feeding back their views and opinions to the Panel.

11. R and J talked about their experience of attending the Young Adult Council. This aimed to help young people to develop the range of skills they would need when leaving care, including job interview skills, food budgeting and managing a household. This Council was also involved in fundraising and submitting Challenge Cards to the Corporate Parenting Panel. Also, much pizza was consumed at meetings, which was very popular!

12. RB told the Panel that when she was older she wanted to work with the VSK so she could help other children in care, as she knew what it was like. RM said she

wanted to be a foster carer and work with younger children in care so she could help them know that people cared about them. B said he wanted to go to university and then possibly train as a paramedic. He said that he was not clear about the guidance available on the options open to care leavers. Ms Smith explained that the County Council's 18+ service worked with young people up to the age of 25 and covered advice on accommodation, including university accommodation, pathway planning and entitlements to benefits and support. It was suggested that the County Council could prepare an App which would contain all this information, which young people could log into and return to as and when they needed to. B was asked if he could make use of his IT skills to assist with this. Jo added that the 'Kent Cares Town' website would include interactive applications. Chelsea added that young people had had input into the design of that website to make sure it was user-friendly.

13. V said she was not sure what she wanted to do in the future. Her GCSE courses included Psychology and Sociology and she was not yet sure in which direction this might lead her. It would be good to work with the VSK.

14. The news of care leavers continuing their education at university and entering apprenticeships was warmly welcomed. The visitors were asked how the successes of young adults previously in care were tracked and celebrated so they could serve as examples of positive outcomes for children in care and the options available to care leavers. Mr Doran added that, although the VSK remit ended when a young person reached 18, the destinations of care leavers would be recorded and tracked.

15. The young people were thanked for attending and telling the Panel about their views and experiences. Panel members who attended the Lifelong Links launch event said it had been excellent and encouraged other Panel members to watch the video made by Lemn Sissay, which was shown there. This was available on YouTube and it was suggested that a link to it be included in the Panel minutes.

16. The Chairman summed up by saying how proud she was of the young people who attended the Panel's meetings to talk about their hopes, wishes and views. The Panel always enjoyed meeting young people and hearing their views at first hand and she thanked them for taking time in their half-term holiday to come to County Hall and meet the Panel.

UNRESTRICTED ITEMS (meeting open to the press and public)

74. Chairman's Announcements

(Item 5)

The Chairman announced that Elena Ewence was attending the open part of the meeting as she was spending the week shadowing Shellina Prendergast. Elena was a sixth form pupil and the Co-Chairman of the Kent Youth County Council.

The Chairman also reminded the Panel that the VSK Talent Showcase would take place following the Panel meeting, at Sessions House. The Panel and all Members of the County Council had been invited to attend.

The Chairman referred to recent media coverage of an announcement made by the Children's Minister about young people's placements.

75. Membership

(Item 2)

The Panel noted that:

- Hazel Smith and Bethan Haskins had left the Panel as they had both left their respective CCGs.
- Sarah Vaux, Chief Nurse for Medway CCG, had joined the Panel in place of Bethan Haskins.
- Since publishing the agenda, Carolyn Moody had resigned from the Panel after serving on it for several years as foster carer. The Chairman referred to the outstanding contribution Carolyn had made to the work of the Panel and said she would write to Carolyn with the Panel's thanks and best wishes for the future.

76. Apologies and substitutes

(Item 3)

Apologies for absence had been received from Teresa Carpenter, Trudy Dean, Reece Graves, Stuart Griffiths, Sarah Hammond, Andy Heather, Chloe-Elizabeth Mutton, Nancy Sayer and Sarah Vaux.

Reece Graves and Chloe-Elizabeth Mutton were busy with the final arrangements for the VSK talent showcase.

Ian Chittenden was present as a substitute for Trudy Dean, and Nikki Cruickshank for Sarah Hammond.

77. Minutes of the meeting of the Panel held on 22 March 2018

(Item 4)

It was RESOLVED that the minutes of the Panel meeting held on 22 March 2018 are correctly recorded and they be signed by the Chairman.

78. Verbal Update from Our Children and Young People's Council (OCYPC)

(Item 6)

Chelsea Goodwin, VSK Apprentice, stayed on from agenda item 1 and took part in the remainder of the meeting.

1. Ms Dunstan and Ms Goodwin gave a verbal update on the work of the OCYPC, the Super Council and Young Adult Council and forthcoming participation events. *The text of the update would be attached to these minutes.* They and Mr Doran then responded to comments and questions from the Panel, including the following:-

- a) the methods used to promote the use of the MOMO app would follow what had been done previously to promote the use of the e.PEP system;

- b) young people in care who were in the youth custody system should be able to use MOMO as they could be given access to suitable devices on which to contact a support network. MOMO Express allowed a young person to log in on a youth worker's account to access the system;
- c) MOMO was welcomed as an excellent tool which allowed young people in care to express views and feelings whenever and wherever they felt able to. The model could be used by schools to support their pastoral care service and help young people to start to address issues around mental health; and
- d) EDMODO was a safe way to contact other young people in care and was similar to Facebook but, unlike Facebook, could not be accessed by anyone outside a limited network of other young people in care.

2. The Chairman thanked Ms Dunstan, Ms Goodwin and the other VSK apprentices for the invaluable contribution they made to the Panel with their frank, first-hand accounts of the issues which concerned young people in care and leaving care.

3. It was RESOLVED that the verbal update be noted, with thanks.

79. Verbal Update by Cabinet Member

(Item 7)

1. The Cabinet Member for Children, Young People and Education, Roger Gough, gave a verbal update on the following issues:-

Lifelong Links Conference – Mr Gough had opened this recent conference and Mr Dunkley had been the closing speaker. Chelsea, Sophia and Reece had presented well and spoken very effectively at the conference about the benefits of the Lifelong Links project. The project was being trialled by seven local authorities around the UK.

Children's Commissioner – there had been media coverage on the morning of the Panel meeting about the Children's Commissioner having expressed concern about placement stability. Kent's rate of placement breakdown was roughly equal to the national average. In this and other subjects, in which Kent was measured against other authorities, Kent was always likely to record a higher number of cases due to its large geographical size and care population. The Commissioner had also expressed concern about other aspects of care stability.

Unaccompanied Asylum Seeking Children (UASC) update – the number of UASC arriving in Kent was very low, with only 44 having arrived so far this year. Only very small numbers were arriving at any one time. The National Transfer Scheme was unfortunately not working as well as had been hoped. Kent currently hosted 217 under-18s and 881 care leavers, and the latter group was now causing the most concern in terms of resources. Mr Gough had recently attended meetings with the Immigration Minister, Caroline Noakes at which they had discussed the costs of providing care leavers' services for UASC when they reached 18. He had also visited the Millbank Centre with Mr Dunkley on 31 May.

- a) in response to a question about the number of children in care permanently excluded in Kent, Ms Smith explained that this rate had improved in the last twelve months, helped by the Sense of Belonging project;

- b) Mr Dunkley *suggested that a report on life stability, covering three aspects – stability of foster placement, of school placement and of social worker – be made to a future meeting of the Panel.* He added, however, that some planned moves were very carefully made and that some moves were desirable and beneficial, for example, from a temporary to a permanent placement; and
 - c) in response to a question about UASC involvement in the OCYPC and other groups, Ms Dunstan explained that a few did come to the Super Council and some to the Young Adult Council. It was good to have them included to help them to integrate and those who attended helped each other with language skills.
2. It was RESOLVED that the verbal update be noted, with thanks, and that a report on life stability, covering three aspects – stability of foster placement, of school placement and of social worker – be made to a future meeting of the Panel.

80. Performance scorecard for Children in Care *(Item 8)*

Mrs M Robinson, Management Information Service Manager, was in attendance for this item.

1. Mrs Robinson introduced the report and explained that the Children's Commissioner had asked local authorities for a voluntary submission of data and in return had undertaken to provide other national comparative data.
2. The one change in the scorecard since last reporting it to the Panel was the number of returner interviews completed within 72 hours of a young person returning from being missing. The overall completion rate for interviews was 88%, so was good; it was just the 72-hour deadline which was sometimes hard to meet as it was not always possible to meet up with a young person, or sometimes they simply did not wish to participate.
3. Mrs Robinson, Mr Dunkley and Mr Doran responded to comments and questions from the Panel, including the following:-
 - a) the Children's, Young People and Education Cabinet Committee received more detailed reports setting out the reasons for any performance which had not met the target and what would be done to address this shortfall. Mr Dunkley offered to share this greater detail with the Panel;
 - b) the opportunity to look at continuity of social worker placement in the 'life stability' item (suggested following the Cabinet Member's verbal update) was welcomed;
 - c) the opportunity to be able to make a more detailed comparison between Kent's performance and that of other local authorities, by using the data to be supplied by the Children' Commissioner, was also welcomed; and

d) in response to a question about the number of school exclusions of children in care, Mr Doran explained that exclusions were usually for a fixed-term only. There were currently no children permanently excluded. The number of temporary exclusions was monitored weekly and monthly, and had fallen slightly since the same time last year. If a pupil had multiple temporary exclusions, the reasons for this would be investigated and an action plan put together to address the issue.

4. It was RESOLVED that the performance data in the scorecard, and the information given in response to comments and questions, be noted.

81. Review and update of the Sufficiency, Placements and Commissioning Strategy - 2015-2018

(Item 9)

Ms M L Hall, Commissioning Manager, Children Living Away From Home, was in attendance for this item.

1. Ms Hall introduced the report and highlighted the changes made to the strategy since last reporting it to the Panel.

2. It was RESOLVED that the progress against the strategy, and the plan to develop a new strategy for 2019 onwards, be noted.

82. Revision of rates payable and charges levied for Children's Services in 2018-19

(Item 10)

1. Mr Dunkley introduced the report, which had previously been considered by the Children's, Young People and Education Cabinet Committee before the Cabinet Member had taken a key decision to approve the new rates and charges in March 2018. The Chairman commented that the new rates would hopefully help to attract more foster carers.

2. It was RESOLVED that the decision taken by the Cabinet Member on 15 March 2018 to revise the rates and charges with effect from 1 April 2018, as set out in the report to the Children's, Young People and Education Cabinet Committee on 8 March 2018, be noted.

83. Virtual School Kent validated summer 2017 results report

(Item 11)

1. Mr Doran introduced the report and explained the difficulties of obtaining validated results for children in care, and the delay of approximately eight months between the exams having been taken and the results being validated. The National Centre for Educational Research (NCER) was hoping to speed up the system so validated results could be available in the autumn of the year in which the exams had been taken.

2. Much of Kent's performance was above the national average and the attainment gap between children in care and their peers had narrowed. This performance was excellent, as approximately 36% of the cohort was made up of

UASC, some of whom had been in the UK only one year at the time they had taken the exams. One UASC who had been in the country two years had scored five A*s, including English and Maths, and some pupils attending special schools had scored four GCSEs. The number of NEETs (young people not in education, employment or training) had fallen from 55%, when the VSK had started, to less than 14% now, although this cohort experienced peaks and troughs through the year, for example, at the end of the school year. Mr Doran responded to comments and questions from the Panel, including the following:-

- a) the excellent performance of children in care was welcomed, and the work done by the VSK to support them commended;
 - b) the Solihull approach and paired reading scheme had similar aims of supporting children's reading age and academic attainment via joint working between parents, schools and other professionals. This approach was welcomed and supported, as young people should be helped by whichever means possible to come to view reading as something to be enjoyed. This enjoyment could come from reading any material which interested them, and once they enjoyed reading, they would have a skill for life; and
 - c) asked about formal events to celebrate the achievements of children and young people in care, Mr Doran explained that these would continue to be held, as in previous years, and the dates of these would be supplied to the Panel, once known. He emphasised, however, that achievements continued to be celebrated throughout the year.
3. It was RESOLVED that the impact of the Virtual School Kent, in relation to its performance, be welcomed.

84. Corporate Parenting pilot scheme: Kent County Council acting as a guarantor for Care Leavers
(Item 12)

1. Mr Dunkley and Ms Smith introduced the report and explained that a pilot scheme was to start shortly, for a period of twelve months, with a cohort of twelve young people. This pilot scheme would allow an opportunity to test the risk element to the County Council and identify the likely costs associated with the scheme, which were expected to be lower than the costs of accommodating young people in other types of accommodation.
2. Ms Dunstan added that the guarantor scheme offered excellent opportunities for young people who wished to rent privately to do so. Landlords generally did not view young people in care as being good potential tenants, but to discriminate against them because of their care status was simply not right.
3. It was RESOLVED that the Challenge Card progress to date be noted and the details of the pilot of a guarantor scheme to inform a wider policy change be agreed.

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From: Roger Gough, Cabinet Member for Children, Young People and Education

Matt Dunkley, CBE, Corporate Director of Children, Young People and Education

To: Children's, Young People and Education Cabinet Committee – 25 September 2018

Subject: Verbal update by the Cabinet Member and Corporate Director

Classification: Unrestricted

Electoral Divisions: All

The Cabinet Member and Corporate Director will verbally update Members of the Committee on: -

- Change for Kent Children
- Provisional Results

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From: Roger Gough, Cabinet Member for Children, Young People and Education

Matt Dunkley CBE, Corporate Director of Children, Young People and Education

To: Children's, Young People and Education Cabinet Committee – 25 September 2018

Subject: Proposal to increase the physical capacity of Meadowfield (Foundation Special) School from September 2018

Classification: Unrestricted

Decision Number: 18/00046

Past Pathway of Paper: Cabinet Committee – 30 March 2017 and 18 January 2018

Future Pathway of Paper: Cabinet Member decision

Electoral Division: Sittingbourne South – John Wright

Summary:

This report sets out the reasons behind the request to increase the funding allocation from the Children, Young People and Education Capital Budget for the expansion of Meadowfield (Foundation Special) School and informs the Cabinet Member for Children, Young People and Education of the revised cost of the project.

Recommendation:

The Cabinet Member for Children, Young People and Education is asked to **CONSIDER** and **AGREE** to increase the funding allocated from the Children, Young People and Education capital budget to expand Meadowfield from £3,950,000 to £5,096,934.

1. Introduction

- 1.1. Meadowfield Special School is the District Special School for Swale, meeting the needs of pupils with profound, severe and complex special educational needs(PSCN) for children aged 4 to 19 years. All children who attend have a statement of special educational need or an Education, Health & Care Plan. Meadowfield is judged to be Outstanding in all areas by Ofsted in November 2014.
- 1.2. Over the past three years there has been an increasing demand for local places for children with PSCN including Autism. It is also important to note that there is no Special school on the Isle of Sheppey (Swale District) which means that significant numbers of pupils often have to travel long distances to the nearest suitable provision such as Maidstone and Tonbridge.
- 1.3. To meet the demand for places in Swale, Meadowfield has taken additional pupils. On 30 March 2017, KCC's Children and Young People's Services

Cabinet Committee endorsed the proposal to allocate £1.14 million of capital budget to provide additional accommodation in two phases (Record of Decision reference 17/00015). Meadowfield received a reception classroom and new KS1 classrooms with associated care suites to accommodate the additional pupils in permanent accommodation. It was recognised that these were the first phases of a building programme to expand the capacity of the school and were required to meet the immediate needs of children coming through from nursery provision where they had been assessed as requiring a special school place.

- 1.4. On 18 January 2018 the Children, Young People and Education Cabinet Committee considered and endorsed the recommendation to issue a public notice to permanently increase the designated number of the school from 209 – 348 from 1 September 2018 and alter the lower age range at Meadowfield to formally include nursery provision from 1 September 2018.
- 1.5. The Children, Young People and Education Cabinet Committee also recommended that the Cabinet Member agree to allocate £3.95 million to the project for phases 2 and 3 (Record of Decision 17/00132). The Record of Decision stated that if the cost of the project exceeded the estimated cost by more than 10%, a further Cabinet Member decision would be required to allocate the additional funding.
- 1.6. The cost of the build programme has since increased by £1,146,934. This is due to additional costs amounting to £693,934 for the phase 3 build programme. These costs are because of higher specification requirements for materials for the build and design adjustments to meet the specific needs of the students. The costs include a higher specification framework for the building, improved acoustics, air conditioning to classroom areas due to the level of need of the students and an increase in size to the kitchen area.
- 1.7. During the feasibility and design period for this work the school has been required to take further pupils with very complex needs resulting in an additional project (3a) that was not included in the original plans. This additional project required the addition of 2 new classrooms to accommodate the children who have been placed at Meadowfield. The cost of delivering these classrooms is £453,000. It is intended that these two classrooms will be delivered by January 2019, ahead of the main project delivery timescale due to the urgency of the need. The school has made some short term temporary arrangements to accommodate the additional classes until the building is completed.

2. Financial Implications

- 2.1 It has been agreed to permanently enlarge Meadowfield (Foundation Special) School, increasing the designated number from 209 to 348 and to alter the lower age range to include nursery provision.

a. Capital

Kent County Council's contribution was agreed on 18 January to be £3.95 million. KCC acknowledged at the time that the final amount may be higher as the costs of the project were an estimate. If the cost of the project is greater than 10% the Cabinet Member would be asked to make a further decision on the allocation of additional funding.

The reason for the increased in cost is due to design and materials specification changes and the addition of phase 3a to meet the additional basic need pressure that has arisen during the course of this project.

The additional funding required has been identified within the current approved Basic Need capital budget.

b. Revenue

The school will receive increased funding through the Delegated Budget. Special schools are funded using the DfE Place Plus funding methodology for High Needs Pupils. Revenue funding will also be allocated to enable the School to resource the new classrooms. At present, this is funded at a rate of £6,000 per classroom.

c. Human

The school will appoint additional staff as the need arises.

3. Kent Policy Framework

- 3.1. This proposal will help to secure our ambition “to ensure every child will go to a good school where they make good progress and can have fair access to school places as set out in the Education Commissioning plan.
- 3.2. The Commissioning Plan for Education Provision in Kent 2017-21 identified the need to commission additional capacity at Meadowfield School.
- 3.3. Kent’s Strategy for Children and Young People with Special Educational Needs and Disabilities 2017 -2019 Working Together Improving Outcomes identifies the need to Improve provision for, and easy access to, appropriate local services in childcare, education, care and health in order that more families can care for their children in their home and fewer children are educated out of their local area or out of the county. This includes delivering the additional places in Special Schools, new Free Schools and Specialist Resourced Provisions as set out in this Strategy.

4. Consultation

- 4.1. An education consultation took place between 10 October and 14 November 2017 and reported to the Children, Young People and Education Cabinet Committee on 18 January 2018.

5. Views

- 5.1. Views were sought on the Cabinet paper dated 18 January 2018 from the Local Member, Headteacher, Governing Body, Head of Special Educational Needs and the Area Education Officer. The local member will be provided with a copy of this report and asked for any comments he may have.

6. Proposal Equalities Impact

- 6.1. An Equality Impact Assessment was completed as part of the original proposal. To date no comments have been received and no changes are required to the Equality Impact Assessment.

7. Delegation to Officers

- 7.1. The Officer Scheme of Delegation; under Appendix 2 part 4 of the Council's Constitution, provides a clear and appropriate link between this decision and the actions needed to implement it. For information it is envisaged, if the proposal goes ahead, that the Director of Property & Infrastructure Support will sign contracts on behalf of the County Council.

8. Conclusions

- 8.1. The additional costs together with inflationary pressures have led to the increased in capital costs from £3,950,000 to £5,096,934. In order to deliver the expansion of Meadowfield as planned, an extra £1,146,934 will need to be allocated from the Children, Young People and Education services Capital Budget.

9. Recommendations

- 9.1. The Cabinet Member for Children, Young People and Education is asked to **CONSIDER** and **AGREE** to increase the funding allocated from the Children, Young People and Education capital budget to expand Meadowfield from £3,950,000 to £5,096,934.

10. Background Documents

- 10.1. Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement 2015-2020.
<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/increasing-opportunities-improving-outcomes>
- 10.2. Kent Commissioning Plan for Education Provision
www.kent.gov.uk/educationprovision
- 10.3. Kent's Strategy for Children and Young People with Special Educational Needs and Disabilities 2017 -2019 Working Together Improving Outcomes
http://www.kent.gov.uk/_data/assets/pdf_file/0012/13323/Strategy-for-children-with-special-educational-needs-and-disabilities.pdf
- 10.4. Children, Young People and Education Cabinet Committee report dated 30 March 2017
<https://consultations.kent.gov.uk/consult.ti/Meadowfield>
- 10.5. Children, Young People and Education Cabinet Committee report dated 30 January 2018
<https://democracy.kent.gov.uk/mglIssueHistoryHome.aspx?lId=47521&Opt=0>

11. Contact details

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Director of Education Planning and Access

03000 417008

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Roger Gough,

Cabinet Member for Children, Young People and Education

DECISION NO:

18/00046

For publication

Subject: Proposal to increase the physical capacity of Meadowfield (Foundation Special) School from September 2018

Decision:

As Cabinet Member for Children, Young People and Education I agree to:

(i) Increase the funding allocated from the Children, Young People and Education capital budget to expand Meadowfield Special School from £3,950,000 to £5,096,934.

Reason for Decision:

The Children, Young People and Education Cabinet Committee paper of the 18 January 2018 estimated the total cost of the expansion of Meadowfield to be £3.95 Million.

The revised estimated project cost is now £5,096,934. As the revised estimated project cost is more than 10% of the original estimate, a further decision is required to allocate the additional funds of £1,146,934 million.

It has been agreed to permanently enlarge Meadowfield (Foundation Special) School, increasing the designated number from 209 to 348 and to alter the lower age range to include nursery provision.

a. Capital

Kent County Council's contribution was agreed on 18 January to be £3.95 million. KCC acknowledged at the time that the final amount may be higher as the costs of the project were an estimate. If the cost of the project is greater than 10% the Cabinet Member will be asked to make a further decision to allocate additional funding

The reason for the increase in cost is due to design changes to meet the need of the school's students and the addition of 3a phase to meet additional Basic Need pressures.

b. Revenue

The school will receive increased funding through the Delegated Budget. Special schools are funded using the DfE Place Plus funding methodology for High Needs Pupils. Revenue funding will also be allocated to enable the School to resource the new classrooms. At present, this is funded at a rate of £6,000 per classroom.

c. Human

The School will appoint additional staff as the need arises.

Supporting Information:

To meet the demand for places in Swale, Meadowfield has taken additional pupils. On 30 March 2017, KCC's Children and Young People's Services Cabinet Committee endorsed the proposal

to allocate £1.14 million of capital budget to provide additional accommodation in two phases (Record of Decision reference 17/00015). Meadowfield received a reception classroom and new KS1 classrooms plus care facilities to accommodate the additional pupils in permanent accommodation.

On 18 January 2018 the Children, Young People and Education Cabinet Committee considered and endorsed the recommendations to issue a public notice to permanently increase the designated number of the school from 209 – 348 for 1 September 2019 and alter the lower age range at Meadowfield to formally include nursery provision from 1 September 2019.

The Children, Young People and Education Cabinet Committee also recommended the allocation of £3.95 million to the project. (Record of Decision 17/00132).

The cost of the build has since increased by £1,146,934 due to the increased cost of phase 3 due to materials specification and design changes and the additional of phase 3a consisting of two additional classrooms which are in addition to the original scope of the project but are required to accommodate further pupils that the school has had to admit.

Cabinet Committee recommendations and other Consultations:
Children, Young People and Education Cabinet Committee – Recommendations will be added.

Any alternatives considered:
Meadowfield special School is the District Special School for Swale meeting the needs of pupils with profound, severe and complex special educational needs (PSCN) for children 4-19 years. All Children who attend have an Education, Health and Care Plan (EHCP). Meadowfield is judged to be Outstanding in all areas by Ofsted in November 2014.

There is no Special school on the Isle of Sheppey (Swale District) which means that significant numbers of pupils often have to travel long distances to the nearest suitable provision. Many pupils are transported to Maidstone and Tonbridge.

Any interest declared when the decision was taken, and any dispensation granted by the Proper Officer: None

.....
Signed

.....
Date

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**Kent County Council
Equality Analysis/ Impact Assessment (EqIA)**

Directorate/ Service: Children, Young People and Education

Name of decision, policy, procedure, project or service:

- Proposal to increase the physical capacity at Meadowfield (Foundation Special) School from September 2017

Responsible Owner/ Senior Officer: Marisa White

Version: 3 (reviewed for FED submission)

Author: Marisa White

Pathway of Equality Analysis:

Summary and recommendations of equality analysis/impact assessment.

- **Context**

We have published a Strategy to improve the outcomes for Kent's children and young people with SEN and those who are disabled (SEND) as our current special school capacity has not kept pace with population growth and changing needs and we are spending too much on transporting children to schools far away from their local communities. This, in turn, is not good for the children who have to spend too much time in travelling which can also then exacerbate certain behaviours and reduce their ability to engage with learning.

The Commissioning Plan for Education Provision in Kent 2018-2022 sets out our commissioning intentions for SEN which include overarching aims to: -

- Increase the educational, health and emotional wellbeing outcomes for Kent's children and young people with SEN and disabilities.
- Ensure Kent delivers the Statutory changes (required by the Children and Families Act 2014)
- Address gaps in provision for children and young people with SEN and disabilities, improve the quality of provision, develop the broadest range of providers, and encourage a mixed economy of provision.

KCC's SEND Strategy 2017-2019 includes the following stated aims:

- To have a well-planned continuum of provision from birth to aged 25 that meets the needs of children and young people with SEND and their families.
- Improve transition planning.

Kent's Commissioning plan set out an intention to provide additional places for pupils with the following need types: Autistic Spectrum Disorder (ASD), Speech Language and Communication Needs (SLCN), and Social, Emotional and Mental Health. (SEMH)

These will be commissioned in both special schools and Specialist Resourced Provision (SRP) in mainstream schools. Meadowfield's phased expansion is referenced in the commissioning plan for education provision.

Aims and Objectives

- Ensure that there is sufficient local specialist provision in Swale reducing the need for transporting children out of area for their educational needs.
- To increase the physical capacity of Meadowfield School to provide for the additional children that the school has admitted over the last two years and for those waiting for a place at the school.

Summary of equality impact

No adverse impacts have been identified at this stage; however, the outcome of the public consultation and community consultation will enable the Local Authority to test out these assumptions.

Positive impacts that have been identified are:

- Children with Profound, Severe and Complex Needs, including ASD in the Swale district will be able to attend provision local to their homes.
- There will be an increase in the total number of places available for children and young people with Profound, Severe and Complex Needs, including ASD.
- Children will spend less time between having the need for a specialist place identified and then accessing a suitable placement.
- More children will be able to access an outstanding (as judged by Ofsted) specialist education.

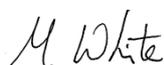
Adverse Equality Impact Rating **Low**

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment concerning Meadowfield. I agree with the risk rating and the actions to mitigate any adverse impact(s) that has /have been identified.

Head of Service

Signed:



Name: Marisa White

Job Title: Area Education Officer

Date:

DMT Member

Signed:

Name: Keith Abbott

Job Title: Director of Education Planning and Access

Date:

Part 1 Screening

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent? Could this policy, procedure, project or service promote equal opportunities for this group?

Protected Group	Please provide a brief commentary on your findings. Fuller analysis should be undertaken in Part 2.			
	High negative impact EqIA	Medium negative impact Screen	Low negative impact Evidence	High Positive Impact Evidence
Age				Positive, as the additional places will mean that more families and children will benefit from the specialist facilities provided by this school. This capacity increase is part of the wider implementation of Kent's SEND Strategy and is also in response to population growth demands.
Disability				There will be more places available to meet the needs of children with Profound, Severe and Complex needs (PCSN), including Autism.
Gender				The provision is for boys and girls aged between 3 and 19 years.
Gender identity/ Transgender				N/A
Race				The school will accept children with an Education, Health and Care Plans (EHCP) or Statement of Special Educational Needs naming the school, regardless of race or ethnicity.
Religion and Belief				The school will accept children with an Education, Health and Care Plans (EHCP) or Statement of Special Educational Needs regardless of faith or no faith. The curriculum covers all religions.
Sexual Orientation				unknown
Pregnancy and Maternity				N/A
Marriage and Civil Partnerships				N/A
Carer's Responsibilities				N/A

Part 2

Equality Analysis /Impact Assessment

Protected groups

Information and Data used to carry out your assessment

The Information and Data used to carry out the assessment is published data on pupil numbers.

- SEN Needs Analysis
- 2017 Special School Summary Sheet
- School performance data
- Data relating to children and young people with specialist educational needs and /or disabilities.
- 2018 School Census

Who have you involved consulted and engaged?

A consultation on the proposal took place between 10 October 2017 and 14 November 2017. A drop-in information session was organised for parents/carers at Meadowfield School on 19 October 2017

The following groups have been consulted: -

- Schools in Swale
- Parents/carers at Meadowfield
- Parent and Carers Forum
- Children attending the school
- Local Members

Following the closure of the consultation period 60 responses were received. 52 were positive, two were negative and six were undecided.

During the Public Notice (07 February to 07 March) no written objections or comments were received.

Analysis and information on SEN Need in Swale District.

The number of pupils in the Swale District with an Education, Health and Care Plan (EHCP) in 2017 was 1164. This was an increase of 13.1% from 2016. This was higher than the national increase of 12.1%.

As at January 2017, 45% of all Kent pupils subject to EHCPs were receiving their education in Special Schools, 48% in mainstream schools and 7% educated otherwise. Of those in mainstream, 11% were placed in Specialist Resourced Provisions (SRPs). The proportion of Kent pupils educated in a mainstream school or provision attached to a mainstream school was above the national average of 44.8%

Table below shows pupils with Special Educational Needs by Area, District and Type of School - January 2018

Area/District	% of Pupils with SEN Support				% of Pupils with Statement/EHC Plan			
	Primary	Secondary	Special	Overall	Primary	Secondary	Special	Overall
National	12.2	10.7	2.6	11.6	1.3	1.7	96.7	2.8
Kent	10.4	8.3	3.4	9.4	1.3	1.4	96.6	3.0
East	12.4	8.2	4.1	10.5	1.7	1.9	95.9	3.5
Canterbury	9.8	10.4	0.0	9.9	1.9	1.8	100.0	3.5
Swale	13.6	8.3	6.0	11.3	1.8	2.4	94.0	3.2
Thanet	13.6	5.6	5.7	10.0	1.3	1.3	94.3	3.9

For more detail on the community visit –

<http://www.kent.gov.uk/about-the-council/information-and-data/Research-and-figures-about-Kent/area-profiles>

Analysis and information on Meadowfield

The data used in the project is published data on pupil numbers, school performance data and data relating to children and young people with special educational needs and/or disabilities.

Meadowfield is a Foundation Special School for children aged 4 to 19. The school has admitted over its designated number of 209 during the last three year period and now has 281 pupils on roll (May 2018). The school requires the additional accommodation and facilities to cater for the needs of the extra children.

The school is judged as 'Outstanding' by Ofsted, where from the Nursery to the 6th Form, pupils develop a joy of learning.

Contextual Information from May 2018 School Census

	School Nos.	School %
Eligible for Free School Meals	136	48.4
SEN with Statements/EHC Plan	265	94.3
SEN with support	16	5.7
Pupils with EAL	8	2.8

Ethnicity

The largest ethnic group in the school is made up of pupils from White British backgrounds (97%).

Adverse Impact,

No adverse impact identified.

Positive Impact:

- Children with Profound, Severe and Complex Needs, including ASD in the Swale district will be able to attend provision local to their homes.

- There will be an increase in the total number of places available for children and young people with Profound, Severe and Complex Needs, including ASD.

JUDGEMENT

- **No major change - no potential for discrimination and all opportunities to promote equality have been taken**

The analysis and impact assessment evidence above shows that there is no potential for discrimination from this proposal and that the impact will be positive. It will ensure that there are adequate school places at a specialist school for children and young people with Profound, Severe and Complex Needs, including ASD in the Swale District reducing the travelling distance for pupils to Specialist Schools outside of the district.

Internal Action Required NO

Equality Impact Analysis/Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications

Have the actions been included in your business/ service plan?

Yes/No

Appendix

Please include relevant data sets

Please forward a final signed electronic copy and Word version to the Equality Team by emailing diversityinfo@kent.gov.uk

If the activity will be subject to a Cabinet decision, the EqIA must be submitted to committee services along with the relevant Cabinet report. Your EqIA should also be published.

The original signed hard copy and electronic copy should be kept with your team for audit purposes

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From: Roger Gough, Cabinet Member for Children, Young People and Education

Matt Dunkley, CBE, Corporate Director of Children, Young People and Education

To: Children's, Young People and Education Cabinet Committee - 25th September 2018

Subject: Early Help and Preventative Services – Youth Deep Dive

Classification: Unrestricted

Key Decision: None

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

Summary:

Kent County Council (KCC) is committed to ensuring that there is a wide range of service provision for young people across the county and KCC works closely with colleagues and partners in each of the 12 districts to ensure that this offer is delivered.

This report sets out the total KCC funded youth offer of £3.988 million and how this is utilised to meet the needs of young people in Kent. The funded offer consists of two key elements:

- An internally operated targeted youth provision, with a total budget of £2.812m
- A commissioned, externally provided, open access youth provision with a total budget of £1.176m

The total budget for youth work provision in 2018/19 is £3.988million

In September 2017, a report to CYPE Cabinet Committee discussed the commissioned provision, at which point the Cabinet Committee were advised that in all but two of the districts the commissioned offer providers were subject to an improvement plan. Members will note from the body of the report that significant improvements have been made in this regard.

This report provides the update requested by Members and sets out the performance, management and oversight of both the internal and commissioned elements of the offer. This consists of observations, audits and a focussed deep-dive as well as the actions taken to address and rectify underperformance in the commissioned offer including contract monitoring and partnership working.

To fully understand the complexity of the delivery it has been essential for this report to present the work of the commissioned providers within the context of the wider youth service offer.

Recommendation:

The Children, Young People and Education Cabinet Committee is asked to **NOTE** the performance of the youth offer within the Early Help and Preventative Services.

- 1.1. Youth Services in Kent provide a rich mix of positive activity, support and advice for all young people through open access Hubs in every district/borough, alongside targeted additional support for young people who require individual interventions.
- 1.2. There is no statutory framework for youth provision, however Kent has maintained a robust funded offer of support which has been developed over a number of years to meet the needs of young people in Kent. The KCC offer has two main elements:
 - i. An in-house, targeted youth offer: Each district has a KCC-run youth hub, from which the internal offer is based. A full breakdown of the services delivered from these youth hubs and other settings e.g. street-based and in schools can be found in Appendices 1-12.

Whilst offering some universal open access sessions for all young people, the in-house offer is primarily focused on targeted work with young people who have additional needs.

- ii. An externally provided, open access commissioned youth offer: In December 2016, in line with our role as a commissioning authority and as part of a drive to rationalise and improve the commissioned offer from Early Help, twelve district-based youth contracts were let across the county to a total of nine providers (see Fig 1 for full breakdown). This followed a decision to proceed with this model, agreed at the Education and Young People's Services Cabinet Committee on the 18th September 2015.
- 1.3. In the three years leading up to December 2016, the external offer had been shared across 46 separate contracts. The commissioning model which led to the decision to have 46 providers was presented to Cabinet in July 2011, following on from the 'Kent Youth Service: Service Transformation report', which received support at Cabinet Committee on the 14th March 2011. Consultation on the then new model took place between 1st August 2011 and 29th October 2011 and involved staff, services users, partners and stakeholders. The Service Transformation Proposal was followed by a key decision which was made on 2nd May 2012 by Cllr Mike Hill the Cabinet Member for Customer and Communities.
- 1.4. Following the restructure of Early Help and Preventative Services (EHPS) - which took effect from March 2015 - the co-ordination of a youth offer in each district/borough within EHPS became the responsibility of the Youth Hub Delivery Manager, who reports directly to the respective, EHPS District Manager.
- 1.5. The National Children's Commissioners Office published a report on Local Authority funding in July 2018, in which it noted that nationally, preventative services have seen a 60% reduction in funding over the past 8-years. The report also highlighted that in many areas this had had a significant impact on the delivery of youth service provision.
- 1.6. Members in Kent have continued to support the delivery of universal and targeted youth provision with a total budget of £3.989m allocated across the county based on a number of static and variable service delivery factors, including:
 - i. Demographic need
 - ii. Rationalisation of the supply base
 - iii. The need to develop a more efficient and robust way of managing contracts
 - iv. The need to strengthen delivery of hard outcomes and improve accountability
 - v. The need to increase efficiency of process and performance monitoring

- vi. The opportunity to realign services to the most vulnerable areas
- vii. Enhancing the opportunities for collaboration between VCS organisations
- viii. Achieving the deadline of having new services in place by April 2016 in line with budget allocation.

1.7. Further to the Children’s Commissioners office report, work undertaken by KCC commissioners shows that two of Kent’s closest geographical and comparable statistical neighbours, Essex and East Sussex have not been able to retain an offer which is comparable with Kent’s overall £3.989m. East Sussex has a total youth spend of £390k per annum, which includes buildings, vehicles, face to face workers and management. In 2016/17 Essex County Council, had a budget of 2.4million for youth services, however, when asked they were not able to show a breakdown of resource allocated to youth provision for the current financial year.

1.8. The breakdown of the financial envelope across Kent can be seen in Figure 1, below. The providers in Ashford*, Tonbridge and Malling* and Tunbridge Wells* only started delivering the contracts in August 2018, following a re-procurement exercise.

Figure 1.

Financial Envelope for Kent County Council Funded Youth Provision				
District	Internal Costings	Externally Commissioned Provider	Commissioned Spend	Total
Ashford	£ 229,800	The Canterbury Academy*	£ 96,000	£ 325,800
Canterbury	£ 219,200	The Canterbury Academy	£ 109,331	£ 328,531
Dartford	£ 227,600	PlayPlace	£ 87,990	£ 315,590
Dover	£ 224,900	Pie Factory Music	£ 99,980	£ 324,880
Folkestone and Hythe	£ 235,400	Salus	£ 86,700	£ 322,100
Gravesham	£ 213,900	The Grand	£ 100,000	£ 313,900
Maidstone	£ 206,100	Salus	£ 91,700	£ 297,800
Sevenoaks	£ 213,400	West Kent Extra	£ 75,000	£ 288,400
Swale	£ 187,100	Optivio	£ 133,950	£ 321,050
Thanet	£ 245,200	Pie Factory Music	£ 136,948	£ 382,148
Tonbridge and Malling	£ 292,800	Salus*	£ 83,000	£ 375,800
Tunbridge Wells	£ 317,200	Salus*	£ 76,000	£ 393,200
Total	£ 2,812,600		£ 1,176,599	£ 3,989,199

2. Performance

2.1. The district youth offer continues to enjoy regular input and Member oversight from each of the District Youth Advisory Groups (YAGs), where performance is reviewed.

- 2.2. Additionally, the performance of the commissioned contracts is overseen through contract monitoring meetings, improvement plans, deep dives and scrutiny of progress against Key Performance Indicators. The Key Performance Indicators for the commissioned youth contracts can be seen in Figure 2.

Figure 2.

Key Performance Indicators		Current Performance Level	Stretch	Green	Amber	Red	Frequency	Priority
1	Registered – 10% of the District 8 - 19 age population (and up to the age of 24 for those with learning difficulties and/or additional needs) of children and young people have registered with the commissioned service.	Current data is extractable from eStart	90%	80%	Between 60% - 79%	Less than 60%	Monthly	High
2	Reach – 65% of children and young people reached against those registered with the commissioned service. 30% of children and young people that have been reached attend more than 4 occasions during each year (regular attendee)	Current data is extractable from eStart	80%	70%	Between 61% - 69%	Less than 60%	Monthly	Medium
3	Number of sessions attended - % of sessions delivered against the bid submission.	Current data is extractable from eStart	90%	80%	Between 60% - 79%	Less than 60%	Monthly	Medium

3. Current Position

- 2.1. At CYPE Cabinet Committee in September 2017, Members were advised that in all but two of the districts, the commissioned youth provision was not performing at the expected level and was, therefore, subject to a performance improvement plan.
- 2.2. Following those discussions Members asked for a detailed update report on youth provision to include progress against the contract, performance against agreed KPI's and KCC oversight and improvement processes.
- 2.3. In the intervening period a number of significant events designed to improve all areas of the service have taken place, these include regular staff supervision to monitor performance, open access improvement reviews, robust contract management, evaluated observation sessions, individual district deep-dives and performance management processes leading to a re-procurement exercise.
- 2.4. Some commissioned providers advised EHPS that they had faced challenges in delivering the contract although most agreed to work with the commissioning team and EHPS staff to reach the required levels of performance improvement (see Appendix's 1, 11 and 12 for detail of activities undertaken).
- 2.5. The performance improvement plans for the commissioned services outlined steps that providers needed to take to increase registration and reach figures and improve the quality of the service being delivered. Appendix 14 provides an example of an improvement plan.
- 2.6. Since September 2017, Commissioners have worked consistently with providers and the Youth Hub Delivery Managers, to ensure that the plans in place were able to drive performance improvement. Performance against the plans was reviewed and updated every four weeks to monitor progress and as a result of this focused work, eight of the twelve districts reached the required level.

- 2.7. One district is still part of an (improving), improvement plan however in relation to the three districts where improvements were not delivered (Ashford, Tonbridge and Malling and Tunbridge Wells), contract warnings were issued to the providers. Following a period of negotiation, during February and April 2018, KCC and the providers agreed to end these contracts with effect from 1st August 2018. Individual briefings and written briefing notes regarding the contract terminations were given to Councillors within these three districts and updates were included in the EHPS Commissioned Services Performance Update to CYPE Cabinet Committee in May 2018.
- 2.8. One of the key risks identified in ending the existing contracts was the potential for a lack of provision during the Summer 2018 school holiday. To mitigate against both the likelihood and the impact of a break in provision, commissioners utilised s.32.2.C of the Public Contract Regulations. This allowed commissioners to work to very tight deadlines to procure contracts with existing, providers – who were able to evidence good performance – ensuring a seamless transition between the previous and new providers.
- 2.9. In May 2018, expressions of interest were sought from suitably experienced contractors who were performing well in their existing youth contracts. Following an intensive evaluation process, the three contracts were awarded to two providers. The contracts have been issued and providers began delivering against these new arrangements on 1st August 2018.
- 2.10. As part of the procurement exercise a good level of summer provision was key to the award. Each of the providers have put in place and delivered against the suggested summer programmes and mobilisation plans. Providers have also undertaken work to ensure that their offer compliments that of the whole district and has included work with partners both internal and external to KCC to ensure a rounded offer is in place moving forwards.
- 2.11. Although the new provision is in place in the three districts, due to the recent mobilisation, we have not yet been able to formally evaluate provision. However, through regular mobilisation meetings and reviews, Commissioners are confident that the hard work put in by both providers to ensure a rapid mobilisation across the three districts will come to fruition. Both providers have demonstrated good performance in their existing youth contracts' and their continued commitment to a high level of delivery has been evident in their plans.
- 2.12. Existing contract monitoring practice is aimed at measuring outputs. However, in line with the work of the Strategic Commissioning Service from September 2018, a new approach to contract monitoring will be introduced. The new approach will continue to monitor performance against safeguarding practice, KPIs, risks and added value and will include a greater focus on quality of service delivery.
- 2.13. Contract monitoring meetings will now show increased focus on specific areas of delivery, such as session planning or outcomes, which take into account the journey of specific young people. This heightened focus on quality of service has been welcomed by both internal and commissioned services, who agree that developing a consistent and high standard of quality across the youth offer should be a priority for all and will have the greatest impact on young people.
- 2.14. Further to the contract monitoring work and in line with the agreement at Education and Young People's Services Cabinet Committee in September 2016, each district has

been subject to an annual deep dive. The aim of this process is to assess contract compliance and the overall quality of the service being delivered.

- 2.15. Each of the EHPS contracts are subject to an annual deep dive that evaluates progress and identifies areas for development. The deep dive process also provides an opportunity for KCC staff and providers to consider any lessons learnt locally and nationally and inform the delivery of the rest of the contract.
- 2.16. The deep dives took place over a three-day period and consisted of:
 - Desk based activity to gain assurance of due diligence relating to policies, procedures, financials and insurances.
 - Field based quality assurance of service provision, including how learning is being taken forward from observations of the service, analysis of both accredited and non-accredited outcomes and the understanding of the service scope by staff members delivering the service (including 1:1 interviews).
 - Understanding user views and reviewing how service providers are capturing and utilising the voice of the child for service development.
 - Developing and sharing a final report which is then shared with the provider at a plenary meeting. Findings, strengths and areas for development and actions are then discussed and agreed.
- 2.17. Deep dives were not undertaken for the providers who had served notice on their contracts. This was due to existing improvement plans being in place, resulting in the development of exit strategies.
- 2.18. KCC internal youth provision is also regularly reviewed and this work has produced district information packs, which include: a detailed overview of the internal and commissioned provision; partnership working within the district; analysis from the deep dives; a 'smartie' map showing the locations of youth provision; Summer Programme 2018; and a new process of open access improvement reviews.
- 2.19. A Kent summary of Youth Work Observations and the grading criteria used can be found in Appendix 15a and 15b. These observations are undertaken, within KCC internal provision, to directly observe one to one work and:
 - Reveal practice-based issues that are not currently being picked up through the audit programme
 - Provide opportunity for practitioners to reflect and consider their practice skills following an observation in order to inform future development
 - Obtain a view on how engagement strategies, skills and knowledge are working for the families by getting direct feedback
- 2.20. Member led Youth Advisory Groups (YAGs) continue to have regular oversight of partnership working, performance against KPIs, the voice of the child, targeting resource and the impact of service delivery on the wider community.
- 2.21. The deep-dive evaluations and feedback from officers has identified a number of overarching themes in service delivery:
 - There is a strong focus on education, employment and training.

- Co-production and feedback from young people is being well facilitated across a range of different district wide forums.
- Detached (street-based) youth work is generally delivered as part of the commissioned offer.
- Identified vulnerable groups are frequently targeted to address
 - i. Adolescent risk and/or traumatic experiences
 - ii. Anti-social behaviour
 - iii. Substance misuse
 - iv. Domestic violence and positive relationships.
 - v. Children with special educational needs
 - vi. LGBT
 - vii. Transitions
- Where high levels of need are identified, targeted work is undertaken.
- Sports and health are included in the regular programmes, including during summer holidays.
- Emotional wellbeing and mental health is becoming a key focus for session planning.
- Life skills, focussing on topics such as cooking, money management and personal hygiene.

2.22. The performance of internal youth provision is monitored through the EHPS Improvement Team, within Information and Intelligence. The EHPS Scorecard monitors reach and registration figures and quality is assessed through youth work observations and open access performance reviews.

2.23. National Youth Work Week is being held from 5th – 11th November 2018. KCC's Youth Participation Teams will be linking in with the Youth Hubs to plan Kent's involvement in the event. More information on last year's event and ideas for getting involved can be found here: <https://nya.org.uk/supporting-youth-work/youth-work-week/>

3. Internal Audit

- 3.1. In May 2018, Members requested that KCC Internal Audit investigate the process and journey in the 'awarding' of the current commissioned youth contracts. The Governance and Audit Committee agreed to the inclusion in the 2018/19 Audit Plan of the Priority 2 audit, "Youth Justice/Adolescent Services".
- 3.2. As a result of the discussions during the Governance and Audit Committee's meeting on 24 April 2018, Members requested that a review of the youth services contracts be increased to Priority 1. The Committee agreed the request.
- 3.3. In November 2016, the Council let 12 lots of youth services contracts to 9 providers. Each lot covered the provision of commissioned youth services across one of the 12 districts in Kent. The duration of the contracts was five years and the price for all 12 lots was £5.883 million (£1.177 million per annum), which was under the £6 million target.

- 3.4. This was the second time that the Council had commissioned youth services, but it changed the commissioning model from provision of individual services to district-wide provision. The Council also imposed a performance management system that it enforced.
- 3.5. During the first year of the contract, 7 of the 9 providers were required to implement improvement plans. Two providers, Sk8side and West Kent YMCA, did not meet the required level of improvement and the Council issued formal warnings. Both providers decided to exit their respective contracts and were replaced in August 2018.
- 3.6. Internal Audit considered the rationale for the award of the current contracts, the journey to that decision and the scrutiny of the decision-making process. The audit focussed on:
 - i. The Council's contract management arrangements
 - ii. The effectiveness of the Council's contract management structure and resources
 - iii. The commissioning services' response to poor performance
 - iv. Relationship management with key stakeholders
 - v. Development of the contracted services
 - vi. How the Council applies lessons learnt to inform future improvements
- 3.7. The internal audit process has now been completed and the report published in draft. The report has not completed its internal governance processes so is in draft, but the audit found that "Following independent testing and analysis, auditors concluded that the contract management arrangements are satisfactory. Contract monitoring is supported by the active engagement of the senior commissioning manager across all 12 districts and the consistent application of the performance management regime".
- 3.8. Auditors found that "the contract management team has effectively implemented important changes to the contracts, including major changes to improve the performance management regime. KCC's teams have observed and monitored providers' improvements and encouraged them to share best practice".

4. Conclusion

- 4.1. The delivery of a robust, integrated, high quality Youth offer, remains a key priority for Early Help and Preventative Services within the new Integrated Children's Services Division.
- 4.2. The first year of the new contract cycle has seen an overall improvement in the performance of the commissioned services offer, significant improvements in the oversight and scrutiny of contract monitoring, improvements in the level of scrutiny and assurance across the internal offer as well as continuing improvements across the internal provision.
- 4.3. Continuous improvement across both delivery and the quality of provision will remain at the centre of all contract and performance management discussions and meetings for both the internal and external element of the wider offer.
- 4.4. Deep dives are to remain part of the Early Help Commissioned Services performance management process, including Youth Services monitoring arrangements, to provide on-going assurance to partners regarding the provision and the ability to incorporate quality into the monitoring of contracts.

- 4.5. KCC will continue to contract monitor all providers, to ensure good quality services that are delivered in a timely manner meet the needs of Kent's children and young people.

5. Appendices

- Appendix 1 – Ashford District Youth Information Pack
- Appendix 2 – Canterbury District Youth Information Pack*
- Appendix 3 – Dartford District Youth Information Pack*
- Appendix 4 – Dover District Youth Information Pack*
- Appendix 5 – Folkestone and Hythe District Youth Information Pack*
- Appendix 6 – Gravesham District Youth Information Pack*
- Appendix 7 – Maidstone District Youth Information Pack*
- Appendix 8 – Swale District Youth Information Pack*
- Appendix 9 – Sevenoaks District Youth Information Pack*
- Appendix 10 – Thanet District Youth Information Pack*
- Appendix 11 – Tonbridge and Malling District Youth Information Pack
- Appendix 12 – Tunbridge Wells District Youth Information Pack
- Appendix 13 – HeadStart Summer Programme
- Appendix 14 – Example Improvement Plan
- Appendix 15a – Youth Work Observation Tracker
- Appendix 15b – Youth Work Observation Grading Criteria

*Restricted: Commissioned Service Deep Dive Report contains company sensitive information

Recommendation:

The Children, Young People and Education Cabinet Committee is asked to **NOTE** the performance, scrutiny and oversight of the Youth offer within the Early Help and Preventative Services.

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Appendix 1

Ashford District Youth Information Pack, including:

- a) Youth Provision District Report**
- b) Briefing on Contract Termination – Sk8side**
- c) ‘Smartie’ Map – Demonstrating district total provision (not exhaustive)**
- d) District Summer Programme 2018: Canterbury Academy have subcontracted Sk8side are continuing to deliver an established detached Summer Programme in 2018**
- e) Open Access Improvement Review scheduled for April 2019**

Appendix 1.a

Youth Provision District Report

By: Louise Fisher, 0-25 Area Head of Service – South Kent
Early Help and Preventative Services, Children, Young People and Education,
Kent County Council

Subject: KCC Delivered and Commissioned Youth Provision in Ashford

Classification: Unrestricted

Summary: This report provides an overview of youth provision available in the district of Ashford. This includes provision that is directly delivered or commissioned by Kent County Council (KCC) Early Help and Preventative Services (EHPS).

1. KCC Directly Delivered Youth Offer in Ashford

1.1 The KCC internal youth offer, delivered by EHPS, in Ashford consists of a variety of key activities for young people to engage with. These include, but are not limited to, the following:

- i. **North School Group:** This is a group run for young people struggling to maintain education and focusses on raising self-esteem and confidence so young people can better engage in education and thrive in their wider lives.
- ii. **Work Experience, Traineeships and Apprenticeships:** We offer regular work experience for young people open to SCS, Youth Justice, Special Educational Needs (SEN) and EHPS. We also offer traineeships to young people who are NEET and have three apprentices supported in the district in Youth Work and Business Support.
- iii. **Education employment and Training Drop-In:** This is run weekly where young people can pop in and access information and advice on post 16 education and employment opportunities. We also carry out tracking and door knocking of the “destination not known” cohort to ensure as many young people as possible are supported to be in education, employment, or training. We work closely with the CXK advisor to do this work.
- iv. **Access Club:** This is a programme run for young people who have a disability and wish to access a youth centre and who may struggle to access a generic youth work session. We aim to build confidence and self-esteem for young people to access mainstream youth work sessions or offer bespoke informal education tailored to the needs of the disabled young person.
- v. **Horticulture Group:** We run one session a week as an accredited programme around horticulture for young people with disabilities and an Education Health and Care Plan.
- vi. **Adolescent Group:** This session is an open access youth work session open to all adolescent young people. However, we actively facilitate attendance of those most at need such as those open to EHPS, SCS, and Youth Justice.
- vii. **Boys Group:** This is an open access session targeted for boys with challenges specifically relating to them. Again, we target young people most at need of support as in those open to services.

- viii. **Girls Group:** This group is like our other gender specific group and focusses on the specific needs of girls.
- ix. **Wellbeing Groups:** We offer two closed groups focussed on young people's wellbeing and mental health. These are open to young people 10-19 (25 with additional needs). Young people can self-refer for this group or be referred by partner agencies.
- x. **Junior Group:** This is an open access group focussing transition from primary to secondary and addresses the needs of those children.
- xi. **Community Café:** This is a group that offers opportunities for young people to engage in volunteering in a safe a supportive environment and gives back to the local community.
- xii. **Duke of Edinburgh (DofE):** An accredited open award centre that delivers currently bronze and silver DofE opportunities.
- xiii. **Peripatetic Detached:** This is detached work that responds to the local need and Community Safety Unit (CSU) requests.
- xiv. **Take Up the Challenge:** This is a programme offered to young people lacking confidence and self-esteem who attend Homewood school and are failing to thrive within the school environment.
- xv. **Missing Return Interviews:** Missing person return interviews are carried out by EHPS staff, for every young person not open to SCS. This is to ensure we understand the reason for their missing episode and ensure their safety and wellbeing.
- xvi. **Additional Support:** This support is carried out by Youth Hub staff, for young people 8-19 (25 where they have additional needs). Additional support is a one to one intervention carried out with the young people after a Signs of Safety assessment. This work is carried out over 6-8 weeks. Those young people are encouraged and supported to access the universal offer to provided ongoing support.
- xvii. **Holiday Activities:** We run activities during the school holidays focussing on topics ranging from transition to wellbeing. These activities include residential's, educational visits, and work to support young people in care.

2. KCC Commissioned Youth Offer in Ashford

- 1.1. There are 12 Youth contracts across Kent, delivered by 7 providers. The Canterbury Academy have recently been awarded the contract for Ashford following negotiations with the previous provider that ended in a contract termination. The remaining life of the contract is 40 months and the contract started on the 1st August 2018.
- 1.2. The EHPS Youth Hub Delivery Managers will be working with the new provider to establish a programme of delivery that meets the needs of the district. Due to this being a largely school-based model, this will be in place from Early September 2018. The provider is subcontracting another provider to deliver detached youth work over the summer holidays and for the duration of the contract. Initial conversations indicate that the programme will include:

Approximately 100 detached youth work sessions per year, delivered by Sk&side CIC on behalf of the Canterbury Academy.

A minimum of 250 sessions (including a community day, interventions and open access) to be run from Towers School and potentially a similar offer from Homewood.

3. Governance

- 1.1. The overarching responsibility of the district YAG is to ensure that there is a good understanding of the youth offer within their respective districts and that appropriate developments are taken forward, to enable it to remain at a consistently high standard, from their perspective, for children and young people (aged 8 – 19 years and up to 25 with additional needs), living in the district. The YAG is open to both district and county Members. YAGs receive a district-level data pack with analysed performance, to inform discussions.
- 1.2. This will need to change, depending on the new providers. Councillor Mike Angell is the chair of the Ashford YAG and Simon Harris provides representation from Ashford Borough Council.

4. Partnership Working in Ashford

- 1.3. There are several key areas of work that KCC are involved in or leading on, alongside partners in Ashford, which have a focus on engaging with and supporting young people. Much of the partnership working is focussed on getting young people to access the universal provision, access the district, or to access the correct tier of support.
- 1.4. The Schools Link Worker role is carried out by the EHPS District Youth Hub Delivery Manger and Unit Leaders. This is in place to support schools with accessing universal, additional, and intensive family support, and consists of a termly meeting of advice and support.
- 1.5. The Youth Hub Delivery Manager attends Headteacher and Local Inclusion Forum Team Screening meetings, to support in information advice and guidance to these bodies around access to universal, additional and intensive family support. This is a monthly meeting.
- 1.6. The EHPS Youth Hub Delivery Manager and Senior Early Help Workers attend meetings of the Anti-Social Behaviour Panel, to discuss the needs of young people and the opportunities for young people to access universal, additional, or intensive family support. This also acts as an opportunity to assess young people networks and support partners in informal education interventions with young people identified.
- 1.7. As part of the Children and Young Peoples Services Integration Programme (CYPSIP), which is focussed on maximising opportunities for greater integration between EHPS and SCS, there are four Area-based pilots, each exploring new ways of working. In South Kent, the pilot is centred around managing adolescent risk and is running in Ashford.
- 1.8. The pilot brings together partners working with young people most at risk in the district and focusses on interventions reducing the risk of these young people. It follows a contextual safeguarding model and allocates EHPS, SCS, and Kent Police resources to meet the needs of young people.
- 1.9. The Youth Hub Delivery Manager attends the multi-agency, SCS led Adolescent Risk Management Panel. The Panel looks at processes that are in place, the analysis of trends and assessments of individual risk are carried out to inform individual plans to meet the needs of young people.
- 1.10. Youth Hub staff in Ashford support Highbury Hall Youth Café, as required. They also offer training for Highbury staff and the designated Youth Hub Safeguarding Leads undertake consultations on

safeguarding concerns.

- 1.11. A bi-weekly meeting at the North School is supported looking at universal, additional, and intensive family support for young people who have behaviour or attendance issues that need more support than what the school can offer.
- 1.12. HeadStart is a County programme, supporting resilience and wellbeing for young people. This programme is working with 10 primary and 4 secondary schools in Ashford. The programme offers a range of support from counselling, mentoring, training for staff, and funding.
- 1.13. Young Carers drop in sessions are run at the Youth Hub by IMAGO.

Appendix 1.b

Briefing on Contract Termination – Sk8side

From: Stuart Collins Interim Director Early Help and Preventative Services

To: Cllr Mike Hill, Cllr Shellina Prendergast, Cllr Mike Angel, Cllr Dara Farrell, Cllr Paul Bartlett, Cllr Clair Bell, Cllr Charlie Simkins, Cllr George Koowaree

Subject: **Sk8side – (Ashford Youth Provider) Contract Termination**

Classification:

Summary:

- Sk8side are currently subject to a 5-year contract with KCC to deliver universal Youth Provision in the district of Ashford (let by KCC on 1st December 2016, following a competitive process)
- On 6th March 2018 Sk8side gave KCC 3-months' notice of their intention to cease delivery of their provision in Ashford.
- The targets in the contract have been subject to scrutiny and negotiated change throughout the lifetime of the contract and are intended to compliment and improve the whole district offer in conjunction with the Early Help inhouse provision under the scrutiny of Ashford Youth Advisory Group (YAG).
- As with all Early Help contracts a robust contract monitoring process is in place for our commissioned youth services and Sk8side have found the new higher levels of performance management and scrutiny challenging. As a result, in spite of 6-months of support and negotiation they have decided to withdraw as a provider before KCC took action to terminate the contract. One of the key considerations in their performance was that they had only achieved 33.5% of their agreed annual reach target.
- The remaining 11 district contracts are provided by 8 other providers.
- To ensure that there is not a significant gap in provision for Ashford, KCC procurement team have advised that we can undertake a snap procurement, by approaching each of the remaining 9 providers to take over provision in Ashford subject to expressions of interest, current performance, TUPE regulations and in the case of more than one provider expressing an interest, an interview.

1. Introduction

- 1.1. There are 12 Youth contracts across Kent delivered by 9 providers. Of the 12 contracts, eight are performing well against targets and three are working with KCC to bring about the necessary improvements. Sk8side felt that they were no longer able to work to an improvement plan and have decided to withdraw from the contract.
- 1.2. To monitor contracts against KPIs providers are asked to use the eStart system to capture reach, registration and activity data. Internal services and external providers share the same IT system and commissioning officers undertake a contract monitoring process which includes regular meetings with providers. This information is then cross-referenced with the qualitative data gathered from observations and feedback from partners.
- 1.3. At point of mobilisation each of the providers were subject to monthly monitoring meetings with KCC Commissioning Officers, Early Help District Managers and Youth Hub Delivery Managers. When performance is good these meetings move to bi-monthly and then quarterly (however a monthly desk-based process still occurs).
- 1.4. Sk8side have been subject to monthly monitoring since contract inception due to continued poor performance against KPIs There are a number of standard key performance indicators that are used for contract monitoring, however, the overall KPI is in relation to the number of young people

that have been registered (also known as affiliated) to the service. The original target at point of contract commencement was 25% of the population of young people aged 8-19. This target was described as aspirational and is shared geographically and divided between the in house and commissioned provision.

- 1.5. To achieve a green rating for this contract providers, have to reach 80% of the identified target.
- 1.6. Thirteen months into contract current performance for Sk8side stands at 33.5% of registration target for Ashford (targets are set out in Fig. 1). Despite this poor performance and high levels of support from both commissioning officers and their Early Help delivery colleagues, Sk8side have not been able to put in place a sufficient improvement plan to address this shortfall.

Fig 1

	Sk8side	Statistical Neighbour (a)	Statistical Neighbour (b)
Financial Envelope per annum	£ 96,000.00	£136,948.00	£ 75,000.00
Total costs for 13 months provision	£ 104,000.00	£148,360.33	£ 81,250.00
Target No of Registered young people*	1874	1963	1689
Total No of Registerd young People	598	1208	1363
Unit Cost to date	£ 173.91	£ 122.81	£ 59.61
Target Unit cost to date	£ 55.50	£ 75.58	£ 48.11
*if contract variation is accepted			

2. Timeline

- 2.1. Sk8side advise us that during the first year of delivery, they have been unable to maintain staffing levels and found themselves without a consistent workforce. This has impacted on their ability to deliver services in line with their contract. Conversations were held between the providers and the commissioning team earlier in the year to propose a reduction in targets for a portion of the financial envelope for this period being returned. Sk8side were unable to return any funding and therefore targets have remained the same.
- 2.2. Sk8side were placed on improvement plan in August 2017. This process had a limited impact on performance and KCC issued a contract warning to Sk8side in January 2018.
- 2.3. The financial envelope and associated unit costs for this service is demonstrated above in Fig 1. This table also demonstrates two districts that have similar targets to Sk8side and are of a similar size organisationally and despite earlier challenges in their contract have been able to move towards a position of good performance.
- 2.4. A contract variation was given to all youth providers in December 2017. Sk8side have informed commissioning officers that they will not sign the contract variance as the word 'aspirational' as been removed from the target numbers set out in schedule 14 (all other providers excluding 1 have signed this variation).
- 2.5. The original contract set out the need for flexibility regarding this contract and other providers have met this well. The two providers with the poorest performance Sk8side and one other are resisting the contract change and have both rejected the validity of the contract warning.

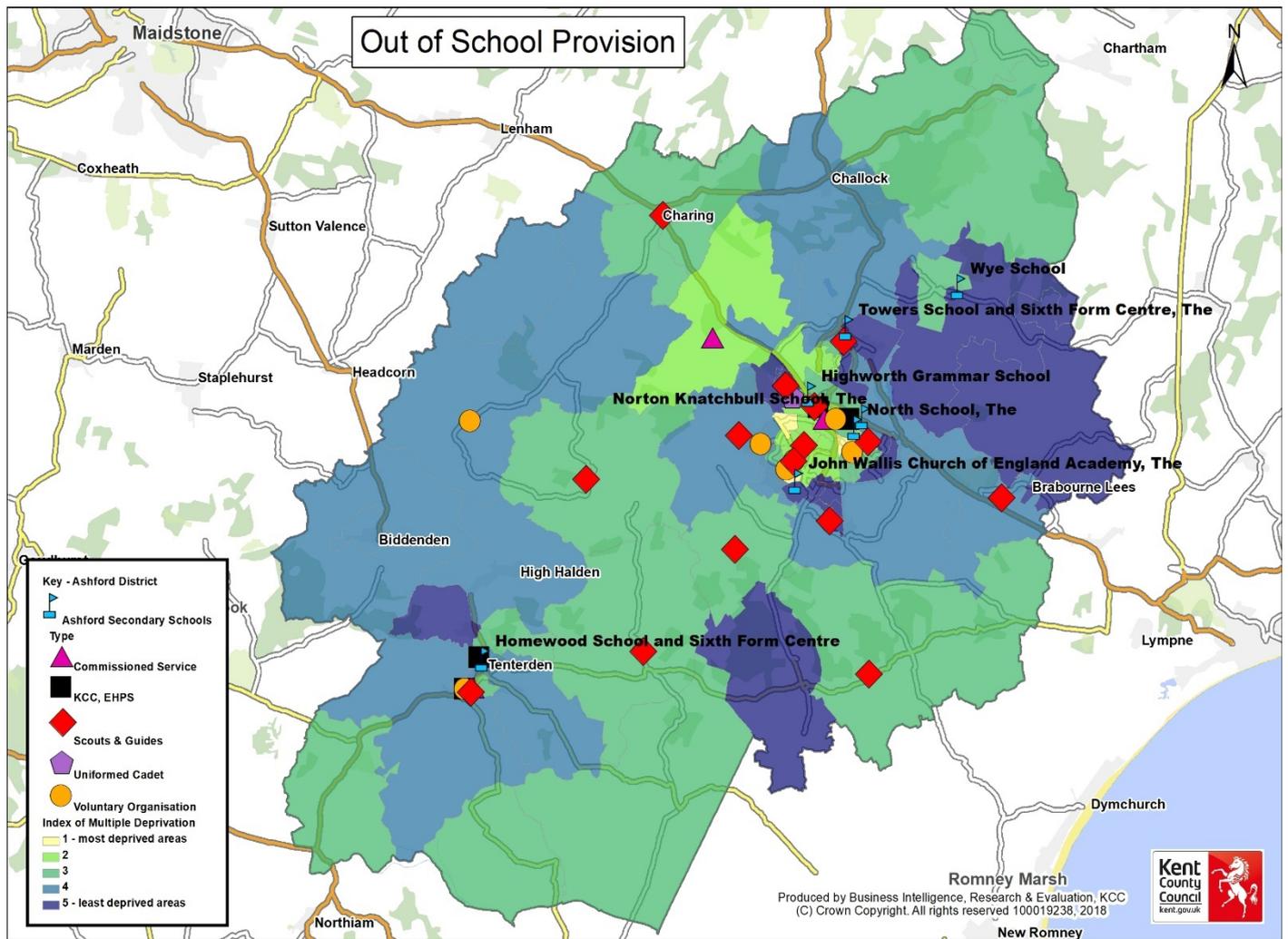
3. Recent Events

- 3.1. Sk8side were invited to a meeting with Commissioning Managers to discuss the contract variation and the impact of not signing on the 5th March. Following this invite Sk8side requested a deadline of 6th March regarding a decision to hand back the contract.
- 3.2. On the 6th March Sk8side served formal notice regarding their contract termination.
- 3.3. During the Meeting on the 5th March a representative from Sk8side highlighted that they have struggled as an organisation to meet the needs associated with the contract as they have not implemented the infrastructure required to manage or report on the contract. They have found the new style of contract monitoring challenging and were not yet ready to be held accountable for meeting targets.
- 3.4. Sk8side are KCC's smallest provider of youth and unlike the other smaller organisations delivering against the youth contract have been unable to develop their business model to support managing a contract. Relying solely on one member of staff to manage and deliver against the KPIs with a minimal number of other paid staff in place to support.
- 3.5. HR and procurement colleagues have been consulted regarding the implications of this contract termination.
- 3.6. As commissioners KCC are keen to retain the model of local delivery partners working with KCC to deliver a wholistic offer and as such are currently not minded bringing the provision in house but rather to offer the opportunity to one of the existing providers through a 'snap procurement' to run the service in Ashford district.
- 3.7. A 'snap' procurement would only be open to our existing suppliers and could occur on the grounds that we fully explored the market only 18 months ago.
- 3.8. The market has not moved on sufficiently for any other bidders to come into the market place, therefor it would not be in anyone's interest to run a full procurement exercise to the open market.
- 3.9. Amendments to the ruling regarding the limiting of providers to two districts can also be made. This was brought in to ensure that no single supplier would hold most of the county provision. By removing this rule, KCC can reasonably argue that there is still a good spread of provider (the maximum any one organisation would have 3 districts). It would also give all our existing providers an equal chance in application.
- 3.10. In order to undertake a snap procurement KCC would still need a 3-4-month lead in time. Sk8side have suggested they would be open to working with KCC for longer than the 3-month notice period in order to safeguard the continuance of provision for service users and support staff being TUPE'd.

4. Conclusion

- 4.1. KCC can go out with a Snap procurement to the existing providers. This process should be able to be completed within a three-month time frame and have little impact to current service users in the district.
- 4.2. Sk8side are likely to raise their concerns with Ashford Borough Council and KCC Local and Cabinet Members including the lead member for CYPE.

Ashford District 'Smartie' Map – Demonstrating district total provision



Appendix 1.d

Ashford Summer Programme 2018

Summer activities at Stanhope Community Hub: 67 Otterden Close, Stanhope, Ashford

Here's what's happening during the summer school holidays at the Hub and nearby. Some activities may change, and more may be added, so keep an eye on the Hub notice board or check the Stanhope Community Hub Facebook page for the latest news.

You can also email holly.uprising@gmail.com for more information.

Everything is FREE (apart from the Hastings trip) and at the times given; some activities must be booked in advance.

This year's Stanhope Summer Fair will be on Saturday 18 August, 2pm to 5pm in and around the Hub, ball court and Parish Hall.

For more information or if you would like to take part, contact Jan Henry at Moat, email jan.henry@moat.co.uk or phone 07765 215982.

July

August

September

Monday	Tuesday	Wednesday	Thursday	Friday
23rd – 11am to 2pm Sports session	24th – 1pm to 4pm Art Club Ashford Oaks break up	25th – 11am to 2pm Cook and eat lunch club –limited numbers, book by 2pm Tuesday 24th 7pm to 9pm Youth Club, years 7 – 13 Beaver Green break up	26th - 1pm to 4pm Hub open for games and gardening	27th – 1pm to 4pm Bouncy castle and ice cream
30th – 11am to 2pm Hub open for games and gardening	31st – 11am to 2pm Totem pole making workshop Messy activity – old clothes recommended	1st – 11am to 2pm Cook and eat lunch club –book by 2pm Tuesday 31st 7pm to 9pm Youth Club, years 7 – 13	2nd - 11am to 2pm Totem pole making workshop Messy activity – old clothes recommended	3rd – 1pm to 4pm Circus Skills Workshop with Sarah Walker-Down
6th – 1pm to 4pm Art Club	7th – 11am to 2pm Mobile rock climbing wall next to the Stanhope Centre	8th – 11am to 2pm Cook and eat lunch club –book by 2pm Tuesday 7th 7pm to 9pm Youth Club, years 7 – 13	9th – 1pm to 4pm Hub open for games and gardening	10th – 1pm to 4pm Outdoor games

Monday	Tuesday	Wednesday	Thursday	Friday
13 th - 11am to 2pm T-shirt tie dyeing, adults and children Messy activity – old clothes recommended	14 th – 1pm to 4pm Collect t-shirts; Hub open for games and gardening	15 th – 11am to 2pm Cook and eat lunch club –book by 2pm Tuesday 14 th 7pm to 9pm Youth Club, years 7 – 13	16 th – 1pm to 4pm African drumming workshop with Bantu Arts	17 th – 11am to 2pm Children’s films and popcorn
20 th Staff training – HUB CLOSED	21 st – 1pm to 2.30pm and 2.30pm to 4pm Card tricks for beginners Ages 7 and over, very limited numbers, book by Friday 17 th	22 nd *STARA coach trip to Hastings –details below HUB CLOSED	23 rd – 1pm to 4pm Hub open for games and gardening	24 th – 11am to 2pm Cook and eat lunch club –book by 2pm Thursday 23 rd
27 th Bank Holiday – HUB CLOSED	28 th – 1pm to 4pm Art Club Beaver Green back to school	29 th – 11am to 2pm Cook and eat lunch club –book by 2pm Tuesday 28 th 7pm to 9pm Youth Club, years 7 – 13	30 th – 1pm to 4pm Sports session	31 st – 4pm to 6pm Family Barbeque and Disco at Stanhope Parish Hall
3 rd – 11am to 2pm Cook and eat lunch club – book by 2pm Thursday 30 th	4 th – 1pm to 4pm Hub open for games and gardening Ashford Oaks back to school	5 th – 7pm to 9.30pm Youth Club, years 7 - 13 John Wallis Academy years 6, 7 and 12 back to school	6 th – 3pm to 5.30pm Homework Club John Wallis Academy all other years back to school	7 th – 3pm to 5.30pm After school drop in for games and chat

***Coach trip to Hastings, Wednesday 22 August**

Enjoy a day at the seaside with travel subsidised by STARA, Stanhope Tenants’ and Residents’ Association. The coaches will leave from the bus stop near Luddenham Close at 9.30am and return to Stanhope at around 5.30pm. Seats cost £3 for adults and £2 for children under 16 and can be bought at the Hub whenever it is open. Reservations can also be made via the Hub Facebook page or by emailing jan.henry@moat.co.uk or holly.uprising@gmail.com.



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Appendix 11

Tonbridge & Malling District Youth Information Pack including:

- a) Youth Provision District Report**
- b) Briefing on Contract Termination – West Kent YMCA**
- c) ‘Smartie’ Map – Demonstrating district total provision (not exhaustive)**
- d) District Summer Programme 2018: Salus will support the existing Summer Programme in Tonbridge and Malling and Tunbridge Wells, taking the opportunity to also promote the work that they do and work alongside EHPS to scope out how best to develop the district offer.**
- e) Open Access Improvement Review scheduled for June 2019**

Appendix 11.a

Youth Provision District Report

By: Nick Fenton, 0-25 Area Head of Service – West Kent
Early Help and Preventative Services, Children, Young People and Education,
Kent County Council

Subject: KCC Delivered and Commissioned Youth Provision in Tonbridge and Malling

Classification: Unrestricted

Summary: This report provides an overview of youth provision available in the district of Tonbridge and Malling. This includes provision that is directly delivered or commissioned by Kent County Council (KCC) Early Help and Preventative Services (EHPS).

1. KCC Directly Delivered Youth Offer in Tonbridge & Malling

- 1.1. The KCC internal youth offer, delivered by EHPS, in Tonbridge & Malling, consists of a variety of key activities for young people to engage with. These include, but are not limited to, the following:
- i. **Open Access Tonbridge and Open Access Snodland:** Open Access youth work sessions, run in both the Tonbridge Youth Hub and Snodland Youth Hub and Children's centre. Sessions are open to all adolescent young people (12-18). However, we actively target and facilitate attendance of those most at need such as those open to EHPS (Units and Additional), Specialist Children's Services (SCS), and Youth Justice. There are currently two sessions per week in Tonbridge, and one in Snodland.
 - ii. **YOLO, Tonbridge Hub:** We offer a weekly drop in session for young people who are currently NEET or who are at risk of becoming NEET and would like support and guidance as to what is available for them. This includes further education opportunities, linking them to regular work experience opportunities, one to one support via the commissioned CXK service, as well as assistance with CV writing and interview skills.
 - iii. **SNAP & Unity, Tonbridge Hub:** These two targeted youth work sessions are aimed at young people who have special educational needs (SEN) or who have a disability but wish to access a youth centre, and who may otherwise struggle to access a generic youth work session. We aim to build confidence and self-esteem enabling young people to access mainstream youth provision sessions in the future. SNAP is a weekly session and Unity (which is for yp 18+), which runs monthly and ensures there is a clear pathway for the young people up to the age of 25 years.

- iv. **Girls Group, Tonbridge Hub:** A gender specific group which focusses on the specific needs of young women and girls. Sessions focus on developing self-esteem and image, building confidence and understanding the risk of violence against women and girls (VAWG). Sessions aim to ensure that young females have their voice heard and feel confident in doing so. The young females in this group have also been given the opportunity to be Young Leaders within the SNAP sessions.
- v. **Vulnerable/Wellbeing Group, Tonbridge Hub:** This session operates as a closed, targeted, group, offering support for young people who are being worked with at an additional level, and who are currently unable to access other groups that we have running. The group focusses on young people's wellbeing and mental health needs and is open to young people 11-19 (up to 25 with additional needs). This group runs once a fortnight during term time.
- vi. **Junior Group Tonbridge, Tonbridge Hub:** This is an open access group, working with young people that are 8-10 years. For this age group we use a range of team and group work activities, as a way of creating opportunities for growth in confidence that leads to positive relationships with peers. There is also a focus on managing the often-difficult transition into secondary school.
- vii. **Friday Café, Tonbridge Hub:** This cafe is open on a Friday afternoon, and is not only a safe place for young people that finish school early, it is also set up to run Barista training using our Coffee machine. This gives young people an opportunity to not only gain a qualification, but complete volunteering sessions for their Duke of Edinburgh award.
- viii. **Duke of Edinburgh (DofE):** An accredited open award centre to support young people to gain bronze and silver DofE opportunities. Including joint work with Oakley school to support the DofE programme.
- ix. **Peripatetic Detached:** Outreach work which also responds to local need as well as Community Safety Unit (CSU) requests, where the Youth team will support community events during the year that young people attend. e.g. the Tonbridge 'Travelling Fair'.
- x. **Missing Return Interviews:** Missing person return interviews are carried out by EHPS staff, for every young person not open to SCS, to ensure we understand the reason for their missing episode and ensure their safety and wellbeing.
- xi. **Additional Support:** Additional, targeted, support is undertaken by Youth Hub staff, for young people 8-19 (25 where they have additional needs). The focus of this additional support is to offer a one to one intervention carried out with the young people in line with the Signs of Safety methodology, assessment, and plan. Work is carried out over 6-8 weeks and young people are encouraged and supported to access the Tonbridge and Malling Youth offer to provide ongoing support.

- xii. **Y2 Crew:** The Y2 is a long-established summer programme that offers young people from across the Borough a range of fun, educational trips, and activity days. This operates for four weeks of the summer in partnership with the Tonbridge and Malling Borough council. This includes half term activities.
- xiii. **Residential Work:** The youth hub offers residential work with a focus of meeting needs while building resilience through outdoor education. In the past year the Hub has delivered one-night camping activities for young people who require some additional support and are a part of the SNAP group.
- xiv. **Schools Work:** The youth hub teams will deliver programmes in school. This is to offer a 6-week programme that supports young people that have been identified as at possible NEET at Year 11. This is delivered through raising aspirations and creating opportunities to explore a range of options to support Young People that are identified as possible NEET come Year 11. We also work with schools to promote Kent Youth County Councils elections.
- xv. **LGBTQ:** This is a targeted group, supporting young people from LGBTQ community. This is a safe space, where they can talk to others and get support from a range of professional, such as Sexual Health. Young people during this session can express themselves and build strategies and resilience.
- xvi. **YAPS:** Young active parents, is a group currently running weekly session in two locations and after 12 weeks families are eligible for free driving lessons and free crèche. They complete elements of work that is governed by Rathbones, which is a commissioned service that works in Tonbridge and Malling Under care to learn scheme to support, Volunteers, education, employment and training (VEET). We currently engage 84.2% of young parents, which is above the Kent average 75.1%
- xvii. **Children in Care Activity Days:** Activity days offered to Children in Care (CIC) at risk of placement breakdown to provide respite. Like the Sense of Belonging residential, these activity days are aimed at giving CIC something constructive and positive to do, while developing their skills and providing day respite for their careers.
- xviii. **Sense of Belonging:** Programme offering residential weekends of respite to Children in Care at risk of placement breakdown.

2. KCC Commissioned Youth Offer in Tonbridge and Malling and Tunbridge Wells

- 1.1. There are 12 Youth contracts across Kent, delivered by 7 providers. Project Salus have recently been awarded the contract for Tonbridge and Malling and Tunbridge Wells following negotiations with the previous provider that ended in contract termination. The remaining life of the contract is 40 months and the contract started on the 1st August 2018.

- 1.2. The EHPS Youth Hub Delivery Managers will be working with the new provider to establish a programme of delivery that meets the needs of the two districts. Due to this being a largely school-based model, this will be in place from Early September 2018.

3. Governance

- 1.1. The overarching responsibility of the district YAG is to ensure that there is a good understanding of the youth offer within their respective districts and that appropriate developments are taken forward. This enables it to remain consistently of a high standard, from their perspective, for children and young people (aged 8 – 19 years and up to 25 with additional needs), living in the district. The YAG is open to both district and county Members. YAGs receive a district-level data pack with analysed performance, to inform discussions.

- 1.2. YAG meetings are convened on a quarterly basis. Councillor Peter Homewood is the chair of the Tonbridge and Malling YAG.

2. Partnership Working in Tonbridge and Malling

- 2.1. The EHPS Youth Hub Delivery Manager attends the weekly CSU meeting. This looks at a range of vulnerable families and information is shared regarding young people and reported issues of ASB. This creates opportunities for young people and families to access universal, additional, or intensive family support. This also acts as an opportunity to assess young people networks and support partners in informal education interventions with young people identified.

- 2.2. Staff within our Open Access Youth team work in partnership with Tonbridge and Malling Borough Council to offer a four-week summer programme to engage targeted young people in positive activities which offer a range of experiences that can build growth, self-esteem and create new friendships. This is known locally as Y2 crew.

- 2.3. The Schools Link Worker role is carried out by EHPS and is in place to support schools with accessing universal, additional, and intensive family support. It also consists of regular meetings of advice and support.

- 2.4. The Youth Hub Delivery Manager works closely with the early help district manager to gather information and intelligence regarding vulnerable young people. This information is shared, at numerous meeting including adolescent risk meetings, various complex strategy meetings.

- 2.5. Youth Hub staff support Voluntary Youth Provision as required, including Olympia Boxing and drop in sessions with the youth engagement officer for Kent police.

- 2.6. Youth Justice Team run the Youth Justice Panels and other meetings regarding young people from the hub.

- 2.7. Senior Early Help Workers attend Secondary School LIFT meetings on a termly basis to discuss the needs of young people and the opportunities for young people to access universal, additional, or intensive family support.

- 2.8. The EHPS team attend Locality based partnership meetings in Trench, Snodland and East Malling.
- 2.9. A range of parenting courses are run in partnership. Cygnet is run with (STLS) specialist teaching and learning service. Understanding Your Teenager course, this is run by the Youth Hub staff in partnership with Adult education. Understanding You, Understanding Your Child (UYUYC). is run by the EHPS unit staff
- 2.10. Early Help Unit Staff have delivered training to schools regarding interventions to use with young people including NVR and managing challenging behaviour. The units have completed social skills groups within schools with key young people identified through EHN and staff role modelled these interventions to schools.

Appendix 11.b

Briefing on Contract Termination – West Kent YMCA

From: Stuart Collins Interim Director Early Help and Preventative Services

To: Cllr Roger Gough, Cllr Mike Hill, Cllr Shellina Prendergast, Cllr Trudy Dean, Cllr Michael Payne, Cllr Peter Homewood, Cllr Sarah Hamilton, Cllr Paul Barrington-King, Cllr Sean Holden, Cllr James McInroy, Cllr Peter Oakford, Cllr Catherine Rankin, Cllr Matthew Balfour, Cllr Sarah Hohler, Cllr Richard Long, and Cllr Harry Rankin

Subject: **West Kent YMCA – (Tunbridge Wells and Tonbridge and Malling Youth Provider) Contract Termination**

Classification:

Summary:

- West Kent YMCA are currently subject to a 5-year contract with KCC to deliver universal Youth Provision in the districts of Tunbridge Wells and Tonbridge and Malling (let by KCC on 1st December 2016, following a competitive process)
- On 3rd April 2018 West Kent YMCA gave KCC 3-months' notice of their intention to cease delivery of their provision in Tunbridge Wells and Tonbridge and Malling.
- The targets in the contract have been subject to scrutiny and negotiated change throughout the lifetime of the contract and are intended to compliment and improve the whole district offer in conjunction with the Early Help inhouse provision under the scrutiny of both the Tunbridge Wells and Tonbridge and Malling Youth Advisory Groups (YAGs).
- As with all Early Help contracts a robust contract monitoring process is in place for our commissioned youth services and West Kent YMCA have found the new higher levels of performance management and scrutiny challenging. As a result, in spite of 6-months of support and negotiation they have decided to withdraw as a provider. One of the key considerations in their performance was that they had only achieved 19% of their agreed annual reach target for Tunbridge Wells and 22.4% of their agreed annual target for Tonbridge and Malling.
- The remaining 10 district contracts are provided by 8 other providers.
- To ensure that there is not a significant gap in provision for the two districts, KCC procurement team have advised that we can undertake a snap procurement, by approaching each of the remaining providers to take over provision subject to expressions of interest, current performance, TUPE regulations and in the case of more than one provider expressing an interest, an interview.

1. Introduction

- 1.1. There are 12 Youth contracts across Kent delivered by 9 providers. Of the 12 contracts, eight are performing well against targets and three are working with KCC to bring about the necessary improvements. West Kent YMCA felt that they were no longer able to work to an improvement plan to and have decided to withdraw from the contract.
- 1.2. To monitor contracts against KPIs providers are asked to use the eStart system to capture reach, registration and activity data. Internal services and external providers share the same IT system and commissioning officers undertake a contract monitoring process which includes regular meetings with providers. This information is then cross-referenced with the qualitative data gathered from observations and feedback from partners.

- 1.3. At point of mobilisation each of the providers were subject to monthly monitoring meetings with KCC Commissioning Officers, Early Help District Managers and Youth Hub Delivery Managers. When performance is good these meetings move to bi-monthly and then quarterly (however a monthly desk-based process still occurs).
- 1.4. West Kent YMCA have been subject to monthly monitoring since contract inception due to continued poor performance against KPIs There are a number of standard key performance indicators that are used for contract monitoring, however, the overarching KPI is in relation to the number of young people that have been registered (also known as affiliated) to the service. The original target at point of contract commencement was 25% of the population of young people aged 8-19. This target was described as aspirational and is shared geographically and divided between the in house and commissioned provision.
- 1.5. During the first year of provision in order to achieve a green rating for this contract providers, have to reach 80% of the identified target. In year two of the contract RAG ratings have been brought in line with in house provision with 65% achieving a green rating.
- 1.6. Thirteen months into contract current performance for West Kent YMCA stands at 19% of registration target for their reach target for Tunbridge Wells and 22.4% of their target for Tonbridge and Malling (targets are set out in Fig. 1). Despite this poor performance and high levels of support from commissioning officers, West Kent YMCA have not been able to put in place a sufficient improvement plan to address this shortfall.

Fig 1

	Tonbridge and Malling	Tunbridge Wells	Statistical Neighbour (a)	Statistical Neighbour (b)
Financial Envelope per annum	£83,000.00	£76,000.00	£136,948.00	£75,000.00
Total costs for 13 months provision	£89,916.67	£82,333.33	£148,360.33	£81,250.00
Target No of Registered young people*	1967	1795	1963	1689
Total No of Registered young People	363	386	1208	1363
Unit Cost to date	£ 247.70	£ 213.30	£ 122.81	£ 59.61
Target Unit cost to date	£ 45.71	£ 45.87	£ 75.58	£ 48.11
*if contract variation is accepted				

2. Timeline

- 2.1. West Kent YMCA advised us that during the first four months of the programme of delivery, they were unable to maintain staffing levels and found themselves without a consistent workforce. This has impacted on their ability to deliver services in line with their contract. Conversations were held between the providers and the commissioning team earlier in the year to propose a reduction in targets for a portion of the financial envelope for this period being returned. West Kent YMCA were unable to return any funding and therefore targets have remained the same.
- 2.2. West Kent YMCA were placed on a second improvement plan in August 2017. This process had a limited impact on performance and KCC issued a contract warning to West Kent YMCA in January 2018

- 2.3. The financial envelope and associated unit costs for this service is demonstrated above in Fig 1. This table also demonstrates two districts that have similar targets to West Kent and are of a similar size organizationally and despite earlier challenges in their contract have been able to move towards a position of good performance.
- 2.4. A contract variation was given to all youth providers in December 2017. West Kent YMCA have informed commissioning officers that they will not sign the contract variance as the word 'aspirational' as been removed from the target numbers set out in schedule 14 (all other providers excluding 1 have signed this variation, it is important to note here that this other provider has also given notice on their contract)
- 2.5. Whilst the word 'aspirational' was removed from targets, on consultation with the youth providers the overarching district target (that had been reduced to 15% of the population of children and young people) was shared proportionally in line with the service provision levels. There was also a consistency in the way that performance was rated against RAG ratings.
- 2.6. The original contract set out the need for flexibility regarding this contract and other providers have met this well. The two providers with the poorest performance West Kent YMCA and one other resisted the contract change and both rejected the validity of the contract warning.

3. Recent Events

- 3.1. West Kent YMCA were invited to a meeting with the lead member for CYPE to discuss the contract variation and the impact of not signing on the 20th March. During this meeting West Kent YMCA requested a deadline of 3rd April regarding a decision to hand back the contract.
- 3.2. On the 3rd April West Kent YMCA served formal notice regarding their contract termination.
- 3.3. During the Meeting on the 20th March a representative from West Kent YMCA highlighted that they have struggled as an organisation to meet the needs associated with the contract as they have been wedded to their original bid
- 3.4. HR and procurement colleagues have been consulted regarding the implications of this contract termination.
- 3.5. As commissioners, KCC are keen to retain the model of local delivery partners working with KCC to deliver a wholistic offer and as such are currently not minded bringing the provision in house, but rather to offer the opportunity to one of the existing providers through a 'snap procurement' to run the service in the two districts.
- 3.6. A 'snap' procurement would only be open to our existing suppliers and could occur on the grounds that we fully explored the market only 18 months ago and there were no other tenders to come forward for the two districts.
- 3.7. The market has not moved on sufficiently for any other bidders to come into the market place, therefor it would not be in anyone's interest to run a full procurement exercise to the open market.
- 3.8. Amendments to the ruling regarding the limiting of providers to two districts can also be made. This was brought in to ensure that no single supplier would hold most of the county provision. By removing this rule, KCC can reasonably argue that there is still a good spread of provider It would also give all our existing providers an equal chance in application.

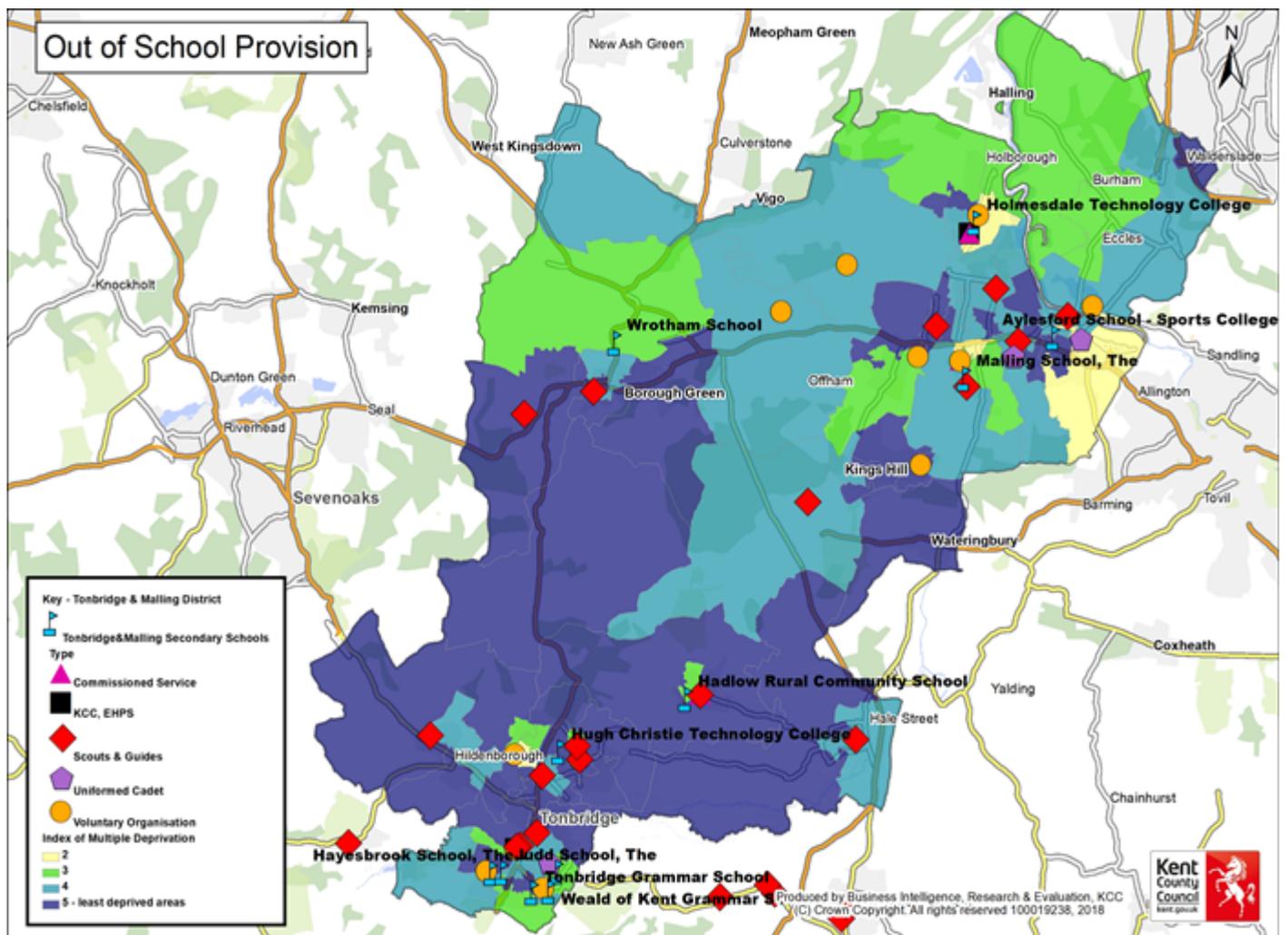
3.9. In order to undertake a snap procurement KCC would still need a 3-4-month lead in time. West Kent YMCA have suggested they would be open to working with KCC for longer than the 3-month notice period in order to safeguard the continuance of provision for service users and support staff being TUPE'd.

4. Conclusion

4.1. KCC can go out with a Snap procurement to the existing providers. This process should be able to be completed within a three-month time frame and have little impact to current service users in the districts.

4.2. West Kent YMCA are well connected locally and have been effective lobbyists in the past and are therefore are likely to raise their concerns with both Tunbridge Wells District council and Tonbridge and Malling Borough Council and KCC Local and Cabinet Members including the lead member for CYPE.

Tonbridge and Malling District 'Smartie' Map – Demonstrating district total provision



Tonbridge and Malling Summer Programme 2018



Y2 Crew Summer Scheme is aimed at young people aged between 8 – 18 years. The scheme provides a wide range of activities with something to suit all ages and abilities so why not come and experience a summer with a difference!

Y2 Crew is run in partnership between Tonbridge and Malling Early Help & Preventative Services and Tonbridge & Malling Borough Council with funding from Parish Councils and a Kent County Council Combined Member Grant.

Parent feedback

We aim to provide the best possible care for young people on our Y2 Crew programme which is why we value your comments and feedback and use it to develop and improve our services even further. Once the Y2 Crew programme has finished you will receive an email with a link to our survey or alternatively you can pick one up from a member of staff during the scheme.



For Y2 Crew activities please contact

Email: leisure.services@tmbc.gov.uk

Tel: 01732 876166

For youth club/youth work enquiries please contact

Early Help & Preventative Service on 03000 416456

www.kent.gov.uk/youngpeople

2018 Summer Scheme

Y2 Crew is packed with a wide variety of activities, ranging from Fishing to a Dover Castle trip, for young people aged 8 to 18 years.

The programme operates weekdays from Monday 30 July to Friday 24 August 2018.

Each activity is led by qualified instructors and each trip is run by qualified Youth Workers all of whom are vetted by the Disclosure and Barring Service where appropriate and trained in basic first aid including the use of an epipen.

There will be a small charge for the trips (see individual activities for details). Full details on how to pay the fee and register are provided on page 10 of this brochure. A number of financial concessions are available to encourage as many young people as possible to take part.

The Borough Council operates a Leisure Pass scheme for residents in receipt of certain benefits. For more information please see our website www.tmbc.gov.uk/leisurepass

If you wish to apply for a Leisure Pass please contact Leisure Services on 01732 876166

Pick up/Drop off

There will be three main pick up and drop off points for most of the trips.

Main Pick up/Drop off points

- Snodland Youth and Children's Centre, Snodland
- Hadlow Village Hall
- Longmead Sportsground Car Park, Tonbridge

Parents/guardians will be asked to select a Pick up/Drop off point on the application form. Should you wish to change a pick up/drop off point please advise the youth workers on the day.

Please note that times given are approximate as we cannot predict traffic and weather conditions. However if we are to be very late back we will contact all parents/guardians to let them know. If you are concerned about a late return please contact the youth worker in charge: Ellen Shaw on 07595 089546.

If you are having difficulty reading this brochure and would like the information in another format, please call Leisure Services on 01732 876166 or email leisure.services@tmbc.gov.uk



Programme and pick up/drop off times 2018

Week 1 (30 July - 3 August)

Dover Castle (8-18 years)

Discover this medieval castle and fortress by roaming through the secret war time tunnels, seeing where famous kings and queens once walked and inspecting the guns that saved us from a French invasion.

Date: Tues 31 July Time: 11am-5pm Place: Dover

Tonbridge		Hadlow		Snodland	
Pick up	Return	Pick up	Return	Pick up	Return
8:45am	6:45pm	9:15am	6:30pm	9:45am	6:00pm

Community Fun Day (8-12 years)

Hook a Duck or Splat the Rat, Wheelbarrow or 3-legged Race, fun and games for everyone.

Date: Wed 1 Aug Time: 12:30am-3:30pm Place: East Malling Centre

Tonbridge		Hadlow		Snodland	
Pick up	Return	Pick up	Return	Pick up	Return
11:30am	4:30pm	11:45am	4:15pm	12:15pm	3:45pm

Week 2 (6 August - 10 August)

Den Building (8-12 years)

How resourceful are you and can you build a den from scratch using only natural materials?

Date: Tues 7 Aug Time: 10am-1pm Place: Haysden Country Park

Tonbridge		Hadlow		Snodland	
Pick up	Return	Pick up	Return	Pick up	Return
9:45am	1:15pm	9:30am	1:30pm	9:00am	2:00pm

Kent Fire and Rescue Day (14-18 years)

Play interactive state-of-the-art games, see a live rescue demonstration and investigate the scene of a crash. Also learn what to do in a fire and how to rescue someone in trouble in the water.

Date: Wed 8 Aug Time: 10am-4pm Place: Rochester

Tonbridge		Hadlow		Snodland	
Pick up	Return	Pick up	Return	Pick up	Return
8:45am	5:15pm	9:00am	5:00pm	9:30am	4:30pm

Lifeguard Taster Day (16+ years)

Could you save someone from drowning? Do you know how to resuscitate someone? Would you like the chance of a job? Come along and find out what's involved.

Date: Wed 8 Aug Time: 10am-4pm Place: Larkfield Leisure Centre

Fishing (8-18 years)

Learn to fish like a professional. All equipment and expert tuition provided. Certificates for everyone taking part.

Date: Thurs 9 Aug Time: 9am-12noon (8-12 yrs) & 1pm-4pm (13-18 yrs) Place: Hadlow

8-12 yrs	Tonbridge		Hadlow		Snodland	
	Pick up	Return	Pick up	Return	Pick up	Return
	8:30am	12:30pm	8:50am	12:15pm	8:30am	12:30pm

13-18 yrs	Tonbridge		Hadlow		Snodland	
	Pick up	Return	Pick up	Return	Pick up	Return
	12:30pm	4:30pm	12:50pm	4:15pm	12:30pm	4:30pm

Crafty Monkeys (8-13 years)

Challenge yourself to make something unique to keep or give to someone special. Tuition by a professional artist.

Date: Wed 8 Aug Time: 10am-2pm Place: Larkfield Village Hall

Tonbridge		Hadlow		Snodland	
Pick up	Return	Pick up	Return	Pick up	Return
9:00am	3:00pm	9:15am	2:45pm	9:45am	2:15pm

Programme and pick up/drop off times 2018

Week 3 (13 -17 August)

Bike Day (8-18 years)

Do you know how to fix your bike? How are your bike skills? Come along and learn something new. Own bike and helmet required.

Date: Tues 14 Aug	Time: 9:30am-12:30pm (8-12 yrs) 1:30pm-4:30pm (13-18 yrs)	Place: Kings Hill Sports Park
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Royal Observatory & Cutty Sark (8-18 years)

Imagine you are sailing the high seas on the beautiful clipper Cutty Sark, then take in the wonders of outer space at the Royal Observatory and Planetarium.

Date: Wed 15 Aug	Time: 12pm-6pm	Place: London
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Tonbridge		Hadlow		Snodland	
Pick up	Return	Pick up	Return	Pick up	Return
9:45am	8:00pm	10:00am	7:45pm	10:30am	7:15pm

Animal Encounters & Escape Room fun (8-18 years)

Come meet, touch and feed a range of small animals, reptiles and insects, then we will hotfoot it to the Hop Farm to see if you and your friends can use your skills and quick thinking to get out of the Escape Room.

Date: Thurs 16 Aug	Time: 10:30am-3pm	Place: East Peckham & Hop Farm
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Tonbridge		Hadlow		Snodland	
Pick up	Return	Pick up	Return	Pick up	Return
9:45am	3:35pm	10:00am	3:20pm	9:45am	3:45pm

Week 4 (14 - 18 August)

Bike Day (8-18 years)

Do you know how to fix your bike? How are your bike skills? Come along and learn something new. Own bike and helmet required.

Date: Tues 21 Aug	Time: 9:30am-12:30pm (8-12 yrs) 1:30pm-4:30pm (13-18 yrs)	Place: Tonbridge
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Swattenden Adventure Centre (8-18 years)

Get ready to test your nerve and steady hands with archery, climbing, stepping stones, giant swing, spiders web rope course, photo safari and walking the bridge.

Date: Wed 22 Aug	Time: 9:30am-3:30pm	Place: Cranbrook
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Tonbridge		Hadlow		Snodland	
Pick up	Return	Pick up	Return	Pick up	Return
8:45am	4:00pm	8:30am	4:15pm	8:00am	4:45pm

Dreamland (8-18 years)

Experience this vintage amusement park on the Kent coast with rides for all ages (but no high adrenalin rides). Entry to include unlimited rides, roller disco and street entertainment.

Date: Thurs 23 Aug	Time: 11am-5pm	Place: Margate
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Tonbridge		Hadlow		Snodland	
Pick up	Return	Pick up	Return	Pick up	Return
8:00am	7:15pm	8:30am	7:00pm	9:15am	6:30pm

Tonbridge & Malling Early Help & Preventative Services

Youth Programme

KCC offer open access services for children and young people aged 0-19 years (0-25 years for young people with SEND).

Programmes run throughout the year with invite only and open access sessions.

Extra activities are available during school holidays and are advertised via our programmes and on Facebook.

As well as these sessions at our Youth Hub and Children's Centres we run parenting and adult education courses.

Please take a look and ensure that you like us on Facebook (Tonbridge Youth Hub or Tonbridge and Malling Children's Centres)

Any changes and updates will be posted on our Facebook pages, including any last minute unavoidable cancellations.



Please contact us via Facebook, email or phone:

Tonbridge Youth Hub 03000 416456

Tonbridge & Malling Children's Centres 03000 418008
or tmcc@kent.gov.uk

Early Help 03000 421576

or EarlyHelpNotificationT&M@kent.gov.uk



Tonbridge Lions Club

Tonbridge Lions Club is delighted to help and support young people in several ways:-

- Purchase of equipment for youth clubs
- Donation of trophies and prizes for competitions
- Assistance with community projects
- Grants to individuals and groups who are undertaking projects abroad
- Young Ambassador Award, an award for work being done by young people in their communities

For more information on any of the above please contact
John Chapman on 01732 359040





Tonbridge Events 2018

Tonbridge Food Festival
26-27 May, Tonbridge Castle

Tonbridge Summer Carnival
17 June, Tonbridge High Street /
Castle

Tonbridge Castle Music Weekend
6-8 July, Tonbridge Castle

**Changeling Theatre – Measure
For Measure**
13 July, Tonbridge Castle

Tonbridge Lions Car Tour
15 July, Upper Castle Field Carpark

Illyria – Pirates of Penzance
17 July, Tonbridge Castle

Luna Cinema
20-22 July, Tonbridge Castle

Jon Hamilton Big Band
29 July, Tonbridge Castle

Illyria – Merchant of Venice
7 August, Tonbridge Castle

Second Wind Jazz Band
5 August, Tonbridge Castle

Invicta Jazz Orchestra
12 August, Tonbridge Castle

**Illyria – Hound of the
Baskervilles**
28 August, Tonbridge Castle

**Sevenoaks and Tonbridge
Concert Band**
2 September, Tonbridge Castle

**Medieval Fair and Heritage
Weekend**
8-9 September, Tonbridge Castle

**Tonbridge Town Teams
Dragon Boat Race**
9 September, River Medway /
Watergate

Home and Garden Show
6-7 October, Tonbridge Castle

For more details on the above
visit www.tmbc.gov.uk



www.tmbc.gov.uk

Project Salus Summer Mobilisation and Summer Activity Timeline

Tunbridge Wells and Tonbridge and Malling

30 th July	Salus Attend Cranbrook school fun day (note this is prior to official start of the contract)
1 st August	Scoping outreach visit Tonbridge and Malling
3 rd August	Scoping outreach Tunbridge Wells
7 th August	scoping outreach paddock wood
8 th August	Scoping and outreach Cranbrook
10 th August	Attended early help fun day Tunbridge Wells
10 th August	Interviews held for Youth Worker posts
14 th August	Interview held for youth work manager post
15 th August	Advertised remaining posts and discussion with Helen Cook about contingencies
16 th August	Meeting to discuss contingencies to address shortfall in recruitment and plan for mobilisation meeting.
20 th August	Scoping and outreach Tunbridge Wells
21 st August	Tonbridge and Malling mobilisation meeting
22 nd August	Attending Temple Grove holiday fun time session
23 rd August	Scoping and outreach Tonbridge and Malling
28 th August	August Summer Salus to attend activity session in Cranbrook
29 th August	August Salus to attend Holiday fun time activity in Tonbridge wells
30 th August	Tonbridge Wells Mobilisation meeting

Appendix 12

Tunbridge Wells District Youth Information Pack, including:

- a) Youth Provision District Report**
- b) Briefing on Contract Termination – West Kent YMCA**
- c) ‘Smartie’ Map – Demonstrating district total provision (not exhaustive)**
- d) District Summer Programme 2018: Salus will support the existing Summer Programme in Tonbridge and Malling and Tunbridge Wells, taking the opportunity to also promote the work that they do and work alongside EHPS to scope out how best to develop the district offer.**
- e) Open Access Improvement Review scheduled for November 2018**

Appendix 12.a

Youth Provision District Report

By: Nick Fenton, 0-25 Area Head of Service – West Kent
Early Help and Preventative Services, Children, Young People and Education,
Kent County Council

Subject: KCC Delivered and Commissioned Youth Provision in Tunbridge Wells

Classification: Unrestricted

Summary: This report provides an overview of youth provision available in the district of Tunbridge Wells. This includes provision that is directly delivered or commissioned by Kent County Council (KCC) Early Help and Preventative Services (EHPS).

1. KCC Directly Delivered Youth Offer in Tunbridge Wells

1.1 The KCC internal youth offer, delivered by EHPS, in Tunbridge Wells, consists of a variety of key activities for young people to engage with. The youth offer provides for both universal and targeted groups. These include, but are not limited to, the following:

- i. **NEET (Not in Education, Employment or Training):** We work with NEET young people, providers of education and training, and young people at risk of becoming NEET.
- ii. **Special Education Needs Groups:** These are groups for children and young people with special education needs. We currently co-deliver these twice per week with Oakley Special School, including some provision for school holiday periods.
- iii. **Junior and Senior Groups:** These sessions are open access youth work, open to all children and young people. However, we actively facilitate attendance of those most at need such as those open to EHPS, SCS, and Youth Justice.
- iv. **Courses 4 Youth:** We offer ASDAN short courses or performing arts award to enable children and young people to gain accredited outcomes. These courses enhance the learners' confidence, self-esteem, and resilience. In addition, learners develop core skills in teamwork, communication, problem solving, research, and self-management.
- v. **Girls Group:** This session provides a safe place for girls to interact with peers and encourage key skills such as communication, teamwork, healthy relationships, independence, and healthy lifestyles, using arts and crafts and other fun activities.
- vi. **Grosvenor and Hilbert Park Group:** Targeted programme being delivered to an identified group of young people involved in substance use, offending, and anti-social behaviour.
- vii. **Detached Youth Work:** This is delivered by using mobile youth vehicles to offer sessions in the rural parts of the district where we can't access community buildings.

- viii. **Boys Group:** This is a targeted group for boys aimed at developing life skills with a focus on emotional and behavioural skills and strategies to promote positive communication.
- ix. **Sense of Belonging:** Programme offering residential weekends of respite to Children in Care at risk of placement breakdown.
- x. **Children in Care Activity Days:** Activity days offered to Children in Care (CIC) at risk of placement breakdown to provide respite. Like the Sense of Belonging residentials, these activity days are aimed at giving CIC something constructive and positive to do, while developing their skills and providing day respite for their carers.
- xi. **Missing Return Interviews:** Missing person return interviews are carried out by EHPS staff, for every young person not open to SCS, to ensure we understand the reason for their missing episode and ensure their safety and wellbeing.
- xii. **Duke of Edinburgh (DofE):** An accredited open award centre that currently delivers bronze and silver DofE opportunities. We offer DofE bronze, silver, and gold awards through the Youth Hub and we will provide support for young people to complete the award. We will also run training and organise and oversee the expeditions.
- xiii. **Additional Support:** This support is carried out by Youth Hub staff, for young people 8-18 (25 where they have additional needs). Additional support is a one to one intervention carried out with the young people after a Signs of Safety assessment. This work is carried out over 6-8 weeks. Those young people are encouraged and supported to access the universal offer to provide ongoing support.
- xiv. **Holiday Activities:** We run activities during the school holidays focussing on engaging young people in constructive activities to reduce the risk of involvement in anti-social or offending behaviour. These activities include drop-ins, trips out, family events, educational visits, and work to support young people in care.

2. KCC Commissioned Youth Offer in Tunbridge Wells

- 1.1. There are 12 Youth contracts across Kent, delivered by 7 providers. Project Salus have recently been awarded the contract for Tunbridge and Malling and Tunbridge Wells following negotiations with the previous provider that ended in a contract termination. The remaining life of the contract is 40 months and the contract started on the 1st August 2018.
- 1.2. The EHPS Youth Hub Delivery Managers will be working with the new provider to establish a programme of delivery that meets the needs of the two districts. Due to this being a largely school-based model, this will be in place from Early September 2018

2. Governance

- 1.1. The overarching responsibility of the district YAG is to ensure that there is a good understanding of the youth offer within their respective districts and that appropriate developments are taken forward. This enables it to remain consistently of a high standard, from their perspective, for children and young people (aged 8 – 19 years and up to 25 with additional needs), living in the district. The YAG is open to both district and county Members. YAGs receive a district-level data pack with analysed performance, to inform discussions.

1.2. This will need to change, depending on the new providers. Councillor Sarah Hamilton is the chair of the Tunbridge Wells YAG.

3. Partnership Working in Tunbridge Wells

1.3. There are several key areas of work that KCC are involved in or leading on, alongside partners in Tunbridge Wells, which have a particular focus on engaging with and supporting young people. Much of the partnership working is focussed on getting young people to access the universal provision, access the district, or to access the correct tier of support.

1.4. The Schools Link Worker role is carried out by EHPS and is in place to support schools with accessing universal, additional, and intensive family support. It also consists of regular meetings of advice and support.

1.5. EHPS attend Headteacher and Local Inclusion Forum Team meetings, to support in information, advice and guidance to these bodies around access to universal, additional, and intensive family support. This is a monthly meeting.

1.6. Previously a Senior Early Help Worker from Youth Open Access was based at Oakley School 40% of the time. A more flexible arrangement is currently in place with EHPS delivering the Duke of Edinburgh Award, co-delivering two after school groups and supporting a programme of activities during the school holidays.

1.7. The EHPS Youth Hub Delivery Manager attends meetings of the Anti-Social Behaviour Panel, to discuss the needs of young people and the opportunities for young people to access universal, additional, or intensive family support. This also acts as an opportunity to assess young people networks and support partners in informal education interventions with young people identified.

1.8. Multi Agency Outreach Events have taken place to engage with young people directly in their community. During these events multi-agency teams have targeted the hot spots where anti-social behaviour occurs and where concerns have been raised about the vulnerability of young people. In response to requests received from young people during the first outreach event a targeted 6-week programme was developed to be delivered to young people in their community. The programme is overseen by EHPS and follows a contextual safeguarding model being delivered by EHPS and partners to young people most at risk in the district and focusses on reducing the risk of these young people. The partners currently involved in delivering this programme are the Community Safety Unit, DAVSS, Kent Police, Town and Country Housing, Addaction, Kenward Trust, St Giles Trust, National Citizen Service and the Bicycle Bakery.

1.9. EHPS lead on the monthly NEET meetings which bring several partners together including KCC Skills and Employability, CXK, VSK and SEND to agree actions to try to move young people into EET.

1.10. As part of the Children and Young Peoples Services Integration Programme (CYPSIP), which is focussed on maximising opportunities for greater integration between EHPS and SCS, there are four Area-based pilots, each exploring new ways of working. In West Kent, the pilot is centred on Children in Care and promoting placement stability.

Appendix 12.b

Briefing on Contract Termination – West Kent YMCA

From: Stuart Collins Interim Director Early Help and Preventative Services

To: Cllr Roger Gough, Cllr Mike Hill, Cllr Shellina Prendergast, Cllr Trudy Dean, Cllr Michael Payne, Cllr Peter Homewood, Cllr Sarah Hamilton, Cllr Paul Barrington-King, Cllr Sean Holden, Cllr James McInroy, Cllr Peter Oakford, Cllr Catherine Rankin, Cllr Matthew Balfour, Cllr Sarah Hohler, Cllr Richard Long, and Cllr Harry Rankin

Subject: **West Kent YMCA – (Tunbridge Wells and Tonbridge and Malling Youth Provider) Contract Termination**

Classification:

Summary:

- West Kent YMCA are currently subject to a 5-year contract with KCC to deliver universal Youth Provision in the districts of Tunbridge Wells and Tonbridge and Malling (let by KCC on 1st December 2016, following a competitive process)
- On 3rd April 2018 West Kent YMCA gave KCC 3-months' notice of their intention to cease delivery of their provision in Tunbridge Wells and Tonbridge and Malling.
- The targets in the contract have been subject to scrutiny and negotiated change throughout the lifetime of the contract and are intended to compliment and improve the whole district offer in conjunction with the Early Help inhouse provision under the scrutiny of both the Tunbridge Wells and Tonbridge and Malling Youth Advisory Groups (YAGs).
- As with all Early Help contracts a robust contract monitoring process is in place for our commissioned youth services and West Kent YMCA have found the new higher levels of performance management and scrutiny challenging. As a result, in spite of 6-months of support and negotiation they have decided to withdraw as a provider. One of the key considerations in their performance was that they had only achieved 19% of their agreed annual reach target for Tunbridge Wells and 22.4% of their agreed annual target for Tonbridge and Malling.
- The remaining 10 district contracts are provided by 8 other providers.
- To ensure that there is not a significant gap in provision for the two districts, KCC procurement team have advised that we can undertake a snap procurement, by approaching each of the remaining providers to take over provision subject to expressions of interest, current performance, TUPE regulations and in the case of more than one provider expressing an interest, an interview.

1. Introduction

- 1.1. There are 12 Youth contracts across Kent delivered by 9 providers. Of the 12 contracts, eight are performing well against targets and three are working with KCC to bring about the necessary improvements. West Kent YMCA felt that they were no longer able to work to an improvement plan to and have decided to withdraw from the contract.
- 1.2. To monitor contracts against KPIs providers are asked to use the eStart system to capture reach, registration and activity data. Internal services and external providers share the same IT system and commissioning officers undertake a contract monitoring process which includes regular meetings with providers. This information is then cross-referenced with the qualitative data gathered from observations and feedback from partners.

- 1.3. At point of mobilisation each of the providers were subject to monthly monitoring meetings with KCC Commissioning Officers, Early Help District Managers and Youth Hub Delivery Managers. When performance is good these meetings move to bi-monthly and then quarterly (however a monthly desk-based process still occurs).
- 1.4. West Kent YMCA have been subject to monthly monitoring since contract inception due to continued poor performance against KPIs There are a number of standard key performance indicators that are used for contract monitoring, however, the overarching KPI is in relation to the number of young people that have been registered (also known as affiliated) to the service. The original target at point of contract commencement was 25% of the population of young people aged 8-19. This target was described as aspirational and is shared geographically and divided between the in house and commissioned provision.
- 1.5. During the first year of provision in order to achieve a green rating for this contract providers, have to reach 80% of the identified target. In year two of the contract RAG ratings have been brought in line with in house provision with 65% achieving a green rating.
- 1.6. Thirteen months into contract current performance for West Kent YMCA stands at 19% of registration target for their reach target for Tunbridge Wells and 22.4% of their target for Tonbridge and Malling (targets are set out in Fig. 1). Despite this poor performance and high levels of support from commissioning officers, West Kent YMCA have not been able to put in place a sufficient improvement plan to address this shortfall.

Fig 1

	Tonbridge and Malling	Tunbridge Wells	Statistical Neighbour (a)	Statistical Neighbour (b)
Financial Envelope per annum	£83,000.00	£76,000.00	£136,948.00	£75,000.00
Total costs for 13 months provision	£89,916.67	£82,333.33	£148,360.33	£81,250.00
Target No of Registered young people*	1967	1795	1963	1689
Total No of Registered young People	363	386	1208	1363
Unit Cost to date	£ 247.70	£ 213.30	£ 122.81	£ 59.61
Target Unit cost to date	£ 45.71	£ 45.87	£ 75.58	£ 48.11
*if contract variation is accepted				

2. Timeline

- 2.1. West Kent YMCA advised us that during the first four months of the programme of delivery, they were unable to maintain staffing levels and found themselves without a consistent workforce. This has impacted on their ability to deliver services in line with their contract. Conversations were held between the providers and the commissioning team earlier in the year to propose a reduction in targets for a portion of the financial envelope for this period being returned. West Kent YMCA were unable to return any funding and therefore targets have remained the same.
- 2.2. West Kent YMCA were placed on a second improvement plan in August 2017. This process had a limited impact on performance and KCC issued a contract warning to West Kent YMCA in January 2018

- 2.3. The financial envelope and associated unit costs for this service is demonstrated above in Fig 1. This table also demonstrates two districts that have similar targets to West Kent and are of a similar size organizationally and despite earlier challenges in their contract have been able to move towards a position of good performance.
- 2.4. A contract variation was given to all youth providers in December 2017. West Kent YMCA have informed commissioning officers that they will not sign the contract variance as the word 'aspirational' as been removed from the target numbers set out in schedule 14 (all other providers excluding 1 have signed this variation, it is important to note here that this other provider has also given notice on their contract)
- 2.5. Whilst the word 'aspirational' was removed from targets, on consultation with the youth providers the overarching district target (that had been reduced to 15% of the population of children and young people) was shared proportionally in line with the service provision levels. There was also a consistency in the way that performance was rated against RAG ratings.
- 2.6. The original contract set out the need for flexibility regarding this contract and other providers have met this well. The two providers with the poorest performance West Kent YMCA and one other resisted the contract change and both rejected the validity of the contract warning.

3. Recent Events

- 3.1. West Kent YMCA were invited to a meeting with the lead member for CYPE to discuss the contract variation and the impact of not signing on the 20th March. During this meeting West Kent YMCA requested a deadline of 3rd April regarding a decision to hand back the contract.
- 3.2. On the 3rd April West Kent YMCA served formal notice regarding their contract termination.
- 3.3. During the Meeting on the 20th March a representative from West Kent YMCA highlighted that they have struggled as an organisation to meet the needs associated with the contract as they have been wedded to their original bid
- 3.4. HR and procurement colleagues have been consulted regarding the implications of this contract termination.
- 3.5. As commissioners, KCC are keen to retain the model of local delivery partners working with KCC to deliver a wholistic offer and as such are currently not minded bringing the provision in house, but rather to offer the opportunity to one of the existing providers through a 'snap procurement' to run the service in the two districts.
- 3.6. A 'snap' procurement would only be open to our existing suppliers and could occur on the grounds that we fully explored the market only 18 months ago and there were no other tenders to come forward for the two districts.
- 3.7. The market has not moved on sufficiently for any other bidders to come into the market place, therefor it would not be in anyone's interest to run a full procurement exercise to the open market.
- 3.8. Amendments to the ruling regarding the limiting of providers to two districts can also be made. This was brought in to ensure that no single supplier would hold most of the county provision. By removing this rule, KCC can reasonably argue that there is still a good spread of provider It would also give all our existing providers an equal chance in application.

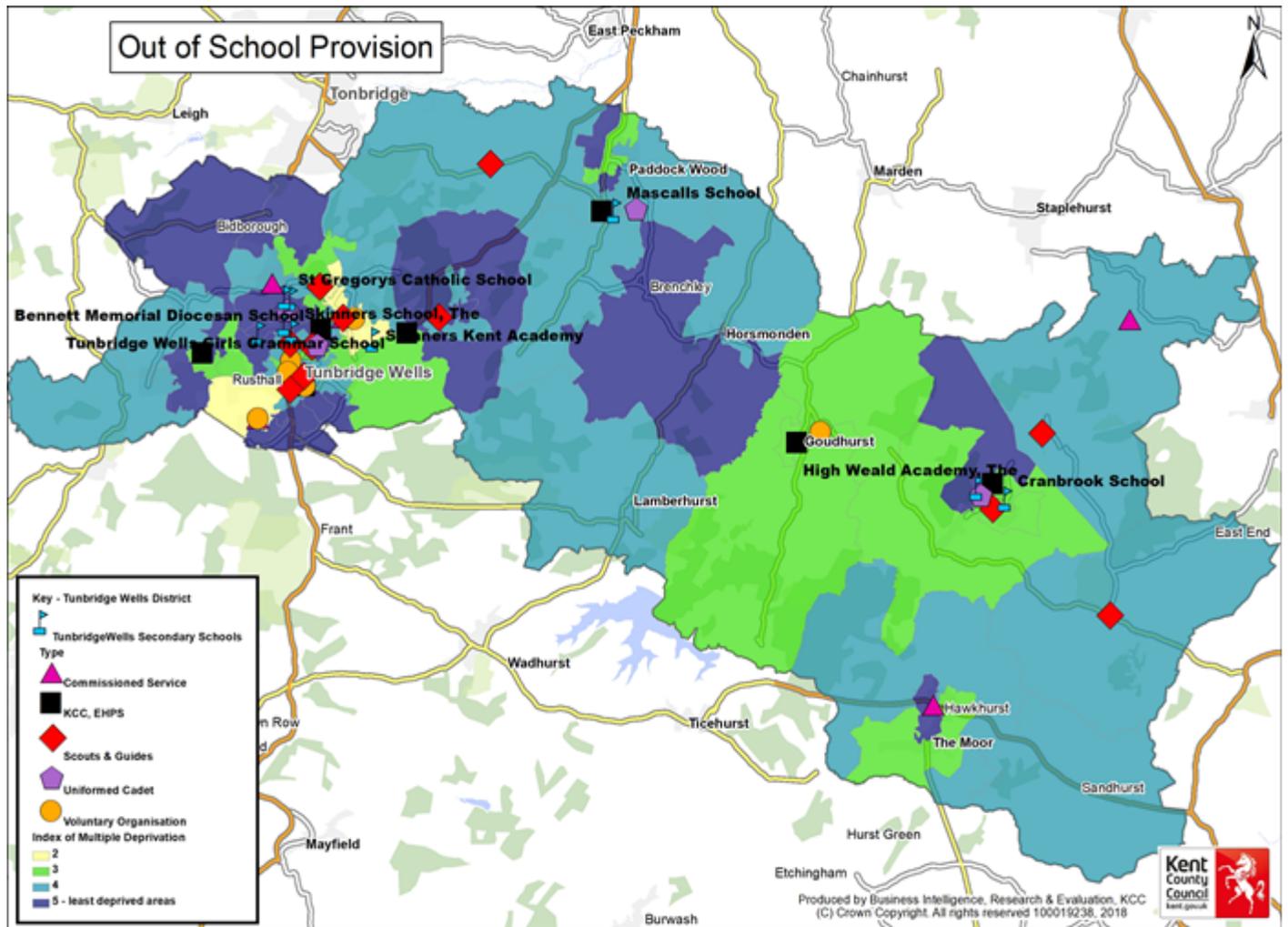
3.9. In order to undertake a snap procurement KCC would still need a 3-4-month lead in time. West Kent YMCA have suggested they would be open to working with KCC for longer than the 3-month notice period in order to safeguard the continuance of provision for service users and support staff being TUPE'd.

4. Conclusion

4.1. KCC can go out with a Snap procurement to the existing providers. This process should be able to be completed within a three-month time frame and have little impact to current service users in the districts.

West Kent YMCA are well connected locally and have been effective lobbyists in the past and are therefore are likely to raise their concerns with both Tunbridge Wells District council and Tonbridge and Malling Borough Council and KCC Local and Cabinet Members including the lead member for CYPE.

Tunbridge Wells District 'Smartie' Map – Demonstrating district total provision



Tunbridge Wells Summer Programme 2018



Tunbridge Wells Summer Holiday Timetable

39a Grove Hill Road, Tunbridge Wells, TN1 1SD

03000 416200 & TWYouthHub@kent.gov.uk



What's On For Young People - Summer Holidays 2018

Summer drop in events - Drop in for young people aged 8-17 where young people can have fun, learn new skills and meet new people. Drop-ins will be in the Tunbridge Wells Youth Hub, Paddock Wood, Cranbrook, Goudhurst and picnic in the park in Calverley, Goudhurst and Grosvenor and Hilbert Park. No booking required.

Family Summer Park events - A fun afternoon for the family with activities for children aged 5-11 including arts and crafts, sport and games. No booking required.

ASD / ADHD Family Fun - Activities for families who care for a child or young person with ASD or ADHD. No booking required.

Youth groups - These will continue through the summer holidays in Rusthall, Goudhurst and Cranbrook for young people ages 8-17 which will provide information and advice, targeted support, arts and craft, sports activities and a chance to make new friends and have fun! No booking required. Also running will be **Courses 4 Youth!** for ages 8-17 which is a project designed around the needs of the young person to achieve an ASDAN/Performing Arts qualification in various subjects and **Girls Group** aged 11-17 which provides a safe place to interact with peers and encourage key skills using arts and crafts and other fun activities.

Summer Activities - Free days out where young people will have the opportunity to learn new skills, take part in positive activities and make new friends. **All activities to be booked in advance.** There are limited spaces available for the summer activities so follow the instructions on the booking form to book a space.

Swimming and picnic in the park - Ages 11-17 Opportunity to go swimming (must be able to swim independently at least 20 metres and be confident in water) followed by a picnic in the park.

Hove Museum and Art Gallery - Ages 11-17 Train journey to Brighton with a visit to the Art gallery as part of the performing Arts award.

Dover Castle - Ages 8-17 Coach trip to an English Heritage castle which will be a fun experience and part of the ASDAN award.

Crazy golf and picnic in the park - Ages 8-13 Activities at Mr Mulligans Dino Golf followed by a picnic in the park.

Swattenden Centre - Ages 8-17 Opportunity to try 3 or 4 different outdoor adventure activities.

Football Tournament - Two leagues 10-13 years and 13-16 years Tournament being organised by the young people who attend Tunbridge Wells Youth Hub so more information will be shared when available.

For more information please contact TWYouthHub@kent.gov.uk or call 03000 416200
You can also like our Facebook page [Tunbridge Wells Youth Hub](#) to keep up to date with upcoming events
And follow us on Instagram @ [TWYouthHub](#)

Monday	Tuesday	Wednesday	Thursday	Friday
<p>13.08.18 Courses 4 Youth! Cranbrook Sunshine Room, Cranbrook Children's Centre 4.30pm- 6pm Ages 8-17</p>	<p>14.08.18 Grosvenor Park Drop In Grosvenor and Hilbert Park 1pm - 4pm Ages 8-17</p> <p>Goudhurst Goudhurst 5pm-6.30pm Ages 8-17</p>	<p>15.08.18 Paddock Wood Drop In Paddock Wood Memorial Park 1pm - 4pm Ages 8-17</p> <p>Cranbrook Cranbrook Sunshine Room, Cranbrook Children's Centre 5pm-6.30pm Ages 8-17</p>	<p>16.08.18 Crazy Golf and Picnic Mr Mulligans Dino Golf 10.30am-3.30pm Ages 8-13</p>	
<p>20.08.18 Courses 4 Youth! Tunbridge Wells Youth Hub 4.30pm- 6pm Ages 8-17</p>	<p>21.08.18 Youth Hub Drop In Tunbridge Wells Youth Hub 1pm - 4pm</p> <p>Girls Group Tunbridge Wells Youth Hub 4:30pm - 6pm Ages 11-17</p>	<p>22.08.18 Drop In Goudhurst 1pm - 4pm Ages 8-17</p> <p>Cranbrook Cranbrook Sunshine Room, Cranbrook Children's Centre 5pm-6.30pm Ages 8-17</p>	<p>23.08.18 Swattenden Centre 9pm-1pm Ages 8-17</p>	
<p>27.08.17 Bank Holiday</p>	<p>28.08.18 Performing Arts Drop In Tunbridge Wells Youth Hub 1pm-4pm Ages 8-17</p> <p>ASD/ADHD Family Fun Drop in Cranbrook Children's Centre 1.30pm-3.30pm All Ages</p> <p>Iveco Rusthall Iveco 5pm - 6.30pm Ages 8-17</p> <p>Goudhurst Goudhurst 5pm - 6.30pm Ages 8-17</p>	<p>22.08.18 Performing Arts Drop In Cranbrook Sunshine Room, Cranbrook Children's Centre 1pm - 4pm Ages 8-17</p>		<p>31.08.18 Tunbridge Wells Football Tournament 9.30am-5pm Ages 10-16</p>

Monday	Tuesday	Wednesday	Thursday	Friday
<p>23.07.18 Courses 4 Youth! Tunbridge Wells Youth Hub 4.30pm- 6pm Ages 8-17</p>	<p>24.07.18 Picnic in Park Drop In Calverley Park 1pm - 4pm Ages 8-17</p> <p>Girls Group Tunbridge Wells Youth Hub 5pm-6.30pm Ages 11-17</p>	<p>25.07.18 Picnic in Park Drop In Goudhurst Recreation Grounds 1pm-4pm Ages 8-17</p> <p>Cranbrook Cranbrook Sunshine Room, Cranbrook Children's Centre 5pm - 6.30pm Ages 8-17</p>	<p>26.07.18 Swimming and Picnic Tonbridge Swimming Pool 10.30am-3.30pm Ages 11-17</p>	
<p>30.07.18 Family Summer Park Event Cranbrook C of E Primary School 2pm - 3.30pm Ages 5-11</p> <p>Courses 4 Youth! Cranbrook Sunshine Room, Cranbrook Children's Centre 4.30pm- 6pm Ages 8-17</p>	<p>31.07.18 Arts and Crafts Drop In Tunbridge Wells Youth Hub 1pm - 4pm Ages 8-17</p> <p>Iveco Rusthall Iveco 5pm - 6.30pm Ages 8-17</p> <p>Goudhurst Goudhurst 5pm-6.30pm Ages 8-17</p>	<p>01.08.18 Arts and Crafts Drop In Paddock Wood Memorial Park 1pm - 4pm Ages 8-17</p> <p>Cranbrook Cranbrook Sunshine Room, Cranbrook Children's Centre 5pm-6.30pm Ages 8-17</p>	<p>02.08.18 Hove Museum and Art Gallery and Beach Hove Museum and Art Gallery 9.30am-6pm Ages 11-17</p>	
<p>06.08.18 Courses 4 Youth! Tunbridge Wells Youth Hub 4.30pm- 6pm Ages 8-17</p>	<p>07.08.18 Healthy Lifestyle and Cooking Drop In Tunbridge Wells Youth Hub 1pm - 4pm Ages 8-17</p> <p>ASD/ADHD Family Fun Drop in The Ark Children's Centre 1.30pm-3.30pm All Ages</p> <p>Girls Group Tunbridge Wells Youth Hub 5pm - 6.30pm Ages 11-17</p> <p>Goudhurst Goudhurst 5pm-6.30pm Ages 8-17</p>	<p>08.08.18 Healthy Lifestyle and Cooking Drop In Cranbrook Sunshine Room, Cranbrook Children's Centre 1pm - 4pm Ages 8-17</p>	<p>09.08.18 Dover Castle Dover Castle 9am - 6pm Ages 8-17</p>	<p>10.08.18 Family Summer Park Event Southwood Recreation Ground, Rusthall 2pm - 3.30pm Ages 5-11</p>

Project Salus Summer Mobilisation and Summer Activity Timeline

Tunbridge Wells and Tonbridge and Malling

30 th July	Salus Attend Cranbrook school fun day (note this is prior to official start of the contract)
1 st August	Scoping outreach visit Tonbridge and Malling
3 rd August	Scoping outreach Tunbridge Wells
7 th August	scoping outreach paddock wood
8 th August	Scoping and outreach Cranbrook
10 th August	Attended early help fun day Tunbridge Wells
10 th August	Interviews held for Youth Worker posts
14 th August	Interview held for youth work manager post
15 th August	Advertised remaining posts and discussion with Helen Cook about contingencies
16 th August	Meeting to discuss contingencies to address shortfall in recruitment and plan for mobilisation meeting.
20 th August	Scoping and outreach Tunbridge Wells
21 st August	Tonbridge and Malling mobilisation meeting
22 nd August	Attending Temple Grove holiday fun time session
23 rd August	Scoping and outreach Tonbridge and Malling
28 th August	August Summer Salus to attend activity session in Cranbrook
29 th August	August Salus to attend Holiday fun time activity in Tonbridge wells
30 th August	Tonbridge Wells Mobilisation meeting

Appendix 13

HeadStart Kent (HSK) & KYCC Summer Programme 2018

Date	Activity & Description for info to YP	Young People Involved	No. of YP Confirmed	Lead Staff Member	Supporting Staff	Base Contact (when required)	EVOLVE notification needed by lead staff member
27th–29th July	UKYP Annual Conference – University of Nottingham	7 Members of Youth Parliament	7	Claire	Marc	Angela	Yes
2nd August	HSK Peer Mentoring Training Workshop 10am – 3.30pm Shepway Youth Hub	Local HSK groups – Shepway & Ashford KYCC members invited Open invite to Shepway & Ashford Youth Hubs	TBC	Lauren	Claire	N/A	No
6th–8th August	Speakout @ HSK Residential, Bewl Water	For new members of Speakout and those from districts interested in getting involved in central Speakout - up to 30 young people	23	Jamie	Emily Hannah Lauren Amy	Angela	Yes
7th August	Emergency First Aid Training – provided by Red Cross New House Youth Centre 10am – 1pm	KYCC Members Swale Speakout Members Swale Youth Hub members	7yp TBC	Claire	N/A	N/A	No
9th August	Co-Production Training day 1 (as below)	HSK, KYCC & VSK	15yp	Claire	Lauren	N/A	No
11th August	Speakout @ HSK Ashford Youth Hub			Emily	Hannah	TBC	No

14th August	ASDAN Youth Voice Award, New House	YP involved in either local or central Speakout Groups KYCC members		Jamie/ Emily	Claire	N/A	No
15th August	Anti-Bullying Peer Ambassador Training 10am – 3.30pm	KYCC members (with anti-bullying group leading) Local Speakout young people invited Ashford Youth hub members	Max 16YP	Claire	TBC		No
16th August	Co-Production Training day 2 (as per info below)	HSK, KYCC & VSK	15yp	Claire	Hannah	TBC	No
21st August	London Trip – tour of Houses of Parliament & visit to Education Centre for workshop	KYCC Members - Up to 15 young people	13 paid so far – deadline 7 th August	Claire	Hannah	TBC	Yes
22nd August	Reward & Recognition Trip – Thorpe Park	Speakout @ HSK YP – particularly Swale & Gravesham young people KYCC members (limited numbers)	TBC	Emily leading	Staff TBC as numbers are confirmed	TBC	Yes
28th August	ASDAN Youth Voice Award Day – Gravesend 10-4 Northfleet Youth hub	Gravesend Speakout members KYCC members	TBC	Gwen	Claire	N/A	No
30th August	Co-Production Training Day 3 (as per info below)	HSK, KYCC & VSK	15yp	Claire	Hannah	TBC	No

Co-Production Training info for young people – Ideally young people need to attend at least 2 of the summer training dates.

Thursday 9th August: 10am – 3.30pm, New House Youth Centre, 101 Chalkwell Rd, Sittingbourne ME10 2LP

This day will be about finalising the content of the training, drafting and agreeing the content for the resources you want to use during the training and making sure we are covering all the important elements for you to be involved in co-production.

You will get to meet all the other young people involved and what groups they are involved in and the different ways each group is involved in coproduction work with KCC.

Thursday 16th August: 10am – 3.30pm, New House Youth Centre

Today we have Karren Winchester coming in to deliver some training. When Karren isn't working in television and theatre she helps business managers with communication, coaching and presentation skills, so this will be a great experience to really learn from the best! You will get to take part in training to develop your confidence and skills in public speaking, which will be great training to use at school, college and in future interviews and careers! By the end of the day we aim to reduce the pressure which public speaking undoubtedly puts people under so that it can be a relaxed and highly enjoyable experience!

Thursday 30th August: 10am – 3.30pm, New House Youth Centre

This will be a very practical and fun day! You will get to design and put together resources for the training day. You will also begin to decide which parts of the training session you would like to be involved in leading and have time to practice how you will do this.

Future Dates:

Saturday 22nd September – pilot of training, delivering to HeadStart managers

Wednesday 10th October – delivering training, not all young people will need to be involved in the day. Permission from school will be needed to be involved on this date.

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Appendix 14

Improvement Plan (Example only)

KPI	Current performance level	Issue / reason identified	Action to be taken	Expected outcomes	Expected Targets	Timescale
CEH56 – total registered at commissioned services all ages.	Red	<p>Despite running an advertising campaign through our networks (social media, website, KCC contacts, local organisations, network meetings) to promote our programme, and running all planned sessions, we are not seeing the high number of young people required to meet the target.</p>	<ul style="list-style-type: none"> • Continue our presence at network meetings. • Take up the offer of hotdesking at Linwood. • Continue promoting programme through networks. • Creating links with Astor College and Dover Christ Church Academy schools and developing programmes in partnership. • Arranging lunchtime/assembly sessions in schools. • Developing partnerships with local organisations. • Scoping other external events. 	<ul style="list-style-type: none"> • Our total registrations will increase. • Our profile will be raised, attracting more young people to our service and raising awareness of opportunities. • We will have forged better relationships with schools and local organisations. This will lead to further partnership working, hence a further increase in registrations. 	Additional 200 registered young people, including anonymous, from current total from June scorecard (675 in total)	30 November 2017
CEH55 – number registered in a month at commissioned service (all ages).	Red	<p>Despite running an advertising campaign through our networks (social media, website, KCC contacts, local organisations, network meetings) to promote our programme, and running all planned sessions, we are not seeing the high number of young people required to meet the target.</p>	<ul style="list-style-type: none"> • From September, we will offer sessions in schools which will positively impact our registrations for months September-November. • Continue our presence at network meetings. • Take up the offer of hotdesking at Linwood. • Continue promoting programme through networks. • Creating links with local schools and developing programmes in partnership. • Developing partnerships with local organisations. • Scoping other external events. 	<ul style="list-style-type: none"> • Increase in registered numbers for September-November. • Our profile will be raised, attracting more young people to our service and raising awareness of opportunities. • We will have forged better relationships with schools and local organisations. This will lead to further partnership working, hence a further increase in registrations. • We will have developed stronger relationships with other community, voluntary and youth organisations in the area (e.g. Imago and Crosslinks). 	50 new registrations per month September - November	30 November 2017

<p>CEH60 – number of attended sessions delivered during the last 12-month period.</p>	<p>Red</p>	<p>QUERY: KCC scorecard says that we have delivered only 185 attended sessions to date. Our records show that we have delivered 261 sessions, 22 of which were unattended.</p> <p>If we continue to deliver this number of sessions as outlined, we are on track to deliver at least 80% of our total sessions agreed.</p>	<ul style="list-style-type: none"> • KCC to clarify number of sessions delivered. • We will deliver extra sessions at schools in the autumn term, and through additional detached/and external events. 	<ul style="list-style-type: none"> • We will achieve this target over the 12-month period. 		<p>Before next contract management meeting (28 September).</p> <p>By the end of the first year.</p>
<p>CEH78 – number of YP achieve accredited learning at commissioned service</p>	<p>Red</p>	<p>No accreditations have been achieved to date. This is due to starting sessions in a new district, building a new programme and trust within the various locations specified by KCC that we work in and, due to unforeseen organisational changes since the start of this contract, over-stretched capacity in the management and office team.</p>	<ul style="list-style-type: none"> • Accredited programmes are under way, the results of which to be seen in the autumn term. • Recruitment of new Youth Work Team Leader has allowed office team capacity to programme accredited learning. • We have registered as a Duke of Edinburgh Centre. • Arts Award in place and under way across sessions. • Butterfly Skills to roll out across sessions. • First Aid, Food Hygiene to roll out across sessions. 	<ul style="list-style-type: none"> • Numbers of young people achieving accredited learning to increase. 	<p>50 young people</p>	<p>30 November 2017</p>

<p>CEH79 – regular attendees receive a recorded outcome (reached 8 or more)</p>	<p>Red</p>	<p>Staff increasing in confidence with the procedure for recorded outcomes. Incorrect inputting on eStart.</p>	<ul style="list-style-type: none"> • Ensure inputting on eStart is accurate and make sure back-dated outcomes are tracked. • Ensure staff are confident in recording outcomes on evaluation forms. 	<ul style="list-style-type: none"> • More accurate tracking of regular attendees receiving a recorded outcome. • Staff have a better understanding and appreciation of recorded outcomes. 	<p>200 recorded outcomes</p>	<p>30 November 2017</p>
<p>Actions remaining from observations (not on scorecard)</p>		<ul style="list-style-type: none"> • Strong planning • Identifying young people to lead parts of the sessions • Promotion of sessions outside venues • Evidence of involvement by young people of planning 	<ul style="list-style-type: none"> • Ensure staff are referring to autumn programme plans and writing evaluation and session plan forms in accordance, with the input of young people. • Remind staff to approach young people for leadership opportunities • Office team to buy outdoor banner • Remind staff to record all feedback and involvement from young people in evaluation forms, photographic evidence included. 	<p>Improvement in confidence of staff delivery, supported by cohesive structures laid down by office team. As a result, staff morale will be raised and the whole team will feel more cohesive.</p>		<p>Ongoing, will be addressed in regular individual supervision.</p>

Appendix 15a

Youth Work Observation Tracker

Date of observation

Jan

Feb

Mar

Apr

May

Jun

Year of observation

2017

2018

<23/02/2017

>20/07/2018

Area of project

East Kent

North Kent

South Kent

West Kent

(blank)

County Session Type Overview of Observations

Count of Session type	Session type								
Overall score for context	Centre	Commissioned Youth Project	School Based	Street Based	Outdoor Education	Residential	Other	Day Trip	Grand Total
Grade 1 - Outstanding	7	2		1					10
Grade 2 - Good	66	12	7	6	1	5	5	2	104
Grade 3 - Requires Improvement	16	14	1	6					37
Grade 4 - Inadequate	5			1					6
Grand Total	94	28	8	14	1	5	5	2	157

Count of Session type	Session type								
Overall score for planning	Centre	Commissioned Youth Project	School Based	Street Based	Outdoor Education	Residential	Other	Day Trip	Grand Total
Grade 1 - Outstanding	3		1	2		1		1	8
Grade 2 - Good	47	11	5	2	1	3	4	1	74
Grade 3 - Requires Improvement	39	15	1	8		1	1		65
Grade 4 - Inadequate	5	2	1	2					10
Grand Total	94	28	8	14	1	5	5	2	157

Count of Session type	Session type								
Overall score for Quality of Relationships	Centre	Commissioned Youth Project	School Based	Street Based	Outdoor Education	Residential	Other	Day Trip	Grand Total
Grade 1 - Outstanding	15	1	1	3		1	2		23
Grade 2 - Good	67	21	7	3	1	4	3	2	108
Grade 3 - Requires Improvement	11	6		8					25
Grade 4 - Inadequate	1								1
Grand Total	94	28	8	14	1	5	5	2	157

Count of Session type	Session type								
Overall score for Session Delivery	Centre	Commissioned Youth Project	School Based	Street Based	Outdoor Education	Residential	Other	Day Trip	Grand Total
Grade 1 - Outstanding	6		1	3		2	1	1	14
Grade 2 - Good	56	15	6	2	1	3	4	1	88
Grade 3 - Requires Improvement	31	12	1	8					52
Grade 4 - Inadequate	1	1		1					3
Grand Total	94	28	8	14	1	5	5	2	157

Count of Session type	Session type								
Overall score for Outcomes	Centre	Commissioned Youth Project	School Based	Street Based	Outdoor Education	Residential	Other	Day Trip	Grand Total
Grade 1 - Outstanding	5		2	1		2		1	11
Grade 2 - Good	41	9	2	3	1	2	3	1	62
Grade 3 - Requires Improvement	37	17	2	4		1	2		63
Grade 4 - Inadequate	10	3	2	6					21
Grand Total	93	29	8	14	1	5	5	2	157

Early Help & Preventative Services

Youth Work Observation Grading Criteria



Youth Work Observation – Scoring Guide

1. Context				
– Quality of environment, Accessibility, Signage and Information	1	2	3	4
– Health and Safety	1	2	3	4
– Resources & Equipment	1	2	3	4
2. Planning				
– Planning informed by needs assessment	1	2	3	4
– Planning promotes anti-oppressive practice	1	2	3	4
– Curriculum clearly links to client group	1	2	3	4
– Young people involved in planning and decision-making	1	2	3	4
– Evidence of evaluation and monitoring informing change	1	2	3	4
3. Quality of Relationships				
– Welcome of young people	1	2	3	4
– Behaviour actively managed and challenge is evident	1	2	3	4
– Young people are progressing into leadership	1	2	3	4
– Ethos and atmosphere	1	2	3	4
– Clear and effective boundaries are in place	1	2	3	4
4. Session Delivery				
– Planning put into action/flexibility of staff to emerging needs	1	2	3	4
– Co-delivery of session with young people	1	2	3	4
– Challenging /enjoyable activities	1	2	3	4
– Challenging oppressive attitudes and behaviour	1	2	3	4
– Skills and experience of staff	1	2	3	4
5. Outcomes				
– Clear links to accreditation/development	1	2	3	4
– Young people evidence a story of development	1	2	3	4
– Links to further activities and opportunities	1	2	3	4
– Awareness of wider social context & consequence	1	2	3	4
– Evidence of developing capabilities	1	2	3	4

Early Help & Preventative Services

Youth Work Observation Grading Criteria



Grading	
Grade 1 – Outstanding	Work that is consistently delivered well above minimum requirement is innovative, cost effective and contributes to developing a range of young people’s capabilities. A service that raises expectations for the young people and the achievement of wider outcomes in their families and communities.
Grade 2 – Good	Work that delivers above the minimum requirements, has elements of innovative practice, is increasingly cost effective and contributes to the development of young people’s capabilities. The service makes some contribution to young people’s outcomes in the family and wider community.
Grade 3 – Requires Improvement	Work that meets the minimum requirements for young people, delivering a basic service but which does not demonstrate the ability to improve young people’s aspirations and offers little contribution to developing capabilities or outcomes in a wider context.
Grade 4 – Inadequate	Work that fails to deliver minimum requirements is not cost-effective and does not make a contribution to the development of young people’s capabilities nor does it demonstrate an impact upon young people’s outcomes.

Grade Descriptors: Context			
Grade 1 Outstanding	Grade 2 Good	Grade 3 Requires Improvement	Grade 4 Inadequate
The environment is clear, welcoming and young people regularly have direct input into the use and design of space and resource. Access and inclusivity are integral and the use of signage and displays supports the creation of a positive, safe space for young people.	The environment is clear and welcoming, has been designed for use by young people with a range of information well displayed. Access and inclusivity are considered. Signage, displays and information reflect the range of needs of young people.	The environment displays information and resources for young people. Access and inclusivity are being considered at a basic level. Signage, displays and information are at a basic level	The environment is uninviting with little resource or information displayed. Access is poor and fails to create an inclusive atmosphere. Signage; displays and information are poor.
Buildings and vehicles are very well cared for and there are clear health and safety procedures for adults and young people alike.	Buildings and vehicles are clean, well-cared for and health and safety is effectively managed at all times.	Buildings and vehicles are clean and effective and health and safety requirements are met.	Buildings or vehicles are in a poor state of repair – health and safety issues have not been addressed.
Available resources being used creatively with the active participation of young people.	Available resources are suited to the groups needs with the input of young people having been considered.	Available resources are appropriate to the group and are adequate for the session.	Available resources are not suited to the group or are generally poor

Early Help & Preventative Services

Youth Work Observation Grading Criteria



Grade Descriptors: Planning			
Grade 1 Outstanding	Grade 2 Good	Grade 3 Requires Improvement	Grade 4 Inadequate
The needs of specific young people and their communities are recognised clearly in relevant paperwork and through the participation of young people.	The specific needs of young people are anticipated and planned for.	Planning recognises the general needs of young people.	Aims of the session fail to recognise or meet the needs of the young people.
Session planning is proactively inclusive and anti-oppressive.	The aims of the session consider equality issues fully.	Aims of the session consider equality issues	Aims of the session fail to recognise or meet equality issues.
A clear and effective youth work curriculum has been developed with clear links to local need and is regularly reviewed.	A clear and effective youth work curriculum is in place which addresses young people's issues and is reviewed.	A youth work curriculum which addresses young people's issues are in place.	There is no evidence of an effective youth work curriculum.
Session plans are co-produced with young people leading elements of planning. Plans are challenging and clearly develop young people's capabilities.	Planning is carried out with young people which allows for a range of challenging activities.	Basic planning takes place with some challenging activities considered.	Planning is rudimentary and lacks sufficient challenge. Young people have not been involved in the planning of sessions.
Evaluation, monitoring and feedback from staff and young people is integral to the working of the project and evidence of change as a result is clear.	Monitoring and evaluation are regularly carried out with young people to a good standard and used to inform future planning.	Monitoring and recording is carried out to a basic level with basic evidence of evaluation and feedback.	Monitoring and recording is basic or non-existent.

Grade Descriptors: Quality of relationships			
Grade 1 Outstanding	Grade 2 Good	Grade 3 Requires Improvement	Grade 4 Inadequate
Young people take a lead on welcoming new people to the session and are confident in meeting visitors to the project.	Staff support and encourage some young people to welcome new members and visitors into the session.	Staff led the welcoming of new members and visitors without young people's involvement.	The session is unwelcoming and young people do not acknowledge new members or visitors.
Young people take ownership of the behaviour of the session and are confident in challenging each other in a supportive environment in partnership with staff.	Young people have good communication and engagement skills and demonstrate good levels of self-esteem. Behaviour is managed and positively challenged by staff.	Young people communicate to a reasonable level and engage but with limited skill and confidence. Planned activities are often limited due to behaviour issues.	Management of behaviour, language and positive challenge is not evident.

Early Help & Preventative Services

Youth Work Observation Grading Criteria



Grade Descriptors: Quality of relationships			
Grade 1 Outstanding	Grade 2 Good	Grade 3 Requires Improvement	Grade 4 Inadequate
Staff and young people demonstrate a depth of relationship which facilitates leadership.	Young people demonstrate a depth of relationship with peers and staff which allow development to take place.	Young people attend regularly and demonstrate a working relationship with peers and staff but there are limited numbers of leadership opportunities available.	Young people lack self-awareness and relate poorly to peers, youth workers and observers. There are no leadership opportunities evident.
Young people are able to demonstrate a high level of personal confidence and self-esteem when working with peers and staff. There is a positive atmosphere and young people are able to function as autonomous members of the group.	Youth workers have created a positive ethos and are able to respond appropriately as a team to support young people. Young people understand and follow the session ground rules.	There has been a limited attempt to create a positive atmosphere and there is a basic code of conduct in place.	Young people communicate poorly and are disruptive due to a lack of challenging activity and superficial relationships with peers and staff. The atmosphere is poor.
A clear culture, supported by clear, co-produced boundaries encourages the joint ownership of both behaviour and challenge	Behaviour and language are proactively challenged and supported by clear boundaries.	Youth workers maintain clear boundaries and utilise relationship skills to support young people	Youth workers do not demonstrate an understanding of befriending and educational roles.

Grade Descriptors: Session Delivery			
Grade 1 Outstanding	Grade 2 Good	Grade 3 Requires Improvement	Grade 4 Inadequate
Staff and young people co-deliver the session effectively with flexibility and adaptability to ensure the engagement of all members of the group.	Staff able to recognise the need to adapt and change plans to meet the needs of young people and to carry this out effectively, when necessary.	Session delivered as planned to a basic standard.	Session plan not delivered effectively or rigidly applied inappropriately.
Some young people are playing a clear leadership role in the session.	Young people are clearly involved in the delivery of the session and well engaged.	Young people show some sign of progress and take a limited ownership of the session.	Young people take no sense of ownership of the session or organising activities & young people's levels of participation are generally low.
Young people participate and begin to take ownership of their own, and others learning and development.	Young people are motivated by what is on offer and participate well.	Young people engage in the activities delivered but are recipients more than participants.	Young people lack engagement, enjoyment and a sense of purpose.

Early Help & Preventative Services

Youth Work Observation Grading Criteria



Grade Descriptors: Session Delivery			
Grade 1 Outstanding	Grade 2 Good	Grade 3 Requires Improvement	Grade 4 Inadequate
A culture of safeguarding and anti-oppressive practice is clear amongst staff and young people which tackles oppressive behaviour and bullying robustly, when necessary.	Oppressive behaviour and bullying are proactively challenged through clear boundaries and effective code of conduct, when necessary.	Oppressive behaviour and bullying are challenged appropriately, when necessary.	Oppressive behaviour and bullying are not challenged appropriately, when necessary.
Youth workers demonstrate the ability to progress smoothly from adult led activities to young people led during sessions.	Youth workers actively participate in activities alongside young people learning together.	Youth workers supervise and deliver activities safely and effectively.	Youth workers are little more than supervisors of recreational activities.

Grade Descriptors: Outcomes			
Grade 1 Outstanding	Grade 2 Good	Grade 3 Requires Improvement	Grade 4 Inadequate
Learning and development and routes to accreditation are an integral part of all planning.	A good range of opportunities for development is available for young people.	Opportunities to develop and accredit young people are planned for but may be limited.	No opportunities to develop and accredit capabilities are planned for - or taken when the opportunity arises.
Young people are able to narrate a story of engagement and development through which they can identify key stages of engagement in youth work which has enabled them to develop skills.	Young people clearly display a range of skills learnt through an ongoing programme of challenge and support.	Young people are able to progress through stages of learning and recognise this taking place.	Little evidence exists of a process of youth work development with young people.
All activities offer an element of learning and the potential to lead to more challenging activities including pathways to other settings.	A clear programme of learning, tailored to need, is in place which allows the young people to develop.	Young people demonstrate some learning to develop their capabilities.	Little, if any learning takes place and little development of young people's capabilities is evident.
Young people accept responsibility for their actions in line with restorative approaches to situations, are self-aware and show aspiration to improve. They understand the impact of actions in a wider social context.	Young people demonstrate a responsible attitude, are aware of the impact of some actions in a wider social context and demonstrate an understanding of restorative approaches.	Young people have a responsible attitude towards themselves and their wider social context and demonstrate a good understanding of their community.	Young people are unaware of wider social context and consequence of actions.
Young people lead the celebrating of outcomes to promote the positive image of young people within the wider community.	Outcomes are clearly celebrated in the centre and wider community.	Outcomes are celebrated to a basic level within the session and project.	Outcomes of young people are not celebrated.

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From: Roger Gough, Cabinet Member for Children, Young People and Education

Matt Dunkley, CBE, Corporate Director of Children, Young People and Education

To: Children's, Young People and Education Cabinet Committee – 25 September 2018

Subject: Review of district governance structures for 0–19 (and up to 25) non-statutory Children's Services

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: N/A

Electoral Division: All

Summary:

In May 2018, Children, Young People and Education (CYPE) Cabinet Committee supported the recommendation set out in a report entitled 'The Role of the Youth Advisory Group and other district governance structures' in place for 0-19 (and up to 25) services.

The recommendation was for officers to undertake a review into the governance structures and remit of Local Children's Partnership Groups (LCPGs), Youth Advisory Groups (YAGs) and District Advisory Boards (DABs).

It was agreed that this review would explore all current structures and areas of duplication, including where agendas have crossover, and to develop a range of options with the aim of producing a proposal to improve effectiveness of service delivery and governance across all 0-19 (and up to 25) years non-statutory Children's Services.

This report presents the findings of the review and provides a range of options where greater co-ordination and aligned governance has been identified.

Recommendation(s):

The Children, Young People and Education Cabinet Committee is asked to consider the findings of the review and the recommendation to establish a 0-25 Partnership Group (as set out in Option 1). This brings together the strengths identified in the review and addresses the areas requiring improvement.

1. Introduction

- 1.1. As outlined in the CYPE Cabinet Committee discussion in May 2018, there are currently three very distinct and separate strategic governance structures in place to support key related elements of the non-statutory Children's Services offer.

- 1.2. District Advisory Boards (DABs) are in place in every district to support the partnership working and local delivery of children's centres (0-8 years). Youth Advisory Groups (YAGs) are in place in every district to support the partnership working and local delivery of youth provision (8-19 years) and Local Children's Partnership Groups (LCPGs) are in place in every district to support the partnership working and local delivery across a range of partnership priorities (0-19 years).
- 1.3. There are similarities in the organisations and individuals attending the three groups and meetings frequently duplicate areas for discussion. Various group members also described an apparent a lack of co-ordination or joint work across the three groups where the potential for shared outcomes are not clearly defined or understood.
- 1.4. The review explored the current structures and arrangements provided by these three groups which when joined together have significant oversight and influence in the delivery of a range of non-statutory multi-agency service provision across the 0-19 (up to 25) year age ranges.
- 1.5. The report gives consideration to the areas of commonality, governance, strengths and areas for development and improvement.

2. Methodology

- 2.1. The review was informed by a field work study of the existing arrangements for each of the three groups, as shown in Appendix A. Meetings and discussions have taken place with internal staff and partners, including chairs from each of the groups, who were asked to consider the following:
 - Areas of commonality in purpose:
 - Areas of crossover between the groups they attend
 - Strengths: what works well for the group(s)
 - Development: what needs to improve
 - Governance: who does the group report to, how and how often
 - Data: what data sources are used, how useful are they and what else is needed
- 2.2. District attendance lists have also been collated and compared to establish where internal staff and partners are attending cross the range of meetings.
- 2.3. Existing performance and data sets have been reviewed to determine the best way to support the identification and setting of district priorities and how this can be used to inform a wider understanding and review of performance.

3. Key Findings

- 3.1. A review of the current arrangements in the 12 districts identified areas of commonality of purpose, significant overlap of resource allocation and duplication of priorities. Staff and partners have reported that no one district is getting each of the meetings right and not all of the DABs, YAGs or LCPGs operate in a consistent way. As a result, there is no pattern to effectiveness but

some are clearly more effective than others.

- 3.2. Staff and partners also reported that the different data sets are not always helpful or clear to understand and the difficulty in obtaining up-to-date data, especially in respect of the LCPG data set, impeded the group's ability to measure and monitor performance.
- 3.3. All three groups are multi-agency forums, operating at a district level, with a variety of partners and stakeholders. However, the frequency of attendance for both staff and partners vary, with differing levels of accountability and responsibility across districts.
- 3.4. The co-ordination and support across each of the three groups was found to be heavily reliant on individuals from KCC Early Help and Preventative Services, particularly District Managers.
- 3.5. Some chairs from the individual groups do meet, but currently there is no cross-group chairs meeting and governance structures are different for each group.
- 3.6. LCPGs have a reporting line to 0-25 Health and Wellbeing Board, although they do not align themselves with the priorities of the Health and Wellbeing Board agenda and are not regularly held to account. Each of the 12 YAGs are Member led and it is intended that each of the 12 DABs should have an independent chair, however neither the YAGs nor the DABs are set within a clear governance framework.
- 3.7. All three groups consider the whole district offer in relation to the single agenda and all groups focus on data and have action plans in place.
- 3.8. The range of multi-agency partners engaging in the groups is a strength, helping to facilitate and support local engagement, collaborative working, capturing the voice of partners, providing a forum for networking and sharing local knowledge and intelligence.
- 3.9. The multi-agency partnerships also play an important role in monitoring and reviewing performance and progress against priorities but as a result this has often meant that priorities are not clearly linked to other strategic priorities.
- 3.10. The involvement and voice of young people and families is positive although inconsistent and may not be representative of the wide range of service users.
- 3.11. The review highlighted the following areas for development and suggested improvements:
 - a) Governance – These strategic partnership groups do not have a clear governance structure, each has its own Terms of Reference and

consider both strategic and operational matters. DABs and YAGs have an age specific focus, while LCPGs cover the whole 0-19 (up to 25) age range. This has resulted in many areas of duplication and confusion. Improvements in alignment of approaches and greater clarification on the remit of the groups would help to ensure a single focus on the whole 0-25 spectrum of need.

Links with other local forums and strategic groups is underdeveloped and inconsistent. For example, LCPGs are aligned to the 0-25 Health and Wellbeing Board but chairs are not represented on the Board and LCPGs do not demonstrate any specific focus on the priorities of the Health and Wellbeing Board agenda. In spite of the emerging concerns around youth violence any links with local Community Safety Partnerships are informal and varied and there are no formal links to Kent's Safeguarding Children's Board.

- b) Performance – data sets are inconsistent, and data is reported as not being up-to-date or at a local enough level for the LCPG to have meaningful impact. To fully understand the inter-relationship across the children's service agenda, one annual framework which aligns data, intelligence and action planning would provide clear performance and insight reporting.

Annual conversations do not consistently use the same baseline data and information. Partners felt that improved analysis and intelligence gathering should be used to inform the setting and monitoring of priorities. This results in varied and sometimes conflicting district priorities and limited ability to evidence the differences that are being made.

Introducing one framework, with a yearly cycle, which provides districts with the right data and insight to interpret and understand the current position and trends, could help to ensure the effective setting of priorities each year.

Having a clearer focus on fewer priorities may assist in more targeted work with themed priorities based on underlying causes. Progress against which could be monitored and informed by multi-agency intelligence to evidence outcomes.

- c) Attendance – all agencies felt that the continued duplication of staff resources is unsustainable, especially in cases where members of staff currently attend all three meetings. Clarity on the role, purpose and desired outcome of the groups would help to ensure better partnership working, ownership of outcomes, commitment and continuity of membership.

While some representatives are highly engaged and commit significant amounts of their time to the group, others do not consistently attend or are not clear on how the priorities of the group are aligned to those within their own agency.

4. Options

- 1.1. The findings of the review highlighted that, priorities, oversight, challenge and governance are inconsistent and, across each of the groups and in each district, it is unclear whether the purpose and role of the meeting is to be a strategic guide or an operational driver.
- 1.2. The following options have been developed, for consideration:
- 1.3. Option 1: 0-25 Partnership Advisory Group

A unified strategic advisory group, focused across the 0-19 (up to 25) years non-statutory Children's Services agenda in each District.

This multi-agency group would report to the 0-25 Health and Wellbeing Board, as shown in Appendix B, through a revised Terms of Reference. Members would have a clear set of priorities, expectations and commitment to take ownership, be held to account and influence local priorities and planning at a local level.

To ensure a more effective and efficient way of working, links to Community Safety Partnership, Kent Safeguarding Children's Board and the local 0-25 Health and Wellbeing Board need to be agreed with partners.

All insight reporting would be aligned into one annual framework, to determine county and local priorities, as shown in Appendix C.

Benefits

- The single unified meeting would be Member led, to ensure strategic and clear governance arrangements and lines of accountability
- The amalgamation of groups would provide clarity for multi-agency partners on their roles and responsibilities, with a reasonable level of local steer and decision making
- A new framework would be introduced, to support effective planning and priority setting and assist in evidencing the role of multi-agency interventions in achieving the greatest impact
- This option would remove duplication or overlap

Challenges

- The LCPGs, YAGs and DABs would discontinue in their current form
- This option relies on three currently separate agendas being rationalised into one manageable meeting

- The Group would need to ensure meaningful participation of service users

1.4. Option 2: Combine the YAGs and DABs and continue the LCPG

To align the current structures and agendas of the 0-19 (and up to 25) years non-statutory Children's Services by combining the YAGs and DABs into one advisory group in each District, reporting to the LCPG, as shown in Appendix D.

The LCPG would continue to be focused on understanding local services, needs and priorities and gaps in provision. The LCPG would continue to report to the 0-25 Health and Wellbeing Board. However, the current Terms of Reference would need to be reviewed, to provide a consistent approach, a consistent use of data and agreement of priorities and reporting.

All insight reporting would need to be aligned into one annual framework to determine county and local priorities and there would need to be clarity on the roles and responsibilities for each group to ensure effective planning and setting of priorities.

The LCPGs could take the lead strategic role allowing the advisory group to have a more operational focus.

Benefits

- This would align local governance to support the 0-19 (up to 25) age range
- Governance across YAGs and DABs would become clearer
- This would build on existing core groups, limiting the change required to implement
- Meaningful participation of service users would be formalised

Challenges

- Clear governance and lines of accountability would need to be agreed by all parties
- There is a risk that, by not fully amalgamating all three groups, this option could lead to a lack of clarity and expectation of partners, to ensure effective commitment and accountability
- Work would be required to implement a consistent framework for planning and priority setting, whilst preventing the use of various datasets
- The potential for duplication and overlap remains
- Consideration would need to be taken regarding the organisational and individual capacity to effectively facilitate this structure locally
- The group would need to ensure meaningful participation of service users and partners

Option 3: Do nothing

To continue with the current structure and governance arrangements.

This would support the continued multi-agency partner engagement, with mixed focus on strategic and operational levels. However, this would not address the areas for development and improvement required to meet the needs of the 0-19 (up to 25) years non-statutory Children's Services.

Benefits

- This would require no change for organisations and partners involved and engaged in the current governance forums.

Challenges

- This does not address any of the areas for development and improvement highlighted in the review
- There is likely to still be inconsistencies in terms of role, purpose and priorities
- There will continue to be crossover regarding priorities, purpose and agendas

Conclusion

- 1.1. In exploring the current governance structures and remits of the three groups, the review has highlighted key areas for development and options to improve the effectiveness of service delivery and governance across all 0-19 (up to 25) years non-statutory Children's Services.
- 1.2. Strong multi-agency partnership working is essential to have the most impact in supporting families to achieve the best outcomes across Kent. However, it is important that any new arrangements provide clarity and consistency and remove crossover of priorities, oversight, challenge and governance.
- 1.3. Following the recommendation from CYPE Cabinet Committee, Officers and Members will engage with the current governance groups in the planning and implementation of any agreed changes, to ensure that local transitions are managed well and for these groups to be given an opportunity to further develop and shape the new arrangements, recognising the importance of their local insight.

Recommendation(s):

The Children, Young People and Education Cabinet Committee is asked to consider the findings of the review and support the recommendation to establish a 0-25 Partnership Group (as set out in Option 1). This brings together the strengths identified in the review and addresses the areas requiring improvement.

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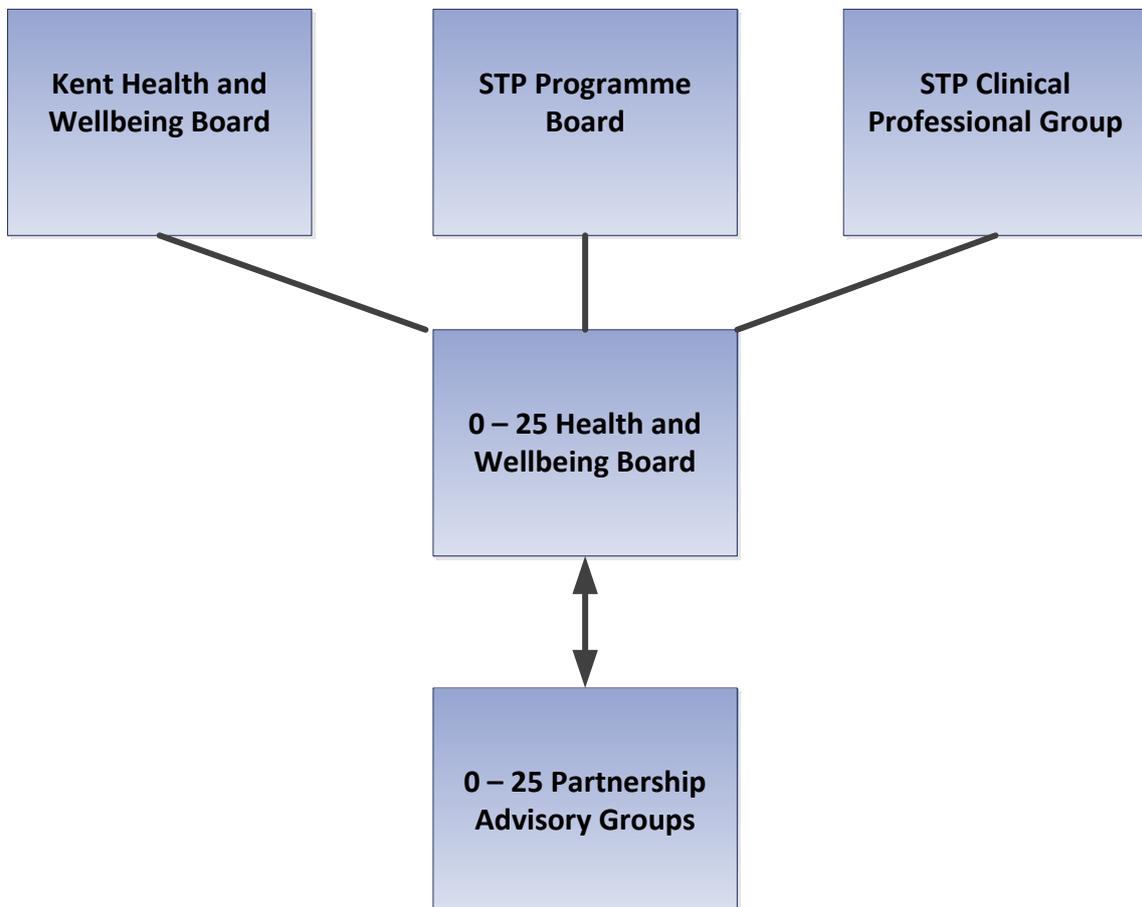
Appendix A: Summary of Field Work Results

	LCPGs	YAGs	DABs
Areas of commonality	<ul style="list-style-type: none"> • Strategic governance structures unclear and lack of accountability from partner organisations to deliver agreed actions • Lack of join up with wider strategic forums • Crossover of targets, priorities and resulting discussions • Element of LCPG dashboard are reflected in DAB/YAG targets • Some cross representation but variance in attendance and participation and insufficient strategic alignment • Duplicated discussions at meetings due to different membership • All rely on KCC EHPS to co-ordinate and take action • YAG and DAB have significantly more similarities as focused on stakeholder engagement • Lack of focus on 5 – 10-year olds who fall outside of the YAG and DAB remit • Lack of clarity as to whether a strategic or operational forum 		
Strengths - what is working well	<ul style="list-style-type: none"> • Wide range of partners • Single strategic multi-agency group covering 0 – 25 years • Co-ordination by EHPS with some sub groups • Decision making, and monitoring of Early Help grants • Some involvement of voluntary sector • Partners value networking to hear other perspectives 	<ul style="list-style-type: none"> • Key operational leaders and practitioners attend and align approaches • Some groups well attended • Local action plans agreed collaboratively based on needs • Opportunity for young people to express views and influence decision makers • Good forum for information sharing on youth offer and networking for all youth providers 	<ul style="list-style-type: none"> • Key operational leaders and practitioners attend and align approaches • Some groups well attended with a range of partners • Well established and functioning annual conversation review process • Annual review of data • Partners reviewing progress against action plans and service delivery • Good forum for information sharing and networking for all local early year's services
Development - what needs to improve	<ul style="list-style-type: none"> • Clarity on interface and links with other groups – where working to achieve outcomes and reporting structures/expectations/mechanisms between three groups and HWBB • Better representation, attendance and participation of partners with 	<ul style="list-style-type: none"> • Greater links with other groups • Clarification on nature of group i.e. operational or strategic • Can be information sharing and networking rather than strategic governance and joint planning and working 	<ul style="list-style-type: none"> • No clear multi-agency governance process if areas need to be escalated • Clarification of nature of groups i.e. operational or strategic as this changes scope of group • Capacity of partners with some

	LCPGs	YAGs	DABs
	<p>the right people attending including schools. Where schools attend it is more meaningful</p> <ul style="list-style-type: none"> • Strengthen the 0 – 25 preventative work, early years and health as currently mainly school age focus • Increased involvement of voluntary organisations • Better use of resources attached to operation of meetings • Meetings can be more constructive and efficient • Strategic feedback should be shared from all partners to allow better joined up working 	<ul style="list-style-type: none"> • Attendance and active participation need to improve • Accountability of partners and lack of commitment from some attendees to contribute to action plans • Capturing service user voice • Operational sub groups in place in one district • There should be less pressure to involve young people as there are better forums available to have interface with young people 	<p>attending several meetings</p> <ul style="list-style-type: none"> • Would benefit from developing a more strategic early years group • Inconsistent local community partnerships • Needs more scrutiny and challenge to hold agencies to account • Need active participation from agencies to give progress updates
Governance	<ul style="list-style-type: none"> • Clearer governance to link to HWBB with 'golden thread' co-ordinating work and responsibilities • Needs official buy in and accountability around delivery • Some chairs meeting regularly and feed into local Health and Wellbeing groups. • Meets bi-monthly 	<ul style="list-style-type: none"> • Unclear governance • Need to ensure LCPG is informed of priorities • Chairs meet regularly with EHPS • County interface with YAG is limited • Quarterly meetings 	<ul style="list-style-type: none"> • Unclear governance – focus appears to be SureStart rather than strategic needs 0 – 8 yrs • No longer regular reporting process • EHPS overseeing review • DAB chairs report to twice yearly meetings • Quarterly meetings
Data	<ul style="list-style-type: none"> • Dashboard/scorecard in place but not effective as information difficult to understand, not up-to-date and inaccurate • Improved and more meaningful data set is needed to determine progress • Local action plans in place 	<ul style="list-style-type: none"> • Data packs in place • Annual youth action plan monitors progress against agreed priorities • Better links to outcomes • Lack of insight into district issues 	<ul style="list-style-type: none"> • Data pack in place • Annual measures are useful to show progress being made and direction of travel • Better links to outcomes • Sharing of health and other agency data would be useful

Appendix B: Governance Structure for Option 1

Proposed Governance Structure



Appendix C: Insight Reporting/Performance Framework

Children, Young People & Education Appendix C – Performance Framework



- Across 24 months each district receives a 0-25 Deep Dive
- Each district receives Quarterly Performance Reports to monitor progress
- At the end of each annual cycle the district completes an annual review / self assessment

Review Progress

Collate Service Data & Conduct Field Work

- September – Management Information report data for Integrated Data Set
- September & October – Improvement & Development conduct field work

- November – Public Health Profiles are created & CYPE District Insight Reports are created
- November – Insight Reports, Public Health Profile, Performance Scorecards & field work are analysed centrally
- November – District pack are

Analyse District Data

Present Priorities to District Boards

- December & January – Year 1 each district receives a presentation of Key Priorities and Rationale
- December & January – Years 2 & 3 each district receives a presentation of progress against the action plan

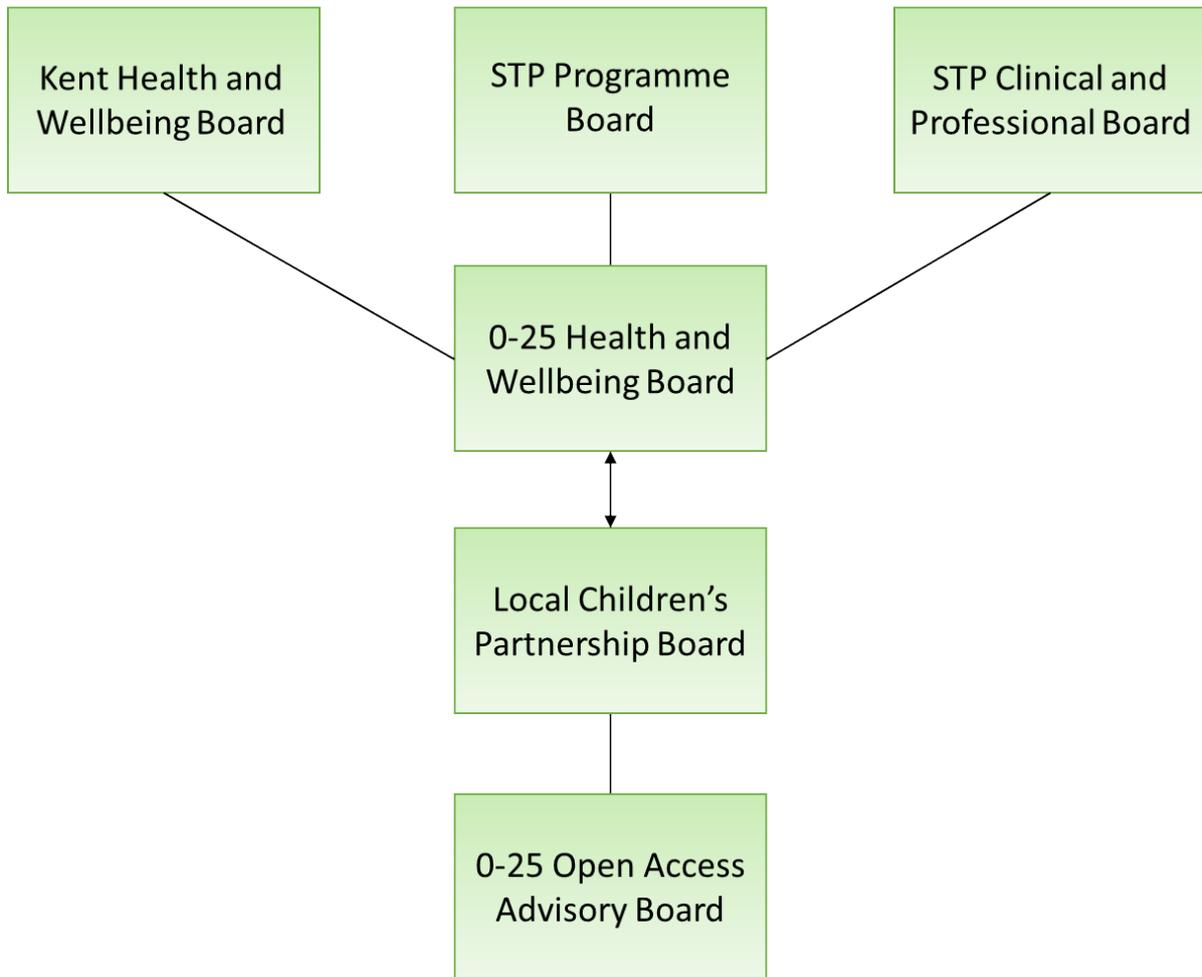
Create Action Plan & Set KPIs

Deliver Against Action Plan

- December & January – Year 1 each district creates an action plan and can request additional analysis
- December & January – Years 2 & 3 each district reviews action plan, updates and amends as necessary

Appendix D: Governance Structure for Option 2

Proposed Governance Structure



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From: Roger Gough, Cabinet Member for Children, Young People and Education
 Matt Dunkley, CBE, Corporate Director of Children, Young People and Education

To: Children's, Young People's and Education Cabinet Committee – 25 September 2018

Subject: Children placed in Kent by other Local Authorities and the impact upon schools and our services for Kent Children in Care placed outside of Kent

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary:

This report provides members with an update on the numbers of children placed in Kent by other local authorities and how KCC supports Kent Children in Care placed outside of the county.

Recommendation(s):

The Children's, Young People and Education Cabinet Committee is asked to **NOTE** the report.

1. Introduction.

- 1.1 Reporting accurately on Other Local Authority (OLA) Children in Care(CiC) placed into Kent is very difficult. This is because it is the placing authority's responsibility to monitor progress and to inform KCC both when children arrive and indeed leave the county. It is our experience that they seldom do this in a timely way which results in significant disparity in the data held. We know from our management information held by specialist children's services that our records indicate that there are in the region of 1330 OLA CiC placed in Kent. The data suggests 53% are from London Councils, with almost 28% placed by Inner-London boroughs. The scale of these figures gives cause for significant anxiety about their welfare and access to key support, but if we look closely at the school data collated by management information capturing school census data there is a stark contrast to numbers identified. Some of the contrast can also be explained through children being outside of statutory school age or they may be attending non maintained schools but for the purpose of exploring the impact on Kent Schools, the data below is taken from school census.
- 1.2 According to this database, the total number of OLA CiC accessing Kent schools is 521 pupils, no one school has more than 5 OLA CiC in any given year group and the vast majority of schools have fewer than 5 OLA CiC their entire cohort. There are just 4 mainstream secondary schools in Kent that have more than 10 OLA CiC on their roll (Herne Bay High(11), Sittingbourne Community College(12), The Westlands school(16) and St Georges CofE(11)). Challenge over poor practice by some placing LAs appears to be finally resulting in the better informed and planned placement activity.

- 1.3 These more positive figures must however be considered in the context of Kent's own CiC placed into Kent schools and when these numbers are added to those from OLA it is apparent how some of our schools face significant challenges to meet the needs of large overall cohorts of Children in Care. For example, Herne Bay High may only have 11 OLA CiC on roll, but has a further 32 Kent CiC within the school and the support and infrastructure needed to continue to engage more than 40 CiC with varying vulnerabilities in a single school presents compounded challenges.
- 1.4 The volume of placements into the county are not spread evenly across Kent, and numbers can disproportionately impact communities and schools serving those communities particularly in the East of the county with Canterbury, Swale and Thanet particularly where higher numbers of children in care placed into local schools.
- 1.5 It is interesting to note, that numbers of OLA placed into Thanet is now on the decline, driven while they are not in other parts of the county like Swale. The district level school data now revealing that there are more OLA CiC attending Swale schools than there are Kent CiC and more needs to be done to ensure that where there are already high numbers of Kent CiC being placed the balance with other OLA placed children is considered and carefully managed.
- 1.6 The overall impact on education resulting from these placements into the county is hard to quantify, the numbers appear not to be disproportionate for a county the size of Kent but high concentrations of vulnerable learners in deprived communities may have a compound effect on the challenges these schools face.
- 1.7 It is also the case that school place pressures can result from high placement numbers which result in local children potentially being placed in schools further away from home and KCC having to meet the costs of that. The law requires that children in care be given priority for school places due to their vulnerable circumstances and for mainstream learners there is no facility to recover any associated costs. For children accessing SEN Provision and associated transports cost these are reclaimed from the placing LAs. Kent County Council has no duty to monitor the performance of children in care placed into Kent, this remains the responsibility of the virtual headteacher from the placing authority. It does however have a broader responsibility to ensure children access suitable education and this is only being achieved with the ongoing cooperation and support of placing LAs.
- 1.8 Much work has been done to seek to remind placing LAs of the need to understand the existing cohort in schools and to look further than the current Ofsted rating when assessing the suitability of education for the child in their care. The local contact and school contact needs to inform placement decisions for OLA children in the same ways as it does for Kent LAC.

2. Kent Children in Care placed outside of Kent

- 2.1 Kent County Council currently has 234 Children in Care placed out of its Local Authority boundaries. Of these young people 108 are of compulsory school age (46%), furthermore, 109 of the total cohort are placed within Medway Unitary Authority. Children would be placed outside of Kent for a number of reasons including if they are placed with a family member as a Connected Person arrangement under The Care Planning, Placement and Case Review Regulations (2010). Connected Person arrangements achieve keeping the child safely within their birth family with the view to achieving permanency within the extended family and as such ceasing to be "looked after". There are also a small cohort of children and young people with complex needs, where a specialist provision such as a residential placement or secure unit is not available within the current in house or commissioned services in Kent.
- 2.2 Kent have the same corporate parenting responsibility for children and young people placed outside of Kent and they receive the same statutory services as any child in

care and as such, their education needs are supported by the Virtual School Kent (VSK), lead by Tony Doran, Headteacher.

3. Kent Children in Care placed out of county - The Virtual School Kent Service Offer

3.1 Virtual School Kent identified that Kent children in care placed out of county, needed a more targeted support to diminish the educational differences and the impact of being placed in a different authority. VSK responded to this need and created a new specialist role within the service. A Senior Educational Support Officer for Kent Children in care placed Out of County (including Medway) was appointed with a start date of 3rd September 2018. The person appointed has Qualified Teacher Status and Special Educational Needs (SEN) qualifications and is line managed directly by the Virtual School Senior Leadership team in recognition of the case complexity and need for a swift response and escalation process.

3.2 The VSK Headteacher will have overall responsibility for monitoring performance in this area, using the following baseline indicators for measuring improvement:

- Personal Educational Plan (PEP) Quality and holding the school to account for the delivery of the PEP.
- Improving on Attendance and Attainment indicators.
- Establishment of good quality Pupil Premium Plus (PPP+) Support Map for both Medway and other Local Authorities, that identifies quality local provision.
- A clear flowchart for other Local Authorities to use, to access Pupil Premium plus funding, to avoid any delays for our children being able to access this additional support.
- Implementation of a Locality Development Plan for both Medway and other out of county placements with specific targets and measurable outcomes.
- Locality Spreadsheet for Tracking/Monitoring of all children placed outside of Kent.
- A Raising Attainment Plan for each area.
- Progression support for Year 11 Kent CIC in Medway schools, with dedicated work from a Key Stage 4 Progression Advisor.
- Developing the service from an Independent Educational Psychologist for Kent CIC placed in Medway and in bordering Local Authorities.

3.3 The key focus of the work of VSK in this area, will be delivering a good quality education offer for each Kent child in care. Lead by the VSK Headteacher and Assistant Director for Corporate Parenting, we must ensure we become the equivalent of a 'pushy parent' by using knowledge of Educational policies/processes to the best effect for our Kent children placed in different Local Authorities.

4. Current Performance

4.1 **Kent children in care placed in other Local Authorities (not including Medway)**

Personal Education Plan Quality: Good or Outstanding: 88%; Requiring improvement: 5.6%; Inadequate: 6.7%

Attendance:

Indicator	End of academic year data
Persistent Absence (PAF)	15.4%
Fixed Term Exclusions (FTE)	Days lost 69.5

4.2 Outcomes for Kent children in care in Medway schools were:

Personal Education Plan Quality: Good or Outstanding:100%; RI: 0%; Inadequate: 0%

Attendance:

Indicator	End of academic year data
Persistent Absence (PAF)	15.1%
Fixed Term Exclusions (FTE)	Days lost 51

5. Participation and Engagement

- 5.1 VSK have good links with Children and Young People placed in Medway with regard to their involvement and attendance at Participation Activity Days and Events. Although all children placed in Medway are invited to and do attend all activity days that are run in Kent, three days were specially put on this year in Medway and North Kent to ensure that children had a greater chance of attending, these were a cake baking day, water sports and an outdoor pursuits day. The VSK Participation Team has built a good relationship with Medway's Children in Care Council and their care leaver apprentices and have attended events and reciprocated by inviting Medway young people to VSK events. This has helped raise the profile of Kent's Children in Care Councils in Medway.
- 5.2 In 2017/18, seven children who are placed Out of Authority are members of the Super Council or Our Children and Young People's Council (OCYPC) and have attended meetings, focus groups and one has also attended the Corporate Parenting Panel and spoken to Elected Members about her experiences.
- 5.3 A newsletter has been created and sent out to all Out of County Children, with a second edition due to be sent out shortly. Kent Pledge packs and other information and resources are also sent out including a 'question for the team card', social worker business card, competitions and requests for feedback on how children would like us to get in touch with them. Children and Young People placed outside of Kent receive the same offer of equipment of a laptop or iPad for accessing on line learning.
- 5.4 KCC workers and schools are encouraged to nominate Out of County children for our annual Awards Ceremonies and support the children and young people attending.

6. Further developments for this academic year

- 6.1 In July 2018 work has started to develop a 'virtual' Children in Care Council. With the help of the IRO Service, young people in neighbouring councils are being identified by Independent Reviewing Officers as possible young people who would be interested in signing up to become a member of our virtual Children in Care Council. Arrangements are being made for the VSK Apprentices to visit these young people and seek their views and opinions on the best way to link up with them. Social media is being investigated as a method to interact with young people who live outside of Kent.
- 6.2 The Kent Cares Town website has been updated and refreshed and is nearing completion with a launch date of mid-September 2018. The new website will contain a dedicated section for out of county children and young people with ways they can get in touch, feel involved and have their say. A new 'Online' version of the Challenge Card will be available to them to ensure they have a voice in being able to challenge and question KCC as their corporate parents and influence the design and future of our services for children.

7 Summary

- 7.1 Children placed outside of Kent are identified as a particularly vulnerable group, as are likely to be further away from their extended family, local community and peer group. Due to the distance to some provisions, it is more challenging to provide emergency support through additional social worker visits. The work of the virtual school will need to enhance the support we can provide to children and young people placed outside of Kent. There are clear targets and plans in place to raise the educational attainment and achievements for these children and increase their participation within our services.
- 7.2 In most schools accommodating OLA CiC the numbers are balanced and proportionate. This can be compromised however when placing OLA do so into schools already heavily populated with Kent CiC and officers continue to work to highlight these concerns with the Department for Education and with placing LAs.

Recommendations:

The Children's, Young People and Education Cabinet Committee is asked to **NOTE** the report.

Background Information.

Appendix 1 Data for children in care placed by other Local Authorities into Kent and Kent children in care placed outside of Kent.

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Appendix 1

Summary of OLA LAC Placed in Kent as at 31/08/2018

Other Local Authority	Number of Children
Medway Towns	122
Greenwich	111
Lewisham	75
Surrey	67
Southwark	55
Bexley	53
Bromley	43
East Sussex	36
Sutton	28
Lambeth	28
Waltham Forest	24
Hackney	23
Thurrock	22
Barking and Dagenham	21
Buckinghamshire	21
Hounslow	19
Islington	19
Reading	17
Southampton	17
Oxfordshire	17
Cambridgeshire	16
Tower Hamlets	16
Essex	16
West Sussex	16
Croydon	16
Haringey	16
Ealing	16
Newham	15
Wandsworth	15
Hampshire	15
Havering	14
Swindon	13
Brighton & Hove	13
Luton	13
Hillingdon	13
Brent	12
Harrow	12
Hertfordshire	11
Coventry	10
Barnet	9
Bracknell Forest	9
Southend	9
Hammersmith & Fulham	9

Redbridge	8
Kingston-upon-Thames	8
Peterborough	8
Jersey	7
Westminster	7
Slough	7
Kensington & Chelsea	7
Richmond-upon-Thames	6
Bristol	5
Merton	5
Derby UA	5
Warwickshire	5
Leicestershire	5
Portsmouth	5
Bedford Borough	5
Lancashire	5
Norfolk	5
Suffolk	4
Camden	4
Northamptonshire	4
Isle of Wight	4
Nottinghamshire	3
Derbyshire	3
Enfield	3
Herefordshire	3
Devon	3
Windsor & Maidenhead	3
West Berkshire	3
Guernsey	3
Wokingham	3
Leicester UA	3
East Riding of Yorkshire	2
Bedfordshire	2
Newport	2
Nottingham UA	2
Milton Keynes	2
Kingston-upon-Hull	2
Cornwall	2
Lincolnshire	2
Newcastle-upon-Tyne	2
Salford	2
Stoke-on-Trent	2
Bradford	2
Stockport	2
North Tyneside	2
Worcestershire	1

CF OTHER LOCAL AUTHORITY	1
Sandwell	1
Torfaen	1
Cheshire West and Chester	1
Blaenau Gwent	1
Oldham	1
Wakefield	1
Middlesborough	1
Blackburn with Darwen	1
Cardiff	1
North Yorkshire	1
Dorset	1
Rotherham	1
Neath Port Talbot	1
Northern Ireland	1
Bournemouth	1
Shropshire	1
Cumbria	1
Poole	1
Telford & Wrekin	1
Wiltshire	1
Walsall	1
Somerset	1
Merthyr Tydfil	1
Wirral	1
Scottish Borders	1
Liverpool	1
Wolverhampton	1
Torbay	1
North Somerset	1
Grand Total	1330

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From: Roger Gough, Cabinet Member for Children, Young People and Education

Matt Dunkley, CBE, Corporate Director of Children, Young People and Education

To: Children's, Young People and Education Cabinet Committee – 25th September 2018

Subject: Commissioned Children's Centres Update

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: N/A

Electoral Division: All

Summary:

In January 2018, the Children's, Young People and Education (CYPE) Cabinet Committee took the decision to:

1. Bring four of the six commissioned Children's Centres (Riverside, Folkestone Early Years Centre, Hythe Bay, and The Village) into KCC directly delivered provision fully within the Early Help model and re-profile the existing district Early Help offer to ensure continued provision across all districts.
2. Reduce the current funding levels of the two remaining centres (Millmead and Seashells), by 15% (each) for 2018/19, with the view to consider options including re-procurement of the service in twelve months' time.

This report provides an update on how these changes have been embedded within the Early Help Offer and whether the changes in Thanet and Swale have impacted the wider district offers.

Recommendation(s):

The Children's, Young People and Education Cabinet Committee is asked to **NOTE** the progress made on the implementation of decisions taken in January 2018, relating to Commissioned Children's Centres.

1. Introduction

- 1.1. In January 2018, CYPE Cabinet Committee took the decision to bring four of the six commissioned Children's Centres (Riverside, Folkestone Early Years Centre, Hythe Bay, and The Village) into KCC directly delivered provision fully within the Early Help model and re-profile the existing Early Help offer to ensure continued provision across all districts.
- 1.2. Reductions in funding for the two external centres, Millmead and Seashells, which continued to remain within the commissioned framework, was agreed at

15% for 2018/19, with the view to consider options including re-procurement in twelve months' time.

- 1.3. As part of the decision to bring Riverside Children's Centre into KCC directly delivered provision, it was also agreed that services should continue to be delivered at the Riverside Centre, through a 3-year lease agreement with Canterbury City Council.

2. Seashells Centre, Swale

- 2.1. Following the CYPE Cabinet Committee decision in January 2018, the KCC children's lead commissioner, the Swale Early Help District Manager and Children's Centre Delivery Manager (CCDM) undertook meetings with Seashells, to familiarise themselves with the organisation. These meetings provided an opportunity to obtain an understanding of how the service is operating following the reduction in funding and any changes in provision which were made as a result.
- 2.2. Quarterly contract monitoring meetings have subsequently been established with the provider, the first of which took place on the 26th June 2018.
- 2.3. The Seashells Centre is now working with 'additional support' level cases in line with the County expectation for children's centres and the offer across the other, internally provided children's centres in Swale. In addition, Seashells has extended their remit to match the wider district offer to cover support to young people across the 0-7 age range, developing an action plan to identify opportunities for this specific cohort.
- 2.4. The CCDM has been working closely with the Seashells Centre Manager to ensure that staff are confident in completing additional support cases in a timely manner. This has involved ensuring Seashells has a secure e-mail address in place so that case details can be sent and actioned without delay.
- 2.5. The CCDM has audited a sample of additional support cases worked by Seashells to help ensure consistently good practice. If improvements are identified as being required, an improvement action plan will be developed and monitored as part of the regular contract monitoring cycle.
- 2.6. Seashells have been able to seamlessly reallocate staff and the changes have had no reported impact on delivery, with Seashells continuing to maintain and develop their offer.
- 2.7. The current contract for Seashells is due to end at the end of March 2019. KCC will run an appropriate tender process for the new contract.
- 2.8. Since the reorganisation and subsequent reduction in funding, performance at Seashells has remained consistently good (see Table 1) and remains good even when benchmarked against the District's Children's Centre data.
- 2.9. The service and provider have been made aware of some data quality errors relating to CEH 45 and 49. This is due to the extension in age range from the

previous 0-5 to include a cohort of 0-7 age range. The Commissioner is working with Management Information to ensure that performance can be reviewed fully against the publication of ongoing data sets and scorecards.

Table 1

Indicators		Polarity	Freq.	Apr-18	May-18	RAG Performance v target
				Overall	Overall	
Children's Centres - Swale - Seashells						
CEH27	Number of Children Aged 0-7 Newly Registered	H	M	22	29	
CEH28	Percentage All Children Aged 0-7 Registered	H	M	97.6%	97.9%	Green
CEH29	Percentage All Registered Children Aged 0-7 Reached	H	M	59.0%	58.7%	Amber
CEH30	Percentage All Children Aged 0-2 Registered	H	M	97.8%	99.4%	Green
CEH31	Percentage All Registered Children Aged 0-2 Reached	H	M	84.9%	86.6%	Green
CEH32	Number of BME Children Aged 0-7 Registered	H	M	213	212	
CEH33	Percentage Registered BME Children Aged 0-7 Reached	H	M	63.4%	63.7%	Amber
CEH34	Number of Disabled and SEN Children Aged 0-7 Registered	H	M	88	89	
CEH35	Percentage Registered Disabled and SEN Children Aged 0-7 Reached	H	M	63.6%	61.8%	Amber
CEH38	Number Young Parents Registered	H	M	38	39	
CEH39	Percentage Registered Young Parents Reached	H	M	68.4%	94.9%	Green
CEH42	Percentage Children Known to Social Services Aged 0-7 Registered	H	M	73.8%	69.9%	Green
CEH43	Percentage Registered Children Known to Social Services Aged 0-7 Reached	H	M	37.6%	54.4%	Amber
CEH44	Percentage Children Known to Social Services (LAC) Aged 0-7 Registered	H	M	62.5%	64.3%	Amber
CEH45	Percentage Registered Children Known to Social Services (LAC) Aged 0-7 Reached	H	M	18.8%	22.2%	Red
CEH46	Percentage Children Known to Social Services (CP) Aged 0-7 Registered	H	M	90.0%	88.1%	Green
CEH47	Percentage Registered Children Known to Social Services (CP) Aged 0-7 Reached	H	M	65.0%	83.8%	Green
CEH48	Percentage Children Known to Social Services (CHiN) Aged 0-7 Registered	H	M	68.8%	63.6%	Amber
CEH49	Percentage Registered Children Known to Social Services (CHiN) Aged 0-7 Reached	H	M	29.0%	42.6%	Red

3. Millmead Centre, Thanet

- 3.1. Following the CYPE Cabinet Committee decision in January 2018, quarterly contract monitoring meetings involving the Millmead Centre Manager, KCC children's lead commissioner, Early Help District Manager for Thanet and CCDM have been established and the first meeting took place on the 9th May 2018.
- 3.2. In addition, a contract negotiation meeting has taken place, involving the Millmead Centre Manager and KCC Commissioner, with a further meeting scheduled for September 2018. The purpose of these meetings is to support Millmead in business continuity planning, including scenario planning.

- 3.3. The Millmead Centre is now undertaking 'additional support' level casework, in line with the wider Children's Centre offer and are also supporting children from across the 0-7 age range.
- 3.4. Millmead have continued to encourage families from outside of their catchment area to meet at the Centre and to access services and sessions where families can be self-supporting. However, in order to help ensure that staff time and resources can be prioritised for families within the catchment, Millmead have now stopped supporting some open access groups that either do not form part of their core offer or where they are largely attended by families from outside of their catchment area.
- 3.5. Since the reduction of funding, performance at Millmead has been maintained at a consistently good level and compares favourably when reviewed against the District performance as a whole (see Table 2). CEH 45 is being addressed at contract monitoring meetings and has been identified as being an issue across the District.
- 3.6. The current contracts for Millmead is due to end at the end of March 2019. KCC will run an appropriate tender process for the new contract.

Table 2

Indicators		Polarity	Freq.	Apr-18	May-18	RAG Performance v target
				Overall	Overall	
Children's Centres - Thanet - Millmead						
CEH27	Number of Children Aged 0-7 Newly Registered	H	M	14	14	
CEH28	Percentage All Children Aged 0-7 Registered	H	M	91.0%	91.2%	Green
CEH29	Percentage All Registered Children Aged 0-7 Reached	H	M	56.9%	56.6%	Amber
CEH30	Percentage All Children Aged 0-2 Registered	H	M	85.5%	87.2%	Green
CEH31	Percentage All Registered Children Aged 0-2 Reached	H	M	79.6%	81.0%	Green
CEH32	Number of BME Children Aged 0-7 Registered	H	M	144	143	
CEH33	Percentage Registered BME Children Aged 0-7 Reached	H	M	52.1%	52.4%	Amber
CEH34	Number of Disabled and SEN Children Aged 0-7 Registered	H	M	44	44	
CEH35	Percentage Registered Disabled and SEN Children Aged 0-7 Reached	H	M	61.4%	63.6%	Amber
CEH38	Number Young Parents Registered	H	M	18	20	
CEH39	Percentage Registered Young Parents Reached	H	M	83.3%	95.0%	Green
CEH42	Percentage Children Known to Social Services Aged 0-7 Registered	H	M	72.3%	72.4%	Green
CEH43	Percentage Registered Children Known to Social Services Aged 0-7 Reached	H	M	43.8%	60.5%	Amber
CEH44	Percentage Children Known to Social Services (LAC) Aged 0-7 Registered	H	M	75.0%	75.0%	Green
CEH45	Percentage Registered Children Known to Social Services (LAC) Aged 0-7 Reached	H	M	30.0%	33.3%	Red
CEH46	Percentage Children Known to Social Services (CP) Aged 0-7 Registered	H	M	76.5%	75.0%	Green
CEH47	Percentage Registered Children Known to Social Services (CP) Aged 0-7 Reached	H	M	58.8%	66.7%	Green
CEH48	Percentage Children Known to Social Services (ChiN) Aged 0-7 Registered	H	M	70.7%	70.8%	Green

CEH49	Percentage Registered Children Known to Social Services (CHiN) Aged 0-7 Reached	H	M	44.0%	67.4%	Green
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4. Folkestone and Hythe

- 4.1. Following the CYPE Cabinet Committee decision in January 2018, a staff consultation was launched to address the transfer of staff and TUPE implications. In Folkestone and Hythe, this decision impacted staff previously working within the Hythe Bay Children's Centre, Folkestone Early Years Centre and The Village Children's Centre.
- 4.2. Under the current offer these remain as three distinct centres, with their own catchment area. Provision continues to be delivered from both the Village Centre and Folkestone Early Years Centre, while provision previously delivered from Hythe Bay Children's Centre has now moved to Hythe Youth Hub (a 2-minute walk away).
- 4.3. Throughout the consultation process, information sessions led by the EHPS Head of Service, District Manager and Commissioning officers were delivered at each of the Centres. Sessions offered an opportunity to ensure that staff were fully informed about the process, before they made their decision whether or not to TUPE into the internal service. As a result of this process no staff were compulsorily displaced.
- 4.4. Staff who accepted the offer were invited to a further information meeting with the District Manager, CCDM and staff teams prior to taking up their posts.
- 4.5. During the first weeks in post, staff completed an in-depth, two-week induction programme which included mandatory training, additional support training and opportunities to spend time with staff within the other five centres in the District.
- 4.6. In line with the EHPS offer TUPE'd staff now receive regular professional supervision and training, as well as support from the wider Early Help Team. To date, these members of staff remain in service, with two of them gaining promotions within EHPS. Staff report that the process has been a successful and positive transition.
- 4.7. Most services within all three of the formerly commissioned centres have been maintained and are appropriate to the Open Access offer.
- 4.8. Midwifery services continue to be delivered within all three Centres. However, following a decision made by the Public Health Service, the Health Clinic at Hythe has not been continued. Families affected by this decision have been made aware that they can access Health Clinics at six other Centres within the District or through a Health Helpline.
- 4.9. In the three formally commissioned centres, there has been an improvement in the quality of work in supporting families through additional support and Early Help Notifications, ensuring timely and effective early intervention. This has been achieved through additional support training, delivered by the Practice Development Leader for South Kent. The CCDM has carried out additional support case audits and continues to support staff to ensure consistency across

the District.

- 4.10. In support of integrated working with Children's Social Work Services, Senior Early Help Workers across the Children's Centres have been 'designated' to a Children's Social Work Team, to attend team meetings and to provide input on the Open Access offer.
- 4.11. There are link Early Help staff attached to all primary schools and early years settings within the catchment area of the three centres, to help identify families requiring support and to help support referrals into the Early help service. Plans are in place with Palmarsh and Sellinge Primary schools, to help support the reach of 5-7yrs olds, as well as supporting transitions.
- 4.12. Outreach support for early years settings have been focused in The Village, lower super output area particularly in supporting the parent and toddler group at the Hotel Burstin. In addition, links between EHPS, and the early years Local Inclusion Forum Team (LIFT) continue to promote good collaborations, with settings, EHPS and children's social work teams.
- 4.13. The offer in all three centres has been improved through a district approach enabling resources and the expertise of staff within the district to raise the quality of services delivered to meet expected outcomes for families with a focus on targeted groups in line with the new framework.
- 4.14. As part of the internal annual review undertaken by the Early Years and Childcare Improvement Standards Team, Folkestone and Hythe district recently achieved a grading of Good for the quality of its Early Years services delivered within centres across the District.
- 4.15. Throughout the process engagement with and feedback from families has been positive with a number of parents joining the parent forum and contributing to the centre offer.
- 4.16. Staff distributed and promoted the proposed service delivery from April – July through centres, face book pages and where the venue for Hythe was new via email to all registered families in the Hythe catchment area. Posters and 'What's on Guide' were distributed within the community at libraries, schools, and GP/Health Clinics and through our work with partners i.e. schools, Health Visitors, Midwives.
- 4.17. A family event was held at the Village Children's Centre, during the half-term holiday in May 2018, with over 400 attendees, including families from FEYC and Hythe catchment areas. Families from the centres have been accessing the summer programme with positive responses.
- 4.18. All centres encourage parents to regularly feedback on services through 'You Said, We Did Boards' and through parent forums. Feedback from parents accessing all three centres is positive, we recognise that there is still work to do to ensure that all families are aware of our service particularly in Hythe where there has been a new venue, albeit a very short walk from the old provision.

- 4.19. Due to the refurbishments of The Village Centre and Folkestone Early Years Centre and the induction of new staff, services did not commence until 17th April 2018. Services in Hythe did not commence until the 18th April 2018, due to the induction of new staff and relocation to Hythe Youth Hub.
- 4.20. Reach and registration in all three of the formally commissioned centres continues to rise on a monthly basis. Table 3 provides registration, reach and repeat attendance figures for Folkestone and Hythe in April 2018 and June 2018. Appendix 1 shows a summary of the Activity in Open Access across Folkestone and Hythe, for June 2018.

Table 3: Folkestone and Hythe – Reach, Registration and Repeat Attendance

Source	April 2018 (May Scorecard)	June 2018 (July Scorecard)	Variance (%)	Comments
Reach and Registration				
% Registrations Under 2	73	74.8	+1.8	
% Reach Under 2	64.7	64.9	+0.02	
% Registration (under 2) living in Top ten LSOA	73.7	76	+ 2.3	
% Reached (under 2) living in Top ten LSOA	60	62	+ 2	
% Registration (0-7) living in Top ten LSOA	84.7	85.7	+ 1	
% Reached (0-7) living in Top ten LSOA	44.3	44.4	+ 0.1	
Repeat Attendance				
Top LSOA (Under 2 %)	57.9	73.2	+6.3	
Top LSOA (0-7 %)	67.2	61.9	-5.3	Note changes to 0-7 was 0-5
Known to SCS (0-7 %)	71.4	70.8	-0.6	Note changes to 0-7 was 0-5
BME (Under 2 %)	74.6	82.9	+8.3	
BME (0-7 %)	65.5	67.7	+2.2	Note changes to 0-7 was 0-5
Young Parents (12 – 19 %)	81.8	63.9	-17.9	3 YP not accessed

5. Canterbury

- 1.1. Since the CYPE Cabinet Committee decision in January 2018, the Early Help District Manager for Canterbury and the CCDM have supported the Riverside staff and the centre through the TUPE transition from the 1st May 2018.

- 1.2. Following the TUPE arrangements, eight Canterbury City Council staff joined KCC, leaving a 7-hour vacancy for an Early Help Worker; a 30-hour vacancy for an Early Help Support Worker; and a 37-hour receptionist vacancy. The latter two vacancies have now been filled, following recruitment. The remaining 7-hour Early Help Worker vacancy has been combined with another vacancy, to recruit for a 29-hour Early Help Worker post.
- 1.3. The CCDM has been working closely with staff providing training and support to manage 'additional support' level casework in line with the offer across Canterbury Children's Centres and the CCDM has audited a sample of additional support cases to improve consistency of practice.
- 1.4. Further developments of the Children's Centre workforce have included weekly team meetings, KCC training, induction, e-learning, additional support training, early years tracking and support on the KCC and e-Start systems. One to one professional supervision is in place for all staff and the District Manager provides a drop-in surgery for all new members of staff.
- 1.5. Riverside Children's Centre continues to provide a wide range of universal and targeted family support services for parents and young children, with no changes made to the current services model. The transfer of services has been received positively by families within the area, with minimal changes to how they access sessions.
- 1.6. Midwifery and Health Visiting services continue to be delivered in line with the pre-changeover levels from the same venue.
- 1.7. Targeted services for vulnerable children and families continue to provide access to specialist Early Help support and links to wider partners, including Community Skills and Learning and Harry Taylor (Redbridge) supporting the Howe Green families.
- 1.8. The CCDM has been embedding a single consistent approach to Children's Centre services in Canterbury, which includes the continuation of adult learning courses in outreach centres such as St Stephens.
- 1.9. Services at Riverside are fully aligned to the wider district offer so duplication of services is no longer a problem. Support mechanisms across the district are consistent and robust and as the District offer includes the co-delivery of services and groups with partners this has also increased the new staff's experience of partnership working.
- 1.10. Pilgrims Ways was identified as a key area of need for the Children's Centre offer to reach and as a result a transition programme has been agreed with Pilgrims Way Primary school, to support children moving from pre-school to primary school and a 'Little Talkers' programme has been delivered to Pilgrims Way Nursery.
- 1.11. A district-wide family summer programme has been in place over the summer holiday which families from across the district including Northgate and Barton Wards have been accessing. In addition, from September 2018, St Stephens

Community Centre will be used to deliver a Kent Parenting programme as part of a new offer to parents.

- 1.12. Recent feedback includes a Childminder stating that “it was great to come here as the children could pick and choose different activities in their own time.” A parent recently commented about the range of activities and how well thought out they were commenting that staff were welcoming and friendly.
- 1.13. Performance has remained consistently good, with all indicators either green or amber when benchmarked against District Children’s Centre data. New families continue to register with the Children’s Centre and the current reach figures show an increase in service users since May 2018. Table 4 provides registration, reach and repeat attendance figures for Canterbury in April 2018 and June 2018. Appendix 2 shows a summary of the Activity in Open Access across Canterbury, for June 2018.

Table 4: Canterbury – Reach, Registration and Repeat Attendance

Source	April 2018 (May Scorecard)	June 2018 (July Scorecard)	Variance (%)	Comments
Reach and Registration				
% Registrations Under 2	70	72.2	+2.2	
% Reach Under 2	60	61.3	+1.3	
% Registration (under 2) living in Top ten LSOA	65.7	66.7	+ 1	
% Reached (under 2) living in Top ten LSOA	56.2	57	+ 0.8	
% Registration (0-7) living in Top ten LSOA	76.6	77.2	+ 0.6	
% Reached (0-7) living in Top ten LSOA	37.5	37.8	+ 0.3	
Repeat Attendance				
Top LSOA (Under 2 %)	48.3	58.3	+10	
Top LSOA (0-7 %)	53.6	53.5	-1	Note changes to 0-7 was 0-5
Known to SCS (0-7 %)	58.4	53.3	-5.1	Note changes to 0-7 was 0-5
BME (Under 2 %)	63	62.2	-0.08	
BME (0-7 %)	52	50.9	-1.1	Note changes to 0-7 was 0-5
Young Parents (12 – 19 %)	76.3	67.2	-9.1	

2. Conclusion

- 1.1. Since the decision taken by CYPE Cabinet Committee in January 2018, a significant amount of progress had been made to ensure that TUPE arrangements have been managed effectively, impacted staff have been well supported through the transition, existing providers in Thanet and Swale have been supported to review and enhance their offer, in line with the rest of the County and families across all six reach areas have continued to receive a robust open access offer.
- 1.2. Performance of the Centres continues to be reviewed. For those that are now delivered in-house, this is carried out locally with oversight from the CCDM and District Manager, alongside all other Children's Centres within the District. For Millmead Children's Centre and Seashells Children's Centre, the performance is monitored within the contract monitoring arrangements.
- 1.3. The Children's, Young People and Education Cabinet Committee is asked to **NOTE** the progress made on the implementation of decisions taken in January 2018, relating to Commissioned Children's Centres.

Recommendation(s):

The Children's, Young People and Education Cabinet Committee is asked to **NOTE** the progress made on the implementation of decisions taken in January 2018, relating to Commissioned Children's Centres.

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Appendix 1 – Open Access Activity Summary Report – Folkestone and Hythe – June 2018 Data

Open Access Activity Summary Report

Indicates Average

All Other Indicators
65% or higher
50-64%
49% or lower

All Registered Children Aged 8-19 Only
15% or higher
8-14%
7% or lower

District: Folkestone and Hythe

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Target Group	District						Kent					
	Baseline	Registration	Reach	% Reg/BL	% Reach/BL	% Reach/Reg	Baseline	Registration	Reach	% Reg/BL	% Reach/BL	% Reach/Reg
All Children (Under 2)	2,151	1,610	1,395	74.8	64.9	86.6	35,183	26,061	21,296	74.1	60.5	81.7
All Children (0-7)	9,643	7,787	4,070	80.8	42.2	52.3	149,980	119,450	51,165	79.6	34.1	42.8
All Children (8-19)	14,238	4,750	1,855	33.4	13.0	39.1	220,336	54,183	22,856	24.6	10.4	42.2
BME Children (0-7)	1,118	1,118	477	100.0	42.7	42.7	20,444	20,444	8,005	100.0	39.2	39.2
BME Children (8-19)	485	485	168	100.0	34.6	34.6	5,856	5,856	1,920	100.0	32.8	32.8
Disabled and SEN Children (0-7)	130	130	67	100.0	51.5	51.5	1,814	1,814	717	100.0	39.5	39.5
Disabled and SEN Children (8-19)	348	348	168	100.0	48.3	48.3	3,411	3,411	1,757	100.0	51.5	51.5
Disabled and SEN Children (20-25)	34	34	16	100.0	47.1	47.1	541	541	318	100.0	58.8	58.8
Early Help Notifications (0-7)												
Early Help Notifications (8-19)												
Early Help Notifications (20+)												
Universal Plus (Under 1)												
Young Parents (12-19)	48	48	36	100.0	75.0	75.0	756	756	568	100.0	75.1	75.1
Children Known to Social Services (0-7)	278	192	106	69.1	38.1	55.2	3,071	1,906	990	62.1	32.2	51.9
Children Known to Social Services (8-19)	505	256	117	50.7	23.2	45.7	4,971	1,863	950	37.5	19.1	51.0
Children Known to Social Services (CIC) (0-7)	28	19	14	67.9	50.0	73.7	186	118	96	63.4	51.6	81.4
Children Known to Social Services (CIC) (8-19)	98	46	24	46.9	24.5	52.2	1,052	357	196	33.9	18.6	54.9
Children Known to Social Services (CP) (0-7)	51	35	20	68.6	39.2	57.1	734	477	282	65.0	38.4	59.1
Children Known to Social Services (CP) (8-19)	45	30	12	66.7	26.7	40.0	527	237	137	45.0	26.0	57.8
Children Known to Social Services (CIN) (0-7)	202	138	72	68.3	35.6	52.2	2,169	1,319	644	60.8	29.7	48.8
We have 2151 total reach, so our target sustained contact with 30% priority groups is	363	181	82	49.9	22.6	45.3	3,399	1,276	623	37.5	18.3	48.8
Known to Youth Justice (10-19)												
NEET (16-19)												
Outcomes	Total Reached	Total Outcomes	Total YP Achieving		% Total Achieving/YP Reached	Average no. Outcomes per YP	Total Reached	Total Outcomes	Total YP Achieving		% Total Achieving/YP Reached	Average no. Outcomes per YP
Accredited Outcomes (8-19)	1,855	44	27		1.5	1.6	22,856	1,863	979		4.3	1.9
Recorded Outcomes (8-19)	1,855	18,280	1,228		66.2	14.9	22,856	146,029	12,733		55.7	11.5

Registration: 13/07/2018
Reach Period: 01/07/2017 - 30/06/2018

Appendix 2 – Open Access Activity Summary Report – Canterbury – June 2018 Data

Open Access Activity Summary Report

Indicates Average

All Other Indicators
65% or higher
50-64%
49% or lower

All Registered Children Aged 8-19 Only
15% or higher
8-14%
7% or lower

District: **Canterbury**

Target Group	District						Kent					
	Baseline	Registration	Reach	% Reg/BL	% Reach/BL	% Reach/Reg	Baseline	Registration	Reach	% Reg/BL	% Reach/BL	% Reach/Reg
All Children (Under 2)	2,853	2,059	1,750	72.2	61.3	85.0	35,183	26,061	21,296	74.1	60.5	81.7
All Children (0-7)	12,546	9,940	4,604	79.2	36.7	46.3	149,980	119,450	51,165	79.6	34.1	42.8
All Children (8-19)	23,545	5,143	2,719	21.8	11.5	52.9	220,336	54,183	22,856	24.6	10.4	42.2
BME Children (0-7)	1,342	1,342	521	100.0	38.8	38.8	20,444	20,444	8,005	100.0	39.2	39.2
BME Children (8-19)	322	322	106	100.0	32.9	32.9	5,856	5,856	1,920	100.0	32.8	32.8
Disabled and SEN Children (0-7)	140	140	50	100.0	35.7	35.7	1,814	1,814	717	100.0	39.5	39.5
Disabled and SEN Children (8-19)	222	222	109	100.0	49.1	49.1	3,411	3,411	1,757	100.0	51.5	51.5
Disabled and SEN Children (20-25)	58	58	43	100.0	74.1	74.1	541	541	318	100.0	58.8	58.8
Early Help Notifications (0-7)												
Early Help Notifications (8-19)												
Early Help Notifications (20+)												
Universal Plus (Under 1)												
Young Parents (12-19)	72	72	58	100.0	80.6	80.6	756	756	568	100.0	75.1	75.1
Children Known to Social Services (0-7)	261	149	75	57.1	28.7	50.3	3,071	1,906	990	62.1	32.2	51.9
Children Known to Social Services (8-19)	544	163	103	30.0	18.9	63.2	4,971	1,863	950	37.5	19.1	51.0
Children Known to Social Services (CIC) (0-7)	23	18	10	78.3	43.5	55.6	186	118	96	63.4	51.6	81.4
Children Known to Social Services (CIC) (8-19)	165	44	27	26.7	16.4	61.4	1,052	357	196	33.9	18.6	54.9
Children Known to Social Services (CP) (0-7)	82	47	30	57.3	36.6	63.8	734	477	282	65.0	38.4	59.1
Children Known to Social Services (CP) (8-19)	45	13	10	28.9	22.2	76.9	527	237	137	45.0	26.0	57.8
Children Known to Social Services (CIN) (0-7)	158	85	35	53.8	22.2	41.2	2,169	1,319	644	60.8	29.7	48.8
We have 2853 total reach, so our target sustained contact with 30% priority groups is Known to Youth Justice (10-19)	337	108	67	32.0	19.9	62.0	3,399	1,276	623	37.5	18.3	48.8
NEET (16-19)												
Outcomes	Total Reached	Total Outcomes	Total YP Achieving		% Total Achieving/YP Reached	Average no. Outcomes per YP	Total Reached	Total Outcomes	Total YP Achieving		% Total Achieving/YP Reached	Average no. Outcomes per YP
Accredited Outcomes (8-19)	2,719	314	174		6.4	1.8	22,856	1,863	979		4.3	1.9
Recorded Outcomes (8-19)	2,719	9,444	1,742		64.1	5.4	22,856	146,029	12,733		55.7	11.5

Registration: 13/07/2018
Reach Period: 01/07/2017 - 30/06/2018

Kent County Council

Equality Analysis/ Impact Assessment (EqIA)

Directorate/ Service: Children, Young People and Education (CYPE)

Name of decision, policy, procedure, project or service:

Review of CYPE Cabinet Committee agreement from January 2018 to bring four externally commissioned Children's centres into in-house provision as part of the wider Early Help and Preventative Services children's centre offer.

Responsible Owner/ Senior Officer:

Stuart Collins – Director of Integrated Children's Services West Kent (EHPS Lead)

Version: 1

Author:

Helen Cook, Senior Commissioner - STSC

Pathway of Equality Analysis:

Agreement to bring the services in house made at the Children's Young People and Education Cabinet Committee in January 2018.

Summary and recommendations of equality analysis/impact assessment.

- **Context**

At the time of the CYPE Cabinet Committee decision in January 2018, four children's centres across Folkstone and Hythe (Hythe Bay, Folkestone Early Years centre, The Village) and Canterbury (Riverside) were externally commissioned and run by four separate organisations.

Performance was poor, costs were inequitably high, and the offer was not co-ordinated or joined up with the rest of the EHPS offer across the whole district. The decision to bring the provision in house was endorsed by the Members of the Committee.

- **Aims and Objectives**

To improve the quality, reach and level of the individual and district wide offer and improve integration of services across the district.

- **Summary of equality impact**

As the CYPE Cabinet Committee report which accompanies this EqIA attests, parents and users have commented positively on the new offer, performance across the new offer has improved, reach and registration has grown, cost has been reduced and services are delivered from the same venues.

Adverse Equality Impact Rating **Low**

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment concerning the decision to bring 4 commissioned children's centres under in-house provision. I agree with risk rating and the actions to mitigate any adverse impact(s) that has /have been identified.

Head of Service



Signed:

Name: Karen Sharp

Job Title: Head of Children's Commissioning Portfolio

Date: 6th September 2018

DMT Member



Signed:

Name: Stuart Collins

Job Title: Director of Integrated Children's Services West Kent (EHPS Lead)

Date: 6th September 2018

Part 1 Screening

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Protected Group	Please provide a <u>brief</u> commentary on your findings. Fuller analysis should be undertaken in Part 2.			
	High negative impact EqlA	Medium negative impact Screen	Low negative impact Evidence	High/Medium/Low Positive Impact Evidence
Age			The Children’s Centre service offer did not change as a result of this decision, therefore there is no impact to this protected group.	
Disability			The Children’s Centre service offer did not change as a result of this decision, therefore there is no impact to this protected group.	
Gender			The Children’s Centre service offer did not change as a result of this decision, therefore there is no impact to this protected group.	
Gender identity/ Transgender			The Children’s Centre service offer did not change as a result of this decision, therefore there is no impact to this protected group.	
Race			The Children’s Centre service offer did not change as a result of this decision, therefore there is no impact to this protected group.	
Religion and			The Children’s Centre service offer did not change as a	

Could this policy, procedure, project or service promote equal opportunities for this group?

Belief			result of this decision, therefore there is no impact to this protected group.	
Sexual Orientation			The Children’s Centre service offer did not change as a result of this decision, therefore there is no impact to this protected group.	
Pregnancy and Maternity			The Children’s Centre service offer did not change as a result of this decision, therefore there is no impact to this protected group. Midwifery services continue to be delivered within all three Centres. However, following a decision made by the Public Health Service regarding the development of baby hubs, the Health Clinic at Hythe has not been continued. Families affected by this decision have been made aware that they can access Health Clinics at six other Centres within the District or through a Health Helpline.	
Marriage and Civil Partnerships			The Children’s Centre service offer did not change as a result of this decision, therefore there is no impact to this protected group.	
Carer’s Responsibilities			The Children’s Centre service offer did not change as a result of this decision, therefore there is no impact to this protected group.	

Part 2

Equality Analysis /Impact Assessment

Protected groups

(Who will be directly or indirectly negatively affected by the changes?)

Information and Data used to carry out your assessment

(Please list your data source and if you have it provide a link to source. Please highlight any gaps)

Who have you involved consulted and engaged?

(Please list stakeholders)

Analysis

(What have you found out and what does it tell you about the impacted protected groups? What did you stakeholders, including protected groups tell you?)

Adverse Impact,

(What is the effect on the protected group? Please state mitigation in the action plan)

Positive Impact:

(Please highlight any positive impacts in relation to protected groups)

JUDGEMENT

Set out below the implications you have found from your assessment for the relevant protected group(s). If any negative impacts can be justified please clearly explain why. Identify the option to address the impact. There are four possible options:

- **No major change** - no potential for discrimination and all opportunities to promote equality have been taken
- **Adjust and continue** - adjust to remove barriers or better promote equality
- **Continue the policy** - despite potential for adverse impact or missed opportunity. Set out the justifications: there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements.
- **Stop and remove the policy** – policy shows actual or potential unlawful discrimination it must be stopped and removed or changed

Internal Action Required YES/NO

There is potential for adverse impact on particular groups and we have found scope to improve the proposal...

(Complete the Action Plan- please include dates for monitoring and review)

Equality Impact Analysis/Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications

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Have the actions been included in your business/ service plan? (If no please state how the actions will be monitored)
 Yes/No

Appendix

Please include relevant data sets

Please forward a final signed electronic copy and Word version to the Equality Team by emailing diversityinfo@kent.gov.uk

If the activity will be subject to a Cabinet decision, the EqIA must be submitted to committee services along with the relevant Cabinet report. Your EqIA should also be published .

The original signed hard copy and electronic copy should be kept with your team for audit purposes.

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From: Roger Gough, Cabinet Member for Children, Young People and Education
 Matt Dunkley, CBE, Corporate Director of Children, Young People and Education

To: Children's, Young People and Education Cabinet Committee – 25 September 2018

Subject: Children's Services Dataset Review

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: N/A

Electoral Division: All

Summary:

Members of Children's, Young People and Education (CYPE) Cabinet Committee requested at the CYPE agenda setting meeting that officers in the Directorate work with Members to undertake a review of the current performance and data monitoring reporting across Children's Services.

Members have requested involvement, input and oversight, to help create a concise scorecard, featuring the service's core Key Performance Indicators (KPIs) and relevant population data as context for these.

This scorecard will be circulated to Members, with the aim of them having a clear and meaningful overview of demand and performance within Kent's Children's Services.

Recommendation(s):

The Children's, Young People and Education Cabinet Committee is asked to **AGREE** the Terms of Reference and format of this review, including the membership of the Children's Services Dataset Review Group.

1. Introduction

- 1.1. Kent County Council (KCC)'s new Integrated Children's Service is comprised of Children's Social Work Services (CSWS) and Early Help and Preventative Services (EHPS). These services have an established and robust quality and performance monitoring process across all service areas, including individual frameworks, which comprise key data and performance reports, at both Kent and local levels.
- 1.2. A new Assurance and quality review panel has been set up by Cllr Roger Gough, Cabinet Member for Children, Young People and Education, to consider and review data and performance across the Children, Young People and

Education portfolio.

- 1.3. At the most recent CYPE Cabinet Committee agenda setting meeting Members requested a review of the datasets across Children's Services in order to help bring together the core elements of population, demand and performance monitoring into one easy to read Cabinet Committee report. This report would give Members an improved level of oversight of these services and inform discussions within CYPE Cabinet Committee and other forums.
- 1.4. The CYPE directorate already regularly present data to the Cabinet Committee, the current scorecard pulls together key indicators from across all services, however, Members have requested that this data is presented in a more accessible format.
- 1.5. It is believed that a review of indicators used to monitor Integrated Children's Services would provide the opportunity to ensure that this scorecard offers the right level of information across the new Integrated Children's Services directorate.
- 1.6. A revised data set would continue to be aligned to the Quarterly Performance Report, which already currently reports KCC-wide performance to Members.
- 1.7. A review of the current data arrangements would give Members the opportunity to ensure that they received data and performance reports that accurately reflect and report on the impact of the integration of services.

2. Proposed Terms of Reference of the review

- 2.1. The revised data set would continue to be aligned to the quarterly performance report which currently reports KCC wide performance to Members.
- 2.2. Data would show the journey and impact of services on children and young people.
- 2.3. Data would be drawn from existing KCC systems and data sets
- 2.4. Data would be presented at a county, area and district wide level with a brief narrative to demonstrate trends, progress and areas for development.
- 2.5. Any changes to the data set would include the ways in which that data is represented to Members and partners and ensure that the systems involved are properly aligned and can provide the right data to meet the needs of the service.

3. Co-dependency's

- 3.1. Changes at the Front Door which are due to come into effect on 1st October 2018 will have a significant impact on the reporting of demand coming into the service and will need to be included in future changes to performance and data monitoring.

- 3.2. The Front Door should therefore be the first key area of data integration as the new business process will enable a new suite of activity and demand information, which will be developed once the Front Door goes live and the system starts to record contacts, referrals and destination in a new way.
- 3.3. As a result the proposed review should wait until these processes are embedded or focus solely on performance and data monitoring that is already established within Children's Services, selecting those that give a clear understanding of demand and activity within the services and the journey of the child.
- 3.4. Officers will continue to advise Members on the changes already taking place within the Services (e.g. changes at the Front Door) and how these are likely to impact on future reporting of specific KPIs. Members and officers will be able to agree on aspirational KPIs, when the systems and infrastructure are in place to report on these with accuracy.
- 3.5. The review will propose a revised CYPE scorecard report for Members that will meet their needs for CYPE cabinet committee and other forums and will replace the current CYPE scorecard presented to cabinet committee.

4. Children's Services Dataset Review Group – Membership and Timescales

- 4.1. It is proposed that the Children's Services Dataset Review Group includes the following membership from Political parties:
 - 3 Conservative Party Members
 - 1 Liberal Democrat Party Member
 - 1 Labour Party Member
- 4.2. The Review Group will be supported by the Director of Integrated Children's Services (West Kent and EHPS Lead), the Head of Information and Intelligence, and the two operational Management Information managers in CYPE (Performance and Information Manager and Management Information Service Manager).
- 4.3. It is proposed that three meetings of the Review Group will be held between now and the end of December 2018, as per the following outline:
 - i. October 2018: To align with the changes at the front door and review the current performance reports within Children's Services. To identify the core set of KPIs that Members find most useful.
 - ii. November 2018: To present the first draft of the new report to Members, for further comment. Agree any changes for officers to take forward. Discuss and agree any aspirational KPIs to be included in future reporting, when systems and infrastructure is in place to do so.
 - iii. December 2018: To present the second draft of the new report to Members. Agree the final version, noting any final changes to take place. Agree on a progress report to CYPE Cabinet Committee on 11th January 2019, including the presentation of the final version of the new

performance report.

5. Recommendations

- 5.1. CYPE Cabinet Committee is asked to agree the following recommendations, for officers to take the review of Children's Services datasets forward:
- i. The scope of the Review includes the identification of core KPIs within the current reporting framework in Children's Services. KPIs that may change or new KPIs as a result of other developments within the services will be identified and built in as aspirational KPIs for future reporting.
 - ii. The Children's Services Dataset Review Group includes the following membership from Political parties:
 - o 3 Conservative Party Members
 - o 1 Liberal Democrat Party Member
 - o 1 Labour Party Member
 - iii. Three meetings of the Children's Services Dataset Review Group will be held before the end of 2018, i.e. October, November and December.
 - iv. CYPE Cabinet Committee will receive a progress report at the meeting scheduled for the 11th January 2019, including the presentation of the final version of the new performance report.

Recommendation(s):

The Children's, Young People and Education Cabinet Committee is asked to **AGREE** the proposed scope and format of this review, including the membership of the Children's Services Dataset Review Group.

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From: Roger Gough, Cabinet Member for Children, Young People and Education

Matt Dunkley, CBE, Corporate Director of Children, Young People and Education

To: Children's, Young People and Education Cabinet – 25 September 2018

Subject: Complaints and Representations 2017-18

Classification: Unrestricted

Previous Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This report provides information about the operation of the Children Act 1989 Complaints and Representations Procedure in 2017/18 as required by the Statutory regulations. It also provides information about the 'non-statutory' social care complaints and complaints received about Education Services.

Recommendation: The Children's, Young People and Education Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the contents of this report.

1. Introduction

- 1.1 This report provides information about the operation of the Complaints and Representations procedure relating to Specialist Children's Services and to the Disabled Children's Service. There is a statutory requirement on the Directorate to operate a robust complaints procedure for children and those who are eligible to make a complaint on their behalf. The procedure provides eligible children and their parents/carers with the right to be heard, the opportunity to resolve issues and to take matters further if they are not resolved. It also provides an additional safeguard for vulnerable children and young people, as well as being used as a quality assurance tool for individual professional development and wider service development.
- 1.2 The statutory complaints procedure is designed to ensure the rights and needs of the child are at the heart of the process and that young people's voices are heard.
- 1.3 The statutory requirement to produce an annual complaints report in respect of Children's Social Services is included in the Children Act 1989 Representations Procedure (England) Regulations 2006. The Regulations are specific about the type of information which must be included in the annual report.

- 1.4 All Children in Care in Kent are advised how to make a complaint and are informed of their right to access the advocacy service.
- 1.5 In addition to statutory complaints, the Complaints Team log and administer complaints received about services that are excluded from the statutory complaints procedure, as well as complaints from people without a statutory right to complain. 'Representations' are also accepted from those who have a statutory right to submit a complaint about children's social care services, but where there are reasons which prevent the complaint from being accepted, such as an ongoing Child and Family assessment, child protection enquiries or legal proceedings. All cases are recorded on the complaints database and, where appropriate, on the child's record.
- 1.6 Functions excluded from the complaints procedure include child protection multi-agency decisions and decisions that have been made in a court of law. Complainants are advised of the alternative routes available for challenging such decisions. Complaints which fall outside of the scope of the statutory complaints procedure are considered under the Council's corporate complaints procedure. All complainants and those making representations are routinely advised of their right to challenge the decision of the Council via the Local Government Ombudsman.
- 1.7 Complaints which do not fall within the scope of either the Council's corporate complaints procedure or the statutory Children Act procedure are handled as 'Enquiries' and customers are advised of alternative routes for progressing their concerns.
- 1.8 Issues raised by Members of Parliament and County Councillors on behalf of constituents are registered and responded to as 'Member Enquiries' but the elected representative is also advised of their constituent's right to make a formal complaint where appropriate.

Representations made to the local authority

Type of Record	2014/15	2015/16	2016/17	2017/18	Variance on previous year
Children Act complaint	196	210	165	96	↓ 42%
Corporate complaint	35	37	120	319	↑ 166%
Representation	253*	288*	271*	96	n/a
Member Enquiry	139	139	126	116	↓ 8%
Enquiry*				303	n/a
Compliment	94	68	84	84	0%
Total complaints	231	247	285	415	↑ 46%
Total all representations	717	742	766	1014	↑ 32%

**'Enquiry' has replaced the category 'Miscellaneous', which was reported alongside 'Representations' in previous years. 'Representations' is now only used for cases where the complaint would have been eligible for progression as a statutory Children Act complaint but could not be accepted because of legal proceedings or ongoing social work assessments/investigations.*

- 1.9 The Complaints Team also log compliments which are the positive feedback received about staff and services. In 2017/18 the number of compliments received remained the same as the previous year with 84 received and formally logged.
- 1.10 Set out below are a few examples of the compliments received in 2017/18 by children's social care services.

Feedback from young person about Child Protection Chair

A young person told her social worker that the Child Protection meeting was good, and the CP Chair suggested some good ideas that will be useful. They hoped that things would now improve and said how they "feel more positive and don't have negative thoughts to self-harm."

Parental comment about support from Social Workers

"The social workers were very helpful in making me understand the changes I needed to make to keep my daughter."

From Head Teacher about a Social Worker

"When you have a bad meal out...you tell everyone. When you have a good one...you tell no one! I just wanted to say that H is a 'good one' and that our school really appreciates her professional manner, measured responses and straight talking with families. She always returns calls and keeps us informed of changes that we need to know. I know she is relatively new to the profession, but from our experience she's great and it's important that we tell you."

From a parent about post adoption support

"We have had a real battle on our hands with getting our son the help he needs. It was a little slow at the beginning getting things moving with post adoption but I have to say the help I have received from A and A has been fantastic and I know it's their job but they genuinely seem to want to make a real difference to us and work really hard to support us. I just wanted to take this opportunity to say how hard the post adoption team has worked for us."

Judicial commendation from Judge

"I have previously commented on the excellent support and work done by the social work team. The result in this case reflects the clear witness statements and care plans. I am pleased to report that this is not just my opinion, but that H and E deservedly received a judicial commendation."

2. Consideration of complaints

- 2.1 It is a legal requirement to handle complaints from Looked After Children and Children in Need, or those eligible to make a complaint on their behalf, through the three-stage procedure specified in the Children Act 1989 Representations Procedure (England) Regulations 2006.

2.2 There are three stages to the statutory complaints procedure:

- Stage 1 - Local Resolution (20 working days)
- Stage 2 – Independent Investigation (up to 65 working days)
- Stage 3 - Independent Review Panel (30 working days)

2.3 The following table shows the number of Children Act complaints dealt with at each stage.

Stage	2014/15	2015/16	2016/17	2017/18	Variance on previous year
Stage 1 – Local Resolution	193	210	165	96	↓ -42%
Stage 2 – Independent Investigation	25	36	19	9	↓ -53%
Stage 3 – Independent Review Panel	1	1	3	7	↑+133%
Local Government Ombudsman referral *	29	17	41	33	↓ -20%

**includes non-statutory complaints and enquiries about new complaints*

2.4 There continues to be a decrease in the number of complaints handled through the statutory Children Act complaints procedure, and an increase in the number handled through the Council's own corporate complaints procedure. The Complaints Team continue to carefully and thoroughly assess each complaint, and progress those which are not made either by or on behalf of a child or young person through the Council's corporate complaints procedure. Consideration is given to the type of issues being raised, with complainants being encouraged to allow the local social care team an opportunity to resolve their concerns informally before requesting progression as a formal complaint. Most 'enquiries' are resolved without the need to then progress as a formal complaint.

2.5 The number of Stage 3 Review Panels held in 2017/18 increased for a second year (7 compared with 3 in the previous year). Previously there had been greater emphasis on informing people of their right to take their complaints as part of an early referral to the Ombudsman. However, the Local Government Ombudsman found fault with the Council on several occasions in 2016 for not following statutory procedure and advising complainants of their right to progress to Stage 3 of the complaints process on completion of Stage 2. Complainants are now always advised on conclusion of Stage 2 that they have a right to request further consideration of their complaint by an Independent Review Panel.

2.6 A recent report from the Local Government Ombudsman stated 99 complaints relating to children and education services in Kent were received in 2017/18. Many of these would have been initial enquiries to the Ombudsman that would have been referred to KCC for local resolution or would have been considered outside the remit of the Ombudsman. However, 33 complaints were considered further by the Ombudsman regarding Children's Social Services in

2017/18. Although the numbers appear quite high, they are reflective of the population of the county and the statutory requirement of ensuring complainants are aware of their right to contact the Ombudsman if they are dissatisfied. Overall the Ombudsman's report noted that the national average for cases investigated and upheld by the LGO is 57%, this is up nationally from 53% last year. Kent County Council's average for 2017/18 is **39%**; a significant decrease on 63% from the previous year. This would indicate that complaints are being investigated thoroughly by the Council before progressing to the Local Government Ombudsman.

3. Type of complaints made

Stage 1 Children Act complaints received – by service

Service	Number	% of total
Adolescent Support	1	1%
18+ and Care Leavers Service	12	12%
Adoption Service	1	1%
Central Referral Unit	1	1%
Child Protection	8	8%
Children in Care	41	43%
Children in Need	17	18%
Children with Disabilities	13	14%
SEN	1	1%
Virtual School Kent	1	1%

Stage 1 Children Act complaints received - by key theme

Key theme	Number	% of total
Assessments	5	5%
Communication	11	11%
Contact issues	3	3%
Data Protection	2	2%
Disputed decision	14	14%
Financial issues	5	5%
Placement issues	17	17%
SEN	1	1%
Service provision	21	20%
Service quality	23	22%

- 3.1 There is no direct correlation between the number of complaints received and the services or issues being complained about. This is due to the multi-faceted and often complex nature of some complaints which can span multiple services.
- 3.2 The majority of complaints received and progressed through the Children Act complaints procedure were in relation to the Children in Care service. Although this may appear to be a negative statistic it is in fact a positive one in terms of the complaints process, as it indicates that children and young people who are looked after by the Council feel able to make complaints if they are dissatisfied with any decisions or the quality of service they receive. Ofsted are particularly keen to see evidence which shows that young people are aware of, and feel able to access, the complaints procedure as a way of having their voices heard.
- 3.3 Previously a high proportion of complaints relating to the Children in Care service were from or on behalf of Unaccompanied Asylum Seeker Children (UASC). The previous year showed that 44 complaints were received either directly from the young people or from their advocates. However, in 2017-18 this reduced to 20, with the remainder being made by 'citizen' Looked After Children (LAC).
- 3.4 Complaints about placement issues made up 17% of the complaints received and progressed through the statutory procedure in 2017-18. Some were from the children and young people themselves, complaining about proposed placement moves. Although most complaints received were in relation to service quality, with issues such as staff attitude and disagreement with care plans being the main concerns. Another common theme arising from statutory Children Act complaints is a lack of general support, this falls under the category of service provision and relates mainly to care leavers.

4. The outcome of complaints

- 4.1 When responses to complaints are sent, a determination is made as to whether the complaint was upheld. Of the 96 Stage 1 complaints completed in 2017/18; 8% were fully upheld and 24% were partially upheld. The majority however were not upheld (55%), and 8% were successfully resolved and subsequently withdrawn from the process. The remainder bypassed Stage 1, this often occurs when it is clear that a complaint is unlikely to be resolved at Stage 1 or if the complaint is of a serious nature and requires an immediate independent investigation.

Stage 1 Children Act complaints - outcome

Outcome	Number	% of total
Upheld	8	8%
Partially upheld	23	24%
Not upheld	53	55%

Issue resolved/withdrawn	8	8%
Stage bypassed (straight to Stage 2)	4	4%

- 4.2 In 2017/18, there were 9 Stage 2 complaint investigations started. Three complaints were partially upheld, 1 was not upheld, and 2 are currently still underway. In addition, 2 cases were closed as the complainants instigated legal proceedings against the Council, and a further one was closed with an early referral to the Local Government Ombudsman as it was clear that the complaint investigation could not meet the expectations of the complainant.
- 4.3 Seven complaints were escalated to a Stage 3 Review Panel. Two of these were not upheld and 5 were partially upheld.

5. Complaints considered by the Local Government Ombudsman

- 5.1 The Ombudsman's decisions in relation to cases received about children's social care in Kent were as follows:
- Fifteen complaints were not investigated – this includes complaints where it was determined that it was outside the jurisdiction of the Ombudsman or the decision was taken not to proceed following an initial assessment of the case.
 - Seven complaints were considered premature as they had not been through the Council's complaints procedure.
 - No fault was found in 7 complaints.
 - The Local Government Ombudsman found fault with the Council on 4 complaints (Appendix A – example of complaint upheld by LGO).

6. Details about advocacy services provided under these arrangements

- 6.1 It is a statutory requirement for the Council to offer independent advocacy services to a child or young person wishing to make a complaint.
- 6.2 A change was made to Kent's advocacy arrangements on 1 April 2015 so that there is one point of contact for independent advocacy for all children and young people in Kent wishing to make a complaint, irrespective of their status as Children in Need, Children in Care, subject to a Child Protection Plan, or as Care Leavers. The advocacy service in Kent has been provided by the Young Lives Foundation since 1 April 2015.
- 6.3 In 2017/18 there were 21 Stage 1 complaints raised by advocates on behalf of children and young people. Whilst it is right that children and young people have access to advocates to support them, in recent years there has been a greater emphasis on trying to resolve the issue rather than going direct to the complaints procedure. In addition, there were 3 complaints from children and young people which were raised on their behalf by solicitors.

7. Compliance with timescales (social care)

Process/Stage	% of responses provided within timescale	Performance against previous year
Stage 1 (10 working days)	45%	↓-23%
Stage 1 extended (20 working days)	78%	0%
Stage 2 (65 working days)	75%	↑+22%
Stage 3 (30 working days)	57%*	↓-43%
Non-statutory (20 working days)	84%	↑+9%
Member Enquiries (20 working days)	80%	↑+10%

**Two Stage 3 Review Panels were delayed at the request of the complainant to enable them to attend in person.*

- 7.1 There has been a significant decrease in the number of complaints that were responded to within the statutory 10-day timescale, down from 68% in 2016-17 to 45% in 2017-18. The number of complaints that were responded to within the maximum extended 20-day timescale remained the same as the previous year at 85%. Performance has been directly affected by implementation of the new centralised customer feedback system, which took a few months for staff working in complaints to familiarise themselves with in terms of process and the recording of data. The significant increase in the volume of complaints received has also impacted on the capacity of the Complaints Team in terms of monitoring each case, as well as the capacity of staff in the social care teams in providing responses.
- 7.2 The Council should consider Stage 2 complaints within 25 working days of the start date (the date upon which a written record of the complaints to be investigated has been agreed), but this can be extended to 65 working days if required. There have been some challenges in meeting these timescales, with difficulties appointing Investigating Officers, Investigating Officers having competing priorities with their regular role as Team Managers within children's social care, and difficulties engaging complainants with the process all contributing to some of the delays. Of the complaint investigations that were completed within 2017-18, 75% were responded to within the 65 working day timescale. Three cases were withdrawn and two are still in progress.

8. Learning the lessons from complaints

- 8.1 In 2017/18 there were a number of complaints that led to lessons learnt:
- A complainant was prematurely informed of the initial decision on a case, which was later changed. Processes have been tightened to ensure that outcomes of safeguarding referrals/enquiries are not shared until after management oversight has occurred.
 - Dedicated business support has been put in place to monitor and track Health Assessments for children and young people who are looked after by

Kent County Council. This will ensure that the risk of assessments being delayed is significantly reduced.

- An initial induction year is now in place for foster carers, with a senior and fostering social worker assistant offering more regular visits and a planned programme of information sharing to avoid carers feeling isolated and struggling to access information.
- Conference Chairs have been advised to consider dividing Child Protection Conferences into separate segments when there are several carers involved. This would ensure that personal information relating to individual prospective carers is not discussed collectively and shared more widely than necessary.

8.2 Although learning does take place in relation to complaints, this continues to be an area for further improvement to ensure that the learning is captured and utilised as fully as possible, and in a systematic way, across the Directorate.

9. Review of the effectiveness of the complaints procedure

9.1 The Complaints Team was situated within the Operational Support Unit, which managed both the Children Services Complaints and Adult Social Care Complaints Teams. The Children's Complaints Team was however transferred back into the Children, Young People and Education Directorate in April 2018. Many of the complaints can be complex and require sensitive handling. In addition to managing the complaints the team also produce regular complaints reports for management teams and weekly update reports.

9.2 The effectiveness of the complaints procedure depends on the wider organisational culture and the propensity to learn the lessons where the service has not been to the required standard. Transferring the team into the CYPE Safeguarding and Quality Assurance Unit will facilitate a closer working relationship with those officers tasked with improving service delivery across children's social work services. In addition, the Complaints Team receive support from Senior Management for the prioritisation of complaints and ensuring the availability of Independent Investigators where a Stage 2 Investigation is required.

9.3 **Training** – Individual sessions raising awareness of the complaints process and advising on key themes arising from complaints are provided to local teams and services by the Complaints Team. In addition, individual support and advice is provided to all new Investigating Officers appointed to undertake complaint investigations at Stage 2 of the statutory Children Act complaints procedure.

9.4 **Complaints Database** - Following the decision to procure a corporate database for all Directorates, a new database was implemented across the Council in October 2017 to ensure that customer feedback is recorded centrally to enable the consistent management of cases, as well as the production of a range of complaints reports.

9.5 **Young Lives Foundation** - The Young Lives Foundation is an independent organisation which provides an Advocacy Service and the Independent Persons for the Stage 2 complaints. The reports produced by the Independent Persons have generally been to a good standard and delivered within the required timescales. The Advocacy Service has also been proactive in supporting and representing children and young people to make their views known. Regular meetings take place to monitor the contract with the Young Lives Foundation.

10. Objectives for 2018/19

10.1 Objectives for 2018/19 include:

- To continue to improve the quality of data entered on the new customer feedback system to ensure accurate and informative performance and learning data is captured;
- To continue to provide useful management reports and to develop a coherent approach to learning key lessons and following up on actions from complaints and related feedback;
- To continue to ensure the operation of the complaints procedures in line with statutory requirements and monitor performance standards;
- To work with colleagues in developing training for managers to ensure quality complaint responses are provided;
- To resolve complaints from children and young people at an earlier stage;
- To promote the complaints process with children and young people, particularly those who are looked after by the Council, to ensure they are aware of their right to submit a complaint;
- To seek user feedback from individuals who have made complaints.

11. Complaints about Education Services

11.1 Complaints about Education Services are not generally dealt with through the Children Act complaints procedure unless they are in relation to Looked After Children for who KCC has a corporate parenting responsibility. Complaints about schools are managed within each school's complaints procedure and some disagreements, for example disputes relating to Education, Health and Care Plans are considered through appeals to a statutory tribunal.

11.2 The number of complaints reported are those logged with the Complaints Team or on the new centralised system since October 2017, therefore they will not necessarily reflect the totality of complaints received as some services manage their own complaints and recorded them separately prior to October 2017. In 2017/18, there were 231 Education complaints received and logged. This was significantly more than the 102 complaints received and logged in 2016/17, although it is not clear whether this increase is partially, or wholly, associated to the implementation of centralised recording on the new customer feedback system. There were 280 Enquiries logged in 2017/18, these were mostly enquiries from MPs on behalf of constituents, with 42% of them relating to SEN, 20% Admissions, and 17% Home to School Transport.

11.3 The timescales for responses were as follows:

- 57% of complaints met the 20-day time-scale.
- 59% of enquiries were completed in 20 working days.

11.4 Of the 231 complaints received, 40% were not upheld, 23% were upheld and 26% were partially upheld. The remainder of cases have either been successfully resolved and withdrawn or the outcome is outstanding.

11.5 The complaints received about Education Services related to the following areas of work:

Area/District	Complaints Total	% of total
Admissions/Fair Access	12	5%
Community Learning & Skills	52	23%
Early Help/Preventative Services	4	2%
Early Years and Childcare	15	6%
SEN All Areas	114	49%
Home to School Transport	19	8%
Other education	15	7%
Total	231	

11.6 There were 28 cases where the Local Government Ombudsman was contacted and came to a final decision on the complaint. Of these, 4 were about SEN services; 13 were about home to school transport and 11 related to school admissions. In most cases there was no fault found or the complaint was considered premature or was closed after initial enquiries. There were however 4 cases where the Ombudsman found fault (Appendix B - example of complaint upheld by LGO)

11.7 As with Specialist Children's Services, Education complaints are now logged on the new complaints system. The functionality of the new system should enable greater flexibility in terms of the presentation of statistical information about complaints and it should assist with the administration of complaints.

12. Conclusion

12.1 The Council continues to operate a robust and responsive service for people making complaints about Children's Services. The Children Act and subsequent regulations and statutory guidance are quite prescriptive about the procedures for handling complaints from and on behalf of children in receipt of services under the Children Act. This includes complaints from children in care, care leavers and children in need. It is important that children

and families feel able to complain if they are dissatisfied with the service received as it provides an opportunity to resolve issues, and where the service has not been to the expected standard it is also an opportunity to learn lessons and put things right.

13. Recommendations

- 13.1 Recommendation: The Children's, Young People and Education Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the contents of this report.

14. Background Document

None

15. Report Author

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The following is a sample complaint that was upheld by the Local Government Ombudsman:

Complaint –

- Miss X complains about the actions of the Council in Child and Family Assessment reports.
- Miss X says the reports contained false information about her and her family and the Council shared that inappropriately. She said this was abuse against her and her family.
- Miss X complains the Council's remedy for the admitted faults in its actions does not adequately reflect the harm done to her and her family.

Decision –

I recommend the Council apologise again to Miss X for its accepted faults and clearly recognizes the impact on her of its actions, rather than referring to any 'good will' gesture.

I recommend the Council pays Miss X £600 to recognize the impact on her and her children of its actions.

These actions should be completed within one month of my final decision.

I recommend the Council looks at the Ombudsman's Guidance on Remedies, available on the LGO website, and reviews its own complaints process to incorporate suitable guidance on remedies for the future. This should be completed within three months of my final decision and evidence provided to the Ombudsman of changes made.

The following is a sample education complaint that was upheld by the Local Government Ombudsman:

Complaint –

The complainant (Mrs B) complains there was fault in the way a school admission appeal hearing was conducted in the following way:

- Panel failed to put to proof a weak prejudice case presented by the admission authority
- The Panel administrator did not forward to Mrs B a copy of a document (school plan) which the presenting officer referred to when presenting the admission authority's prejudice case

Decision –

Panel did not have sufficient information to make a robust decision about school prejudice and should have adjourned the hearing to seek out further information relevant to deciding whether an extra child could be admitted to Year 3. The Presenting Officer gave new information during the hearing and the information should have been disclosed beforehand to put Mrs B in the best position to prepare her case. In the circumstances Panel should have adjourned the hearing and sought further information.

To correct fault the Ombudsman recommended, and the Council agreed to carry out the following action:

- Arrange a fresh appeal with new panel members and a different clerk as soon as is reasonably possible
- Pay the reasonable travel costs of Mrs B to and from the venue

Outcome –

The agreed action suitably remedies fault. The complaint is therefore closed.

From: Roger Gough, Cabinet Member for Children, Young People and Education

Matt Dunkley, CBE, Corporate Director of Children, Young People and Education

To: Children's, Young People and Education Cabinet Committee – 25 September 2018

Subject: Children, Young People and Education Directorate Performance Scorecard

Summary: The Children, Young People and Education performance management framework is the monitoring tool for the targets and the milestones for each year up to 2020, set out in the Strategic Priority Statement, Vision and Priorities for Improvement, and service business plans. This is a regular standing item for the Cabinet Committee to monitor performance on all key measures.

Recommendations: The Children's, Young People and Education Cabinet Committee is asked to review and comment on the Children, Young People and Education performance scorecard, which now includes Education, Early Help, and Specialist Children's Services.

1. Introduction

- 1.1 The Cabinet Committee receives a performance management scorecard which is intended to support Committee Members in reviewing performance against the targets set out in the Strategic Priority Statement, Vision and Priorities for Improvement, and service business plans.

2. Children, Young People and Education Performance Management Framework

- 2.1 The performance scorecard indicators are grouped by frequency; the first section shows monthly and quarterly indicators, the second details annual measures.
- 2.2 Management Information, working with Heads of Service, also produce service scorecards, which are more detailed than the summary level Directorate scorecard. In addition to the Directorate scorecard there is an Early Help and Preventative Services monthly scorecard and a quarterly scorecard for School Improvement, Skills and Employability services and Early Years and Childcare. There are also monthly performance reports for young people Not in Employment, Education or Training (NEET), exclusions and those with Special Educational Needs (SEN). For Specialist Children's Services (SCS) the Monthly Scorecard covers the key performance measures for the service, and service specific Performance Scorecards are also produced for the following service areas: Children in Care; Adoption; Fostering; Care Leavers; Missing Children; and Quality Assurance Reporting.

2.3 The indicators on the Directorate scorecard provide a broad overview of performance and are supported by the greater detail within the service scorecards.

3. Current Performance

3.1 The performance scorecard highlights some notable progress and some areas for improvement as indicated by their RAG status. Some indicators and targets have been updated to align with the latest version of Vision and Priorities.

3.2 Please note that the annual indicators included in the scorecard are based on the 2017 results as the reporting period for the scorecard based on the July data but the commentary in this report gives the latest results (as of August 2018) where available.

3.3 The data sources page (page 4 of the scorecard report) details the date each indicator relates to, as the reporting period differs between measures. Indicator definitions are given on pages 5 - 7.

Green indicators

3.4 The number of permanent exclusions from Secondary schools continues to fall; decreasing from 37 in May to 27 in July with a target of 40.

3.5 At 2.8% the percentage of unemployment among 18 – 24 year olds equals the target

3.6 The percentage of Early Help cases closed by Early Help Units with outcomes achieved has increased from 77.5% to 83.5% and is above the target of 80%.

3.7 The percentage of assessments completed in the given month, on open cases within 6 weeks of allocation has increased from 56.0% in April to 63.0% in July and is now above the target of 60%.

3.8 The number of first time entrants to the Youth Justice system continues to reduce and at 260 remains ahead of the target of 300.

3.9 The 2017-18 results for pupils at the end of the Early Years Foundation Stage (EYFS) shows that in Kent 75.3% of children achieved a good level of development, up from last year and above the emerging national figure of 71.5%.

3.10 The 2017-18 Key Stage 2 data for the percentage achieving the expected standard in reading, writing and mathematics for Kent, up from last year and above the emerging national figure of 64%.

3.11 The completion rate for Returner Interviews, undertaken when a child/young person returns after going missing, improved from 89.8% to 91.5% between June and July 2018 and completion rates remain above the 85.0% target. There is no national or regional comparator data available for this performance measure. This is a local measure (and target) used within Kent County Council to maintain the high completion rates for Returner Interviews.

3.12 The percentage of children becoming subject to a child protection plan for a second or subsequent time is 20.5%. This is within the target range of 17.5% - 22.5% and compares to average rates for England of 18.7% and Statistical Neighbours 21.4% (both 2016/17).

- 3.13 The average number of days between a child coming into care and moving in with an adoptive family is 337 days which is considerably below the nationally set target of 426 days. Kent's performance compares well against the England average of 458 days, and against the latest information available via the South-East Benchmarking Group which for Quarter 4 of 2017/18 reported an average of 415 days (for children adopted in that quarter).
- 3.14 The percentage of Care Leavers who are in education, employment or training (for those that the authority is in touch with) is 65.4%. This has reduced from the previously reported performance of 66.5% but remains above the 65.0% target.
- 3.15 The percentage of on-line case file audits of children's social care records is 77.9%, which remains above the 75.0% Target. Within the last 12 months the Audit process has undergone a change in software which resulted in a fall in the total number of on-line audits completed in the period – 352 for the 12 months to July 2018 compared to 454 for the 12 months to July 2017.

Amber indicators

- 3.16 91.1% of schools were judged by Ofsted to be good or outstanding which is 0.9 percentage points below the target but above the national figure of 89%. One of the priorities moving forward is to increase the number of schools graded as outstanding and moving those who require improvement to become good as quickly as possible.
- 3.17 The percentage of Early Years settings which were Good or Outstanding at 96.5% is below the target of 98.0%. Sustaining this standard whilst also increasing the amount of outstanding provision remains a key priority for the Early Years and Childcare Service.
- 3.18 The percentage of referrals to Children's Social Care within 12 months of a previous referral increased from 24.3% to 25.1% between June and July 2018. The latest published information for the England average is 21.9% and for 24.3% for Kent's Statistical Neighbours (both rates are for 2016/17 performance).
- 3.19 The percentage of children/young people remaining in the same placement for the last 2 years (for those that have been in care for more than 2.5 years) is 69.3% which is very close to the Target of 70.0%. The latest published information for the England average is 68.0%, and is 65.8% for Kent's Statistical Neighbours (both rates are for 2016/17 performance)
- 3.20 The percentage of Children in Care (excluding Unaccompanied Asylum-Seeking Children) who are placed in KCC Foster Care, or in placements with relatives or friends, is 84.5% which is close to the Target of 85.0%. Information regarding the availability of in-house foster placements is continually reviewed to ensure that capacity is fully utilised and from April 2018 all placements will be sourced centrally via the new Total Placements Team.
- 3.21 The percentage of case-holding posts filled by permanent qualified social workers decreased from 82.2% to 80.3% between June and July 2018, remaining below the Target of 85.0%. The latest publication of children's Social Care Workforce data in February 2018 shows Kent performing well against the range of staffing measures. The average Agency Social Worker rate for England is reported as 15.8% and 11.9% for Kent, and the average Social Worker vacancy rates for

England were 17.0%, and 14.1% for Kent. These figures were as at 30th September 2017.

- 3.22 The average caseload of Social Workers in the Children in Care Teams is 16.4, improving from 17.0 in June 2018 but remaining above the Target of 15.0 children/young people. The reduction of caseloads continues to be a key priority for Children's Social Work Services.

Red indicators

- 3.23 The take-up for two years olds in July 2018 has increased from 56.9 % in May to 62.2% in July but remains below the target of 78%. Priorities within the Early Year Service include working in partnership with Children's Centres to continue to increase the take up of Free Early Education places by eligible two-year-olds, the ongoing delivery of 30 Hours of Free Childcare and increasing the number of Early Years settings working within a collaboration.
- 3.24 The percentage of Education, Health and Care Plans (EHCPs) issued within the statutory 20 weeks was 46.4% against a target of 90%. There has continued to be a significant increase in demand for assessments (up 47% compared to the previous year) all of which require Educational Psychology (EP) assessments. This has led to a backlog which is affecting the EP service's ability to meet demand. There has been an increase of 30% in the number of Education, Health and Care Plans (EHCPs) within the past 12-months.
- 3.25 The number of permanent exclusions of Primary aged pupils has increased by six to 24 which is nine higher than the target. However, exclusions from Kent schools are still lower than the national figure (reported as a rate of the school population). The way in which schools access support from the PRU, Inclusion & Attendance service has been streamlined. This process ensures one single route into the service, through a new Digital Front Door, and appropriate and timely allocation of work. Since this was rolled out feedback from schools has been very positive.
- 3.26 At 23.1 the average caseload for Social Workers in the Children's Social Work Teams is significantly above the target of 18 children/young people. The reduction of caseloads is a key priority for Children's Social Work Services and analysis is underway to inform decisions to achieve a reduction in the average caseloads for Social Workers.

4. Recommendations

- 4.1 The Children's, Young People and Education Cabinet Committee is asked to review and comment on the Children, Young People and Education performance scorecard.

Background Documents

CYPE Directorate Scorecard – July 2018

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Children, Young People and Education Performance Management

Children, Young People and Education Directorate Scorecard

July 2018

Produced by: Management Information, KCC

Publication Date: 10th September 2018



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Guidance Notes

Note: Data for attainment indicators is based on 2016-17 outcomes. Provisional data for Primary school indicators will be available in the next scorecard release. Data for Secondary school indicators is dependent on the release of NCER datasets, which do not have a fixed release date but will be available between October and November.

POLARITY

H	The aim of this indicator is to achieve the highest number/percentage possible
L	The aim of this indicator is to achieve the lowest number/percentage possible
T	The aim of this indicator is to stay close to the target that has been set

RAG RATINGS

RED	Floor Standard* has not been achieved
AMBER	Floor Standard* achieved but Target has not been met
GREEN	Target has been achieved

* Floor Standards are set in Directorate Business Plans and if not achieved must result in management action

DIRECTION OF TRAVEL (DOT)

↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same

INCOMPLETE DATA

	Data not available
	Data to be supplied

Data in italics indicates previous reporting year

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DATA PERIOD

R12M	Monthly Rolling 12 months
MS	Monthly Snapshot
YTD	Year To Date
Q	Quarterly
A	Annual

CHILDREN, YOUNG PEOPLE AND EDUCATION SCORECARDS

CYPE	Children, Young People and Education Directorate Scorecard
SISE	School Improvement and Skills & Employability Scorecard
EY	Early Years Scorecard
EH	Early Help Monthly Scorecard
SEND	Special Educational Needs & Disabilities Scorecard
SCS	SCS Performance Management Report

KEY TO ABBREVIATIONS

CIC	Children in Care
CSWT	Children's Social Work Teams
CYP	Children and Young People
DWP	Department for Work and Pensions
EY	Early Years
EYFE	Early Years Free Entitlement
EYFS	Early Years Foundation Stage
FF2	Free For Two
FSM	Free School Meals
NEET	Not in Education, Employment or Training
SCS	Specialist Children's Services
SEN	Special Educational Needs

Directorate Scorecard - Kent

Monthly and Quarterly Indicators		Polarity	Data Period	QPR	Latest Result	Target 2017-18	RAG 2017-18	Previously Reported Result	DOT	Kent Outturn 2016-17	Target 2016-17	RAG 2016-17
SISE31	Number of schools in Ofsted Category (special measures or serious weakness)	L	MS		3	0	RED	4	↑	1	0	AMBER
SISE34	Percentage of all schools with Good or Outstanding Ofsted Judgements - Overall Effectiveness	H	MS		91.1	92	AMBER	92.0	↓	91.8	92	AMBER
EY8	Percentage of EY settings with Good or Outstanding Ofsted Judgements - Overall Effectiveness (non-domestic premises)	H	MS	✓	96.5	98	AMBER	96.6	↓	97.2	97	GREEN
EY2	Percentage of DWP and other identified eligible 2 year olds taking up a free early education place	H	MS		62.2	78	RED	56.9	↑	66.6	78	RED
SEND11	Percentage of Education, Health and Care Plans (EHCPs) issued within 20 weeks	H	R12M	✓	46.4	90	RED	53.4	↓	74.7	90	RED
CYPE1	Number of pupils being placed in independent or out-of-county special schools - Kent resident pupils	L	MS		832	325	RED	832	↔		325	
EH43	Number of permanent exclusions from the primary phase - all Year R to Year 6 pupils (as at end of July 2018)	L	R12M		24	15	RED	18	↓	19	15	RED
EH44	Number of permanent exclusions from the secondary phase - all Year 7 to Year 14 pupils (as at end of July 2018)	L	R12M		27	40	GREEN	37	↑	49	40	RED
CYPE6	Percentage of Children Missing Education cases, closed within 30 days (for period September 2017 to August 2018)	H	R12M		60.7	80	RED	70.7	↓	74.3	75	AMBER
SISE49	Number of apprenticeships 16-18 year olds (2017-18 Quarter 3 [Latest Result] v 2016-17 Quarter 4 [Previously Reported Result])	H	Q	✓	2,070	3,600	RED	2,670	↓	2,670	3,600	RED
SISE71	Percentage of Year 12-13 age-group (16-17 year olds) not in education, employment or training (NEET)	L	MS	✓	3.1	2.0	AMBER	3.0	↓	3.0	2.5	AMBER
SISE59	Percentage of unemployment among 18-24 year olds	L	MS		2.8	2.8	GREEN	3.0	↑	2.9	2.0	RED
EH42	Rate of notifications received per 10,000 0-17 population (rolling 12 months)		MS		379.4			362.5		391.0		
EH44	Percentage of cases closed by Early Help Units with outcomes achieved	H	MS	✓	83.5	80	GREEN	77.5	↑	79.6	86	GREEN
EH52	Percentage of Assessments completed in the given month, on open cases within 6 weeks of allocation	H	MS		63.0	60	GREEN	56.0	↑			
CYPE8	Rate of proven re-offending by CYP	L	Q		33.5			34.5	↑			
CYPE9	Number of first time entrants to Youth Justice system	L	R12M	✓	260	300	GREEN	269	↑			
SCS1	Re-referrals within 12 months	L	R12M		25.1	25.0	AMBER	24.3	↓	23.4	25.0	GREEN
SCS8	Percentage of Returner Interviews completed for those with SCS Involvement	H	R12M		91.5	85.0	GREEN	89.8	↑	92.4	85.0	GREEN
SCS13	Percentage of children becoming subject to a child protection plan for the second or subsequent time	T	R12M	✓	20.5	20.0	GREEN	19.4	↓	19.3	17.5	GREEN
SCS18	Children in Care in same placement for the last two years (for those in care for two and a half years or more)	H	MS	✓	69.3	70.0	AMBER	69.1	↑	69.0	70.0	AMBER
SCS19	Percentage of CIC Foster Care in KCC Foster Care/Rel & Friends placements (exc UASC)	H	MS	✓	84.5	85.0	AMBER	84.3	↑	86.5	85.0	GREEN
SCS29	Average number of days between becoming a child in care and moving in with an adoptive family	L	R12M	✓	336.8	426.0	GREEN	320.0	↓	351.4	426.0	GREEN
SCS34	Percentage of care leavers in education, employment or training (of those KCC is in touch with)	H	R12M	✓	65.4	65.0	GREEN	66.5	↓	62.4	65.0	AMBER
SCS37	Percentage of on-line Case File Audits rated as Good or above	H	R12M	✓	77.9	75.0	GREEN	80.3	↓	67.3	60.0	GREEN
SCS40	Percentage of case holding posts filled by permanent qualified social workers	H	MS	✓	80.3	85.0	AMBER	82.2	↓	80.1	83.0	AMBER
SCS42	Average caseloads in the CIC Teams	L	MS		16.4	15.0	AMBER	17.0	↑	15.5	15.0	AMBER
SCS43	Average caseloads in the CSWT Teams	L	MS		23.1	18.0	RED	22.4	↓	22.0	18.0	RED

Directorate Scorecard - Kent

Annual Indicators		Polarity	Data Period	QPR	2016-17 Kent Outturn	Target 2016-17	RAG 2016-17	2015-16 Kent Outturn	DOT	Target 2017-18
EY14	Percentage of pupils at EYFS achieving a Good Level of Development	H	A		74.2	81	RED	74.8	↓	77
EY15	Percentage of pupils at EYFS achieving a Good Level of Development - FSM Eligible achievement gap	L	A		21	17	RED	19	↓	9.5
SISE4	Percentage of pupils at KS2 achieving age-related expectations in Reading, writing & mathematics	H	A		65	66	AMBER	59	↑	66
SISE16	Percentage of pupils at KS2 achieving age-related expectations in Reading, writing & mathematics - FSM gap	L	A		26	18	RED	25	↓	20
SISE12	Average score at KS4 in Attainment 8	H	A		46.3	52	RED	50.4	↓	53
SISE19	Average score at KS4 in Attainment 8 - FSM gap	L	A		18.4	14	RED	16.2	↓	13
SISE43	Percentage of young people with Level 2 attainment by age 19	H	A		83.0	90.0	RED	85.4	↓	90
SISE44	Percentage of young people with Level 2 attainment by age 19 - FSM Eligible gap	L	A		24.8	14.0	RED	21.2	↓	13
SISE45	Percentage of young people with Level 3 attainment by age 19	H	A		54.7	65.0	RED	54.1	↑	58
SISE46	Percentage of young people with Level 3 attainment by age 19 - FSM Eligible gap	L	A		33.7	18.0	RED	32.5	↓	20
SEND10	Percentage of pupils with a Statement or Education, Health and Care Plan (EHCP) - Kent resident pupils	L	A		3.1	2.6	AMBER	3.0	↓	2.8
CYP2	Percentage of parents getting first preference of primary school	H	A		89.0	87	GREEN	87.2	↑	90
CYP3	Percentage of parents getting first preference of secondary school	H	A		80.5	83	AMBER	81.4	↓	78
CYP4	Percentage of surplus school places in Kent Primary schools	T	A		4.6	5		5.0		5
CYP5	Percentage of surplus school places in Kent Secondary schools	T	A		9.3	8		10.1		7
EH46	Percentage of pupils who are persistently absent from primary schools - all pupils based on 10% threshold	L	A		8.7	8.5	AMBER	8.7	↔	8.5
EH47	Percentage of pupils who are persistently absent from secondary schools - all pupils based on 10% threshold	L	A		14.6	12.5	RED	14.2	↓	13.7

Data Sources for Current Report

Code	Indicator	Source Description	Latest data Description	Latest data release date
SISE31	Number of schools in Ofsted Category (special measures or serious weakness)	Ofsted published inspection reports (MI Database)	Inspections data as at July 2018	Aug 2018
SISE34	Percentage of all schools with Good or Outstanding Ofsted Judgements - Overall Effectiveness	Ofsted published inspection reports (MI Database)	Inspections data as at July 2018	Aug 2018
EY8	Percentage of EY settings with Good or Outstanding Ofsted Judgements - Overall Effectiveness (non-domestic premises)	Ofsted published inspection reports (MI Database)	Inspections data as at July 2018	Aug 2018
EY2	Percentage of DWP and other identified eligible 2 year olds taking up a free early education place	FF2 Team in Early Years & Childcare	Snapshot as at 31st August 2018	Aug 2018
SEND11	Percentage of Education, Health and Care Plans (EHCPs) issued within 20 weeks	Impulse database - monthly reported data	Snapshot as at July 2018	Aug 2018
CYPE1	Number of pupils being placed in independent or out-of-county special schools	Education Finance reporting	Snapshot as at July 2018	Aug 2018
EH43	Number of permanent exclusions from the primary phase - all Year R to Year 6 pupils	Impulse database - monthly reported data	Rolling 12 months up to July 2018	Aug 2018
EH44	Number of permanent exclusions from the secondary phase - all Year 7 to Year 14 pupils	Impulse database - monthly reported data	Rolling 12 months up to July 2018	Aug 2018
CYPE6	Percentage of Children Missing Education cases, closed within 30 days	Fair Access Team Impulse reporting	Sept 2017 to Aug 2018	Aug 2018
SISE49	Number of apprenticeships 16-18 year olds	Skills Funding Agency/Dept for Business, Innovation & Skills	2017-18 Quarter 3 data	July 2018
SISE71	Percentage of Year 12-13 age-group (16-17 year olds) not in education, employment or training (NEET)	MI monthly reporting	Snapshot data at end of July 2018	Aug 2018
SISE59	Percentage of unemployment among 18-24 year olds	KCC Business Intelligence Statistical Bulletin - Monthly Data	Snapshot data at end of July 2018	Aug 2018
EH02	Rate of notifications received per 10,000 0-18 population (rolling 12 months)	Early Help module	Rolling 12 months up to July 2018	Aug 2018
EH16	Percentage of cases closed by Early Help Units with a positive outcome	Early Help module	Snapshot as at July 2018	Aug 2018
EH52	Percentage of Assessments completed in the given month, on open cases within 6 weeks of allocation	Early Help module	Snapshot as at July 2018	Aug 2018
CYPE8	Rate of proven re-offending by CYP	MOJ quarterly reporting	Data for Oct 2015 to Sept 2016 cohort	Aug 2018
CYPE9	Number of first time entrants to the Youth Justice system	MI monthly reporting (CareDirector Youth)	Rolling 12 months up to July 2018	Aug 2018
SCS1	Re-referrals within 12 months	Liberi	Rolling 12 months up to July 2018	Aug 2018
SCS9	Percentage of Returner Interviews completed for those with SCS Involvement	Liberi	Rolling 12 months up to July 2018	Aug 2018
SCS13	Percentage of children becoming subject to a child protection plan for the second or subsequent time	Liberi	Rolling 12 months up to July 2018	Aug 2018
SCS18	Children in Care in same placement for the last two years (for those in care for two and a half years or more)	Liberi	Snapshot as at July 2018	Aug 2018
SCS19	Percentage of CIC Foster Care in KCC Foster Care/Rel & Friends placements (exc UASC)	Liberi	Snapshot as at July 2018	Aug 2018
SCS29	Average number of days between becoming a child in care and moving in with an adoptive family	Liberi	Rolling 12 months up to July 2018	Aug 2018
SCS34	Percentage of care leavers in education, employment or training (of those KCC is in touch with)	Liberi	Rolling 12 months up to July 2018	Aug 2018
SCS37	Percentage of on-line Case File Audits rated as Good or above	Firmstep	Rolling 12 months up to July 2018	Aug 2018
SCS40	Percentage of case holding posts filled by permanent qualified social workers	Area Staffing Spreadsheets	Snapshot as at July 2018	Aug 2018
SCS42	Average caseloads in the CIC Teams	Liberi / Area Staffing Spreadsheets	Snapshot as at July 2018	Aug 2018
SCS43	Average caseloads in the CSWT Teams	Liberi / Area Staffing Spreadsheets	Snapshot as at July 2018	Aug 2018
EY14	Percentage of pupils at EYFS achieving a Good Level of Development	End of year assessments based on EYFSP framework	2016-17 DfE published	Oct 2017
EY15	Percentage of pupils at EYFS achieving a Good Level of Development - FSM Eligible achievement gap	End of year assessments based on EYFSP framework	2016-17 DfE published	Nov 2017
SISE4	Percentage of pupils at KS2 achieving age-related expectations in Reading, writing & mathematics	Test/TA results for end of academic year	2016-17 DfE published	Dec 2017
SISE16	Percentage of pupils at KS2 achieving age-related expectations in Reading, writing & mathematics - FSM gap	Test/TA results for end of academic year	2016-17 DfE published	Dec 2017
SISE12	Average score at KS4 in Attainment 8	Test results for end of academic year	2016-17 DfE published	Jan 2018
SISE19	Average score at KS4 in Attainment 8 - FSM gap	Test results for end of academic year	2016-17 DfE published	Jan 2018
SISE43	Percentage of young people with Level 2 attainment by age 19	DfE SFR Level 2 and 3 Attainment by age 19	Attainment by age 19 in 2017	May 2018
SISE44	Percentage of young people with Level 2 attainment by age 19 - FSM Eligible gap	DfE SFR Level 2 and 3 Attainment by age 19	Attainment by age 19 in 2017	May 2018
SISE45	Percentage of young people with Level 3 attainment by age 19	DfE SFR Level 2 and 3 Attainment by age 19	Attainment by age 19 in 2017	May 2018
SISE46	Percentage of young people with Level 3 attainment by age 19 - FSM Eligible gap	DfE SFR Level 2 and 3 Attainment by age 19	Attainment by age 19 in 2017	May 2018
SEND10	Percentage of pupils with a Statement or Education, Health and Care Plan (EHCP) - Kent resident pupils	DfE annual snapshot based on school census	Snapshot as at January 2018	July 2018
CYPE2	Percentage of parents getting first preference of primary school	Admissions school places offered for start of academic year	Offers data for academic year 2017-18	June 2017
CYPE3	Percentage of parents getting first preference of secondary school	Admissions school places offered for start of academic year	Offers data for academic year 2017-18	June 2017
CYPE4	Percentage of surplus school places in Kent Primary schools	Commissioning Plan for Education Provision in Kent	2016-17 surplus capacity data	July 2017
CYPE5	Percentage of surplus school places in Kent Secondary schools	Commissioning Plan for Education Provision in Kent	2016-17 surplus capacity data	July 2017
EH46	Percentage of pupils who are persistently absent from primary schools - all pupils based on 10% threshold	Annual data for academic year 2016-17	2016-17 DfE published	March 2018
EH47	Percentage of pupils who are persistently absent from secondary schools - all pupils based on 10% threshold	Annual data for academic year 2016-17	2016-17 DfE published	March 2018

Indicator Definitions

Code	Indicator	Definition
SISE31	Number of schools in Ofsted Category (special measures or serious weakness)	Number of Kent maintained schools and academies judged inadequate for overall effectiveness by Ofsted in their latest inspection.
SISE34	Percentage of all schools with Good or Outstanding Ofsted Judgements - Overall Effectiveness	The percentage of Kent maintained schools and academies, judged good or outstanding for overall effectiveness in their latest inspection, as a proportion of all inspected Kent maintained schools and academies. Includes Primary, Secondary and Special schools and Pupil Referral Units.
EY8	Percentage of EY settings with Good or Outstanding Ofsted Judgements - Overall Effectiveness (non-domestic premises)	The percentage of Kent Early Years settings (non-domestic premises only), judged good or outstanding for overall effectiveness in their latest inspection, as a proportion of all inspected Kent Early Years settings (non domestic premises only).
EY2	Percentage of DWP and other identified eligible 2 year olds taking up a free early education place	Definition to be confirmed.
SEND11	Percentage of Education, Health and Care Plans (EHCPs) issued within 20 weeks	The percentage of Education and Health Care Plans that are issued within 20 weeks as a proportion of all such plans. An education, health and care plan (EHCP) replaced statements and are for children and young people aged up to 25 who need more support than is available through special educational needs support.
CYPE1	Number of pupils being placed in independent or out-of-county special schools	The number of pupils with statements of special educational needs that are placed in independent Special schools or out-of-county Special schools.
EH43	Number of permanent exclusions from the primary phase - all Year R to Year 6 pupils	The total number of pupils in Year R to Year 6 that have been permanently excluded from a Kent maintained Primary school, Special school or Pupil Referral Unit (PRU) or Primary academy or Special academy during the last 12 months.
EH44	Number of permanent exclusions from the secondary phase - all Year 7 to Year 14 pupils	The total number of pupils in Year 7 to Year 14 that have been permanently excluded from a Kent maintained Secondary school, Special school or Pupil Referral Unit (PRU) or Secondary academy or Special academy during the last 12 months.
CYPE377	Percentage of Children Missing Education cases, closed within 30 days (either accessing education/moved out of Kent/moved out of country)	The number of closed cases within the 30 days of their referral to Kent County Council's CME Team, as a percentage of the total number of cases opened within the period.
SISE49	Number of apprenticeships 16-18 year olds	The number of young people aged 16-18 starting an apprenticeship. Source: Skills Funding Agency and Department for Business, Innovation & Skills
SISE71	Percentage of Year 12-13 age-group (16-17 year olds) not in education, employment or training (NEET)	The percentage of young people who have left compulsory education, up until the end of National Curriculum Year 13, who have not achieved a positive education, employment or training destination. This replaces the indicator SISE58 Percentage of 16-18 year olds not in education, employment or training (NEET)
EH02	Rate of notifications received per 10,000 0-18 population	The total number of notifications received during the current reporting month per 10,000 of the Mid Year 2013 0-18 population Estimates. The data includes all notifications received by EHPS excluding the notification types that were "SCS" or "CDT".
EH16	Percentage of cases closed by Early Help Units with a positive outcome	The percentage of all cases closed by Units with outcomes achieved for the current reported month. The data includes all cases that were sent to Units at Early Help Record stage. It is calculated from the completion date of the closure form. Closure outcomes used are those which contain "Outcomes achieved".
EH52	Percentage of Assessments completed in the given month, on open cases within 6 weeks of allocation	The proportion of open cases with an assessment completed in the last month, where the assessment was completed within 30 working days of allocation, for the current month only.
CYPE8	Rate of proven re-offending by CYP	An offender enters the cohort if they are released from custody, received a non-custodial conviction at court or received a reprimand or warning (caution) in a three month period. A proven reoffence is defined as any offence committed in a one year follow-up period that leads to a court conviction, caution, reprimand or warning in the one year follow-up or within a further six month waiting period to allow the offence to be proven in court. It is important to note that this is not comparable to previous proven reoffending publications which reported on a 12 month cohort.
CYPE9	Number of first time entrants to the Youth Justice system	First time entrants are defined as young people (aged 10 – 17 years) who receive their first substantive outcome (relating to a Youth Caution with or without an intervention, or a Conditional Caution or a Court disposal for those who go directly to Court without a Youth Caution or Conditional Caution).

Indicator Definitions

Code	Indicator	Definition
SCS1	Re-referrals within 12 months	The percentage of referrals to SCS in the last 12 months where the previous referral date (if any) is within 12 months of the new referral date.
SCS8	Percentage of Returner Interviews completed for those with SCS Involvement	The percentage of returner interviews completed in the last 12 months where the case was open to SCS at the point the child went missing and the child was aged under 18 at the point of going missing.
SCS13	Percentage of children becoming subject to a child protection plan for the second or subsequent time	The percentage of children who become subject to a Child Protection Plan during the last 12 months who have been subject to a previous plan.
SCS18	Children in Care in same placement for the last two years (for those in care for two and a half years or more)	The percentage of Children in Care aged under 16 at the snapshot date who had been looked after continuously for at least 2.5 years who were living in the same placement for at least 2 years, or are placed for adoption and their adoptive placement together with their previous placement together last for at least 2 years.
SCS19	Percentage of CIC Foster Care in KCC Foster Care/Rel & Friends placements (exc UASC)	The percentage of Kent Children in Care at the snapshot date who are in Foster Care and are placed with KCC Foster Carers or with Relatives and Friends. UASC are excluded
SCS29	Average number of days between becoming a child in care and moving in with an adoptive family	The average number of days between becoming a Looked After Child and moving in with Adoptive Family (for children who have been Adopted in the last 12 months)
SCS34	Percentage of care leavers in education, employment or training (of those KCC is in touch with)	The percentage of relevant and former relevant care leavers who we were in contact with in a 4 month window around their birthday who were aged 17, 18, 19, 20 or 21 and were in education, employment or training.
SCS37	Percentage of on-line Case File Audits rated as Good or above	The percentage of all online case audits completed in the last 12 months where the overall outcome is either good or above
SCS40	Percentage of case holding posts filled by permanent qualified social workers	The percentage of case holding posts (FTE) at the snapshot date which are held by qualified social workers employed by Kent County Council.
SCS42	Average caseloads in the CIC Teams	The average caseload of social workers within district based CIC Teams at the snapshot date.
SCS43	Average caseloads in the CSWT Teams	The average caseload of social workers within the district based Children's Social Work Teams (CSWTs) at the snapshot date.
EY14	Percentage of pupils at EYFS achieving a Good Level of Development	Percentage of pupils assessed as achieving Expected or Exceeding in all Prime Learning Goals and all literacy and mathematics Early Learning Goals at the end of reception year, based on the Early Years Foundation Stage framework.
EY15	Percentage of pupils at EYFS achieving a Good Level of Development - FSM Eligible achievement gap	The difference between the achievement of non-FSM eligible pupils and FSM eligible pupils in terms of percentage assessed as achieving Expected or Exceeding in all Prime Learning Goals and all literacy and mathematics Early Learning Goals at the end of reception year, based on the Early Years Foundation Stage framework.
SISE4	Percentage of pupils at KS2 achieving age-related expectations in Reading, writing and mathematics	The percentage of pupils at the end of Key Stage 2 working at the Expected Standard in all of Reading, Writing & maths. Includes Kent maintained schools and academies.
SISE16	Percentage of pupils at KS2 achieving age-related expectations in Reading, writing and mathematics - FSM achievement gap	The difference between the achievement of non-FSM eligible pupils and FSM eligible pupils in terms of percentage working at the Expected Standard in all of Reading, Writing & maths at KS2. Includes Kent maintained schools and academies.
SISE12	Average score at KS4 in Attainment 8	The average Attainment 8 score for pupils at end of Key Stage 4. Attainment 8 is a point score based on attainment across eight subjects which must include English; mathematics; three other English Baccalaureate (EBacc) subjects (sciences, computer science, geography, history and languages); and three further subjects, which can be from the range of EBacc subjects, or can be any other approved, high-value arts, academic, or vocational qualification.
SISE19	Average score at KS4 in Attainment 8 - FSM gap	The difference between the Attainment 8 score of non-FSM eligible pupils and FSM eligible pupils at the end of KS4 (see above definition for SISE12a). Includes Kent maintained schools and academies.

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Indicator Definitions

Code	Indicator	Definition
SISE43	Percentage of young people with Level 2 attainment by age 19	The percentage of young people achieving the level 2 threshold by age 19. The calculation is based on the number of young people that were studying in the local authority at age 15, that have passed the level 2 threshold by the end of the academic year in which they turn 19.
SISE44	Percentage of young people with Level 2 attainment by age 19 - FSM Eligible gap	This indicator reports the gap in attainment of level 2 at age 19 between those young people who were in receipt of free school meals at academic age 15 and those who were not.
SISE45	Percentage of young people with Level 3 attainment by age 19	The percentage of young people achieving the level 3 threshold by age 19. The calculation is based on the number of young people that were studying in the local authority at age 15, that have passed the level 3 threshold by the end of the academic year in which they turn 19.
SISE46	Percentage of young people with Level 3 attainment by age 19 - FSM Eligible gap	The gap in attainment of level 3 at age 19 between those young people who were in receipt of free school meals at academic age 15 and those who were not.
SEND10	Percentage of pupils with a Statement or Education, Health and Care Plan (EHCP) - Kent resident pupils	Percentage of pupils with a statement of Special Educational Needs or an Education, Health and care Plan (EHCP) as a proportion of all pupils on roll in all schools as at January school census. Includes maintained schools and academies, Pupil Referral Units, Free schools and Independent schools (DfE published data).
CYPE2	Percentage of parents getting first preference of primary school	The percentage of parents who got their first preference of Primary school (out of their three ordered preferences) for their child.
CYPE3	Percentage of parents getting first preference of secondary school	The percentage of parents who got their first preference of Secondary school (out of their three ordered preferences) for their child.
CYP4	Percentage of surplus school places in Kent Primary schools	The percentage of spare school places: current Primary school rolls calculated as a proportion of Primary schools' capacities.
CYP5	Percentage of surplus school places in Kent Secondary schools	The percentage of spare school places: current Secondary school rolls calculated as a proportion of Secondary schools' capacities (Year 7 to 11 only)
EH46	Percentage of pupils who are persistently absent - Primary school age based on 10% threshold	The percentage of pupils that have been persistently absent from a Kent maintained Primary school or a Primary academy for 10% or more of their expected sessions over the reported time period.
EH47	Percentage of pupils who are persistently absent - Secondary school age based on 10% threshold	The percentage of pupils that have been persistently absent from a Kent maintained Secondary school or a Secondary academy for 10% or more of their expected sessions over the reported time period.

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OFSTED Outcomes 10-July to17 September 2019

School	Type	Academy / Non Academy	District	Type of inspection	Most recent Inspection Date	OE Judgement	Direction of travel since previous inspection	First inspection since academising / new school	Previous Inspection Date	Previous OE Judgement					
St Mary of Charity CofE Primary School	PRI	Academy	SWAL	5	10.07.18	1		Yes							
Sheldwich Primary School	PRI	Academy	SWAL	8	10.07.18				08.11.12	1	no formal designation - maintaining high standards				
St Nicholas School	SPEC	Non Academy	CANT	8	12.07.18	2	↔		08.11.12	2					
Milton Court Primary Academy	PRI	Academy	SWAL	8	18.07.18	RI monitoring			15.03.17	3	Taking effective action				
North Borough Junior School	PRI	Non Academy	MAID	8	17.07.18	2	↔		24.06.14	2					
Dunton Green Primary School	PRI	Non Academy	SEV	5	17.07.18	2	↑		02.03.16	3					
Shatterlocks Infant School	PRI	Academy	DOV	8	17.07.18	2		Yes							
Salmestone Primary School	PRI	Academy	THAN	8	17.07.18	RI monitoring			06.07.16	3	Taking effective action				
Lyminge CEP School	PRI	Non Academy	SHEP	5	17.07.18	2	↓		01.12.11	1					
The Holmesdale School	SEC	Non Academy	T & M	8	17.07.18	Special Measures Monitoring			20.02.18	4	not making reasonable progress				
Hornbeam Primary School	PRI	Non Academy	DOV	8	18.07.18	2	↔		27.03.14	2					
St Matthew's High Brooms CEP School	PRI	Non Academy	TUNB	8	19.07.18	2	↔		16.07.14	2					
The John Wallis CE Academy	PRI	ACA	Ash	8	11.09.18	2	↔		09.01.14	2					
Monkton CEP School	PRI	LA	Than	5	11.09.18	2	↓		19.11.11	1					
Holy Trinity CEP School, Gravesend	PRI	LA	Grav	5	12.09.18	2	↑		19.10.17	3					
St Martin's School	PRI	ACA	Dov	8	13.09.18	Report not yet published		Yes	N/A						

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From: Ben Watts, General Counsel

To: Children's, Young People and Education Cabinet Committee –
25 September 2018

Subject: Work Programme 2018/19

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: Standard item

Summary: This report gives details of the proposed work programme for the Children's, Young People and Education Cabinet Committee.

Recommendation: The Children's, Young People and Education Cabinet Committee is asked to consider and agree its work programme for 2018/19.

1.1 The proposed Work Programme has been compiled from items on the Forthcoming Executive Decisions List, from actions arising from previous meetings and from topics identified at agenda setting meetings, held six weeks before each Cabinet Committee meeting, in accordance with the Constitution, and attended by the Chairman, Vice-Chairman and the Group Spokesmen. Whilst the Chairman, in consultation with the Cabinet Member, is responsible for the final selection of items for the agenda, this report gives all Members of the Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Work Programme 2018

2.1 An agenda setting meeting was held at which items for this meeting were agreed and future agenda items planned. The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in the appendix to this report, and to suggest any additional topics that they wish to be considered for inclusion to the agenda of future meetings.

2.2 The schedule of commissioning activity which falls within the remit of this Cabinet Committee will be included in the Work Programme and considered at future agenda setting meetings. This will support more effective forward agenda planning and allow Members to have oversight of significant service delivery decisions in advance.

2.3 When selecting future items, the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' or briefing items will be sent to Members of the Cabinet Committee separately to the agenda, or separate Member briefings will be arranged, where appropriate.

3. Conclusion

- 3.1 It is vital for the Cabinet Committee process that the Committee takes ownership of its work programme, to help the Cabinet Member to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates of requested topics and to seek suggestions of future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings, for consideration.

4. Recommendation: The Children's, Young People and Education Cabinet Committee is asked to consider and agree its work programme for 2018/19.

5. Background Documents

None

6. Contact details

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CYPE WORK PROGRAMME – 2018/2019

Thursday 29 November 2018		
Item:	Requested by/when:	Deferred?
<ul style="list-style-type: none"> • The Commissioning Plan for Education Provision in Kent 2019-23 		
<ul style="list-style-type: none"> • Specialist Resourced Provision for pupils with Speech, Language and Communication Needs at John Wesley CEM Primary School, Ashford 	Louise Dench	
<ul style="list-style-type: none"> • Early Years and School Performance in 2018 		
<ul style="list-style-type: none"> • Children, Young People and Education Strategic Vision and Priorities for Improvement 2019-2022 		
<ul style="list-style-type: none"> • An update on the Emotional Wellbeing and Mental Health Pathway for Children and Young People in Kent (KPI's included) 	CYPE CC mtg on 10 July 2018	
<ul style="list-style-type: none"> • Independent Adoption & Special Guardianship Order Support Services - Tender Award Result 	Louise Dench	
<ul style="list-style-type: none"> • Children's Act 2018 Update – Care Leaver Local Offer? 	Louise Dench	
<ul style="list-style-type: none"> • Performance Scorecard 	Standard item	
<ul style="list-style-type: none"> • Ofsted Update 	Standard item	
<ul style="list-style-type: none"> • Work Programme 2018/19 	Standard item	
Friday 11 January 2019		
Item:	Requested by/when:	Deferred?
<ul style="list-style-type: none"> • Skills and Employability Update 	Agreed at SMT mtg – S.Hammond requested	10 July 2018 CYPE CC mtg and 25 Sept 2018 CYPE CC mtg
<ul style="list-style-type: none"> • Co-ordinated Primary and Secondary Scheme of Admissions 		
<ul style="list-style-type: none"> • Draft 2019-20 Budget and 2019-21 Medium Term Financial Plan 		
<ul style="list-style-type: none"> • Performance Scorecard 	Standard item	
<ul style="list-style-type: none"> • Ofsted Update 	Standard item	

• Work Programme 2018/19	Standard item	
Thursday 28 March 2019		
Item:	Requested by/when:	Deferred?
• CYPE Directorate Business Plan 2019-2020		
• Post 16 Transport Policy		
• Performance Scorecard	Standard item	
• Ofsted Update	Standard item	
• Work Programme 2018/19	Standard item	
Other Items/Misc		
Item:	Requested by/when:	Deferred?
• Kent Safeguarding Children Board's Improvement Plan	CYPE CC on 22 Jun 2017	

Updated: 17 September 2018