

By: Ian Craig, Interim Managing Director, Children, Families & Education Directorate

Mark Dance, Cabinet Member for Operations, Skills and Resources (CFE)

Leyland Ridings, Cabinet Member for Children, Families & Educational Achievement (CFE)

To: Children Families and Education Policy Overview Committee

16 January 2009

Subject: Half-year monitoring 2008/9

Classification: Unrestricted

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Summary: This report summarises the 2008/9 half-year monitoring results for the annual Business Unit Operating plans, the Equality & Diversity monitoring and includes the Managing Director Summaries of progress to date.

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## Introduction

1. (1) The Directorate has completed the half-year monitoring of the priorities set out within the annual Business Unit Operating Plans.

(2) A report on progress against 'Towards 2010' targets was checked as part of monitoring process and reported to Cabinet on 13 October 2008 and County Council on 16 October 2008.

## Summarised Outcomes

### 2. (1) **Business Plans:**

As part of the half-year monitoring, the Directorate has checked progress against each of the unit business plans. The Managing Director's statement outlining progress is included in Appendix 1. 95% of projects/developments/key actions set out in the 2008/09 CFE Annual Unit Business Operating Plans are either 'on course' or 'done and ongoing'.

### 2. (2) **Equalities & Diversity Monitoring**

Equality and Diversity monitoring was included within the half year monitoring of the Unit Business Plans this year.

KCC was confirmed as meeting Level 3 of the Equality Standard for Local Government following an assessment on 18/19 March 2008 by the Centre for Local Policy Studies and good progress has been made against KCC's Equality Strategy but half year monitoring across the Authority has highlighted the need for improved target setting.

The amount of work required to achieve the next level is actually of a different nature as the new Equalities Framework for Local Government (EFLG) is more 'outcomes' focused. Supplying evidence of real and positive differences, which are experienced by the ever changing needs of both communities and individuals, will be paramount and next year's monitoring will be important to maintain KCC's progress to the highest level of assessment.

2. (3) **National Indicator Set**

The new National Indicator Set (NIS) replaces BVPIs from March 2008. Performance against the NIS was reported to COG and Cabinet members in September and a further update will be reported in January and is therefore not part of the half year monitoring report.

**Recommendations**

Members of the Children Families and Education Policy Overview Committee are asked to note this report.

Karen Mills  
Planning Manager Strategic planning and Review  
01622 694531  
Karen.Mills@kent.gov.uk

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*Background Documents:*

None

*Other Useful Information:*

None

## **CHILDREN FAMILIES AND EDUCATION**

### **1. Managing Director's Half-Year Summary of Progress – October 2008**

The Children, Families and Education Directorate continues to focus on its vision to ensure that every child and young person and their family is supported, achievement exceeds aspiration and children are positive about their future.

All service units within the Directorate also share a common commitment to the successful achievement of other cross-cutting strategic objectives such as the Supporting Independence Programme, Towards 2010, The Kent Agreement 2, the Vision for Kent and the Children and Young People's plan.

Our excellent JAR report, praising the strong leadership and political direction of the Directorate, the continuing improvement in levels of attainment and a nationally recognised approach to our emerging Children's Trust arrangements will help to ensure stability and ongoing delivery of quality services during a period of change and reorganisation at the most senior levels of management across CFE.

#### **Joint Area Review**

The Joint Area Review was published in June after a rigorous inspection of the key services provided to children and young people by KCC and partner agencies including health, the voluntary and community sector and district councils. The inspectors assessed the services as good for safeguarding, support for looked after children and for those with learning difficulties/disabilities and viewed service management and capacity to improve as outstanding. The report mentioned many strengths including strong leadership across the Partnership, clear political direction and the transformational agenda that drives the work of a skilled, multi-disciplinary workforce. The few areas for development were already recognised by the partnership and an action plan is in place to ensure a continuing focus for improvement.

#### **Kent Children's Trust Developments**

Kent's Children and Young People's Plan (CYPP) has been updated and is in the final stages of approval following extensive consultation with stakeholders, partners and children and young people. The CYPP is the overarching strategic framework setting the direction for all services for children and young people across Kent and articulates the Kent Children's Trust's priorities for change to improve outcomes for all.

The framework and structures of the Kent Children's Trust have continued to develop with the local children's services partnerships (LCSPs) coming into effect as the operational arms of the Trust from 1<sup>st</sup> September 2008. The 23 LCSPs will be charged with turning the Trust's vision into reality. Front-line services will continue to be transferred to the management of LCSPs and will work with all agencies, voluntary and private sector partners to secure comprehensive provision to underpin the Every Child Matters and Kent Children's Trust's agendas at a local level and support KCC's vision for lifelong learning, community regeneration and economic

development. Each partnership now has an LCSP manager in place who is currently developing Local Boards and local Children and Young People's Plans.

The Trust is also developing a sub structure to facilitate work across the Partnership.

A multi-agency data group has been established to serve as the data and analytical specialists of the Kent Children's Trust, providing it with high quality data and information about the outcomes of children and young people in Kent.

### **Narrowing the Gap**

The Directorate continues to focus on ensuring that the structures and mechanisms are in place to enable every child and young person to fulfill their potential regardless of background or circumstances.

Mitigating the effects of poverty on children, young people and their families continues to be a priority for the Directorate and is reflected both within the activity of the CYPP and Kent's new Local Area Agreement.

### **Other key developments include:**

#### **Being Healthy**

The effective partnership and full contribution of Health services in the Kent Children's Trust is a considerable strength. The Children's Health Division and the Children's Trust Board has started to develop an ambitious vision to ensure joint working, planning and commissioning that will create accessible services and target resources to address health inequalities and promote social inclusion. The publication of the Joint Strategic Needs Assessment by Health heavily influenced the development of Kent's Children and Young People's Plan.

Kent aims to target the health and well being of all its children and young people through both the strategic and local CYPPs, a number of complementary Towards 2010 and Kent Agreement targets which together will provide the support needed at all stages of development to enable children and young people to develop the emotional intelligence to make informed choices and cope with challenges in their life.

#### **Healthy Schools**

100% of schools are working towards healthy schools accreditation, achieving the target a year before the 2009 deadline. Improved pupil behaviour including punctuality and attendance has been reported by schools following their increased uptake of initiatives for healthy eating and physical activity (such as breakfast clubs and walking buses).

A series of pilots are in place to encourage **healthy eating** including two Community Chef's to work in deprived areas. They are developing cooking skills courses that also provide healthy eating knowledge and build confidence in preparing foods. The first fruit and vegetable bag scheme has also been launched in Gravesend.

The first ever **Kent School Games** took place. Around 30,000 seven to 14 year-olds from 500 schools competed between November 2007 and May 2008 in 515 area competitions to reach the Finals in June and July 2008.

84% of pupils are now participating in 2 hours of high quality PE and School Sport, compared to 64% two years ago, an increase of 8% from 2006/07 and 4% above the 2007/08 target.

### **Emotional wellbeing**

10% of our children and young people aged 11-16 reported feeling sad most days. 29% say they have been bullied in the last year. In response to these findings there has been ongoing development and implementation of programmes that support emotional well being, raise confidence and self esteem and promote community cohesion. There has been increasing work to prepare children at transitional stages in their lives, such as moving from primary to secondary school and to prepare them for the challenges they may face as they grow, including advice about relationships and preparing for work. Multi-agency action plans are in place to improve access to community adolescent mental health services and to ensure young people receive timely and appropriate support.

### **Enjoying and Achieving**

Kent continues to work hard to drive up performance and tackle those areas that we recognise as needing improvement. A number of Towards 2010 and Kent Agreement targets are in place to ensure we continue to focus resources on improving the quality of provision and to make sure every child is given every opportunity to fulfill their potential.

Children and young people have told us throughout all the surveys and consultation opportunities that they want more places to go and affordable things to do. This is a key area for development within the Children and Young People's Plan and in the Kent Agreement. Meanwhile we continue to develop and offer after schools clubs as part of our extended schools programme and are seeking ways with our partners to extend provision of leisure activities for all.

### **Improving Attainment**

Early years foundation stage results show that improvements have been achieved in 12 of the 13 areas of learning, with one area – Knowledge and Understanding of the World, within only half a per cent of last year's record results.

There is now a three year trend of improvements and of particular note this year is the 5.1% improvement in the ability of very young children to link letters and sounds. This has been matched by improvements at the end of Key Stage One where performance in reading has reached a six year high.

Provisional figures released do indicate that Kent's primary school leavers have yet again achieved their best ever results in English and mathematics, improving in both subjects at level 4 – the level that pupils of this age are expected to achieve prior to moving to secondary school.

Every year for the past five years the proportion of Kent pupils achieving the expected level has risen in mathematics and this year the difference between the county and national figure has narrowed significantly with Kent schools improving by 2.5% compared to the one per cent national rise.

In English the overall achievement mirrors national outcomes and is the best ever result. Improvements in reading are particularly good with an increase of 2.6%, another 405 pupils, achieving the expected level compared to a national rise of two per cent.

Once again students and their teachers have produced outstanding GCSE results.

Provisional figures show that at least 67.1% of students will have achieved five or more A\*-C grades - an increase of approximately 2.2% on 2007. One hundred and fifty five more students have achieved five A\*-C grades this year than last year while 232 more youngsters achieved five A\*-C grades including English and maths this year, moving the county proportion from 48.5% in 2007 to 50% in 2008.

Kent has exceeded the national average for the last nine years and is expected to do so yet again in 2008.

The government's 2008 target of no schools below 30% A\*-C was achieved and almost one third of schools named in the National Challenge in June as being below 30% five A\*-C including English and maths in 2007 have already met the Prime Minister's 2011 pledge, while others have improved performance and have begun to close on the 30% threshold.

More than 7,000 Kent students received their A-level and equivalent results in August. In parallel with the national picture, more students achieved passes and the overall two or more A to E grades increased by a further one per cent on the previous year to 93%, the highest performance since 2002. The quality of performance by students increased by more than four percentage points – the greatest improvement over the last four years and maintaining a seven year upward trend.

### **Schools fit for learning in the 21st century**

Strategies for the primary, secondary and special school sectors are in the process of implementation and remain at the heart of our transformation to meet the needs of learners in the 21st Century. Our ambitious plans are supported through the Building Schools for the Future programme and sit alongside the innovative reform of 14 –19 education, creation of academies, development of extended schools and children's centres - all of which will create natural communities of schools and improve the educational landscape and infrastructure of schools in Kent.

The Isle of Sheppey is joining the rest of Kent by moving from a three-tier to two-tier system of education, following extensive consultation and decision by the School's Adjudicator. The DCSF (Department for Children, Schools and Families) have approved the funding agreement for the establishment of an Academy from September 2009.

We continue with our ambitious and nationally recognised Building Schools for the Future programme. Land Securities were announced as preferred bidder in December and are on target to begin construction on the first ten schools this autumn.

The BSF Team has also been working hard to establish our BSF Programme as a National Construction Skills Centre of Excellence. The proposal has been enthusiastically recommended to the National Board of the Sector Skills Council and, if it is successful, will lead to the establishment of hundreds of apprenticeships and other training opportunities for learners, teachers and the wider community in BSF project areas.

Our second BSF Programme, which focuses on Dover, Deal, Sandwich, Shepway, Canterbury and Ashford, is currently being developed and is expected to be offered to the market next year.

Carillion was announced as the Preferred Bidder for the first of our innovative Batched Academies Programmes. This programme, which is valued at £120m will see state-of-the-art buildings and ICT facilities delivered for:

- New Line Learning Academy, Maidstone
- Cornwallis Academy, Maidstone
- Longfield Academy, Dartford
- Marsh Academy, New Romney
- Spires Academy, Canterbury.

Work is expected to begin on New Line Learning, the first scheme in the batch, in the autumn of 2008 with the other schemes following on throughout 2009/10.

In May, three state-of-the-art secondary schools were unveiled. Hugh Christie Technology College, The North School and Ellington School for Girls have been funded by £100million from the Government's Private Finance Initiative (PFI), which has delivered six new secondary schools in the county.

These projects were part of our grouped schools PFI project which also saw investment at Aylesford, Homesdale and Malling schools. In each case, dated buildings have been replaced by modern, purpose-built developments, all of unique design. They now boast the latest educational facilities including hi-tech computer suites and impressive specialist facilities, as well as new restaurants and catering facilities.

### **Early Years and Children's Centres**

Extended Schools and Children Centres are at the heart of Local Children's Trusts developments and will have an important role to play in providing childcare to help working parents as well as providing extra support to children and families and quick and easy access to wider services.

We are currently consulting on a new Early Years strategy articulating this vision for Early Years services that will include:

- Supporting disadvantaged groups
- Improving the quality of provision and support the early education and childcare workforce
- Securing sufficient and accessible early education and childcare
- Working with and supporting parents
- Facilitating integrated working between services

There are now 72 children's centres across Kent and Phase 3 is about to begin resulting in a further 30 centres. Work has also been taking place to develop the staffing structures for all the children's centres. A number of centre managers and community involvement workers are now recruited and are starting to build the delivery of core offer services, including early education integrated with childcare, health and family support services and links to Job Centre Plus.

### **Extended Services**

Currently 399 schools (69% of all our schools) are providing access to the full core offer of extended services. This exceeds our September 2008 target of 330 schools. The core offer includes:

- Wraparound childcare provided on the school site or through other local providers from 8am-6pm all year round
- A varied menu of activities on offer, e.g. study support, music, arts and crafts, sport etc.
- Parenting support including family learning
- Swift and easy referral to a wide range of specialist support services
- Providing wider community access to ICT, sports and arts facilities, including adult learning

It is expected that all schools will offer these services by 2010.

### **Making a Positive Contribution**

Our aim is to ensure all Children and Young People (CYP) feel engaged and inspired to learn and that they have the opportunity to share their views and to know that they can make a difference. A Towards 2010 target is in place to ensure we continue to listen and respond to their views. Concerns about personal safety and accessible recreational activities continue to feature strongly in all the consultation we have done across different groups of CYP and are key areas for action in the CYPP.

### **Kent Pupil Survey**

A second extensive survey of children and young people in Kent has been completed. Over 45,000 children and young people completed a questionnaire in 2007/08 which will provide a wealth of information to inform planning at county, local and school levels.

We know from the survey that 69% of children and young people aged 11-16 think they do have a say about what happens to them in school, at least some of the time and 67% of young people aged 11-16 are positive about their future.

### **Teenage conceptions**

Latest figures, which are for 2006, show that teenage conceptions have **reduced by 11.9%** across Kent compared to the 1998 baseline.

The district of Shepway has achieved an excellent reduction of 40% in teenage conceptions and the Shepway model is now being rolled out to other districts across Kent.

### **Kent Children's Trust Parent Support Strategy**

After over a year of development and extensive consultation, Kent Children's Trust Strategy for Supporting Parents "Think Family" is now in place. The strategy is a

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reflection of Kent's vision for children and young people set out within the Kent Children and Young People's plan and recognises the influence and impact that adults with a parenting role, as well as the wider family and community, have on outcomes for their children.

### **Achieving Economic Wellbeing**

Preparing young people for employment is such an important priority for Kent that 5 of the Towards 2010 targets have been developed to ensure that school leavers have the right skills to access jobs and opportunities.

### **14-19 Learner Strategy**

Kent secondary schools and further education colleges are working together to give students the chance to earn new diploma qualifications. The Department for Children, Schools and Families (DCSF) gave the go-ahead for all of the county's **14 – 19 Partnership** teams to roll out the work already established in four pilot areas of Kent.

This means that from 2009 up to 4,000 students will be able to study diplomas in subjects such as engineering, construction, hair and beauty, environment and land-based studies, IT, media, hospitality and catering, business administration and finance, society health and development. By 2010, every secondary school in Kent will have the opportunity to offer one of these vocational qualifications to their students.

There are already over 4,500 14 to 16 learners currently involved in the vocational and applied learning programme. Ten curriculum areas are on offer ranging from Entry Level to Level 2 qualifications and a number of schools are starting to introduce Level 3 courses.

The first year of Kent Young Apprentices (14 to 16) within the vocational programme started in September 2007 with 100 learners on the programme a further cohort of young apprentices starting in September 2008 with 180 learners.

The 14-24 Innovation Unit is developing a pre-apprenticeship programme at Entry Level and Level 1 and it will run at Angleley, Meopham and Hugh Christie from September 2008.

Developments in particular locations include the following:

- Sittingbourne Engineering and Construction Centre opens in September 2008 with 100 learners on the programme. The priority will be supporting NEETs and apprenticeships
- New engineering facilities will open at Walmer School, Maidstone Grammar and Holmsdale all offering different aspects of engineering
- The Marsh Academy will have new vocational facilities providing construction, engineering and motor cycle maintenance courses.

The expansion and success of the vocational programme continues. In some localities there continues to be a significant reduction in the number of NEETs and the most up to date figures will be available in September. A significant number of vocational centres facilities and workshops are already up to capacity and learner demand outstrips the specialist number of places available.

The academic evaluation by Glasgow University of the 14 to 16 programme is extremely positive and highlights how much learners value their experience of real work in the specialist workshops. The final report will be available at the end of November 2008.

### **Staying Safe**

Kent's Local Safeguarding Board continues to work vigorously to achieve good outcomes for children. The Child Death Review Panel has been operationalised and other recent achievements include promoting safe recruitment within the third sector and the broadening of the Kent E-safety strategy to include awareness raising for parents and carers.

### **Bullying**

Tackling bullying remains high on the agenda with a Towards 2010 target in place that aims to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism. Partnership working with Kent Police is particularly aimed at providing support to schools to implement restorative approaches. Restorative justice workshops have been held across Kent and the materials published to support implementation.

### **Safety at home**

The Safeguarding Board has a new programme in place, to ensure that vulnerable groups can access advice and information about fire safety through Kent Fire and Rescue Service's free home fire safety check.

### **Children in need**

For children in need, key performance indicators showed Kent as very good for initial and core assessments completed within timescales as well as 100% of child protection cases being held within timescales. The quality of initial assessments was observed by JAR inspectors to be of a high quality.

We continue to develop preventative services to help families experiencing problems before they reach crisis point.

### **Looked After Children (LAC)**

The LAC pledge has been unveiled which outlines a number of commitments that will help ensure that children and young people's time in care is a fulfilling and positive experience.

The pledge is in two parts (one for KCC LAC and one for LAC placed in Kent by other local authorities) and makes a range of commitments focussing on 6 key areas:

- a sense of belonging
- an adult who is always there for you while you are in care
- a good education
- good memories for the future
- getting ready for being an adult
- championing your needs and interests.

A key aim of the pledge is to inform Looked After Children and Care Leavers what they can expect from KCC and encourage best practice and the means by which better outcomes can be promoted for them.

We continue to perform well against national indicators. Particular achievements were more children leaving care with at least 1 GCSE, also more young care leavers engaged in education, training or employment. The number of LAC participating in their reviews has also increased. Stability of placements remains excellent and we have made great improvements on the numbers of LAC taking part in health checks.

### **Supporting Children and Young People with a Learning Difficulty and/or Disability**

**The Kent Transition Protocols** will be officially launched in November. CFE in partnership with Adult Social Services, Kent Disability Partnership Board, Parent organisations, Primary Care Trusts, Learning and Skills Council, Connexions and schools have developed these multi agency protocols to ensure that young people are supported they move from childhood into adulthood and that they and their parents and carers have access to the help, advice and information they need.

**Windchimes**, a new resource centre for disabled children from east Kent was opened by HRH The Princess Royal. Windchimes is a partnership between Kent County Council, Eastern and Coastal Kent Primary Care Trust and The Children's Society. The centre has been designed especially to meet the needs of children with a broad range of disabilities.

The current **SMILE** (Supporting Multi-Professional Inclusive Education) centre attached to the Ifield school in Gravesend, provides outreach for 40 Gravesham schools. The National Strategies Team has identified Kent as a Local Authority Hub of Effective Practice, one of only 18 nationally.

Kent has been chosen as one of twenty one local authority areas to lead the way in transforming short break services for disabled children, as part of the national **Aiming High** for Disabled Children programme. This status will fund significant investment of £15m over the three year period 2008/11.

### **Young Carers**

The Young Carers' Strategy: Invisible People was launched in July. The strategy recognises the challenges young carers face in their everyday lives and aims to provide them with support so that they can reach their full potential. The strategy was named Invisible People by the young carers who helped to develop it. The implementation plan will be delivered through the LCSPs.

## **SERVICE MANAGEMENT**

### **Progress on Integrated Processes**

The implementation of the Common Assessment Framework, lead professional role and Contactpoint are moving forward and will be the tools that help make integrated working a reality and improve outcomes for Children and Young People.

**The Common Assessment Framework** has been developed for use by practitioners in all agencies working with children, so they can communicate and

work more effectively together. It is intended to provide a simple, non-bureaucratic process for a holistic assessment of a child's needs and deciding how these needs should be met.

It is being implemented in Kent in a phased approach, starting in 6 LCSPs and is underpinned by training to over 2,000 practitioners which will take place by the end of March 2009. The national electronic CAF (e-CAF) is being developed to create, store and share a CAF securely and is expected in 2009, meanwhile Kent has developed an e-CAF interim solution (Claromentis) for the storage and retrieval of CAFs.

A draft CAF Operational Procedures Framework has been developed to ensure that vulnerable children and young people have transparent, swift and easy access to advice and support. The Operational Procedures Framework outlines the implementation of CAF and is being used as a basis for discussion with each LCSP.

The Education Psychology Service is developing local networks to support managers and practitioners in the implementation of CAF and Lead Professional.

These networks will provide advice and guidance and share good practice. The Educational Psychology Service will provide each LCSP area with information of the local networks and key contacts for all practitioners and key partners.

The **Kent Resource Directory** supports the implementation of CAF. The Directory has been launched signposting services and activities for young people. It draws together in one place a comprehensive directory of information about the services working with and helping children and young people, including health, education and social care. It is intended for use by professionals as well as by parents and young people themselves and it will list a full range of both statutory, community and voluntary services

**ContactPoint** will be an online directory that will enable practitioners to quickly find out who else is working with the same child or young person. It will contain a basic record for every child and young person aged between 0 – 18 living in England. ContactPoint is due to be deployed to 19 Early Adopter authorities in October 2008 before being rolled out to other local authorities. Kent County Council will receive deployment in February 2009. This means that Kent will get access to the national dataset and be able to start connecting local data sources and training users. The main roll-out of training will start from April/May 2009.

## **2. Progress against Projects, Developments and Key Actions in the Annual Unit Business Operating Plans**

Directorate position = 95% 'Done and ongoing' or 'On course' for completion by year end.

The following projects, developments or key actions in the annual unit business operating plans are not on target:

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<b>Project/development/key action As per unit business plan</b>	<b>Planned outcome/deliverable as per unit business plan</b>	<b>Reason(s) why and actions to rectify</b>
<b>Commissioning</b>		
Extend the Communication and Assistive Technology service and equipment loan bank across West Kent with Children's Social Service, Health colleagues and the voluntary sector.	Deliver training for LCSP staff to enable advice to be provided to schools on simple technological assessment. Shared equipment loan bank set up.	The 2007 LDP (Local Delivery Plan) WK PCT Health Economy was not successful. The bid has been resubmitted (August 2008). Ongoing discussions the Director of Children's Health. All other elements of the WK development are in place.
To reduce primary absence	Reduce primary absence to 4.69%	<p>While Kent has made positive progress in tackling primary absence, it is unlikely that the specified target will be reached. Changes in Kent are in line with national progress.</p> <p>Kent is recognised by the DCSF as placing a high priority on attendance and Attendance and Behaviour Service have been commended on their strategies.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• All education welfare resources are devolved to school clusters to enable school partnerships to further target resources at schools for which there are concerns about primary attendance.</li> <li>• SIP's work with all schools to set stretching targets around attendance and support development of strategies to achieve this.</li> <li>• Attendance information sent to Partnership Managers three times per year, identifying how all schools are performing in relation to Free Scholl Meals (FSM) quintile.</li> <li>• Targeting EWO support to those primaries identified</li> </ul>

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<b>Project/development/key action As per unit business plan</b>	<b>Planned outcome/deliverable as per unit business plan</b>	<b>Reason(s) why and actions to rectify</b>
		<p>as 10% - 20% above FSM median. (focus on poverty)</p> <ul style="list-style-type: none"> <li>Financial incentive scheme (focused on most improvement) established with clusters to target primary attendance.</li> </ul>
CAF/Lead Professional: To ensure that there are clear CAF pathways in every Local Children's Services Partnership (including co-ordination)	Pathways identified with LCSPs as part of the local CAF implementation plans. Effective co-ordination is essential to the successful implementation of CAF and Lead Professional. A significant burden placed on LCSPs to deliver this key initiative without sufficient resources.	Effective co-ordination and administration is essential to the successful implementation of CAF and Lead Professional. A significant burden placed on LCSPs to deliver this key initiative without sufficient resources
Developing existing services to take account of integrated working and reshape service delivery.	Models of allocation of staff to Locality Children's Teams developed and consulted upon.	Activity no longer within remit of Service but being taken forward in a wider CFE context.
<b>Finance</b>		
Single Counting	National changes are taken account of	Decision taken by Schools Funding Forum and cabinet members to delay changing the current maintained formula to include the required changes to early years counting until April 2010.
Review Kent Scheme pay and benefits for schools and settings	Proposed national changes are taken account of and to support school effectiveness	Awaiting direction from the National Review of pay structures for school based support staff
<b>Operations</b>		
Design Years 4-6 of the Recruitment Strategy	New 3 year Governor Recruitment Strategy approved – Sept 08	Awaiting outcome of ministerial review on governance.
Support the extension of the early education entitlement	Ensure that all sectors are briefed regarding the extension – July	DCSF Guidance not received until late July. Also, Kent has more recently been agreed as a

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<b>Project/development/key action As per unit business plan</b>	<b>Planned outcome/deliverable as per unit business plan</b>	<b>Reason(s) why and actions to rectify</b>
	08	pilot for the free entitlement for two year olds. Briefing now needs to include this and will be provided in October/November
Children's Centres	Identification of 30 Round 3 children's centre locations – Sept 08	Identification is taking place in consultation with LCSPs August – November 2008. Timescale has been phased to ensure feasibility studies can be timed to fit with school sites
<b>Resources</b>		
Working with LCSP Managers/Local Education Officers to identify and set up suitable Cluster-based accommodation.	Clusters working effectively within the future LCSP status.	<p>To be undertaken alongside Office Transformation to ensure the continuation of the Better WorkPlaces strategy and to assist with LCSP expectations of bases within their geographical areas to support future of LCSP.</p> <p>Conflict of reducing the property portfolio with meeting LCSP expectations for localised bases. Vision to be revisited. Construction of LCSPs – continual growth re staffing and accommodation implications.</p> <p>Staff need to be relocated to other premises in close proximity to client base but this is dependent upon investment of funding, technology, training and change in organisational culture.</p>
Delivery of capital programme in accordance with MTP.	Funding established and agreed, projects briefed appropriately, agreed by PAG and CFE Property Board, and handed to Property Group on time.	Effects of "credit crunch" on ability to deliver MTP as planned. County Council wide review of MTP at time of half year monitoring, immediate affect 3 modernisation projects totalling £3.5m on hold pending outcome of review.

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Project/development/key action As per unit business plan	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Maintain and update <a href="http://www.kent.gov.uk">www.kent.gov.uk</a> using the MS CMS system	Pages for all units who are public facing maintained with useful, relevant and up-to-date information	GREEN as far as maintaining the site as is. BUT AMBER / RED Still ongoing as involves Corporate ISG and KCC web group involvement. Changes to Microsoft CMS stalled by funding issues and need of COG decision on MTFP bid. KCC needs a new CMS urgently.
<b>Standards and Achievement</b>		
Provide professional advice and support for schools and settings to implement and re view and evaluate planned actions and against improved outcomes for children and families.	The gap between attainment in the PSA target areas (Swale, Gravesham and Dover) and all children in Kent in personal, social and emotional development reduces by 2% to 9.8%	<p>Kent's three year improvement trend in reducing the gap between young children in the lowest 20% and the median figure equates overall to a 2.3% reduction.</p> <p>Achievement of all children including those in the lowest 20% has improved and the average overall points score for young children in the lowest 20% has increased by 3.9% in the last two years.</p> <p>In order to achieve this target any improvement in the performance of the majority of young children has to be matched by progress of children in deprived areas at three times the normal rate. This aspiration is extraordinary difficult to achieve. This target acknowledged by the DCSF as challenging and aspirational remains 3.1% under the target set.</p> <p>Key programmes that will focus on this target area include:-</p> <ul style="list-style-type: none"> <li>• Implementation of phase two of the Setting Improvement Partner programme which is</li> </ul>

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<b>Project/development/key action As per unit business plan</b>	<b>Planned outcome/deliverable as per unit business plan</b>	<b>Reason(s) why and actions to rectify</b>
		<p>targeted to settings where most improvement is required and also to Children Centres which serves areas of highest deprivation.</p> <ul style="list-style-type: none"> <li>• Targeting leadership programme of settings in areas where deprivation is high and attainment is in the lowest 20% e.g. Thanet as well as project work e.g. the Communication, Language and Literacy development project which is operating in Dover, Maidstone and Gravesham.</li> <li>• Extending the Parents as Partners in Early Learning project in twelve Children's Centres focusing on increasing the skills and confidence of parents and carers in being able to support and actively contribute to their child's development</li> </ul>
Provide support to improve the achievement of the most vulnerable children	Reduce the gender gap at Key Stage 2 in reading at level 4+ from 7% to 5%	<p>Although boys reading achieved the best ever result in reading achieving 80.9%, girls improved even further to 88.5% and thus in 2008 the gender gap has not been reduced.</p> <p>Schools have reviewed their teaching of reading through the Renewed Framework for Literacy. This will remain a focus for all schools while continuing to develop teachers ability to accurately track individual pupil progress using the new Assessing Pupil Progress (APP) materials.</p>
Provide professional advice and support for schools and settings to implement and re view	Statutory local authority targets aimed at reducing the gap in Foundation	Kent has improved attainment of young children at the expected level in twelve out of thirteen aspects of learning in the

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and evaluate planned actions and against improved outcomes for children and families.	Stage Profile outcomes of the lowest 20% of pupils is reduced in line with 2008 targets set.	<p>Foundation Stage with an overall improvement of 2.5% in personal, social and emotional development. Kent's three year improvement trend in reducing the gap between young children in the lowest 20% and the median figure equates to a 2.3% reduction.</p> <p>However, the gap for this target which focuses on three Sure Start areas and compares the performance of children in this area with all children in Kent and this gap has not narrowed in part due to the increased improvement of children in Kent overall.</p> <p>The key programmes that will focus on this target include:-</p> <ul style="list-style-type: none"> <li>• A programme entitled 'Making a Big Difference' provided to schools in the areas of highest deprivation and with children in the lowest achieving 20%. It focuses on improving communication skills and developing early writing experiences. Personal, social and emotional development is also targeted through materials within the Leuven project and by improving children's levels of engagement and involvement in their learning.</li> <li>• In partnership with other agencies including the Local Children Services Partnerships ensure that early intervention and children's needs are identified and addressed (e.g. Speech and Language Therapy).</li> </ul>

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		<ul style="list-style-type: none"> <li>• Improving leadership, management and qualification levels of practitioners in Children's Centres, settings and schools in the areas of highest deprivation.</li> </ul>