



AGENDA

CABINET

Monday, 14th May, 2012, at 10.00 am

Ask for: **Karen Mannering /
Geoff Mills**

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

Telephone: **(01622) 694367/
694289**

Tea/Coffee will be available 15 minutes before the meeting.

Webcasting Notice

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UNRESTRICTED ITEMS

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

1. Introduction/Webcasting
2. Declaration of Interests by Members in Items on the Agenda for this meeting
3. Minutes of the Meeting held on 16 April 2012 (Pages 1 - 4)
4. Revenue & Capital Budget Monitoring Exception Report 2011-12 (Pages 5 - 14)
5. East Kent Regional Growth Fund - Expansion East Kent (Pages 15 - 28)
6. Adult Social Care Transformation Programme (Pages 29 - 82)
7. Troubled Families (To follow)
8. Select Committee: The Student Journey (Pages 83 - 98)
9. Select Committee: Kent Children's Future at Key Stage 2 (Pages 99 - 114)
10. Children's Services Improvement Panel - Minutes of 7 March and 11 April 2012 (Pages 115 - 126)
11. Other items which the Chairman decides are relevant or urgent

EXEMPT ITEMS

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

Peter Sass
Head of Democratic Services
Thursday, 3 May 2012

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

KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 16 April 2012.

PRESENT: Mr P B Carter (Chairman), Mr G K Gibbens, Mr R W Gough, Mr P M Hill, OBE, Mr A J King, MBE, Mr J D Simmonds, Mr B J Sweetland, Mr M J Whiting and Mrs J Whittle

ALSO PRESENT: Mr A Wickham

IN ATTENDANCE: Mr M Austerberry (Corporate Director, Environment and Enterprise), Mr D Cockburn (Corporate Director of Business Strategy and Support), Mr A Ireland (Corporate Director, Families and Social Care), Ms M Peachey (Kent Director Of Public Health), Mr G Wild (Director of Governance and Law), Mr A Wood (Corporate Director of Finance and Procurement), Mrs S Rogers (representing the Corporate Director of Education, Learning and Skills), and Ms A Slaven (representing the Corporate Director of Customer and Communities)

Before commencement of the meeting Mr Carter led a minute's silence in memory of Mr Kevin Lynes (Cabinet Member for Regeneration and Economic Development).

UNRESTRICTED ITEMS

20. Minutes of the Meeting held on 19 March 2012

(Item 3)

The minutes of the meeting held on 19 March 2012 were agreed as a true record and signed by the Chairman.

21. Review of the Executive Scheme of Officer Delegation

(Item 6 - report by the Deputy Leader and the Director of Governance and Law)

(1) This report presented a number of options for a new Executive Scheme of Officer Delegation, and recommended that Cabinet endorse a Member-led approach as set out in the Appendix to the Cabinet report.

(2) Mr King said that the recommended approach was consistent with the council's philosophy that members decide and officers deliver. Mr Wild said that the new scheme would remove some of the bureaucracy around the exercise of delegated powers, but also some of the risks.

(3) Cabinet resolved to agree the new Member-led Executive Scheme of Officer Delegation as set out in the Appendix to the Cabinet report.

22. Revenue & Capital Budget Monitoring Exception Report 2011-12

(Item 4 - report by the Cabinet Member for Finance and Business Support, and the Corporate Director of Finance and Procurement)

(1) This report summarised the latest forecast revenue and capital budget monitoring position for 2011-12.

(2) Mr Simmonds said that the likely revenue under-spend was a considerable achievement, and that the capital programme was also a pleasing position overall. In answer to a question regarding roll-over Mr Wood confirmed that a report would be submitted on that matter to Cabinet in June or July.

(3) Mr Carter said that efforts were continuing to be made to accelerate progress with the Home Office in relation to the issue of asylum clients for whom grant funding could not currently be claimed.

(4) Cabinet resolved to note the report and the changes to the capital programme.

23. Annual Business Plans 2012-13

(Item 5 - report by the Cabinet Member for Business Strategy, Performance and Health Reform, and the Corporate Director for Business Strategy and Support)

(David Whittle, Head of Policy and Strategic Relationships, was present for this item)

See Record of Decision on page 3 of the Minute pack.

24. Children's Services Improvement Panel - Minutes of 17 January 2012

(Item 7)

(1) Mrs Whittle said, and Cabinet agreed, that a report and presentation on Phase 2 would be submitted to the next meeting of Cabinet.

(2) Cabinet resolved that the minutes of the meeting of the Children's Services Improvement Panel held on 17 January 2012 be noted.

KENT COUNTY COUNCIL - RECORD OF DECISION

DECISION TAKEN BY
Cabinet – 16 April 2012

DECISION NO.
12/01829

Unrestricted

Subject:

Approval of Annual Business Plans for 2012/13

Summary:

Annual Business Plans for 2012/13 had been prepared at a divisional level due to the extent of ongoing management and structural change across the organisation. This was an interim measure, and there will be further consideration of the most appropriate level of granularity as part of the process for developing plans for 2013/14.

A revised template had been used which was based on a model used across Whitehall Departments. This was more focused on detailing the actions underpinning the delivery of priorities, identifying accountable officers for delivery, start and end dates, milestones and performance indicators with more benchmarking and floor performance information to contextualise performance targets.

Mr Carter said that the draft business plans for 2013/14 should go through Cabinet Committees as part of the development process.

Decision:

Cabinet resolved to approve the Annual Business Plans for 2012/13 as listed in the attached Appendix A.

Any Interest Declared when the Decision was Taken

Mrs Jenny Whittle made a declaration of personal interest and took no part in the discussion and vote on this matter

Reason(s) for decision, including response to any Cabinet Committee recommendations, and any alternatives considered

As set out above, and in the Cabinet report.

Background Documents:

Medium Term Financial Plan 2012/15 and County Council Budget Book 2012/13

The following Business Plans are submitted for approval:

ELS – Advocacy & Entitlement
ELS – Special Education Needs
ELS – Fair Access
ELS – Skills & Employability
ELS – Standards & School Improvement
ELS – Education Psychology
ELS – Provision Planning

FSC – Learning Disability / Mental Health
FSC – Older People / Physical Disability
FSC – Strategic Commissioning
FSC – Specialist Children’s Services

BSS – Finance & Procurement
BSS – Governance & Law
BSS – Business Strategy
BSS - Regeneration & Economic Development (inc. International Affairs)
BSS – Human Resources
BSS – Property & Infrastructure Support
BSS – Public Health

C&C – Communications, Consultation & Community Engagement
C&C – Service Improvement
C&C – Customer Services

E&E – Planning & Environment
E&E – Waste Management
E&E – Highways & Transportation
E&E – Commercial Services

To: CABINET – 14 May 2012

By: John Simmonds, Cabinet Member for Finance & Business Support
Andy Wood, Corporate Director of Finance & Procurement

REVENUE & CAPITAL BUDGET MONITORING EXCEPTION REPORT 2011-12

1. Introduction

1.1 This exception report is based on the monitoring returns for March and highlights the main movements since the February monitoring exception report presented to Cabinet on 16 April 2012.

2. REVENUE

2.1 The current underlying net revenue position by portfolio, compared with the net position reported last month, is shown in **table 1** below.

Table 1: Net Revenue Position

Portfolio	Variance		Movement £m
	This Month £m	Last Month £m	
Education, Learning & Skills	-2.812	-1.702	-1.110
Specialist Children's Services	+15.591	+14.926	+0.665
Adult Social Care & Public Health	-5.014	-5.231	+0.217
Environment, Highways & Waste	-6.216	-5.504	-0.712
Customer & Communities	-5.514	-5.046	-0.468
Regeneration & Enterprise	-	-	-
Finance & Business Support	-10.187	-9.283	-0.904
Business Strategy, Performance & Health Reform	-2.402	-2.241	-0.161
Democracy & Partnerships	-0.334	-0.252	-0.082
Total (excl Schools)	-16.888	-14.333	-2.555
<i>Schools (ELS portfolio)</i>	+3.126	+3.126	-
<i>Schools (SCS portfolio)</i>	-	-	-
Schools (TOTAL)	+3.126	+3.126	-
TOTAL	-13.762	-11.207	-2.555

2.2 The forecast net revenue underspend (excluding schools) is currently £16.888m as shown in table 1 above. The approved 2012-13 budget assumes rolled forward underspending from 2011-12 of £3.512m as follows:

- £1.200m Early Years underspending as reported in the quarter 2 monitoring report and approved by Cabinet on 5 December,
- £1.879m underspending from within the overall £3.476m underspend reported to Cabinet in the last exception report on 25 January,
- £0.433m within Customer & Communities portfolio.

Following approval of the 2012-13 budget at County Council on 9 February, items a) and b) above have been transferred to an earmarked reserve to support next year's budget and are therefore no longer reported in the £16.888m underspend forecast in this report. It is recommended that item c) is also transferred to the earmarked reserve to support next year's budget and **Cabinet is asked to approve this transfer.**

In addition, the position reported in table 1 above includes some underspending related to projects which are re-phasing into 2012-13, such as the Big Society, and are committed and therefore will require roll forward. There are also some known bids which have the support of the relevant Corporate Director and Cabinet Member. The adjusted position is therefore:

Total forecast underspend (excl Schools) per table 1	£m
	-16.888
Required to roll forward to 2012-13 per approved 2012-15 MTFP (item c above)	0.433
Other committed roll forwards/re-phased projects	5.512
	<hr/>
	-10.943
Supported bids	0.639
Adjusted position after supported bids	<hr/>
	-10.304

Details of the committed roll forwards, re-phased projects and supported bids were provided in sections 1.1.6 and 1.1.7 of the annex reports of the third full monitoring report presented to Cabinet on 19 March and the exception report presented to Cabinet on 16 April. It is recommended that the £4m relating to the re-phasing of Big Society is transferred to the rolling budget reserve to be drawn down as the spend is incurred in 2012-13 and 2013-14. **Cabinet is asked to approve this transfer.** It is likely that much of this uncommitted balance will be held in reserves pending future decisions on its use. Further details will be provided in the outturn report to Cabinet in July.

Table 2 below shows the revised position by portfolio assuming that these transfers to reserves are approved:

Table 2: Revised Net Revenue Position after transfer to reserves

Portfolio	Variance		
	Per table 1 above £m	Transfer to reserves £m	Revised position £m
Education, Learning & Skills	-2.812	-	-2.812
Specialist Children's Services	+15.591	-	+15.591
Adult Social Care & Public Health	-5.014	-	-5.014
Environment, Highways & Waste	-6.216	-	-6.216
Customer & Communities	-5.514	4.433	-1.081
Regeneration & Enterprise	-	-	-
Finance & Business Support	-10.187	-	-10.187
Business Strategy, Performance & Health Reform	-2.402	-	-2.402
Democracy & Partnerships	-0.334	-	-0.334
Total (excl Schools)	-16.888	+4.433	-12.455
<i>Schools (ELS portfolio)</i>	+3.126	-	+3.126
<i>Schools (SCS portfolio)</i>	-	-	-
Schools (TOTAL)	+3.126	-	+3.126
TOTAL	-13.762	+4.433	-9.329

2.3 In the context of a savings requirement of £95m, increasing demands for services and the need to deliver the Children's Services Improvement Plan, an overall forecast underspending position is a considerable achievement.

2.4 Table 1 shows that there has been a movement of -£2.555m in the overall position since the last report to Cabinet. The main movements, by portfolio, are detailed below:

2.5 Education, Learning & Skills (ELS) portfolio:

The underspend for this portfolio (excluding schools) has increased by £1.110m this month to -£2.812m. This is due to:

2.5.1 -£0.500m Strategic Management & Directorate Support – a reduction in the pressure from +£0.356m to an underspend of -£0.144m. Following the Government reduction of Early Intervention Grant in the 2011-12 budget, a one-off contingency of over £3m was held within the ELS portfolio to smooth the effects of this reduction in the short term. Over £1m has been utilised during 2011-12 and, as we were successful in achieving the efficiencies required earlier than anticipated, £1.5m of this contingency was transferred to the Financing Items budget within the Finance & Business Support portfolio and reported as an underspend in the November monitoring presented to Cabinet on 9 January. A further £0.5m continued to be held within the ELS portfolio to fund any further in year contingencies, but this has not been required.

2.5.2 -£0.300m 14 – 19 Year Olds Unit – an increase in the underspend from -£0.328m to -£0.628m. This is largely due to an increase in the underspend of the Expanding Vocational Training budgets. One of the main aims of the budget was to set up the Maidstone Skills Studio but there have been ongoing delays in setting up the project and some of this spend will now be incurred in the next financial year and £0.085m will be required to roll forward to fund this re-phasing.

- 2.5.3 -£0.090m Education Psychology Service – an increase in the underspend from -£0.108m to -£0.198m due to staff vacancies continuing to be held pending the ELS restructure.
- 2.5.4 -£0.220m Mainstream Home to School Transport – an increase in the underspend from -£1.000m to -£1.220m largely due to the actual percentage increase in rail fares being less than had been expected.

2.6 Specialist Children's Services (SCS) portfolio:

The pressure on this portfolio has increased by £0.665m this month to £15.591m. The movements above £0.1m are:

- 2.6.1 +£0.309m Fostering – an increase in the pressure from £8.459m to £8.768m, mainly as a result of a £0.233m increase in the legal forecast, where charges continue to increase. It is likely that this is due to late notification of court fees, but this is yet to be verified. The remainder of the increase is due to several minor movements.
- 2.6.2 -£0.146m Children's Residential Services – a reduction in the pressure from £2.345m to £2.199m, which is mainly due to a reduction in the rates payable by the Windchimes centre, backdated to the opening of the centre, following a successful appeal (-£0.129m).
- 2.6.3 +£0.515m Asylum – an increase in the pressure from £2.071m to £2.586m. This increase in the forecast is due to a number of 'pressures' including:
- +£0.130m as a result of properties not closing as quickly as previously expected, such as Appledore, the residential reception unit for newly arrived Unaccompanied Asylum Seeking Children (UASC);
 - +£0.135m increased cost of Independent Fostering Agencies, partly due to an increased unit cost and partly due to changes in end dates for clients;
 - +£0.170m as a result of late and backdated invoicing for interpreting and agency staff;
 - the remaining +£0.080m is due to several other factors, not related to activity.

2.7 Adult Social Care & Public Health portfolio:

The forecast underspend on this portfolio has reduced by £0.217m this month from £5.231m to £5.014m. The main movements this month are:

- 2.7.1 +£0.168m Learning Disability Supported Accommodation – a reduction in the underspend from -£0.729m to -£0.561m. £0.104m of this movement is as a result of late notification regarding the start dates of 5 Ordinary Residence clients. The remaining £0.064m relates to an additional 6 new clients in recent weeks.
- 2.7.2 +£0.104m Learning Disability Day Care – a reduction in the underspend from -£0.166m to -£0.062m. £0.061m of this movement has been based on more up-to-date expenditure commitments, with the remaining £0.043m due to an unexpected backdated lease cost for one of our premises.
- 2.7.3 -£0.032m Public Health – an increase in the underspend from -£0.005m to -£0.037m. £0.022m of this will be required to roll forward to complete the health inequalities work in the Dartford community.

2.8 Environment, Highways & Waste portfolio:

The forecast underspend for this portfolio has increased by £0.712m this month from -£5.504m to -£6.216m. This movement is due to:

- 2.8.1 -£0.099m E&E Strategic Management & Directorate Support: an reduction in the pressure from £0.299m to £0.200m which is due to the removal of the worst case scenario reported last month relating to negotiations surrounding energy charges for the Gypsy and Traveller unit. The dispute relating to these charges has now been resolved. This movement relates to the Planning & Environment Division.

2.8.2 Waste Management & Waste Disposal:

The budgeted waste tonnage for 2011-12 is 760,000 tonnes. Actual waste tonnage for the period April to March will be approximately 45,000 tonnes less than budgeted.

There is a further increase in the underspend of **£0.613m** this month, bringing the forecast underspend on the waste budgets to £5.069m. A detailed analysis of this movement follows:

- a. -£0.178m Household Waste Recycling Centres: an increase in the underspend from -£0.866m to -£1.044m. This is due to -£0.155m reduction in forecast payments to contractors for contractual recycling bonus payments and reduced running costs, however this reduction is offset by additional haulage costs of £0.012m (approximately +1,000 tonnes), together with an additional £0.036m income from the sale of recyclable materials (approximately +1,000 tonnes).
- b. -£0.015m Partnership & Behaviour Change: an increase in the underspend from -£0.204m to -£0.219m as a result of additional income from the contractor for managing the WEEE (Waste Electrical and Electronic Equipment) Contract.
- c. -£0.046m Payments to Waste Collection Authorities (WCA) (DC's): an increase in the underspend from -£0.133m to -£0.179m as a result of a reduction in forecast payments to WCA's under the recycling credit scheme of £0.115m offset by £0.073m of additional tipping away payments to the WCA's due to changes in the end destination of waste, i.e. diverting waste from Allington to Landfill. Also, a further £0.004m of income is expected to be received through the East Kent Contract.
- d. -£0.061m Recycling Contracts and Composting: an increase in the underspend from -£0.593m to -£0.654m has been identified this month as a result of revising forecast payments to the contractors managing waste together with additional income from the sale of recyclable materials (approximately +1,000 tonnes).
- e. -£0.015m Closed Landfill Sites & Abandoned Vehicles: a reduction in the pressure from £0.034m to £0.019m. A reduction in contract payments of £0.110m is forecast for closed landfill sites and abandoned vehicle services, however this is largely offset by a £0.095m under-recovery of income this financial year from the auctioning of abandoned/un-taxed vehicles under the new "Operation Cubit" contract. The income from auctioned vehicles will be realised from May 2012.
- f. -£0.338m Disposal Contracts: an increase in the underspend from -£4.329m to -£4.667m which is mainly as a result of:
 - -£0.016m price reduction for new landfill contracts;
 - -£0.357m resulting from reduced volumes of residual waste being sent to Allington Waste to Energy plant (-4,000 tonnes);
 - -£0.048m from reduced payments for managing hazardous household waste, offset by
 - A further +£0.065m will be incurred for landfilling approximately an extra 2,000 tonnes than forecast.
- g. +£0.111m Landfill Tax: an increase in the pressure from £1.576m to £1.687m as a result of more waste being sent to landfill (approx 2,000 tonnes).
- h. -£0.071m Transfer Stations: a reduction in the pressure from £0.059m to an underspend of -£0.012m due to the impact of the reduction in forecast contract payments.

2.9 **Customer & Communities portfolio:**

The forecast underspend for this portfolio has increased by £0.468m this month from -£5.046m to -£5.514m. The main movements are:

- 2.9.1 -£0.172m Registration Service: there are two primary reasons for this movement. The first is with regard to ceremonial income. The unit provides a number of ceremonial services and as such receives payment for, amongst other things, notice of marriage, ceremonies performed and deposits for ceremonies in future financial years. Throughout the year, income is matched to the year in which the ceremony is performed and any monies that relate to future years are held on the balance sheet as a receipt in advance in line with accounting convention. As part of the year end closure of accounts procedures the income held on the balance sheet is reviewed to ensure that income is recorded in the correct financial year. This review is almost complete and to date, it has come to the unit's attention that certain monies held for release in future years actually relates to 2011-12. This includes non-refundable deposits taken in 2011-12 but where the ceremony is due to occur in 2012-

13 or beyond. This income has now been reflected in the 2011-12 monitoring position and the final position will be reported in the outturn. This significant movement in the income forecast is partially offset by a revenue contribution of £0.250m to Regeneration to part-fund some of their ongoing capital projects which the Customer & Communities directorate has an interest in.

In addition, the service has made savings from reduced staff and running costs as activity slows in the 4th quarter and previous "commitments" have been released. However this has been offset by a shortfall in expected income due to a delay in the commencement of the contract with Bexley Borough Council, which was initially thought to come on line during 2011-12.

2.9.2 -£0.051m Youth Offending Service: this movement is primarily due to the de-commissioning of certain contracts which had not previously been removed from the forecast, as well as a continued reduction in the level of remand costs as preventative measures taken in the year have resulted in reduced activity.

2.9.3 The remaining -£0.245m movement is due to:

- -£0.445m due to a number of minor movements across all services within the Customer & Communities directorate, primarily relating to additional staff vacancies at year end, as well as commitments that were forecast but were unable to be spent by 31 March now being released.
- +£0.200m due to a one-off revenue contribution to the modernisation of assets capital budget to ease pressures that face this budget in the immediate future.

2.9.4 Overall the portfolio is forecasting to underspend by £5.514m, of which a £4.783m roll forward requirement was flagged in the quarter 3 report (*Big Society £4m, rolled forward underspend assumed in the 2012-13 MTFP £0.433m, backlog of inquests within Coroners service £0.150m and dedicated central campaign budget within Communication & Engagement division £0.2m*). However, the roll forward requirement for the dedicated central campaign budget has increased from £0.2m to £0.4m, as it is now considered necessary to establish both a central staffing and activity budget for 2012-13, whereas the previous £0.2m estimate only allowed for a central staffing budget. It is anticipated that the budget for future years will be created from a review of existing communications spend. As a result, the roll forward requirement for the portfolio has increased to £4.983m, leaving £0.531m unallocated.

2.10 Finance & Business Support portfolio:

The forecast underspend for this portfolio has increased by £0.904m this month from -£9.283m to -£10.187m. This is mainly due to:

2.10.1 -£0.772m Net Debt Charges (including Investment Income) – an increase in the underspend from -£6.615m to -£7.387m, which is mainly due to further interest on cash balances as a result of interest received within the first dividend from Glitnir Bank and in the second dividend from Landsbanki, together with relaxing the counterparty policy at the end of February to include UK banks, which has bolstered interest returns.

2.10.2 +£0.857m Insurance Fund – an increase in the pressure on the Insurance Fund from £1.590m to £2.447m due to an increase in the provision for liability claims.

2.10.3 -£0.857m Contributions to/from Reserves – a reduction in the pressure from £2.375m to £1.518m reflecting an increase in the drawdown from the Insurance Reserve to offset the pressure on the Insurance Fund.

2.10.4 -£0.094m Finance & Procurement – a reduction in the pressure from +£0.484m to +£0.390m, mainly resulting from vacancies being held in the Ex KASS Exchequer and Procurement Teams due to the Finance restructure programme, leading to lower than anticipated salary and employee start-up costs.

2.10.5 The remaining -£0.038m relates to a reduction in the pressure within HR Business Operations from +£0.238m to +£0.200m.

2.11 Business Strategy, Performance & Health Reform portfolio:

The forecast underspend for this portfolio has increased by £0.162m this month from -£2.241m to -£2.403m. This is due to a number of small movements across many units, two of which will require roll forward to 2012-13 in order to complete the re-phasing of projects as follows:

- -£0.060m increase in the underspend on Health Reform due to further re-phasing of the implementation of the corporate activities that this money was identified to deliver.
- -£0.092m within Human Resources due to re-phasing of the East Kent Partnership Payroll Project. This funding is required to fund a Project Manager but the project timeline has moved into 2012-13 due to delays from the East Kent Partnership; KCC had no control over these delays.

2.12 Democracy & Partnerships portfolio:

The forecast underspend for this portfolio has increased by -£0.082m this month from -£0.252m to -£0.334m. The majority of this movement (-£0.060m) relates to reduced costs for external consultants within Audit and Risk but this will be required to roll forward to 2012-13 in order to fund the remainder of the contract with them for delivering the work in 2011-12 audit plan, which has re-phased into 2012-13.

3. CAPITAL

3.1 There have been no cash limit adjustments this month. Therefore the cash limits are the same as those reported to Cabinet on 16th April, as shown in table 3 below:

Table 3: Cash Limit Changes

	2011-12	2012-13
	£m	£m
1 Cash Limits as reported to Cabinet on 16th April	272.426	296.486
	272.426	296.486

3.2 The current forecast capital position by portfolio, is shown in **table 4** below.

Table 4: Capital Position

	Real and	Real	Movement
	Re-phasing	Variance	This month
	Variance	Last month	
	This month		
Portfolio			
	£m	£m	£m
Education, Learning & Skills	-4.019	-3.898	-0.121
Specialist Children's Services	0.762	0.540	0.222
Adult Social Care & Public Health	-0.502	-0.395	-0.107
Environment, Highways and Waste	0.691	0.380	0.311
Customer & Communities	-0.808	0.090	-0.898
Regeneration & Enterprise	-1.175	0.000	-1.175
Business Strategy, Performance & Public Health	-0.302	0.005	-0.307
Total (excl Schools)	-5.353	-3.278	-2.075
Schools	0.000	0.000	0.000
Total	-5.353	-3.278	-2.075

Since last month's report, the forecast outturn has reduced by £2.075m as detailed below:

3.3 Education, Learning & Skills portfolio:

The forecast has moved by -£0.121m. Projects subject to re-phasing and overall variances affecting 2011-12 are:

- Wyvern School Special School Review (-£0.284m, rephasing): further rephasing caused by delays in progressing the brickwork due to a period of particularly cold weather.
- Westminster PS (+£0.130m, rephasing): monitoring error by external consultants who were reporting March contractors costs in April.
- Richmond PS (-£0.116m, rephasing): the rephasing has been caused by drainage issues causing the need for additional works.
- Archbishop Courtenay (+£0.069m, rephasing): delays in the completion of highway works has resulted in the need to rephrase into 2012-13.

There is also expected rephasing of -£4.827m on the Academies and BSF programmes, the details of which will be reported at outturn.

Overall this leaves a residual balance of +£0.080m on a number of minor projects.

3.4 Specialist Children's Services portfolio:

The forecast has moved by +£0.222m. Projects subject to re-phasing and overall variances affecting 2011-12 are:

- Multi Agency Service Hubs (+£0.323m, real): more accurate information is becoming available relating to contractor claims against projects within this programme. Funding of the overspend is in the process of being resolved.
- Early Years Children Centres (-£0.093m, rephasing): the rephasing mainly related to the Sunshines Children Centre which is unlikely to proceed but there is a possibility that the funding can be redirected elsewhere.
- School Self Funded Projects – Quarryfields (-£0.066m, rephasing): This project required agreement over a revenue contribution, made from additional income received, resulting in a delay to the contract start date.

Overall this leaves a residual balance of +£0.058m on a number of minor projects.

3.5 Adult Social Care and Public Health portfolio:

The forecast has moved by -£0.107m. This movement is on a number of minor projects.

3.6 Environment, Highways and Waste portfolio:

The forecast has moved by +£0.311m. Projects subject to re-phasing and overall variances affecting 2011-12 are:

- A228 Leybourne & West Malling Bypass (-£0.856m, real): McAlpine Option land plot settled at a lower amount than anticipated.
- Ashford Drivers Roundabout (+£1.468m, real): This latest forecast reflects best estimates on negotiations and settlements of claims relating to the final account, with the contractor. Funding of the overspend is in the process of being resolved.
- Victoria Way (-£0.250m, rephasing): Final utility accounts are now to be settled in 2012-13 and rephasing of some of the landscape work to future years.

Overall this leaves a residual balance of -£0.051m on a number of minor projects.

3.7 Customer and Communities portfolio:

The forecast has moved by -£0.898m. Projects subject to re-phasing and overall variances affecting 2011-12 are:

- Country Park Access & Development (-£0.269m, rephasing): This rephasing is works moved from quarter four in 2011-12 to quarter one in 2012-13, and is a result of delays to the toilet block works at Lullingstone, contractor delays to the start of works at both Grove Ferry and Shorne due to liaison with the Environment Agency.
- Modernisation of Assets (-£0.502m rephasing and +£0.004m real): Rephasing from quarter four in 2011-12 to quarter one in 2012-13 as a result of the year end review commitments. Overall the position on the programme is an overspend of £0.315m. There is an additional revenue contribution this year of £0.200m (£0.115m previously reported) to fund this.

Overall this leaves a residual balance of -£0.131m on a number of minor projects.

3.8 Regeneration and Enterprise portfolio:

The forecast has moved by -£1.175m. Projects subject to re-phasing and overall variances affecting 2011-12 are:

- Capital Regeneration Fund (-£0.864m, rephasing): The whole of the rephased amount has been allocated to projects in 2011-12, but spend will actually occur in 2012-13 and beyond. Included in the allocation of the Capital Regeneration Fund, is £1.000m to the No Use Empty Affordable Homes scheme.
- No Use Empty Initiative (-£0.220m, rephasing): Many of the projects identified require consent from the 1st lender to register a 2nd charge in favour of KCC. Until we have this in place the loan cannot be secured hence the rephasing into 2012-13.

Overall this leaves a residual balance of -£0.091m on a number of minor projects.

3.9 Business Strategy, Performance and Health Reform portfolio:

The forecast has moved by -£0.307m. The main reason for this movement is:

- Modernisation of Assets (-£0.319m, rephasing): Due to tender complications with the Sessions House roof works to ensure the Authority would achieve best value, there has been a delay in the work starting and £0.319m of spend has slipped into 2012-13.

Overall this leaves a residual balance of +£0.012m on a number of minor projects.

3.10 Capital Project Re-phasing

Normally, cash limits are changed for projects that have re-phased by greater than £0.100m to reduce the reporting requirements during the year. Any subsequent re-phasing greater than £0.100m is reported and the full extent of the re-phasing will be shown. The table overleaf summarises the proposed re-phasing. This includes re-phasing from both this month and that previously reported to Cabinet on 16th April.

Table 5 – re-phasing of projects >£0.100m

Portfolio	2011-12	2012-13	2013-14	Future Years	Total
	£m	£m	£m	£m	£m
Education, Learning & Skills					
Amended total cash limits	103.682	139.066	87.550	64.049	394.347
Re-phasing	-3.126	3.130	-0.004	0.000	0.000
Revised cash limits	100.556	142.196	87.546	64.049	394.347
Specialist Children's Services					
Amended total cash limits	14.408	0.750	0.000	0.000	15.158
Re-phasing	0.000	0.000	0.000	0.000	0.000
Revised cash limits	14.408	0.750	0.000	0.000	15.158
Adult Social Care & Public Health					
Amended total cash limits	3.493	12.291	6.600	70.373	92.757
Re-phasing	-0.239	-3.245	3.559	-0.075	0.000
Revised cash limits	3.254	9.046	10.159	70.298	92.757
Enterprise & Environment					
Amended total cash limits	97.249	62.235	62.903	341.885	564.272
Re-phasing	-0.666	1.307	-0.437	-0.204	0.000
Revised cash limits	96.583	63.542	62.466	341.681	564.272
Customer & Communities					
Amended total cash limits	17.418	7.586	5.006	10.199	40.209
Re-phasing	-0.583	0.583	0.000	0.000	0.000
Revised cash limits	16.835	8.169	5.006	10.199	40.209
Regen & Enterprise					
Amended total cash limits	3.617	43.409	36.000	28.000	111.026
Re-phasing	-1.084	1.084	0.000	0.000	0.000
Revised cash limits	2.533	44.493	36.000	28.000	111.026
Business Strategy & support					
Amended total cash limits	7.839	17.233	6.701	4.245	36.018
Re-phasing	-0.319	0.319	0.000	0.000	0.000
Revised cash limits	7.520	17.552	6.701	4.245	36.018
TOTAL RE-PHASING >£100k	-6.017	3.178	3.118	-0.279	0.000
Other re-phased Projects below £100k	-0.987	0.809	0.178	0.000	0.000
TOTAL RE-PHASING	-7.004	3.987	3.296	-0.279	0.000

4. RECOMMENDATIONS

Cabinet is asked to:

- 4.1 **Note** the latest forecast revenue and capital budget monitoring position for 2011-12.
- 4.2 **Agree** the transfer of £0.433m underspend within the Customer & Communities portfolio to the earmarked reserve to support next year's budget, as assumed in the approved 2012-15 MTFP.
- 4.3 **Agree** the transfer of £4m relating to the Big Society re-phasing, to the rolling budget reserve to be drawn down as the spend is incurred in 2012-13 and 2013-14.

- 4.4 **Note** the changes to the capital programme.
- 4.5 **Agree** that £6.017m of re-phasing on the capital programme is moved from 2011-12 capital cash limits to future years.

By: Mark Dance Cabinet Member for Regeneration & Economic Development
David Cockburn, Corporate Director, Business Strategy and Support
Barbara Cooper, Director, Economic Development

To: Cabinet – 14th May 2012

Subject: East Kent Regional Growth Fund – Expansion East Kent

Classification: Unrestricted

Summary:

Kent County Council has received a grant of £35 million from the Government's Regional Growth Fund. This will be used to fund Expansion East Kent, a programme of financial support to business in East Kent for investments that will lead to job creation.

This report summarises the aims of the Expansion East Kent programme and sets out proposals for its operation and governance, including the establishment of an Investment Advisory Board.

Cabinet is recommended to:

- Note the contents of this report;
 - Approve the proposed governance arrangements for the Expansion East Kent programme; and
 - Approve the membership of the Investment Advisory Board
-

1. Introduction

The Regional Growth Fund

- 1.1. The Regional Growth Fund (RGF) is a national fund worth £2.4 billion between 2012 and 2016. It is intended to support job creation and private sector growth in areas that are currently disproportionately dependent on employment in the public sector.
- 1.2. Last year, following the decision by Pfizer to exit its research and development facility at Sandwich, KCC successfully applied to the Regional Growth Fund for investment as part of a wider package of measures to promote economic growth in East Kent. Submitted on behalf of the Sandwich Economic Development Task Force, KCC has secured £40 million in RGF investment, which consists of:
 - £35 million to support the Expansion East Kent programme of direct financial assistance to business (set out in more detail below); and
 - £5 million to support improvements to the rail line between Ashford and Ramsgate to enhance journey times.

- 1.3. Following the Key Decision made in April, KCC has entered into a formal contract with the Department for Business, Innovation and Skills (BIS) for the £35 million Expansion East Kent grant. A separate draft grant agreement for the £5 million line speed enhancement element is currently being negotiated.
- 1.4. The remainder of this report is concerned with the £35 million Expansion East Kent grant only.
- 1.5. The BIS contract states all funding from RGF must go directly to businesses, therefore KCC's Regeneration Fund has allocated a maximum of £1.7 million to support programme administration, management and marketing costs.

The Expansion East Kent programme

- 1.6. The Expansion East Kent programme (ExEK) funded by RGF will deliver a programme of financial support to businesses with plans to expand and create employment opportunities. It aims to create or safeguard 5,000 jobs in East Kent as a result of the funding.
- 1.7. Funding will be available to spend until 31 March 2016. Within the terms of our grant agreement, there will be two types of funding directly available to individual businesses:
 - **Repayable Finance** – This means loans to business offered (in most cases) on an interest free basis, with monies recycled to maintain the ExEK fund over a longer period. It is envisaged that the majority of the funding will be offered on this basis.
 - **Grants** – Non-repayable grant will also be available in exceptional circumstances (e.g. for large inward or mobile investments).
- 1.8. The terms and conditions of the contract with BIS state all funding applications awarded by KCC as the accountable body must:
 - Demonstrate job creation and good value, and all proposals will be assessed against clear criteria;
 - Be made against specific investment proposals, which would be fully appraised before funding is issued;
 - Secure private sector matching investment (ExEK will only pay for a portion – generally no more than 35% - of project costs)
 - Be fully compliant with state aid legislation.
- 1.9. Following KCC's decision to enter into a contract with BIS, funds have now been deposited with KCC, to be drawn down when eligible projects come forward. However, pending the approval of governance and management arrangements, no contracts with individual businesses have yet been entered into, and the programme will be launched to applicants on 27 April 2012.

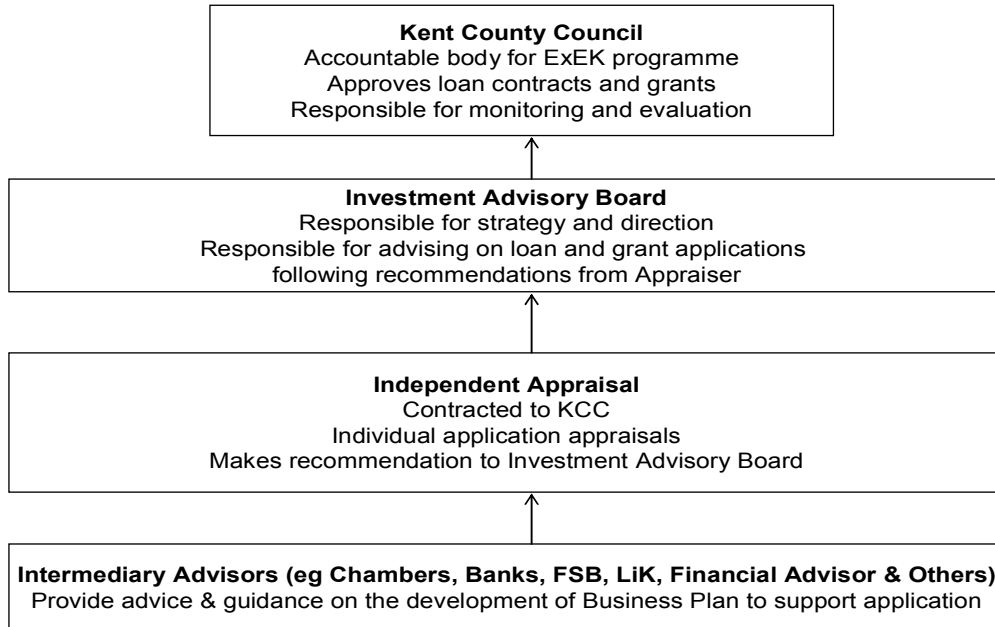
2. Operational structure

- 2.1. Last month, KCC accepted the role of accountable body for ExEK. The following paragraphs set out the proposed way in which this role will be fulfilled

following consultation with Legal and Democratic Services that transparent governance and management roles will be maintained.

2.2. The diagram below sets out the proposed operational structure. This aims to maintain a balance between independent, private sector advice and clear accountability.

Expansion East Kent Governance Structure



ExEK/Jacqui Working Docs/ExEK Governance Structure

2.3. Taking each element of the structure in turn, from application to funding approval:

Initial application

2.4. Businesses wishing to apply for ExEK support will be able to submit an initial expression of interest online. This will then be checked for eligibility by the ExEK team employed directly by KCC. Eligible applicants will then be invited to submit a full application. This initial process will ensure that applicants will not waste time on ineligible projects.

2.5. Substantial discussion has also taken place with banks and the major business intermediary organisations in East Kent (such as the Chambers of Commerce) to ensure that they are aware of ExEK and are able to support clients and members in putting forward applications.

Appraisal

2.6 All applications will be independently appraised by an external company PriceWaterhouseCooper. The independent appraiser will assess applications against the following criteria:

- (a) **Additionality** - This will test whether the grant assistance is necessary for the project to go ahead.
- (b) **Jobs created and sustainability** - This will measure the number of new, private sector jobs created.
- (c) **Funding use/ value for money** - This will test the nature of the funding required, ensuring that ExEK grant is not spent on routine investment.
- (d) **Local benefit** - This will test how far the project benefits the local economy, taking into account income generated and any displacement impacts either within East Kent or beyond.
- (e) **Applicant history** - This will include credit checks on lead applicants and investigation of previous grants received or rejected.
- (f) **State aid regulation compliance** - This will ensure geographic and sectoral eligibility with state aid rules.

2.7. The independent appraiser will provide a report to IAB, recommending approval, rejection or approval with conditions.

Investment Advisory Board (IAB)

2.8. Following appraisal, all applications will be considered by a public/ private IAB, in line with Terms of Reference (mentioned in Section 5 below). The IAB will bring together specialist business advice and will recommend approval, approval with conditions, deferral or rejection of individual applications for funding, based on the independent appraisal.

Approval

2.9. KCC will approve the allocation of all funds, taking into account the recommendations of the IAB, the Terms of Reference and the Investment Strategy. It is recommended that all final decisions to approve, approve with conditions, reject or defer grant and loan applications are made by the Cabinet Member for Regeneration and Economic Development and Leader of the Council.

Payment and monitoring

2.10. KCC shall be responsible for the payment of grants and loans and their recovery where appropriate.

2.11. KCC shall also be responsible for monitoring all allocations, ensuring that funds are used for the purposes intended, monitoring employment and other outputs and reporting spend and outputs achieved to BIS as required.

3. Strategy and oversight

3.1. To ensure that the ExEK fund is marketed towards those businesses and sectors with the greatest potential for growth and job creation, KCC will prepare an Investment Strategy.

3.2. In addition to its role in considering individual applications, the **IAB** shall perform an independent strategic oversight role. This shall involve:

- (a) Providing advice, monitoring and review of the overall Investment Strategy for the use of the ExEK Fund whilst drawing on the Board's industrial and commercial experience.
- (b) Keeping under review the performance of the programme against the outputs and leverage levels specified by BIS.

3.3. In consultation with the IAB, the Investment Strategy will be updated on a regular basis.

Membership of the IAB

3.4 Terms of Reference have been drawn up for the IAB. These state the Board will be appointed by the Accountable Body and consist of no more than 10 and no fewer than 7 Members. The majority of Board Members shall be from private sector. The Accountable Body must be represented by an elected representative and Members from other local authorities must also be elected representatives.

3.5 A number of public and private sector representatives have been approached to join the Board, with the aim of achieving a balance of knowledge and expertise. It is proposed that the Board membership will consist of the following:-

Paul Carter – Leader of Kent County Council (Chair)

Mark Dance – Cabinet Member for Regeneration and Economic Development (Vice-Chair)

David Smith (formerly BIS)

Miranda Chapman (Managing Director, Pillory Barn Creative – Media)

Ian Ellis (Director, McCabe Ford Williams – accountancy)

Simon Howell (King's College, London – Professor of Endocrine Physiology)

Elias Dencker (Stakeholder Manager Dong Energy – renewable energy)

Eliot Forster (Managing Director, Creabilis SA – pharmaceutical R+D)

Financial sector representative –TBC

Representative from Locate in Kent – TBC

Member of Parliament (2) – TBC

John Gilbey (elected member to represent East Kent districts)

4. Management

4.1. The ExEK programme will be managed internally within KCC. Up to £1.7 million has been allocated by KCC's Regeneration Fund to support a small core team within the Economic Development Unit. This core team is now in place.

5. Timetable and next steps

5.1 The official launch and opening of the ExEK programme was on 27 April 2012. The launch was held at the Winter Gardens in Margate. It will be the first opportunity to promote the details of the programme including the eligibility criteria and application process. It will be a rolling programme that will allow applications to be submitted at anytime after 27 April 2012.

5.2 Should Cabinet accept the recommendations of this report, it is anticipated that the IAB will be established over the next month.

6. Recommendations

6.1 It is recommended that Cabinet:

- a) Notes the contents of this report and the current position in the development of the programme.
- b) Approves the governance arrangements for the ExEK programme as detailed in the report including the recommendation (para 2.9) 'that all final decisions to approve, approve with conditions, reject or defer grant and loan applications are made by the Cabinet Member for Regeneration and Economic Development and Leader of the Council'.
- c) Confirms the approval of the membership of the Investment Advisory Board.

Report author:

Jacqui Ward

Expansion East Kent Manager

Tel: 01622-696985

EXPANSION EAST KENT
INVESTMENT ADVISORY BOARD
REVISED TERMS OF REFERENCE

March 2012

1. Purpose

1.1 This document sets out the Terms of Reference for the Investment Advisory Board established to support the Expansion East Kent Programme.

2. Definitions

2.1 Within these Terms of Reference, the following definitions apply: -

2.2 Expansion East Kent (ExEK) is a programme of public grant assistance to business in East Kent Districts (Canterbury, Dover, Shepway and Thanet). The ExEK Fund supports this programme, which is an investment from Government of £35 million between 2011/12 and 2016. Details of the ExEK programme are set out in the Programme Grant Agreement between Kent County Council (KCC) and the Department for Business, Innovation and Skills (BIS) (dated 14th February 2012) and in the ExEK Manual (dated March 2012).

2.3 KCC is the Accountable Body for the ExEK programme and as such is responsible for: -

- the allocation and management of Government funds provided for the purpose of the ExEK programme;
- ensuring that contracted outputs are met; and
- ensuring that the programme is managed in accordance with grant conditions (including State Aid restrictions).

3. Functions of the Investment Advisory Board

3.1 The Investment Advisory Board has been established by KCC as the Accountable Body to: -

- (a) Provide advice, monitor and review the overall investment strategy for the use of the ExEK Fund. This will include (for example) encouraging applications from particular sectors or geographical areas, and determining the conditions under which investments from the ExEK Fund that should be allocated.
- (b) Making recommendations to KCC whether to approve, reject or defer individual applications for funding from the ExEK programme, and to advise on the amount and form of the assistance to be offered.

- (c) Keep under review the performance of the programme against the outputs and leverage levels specified in the Programme Grant Agreement and take action (as set out in (a) above) to improve performance where appropriate.

3.2 The intention is that Members of the Board when giving advice should make a distinctive contribution by drawing on their industrial and commercial experience of businesses within the sectors and areas covered by the programme.

4. Membership

4.1 The Board shall be appointed by the Accountable Body and consist of no more than 10 and no fewer than 7 Members. The Accountable Body will provide the Board's Secretariat.

4.2 A majority of Board Members shall be from the private sector.

4.3 The Accountable Body shall be represented by an elected representative. Members from other local authorities must also be elected representatives

4.4 Elected representatives may nominate one Alternate to take their place should the Board member be unable to attend.

4.5 Members may join the Board with the agreement of the Accountable Body and the Board.

4.6 Members shall be appointed until 31st March 2014. Reappointment may be made at the appropriate Annual Meeting, with no limit to the number of times a Member may be reappointed.

4.7 New Members may be appointed within the year, subject to the provisions of paragraphs 4.1, 4.2 and 4.5

4.8 Members may resign from the Board by giving no less than 20 working days' notice to the Chairman and Secretariat.

4.9 The Chairman may (at his/her discretion) require that a Member resign should that Member (or his/her Alternate) fail to attend four consecutive meetings of the Board, provided that the Secretariat has sent a letter to the member following the failure to attend three consecutive Board meetings.

5. Quorum

5.1 The quorum of the Board shall be 5 or 50% (whichever is the greater), of which at least one must be the Board representative of the Accountable Body (or his/her Alternate).

5.2 Should a Board meeting not be quorate, the Chairman may arrange a Special Meeting of the Board to deal with outstanding business, or may allow business to adjourn to the following ordinary Board meeting, or may allow Board Members to convey their views electronically to all the other Members.

6. Chairman

- 6.1 The Board shall elect a Chairman from amongst the Members of the Board.
- 6.2 The Board may also elect a Vice-Chairman from amongst the Members of the Board.
- 6.3 The Chairman shall preside at meetings of the Board. In the absence of the Chairman, the Vice-Chairman shall preside. In the absence of the Chairman and the Vice-Chairman, the Board shall elect a Member of the Board to act as Chairman for that meeting only.

7. Conflicts of Interest

- 7.1 A Register of Interests shall be held by the Secretariat. Members shall be responsible for ensuring that the Secretariat is informed of any changes that should be made to the Register of Interests. The Register will be available for public scrutiny.
- 7.2 Should a Board Member become aware that s/he has any interest, direct or indirect, in any matter being considered by the Board, then s/he shall: -
 - (a) disclose the interest to the meeting and not take part in any consideration or discussion of the matter or vote in any questions with respect to it; and
 - (b) unless the meeting invites him/her to remain, withdraw from the meeting.
- 7.3 The rules in 7.2 apply whether or not the interest concerned is already set out in the Register of Interests.
- 7.4 However, the rule in 7.2 above does not apply where the interest concerned relates primarily to the general interest of any public sector Member in his/her area of geographical responsibility, or to the interests of East Kent as a whole.

8. Secretariat and administration

- 8.1 Secretariat and administration shall be carried out by KCC. This shall include management of the project appraisal process, preparation of Board agendas, papers and minutes and the efficient execution of Board decisions.
- 8.2 The Board shall be asked to give its advice on the basis of detailed case papers, circulated in advance, and short oral presentations by the appraisal team.
- 8.3 The Board shall be entitled to ask the Secretariat to prepare sectoral and geographic analyses of applications, and impact assessments, and papers evaluating the administration of the programme.

9. Minutes and agenda

- 9.1 Minutes of meetings of the Board shall be prepared by the Secretariat and circulated to Board Members within at least 10 working days after each Board meeting together with the proposed Agenda for the next Board for confirmation.
- 9.2 The papers for the Board meetings shall be circulated to the Board by the Secretariat not less than five working days before each Board meeting.

10. Decision-making

- 10.1 Recommendations agreed by the Board shall be taken by consensus.
- 10.2 In the absence of consensus, the following matters require the support of at least 75% of Board members present, including the support of the representative of the Accountable Body (or his/her Alternate):
- (a) Appointment of new Board Members.
 - (b) Election of the Chairman or Vice-Chairman.
 - (c) Approval or variation of the Investment Strategy.
 - (d) Variation of the Terms of Reference.
- 10.3 Where the Board decides to recommend approval, rejection or deferral of an application, that decision shall be without prejudice to any subsequent application.
- 10.4 All applications for assistance from the ExEK Fund shall be appraised and recommended for approval before being submitted to the Board. The Board shall make no decisions unless the Board has received the appraisal documentation.
- 10.5 The recommendations shall be summarised on form ExEK 1 attached here as Appendix 1. The Chairman or Vice-Chairman of the Board must sign off the form.

11. Urgent decisions

- 11.1 The Chairman may decide that a matter requires an urgent decision. In the event that an urgent decision is required, the Chairman may either: -
- (a) through the Secretariat, call a Special Meeting giving no less than three working days' notice. In such a case, the quorum requirements set out in (5) shall apply; or
 - (b) through the Secretariat, request that a decision be made by e-mail. In such cases, the Secretariat shall provide Board Members with appropriate information requesting a decision in no less than three working days. The minimum response for a decision to be made shall be 50% of Board Members, or 5 Members (whichever is the greater), including the Member representing the Accountable Body. In the absence of consensus, the provisions set out in paragraph 10.2 shall apply.

12. Transparency

- 12.1 The Board shall seek to operate in an open and transparent manner.
- 12.2 Where items should be regarded as commercial in confidence, this shall be clearly specified.
- 12.3 Commercially sensitive information is likely to be circulated to the Board. All applications for assistance and papers describing negotiations with applicants will be considered as having protected information and shall be marked "Restricted – Commercial". A summary outcome of the Board's discussions and its recommendations shall be on the public record, but with appropriate exclusions for commercially sensitive information. The detail of individual cases will remain confidential between the Board, KCC and applicant companies. The Freedom of Information Act 2000 will apply to Board papers and to records of the Board's discussions.
- 12.4 Following approval by the Board, minutes of the Board shall be made publicly available via the ExEK website.

13. Reporting

- 13.1 The Board shall consider and approve an Annual Report setting out a presentation of Fund allocation, expenditure and output over the course of the year. This shall be publicly available and disseminated widely.
- 13.2 In addition, the Board may provide updates on its activities to interested organisations and partnership bodies on either a regular or ad hoc basis.

14. Board meetings

- 14.1 Board meetings shall be scheduled in such a way that the business of the Board can be expedited efficiently and in accordance with the target timescales for decision set out in the ExEK Manual.
- 14.2 In any case, the Board shall meet no less frequently than once every three months.

15. Termination

- 15.1 The Board shall terminate its activities when the operation of the ExEK Fund ceases.

16. Indemnity

- 16.1 The Accountable Body shall indemnify the Members of the Board in respect of all decisions and recommendations made by the Board.

17. Variations of Terms of Reference

- 17.1 The Board may decide to vary its Terms of Reference, provided the procedure in paragraph 10.2 is followed.

Expansion East Kent

Investment Advisory Board

Recommendation Summary Form

Ref No	Board Meeting	Value of Investment	Recommendation (Approve/Reject)	Decision

APPROVED BY:-

Signed by Chairman (Paul Carter Leader of Kent County Council	Signature	Date	
Signed by the Cabinet Member for Regeneration and Economic Development.	Signature	Date	

Register of Interests

East Kent Expansion Investment Advisory Board

Date of meeting and Agenda Item	
Brief Summary of Item	
Application applicable Reference if	
Name of Board member declaring an interest	
Interests declared	
Any other matter relating to the declaration	

Date:

Signed:

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Decision 12/01905

By: **Graham Gibbens, Cabinet Member for Adult Social Care and Public Health**
Andrew Ireland, Corporate Director, Families and Social Care

To: **Cabinet – 14 May 2012**

Subject: **Adult Social Care Transformation Programme**

Classification: **Unrestricted**

Summary: This report and the attached Adult Social Care Transformation Programme Blueprint and Preparation Plan set out the Families and Social Care directorate's initial approach to the longer-term transformation of adult social care.

To achieve genuine service transformation which delivers better outcomes for less, we must take a sensible and intelligent approach which delivers a sustainable, improved service. Therefore this paper seeks to advise Members on our proposals for the first stage – while setting out timescales for final proposals.

Recommendations: Cabinet is asked to:

CONSIDER the comments on the Programme and recommendations of the 10 May Social Care & Public Health Cabinet Committee.

AGREE the Adult Social Care Transformation Programme Blueprint and Preparation Plan.

1. Introduction

(1) This report outlines the approach the Families and Social Care directorate will take in order to contribute towards KCC's overall savings agenda. The directorate has decided not to unilaterally cut spend, but to take a reasoned and planned approach to the redesign and transformation of adult social care. This approach is essential if it is to manage the complexities and interdependencies between the elements of the social care system, as well as the potential risk of making changes to services that could affect vulnerable people. The attached 'blueprint and preparation plan' sets out the initial vision, themes for transformation (coproduced with stakeholders) and next steps. Following a 6 month period of understanding and planning, more concrete plans for the transformation (and how the savings will be achieved) will be available.

2. Financial Implications

(1) Whilst the overall objective of the adult social care transformation programme is to improve social care outcomes for the people of Kent - the

programme must also contribute towards KCC's overall savings target. This is a huge challenge. A significant amount of work is needed over the coming months to redesign a system which will continue to meet legal requirements, protect vulnerable people and operate effectively on a reduced budget.

3 Bold Steps for Kent and Policy Framework

(1) The transformation programme will redesign adult social care in a way that moves KCC towards becoming a commissioning only authority. The transformation programme will also deliver the following bold steps priorities:

- Priority 1: Improve how we procure and commission services
- Priority 2: Support the transformation of health and social care in Kent
- Priority 7: Build a strong relationship with key business sectors across Kent
- Priority 9: Support new housing growth that is affordable, sustainable and with the appropriate infrastructure
- Priority 11: Improve access to public services and move towards a single initial assessment process
- Priority 12: Empower social service users through increase use of personal budgets
- Priority 13: Establish a Big Society Fund to support new social enterprise in Kent
- Priority 14: Ensure the most robust and effective public protection arrangements
- Priority 15: Improve services for the most vulnerable people in Kent
- Priority 16: Support families with complex needs and increase the use of community budgets

(2) The proposed decision does not relate to a plan or strategy set out in the Council's Policy Framework. The Adult Social Care Transformation programme may have significant impact on the FSC budget or services provided and is therefore included in the forward plan as a key decision.

4. The Report

(1) Following a 3 month period of informal stakeholder engagement, FSC has co-produced an initial Adult Social Care Transformation Programme Blueprint and Preparation Plan (attached). The blueprint and preparation plan sets out the future vision for adult social care, highlights the key transformation themes and outlines the next 6 month phase of work.

(2) From April to June 2012, FSC will carry out 20-30 projects, to understand areas of our business and how they are linked. This will include analysis of activity/productivity costs, outcomes/effectiveness, service user satisfaction, efficiency, value for money, comparisons with other local authorities/providers, strategic fit, etc. The combination of the understanding gained from this 3 month period will inform how we transform our business and ensure that any strategic decisions (made as

part of the transformation programme) will not be made in isolation or be out of alignment with Bold Steps or the transformation vision. Stakeholder input will be an important element in reviewing the strengths, weakness, opportunities and threats of current services.

- (3) Following the period of understanding, there will be a 3 month period of planning (July-September). This will include the development of multiple options appraisals, investment appraisals, more detailed proposals for the transformation of social care and related equality impact assessments. It will also identify how savings will be achieved. Again, stakeholder involvement will be an important element to this work and proposed changes are likely to result in a number of more formal consultations.

5. Conclusions

- (1) Savings of this magnitude cannot be made without transforming the way we commission and deliver services. The adult social care programme will go through a period of understanding and planning (between April - September) in order to fully understand and plan the transformation. Stakeholder engagement will be an important element of the redesign of adult social care. Equality impact assessments will be undertaken on any transformation option under consideration and formal consultations are likely before any transformation changes can be implemented.

6. Recommendations

- (1) Cabinet are asked to:
 - a) CONSIDER the comments on the Programme and recommendations of the 10 May 2012 Social Care & Public Health Cabinet Committee
 - b) AGREE the Adult Social Care Transformation Programme Blueprint and Preparation Plan.

7. Background Documents

Adult Social Care Transformation Blueprint and Preparation Plan (v1.4) - April 2012

Equality Impact Assessment – Initial Screening

8. Contact details

Juliet Doswell, Project Manager, Efficiency Team, FSC
01622 221844 juliet.doswell@kent.gov.uk

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Adult Social Care Transformation Programme Blueprint and Preparation Plan

*A transformation programme that will deliver savings,
not a savings programme that will deliver transformation*

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Authors: Mark Lobban, Director Strategic Commissioning, Families & Social Care
Juliet Doswell, Project Manager, Families & Social Care
Melanie Hayes, Project Manager, Families & Social Care
Samantha Sheppard, Project Manager, Families & Social Care

Acronyms and Glossary

Blueprint:	A model or design for how the business will work in the future
Carer:	Anyone who provides an unpaid caring role to a friend or family member
Care navigator:	A person who understands the care system and can, when requested advise people about the care system
Clients/Service Users:	Users of services provided via Families and Social Care
Community Agent:	A person who works in the community supporting the needs of the members of the community (such as social care/health needs)
Co-production:	The public sector, organisations and citizens working together to design and develop services
Enablement:	An intensive short term service, available via KCC that encourages and assists people to learn or re-learn skills required to live as independent and fulfilling a life as possible, in the way that they choose. This is KCC's re-ablement service.
FSC:	Families and Social Care Directorate of Kent County Council. It is responsible for delivering frontline adults and children's services to the people of Kent – excluding Medway.
Intermediate Care:	A range of integrated services to promote faster recovery from illness, prevent unnecessary acute hospital admission and premature admission to long-term residential care, support timely discharge from hospital and maximise independent living
Non-Provision:	Assessment, case management, management and back office functions
Partners:	Any organisation that KCC needs to work in partnership with to maximise outcomes for its customers
Providers:	Any organisation that provides a service on behalf of KCC
Provision:	Services that are delivered directly to clients
Reablement:	Any services which help people to accommodate their illness or condition and maximise their level of independence by learning or relearning the skills necessary for daily living
Stakeholder:	Any individual, group, organisation or staff that can affect, can be affected by or perceive itself to be affected by the transformation programme
Staff:	The people employed to work within the Families and Social Care directorate, either directly with clients or providing back office support.
Self-Manage:	Clients (or their representatives) managing and purchasing support (with or without funding from the Council) to meet their needs, with little or no input from social care or NHS/Health staff.
Social worker:	A person professionally qualified in Social Work.

Contents:

1	Foreword	4
2	Executive summary	5
3	Challenges faced by adult social services	7
3.1	Demographic challenges	7
3.2	Financial challenges	8
3.3	Summary	8
4	Meeting our challenges through transformation	9
5	The vision for adult social care in Kent	10
5.1	Re-designing adult social care in Kent	11
5.2	The vision for social care in Kent and 'Bold Steps'	13
6	Transformation themes	14
	Prevention, independence and wellbeing	15
	Supporting recovery, maximising independence, assessing at the right time	16
	Support at home and in the community	17
	Place to live	18
	Every penny counts	19
	Doing the right things well	20
7	Planning the transformation programme	21
7.1	Next Steps	22
7.2	Understand Phase: April – June 2012	22
7.3	Planning Phase: July to September 2012	24
7.4	Performance Management and Benefit Realisation	24
7.5	Programme Management and Governance Arrangements	25
8	Stakeholder engagement and feedback	26
8.1	Equality Impact Assessment	27
9	Transformation and integration of Health and Social Care	28
10	Adult social services: background information	30
10.1	Statutory Duties of Adult Social Services	30
10.2	Financial Data	31
10.3	Activity data	32
	Appendix 1: Stakeholder events	34
	Appendix 2: Stakeholder Feedback	35
	Appendix 3: Services provided or commissioned by Adult Social Care	39
	Appendix 4: Equalities Impact Assessment	40

1 Foreword

Increasingly, citizens want better quality and greater choice in the services they require. For those with social care needs this may mean support that is more relevant to them and this must be reflected in the way we approach our business and the care sector as a whole. We will continue with our journey of greater personalisation of services and support, but this must now be achieved within the constraints of a challenging financial climate.

This document sets out Kent County Council's vision for the future of social care in Kent, and how our transformation programme will achieve this vision, whilst contributing towards KCC's overall savings agenda. Our transformation will have a determined focus on prevention and targeted intervention, ensuring that services respond rapidly and are more effective. We will encourage and empower individuals to do more for themselves and ensure greater support is available to carers. We will also develop a new deal with both voluntary and independent providers; one that is based upon trust and incentivisation.

We want to take this opportunity to give reassurance that people are at the heart of all the decisions we make, and where there is opportunity for involvement and co-production we will seek it and welcome it. Most importantly, ***this is a transformation programme that will deliver savings, not a savings programme that will deliver transformation.***



Graham Gibbens
Cabinet Member
Adult Social Care and Public Health



Andrew Ireland
Corporate Director
Families & Social Care

2 Executive summary

Our objective is to improve the social care outcomes for the people of Kent. We will achieve this whilst moving Families and Social Care (Adults) to a position where, by 2015, it can operate on a reduced budget.

This Blueprint and Preparation Plan is a starting point for the future shape of social care in Kent. It is written in light of the budget requirements of the Families and Social Care (FSC) directorate, as well as the direction of travel of the current government and Kent County Council (KCC). This report outlines the approach the Families and Social Care directorate will take in order to contribute towards KCC's overall savings agenda.

Social care is part of a system that includes not only health, housing and planning, but also citizens who source, manage and fund their social care services outside of the formal social care system. Many people who manage and fund their own support (including residential care) have limited or no contact with KCC. This makes it hard to judge the true size of the social care market for both paid services and unpaid/informal care and support.

As there are many linked components to the system, it means the actions of others affect the spend pattern of KCC's Families and Social Care Directorate. For many, a need for social care arises through other causes rather than through any intrinsic need for social care itself. It may be possible in the short term to manage down the costs of social care but, to achieve the substantial savings we require calls for a change in the circumstances that gave rise to the need for care in the first place; whether it be health, housing, psychological causes or other needs.

The Families and Social Care directorate has decided to approach the need for savings by taking a reasoned and planned approach to the redesign of adult social care and intends to make savings through transformation. This will be carried out with the full engagement of stakeholders over the three year period of the transformation programme. For our transformation to succeed we must take the time to truly understand our business, the social care market in Kent and how changes to the health and wealth of citizens will impact on our business. Service redesign will be achieved by understanding the relationship and interdependencies between our key activities, appraising the options and implementing the changes.

We will undertake a six month period of work (April – September 2012) to fully understand and plan how we will transform adult social care. Under no circumstances must we risk making decisions based on unfounded information. We will not put users of social care or their carers at risk of being without support that we have a statutory duty to provide. More

concrete plans of how we will transform, and the level of savings that can be achieved, will be shared following the completion of this work.

In the production of this Blueprint and Preparation Plan significant stakeholder engagement took place. Approximately 750 stakeholders took part in the engagement activities which resulted in the development of our six transformation themes. This engagement will continue for the lifetime of the transformation programme, and beyond, and co-production with all stakeholder groups will be critical to the success of this programme.

This Blueprint and Preparation Plan sets out our vision, the proposed 'themes' for transformation, feedback from stakeholders we have engaged with and the next phases to this programme. The following themes will provide the basis for our transformation:

- Prevention, independence and wellbeing
- Supporting recovery, maximising independence and assessing at the right time and in the right place
- Support at home and in the community
- Place to live
- Every penny counts
- Doing the right things well

The Adults' Transformation Programme will be how Families and Social Care will contribute to the delivery of the savings KCC needs to make and KCC's Medium Term Plan - '*Bold Steps for Kent*'. We will contribute to *Bold Steps for Kent* in a number of ways, but specifically we will ensure greater personalisation of budgets so that people have greater choice and control over the services they use.

In essence, our goal is straight forward: ***That people are at the heart of all adult social care activities, receiving integrated services that are easy to access, of good quality and that maximise their ability to live independently and safely in their community.***

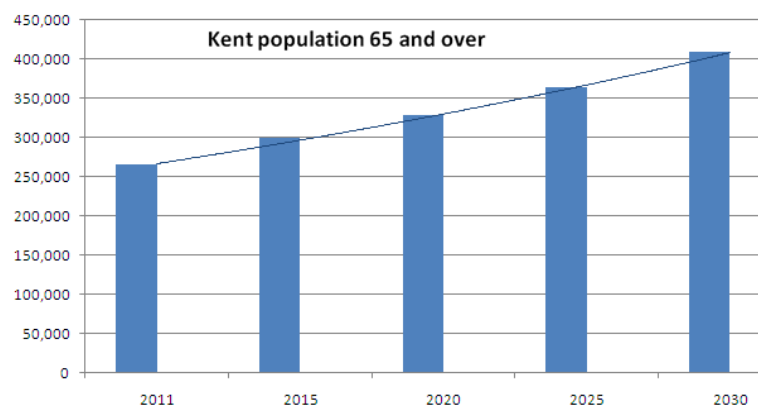
We believe this will be achieved by doing the right things well, at the right time and putting people at the heart of everything we do.

Our goal may sound simple, but this is still a daunting programme of change. We have an opportunity to re-shape both our organisation and social care in Kent, to truly empower those who can to self manage and create a sustainable business that can stand the test of time.

3 Challenges faced by adult social services

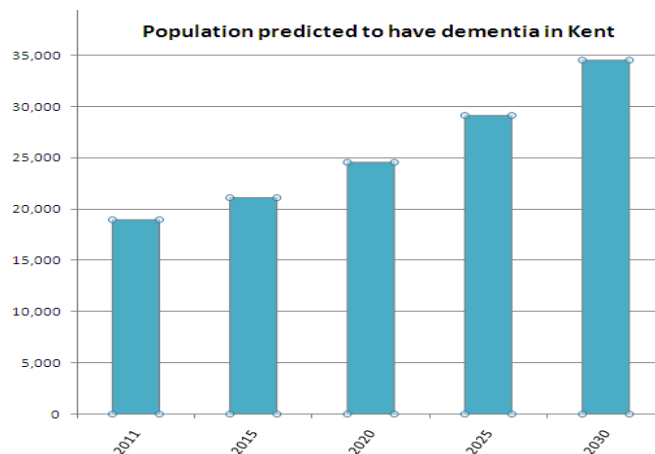
3.1 Demographic challenges

Social care is a demand led service. Advances in medical science, the promotion of healthier lifestyles along with an overall increase in general wellbeing for many, means the population is living longer. Kent’s over 65 population is predicted to grow year on year – increasing 55% by 2030. This could mean demand for adult social care will grow at a similar rate, but it may not. This could be for a number of reasons, including the health and wealth of the population.



Source: Projecting Older People Population Information System (2010)

Whilst many people live a long and healthy life and make limited use of the NHS or social care this is not the case for everyone. Many live with, often multiple, long term conditions or experience general frailty simply brought about by age. Long term conditions are predicted to increase at a similar rate as the over 65 population. People with conditions such as dementia will often require intensive and sometimes costly support. There is a risk that demographic changes will put a significant pressure on adult social care budgets.



Source: Projecting Older People Population Information System (2010)

3.2 Financial challenges

By 2015, Kent County Council is expecting to operate with a budget that is around £200 million less than it does now. This is a significant reduction, of which the Families and Social Care directorate will be expected to make a major contribution. We cannot continue with our current business model and achieve financial sustainability. Wholesale change is required.

3.3 Summary

So we can truly predict demand and plan the right services for the future we need to fully understand the impact of demographic changes and the changing health, wealth and preferences of people in Kent.

We also need to understand which preventative services we should invest in to provide the best returns. These activities will take place in the coming months and will enable us to forecast what we need to spend and consider how to deliver the best services we can within the budget available to us.

4 Meeting our challenges through transformation

Our objective is to improve the social care outcomes for the people of Kent. We will achieve this whilst moving the Families and Social Care (Adults) Directorate to a position where, by 2015, it can operate on a reduced budget.

The Families and Social Care directorate has decided to approach the need for savings by taking a reasoned and planned approach to the redesign of adult social care. It intends to make savings through transformation and radically changing its current investment profile. This requires a high level review of how social care is currently delivered. Service redesign will be achieved by understanding the relationship and interdependencies between our key activities, appraising the options and implementing the changes.

More than 90% of the services provided through adult social services are delivered through contracts with private and voluntary organisations. Although limited savings may be possible by outsourcing some of the remaining 10% of in-house provision, this alone will not be enough. We must review our assessment and back office functions; redesign the services we commission, increase our investment in preventative measures, use technology to its full advantage and work collaboratively with others to maximise efficiencies.

Savings will be achieved by either paying less, buying less or buying cheaper alternatives. We have already taken this approach to certain areas of our business. Continuing to focus on short term price reductions will not deliver the required savings and risks destabilising the market. This could have a significant negative impact on service users and carers and risks increasing demand for support from us. We must approach the challenge differently, and do things differently.

We must ensure those requiring social care services are in the right place for the right length of time and at the right cost. Those assessing them must ensure the assessment takes place in the right place and at the right time. This means decisions regarding longer term support must be made when a person has had sufficient time and support to gain or regain their optimum level of independence.

Our vision for 2015 is based upon a new investment profile within a significantly reduced budget. Whilst this is a huge challenge it is also a real opportunity for us all to review social care in a new light and influence how the money we do have is spent.

5 The vision for adult social care in Kent

The vision for adult social care in Kent is based upon adding maximum value by working with the NHS and other organisations involved in the social care system. This will be done with a determined focus on prevention and targeted intervention; ensuring that services respond rapidly and are more effective, supporting carers and empowering individuals to do more for themselves; a new deal - based upon trust and incentivisation - with both voluntary and independent providers; and daring to let go of things that we currently do ourselves.

Vision Statement

People are at the heart of all adult social care activities, receiving integrated services that are easy to access, of good quality and that maximise their ability to live independently and safely in their community.

We will achieve this by:

- *Empowering citizens to build a support network of trusted people, places and services tailored to their needs and minimising their dependence on formal services*
- *Working with communities to ensure people can develop or retain a choice of social links and networks to maintain health and prevent social isolation*
- *Making every penny count in achieving service user outcomes and value for money services*
- *Providing the right assessment at the right time to support people to achieve or regain their ability to manage their lives*
- *Commissioning housing options that support people to thrive in their community*
- *Developing a vibrant market of services from which people can find the right support*
- *Agreeing clear and consistent standards across the county, but recognising distinctive local solutions for delivery*
- *Encouraging a positive culture that enables our workforce to develop and deliver a quality service*

5.1 Re-designing adult social care in Kent

Where it is cost effective and improves outcomes Families and Social Care Adults will commission others to do more on our behalf, and we will do less ourselves.

By 2015 we aim to be only directly responsible for:

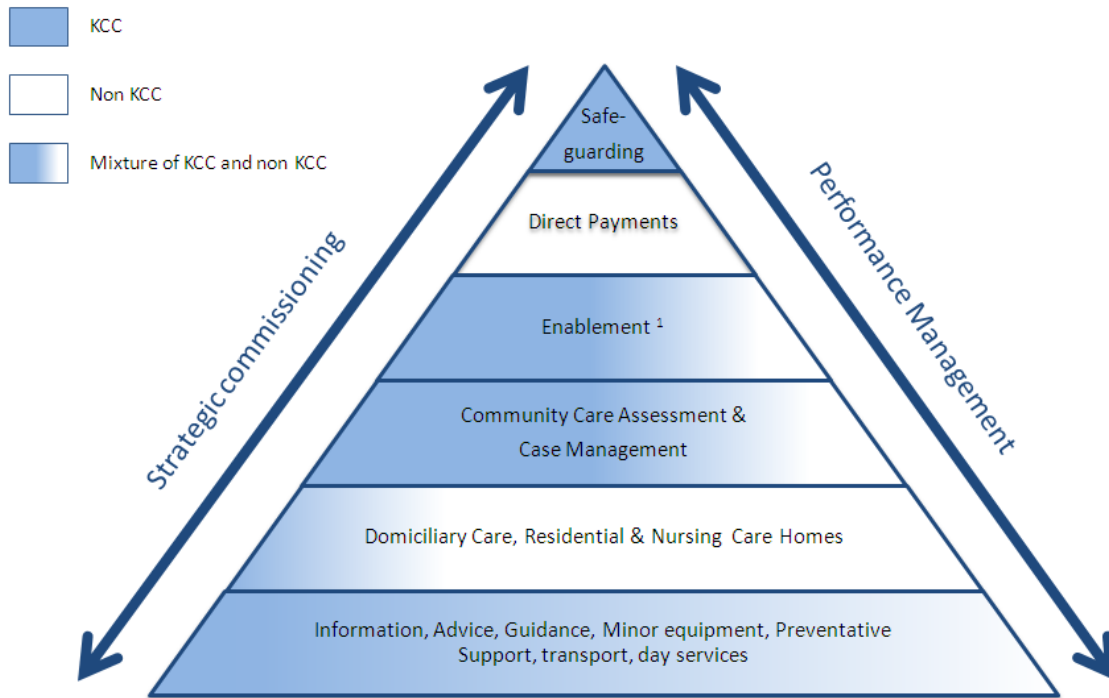
- Safeguarding vulnerable adults and statutory duties regarding adult protection
- High risk case management (where it cannot be done effectively by anybody else)
- Quality assuring the work others do on our behalf
- Strategic commissioning (contracting and market shaping) and joint commissioning
- Performance and commercial oversight of commissioned services

Design objectives include:

- Greater personalisation of services
- Greater focus on outcomes not activities
- Increased prevention and preventative support
- More effective demand management
- Increased focus on localism
- A shift towards more self management (wherever possible)
- More effective partnership working and co-production
- Greater focus on re-ablement and support that maximises independence
- A shift to integrated health and social care commissioning and provision
- Greater incentivisation of providers
- Greater focus on value for money
- Greater focus on efficient working – doing the right things well
- More robust evidence based decision making
- Greater focus on performance management and managing the required culture change needed in order to transform.

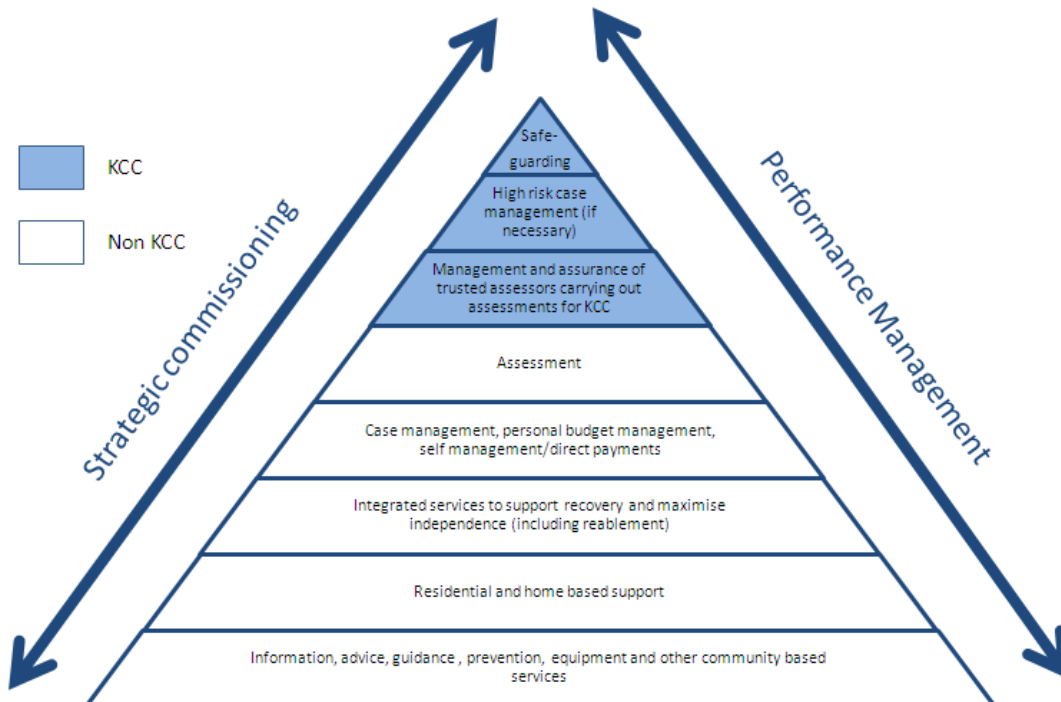
So that our clients benefit from a cohesive and effective system we will work with the “whole system” of health and social care.

An illustration of Families and Social Care (adults) now



¹ 85% In-house Enablement, 15% external enablement

An illustration of how Families and Social Care (adults) could look - should a viable business case be proven for this design.

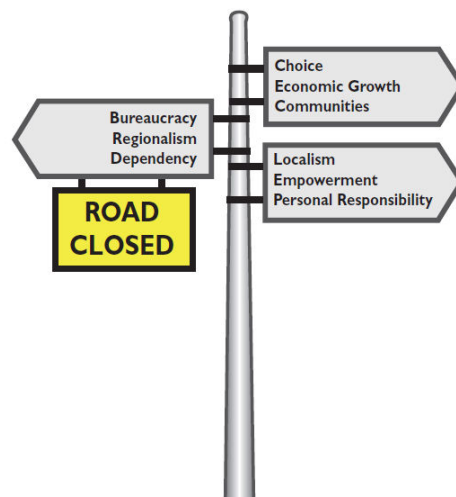


5.2 The vision for social care in Kent and ‘Bold Steps’

The Adults’ Transformation Programme will be how Families and Social Care will contribute to KCC’s Medium Term Plan, ‘Bold Steps for Kent’.

The transformation programme will:

- Help to deliver integrated health and social care in Kent by making it easier for people to access services, implement a shared assessment process, share information across organisations to better manage demand/spend and share resources where possible to reduce management and accommodation costs
- Enable people to access social care information and services more easily by ensuring people can access the information they need – whether it be to deal with a current social care need, to prevent deterioration or to manage future need
- Help the Kent economy grow by encouraging growth and diversification of the market by supporting the voluntary sector and encourage social enterprise
- Empower people to have greater choice and control over the support they receive through increased use of personal budgets, alternatives to KCC managed support and greater choice and flexibility on offer in the whole social care market
- Tackle disadvantage by making the best use of resources available in social care to improve outcomes, particularly for those most vulnerable, the frail elderly and those with dementia and adults with disabilities
- Provide the most robust and effective public protection arrangements for vulnerable adults and support the delivery of the children’s improvement plan.
- Procure and commission services more effectively. In addition to the responsibility of ensuring value for money, KCC’s vision through ‘Bold Steps for Kent’ is to become a commissioning authority and so will need to ensure steps are taken to move away from direct provision.



Bold Steps for Kent

6 Transformation themes

The transformation programme is a real opportunity for all those involved in social care, whether providers, users or carers, to view social care in a new light. This is a chance to influence how the money that is available is spent. Reviewing and considering feedback and comments from recent stakeholder events, the transformation programme can broadly be categorised into six themes.

1

Prevention, independence and wellbeing

Enabling citizens to find solutions that meet their needs without entering the formal social care system.

2

Supporting recovery, maximising independence and assessing at the right time and in the right place

Providing short term crisis support and maximising the opportunity to recover prior to any long term care decisions being made. Those who do have long term social care needs will be able to access support that promotes independence.

3

Support at home and in the community

Greater choice in support and activities that encourage people to live independently and prevent social isolation.

4

Place to live

Accommodation solutions that increase the options available so people can live independently in a place of their choosing.

5

Every penny counts

Ensuring all spend provides value for money.

6

Doing the right things well

Ensuring the right processes are in place and applied consistently and effectively

1

Prevention, independence and wellbeing

Enabling citizens to find solutions that meet their needs without entering the formal social care system.

The vision for this theme is:

- Information, advice and guidance through a range of partner organisations that is easily accessible to all and supports people to make informed decisions about social care
- Access to a range of equipment, technology and services without intervention from adult social services, except when it is necessary
- Community based agents - who understand the social care system - supporting people to make decisions and access preventative services
- For KCC to provide professional expertise to care navigators
- Good quality appropriate community based services
- Shared information to better predict those at risk of needing social care/health support so needs can be managed before situations deteriorate (risk stratification)
- Investment in preventative services
- Online tools to access information, so people can make their own decisions and purchase their own solutions whether or not they receive funding from social services
- Ensure support is available to carers who wish to continue with their caring role, but need additional support to do this
- Volunteers working in partnership with other KCC departments
- Options for self assessment of needs, as well as financial self assessment, to enable a person to know quickly if they are eligible for support from KCC

What success looks like:

Greater number of people able to meet their own needs without entering the formal social care system

Those who need to enter the social care system will have the tools to self manage their own care needs with reduced involvement from KCC

Evidence of Success:

Increase in self assessments and use of community and voluntary services

High usage of self management tools

Evidence that prevention is delivering the required outcomes

Reduction in KCC activity/spend

Key Principles:

Demand Management

Prevention

Personalisation

Localism

Self management (where possible)

Partnership working

Prevention, Independence & Wellbeing

Bold Steps:

1. Improve how we procure and commission services

2. Support the transformation of health & social care

7. Building strong relationships with business

15. Improve services for the most vulnerable

2

Supporting recovery, maximising independence, assessing at the right time and in the right place

Short term crisis support and maximising the opportunity to recover prior to any long term care decisions being made. Those who have ongoing social care needs will be able to access support that promotes independence.

The vision for this theme is:

- Local integrated health and social care access points where people can request an assessment and access support
- Rapid/emergency response for those in crisis including ‘Reablement’ support that is commissioned/provided jointly between health and social care
- Access to support that promotes independence and inclusion in mainstream activities in the wider community
- No long term care decisions made during crisis situations
- Providers trained as trusted assessors completing assessments on behalf of Kent County Council with access to equipment and telecare (as needed)
- Use of technology that supports greater independence
- Removal of barriers cause by transition of clients moving from Children’s Services to Adult Services
- Social workers working in partnership with providers, health partners and district/borough councils to offer expertise, support and assurance to providers when carrying out functions on behalf of KCC
- Shared information to better predict those at risk of needing social care/health support so needs can be managed before situations deteriorate (risk stratification)
- All people who have eligible on-going needs will be allocated a personal budget that can be spent on meeting their needs in ways they choose



3

Support at home and in the community

Greater choice in support and activities that encourage people to live independently and prevent social isolation.

The vision for this theme is:

- Providers trained as trusted assessors – assessing the on-going needs of the people they support, adjusting care packages as required and putting in place equipment, telecare and Reablement when needed to maximise recovery and independence
- Providers of community care services trained to work with the people they support to maximise inclusion in the wider community and access to mainstream activities
- Kent County Council social workers allocated to specific home care providers to work in partnership to maximise opportunities for recovery, independence and personalisation for the people they support
- Providers working more flexibly to meet the changing needs and preferences of the people they support
- A greater range of services and activities that provide support in the home and the community regardless of whether people are KCC funded, self funded or both
- Care navigators that support people to access information, advice and guidance on making choices about care early enough to support recovery and maximise independence
- Opportunities to ensure people of a working age can access and maintain employment



4

Place to live

Accommodation solutions that increase the options available so people can live independently in a place of their choosing.

The vision for this theme is:

- Sufficient and suitable housing that offers a real alternative to residential and nursing care, with dedicated support including 24/7 on site support and technology for mixed tenure that encourages balanced communities
- Purpose built, short term housing to support short stay recovery and reablement
- Vacancy management that ensures available resources are maximised
- Explore opportunities for increasing use of the Adult Placement Scheme
- Home share schemes providing opportunities for people who own their own homes in need of a little support to be matched with people who require accommodation and can provide support that helps them stay living in their own home
- Residential providers trained as trusted assessors – assessing on-going needs, developing personalised support plans and putting in place equipment, telecare and in-reach Reablement, as required
- Kent County Council social workers allocated to specific residential providers who will work in partnership to maximise opportunities for recovery, independence and personalisation for the people they support
- Ensure throughput of specialist learning disability services so service users benefit, become independent and places can be freed up for other new service users
- Reablement and promotion of independent living skills in a residential care setting



5

Every penny counts

Ensuring all spend provides value for money.

The vision for this theme is:

- Understanding FSC’s costs for all in-house and externally commissioned services – to ensure we achieve value for money
- Reviewing all FSC Adult services (through the ‘Make, Buy, Sell’ process) to ensure that services provide maximum value for money – this could mean outsourcing in-house services and KCC business activities where better value for money can be achieved externally
- All business processes streamlined to remove waste and maximise efficiency
- That organisations make the best use of community assets to maximise usage and provide maximum value for money
- Kent County Council managers accountable for every penny spent within their team or commissioning category
- Design an “access to resources” team that purchase support on behalf of people who do not want to manage their own support – using expertise and consistent processes to manage spend effectively
- Incentivising and rewarding providers who deliver the desired outcomes



6

Doing the right things well

Ensuring the right processes are in place and applied consistently

The vision for this theme is:

- All business processes streamlined to remove waste and maximise efficiency.
- All new business processes implemented as designed and consistently applied across the county
- Clear processes, roles and responsibilities for all
- Using staff effectively so that those qualified can focus on work that requires their specialist expertise and other staff carry out work which does not require specialist expertise
- Robust performance management that ensures Kent County Council staff and providers achieve what is expected of them
- Removal of barriers caused by transition of clients from children's services to adult services
- To fully understand costs and demand so that opportunities for prevention are maximised
- Monitoring direct payment spend to ensure unused monies are reclaimed and reinvested with other people needing support

What success looks like:

Consistent processes, roles and responsibilities across Kent
KCC applying an analytical approach to make robust business decisions
Staff and provider performance monitored regularly and action taken where needed

Evidence of success:

Staff following the processes, roles and responsibilities they have been given
Providers delivering outcomes as set out in their contracts
KCC achieving the savings target

Key principles:

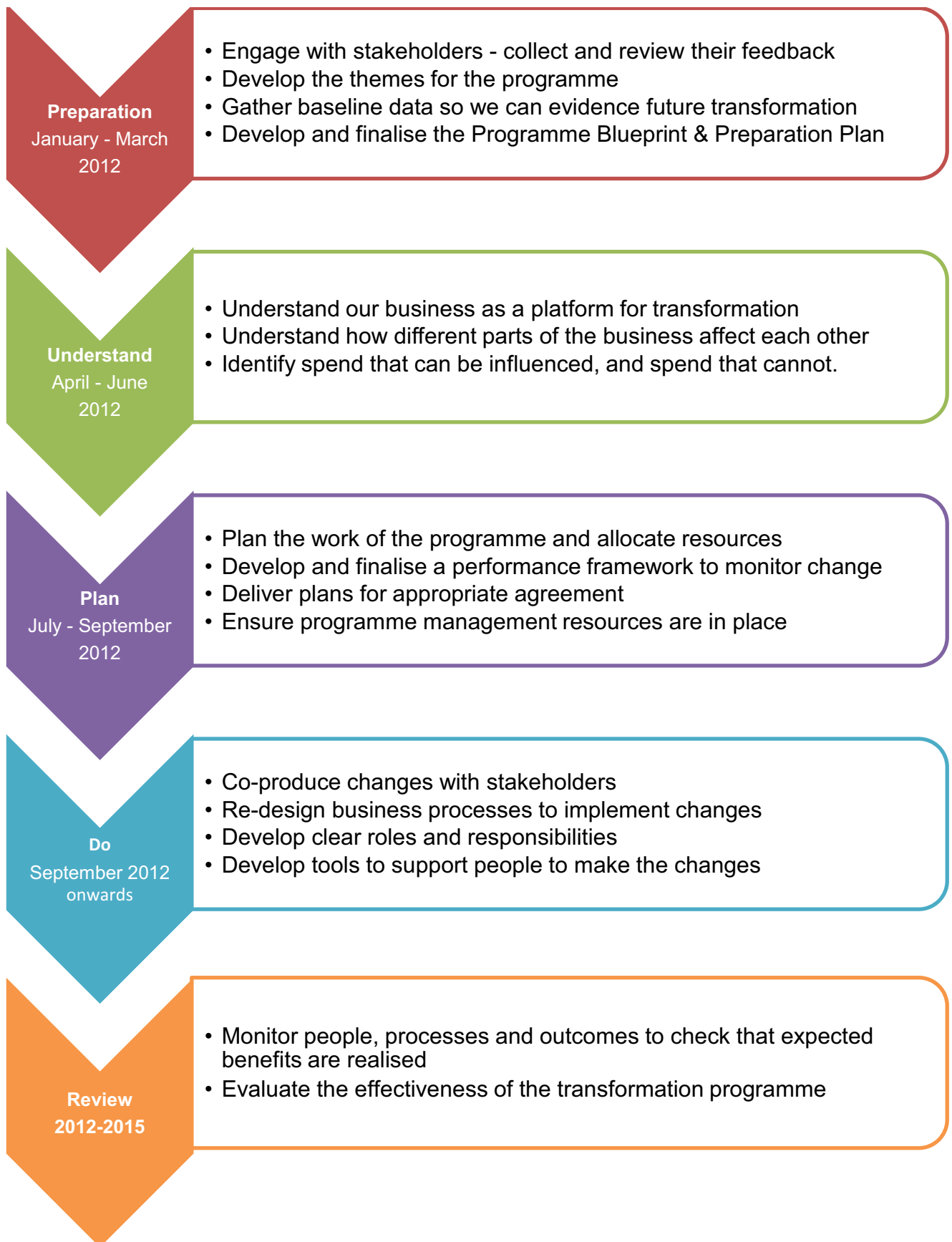
Demand management
Financial management
Performance management
Business process re-engineering
Efficiency
Consistency
Partnership working

Doing the right things well

Bold Steps:

2. Support transformation of health & social care
12. Empower social service users through personal budgets
15. Improve services for the most vulnerable people in Kent

7 Planning the transformation programme



7.1 Next Steps

The premise for the next stages of the transformation programme will be based upon the standard 'commissioning cycle' of Understand, Plan, Do, Review. In this document we cover the 'Understand' and the 'Plan' phases.

7.2 Understand Phase: April – June 2012

A period of 'understanding' is essential in order to get a full picture of both our business and the social care market in Kent. We propose a number of reviews or 'understand' projects in order for an assessment to be made. This will include services we commission from others, the services we provide ourselves (in-house) and other business activities/functions that we carry out ourselves. Only when this is complete will the planning phase begin.

In order to plan our transformation we must have a clear understanding of specific areas of our business and how they are linked. Any changes made in one area can have a knock on to another area. We need to understand our business with regards to transformation (as opposed to day to day management), and this requires a different level of information. These 'understand' projects will give us a clear picture of what we do currently - whether it is effective, how much it costs so we can analyse whether it provides value for money.

Potential 'understand' projects

We will gain a clear understanding of current:

1. Activity and spend data including research to compare data with other local authorities and examples of national best practice in transformation
2. Spend we can and cannot influence
3. Legal obligations placed on councils with adult social services responsibilities
4. The proportion of Council savings allocated to the FSC Directorate and any potential issues/risks which may need to be managed
5. Data regarding demographic, wealth and health changes (for all client groups)
6. Commissioning roles and responsibilities within FSC
7. Change projects, savings projects and health funded investments

8. Assessment processes and policy, including productivity data and costs
9. Housing solutions
10. Home adaptation options
11. Health and social care reablement/intermediate care activity
12. Options for brokerage
13. Purchasing processes, resourcing and interfaces with providers/care management
14. Information, advice and guidance
15. Residential care options
16. Preventative services
17. Community based solutions
18. Work of coordination teams/Mental Health recovery teams and Learning Disability teams to understand non-assessment tasks, resourcing and costs
19. Options for managing a personal budget
20. Technological solutions in use such as equipment, gadgets, telehealth, telecare services, on-line tools, social networking tools, etc
21. Community based volunteering activity
22. Availability of health and social care data to support risk stratification
23. Technology and systems in use including what we are committed to
24. Resources required to meet our safeguarding duty

Changes cannot be made to one part of the business without understanding the impact of that change on another part of the business. For this reason, during the next 6 months we will carry out the 'Understand' and the 'Planning' phases of the programme.

7.3 Planning Phase: July to September 2012

The planning phase will use the information and analysis from the “Understand Phase” as the basis the future design and delivery of services. The planning phase will include an analysis of the current market, in order to gain a clearer understanding of any viable alternative options for the delivery and commissioning of future services. We will also give further consideration to feedback received through current and previous stakeholder engagement process.

Any proposals for change will include an options appraisal of the relative advantages and disadvantages of the various options. Options could be to stop/decommission, outsource, retain in-house (but transform) or develop a joint venture. Options appraisals will be considered by the Families and Social Care Management Team and the KCC Commissioning and Procurement Board.

Once decisions have been made and we start to re-design our business (in consultation with stakeholders and service users) we will implement agreed changes and performance manage these to ensure that they are followed as designed.

7.4 Performance Management and Benefit Realisation

Part of the planning phase will identify the critical success factors and benefits of each of the transformation projects. Where there is a clear business case, and where it is agreed by the Transformation Board, projects will be implemented over the next two and a half years of the programme.

The success of the transformation programme is dependent on KCC’s ability to transform the way we do our business and our ability to make the required level of savings. We will be reliant of the ability of the wider health and social care system to transform with us and must successfully manage our relationship with the interrelated parts of the social care system.

Costs and benefits will be monitored as part of the transformation programme performance framework to ensure that benefits are achieved as planned. This will include performance management of KCC staff, providers and all other parts of the whole system involved in making the transformation successful.

It is acknowledged that significant cultural change is needed to successfully transform. This will be achieved through strong leadership and performance management of staff, providers and the wider social care system.

7.5 Programme Management and Governance Arrangements

The Senior Responsible Owner (SRO) for the programme will be Mark Lobban, Director of Strategic Commissioning, Families and Social Care. The SRO is ultimately accountable for the programme; for ensuring it meets its objectives and realises the expected benefits. Due to the size, complexity and risk of the programme, a programme team will be set up to manage the programme. This team will provide support to the Senior Responsible Owner in managing the day to day elements of the transformation programme, co-ordinating programme activity and ensuring that project leads are managing project delivery.

The Corporate Management Team will act as the sponsoring group for the programme. Andrew Ireland, Corporate Director for Families and Social Care, will take on the role of Programme Sponsor. A Transformation Board is set up and meets fortnightly. The Transformation Board will drive the programme forward. The members of the Transformation Board provide support to the SRO in the delivery of the programme; resolve strategic issues, define acceptable risk profiles and thresholds; ensure the programme delivers within its agreed parameters; and provide assurance for operational stability and effectiveness through the programme delivery cycle.

Once the programme is defined in more detail, specific projects will to make up the programme will be scoped. Project Boards will be set up to direct and manage project specific work. Project progress will be reported to the Transformation Board on a scheduled basis. The programme team and project leads will provide detailed proposals and progress updates on the programme/projects to the Budget Programme Board.

Programme Budget Board will carry out an internal assurance role – providing KCC with assurance that the programme will deliver the required savings; is aligned to Bold Steps and considers radical solutions that change current delivery methods. The programme team and project leads will report to the Commissioning and Procurement Board who advise and make recommendations on Make, Buy, Sell option appraisals; and expressions of interest received under the Right to Challenge and Right to Buy.

The Institute of Public Care (Oxford Brooks University) will provide additional expertise over the course of the 3 year transformation programme. This includes access to IPC resources/workshops/conferences and to the learning of other local authorities within the LGA/ADASS Efficiency Programme. IPC will act in a programme consultancy role and provide external programme assurance and challenge.

The transformation programme will be managed in line with the Office of Government Commerce best practice methodology (PRINCE2, Managing Successful Programmes and Management of Portfolios) alongside KCC's Statements of Required Management Practices.

8 Stakeholder engagement and feedback

Between January and March 2012 a series of events and initiatives took place. The purpose was to begin to get the message out regarding transformation and to gain the views of a wider variety of stakeholders.

The process of transformation is not just about transforming Kent County Council's social care business, but also about the social care market as a whole - looking at what it does and how it provides services and the people to that receive these services.. It is vital that all stakeholders are engaged and feel able to contribute, where possible, in order for transformation to be a success.

Events were held with providers of residential, nursing and domiciliary care for older people and providers of services for people with learning disabilities and mental health difficulties. Events were also held with housing providers, health partners and representatives from the voluntary and community sector.

Over 2,000 FSC Adults staff were informed via email and intranet and could complete an online questionnaire. Adults who use social care services and carers have also been engaged through local forums and through organisations that provide direct support to them. A total of approximately 750 individuals have participated in events or submitted feedback (see Appendix 1 for more details of events and participation).

Our stakeholders have been open and honest in sharing their views about what, as a local authority, we could be doing differently and more effectively; what preventative work we could invest in; and what other organisations could do on our behalf. Many have expressed appreciation for being included in these early discussions and are keen to remain involved as the transformation moves forward. Stakeholder engagement has and will continue to, form a fundamental part of the transformation process.

Key themes that have arisen from a variety of stakeholder events are:

- All stakeholders agree that KCC has an important role in empowering people to support themselves, and to prevent them entering the formal social care system, through providing comprehensive information, advice and guidance that is widely accessible.
- Stakeholders told us that the number of people entering residential care homes could be reduced by providing more effective support for them in their own homes through:
 - the provision of services 24 hours per day 7 days per week
 - extending the period of time Enablement is available

- providing equipment that reaches people more quickly through quicker assessment for major adaptations or specialist equipment and using trusted assessors for simple equipment.
- Providers thought that packages of care should be flexible and could be increased, reduced or stopped by them to reflect changes in need
- Stakeholders felt that more trusted assessors in voluntary and private sector organisations may enable individuals to receive personalised support quicker and so reduce the number of different people 'assessing' each individual - a significant issue for people who use social care services
- Carers and carers organisations asked us to think more creatively about respite services that would enable them to care longer. For example, short notice / emergency respite, one-off respite to allow carers to attend their own medical appointments, night time respite so that carers can sleep.
- Service users were keen that we improve how we monitor our commissioned services and hold Providers more accountable.
- Many Providers, and people who use services, told us that KCC needs to work more closely with health colleagues, health colleagues are keen for this to happen.

Close engagement with stakeholders will continue as the Transformation Programme moves into the understand, planning and implementation phases.

Further information regarding stakeholder feedback is in Appendix 1 and 2.

8.1 Equality Impact Assessment

An initial Equality Impact Assessment was completed in January 2012. Equality impact assessments will be completed throughout the lifetime of the programme and for the change projects associated with this transformation. See Appendix 4.

9 Transformation and integration of Health and Social Care

One of Kent County Council's 'Bold Steps' is to support the transformation of health and social care in Kent.

There are ever increasing challenges for health and social care services, with about 70% of health and social care funding being spent on people with long term conditions. We will work in partnership with the NHS to deliver major service transformation for those with long term conditions in order to manage demand within available funding.

There are three components to the long term condition model where there are opportunities to work differently and create efficiencies:

1. Risk stratification - using health and social care information to identify people who could benefit from an integrated health and social care approach that supports them to manage their own condition better
2. Integrated health and social care teams (see below)
3. Self management and shared decision making – supporting people to take more responsibility for managing their own health care, social care and support

Part of the transformation vision is to develop an integrated health and social care service that:

- Focuses on delivering outcomes that matter most to patients and local communities by delivering better co-ordination of care, in particular for disabled and older people with complex health and social care needs
- Enhances health and social care provisions to support avoidance of hospital admission and/or safe early discharge from hospital
- Improves access to services
- Provides better experiences and improved outcomes for individuals, carers and their families
- Addresses the anticipated growth in demand for health and social care
- Supports the principles of personalisation
- Delivers efficiencies through improving productivity through joint delivery and managing costs through shared commissioning

There are currently 7 clinical commissioning groups (CCGs) in Kent. The Kent Health Commission has already set out its vision for Dover and Shepway, covered by the South Kent Cost CCG. Families and Social Care will be aiming to produce joint commissioning

plans as part of the transformation programme, initially with the South Kent Coast CCG and then with other CCGs.

An example of how the six transformation themes will be delivered within a Clinical Commissioning Group is set out below:

1. Prevention, independence and wellbeing

- Analysis of health and social care data to jointly commission services
- Age triggered check ups to identify those at risk of health and social care support
- Shared IT systems for identifying those at risk of hospital admission or dependence on care services (risk stratification)
- Management of long term conditions

2. Recovery, independence and assessment

- Integrated health and social care assessments
- Fast access to joint intermediate care/reablement services
- Fast access to telecare and telehealth services

3. Support in the community

- Locally accessed services that can be personalised for people's needs and goals
- Shift of resources from acute setting to the community
- Brokerage model to help create a market place open to both private and voluntary sector providers
- Integrated personal health budgets

4. Place to live

- Shift of resources from acute setting to the community
- Brokerage model to help create a market place open to both private and voluntary sector providers

5. Every penny counts

- Pooled budgets for integrated health and social care assessment and commissioning
- Savings generated from removing unnecessary duplication
- Accountability to local people for the way money is spent
- Targeted preventative services that prevent dependency on more expensive care services

6. Doing the right things well

- Information flowing between providers and health and social care commissioners
- a simplified system that is easy for the public/ and professionals to understand and navigate
- Streamlined processes and reduced duplication
- Local and robust decisions made via Health and Wellbeing boards
- A greater focus on getting the right support in place for the right amount of time

10 Adult social services: background information

10.1 Statutory Duties of Adult Social Services

Many council departments have a statutory duty to provide certain services and these are bound by legislation. Adult social services has the following key duties:

Duty	Legislation
Duty to carry out assessment for community care services	NHS & Community Care Act 1990
Duty to provide or arrange residential accommodation	National Assistance Act 1948
Duty to provide services to disabled people	Chronically Sick and Disabled Persons Act 1970
Duty to provide after-care services to certain former mental health patients	section 117 Mental Health Act 1983
Duty to carry out carer's assessment	Carers Recognition and Services Act 1995
Safeguarding vulnerable adults	'No Secrets' Guidance NHS Community Care Act
Provide Care staff to emergency rest centres	The Civil Contingencies Act 2004 National Assistance Act 1948 Housing Act 1996 Children Act 2004
Duty to provide community services	NHS Act 2006

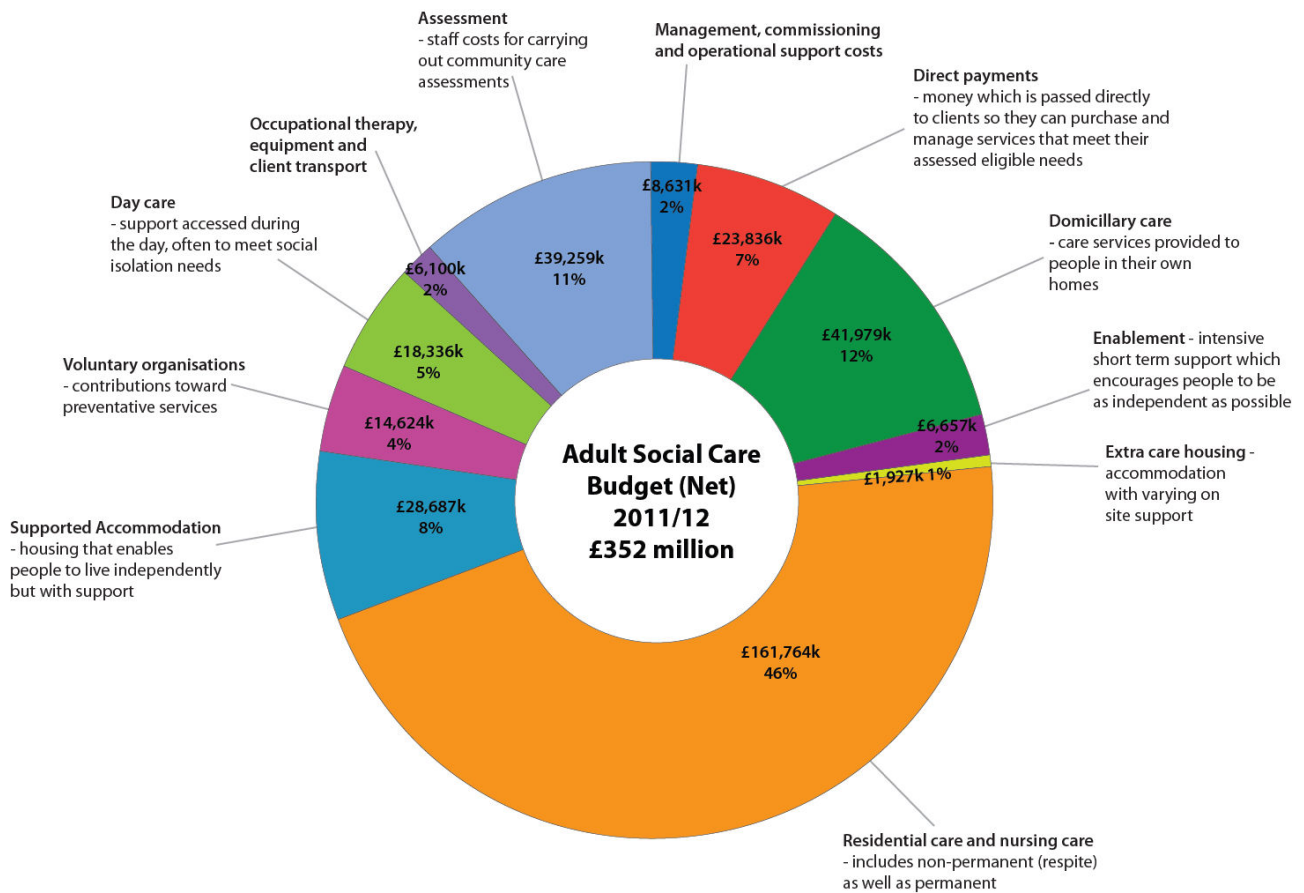
However, not all of the above duties have to be provided directly by the Council. The Duty to assess and provide services currently lies wholly with the Local Authority.

The Duty to provide services and accommodation can be contracted out to others, but the Duty to provide (and the oversight of this work) remains with the Local Authority.

Many social care services we provide are chargeable via a means tested financial assessment. Appendix 3 gives further detail regarding these services.

10.2 Financial Data

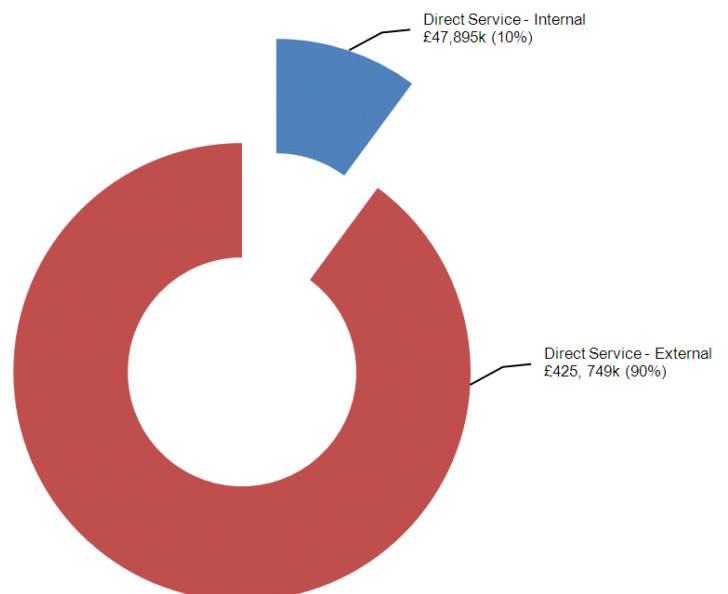
In 2011/12, Kent Adult Social Services budget was allocated as follows:



Note: Approximately 7% of residential/nursing activity and spend is non-permanent (respite)

This data will form the initial baseline which represents our business spend; against which changes implemented through the transformation programme will be measured. This baseline will be used to show where savings are made and clearly show any shift in financial resource.

It should be noted that 90% of services provide via adult social care are outsourced to the independent sector. The remaining 10% is delivered through in-house providers.



Note: Based on gross budget 2011/12

10.3 Activity data

Client activity numbers and recent trends can be seen in the table below:

Service	Figure Type	Client numbers Mar 2011	Client numbers based on Dec 2012 forecast	Client numbers based on Jan 2012 forecast
Older Persons				
Residential and Nursing (Permanent)				
Permanent Residential placements - KCC	Client Snapshot	196	123	123
Total Independent Residential permanent placements	Client Snapshot	2,912	2,852	2,849
Total Independent Nursing permanent placements	Client Snapshot	1,418	1,487	1,469
Residential and Nursing (Non Permanent)				
Non Permanent Placements - KCC	Cumulative Episodes (financial year)	2,784	2,345	2,380
Non permanent placements - Independent Residential	Cumulative Episodes (financial year)	1,236	1,076	1,098
Non Permanent Placements - Independent Nursing	Cumulative Episodes (financial year)	607	561	588
Domiciliary Clients	Client Snapshot	5,743	5,512	5,468
Enablement clients	Cumulative Clients (financial year)	3,729	5,860	6,178
Direct Payments (new)	Client Snapshot	726	875	843
Day care - KCC and Independent	Client Snapshot	658		498
Learning Disability				
Residential and Nursing (Permanent)				
Permanent residential placements	Client Snapshot	1,343	1,317	1,310
Residential and Nursing (Non Permanent)				
Non permanent placements - KCC	Cumulative Episodes (financial year)	1,335	1,493	1,518
Non Permanent placements - Independent	Cumulative Episodes (financial year)	450	359	391
Domiciliary clients	Client Snapshot	470	398	400
Independent Living Scheme	Client Snapshot	126	176	174
Direct Payments	Client Snapshot	745	767	767
Day care - KCC and Independent	Client Snapshot	1,141		873
Supported Accommodation and Adult Placement	Client Snapshot	491	618	616

Physical Disability				
Residential and Nursing (Permanent)				
Permanent Independent residential placements	Client Snapshot	263	273	273
Residential and Nursing (Non Permanent)				
Non permanent placements - KCC and Independent	Cumulative Episodes (financial year)	240	209	219
Domiciliary Clients				
	Client Snapshot	1,022	970	978
Enablement Clients				
	Cumulative Clients (financial year)	390	521	541
Direct Payments				
	Client Snapshot	858	981	909
Day care - KCC and Independent				
	Client Snapshot	212		193
Mental Health				
Residential and Nursing (Permanent)				
Permanent Residential Placements - Independent	Client Snapshot	252	243	245
Domiciliary care				
	Client Snapshot	221	189	183
Direct Payments				
	Client Snapshot	170	169	171
Supported Accommodation				
	Client Snapshot	61	74	74

The above data gives us an activity baseline against which we can measure the transformation. We will expect to see changes over the period of the 3 years transformation programme. For example we would expect to see:

- the current upward trend in Enablement to increase further – evidencing an increased use of enablement to promote independence and reduce the need for on-going social care support
- an upward trend in direct payments- evidencing that more people are choosing to arrange and manage their support
- a reduction in residential and nursing care activity in line with increased activity in other community based services.

Appendix 1: Stakeholder events

The content of this blueprint is a result of engagement with partners, providers, users, carers and staff. This approach was chosen to achieve innovative solutions, and importantly ownership of the challenge we face. As a local authority we can unilaterally cut services but we can only transform them with the full engagement of stakeholders.

The following activities were undertaken to involve stakeholders in co-producing the vision:

Co-production Activity	When	Attendance
Carers Provider Advisory Group	26 January 2012	25 providers
Kent Community Care Association Strategy Group	2 February 2012	12 providers
Domiciliary care providers	28 February 2012	64 attendees (+15 KCC) representing 55 providers
Preventative service providers – including voluntary & community orgs	1 March 2012	78 attendees representing 54 providers
Mental health service users/carers	5 March 2012	35 attendees representing 9 forums or organisations
Learning disability and mental health providers	6 March 2012	106 attendees (+16 KCC) representing 72 organisations
Residential and nursing care providers	15 March 2012	110 attendees representing 70 providers
KCC staff: Strategic Commissioning (Older People/Physical Disability) Directorate Management Team Extended and Joint Divisional Management Team Specific intranet page for FSC staff incl. feedback questionnaire	20 January 2012 1 February 2012 9 February 2012 March 2012	32 strategic commissioning staff 7 directors/business partners 49 managers Over 2000 staff sent out 33 responses
Housing partners	9 March 2012	25 attendees (representing 8 district councils and 11 providers)
Older People/Physical Disability service users/carers	15, 16, 19 March 2012	46 attendees
Sensory service users/carers	March 2012	4 responses
Health providers/partners	21 March 2012	13 attendees
Learning disability service users and carers	15 March 2012	90 attendees
Council Voluntary Services	27 March 2012	9 attendees
Day Opportunities Providers	30 March 2012	30 attendees

Appendix 2: Stakeholder Feedback

Below is a flavour of the feedback collated from stakeholders during the engagement phase. So far, we have collated over 800 suggestions. All feedback is in a separate document entitled *'Families and Social Care: Adults Transformation Programme Stakeholder Feedback'*.

Theme 1: Prevention, Independence and Wellbeing: Enabling citizens to find solutions that meet needs without having to enter the formal social care system

Service users and carers

- Provide accurate and up to date information, advice and guidance regarding services in a variety of formats
- Provide proactive preventative support to carers earlier in the journey
- Educate regarding purpose and function of social services
- Continue to fund preventative services

Providers

- Greater emphasis on raising aspirations for independence and employment in young people with learning disabilities and their families to avoid residential placements at school leaving age
- Joint working between the voluntary sector and GP surgeries to signpost people earlier to prevent them entering the formal social system if this is not necessary
- Invest in media campaign to raise profile of voluntary organisations and district guides with local services listed
- Make health and social care systems easier to access

Staff

- Post 80 Care Check
- "How to help yourself" campaign: communicate message of personal responsibility and support with self management tools
- Advice, guidance and signposting by professionals at day care facilities, GP surgeries, Gateways and clinics
- Open enablement up to self funders not wanting to be assessed but wanting to use it to get better

Theme 2: Supporting Recovery, Maximising Independence and Assessing at the Right Time and in the Right Place: Providing short term crisis support and maximising the opportunity to recover prior to any long term care decisions being made. Those who do have long term social care needs will be able to access support that promotes independence

Service users and carers

- Enablement to have more trusted assessors and to enable / promote skills
- Extend the enablement period
- Dementia outreach workers Crisis Project
- Carers assessments

Providers

- Using Providers as ‘trusted assessors’ to undertake assessments and reviews
- Case managers to give more information at point of access regarding options, including direct payment
- Joint referral panels where all organisations can meet to look at referrals and ensure the most suitable support is provided
- Improve equipment services to provide more rapid and urgent service

Staff

- Allow key strategic partners and individuals to amend services within parameters through introducing trusted assessor status and individual service funds
- Understand contents and reasons for small care packages of care and challenge whether it is really needed or whether other more suitable (cheaper) support is possible
- Wherever possible people assessed in their homes (i.e.: not hospital)
- Up scaling Telecare/Telehealth

Theme 3: Support at Home and in the Community: Greater choice in support and activities that encourage people to live independently and prevent social isolation.

Service users and carers

- Expand Kent Card
- Night care / respite
- Support carers to stay in work rather than supporting back to work
- Each service user to have one person to talk to

Providers

- Increase flexibility and choice over the times that services are provided
- Develop independent living skills in younger people with learning disabilities while supported at home
- Invest in assistive technology for people with learning disabilities and mental health issues
- Equipment: consider different options including lending and renting of equipment to make sure it reaches people more quickly and actually it meets their needs

Staff

- Wider supply of equipment that promotes independence as well as more focused, specialist equipment
- Increase services that direct payment can be used for
- On-line booking and purchasing systems which allow people to buy care themselves
- Night time care to people in their own homes

Theme 4: Place to Live: Accommodation solutions to increase the options available for people to remain living independently in a place of their own choosing.

Service users and carers

- Provide comprehensive information about available providers of independent living schemes
- Recognition that residential care for people with complex needs might be most appropriate setting
- Provision and publication of standards for independent living schemes
- More supported living accommodation

Providers

- KCC services to work together to free up property and brown sites for building / housing developments
- Build areas for children in care homes so that children can remain part of their grandparents lives and feel welcome to visit
- Choice based letting for adapted housing to reduce spend on major adaptations and restoring to original state.
- Discuss and plan housing options earlier in the individuals interface with social care

Staff

- Leasing flats in sheltered housing for short term 'trial' periods
- Increase amount of transitional housing for people with learning disabilities.
- Understanding that for some residential is most appropriate and cost effective living solution
- Provide support that enables supported / enhanced housing to continue to meet the needs of people that increase over time

Theme 5: Every Penny Counts: Ensuring all spend provides value for money.

Service users and carers

- NHS to provide funding for social care
- Everyone should pay something toward their care
- KCC to negotiate contracts better
- Prevent self funders needing higher levels of care

Providers

- Streamline Kent Card to allow cash payments and avoid fee to providers for visa payments
- Use of personal assistants to support groups of individuals rather than one-to-one
- Commission and contract residential, nursing and end of life services as a whole and remove artificial assessment lines between them
- Use service users to quality check service provision as 'mystery shoppers'

Staff

- Liaison with housing to move people into housing with existing adaptations rather than adapting existing homes
- Help service users to set up their own support through brokers, advocates, helplines, drop in sessions at Gateways
- Greater support for self funders to enable their funding to last longer as well as prevent people running up debt with us
- Outsource KCC provision and assessment related activity

Theme 6: Doing the right things well: Ensuring the right processes are in place and applied consistently and effectively in all areas of our business.

Service users and carers

- Single assessment / single point of access for services
- Improve quality monitoring of care provider contracts
- Communication that is easy to read
- For health to see people as more than medical condition

Providers

- Increase joined up procurement processes, including joint procurement with other KCC departments and children's services
- Make Kent Card more responsive
- Things should work because the system works and not be dependent on personalities
- Remove duplication of assessments. Identify one provider who owns the assessment for all services

Staff

- Enable administrative staff to complete paperwork related tasks that case managers currently undertake but which could be done by others
- Joint assessments as standard practice rather than the exception

Appendix 3: Services provided or commissioned by Adult Social Care

The services we provide directly or commission can be grouped into information and care management, residential and non-residential (i.e. community) services.

Service	Type	Chargeable via means tested financial assessment
Information, advice and guidance	Information, advice and guidance about all social care including support not given by the Council	No
Assessment, Enablement and Care Management	Assessment services for identify needs and if any needs meet social services eligibility criteria.	No
	Enablement: intensive support in the home for up to 6 weeks to assist people to have greater independence and learn or re-learn skills after a change in circumstances.	No
	Case management/support for long term conditions	No
Non permanent Residential/Community Based Services	Domiciliary care	Yes
	Provision of certain equipment	Free up to £1,000, thereafter means tested
	Extra care housing	Yes
	Day services	Yes
	Short term respite	Yes
	Shared lives service (adult placement),	Yes
	Learning Disability supported living scheme	Yes
	Carers support services	No
	Telecare and Telehealth	No
	Direct Payments (cash in lieu of services so the individual can commission and procure their choice of support to meet eligible need)	Yes
	Long term residential care and nursing care	Yes
	Transport	No
	Employment Support Services	No
Residential	Long term residential care and nursing care (Chargeable under 'Charging for Residential Accommodation Guidelines' - CRAG)	Yes

Appendix 4: Equalities Impact Assessment

KENT COUNTY COUNCIL - EQUALITY IMPACT ASSESSMENT Summary of Initial Screening - Adult Social Care Transformation Programme

Responsible Owner/ Senior Officer: Mark Lobban, Director of Strategic Commissioning, Families and Social Care

Completed by: Samantha Sheppard (Efficiency Manager)

Date of Initial Screening: 23 January 2012

Date of Initial Screening: 23 January 2012

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Age	Yes	Yes	High	High	Full assessment can not be made at this time as the nature of change is yet to be determined. It is likely that service users, staff and providers of services across all protected groups will be impacted. Aim of transformation is to provide better services that improve outcomes for people who use our services and are value for money. Failure to achieve this could lead to high negative impact. Therefore, comprehensive initial and ongoing stakeholder engagement and consultation will mean that services will be designed with protected characteristics in mind leading to high positive impact.
Disability	Yes	Yes	High	High	
Gender	Yes	Yes	High	High	
Gender identity	Yes	Yes	High	High	
Race	Yes	Yes	High	High	
Religion or belief	Yes	Yes	High	High	
Sexual orientation	Yes	Yes	High	High	
Pregnancy and maternity	Yes	Yes	High	High	

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Age	No issues have been identified at this time.	Impact assessment will be regularly reviewed and updated to reflect actions needed to address issues arising from consultation and engagement.	Better outcomes for service users.	Mark Lobban	February 2012 – March 2015.	None have been identified at this time.
Disability	Issues are expected to arise through engagement and consultation process.	Individual work programmes will also complete impact assessment specific to that programme.	Increase in choice and control in type of services and how accessed.			Cost implications will be reviewed regularly as part of impact assessment.
Gender			Personalised support packages			
Gender Identity			Value for money services.			
Race			Achieve savings needed.			
Religion or Belief						
Sexual Orientation						
Pregnancy and Maternity						

Note: This is a summary version of the equalities impact assessment for the transformation programme. The full equalities impact assessment is owned by the FSC Efficiency team and available on request.

KENT COUNTY COUNCIL
EQUALITY IMPACT ASSESSMENT

Initial Screening

Directorate: Families and Social Care

Name of service

Transformation Programme

Type

Transformation of delivery of Adult Social Care.

Responsible Owner/ Senior Officer

Mark Lobban, Director of Strategic Commissioning

Completed by: Samantha Sheppard (Efficiency Manager)

Date of Initial Screening

23 January 2012

Version	Author	Date	Comment
V01	Samantha Sheppard	23.01.12	
V01	Samantha Sheppard	23.01.12	Updated on advice of Equalities Officer
V03	Samantha Sheppard	01.05.12	Updated on advice of Equalities Officer

Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Age	Yes	Yes	High	High	Full assessment can not be made at this time as the nature of change is yet to be determined. It is likely that service users, staff and providers of services across all protected groups will be impacted. Aim of transformation is to provide better services that improve outcomes for people who use our services and are value for money. Failure to achieve this could lead to high negative impact. Therefore, comprehensive initial and ongoing stakeholder engagement and consultation will mean that services will be designed with protected characteristics in mind leading to high positive impact.
Disability	Yes	Yes	High	High	
Gender	Yes	Yes	High	High	
Gender identity	Yes	Yes	High	High	
Race	Yes	Yes	High	High	
Religion or belief	Yes	Yes	High	High	
Sexual orientation	Yes	Yes	High	High	
Pregnancy and maternity	Yes	Yes	High	High	

Part 1: INITIAL SCREENING

Context

KCC is expecting to have to make savings of up to £200m between 2012 and 2015. A significant portion of these savings will need to be found from within Adult Social Care.

The focus to date has been on achieving short term efficiencies. However, savings of this magnitude will only be achieved through transformation. This requires a high level review and redesign of how social care is currently delivered. It will be fundamental to focus on many key activities at the same time, understanding the relationship and interdependencies between them and ensuring that they are done well and within required timescales. The Adults' Transformation Programme will be how Families and Social Care (FSC) achieve this.

This initial screening has been carried out to identify any characteristics or considerations that need to be taken forward as the plans to transform adult social care take shape.

Aims and Objectives

The transformation programme is an opportunity to modernise the way that we do business, achieve savings and achieve improved outcomes for service users. This will likely result in changes to the services we deliver and commission. It will also involve changes to internal systems and processes in order to facilitate changes to service delivery.

Ultimately, this approach will enable service users to receive more personalised services within their local community.

Beneficiaries

Eligible service users and their carers will benefit from services which are designed to support their needs, and provide increased choice and control in the support that they receive.

KCC will benefit from meeting its equality duties, by improving outcomes for individuals who use its services and from becoming a more efficient and cost effective provider.

Consultation and data

Stakeholders, including staff, service users, carers and providers, will be involved in shaping the transformation programme throughout its duration. This will likely involve different levels of engagement with different stakeholder groups at different stages of the process (detailed in Transformation Programme Engagement Strategy).

Initial early engagement events will take place during February and March 2012. Please see below for details.

Stakeholder Group	Service	
	Learning Disability / Mental Health	Older People / Physical Disability / Sensory Services
Staff	Director level: involved in visioning meetings. Head of service level: involved in visioning and initial engagement events. All other staff: engaged through local team meetings, KNET page with information and questionnaire.	
Service users	Focus group	Engagement through existing service user forums
Carers	Engagement through carers support organisations.	Utilisation of feedback from significant engagement prior to transformation.
Private providers	Engagement event for all providers of learning disability and mental health services.	Series of events to involve preventative service providers, residential and nursing service providers and domiciliary providers.
Voluntary and Community Sector providers	Will be invited to the above provider events.	
Housing Partners	A joint engagement event is being held for housing providers.	
Health Partners	Health commissioners and partners have been invited to the provider events.	

The focus of the early engagement phase will be to generate ideas from stakeholder groups about how to transform our service delivery through removing bureaucracy, expanding best practice, investing in preventative services and enabling people to self-manage. The feedback provided will then be used to inform a blueprint for change.

As the transformation programme continues it is likely that engagement will also consist of co-production and consultation. For example,

Stakeholder Group	Level of engagement
Staff	Regular communication through KNET Engagement through roadshows occurring throughout the programme Full consultation once proposals for change are identified
Service users	Continued engagement through existing service user forums Full consultation once proposals for change are identified
Carers	Continued engagement through carers support organisations Full consultation once proposals for change are identified
Private providers	Continuing engagement to identify proposals for change Co-production of proposals for change and future service models with identified providers Full consultation once proposals for change are formalised
Voluntary and Community Sector providers	As above
Housing Partners	As above
Health Partners	As above

Co-production may necessarily involve restricted stakeholder involvement. However, engagement processes will aim to involve a wide range of stakeholder. Formal consultation on specific proposals will only occur following approval from Corporate Directors and Cabinet Member and will involve all stakeholders affected by the proposal.

Potential Impact

Initial screening notes that all service users are likely to be impacted by a transformation of adult social care.

The nature of the change is yet to be identified. The programme will enter into an Understand Phase (April – June 2012) and then a Planning Phase (July – September 2012). Future service options will be considered during the later phase.

It is difficult to determine whether certain characteristics will be impacted more than others. However, we will undertake to understand the proportions of our total number of service users and staff that meet each of the protected characteristics. This will enable us to understand more clearly whether any specific group is likely to be disproportionately impacted by change. This information will be considered within the programme as a whole and will be used to inform the development of options and Equality Impact Assessments for individual projects.

Option 3 – Full Impact Assessment **YES/NO**

Only go to full impact assessment if an adverse impact has been identified that will need to undertake further analysis, consultation and action

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Age	No issues have been identified at this time. Issues are expected to arise through engagement and consultation process.	Impact assessment will be regularly reviewed and updated to reflect actions needed to address issues arising from consultation and engagement. Individual work programmes will also complete impact assessment specific to that programme.	Better outcomes for service users.	Mark Lobban	February 2012 – March 2015.	None have been identified at this time. Cost implications will be reviewed regularly as part of impact assessment.
Disability			Increase in choice and control in type of services and how accessed.			
Gender			Personalised support packages			
Gender identity			Value for money services.			
Race			Achieve savings needed.			
Religion or belief						
Sexual orientation						
Pregnancy and maternity						

By: Mr Mike Whiting, Cabinet Member for Education, Learning and Skills
Mr Patrick Leeson, Corporate Director, Education, Learning and Skills

To: Cabinet meeting – 14 May 2012

Subject: Select Committee: The Student Journey

Summary: To receive and comment on the report of the Select Committee on The Student Journey.

1. Introduction

Young people are the future for England and its economy. Raising their aspirations, and creating the right opportunities to improve their skills and attitudes so that they can enter sustainable employment, are crucial for their independence and the quality of their lives, as well as for the country's economic recovery and growth.

Global economic recession has resulted in falling youth employment. The proportion of unemployed young people aged 18 to 24 in Kent has risen dramatically, accounting today for more than a quarter of the youth labour population.

The Select Committee was established in April 2011 to investigate the issue of youth unemployment in Kent, and its relationship with education in particular. It focused on vocational education, although employability issues which affect young people in Higher Education, as well as general issues which affect all students from primary school until they leave education, were also explored.

2. Select Committee

2.1 Membership

The Chairman of the Select Committee was Mr Kit Smith. Other members of the Committee were Mr Alan Chell, Mr Ian Chittenden, Mr Mark Dance, Mr Peter Homewood, Mr Steve Manion, Mr Michael Northey and Mrs Carole Waters. In addition, Mr Richard Lees was co-opted onto the Committee.

2.2 Terms of Reference

The final terms of reference were:

- To investigate the extent to which learning and skills providers in Kent prepare young people for work, and enable them to apply their learning in the workplace.
- To explore the relevance of training and skills provision for young people against local labour market needs and growth industries in Kent.

- To seek out and listen to students' views about, and experiences with, their preparedness for work and their employability.
- To examine the efficacy of partnerships between local businesses and local educators, and the opportunities in Kent for young people hoping to enter the labour market at key transition points of their educational journey.
- To look into the extent to which careers information, advice and guidance (IAG) enables young people to make informed choices about their future education and employment at key transition points.
- To consider the potential impact of changes in national policy on the educational and employment opportunities, and choices, of young people in Kent.
- To make recommendations after having gathered evidence and information throughout the review.

2.3 Evidence

The Student Journey Select Committee held ten hearings, from which it gathered a wealth of information and evidence from a variety of sources, including young people, business representatives and academics, as well as KCC officers and representatives of organisations providing training and employability skills to young people.

This oral evidence was complemented by written evidence which was submitted to the Committee by a variety of sources. Ad hoc questionnaires, aimed at seeking the views of both young people and employers on the issue of youth employability, were also prepared. The Committee received about 170 completed questionnaires. Literature stemming from desktop research was also used to inform the review.

Nine official visits, as well as several informal visits, also took place during the review. The visits mainly involved seeking views from young people of primary and secondary school age, as well as those studying in colleges and academies. Other visits involved meetings with employers and gathering their views about issues related to youth employability and unemployment.

A list of the witnesses who provided oral and written evidence, as well as details of the visits, are in Appendix 1.

2.4 Timescale

The Select Committee conducted a programme of hearings and visits between June 2011 and October 2011. It reconvened in November 2011 to make recommendations, before producing its report. The report is planned to be considered by a meeting of Cabinet on 14 May 2012, and by a meeting of Full Council on 17 May 2012.

3. The Report

3.1 The key themes of the report's 22 recommendations include:

- Strengthening existing county-wide and more local structures and mechanisms to promote dialogue between local learning and skills providers and local employers.
- Encouraging the teaching of employability and "soft skills" in the curriculum from Key Stage 1, and the improvement of young people's literacy and numeracy standards.
- Developing a personal, electronic version of a portfolio which contains a list of activities that young people in Kent should undertake in order to improve their employability.
- Setting up a pilot scheme, in at least two secondary schools/colleges per District, where suitably trained mentors are regularly available to give students careers information, advice and guidance.
- Promoting young people's take-up of apprenticeships, internships and work experience, and supporting those employers who offer, or intend to offer, them.
- Helping young people who are not in education, employment or training, and promoting the prevention of this issue.
- Promoting young people's entrepreneurship and self-employment in the county.

3.2 The executive summary of the report is attached in Appendix 2. To obtain a copy of the full report please contact the report's author (details opposite).

4. Conclusion

4.1 We welcome the report and would like to congratulate the Select Committee on completing this piece of work.

4.2 We would also like to thank all the witnesses who gave evidence to the Select Committee, and the officers who supported it.

4.3 Mr Kit Smith, the Chairman of the Select Committee, will present the report to Cabinet, and the Committee would welcome your comments.

5. Recommendations

5.1 The Select Committee be thanked for its work and for producing a relevant and balanced document.

5.2 The witnesses and others who provided evidence and made valuable contributions to the Select Committee be thanked.

5.3 Cabinet's comments on the report and its recommendations be welcomed.

Select Committee Research Officer:

Gaetano Romagnuolo
Policy Overview Research Officer
gaetano.romagnuolo@kent.gov.uk
01622 694292

Evidence

Oral Evidence

Wednesday, 1 June 2011

- *Roger Gabriel*, Kent Economic Board Skills Manager, Kent County Council
- *Sue Dunn*, Head of the 14-19 Entitlement Team (now called Skills and Employability Team), Kent County Council
- *Lucy Ann Bett*, Social Inclusion Officer, and *Wayne Gough*, Interim County Manager, Supporting Independence Programme, Kent County Council

Tuesday, 7 June 2011

- *Martin Blincow*, Learner Support Manager, 14-19 Entitlement Team (now called Skills and Employability Team), Kent County Council
- *Els Howard*, Lecturer and Educational Consultant, K College, Ashford

Thursday 16 June 2011

- *Louise Simpson*, Acting Manager, Minority Communities Achievement Service, Kent County Council
- *Andy Birkin*, Interim Head of Youth Offending Service, Kent County Council

Thursday, 23 June 2011

- *Anne McNulty*, Executive Director, Education Business Partnership Kent
- *Paul Barron*, Director, Kent Foundation

Tuesday 28 June 2011

- *Richard Lavender*, Young Chamber Coordinator, Kent Invicta Chamber of Commerce
- *Peter Hobbs*, Chief Executive, Channel Chamber of Commerce

Wednesday 6 July 2011

- *David Wales*, Director, National Apprenticeships Service
- *Sean Kearns*, Chief Executive, Connexions Kent and Medway

Friday, 22 July 2011

- *Andy Brading*, AB Consulting
- *Becci Newton*, Senior Research Fellow, Institute of Employment Studies
- *Lindsay Jardine*, Network Manager, Kent Association of Training Organisations

Thursday 28 July 2011

- *Dara Farrell, Paul Ayers and Tamanna Miah*, Kent Youth County Council, and *John Simmons*, Youth Participation Worker, Kent County Council

Wednesday 14 September 2011

- *Nadia Lawes, Louise Wessen and Natasha Gibbs*, GradsKent

Monday 19 September 2011

- *Ali Danish and Anthony Duncan*, Children in Care Council, and *Adrian Speller*, Chief Executive Officer, Young Lives Foundation

Written Evidence

Andy Birkin, Interim Head of Youth Offending Service, Kent County Council

Martin Blincow, Learner Support Manager, 14-19 Entitlement Team (now called "Skills and Employability Team"), Kent County Council

Andy Brading, AB Consulting

Paul Brightwell, Performance and Quality Assurance Manager (LAC), Families & Social Care, Kent County Council

Connexions Kent and Medway service

Dartford Grammar School for Boys

Richard Lavender, Young Chamber Coordinator, Kent Invicta Chamber of Commerce

Nadia Lawes, GradsKent, Kent County Council

Prof Sue Maguire, Centre for Education and Industry, University of Warwick

Becci Newton, Senior Research Fellow, Institute of Employment Studies, Brighton

Visits

Tuesday 13 September 2011

- Denne Construction Ltd, Borden

Tuesday 20 September 2011

- St Edmund's Catholic School, Dover
- Aylesham Youth Club, Aylesham

Tuesday 27 September 2011

- Teentech launch, Tonbridge

Wednesday 5 October 2011

- Simon Langton School for Girls, Canterbury
- Castle Academy, Deal

Friday 7 October 2011

- IMPACT Ashford, Ashford

Tuesday 11 October 2011

- Folkestone Academy, Folkestone
- Brabner Close Park street-based project, Folkestone

Thursday 13 October 2011

- MidKent College, Maidstone
- University Of Kent, Canterbury

Tuesday 1 November 2011

- Dartford Grammar School for Boys, Dartford

The Student Journey Report

1. Executive Summary

1.1. Committee Membership

1.1.1. The Committee consists of nine Members of Kent County Council (KCC): seven Members of the Conservative Party, one Member of the Liberal Democrat Party, and one Member of the Swanscombe and Greenhithe Residents' Association.

1.1.2. The Chairman of the Select Committee is Mr Kit Smith. Other members of the Committee are: Mr Alan Chell, Mr Ian Chittenden, Mr Mark Dance, Mr Peter Homewood, Mr Richard Lees, Mr Steve Manion, Mr Michael Northey and Mrs Carole Waters.

1.2. Scene Setting

1.2.1. Young people are the future for England and its economy. Raising their aspirations, and creating the right opportunities to improve their skills and attitudes so that they can enter sustainable employment, are crucial for their independence and the quality of their lives, as well as for the country's economic recovery and growth.

1.2.2. Global economic recession has resulted in falling youth employment. The proportion of unemployed young people aged 18 to 24 in Kent has risen dramatically, accounting today for more than a quarter of the youth labour population. But youth unemployment is not a single issue requiring one solution. Young people embark on different "student journeys", and the issues for those who lack qualifications or work experience are different from those who hold vocational or academic qualifications.

1.2.3. For many years the English education system has given rather greater emphasis to academic achievements than to practical, vocational training, leaving a shortage of appropriately trained and educated young people to fulfil the different needs of the economy. Formal qualifications are often a necessary but not sufficient condition for obtaining the types of jobs which young people aspire to.

1.2.4. Improving the employability of young people is a crucial task if we want to contribute to the country's economic recovery as well as to give the best possible prospects to future generations of workers in Kent.

1.3. Terms of Reference

- To investigate the extent to which learning and skills providers in Kent prepare young people for work, and enable them to apply their learning in the workplace.
- To explore the relevance of training and skills provision for young people against local labour market needs and growth industries in Kent.

- To seek out and listen to students' views about, and experiences with, their preparedness for work and their employability.
- To examine the efficacy of partnerships between local businesses and local educators, and the opportunities in Kent for young people hoping to enter the labour market at key transition points of their educational journey.
- To look into the extent to which careers information, advice and guidance (IAG) enables young people to make informed choices about their future education and employment at key transition points.
- To consider the potential impact of changes in national policy on the educational and employment opportunities, and choices, of young people in Kent.
- To make recommendations after having gathered evidence and information throughout the review.

1.4. Scope

1.4.1. The breadth and complexity of this topic requires a clear and focused approach. Possible key themes and issues to be covered by the review are detailed below:

- To investigate the extent to which learning and skills providers in Kent prepare young people for work, and enable them to apply their learning in the workplace.
 - a. To consider the extent to which the content of courses in secondary schools, colleges and universities in Kent prepare young people for the world of work.
 - b. To investigate the extent to which secondary schools, colleges and universities in Kent adapt the structure of their courses to enable students to develop workplace skills and experience.
 - c. To investigate the reasons for student dropouts.
- To explore the relevance of vocational training and skills provision for young people against local labour market needs and growth industries in Kent.
 - a. To explore the extent to which current vocational training, apprenticeship and work experience schemes meet local labour market needs and the expectations of growth industries in Kent.
 - b. To consider whether additional training schemes, courses and qualifications are necessary in order to meet local labour market needs.
- To seek out and listen to students' views about, and experiences with, their preparedness for work and their employability.

- a. To record the diversity of educational journeys that students take from dependent childhood into employment.
 - b. To explore students' views about, and experiences with, their employability and preparedness for work. The Committee should be innovative in gathering information and evidence from students.
 - c. To explore the social, economic, access and community dimensions affecting the journeys that students embark on.
- To examine the efficacy of partnerships between local businesses and local educators, and the opportunities in Kent for young people hoping to enter the labour market at key transition points of their educational journeys.
 - a. To investigate the effectiveness of current partnerships between employers and educators in Kent in helping young people to enter the labour market.
 - b. To consider the job opportunities for young people in Kent, at the key transition points in their educational journeys (around 14, 16, 17/18 and 21 years).
 - To look into the extent to which careers information, advice and guidance (IAG) enables young people to make informed choices about their future education and employment at key transition points.
 - a. To explore current policy and practices concerning careers IAG provision for young people in schools, colleges and universities in Kent at key transition points (around 14, 16, 17/18 and 21 years).
 - b. To consider whether the quality and reach of this provision could be enhanced.
 - To consider the potential impact of changes in national policy on the educational and employment opportunities, and choices, of young people in Kent.
 - a. To consider whether there may be national policy changes affecting the educational and employment opportunities, and choices, of young people in Kent.
 - b. To examine the implications of the Wolf Report and the implementation of its recommendations by the Government.
 - c. To consider the potential impact of these changes – if any - on the educational and employment opportunities, and choices, of young people in Kent.
 - To make recommendations after having gathered evidence and information throughout the review.

- a. To report progress and developments to the Scrutiny Board and the Policy Overview Scrutiny Committees throughout the review.
- b. To make recommendations based on the evidence and information gathered during the review.

1.5. Recommendations

Recommendation 1

The Student Journey Select Committee recommends the strengthening of the 14-19 Strategic Forum, which should include representatives and leaders of learning and skills providers and of businesses in the County. The Committee proposes that the name of the Forum should be changed to the “14-24 Strategic Training and Employment Forum”. (Please refer to Chapter 3, Sections 3.1, 3.2 and 3.3)

Recommendation 2

The Committee recommends that KCC’s Skills and Employment Team facilitates the use of existing Local Planning Forums to promote dialogue between local learning and skills providers and local employers. Although strategic leadership is necessary to secure commitment at county-wide level, local issues and solutions are best discussed at local level, with local accountability residing within Locality Boards. (Please refer to Chapter 3, Sections 3.1, 3.2 and 3.4)

Recommendation 3

The Select Committee endorses Recommendations 4 and 11 of the Wolf Report and recommends that:

- KCC’s Cabinet Member for Education, Learning and Skills should write to the Secretary of State for Education to urge that performance management indicators and systems do not give schools incentives to divert low-attaining pupils on to courses and qualifications that are not recognised by employers or accepted by colleges for progression purposes.
- Funding for full-time students aged 16-18 should be on a programme basis, with a given level of funding per student. The funding should follow the student. (Chapter 4, Sections 4.1 and 4.2)

Recommendation 4

KCC’s Cabinet Member for Education, Learning and Skills should write to the Secretary of State for Education to press for the teaching of employability and “soft skills” in the curriculum from Key Stage 1, and for the improvement of young people’s literacy and numeracy standards, especially those of the lowest attaining learners. (Chapter 4, Section 4.3)

Recommendation 5

The Skills and Employability Team should develop a personal, electronic version of a portfolio containing a list of activities that young people in Kent should undertake in

order to improve their employability. This e-portfolio, which the Committee wishes to name “Footprints”, should be available to all students in Kent, from those in Years 5 and 6 in primary school to those in university; it should record the activities that will help students enhance their employment prospects during their different “student journeys”. (Chapter 4, Section 4.4)

Recommendation 6

KCC’s Cabinet Member for Education, Learning and Skills should write to the Secretary of State for Education to recommend the setting up of the proposed national kitemark scheme that validates the different CEIAG quality awards for schools, colleges and work-based learning providers. (Chapter 4, Section 4.5)

Recommendation 7

The Skills and Employability Team should set up a pilot scheme, in at least two secondary schools/colleges per District, where suitably trained mentors are regularly available to give students careers information, advice and guidance.

The Skills and Employability Team should also pilot an online careers education mentoring website for Kent which is based on the national model of www.horsemouth.co.uk. The website should provide a safe social network for informal mentoring and should enable users to search for a mentor. In addition, it should give information on how to become a mentor, and should be a source of inspirational mentoring stories. The scheme should encourage the recruitment of mentors from the business community. (Chapter 4, Section 4.5)

Recommendation 8

KCC should channel part of the Early Intervention Grant to the Skills and Employability Team in order to enhance the employability of Kent young people aged 14-24. (Chapter 4, Section 4.6)

Recommendation 9

KCC should support the Young Chamber project by meeting the Chamber’s annual licence fee of £500. (Chapter 4, Section 4.7)

Recommendation 10

KCC’s Cabinet Member for Education, Learning and Skills should write to the Secretary of State for Education asking him to consider the allocation of more appropriate and proportional funding per student for International Baccalaureate courses. (Chapter 4, Section 4.8)

Recommendation 11

KCC should not integrate the kentchoices4u website into the corporate KCC website. The Skills and Employability Team should instead promote the use of the kentchoices4u website by introducing, if possible, hyperlinks and QR codes in other KCC websites that are popular with young people.

The apprenticeships section in kentchoices4u should be expanded in order to offer more information to young people about the choices that are available to them.

Finally, access to this website should be extended to Kent children in the last two years of primary school. This is necessary for the effective delivery of Footprints and to support the consolidation of the employability skills of young people in Kent. (Chapter 5, Sections 5.1 and 5.2)

Recommendation 12

KCC should allow all its Divisions to use social media, such as Facebook and Twitter, in order to enhance their communication and engagement with young people, and to support them into employment. Social media access and usage should be moderated as appropriate. (Chapter 5, Section 5.3)

Recommendation 13

The Committee recommends that KCC's Regeneration Board continues to support the GradsKent project by providing funding for a further 2 years. Any income generated by GradsKent should be re-invested into the project with the aim of making it self-sustaining.

The Committee recommends that GradsKent continues to work on the following objectives:

- Increasing the number and visibility of student and graduate employment opportunities, including internships and graduate careers.
- Working with businesses to identify skills shortages, and encouraging graduates with in-demand skills to work in Kent.
- Working with local universities to increase their students' employability.
- Engaging with students, graduates and employers through appropriate channels, including social networking sites, where return on investment can be demonstrated.
- Keeping pace with changing technology in order to remain accessible to users, particularly through developing GradsKent into a web app which offers increased functionality when visited on a smart phone. (Chapter 5, Section 5.4)

Recommendation 14

The Skills and Employability Team, in partnership with employers, learning and skills providers and other local organisations, should:

- Set a target whereby 10% of 16-18 year old young people in each cohort in Kent are undertaking an apprenticeship within an agreed timeframe.
- Ensure that the take-up of work experience placements increases, by promoting and encouraging the organisation of more placements throughout

the year and not exclusively in the summer months. (Chapter 6, Sections 6.1 and 6.2)

Recommendation 15

The Skills and Employability Team should increase its support, advice and guidance to young people and to local employers who offer, or intend to offer, apprenticeships, internships and work experience programmes in Kent. In particular, the Team should:

- Establish a dedicated unit which is charged with the development and delivery of the apprenticeships strategy in Kent.
- Ensure that the unit also acts as a single point of contact, providing support, advice and guidance to young people and to businesses that offer, or intend to offer, apprenticeships and work experience schemes. The unit should ensure that the staff who operate the main KCC switchboard are trained to put employers and young people seeking apprenticeship-related information through to the unit/contact point.
- Encourage the setting up of a database which maintains shared information and contacts on apprenticeships, internships, work experience, health and safety, and other related matters.
- Help to cut bureaucratic processes in order to ease the setting up of apprenticeships by employers and their take-up by young people. (Chapter 6, Section 6.3)

Recommendation 16

- KCC endorses Recommendation 14 of the Wolf Report, and urges the Government to adopt and implement it. In view of Kent's special reliance on SMEs, particular incentives to help them should be considered. (Chapter 6, Section 6.3)

Wolf Report – Recommendation 14

Employers who take on 16-18 year old apprentices should be eligible for payments (direct or indirect), because and when they bear some of the cost of education for an age-group with a right to free full-time participation. Such payments should be made only where 16-18 year old apprentices receive clearly identified off-the-job training and education, with broad transferable elements.

Recommendation 17

In order to fulfil its Corporate Parent responsibility, KCC should actively promote and increase the apprenticeship take-up of looked-after children, care leavers and other vulnerable young people, both within KCC and across Kent.

In addition, the Skills and Employability Team should ensure that apprenticeships are offered by a greater variety of teams within the Authority, and that the placements are not all office-based. (Chapter 6, Section 6.4)

Recommendation 18

The Skills and Employability Team should encourage learning and skills providers to agree voluntary targets to reduce the number of young people who could potentially become NEETs when they leave school or college. (Chapter 7, Sections 7.1 and 7.2)

Recommendation 19

KCC should consider proposals, such as that of the Kent-based construction company Denne, to develop and support the delivery of work-focused programmes to be taught in secondary schools in Kent. (Chapter 7, Sections 7.1 and 7.2)

Recommendation 20

The Committee commends the valuable work that IMPACT Ashford does to help local young people who are not in education, employment or training to develop their social and academic skills and to enhance their employability.

The Committee recommends that the Skills and Employability Team promotes across Kent the work of organisations such as IMPACT Ashford as examples of good practice. (Chapter 7, Sections 7.1 and 7.2)

Recommendation 21

KCC should put in place measures to enable Kent employers to buy the Kent 16+ Travel Pass for their apprentices at KCC's purchase rates. (Chapter 8, Section 8.1)

Recommendation 22

The Skills and Employability Team, the Kent Foundation and other proven agencies should further encourage schools to raise awareness amongst their students about the option of becoming self-employed, and to provide information about the support and guidance that are available.

The Kent Foundation should be supported in promoting entrepreneurship and self-employment, and in increasing the number of Kent young people starting up a business. The organisation should also be encouraged to deliver enterprise education to young people in Kent. (Chapter 8, Section 8.2)

By: Mr Mike Whiting, Cabinet Member for Education, Learning and Skills
Mr Patrick Leeson, Corporate Director for Education, Learning and Skills

To: Cabinet – 14 May 2012

Subject: Select Committee: Kent Children's Future at Key Stage 2

Summary: To receive and comment on the report of the Select Committee on attainment at Key Stage 2

1. Introduction

1.1 The Scrutiny Board agreed a proposal to establish a Select Committee to look at reasons for variations of attainment at Key Stage 2. The Committee set out to determine what might explain the variation in results at KS2 and the factors which have enabled some schools to have seemingly broken the link between predictors of poor attainment (such as deprivation) and actual poor attainment.

1.3 The Select Committee met with the Cabinet Member, Corporate Director of ELS, and Head of Standards and Improvement on 2 April 2012 to share and discuss the draft KS2 report. It will be considered by a meeting of Full Council on 19th July 2012.

2. Select Committee

2.1 Membership

The Chairman of the Select Committee was Mr Chris Wells, other members being Mrs Penny Cole, Mr Harold Craske, Mr Peter Homewood, Mr Richard Parry, Mr Leyland Ridings MBE, Mr Kit Smith, Mr Martin Vye.

2.2 Terms of Reference

The agreed Terms of Reference were

To examine the reasons for variations in KS2 performance of all Kent schools with a focus to those schools in areas of deprivation.

The report

- examines levels of attainment at KS2 by providing a detailed quantitative overview of current performance across the County.
- describes the nationally agreed factors that contribute to differential achievement in deprived areas and how those factors impact on a child's individual attainment and on overall school performance
- and asks how some schools have seemingly broken this link between deprivation and poor attainment, exploring what measures have been put in place in schools and their surrounding communities to mitigate the effects of disadvantage or low attainment.

2.3 Evidence

The Committee obtained information from a variety of sources to inform the review. These included the following:

- a) Quantitative Overview to analyse Kent Key Stage 2 performance data
- b) Comparison of Kent to Statistical neighbours and other authorities
- c) National research on factors that contribute to differential achievement in schools and specifically in deprived areas.
- d) Information and insights from briefings and discussion with key stakeholders including Preventative Service Managers, District Heads (now Kent Challenge Lead Advisors, Education Welfare Officers, KCC Education service leads)
- e) Analysis of KS2 Attainment data to identify a final study group of schools. The Committee considered schools with high levels of FSM and high IMD indicators that were above the national floor target, schools with either a record of continuing improvement, or declining trend though performing above the national floor targets, and schools with 2 or more years below the national floor target. The final study group focused mainly on schools with High levels of FSM and IMD that were doing well, and also schools with high levels of FSM that were consistently well below floor targets.
- f) Interrogation and analysis of Ofsted reports for comments that highlight factors contributing to improving outcomes or inhibited effective learning, these were then themed.
- g) Evidence gathered from visits to study group schools from Chairman of Governors, Headteachers and Key Stage 2 teachers.
- h) Insights gathered from focus groups and activities with parents and children.
- i) Consideration of overview of the future role of KCC in a changing landscape.

3. The Report

3.1 The report considers the impact of deprivation on attainment and to what extent factors about Schools, Pupils, Parents, and Communities/localities have impacted on Key Stage 2 performance of primary schools that have high proportions of children from low income families. It considers the role of KCC in the future within a fast changing environment, and the Government policy agenda. The factors considered include:

- the impact of **deprivation**
- **performance** at KS2 in Kent and compared to other local authorities with similar proportions of pupils eligible for FSM
- **factors about schools** including quality of teaching, quality of leadership, aspirations and expectations for pupils, assessment systems, quality of pastoral care and the engagement of governors.
- **factors about pupils** including attendance, behaviour, aspirations and prior attainment
- **factors about parents** including pupil mobility, engagement and relationships with parents, parents aspirations for children
- **factors about communities and localities** including concentrations of deprivation

3.2 An Executive Summary of the report is attached at Appendix 1. To obtain a copy of the full report, please contact Democratic Services, (Tel: 01622 694269).

4. Conclusion

4.1 I welcome the report and would like to congratulate the Select Committee on completing this piece of work.

4.2 I would also like to thank all those witnesses, particularly Headteachers, Chairs of Governors and teachers, who gave evidence to the Select Committee and the officers who supported it.

4.3 Mr Chris Wells, Select Committee Chairman and Mr Martin Vye will present the report to Cabinet.

5. Recommendations

5.1 The Select Committee be thanked for its work and for producing a relevant, and balanced document.

5.2 The witnesses and others who provided evidence and made valuable contributions to the Select Committee be thanked.

5.3 Cabinet's comments on the report and its recommendations be welcomed.

Select Committee research officer:

Philippa Cracknell

Research officer – overview and scrutiny

philippa.cracknell@kent.gov.uk

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Kent Children's Future at Key Stage 2

“Together we care and achieve”



Executive Summary

The KS2 Select Committee report which examines the reasons for variations in KS2 performance with a focus on schools in areas of deprivation.

Executive Summary

This report

- examines levels of attainment at KS2 by providing a detailed quantitative overview of current performance across the County,
- describes the nationally agreed factors that contribute to differential achievement in deprived areas and how those factors are presumed to impact on a child's individual attainment
- and asks how some schools have seemingly broken this link between deprivation and poor attainment.

The report considers to what extent factors about Schools, Pupils, Parents, and Communities/localities have impacted on Key Stage 2 performance of primary schools that have high proportions of children from low income families. It considers what role KCC may have in the future to assist these schools, in the context of the current Government policy agenda. The factors considered include:

- the impact of **Deprivation**
- **performance** at KS2 in Kent and compared to other local authorities with similar proportions of pupils eligible for FSM
- **factors about Schools** including Quality of teaching, Quality of leadership, Aspirations and expectations for pupils, Assessment Systems, Quality of Pastoral care and the engagement of governors.
- **factors about Pupils** including Attendance, Behaviour, Aspirations, prior attainment
- **factors about Parents** including pupil mobility, engagement and relationships with parents, parents aspirations for children
- **factors about communities/localities** including concentrations of deprivation

Deprivation research

Analysis shows that overall pupils eligible for FSM are less likely to achieve Key Stage 2 threshold measures of level 4+ English and Maths and that there is a clear, measurable gap between the achievement levels of young people living in the most and least deprived areas of the county. In 2010 performance in Kent showed an achievement gap between pupils eligible for free school meals and their peers achieving Level 4+ in English and Maths combined of 28%, compared nationally to a gap of 21%.¹ Analysis shows that eligibility for free school meals is strongly associated with poorer performance at every key stage. **By Key Stage 2, the odds of a non FSM pupil achieving level 4+ in English and Maths are 3.4 times higher than that of a FSM pupil.**

The link between deprivation and lower educational attainment is well proven in national and international research. This report demonstrates that the relationship between deprivation and low educational attainment is sustained and persistent, regardless of the age at which educational attainment is measured. Of greater significance, is that this is not automatic or inevitable. **Deprivation is clearly a disadvantage, but the evidence shows it is an answerable challenge, and not an excuse for low attainment.**

¹ Data for 2010 does not include schools who boycotted the KS2 tests

Schools that break the link

Understanding how this link between deprivation and attainment is seemingly broken by some schools is key to the findings of this report. Research suggests family characteristics and the home environment of children who experience deprivation have strong and persistent effect on life chances, and influences opportunities for learning. School strategies and approaches to these issues are important for deprived pupil outcomes, although effectiveness varies considerably between schools. The school attended makes a significant contribution to explaining differences between pupil attainment and progress, attitudes and behaviour. (Mortimore et al 1988, cited DCSF 2009).

It is clear there is much that schools can do to minimise the impact of deprivation, and ensure pupils with deprived backgrounds are not permanently disadvantaged as their attainment and progress are supported. Some schools in Kent, despite higher than average levels of FSM and under considerable pressures from community disadvantage, have met or exceeded the threshold floor target for Pupils at KS2. How these schools have achieved this target is an important lesson in best practice.

The school's role

Schools are only part of the interventions that can challenge the impact of deprivation but do have considerable influence on children's lives. The emphasis is how to keep schools focused on learning, not overly distracted by high levels of deprivation, nor building programmes, or applying for academy status or frustration with other preventative service thresholds. Schools need to focus on what they are professionally good at, the things they can influence, not try to tackle the whole social situation. There are 3 basic ways in which schools work

1. What schools do within their own environment, functions within their gift – such as leadership and management
2. Things that school can influence – which are partially in their gift e.g. involvement of the parents and wider community
3. Factors outside their gift, housing, poverty, immigration, debt – they can respond to government policy but can only be distracted from their primary purpose by many of these bigger things

From the evidence, the successful schools controlled and changed what they do in school, then reached across to the community, which is a slower process. Schools were more successful where they supported their families and communities, and took a “whole child” approach to education. These schools have developed practical ways in working across school-home boundaries and addressing social and emotional development, physical and mental health and well-being; in the interests of better learning for the child.

Successful leadership dealt with the significant outside deprivation challenges affecting pupils and their schools by pragmatic management which enabled learning. Leaders removed barriers where they could, to minimise the impact of other barriers outside of their influence – focusing on pupils ‘readiness for learning’. Pupils’ outstanding progress was linked to the schools ability to address the profound and often multiple needs of it's vulnerable pupils skilfully, instilling excellent attitudes to

teaching and learning, helping pupils to profit fully from good teaching and a well tailored curriculum.

The best leaders and managers improve standards through an unrelenting focus on quality of teaching and learning, assessment and tracking, and have good or outstanding schools despite challenging circumstances 'bucking the trend', and sometimes the expectation, of poor results. Conversely, where this is not the case, these factors are key reasons for under performance in some schools.

A broad, challenging, and motivating curriculum is vital in sustaining and promoting educational attainment. Pupils with a high level of engagement and enjoyment of a balanced, broad and quality curriculum ensure significant impact on pupil learning and outcomes. Using a creative, and rich, curriculum, vibrant, engaging teachers, 'should wake up thinking in children', and motivate them, engaging pupils in their own learning progress. If children look forward to coming to school, and enjoy the experience, they are in a better frame of mind to learn.

Good teaching is where we begin

Those schools where leaders insist that good teaching is the minimum standard, and expect outstanding teaching and planning, can address the learning needs of different groups of pupils to achieve better outcomes. Leaders need a specific set of skills, including being able to analyse what goes on in the classroom and how to address the issues that arise. Where there are inadequacies in teaching style, or not enough good teachers, schools are assessed as only satisfactory. A 'satisfactory' level of teaching is not good enough for pupils to make good progress, and requires improvement. Improved consistency to good or better teaching is the key to successful outcomes for pupils.

The essential issue is less about individual teachers, all get good initial training; it is the culture of the school. Some teachers are strong, and would be good whatever the culture of the school. The evidence highlighted teachers who reportedly were previously satisfactory, but had flourished under excellent leadership, support to improve, and worked in a culture driving for improving standards. The strategic issue is whether the school is the kind of place where all teachers are helped to be at least good, something all schools should have a system to achieve. The school must monitor the teaching consistency regularly, feedback on improvement points, and give help and support where necessary. There should be peer review, evaluation and development points, within a set process so that teachers are not just judged on what is observed on a particular day. The school must look at the impact of teaching on pupil progress, and the pupils work. In the final analysis, teaching is only good if you can see it reflected in the work of the pupils, their progress, and what these confirm of their experiences.

The children in challenging schools that had bucked the trend knew they were being helped to learn, were motivated and eager to continue with their learning. The successful schools had a whole set of processes to raise the level of teaching, through a team culture and joint commitment to improve and deliver 'the best'. Teachers need to up-skill first, through effective monitoring and support to improve, and be accountable and challenged on pupils progress. Leadership needs to know how to improve the quality of teaching and accelerate the rate of learning.

Using evidence from assessment to adapt teaching to meet needs of learners is a significant factor, and fundamental in addressing underachievement. Robust assessment and tracking systems contributed significantly to improving standards, through regular monitoring, identifying where teaching and learning could be enhanced to accelerate progress. The systems for tracking pupil progress and teachers' understanding of how well pupils are doing has proved effective in raising expectations, identifying pupils at risk of falling behind, thus needing extra help, and showing where pupils need extra challenge. This has had a big impact on pupil progress by enabling teachers to respond by identifying where teaching can be strengthened, adapting their planning, setting appropriate challenge, and targeting resources quickly to ensure pupils make good progress.

Pupils driving progress

From the evidence, it is clear pupils made better progress when it was identified what they needed to do to improve to reach the next level – allowing the learner to drive their learning. The schools that did well knew how to accelerate learning for pupils who needed to make more progress and did not accept a pupil's background determines poor attainment.

Pupils need challenge, and to challenge themselves. To be able to do this a learner needs to be able to explain what they have learned. Children may not naturally relate learning so they need to acquire this habit, and this is something that teaching can do to make the learning explicit. Teachers must help to make the understanding clear for the learner, and also have the learner say what they find difficult, and how they apply the learning. When you put the learner in charge you have a position where they can say what they need to do or what they want to try or do next. Good consistent marking that is timely and regular, feedback, and individual targets, with understanding of where they are and what they need to do next to improve, are significant drivers for improved outcomes – as the children become the drivers. The whole process should make what learning is about clearer, and when this is done well it challenges the learner to learn at a higher level.

Headteachers and Governors

Finding high calibre Headteachers is a national issue, 25% of Kent Headteachers will retire in the next few years and it can be difficult to recruit Headteachers especially for schools in less advantaged areas. This is a key strategic issue. There is a need to grow our own Headteachers - it is not about a potential Headteacher having years of experience but having the right experience and skill set, and in the short term spreading the use of the best Headteachers via more collaboration between heads, thus spreading good practice across more schools.

A further variation is the engagement of governors in primary schools and their skills. The role of governors is critical and their engagement is impacting on Key Stage 2 performance. The evidence suggests school governance is an influential factor on attainment and that it needs to work closely with the school and also be able to hold them to account. Governors were most effective when they are 'fully involved in the school's self-evaluation and use the knowledge gained to challenge the school, understand its strengths and weaknesses and contribute to shaping its strategic direction'. (Ofsted April 11).

One of the reasons that the Government has given for schools moving to Academies is that there is evidence that Academy Governors are more challenging, but there is no reason why all school Governors should not challenge. There is a need to raise expectations, and understand the succession planning for a new generation of headteachers, and a new generation of governors to challenge the headteachers.

The learning continuum

The impact of low levels at entry in the early years was a factor. What is evident is that overall improvements in the Foundation Stage have been achieved and it is expected that this improvement will continue to be evidenced within both KS 1 results (which are demonstrating year on year improvements) through to KS 2. Fundamental to this is for schools to value and build on previous learning, therefore transition is important as well as a shared understanding that quality teaching first is fundamental for quality learning to follow. However it was clearly identified that there is a need to think of the 'destination continuum' – that there is a need to lift attainment at KS2, making sure it is part of a continuous improvement for young people and not a situation to be viewed in isolation.

A further factor to consider is that where interventions are delivered, how are they assessed and evaluated? Fundamentally do they close the gap long term or do they merely bring a child up to expected levels now, and then following the withdrawal of the intervention, the child "drops back" to below the expected level. There is more to do and there is a need to link Children centres, nurseries and primary schools to consider the pupils learning journey as a whole, sharing practice and training. The evidence identified a need to not only continue to improve levels at intake but that relationships with pre-schools, children centres and schools need strengthening and aligning, including a continuity of preventative services as children move into new schools.

Out of school

Extra curricula learning can have benefits for pupils from disadvantaged backgrounds, giving valuable experiences, enhancing the curriculum and enabling pupils to have cultural and sporting opportunities that extend beyond the communities where they live. Good education outside of classroom can lead to improved outcomes, including helping pupils to engage in learning, improving achievement, standards, motivation and personal development. It was noted that the success of enrichment and extended service activities is dependent on schools being able to target families and pupils most in need. The ethos and principles which underpin these activities in the county struck a chord and seem of particular relevance to the whole report:

The 5As

1. If you can raise a child's **Aspirations**:
2. it will improve their **Attitude** to learning;
3. which will enhance their **Attendance**;
4. thus improving their **Attainment** and
5. life-long **Achievement**

Beginning at the borders

In Kent 60% of schools are deemed to be good or outstanding, with 3.6% in a category (notice to improve or special measures) and the remaining 36% satisfactory. There is, however, a significant proportion of primary schools in a borderline satisfactory category. These are schools where overall effectiveness is judged only to be satisfactory and achievement, teaching, leadership and management are also only satisfactory. The position in Kent is clear – In Ofsted terms “satisfactory” means “adequate” which is not something to be satisfied about. Children need to make good progress, and schools should have plans to move on from satisfactory to good and should understand what they need to do to achieve this. When Ofsted award “satisfactory” they make recommendations on how to make the school better than it is.

‘Satisfactory’ schools has direct relevance to ‘The social aspiration gap’, as ‘Satisfactory’ schools have a widespread impact on outcomes for disadvantaged children (and other children) as well as failing schools (Francis 2011). Given the importance of schooling for the life chances of disadvantaged pupils and concentrations of such pupils in ‘(un)satisfactory’ schools, a step change in the performance of these schools could make an important contribution to closing this aspect of the gap and improving overall performance. It is suggested that ‘longer term’ satisfactory schools have a lower capacity to improve and that these schools need better support and accountability to enable improvement. There is a key challenge for these schools in spreading the good practice which they do contain across the whole school. Lying behind the call both for greater support and guidance for these schools, is that the status of ‘satisfactory’ is only acceptable if it is explicitly seen as a foundation for improvement.

Aspirations and Involvement

Research identifies low aspirations in parents, and for their children, from deprived backgrounds has a negative influence on children’s outcomes, ability to engage, and learn from what is provided in the classroom.

Where child and parental aspirations are low, parents are often difficult to engage, insular, sometimes transient, or even 3rd or 4th generation unemployed, with no understanding of other lifestyles. Such characteristics often result in minimal support for education and learning. Where schools recognise these limitations on pupils, they commit not only to the children, but also to supporting the parents. There is a need to raise the aspirations of the children, and to do that effectively means influencing parents as well. This is often achieved through a more creative curriculum, which involves parents in the school, and their own understanding of learning, fostering positive attitudes.

The pupil voice provided valuable insight into the importance of happiness in pupils to enable them to be willing and able to engage in learning; increase in confidence; and succeed in reaching their potential. Overall, the results show children are most concerned that lack of money, poor secondary education, exam failure, poor health and/or family issues will prevent them from achieving in the future. Pupils love of learning, enjoyment and engagement with school came across strongly. The importance of a supportive environment, and an enjoyable, educational learning experience was clear.

Pupil role models seemed largely influenced and inspired by celebrity culture. There were fewer celebrity role models for the schools that had higher attainment, and for one such group, although 50% of the class named a celebrity as their role model, each choice related in some way to future career intentions. For example, children who named authors planned to be authors in the future.

The insights highlighted the importance of celebrity culture to children, and issues concerning their future including low self-worth, fear of injury, parental concerns and peer pressure.

Overall parents were very positive and had good relationships with school, commenting that their child was 'thriving', that they have 'lots of experiences and opportunities', 'are making progress', that their children 'love coming to school and enjoy their day'. Significantly, parents regarded the FLO PSA as being of particular help. This supported other research that in improving outcomes for pupils, enjoyment at school, good information about pupil progress, and how parents can help support this at home, is as important as good teaching, supporting children to reach their potential, approachability, and excellent pastoral care.

It was significant that not all parents included comments about how their children may achieve their goals, but those that did highlighted the need for their children to work hard and their role in providing support. Getting parents involved with their child's learning, getting them to read with their child and getting them to come into the school and take a real interest in what their child was doing, really improved the outcomes for those children.

Drugs and falling in with the 'wrong crowd' were highlighted by parents as the main barriers to their children achieving in the future.

The Kent Challenge

Although there is much to celebrate in Kent schools with evidence of outstanding leadership and classroom practice, innovation and dynamism, some schools are facing specific challenges and performance in some schools does not meet the high standards expected. Kent has introduced a new school improvement model and 'The Kent Challenge', looks to improve outcomes in failing schools but also to raise levels of practice in satisfactory schools. The Kent Challenge and Leadership Strategy will hopefully provide a more strategic approach, with more effective cross school participation and management. The Kent Challenge has clear expectations of school performance and pupil attainment and clear accountability. The plan is to address underachievement in schools and build on Kent's new model to help deliver **a county wide school improvement strategy, embracing all schools**, by shining a spotlight on the reasons for low performance of schools and the underachievement of pupils from disadvantaged backgrounds and communities.

Structural solutions have provided answers for some schools. There are a number of structural solutions:-

- 1) Loose collaboration – where schools can learn from each other.
- 2) Soft Federation – pool resources and share teachers
- 3) Hard Federation – Headship across a number of schools, shared resources and teaching, joint learning
- 4) Academy - can offer the same as 3) above

It is about sustainable improvement through a high calibre of leadership and management. The evidence gathered showed 2 Federations where the securing of effective Leadership had made significant improvement to outcomes or was making good steps to tackle standards of teaching, assessment and individual targets. Federations also provided advantages through opportunities to share resources and pool staff, and use budgets to bring in joint support when needed.

Challenges to services

The main reasons for underperformance and contributing factors are:

- insufficient high quality leadership
- too much teaching that is only satisfactory
- weak tracking and assessment systems
- difficulties recruiting and retaining staff
- governance not sufficiently challenging
- low expectations, low aspirations and poor attitudes to learning, low motivation
- contributing/complicating factors: high mobility, late arrivals in year 6, school managing significantly high levels of social service involvement which impact on child and learning, reduction in support from other services, low levels at entry to school. Although exceptionally challenging circumstances they are not an excuse for low attainment. However some schools are dealing with a large number of problems and a large number of pupils with these problems, i.e.. EAL, mobility, in year and late arrivals, and although they are doing well under the circumstances could be doing even better with a smaller number of these pupils.

Every day that children spend in classrooms where they are not learning properly is another day that they are held back from achieving their full potential. The Education, Learning and Skills Directorate are making considerable effort to raise levels of attainment, especially through the Kent Challenge programme, however there are still issues across the county, including:

- To significantly reduce the number of schools in category, or in Kent Challenge.
- To increase the number of headteachers with the ability to drive up standards and plan for an impending large number of retirees.
- To press teachers more to acquire skills to raise attainment.
- To ensure KCC can provide enough ongoing challenge and support.
- To ensure governors understand the required skills for new headteachers.
- To enable and ensure governors provide the right challenge to their headteachers. Levels of understanding of data and what it is telling governors about their schools is impacting on the ability of governors to challenge and set improvement priorities. Finding suitable governors with the right skills and time is a significant issue.

- To advise on and influence the targeting of Pupil Premium monies. Is the Pupil Premium designed to provide a resource to tackle the barriers to learning for children facing the biggest hurdles being used to shore up general school finances?
- To ensure directly provided LA support can meet demand and balancing this with budget pressures. Are we reducing directly provided LA support (Ed Psychs, specialist teachers, extended services coordinators) at the time they are most needed?
- To sustain the great improvement in EYFS results.
- To work with Specialist Children's Services to ensure that their work is focussed on raising attainment. With Children's Social Services concentrating on the most difficult and complex cases, will schools be able to cope with the problems many children present? Can preventative services keep pace with this demand?

Our challenge to Education, Learning and Skills Directorate (ELS)

There is only one recommendation from this report. In the spirit of challenge to schools, and their need to challenge their teachers and pupils, the Select Committee challenge ELS to take this information, and begin a process of sharing with stakeholders the purpose, relevance, and importance of this data and evidence, driving improvement in Kent Schools and ensuring the best quality leadership and teaching performance be targeted on our most disadvantaged schools and their communities.

The data and evidence point directly to 7 key points:

- **Change is possible with ELS(KCC), Governors, Schools and partners challenging and working together.**
- **Can transform schools in challenging circumstances.**
- **Can close the gap in attainment for pupils from more deprived backgrounds. Can ensure performance of deprived pupils improves significantly so that gaps in attainment close.**
- **Can transform schools and challenge them to be outstanding not satisfactory. Can ensure there are more significantly good or outstanding schools in Kent, and in more deprived areas.**
- **Can transform outcomes at Key Stage 2.**
- **Can be more transparent about outcomes at Key Stage 2.**
- **Can ensure future attainment is above National average at Key Stage 2 in Kent.**

The Key Findings of the report are set out at:

Quantitative Overview: Context and Impact of Deprivation	page 36
Mosaic Analysis	page 52
The School Effect	page 62
<ul style="list-style-type: none">• Important school based factors for success• Factors contributing to success - agencies/outside partners• Factors contributing to low performance	
Parent Insights on schools and aspirations	page 128
Pupil Insights on schools and aspirations	page 134

The key findings summarise the main points arising. These are not exhaustive and do not give the full illustrations as in the body of the text.

Item 1

Minutes of the Children's Services Improvement Panel
Meeting held: 7 March 2012, 15:00, 3rd Floor Meeting Rm Brenchley Hse

Present:

Mrs Whittle (Chair)
 Mr Christie
 Mrs Dean
 Mr Lake
 Mr Ferrin
 Mrs A Hohler
 Mr Cubitt
 Mrs Allen

Officers:

Jean Imray
 Jennifer Maiden-Brooks
 Karen Ray
 Maureen Robinson
 Michelle Pennellier (clerk)

Apologies:

Mr Smith

1. Previous Minutes

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

2. Progress Report

2.1 Ms Imray confirmed that the Central Referral Unit (formally the County Duty Team) went fully live from 23 January and gave details of a recent positive example of how the CRU is now successfully bringing agencies under one roof and enabling interventions to work together.

2.2 Ms Imray confirmed that we are continuing to improve our Initial Assessment timeframes and that we are currently hitting the target of completing IAs within 7 days. We are also continuing to keep down the numbers of Core Assessments and Initial Assessments that are out of this time.

2.3 Alice Hohler asked how long on average it takes to allocate cases. This will depend upon how many are S47 – which are allocated immediately - but allocation is usually somewhere within the 28 day window. Further reporting on unallocated cases and the timeframes for each can also be provided to Members if this would be helpful. Levels of allocated caseloads are also recorded and this averages 20 cases per worker, although the aim is to bring this down to 15 for Looked After Children (LAC).

2.4 There has been significant and rapid reduction in the number of children subject to a Child Protection Plan (CPP). This is partly down to 200 LACs being removed from CPPs. Ms Imray enforced the fact that this is something which is not about numbers, but ensuring the right children are subject to CPPs (Kent had a much higher than average number of children on CPPs than other similar authorities).

2.5 Specialist LAC teams are now fully up and running.

2.6 The Children's charity, Coram, has now taken over the management of Kent Adoption Service.

Item 1

2.7 Kent is currently reviewing the marketing of our In-House Fostering Service to bring this in line with our competitors. The new website will be launched in the early Summer.

2.8 Ms Imray spoke about the need to look at the outcome of assessments in more detail. There are currently a higher proportion of cases than anticipated ending with no further action. Only 22% of S47 end with an Initial Child Protection Conference. We may be a little too quick in some cases to do a S47 investigation and it is crucial that we balance resources in the future as we become more confident with our decisions.

2.9 Keith Ferrin commented that there seemed to be a disconnect between the reduction in the number of CPPs whilst LAC numbers are steadily increasing. Ms Imray explained that it will take time to see the trend coming down and that work to address this is currently waiting to come on stream.

2.10 Members commented that there were no timeframes included in the progress report. Jean suggested that a report detailing when all services are due to come on stream could be provided to Members for a future meeting.

2.11 A progress report from Coram will be delivered in the next six weeks.

2.12 Ms Imray confirmed that we remain committed to making £3.5m of savings, but that different ways of achieving this are currently being looked at. The number of LAC will be reduced by removing the financial disincentives for foster carers to take children on under a Special Guardianship Order (SGO).

2.13 Les Christie raised concern that the summary of the Progress Report included the line that 'in some districts good practice is common place'. Ms Imray stressed that Kent is still in an Improvement Notice following the Ofsted 2010 inspection which rated safeguarding as inadequate. The Deep Dives did show inconsistencies across the county and there is lots more work to do to bring practice up to the high standard expected. We are still looking at a 3-5 year journey for going from inadequate to good/outstanding.

2.14 Members commented that annual trends were not evident from the data presented. Ms Imray pointed Members in the direction of the Scorecard and Performance Reports for more detailed information, but offered to present the Progress Report in a different format in future if this would be more helpful to Members.

3. Ofsted Adoption Inspection Report

3.1 Ms Imray gave a brief history to the adoption performance concerns in Kent. Martin Narey was appointed before the Ofsted inspections took place, the first of which was in November 2011 against the older inspection framework. Ofsted were then made aware of Martin Narey's report and re-inspected Kent under a different framework which will be implemented across the country from 1 April 2012 which looks at a wider picture and is more about the 'journey of the child'. Kent was deemed inadequate in organisation (the number of children who have waited longer than 12 months to be placed with adoptive parents),

Item 1

which is a limiting judgement and therefore we were judged as inadequate overall.

3.2 Martin Narey had recommended that Kent commission an external organisation in to manage the Adoption Service. Coram took over management of the service in January 2012 and their Project Manager joined us in February to lead on the service action plan. Coram are currently providing the Adoption Senior Management Team for 2 years with an option to extend.

3.3 Concerns were raised that when Coram leave they may take their staff with them and do we therefore have adequate provision for 'knowledge transfer'. The County Adoption Manager currently seconded to Coram is a member of Kent staff and there is a commitment regarding staffing built into the contract with Coram. Ms Imray emphasised that Martin Narey's report highlighted that we needed to do something very quickly and that it was vital that we bring in expertise from outside Kent to work with the staff we have to turn the service around. Coram had an outstanding track record and are currently working with 10 other local authorities on adoption services.

3.4 Trudy Dean stated that she had previously asked for the current adoption figures. These were reported to the last meeting of CPP and were quoted as 95 children currently waiting for adoption and 81 available adoptive families.

3.5 Ms Imray confirmed that we are currently drafting a complaint to Ofsted, not to argue the judgement, but to question the unusual process taken. Trudy Dean requested to see the evidence that Ofsted would have seen in order that she may arrive at her own view as to whether the judgement was fair or not. Ms Imray promised to make enquiries with Ofsted for this information.

3.6 Members commented that the performance data for districts makes little mention of adoption. Adoption is a county wide service, although children do of course sit within the individual districts. There is a variation in performance across the district teams.

3.7 Ann Allen reported that better management, supervision and a cultural shift are already evident in the last two months as seen at the recent adoption panel meetings.

4. Recruitment report

4.1 We have not yet met the target of no more than 10% of staff being recruited from outside the authority (agency staff) although we have come very close to this figure. Figures do show that we are slightly "over establishment" because of the number of agency staff, but we have not met the vacancy rate target for FTE permanent staff. The restructure should address caseloads going up when agency staff leave and shifting of roles within the districts might be required.

4.2 The cost of recruitment campaigns have been reduced through the use of on-line advertising.

Item 1

4.3 We will be looking at reviewing market premiums again. Members suggested that information on gender applying could be looked at. Differences in conditions of service with other local authorities, e.g. maternity pay could also be looked into in more detail.

4.4 There has been disappointment with the number of people we have been able to appoint from those applying. Work is currently being undertaken on the recruitment micro-site and we are looking at recruitment and retention, induction and our strategy going forward, including can we district focus this.

4.5 A Google campaign for experienced Social Workers was begun in February and this will be continuing for Social Workers in March. The thresholds have also been changed for experienced Social Workers from 2 years to 18 months post qualifying experience. Applications from those who hadn't previously met the criteria are therefore now being revisited.

4.6 Karen Ray confirmed that if someone expressed a wish to work in a particular district, we would always shuffle agency staff around to accommodate.

4.7 Peter Lake asked if the Recruitment team are going about things in the right way, or whether they should consider some outside help like adoption and fostering have. Karen confirmed that the Recruitment team does include officers from the Communications team.

4.8 Karen Ray spoke about the relationship with Kent Top Temps (KTT) and the exercise currently being undertaken to establish a consistency of rates. KTT use staff from a number of different agencies and we need to address how they manage the contract with Children's Services, which is not necessarily currently working to our advantage. A new framework for procurement of staff will be effective from 1 April and this will have prices laid out clearly. Quality Assurance checks are identifying staff that have been deemed as not performing in one district being employed in other district teams. Jenny Whittle requested an urgent meeting with KTT .

4.9 Headhunting will soon begin for Senior Practitioners for the Central Referral Unit.

5. Quality of Practice Audit Report

5.1 Ms Imray confirmed that since workshops have been introduced there has been a reduction in cases audited. This process involves a number of people from Principal Social Worker through to Director, although it is not the only way we are auditing cases. An improvement is being seen in some areas and it has identified ongoing weaknesses in supervision.

5.2 Ms Imray commented that this is still a work in progress to ensure judgements are consistently applied and that we are using feedback in the way it is intended. The system is not currently working in the way that we would have hoped but we are not yet at the point of abandonment.

Item 1

5.3 Ms Imray agreed that the presentation of information to Members was not entirely helpful and that she would get this rewritten in a way that could be better understood. The information currently presented was that used during the “Deep Dives” exercise with District Managers and therefore it may be too much information for this audience.

6. Data Reports

6.1 Maureen Robinson confirmed that the Scorecard is currently still in development and this is only the second month it has been produced. More measures are to be incorporated around how well we are doing and the data measures will become more useful and accurate as the data is managed more effectively. Some of the banding is also to be looked at again when setting the targets for next year.

6.2 Ms Imray highlighted that it is important that we continue to make a distinction between asylum children, where numbers are somewhat out of our control. Separating out asylum children does make a difference for example when looking at the number of LAC per 10,000.

6.3 Mr Christie asked if a red RAG rating was indicative of poorer performance, for example high numbers of red ratings in Maidstone and Gravesham. Mrs Robinson confirmed that we are addressing this with these districts and that detailed action plans are in place. Ms Imray highlighted that it is important to also look at the quality of work underneath the figures as they only really demonstrate whether or not timeframes are being met. Agreed that we may need to look again at the detail of reports appropriate for this meeting.

7. Any Other Business

7.1 Nothing to discuss.

Dates of future meetings

Agenda Setting*	Time	Meeting	Time	Venue
12 April	4 pm	26 April 2011	12.30	Waterton Lee
3 May	11 am	17 May	4 pm	Swale 3
7 June	4 pm	22 June	9 am	Medway
6 July	3.30 pm	13 July	3 pm	Swale 3
27 July	10 am	25 August	11 am	Swale 3
31 August	2 pm	20 September	2 pm	Medway
12 October	10.30am	24 October	2.30 pm	Cabinet Room
15 November	11am	7 December	3pm	Cabinet Room
4 January 2012	3pm	17 January 2012	2pm	Cabinet Room
14 February	10am	7 March	3pm	3 rd Floor, Brenchley Hse
19 March	3:30pm	11 April	3pm	Cabinet Room

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Minutes of the Children's Service Improvement Panel
Meeting Held: 11 April 2012 15:00 Cabinet Room

Present:

Mrs Whittle (Chair)
Mrs Allen
Mr Ferrin
Mr Lake
Mr Smith
Mrs Waters
Mr Wells

Officers:

Andrew Ireland
Jean Imray
Jennifer Maiden-Brooks
Fiona Maycock (Clerk)
Helen Jones
Liz Williams (Observer)

Apologies:

Mr Christie
Mr Cubitt
Mrs Dean
Miss Hohler

1. Previous Minutes

1.1 The minutes were approved as an accurate record of the last meeting.

1.2 With respect to the OfSTED Inspection of Adoption Services, Mr Ireland confirmed that further action will be taken by Kent to express concerns over the conduct of the Inspection. However Members agreed that the focus should remain on the improvements required to ensure children are adopted in a more timely manner.

1.3 The report on the Adoption Service from Coram will be presented at the next Corporate Parenting Panel. Mrs Whittle requested that it be included on the next agenda for this Panel.

1.4 Mr Wells asked whether there would be a follow up to suggestions about future information regarding recruitment of Social Workers. Mrs Whittle requested that a report come to the next meeting of this Panel (action: Karen Ray).

1.5 Concerns were raised about agency staff identified as not performing then being deployed in other areas. Karen Ray has begun discussions with KTT about standardising contracts for agency social workers; Mrs Whittle also has a meeting with KTT planned in mid-April. It was agreed that Mr Ireland would meet with the Director of Commercial Services to ensure the service received meets requirements.

2. Progress Report

2.1 Mr Ireland stated that the restructure proposals were received positively at the recent staff events. In addition, staff appeared to be engaged

in the process, however concerns are being shared that staff feel worn down by continuous restructures and want some measure of stability.

2.2 Changes in the OfSTED Inspection Framework were also discussed at the Staff Briefings; Members asked for more information to be brought to a future meeting of this Panel. Additional briefing sessions for staff to gain more information have been set up.

2.3 Ms Imray briefly outlined the changes including the move from a two day announced inspection of safeguarding and looked after children to a 10 day unannounced inspection of safeguarding.

2.4 Explanations for the very small number of cases unallocated for more than 28 days include staff absence and prioritisation of incoming work. Members received assurance that CP and LAC cases are allocated as a priority. It was suggested that this good news story be included in the text of future progress reports.

2.5 The number of referrals coming into social care may continue to fall as a result of the full implementation of the Central Referral Unit. Members felt it would be beneficial to have more information relating to the nature of the referrals and the outcomes of the contacts received which do not become referrals. It would also be important to know the impact the reduction of referrals is having on the preventative services. It is anticipated that when services currently under commissioning within the Early Intervention and Prevention tier are in place, an impact will be seen in many areas being monitored.

2.6 There is a pattern in the age profile of the looked after children population; the majority of children are aged below 5 or in their teens. Members requested additional information about the number of children and young people going in and out of the care system.

2.7 Mr Ireland commented on the sustained reduction in child protection cases and indicated that this is being monitored to ensure that the figure does not drop too low.

2.8 The Member Induction scheme was discussed, as recently it has included Corporate Parenting training. Members requested that all new Members be required to enrol on the 'Shadow a Social Worker' scheme in the first two years following their election as a part of their induction process. The self-assessment tool is also being developed for staff, and will also include a section on Member involvement.

2.9 Andrew Ireland confirmed that the new Director of Specialist Children's Services, Mairead MacNeil will start on 9 July 2012.

3. Early Intervention and Prevention Commissioning Report

3.1 Due to potential conflicts of interest, Mr Lake left the room for the duration of Item 3.

3.2 Helen Jones outlined the background for requiring universal commissioned services. Whilst anecdotally many services are reported to have made a positive contribution to their local areas, the distribution of these services has been piecemeal and inconsistent.

3.3 The Multiple Supplier Framework Agreement approach was reported to reduce the risk of the market collapsing during the transition between services. Grants have been extended for some services to ensure there is no gap in the provision of services.

3.5 The Procurement Plan shows the ways the services will be managed and scrutinised on their performance.

3.6 In the case that unsuccessful providers contact local Members about their unsuccessful bids, Members should contact Helen Jones for more information.

4. Restructure Report

4.1 Work on the restructure started informally in November with the Staff Briefings including comprehensive focus groups to determine how staff wanted the new structure to look. These views informed the development of the new structure.

4.2 Ms Imray explained how the new structure relates to and differs from the current structure; the Head of Early Years post has been deleted, with staff being split between the Education, Learning and Skills directorate and the Commissioning unit in Families and Social Care.

4.3 The combination of Tier 2 and 3 services is expected to integrate provision and ensure smooth pathways between Social Care and the Preventative Services.

4.4 One level of management has been deleted in the new structure, the Principal Social Workers (PSW) level. This will add rigour to the process of managing risk which is carried out through supervision, since supervision and performance management responsibilities are currently split between the Team Leaders and PSW positions. In response to concerns expressed regarding the future of current PSWs, Ms Imray gave these individuals the opportunity to apply for both promotion to Team Manager positions and for Senior Practitioner posts. The latter have proven hard to fill to date.

4.5 The number of workers in each team has been standardised to six to ensure consistent and robust management grip of all of the cases held by the

team. The number of cases in the district will determine the number of teams required; some districts will find they only need part of a team whereas others will need multiple teams to meet demand.

4.6 The new structure is designed to ensure that the right people are in the right job, to increase accountability and to increase consistency across the county.

4.7 There are a number of current Preventative Services Managers who may be restricted in their future roles given they do not have a social work qualification.

4.8 Ms Imray indicated that the restructure proposals are based on current caseloads and have been costed within the current resource budget. However, with many of the interventions expected to reduce the overall volume of work not having yet taken effect, there is a possibility that in future the level of establishment could be reduced.

4.9 Ms Imray reported having spoken to Mairead MacNeil about the restructure and she fully supports the proposals.

4.10 Mr Smith emphasised the importance of keeping the child as the focus through the changes.

4.11 Diagrams which show a greater level of detail regarding the restructure, including the placement of social work assistants, are available in each district. The pod system, which is currently in place in some DIAT teams, is not included in the restructure as it is a team decision around the allocation of work.

4.12 Mr Ferrin asked whether staff had lost sight of the vision relevant to Children's Social Care. Outcomes that the service wish to achieve are laid out in a number of places, including the Improvement Plan and Early Intervention and Prevention Strategy. A vision statement is to be drafted for discussion at a future Panel meeting.

4.13 Ms Imray stated that the work completed in November around Bold Steps should be revisited and included in the vision statement work.

5. Data Report

5.1 This item was not discussed.

6. Any Other Business

6.1 Nothing to discuss.

7. For Information Reports

7.1 Concerns were raised about the decline in Health's performance regarding waiting times for looked after children to CAMHS services. Mrs Whittle indicated that the DfE are aware of this, and will be scrutinising all performance data at the Improvement Board meetings.

Dates of future meetings

Agenda Setting*	Time	Meeting	Time	Venue
12 April	4 pm	26 April 2011	12.30	Waterton Lee
3 May	11 am	17 May	4 pm	Swale 3
7 June	4 pm	22 June	9 am	Medway
6 July	3.30 pm	13 July	3 pm	Swale 3
27 July	10 am	25 August	11 am	Swale 3
31 August	2 pm	20 September	2 pm	Medway
12 October	10.30am	24 October	2.30 pm	Cabinet Room
15 November	11am	7 December	3pm	Cabinet Room
4 January 2012	3pm	17 January 2012	2pm	Cabinet Room
14 February	10am	7 March	3pm	3 rd Floor, Brenchley House
21 March	10am	11 April	3pm	Cabinet Room
29 May	10am	7 June	9.30 am	Cabinet Room
23 July	11.30am	2 August	9.30 am	Swale 1
24 September	4.30pm	3 October	2pm	Cabinet Room
20 November	12.30	29 November	9.30 am	Cabinet Room
22 January 2013	10am	31 January 2013	9.30 am	Cabinet Room

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