

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

Tuesday, 8th May, 2018

10.00 am

Darent Room - Sessions House





AGENDA

CHILDREN'S, YOUNG PEOPLE AND EDUCATION CABINET COMMITTEE

Tuesday, 8 May 2018 at 10.00 am
Darent Room - Sessions House

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

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

Membership (18)

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

Liberal Democrat (2): Mr R H Bird, Mrs T Dean, MBE and Ida Linfield

Labour (1) Dr L Sullivan

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

Webcasting Notice

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council.

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

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcement
- 2 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present.
- 3 Declarations of Interest by Members in items on the Agenda
To receive any declarations of interest made by Members in relation to any

matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.

- 4 Minutes of the meeting held on 8 March 2018 (Pages 5 - 16)
To consider and approve the minutes as a correct record.
- 5 Minutes of the Corporate Parenting Panel held on 29 January 2018 and update on CPP work (Pages 17 - 26)
To note the minutes and to receive a brief update from the Chairman of Corporate Parenting Panel.
- 6 Verbal Update by Cabinet Member and Corporate Director (Pages 27 - 28)
To receive an update from the Cabinet Member for Children, Young People and Education and the Corporate Director of Children, Young People and Education.
- 7 Ofsted Outcomes Update (Pages 29 - 38)
To receive a report which provides Members with a summary of the inspection outcomes for Kent Schools.
- 8 18/00016 - Post 16 Transport Policy 2018-19 (Pages 39 - 54)
To receive a report on the proposed policy ahead of a Cabinet Member Decision on the final Post 16 Transport Policy Statement.
- 9 18/00019 - Establishment of the new Specialist Resource Provision at The Judd School (Pages 55 - 66)
To receive a report which updates Members of the Committee on the proposal to establish a Specialist Resource Provision at The Judd School.
- 10 Other Local Authority Looked After Children (OLA-LAC) (Pages 67 - 78)
To receive a report which updates Members on the position statement for services within Specialist Children's Services regarding Looked After Children (LAC) placed in Kent by Other Local Authorities (OLA) and the impact upon schools and Kent's Children in Care and Youth Justice Services.
- 11 Early Help and Preventative Services Commissioned Services Performance (Pages 79 - 116)
To receive a report which updates Members on the performance of the Early Help and Preventative Commissioned Services in line with the contracts.
- 12 The Role of the Youth Advisory Group (YAG) and other district governance structures in place for 0-19 (and up to 25) services (Pages 117 - 132)
To receive a report which updates Members on the role of the Youth Advisory Groups and the governance arrangements at a district level.
- 13 Kent's Local Offer to Care Leavers (Pages 133 - 136)

To receive a report which updates Members on the Local Offer for Care Leavers and the steps that are being taken to ensure that this is developed in close collaboration with care leavers, partner organisations and key providers.

14 Risk Management: Children, Young People and Education Services (Pages 137 - 174)

To receive a report which updates Members on the strategic risks relating to the Children, Young People and Education directorate.

15 Children, Young People and Education Directorate Performance Scorecard (Pages 175 - 190)

To receive a report from the Cabinet Member for Children, Young People and Education, Specialist Children's Services and Community Services; and the Corporate Director of Children, Young People and Education that sets out the targets and milestones for each year up to 2020, the Strategic Priority Statement, Vision and Priorities for Improvement, and service business plans.

16 Work Programme 2018/19 (Pages 191 - 202)

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

17 Overview of Young Carers Service - Early Help and Preventative Commissioned Service (Pages 203 - 210)

To receive a report which summarises the scope and activity of the Young Carers Service, commissioned on behalf of the Early Help and Preventative service directorate.

This will be accompanied by a film of young carers which will not be able to be shown in the open part of the meeting.

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items)

Benjamin Watts
General Counsel
03000 416814

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

KENT COUNTY COUNCIL

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

MINUTES of a meeting of the Children's, Young People and Education Cabinet Committee held at Darent Room - Sessions House on Thursday, 8th March, 2018.

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

OTHER MEMBERS: Roger Gough

OFFICERS: Keith Abbott (Director of Education Planning and Access), Matt Dunkley CBE (Corporate Director for Children Young People and Education), Sarah Hammond (Interim Director of Specialist Children's Services), Simon Pleace (Finance Business Partner for Children, Young People and Education), John Reilly (Strategic Business Adviser), Karen Sharp (Head of Commissioning for Public Health), Ian Watts (Area Education Officer – North Kent) and Emma West (Democratic Services Officer)

UNRESTRICTED ITEMS

79. Apologies and Substitutes
(Item 2)

Apologies were received from Mr D Brunning, Mr R Love and Mr Q Roper.

Ms S Hamilton attended as a substitute for Mr R Love.

80. Declarations of Interest by Members in items on the Agenda
(Item 3)

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

81. Minutes of the meeting held on 18 January 2018
(Item 4)

1. Resolved that the minutes of the meeting of the Children's, Young People and Education Cabinet Committee held on 18 January 2018 are correctly recorded and that they be signed by the Chairman.

82. Minutes of the Corporate Parenting Panel held on 09 November 2017
(Item 5)

1. Resolved that the minutes of the Corporate Parenting Panel held on 09 November 2017 be noted.

83. Verbal Update by Cabinet Member and Corporate Director
(Item 6)

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

National Offer Day - National Offer Day had taken place for secondary school places on 1 March 2018. He said that 17,442 children in Kent were offered a secondary school place, this figure had increased by 750 children since 2017. He said that Kent were seeking to build the capacity in schools to match the rising secondary school roles. He said that the number of children in Kent who had been offered their first secondary school preference was 79.6% and only 4.4% of children in Kent were allocated a place outside of their preferences. He said that although some children were allocated a place outside of their preferences, this was not the end of the process, parents were able to go through the appeal and reallocation process. He said that although Kent would not always be able to deliver every child's first school preference, the aim was to deliver that to the highest ability. He registered thanks to Scott Bagshaw (Head of Admissions & Transport) and his team for making trips into the office and coping so well in the extreme weather conditions that Kent had been faced with, Members of the Committee generally supported this. He said that Kent were seeking to minimise oversubscription cases and maximise parental choice as much as possible.

Post 16 Transport Policy – The Post 16 Transport Policy had gone out to consultation on 27 February 2018 and would continue through to 8 April 2018, schools, colleges and training providers had been made aware of this. The cost of the vacant seat payment would be reduced to an annual amount of £400, which would be the same amount as a 16+ travel card.

Special Educational Needs Statements – Special Educational Needs (SEN) statements were in the process of being converted to an Education, Health and Care Plan (EHCP). At the end of February, 99% of SEN statements were completed in Kent. Kent had 6,800 SEN statements and Learning Disability Assessments (LDAs) that needed to be converted to EHCP's, the number of EHCP applications had risen significantly during the conversion stage and therefore Kent had struggled to meet the 20-week target for processing all EHCP applications, although Kent were ahead of the national average.

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

Recent Weather Conditions - He registered his thanks to all staff for their efforts to keep core services open within Kent during the adverse weather conditions.

KCC Staff Briefings - Kent had recently provided briefings for Kent staff relating to the process of integration for Children, Young People and Education Services and its focus on the role of a Corporate Parent. Kent had also met with head teachers to discuss High Needs Funding (HNF) and Special Educational Needs and Disability (SEND), both of which were a financial challenge for Kent and a matter of considerable angst for schools.

National Activity – The Local Government Association (LGA) had launched a campaign relating to the funding of Children’s Services to highlight the national £2billion funding gap for Children’s Services. In relation to Social Workers and Children’s Social Care working together, the Government had published its response to the consultation which meant that Kent were presented with a clearer idea of the new guidelines relating to child protection and working together. Matt Dunkley said that a further update would be brought to future meetings of the Committee.

Ofsted Update – Kent had had an annual conversation with Ofsted as part of the new arrangements for Kent. With regards to the process, Kent produced the self-evaluation relating to the current performance within Social Care and Education in Kent. Ofsted asked questions relating to out-of-county children in care and requested information regarding the impact that this had on Kent’s services and schools. Matt Dunkley confirmed that Ofsted presented Kent with a letter which provided information relating to the discussion and said it would be available for Members of the Committee to see in the near future.

- a) In response to a question, Mr Gough said that a reallocation process offering places to late applicants and original applicants that had joined a school’s waiting list after offer day, would take place on 25 April 2018.
 - b) In response to a question, Mr Gough said that the figure for out-of-county placements was 3,289 for secondary schools. He said that this figure was 1,760 in 2013 and therefore had almost doubled in the last 5 years, he reminded the Committee that not all the applications were for grammar schools.
 - c) In response to a question, Mr Gough said that Scott Bagshaw and his team ran a very effective admissions co-ordinating approach and the Area Education Officers (AEOs) had undertaken work in terms of the number of school places that were available. He said that Kent had communicated with parents as much as possible to ensure that they had all the documentation required when applying for their child’s school place or progressing through the appeals or reallocation process.
3. The Chairman said it was important that children in Kent were placed in a good or outstanding school and said that the increase in good and outstanding schools in Kent maximised parental choice.
 4. RESOLVED that the verbal updates be noted.

84. 18/00004 - Proposed Revision of Rates Payable and Charges Levied for Children's Services in 2018-19
(Item 7)

(Simon Pleace (Finance Business Partner for Children, Young People and Education) was in attendance for this item)

- d) Simon Pleace introduced the report which set out the proposed revision to the rates payable and charges levied for children’s services within Kent for the 2018-19 financial year.

- a) In response to a question, Matt Dunkley said that there had been competitive tension between sectors. He said that Kent aimed to seek placement for as many children as possible with Kent's in-house foster carers. He said it was important to ensure sufficient training and support was in place for foster carers.
- b) In response to a question, Sarah Hammond (Interim Director of Specialist Children's Services) said that over 80% of Kent's children in care were placed in in-house placements. She said that the 3% uplift for all in-house fostering and associated payments was a fair percentage indicator and allowed foster carers to feel valued. She said that Kent were taking part in pilot projects to look at ways in which foster carers could receive further support.
- c) In response to a question relating to adoption service charges, Simon Pleave said that the charges were agreed by the Local Government Association (LGA), Consortium of Voluntary Agencies (CVAA), Association of Directors of Children Services (ADCS) and Society of Local Authority Chief Executive (SOLACE). He said that the rates remained unchanged from those published in 2014-15. Sarah Hammond said that Kent were very good at recruiting, assessing and registering adopters and that the services of Kent's adopters would be marketed to neighbouring authorities for prices determined within the report. She said that when Kent had to pay external adopters, this was because they needed specialist services that they could not find in-house.
- d) In response to a question relating to other Local Authority charges, Simon Pleave confirmed that the proposed rate for 2018-19 of £72.38 per hour for social work support and assessment was in line with Adult Social Care within Kent. He said he would ensure a briefing note was circulated to Members of the Committee to confirm whether this rate was in line with agencies and other local authorities. He also agreed to circulate a list of the events that had been held across the county for foster carers.
- e) RESOLVED that the decision proposed to be taken by the Cabinet Member for Children, Young People and Education, to
 - a) approve the proposed changes to the rates payable and charges levied for Children's Services in 2018-19 as detailed in section 2 of this report; and
 - b) note both the changes to the following rates that are dictated by external agencies: Inter-agency charges and Essential Living Allowance and; any charges to other Local Authorities for use of in-house respite residential beds are to be calculated on a full cost recovery basis; and
 - c) delegate authority to the Corporate Director of Children, Young People and Education, or other nominated officer, to undertake the necessary actions to implement the decision;

be endorsed.

85. 18/00013 - To Procure A New Contract For The Delivery Of Independent Adoption And Special Guardianship Order Support Services
(Item 8)

(Karen Sharp (Head of Commissioning Children & Public Health) and Michelle Hall (Commissioning Manager (Children)) were in attendance for this item)

1. Mr Gough (Cabinet Member for Children, Young People and Education) and Karen Sharp introduced the report which set out the current KCC commissioning arrangements for Independent Adoption and Special Guardianship Order (SGO) Support Services which would expire in September 2018.
 - a) In response to a question, Karen Sharp said that she would provide an update for Members before the contract expired in September 2018.
 - b) In response to a question, Mr Gough said that although the service had been commissioned for ten years, the provider had not been the same throughout and therefore there was scope for change. Karen Sharp said that the Key Performance Indicators (KPI) and costing elements would be analysed further to ensure that the contract focused on the appropriate aspects and ensured best practice for adoptees, birth parents, families and the provider.
2. RESOLVED that the decision proposed to be taken by the Cabinet Member for Children, Young People and Education, to
 - a) agree to procure a new contract for Independent Adoption and Special Guardianship Order Support Services; and
 - b) delegate authority to the Corporate Director of Children, Young People and Education, or other nominated officer, to undertake the necessary actions to implement the decision;

be endorsed.

86. Award Report: Mobilisation Of A Framework For The Provision Of Externally Commissioned (Independent) Foster Care Placements
(Item 9)

(Karen Sharp (Head of Commissioning Children & Public Health) and Michelle Hall (Commissioning Manager (Children)) were in attendance for this item)

1. Karen Sharp introduced the report which summarised the activity taken to commission and mobilise a framework for the provision of external fostering placements for Kent working in a multiple supplier collaboration with Medway Council.
2. The Chairman suggested that an update be received by the Committee in a year, so Members could see the progress that had been made.
 - a) In response to a question, Sarah Hammond said that a saving could be made if additional children were placed in-house as opposed to in the private sector.

- b) In response to a question, the Chairman said that external placements were expensive, and by having the contract in place, Kent would have more control over the costs. He said that the in-house placements were maintained locally within Kent and that the interests of the children were the most important aspect.
3. In response to a question, Sarah Hammond said that a recruitment programme was in place for in-house foster carers, and the dates of recruitment events for foster carers would be circulated to Members of the Committee. She said that Kent were always looking for new foster carers and were doing all that was possible to promote fostering in Kent. She said that the additional 20% of children were not placed in the independent fostering market, there were some cases where children had complex needs and therefore would be placed in residential placements.
4. A Member commented on the report and was pleased that the voice of the child had been made a part of the tendering process.
5. RESOLVED that the report be noted.

87. 18/00006 - Proposal to expand Trinity School taking the Published Admission Number from 120 to 180
(Item 10)

(Ian Watts (Area Education Officer – North Kent) was in attendance for this item)

1. Ian Watts introduced the report which set out the proposal to permanently expand Trinity School from 4FE to 6FE. He said that the Trinity School was located on site with the Wildernesse School which was shared with the grammar annex building, therefore there were site constraints and a phased approach was needed to ensure that minimal disruption was caused to an already well-used site.
2. Keith Abbott (Director of Education Planning and Access) said that although the figure of £8m was high, the impact on specialist provision needed to be considered.
 - a) In response to a question, Ian Watts said that Kent had seen a significant increase in parental choice over the years and were responding to provision issues since September 2017 through temporary expansions and would continue to do so whilst Kent worked towards permanent expansions. He said that provision had increased significantly since Trinity School opened in September 2014 and the demand around central Sevenoaks had increased.
3. Mr Gough (Cabinet Member for Children, Young People and Education) said that Kent were responding to local pressures with regards to accommodating children with school places and said that the pressures had been increasing at a faster rate than initially anticipated. He said that the local Member, Mrs Crabtree submitted comments with regards to the decision and said that whilst she recognised the need to expand the Trinity School, Kent should ensure that traffic issues were being addressed. Ian Watts said that issues relating to traffic were being addressed and confirmed that the proposal would not move forward

until KCC's planning policy and requirements had been met in terms of mitigating traffic issues.

4. In response to a question, Ian Watts said that guidance was available for schools which set out how the best use of space could be employed with regards to expanding a school. He said that the Education Funding Agency (EFA) were very stringent with regards to adhering to the guidance provided to schools, whereas more freedom was available when delivered by the Local Authority. Although the Local Authority would still aim to deliver best value for money, the working practice and requirements of the school would be taken into consideration. He said that although the Trinity School was a free school, the funding would be delivered by KCC. The Chairman reiterated Ian Watts' comments and said that the property group, Gen2 could clearly demonstrate that Kent could deliver better value for money than all surrounding authorities in terms of what Kent spent per square metre on delivering expansions.
5. Mr Gough reiterated Ian Watts' comments and said that all of Kent's academies and maintained schools were treated equally and were approached in the same way.
6. In response to a question, Ian Watts said that the Knole Academy site would be considered during the second phase of the expansion. He referred to the Kent Commissioning Plan and said that local demand would be best met through expanding the Trinity School and not Knole Academy.
7. In response to a question, Ian Watts said that free schools and foundation schools wishing to conduct their own consultations was common practice as they were the decision maker and their own admissions authority. He said that the main administration of the consultation was undertaken in conjunction with Kent's officers to ensure it was wide-ranging. He said that the consultation responses would be made available for Members of the Committee.
8. At the end of the debate, the recommendation was put to the vote.
9. RESOLVED that, subject to planning permission being granted, the decision proposed to be taken by the Cabinet Member for Children, Young People and Education, to
 - a) allocate £8m from the Children, Young People and Education Capital Budget, to fund any necessary additional works or variations to accommodation;
 - b) authorise the Director of Infrastructure in consultation with the General Counsel to enter into any necessary contracts/ agreements on behalf of the County Council; and
 - c) authorise the Director of Infrastructure to be the nominated Authority Representative within the relevant agreements and to enter into variations as envisaged under the contracts;

be endorsed.

(Ida Linfield asked that her abstention from the vote be noted in the minutes)

88. 18/00012 - Proposal to permanently expand Dartford Grammar School for Girls, Dartford from a PAN of 160 to 180
(Item 11)

(Ian Watts (Area Education Officer – North Kent) was in attendance for this item)

1. Ian Watts introduced the report which set out the proposal to permanently expand Dartford Grammar School for Girls from a PAN of 160 to 180.
 - a) In response to a question, Ian Watts confirmed that the Local Member did not provide any further feedback.
 - b) In response to a question, Ian Watts referred to the Kent Commissioning Plan and discussed the Grammar provision in Sevenoaks for boys.
 - c) In response to a question, Mr Gough said that any changes made to the school's admissions criteria would be negotiated before the expansion took place.
2. RESOLVED that, subject to planning permission being granted, the decision proposed to be taken by the Cabinet Member for Children, Young People and Education, to
 - a) allocate £600,000 from the Children, Young People and Education Capital Budget, to fund any necessary additional works or variations to accommodation;
 - b) authorise the Director of Infrastructure in consultation with the General Counsel to enter into any necessary contracts/ agreements on behalf of the County Council; and
 - c) authorise the Director of Infrastructure to be the nominated Authority Representative within the relevant agreements and to enter into variations as envisaged under the contracts;

be endorsed.

89. CYPE Directorate Business Plan 2018-19
(Item 12)

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

1. John Reilly introduced the report which outlined the draft Children, Young People and Education Directorate Business Plan 2018-19. The Plan provided a summary of the services that made up the CYPE Directorate, the key priorities and performance measures and the resources available to deliver the desired outcomes for 2018-19.
 - a) In response to a question, Matt Dunkley referred to the Children, Young People and Education's strategic documents and said that they could be streamlined, staff in Kent were working together in staff forums to build a new vision for the department. He said that although the strategic documents

contained a lot of operational detail, consolidating the documents would make it easier for Members to track the key, high level aspects.

- b) In response to a question, Matt Dunkley said that Kent sought to move towards a whole system approach that integrated support and a reduced number of referrals into Specialist Children's Services.
 - c) In response to a question, John Reilly said he would ensure that work was undertaken to include, at the beginning of Section 3 of the Business Plan, a concise introductory paragraph, setting out the complexity of the education environment.
 - a) In response to a comment, Sarah Hammond said that the national average time for a social worker's career in front line child protection was 8 years. She said that Kent's 'Grow Our Own' social work programme had been working well and Kent were maintaining nearly 90% of newly qualified social workers. Kent were looking at ways in which a post-qualifying professional development programme could be developed to ensure that social workers in Kent were able to progress at a pace which was suitable and to ensure that social workers had the right level of caseloads.
 - b) In response to a question, Matt Dunkley said that Kent had recruited social workers from other agencies but had not lost a large number of social workers recruited in Kent. Kent were working towards ensuring that a single referral route was in place for referrals and the Early Help and Social Workers would ensure that correct procedures were followed for each case.
 - c) In response to a question, John Reilly said that the Children, Young People and Education Directorate Business Plan was a draft and that Members had the opportunity to make comments and suggestions to refine the plan.
1. Matt Dunkley said that he and Mr Gough had agreed that there would be scope for a different approach to the content of the strategic documents and policies within Children's Services, Members of the Committee supported this review.
 2. The Chairman suggested organising a Members briefing to give Members the opportunity to express ambitions and ideas relating to the strategic documents within Children's Services, Members of the Committee supported this proposal.
 3. The Chairman suggested that the item be added to the work programme for 2018-19 for discussion in September 2018, Members of the Committee supported this.
 4. At the end of the debate, the recommendation was put to the vote.
 5. RESOLVED that the report be noted, subject to a briefing being held for Members of the Committee to consider a review of the Children, Young People and Education's plans and strategies.

(Dr Sullivan asked that her vote against the proposals set out in the recommendation be noted in the minutes)

90. Annual monitoring review of the Vulnerable Learners Strategy
(Item 13)

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

1. Mr Gough (Cabinet Member for Children, Young People and Education) introduced the report which set out the refreshed Vulnerable Learners Strategy 2017-2020 and its achievements since its publication in April 2016. The strategy identified the priorities and actions to help disadvantaged, vulnerable learners overcome barriers to learning. Examples of good practice in the use of the Pupil Premium and details about the most effective strategies that were having some impact in narrowing achievement gaps and promoting greater social mobility were also highlighted.
2. Matt Dunkley said that the number of children in Kent that were identified as vulnerable had increased, this was due to population growth and the achievement gaps which were not narrowing at a fast-enough pace. He said that it was important for Kent to understand what the most effective policy response was for vulnerable learners and to focus on the needs of vulnerable learners.
 - a) In response to a question, John Reilly said that the attainment gap for vulnerable learners in Kent was 34% which was behind the national average, he said that the Vulnerable Learners Strategy was in place to narrow the attainment gap and make better use of Pupil Premium funding.
3. Lesley Game said that the Pupil Premium Select Committee had discussed the use of Pupil Premium funding for vulnerable learners and conclusions would be made public in July 2018, these conclusions would be presented to the Children's, Young People and Education Cabinet Committee first for review. The report would then be discussed at the Scrutiny Committee and presented to County Council.
4. The Chairman said that the Pupil Premium Select Committee could look more closely at the areas of deprivation throughout Kent and the impact that living in a deprived area had on vulnerable children and families.
 - a) In response to a question, Matt Dunkley said that it was important for parents to engage with their children and ensure that they were providing educational support at home, but also important for schools to ensure that the education experience was optimised for children. Kent were working with schools to ensure that strategies were in place to produce better outcomes for vulnerable children and work in a way that was supportive of valuing the connection with education.
 - b) In response to a question, John Reilly said that there were a wide range of indicators that could be used within schools which focused on the needs of disadvantaged children.
 - c) In response to a question, Matt Dunkley said that deprivation data in schools was an indication and not a predication of a child's future performance. It was important that schools responded to each child and their needs as an

individual and not assume anything about a child because of their background.

5. RESOLVED that the report be noted.

Verbal Update on Key Performance Indicators for the Education People

1. New information was circulated to Members during the meeting which was exempt from publication due to commercial sensitivity, therefore it could not be taken in open session as the information would be discussed by Members.

91. SACRE Annual Report *(Item 15)*

1. Steve Manion introduced the report and commented on the work that had been undertaken by SACRE in 2016/17 and said that SACRE had continued to make efforts to engage with all schools across Kent, to ensure compliance with requirements to provide high quality Religious Education and opportunities for Collective Worship. Mr Manion expressed his thanks to Mr Gough (Cabinet Member for Children, Young People and Education) and Mr Northey for their support with the review of the Kent Agreed Syllabus. He also thanked Penny Smith-Orr (Professional Advisor) and Nikki Younosi (SACRE Vice-Chairman) for their involvement in supporting SACRE meetings.
2. RESOLVED that the report be noted.

92. Performance Scorecard *(Item 16)*

1. Matt Dunkley introduced the report which set out the Children, Young People and Education performance management framework which was the monitoring tool for the targets and the milestones for each year up to 2020, set out in the Strategic Priority Statement, Vision and Priorities for Improvement, and service business plans.
2. Sarah Hammond said that the average caseload for qualified social workers in the Children's Social Work team was 23.4, and the average caseload for social workers in the Children In Care team was 15.4. She said that the social workers in the Children In Care team were given a lower caseload average because they were holding the live care proceeding cases as well as the children that were in longer term care. She said that the caseloads for social workers within the Children's Social Work team had dropped to 22.1, and caseloads were expected to drop further in the future.
 - a) In response to a question, Sarah Hammond said that Kent offered 90 to 100 social work student places per year to universities and Kent recruited roughly 45 newly qualified social workers in each cohort.

3. RESOLVED that the report be noted.

93. Work Programme 2018/19 *(Item 17)*

d) RESOLVED that the Work Programme for 2018 be noted.

Exclusion of the Press and Public

Resolved that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

EXEMPT ITEM

(open access to minutes)

94. Verbal Update on Key Performance Indicators for the Education People (Item 14)

(Keith Abbott (Director of Education Planning and Access) was in attendance for this item)

1. Keith Abbott said that the Key Performance Indicators that were presented to Members of the Committee focused on ensuring that the contract considered best practice. The KPI's were in draft form and would not be finalised until the contract had been signed.
2. The Chairman suggested that an update come back to a future meeting of the Committee to discuss the KPI figures in further detail, Members of the Committee supported this.
3. RESOLVED that the Key Performance Indicators be noted, subject to an in-depth briefing being held for Members to discuss the KPI figures in further detail.

KENT COUNTY COUNCIL**CORPORATE PARENTING PANEL**

MINUTES of a meeting of the Corporate Parenting Panel held in Council Chamber, Sessions House, County Hall, Maidstone on Monday, 29 January 2018.

PRESENT: Mrs A D Allen, MBE (Chairman), Mrs T Dean, MBE (Vice-Chairman), Mrs T Carpenter, Mr G Cooke, Mr T Doran, Ms S Dunstan, Mr D Farrell, Ms L Fisher, Mrs L Game, Mrs S Gent, Mr S Gray, Mr S Griffiths, Ms S Hamilton, Mrs S Hammond, Mr G Lymer, Mrs C Moody, Ms C Mutton, Mr M J Northey, Mrs S Prendergast, Ms N Sayer and Ms C Smith

ALSO PRESENT: Mr R W Gough

IN ATTENDANCE: Mr M Dunkley (Corporate Director for Children Young People and Education), Mr S Fitzgerald (Assistant Director, South Kent, and Lead Officer for Missing Children), Ms M L Hall (Commissioning Manager - Children Living Away From Home), Mrs M Robinson (Management Information Unit Service Manager) and Miss T A Grayell (Democratic Services Officer)

UNRESTRICTED ITEMS

Item 1 was taken later in the meeting and appears as minute 56

47. Membership - to note recent changes to the Panel's membership
(Item 2)

The Panel noted that Nancy Sayer had joined the Panel as an additional NHS representative and that Caroline Smith had joined in place of Naintara Khosla.

48. Apologies and Substitutes

Apologies for absence had been received from Andy Heather.

There were no substitutes.

49. Minutes of the meeting of the Panel held on 9 November 2017
(Item 4)

It was RESOLVED that the minutes of the meeting held on 9 November 2017 are correctly recorded and they be signed by the Chairman. There were no matters arising.

50. Chairman's Announcements
(Item 5)

1. The Chairman announced that the Kent Adoption Conference would take place on 23 March and invited all Panel Members to attend. *The Democratic Services Officer undertook to send the conference flyer to all Panel Members after the meeting.*

2. The Chairman also referred to a copy of the 'Get Involved' newsletter, which all County Council Members had received, and the work of the Dartford Youth Council, and said that these were excellent examples of young people in care getting involved and expressing their views.

3. The Chairman introduced Matt Dunkley, the new Corporate Director of Children, Young People and Education, and welcomed him to his first meeting of the Panel.

51. Meeting dates 2018/19

(Item 6)

It was RESOLVED that the meeting dates reserved for the Panel's meetings in 2018/19 be noted, as follows:-

Thursday 22 March 2018

Friday 1 June 2018

Thurs 19 July 2018

Weds 19 September 2018

Thurs 1 November 2018

Tues 29 January 2019

Weds 27 March 2019

All meetings will start at 10.00 am at County Hall, Maidstone.

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

(Item 7)

1. Ms Dunstan and Ms Mutton gave a verbal update on the work of the OCYPC, the Super Council and the Young Adults Council. *The text of the update will be attached to the final version of these minutes.*

2. Ms Smith added that funding would be made available to support the work groups for young women in care, and that Teresa Carpenter and Carolyn Moody hoped to help with these groups. Similar groups for young men were being piloted in East Kent as demand for them had arisen there, and it was hoped that this initiative would later be able to spread across the county.

3. It was suggested that a further report on the use of the MOMO App be made to a future meeting of the Panel and that this include the views of social workers on the usefulness of the App and perhaps some case studies of how it has been used. *The Democratic Services Officer undertook to add this to the work programme.*

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

53. Corporate Parenting Challenge Cards

(Item 8)

1. Mr Doran introduced the report and thanked Members and officers for their sponsorship and support for the Virtual Triathlon event in October. He then referred back to the discussion at a previous Panel meeting about corporate parents taking on the role of guarantor for care leavers' rent payments, which was now being reviewed in the light of similar arrangements being made by other local authorities. Mr Dunkley added that, in his

view, unless there was a very good reason for the County Council as corporate parent not to be a guarantor, then the arrangement should be open as a possibility, as it would be for any natural parent supporting their child into adulthood. He undertook to take further legal advice about the issue and assured the Panel that appropriate safeguards would be put in place before any arrangement was entered into.

2. Foster carers on the Panel welcomed this review of the guarantor proposal as it supported young people towards independence, and was something that most foster carers would not be able to afford to offer on their own. Another speaker agreed that such an arrangement would be an onerous undertaking for a family. Her family had recently looked into making such an arrangement for a relative and had found the associated financial enquiries intrusive.

3. Mr Doran was asked to relay the Panel's thanks and appreciation to staff for the work undertaken to progress the challenges.

4. It was RESOLVED that the progress made to date on Challenge Cards be noted, the review of the guarantor issue be welcomed and the Panel's thanks and appreciation for the work undertaken to progress these challenges be relayed to the staff concerned.

54. Verbal Update by Cabinet Member

(Item 9)

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

Ofsted 'annual conversation' – this was a new model of Ofsted engagement. The first conversation would take place on 7 February and would cover a range of service areas in some depth. A number of documents had been submitted which set out the County Council's self-assessment of its children's social care and education services, and this self-assessment covered the same ground as an Ofsted inspection.

Unaccompanied Asylum Seeking Children (UASC) update – there were currently 274 UASC under 18 and 874 over 18, the latter having care leaver status. As had been expected, 1 January had seen a large number of UASC turn 18 and become care leavers, as UASC who arrived without paperwork were given 1 January as their date of birth. There had been only 214 new arrivals during 2017, compared to 388 in 2016 and 948 in 2015. The County Council was continuing to lobby ministers for increased funds to help cover its responsibilities towards UASC. Funding issues were particularly significant in relation to UASC care leavers.

2. It was RESOLVED that the verbal updates be noted, with thanks.

55. Motion to exclude the press and public for exempt business

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

EXEMPT ITEMS (open access to minutes)

56. The views of Young People in Care

(Item 1)

A party of social workers from the North Kent Children in Care service, Rodica Cobarzan (Service Manager), Jade Sanghera (Social Worker) and Phil Khumalo (Social Work Assistant), and two young unaccompanied asylum seekers, M (aged 18) and R (aged 11), were present at the invitation of the Panel.

1. The Chairman welcomed M and R to the meeting and hoped they had enjoyed visiting County Hall and learning about its history and that of the neighbouring prison.

2. M and R were asked if they were well looked after in care and both said they were. M said he had been in the UK for four years, having come from Eritrea, and had been very well looked after during that time. He had lived in shared housing briefly, and foster care, and was now living at a YMCA. He said he had 'found his family', referring to the team who supported him. R was asked if he enjoyed school and he said that he did. He had been in the UK for just over one year, having arrived in November 2016 from India.

3. Phil and Rodica showed the Panel the Silver 'Social Worker of the Year' award which the team had won for their work with UASC, having submitted evidence of their work and been shortlisted in the 'Creative Social Work' category. This win was a great achievement for them and they were very proud of the award. It had raised the profile of the work that UASC social workers were doing, and they were proud to showcase their work to help UASC settle into new lives in the UK and gain an education and independence. The Panel congratulated the team on their success in winning the award.

4. Rodica said the trauma that some of the young people had experienced was hard to put into words and working with them to help them learn new skills and grow in confidence was immensely rewarding and satisfying. They were running work groups to teach young people skills such as cooking, food hygiene and personal and home safety. Seeing young people learn to cook a meal together and then share that meal with the group was immensely rewarding. Working with UASC brought to light the small issues which simply did not arise with civilian children but which needed careful thought when working with UASC. UASC also needed different support and more support than civilian children. A social worker was more likely to get a call from a UASC at the weekend, seeking support for something which had happened, perhaps something quite small, as they had no-one else to turn to for support.

5. M said he felt close to the social worker, Michael, who had supported him over the years and called him 'Dad' as he felt he was a father to him. Michael was the only family M had and he would always call him whenever he needed support or advice. He spoke about everything to Michael and valued him highly. Since he had reached 18, the leaving care service had treated him as an adult, and he now had a small flat with his own kitchen. He was attending college, had a job and enjoyed playing football. These achievements had been as a result of the work of the UASC team.

6. R said he had worked with Jade on his life story, and Jade had cooked Indian food with him, which he had enjoyed. He had come to the UK in very difficult circumstances and had lost track of his father during the journey. With Jade's help he had found his old school online, had been able to trace his mother and was hoping to find his father as well. After

having an emergency placement with foster carers when he had first arrived in the UK, he had lived with the same foster carers since and with them he was learning good English and was working well at school.

7. M added that, before living independently, he had lived in supported lodgings with foster carers and had received very good care there.

8. Rodica and Phil told the Panel that the team had undertaken its group work since 2015/16 and had worked with many UASC in that time. Work had focussed on teaching young people how to live in the UK, including how to manage money, personal and online safety and living in a community. Work group sessions were held once a week in the evenings, and each group worked in its own way by its individual rules, which young people set themselves. Phil showed the Panel the schedule of sessions and the subjects which would be followed, for example, one week a visit from a community liaison officer or a visit to a fire station and the next week a talk on substance misuse. Sessions also included liaison with local youth services and sporting activities, at which M in particular had excelled. After each session the group would prepare a meal together. Ten young people were able to work together in the kitchen at one time and would learn budgeting skills and food hygiene while cooking. *He undertook to leave a copy of the schedule and photos of the group sessions with the DSO for circulation to the Panel.*

9. M thanked the social work team for the support they had given him and said that, as a result of their support and encouragement, he had been able to achieve his dream of playing football in a local team. His social worker Michael had helped him to find a coach who had taught him how to train and build up his physique. At 16, he had been playing football locally and had been approached by a scout to play football for the local league team. Michael encouraged him to take up this opportunity and develop his football skills and he had been placed in the first team. Michael had taught him to protect himself and stand up for himself when dealing with people, and had signed for him when he wanted to join the team as an under-18. The social workers he had met as an UASC had all been good people and had helped him with getting into college and learning to use a computer for study, which had been difficult at first and was not something he enjoyed. When he had come to the UK he knew 'nothing' and spoke no English, and had to learn the names of everything. Michael had helped him build his confidence, particularly to take up the place on the football team, and he was touched by the support and commitment he had given him. By being promoted into the first team he had achieved his dream. Michael had told him he would still look after him once he reached 18.

10. Rodica said that work with UASC brought the team much satisfaction and that the UASC they had worked with had given them back just as much in return. They had helped young people to achieve and to build confidence and it was so rewarding to hear M and R talk to the Panel about their lives.

11. The Panel thanked M and R very much for attending and congratulated them on their achievements. The Chairman added that she was very proud of M and R and of the social work team which had supported them so well.

UNRESTRICTED ITEMS (meeting open to the press and public)

57. Virtual School Kent (VSK) Overview Report 2015-16 (validated results) and 2016-17 (un-validated results)
(Item 10)

1. Mr Doran introduced the report and highlighted key achievements in the year, including:

- The overall examination performance in Kent had exceeded the south east average
- The attainment gap between children in care and all learners had been narrowed
- Kent's KS4 results had exceeded the national average
- The cohort of young people not in education, employment or training (NEET) had continued to fall
- Jo Carpenter and the VSK participation apprentices had organise 19 activity days which had engaged over 400 young people
- The annual 16+ achievement awards event had grown so much that it now needed a larger venue
- Ofsted had praised VSK's use of pupil premium

2. Mr Doran then responded to comments and questions from the Panel, including the following:-

- a) VSK supported foster carers in providing a flexible timetable as an alternative to a pupil attending a pupil referral unit (PRU). Without this option and support, some foster carers would have to cope with a disaffected young person being at home all day, and young people would not have the opportunity to address and overcome their difficulties in a supporting environment; and
- b) there was sometimes a lag in schools receiving the pupil premium allocation for a pupil and this could be due to the allocation for a child placed in Kent from another local authority taking a while to be sent on to the new host authority. In an area in which many out-of-county children in care were placed, this lag could have a sizeable impact on some schools' funding. Local authorities around the UK had different processes for claiming and allocating pupil premium. This issue could be picked up by the Select Committee on Pupil Premium.

3. It was RESOLVED that the performance of the Virtual School Kent in 2015 – 2017 be noted, its impact upon positive outcomes for children in care be welcomed and its priorities for 2018 – 2019, set out in the report, be agreed.

58. Young People Missing from Placement

(Item 11)

1. Mr Fitzgerald introduced the report and highlighted the ways in which, until very recently, Kent differed from other local authorities in how missing episodes have been recorded, i.e., its pioneering work with sharing its reporting and data with the police and the way in which it conducted interviews with young people returning from being missing. Mr Fitzgerald responded to comments and questions from the Panel, including the following:-

- a) national guidance gave no exact definition of the word 'missing' and historically local authorities and police forces have applied the term in different ways. 'Missing' could be taken to mean that a young person was not at home at a time when they should be or could apply to anyone whose whereabouts could not be established, where the circumstances were out of character, or the context suggests that the child may be at risk of harm. The age range of young people most likely to go missing was 14 – 15. Mr Dunkley added that this issue was to be covered in the

Ofsted conversation on 7 February as local authorities had a responsibility to follow up all missing episodes relating to their children in care, including UASC for which they were the corporate parent;

- b) one foster carer added that she had previously had a foster child who had rarely returned home on time throughout his whole placement. She had been obliged to report him as missing and he had then been included amongst the figures, although his lateness was never a big issue;
- c) some young people went missing in order to try to find relatives elsewhere in the UK. Contact with friends and family remained the single biggest pull factor for children who go missing;
- d) asked how many young people went missing and could not be found, Mr Fitzgerald explained that the majority of children who went missing (75%) did so for less than 24 hours. However, the length of time missing was not in its own right an indicator of risk. Kent had had no citizen children who had gone missing and had not been found but there were a small number who went missing for extended periods. Some UASC went missing within a short period of arriving in the UK and for these there was a joint agency response as there was a high probability that these young people will have been trafficked. There was also a number of UASC who went missing close to their 18th birthday and who did not return. For these young people a pending change in legal status was believed to be the principle trigger. Ms Hammond added that approximately thirty UASC under the aged of 18 were still missing. Members asked for more detailed figures of the number of young people missing who had not returned and officers undertook to supply this information outside the meeting. *This was subsequently done.* Ms Hammond then suggested that a regular update report on the cohort of young people missing be submitted to the Panel;
- e) Mr Dunkley undertook to follow up with the Young Lives Foundation, which was delivering the service as an independent provider. It was recognised that some young people will prefer to speak to someone other than the local authority when they had come back from being missing as they could talk more frankly about a problem they might have with the local authority's care service or staff;
- f) asked why some young people refused a return interview, Mr Fitzgerald explained that some saw it as a repetitive discussion covering the same ground each time, while others felt they were at risk in a situation they did not feel able to discuss easily. These young people would need to be made aware of the option available to them to speak to someone independent of the local authority and they could be encouraged to see a return interview as being in their own best interests in helping them start to tackle the issues which had caused them to go missing;
- g) asked if it were possible to extend the 72-hour period within which return interviews should be conducted, Mr Fitzgerald explained that 72 hours had been set in statutory national guidance but it was still possible to conduct and record an interview after this time;
- h) asked what could be done to stop young people from going missing, Mr Fitzgerald explained that a focus group of young people in 2017 had been asked what they would want to see done differently in terms of handling missing episodes and return

interviews. This group had said that repeated return interviews which asked the same questions were not effective; and the County Council needed to ensure that the return interview did not become process driven. Practitioners need to be tenacious, creative and persistent and ensure that agencies are working together to identify and mitigate risks. The recent changes to the placement planning procedures was one example where the County Council had placed an emphasis on developing an effective response to missing episodes whilst at the same time attempting to ensure that judgements about what constitutes a missing episode are not risk adverse; and

i) following a return interview, the record of interview would be signed off by the team manager and discussed with the social workers working with the young person concerned to address any areas of practice which might have contributed to the missing episode.

2. It was RESOLVED that the current practice challenges faced when children in care go missing, the work being undertaken to better understand the circumstances that lead to missing episodes and the steps being taken to mitigate risks as much as possible, be noted; and

59. Review and Update of the Sufficiency, Placements and Commissioning Strategy 2015 - 2018

(Item 12)

1. Ms Smith and Ms Hall introduced the report and explained that the Panel was being given the opportunity to comment on and influence the review of the strategy. They then responded to comments and questions from the Panel, including the following:-

a) a review of the supply of supported housing places had been carried out as part of the preparation for a key decision about the service, and a further review of provision would be undertaken later in the summer of 2018; and

b) the strategy was primarily concerned with accommodation for children in care, but, related to it, more work was required on preventative and early help services. These services would become part of the strategy in the future. It was suggested that the Panel have a further opportunity to consider and comment on the strategy later in the summer of 2018, before it was finalised, *and this was subsequently added to the work programme.*

2. The Panel then discussed the recruitment, training and retention of foster carers, with the foster carers on the Panel contributing their experiences and views. Points arising included the following:-

a) information evenings sought to help attract more foster carers but this was a challenge and word of mouth was still the most used method of attracting new people;

b) Mr Griffiths said the role of foster carer was unlike any other and was a vocation rather than a job;

c) foster carers recruited more recently could be asked for their input of their experiences of recruitment and how this could be improved in future;

- d) Mrs Carpenter and Ms Moody were looking into the pay structure for foster carers and how this could compete more effectively with IFAs. This work was much appreciated;
- e) support for foster carers was an important part of the package and Mr Dunkley asked foster carers to say what more the County Council could do to support local foster carers' associations. Ms Moody said the structure of support groups was important and they performed a valuable role but could have a closer link with social work support. Mrs Carpenter added that, due to budget restrictions, foster carer support groups had a very low priority, which did not reflect the value the county placed upon its foster carers. Foster carers needed to have a supportive group in which they felt able to voice worries and discuss problems and find common ground with others who were having, or had dealt with, the same worries and problems. Use of IT for sharing forums was an option but older foster carers tended to resist the use of such media;
- f) these views surprised some Panel members and it was suggested that the Panel take a detailed look at the pay and rewards for foster carers. *An item would be added to the work programme for a future meeting;*
- g) a former foster carer on the Panel said she would not take up the role again now as she was put off by the recruitment process and fear of not receiving sufficient support;
- h) some aspects of fostering, for example, the respite care available, may not be well known by all foster carers so would need to be publicised; and
- i) information evenings had been made more informal as part of the recent 'rebranding' of the fostering role and good feedback had been received about the new format. Most people considering fostering would think about it over a long period (perhaps up to one year) before finally deciding. Young people who had been fostered sometimes attended information evenings, but these were vulnerable young people and care needed to be taken about exposing them to an audience which, in the early stages, was unknown. The Virtual School Kent apprentices supported and facilitated young people's participation in foster carers' training.

3. Ms Smith undertook to look into and address the issues raised during the discussion.

4. It was RESOLVED that the proposal to review and update the Sufficiency, Placements and Commissioning Strategy 2015-2018 be welcomed and supported, and a further report be made to a future meeting of the Panel to allow for more discussion of the final strategy, once the issues raised during discussion had been taken into account.

60. Performance Scorecard for Children in Care

(Item 13)

1. Mrs Robinson introduced the report and summarised key areas of performance since last reporting to the Panel. She then responded to comments and questions from the Panel, including the following:-

- a) concern was expressed that performance targets should be realistic and achievable, but not too easy. A combination of shorter and longer-term targets would help the County Council to get to where it needed to be. Mrs Robinson explained that some targets, for example, the number of initial health assessments undertaken within 20 days of a child coming into care, were not set by the County Council. Ms Sayer added that NHS commissioners in Kent had a key performance indicator of 85% for initial health assessments completed within the 20 working days set out in the statutory guidance. The County Council target was 90%. NHS colleagues worked with social care colleagues to build an improved picture of a child's case, and consent issues for children within the NHS were different from those in social care. *Ms Sayer offered to supply a breakdown of health assessment data for the last quarter to show what was set and monitored by the Kent NHS clinical commissioning groups, and Mrs Robinson offered to set out the process for target setting in the next performance scorecard report; and*
- b) Mr Dunkley explained that the reasons for patterns of performance would be investigated as part of the overall picture, for example, for the 13.3% of young people who refused health assessments, reasons for and rates of refusal would be examined and compared to those in other local authorities. He added that a good performance target should balance predicted performance with an element of stretch and aspiration. *Ms Smith offered to supply in the next performance scorecard report detail of the reasons given for refusal and how refusal would be dealt with.*

2. It was RESOLVED that the performance data in the children in care scorecard and the information given in response to comments and questions be noted, with thanks, and the next performance scorecard report include the process for target setting, a breakdown of health assessment data for the last quarter to show what was set and monitored by the NHS, and detail of the reasons given for refusal of a health assessment and how such refusal would be dealt with.

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

To: Children's, Young People and Education Cabinet Committee – 8 May 2018

Subject: Verbal update by the Cabinet Member and Corporate Director

Classification: Unrestricted

Electoral Divisions: All

The Cabinet Member for Children, Young People and Education and the Corporate Director of Children, Young People and Education will verbally update Members of the Committee on: -

- Primary Offer Day
- CYPE Update

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

To: Children's, Young People and Education Cabinet Committee – 8th May 2018

Subject: Ofsted Outcomes Update

Classification: Unrestricted

Electoral Division: All

Summary:

This report is provided three times a year and provides a summary of the inspection outcomes for Kent schools. The most recent data shows a steady and continual improvement in the quality of education in Kent schools. Overall, 92% of schools in Kent are now rated good or outstanding compared to 89% nationally, which is in line with our target of 93% for summer 2018. We have 385 good and 120 outstanding schools, 39 schools requiring improvement and 5 schools in a category of concern, out of a total of 549 schools with a current inspection result. Of the five schools in an Ofsted category, two are academies and three are local authority maintained. Overall there are nine more good and outstanding schools compared to this time last year. The monitoring of Ofsted outcomes was previously delegated to an Informal Member Group, which is no longer in place. Therefore, it is suggested that Members receive six monthly reports on this subject in order to monitor progress.

Recommendations:

The Children's, Young People and Education Cabinet Committee are asked to **NOTE** the information in the report and **DISCUSS** whether to receive six monthly reports on this subject in order to monitor progress.

1 DfE/Regional Schools Commissioner (RSC) update

- 1.1 Kent Local Authority does not have statutory duties regarding school improvement in academies and free schools. Links have been established between improvement advisers and academy trusts to foster collaborative working but academies do not receive funded visits from an improvement adviser. The Local Authority has no powers of intervention for academies and free schools. If there is a concern about an academy, the Local Authority will contact the academy principal and/or CEO to arrange a meeting to discuss the concerns and the actions being taken. The Local Authority can also challenge the RSC to intervene and tackle underperformance in line with the DfE 'Schools Causing Concern' guidance. The performance of academies and free schools is regularly discussed and reviewed at the Local Authority's termly meetings with the RSC.

2. Ofsted update

- 2.1 Since September 2017, Ofsted has made changes to the inspection process. Schools with an existing good judgement are subject to a section 8 (one day) inspection. Some good schools, however, have a full section 5 (two day) inspection, based on Ofsted's risk assessment. Section 8 inspections are also used to monitor the progress of schools with a judgement of requires improvement. Since September 2017, there have been 50 section 5 inspections and 75 section 8 inspections in Kent, a total of 125 inspections.

3 Primary inspections

- 3.1 Primary inspection outcomes continue to improve from a low starting point. Currently, 93% of primary schools are judged good or better compared with 54% in 2011. Nationally, 91% of primary schools have a good or better judgement. Of the 457 primary schools in the county, 300 schools (65.6%) are local authority maintained and 157 (34.4%) are academies or free schools. There are currently 27 schools (two local authority maintained and 25 academies) that do not yet have an inspection judgement which is 6% of the county's primary schools.
- 3.2 Since September 2017, there have been 32 section 5 inspections in primary schools; 18 local authority-maintained schools and 14 academies. There have been 63 section 8 inspections; 41 local authority-maintained schools and 22 academies.
- 3.3 There are 84 outstanding primary schools in the county; 62 local authority maintained (20%) and 22 academies (14%). The proportion of primary schools with an outstanding judgement has increased to 19.4%, compared with 18.5% in March 2017.
- 3.4 There are 29 primary schools (6.5%) with a current judgement of requires improvement; 13 maintained schools (4%) and 16 academies (10%). In March 2017, 36 primary schools had an inspection judgement of requires improvement.
- 3.5 Three primary schools are in an Ofsted category; one local authority-maintained school and two academies. One primary school was in an Ofsted category in March 2017.

4. Secondary inspections

- 4.1 Secondary inspection outcomes continue to improve. Currently 91.4% of secondary schools are good or better compared with 87.5% in March 2017. Nationally, 79% of secondary schools have a good or better judgement. There are 98 secondary schools in the county, 23 (23.4%) are local authority maintained and 75 (76.5%) are academies or free schools. There are currently five secondary schools (all academies) which do not yet have an inspection judgement.
- 4.2 Since September 2017, there have been 15 section 5 inspections in secondary schools; five local authority-maintained schools and ten academies. There have been six section 8 inspections and all have been academies.
- 4.3 There are 27 outstanding secondary schools in the county; six local authority maintained (26%) and 21 academies (28%). The proportion of secondary schools with an outstanding judgement is 32.3%, compared with 31.3% in March 2017.
- 4.4 There are nine secondary schools with a judgement of requires improvement; one

local authority-maintained school (4%) and eight academies (11%). In March 2017, 12 secondary schools had a judgement of requires improvement.

- 4.5 There is one secondary school in an Ofsted category and this is a local authority maintained school. No secondary schools were in an Ofsted category at this time last year.

5. Special school inspections

- 5.1 Special school inspection outcomes have dipped since March 2017 when all special schools in the county had a judgement of good or better. Currently, 90.9% of special schools have a good or better judgement which is just below the national proportion of 94%. There are 22 special schools; 21 local authority maintained and one academy. All special schools have an inspection judgement.
- 5.2 Since September 2017, there has been one section 5 inspection and six section 8 special school inspections.
- 5.3 There are six outstanding special schools in the county; five local authority maintained (24%) and one academy (100%). The proportion of special schools with an outstanding judgement has fallen to 27.3%, compared with 36.4% in March 2017.
- 5.4 Two local authority maintained special schools have a judgement of requires improvement (10%).
- 5.5 No special schools are in an Ofsted category of concern.

6. Pupil Referral Unit (PRU) inspections

- 6.1 Currently, 42.9% of PRUs have a good or better judgement. There are 7 PRUs, all are local authority maintained. All PRUs have an inspection judgement.
- 6.2 Since September 2017, there has been two section 5 PRU inspections.
- 6.3 There are two outstanding PRUs in the county. The proportion of PRUs with an outstanding judgement has increased to 28.6%, compared with 14.3% in March 2017.
- 6.4 Three PRUs have a judgement of requires improvement (42.9%). One PRU is in an Ofsted category of concern (14.3%).

7. School Improvement Support Offer

- 7.1 The Local Authority knows its schools well. Information from a range of sources, including performance data, monitoring visits and inspection outcomes is used to categorise schools and ensure schools they receive appropriate support:
- 7.2 High risk (red) schools categorised by:

- Ofsted judgement 4 or at risk of a 4

- Poor academic outcomes/ below floor standards/coasting
- Leadership and management concerns
- Schools causing concern protocol

Schools receive a minimum of 8 visits from an advisor. Support and monitoring visits can include a range of activities, for example, joint lesson observations, action planning for priority areas, challenge and support and brokering of additional support from other schools. This also includes support with Head teacher appraisal. Support from a good or outstanding school is brokered through the LA procurement framework where substantial and immediate leadership support is required. Contracts are monitored by school improvement.

7.3 Medium risk (Amber) schools categorised by:

- Ofsted: Requires Improvement or at risk of Requires Improvement
- Declining academic outcomes
- Other indicators raising concerns e.g. attendance

Receive a minimum of 3 support and monitoring visits from an advisor. Support with Head teacher appraisal.

7.4 Low risk (green schools) categorised by:

- Ofsted: Good or better
- Improving academic outcomes
- Not Red or Amber

Receive a minimum of 2 support and monitoring visits from an advisor. Support with Headteacher recruitment is provided to the governing bodies of all LA maintained schools

7.5 Currently, Kent has the following schools in each category:

Number of LA Maintained Schools	Red	Amber	Green	Total
Primary	11	44	249	304
Secondary	2	1	22	25
Special		2	19	21
PRU	4	4	1	9
Total	17	51	291	359

7.6 School Improvement also works closely with its partners Kent Association of Head teachers (KAH), Kent Special Educational Needs Trust (KsENT) and the Teaching Schools Network to:

- Promote and support the use of Kent Leaders of Education, National and Local leaders of Education, and deploying them well to support improvement in other schools.
- Identify School Improvement Priorities through an area-based model and collaborate to develop bids for the Strategic School Improvement Fund (DfE funding).
- To support the Kent Leadership Strategy, including:

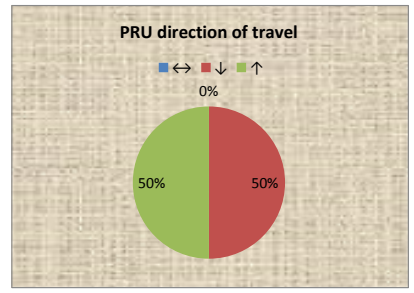
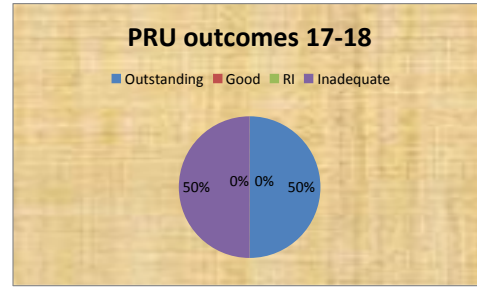
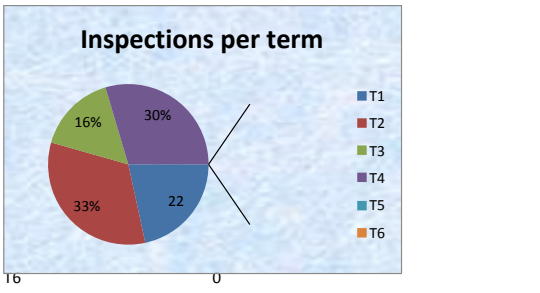
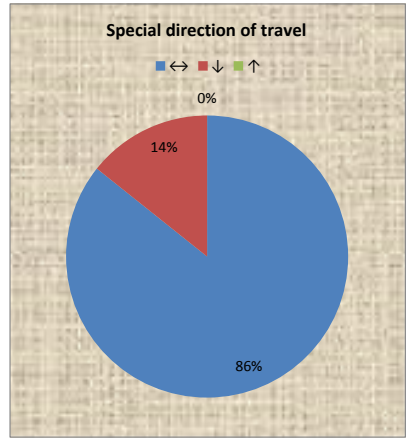
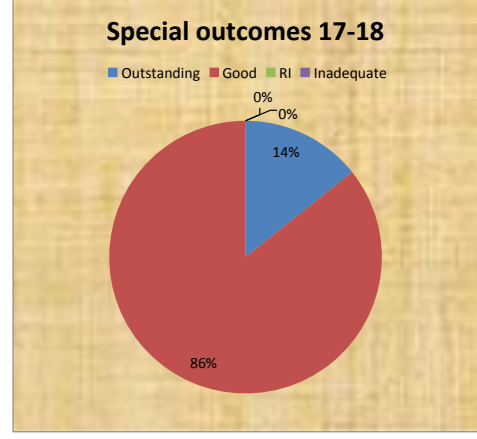
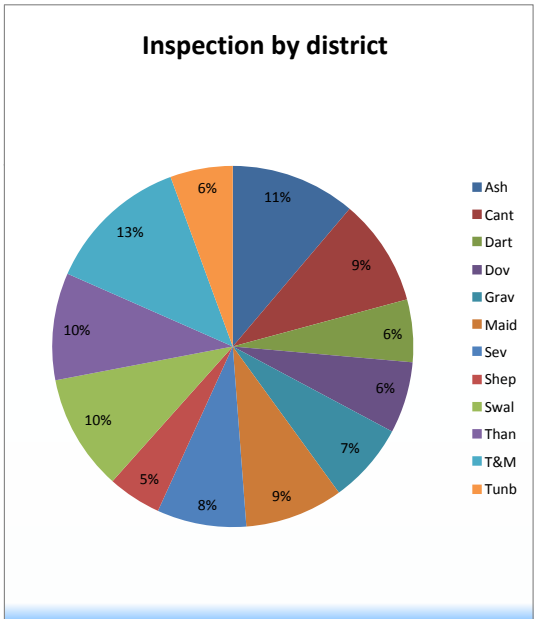
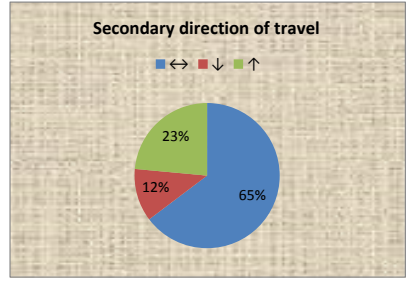
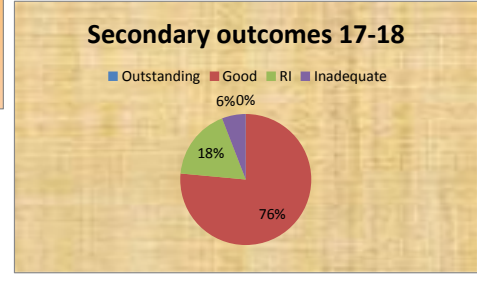
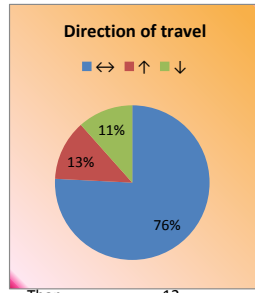
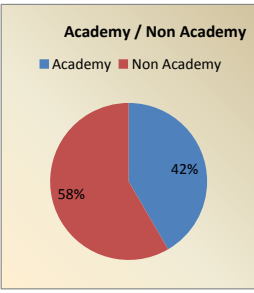
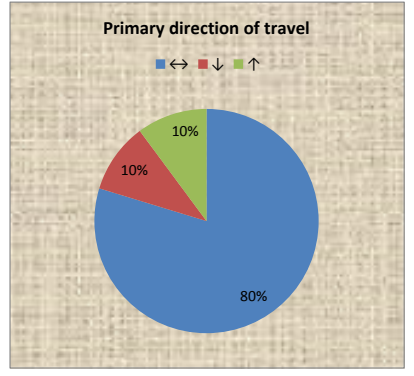
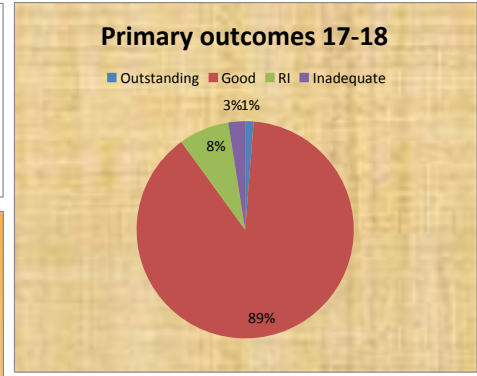
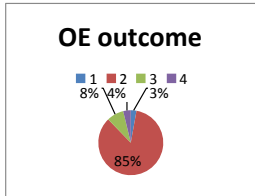
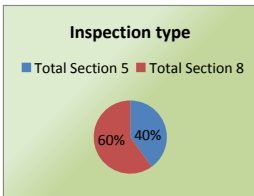
- Induction for new Headteachers including the identification of a mentor
- Coaching
- Allocation of a Kent/Local/National leader of Education for support

Recommendations:

The Children's, Young People and Education Cabinet Committee are asked to **NOTE** the information in the report and **DISCUSS** whether to receive six monthly reports on this subject in order to monitor progress.

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Term	School	Type	Academy / Non Academy	District	Type of inspection	Most recent inspection Date	OE Judgement	Direction of travel since previous inspection	First inspection since academising / new school	Previous inspection Date	Previous OE Judgement	Current Action / Provision
1	The Wyvern School	SPEC	Non Academy	ASH	8	12.09.17	2	↔		26.09.12	2	
1	St Richard's Catholic Primary School	PRI	Academy	DOV	8	13.09.17	2		Yes			
1	St Botolph's CEP School	PRI	Academy	GRAV	5	13.09.17	2		Yes			
1	More Park RCP School	PRI	Academy	T & M	8	13.09.17	2		Yes			
1	Pilgrims Way Primary School	PRI	Academy	CANT	8	13.09.17	4	↓		16.11.16	3	The school is an academy and was part of the Village Academies Trust. Since the category judgement in September 2017, the academy has been re-brokered by the RSC to the Veritas Academy Trust, with effect from April 2018.
1	Sandhurst Primary School	PRI	Non Academy	TUNB	8	14.9.17	RI monitoring			19.10.16	3	
1	Astor College	SEC	Academy	DOV	5	19.09.17	3	↔		26.05.15	3	
1	Rosherville CEP Academy	PRI	Academy	GRAV	5	19.09.17	3		Yes			
1	Lansdowne Primary School	PRI	Academy	SWAL	5	20.09.17	2		Yes			
1	Knole Academy	SEC	Academy	SEV	5	20.09.17	2	↑		17.11.15	3	
1	St Lawrence CEP School	PRI	Non Academy	SEV	8	20.09.17	2	↔		17.01.13	2	
1	Holy Trinity CEP School, Dartford	PRI	Non Academy	DART	5	20.09.17	2	↑		08.07.15	3	
1	The North School	SEC	Non Academy	ASH	5	26.09.17	2	↑		03.06.15	3	
1	Beaver Green Primary School	PRI	Academy	ASH	5	27.09.17	2		Yes			
1	North West Kent Alternative Provision Service	PRU	Non Academy	DART	5	03.10.17	4	↓		23.06.13	1	Academy Order in place. Potential Trust identified. (Rivermead) Academisation delayed due to building works, Jan 2019 earliest date School improving New Head teacher School Improvement Support Ofsted monitoring visit over due
1	Shorne CEP School	PRI	Academy	GRAV	8	03.10.2017	2		Yes			
1	Grove Park Primary School	PRI	Academy	SWAL	8	03.10.2017	2	↔	Yes			
1	Copperfield Academy	PRI	Academy	GRAV	8	06.10.2017	RI monitoring			14.09.16	3	
1	Stella Maris Primary School	PRI	Academy	SHEP	8	10.10.2017	2		Yes			
1	New Line Learning Academy	SEC	Academy	MAID	5	10.10.2017	3	↔		04.02.15	3	
1	The Canterbury Academy	SEC	Academy	CANT	5	11.10.2017	2	↑		13.01.15	3	
1	Kennington CEP Academy	PRI	Academy	ASH	5	11.10.2017	2	↑		01.05.13	4	
1	Tunbury Primary School	PRI	Non Academy	T & M	8	17.10.2017	2	↔		10.07.13	2	
1	West Malling CEP School	PRI	Academy	T & M	8	17.10.2017	2	↔		15.05.13	2	
1	St John's CEP School	PRI	Non Academy	CANT	8	19.10.17	RI monitoring			22.03.16	3	
1	Elms School	SPEC	Non Academy	DOV	8	18.10.17	2	↓		14.01.14	1	
1	Holy Trinity CEP School, Gravesham	PRI	Non Academy	GRAV	8	19.10.17	RI monitoring			24.02.16	3	
2	Hernhill CEP School	PRI	Non Academy	SWAL	8	31.10.17	1	↑		12.02.13	2	
2	Ashford Oaks Community Primary School	PRI	Non Academy	ASH	8	31.10.17	2	↔		08.05.13	2	
2	Churchill CEP School	PRI	Non Academy	SEV	5	31.10.17	3	↓		19.11.13	2	
2	Wouldham All Saints CEP School	PRI	Non Academy	T & M	8	01.11.17	2	↔			2	
2	Holywell Primary School	PRI	Non Academy	SWAL	8	02.11.17	2	↔			2	
2	Towers School and Sixth Form Centre	SEC	Academy	ASH	8	07.11.17	RI monitoring				3	
2	Minster CEP School	PRI	Non Academy	THAN	8	07.11.17	2	↔			2	
2	Wilmington Grammar School for Boys	SEC	Academy	DART	8	07.11.17	2	↔			2	
2	Wentworth Primary School	PRI	Academy	DART	8	07.11.17	2	↔			2	
2	St John's CEP School, Tunbridge Wells	PRI	Non Academy	TUNB	5	08.11.17	2	↔		27.02.13	2	



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2	Wateringbury CEP School	PRI	Non Academy	T & M	5	08.11.17	2	↑		04.02.15	3	
2	Northdown Primary School	PRI	Academy	THAN	8	09.11.17	3	↓			2	
2	Lawn Primary School	PRI	Non Academy	GRAV	8	14.11.17	2	↔			2	
2	St Stephen's Junior School	PRI	Academy	CANT	8	14.11.17	2	↔			2	
2	Aylesford Sports College	SEC	Non Academy	T & M	5	14.11.17	3	↓		13.01.14	2	
2	St Katherine's School	PRI	Non Academy	T & M	5	14.11.17	3	↓		20.03.13	2	
2	The Leigh Technology Academy	SEC	Academy	DART	5	15.11.17	2	↔		09.05.13	2	
2	Ospringe CEP School	PRI	Non Academy	SWAL	8	15.11.17	2	↔		15.11.12	2	
2	Hawkurst CEP School	PRI	Non Academy	TUNB	8	21.11.17	2	↔		03.07.13	2	
2	St Alphege CEI School	PRI	Non Academy	CANT	5	21.11.17	2	↔		09.07.13	2	
2	Broadwater Down Primary School	PRI	Non Academy	TUNB	8	21.11.17	2	↔		01.03.13	2	
2	Sandown Primary School	PRI	Non Academy	DOV	8	21.11.17	2	↔		13.03.13	2	
2	Holy Trinity and St John's CoE Primary School	PRI	Non Academy	THAN	5	21.11.17	2	↔		12.06.13	2	
2	Sittingbourne Community College	SEC	Academy	SWAL	5	21.11.17	2	↔		17.12.13	2	
2	Brookfield Junior School	PRI	Non Academy	T & M	5	21.11.17	2	↔		26.09.12	2	
2	Lunsford Primary School	PRI	Non Academy	T & M	8	22.11.17	2	↔		12.06.13	2	
2	Brookland CEP School	PRI	Non Academy	SHEP	8	22.11.17	2	↔		24.04.13	2	
2	Singlewell Primary School	PRI	Non Academy	GRAV	8	22.11.17	2	↔		18.04.13	2	
2	Shears Green Junior School	PRI	Non Academy	GRAV	8	28.11.17	2	↔		18.10.12	2	
2	Edenbridge Primary School	PRI	Non Academy	SEV	5	28.11.17	4	↓		22.05.13	2	Academy Order imminent for conversion into the Pioneer Academy Trust. The Pioneer Trust began support for the school in January 2018 through a contract on the procurement framework. SIA is monitoring of the impact of support until the academy conversion date which is due to be 1 July 2018.
2	Cornwallis Academy	SEC	Academy	MAID	8	28.11.17	2	↔		11.06.13	2	
2	Sevenoaks Primary School	PRI	Non Academy	SEV	8	28.11.17	2	↔		18.04.13	2	
2	Foreland Fields School	SPEC	Non Academy	THAN	8	29.11.17	2	↔		19.06.13	2	
2	Sutton Valence Primary School	PRI	Non Academy	MAID	5	05.12.17	2	↑		11.11.15	3	
2	Smarden Primary School	PRI	Academy	ASH	8	05.12.17	2	↔		14.03.13	2	
2	Aylesham Primary School	PRI	Non Academy	DOV	5	05.12.17	2	↔		24.09.13	2	
2	Hugh Christie Technology College	SEC	Non Academy	T & M	5	05.12.17	2	↔		23.01.14	2	
2	Hythe Bay CEP School	PRI	Non Academy	SHEP	8	05.12.17	2	↔		23.01.13	2	
2	Martello Primary School	PRI	Academy	SHEP	8	06.12.17	safeguarding inspection		Yes			
2	Goldwyn Community Special School	SPEC	Non Academy	ASH	8	07.12.17	1	↔		11.01.14	1	
2	Fulston Manor School	SEC	Academy	SWAL	5	13.12.17	2	↔		27.02.14	2	
3	Bower Grove School	SPEC	Non Academy	MAID	8	09.01.18	2	↔		11.02.14	2	
3	Willesborough Junior School	PRI	Non Academy	ASH	8	09.01.18	2	↔		08.05.14	2	
3	South Borough Primary School	PRI	Academy	MAID	5	16.01.18	2		Yes			
3	Stone Bay School	SPEC	Non Academy	THAN	8	16.01.18	2	↔		12.06.13	2	
3	Meopham School	SEC	Academy	GRAV	8	16.01.18	2	↔		12.11.14	2	
3	Bethersden Primary School	PRI	Non Academy	ASH	8	23.01.18	2	↔		06.03.14	2	
3	Dartford Primary Academy	PRI	Academy	DART	5	23.01.18	2		Yes			
3	John Mayne CEP School	PRI	Non Academy	ASH	5	23.01.18	2	↔		27.02.14	2	

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3	Herne Bay High School	SEC	Academy	CANT	5	23.01.18	2	↔		06.03.14	2	
3	Briary Primary School	PRI	Non Academy	CANT	5	30.01.18	2	↔		27.11.13	2	
3	Dartford Bridge Community Primary School	PRI	Non Academy	DART	8	30.01.18	2	↔		04.03.14	2	
3	Molehill Primary Academy	PRI	Academy	MAID	5	30.01.18	2	↑		09.12.15	3	
3	Canterbury Road Primary School	PRI	Non Academy	CANT	8	31.01.18	2	↔		26.09.12	2	
3	Swalecliffe Primary School	PRI	Non Academy	CANT	8	31.01.18	2	↔		27.06.13	2	
3	Plaxtol Primary School	PRI	Non Academy	T & M	8	01.02.18	2	↔		24.01.13	2	
3	High Firs Primary School	PRI	Non Academy	SEV	8	01.02.18	2	↔		15.07.14	2	
3	Crockham Hill CEP School	PRI	Non Academy	SEV	8	06.02.18	2	↔		19.06.13	2	
3	Sissinghurst CEP School	PRI	Non Academy	TUNB	8	06.02.18	2	↔		06.06.13	2	
3	Horizon Primary Academy	PRI	Academy	SEV	8	07.02.18	2	↔		18.09.13	2	
3	Teynham Parochial CEP School	PRI	Non Academy	SWAL	8	07.02.18	2	↔		15.05.13	2	
4	Archbishop Courtenay Primary School	PRI	Academy	MAID	8	20.02.18	special measures monitoring			14.06.17	4	School is already an academy and part of Aquila, the Diocese of Canterbury Academies Trust. The school was judged to be making reasonable progress following its first HMI monitoring visit in the autumn term.
4	Davington Primary School	PRI	Non Academy	SWAL	8	20.02.18	2	↔		18.09.13	2	
4	Charlton CEP School	PRI	Academy	DOV	5	20.02.18	2		Yes			
4	Luddenham School	PRI	Academy	SWAL	8	20.02.18	2	↔		25.02.14	2	
4	St Augustine Academy	SEC	Academy	MAID	5	20.02.18	2	↔		01.10.14	2	
4	The Holmedale School	SEC	Non Academy	T & M	5	20.02.18	4	↓		13.03.13	2	Academy Order expected No Trust currently identified, Brook learning Alliance continuing to provide school improvement support, Addition LA school improvement support-consultant head teacher, Interim Executive Board in process
4	Community College Whitstable	SEC	Non Academy	CANT	5	20.02.18	2	↑		03.03.15	3	
4	Woodchurch CEP School	PRI	Non Academy	ASH	8	22.02.18	2	↔		14.03.14	2	
4	Priory Infant School	PRI	Non Academy	THAN	8	27.02.18	2	↔		06.02.14	2	
4	Brunswick House Primary School	PRI	Non Academy	MAID	5	27.02.18	2	↑		02.02.16	3	
4	Two Bridges School	PRU	Non Academy	TUNB	5	06.03.18	1	↑		22.01.14	2	
4	Regis Manor Primary School	PRI	Academy	SWAL	5	06.03.18	2	↔		11.03.14	2	
4	Broomhill Bank School	SPEC	Non Academy	TUNB	5	06.03.18	2	↔		03.12.13	2	
4	Hersden Village Primary School	PRI	Academy	CANT	8	06.03.18	2	↔		15.05.14	2	
4	St James the Great Academy	PRI	Academy	T & M	5	07.03.18	2	↔		20.03.14	2	
4	Hartsdown Academy	SEC	Academy	THAN	5	08.03.18	Report not yet published			20.03.14	2	
4	Cage Green Primary School	PRI	Non Academy	T & M	8	12.03.18	RI monitoring			04.10.16	3	
4	Boughton Monchelsea Primary School	PRI	Non Academy	MAID	5	13.03.18	2	↔		05.02.14	2	
4	St Michael's CEJ School, Maidstone	PRI	Non Academy	MAID	5	13.03.18	3	↓		11.12.13	2	
4	Graveney Primary School	PRI	Academy	SWAL	5	13.03.18	2	↔		25.09.13	2	
4	East Peckham Primary School	PRI	Non Academy	T & M	8	13.03.18	2	↔		10.10.13	2	
4	Drapers Mills Primary Academy	PRI	Academy	THAN	5	13.03.18	RI monitoring			19.01.16	3	
4	Garlinge Primary School & Nursery	PRI	Non Academy	THAN	8	15.03.18	2	↔		25.06.14	2	
4	Repton Manor Primary School	PRI	Non Academy	ASH	8	16.03.18	2	↔		11.12.13	2	
4	Hever CEP School	PRI	Non Academy	SEV	5	20.03.18	3	↓		03.10.13	2	
4	Hextable Primary School	PRI	Non Academy	SEV	5	20.03.18	2	↔		11.12.13	2	

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4	Chilton Primary School	PRI	Academy	THAN	8	21.03.18	Report not yet published			21.03.13	2	
4	Ash Cartwright and Kelsey School	PRI	Non Academ	DOV	8	22.03.18	RI monitoring			21.06.17	3	
4	Lydd Primary School	PRI	Academy	SHEP	5	21.03.18	Report not yet published		Yes			
4	Bridge and Patixbourne CEP School	PRI	Non Academ	CANT	8	22.03.18	2	↔		12.06.14	2	
4	Dame Janet Primary Academy	PRI	Academy	THAN	8	23.03.18	RI monitoring				3	
4	Lynstead and Norton School	PRI	Academy	SWAL	8	26.03.18	RI monitoring			19.05.16	3	
4	Godinton Primary Academy	PRI	Academy	ASH	8	27.03.18	Report not yet published		Yes			
4	Dover Christ Church Academy	SEC	Academy	DOV	8	27.03.18	RI monitoring			05.10.16	3	
4	St Saviour's CEJ School	PRI	Non Academ	THAN	8	27.03.18	2	↔		13.03.14	2	
4	St Eanswythe's CEP School	PRI	Academy	SHEP	8	27.03.18	Report not yet published			14.11.13	2	
4	Hillview School for Girls	SEC	Academy	T & M	8	27.03.18	Report not yet published			11.12.13	2	

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

To: Children's, Young People and Education Cabinet Committee – 8 May 2018

Subject: Post 16 Transport Policy 2018/19

Decision Number: 18/00016

Classification: Unrestricted

Future Pathway of Paper: Cabinet Member Decision

Summary: Each year KCC has a legal duty to consult on its Policy for Post 16 Transport and publish a Post 16 Transport Policy Statement by the 31 May.

Recommendation(s): The Children's, Young People and Education Cabinet Committee are invited to endorse the proposed policy ahead of a Cabinet Member Decision on the final Post 16 Transport Policy Statement to be published by 31 May 2018.

1. Introduction

- 1.1 The report is designed to update Members regarding decisions taken relating to the 16+ Travel Card and other post 16 transport initiatives.
- 1.2 The attached policy makes it clear with the exception of Kent Children in Care - who receive a Free Young Persons Travel Card to age 18, that in the first instance there is an expectation that learners will make use of the 16+ Travel Card, seeking bursary funding support where necessary to access this as a preferred means of accessing education, training or a work-based learning setting. It also sets out the duties on the LA to consider requests for transport and is a continuum of existing policy.
- 1.3 KCC is required to enable access to education and will consider applications for support where a 16+ Travel Card is not suitable. Where support is agreed, the policy makes clear that learners will initially be assessed for Independent Travel Training and alternative transport arrangements will only be provided where this training is not appropriate. Where additional support is refused learners can appeal to the Transport Regulation Committee Appeal Panel.

2. Policy Framework

- 2.1 The Post 16 Transport Policy will assist learners in accessing their preferred learning environments and contribute to Kent's Strategic Outcomes which state that children and young people in Kent will get the best start in life and achieve good outcomes by participating in education or training to age 18.

3. The Report

- 3.1 KCC has a duty to consider applications for transport and is required to enable access to education. In most circumstances it meets this duty through the 16+ Travel Card. This is a generous discretionary scheme which aids access to both education and employment with training. The card will continue to be made available at the agreed cost of £400 a year with no limit on the level of use. Following feedback to last year's consultation, the pass will now be made available through a centralised application process to KCC. Learning providers, at their discretion, can subsidise this using bursary funding and we would expect bursary to be provided for up to 50% of the cost for low income families.
- 3.2 KCC has a duty to consult on and publish its Post 16 Transport Policy Statement each year. Whilst there is no statutory duty to provide transport for Post 16 Learners, there is a duty to consider applications for assistance with transport and to enable access to education and training to age 18. The transport policy sets out how KCC will meet this duty and what learners can expect by way of support.
- 3.3 Schools, colleges and learning providers have been consulted, as have their students. Neighbouring local authorities and Public Transport have also been included in the consultation, as have parents. The consultation on the proposed policy ran from 26 February until 8 April 2018.
- 3.4 The Vacant Seat Payment Scheme allows some learners, including those in sixth forms and colleges, to purchase a spare seat on vehicles that KCC hires to transport eligible learners to their place of learning. There is currently a disparity between the cost of VSPS and the 16+ Travel Card, which can create an additional financial burden on Kent families who cannot make use of the 16+ Travel Card. This year's consultation proposed to reduce the price of VSPS from £490 per annum, to £400, the same price as the 16+ Travel Card.
- 3.5 The policy is attached as appendix 1 and a copy of the consultation document and the equalities impact assessment can be found via the following link: www.kent.gov.uk/post16transport
- 3.6 Feedback from the consultation is attached as appendix 2

4. Financial Implications

- 4.1 The scheme is uncapped and costs will vary marginally depending on take up levels and journeys undertaken by cardholders. We would expect the level of subsidy required for the 16+ Travel Card to be broadly similar in 2018-19.

4.2 On average, around 100 learners make use of VSPS each year. The proposed reduction in VSPS pricing will likely result in a yearly loss of revenue in the region of £9,000 in the context of a £2.37m overall spend.

5. Conclusions

5.1 The consultation is a requirement set out in our legal duties. Despite there being no material changes to the main policy we must undertake this consultation process. Invariably feedback centres on the cost of the pass. Where cost was mentioned as a limitation of the scheme, the majority of respondents highlighted that Post 16 learners are legally required to be in some form of education, training or employment and so should pay the same as 11 – 16-year-old students for school transport. Unfortunately, KCC is not directly funded to support any transport requirements that result for learners over the age of 16. At its discretion, KCC subsidises Post 16 Transport by £2.37m each year ensuring learners can access their schools and colleges, however, this does result in a higher cost for the 16+ Travel Card which also reflects the greater benefits than the pre-16 scheme.

5.2 Rail Travel use within the scheme was another common request and has been explored with rail operators but proved cost prohibitive. Instead KCC has previously written to the Transport Minister seeking the introduction of reduced fares at peak times for this age group of learners as a formulated National scheme.

5.3 Further responses relate to a poor level of service from public bus networks. Officers continue to work with providers to ensure sufficient provision is in place. A growing percentage of respondents have highlighted a desire to pay for the service in instalments. Work will be undertaken to ascertain the possibility of implementing these suggestions.

5.4 Just over two thirds of respondents were in support of the proposed reduction in VSPS costs, with the vast majority of remaining responses selecting “don’t know”. Only 3% of respondents were opposed to the reduction in VSPS cost, but none expressed a rationale for their answer, so their motivations are unclear.

6. Recommendation(s)

6.1 The Children’s, Young People and Education Cabinet Committee are invited to endorse the proposed policy ahead of a Cabinet Member Decision on the final Post 16 Transport Policy Statement to be published by 31 May 2018.

7. Background Documents

- Post 16 Transport Policy – appendix 1
- Consultation and Equality Impact Assessment
www.kent.gov.uk/post16transport

8. Contact details

Report Author

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Relevant Director

- Keith Abbott– Director of Education Planning and Access
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY:

Roger Gough,

Cabinet Member for Children, Young People and Education

DECISION NO:

18/00016

For publication

Subject: Post-16 Transport Policy Statement

Decision:

As Cabinet Member for Children, Young People and Education, I agree the final Post-16 Transport Policy Statement

Reason(s) for decision:

- 1.1 KCC has a duty to consider applications for transport and is required to enable access to education. In most circumstances it meets this duty through the 16+ Travel Card. This is a generous discretionary scheme which aids access to both education and employment with training. The card will continue to be made available at the agreed cost of £400 a year with no limit on the level of use. Following feedback to last year's consultation, the pass will now be made available through a centralised application process to KCC. Learning providers, at their discretion, can subsidise this using bursary funding and we would expect bursary to be provided for up to 50% of the cost for low income families.
- 1.2 KCC has a duty to consult on and publish its Post 16 Transport Policy Statement each year. Whilst there is no statutory duty to provide transport for Post 16 Learners, there is a duty to consider applications for assistance with transport and to enable access to education and training to age 18. The transport policy sets out how KCC will meet this duty and what learners can expect by way of support.
- 1.3 Schools, colleges and learning providers have been consulted, as have their students. Neighbouring local authorities and Public Transport have also been included in the consultation, as have parents. The consultation on the proposed policy ran until the 8 April 2018.
- 1.4 The Vacant Seat Payment Scheme allows some learners, including those in sixth forms and colleges, to purchase a spare seat on vehicles that KCC hires to transport eligible learners to their place of learning. There is currently a disparity between the cost of VSPS and the 16+ Travel Card, which can create an additional financial burden on Kent families who cannot make use of the 16+ Travel Card. This year's consultation proposed to reduce the price of VSPS from £490 per annum, to £400, the same price as the 16+ Travel Card.
- 1.5 The policy is attached as appendix 1 and a copy of the consultation document and the equalities impact assessment can be found via the following link: www.kent.gov.uk/post16transport

Financial Implications

- 2.1 The scheme is uncapped and costs will vary marginally depending on take up levels and journeys undertaken by cardholders. We would expect the level of subsidy required for the 16+

Travel Card to be broadly similar in 2018-19.

2.2 The proposed reduction in VSPS pricing will likely result in a yearly loss of revenue in the region of £9k however this is in the context of a £2.37m overall spend on Post 16 mainstream and SEN transport.

Cabinet Committee recommendations and other consultation:

Any alternatives considered:
All alternatives will be considered following the consultation period.

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

Signed.....

Date.....

16+ Transport Policy 2018/19

For 16 - 19 year olds in the pursuit of, or receiving education or training at schools, academies and other institutions within the further education sector.

1. Kent County Council (KCC) considers that in most circumstances the provision of a Kent 16+ Travel Card at the subsidised rate of £400 per annum (subject to change) is sufficient to facilitate the attendance of persons aged between 16 – 19 at their chosen education or training provider. This may be at schools, academies, colleges or in the workplace through an apprenticeship or other work based training provision.

The Kent 16+ Travel Card is available to purchase from Kent County Council. The 16 + Travel Card offers free at point of travel access, to the entire public bus network operating in Kent including single destination journeys out of Kent and back into the County. It is available for use 24 hours a day, 7 days a week. Learning providers can choose to further subsidise this charge to their students or trainees if they meet Bursary conditions.

Children and Young People (CYP) who are not eligible for help with transport can alternatively apply for a seat on vehicles hired by the Local Authority under the Vacant Seat Payment Scheme (VSPS).

Vacant seats on hired vehicles are only made available after the start of term, once all statutorily entitled CYPs have been accommodated onto transport and vehicle spaces are known. Consequently parents seeking to purchase a vacant seat may need to make other arrangements for their child to access school during the period when vacant seats are being collated for allocation. This will not be refunded by the LA. VSPS awards seats on a first come first serve basis.

Where a VSPS seat is granted, it may have to be withdrawn at a later date for a CYP who is entitled to free transport, if the Local Authority decide to stop running the vehicle or if it is decided to run a smaller vehicle.

If the seat is taken away, parents will be given until the end of the academic year when they will then have to make their own arrangements.

VSPS is not available on public transport. Charges are normally £130 for the autumn and spring terms and £140 for the summer term per CYP but this can be subject to change. The charge must be paid in advance and part payments and pro-rata payments cannot be accepted.

2. To support the provision of suitable education or training for young people who are 16 and 17 and not in education, employment or training (NEET), Kent County Council may offer fixed term (up to one month) travel cards at subsidised rates to facilitate travel to interviews, work experience and other activities necessary to secure appropriate provision. To be eligible, young people must be registered and receiving support through Early Help and Preventative Services.

3. KCC recognises that in some rural communities, access to public bus services may be a challenge at key times. KCC operates a Kent Wheels to Work scheme, where discounted access to a moped can be made available in certain circumstances. More information is available at www.w2wkent.gov.uk

4. If, however, you have special circumstances which you believe should make you eligible to receive help of an alternative nature than those set out above you should write to **The Transport Eligibility Team, Room M4.26, Sessions House, County Hall, Maidstone ME14 1XQ** setting out those circumstances, in full. You may rely upon any circumstances which are relevant to your application. The way that Kent County Council exercises its duty to enable access to education, be it with financial or practical support is entirely at the discretion of Kent County Council, including where appropriate a decision to meet the full cost of your transport or alternatively to offer no additional support. The following considerations will be given greater weight by us when we consider your application, but do not guarantee you will be eligible to receive additional assistance from Kent County Council.

(i) that it is not/would not be reasonably practicable for you to attend the educational establishment at which you are registered or at which you would like to register to receive education or training using a Kent 16+ Travel Card on the terms described above

(ii) that the distances and/or journey times, between your home and the educational establishment at which you are registered or would like to register makes the use of Kent 16+ Travel Card, on the terms described above impractical or not practical without additional assistance. Kent County Council will usually only provide one form of support for Low Income Families

(iii) that you and your family cannot afford the Kent 16+ Travel Card on the terms described above.

This will normally require proof of receipt of certain benefits i.e.

- Income support
- Income based jobseekers allowance
- Child Tax Credit (TC602 for the current tax year with a yearly income of no more than £16,190pa)
- Guaranteed element of state pension credit
- Income related employment and support allowance
- Maximum Level of Working Tax Credit

Assistance on this ground will normally only be given where the educational establishment is not more than 6 miles from your home. Any additional provision or assistance would be reviewed on an annual basis and your parents would be required to provide the Transport Eligibility Team with up to date proof of the family's income at that time.

(iv) that the nature of the route, or alternative routes, which you can reasonably be expected to take with a Kent 16+ Travel Card makes the use of the Card impractical or not practical without additional assistance.

(v) that reasons relating to your religion or belief (or that of your parents) mean that the use of the Kent Travel 16+ Card is not practical or is not practical without additional assistance.

Where a learner is attending an educational establishment of the same denomination as themselves (or religion in cases where the religion does not have denominations) in order to be considered for transport assistance, they must also have the application form signed by a vicar/priest or religious leader of the same denomination (or religion where there are no denominations) as the school stating that the learner is a regular and practising member of a church or other place of worship of the same denomination (or religion where there are no denominations) as the educational establishment concerned.

Where a learner is attending a church school of a different denomination or religion to that of the parent, in order to be considered for transport assistance, they must also have the application form signed by a vicar/priest or other religious leader stating that the learner is a regular and practising member of that religion or denomination. The learner will also need to explain why their religion of belief makes it desirable for the learner to attend that particular educational establishment rather than another educational establishment nearer to the learner's home, given that the chosen educational establishment is not of the same religion or denomination as that practised by the learner.

Where a learner is attending an educational establishment for reasons connected with his or her non-religious belief, in order to be considered for transport assistance the learner will need to explain what that belief is and why the belief makes it desirable for the learner to attend that particular educational establishment rather than another nearer educational establishment. The learner will also need to provide evidence to prove that they do indeed hold the belief in question. This could be confirmation from a person of good standing in the community who knows the learner, for example a councillor, a doctor, a social worker or a lawyer or alternatively proof of the learner or his parent's medium or long term membership of a society or other institution relating to that belief.

Free transport or other transport assistance will only be awarded under any of the three categories above where Kent County Council is persuaded that the religion or belief is genuinely held and that the placement of the learner at the institution in question will be of significant benefit to the learner because of the relationship between the religion or belief of the learner and the nature of the educational institution in question.

(vi) that any disability or learning difficulty that you have means that the use of the Kent Travel 16+ Card is not practical or is not practical without additional assistance. Kent County Council recognises that in some circumstances

public transport may not be appropriate as a result of a disability or learning need and again in these exceptional circumstances other means of support will be considered on the provision of evidence supplied by supporting documentation from a range of appropriate specialists or professionals, for example consultant/health/educational.

The Local Authority will normally only agree to such requests for a maximum period of one year. Arrangements would then be reviewed. The Local Authority can then agree such requests for the duration of the course up until the end of the year in which the young person reaches the age of 19.

Learners aged 16 – 19 for whom the Local Authority maintains an Education Health and Care plan are also expected to seek a 16+ Travel Card from KCC. It would be expected that where students have not accessed public transport previously, that they will engage with Kent's Independent Travel Training Team to be trained to use public transport. Refusal to embark on such training where this is considered appropriate, may affect any future decisions where additional support for transport is being requested. Where the learners are unable even with appropriate independent travel training, to access public bus travel as a result of their levels of need, consideration will be given to other means of support.

If the learner has a disability or mobility problems in accessing public transport, evidence from their consultant must be provided to the Local Authority in order to consider and review the request.

You should also state what additional or alternative steps you would like Kent County Council to take to assist you in attending the educational institution at which you are registered/would like to register.

5. Please note you will be asked to provide evidence to support any case that you may present, for example and where relevant-

- (i) proof that you have applied to or are registered at a particular educational establishment such as a copy of your acceptance/offer letter from the college;
- (ii) proof of your and/or your family's income and savings e.g. TC602 from HM Inland Revenue;
- (iii) proof of any disability or learning difficulty that you have; (report from consultant or report from Special Educational Needs Department providing confirmation that you are unable to access a nearer educational establishment to your home and/or are unable to access public transport for example);
- (iv) proof that you have applied to colleges or other educational establishment closer to your home (for the same course or for a similar course), which if accepted would have meant that you would not have required additional assistance from us and proof that those applications were turned down. (Copies of refusal letters would be required);
- (v) details of the unsuitable route that you say you would need to travel and detailed reasons why you consider the same to be unsuitable;
- (vi) proof that you are a member of a particular religion or religious denomination or (where possible) that you have a particular belief where that

is relevant to your argument. Ordinarily, where you are making an application on faith grounds, you will be required to attend an establishment with the same religious denomination as your place of worship.

5. Please send the details of your special circumstances to **The Transport Eligibility Team, Room M4.26, Sessions House, County Hall, Maidstone ME14 1XQ**. We will let you have a written decision as to whether we are able to make any additional financial or other support available to you within 28 days of you providing any supporting evidence that we may require and of you answering any additional questions that we may raise. In the event that transport assistance is refused, details of the appeals procedure will be included in the decision letter.

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Outcomes of the Public Consultation

KCC held a public consultation on the proposed post 16 transport policy which ran from 26 February to 8 April.

Schools, colleges and learning providers have been consulted, as have their students. Neighbouring local authorities and Public Transport have also been included in the consultation, as have parents.

The consultation on the proposed policy ran from 26 February until the 8 April 2018. It was promoted in the following ways:

- KELSI bulletin
- Emails to stakeholders
- Letters to parents that have purchased the 16+ Travel Card
- Posters to be used by learning providers to promote the consultation to students

Were there any other responses received, perhaps by letter/email from learning providers, Public transport, Neighbouring authorities etc expressing their views? If so, views can be summarised in this doc.

There was a total of 91 responses to the consultation, including 2 responses from via post. Responders were asked to categorise the aspects of the Transport Policy Statement on which they wished to comment into 4 themed areas. Some respondents commented on more than one theme which explains discrepancy in total comments.

- Eligibility criteria for applying for support (8 comments)
- The 16+ Travel Card (81 comments)
- Types of Travel Available (19 comments)
- Another aspect of the policy (14 comments)

Of these responses

70 responses were received from parents/carers
 16 responses were received from a pupil/student in Yr12 -14
 1 response was received from a pupil/student in Yr7 – 11
 3 responses were received from a learning provider
 1 response was received from other parties

The majority of parent/carers and pupils/students who took part in the consultation currently use the travel card.

Comments about the Policy

Responses to the consultation were consistent across the different groups.

The majority of the 83 responses that left comments about the policy felt the cost of the card was too expensive (36 comments). Comparisons between the Young Persons Travel Pass and the Kent 16+ Travel Card were made especially by parents who have students in school using both passes.

The next biggest issue was the requirement for children to remain in education by law (23 comments).

The inclusion of rail travel on the card was also a theme (3 comments). Because of the difficulties for some students, living in rural areas, to travel to school/college using the bus network, the use of the Travel Card on trains is considered to be as important for students to be able to access their education.

12 comments were made about the poor levels of service in the public bus network. This related to overcrowding, lateness, unhelpful drivers and a general lack of usable information.

15 comments suggested that they would prefer to be able to pay for the card on a monthly or instalment basis. 4 comments requested that parents be given the option of purchasing a 16+ Travel Card that had the same limitations at the Young Person Travel Pass (excluding weekend and evening travel), but at a reduced cost. Public Transport are currently investigating whether this is possible for KCC's Young Persons Travel Card and if this is achievable, further work will be completed to ascertain whether this option can be made available for 16+ Travel Card applicants.

1 comment stated that it was unfair that every student was charged the same amount as travel requirements vary.

18 comments supported The Travel Card especially with the extended use at weekends and holidays.

Vacant Seat Payment Scheme (VSPS)

Parents were asked if they agreed with a reduction in the cost of VSPS from £490 to £400. The following responses were received:

Agree	59	(67%)
Disagree	3	(3%)
Don't know	26	(30%)

Equality and Diversity

Where these numbers do not aggregate to the total number of submissions, it is as a result of the respondent choosing not to answer the question.

The assessment from the consultation shows that of those responses received, the following ethnic groups took part:

White English	74
White Scottish	2
Asian or Asian British: Other	1

Black or Black British: African	1
Black or Black British: Other	1
Mixed: White and Black Caribbean	1
White Welsh	1
White Other	1
Prefer not to say	7

The following responses identified their gender as follows:

Male	16
Female	65
Prefer not to say	8

When asked if the responded considered themselves disabled as set out in the Equality Act 2010:

Yes	1
No	86
Prefer not to say	2

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

To: Children’s, Young People and Education Cabinet Committee – 8th May 2018

Subject: Proposed establishment of a Specialist Resource Provision at The Judd School

Classification: Unrestricted

Past Pathway of Paper: 15 January 2018 - the Commissioning Plan for Education Provision 2018-22 – Cabinet
 22 November 2017 - Tunbridge Wells Secondary Pressures: Proposed expansions of schools in West Kent – Children’s, Young People and Education Cabinet Committee

Future Pathway of Paper: Leader Decision

Decision Number: 18/00019

Electoral Division: Richard Long TD and Michael Payne – Tonbridge.

Summary:
 This report sets out proposal to establish a Specialist Resource Provision at The Judd School.

Recommendation(s):

The Children’s, Young People and Education Cabinet Committee is asked to consider and endorse or make recommendations to the Leader on the decision to:

- (i) Establish a new Specialist Resource Provision for up to 20 students with an Education, Health and Care Plan (EHCP) for autistic spectrum disorders (ASD) at The Judd School, Brook Street, Tonbridge TN9 2PN.
- (ii) Authorise the Director of Infrastructure in consultation with General Counsel to enter into any necessary contracts/agreements on behalf of the County Council.
- (iii) Authorise the Director of Infrastructure to be the nominated Authority Representative within the relevant agreements and to enter into variations as envisaged under the contracts.

1. Introduction

1.1 As the strategic commissioner of school provision, the Local Authority (LA) has a duty to ensure that there are sufficient school places for the residents

of Kent as set out in Kent's Commissioning Plan for Education Provision in Kent 2018-22.

- 1.2 Kent County Council's Strategy for Children and Young People with Special Educational Needs and Disabilities (SEND) 2017-2019 identified the need to add additional provision across the county. The SEND Strategy shows the need to create 209 extra places in special schools and 164 in mainstream schools.
- 1.3 Around 3.0% of the total school population for which the Local Authority is responsible have Education, Health and Care Plans (EHCPs), which are legal documents that describe the help given to students who have the greatest difficulty learning. A small number of students with EHCPs require higher levels of support than can be provided in their local mainstream schools, but their needs are not so complex that special school placements are appropriate. For these students we maintain a range of Specialist Resource Provisions (SRPs) which are based in mainstream schools with places reserved for students with an EHCP.
- 1.4 KCC has recognised that parents of high functioning pupils with autism spectrum conditions are ambitious for their children and would like them to be supported in mainstream schools where they have access to high quality subject specialist teachers and access to specialist teaching facilities. The students attending the SRP will be those who experience difficulty with communicating and interacting with other people, but are suitable for a mainstream grammar school. Parents in West Kent have therefore asked the Council to develop mainstream provision in addition to special schools.

2. Proposal

- 2.1 KCC want to build upon the existing provision of The Judd School by establishing a SRP within the school for students with an EHCP for autistic spectrum disorders (ASD).
- 2.2 The Judd School is being asked to host a new SRP for up to 20 students with ASD, or up to 4 per year group. The Local Authority recognises that the school has already invested in developing its staff expertise in ASD and will continue to do so, to create an ASD friendly environment across the whole school and the proposal builds on this. The school is happy to host the SRP and is confident that its staff have the relevant expertise and skills to meet the needs of these students.
- 2.3 An Equality Impact Assessments have been completed for The Judd's education consultation to comply with the Council's equality duty to have due regard to equality considerations when proposing school expansions and commissioning additional school capacity.

3. Financial Implications

- 3.1 **Capital** – There is no additional capital expenditure required for this proposal. The accommodation required for the SRP will be provided as part of the approved expansion of the school to 6 forms of entry (Record of Decision 17/00108).

- 3.2 **Revenue** - Each place will typically cost approximately £14,000 in funding per year, which will enable the school to provide the additional support necessary to help these students make good social and academic progress.
- 3.3 **Human** - The schools will appoint additional staff as and when appropriate.

4. Raising Standards

- 4.1 The Judd was rated outstanding by Ofsted in May 2015. In the findings for Quality of Teaching it was noted that ‘the school, with support from the local authority, has worked tirelessly to raise the quality of teaching. As a result, over time, teaching is outstanding and students continue to make excellent progress in English and mathematics, as well as across all of their subjects.
- 4.2 Lessons are typically characterised by high expectations, strong subject knowledge and activities that challenge students to deepen and extend their learning further. Teachers know their students very well and use this knowledge to encourage, support, engage and challenge the learning of individual students in the class.’

5. Policy Framework

- 5.1 These proposals will help to secure our ambition “to ensure that Kent’s young people have access to the education, work and skills opportunities necessary to support Kent business to grow and be increasingly competitive in the national and international economy” as set out in ‘Increasing Opportunities, Improving Outcomes: Kent County Council’s Strategic Statement (2015-2020)’
- 5.2 These proposals reflect KCC’s aspirations to provide sufficient school places across the County, as set out in Kent’s Commissioning Plan for Education Provision in Kent 2018-22.

6. Consultation

- 6.1 An education consultation was completed prior to the Cabinet Committee. Approximately 1200 hard copies of the consultation document were circulated, which included a form for written responses. The consultation document was distributed to parents/carers, school staff and governors, County Councillors, Member of Parliament, the Diocesan Authorities, local libraries, Parish Councils, Tonbridge and Malling Borough Council and others. The consultation document was posted on the KCC website and the link to the website widely circulated. An opportunity was also provided to send in written responses via response form, email and online.
- 6.2 A public drop-in event was held on 14 March 2018, 4:30 – 6:30pm. It had been advertised on the KCC and school websites and in the consultation documents.

- 6.3 Following the closure of the consultation period 87 positive responses were received, 6 were negative and 6 were undecided, bringing the total to 99 responses. A summary of all written responses is available in Appendix B. The Leader has been passed a copy of the full set of responses for his consideration.

7. Views

7.1 The View of the Local Members

Richard Long TD KCC Member for Tonbridge has been consulted on and fully supports the proposal for the Judd School.

Michael Payne, KCC Member for Tonbridge has been consulted on the proposal for the Judd School.

7.2 The View of the Headteacher and Chair of Governors

The Governing Body is fully supportive of this proposal which will enable the school to use their knowledge and expertise to the full and accommodate local West Kent students with ASD in a caring, nurturing environment

7.3 The View of the Area Education Officer

The Area Education Officer for West Kent fully supports this proposal and feels that it would provide much needed ASD places in West Kent. There is currently no provision for high functioning students with ASD within West Kent and this results in extended travel to learn times for students, which impacts negatively on their chances of reaching their academic potential.

8. Conclusions

- 8.1 This report sets out the proposal to establish a SRP at The Judd School for up to 20 students with EHCPs for ASD. This provision would build on The Judd's existing expertise for supporting ASD students and offer essential places for high functioning students with ASD in the West Kent area. The proposal has the full backing of the school, the governing body and the vast majority of those who responded to the public consultation.

9. Recommendation(s)

The Children's, Young People and Education Cabinet Committee is asked to consider and endorse or make recommendations to the Leader on the decision to:

- (iv) Establish a new Specialist Resource Provision for up to 20 students with an Education, Health and Care Plan (EHCP) for autistic spectrum disorders (ASD) at The Judd School, Brook Street, Tonbridge TN9 2PN.
- (v) Authorise the Director of Infrastructure in consultation with General Counsel to enter into any necessary contracts/agreements on behalf of the County Council

- | |
|---|
| (vi) Authorise the Director of Infrastructure to be the nominated Authority Representative within the relevant agreements and to enter into variations as envisaged under the contracts |
|---|

10. Background Documents

- 10.1 Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement 2015-2020 <http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/increasing-opportunities-improving-outcomes>
- 10.2 Kent Commissioning Plan for Education Provision 2018-2022 https://www.kent.gov.uk/_data/assets/pdf_file/0003/66990/Kent-Commissioning-Plan-for-Education-Provision-2018-22.pdf
- 10.3 Kent County Council's Strategy for Children and Young People with Special Educational Needs and Disabilities (SEND) 2017-2019 https://www.kent.gov.uk/_data/assets/pdf_file/0012/13323/Strategy-for-children-with-special-educational-needs-and-disabilities.pdf

11. Report Author

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12 Relevant Director

- Keith Abbott, Director of Education Planning and Access
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

The Leader of Kent County Council

DECISION NO:

18/00019

For Publication

Subject: Proposed establishment a Specialist Resource Provision at The Judd School, Brook Street, Tonbridge TN9 2PN

Decision:

As the Leader I agree to:

support the establishment of a new Specialist Resource Provision for up to 20 students with an Education, Health and Care Plan (EHCP) for autistic spectrum disorders (ASD) at The Judd School, Brook Street, Tonbridge TN9 2PN.

Reason(s) for decision:

In reaching this decision I have taken into account:

- the views expressed by those who responded to the public education consultation
- the views expressed by those put in writing by the Area Education Officer for West Kent, the school and the Governing Body.
- the Equalities Impact Assessment regarding this; and
- the views of the Children's, Young People and Education Cabinet Committee which are set out below

Cabinet Committee recommendations and other consultation:

Any alternatives considered:

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

The Leader has been asked to take this decision due to the Cabinet Member, Children, Young People and Education declaring an interest. Due to this interest being declared, the Cabinet Member has had no part in taking this decision.

.....
Signed.....
Date

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APPENDIX B

Summary of Public Consultation Responses

Proposal to

- Establish a new Specialist Resource Provision for up to 20 students with an Education, Health and Care Plan (EHCP) for autistic spectrum disorders (ASD) at The Judd School, Brook Street, Tonbridge TN9 2PN

This summary includes information from all the responses received during the 4 weeks consultation period that ended Tuesday 28 March 2018 (midnight).

There were approximately 1200 consultation documents (hard copies) distributed via the school to parents, members of staff and governors. The consultation was emailed to all key stakeholders and was available on the KCC and school websites.

There were 99 responses received via emails, digital and paper response forms.

Please note that some respondents supplied no comments and just indicated whether that they agreed or disagreed with the proposal, whereas others supplied one or more comments.

	Support	Against	Undecided	Total
Parents/carers	67	4	5	76
Parent and Governor	1	0	0	1
Parent and Staff Member	1	0	0	1
Pupils	3	0	0	3
Governors	1	0	0	1
Members of staff	12	1	1	14
Local Resident	1	0	0	1
Other Interested parties	1	1	0	2
Total	87	6	6	99

Note: The numbers in brackets shown below represent the occurrence of broadly aligned comments, not the number of respondents.

Comments given by respondents who indicated 'support' for the expansion:

- Strong support for equal chances and using the Judd's specialist knowledge of ASD to help high functioning students to reach their academic potential (12)
- Concern about the impact on the mainstream classes and the need for additional teachers (5)
- Important for children with ASD to have access to mainstream schooling and for mainstream students to work alongside students with ASD to gain greater understanding (5)
- SRP will be a useful resource for ASD students and the rest of the school, with opportunity for teachers to extend their knowledge of SEN (2)

- Important to consider training/awareness for students so they can support the initiative (1).
- Judd is a great school with an outstanding reputation. One needs to be careful that the admission of pupils such as these does not deter the very best students from applying to Judd through stigma and uncertainty (1)
- An effective plan must be in place to deter bullying or discrimination against SRP pupils (1)
- I agree with the proposal if the number of staff working in room 25 is increased so that all of the pupils with ASD can be well supported (1)
- my main problem is the kitchen/student listener room. Is it dangerous to have cross contamination of that sort? Also, why does it need a kitchen in the first place? (1)
- A specialist teacher for ASD should perhaps be in the SEN department to conduct lessons. LSAs can access this teacher to support the students in our department (1)

Comments given by respondents who indicated they were 'against' the expansion:

- Concern that the SRP students will be require greater attention, have disruptive behaviour and negatively impact on the focus and learning of other children (2)
- Concerned about a detrimental impact on the super selectiveness of the Judd and a lowering of the entry requirements (2)
- The proposed students may be victimised for being treated differently which could lead to incidents in and outside of school (1)
- Consultation document does not fully explain impacts on PAN; on entry criteria to Yrs 12 & 13; on actual financial impacts; and whether the proposal is the best option for the SRP children versus other proposals from other schools (1)
- The SRP will add pupils to over-flowing classrooms with insufficient desk space for some classes and resources and staff will be further stretched. The aim to integrate ASD students into mainstream conflicts with SRP ring-fenced funding that allows for creating a self-contained suite of facilities isolated from the mainstream rooms, teachers and pupils. (1)

Comments for undecided respondents:

- Concern that the SRP students will require greater focus than existing students (1)
- What training will the support staff (office) get to help/deal with if they come to reception? (1)
- Concern about the impact of building work on students and staff and school life (1)
- How will the boys be assessed, and will they have the same entry requirements as the rest of the school? (1)
- Questions over how the SRP students will be accommodated in specific classes. If the boys with ASD can be helped at The Judd without it being detrimental to the boys already there, then it would be a good idea. However, think it would be difficult to achieve. (1)
- The school is very well placed to host the SRP, but concerned that it could impact upon the excellent support for current student with SEN (1)
- Support the SRP, but concerned that the school will struggle to accommodate additional students having already increased its PAN (1)

- Past incidents where ASD pupils have harmed other children in the classroom - all students have the right to learn without fear of harm (1)
- Teaching staff treat ASD pupils differently and the boys in lower forms do not understand why. The school would need to address this (1)
- Would like to hear more about the long-term plan of SRP and how will it benefit Judd and the current pupils (1)

Consultation event

In addition, a public drop-in event was held on 14 March 2018, 4.30 pm to 6.30pm. It was advertised on the KCC and school websites and in the consultation documents. The event had 5 attendees: 3 pupils, 1 local resident and 1 member of staff. The attendees were generally in favour of the SRP, but were concerned about the impact on current teaching arrangements and how the provision would be located within the school.

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

To: Children's, Young People and Education Cabinet Committee – 8 May 2018

Subject: Other Local Authority Looked After Children (OLA-LAC)

Classification: Unrestricted

Electoral Division: All

Summary: This report sets out a position statement for services within Specialist Children's Services regarding Looked After Children (LAC) placed in Kent by Other Local Authorities (OLA) and the impact upon schools and Kent's Children in Care and Youth Justice Services, particularly when the ADCS Directives on the Placement of Looked After Children in Kent by OLAs are not observed.

Recommendation(s):

The Children's, Young People and Education Cabinet Committee is asked to **CONSIDER** and **DISCUSS** the current situation and priority areas for concern.

1 Introduction

- 1.1 Children and young people enter local authority care either by parental agreement or Court Order. The authority that accepts the child into their care retains responsibility for their care planning and wellbeing regardless of the location of their placement. Kent, by virtue of the number of Independent Fostering Agencies and residential homes located in the county, has significant numbers of children and young people for which they have to provide local community, health and education services but for whom they have no legal responsibility.
- 1.2 The Care Planning, Placement and Case Review statutory guidance and the associated regulations outline duties on local authorities to notify the host local authority if they place a child in care within their area. It also requires children's homes to notify their host local authority when a child is placed with them by another authority.
- 1.3 This report should provide assurance to Cabinet Committee members that the Directorate can demonstrate that it is compliant with its duty under the Children's Act and the Care Planning and Regulation Vol 2 (2015). The report demonstrates how the core business of the Directorate is fundamental to the quality outcomes for all children living in the county.

2 The Situation in Kent at 28 February 2018

2.1 Kent continues to host high numbers of Other Local Authority Looked After Children (OLA-LAC). The number as at 28 February 2018 of OLA-LAC was 1272 with the majority of these placed in the county by London Boroughs.

2.2 The chart below compares the location of the OLA-LAC population across the county by district with Kent citizen children in care. 234 Kent Looked After children are placed outside of the County (103 in Medway and 131 in other local authorities). Appendix 2 outlines the location of Kent LACs by location. Of the 131 Kent children placed in OLAs (not Medway) 45 are UASC and 25 are Disabled Children and will be in specialist placements.

2.3 This means that we only have 61 citizen children placed outside of Kent, or just under 4% of our total cohort.

Kent LAC & OLA LAC placements as at 28 February 2018

Placement District	Kent LAC	OLA LAC*	Totals
Ashford	118	106	224
Canterbury	201	137	338
Dartford	48	100	148
Dover	109	88	197
Gravesham	98	72	170
Maidstone	93	78	171
Sevenoaks	49	92	141
Shepway	131	78	229
Swale	148	214	362
Thanet	288	234	522
Tonbridge and Malling	69	53	122
Tunbridge Wells	16	20	36
Confidential Address	69		
Medway	103		
OLA	131		
Totals	1668	1272	2660

*The accuracy of the information cannot be assured due to the reliance on other local authorities to notify Kent County Council of new placements, changes in placements and the end of placements.

Some local authorities also fail to respond to requests from Kent County Council to validate the information held regarding OLA Placements in Kent. Therefore, the figures provided are reflective of the information currently held by Kent County Council at this time.

2.4 Appendix 1 provides comparative data of the percentage of total looked after children in a Local Authority that are placed by another LA (SSDA 903 2017). Of note is the fact that Kent appears in the bottom quartile of all local authorities on this graph for the percentage of OLA CIC that they host. Whilst Kent hosts large numbers of other local authority children, as a proportion of the total population, the county is not as challenged as other authorities. However, the significant

issue for Kent is not the *total* number of OLA CIC in the county but the concentration of these vulnerable children in areas already under extreme overall demand on services including education and children’s mental health.

- 2.5 There are 43 other local authorities that have 10 or more children placed in Kent based on the data we held as at the end of Feb 2018. They are predominantly London, South-East and East of England authorities as might be expected. The top 5 authorities that placed in Kent, apart from Medway, are listed below and as part of the Annual Conversation in February, Ofsted agreed to host a meeting with KCC and these authorities to find a way forward.

OLA Placing Authority	Number of LAC Placed in Kent as at 31/03/2017	Placing Authorities Total LAC number as at 31/03/2017*	% Placed in Kent	Number of LAC Placed in Kent as at 05/02/2018
Greenwich	121	495	24.4%	114
Lewisham	80	455	17.6%	82
Surrey	61	870	7.0%	60
Southwark	52	500	10.4%	47
Bromley	50	290	17.2%	31

3 Vulnerabilities of the OLA Looked After Cohort

- 3.1 Looked after children placed in Kent by OLAs remain the responsibility of that local authority in regards to social work intervention and care planning. Responsibilities for meeting the education and health needs of those children fall to local Kent services. Statutory Guidance, which came into place in July 2014, states that placing Local Authorities should consult with host authorities prior to placing children in their area. In particular placing authorities should confirm how the child will be effectively safeguarded and how they will access the services they need. A letter was sent to all Directors of Children’s Services highlighting that the current statutory guidance is rarely followed, the impact of OLA-LAC on local services and requesting that other local authorities consult with Kent prior to placing any children and young people. Key agency contacts were included with the letter, the details of how to notify Kent of a child being placed in the area and an offer to provide clarification and updates to regional ADCS groups.
- 3.2 Despite the requirement that placing authorities consult with the receiving authority as to the suitability of the placement area, this rarely happens. Young people are moved away from their family and social networks in their host authority where challenges such as gang activity or child sexual exploitation are a concern and are placed into areas where the concerns have the potential to replicate locally. On occasions Kent has only become aware of the placement when the young people have come to the attention of other agencies such as the Police.
- 3.3 Whilst OLA Children are not the responsibility of Kent’s Specialist Children’s Services, should a safeguarding incident occur while they are living in Kent, it is the responsibility of Kent to hold a Strategy Discussion, and decide whether or not the threshold for a S47 investigation has been met. Data shows that OLA-LAC have a significant impact on the Central Duty Team, for the period April 17

to March 18 there have been 112 Strategy Discussions that have taken place for 75 OLA Children.

4 PREVENT

4.1 Due to the sensitive nature of the PREVENT work it is not possible to report on specific data relating to the breakdown of cases referred to the Channel Panel, as the data is owned by the Police and the Office of Security and Counter Terrorism (OSCT). However, it is possible to state that there have been a number of OLA young people referred to panel, most of whom met the threshold for Channel intervention.

5 Missing

5.1 The number of missing episodes continues to be the highest for looked after children. The main reason for going missing (56%) is to seek contact with family or friends. This adds further risk for OLA children as they have further to travel, particularly for repeat and multiple episodes. This is of concern to Kent due to the high overall numbers of OLA-LAC, predominantly in Kent's higher risk areas in the east of the county.

5.2 The charts below compare the number of individual missing Kent and OLA-LAC and the overall number of missing episodes reported in Kent between April and December 2017.

Kent LAC and OLA LAC that started at least one Missing Episode between April 17 – December 17 by Placement District

Placement District	Kent LAC	OLA LAC
Ashford	34	19
Canterbury	30	24
Dartford	5	14
Dover	19	29
Gravesham	35	15
Maidstone	10	16
Sevenoaks	3	7
Shepway	28	16
Swale	22	33
Thanet	65	55
Tonbridge and Malling	15	6
Tunbridge Wells	8	1
Totals	274	235
Ratio of Children to episodes	5.2	4.4

Missing Episodes started April 17 – December 17 for Kent LAC and OLA LAC by Placement District

Placement District	Kent LAC	OLA LAC
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Ashford	145	59
Canterbury	141	97
Dartford	32	63
Dover	129	166
Gravesham	201	114
Maidstone	62	59
Sevenoaks	11	12
Shepway	93	63
Swale	90	77
Thanet	423	308
Tonbridge and Malling	47	13
Tunbridge Wells	42	5
Totals	1416	1036

6 Youth Justice

6.1 Kent's Youth Offending Service (YOS) offers a full range of youth justice services to OLA-LAC who are known to the Youth Justice (YJ) System. This is in accordance with the Youth Justice Board National Protocol for Case Responsibility (revised January 2018), which has a set of overarching principles designed to assist local services to:

- work in partnership with others to support practice that safeguards children's welfare
- manage public protection issues
- ensure supervision meets court expectations

6.2 During the whole of 2017, Kent YOS worked with 83 OLA-LAC which represents 7% of the overall caseload for that period. The vulnerabilities of those children reflect those generally seen in the OLA-LAC population in Kent. However, it is also notable that the OLA-LAC group known to the YJ System has a significantly higher proportion of girls (40% as compared to 23% in the overall offending population). Black, Asian and Minority Ethnic (BAME) children are also over-represented in this group as compared to the overall offending population and the Kent population. This may reflect ethnicity within the placing authorities but is indicative of what is observed across the Criminal Justice System (Lammy Review 2017).

6.3 During that period those 83 OLA-LAC were responsible for approximately 10% (288) of all offences. The most common offences were criminal damage and offences against the person, the majority of which occurred within the placement and are of concern as this leads to the disproportionate criminalisation of OLA-LAC.

6.4 As a result, those children were made subject to 133 individual outcomes, both Out of Court Disposals (OOCd) and court orders, with some children receiving more than one outcome. The most common outcome was a Community Resolution, this is an informal outcome which does not appear on a child's PNC record. This reflects the Kent Criminal Justice Board's Kent & Medway Joint Protocol to Reduce the Criminalisation of Children in Care, which aims to divert looked after children away from the Criminal Justice System using Restorative

Practices and where a disposal is a proportionate response, to be imposed at the lowest possible tariff. OOCd for all looked after children are decided at a multi-agency panel to ensure this principle is upheld. All OLA-LAC subject to OOCd are offered diversionary activities through Early Help and Preventative Services in liaison with their social worker.

- 6.5 The next most common court outcomes are Referral Orders and Youth Rehabilitation Orders. These orders are supervised by Kent YOS on behalf of, and in liaison with, the placing authority social worker and YOS. The full range of interventions, including alternative to custody options, are provided. The County Youth Justice Board receives a quarterly report detailing performance against the statutory performance indicators, with OLA-LAC reported as a specific cohort.

7 Local Authority Designated Officers (LADO) Service

- 7.1 The LADO Service has reported for a number of years that children placed within Kent from other areas have a high level of vulnerability and anecdotally can be defined as 'difficult to place'. This may place them at greater risk of targeted harm and possible abuse, as they often arrive with considerable emotional distress and challenging behaviour and this can also mean staff that are responsible for their care can also be very vulnerable.

- 7.2 131 (44%) of the total number of referrals to the LADO service regarding Kent's Looked After Children are Kent citizen children in care and 171 (56%) are OLA-LAC. This evidences an increased demand for the LADO Service in relation to the additional vulnerable children and young people placed from outside Kent into the many Residential Children's homes and Independent Fostering Agency provision.

8 Unaccompanied Asylum-Seeking Children (UASC)

- 8.1 Since the introduction of the National Transfer Scheme (NTS) in July 2016 Kent has not been expected to take responsibility for further UASC until our numbers reduce in line with Government Guidelines. However, Kent continues to become aware of OLAs who are taking responsibility for UASC and then placing them back into foster placements in Kent. There have been 10 such placements made since the introduction of the NTS. Each of these placements has been challenged and, in most of the cases, the young people have been moved.

9 Education

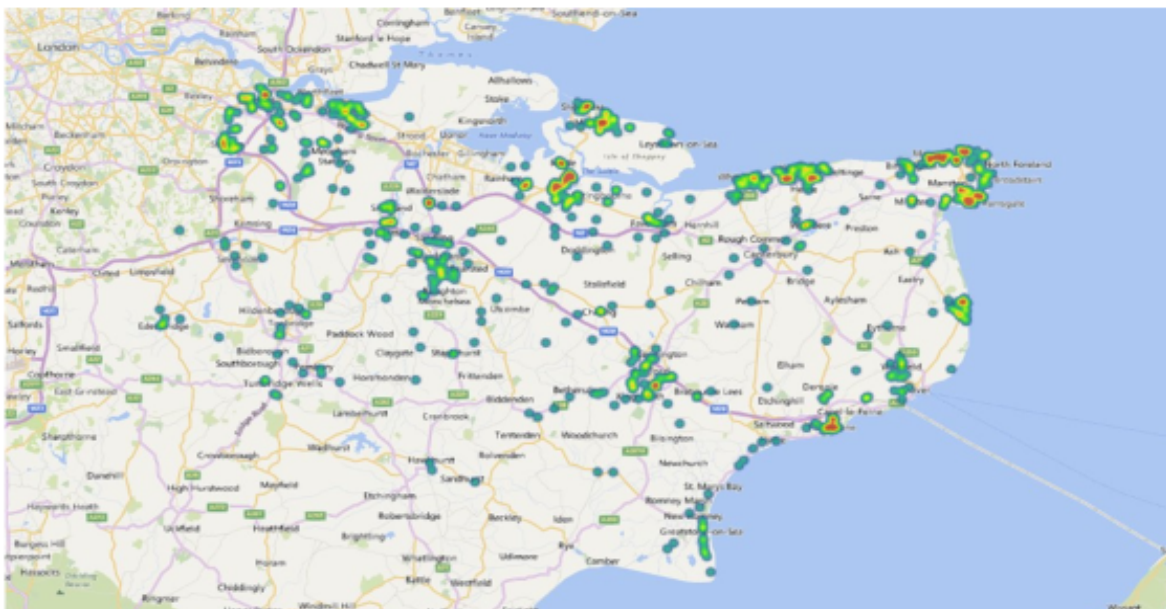
- 9.1 In the last five years, Kent has experienced significant population growth due to economic migration from London and from outside the UK. This has caused a sharp rise in children seeking school places combined with the high numbers of UASC and OLA-LAC placed locally. The impact in pupil population has left many districts with limited school places available and in some areas, schools having to admit above their Published Admission Numbers (PAN) in many year groups.
- 9.2 Concentrations of UASC and OLA-LAC in parts of Kent (usually where there is deprivation and lower cost housing) has resulted in large cohorts of vulnerable children in the same school, making them prime targets for gang 'recruitment'

and Child Sexual Exploitation (CSE). This is one of the primary concerns for Kent and, despite more than 10 years of efforts to encourage better practice from placing Local Authorities, Kent schools' admissions are rarely consulted by the placing authority prior to children moving into the county. Kent has a statutory duty to provide for these children, but, without advance notice of their needs and consideration as to the suitability of available local education provision, the authority is compromised in its ability to ensure suitable education quickly and schools are often expected to go over their PAN, taking particularly vulnerable young people; this can and often does have a significant impact on the school.

9.3 Kent Fair Access Officers have evidence of instances where inappropriate and/or unrealistic requests are made from the placing authority, without any planning or transition work to support the integration of the child. For example, another local authority placed a primary school age child in Thanet who had been excluded from mainstream education. There is no Key Stage 2 alternative provision in Thanet. Kent were unable to fulfil the request and arrangements were then made independently by the authority. This was a time-consuming process, as challenge and legal issues had to be addressed. Until resolved, the child remained out of education, causing them more upset and delays. This failure of the host authority to plan a school placement can often result in the placement breaking down, causing further disruption and anxiety to these often very vulnerable young people.

Heat Map of OLA Children Placed in Kent

[As of 28/02/18]



9.4 There are a high number of situations where the approach to a mainstream school in Kent is made by the other authority in cases where the child has already been out of school for a considerable period. Reasons include the young

person being in alternative provision, in some instances a secure unit, drug misuse, inappropriate sexualised behaviour, significant mental health issues and pregnancy. Schools understandably consider it not to be appropriate to admit a pupil without work taking place to ensure the child can succeed in the transition and schools can assess and mitigate any risks associated with the school placement.

9.5 During the course of the 2017-18 academic year, between September 2017 and January 2018, there were 34 OLAs which requested education in mainstream schools for a total of 85 children. Of these only 10 OLAs initiated education planning for just 13 children before placing them in Kent. This is a failure of their legal obligations and such actions set the children up to fail and cause detriment to the individual learners and the children around them who are themselves often vulnerable and just about managing without being introduced to further disruptive behaviour.

9.6 CYPE have recently introduced a new information management software system (Liberi-Synergy link) to assist the local authority in reporting on these sorts of placements more effectively and primarily to ensure key individuals, who may be working with vulnerable learners, can gain a holistic picture of the child's situation to best apply strategies to help them succeed. As officers work through the academic year and continue to import key data for use in Synergy, it will improve caseload management and enable the production of accurate reports for comparative analysis and statutory reporting. Some of the data held on Liberi concerning OLA-LAC is now being downloaded regularly to Synergy via a direct feed. The data from Liberi includes the date OLAs have notified Kent that they have placed a child to reside in Kent and which local authority is placing that child. This will enable reporting on the OLAs that have planned education prior to placing in Kent going forward.

Recommendation(s): The Children's, Young People and Education Cabinet Committee is asked to **CONSIDER** and **DISCUSS** the current situation and priority areas for concern.

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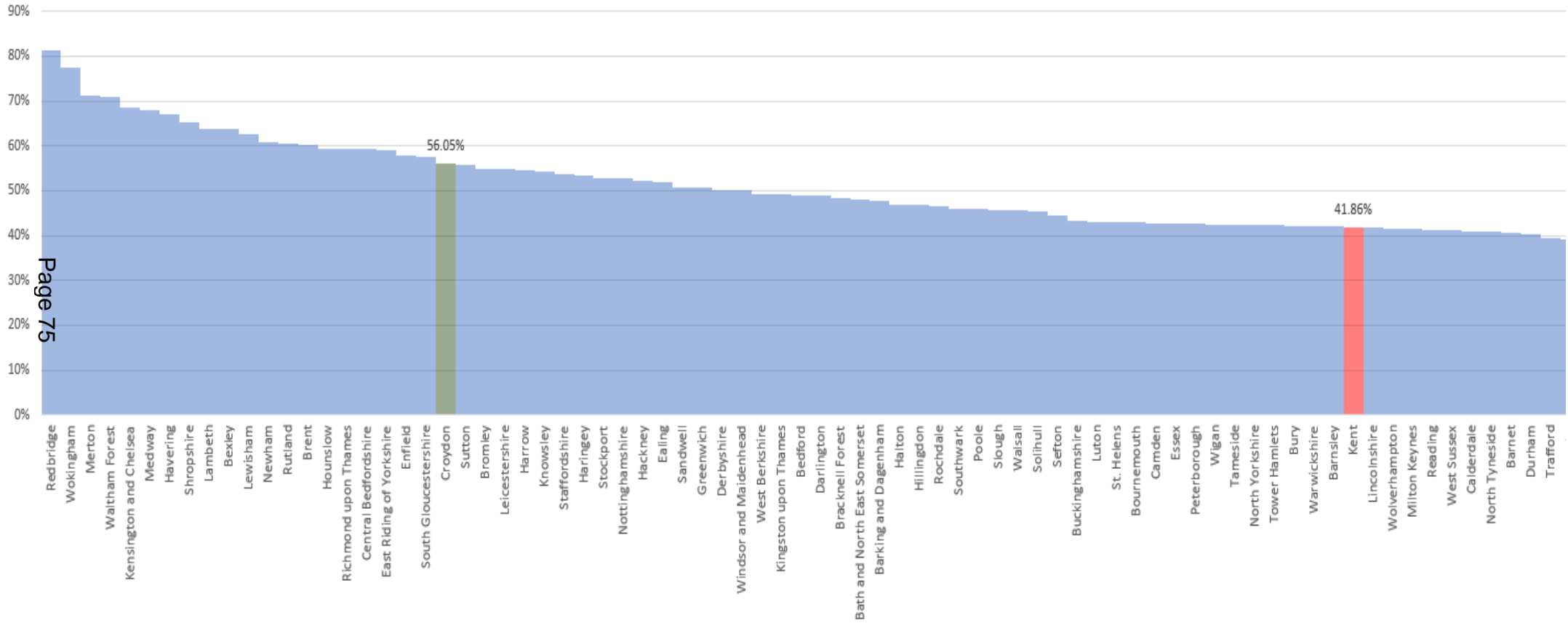
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Appendix 1 – % of Total Looked After Children in a Local Authority that are placed by another LA (SSDA 903 2017)

% of Total CIC in a Local Authority that are placed by another LA

Data Source: SSDA 903 2017



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Appendix 2 – Location of Kent LAC including UASC by Local Authority (excluding Medway)

Bexley	5
Blackpool	1
Bracknell Forest	1
Bradford	1
Brent	2
Brighton and Hove	1
Bromley	1
Calderdale	1
Central Bedfordshire	1
Conwy	1
County Durham	1
Croydon	14
Doncaster	2
Dorset	1
Dudley	1
Ealing	1
East Sussex	20
Enfield	1
Essex	1
Greenwich	3
Hammersmith and Fulham	1
Hampshire	6
Havering	4
Hertfordshire	1
Hillingdon	1
Kensington and Chelsea	1
Lambeth	4
Leeds	1
Leicestershire	1
Lewisham	2
Lincolnshire	3
Manchester	1
Milton Keynes	2
Newham	3
Norfolk	3
Northamptonshire	1
Nottinghamshire	1
Pembrokeshire	1
Redbridge	3
Shropshire	2
Southend-on-Sea	2
Southwark	3
Suffolk	1

Surrey	11
Sutton	1
Waltham Forest	6
Warwickshire	1
West Sussex	3
Worcestershire	1
Grand Total	131

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

To: Children's, Young People and Education Cabinet Committee – 8 May 2018

Subject: Early Help and Preventative Services Commissioned Services Performance

Classification: Unrestricted

Electoral Division: All

Summary:

Kent County Council (KCC) has re-shaped the suite of Early Help and Preventative Services (EHPS) Commissioned Services, to bring the offer in line with the restructure of the EHPS offer, which took place in 2015.

The Commissioned Services are broken down into 5 main areas of provision:

- I. Family Support
- II. Young Carers
- III. Children Centres
- IV. Youth
- V. NEETs

The Early Help and Preventative Commissioned Services team have been organised by both a geographical and contractual basis, ensuring that quality and consistency of provision is the major focus of contract monitoring.

Each of the Early Help contracts is subject to an annual Deep Dive that evaluates the progress and identifies the areas for development of the contract. This also provides an opportunity for KCC staff and providers to consider any lessons learnt and inform the delivery of the rest of the contract.

Recommendation:

The Children's, Young People and Education Cabinet Committee is asked to **NOTE** the performance of the Early Help and Preventative Commissioned Services in line with the contracts.

1. Introduction

- 1.1. This report provides an update on the Early Help and Preventative Services Commissioned Services contract monitoring process, including the performance of the contracts to date. KCC has re-organised Early Help and Preventative Commissioned Services, to ensure that the totality of the offer is joined-up with internal provision following the restructure of the internal EHPS

offer.

- 1.2. The Commissioned Services are broken down into 5 main areas of provision:
 - i. Family Support
 - ii. Young Carers
 - iii. Children Centres
 - iv. Youth
 - v. NEETs
- 1.3. Early Help Commissioning Officers are organised by geographical area and subject lead. They are based in the four areas of the county and offer a district specific view of each of the contracts, by attending Area Management Team Meetings and gathering information from Early Help District Managers. This enables both qualitative and quantitative information to be considered in the monitoring of these contracts.
- 1.4. Each Commissioning Officer also acts as the strategic lead for at least one provision area (from those listed in 1.2). This approach brings specific contract expertise, ensures officers have a day to day responsibility for the contract means that they are sighted on all contractual and performance issues.
- 1.5. Contract monitoring includes oversight from both the Head of Service for Children's Commissioning, the Early Help Commissioning Manager and the Director for Early Help and Preventative Services. In addition, the Commissioning Manager provides a monthly update regarding performance at the EHPS Divisional Management Team (DivMT) meetings. Thus, enabling DivMT members to interrogate data and consider their views on service provision.
- 1.6. It is recognised that the commissioned service providers are new to this level of scrutiny, accountability and performance management and are on a journey. It is also the case that some have found this journey more difficult to adjust to than others. However, both the Commissioning Officers and the providers are confident that this level of scrutiny will bring rewards in the future and any areas for development are currently being addressed through monitoring meetings. It is the aim that contract performance and outcomes will continue to be improved throughout the life of the contracts.

2. Performance

1.7. Contract Management

- 1.1.1. The following activities are undertaken as preparation for contract monitoring meetings:
 - i. Development of the Early Help Commissioned Services Dashboard that brings together data from providers, data from internal KCC systems, as well as a narrative on performance by the providers
 - ii. Data analysis of KPIs, looking at county, area and district level performance.

- iii. Qualitative information, gathered from both the commissioned provider and in-house Early Help providers, to improve the overall offer and quality of service provision.
 - iv. Narrative of the performance from the provider.
 - v. Engagement with service users
- 1.1.2. The Contract Manger for each contract has day to day responsibility for the service and contract delivery across the county, dealing with all contractual and performance issues. This is supported by the area-based Commissioning Officers, who provide a district specific view and also act to resolve any front-line provision issues (Appendix 1).
- 1.1.3. This information is gathered to form a 'whole contract' picture of provision, to inform the contract monitoring meetings. The frequency of formal contract meetings is determined by the performance of the individual contracts
- 1.1.4. Where contracts are running well, the contract monitoring meetings occur on a quarterly basis, with a monthly desk-based analysis of specific data and qualitative information.
- 1.1.5. Where contracts are moving towards good performance, meetings are bi-monthly
- 1.1.6. Where there are key areas for improvement identified as part of the contract management process, monitoring meetings remain on a monthly basis.
- 2.2 Deep Dives
- 1.1.7. Each of the Early Help contracts is subject to an annual Deep Dive that evaluates the progress of the contract. This provides an opportunity to consider any lessons learnt thus far and how this can help to develop the delivery over the remainder of the contract.
- 1.1.8. The purpose of the Deep Dives is to:
- i. evidence the quality of direct work with the child/family
 - ii. ensure that the provider and associated staff working on the contract understand what is expected of them.
 - iii. ensure that there is agreement on funding and payment mechanisms
 - iv. evidence that the service requirements within the contract are met and any shortfalls in quality and/or service delivery are explored and appropriately recorded
 - v. evidence the voice of the child/family and how the child's views, wishes and feelings have influenced service development
 - vi. evidence the quality of planning and review (e.g. of a session)
 - vii. evidence effective multi-agency working and mechanisms for effective and reflective supervision
 - viii. evidence the quality and effectiveness of management oversight of the service

- ix. discuss lessons learnt and whether any formal variation to the terms of the contract are required, whether this is possible and how that might be achieved.

1.1.9. Fig 1 demonstrates the programme of Deep Dives across the Early Help and Preventative Commissioned Services. Results and reports from all Deep dives will be available, from the end of May 2018.

Fig 1.

Deep Dive Schedule	
Provider	Status
Salus Family Support	Complete
Porchlight Family Support	Pending - May
CXK NEETs	Complete
Imago Young Carers	Complete
Sk8side (Ashford) - Youth	Pending
Canterbury Academy (Canterbury) - Youth	Complete
Play Place (Dartford) - Youth	Complete
Pie Factory (Dover) - Youth	Complete
Salus (Folkestone & Hythe) - Youth	Complete
The Grand (Gravesham) - Youth	Complete
Salus (Maidstone) - Youth	Complete
West Kent Extra (Sevenoaks) - Youth	Complete
Optivo (Swale) - Youth	Complete
Pie factory (Thanet) - Youth	Complete
West Kent YMCA (Tonbridge and Malling)	Pending
West Kent YMCA (Tunbridge Wells)	Pending
Millmead (Thanet) - Childrens Centre	Complete
Seashells (Swale) - Childrens Centre	Pending

1.2. Current Performance

- 1.2.1. A detailed breakdown of each contract can be found in Appendix 2. The KPIs demonstrated in this breakdown are the top two or three indicators that Commissioning Officers will look at to give an overall rating for the contract. Other KPIs focus on quality and are linked up to information gathered from both the provider and the districts, to give a more rounded view of performance.
- 1.2.2. Data is produced on a monthly basis against all KPIs and produced in an Early Help Dashboard. This data is gathered from both providers and KCC internal systems and enables discussions at a county level, down to a district specific view. This data is triangulated with qualitative information from the provider and district-based partners.

- 1.2.3. Family Support – Salus (North and West)
 - 1.2.3.1. The overall score for the contract is rated as green with KPIs continually met across the whole county. Where there are geographical inconsistencies Salus are quick to react and are fully aware of differences in provision.
 - 1.2.3.2. Relationships between district services and the provider are good with ‘mini audits’ demonstrating good practice and a strong ability to grade provision in line with Early Help / Ofsted gradings (e.g. Outstanding, Good, Requires improvement)
- 1.2.4. Family Support – Porchlight (South and East)
 - 1.2.4.1. The overall score for the contract is rated as green, although as part of the contract performance management cycle some issues in relation to quality control have been identified and addressed. Porchlight have worked with staff from EHPS to share and ensure best practice, developing their internal quality control mechanisms as a result.
- 1.2.5. NEETs – CXK (county-wide)
 - 1.2.5.1. The overall score for the contract is rated as amber, with a good consistency of practice across the county. The lower than anticipated performance is largely due to the referral mechanism that was in place at the beginning of the contract.
 - 1.2.5.2. Commissioners and officers have worked with CXK to improve mechanisms surrounding the referral process. As a result, CXK have been proactive in developing the new approach to referrals and, since September 2017, have been working in partnership to generate referrals to their service.
- 1.2.6. Youth – Various (district-based, whole county)
 - 1.2.6.1. Due to the number of individual contracts, a brief overview can be found in Fig. 2 (below). However, a more detailed contract by contract synopsis is available in Appendix 2.

Fig. 2

Provider and District	Overall RAG Rating	Comments
Sk8side (Ashford) - Youth	Red	<p>Despite ongoing support from Commissioning Officers and EHPS staff the provider has not been able to reach the required standard and following a formal contract warning, the provider has taken the decision to terminate their contract with KCC. A 'mini procurement' exercise 3open only to the current providers has been instigated to ensure continued provision in Ashford.</p> <p>A full briefing, which has been shared with local members can be found in Appendix 3</p>
Canterbury Academy (Canterbury) - Youth	Green	<p>Provision and KPIs continue to be positive and this is matched by the qualitative information coming from the districts, in relation to delivery.</p>
Play Place (Dartford) - Youth	Red	<p>Play Place remain on an action plan. However, they have been keen to work with EHPS partners and both progress and the ongoing trajectory towards amber are good.</p>
Pie Factory (Dover) - Youth	Amber	<p>Following the instigation of an improvement plan, Pie Factory have worked hard to improve performance and provision across the district. Performance is steadily improving and is on trajectory for a green rating in the next three months.</p>
Salus (Folkestone &Hythe) - Youth	Green	<p>Performance has been enhanced by positive working relationships in the district, this has resulted in clear demarcation in provision which supports both internal and external partners meeting their outcomes.</p>
The Grand (Gravesham) - Youth	Green	<p>Provision and KPIs continue to be positive and this is matched by the qualitative information coming from the districts, in relation to delivery.</p>
Salus (Maidstone) - Youth	Amber	<p>Collaborative working has ensured that the whole district picture is good. While some KPIs could be improved the commissioned provider has taken greater responsibility for provision in some of the more difficult to reach rural areas of the district. In so doing they have reduced their capacity to get the higher numbers required to meet the KPIs but helped to ensure a more rounded offer across the whole district.</p>
West Kent Extra (Sevenoaks)- Youth	Green	<p>As a new youth provider to the whole district, West Kent Extra have worked hard to ensure that KPIs are being delivered to a good standard. The organisation has shown that, not only are they able to register the volume required in their contract, but their retention rates and other evidence indicate a high quality of service.</p>

Optivo (Swale) - Youth	Red	The model being delivered by Optivo works with small, community-based providers. Working with these local providers Optivo have been able to improve reach, however data collection and inputting has impacted on their ability to evidence this on an on-going basis and as a result an improvement plan is being implemented to address these issues.
Pie factory (Thanet) - Youth	Green	Pie Factory have worked hard to improve performance and provision across the district. In spite of their green status Pie Factory are still striving for improvement.
West Kent YMCA (Tonbridge and Malling)	Red	Despite ongoing support from Commissioning Officers and EHPS staff the provider has not been able to reach the required standard and following a formal contract warning, the provider has taken the decision to terminate their contract with KCC. A 'mini procurement' exercise open only to the current providers has been instigated to ensure continuous provision in Tonbridge and Malling. A full briefing, which has shared with local members can be found in Appendix 4
West Kent YMCA (Tunbridge Wells)	Red	Despite ongoing support from Commissioning Officers and EHPS staff the provider has not been able to reach the required standard and following a formal contract warning, the provider has taken the decision to terminate their contract with KCC. A 'mini procurement' exercise open only to the current providers has been instigated to ensure continuous provision in Tunbridge Wells. A full briefing, which has been shared with local members can be found in Appendix 4

1.2.7. Young Carers – Imago (county-wide)

1.2.7.1. The overall score for the contract is rated as green with KPIs continually met across the whole county. Where there are geographical inconsistencies, Imago are quick to react, and are fully aware of nuances in provision.

1.2.8. Childrens Centres – Millmead (Thanet)

1.2.8.1. The overall score for the contract is rated as amber, although this has been green for much of the past year. Where KPIs are showing as red these are comparable with in-house provision (e.g. % of 0-5 reached 48.5% for Millmead and 48.1% for Kent). Relationships with the provider continue to be strong and provision is working well within the whole district provision.

1.2.9. Childrens Centres – Seashells (Swale)

1.2.9.1. Performance continues to be good and the contract is rated as green. With the new contract in place, KCC will be working with the provider to

ensure that service provision maintains the high-quality level of performance that has consistently been demonstrated.

2. Governance

- 1.8. Robust arrangements are in place to ensure the effective delivery of all of the Early Help Commissioned Services. Regular contract and performance management arrangements are in place which consider the need to ensure that children are effectively safeguarded, and that KCC demonstrates best value for money.
- 1.9. Internal mechanisms across KCC commissioning are in place to ensure clear and consistent commissioning practice is adhered to including regular oversight by the Strategic Commissioning Board.
- 1.10. The Commissioning Team produce a monthly scorecard to report progress and provide evidence on performance and monitoring activity.
- 1.11. Progress on contracts performance and value for money are regularly reported to the EHPS DivMT.
- 1.12. Regular updates on the implementation and effectiveness of the commissioning arrangements for EHPS contracts are given to the Director for Early Help and Preventative Services.

3. Conclusion

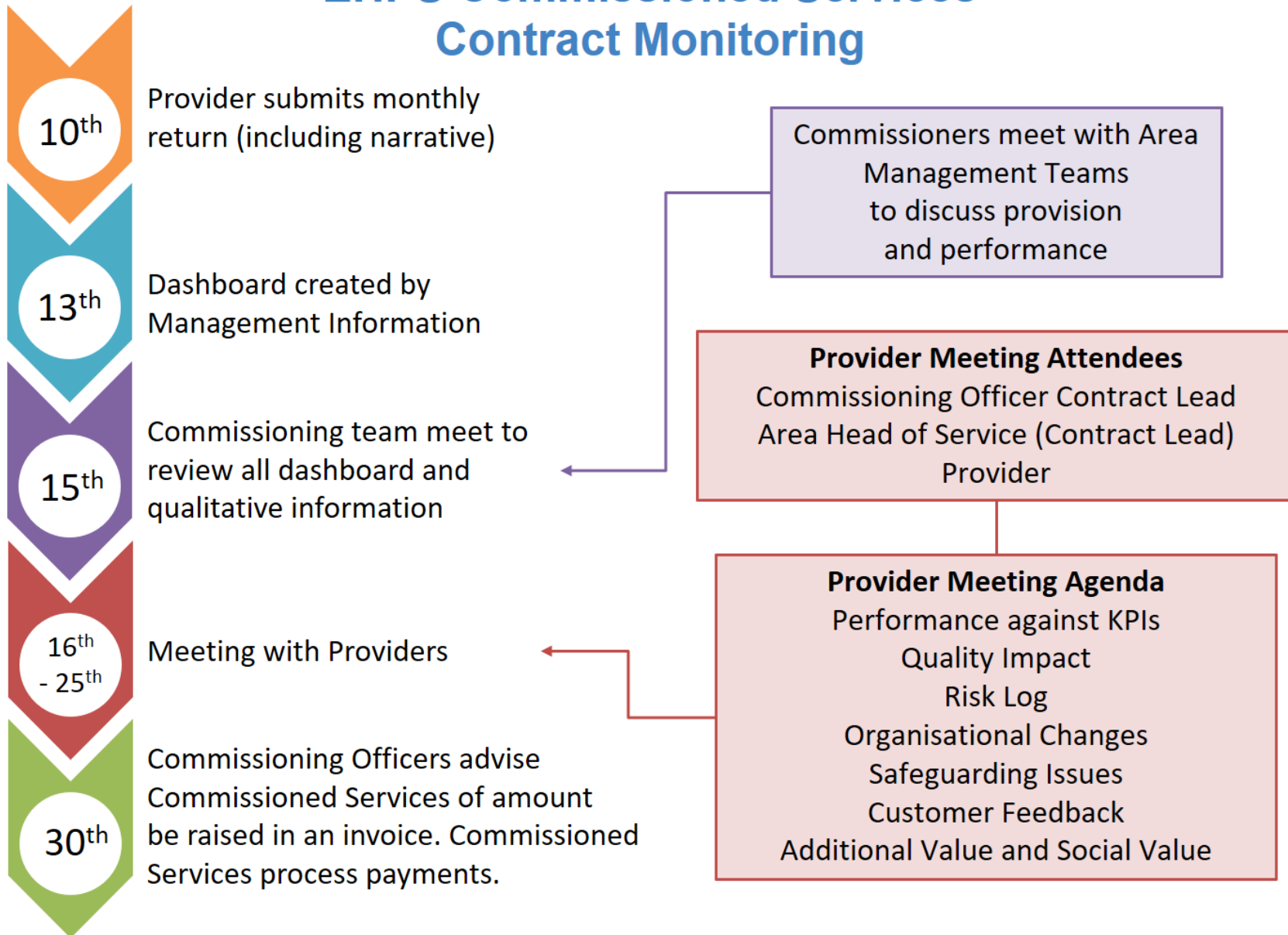
- 1.13. Overall, in the first year of the new contract cycle, KCC has seen improved levels of performance from services across the Early Help Commissioned Services. Continuous improvement in both the levels of delivery and the quality of provision will remain at the centre of all contract management discussions and meetings.
- 1.14. KCC will continue to contract monitor all providers, to ensure good quality services that are delivered in a timely manner to meet the needs of Kent children and young people.

Recommendation: The Children's, Young People and Education Cabinet Committee is asked to **NOTE** the performance of the Early Help and Preventative Commissioned Services in line with the contracts.

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EHPS Commissioned Services Contract Monitoring



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Appendix 2

Contract: Family Support Service

Provider: Project Salus

Geographical Area of Delivery: North (Dartford, Gravesham and Sevenoaks) and West (Maidstone Tonbridge and Malling and Tunbridge Wells)

80% or Higher

70%-79%

69% or Lower

Overarching Performance Score: Green -

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	DOT	Monthly Target	Target 2018-19	RAG - monthly target	Target 2017-18
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall						
Family Support Service - Project Salus North & West																				
CEH01			109	49	26	51	28	52	67	65	57	78	35	71	48			774		688
CEH02			13	15	14	16	15	14	13	15	16	16	14	15	15		15	40	Green	35
CEH03			255	304	330	381	409	461	524	591	648	726	761	117	165		52	774	Green	688

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPS Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 17,84,651.00	12	1.92	0.18	0.051

Rationale:

The service is performing well against contract KPIs. RAG Ratings are Green across the contract with the exception 1 Red and 1 Amber. CEH76 (Percentage of cases closed with month where contact is made with the referring agency before first contact is made with the family), Target 100% so will display as Red even though their actual performance for February is 96.6% (this is an decrease of 3.4% from January of 100%, this could in real terms be 1 case) CEH09 (Percentage of cases closed with outcomes achieved) has demonstrated a significant improvement (Jan 67.4% to February 78.4% in February) and although is still in amber is less than 2% off being green (again this could be 1 single case)

Qualitative:

As part of their recent Deep Dive Salus were graded as 'Good' demonstrating excellent quality control over provision, a good understanding of the contract and ability to demonstrate strong delivery. District Managers are pleased with the levels of engagement from the service and schools have reported good working relationships.

Forward Focus:

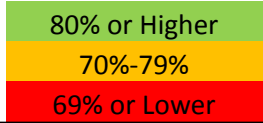
Work will be undertaken to see how effective the current family assessments being carried out are in relation to the work carried out with the family. Work will continue to improve the percentage of cases closed with outcomes achieved.

Contract: Family Support Service

Provider: Porchlight

Geographical Area of Delivery: South (Ashford, Dover and Folkestone & Hythe) and East (Canterbury, Swale and Thanet)

Overarching Performance Score: Green -



Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	DOT	Monthly Target	Target 2018-19	RAG - monthly target	Target 2017-18
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall					
Family Support Service - Porchlight South & East																				
CEH01			120	52	69	82	71	74	96	37	76	58	63	85	87			1116		992
CEH02			10	13	16	17	17	16	16	15	15	14	13	14	14		15	38	Green	34
CEH03			458	510	579	661	732	806	901	938	1004	1074	63	488	572		74	1116	Green	992

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPS Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 240,000.00	20	3.04	0.28	0.081

Rationale:

All RAG Ratings are Green apart from 3 Amber: CEH08 (Percentage of cases closed this month where assessment and plan completed within 20 working days of receipt on Thrive), Target >90% against an actual for February 80.0% (this is an increase of 10.4% from January of 69.6%) With the implementation of an action plan to address issues around quality control, porchlight have demonstrated progress in developing and embedding best practice. This is further demonstrated in CEH09 (Percentage of cases closed with outcomes achieved) where February achieved 72.0% an increase of 5.8% from January of 66.2%

Qualitative: At the point of writing this report, the Deep Dive for Porchlight was pending. However, KCC have been working with Porchlight to ensure that provision is consistent across both the East and South and that current issues surrounding recruitment and restructure have a minimal impact on service delivery. Porchlight have implemented an action plan to address issues around quality control mechanisms, practice development and recording accurate case notes. Due to this process the Deep dive has been delayed ensuring that changes in service delivery are accounted for.

The service continues to get positive feedback from the families they are working with and relationships with wider partners continues to develop and grow in a positive way

Forward Focus: imbedding the good practice that has been developed through the action plan surrounding quality control mechanisms, practice development and recording accurate case notes.

Contract: NEETs Service

Provider: CXK

Geographical Area of Delivery: Whole County

Overarching Performance Score: Green -

80% or Higher

70%-79%

69% or Lower

Service Provision Key Performance Indicators:

Indicators		Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	DOT	Monthly Target	Target 2018-19	RAG - monthly target	Target 2017-18
				Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall					
NEET Support - CXK Kent																					
CEH61	Number of cases allocated in the month	H	M	73	64	61	125	105	47	119	88	114	146	93	132	124	↓	>133		Amber	
CEH63	Number of young people supported per year (YTD)	H	M	283	354	415	536	645	689	806	897	1011	1157	1110	1170	1226	↑		>1596	Green	>1596

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPS Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 498,410.40	8	1.22	0.11	0.032

Rationale: The service is performing adequately and consistently with all indicators being either amber or green with the exception of CEH66 (number of cases closed per month). This is in part due to lower referral numbers in previous months, which has a knock impact on in the number of cases closed. Data for indicator CEH74 (Percentage of cases closed per month with closure reason of no contact/disengaged families/consent withdrawn) is being reviewed. Currently this is running at 13.7%, but there may be some data quality issues affecting this. An investigation is underway to work through this issue.

Qualitative: Performance and service delivery is deemed to be good by partners, with positive examples being put forward in many districts surrounding individual staff members and examples of young people being reached and supported in effective and appropriate ways. CXK have undertaken an exercise outside of the scope of their contract to follow up with young people 6 months after their engagement to not only quality assure their work, but also check that the young person is still in education employment or training. (EET)

Forward Focus: To address any inconsistencies in practice across the county KCC are working with CXK to ensure that best practice is shared and developed.

Once an investigation has been completed into the data quality of CEH74 (as above). if required an appropriate action plan will be drawn up to understand the reasons behind disengagement and how we work to improve this.

Contract: Young Carers Service

Provider: Imago

Geographical Area of Delivery: Whole County

Overarching Performance Score: Green -

80% or Higher

70%-79%

69% or Lower

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	DOT	Monthly Target	Target 2017-18	RAG - monthly target	Trend
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall						
Young Carers - Imago Kent																				
CEH15		H M	5811	5986	6124	6288	6502	6700	6843	6975	7087	7303	7353	7493	6877	↓	>110	>7507	Green	
CEH16		H M	203	175	137	164	214	198	141	132	142	183	83	180	136	↓	>110	>1320	Green	

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPS Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 325,484.88	5	0.80	0.07	0.021

Rationale: The Contract continues to be graded as Green. Imago have undertaken a data quality exercise to ensure that all those Young Carers on their system still have a requirement for service. This has shown a reduction in figures from 7493 to 6877.

There are some Ambers gradings relating specifically to the workforce development element of the contract. However, Imago are meeting their overall target for the year regarding this activity (targets and delivery do not split equally over a 12-month period). There is one data entry error on the score card against CEH22 however on investigation this is a data entry error and is shown as 10% rather than 100%

Qualitative: The snow did impact on delivery of some Chill Clubs. However, Imago have worked with services users to ensure that needs have been met on an individual level as and where required.

Both the Deep Dive and Internal KCC audit final report has been completed and is generally positive. Imago have implemented an action plan to address issues raised in the audit including joined up working with the Adult Young Carers service, the ability to demonstrate improvement in emotional wellbeing and occasional parental consent is a barrier to the provision of the young carer service.

Forward Focus: Joint working with Adult Carers service to ensure good and effective transitions for service users

Contract: Ashford Youth Service

65% or higher

Provider: Sk8side

50-65%

Geographical Area of Delivery: Ashford

49% or lower

Overarching Performance Score: Red

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17		Jan-18		Feb-18		Target 2018-19	RAG	
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Number	%	Number	%	Number			%
Youth Services - Ashford - Sk&side CIC Ashford Youth Hub																					
CEH50	Registered to Commissioned Service	H	Overall											598	31.9%	627	33.5%	662	35.3%	1874	Red
CEH51	YP reached against those registered	H	R12M											400	66.9%	425	67.8%	436	65.9%	1218	Green
CEH52	YP reached on 4 or more separate occasions	H	R12M											220	60.2%	236	64.6%	243	66.5%	365	Green

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPs Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 96,000.00	2	0.24	0.02	0.006

Rationale: Performance continues to be inadequate. While the RAG rating is amber as a whole indicator CEH50 (registered to commissioned service) remains at only 35.3% of target. Following the issue of a Contract Warning for continued poor performance Sk8side have decided to terminate delivering this contract and are currently working out their notice period and developing their exit plans for the service. This will be done in conjunction with a procurement process to ensure a seamless join up of provision for service users

Qualitative: Sk8side have received 3 observations in the last 9 months, all of which were graded as 'requires improvement'. The partnership work with Ashford Borough Council has been viewed positively, but Sk8side have been unable to develop their model in a way that will encourage young people to use their services.

Forward Focus: KCC will be starting a short mini procurement exercise, open only to one of the current youth providers. This process should be able to be completed within a three-month time frame and have little impact to current service users in the district.

Contract: Canterbury Youth Service

65% or higher

Provider: Canterbury Academy

50-65%

Geographical Area of Delivery: Canterbury

49% or lower

Overarching Performance Score: Green -

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17		Jan-18		Feb-18		Target 2018-19	RAG	
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Number	%	Number	%	Number			%
Youth Services - Canterbury - The Canterbury Academy Youth Hub																					
CEH50	Registered to Commissioned Service	H	Overall											2397	101.8%	2404	102.1%	2415	102.5%	2355	Green
CEH51	YP reached against those registered	H	R12M											1681	70.1%	1679	69.8%	1659	68.7%	1530	Green
CEH52	YP reached on 4 or more separate occasions	H	R12M											306	66.7%	299	65.1%	277	60.3%	459	Amber

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPS Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 109,331.39	2	0.27	0.03	0.007

Rationale: The overall rating for this contract is green. However, the 1 Amber that is demonstrated is CEH52 (the number of young people reached on four or more occasions) has been as result of delays in inputting rather than quality of provision. This issue is being addressed with further training and support for the individual holding the responsibility for this action.

Qualitative: A Deep Dive was carried out in February with positive results. As part of the process Canterbury Academy encouraged young people to deliver their own case studies, demonstrating the impact of service delivery on them as individuals. This provision is viewed by KCC and other partners as extremely good, actively engaging across the district and county with numerous forums and best practice sharing.

Forward Focus: To ensure that the service is demonstrating strong performance by capturing information effectively on eStart.

Contract: Dartford Youth Service

65% or higher

Provider: Play Place

50-65%

Geographical Area of Delivery: Dartford

49% or lower

Overarching Performance Score: Red

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17		Jan-18		Feb-18		Target 2018-19	RAG	
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Number	%	Number	%	Number			%
Youth Services - Dartford - Play Place Youth Hub																					
CEH50	Registered to Commissioned Service	H	Overall											639	43.3%	650	44.0%	715	48.5%	1476	Red
CEH51	YP reached against those registered	H	R12M											507	79.3%	518	79.7%	549	76.8%	959	Green
CEH52	YP reached on 4 or more separate occasions	H	R12M											137	47.6%	145	50.4%	151	52.5%	288	Amber

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPS Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 7,990.00	1	0.22	0.02	0.006

Rationale: Performance is consistently improving. One indicator is red – CEH50 (registered to commissioned service), one amber - CEH51 (YP reached against those registered) and one green – CEH52 (YP reached on 4 or more separate occasions) PlayPlace have been subject to a service improvement plan which has enabled them to address previous poor performance. The upward trend in performance is positive and the expectation is that this trajectory will be maintained over the coming months.

Qualitative: The delivery of this service is good, demonstrating positive outcomes for the young people engaged in the service delivery. Relationships in the district have been enhanced by Playplace’ proactive links in with the youth hub and this will further improve levels of delivery

Forward Focus: Continue to develop links across the district to enhance and improve the offer. Play Place have been made aware that If their trajectory for improvement does not continue at pace then they may be subject to a contractual warning

Contract: Dover Youth Service

65% or higher

Provider: Pie Factory Music

50-65%

Geographical Area of Delivery: Dover

49% or lower

Overarching Performance Score: Amber

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17		Jan-18		Feb-18		Target 2018-19	RAG	
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Number	%	Number	%	Number			%
Youth Services - Dover - Pie Factory Youth Hub																					
CEH50	Registered to Commissioned Service	H	Overall											783	51.1%	880	57.4%	893	58.2%	1533	Amber
CEH51	YP reached against those registered	H	R12M											592	75.6%	670	76.1%	689	77.2%	997	Green
CEH52	YP reached on 4 or more separate occasions	H	R12M											177	59.2%	182	60.9%	183	61.2%	299	Amber

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPS Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 99,980.40	2	0.24	0.02	0.007

Rationale: Following the successful implementation of an improvement plan this contract is rated Amber. Pie factory have worked hard to amend and develop plans surrounding delivery. Whilst Pie Factory have not yet achieved this it is recognised that they are on a journey in Dover as a new provider. When they do successfully engage young people, they continue to work with them and have a good performance surrounding reach and retention.

Qualitative: Whilst Pie Factory are working well with partners they continue to have difficulty obtaining details from schools to register young people with their service. One effect of this is that they have worked with many young people that they are unable to capture as part of their data on eStart. Pie Factory are implementing a memorandum of understanding with schools prior to delivering work to overcome this issue in the future. A Deep Dive was carried out in February and whilst it was apparent that the move from this organisation being a smaller one district provider to a medium sized organisation delivering across two districts have raised some challenges, Pie Factory Music have responded well and are now delivering well against targets.

Observations of the Pie Factory Provision have been graded as either 'good' or 'requires improvement' with elements of 'good'. Pie factory have responded well to these observations and are working well with district partners to further enhance their offer

Forward Focus: Continuation of improvement against targets and consistency in delivery across both districts

Contract: Folkestone & Hythe Youth Service

65% or higher

Provider: Project Salus

50-65%

Geographical Area of Delivery: Folkestone & Hythe

49% or lower

Overarching Performance Score: Green

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17		Jan-18		Feb-18		Target 2018-19	RAG	
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Number	%	Number	%	Number			%
Youth Services - Shepway Salus Youth Hub																					
CEH50	Registered to Commissioned Service	H	Overall											1294	90.9%	1361	95.6%	1411	99.1%	1424	Green
CEH51	YP reached against those registered	H	R12M											376	29.1%	416	30.6%	462	32.7%	925	Red
CEH52	YP reached on 4 or more separate occasions	H	R12M											115	41.4%	159	57.3%	167	60.1%	278	Amber

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPS Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 86,700.00	1	0.21	0.02	0.006

Rationale: Following the implementation of a delivery plan this contract is rated as green. Salus have worked hard with partners to look at the scope of the delivery across the district and arrangements are now in place to divide the provision equitably to enable a strong picture of provision across the district. Reach has been affected by poor data collection at last year's summer events and numbers of 'unknown' registrations

Qualitative: At the point of this report being written the Salus Deep Dive was in progress and thus far showing positive signs regarding performance and delivery. All observations of the service have been positive and where there was a recent safeguarding incident Salus responded well and ensured that all procedures were followed appropriately.

Salus engage well with partners at both the YAG and other local forums

Forward Focus: Salus will continue to work to improve their figures surrounding reach and retention. This will be improved by the correct collection and collation of data at summer events.

Contract: Gravesham Youth Service

65% or higher

Provider: The Grand

50-65%

Geographical Area of Delivery: Gravesham

49% or lower

Overarching Performance Score: Green -

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17		Jan-18		Feb-18		Target 2018-19	RAG	
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Number	%	Number	%	Number			%
Youth Services - Gravesham The Grand Youth Hub																					
CEH50	Registered to Commissioned Service	H	Overall											2538	160.8%	2767	175.4%	2833	179.5%	1578	Green
CEH51	YP reached against those registered	H	R12M											1723	67.9%	1806	65.3%	1830	64.6%	1026	Amber
CEH52	YP reached on 4 or more separate occasions	H	R12M											842	273.7%	833	270.7%	1022	332.2%	308	Green

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPS Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 784,651.00	12	1.92	0.18	0.051

Rationale: Performance is consistently good. One indicator is amber – CEH51 (YP reached against those registered) and the rest are green.

Qualitative: Observations of this service have been graded as either ‘good’ or ‘requires improvement’ with elements of ‘good’. The Grand continues to be a strong provider with robust links within the community, working well with wider partners both at a district and county level.

Forward Focus: KCC will continue to work with the grand to improve the levels of reach (i.e. how many times a young person is seen in a 12-month period) as this is where quality youth work can be best demonstrated.

Contract: Maidstone Youth Service

65% or higher

Provider: Project Salus

50-65%

Geographical Area of Delivery: Maidstone

49% or lower

Overarching Performance Score: Amber

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17		Jan-18		Feb-18		Target 2018-19	RAG	
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Number	%	Number	%			Number
Youth Services - Maidstone Salus Youth Hub																					
CEH50	Registered to Commissioned Service	H	Overall											1200	52.5%	1201	52.5%	1215	53.1%	2287	Amber
CEH51	YP reached against those registered	H	R12M											473	39.4%	486	40.5%	508	41.8%	1487	Red
CEH52	YP reached on 4 or more separate occasions	H	R12M											280	62.8%	293	65.7%	317	71.1%	446	Green

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPS Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 91,700.00	1	0.22	0.02	0.006

Rationale: Performance on this contract is graded as Amber. However, it would not be appropriate to implement an improvement plan on this contract at this time as the performance is closely related to the level of partnership work that is being undertaken by the provider rather than representation of poor performance. That is, the whole district picture of provision is positive, and this has been achieved by the commissioned provider taking a greater responsibility for the rural areas of the district which has reduced their capacity to get the higher numbers required to meet the KPI's

Qualitative: At the point of this report being written the Salus Deep Dive was in progress and thus far showing positive signs regarding performance and delivery. All observations of the service have been positive and where there was a recent safeguarding incident Salus responded well and ensured that all procedures were followed appropriately.

Salus engage well with partners at both the YAG and other local forums

Forward Focus: Salus will continue to work to improve their numbers in rural settings to ensure that the overall coverage for Maidstone remains at a good level

Contract: Sevenoaks Youth Service

65% or higher

Provider: West Kent Extra

50-65%

Geographical Area of Delivery: Sevenoaks

49% or lower

Overarching Performance Score: Green -

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17		Jan-18		Feb-18		Target 2018-19	RAG	
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Number	%	Number	%	Number			%
Youth Services - Sevenoaks West Kent Extra Youth Hub																					
CEH50	Registered to Commissioned Service	H	Overall											1338	79.2%	1363	80.7%	1371	81.2%	1689	Green
CEH51	YP reached against those registered	H	R12M											954	71.3%	966	70.9%	965	70.4%	1098	Green
CEH52	YP reached on 4 or more separate occasions	H	R12M											297	90.2%	304	92.3%	308	93.5%	329	Green

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPs Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 75,000.00	1	0.18	0.02	0.005

Rationale: Performance is consistently good. The contractor was previously subject to a service improvement plan, which has resulted in a significant improvement. One issue remains about the excessively high number of recorded and accredited outcomes being registered by this contractor. This has been discussed in contract monitoring meetings and the contractor has identified a training and data quality issue and they are working with their staff to address this and bring the records more in line with expected levels.

Qualitative: Observations of this service have been positive and has been graded as 'good'. Young people when questioned have given very positive feedback about the service they receive and the style of delivery. West Kent Extra have worked well to develop links within the district and have contributed well to local forums and partner work.

Forward Focus: The provider has captured an excessively high number of recorded and accredited outcomes on the eStart system. This has been discussed in detail contract management meetings and the contractor has identified a training and data quality issue and they are working with their staff to address this and bring the records more in line with expected levels.

Contract: Swale Support Service

65% or higher

Provider: Optivo

50-65%

Geographical Area of Delivery: Swale

49% or lower

Overarching Performance Score: Green -

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17		Jan-18		Feb-18		Target 2018-19	RAG	
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Number	%	Number	%	Number			%
Youth Services - Swale Optivo Youth Hub																					
CEH50	Registered to Commissioned Service	H	Overall											1448	69.1%	1469	70.1%	1522	72.7%	2095	Green
CEH51	YP reached against those registered	H	R12M											678	46.8%	702	47.8%	702	46.1%	1362	Red
CEH52	YP reached on 4 or more separate occasions	H	R12M											96	23.5%	92	22.5%	90	22.0%	408	Red

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPS Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 133,950.00	2	0.33	0.03	0.009

Rationale: The current rating is Red, however over the last quarter and prior to Christmas optivo have been performing as an Amber. This rating is directly linked to the figures surrounding reach and retention and is understood to be as a result of delays in data inputting. A new Improvement Plan has been requested to address this performance and following the success of the last improvement plan KCC are confident that this will have the desired effect. The contract consortium model continues to be both successful and challenging with a need for not only delivery members to standardise their mode of delivery but also paperwork.

Qualitative: The Deep Dive for Optivo reaped positive results with provider and commissioner alike finding it a valuable process. The issues that arose were linked to the consortium model that is being delivered, particularly around the smaller members needing more support around compliance and data entry.

Forward Focus: Standardisation of the mode of delivery and paperwork. Training to ensure data input is timely and accurate to reflect practice delivery

Contract: Thanet Youth Service

65% or higher

Provider: Pie Factory Music

50-65%

Geographical Area of Delivery: Thanet

49% or lower

Overarching Performance Score: Green -

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17		Jan-18		Feb-18		Target 2018-19	RAG	
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Number	%	Number	%	Number			%
Youth Services - Thanet Pie Factory Youth Hub																					
CEH50	Registered to Commissioned Service	H	Overall											1013	51.6%	1208	61.5%	1419	72.3%	1963	Green
CEH51	YP reached against those registered	H	R12M											690	68.1%	807	66.8%	984	69.3%	1276	Green
CEH52	YP reached on 4 or more separate occasions	H	R12M											294	76.8%	306	79.9%	338	88.3%	383	Green

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPs Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 136,948.00	2	0.34	0.03	0.009

Rationale: Following the successful implementation of an improvement plan this contract is rated green. Pie factory have worked hard to reach targets and amended and developed plans surrounding delivery to achieve this.

Qualitative: Whilst Pie Factory are working well with partners they continue to have difficulty obtaining details from schools to register young people with their service. One effect of this is that they have worked with many young people that they are unable to capture as part of their data on eStart. Pie Factory are implementing a memorandum of understanding with schools prior to delivering work to overcome this issue in the future.

A Deep Dive was carried out in February and whilst it was apparent that the move from this organisation being a smaller one district provider to a medium sized organisation delivering across two districts have raised some challenges, Pie Factory Music have responded well and are now delivering well against targets.

Observations of the Pie Factory Provision have been graded as either 'good' or 'requires improvement' with elements of 'good'. Pie factory have responded well to these observations and are working well with district partners to further enhance their offer

Forward Focus: Continuation of improvement against targets and consistency in delivery across both districts

Contract: Tonbridge & Malling Youth Services

65% or higher

Provider: West Kent YMCA

50-65%

Geographical Area of Delivery: Tonbridge & Malling

49% or lower

Overarching Performance Score: Green -

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17		Jan-18		Feb-18		Target 2018-19	RAG	
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Number	%	Number	%	Number			%
Youth Services - Tonbridge & Malling West Kent YMCA Youth Hub																					
CEH50	Registered to Commissioned Service	H	Overall											343	17.4%	363	18.5%	373	19.0%	1967	Red
CEH51	YP reached against those registered	H	R12M											206	60.1%	215	59.2%	221	59.2%	1278	Amber
CEH52	YP reached on 4 or more separate occasions	H	R12M											102	26.6%	112	29.2%	115	30.0%	383	Red

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPS Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 83,000.00	1	0.20	0.02	0.005

Rationale: The contract is underperforming against the KPIs most notably the registrations: CEH50 (Registered to Commissioned Service aged 8-19) is 373 against a target of 1967, fifteen months after service commenced. Following an improvement plan that did not successfully meet the targets KCC issued a contract warning. This resulted in a request from the provider to meet with Roger Gough to discuss the contract. Following this meeting West Kent YMCA took the decision that they would hand back the contract to KCC. West Kent YMCA are currently working out their notice period and developing their exit plans for the service. This will be done in conjunction with a procurement process to ensure a join up of provision for service users

Qualitative: West Kent YMCA have been complimented on their delivery by the wider workforce in regard to their group work and their ability to link up with other schemes in their portfolio e.g. providing work experience for young people in their charitable furniture store. Due to low numbers attending each of their sessions however it has not been felt that a formal observation would give an accurate picture of the level of provision.

Forward Focus: KCC will be starting a short mini procurement exercise, open only to one of the current youth providers. This process should be able to be completed within a three-month time frame and have little impact to current service users in the district.

Contract: Tunbridge Wells Youth Service

65% or higher

Provider: West Kent YMCA

50-65%

Geographical Area of Delivery: Tunbridge Wells

49% or lower

Overarching Performance Score: Red -

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17		Jan-18		Feb-18		Target 2018-19	RAG	
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Number	%	Number	%			Number
Youth Services - Tunbridge Wells West Kent YMCA Youth Hub																					
CEH50	Registered to Commissioned Service	H	Overall											372	20.7%	386	21.5%	402	22.4%	1795	Red
CEH51	YP reached against those registered	H	R12M											259	69.6%	272	70.5%	283	70.4%	1167	Green
CEH52	YP reached on 4 or more separate occasions	H	R12M											179	51.1%	193	55.1%	202	57.7%	350	Amber

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPS Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 76,000.00	1	0.19	0.02	0.005

Rationale: The contract is underperforming against the KPIs most notably the registrations: CEH50 (Registered to Commissioned Service aged 8-19) is 402 Registered against a Target of 1795 fifteen months after service commenced. Following an improvement plan that did not successfully meet the targets KCC issued a contract warning. This resulted in a request from the provider to meet with Roger Gough to discuss the contract. Following this meeting West Kent YMCA took the decision that they would hand back the contract to KCC. West Kent YMCA are currently working out their notice period and developing their exit plans for the service. This will be done in conjunction with a procurement process to ensure a join up of provision for service users

Qualitative: West Kent YMCA have been complimented on their delivery by the wider workforce in regard to their group work and their ability to link up with other schemes in their portfolio e.g. providing work experience for young people in their charitable furniture store. Due to low numbers attending each of their sessions however it has not been felt that a formal observation would give an accurate picture of the level of provision.

Forward Focus: KCC will be starting a short mini procurement exercise, open only to one of the current youth providers. This process will be completed within a three-month time frame and have little impact to current service users in the district.

Contract: Millmead Childrens Centre

65% or higher

Provider: Millmead Children's Centre Partnership Limited

50-65%

Geographical Area of Delivery: Thanet - Margate

49% or lower

Overarching Performance Score: Amber -

Service Provision Key Performance Indicators:

Indicators		Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	District	Kent	CC Trend
				Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall			
Children's Centres - Thanet - Millmead																			
CEH27	Number of Children Aged 0-5 Newly Registered	H	M	10	24	14	23	16	16	18	10	17	7	18	15	14	119	1368	
CEH28	Percentage All Children Aged 0-5 Registered	H	M	80.1%	88.4%	88.0%	88.5%	88.0%	88.4%	88.1%	87.5%	87.6%	86.8%	85.7%	86.6%	85.5%	77.5%	77.4%	
CEH29	Percentage All Registered Children Aged 0-5 Reached	H	M	62.4%	68.5%	69.3%	69.1%	69.4%	65.5%	69.2%	67.8%	69.1%	68.6%	67.7%	68.0%	68.6%	48.5%	48.1%	

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPS Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 220,667.00	4	0.54	0.05	0.014

Rationale: The overall score for the contract is rated as Amber (although has been green for much of the past year). Where KPIs are showing as Red these are comparable with in-house provision (e.g. % of 0-5 reached 48.5% for Millmead and 48.1% for Kent).

Qualitative: As part of the Annual Conversation and work within the district provision at this centre has been graded as 'Good' with elements of 'Outstanding'. Millmead continues to work well with partners, although there are concerns over how the reshaping of the Health Visiting model towards a 'Baby Hub' will impact on the centre joining up with health professionals. However, Millmead have a long track record in engaging with partners so have a good base to work from.

Forward Focus: KCC will be working with the provider to ensure that service provision maintains the quality level that has been previously demonstrated.

Contract: Seashells Childrens Centre

65% or higher

Provider: Children and Families Seashells CiC

50-65%

Geographical Area of Delivery: Sheerness

49% or lower

Overarching Performance Score: Green -

Service Provision Key Performance Indicators:

Indicators	Polarity	Freq.	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	District	Kent	CC Trend
			Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall	Overall				
Children's Centres - Swale - Seashells																		
CEH27			Number of Children Aged 0-5 Newly Registered															
	H	M	38	15	20	32	25	15	25	37	32	38	9	34	18	170	1368	
CEH28			Percentage All Children Aged 0-5 Registered															
	H	M	92.7%	92.9%	93.0%	93.4%	93.3%	92.7%	94.4%	96.2%	96.8%	93.8%	93.9%	95.2%	94.6%	80.3%	77.4%	
CEH29			Percentage All Registered Children Aged 0-5 Reached															
	H	M	70.5%	69.8%	69.5%	69.2%	69.5%	65.3%	69.5%	69.7%	70.9%	68.5%	68.5%	69.5%	69.9%	57.9%	48.1%	

Financial Comparator:

Yearly Spend	% of 18/19 Projected Commissioned EHPS Gross Budget	% of 18/19 Projected EHPS Gross Budget	% of 18/19 Projected CYPs Gross Budget (excl. Schools)	% of KCC projected Gross Spend on Services for 18/19 (excl. Schools)
£ 202,302.18	3	0.50	0.05	0.013

Rationale: Seashells delivery is either comparable or above the Kent and District picture. As such the contract is graded as Green.

Qualitative: There are still some questions over the level of registrations being recorded by the centre in lines with what constitutes Childrens Centre Work. KCC will be investigating these figures to ensure that those being recorded as reached have been in receipt of specific Childrens Centre pieces of work. This will be in line with the in-house provision standards and may impact on future performance statistics.

Seashells continues to be one of the busiest centres in the district and is well thought of by partners and service users in regard to provision and will be a 'Baby Hub' in the reshaping of the Health Visiting provision

Forward Focus: KCC will be working with the provider to ensure that service provision maintains the quality level that has been previously demonstrated. Seashells has become one of the new 'Baby Hubs' for the Health Visiting service and the provider will be shaping provision to ensure that services from the centre continue to be joined up appropriately in line with these changes.

Appendix 3

From: Stuart Collins Interim Director Early Help and Preventative Services

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

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

Summary:

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

1. Introduction

1.1 There are 12 Youth contracts across Kent delivered by 9 providers. Of the 12 contracts, eight are performing well against targets and three are working with KCC to bring about the necessary improvements. Sk8side felt that they were no longer able to work to an improvement plan and have decided to withdraw from the contract.

- 1.2 To monitor contracts against KPIs providers are asked to use the eStart system to capture reach, registration and activity data. Internal services and external providers share the same IT system and commissioning officers undertake a contract monitoring process which includes regular meetings with providers. This information is then cross-referenced with the qualitative data gathered from observations and feedback from partners
- 1.3 At point of mobilisation each of the providers were subject to monthly monitoring meetings with KCC Commissioning Officers, Early Help District Managers and Youth Hub Delivery Managers. When performance is good these meetings move to bi-monthly and then quarterly (however a monthly desk based process still occurs).
- 1.4 Sk8side have been subject to monthly monitoring since contract inception due to continued poor performance against KPIs There are a number of standard key performance indicators that are used for contract monitoring, however, the overarching KPI is in relation to the number of young people that have been registered (also known as affiliated) to the service. The original target at point of contract commencement was 25% of the population of young people aged 8-19. This target was described as aspirational and is shared geographically and divided between the in house and commissioned provision.
- 1.5 To achieve a green rating for this contract providers, have to reach 80% of the identified target.
- 1.6 Thirteen months into contract current performance for Sk8side stands at 33.5% of registration target for Ashford (targets are set out in Fig. 1). Despite this poor performance and high levels of support from both commissioning officers and their Early Help delivery colleagues, Sk8side have not been able to put in place a sufficient improvement plan to address this shortfall.

Fig 1

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

2. Timeline

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

3. Recent Events

- 3.1 Sk8side were invited to a meeting with Commissioning Managers to discuss the contract variation and the impact of not signing on the 5th March. Following this invite Sk8side requested a deadline of 6th March regarding a decision to hand back the contract.
- 3.2 On the 6th March Sk8side served formal notice regarding their contract termination.
- 3.3 During the Meeting on the 5th March a representative from Sk8side highlighted that they have struggled as an organisation to meet the needs associated with the contract as they have not implemented the infrastructure required to manage or report on the contract. They have found the new style of contract monitoring challenging and were not yet ready to be held accountable for meeting targets.
- 3.4 Sk8side are KCC's smallest provider of youth and unlike the other smaller organisations delivering against the youth contract have been unable to

develop their business model to support managing a contract. Relying solely on one member of staff to manage and deliver against the KPIs with a minimal number of other paid staff in place to support.

3.5 HR and procurement colleagues have been consulted regarding the implications of this contract termination.

3.6 As commissioners KCC are keen to retain the model of local delivery partners working with KCC to deliver an wholistic offer and as such are currently not minded to bring the provision in house but rather to offer the opportunity to one of the existing providers through a 'snap procurement' to run the service in Ashford district.

3.7 A 'snap' procurement would only be open to our existing suppliers and could occur on the grounds that we fully explored the market only 18 months ago.

3.8 The market has not moved on sufficiently for any other bidders to come into the market place, therefor it would not be in anyone's interest to run a full procurement exercise to the open market.

3.9 Amendments to the ruling regarding the limiting of providers to two districts can also be made. This was brought in to ensure that no single supplier would hold most of the county provision. By removing this rule, KCC can reasonably argue that there is still a good spread of provider (the maximum any one organisation would have is 3 districts) It would also give all our existing providers an equal chance in application.

3.10 In order to undertake a snap procurement KCC would still need a 3-4-month lead in time. Sk8side have suggested they would be open to working with KCC for longer than the 3 month notice period in order to safeguard the continuance of provision for service users and support staff being TUPE'd.

4. Conclusion

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

4.2 Sk8side are likely to raise their concerns with Ashford Borough Council and KCC Local and Cabinet Members including the lead member for CYPE.

Appendix 4

From: Stuart Collins Interim Director Early Help and Preventative Services

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

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

Summary:

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

1. Introduction

1.1 There are 12 Youth contracts across Kent delivered by 9 providers. Of the 12 contracts, eight are performing well against targets and three are working with KCC to bring about the necessary improvements. West Kent YMCA felt

that they were no longer able to work to an improvement plan to and have decided to withdraw from the contract.

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

Fig 1

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

2. Timeline

2.1 West Kent YMCA advised us that during the first four months of the programme of delivery, they were unable to maintain staffing levels and found themselves without a consistent workforce. This has impacted on their ability to deliver services in line with their contract. Conversations were held between the providers and the commissioning team earlier in the year to propose a reduction in targets for a portion of the financial envelope for this period being returned. West Kent YMCA were unable to return any funding and therefore targets have remained the same.

2.2 West Kent YMCA were placed on a second improvement plan in August 2017. This process had a limited impact on performance and KCC issued a contract warning to West Kent YMCA in January 2018

2.3 The financial envelope and associated unit costs for this service is demonstrated above in Fig 1. This table also demonstrates two districts that have similar targets to West Kent and are of a similar size organisationally and despite earlier challenges in their contract have been able to move towards a position of good performance.

2.4 A contract variation was given to all youth providers in December 2017. West Kent YMCA have informed commissioning officers that they will not sign the contract variance as the word 'aspirational' has been removed from the target numbers set out in schedule 14 (all other providers excluding 1 have signed this variation, it is important to note here that this other provider has also given notice on their contract)

2.5 Whilst the word 'aspirational' was removed from targets, on consultation with the youth providers the overarching district target (that had been reduced to 15% of the population of children and young people) was shared proportionally in line with the service provision levels. There was also a consistency in the way that performance was rated against RAG ratings.

2.6 The original contract set out the need for flexibility regarding this contract and other providers have met this well. The two providers with the poorest performance West Kent YMCA and one other resisted the contract change and both rejected the validity of the contract warning.

3. Recent Events

3.1 West Kent YMCA were invited to a meeting with the lead member for CYPE to discuss the contract variation and the impact of not signing on the 20th March. During this meeting West Kent YMCA requested a deadline of 3rd April regarding a decision to hand back the contract.

3.2 On the 3rd April West Kent YMCA served formal notice regarding their contract termination.

3.3 During the Meeting on the 20th March a representative from West Kent YMCA highlighted that they have struggled as an organisation to meet the needs associated with the contract as they have been wedded to their original bid

3.4 HR and procurement colleagues have been consulted regarding the implications of this contract termination.

3.5 As commissioners, KCC are keen to retain the model of local delivery partners working with KCC to deliver an wholistic offer and as such are currently not minded to bring the provision in house, but rather to offer the opportunity to one of the existing providers through a 'snap procurement' to run the service in the two districts.

3.6 A 'snap' procurement would only be open to our existing suppliers and could occur on the grounds that we fully explored the market only 18 months ago and there were no other tenders to come forward for the two districts.

3.7 The market has not moved on sufficiently for any other bidders to come into the market place, therefor it would not be in anyone's interest to run a full procurement exercise to the open market.

3.8 Amendments to the ruling regarding the limiting of providers to two districts can also be made. This was brought in to ensure that no single supplier would hold most of the county provision. By removing this rule, KCC can reasonably argue that there is still a good spread of provider It would also give all our existing providers an equal chance in application.

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

4. Conclusion

- 4.1 KCC can go out with a Snap procurement to the existing providers. This process should be able to be completed within a three-month time frame and have little impact to current service users in the districts.
- 4.2 West Kent YMCA are well connected locally and have been effective lobbyists in the past and are therefore are likely to raise their concerns with both Tunbridge Wells District council and Tonbridge and Malling Borough Council and KCC Local and Cabinet Members including the lead member for CYPE.

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

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

To: Children's, Young People and Education Cabinet
Committee – 8 May 2018

Subject: The Role of the Youth Advisory Group (YAG) and
other district governance structures in place for 0-19
(and up to 25) services

Classification: Unrestricted

Electoral Division: All

Summary:

Across the Early Help and Preventative Services (EHPS) universal, targeted and additional offer of support, provided by open access settings (such as children's centres and youth hubs), key strategic governance structures help to ensure that local service delivery is joined up. These Governance Structures include Youth Advisory Groups (YAGs), District Advisory Boards (DABs) and Local Children's Partnership Groups (LCPGs).

Note: This paper only focuses on governance arrangements at a district level rather than overarching responsibilities and remit of whole county boards (e.g. 0-25 Health and Wellbeing Board)

Recommendation:

Members are asked to support a review into the governance structures and remit of Local Children's Partnership Groups, Youth Advisory Groups and District Advisory Boards.

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

1. Introduction

- 1.1. The purpose of this paper is to outline the current arrangements of the YAGs across Kent and to seek agreement for a review of the Local governance arrangements in place for 0-19 (up to 25) services across the county.
- 1.2. YAGs give a focus on the strategic needs of young people aged 8-19 (and up to 25), and help develop a district-wide strategy, with a clear set of priorities, whilst also facilitating and maintaining a networking forum for partner agencies, young people and other interested parties to address youth issues.

Core membership of YAGs includes young people.

- 1.3. DABs give a focus on the strategic needs of children aged 0-8 and are designed to work in partnership to identify district priorities, provide challenge and support on meeting those priorities and ensure the services on offer are joined up and co-ordinated to meet local needs. The key role of the DAB is to ensure a co-ordinated approach to the achievement of the 3 essential core elements for children's centres: school readiness; health and wellbeing; and support for vulnerable parents.
- 1.4. The LCPGs, which have been subject to a number of iterative changes over recent years, hold local knowledge across a range of service areas and help services to identify joint priorities and work in partnership to address them across the full 0-19 (and up to 25) age range.

2. Youth Advisory Groups (YAGs)

YAGs were implemented in March 2003 through the leadership of the then Lead Member, Cllr Mike Hill (OBE) as part of the governance of the range of services held within the then Youth Service.

Whilst the YAGs are not a performance or contract management group, they do offer a good opportunity to facilitate and support local engagement, cohesion and multi-agency working, as well as providing challenge and support on meeting district priorities.

In March 2016, a comprehensive review of YAGs took place and the conclusion of the review was that YAGs remain critical to the governance of the local youth offer. Following the review, revised terms of reference were published (Appendix A).

2.1. Responsibilities include to:

- i. Focus on the strategic needs of young people, aged 10-19 years, in their respective district. This would include ensuring young people's voices are heard and youth forums and other groups are able to contribute to the meeting. Although the YAG is not a youth forum, it is important that young people's voices are fully represented.
- ii. Develop a district strategy, with a clear set of priorities for meeting the needs of young people. This includes using a range of centrally supplied data sets and taking into account local intelligence to agree district priorities, including geographical areas of concern. This requires the YAGs to be sighted on youth provision in their area, including KCC commissioned. Critical within the strategy is a published youth offer, which is a statutory duty on local authorities, described in the Education and Inspections Act 2006.
- iii. Provide a networking forum for partner agencies, young people and other interested parties to address youth issues.

2.2. One of the key strengths of the YAG is the recognition of the importance of the 'Voice of the Child'. As part of the core membership, each YAG is expected to have young people at the meetings, to enable a reflection of what provision looks and feels like within the district to young people. Largely this is achieved across the county, with young people taking an active membership.

3. Other Local Governance Arrangements/Boards under the 0-19 (and up to 25) Service (with a district-based responsibility)

3.1. Other strategic partnership groups are in place across the county, which help set priorities for children and young people, at a local level. LCPGs and Children's Centre DABs form an important part of the wider network and provide some overlap in the scope of these groups.

3.2. The DABs have been a requirement within an Ofsted Framework, since the original Sure Start Local programmes, from 2010. Ofsted describes a DAB as 'Good' where governance arrangements are well embedded, provide effective challenge and are demonstrably driving the centre's continuous improvement.

3.3. Kent County Council (KCC) has produced Terms of Reference (reviewed and amended during 2016) to ensure that we comply with Ofsted guidance (Appendix B).

3.4. DABs are required to:

- i. Work with the Early Help District Manager and Children's Centre Delivery Manager to identify priorities, through effective consultation with partners.
- ii. Monitor progress and provide challenge/support.
- iii. Contribute to setting challenging targets, through an Annual Conversation process.
- iv. Ensure the services on offer meet local needs and contribute to improving children's outcomes, particularly those in need.
- v. To support the development of integrated working.

3.5. LCPGs were first established in 2016, as the result of attempts to co-ordinate, at district level, partnership arrangements and services across a range of local key performance indicators and priorities, with the primary aim of driving forward the improvement of specific outcomes relating directly to local children and young people. Terms of Reference for the way in which each LCPG should operate at a district level are attached as Appendix C.

3.6. LCPGs work in partnership to:

- i. Share information to provide understanding of local services and thresholds.
- ii. Provide a vehicle for identifying and addressing local needs and priorities and gaps in service provision.

- iii. Facilitate and pool resources to meet the needs of local children and families.

3.7. The LCPG currently report to the 0-25 Health and Wellbeing Board, with the intention of linking into the Local Health and Wellbeing Boards, aligned to the 7 Clinical Commissioning Groups (CCGs).

4. Conclusion

4.1. It is recognised that Local Children’s Partnership Groups, Youth Advisory Groups and District Advisory Boards present a significant crossover regarding priorities, purpose and agendas. In particular, it has been identified that:

- Current arrangements have resulted in some areas of duplication and confusion
- Many of the groups have very similar organisational and individual membership, which can be both time consuming and unnecessary for attendees.
- Annual Conversations, where priorities are discussed and agreed, are not consistently using the same baseline data packs and information, resulting in varied and sometimes conflicting district priorities.
- Four districts have been trialing aligned 0-19 annual conversations, led by key senior officers with partners attending relevant sessions.

Recommendation:

Members are asked to support a review into the governance structures and remit of Local Children’s Partnership Groups, Youth Advisory Groups and District Advisory Boards.

This review would explore all current structures and where agendas have crossover, with the aim of producing a proposal to improve effectiveness of service delivery across a 0-19 (up to 25) years for non-statutory Children’s Services.

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**Early Help and
Preventative Services**

Youth Advisory Group (YAG)
Terms of Reference

Document Owner	Nigel Baker
Version	1
Approval Date	6/April/2016
Issue Date	19/April/2016
Review Date	March 2017

Terms of Reference for the District Based Youth Advisory Group

Responsibilities

The overarching responsibility of the Youth Advisory Groups is to ensure there is a good understanding of the Youth Offer within their respective Districts and the developments required to enable it to remain consistently of a high standard, from their perspective, for children and young people, aged 8 – 19 years (up to 25 with additional needs), living in the District.

The specific responsibilities are to:

1. focus on the strategic needs and priorities for young people in each District, by including the network of services providers for children and young people in the membership of the Group to establish a local strategy for young people aged 8-19
2. draw the representatives of young people on the Youth Advisory Group [maximum of four] from those elected from the District to the Kent Youth County Council, those attending universal access youth work sessions co-ordinated by the Youth Hub and those known to the commissioned youth work provider(s) based in the District.
3. receive updates on the District Plan and the actions being taken by both the Local Children's Partnership Group and by the Children's Health & Wellbeing Board where relevant to young people
4. have oversight, with the support of the Youth Hub Delivery Manager, of the opportunities being made available to children and young people, by the provider(s) of commissioned youth work services in their respective Districts
5. receive statistics about work with young people in the District/Borough, in order to measure the effectiveness of provision and to enable proposals for the development and planning of specific services.
6. ensure the Local Children's Partnership Group in each District is informed (and kept up to date) of the priorities the Youth Advisory Group has agreed and is working towards
7. receive information on new Government, County Council or partner agency initiatives, which will assist the Group to carry out its strategic advisory function
8. Ensure communication on the work of the Youth Advisory Group is undertaken with other groups in the District looking at issues such as Safeguarding, Child Sexual Exploitation, community safety, regeneration, education, health and personal development
9. Assist in responding to and reporting on County Council and Government initiatives that impact on work with young people

Functions

1. The Youth Advisory Groups should meet four times per year
2. The Youth Hub Delivery Manager to brief the Chairperson to ensure the agenda for each meeting is relevant to the needs and interests of the local youth population
3. An annual county level meeting – hosted by the KCC Cabinet Member for Community Services - will be held between the Chairs of the Youth Advisory Groups, District Managers for Early Help and Preventative Services, Youth Hub Delivery Managers and the Head of Service: 0-25 responsible for Youth to review the activities of the year and to work towards a common direction

Membership

Membership should be linked to local community, needs and priorities and must be reflective of these. Membership may change in light of changing priorities. Core Membership is likely to include:

- Local Member (Chair)
- Young Person (Co-Chair)
- Vice Chair (To be agreed by YAG). In absence of a vice chair or chair that the YHDM shall chair meeting
- Youth Hub Delivery Manager
- District Manager
- Head of Service (shall attend at least one per year)
- Youth Participation
- Commissioning Officer
- Selected representation from District Youth Forum.
- Local member of KYCC
- Voluntary Sector- to act as representatives of the sector rather than one agency.
- Commissioned Youth Partners
- Statutory Sector- this may include:
 - Job Centre Plus Manager
 - Public Health
 - Social Services District Manager
 - District Council representative (e.g. Housing)
 - Police
 - Community Safety Unit
 - Troubled Families
 - Youth Justice
 - Progression and Participation Manager
 - CXK
 - Schools
 - Sexual Health Outreach Nurse

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Appendix B

Kent Children's Centre District Advisory Board Meeting - Terms Of Reference

Vision: To ensure effective Governance

Ofsted Guidance “Good” Governance arrangements are well embedded, provide effective challenge and are demonstrably driving the centre’s continuous improvement.

Ofsted Guidance “Inadequate” Governance arrangements are weak and do not provide sufficient challenge to the Centre (or Group) and/or there is little evidence of shared ambition and priority, resulting in a lack of integrated services that meet the needs and requirements of the range of families within the local area, particularly those in need.

Ref: Ofsted guidance April 2014 on Leadership Management and Governance.

Core Purpose:

The role of the advisory board is to provide support and challenge for a group of Children’s Centres:

- To work with the District Early Help Manager and Children’s Centre Delivery Managers to identify priorities through effective consultation.
- Monitor progress and provide challenge/support.
- Contribute to setting challenging targets through annual conversation process.
- Ensure the services on offer meet the local needs and contribute to improving children’s outcomes, particularly those in need.
- Support the Children’s Centre Delivery Managers in developing a business plan and effective self evaluations procedures and reports (Ofsted SEF).
- Ensure relevant issues are raised with the Director for Early Help and Preventative Services and /or the Head of Service with a strategic lead for 0-5 within KCC.
- To support the development of integrated working
- To ensure families contribute to the centres performance and delivery.

Board Arrangements:

The board needs to be large enough to be representative and not so large that it becomes unwieldy. It is suggested that a board of around 12-18 members is an appropriate and workable size and that there should be equal representation of parents, the statutory sector and the voluntary sector.

The board should have an independent chair, and this cannot be the District Early Help Manager or any other member where a conflict of Interest may be identified. Good practice would highlight the Chair should be a local parent or relevant community member.

The board will meet a minimum 4 times a year.

A minute taker must be provided for the meeting. Agendas and reports for all meetings should be sent one working week prior to the meeting.

Arrangements must be put in place to allow parents to attend board meetings.

The chair should have the casting vote if an issue arises on which the board is unable to reach a decision. The chair will also need to ensure that there are good links at all times between the Children’s Centre Delivery Manager, the local authority and other agencies providing services at the centres.

The advisory board can co-opt members as and when this is required.

Expectations of Board Members:

Representatives must have a strategic role within their organisation/agency at the local level and be of sufficient seniority to enable them to:

- Speak for their agency with authority
- Commit their agency on service development and practice matters
- Influence the development of their agency's practices
- Ensure that children's needs are presented in agency decision-making regarding resources
- Contribute to the development of robust and effective monitoring and performance functions.
- Ensure that the reports, procedures and decisions of the advisory board are disseminated to other parts of the agency/service they are representing
- Attend Advisory Board meetings regularly. If a member is unable to attend /s/he will be expected to arrange for a suitable replacement. Non-attendance at 3 consecutive meetings annually may result with the member being asked to resign;

Members must declare any "vested interest" or "conflict of interest" as appropriate

Core Membership: Membership should be linked to local community, needs and priorities and must be reflective of these. Membership may change in light of changing priorities and considered as part of the annual conversation process.

- Parent/Service Users
- Statutory Sector- this may include:
 - JCP Manager
 - CCG:
 - Health Visiting
 - Midwifery
 - Speech and Language
 - Public Health
 - Social Services District Manager
 - Early Years team
 - Schools/EY settings
 - District Council representative (e.g. Housing)
- Voluntary Sector-: to act as representatives of the sector rather than one agency.

In addition, Kent has adopted the Nolan Committee's principles of public life. It is advised that advisory boards members have regard to these principles in relation to Children's Centre business. These are:

Selflessness: Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership: Holders of public office should promote and support these principles by leadership and example.

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KENT LOCAL CHILDREN'S PARTNERSHIP GROUPS

PURPOSE

Local Children's Partnership Groups (LCPGs) ensure a consistent approach to partnership working at district level across Kent. They provide a connection between countywide strategic bodies and those working with children and young people at a local level.

LCPGs' primary purpose is to drive improvement in specific **outcomes** for local children and young people. The work of each LCPG should be highly-focussed, data-driven and underpinned at all times by delivering a measurable improvement in selected **indicators**. The activity of the group will include:

- Sharing information to provide understanding of local services and their thresholds
- Providing a vehicle for identifying and addressing local needs and gaps in service provision
- Facilitating and pooling resources to meet the needs of local children and families.

The work of LCPGs will support both the development and delivery of **Kent's Children and Young People's Plan** which will be aligned to aims and ambitions of the **Children's Health and Wellbeing Board (CHWB)**.

LCPGs play a key role in relation to **safeguarding** and promoting the welfare of children and young people, and as such provide an important link between the **Kent Safeguarding Children Board (KSCB)** and local services and organisations working with children and young people.

OUTCOMES & INDICATORS OF SUCCESS

The key driver of the activity of LCPGs will be the new countywide **Children and Young People's Plan (CYPP)** which will clearly set out the most important **outcomes** and associated **indicators** for children and young people in Kent. LCPGs will be key contributors to the plan's development, which will take place in parallel to the evolution of these groups. The new CYPP is due to be published in April 2016.

The selection of outcomes and indicators in the CYPP will be informed by **local knowledge**, statistical **data** and the views of **children and young people**. Each LCPG is expected to focus on improving the outcomes in the CYPP and progress will be measured in each district using the associated indicators.

A **dashboard** will be put together for each district containing data for all of the indicators in the CYPP. Dashboards will allow LCPGs to track their progress and will also be used to report to the CHWB. They will highlight areas where progress is required as well as evidencing positive impacts of the group's work. The CHWB will receive a countywide CYPP Dashboard which will highlight concerns and achievements from individual districts.

In addition to the CYPP, each LCPG may have its own agreed set of **local indicators** which contribute to the CYPP Outcomes and are tailored to the particular needs of children and young people in the local area. Because of the LCPGs' extensive contribution to the CYPP, it is hoped that the need for additional local indicators will be reduced.

GROUP MEMBERSHIP

Each LCPG should represent a wide range of partners from across the public and voluntary sectors who work with children within the district. It is expected that each district's LCPG will be representative of the entirety of their district area. It is expected that the following **Core Members** should be represented within each LCPG.

District Council	Local Schools & FE Colleges	Social Care
CCG	Early Years Provider	Early Help
Voluntary Sector	Police	Children's Commissioning
Public Health	Housing	Education

Each LCPG should also invite the KCC Local Member and the District Councillor with lead responsibility for children to become members of the group.

As well as the Core Members, each LCPG can invite relevant **Additional Members** to join the group. Individual LCPGs have discretion over local Additional Members, and these do not need to be consistent across the twelve districts.

It is expected that all LCPG members will support the group in a way which reflects their organisation's responsibilities and resources by:

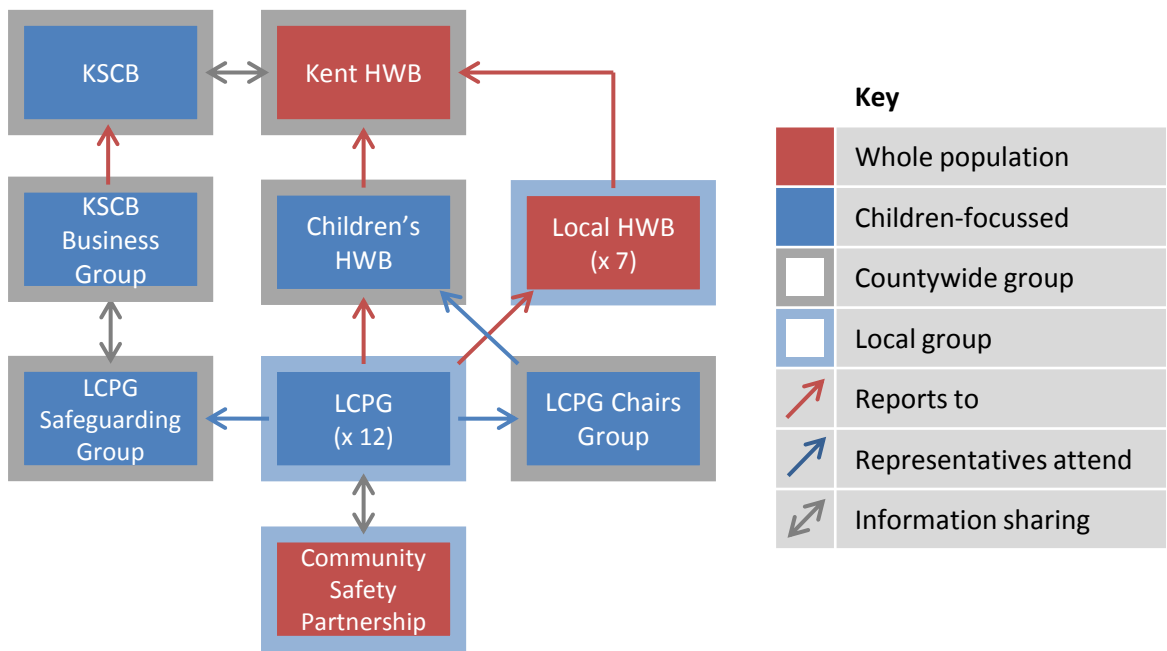
- Attending or being represented at every meeting;
- Responding to actions in a timely way as agreed by the group;
- Sharing data that supports the delivery of the group's priorities.

GROUP ROLES

To support consistency between the groups, there is an expectation that each LCPG will ensure the following specific roles are fulfilled:

- **CHAIR:** Each LCPG will nominate or elect a chair from amongst its members (either core or additional members). The **core purpose** of this role is to ensure the group remains focused on improving outcomes for children and young people in their district identified in the CYPP (as well as any local indicators). In addition to district LCPG meetings, there is an expectation that the twelve chairs will meet as a group to support and co-ordinate partnership working across districts.
- **CO-ORDINATOR:** Each LCPG will also nominate a Co-ordinator who will work alongside the Chair to maintain a clear focus on improving outcomes for children and young people, and ensure the smooth-running of the group.
- **SAFEGUARDING LEAD:** Each LCPG should include within its membership the existing **District Council Safeguarding Lead** who will ensure the promotion of safeguarding within the group's work to improve outcomes. The Safeguarding Leads from the twelve districts will continue to meet as a group (**LCPG Safeguarding Group**) which will be supported by the KSCB Programme and Performance Manager. This group will link to the KSCB, ensuring accurately and timely sharing of information.
- **LOCAL HWB LINK:** A nominated group member will attend Local Health and Wellbeing Board meetings and ensure communication and joint working between the two groups. It is likely that overlap in membership of these groups will already exist.

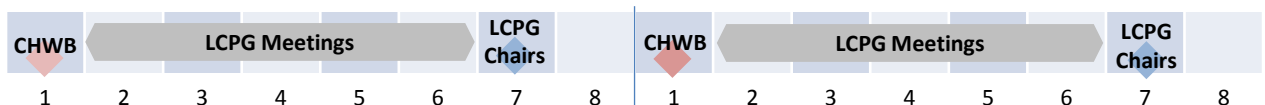
GOVERNANCE



- Local Children's Partnership Groups (LCPGs) report to the countywide **Children's Health and Wellbeing Board (CHWB)**. The Children's HWB is the county's principal partnership group that brings partner agencies together to improve outcomes for children and young people.
- LCPGs also report to the **Local Health and Wellbeing Board** in their area. There are seven Local HWBs which are associated to CCG areas, therefore some LCPGs will be linked to more than one Local HWB. Reporting arrangements should be agreed at a local level accordingly.
- The chair of each LCPG will be a member of the **LCPG Chairs Group**. Two members of the LCPG Chairs Group will attend each meeting of the CHWB providing communication between the CHWB and the twelve LCPGs.
- Similarly, the Safeguarding Leads from each LCPG will attend the **LCPG Safeguarding Group**, which will feed into the KSCB through the KSCB Business Group.
- There is an expectation that the LCPG will develop and maintain links with the **Community Safety Partnership** and ensure that information is shared and joint working is encouraged.

MEETING ARRANGEMENTS

- The CHWB meets every two months. Minutes from the CHWB will be shared with the LCPG Chairs.
- It is expected that each **LCPG** will meet **every two months** (six times a year), in the weeks following the CHWB so that key messages from the CHWB can be communicated and discussed at district level.
- The **LCPG Chairs Group** will also meet as a group **every two months**, after all of the twelve LCPGs and before the next CHWB.
- This suggests an approximate eight week (two month) cycle of meetings as demonstrated below:



All LCPG member organisations are expected to contribute as appropriate to co-ordination, administration and meeting venues to ensure the smooth running of LCPG and associated meetings.

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

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

To: Children's, Young People and Education Cabinet
Committee – 8 May 2018

Decision No: TBC

Subject: Kent's Local Offer to Care Leavers

Classification: Unrestricted

Electoral Division: All

Summary: As part of the implementation of the Children and Social Work Act (2017), this report provides an overview as to why Kent County Council are required to produce a Local Offer for Care Leavers and the steps that are being taken to ensure that this is developed in close collaboration with care leavers, partner organisations and key providers. The final version of the offer will be brought back to Cabinet Committee in December 2018 for a formal decision on the change of policy.

Recommendation:

The Children's, Young People and Education Cabinet Committee is asked to **CONSIDER** and **MAKE RECOMMENDATIONS** on the proposal to prepare a revised Local Offer for care leavers up to the age of 25, in accordance with the requirements of The Children and Social Work Act 2017.

1. Introduction

- 1.1 From 1 April 2018, Section 2 of the Children and Social Work Act 2017 requires each local authority (LA) to consult on and publish a local offer for its care leavers. The local offer should provide information about all the services and support that is available to care leavers from the local authority, including information about both their statutory entitlements as well as any discretionary support that a local authority chooses to provide. The fundamental change in the implementation of the CSW Act (2017) is the extension in the age range to provide an offer of support to care leavers aged 21-25 years; currently support is provided between the ages of 18-21 years.

2. Background

- 2.1 Statutory guidelines have been provided, detailing what the local offer should include, with details of the services and support that may assist care leavers in, or moving to, adulthood and independent living that the local authority provides in relation to the following:

- 2.1.2 **Health and wellbeing:** This will include services that teach about, support and enable good health and wellbeing. It should include links to, or information about, universal health services that might be particularly relevant to care leavers, as well as specific health and wellbeing services targeted at them.
- 2.1.3 **Relationships:** having strong and supportive relationships is crucially important for care leavers as they move to independent adult life. Local authorities will want to consider the services and/ or support that is available to help care leavers develop and maintain positive social networks and to understand what positive relationships look like.
- 2.1.4 **Education and training:** care leavers should be supported to access appropriate education or training that will enable them to fulfil their goals. This will include the statutory support available to care leavers, such as the £2,000 bursary for care leavers in Higher Education, as well as any other support from the local authority; and signpost to universal information such as careers advice and financial support for young people.
- 2.1.5 **Employment:** this will include information to care leavers about general employment support, such as careers support and links to local Job Centre Plus. Local authorities should also include any other employment support that they or partners deliver that is specifically available to care leavers, for example, any apprenticeships that the local authority offers where such opportunities are ring-fenced for care leavers.
- 2.1.6 **Accommodation:** care leavers should be supported to access appropriate and suitable accommodation. The local authority should include relevant information about their Staying Put policy, the support available from District Housing Services and any other assistance that is available to care leavers, such as advice on maintaining a tenancy. The Accommodation Team, located within the Care Leavers Service, will liaise and consult with the District Councils and will ensure each District Council has a copy of the final version of the Local Offer.
- 2.1.7 **Participation in society:** this will include links to and information about activities, events or volunteering opportunities available in the local area that care leavers can get involved in.

3. Developing the local offer with relevant persons

- 3.1 When developing their local offer, local authorities are required to consult with relevant persons, which means young people and organisations or people that represent or support care leavers. In Kent, these organisations will include our key providers and partner agencies, including Members via Corporate Parenting Panel, Catch 22, Young Lives Foundation, District Councils, health and further/higher education providers, alongside our own services for care leavers including Early Help and Youth Justice.
- 3.2 KCC is currently in consultation with as many of our care leavers as possible, through the Young Adults Council, in order to ensure that a local offer is co-produced that is meaningful and reflects the needs, views and wishes of the

care leavers we are responsible for. Personal Advisers will also seek the views and ideas of the care leavers that they currently support and work with on a regular basis.

4. Publishing and updating the local offer

- 4.1 The Children and Social Work Act does not specify how soon after commencement of the duty the local offer should be published. However, the Government's expectation is that the local offer should be available within six to nine months of commencement of the duty. This will allow time for local authorities to undertake a wide consultation before publishing their local offer. Once local authorities have consulted on and published their local offer it should be reviewed regularly to ensure that the services on offer reflect what care leavers need most. Local authorities can choose how regularly they review their local offer, but, following ongoing consultation with care leavers, the expectation within Kent would be to update it every two years. Our target date to publish the KCC offer is December 2018.

5. Format of the local offer

- 5.1 The local offer should be easily available and accessible to all care leavers in the local authority area. This may mean that we need to make it available in several formats including printed hard copies, online digital copies and in different languages as appropriate. Our Personal Advisers will share and promote the local offer with the care leavers they work with in order to ensure they are aware of it and the services they are entitled to. Further consideration is being given as to how the local offer can be made available to, and easily understood by, care leavers with additional needs.

6. Conclusions

- 6.1 The local offer will aim to be aspirational for our young people, to enable them the best possible opportunities to develop into their independent adult life. As Corporate Parents we want to aim high for our care leavers, to support them to function independently and make positive contributions within their local Kent community. The primary audience for the care leaver offer should therefore be young people about to leave care and those who have left care. The document format should be both aspirational alongside being focused, free of jargon and easy-to-read.
- 6.2 Councils should not just consider the role they can provide, but also the role that statutory and non-statutory partners are able to provide as part of a Corporate family. Care leavers and children in care are not the sole responsibility of councils' children's services departments. While such departments might discharge most of the direct services and support, all council departments hold corporate parenting responsibilities. As per the Care Leaver's Strategy, council departments must consider the support or services they can also provide to care leavers through the focus of their corporate parenting responsibilities. The individual departmental offers should be included within the wider corporate offer and updated when relevant.

- 6.3 Responsibility of the offer should ultimately sit with the council's Head of Paid Service and Leader, both to ensure the document fully reflects the breadth of the services the council offers, but also to demonstrate Corporate Parenting leadership.
- 6.4 The Children and Social Work Act 2017 extends the role of support provided to our Care Leavers to include those aged 21 to 25 years; this is effective from 1 April 2018. The Care Leavers Service is reviewing the potential impact of this change to ensure staff capacity will be sufficient to meet the demand. The offer will detail what this support will include, for example the allocation of a Personal Advisor, regular "drop in" events, signposting to partner agencies and community resources.
- 6.5 The final version of the offer will be brought back to Cabinet Committee in December 2018 for a formal decision on the change of policy.

7. Recommendation(s):

The Children's, Young People and Education Cabinet Committee is asked to **CONSIDER** and **MAKE RECOMMENDATIONS** on the proposal to prepare a revised Local Offer for Care Leavers up to the age of 25, in accordance with the requirements of The Children and Social Work Act 2017.

8. Contact details

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

Matt Dunkley Corporate Director of Children, Young People and Education

To: Children's, Young People and Education Cabinet Committee
- 8 May 2018

Subject: Risk Management: Children, Young People and Education

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This paper presents the strategic risks relating to the Children, Young People and Education directorate, in addition to risks featuring on the Corporate Risk Register for which the Corporate Director is the 'Risk Owner'. The paper also explains the management process for review of key risks.

Recommendation(s):

The Children's, Young People and Education Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the directorate risk register and relevant corporate risks outlined in appendices 1 and 2.

1. Introduction

- 1.1 Directorate business plans are reported to Cabinet Committees each Spring as part of the Authority's business planning process. The plans include a high-level section relating to key directorate risks, which are set out in more detail in this paper.
- 1.2 Risk management is a key element of the Council's Internal Control Framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled. The process of developing the registers is therefore important in underpinning business planning, performance management and service procedures. Risks outlined in risk registers are considered in the development of the Internal Audit programme for the year.
- 1.3 Directorate risk registers are reported to Cabinet Committees annually and contain strategic or cross-cutting risks that potentially affect several functions across the Children, Young People and Education (CYPE) directorate. These often have wider potential interdependencies with other services across the

Council and external parties. The CYPE directorate risk register is attached in appendix 1.

- 1.4 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register. The Corporate Director for Children, Young People and Education directorate is the owner of the following corporate risks:
- Safeguarding – Protecting vulnerable children.
 - Integration of Early Help and Preventative Services and Specialist Children’s Services to improve outcomes and manage demand.
 - Potential implications associated with significant migration into Kent.
 - Delivery of new school places is constrained by capital budget pressures and dependency upon the Education and Skills Funding Agency (ESFA).

These risks are presented for comment in appendix 2.

- 1.5 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. Firstly, the current level of risk is assessed, considering any controls already in place to mitigate the risk. If the current level of risk is deemed unacceptable, a ‘target’ risk level is set, and further mitigating actions introduced with the aim of reducing the risk to a tolerable and realistic level.
- 1.6 The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action. Further information on KCC risk management methodologies can be found in the risk management guide on the KNet intranet site.

2. Financial Implications

- 2.1 Many of the strategic risks outlined have financial consequences, which highlight the importance of effective identification, assessment, evaluation and management of risk to ensure optimum value for money.

3. Policy Framework

- 3.1 Risks highlighted in the risk registers relate to strategic priorities and outcomes featured in KCC’s Strategic Statement 2015-2020, as well as the delivery of statutory responsibilities.
- 3.2 The presentation of risk registers to Cabinet Committees is a requirement of the County Council’s Risk Management Policy.

4. Risks relating to the Children, Young People and Education directorate

4.1 There are currently twelve directorate risks featured on the CYPE directorate risk register (appendix 1), three of which are rated as 'High'. Many of the risks highlighted on the register are discussed as part of regular items to Cabinet Committees.

4.2 Since last reported in March 2017, five risks have been removed from the risk register, namely:

- Schools going into category.
- Non-integrated data information systems.
- Lack of or difficulty accessing appropriate provision and lack of targeted support for young people not in Education, Employment or Training (NEET), across KCC.
- The ability of Community, Learning and Skills service (CLS) to generate sufficient income due to changes in the national funding scheme.
- Delivery of the 2017/18 budget (replaced by in-year budget risk below).

4.3 Four risks have been added to the register as follows:

- Management of the CYPE Directorate in year budget. (Amber risk).
- Interface between KCC and the Education Services Company. (Amber risk).
- Long term success of the Education Services Company. (Amber risk).
- Funding to support the number of former Unaccompanied Asylum-Seeking Children (UASC) into Kent. (Amber risk).

4.4 The Directorate risk "More schools will move into a potentially deficit budget position" has been re-assessed and reduced from a red score to amber since last year.

4.5 A number of mitigating actions are of a more ongoing and evolving nature, hence review dates are set at what is seen to present the best time to 'take stock' of progress. Risk and action owners review these actions regularly, and the Directorate Management Team monitors this as part of regular quarterly risk reviews.

4.6 Inclusion of risks on this register does not necessarily mean there is a problem. On the contrary, it can give reassurance that they have been properly identified and are being managed proactively.

4.7 Monitoring and review – risk registers should be regarded as 'living' documents to reflect the dynamic nature of risk management. Directorate Management Teams formally review their risk registers, including progress against mitigating actions, on a quarterly basis as a minimum, although individual risks can be identified and added to the register at any time. Key questions to be asked when reviewing risks are:

- Are the key risks still relevant?
- Have some risks become issues?
- Has anything occurred which could impact upon them?
- Has the risk appetite or tolerance levels changed?
- Are related performance / early warning indicators appropriate?
- Are the controls in place effective?
- Has the current risk level changed and if so is it decreasing or increasing?
- Has the “target” level of risk been achieved?
- If risk profiles are increasing what further actions might be needed?
- If risk profiles are decreasing can controls be relaxed?
- Are there risks that need to be discussed with or communicated to other functions across the Council or with other stakeholders?

5. Recommendation

Recommendation:

The Children’s, Young People and Education Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the directorate risk register and relevant corporate risks outlined in appendices 1 and 2.

6. Background Documents

6.1 KCC Risk Management Policy on KNet intranet site.

7. Contact details

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Children, Young People and Education Directorate Risk Register

MAY 2018

Children, Young People and Education Directorate - Summary Risk Profile

Low = 1-6
Medium = 8-15
High = 16-25

Risk No.*	Risk Title	Current Risk Rating	Change since March 2017	Target Risk Rating
EYPS 01	Schools going into Category		CLOSED	
CY0004	Special Educational Needs (SEN) - Transport budget savings	20	↔	12
CY0005	Meeting the demand for specialist provision and placement of pupils with an Education, Health and Care Plan	9	↔	6
CY0006 / CRR 0016	Delivery of new school places is constrained by capital budget pressures and dependency upon the Education and Skills Funding Agency (ESFA).	20	↔	15
CY0007	More schools will move into a potentially deficit budget position	12	↓	8
CY0008	Children who are home educated may not be safeguarded	12	↔	6
CY0009	Children not in full time education may not be receiving a suitable education	9	↔	6
EYPS 10	Non-integrated data information systems		CLOSED	
CY0013	Insufficient take-up of free places for 2 year old's	8	↔	4
CY0014	Thirty hours of free childcare	20	↔	15
EYPS 18	Lack of or difficulty accessing appropriate provision and lack of targeted support for young people not in Education, Employment or Training (NEET) across KCC		CLOSED	
EYPS 19	The ability of Community Learning and Skills (CLS) to generate sufficient income due to changes in the national funding scheme.		CLOSED	
EYPS 23	Delivery of 2017/18 budget		CLOSED	
CY0028	Long term success of the Education Services Company	12	NEW	6
CY0029	Interface between KCC and the Education Services Company	10	NEW	5
CY0030	Management of the CYPE Directorate in year budget	12	NEW	12
CY0031	Funding to support the number of former Unaccompanied Asylum-seeking children into Kent	12	NEW	12

*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Directorate Register. Therefore there will be some 'gaps' between risk IDs.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Full Risk Register

Risk Register - Children, Young People and Education

Current Risk Level Summary

Green	0	Amber	9	Red	3	Total	12
		1	-4			1	-4

Current Risk Level Changes

0	0	0	1	0
0	0	0	0	2
0	0	2	5	0
0	0	0	1	1
0	0	0	0	0

Risk Ref	CY0006	Risk Title and Event	Owner	Last Review	Next Review
		Delivery of New School Places is constrained by capital budget pressures and dependency upon the ESFA	Keith Abbott	13/03/2018	13/06/2018

The expansion required may not be delivered, meaning KCC is not able to provide appropriate school places.

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
A significant expansion of schools is required to accommodate major population growth in the short term to medium term (primary age) and medium to long term (secondary age). The "Basic Needs" capital grant from DfE will not fund the expansion in full. A funding gap to deliver the programme for schools will be created by cost pressures from higher than expected build costs, low contributions from developers and increases in pupil demand. Whilst the funding gap identified with the Kent Commissioning Plan has been closed, the delivery of the plan is highly dependent upon securing 15 Free Schools in Kent over the period and that the ESFA complete the Free School projects on time and to an appropriate standard.	The duty to provide sufficient school places is not met, which may lead to legal action against the council. Some children have to travel much further to attend a school, with a resulting impact on the transport budget.	High 20 Serious (4) Very Likely (5)		<ul style="list-style-type: none"> Further lobbying of the Secretary of State and Kent MP's Contingency plans for alternative interim accommodation for each Free School project are being developed on a case-by-case basis i.e. temporary expansions to schools to meet immediate pressures, or the allocation of available places within existing schools. Close working with the ESFA and lobbying of the DfE/ESFA. This included raising the issue in the KCC response to the Education White Paper and the Leader raised this via CCN route. Regular meetings with ESFA officials, to monitor progress at individual project level and identify ways in which KCC can help progress these projects. (Local delivery). A bid has been made for extra funding under the priority school building programme Phase 2 The Kent Commissioning Plan contains the forecast expansion numbers and locations. A school expansion programme has been mapped, costed and kept under review. 	Keith Abbott Education Planning and Access DivMT Keith Abbott Keith Abbott Keith Abbott Keith Abbott	A -Accepted A -Accepted Control Control Control Control	31/07/2018 31/07/2018	Medium 15 Major (5) Possible (3)

**Children, Young People and
Risk Register - Children, Young People and Education**

<p>This is now the main risk as experience on ESFA managed projects to date has been one of delay and poor quality. The position on some projects with the ESFA has brought into question the viability of two schools, leaving KCC with problems of provision.</p>			<ul style="list-style-type: none"> • CYPE capital monitoring mechanism with Member involvement now created • The school expansion programme is under member scrutiny and review by relevant Education and Property programme boards/forums/committees. • Policy and operations to secure sufficient developer contributions are overseen by Growth and Infrastructure Group. • Negotiations have taken place with District Councils regarding allocation of contributions 	<p>Keith Abbott Keith Abbott Keith Abbott Education Planning and Access DivMT</p>	<p>Control Control Control Control</p>		
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**Children, Young People and
Risk Register - Children, Young People and Education**

Risk Ref	CY0004	Risk Title and Event	Owner	Last Review	Next Review
		SEN Transport budget savings	Keith Abbott	13/03/2018	13/06/2018

There is an expectation of numbers rising over the next 3 years which will in turn increase the numbers of learners seeking support with transport. The overall budget is expected to reduce during this period which will lead to further budget pressures and have a possible impact on the council's MTFP.

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
Page 146	The extent of shortfall will create a significant budgetary pressure which will be mitigated in part by effective procurement enabling more cost effective efficient route planning to moderate any further increases in market rates for transport provision. If the procurement savings do not compensate for the rising cost of transport provision this will impact on the budget medium term plan. Initial findings have failed to deliver the predicted level of savings. The LA has no alternative but to meet its legal duties in this regard, so the risk sits with education as budget holder. Whilst the activity to deliver the savings will predominantly be with Public Transport the lower than predicted levels of saving generated through the pilot, will require alternate cost reduction activity to be identified.	High		<ul style="list-style-type: none"> Investment in improved ICT both on streamlining the application and process service and route optimisation and financial management information within Public Transport. Revised working practice including Dynamic Procurement to secure best prices. The SEN strategy will reduce the amount of school travel and create new school places. Dedicated project manager in Public Transport in place to manage delivery of procurement and school contracts. Revised working practice including Dynamic Procurement to secure best prices. Deep dive reviews of transport activity into establishments to identify schools best placed to benefit from revised route optimisation. Delivering Independent Travel Training to increase efficiency of travel and reduce costs Suitable candidates identified to receive ITT with a view to transition to public transport Public Transport to report on costings and monitor key information that is presented to CYPE each month to enable strategic targeting of activity. Analysis of journey types identifies prospective candidates for a personal transport budget 	<ul style="list-style-type: none"> Scott Bagshaw Julie Ely Scott Bagshaw Scott Bagshaw Scott Bagshaw Scott Bagshaw Scott Bagshaw Scott Bagshaw Scott Bagshaw 	<ul style="list-style-type: none"> A -Accepted Control Control Control Control Control Control Control Control 	30/09/2018	Medium
		20						12
		Major (5)						Serious (4)
		Likely (4)						Possible (3)

**Children, Young People and
Risk Register - Children, Young People and Education**

			<ul style="list-style-type: none"> • The Service Identifies other schools to deliver direct transport solutions • Programme developed to enable one Special School to operate their own transport 	<p>Scott Bagshaw</p> <p>Scott Bagshaw</p>	<p>Control</p> <p>Control</p>		
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Children, Young People and

Risk Register - Children, Young People and Education

Risk Ref	CY0014	Risk Title and Event	Owner	Last Review	Next Review		
		Thirty hours of free childcare	Matt Dunkley	13/03/2018	13/06/2018		
<p>Parents may be unable to access their 30 Hours of Free Childcare in the pattern that they would like because of the lack of provision available that is offered in that way, even though there is sufficient provision overall and that providers are operating within the context of the Statutory Guidance and Kent Provider Agreement.</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
With effect from September 2017 it was a statutory duty for the local authority to ensure that there are enough high quality inclusive free 30 hour childcare places for the 3 and 4 year old children of eligible parents. The national review of Early Years Funding resulted in Kent receiving less funding overall, however KCC has managed the budget to allow an increase of 5p per child per hour (3 and 4 year olds) with effect from September 2017 plus an additional 4p per hour (so 9p in total) with effect from April 2018.	There may be an increasing number of parental complaints.	High 20 Major (5) Likely (4)		<ul style="list-style-type: none"> To re-audit the supply of 30 hours places in May/June 2018 to ascertain the level of provision at that point. An audit of providers has taken place to ascertain supply and therefore potential gaps. A robust project plan with work streams has been created Project risk register created A survey of parents has taken place between February and May 2017 to enhance demand information. A Project Manager has been appointed to oversee the project A working group has been created in order to deliver the project requirements A Communication and Marketing strategy has been prepared To deliver 16, 30 Hours of Childcare Seminars based on systems and processes for implementation The Capital project has delivered a total of 60 additional places Childcare Sufficiency Officers have offered individual visits to approximately 700 private, voluntary and independent group providers with a specific 30 hours of free childcare focus and with an express intention to maximise the number of places that will be available from September 2017. Childminders will be supported equitably by "Prospects". 	<ul style="list-style-type: none"> A -Accepted Control Control Control Control Control Control Control Control Control Control Control 	31/07/2018	Medium 15 Major (5) Possible (3)

**Children, Young People and
Risk Register - Children, Young People and Education**

			<ul style="list-style-type: none"> • Funding now confirmed by DfE. KCC must find match funding for one project. • Providers now informed of budget for the next financial year • New funding formula now applied as per Roger Gough decision 	Keith Abbott Simon Pleace Simon Pleace	Control Control Control		
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Children, Young People and

Risk Register - Children, Young People and Education

Risk Ref	CY0007	Risk Title and Event			Owner	Last Review	Next Review			
More schools will move into a potentially deficit budget position.					Keith Abbott	13/03/2018	13/06/2018			
More schools move into a potentially deficit budget position.										
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk		
<p>The seventh year of a "flat cash" DSG settlement for schools coupled with continuing impact of the major national changes to school funding and the formula will put serious pressure on the budgets of a number of schools - especially those with falling rolls - in the short to medium term. Secondary schools are also expressing additional pressures as a result of national changes in 6th Form funding and falling rolls. Also changes in the Ofsted framework could result in more schools moving into category. Experience shows that the additional costs incurred as a result of this can also push a school into deficit.</p>	<p>There will be pressure on school budgets with knock-on consequences as they make budget savings to balance the budget. There will be increased pressure on the central redundancy budget and also increased demands upon Schools Financial Services. SPS (Schools Personal Service) and School Improvement. There may also be a negative impact upon standards in some schools.</p>	Medium		<ul style="list-style-type: none"> Joint work is underway with school improvement colleagues to identify those schools at most risk as a result of the financial changes. Meeting has now taken place with school improvement colleagues. The Leader has written to the Chief Executive of the ESFA Letters from Cabinet Member/Leader Processes are being improved to tighten controls and regulations in relation to schools in financial difficulty to enable better support from Schools Financial Services and other LA colleagues. Recovery plans have been prepared with schools that have flagged up problems The Academies issue has been raised with the Regional Schools Commissioner Roger Gough met with the Secretary of State and has written to her re the financial position. Further financial papers taken to DMT regarding deficits and outturn position Met with Permanent Secretary regarding funding issues For schools that have declared a balanced budget position, close monitoring of management action Solutions identified for vulnerable secondary schools Met with DFE, Regional Schools Commissioner and ESFA to discuss position of vulnerable schools and academies. More detailed work is required to follow up solutions 	Keith Abbott	Control		Medium		
		12							8	
		Serious (4)							Moderate (2)	
		Possible (3)							Likely (4)	
							Keith Abbott	Control		
							Keith Abbott	Control		
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							Keith Abbott	Control		
							Keith Abbott	Control		


**Children, Young People and
Risk Register - Children, Young People and Education**

			<ul style="list-style-type: none"> • Detailed work carried out on all new selective secondary schools and Academies. A dedicated resource is now employed to deal with this. • Discussions have taken place with schools that have shown future problems • Direct conversations taking place with the Chief Executive of the Education Skills Funding Agency (ESFA). • Paper re long term implications of funding and school roll numbers in Secondary Schools taken to DMT • The potential implications of all of the changes to school funding have been identified and DfE have been lobbied. Budget tool issued for 2015/16 and beyond. 	Keith Abbott	Control		
				Keith Abbott	Control		
				Keith Abbott	Control		
				Keith Abbott	Control		
				Keith Abbott	Control		

**Children, Young People and
Risk Register - Children, Young People and Education**

Risk Ref	CY0028	Risk Title and Event	Owner	Last Review	Next Review			
		Long term success of the Education Services Company.	Keith Abbott	13/03/2018	13/06/2018			
<p>There is a risk that there will be insufficient resources within the Directorate which could impact on the long-term sustainability of services.</p> <p>There is a risk that the Education Services Company fails to achieve its stated financial and non-financial objectives.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
In light of the changing educational landscape, possibly leading to increasing fragmentation of Kent schools and education services, alongside financial pressures facing the current service delivery model, KCC has chosen to create an Education Services Company. The Company shall seek to continue delivery of a sustainable, high quality service whilst tackling such challenges. The Company will include statutory services.	Statutory functions not being delivered appropriately. Shortfall in MTFP surplus meaning additional savings have to be found within KCC. Reputational risk if the company is deemed to have failed.	Medium 12 Serious (4) Possible (3)		<ul style="list-style-type: none"> Finalise Commissioning Plan The appointment of KCC Commissioning Team is in progress Finalise contract specification and KPI's Review and revise service specifications as necessary Permanent Leadership Team to be appointed A Company Board (Senior Staff and non-executive directors), appointed by KCC Shareholder Board is being established by KCC A contract has been developed and specifications delivered for a 10 year contract There is a comprehensive Governance Structure in place to manage the Company comprising of Officers, Members and Head Teachers. Interim Leadership Team now in place A Stakeholder and Partnership Board comprising of KCC, Members, Officers, stakeholders and the CEO of the Education Services Company, meets to discuss relevant issues. 	<ul style="list-style-type: none"> Keith Abbott Keith Abbott Keith Abbott Keith Abbott Matt Dunkley Shareholder Board Keith Abbott Matt Dunkley Matt Dunkley Matt Dunkley 	<ul style="list-style-type: none"> A -Accepted A -Accepted A -Accepted A -Accepted A -Accepted A -Accepted Control Control Control Control 	<ul style="list-style-type: none"> 31/05/2018 31/05/2018 31/05/2018 31/05/2018 31/05/2018 31/05/2018 	<ul style="list-style-type: none"> Low 6 Significant (3) Unlikely (2)

**Children, Young People and
Risk Register - Children, Young People and Education**

Risk Ref	CY0030	Risk Title and Event	Owner	Last Review	Next Review			
		Management of the CYPE Directorate in year budget	Matt Dunkley	13/03/2018	13/06/2018			
<p>Due to increasing levels of budgetary restraint and an increase in demand for some statutory provisions as well as the increasing pupil population, there is a risk that the Directorate will fail to deliver its budget.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>The Directorate has to continue to deliver good quality services even in the current climate of reducing budgets. In addition, there are a number of other factors that impact on service delivery such as: the overall growth of the pupil population and the delivery of school places, and the reliance upon the ESFA regarding funding, the increasing SEN budget, and pressure on the DSG around High Needs Funding.</p>	<p>The failure to deliver statutory duties would have an adverse reputational effect on the Council and could lead to civil action being taken if services are failing to provide reasonable provision. This could have an impact on other Services across the Directorate, and potentially the County Council, causing additional budget pressures.</p>	Medium	16	<ul style="list-style-type: none"> To create a culture where options to save are considered at all times+ The budget position is a standing item at SMT and DMT Routine budget management/monitoring via County Council systems 	Matt Dunkley	<p>31/07/2018</p>	Medium	
		12			Keith Abbott		-Proposed Control	12
		Serious (4)	-4		Simon Pleace		Control	Serious (4)
		Possible (3)					Possible (3)	

Children, Young People and
Risk Register - Children, Young People and Education

Risk Ref	CY0008	Risk Title and Event	Owner	Last Review	Next Review		
		Children who are home educated may not be safeguarded	Matt Dunkley	13/03/2018	13/06/2018		
Risk of delay in identifying potential safeguarding concerns.							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
The Elective Home Education process does not require a young person to be seen by a member of the local authority tasked with identifying the suitability of education	Failure of KCC to fulfil its safeguarding duties.	Medium		• New policy re home education now in place	Matt Dunkley	Control	Low
		12		• Identification of and early intervention prior to decision will reduce the number of vulnerable young people entering into Elective Home Education	Scott Bagshaw	Control	6
		Serious (4)		• Revised policy to include interaction with child where there are welfare concerns and where other agencies have been involved with the family	Scott Bagshaw	Control	Significant (3)
		Possible (3)		• Raising awareness amongst other practitioners to recognise potential implications of children home educated that are not in contact with universal education services	Scott Bagshaw	Control	Unlikely (2)
				• To service ensures that every child receives a home visit	Scott Bagshaw	Control	

Children, Young People and

Risk Register - Children, Young People and Education

Risk Ref	CY0031	Risk Title and Event	Owner	Last Review	Next Review			
		Funding to support the number of former Unaccompanied Asylum Seeking Children (UASC) under Leaving Care Regulations	Sarah Hammond	13/03/2018	13/06/2018			
Shortfall in Government funding to cover the full cost associated with fulfilling the Council's statutory duties.								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>During 2015-16 there was a significant increase in UASC arriving in Kent placing increased pressure on all aspects of specialist children's services delivery and educational services.</p> <p>A significant number of these children are turning 18 requiring care leaver support</p> <p>Page 155</p>	Additional budget pressures on the CYPE Directorate if UASC costs are not fully funded by Government.	<p>Medium</p> <p>12</p> <p>Serious (4)</p> <p>Possible (3)</p>		<ul style="list-style-type: none"> A national transfer scheme is in place to encourage the fair allocation of unaccompanied asylum-seeking children (UASC) across the country, so there is more of an even distribution of caring responsibilities. The Leader, Members and senior officers continue to make representations to the Home Office regarding funding UASC multi-agency Partnership Board takes a strategic overview of the whole system of services contributing to and impacted upon in managing the needs of UASC in Kent and to provide opportunities for shared learning Specialist Children's Services continue to work extremely closely with colleagues in the UASC arm of the UK Visas and Immigration Service to ensure that new arrivals, as well as children which arrived prior to 1 July are transferred to the care of other Local Authorities in the most timely and child-centred way. 	<p>Matt Dunkley</p> <p>Sarah Hammond</p> <p>Sarah Hammond</p> <p>Sarah Hammond</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	<p>Medium</p> <p>12</p> <p>Serious (4)</p> <p>Possible (3)</p>

Children, Young People and

Risk Register - Children, Young People and Education

Risk Ref	CY0029	Risk Title and Event	Owner	Last Review	Next Review			
		Interface between KCC and Education Services Company	Matt Dunkley	13/03/2018	13/06/2018			
<p>There may be a risk of disruption in service provision if there is confusion or other distractions between KCC and the Company. Distractions in this interface could result from a lack of clarity regarding the commissioning of work and the overall embedding of company service provision. For example, schools will have even greater freedom regarding the commissioning of services currently provided by KCC and may decide to reduce or reallocate funding to other services. Alternatively, changes in the direction of Government policy could impact on the Company's overall ambitions.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
The Council is in the process of establishing an Education Services Company containing statutory and discretionary services. As some education services will remain under the remit of the Council, the interface between KCC and the Company will be critical in order to ensure its long-term success. A successful business relationship needs to be formed between both parties formally (contracts) and informally between individual professionals.	The Company does not achieve the expected benefits in relation to cost savings and efficiencies,	Medium 10 Major (5) Unlikely (2)		<ul style="list-style-type: none"> Detailed specifications are being prepared KCC Shareholder Board created Mechanisms are outlined in the contract to ensure Company and KCC integration Regular monitoring of Education Services Company progress by: Cabinet Members, Strategic Managers, Commissioning Plan. Stakeholder and Commissioning Board created containing: Cabinet Members, Schools, Early Years, Further Education Managers represented 	Keith Abbott Keith Abbott Keith Abbott Matt Dunkley Matt Dunkley	A -Accepted Control Control Control Control	31/05/2018	Low 5 Major (5) Very Unlikely (1)

Children, Young People and

Risk Register - Children, Young People and Education

Risk Ref	CY0005	Risk Title and Event	Owner	Last Review	Next Review
		Meeting the demand for specialist provision and placement of pupils with an Education, Health and Care Plan	Keith Abbott	13/03/2018	13/06/2018

Additional numbers are on track but there is a risk that the additional places in Kent are not delivered on time or within budget. This is firmly linked into the Capital Programme CY0006 risk

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk		
Proposals in SEND strategy to increase commissioned places to 3700.	Budgetary pressure on KCC as a consequence of legal duty to make specialist provision and continued placement in costly specialist independent schools.	Medium		<ul style="list-style-type: none"> Kent Commissioning Plan has identified: <ul style="list-style-type: none"> - Expansion of Bower Grove - Creation of a new Profound, Severe, Complex Needs unit in Dartford and Dover Training on new core standards has taken place, leading to more children being well supported in local schools. Refreshed core standards now in place Workforce development plans implemented. Full scale roll-out of plan (since September 2014) to be used to scale up local decision making using core standards. Kent SEN strategy review and implementation Planning consents and Governing Body agreement have been obtained 	<ul style="list-style-type: none"> A -Accepted Control Control Control Control Control Control 	31/07/2018	Low		
		9						6	
		Significant (3)						Significant (3)	
		Possible (3)						Unlikely (2)	

Children, Young People and

Risk Register - Children, Young People and Education

Risk Ref	CY0009	Risk Title and Event	Owner	Last Review	Next Review		
		Children not in full time education may not be receiving a suitable education	Matt Dunkley	13/03/2018	13/06/2018		
<p>Information on Children and Young Persons not in full-time education is held on a number of different systems that are not fully integrated. The recent change in legislation has caused a "three-fold" increase in schools' requests for attendance related Penalty Notice fines. The increase exceeds the capacity of the Enforcement business support which was forced to focus the resource on clearing the backlog. Hence no capacity in the PIAS BS to produce regular dataset or analysis of Reduced Time Table. Currently a data spreadsheet of RTT is being circulated. There is a risk that professionals working with a C&YP may not be aware that children are not accessing education.</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
<p>Section 436a of the Education Act 1996 (inserted by the Education and Inspections Act 2006) "requires all local education authorities to make arrangements to enable them to establish (so far as it is possible to do so) the identities of children in their area who are not receiving a suitable education". The local authority must also ensure that it "monitors the numbers of children/young people in the authority who are not receiving an education, including those new to the area of the country".</p>	<p>Failure of KCC to fulfil its duty to identify and monitor those children/young people not receiving an education and to ensure education is offered.</p>	Medium		<ul style="list-style-type: none"> Part-time timetable in place for looked after children The Reduced Time Table (RTT) notifications have moved into MIU's data gathering system since September 2017. This will enable better data reporting. Attendance service has been re-organised and the new service re-focused on providing effective advice and monitoring of school attendance register to identify any poor or illegal practice. Schools are challenged for any known poor or illegal practice in attendance registration. From Spring Term 2018 Management Information produces a full report of RTT each term The restructured Health Needs Service is now in place. The leadership team of the service has been established and is functioning well. The New Guidance on Reduced Time Table (RTT) has been issued stipulating that children with Higher Needs Funding and Early Help Care Plans must not be placed with a RTT without SEN Service agreement. Children in Care RTT must be agreed to by Virtual Schools Kent. 	Ming Zhang	Control	Low
		9			Ming Zhang	Control	6
		Significant (3)			Ming Zhang	Control	Significant (3)
		Possible (3)			Ming Zhang	Control	Unlikely (2)
					Ming Zhang	Control	
					Ming Zhang	Control	

**Children, Young People and
Risk Register - Children, Young People and Education**

			<ul style="list-style-type: none"> • A County-wide Pupil Referral Unit quality assurance framework has been developed and implemented. PRU's performance in providing 6th day provision is closely monitored 	Ming Zhang	Control		
			<ul style="list-style-type: none"> • From Autumn 2017 and in each termly census, Management Information request a Zero Return from the schools that did not enter any RTT notification in the previous term 	Ming Zhang	Control		
			<ul style="list-style-type: none"> • The part-time monitoring system was revised in January 2016. The system is now more effective in tracking students who are on part-time table and the outcomes of the necessary use of the temporarily part-time table. 	Ming Zhang	Control		
			<ul style="list-style-type: none"> • If EHPS staff are made aware of students not on a register, then schools are informed. The newly organised Attendance and inclusion teams operate within Early Help structure. The integration ensures that any known case of a pupil not on a register is followed up. A new Children Missing Education procedure is in place to ensure that there is a seamless process in following up children missing from education 	Ming Zhang	Control		
			<ul style="list-style-type: none"> • Centralised provision now results in an education programme for pupils not on a school roll where appropriate. 	Scott Bagshaw	Control		
			<ul style="list-style-type: none"> • Information sharing systems between Admissions, Children Missing Education and Elective Home Education Teams. 	Scott Bagshaw	Control		
			<ul style="list-style-type: none"> • The Elective Home Education Policy and process has been revised 	Scott Bagshaw	Control		
			<ul style="list-style-type: none"> • Management information systems now reviewed to ensure improved data sharing and data management between services (see risk CY0010). 	Katherine Atkinson	Control		

**Children, Young People and
Risk Register - Children, Young People and Education**

Risk Ref	CY0013	Risk Title and Event	Owner	Last Review	Next Review				
		Insufficient take-up of free places for 2 year olds	Matt Dunkley	13/03/2018	13/06/2018				
There is a risk that there will be insufficient take-up of high quality places for 2 year old children.									
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk		
<p>Since September 2014 KCC has had a statutory duty to provide free places for eligible 2 year old children. Whilst the supply of high quality places is good, and take-up in December 2017 was 74%, (the highest ever seen in Kent), there is a continuing concern that take-up in some localities in particular may not be consistently high enough.</p> <p style="text-align: center;">Page 160</p>	<p>By not taking up places, disadvantaged two year olds may not achieve as well as other children, nor secure good outcomes at the end of Early Years Foundation Stage.</p>	<p>Medium</p>		<ul style="list-style-type: none"> To deliver the European Project relating to increasing employment of vulnerable parents with the take up of free places for their 2 year olds. Sean Carter Parents Accessing Childcare and Education (PACE) funding has been approved. Alex Gamby Some of these controls have been recognised nationally as effective good practice Alex Gamby A project manager has now been appointed Alex Gamby A European Project to simultaneously increase the employment of vulnerable young parents with the take-up of free places by their 2 year olds focused on the District of Gravesham where the take-up is of greatest concern has been agreed. Alex Gamby Monitoring Group meets termly Alex Gamby A refreshed process has been delivered to enable children's centres to more effectively use information provided to them by the Free Early Education Team in following up eligible families not taking up free places. Alex Gamby Each District now has a children's centre based Free Early Education champion. Each champion meets regularly with the local childcare sufficiency officer and other relevant partners on a county wide and district basis. Nick Fenton A refreshed process has been delivered to enable children's centres to more effectively use information provided to them by the FF2 Team in following up eligible families not taking up free places. Nick Fenton 	<p>A -Accepted</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	<p>31/07/2018</p>	<p>Low</p>		
				<p>8</p>					<p>4</p>
				<p>Serious (4)</p>					<p>Serious (4)</p>
				<p>Unlikely (2)</p>					<p>Very Unlikely (1)</p>

**Children, Young People and
Risk Register - Children, Young People and Education**

			<ul style="list-style-type: none"> • An on-line eligibility checker has been introduced to speed up parent's ability to register online • Information on take up is now reported by District and by residents and by take up in provision • Early Years and Childcare Service have introduced a refreshed universal and targeted marketing campaign • Refreshed materials and marketing strategy are now in place. 	<p>Pam Rawling</p> <p>Pam Rawling</p> <p>Sandra Mortimer</p> <p>Sandra Mortimer</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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KCC Corporate Risk Register

**CORPORATE RISKS LED BY OFFICERS IN THE CHILDREN,
YOUNG PEOPLE AND EDUCATION DIRECTORATE
MAY 2018**

Corporate Risks led by Officers in the Children, Young People and Education Directorate Summary Risk Profile

Low = 1-6
Medium = 8-15
High = 16-25

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating
CRR 0001	Safeguarding - protecting vulnerable children	15	15
CRR 0007	Integration of Early Help and Preventative Services and Specialist Children's Services to improve outcomes and manage demand	20	12
CRR 0008	Potential implications associated with significant migration into Kent	12	9
CRR 0016/CY0006	Delivery of new school places is constrained by capital budget pressures and dependency upon the Education and Skills Funding Agency (ESFA)	20	15

*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Corporate Register. Therefore there will be some 'gaps' between risk IDs.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales

Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Full Risk Register

Risk Register - Corporate Risk Register

Current Risk Level Summary

Green	0	Amber	2	Red	2	Total	4
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Current Risk Level Changes

0	0	0	1	0
0	0	0	0	1
0	0	0	1	1
0	0	0	0	0
0	0	0	0	0

Risk Ref	CRR007	Risk Title and Event	Owner	Last Review	Next Review		
		Integration of Early Help and Preventative Services and Specialist Children's Services to improve outcomes and manage demand	Matt Dunkley	29/03/2018	05/06/2018		
<p>Failure to maximise opportunities offered by integration of EHPS and SCS where appropriate. High volumes of work flow into early help and preventative services and specialist children's services leading to unsustainable pressure being exerted on them (recognising seasonal spikes such as end of term).</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
Local Authorities continue to face increasing demand for specialist children's services due to a variety of factors, including consequences of highly publicised child protection incidents and serious case reviews, and policy/legislative changes. At a local level KCC is faced with particular 'pressure points' in several districts. These challenges need to be met as early help and preventative services and specialist children's services face increasingly difficult financial circumstances and operational challenges.	Children's services performance declines as demands become unmanageable. Failure to deliver statutory obligations and duties or achieve social value. Additional financial pressures placed on other parts of the Authority at a time of severely diminishing resources. Ultimately an impact on outcomes for children, young people and their families.	High 20 Major (5) Likely (4)		<ul style="list-style-type: none"> Implementation of Front Door Integration Project to better manage 'front door' referrals Sarah Hammond Children and Young People's Service Integration Programme – implementation of integration pilots Sarah Hammond Children and Young People's Service Integration Programme – implementation of integration pilots Stuart Collins The SCS budget has been increased to compensate for the additional demand Andy Wood Kent Safeguarding Children Board 'threshold' document outlines the criteria required by partners when making a referral and have been working with partners to promote aid appropriate application. Mark Janaway Intensive focus on ensuring early help to reduce the need for specialist children's support services Matt Dunkley Scoping of diagnostic work for children's services with aid of efficiency partner has been completed Sarah Hammond 	<ul style="list-style-type: none"> A -Accepted A -Accepted A -Accepted Control Control Control Control 	<ul style="list-style-type: none"> 01/06/2018 30/06/2018 30/06/2018 	<ul style="list-style-type: none"> Medium 12 Serious (4) Possible (3)

Risk Register - Corporate Risk Register

			<ul style="list-style-type: none"> • The Early Help and Preventative Services Programme is working to ensure that vulnerable families can access the right support through intensive work in Early Help Units and Step Down Panels, open access services of through targeted casework 	Stuart Collins	Control		
			<ul style="list-style-type: none"> • Early Help and Preventative Services have outlined priorities for service development and change, including ambitious targets to improve outcomes for children, young people and families 	Stuart Collins	Control		

Risk Register - Corporate Risk Register

Risk Ref	CRR0016	Risk Title and Event	Owner	Last Review	Next Review			
		Delivery of new school places is constrained by capital budget pressures and dependency upon the Education and Skills Funding Agency (ESFA)	Matt Dunkley	29/03/2018	05/06/2018			
The expansion required may not be delivered, meaning KCC is not able to provide appropriate school places.								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>A significant expansion of schools is required to accommodate major population growth in the short term to medium term (primary age) and medium to long term (secondary age). The "Basic Need" capital grant from Dept of Education (DfE) will not fund the expansion in full.</p> <p>A funding gap to deliver the programme for schools will be created by cost pressures from higher than expected build costs, low contributions from developers and increases in pupil demand.</p> <p>Whilst the funding gap identified with the Kent Commissioning Plan has been closed, the delivery of the plan is highly dependent upon securing 15 Free Schools in Kent over the period and that the ESFA complete the Free School projects on time and to an appropriate standard.</p> <p>The position on some projects with the ESFA has brought into question the viability of two schools, leaving KCC with problems of provision.</p>	<p>The duty to provide sufficient school places is not met, which may lead to legal action against the council.</p> <p>Some children have to travel much further to attend a school, with a resulting impact on the transport budget.</p>	<p>High</p> <p>20</p> <p>Serious (4)</p> <p>Very Likely (5)</p>		<ul style="list-style-type: none"> Further lobbying of the Secretary of State and Kent MPs 	Keith Abbott	A -Accepted	31/07/2018	Medium
				<ul style="list-style-type: none"> Contingency plans for alternative interim accommodation for each Free School project are being developed on a case-by-case basis i.e. temporary expansions to schools to meet immediate pressures, or the allocation of available places within existing schools. 	Education Planning and Access DivMT	A -Accepted	31/07/2018	15
				<ul style="list-style-type: none"> Close working with the ESFA and lobbying of the DfE/ESFA. This included raising the issue in the KCC response to the Education White Paper and the Leader raised this via the County Council's Network. 	Keith Abbott	Control		Significant (3)
				<ul style="list-style-type: none"> A bid has been made for extra funding under the priority school building programme Phase 2 	Keith Abbott	Control		Very Likely (5)
				<ul style="list-style-type: none"> The Kent Commissioning Plan contains the forecast expansion numbers and locations. A school expansion programme has been mapped, costed and kept under review. 	Keith Abbott	Control		
				<ul style="list-style-type: none"> The school expansion programme is under member scrutiny and review by relevant Education and Property programme boards/forums/committees. 	Keith Abbott	Control		
				<ul style="list-style-type: none"> Policy and operations to secure sufficient developer contributions are overseen by Growth and Infrastructure Group. 	Keith Abbott	Control		
				<ul style="list-style-type: none"> Regular meetings with ESFA officials to monitor progress at individual project level and identify ways in which KCC can help progress these projects. (Local delivery) 	Keith Abbott	Control		

Risk Register - Corporate Risk Register

			<ul style="list-style-type: none"> • Policy and operations to secure sufficient developer contributions are overseen by Growth and Infrastructure Group. • Negotiations have taken place with District Councils regarding allocation of contributions • CYPE capital monitoring mechanism with Member involvement now created 	<p>Katie Stewart</p> <p>Area Education Officers</p> <p>Education Planning and Access DivMT</p>	<p>Control</p> <p>Control</p> <p>Control</p>		
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Risk Register - Corporate Risk Register

Risk Ref	CRR0001	Risk Title and Event	Owner	Last Review	Next Review			
		Safeguarding - protecting vulnerable children	Matt Dunkley	29/03/2018	05/06/2018			
<p>Its ability to fulfil this obligation could be affected by the adequacy of its controls, management and operational practices or if demand for its services exceeded its capacity and capability. Failure to recruit and retain suitably experienced and qualified permanent staff.</p> <p>Failure to meet the requirements of the new "Prevent Duty" placed on Local Authorities.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>The Council must fulfil its statutory obligations to effectively safeguard vulnerable children. In addition, the Government's "Prevent Duty" requires the Local Authority to act to prevent people from being drawn into terrorism, with a focus on the need to safeguard children at risk of being drawn into terrorism.</p>	<p>Serious impact on vulnerable people. Impact on ability to recruit the quality of staff critical to service delivery. Serious operational and financial consequences. Attract possible intervention from a national regulator for failure to discharge corporate and executive responsibilities. Incident of serious harm or death of a vulnerable child.</p>	Medium		<ul style="list-style-type: none"> Preparation for new multi-agency safeguarding arrangements in response to Children & Social Work Act requirements 	Matt Dunkley	A -Accepted	30/04/2019	Medium
		15		<ul style="list-style-type: none"> Active strategy in place to attract, recruit and retain social workers through a variety of routes with particular emphasis on experienced social workers. 	Amanda Beer	Control		15
		Major (5)		<ul style="list-style-type: none"> A revised Elective Home Education policy approved that includes interaction with children where there are welfare concerns and where other agencies have been involved with the family. Awareness raising taking place with other practitioners 	Keith Abbott	Control		Major (5)
		Possible (3)		<ul style="list-style-type: none"> Regular reporting on safeguarding takes place quarterly for Directors and Cabinet Members, with an annual report for elected Members, to allow for scrutiny of progress. 	Matt Dunkley	Control		Possible (3)
				<ul style="list-style-type: none"> Multi-function officer group helping to define key steps and approach to aid any future inquiries or investigations that may arise relating to alleged historical abuse 	Matt Dunkley	Control		
				<ul style="list-style-type: none"> Multi-agency Crime and Sexual Exploitation Panel (MACSE) established to provide a strategic, county-wide, cross agency response to CSE 	Matt Dunkley	Control		
				<ul style="list-style-type: none"> Manageable caseloads per social worker and robust caseload monitoring. Social work vacancies monitored with action taken to address as required. 	Sarah Hammond	Control		

			<ul style="list-style-type: none"> • Consistent scrutiny and performance monitoring through Divisional Management Team, District 'Deep Dives' and audit activity Sarah Hammond • Children's Development Plan, jointly owned by Specialist Children's Services, Early Help and Preventative Services and Children's Commissioning team, in place and updated to address recommendations arising from Child Sexual Exploitation (CSE) themed inspection and actions identified during a recent external review. Sarah Hammond • Detailed understanding of requirements for Joint Targeted Area Inspections Sarah Hammond • Extensive staff training - Specialist Children's Services and Early Help and Preventative Services are adopting the 'Signs of Safety' model of intervention, a standardised child-focused model of risk analysis, risk management and safety planning. Sarah Hammond • Active strategy in place to attract, recruit and retain social workers through a variety of routes with particular emphasis on experienced social workers. Sarah Hammond • Safeguarding and Quality Assurance Unit conducts audits, reviews of practice and provides challenge. Sarah Hammond • A revised Elective Home Education policy approved that includes interaction with children where there are welfare concerns and where other agencies have been involved with the family. Awareness raising taking place with other practitioners Scott Bagshaw • Kent Channel Panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) in place. Nick Wilkinson • Three year PREVENT training strategy approved by the Corporate Management Team Nick Wilkinson 	Control		
				Control		
				Control		
				Control		
				Control		
				Control		
				Control		
				Control		

Risk Register - Corporate Risk Register

Page 171			<ul style="list-style-type: none"> Multi-agency risk, threats and vulnerabilities group focuses on PREVENT, gangs, Modern Slavery, human trafficking and online safeguarding matters 	Nick Wilkinson	Control		
			<ul style="list-style-type: none"> Prevent Duty Delivery Board (chaired by KCC) oversees the activity of the Kent Channel Panel, co-ordinating Prevent activity across the County and reporting to other relevant strategic bodies in the county (including reporting route to the Kent Safeguarding Children Board). 	Penny Southern	Control		
			<ul style="list-style-type: none"> Extensive staff training - Specialist Children's Services and Early Help and Preventative Services are adopting the 'Signs of Safety' model of intervention, a standardised child-focused model of risk analysis, risk management and safety planning. 	Stuart Collins	Control		
			<ul style="list-style-type: none"> Education Safeguarding Team in place 	Claire Ray	Control		
			<ul style="list-style-type: none"> Independent scrutiny by Kent Safeguarding Children Board 	Independent Chair	Control		
			<ul style="list-style-type: none"> Multi-Agency Public Protection arrangements in place 	Nikki Cruickshank	Control		

Risk Register - Corporate Risk Register

Risk Ref	CRR0008	Risk Title and Event	Owner	Last Review	Next Review			
		Potential implications associated with significant migration into Kent	Matt Dunkley	29/03/2018	05/06/2018			
<p>Arrival of significant numbers of vulnerable households into the county, particularly if migration is into concentrated areas. London Boroughs, utilising higher per-capita funding and large capital/reserve budgets to procure sites in Kent to ease their overspends on housing/homelessness.</p> <p>Failure of KCC to plan with partners (Districts, Police, Health) to deal appropriately with potential consequences on Kent services.</p> <p>Failure of London Boroughs to provide information about incoming vulnerable households e.g. those known to children's social services in accordance with statutory requirements and agreed protocols.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>Migration to Kent is not a new phenomenon and is an inevitable outcome of being a London-peripheral authority, symptomatic of differentials in housing markets across the country and the desirability of living in the county. Welfare reform policy changes combined with an overheating London housing market continues to drive London residents to more affordable temporary and permanent accommodation in Kent. Over the past year, a number of London Boroughs have procured large sites to place residents in temporary accommodation into Kent. KCC needs to be prepared to manage the impact on local communities, and any significant additional pressure on KCC services.</p>	<p>Potential impact on community cohesion in parts of the county. Additional pressure on KCC services e.g. school admissions, demand for adults and children's social care, community safety, public health. Impact on availability of accommodation for Kent residents, placing more pressure on services such as Kent Support and Assistance Service (KSAS), and/or displacing them outside of the county.</p>	Medium		<ul style="list-style-type: none"> Work with local partners to understand and monitor potential local implications arising from implementation of the Homelessness Reduction Act. 	Debra Exall	A -Accepted	30/04/2018	Medium
		12		<ul style="list-style-type: none"> Key local stakeholders, including KCC, are meeting with London councils to discuss issues relating to 'bulk' placements into Kent, to build understanding and outline expectations from London and Kent perspectives. 	David Whittle	A -Accepted	31/07/2018	9
		Serious (4)		<ul style="list-style-type: none"> Kent Support and Assistance Service operating as the County's local welfare assistance scheme 	Emma Hanson	Control		Significant (3)
		Possible (3)		<ul style="list-style-type: none"> A Steering Group consisting of Council Leaders, senior officers and housing leads from across all tiers of Local Government in Kent and Medway has been established to coordinate activity in response to London Boroughs' procurement of large sites for significant placements, including submitting amendments to the Homelessness Reduction Bill (now an act), liaising with London Councils in aspiration of better collaboration, engaging with Kent MPs for them to take this issue forward at Government level, and exploring any potential for active market intervention / disruption. 	Paul Carter	Control		Possible (3)

Risk Register - Corporate Risk Register

			<ul style="list-style-type: none"> Welfare Reform - Ongoing analysis and tracking of impacts conducted by Strategy, Policy and Assurance and Strategic Business Development & Intelligence teams plus external partners to give an indication of scale of implications of reforms, feeding into multi-agency Welfare Reform Task & Finish Group (sub-group of the Joint Kent Chiefs) to direct any necessary co-ordinated action/response 	David Whittle	Control		
			<ul style="list-style-type: none"> Meeting held with Steering Group and Kent MPs in Westminster 	David Whittle	Control		
			<ul style="list-style-type: none"> Welfare Reform - Ongoing analysis and tracking of impacts conducted by Strategy, Policy and Assurance and Strategic Business Development & Intelligence teams plus external partners to give an indication of scale of implications of reforms, feeding into multi-agency Welfare Reform Task & Finish Group (sub-group of the Joint Kent Chiefs) to direct any necessary co-ordinated action/response 	Vincent Godfrey	Control		
			<ul style="list-style-type: none"> Revised Advice note to be issued to member associations by London Councils is to include the mass placement issue. 	London Councils, Chair of Housing sub-group	Control		

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

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

To: Children's, Young People and Education Cabinet Committee – 8 May 2018

Subject: Children, Young People and Education Directorate Performance Scorecard

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

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

1. Introduction

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

2. Children, Young People and Education Performance Management Framework

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

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

3. Current Performance

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

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

Green indicators

3.3 The percentage of assessments completed in the given month, on open cases within 6 weeks of allocation at 62.1% is above the target of 60%

3.4 The number of first time entrants to the Youth Justice system at 284, is ahead of the target of 330.

3.5 At 22.6% the percentage of re-referrals to Children's Social Care within 12 months of a previous referral is below the 25.0% Target, and is comparable to the latest published information for the England average (21.9%) and is below the average for Kent's Statistical Neighbours (24.3%).

3.6 The completion rate for Returner Interviews, undertaken when a child/young person returns after going missing, decreased between January and February 2018, from 92.1% to 90.8%. However, completion rates remain high and above the 85.0% target.

3.7 The percentage of children becoming subject to a child protection plan for the second or subsequent time is 19.9% and within the expected Target range. Kent's performance is above the England average of 18.7% but below the average of Statistical Neighbours which is 21.4%.

3.8 The percentage of children/young people remaining in the same placement for the last 2 years (for those that have been in care for more than 2.5 years) has improved slightly, from 69.8% in January 2018, to 70.1% in February 2018, achieving the target of 70.0%. Kent's performance compares favourably against the England average of 68.0%, and 65.8% average for Kent's Statistical Neighbours.

3.9 The percentage of Children in Care (excluding Unaccompanied Asylum-Seeking Children) who are placed in KCC Foster Care, or in placements with relatives or friends, is 85.2% which is just above the Target of 85.0%. Information regarding the availability of in-house foster placements is continually reviewed to ensure that capacity is fully utilised and from April 2018 all placements will be sourced centrally via the new Total Placements Team.

3.10 The average number of days between a child coming into care and moving in with an adoptive family is currently 332 days which is considerably below the nationally set target of 426 days. Kent's performance compares well against the England average of 458 days, and against the latest information available via the South-East Benchmarking Group which for Quarter 3 of 2017/18 reported an average of

406 days (for children adopted in that quarter) with Kent's performance for that quarter at 357 days.

- 3.11 The percentage of Care Leavers who are in education, employment or training (for those that the authority is in touch with) has continued to show gradual improvement and for February 2018 was 66.0%, which is above the 65.0% target.
- 3.12 The percentage of on-line case file audits of children's social care records is 81.4%, which is above the 70.0% Target. However, the completion rates for audits reduced to 71.8% in January 2018 as staff experienced technical difficulties resulting from a corporate change to the Firmstep software. The change in software has prompted a further review of the process and content of the audit tool to ensure that it provides an effective measurement of performance, with consistency of grading and opportunities for challenge.

Amber indicators

- 3.13 The percentage of schools that are good or outstanding at 91.8% is below 2017/18 target of 93%. In February 2018, 503 of the 548 schools in Kent with a current inspection were good or outstanding. Kent has 22% of schools judged to be outstanding compared to the national figure of 21%. We remain determined, working in partnership with schools to continue the positive trajectory seen in Kent. One of the priorities moving forward is to increase the number of schools graded as outstanding and moving those who require improvement to become good as quickly as possible..
- 3.14 The percentage of Early Years settings which were Good or Outstanding at 96.7% is just below the target of 97.5%. Sustaining this standard whilst also increasing the amount of outstanding provision remains a key priority for the Early Years and Childcare Service.
- 3.15 The percentage of case-holding posts filled by permanent qualified social workers increased slightly, from 82.0% in January 2018 to 82.9% in February 2018, but remains below the Target of 85.0%. The latest publication of children's Social Care Workforce data in February 2018 shows Kent performing well against the range of staffing measures. The average Agency Social Worker rate for England is reported as 15.8% and 11.9% for Kent, and the average Social Worker vacancy rates for England were 17.0%, and 14.1% for Kent. These figures were as at 30th September 2017.
- 3.16 The average caseload of Social Workers in the Children in Care Teams is 15.6, which is slightly above the Target of 15 children/young people.
- 3.17 Key Stage 2 data for the percentage achieving the expected standard in reading, writing and mathematics for Kent is 65% which is one percentage point below the target, but this compares favourably to the national figure of 61%.

Red indicators

- 3.18 The take-up for two years olds in February 2018 has decreased from 72.8% in December to 67.0% and is below the target of 80%. Priorities within the Early Year Service include working in partnership with Children's Centres to continue to increase the take up of Free Early Education places by eligible two-year-olds, the

ongoing delivery of 30 Hours of Free Childcare and increasing the number of Early Years settings working within a collaboration.

- 3.19 The percentage of Education, Health and Care Plans (EHCPs) issued within the statutory 20 weeks was 57.6% (888 out of 1,542) against a target of 90%. This performance is below the 2016 national figure of 58.6% and is at its lowest level since the implementation of the Children and Families Act in September 2014. It reflects the significant volume increase in demand for SEN assessments seen in 2016 and greater demand seen in 2017; over 1,400 statutory assessments compared with 880 in 2014. This is in addition to managing 8,000 existing pupils transitioning to new Education Health and Care Plans. Results for this quarter also include the impact of whole service implementation of Synergy, a new pupil database system supporting statutory assessment processes.
- 3.20 The number of permanent exclusions of Primary aged pupils has remained at 17 which is five higher than the target. The number of permanent exclusions from Secondary schools has increased from 38 to 43, eight higher than the target of 35. However exclusions from Kent schools are still lower than the national figure (reported as a rate of the school population). The way in which schools access support from the PRU, Inclusion & Attendance service has been streamlined. This process ensures one single route into the service, through a new Digital Front Door, and appropriate and timely allocation of work. Since this was rolled out feedback from schools has been very positive.
- 3.21 The percentage of Early Help cases closed by Early Help Units with outcomes achieved has decreased from 82.7% to 78.7% and remains below the target of 87%. We are now receiving higher volumes of Domestic Abuse Notifications from the Police prior to consent being gained, and a significant proportion of these families do not wish to engage with any services, so the cases are closed due to disengagement. However, for Early Help unit cases initiated via an Early Help Notification 81.4% of cases are closed with outcomes achieved, which is above the 80% service standard.
- 3.22 At 22.8 the average caseload for Social Workers in the Children's Social Work Teams is above the target of 18 children/young people although this has been showing slight month-on-month improvement since November 2017. The rate of new referrals has also been decreasing. In February 2018 there were 1,233 referrals which is the lowest monthly figure since February 2017. These reductions, together with the additional staffing allocated to those Districts experiencing the highest demands, should result in a continued decrease in the average caseloads for social workers in these teams.
- 3.23 The 2016-17 results for pupils at the end of the Early Years Foundation Stage (EYFS) shows that in Kent 74.3% of children achieved a good level of development compared to 74.8% in 2015-16. However national data shows Kent is 3.6 percentage points above the England average figure of 70.7%. 310 schools (out of 442) are above the national figure. Where there has been a reduction in GLD assessments, schools have been invited to explain the judgements. They have often cited children's low starting points especially in verbal language skills, physical disabilities and mobility. There have been a number of children who have arrived from overseas with no pre-school or school experiences, and therefore no assessments have accompanied them.
- 3.24 Key Stage 2 FSM gap (based on the percentage achieving the expected standard in reading, writing and mathematics) at 26 percentage points is wider than the

target of 18 percentage points. Improving outcomes and reducing the performance gaps are at the forefront of School Improvement's work.

- 3.25 In 2017, pupils sat reformed GCSEs in English language, English literature and mathematics for the first time, graded on a 9-1 scale. The average Attainment 8 score per pupil (which measures the average achievement of pupils in up to 8 qualifications) has decreased in comparison to 2016 from 50.4 to 46.3. This change is as expected from when the 2017 point score scale was applied to the 2016 data and is in line with the National figure for state funded schools. The average Progress 8 score for Kent was -0.11 compared to the National state funded schools at -0.03. A Progress 8 score (which measures the progress a pupil makes from the end of key stage 2 to the end of key stage 4) of 1.0 means pupils make on average a grade more progress than the national average; a score of -0.5 means they make on average half a grade less progress than average based on other pupils with the same prior attainment.

4. Recommendations

- 4.1 The Children's, Young People and Education Cabinet Committee is asked to **REVIEW** and **COMMENT** on the Children, Young People and Education performance scorecard, which now includes Education, Early Help, and Specialist Children's Services.

Background Documents


CYPE Directorate Scorecard – February 2017

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Children, Young People and Education Performance Management

Children, Young People and Education Directorate Scorecard

February 2018

Produced by: Management Information, KCC

Publication Date: 13th April 2018



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Guidance Notes

Note: Both current and previous data for CYP16 Percentage of Children Missing Education cases, closed within 30 days is based on reporting as at October 2017 and covers the reporting period October 2016 to September 2017. This is due to the ongoing implementation of Synergy reporting. More up to date reporting will be included in the CYPE scorecard once Synergy reporting is available for this indicator.

POLARITY

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

RAG RATINGS

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

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

DIRECTION OF TRAVEL (DOT)

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

INCOMPLETE DATA

	Data not available
	Data to be supplied

Data in italics indicates previous reporting year

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DATA PERIOD

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

CHILDREN, YOUNG PEOPLE AND EDUCATION SCORECARDS

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

KEY TO ABBREVIATIONS

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

Directorate Scorecard - Kent

Monthly and Quarterly Indicators		Polarity	Data Period	QPR	Latest Result	Target 2017-18	RAG 2017-18	Previously Reported Result	DOT	Kent Outturn 2016-17	Target 2016-17	RAG 2016-17
SISE31	Number of schools in Ofsted Category (special measures or serious weakness)	L	MS		4	0	RED	3	↓	1	0	AMBER
SISE34	Percentage of all schools with Good or Outstanding Ofsted Judgements - Overall Effectiveness	H	MS		91.8	93	AMBER	91.4	↑	91.8	92	AMBER
EY8	Percentage of EY settings with Good or Outstanding Ofsted Judgements - Overall Effectiveness (non-domestic premises)	H	MS	✓	96.7	97.5	AMBER	97.2	↓	97.2	97	GREEN
EY2	Percentage of DWP and other identified eligible 2 year olds taking up a free early education place	H	MS		67.0	80	RED	72.8	↓	66.6	78	RED
SEND11	Percentage of Education, Health and Care Plans (EHCPs) issued within 20 weeks	H	R12M	✓	57.6	90	RED	59.2	↓	74.7	90	RED
CYPE1	Number of pupils being placed in independent or out-of-county special schools - Kent resident pupils	L	MS		798	260	RED	763	↓		325	
EH43	Number of permanent exclusions from the primary phase - all Year R to Year 6 pupils	L	R12M		17	12	RED	17	↔	19	15	RED
EH44	Number of permanent exclusions from the secondary phase - all Year 7 to Year 14 pupils	L	R12M		43	35	RED	38	↓	49	40	RED
CYPE6	Percentage of Children Missing Education cases, closed within 30 days	H	R12M		70.7	80	RED	70.7	↔	74.3	75	AMBER
SISE49	Number of apprenticeships 16-18 year olds (2016-17 Quarter 4 data compared to 2016-17 Target)	H	Q	✓	2,670	3,600	RED	2,400	↑	2,670	3,600	RED
SISE71	Percentage of Year 12-13 age-group (16-17 year olds) not in education, employment or training (NEET)	L	MS	✓	2.8	2.0	AMBER	2.4	↓	3.0	2.5	AMBER
SISE59	Percentage of unemployment among 18-24 year olds	L	MS		3.0	2.0	RED	2.7	↓	2.9	2.0	RED
EH10	Rate of notifications received per 10,000 0-17 population (rolling 12 months)		MS		363.0			362.1		391.0		
EH11	Percentage of cases closed by Early Help Units with outcomes achieved	H	MS	✓	78.7	87	RED	82.7	↓	79.6	86	GREEN
EH12	Percentage of Assessments completed in the given month, on open cases within 6 weeks of allocation	H	MS		62.1	60	GREEN	64.5	↓			
CYPE8	Rate of proven re-offending by CYP	L	Q		29.9			34.2	↑			
CYPE9	Number of first time entrants to Youth Justice system	L	R12M	✓	284	330	GREEN	312	↑			
SCS1	Re-referrals within 12 months	L	R12M		22.6	25.0	GREEN	22.4	↓	23.4	25.0	GREEN
SCS8	Percentage of Returner Interviews completed for those with SCS Involvement	H	R12M		90.8	85.0	GREEN	92.1	↓	92.4	85.0	GREEN
SCS13	Percentage of children becoming subject to a child protection plan for the second or subsequent time	T	R12M	✓	19.9	17.5	GREEN	19.4	↓	19.3	17.5	GREEN
SCS18	Children in Care in same placement for the last two years (for those in care for two and a half years or more)	H	MS	✓	70.1	70.0	GREEN	69.8	↑	69.0	70.0	AMBER
SCS19	Percentage of CIC Foster Care in KCC Foster Care/Rel & Friends placements (exc UASC)	H	MS	✓	85.2	85.0	GREEN	85.2	↑	86.5	85.0	GREEN
SCS29	Average number of days between becoming a child in care and moving in with an adoptive family	L	R12M	✓	332.3	426.0	GREEN	349.8	↑	351.4	426.0	GREEN
SCS34	Percentage of care leavers in education, employment or training (of those KCC is in touch with)	H	R12M	✓	66.0	65.0	GREEN	65.9	↑	62.4	65.0	AMBER
SCS37	Percentage of on-line Case File Audits rated as Good or above	H	R12M	✓	81.4	70.0	GREEN	80.6	↑	67.3	60.0	GREEN
SCS40	Percentage of case holding posts filled by permanent qualified social workers	H	MS	✓	82.9	85.0	AMBER	82.0	↑	80.1	83.0	AMBER
SCS42	Average caseloads in the CIC Teams	L	MS		15.6	15.0	AMBER	15.2	↓	15.5	15.0	AMBER
SCS43	Average caseloads in the CSWT Teams	L	MS		22.8	18.0	RED	23.1	↑	22.0	18.0	RED

Directorate Scorecard - Kent

Annual Indicators		Polarity	Data Period	QPR	2016-17 Kent Outturn	Target 2016-17	RAG 2016-17	2015-16 Kent Outturn	DOT	Target 2017-18
EY14	Percentage of pupils at EYFS achieving a Good Level of Development	H	A		74.2	81	RED	74.8	↓	85
EY15	Percentage of pupils at EYFS achieving a Good Level of Development - FSM Eligible achievement gap	L	A		21	17	RED	19	↓	14
SISE4	Percentage of pupils at KS2 achieving age-related expectations in Reading, writing & mathematics	H	A		65	66	AMBER	59	↑	68
SISE16	Percentage of pupils at KS2 achieving age-related expectations in Reading, writing & mathematics - FSM gap	L	A		26	18	RED	25	↓	16
SISE12	Average score at KS4 in Attainment 8	H	A		46.3	52	RED	50.4	↓	53
SISE19	Average score at KS4 in Attainment 8 - FSM gap	L	A		18.4	14	RED	16.2	↓	12
SISE43	Percentage of young people with Level 2 attainment by age 19 (2015-16 data and targets)	H	A		85.4	86.0	AMBER	87.1	↓	92
SISE44	Percentage of young people with Level 2 attainment by age 19 - FSM Eligible gap (2015-16 data and targets)	L	A		21.2	15.0	RED	16.8	↓	13
SISE45	Percentage of young people with Level 3 attainment by age 19 (2015-16 data and targets)	H	A		54.1	57.4	RED	56.1	↓	70
SISE46	Percentage of young people with Level 3 attainment by age 19 - FSM Eligible gap (2015-16 data and targets)	L	A		32.5	24.6	RED	30.1	↓	16
SEND10	Percentage of pupils with a Statement or Education, Health and Care Plan (EHCP) - Kent resident pupils (2016 data)	L	A		3.0	2.7	AMBER	2.6	↓	2.6
CYP2	Percentage of parents getting first preference of primary school	H	A		89.0	87	GREEN	87.2	↑	87
CYP3	Percentage of parents getting first preference of secondary school	H	A		80.5	83	AMBER	81.4	↓	83
CYP4	Percentage of surplus school places in Kent Primary schools	T	A		4.6	5		5.0		5
CYP5	Percentage of surplus school places in Kent Secondary schools	T	A		9.3	8		10.1		7
EH46	Percentage of pupils who are persistently absent from primary schools - all pupils based on 10% threshold	L	A		8.7	8.5	RED	8.7	↔	8.0
EH47	Percentage of pupils who are persistently absent from secondary schools - all pupils based on 10% threshold	L	A		14.6	12.5	RED	14.2	↓	11.5

Data Sources for Current Report

Code	Indicator	Source Description	Latest data Description	Latest data release date
SISE31	Number of schools in Ofsted Category (special measures or serious weakness)	Ofsted published inspection reports (MI Database)	Inspections data as at February 2017	March 2018
SISE34	Percentage of all schools with Good or Outstanding Ofsted Judgements - Overall Effectiveness	Ofsted published inspection reports (MI Database)	Inspections data as at February 2017	March 2018
EY8	Percentage of EY settings with Good or Outstanding Ofsted Judgements - Overall Effectiveness (non-domestic premises)	Ofsted published inspection reports (MI Database)	Inspections data as at February 2017	March 2018
EY2	Percentage of DWP and other identified eligible 2 year olds taking up a free early education place	FF2 Team in Early Years & Childcare	Snapshot as at 9th March 2018	March 2018
SEND11	Percentage of Education, Health and Care Plans (EHCPs) issued within 20 weeks	Impulse database - monthly reported data	Snapshot as at February 2018	April 2018
CYPE1	Number of pupils being placed in independent or out-of-county special schools	Education Finance reporting	Snapshot as at February 2018	April 2018
EH43	Number of permanent exclusions from the primary phase - all Year R to Year 6 pupils	Impulse database - monthly reported data	Rolling 12 months up to February 2018	March 2018
EH44	Number of permanent exclusions from the secondary phase - all Year 7 to Year 14 pupils	Impulse database - monthly reported data	Rolling 12 months up to February 2018	March 2018
CYPE6	Percentage of Children Missing Education cases, closed within 30 days	Fair Access Team Impulse reporting	Oct 2016 to Sept 2017	Oct 2017
SISE49	Number of apprenticeships 16-18 year olds	Skills Funding Agency/Dept for Business, Innovation & Skills	2016-17 Quarter 4 data	Oct 2017
SISE71	Percentage of Year 12-13 age-group (16-17 year olds) not in education, employment or training (NEET)	MI monthly reporting	Snapshot data at end of February 2018	March 2018
SISE59	Percentage of unemployment among 18-24 year olds	KCC Business Intelligence Statistical Bulletin - Monthly Data	Snapshot data at end of February 2018	March 2018
EH02	Rate of notifications received per 10,000 0-18 population (rolling 12 months)	Early Help module	Rolling 12 months up to February 2017	March 2018
EH16	Percentage of cases closed by Early Help Units with a positive outcome	Early Help module	Snapshot as at February 2017	March 2018
SCS05	Percentage of cases closed by SCS stepped down	Early Help module / Liberi	YTD February 2017	March 2018
EH52	Percentage of Assessments completed in the given month, on open cases within 6 weeks of allocation	Early Help module	Snapshot as at February 2017	March 2018
CYPE8	Rate of proven re-offending by CYP	MOJ quarterly reporting	Data for Jan 2016 to March 2016 cohort	Jan 2018
CYPE9	Number of first time entrants to the Youth Justice system	MI monthly reporting (CareDirector Youth)	Rolling 12 months up to February 2018	Jan 2018
SCS1	Re-referrals within 12 months	Liberi	Rolling 12 months up to February 2017	March 2018
SCS8	Percentage of Returner Interviews completed for those with SCS Involvement	Liberi	Rolling 12 months up to February 2017	March 2018
SCS13	Percentage of children becoming subject to a child protection plan for the second or subsequent time	Liberi	Rolling 12 months up to February 2017	March 2018
SCS18	Children in Care in same placement for the last two years (for those in care for two and a half years or more)	Liberi	Snapshot as at February 2017	March 2018
SCS19	Percentage of CIC Foster Care in KCC Foster Care/Rel & Friends placements (exc UASC)	Liberi	Snapshot as at February 2017	March 2018
SCS29	Average number of days between becoming a child in care and moving in with an adoptive family	Liberi	Rolling 12 months up to February 2017	March 2018
SCS34	Percentage of care leavers in education, employment or training (of those KCC is in touch with)	Liberi	Rolling 12 months up to February 2017	March 2018
SCS37	Percentage of on-line Case File Audits rated as Good or above	Firmstep	Rolling 12 months up to February 2017	March 2018
SCS40	Percentage of case holding posts filled by permanent qualified social workers	Area Staffing Spreadsheets	Snapshot as at February 2017	March 2018
SCS42	Average caseloads in the CIC Teams	Liberi / Area Staffing Spreadsheets	Snapshot as at February 2017	March 2018
SCS43	Average caseloads in the CSWT Teams	Liberi / Area Staffing Spreadsheets	Snapshot as at February 2017	March 2018
EY14	Percentage of pupils at EYFS achieving a Good Level of Development	End of year assessments based on EYFSP framework	2016-17 DfE published	Oct 2017
EY15	Percentage of pupils at EYFS achieving a Good Level of Development - FSM Eligible achievement gap	End of year assessments based on EYFSP framework	2016-17 DfE published	Nov 2017
SISE4	Percentage of pupils at KS2 achieving age-related expectations in Reading, writing & mathematics	Test/TA results for end of academic year	2016-17 DfE published	Dec 2017
SISE16	Percentage of pupils at KS2 achieving age-related expectations in Reading, writing & mathematics - FSM gap	Test/TA results for end of academic year	2016-17 DfE published	Dec 2017
SISE12	Average score at KS4 in Attainment 8	Test results for end of academic year	2016-17 DfE published	Jan 2018
SISE19	Average score at KS4 in Attainment 8 - FSM gap	Test results for end of academic year	2016-17 DfE published	Jan 2018
SISE43	Percentage of young people with Level 2 attainment by age 19	DfE SFR Level 2 and 3 Attainment by age 19	Attainment by age 19 in 2016	April 2017
SISE44	Percentage of young people with Level 2 attainment by age 19 - FSM Eligible gap	DfE SFR Level 2 and 3 Attainment by age 19	Attainment by age 19 in 2016	April 2017
SISE45	Percentage of young people with Level 3 attainment by age 19	DfE SFR Level 2 and 3 Attainment by age 19	Attainment by age 19 in 2016	April 2017
SISE46	Percentage of young people with Level 3 attainment by age 19 - FSM Eligible gap	DfE SFR Level 2 and 3 Attainment by age 19	Attainment by age 19 in 2016	April 2017
SEND10	Percentage of pupils with a Statement or Education, Health and Care Plan (EHCP) - Kent resident pupils	DfE annual snapshot based on school census	Snapshot as at January 2017	July 2017
CYPE2	Percentage of parents getting first preference of primary school	Admissions school places offered for start of academic year	Offers data for academic year 2017-18	June 2017
CYPE3	Percentage of parents getting first preference of secondary school	Admissions school places offered for start of academic year	Offers data for academic year 2017-18	June 2017
CYPE4	Percentage of surplus school places in Kent Primary schools	Commissioning Plan for Education Provision in Kent	2016-17 surplus capacity data	July 2017
CYPE5	Percentage of surplus school places in Kent Secondary schools	Commissioning Plan for Education Provision in Kent	2016-17 surplus capacity data	July 2017
EH46	Percentage of pupils who are persistently absent from primary schools - all pupils based on 10% threshold	Annual data for academic year 2015-16	2016-17 DfE published	March 2018
EH47	Percentage of pupils who are persistently absent from secondary schools - all pupils based on 10% threshold	Annual data for academic year 2015-16	2016-17 DfE published	March 2018

Indicator Definitions

Code	Indicator	Definition
SISE31	Number of schools in Ofsted Category (special measures or serious weakness)	Number of Kent maintained schools and academies judged inadequate for overall effectiveness by Ofsted in their latest inspection.
SISE34	Percentage of all schools with Good or Outstanding Ofsted Judgements - Overall Effectiveness	The percentage of Kent maintained schools and academies, judged good or outstanding for overall effectiveness in their latest inspection, as a proportion of all inspected Kent maintained schools and academies. Includes Primary, Secondary and Special schools and Pupil Referral Units.
EY8	Percentage of EY settings with Good or Outstanding Ofsted Judgements - Overall Effectiveness (non-domestic premises)	The percentage of Kent Early Years settings (non-domestic premises only), judged good or outstanding for overall effectiveness in their latest inspection, as a proportion of all inspected Kent Early Years settings (non domestic premises only).
EY2	Percentage of DWP and other identified eligible 2 year olds taking up a free early education place	Definition to be confirmed.
SEND11	Percentage of Education, Health and Care Plans (EHCPs) issued within 20 weeks	The percentage of Education and Health Care Plans that are issued within 20 weeks as a proportion of all such plans. An education, health and care plan (EHCP) replaced statements and are for children and young people aged up to 25 who need more support than is available through special educational needs support.
CYPE1	Number of pupils being placed in independent or out-of-county special schools	The number of pupils with statements of special educational needs that are placed in independent Special schools or out-of-county Special schools.
EH43	Number of permanent exclusions from the primary phase - all Year R to Year 6 pupils	The total number of pupils in Year R to Year 6 that have been permanently excluded from a Kent maintained Primary school, Special school or Pupil Referral Unit (PRU) or Primary academy or Special academy during the last 12 months.
EH44	Number of permanent exclusions from the secondary phase - all Year 7 to Year 14 pupils	The total number of pupils in Year 7 to Year 14 that have been permanently excluded from a Kent maintained Secondary school, Special school or Pupil Referral Unit (PRU) or Secondary academy or Special academy during the last 12 months.
CYPE6	Percentage of Children Missing Education cases, closed within 30 days (either accessing education/moved out of Kent/moved out of country)	The number of closed cases within the 30 days of their referral to Kent County Council's CME Team, as a percentage of the total number of cases opened within the period.
SISE49	Number of apprenticeships 16-18 year olds	The number of young people aged 16-18 starting an apprenticeship. Source: Skills Funding Agency and Department for Business, Innovation & Skills
SISE71	Percentage of Year 12-13 age-group (16-17 year olds) not in education, employment or training (NEET)	The percentage of young people who have left compulsory education, up until the end of National Curriculum Year 13, who have not achieved a positive education, employment or training destination. This replaces the indicator SISE58 Percentage of 16-18 year olds not in education, employment or training (NEET)
EH02	Rate of notifications received per 10,000 0-18 population	The total number of notifications received during the current reporting month per 10,000 of the Mid Year 2013 0-18 population Estimates. The data includes all notifications received by EHPS excluding the notification types that were "SCS" or "CDT".
EH16	Percentage of cases closed by Early Help Units with a positive outcome	The percentage of all cases closed by Units with outcomes achieved for the current reported month. The data includes all cases that were sent to Units at Early Help Record stage. It is calculated from the completion date of the closure form. Closure outcomes used are those which contain "Outcomes achieved".
SCS05	Percentage of cases closed by SCS stepped down	The proportion of all cases closed by SCS within the period where the referral end reason was recorded as being step-down. This data comes from SCS Management Information.
EH52	Percentage of Assessments completed in the given month, on open cases within 6 weeks of allocation	The proportion of open cases with an assessment completed in the last month, where the assessment was completed within 30 working days of allocation, for the current month only.
CYPE8	Rate of proven re-offending by CYP	An offender enters the cohort if they are released from custody, received a non-custodial conviction at court or received a reprimand or warning (caution) in a three month period. A proven reoffence is defined as any offence committed in a one year follow-up period that leads to a court conviction, caution, reprimand or warning in the one year follow-up or within a further six month waiting period to allow the offence to be proven in court. It is important to note that this is not comparable to previous proven reoffending publications which reported on a 12 month cohort.
CYPE9	Number of first time entrants to the Youth Justice system	First time entrants are defined as young people (aged 10 – 17 years) who receive their first substantive outcome (relating to a Youth Caution with or without an intervention, or a Conditional Caution or a Court disposal for those who go directly to Court without a Youth Caution or Conditional Caution).

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Children, Young People and Education Performance Management

Indicator Definitions

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

Indicator Definitions

Code	Indicator	Definition
SISE43	Percentage of young people with Level 2 attainment by age 19	The percentage of young people achieving the level 2 threshold by age 19. The calculation is based on the number of young people that were studying in the local authority at age 15, that have passed the level 2 threshold by the end of the academic year in which they turn 19.
SISE44	Percentage of young people with Level 2 attainment by age 19 - FSM Eligible gap	This indicator reports the gap in attainment of level 2 at age 19 between those young people who were in receipt of free school meals at academic age 15 and those who were not.
SISE45	Percentage of young people with Level 3 attainment by age 19	The percentage of young people achieving the level 3 threshold by age 19. The calculation is based on the number of young people that were studying in the local authority at age 15, that have passed the level 3 threshold by the end of the academic year in which they turn 19.
SISE46	Percentage of young people with Level 3 attainment by age 19 - FSM Eligible gap	The gap in attainment of level 3 at age 19 between those young people who were in receipt of free school meals at academic age 15 and those who were not.
SEND10	Percentage of pupils with a Statement or Education, Health and Care Plan (EHCP) - Kent resident pupils	Percentage of pupils with a statement of Special Educational Needs or an Education, Health and care Plan (EHCP) as a proportion of all pupils on roll in all schools as at January school census. Includes maintained schools and academies, Pupil Referral Units, Free schools and Independent schools (DfE published data).
CYPE2	Percentage of parents getting first preference of primary school	The percentage of parents who got their first preference of Primary school (out of their three ordered preferences) for their child.
CYPE3	Percentage of parents getting first preference of secondary school	The percentage of parents who got their first preference of Secondary school (out of their three ordered preferences) for their child.
CYPE4	Percentage of surplus school places in Kent Primary schools	The percentage of spare school places: current Primary school rolls calculated as a proportion of Primary schools' capacities.
CYPE5	Percentage of surplus school places in Kent Secondary schools	The percentage of spare school places: current Secondary school rolls calculated as a proportion of Secondary schools' capacities (Year 7 to 11 only)
EH46	Percentage of pupils who are persistently absent - Primary school age based on 10% threshold	The percentage of pupils that have been persistently absent from a Kent maintained Primary school or a Primary academy for 10% or more of their expected sessions over the reported time period.
EH47	Percentage of pupils who are persistently absent - Secondary school age based on 10% threshold	The percentage of pupils that have been persistently absent from a Kent maintained Secondary school or a Secondary academy for 10% or more of their expected sessions over the reported time period.

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From: Ben Watts, General Counsel

To: Children's, Young People and Education Cabinet Committee – 8 May 2018

Subject: Work Programme 2018/19

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: Standard item

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

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

- 1.1 The proposed Work Programme has been compiled from items on the Forthcoming Executive Decisions List, from actions arising from previous meetings and from topics identified at agenda setting meetings, held six weeks before each Cabinet Committee meeting, in accordance with the Constitution, and attended by the Chairman, Vice-Chairman and the Group Spokesmen. Whilst the Chairman, in consultation with the Cabinet Member, is responsible for the final selection of items for the agenda, this report gives all Members of the Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.
2. **Work Programme 2018**
 - 2.1 An agenda setting meeting was held at which items for this meeting were agreed and future agenda items planned. The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in the appendix to this report, and to suggest any additional topics that they wish to be considered for inclusion to the agenda of future meetings.
 - 2.2 The schedule of commissioning activity which falls within the remit of this Cabinet Committee will be included in the Work Programme and considered at future agenda setting meetings. This will support more effective forward agenda planning and allow Members to have oversight of significant service delivery decisions in advance.
 - 2.3 When selecting future items, the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' or briefing items will be sent to Members of the Cabinet Committee separately to the agenda, or separate Member briefings will be arranged, where appropriate.

3. Conclusion

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

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

5. Background Documents

None.

6. Contact details

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CYPE WORK PROGRAMME – 2018/2019

Tuesday 8 May 2018

Item:	Requested by/when:	Deferred?
<ul style="list-style-type: none"> • Early Help and Preventative Services Commissioned Services Performance 		
<ul style="list-style-type: none"> • Risk Management: Children, Young People and Education Services 		
<ul style="list-style-type: none"> • 18/00016 - Post 16 Transport policy 		
<ul style="list-style-type: none"> • Children placed in Kent by other local authorities and impact upon schools and Kent Children In Care 	Requested by a member of CPP but referred to CYPE	Deferred from Nov 2017, Jan 2018 and Mar 2018 meetings
<ul style="list-style-type: none"> • Young carers update 	Gary Cooke	
<ul style="list-style-type: none"> • Ofsted Outcomes (Annual Report) 	Louise Dench/Roger Gough/Gary Cooke	
<ul style="list-style-type: none"> • The Role of the Youth Advisory Group (YAG) and other district governance structures in place for 0-19 (and up to 25) services 		
<ul style="list-style-type: none"> • Kent's Local Offer to Care Leavers 	Louise Dench	
<ul style="list-style-type: none"> • 18/00019 - Establishment of new Specialist Resource Provision at The Judd School 	Louise Dench	
<ul style="list-style-type: none"> • Expansion and relocation of St Peter's Church of England Primary School 	Louise Dench	
<ul style="list-style-type: none"> • CYPE Performance Scorecard 	Standard item	
<ul style="list-style-type: none"> • Young Carers Update – EHPS Commissioned Service - EXEMPT 		
<ul style="list-style-type: none"> • Work Programme 2018/19 	Standard item	

Tuesday 10 July 2018

Item:	Requested by/when:	Deferred?
<ul style="list-style-type: none"> • Review of the Kent Commissioning Plan for Education 2018-22 		
<ul style="list-style-type: none"> • Supported Accommodation – Housing Arrangements for Care Leavers 	Karen Sharp	Deferred from May 2018 mtg
<ul style="list-style-type: none"> • An update on the performance of the Children and Young People Mental Health Service (March 2018) 	Agreed at meeting of CYPE on 22 Jun 2017	

<ul style="list-style-type: none"> Update on progress: Children placed in Kent by other local authorities and impact upon schools and Kent CIC, (to include out-of-county?) 	T.Dean at CYPE agenda setting on 27.03.2018	
<ul style="list-style-type: none"> Skills and Employability Update (inc Higher Apprenticeships – New Teaching Partnership and Universities) 	Agreed at SMT mtg	Deferred from Nov 2017 and Jan 2018 meetings
<ul style="list-style-type: none"> Update on Children in secure units 		
<ul style="list-style-type: none"> Performance Scorecard 	Standard item	
<ul style="list-style-type: none"> Ofsted Update 	Standard item	
<ul style="list-style-type: none"> Budget Monitoring 	Standard item	
<ul style="list-style-type: none"> Work Programme 2018/19 	Standard item	

Tuesday 4 September 2018

Item:	Requested by/when:	Deferred?
<ul style="list-style-type: none"> Complaints And Representations 2017-18 		
<ul style="list-style-type: none"> Update on Commissioned Children's Centres and Future Arrangements 		
<ul style="list-style-type: none"> Annual Equality and Diversity Report for Children, Young People and Education 2017-18 		
<ul style="list-style-type: none"> Performance Scorecard 	Standard item	
<ul style="list-style-type: none"> Ofsted Update 	Standard item	
<ul style="list-style-type: none"> Budget Monitoring 	Standard item	
<ul style="list-style-type: none"> Work Programme 2018/19 	Standard item	

Tuesday 13 November 2018

Item:	Requested by/when:	Deferred?
<ul style="list-style-type: none"> The Commissioning Plan for Education Provision in Kent 2019-23 		
<ul style="list-style-type: none"> Early Years and School Performance in 2018 		
<ul style="list-style-type: none"> Update on progress: Children placed in Kent by other local authorities and impact upon schools and Kent CIC, (to include out-of-county?) 	M.Dunkley & G.Cooke suggested to review in 6 months from 08/05/18 CC mtg	
<ul style="list-style-type: none"> Children, Young People and Education Strategic Vision and Priorities for Improvement 2019-2022 		

• Children's Act 2018 Update – Care Leaver Local Offer?	Louise Dench	
• Performance Scorecard	Standard item	
• Ofsted Update	Standard item	
• Budget Monitoring	Standard item	
• Work Programme 2018/19	Standard item	

Friday 11 January 2019

Item:	Requested by/when:	Deferred?
• Co-ordinated Primary and Secondary Scheme of Admissions		
• Draft 2019-20 Budget and 2019-21 Medium Term Financial Plan		
• Performance Scorecard	Standard item	
• Ofsted Update	Standard item	
• Budget Monitoring	Standard item	
• Work Programme 2018/19	Standard item	

Thursday 28 March 2019

Item:	Requested by/when:	Deferred?
• CYPE Directorate Business Plan 2019-2020		
• Performance Scorecard	Standard item	
• Ofsted Update	Standard item	
• Budget Monitoring	Standard item	
• Work Programme 2018/19	Standard item	

Other Items/Misc

Item:	Requested by/when:	Deferred?
• Gang culture and the risk to vulnerable children in care, in terms of child sexual exploitation and drugs in Kent schools	Suggested by CPP	
• Kent Safeguarding Children Board's Improvement Plan	CYPE CC on 22 Jun 2017	

Updated: 25 April 2018

LIST OF COMMON ACRONYMS

Initials	Full Name
AD	Assistant Director
ADASS	Association of Directors of Adult Social Services
APA	Annual Performance Assessment
ARP	Access to Resources Panel
ART	Access to Resources Team
ASYE	Assessed and Supported Year in Employment
BME	Black and Minority Ethnic
C & F	Children & Families
CAFCASS	Children and Families Court Advisory Support Service
CAFIS	Children & Families Information System
CAFSAG	Children & Families Systems Advisory Group
CAMHS	Children & Adults Mental Health Service
CC	Children's Centre
CCG	Clinical Commissioning Group
CDT	Central Duty Team
CFA	Children and Families Assessment
CFAB	Protecting Children and uniting Families Across Borders
CHIN / CIN	Children In Need
CICA	Criminal Injuries Compensation Association
CIC	Children in Care
CLA	Children Looked After (a term infrequently used for CIC)
CMT	Corporate Management Team
CP	Child Protection
CP	Channel Panel
CPC	Child Protection Conference
CPP	Children Protection Plan
CPP	Corporate Parenting Panel
CPS	Crown Prosecution Service
CQC	Care Quality Commission
CRU	Central Referral Unit

CS	Children's Services
CSCI	Commission for Social Care Inspection
CSE	Child Sexual Exploitation
CSET	Child Sexual Exploitation Team
CYJB	County Youth Justice Board
CYPP	Children & Young Persons Plan
CYPSM	Children and Young People Service Manager
DAN	Domestic Abuse Notification
DBS	Disclosure and Barring Service check
DCS	Disabled Children's Service
DfE	Department for Education
DH	Department of Health
DIAT	Duty and Initial Assessment Team
DivMT	Divisional Management Team
DM	District Manager
DMT	Directorate Management Team
DV	Domestic Violence
EIC	Early Intervention Coordinator
EIDM	Early Intervention Delivery Manager
EIPS	Early Intervention Prevention Strategy
EIT	Early Intervention Team
EIW	Early Intervention Worker
EWO	Education Welfare Officer
EYI	Enhanced Youth Inspector
FGC	Family Group Conferencing
FLO	Family Liaison Officer
FOI	Freedom of Information
FPS	Foster Payment Scheme
FWA	Forces Welfare Association
GP	General Practitioner
GSCC	General Social Care Council
HMI	Her Majesty's Inspector

HV	Health Visitor
HWB	Health & Wellbeing Board
ICPC	Initial Child Protection Conference
IFA	Independent Fostering Agencies
IFSM	Integrated Family Support Manager
IRO	Independent Reviewing Officer
JRAP	Joint Resources Allocation Panel
KCAS	Kent Contact and Assessment Service
KCC	Kent County Council
KCF	Kent Children's Fund
KSCB	Kent Safeguarding Children Board
KISKA	Kent Independent Support for Kinship and Adoption
KPI	Key Performance Indicator
KPS	Kent Probation Service
LA	Local Authority
LAA	Local Area Agreement
LAC	Looked After Children (often referred to as CIC)
LADO	Local Authority Designated Officer
LCPCC	Local Child Protection Co-ordinating Committees
LEA	Local Education Authority
LILAC	Leading Improvement for Looked After Children
LSCB	Local Safeguarding Children Board
MCET	Missing, Child Exploitation Team
MIU	Management Information Unit
NCH	National Children's Homes
NCSC	National Care Standards Commission
NFA	No Further Action
NFER	National Foundation for Educational Research
NI	National Indicator
NIS	National Indicator Set
NSPCC	National Society for the Prevention of Cruelty to Children
NQSW	Newly Qualified Social Worker

NRPF	No Recourse to Public Funds
OFSTED	Office for Standards in Education, Children's Services and Skills
OOH	Out Of Hours
OCYPC	Our Children and Young People Council
PAF	Performance Assessment Framework
PCAS	Parenting Capacity Assessment Service
PEP	Personal Education Plan (ePEP is an electronic variant)
PDO	Practice Development Officer
PDP (1)	Personal Development Plan (performance management for members of staff)
PDP (2)	Practice Development Programme (PIP2)
PDR	Personal Development Review (alternative language for PDP1)
PIP	Practice Improvement Programme (see above, now Practice Development Programme)
PLASC	Pupil Level Annual School Census
PLO	Public Law Outline
PM	Performance Management
PRU	Pupil Referral Unit
PSA	Parent Support Advisor
PSW	Principal Social Worker
QA	Quality Assurance
QAF	Quality Assurance Framework
QSA	Quality Service Award
QSW	Qualified Social Worker
RCPC	Review Child Protection Conference
SCR	Serious Case Review
SCS	Specialist Children's Services
SECASC	South East Councils for Adult Social Care
SEN	Special Educational Needs
SGO	Special Guardianship Order
SM	Service Manager
SPA	Single Point of Access
SSAFA	Soldiers, Sailors Army Forces Association

Strat	Strategy discussion
SW	Social Worker
SWA	Social Worker Assistant
TAC	Team around the child
TAF	Team around the Family
TRP	Technology Refresh Programme
TL	Team Leader
UASC	Unaccompanied Asylum-Seeking Children
VSK	Virtual School Kent
YOS	Youth Offending Service
YOT	Youth Offending Teams

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

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

To: Children's, Young People and Education Cabinet Committee – 8th May 2018

Subject: Overview of Young Carers Service – Early Help and Preventative Commissioned Service

Classification: Unrestricted

Electoral Division: All

Summary:

- This report summarises the scope and activity of the Young Carers Service, commissioned on behalf of the Early Help and Preventative Service (EHPS) directorate.
- The contract commenced on the 1st May 2016 for a term of three years, for the service delivered within Kent
- Kent County Council (KCC) has a comprehensive Young Carers Service, delivered by Imago. The Young Carers Support Service comprises two distinct elements: workforce development; and direct support for children and young people.
- The Young Carers Service provides direct support to approximately 7,500 young carers across the county. This support can take the form of young carers assessments, 1:1 support, access to a district young carer 'Chill Club', signposting and information.
- Performance continues to improve, with referrals to the service at end of February 2018 of 7,493 (17/18 target of 7,507).
- The total annual value of the contract is £325,484 and estimated at £976,454 for the full 3-year term for KCC.
- Robust governance arrangements are in place to ensure the effective delivery of the Young Carers Service.
- The video link here provides more information about the service:
<https://www.youtube.com/watch?v=uUD5hoF6eMk>

Recommendation(s):

The Children's, Young People and Education Cabinet Committee is asked to **NOTE** the performance of the provider in line with the contract.

1. Introduction

- 1.1. A young carer is someone aged 18 or under who helps look after a relative with a disability, illness, mental health condition, or drug or alcohol problem. A young carer probably looks after their parent(s), or cares for a brother or sister. Research shows us that caring responsibilities can significantly impact upon a

child's health, education and development.

- 1.2. Under the amendments to the Children and Families Act, Local Authorities must take steps to ensure that all young carers under the age of 18, regardless of who they care for or how often they provide care, are in receipt of an assessment of their needs. The Children and Families Act seeks to ensure that a young carer is assessed for support, and assessed again when their support needs have changed. The assessment should find out if the young carer is participating in, or wishes to participate in, education, training or recreation; and the extent and impact of the caring role which they undertake.
- 1.3. A Local Authority is expected to take 'reasonable steps' to identify which children in their area are young carers and if they have the need for support. The Local Authority must carry out a proportionate and appropriate 'Young Carer's Needs Assessment' if it appears that the young carer has the need for support. This assessment must be carried out in a manner which matches the needs and circumstances of the young carer to whom it relates.
- 1.4. Many young carers remain hidden from services. Therefore, as an authority, KCC needs to identify and support young carers and ensure that all services are more 'carer aware'.
- 1.5. Caring responsibilities can significantly impact upon a child's health and development. Many young carers experience: social isolation; a low level of school attendance; some educational difficulties; impaired development of their identity and potential; low self-esteem; emotional and physical neglect; as well as conflict between loyalty to their family and their wish to have their own needs met.
- 1.6. KCC has a comprehensive Young Carers Service delivered by Imago. The Young Carers Service comprises two distinct elements (workforce development and direct support).
- 1.7. The Young Carers Service has provided direct support to approximately 7,500 young carers across the county, since the service began in May 2016. This support can take the form of young carers assessments, 1:1 support, access to a district young carer 'Chill Club', signposting and information.
- 1.8. Statistically Young Carers are more likely to be girls with 55% of the current cohort seen by Imago identifying as female. 84.4% of the cohort identify as white British, with 9.3% identifying as BME (a full breakdown of statistics for 2017/18 can be found in Appendix 1)
- 1.9. The workforce development element of the contract is in recognition that the identification and support for young carers needs to vary according to the type of care that is provided. Young carers are not a homogenous group. The contract ensures that the training covers a wide workforce (including schools, EHPS, Adults Social Care, health professionals and agencies such as the Department for Work Pensions). It raises awareness about young carers, the challenges they face and how best to support them.

2. Performance

2.1. Contract Management

- 2.1.1. The following activities are undertaken as preparation for contract monitoring meetings:
 - i. Data analysis of KPIs looking at a county, area and district level performance.
 - ii. Qualitative information gathered from both the provider and an Early Help perspective provides challenge and support in relation to the quality of service provision.
 - iii. Narrative and case study analysis for the performance from the provider.
- 2.1.2. The Contract Manager for the Young Carers Contract has day to day responsibility for the service and contract delivery across the county, dealing with all contractual and performance issues. This is supported by the area-based Commissioning Officers who offer, not only a district specific view, but also act to resolve any front-line provision issues (e.g. notification of workforce development training).
- 2.1.3. This information is gathered to form a 'whole contract' picture of provision to inform the contract monitoring meetings. As the contract is performing at or above the anticipated levels, the contract monitoring meetings occur on a quarterly basis, with a monthly desk-based analysis of data and qualitative information.

2.2. Current Performance

- 2.2.1. The overall score for this contract is rated as green, with KPIs continually met across the whole county. Where there have been geographical inconsistencies, Imago have been highly responsive.
- 2.2.2. Performance continues to improve, with the number of referrals to the service at end of February 2018 at 7,493 (against a 17/18 target of 7,507). Quality related performance indicators regarding the speed with which referrals are dealt with, the number of sessions being attended by participants and the take up of training sessions for frontline workers shows a positive trajectory with numbers of participants increasing.

2.3. Deep Dive

- 2.3.1. Each of the Early Help contracts are subject to an annual Deep Dive that evaluates the progress of the contract. This provides an opportunity to consider any lessons learnt thus far and how this can help to develop the delivery of the rest of the contract.
- 2.3.2. The learning from the Deep Dives has helped to further develop the communication with Early Help Units, including following up with Early Help Workers after a referral to the service has been made. Other learning from the Deep Dives has been the re-shaping of the Young Carers Service workforce training offer which now includes sessions that have multi-

agency attendance, rather than being focused on delivering to agencies separately.

- 2.3.3. The findings from the Young Carers Service Deep Dive were largely positive, with some lessons identified. In summary:
- i. The contract is proceeding in line with the original scope with some amendments to the workforce development programme.
 - ii. Imago continue to exceed targets.
 - iii. It is evident that Imago's staff are dedicated and committed.
 - iv. The organisation's structure and processes enable shared learning and a top down-bottom up approach to service delivery and development.
 - v. Economies of scale are achieved through the fact that they hold 5 other young carers contracts nationally.
 - vi. Both the provider and commissioners feel there is strong, constructive working relationship.
 - vii. If there are instances where families do not consent to the service. Imago work with them to try and overcome these barriers. If required, safeguarding procedures are followed.
 - viii. Kent's Young Carer's contract, delivered by Imago is a high performing contract and is RAG rated as green.

2.4. Internal Audit

- 2.4.1. Whilst the Deep Dive was undertaken within the Directorate, the contract and the Early Help Commissioning Team were also subject to scrutiny from the KCC Internal Audit Division, considering the detail of the contract.
- 2.4.2. Findings of the audit broadly matched the Deep dive findings and the contract performance was given an 'Adequate' rating with a 'Good' Prospect for Improvement.
- 2.4.3. The main areas for improvement in the contract were identified as:
- i. Joined up working with the Adult service for Young Carers.
 - ii. Some outcome KPIs are difficult to measure in practice e.g. improvement in emotional wellbeing.
 - iii. Parental consent is a barrier to the provision of the young carer service. There was a lack of information as to the number of referrals for which parental consent was not provided.
- 2.4.4. There is now an action plan in place to address these issues that is being worked through in partnership with Imago and Adult services for young carers colleagues.

3. Voice of the Child

- 3.1. The Commissioning Team have worked with Imago to gauge the views of young people on what it means to be a young carer, what good support means to young people and the value of the service to users.

3.2. The video link here provides a useful insight from young people:

<https://www.youtube.com/watch?v=uUD5hoF6eMk>

4. Financial Implications

4.1. The total annual value of the contract is £325,484 and, therefore, estimated at £976,454 for the full 3 year term for KCC.

5. Governance

5.1. Regular updates on the implementation and effectiveness of these commissioning arrangements are made to the Director for Early Help and Preventative Services.

5.2. Robust governance arrangements are in place to ensure the effective delivery of the Young Carers Service, including contract and performance management arrangements that consider the need to ensure that children are effectively safeguarded, and that KCC demonstrates best value for money.

6. Conclusion

6.1. Overall, KCC has seen good performance against the contract, delivered by Imago for Young Carers across the county. KCC will continue to contract monitor Imago to ensure the service is of good quality and is delivered in a timely manner to meet the needs of Kent children and young people who have a caring responsibility.

Recommendation(s):

The Children's, Young People and Education Cabinet Committee is asked to **NOTE** the performance of the provider in line with the contract.

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Appendix 1

Imago - Young Carers
 Contract
 1st May 2017 to 31 March
 2018

Total No of New Referrals	1774	
Gender		
Female	974	55%
Male	798	45%
Prefer not to say	2	0.2%

Caring For (primary)	
Mother	905
Father	189
Grandparent	67

Caring For (Secondary)	
Sibling	613

Primary Condition	
Old Age Related	28
Disability	750
Drug/Alc/Substance	145
Long Term Condition	643
Mental health	648
Terminal Diagnosis (< 12mths)	11

(adds up to more than total due to multiple conditions)

Declared Ethnicity		
Asian or Asian British Indian	20	1.1%
Black or black British African	13	0.7%
Black or black British other	7	0.4%
Mixed other	40	2.3%
Mixed white and black African	7	0.4%
Mixed white and black Caribbean	22	1.2%
Prefer not to give this information	40	2.3%
White British	1497	84.4%
White gypsy/roma	13	0.7%
White Irish	7	0.4%
White other	34	1.9%
Skipped Question	74	4.2%

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