

From: Roger Gough, Cabinet Member for Education and Health Reform
Peter Oakford, Cabinet Member for Specialist Children's Services
Mike Hill, Cabinet Member for Community Services
Patrick Leeson, Corporate Director for Education and Young People's Services

To: Education and Young People's Services Cabinet Committee – 30 March 2017

Subject: Education and Young People's Services Directorate Business Plan 2017-18

Classification: Unrestricted

Future Pathway of Paper: The Education and Young People's (EYPS) Directorate Business Plan 2017-18 will be formally agreed by the Cabinet Member for Education and Health Reform and the Corporate Director for Education and Young People's Services, following consideration by the Cabinet Committee at this meeting.

Summary: This report outlines the draft Education and Young People's Services Directorate Business Plan 2017-18. The Plan (attached as an Appendix to this report) provides a summary of the services that make up the EYPS Directorate, whether they are externally commissioned or internally provided and the key Directorate priorities and performance measures for 2017-18.

Recommendations:

The Education and Young People's Services Cabinet Committee is invited to:

- (i) **Consider and comment** on the draft Education and Young People's Services Directorate Business Plan 2017-18.
- (ii) **Note** that the final Directorate Business Plan will be published online in April 2017.

1. Introduction

- 1.1 On 2 December 2016, the Policy and Resources Cabinet Committee agreed the business planning approach for 2017-18, which focused on designing Directorate Business Plans to better support us to become a strategic commissioning authority.
- 1.2 On 20 October 2016, County Council received an Annual Report detailing progress made towards KCC's strategic and supporting outcomes set out in KCC's five year Strategic Statement (2015-2020) 'Increasing

Opportunities, Improving Outcomes'. This Annual Report detailed Cabinet Members' Priorities for the Business Plans in 2017-18. These priorities are reflected in the Directorate Business Plan that this Cabinet Committee is invited to consider via this report.

The priorities that are reflected in the Directorate Business Plan 2017-18 are:

- Ensure all children get the best start in life by ensuring improved Ofsted and Early Years Foundation Stage (EYFS) outcomes, increasing the take-up of free early education for 2, 3 and 4 year olds and ensuring there are sufficient high quality early education and childcare places.
- Raise attainment at all key stages, narrow achievement gaps, particularly for vulnerable learners, increase the percentage of good and outstanding early years settings and schools, and ensure all young people are engaged in learning or training until age 18, with a good outcome that leads to employment.
- Sustain and embed transformational changes to date and deliver the Children and Young People's Integration Programme which will ensure a more integrated service for children and young people in Kent achieving a more responsive and supportive service that delivers on the continuum of need of Kent's children, young people and their families.
- Maintain good safeguarding practice which is responsive and promotes the wellbeing of children and young people.
- Build on the good progress that has already been made in respect of the Grammar Schools and Social Mobility Select Committee recommendations, which are seeking to redress the under-representation of children from disadvantaged backgrounds accessing Kent's grammar schools.
- Embed our new partnership relationships with all EYs settings, schools and other providers based on collaboration and shared effort, particularly through the Kent Association of Headteachers, to build a more effective system of school to school support.
- Deliver improved multi-agency support for children and families who have additional needs through our Early Help and Preventative Services (EHPS) and work in an integrated way with Specialist Children's Services (SCS) to support children and families to achieve better outcomes, therefore reducing the need for statutory intervention in the lives of children and families.
- Reduce demand and costs by implementing changes in SEN transport.
- Support greater choice for parents and families by commissioning places in strong schools and quality Early Years settings.
- Reduce the number of NEETs by ensuring these young people move on to positive destinations, training and employment, particularly by increasing provision of targeted support for vulnerable learners.
- Develop and improve the opportunities and progression pathways for

all 14-19 year olds to participate and succeed, so that they can access higher levels of learning or employment with training, including apprenticeships and technical options to age 24. Develop our PRUs and other services that support pupils at risk of exclusion.

- Develop an Education Services Company in partnership with schools, in order to increase the resilience and long term sustainability of education services in light of the changing role for local authorities in education.
- Support the Kent Association of Headteachers in delivering the Kent Leadership Strategy so that we all remain focused on developing the leadership capacity in Kent schools, and in the local authority, that is required to have the best education and children's services in the country.
- Plan and deliver services in-line with budgetary requirements for the 2017-18 financial year.
- Make sure that key corporate responsibilities are effectively discharged (i.e. annual governance statement, equalities duties and EqlAs, risk register, business plan, internal audits).
- Ensure that the quality of practice and service delivery is maintained to a high standard through adequate levels of training and development, support and in compliance with legislative requirements.

1.3 The EYPS Directorate Business Plan 2017-18, when approved by Cabinet Members, will be published online at Kent.gov.uk and sets out:

- How the Education and Young People's Services Directorate contributes to delivering the County Council's Strategic Statement 'Increasing Opportunities, Improving Outcomes 2015 -2020'.
- How the Directorate is organised and the services it provides.
- The key strategic priorities and targets for 2017-18.
- Signposting to detailed existing strategies and delivery plans.
- The level of resource available e.g budget and FTE establishment.
- The headline organisational development priorities.
- The key Directorate risks.
- A summary of the key performance indicators accompanied by the Directorate Performance Scorecard.
- How the Directorate commissions external services and challenges internally delivered services.
- A checklist of internal and externally commissioned services, contract value, end dates and dates for review of services.

1.4 EYPS Cabinet Committee is invited to consider and comment on the draft Directorate Business Plan, set out in the Appendix to this report. Feedback will inform any amendments before final approval by Lead Cabinet Members, prior to publication online in April 2017.

2. Financial Implications

2.1 The Medium Term Financial Plan sets out the scale of the transformation that is required across the authority which must be delivered at pace.

Accordingly the authority needs to focus its limited resources on activity which supports transformation and the continued delivery of key education and early help services.

- 2.2 All of the strategic priorities identified within the Directorate's Business Plan will be achieved within the agreed Directorate budget for 2017-18, including the challenging savings and additional income generation targets.

3. KCC's Strategic Outcomes and Commissioning Framework

- 3.1 The EYPS Directorate Business Plan plays an important part in reflecting how the Directorate will support the achievement of the County Council's new five year Strategic Statement "*Increasing Opportunities, Improving Outcomes*".
- 3.2 The Strategic Outcome 'Children and young people in Kent get the best start in life' and its supporting outcomes detailed in '*Increasing Opportunities, Improving Outcomes*' require us to ensure all pupils meet their full potential; that we see continuous improvement in pupil attainment and progress; that we close achievement gaps; that there are more good and outstanding early years settings and schools; that we shape education and skills provision around the needs of the Kent economy; and improve services and outcomes for the most vulnerable children and young people in Kent.
- 3.3 The priorities set out in the EYPS Directorate Business Plan 2017-18 and the accompanying targets set out in the Directorate Performance Scorecard seek to support the achievement of 'Increasing Opportunities, Improving Outcomes'. These priorities are drawn from the Directorate's key strategic document - EYPS Vision and Priorities for Improvement 2017 -2020, considered by the EYPS Cabinet Committee at its meeting on 23 November 2016. The vision and priorities detailed in this document seek to promote and champion education excellence and support the drive towards ensuring that Kent is the best place for children and young people to grow up, learn, develop, achieve and thrive.
- 3.4 KCC is aiming for outcomes that are very ambitious and challenging, and is determined to pursue their achievement relentlessly. There is a good level of shared ambition with Headteachers, governors and other key stakeholders to achieve the improvements detailed in the EYPS Directorate Business Plan 2017-18.

4. Business Planning Process 2017-18

- 4.1 The Directorate Business Plan for 2017-18 is an important source of information to drive forward the agenda to embed strategic commissioning into business as usual for the Council. The Business Plan includes timescales for the strategic commissioning of services, including major contracts. It also sets out the timeframe for internal contestability reviews of services.
- 4.2 Commissioning and structural arrangements in EYPS will need redesign if the decision is made to set up an Education Services Company. These

arrangements will be informed by the scope of the services which may become part of the Company, but in any event, commissioner, client and contract management posts have been retained within KCC, and their roles specified as part of the Full Business Case for the Company, which was considered by this Committee on 7 March 2017.

5. EYPS Directorate Business Plan

- 5.1 The draft EYPS Directorate Business Plan 2017-18 is set out in the Appendix to this report. It details the key functions and responsibilities of EYPS and sets out ambitious priorities and targets for achieving better outcomes for children, young people and their families.
- 5.2 The context is one of considerable change, which is driven by our own local priorities for transformation and more effective and innovative ways of working, as well as national changes of policy and higher expectations for what we should achieve. The necessary savings required of local government are challenging but they also provide the opportunity to develop better ways of doing our business in more efficient ways and at lower cost.
- 5.3 We are driving change and improvement through a number of strategies, for school improvement, for early help and preventative services, for special educational needs and disability, for 14-24 learning and skills, for commissioning new school and childcare provision, and for the early years education and childcare sector. There is little business as usual and more continuous improvement and transformation.

6. Conclusion

- 6.1 This EYPS Directorate Business Plan 2017-18 aims to communicate our vision and direction, with strong messages about what the EYPS Directorate aims to achieve and the ways the Directorate will transform itself in the next year.

7. Recommendations

Recommendations:

The Education and Young People's Services Cabinet Committee is invited to:

- (i) **Consider and comment** on the draft Education and Young People's Services Directorate Business Plan 2017-18.
- (ii) **Note** that the final Directorate Business Plan will be published online in April 2017.

8. Background Documents

- The EYPS Vision and Priorities for Improvement 2017-2020.
- More detailed delivery plans have been set out in the Early Years and Childcare Strategy, the School Improvement Strategy, the 14-24

Learning, Skills and Employment Strategy, the Adult Skills Strategy, the NEET Strategy, the SEND Strategy, the Education Commissioning Plan, the Youth Justice Plan, The Vulnerable Learners Strategy and the Early Help and Preventative Services Strategy and Three Year Action Plan.

9. Contact details

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