







CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY MEETING

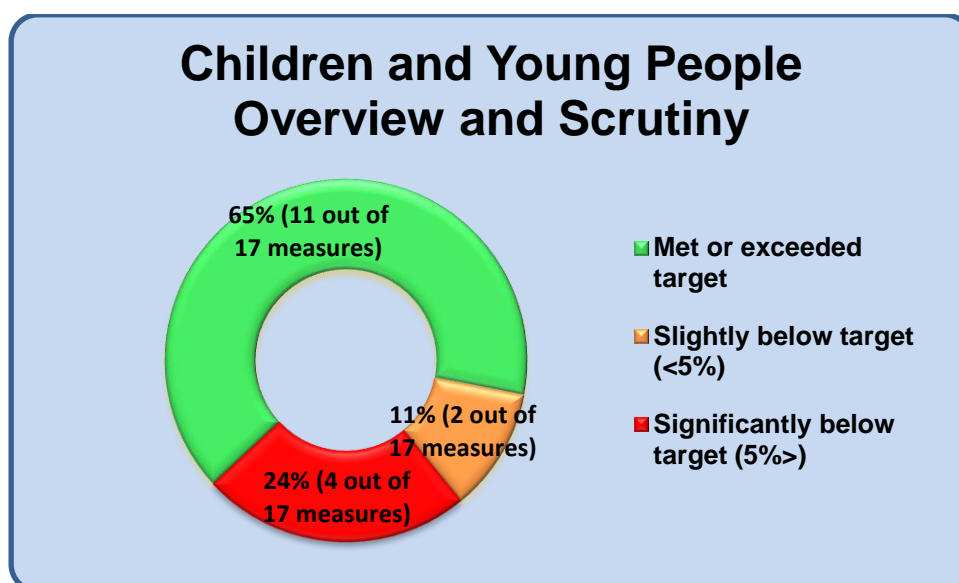
Performance: Quarter 2 2018/19

Key

 Significantly below target (>5%)	 Slightly below target (<5%)	 met or exceeded target	
 improved	 worsened	= static	
 data only, no target	N/A – data not available	Short trend – since last quarter	Long trend – average over last 4 quarters
Benchmarking – compares favourably with national performance or standards	✓ Yes compares favourably	✘ No does not compare favourably	= similar performance

Council Plan Measures: Summary Performance

There are 18 measures of success which fall under the remit of this Committee, however for Q2 we are reporting on 17 as data is not expected until after this report is published for 1 measure (EDU3(b))



Improved performance

- 71% (12 out of 17) improved long term (average of previous 4 quarters)
- 53% (9 out of 17) improved short term (since last quarter)

Measures in target (green)

Code	Status	Name	Long trend	Short trend
NI 101 (E&M)		The percentage of looked after children who achieve the required standard in GCSE English and maths		
A1		The average number of days (over the last 36 months) between a child entering care and moving in with adoptive family		
CSC0004		Number of LAC per 10,000 children		
CSC0006		Number of CP per 10,000 children		
CASEIEYFS Gap		Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20 % of children and the mean		
PH16		Smoking at time of delivery		
CA13		The percentage of children permanently excluded from school (upheld only)		=
CASEISPEC Ofsted		The percentage of special schools in Medway judged to be good or better		=
SE KS2		The percentage of children who achieve the required standard or above in Reading, Writing and Mathematics at KS2		
PH15		Excess weight in 10-11 year olds		
NI 117(16-17)		The percentage of 16-17 year olds who are not in education, employment or training (NEET)		=

Measures slightly below target (amber)

Code	Status	Name	Long trend	Short trend
SEKS4A8		Average attainment 8 score		
SE2 OEPr		The percentage of primary sector schools in Medway judged to be good or better		

Measures significantly below target (red)

Code	Status	name	Long trend	Short trend
N23		The percentage of children social care substantive posts not filled by permanent social workers		
CASEIKS4 Ofsted		The percentage of secondary sector schools in Medway judged to be good or better		=
PH14		Excess weight in 4-5 year olds		
SEKS4P8		Average Progress 8 Score		

Data Not available

EDU3(b)	N/A	The percentage of children who were persistently absent from school	N/A	N/A
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Benchmarking

	Council Plan Measure – Compares favourably with national performance?	Yes ✓ No ✗ Same =
SE KS2	The percentage of children who achieve the required standard or above in Reading, Writing and Mathematics at KS2	✓
A1	The average number of days (over the last 36 months) between a child entering care and moving in with adoptive family	x




Highlights

- 19 businesses have achieved Workplace Wellbeing award.
- Medway Infant Feeding Strategy developed
- 2101 health checks carried out (1040 in Q1 2017/18)
- 20 fewer children on a child protection plan (than Q1 2018/19)
- Smoking at time of delivery reduced for 5th successive quarter
- Rise of 14 places in national rankings for KS2 reading, writing, maths results (approx. twice the national rate)

Council Plan Outcome: Healthy and active communities

Programme: Improving everyone's health and reducing inequalities

Council Plan Measures: Performance

PH14		Excess weight in 4-5 year olds					Aim to Minimise
	Value		Value	Target	Status	Long Trend	Short Trend
2016/17	22.6%	2017/18	23.4%	21.5%			




Comments, actions and benchmarking

In year R, the percentage of children categorised as being overweight or obese has seen a slight increase from 22.6% in 2016/17 to 23.4% in 2017/18, all of this increase occurring in the overweight category. It should be noted that this change is not statistically significant and Medway is in line with the national average.

Medway provide a wide range of family and childhood weight management services including the 'Tri For You' programme. This 12 week family-centred support package includes cookery skills, activity opportunities and home pack/self-support. In addition the council offers a wide range of indoor and outdoor leisure and green space opportunities. Work between Public Health, Planning and other RCET services is underway to create a healthier environment, that allows children to be more active and eat healthier food.

Cllr Brake chairs the Supporting Healthy Weight network, which is a collection of 28 partner organisations from the public, private, voluntary and academic sector partners, that are working together to take a multi-agency approach to reducing obesity across the population.

The figures for the 2018/19 school year will be available in October 2019.

PH15		Excess weight in 10-11 year olds					Aim to Minimise	
	Value		Value	Target	Status	Long Trend	Short Trend	
2016/17	35.5%	2017/18	34%	34%				

Comments, actions and benchmarking

In year 6, the percentage of children categorised as being overweight or obese has decreased from 35.5% in 2016/17 to 34.0% in 2017/18. It should be noted that this change is not statistically significant and Medway is in line with the national average in relation to overweight and obesity in year 6.

In addition to PH 14 commentary, the Supporting Healthy Weight Network has formed a smaller more strategic group to create some priority actions for the network to progress. These will be championed through the Health and Wellbeing Board and Joint Health and Wellbeing Strategy refresh.

The figures for the 2018/19 school year will be available in October 2019.

Supporting Healthy Weight




Cllr Brake hosted the fifth annual healthy weight summit on 25th September 2018 attended by 25 different public, private, voluntary and academic sector organisations across Medway. During the event some recent projects were highlighted which show how progress has been made since last year's event. These include:

- The successful launch of a “Man vs Fat” football league in Strood that is using the power of peer support to help men lose weight.
- The new infant feeding strategy, highlighting Medway’s commitment to improving breastfeeding rates through workforce development, UNICEF BFI accreditations, specialist support and campaigns.
- Daily mile being launched in nine schools across Medway, increasing routine physical activity levels in primary school age children.
- SugarSmart Medway campaign aiming for businesses and residents to become more aware of their daily sugar intake and commit to reducing it.
- New videos to promote the free volunteer-led walking and cycling groups, currently accessed by 3,500 residents.

Council Plan Outcome: Resilient families




Programme: Together We Can - Children’s Services

Council Plan Measures: Performance

NI 101(E&M)		The percentage of looked after children who achieve the required standard in GCSE English and maths					Aim to Maximise	
	Value		Value	Target	Status	Long Trend	Short Trend	
2014/15	N/A	2015/16	28.6%	25%				

Comments

Due to the small size of the cohort the 2016-17 result was redacted. The result for 2017-19 is expected to be published in March 2019. The latest national result is 7.4%




A1		The average number of days (over the last 36 months) between a child entering care and moving in with adoptive family					Aim to Minimise
	Value		Value	Target	Status	Long Trend	Short Trend
Q1 2018/19	540	Q2 2018/19	548	605			

Comments

There has been a small rise in the 3 year average time taken for a child to be adopted. However Medway adoptions remain below the challenging 605 day target. Adoptions of children who have been in long term private fostering arrangements will raise the average but remain good outcomes for children.

Benchmarking

Medway is below the national average of 558 days and the latest statistical neighbour average of 562 days.

CSC0004		Number of LAC per 10,000 children					Aim to Minimise
	Value		Value	Target	Status	Long Trend	Short Trend
Q1 2018/19	61.9	Q2 2018/19	66.7	67.0			

Comments

Despite a small rise in the number of looked after children the rate per 10,000 population remains below target. There are now 425 children being looked after, a rise of 30 (8%) on the June total.

Benchmarking




Nationally there are 62 Looked After Children per 10,000 population, slightly lower than Medway's outturn. However Medway has lower rates than our statistical neighbours, whose rate is 73 per 10,000.

Actions

The Independent Reviewing Officers (IROs) are being challenged to provide greater scrutiny, support and challenge to ensure plans for children and young people are effective and avoid drift. The Service Manager is giving increased scrutiny to the quality and progress of Care Plans and Pathway Plans.

IROs are now commenting on the quality of direct work with children and young people as part of their mid-way review. The quality of mid-way reviews will form part of the QA activities of the Service Manager.

Our Care Leavers receive a range of good support and live in suitable accommodation as they move out of care. Supporting Care Leavers engagement in education, training and employment will continue to be a priority area of focus in the coming academic year. During the next period there is a plan to develop the specification to extend the successful Youth Service scheme of Fostering Mentors to Care Leavers. Further work is needed over the coming period around capacity and agreed areas for delivery.

CSC0006		Number of CP per 10,000 children					Aim to Minimise
	Value		Value	Target	Status	Long Trend	Short Trend
Q1 2018/19	55.4	Q2 2018/19	53.5	65.3			

Comments

There has been a small drop in the numbers of children on a child protection plan. This has reduced the rate to 53.5 per 10,000 population.

There are now 20 fewer children on a CP plan than at the end of Quarter 1, bringing the total down to 341. This is one fewer child than the 342 on a CP plan in September 2017.

Benchmarking



Medway is in line with the latest (2016-17) statistical neighbour rate, of 56 per 10,000 but ahead of the current (2016-17) national rate of 43.

Actions

The Service and the Quality Assurance team continue to work together to challenge each decision to implement a child protection plan, ensuring that it is the correct support mechanism for the children involved. The length of CP plans is also subject to challenge and scrutiny by both the QA service and Children's safeguarding management.

The number of children with a Child Protection Plan reviewed in timescale remains very high at 99.6 per cent at 31/07/18. There is progress in reducing the duration of child protection plans for 2+ years and with the annual target of 4 per cent of plans lasting 2+ years when closed on course to be achieved in 2018/19.

The Service Manager continues to give increased scrutiny to the quality and progress of all plans. The Support and Challenge Panel reviews all CP Plans that have been open for 15 months or more. To increase the impact of scrutiny it is planned to introduce an internal formal meeting with Area Managers to review all CP plans that are 9 months plus from September.

N23		The percentage of children social care substantive posts not filled by permanent social workers					Aim to Minimise
	Value		Value	Target	Status	Long Trend	Short Trend
Q1 2018/19	40%	Q2 2018/19	38%	28%			

Comments

Current information is to July 2018. Vacancy rates continue to be high and show a slight drop from Q1.

Over the course of the last 12 months there has been little change with the rate fluctuating between 40% and 36%.

This measure includes all children's social workers not just those in the Children's safeguarding service so the vacancy rate will be higher than that of just the safeguarding service.

In the safeguarding service there is an establishment of 116.61 FTE. As of September there were 72.9 FTE permanent staff. This gives a vacancy rate of 37.4%
Of the 43.7 FTE not filled by permanent staff 43 FTE are filled by agency staff.

Benchmarking




The current rate of 38% is higher (worse) than the national rate of 17% and that of our statistical neighbour which is 23%.

Actions

Recruitment work undertaken over the summer has resulted in 21 social workers scheduled to start between September and November. This includes 15 newly qualified social workers. So far this financial year there have been 26 starters (including the 21 due to start in September to November) and 2 permanent staff leavers, giving a potential net increase of 24 permanent social workers.




Programme: The best start in life

Council Plan Measures: Performance

CASEIEYFS Gap		Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20 % of children and the mean					Aim to Minimise
	Value		Value	Target	Status	Long Trend	Short Trend
2016/17	29.7%	2017/18	28.2%	29.5%			

Comments

Annual measure. This information is expected in mid-December 2018

PH16		Smoking at time of delivery (SATOD)					Aim to Minimise
	Value		Value	Target	Status	Long Trend	Short Trend
Q4 2017/18	15.86%	Q1 2018/19	15.42%	17.5%			

SATOD has reduced for the fifth successive quarter and is reported as 15.4% in Q1 2018/19. This is a 3% percentage point reduction over the past 12 months. The national annual reduction rate is approximately 0.4% so Medway has made a significant improvement.

Healthy Child Programme

Health visiting performance continues to improve significantly since transition to the Local Authority and the service is engaging and supporting more families across Medway month-on-month as a result. This was demonstrated by Public Health England (PHE) that Medway has had the biggest improvement in coverage since transition of any authority in the South East. Four of the five mandated checks are in line with national averages. We continue to improve coverage (the number of people receiving the service) and standards of service each year. The 6-8 week check, which focusses on maternal mental health, has reached another new high for Medway of 95% coverage (600 face to face contacts delivered in 3 months) which is above the SE average.

The 2.5 year check is still an outlier but has been a particular area for improvement and has increased by over 30% in the past 2 years but still remains just short (5%) of the 80% target.

The School Nursing service delivered nearly 95% coverage of the National Child Measurement programme in 2017/18, focussed on children in the first and last year of primary school, which is another improvement on the previous academic year. The service also continues to increase take up of health screens for children in reception year, to support early identification of health problems.



Medway Community Healthcare are in the process of completing the mobilisation period and implementation of new integrated model of 0—19 Child Health Services (including Public Health and Clinical Commissioning Group services). PHE commented on the model as being “exciting and innovating”. The aim is to deliver a more integrated offer for families in Medway and the full new integrated service offer will be in place from the autumn of 2018.

The Child Health Team continues the strong engagement with schools. Two-thirds of primary schools and 95% of secondary schools are working with us on the Personal Social Health and Economic (PSHE) health agenda. A task and finish group has been set up with partners to look at the emerging issue of self-harm which has had good engagement and input from Self Harm UK. New resources produced in conjunction with the PSHE association to support schools, including issues with gangs, were published in June and have been downloaded over 800 times already. Medway were part of the keynote speech at the recent national PSHE conference for our work in this area.

Council Plan Outcome: All children achieving their potential in schools

Programme: Raising aspiration and ambition

Council Plan Measures: Performance

CA13		The percentage of children permanently excluded from school (upheld only)					Aim to Minimise
	Value		Value	Target	Status	Long Trend	Short Trend
Q1 2018/19	0.01%	Q2 2018/19	0.01%	0.01%			=

Comments



There has been a focus on reducing the number of exclusions and this work is reflected in quarter 2 with minimal exclusions. The focus on reducing exclusions will continue to ensure further reductions are achieved. The total number of upheld exclusions for the 2017-18 academic year, which finished in July is 54, with 5 exclusions still awaiting an outcome. In 2016-17 there were 63 permanent exclusions.

Benchmarking

Looking at the national picture, with the lower number of exclusions recorded in Medway for 2017-18 it is reasonable to suggest with this continued level of reduction, our annual rate will be decrease bringing Medway closer to the current national rate.

Actions

Work to support and challenge schools who begin the exclusion process continues. In 2017-18 88 permanent exclusions were issued with 61% resulting in an upheld outcome. The remaining 39% were either withdrawn or still await a conclusion. In 2016-17 67% of exclusions started resulted in the pupil actually being excluded.



CASEIKS4 Ofsted		The percentage of secondary sector schools in Medway judged to be good or better					Aim to Maximise
	Value		Value	Target	Status	Long Trend	Short Trend
Q1 2018/19	78%	Q2 2018/19	78%	88.2%			=

Comments, Benchmarking and Actions

There have been no new inspections published in this quarter. 4 schools remain outstanding and 10 are graded good.

The national benchmark has risen to 80.4%

The School Improvement Team continues detailed work to raise standards in the single maintained secondary school. The team continues to work closely with the Regional Schools Commissioner to improve education standards in academies.

CASEISPEC Ofsted		The percentage of special schools in Medway judged to be good or better					Aim to Maximise
	Value		Value	Target	Status	Long Trend	Short Trend
Q1 2018/19	100%	Q2 2018/19	100%	80%			=

Comments

Following the positive inspection of Inspire Free School, all of the special schools are now graded good or better. 3 are outstanding and 2 good.

This is a very positive outcome.

EDU3(b)		The percentage of children who were persistently absent from school					Aim to Minimise
	Value		Value	Target	Status	Long Trend	Short Trend
Q3 2017/18	N/A	Q4 2017/18	N/A	N/A	N/A	N/A	N/A

Comments




The in year quarterly reporting is a voluntary collection as the Local Authority cannot insist schools provide the data. Despite improving relationships with schools, term 5 reporting saw a disappointing return of 52 out of 103 (50.5%) schools submitting data (51% of primary schools and 44% of secondary schools). Normally we would expect to see a response rate of c. 80%.

As the low response makes the validity of the data extremely fragile and comparisons misleading, it is not being reported.

Actions

Further work with schools to improve their data return rate.

In addition, we will have an accurate picture when nationally published data will be available in March 19. Dependant on the data, we will develop an action plan to address any areas of concern. In the meantime, we will continue to work with the data we already hold and with the schools who have provided and shared their information.

SE KS2		The percentage of children who the required standard or above in Reading, Writing and Mathematics at KS2				Aim to Maximise	
	Value		Value	Target	Status	Long Trend	Short Trend
2017/18	58%	2018/19	62%	61%			

Comments

Interim results have now been published. Medway has improved on the 58% of pupils achieving at least the required standard in the aggregated reading writing and mathematics measure last year by 4 percentage points, with 62% achieving or exceeding the standard in 2017-18.

Benchmarking




Nationally the percentage of pupils achieving the required standard rose from 62% to 64%. This means that proportionally Medway has improved at about twice the rate the national rate has improved. As a result Medway has risen 14 places in the national rankings.



Actions

The improvements in reading and writing within the maintained schools, has been helped by a multi layered targeted intervention two years ago by the Council's School Improvement Team, when the current cohort were in Year 5.

The success of these strategies has now positioned maths as the key subject priority for improvement.

SE2 OEP		The percentage of primary sector schools in Medway judged to be good or better				Aim to Maximise	
	Value		Value	Target	Status	Long Trend	Short Trend
Q1 2018/19	85.0%	Q2 2018/19	86.0%	90.0%			

Comments

Currently, 8 schools are outstanding, 53 good, 7 require improvement and 3 are inadequate, following the re-brokering of Elaine primary. This means that the percentage of schools judged good or better has risen by 1 percentage point even though there have been no new inspections.




Benchmarking

This is against a national outturn of 89% and a target of 90%. Currently, 81% of academies are graded good or better compared 93% of Local Authority maintained primary schools.

Actions




The School Improvement Service remains committed and engaged with our Primary schools to raise standards through a detailed programme of support and challenge to all levels of leadership with in our schools.

The ongoing process of acadamisation has a potential subsequent impact on the currency of inspections, which may, as in the case of Elaine, change the cohort and result without there being new inspection results.

SEKS4A8		Average attainment 8 score					Aim to Maximise	
	Value		Value	Target	Status	Long Trend	Short Trend	
2016/17	45.5%	2017/18 academic yr	45.8%	46.1				

Comments and benchmarking

Provisional data was published on the 16/10/18 and relates to the 2017-18 academic year. Average attainment 8 scores have risen in Medway, the South East and nationally. In Medway the rate of improvement is 0.7%, behind the 0.9% rise and the South East and the 1% national rise. This means the gap between Medway and national has widened, compared to last year. Medway's Selective schools remain considerably above the national out turn, but have dropped compared to last year. Medway's non selective schools remain static compared to last year's results.

SEKS4P8		Average Progress 8 Score					Aim to Maximise	
	Value		Value	Target	Status	Long Trend	Short Trend	
2016/17	0.03	2017/18 academic yr	0.01	0.03				

Comments and benchmarking

Progress 8 measures the progress a pupil makes from the end of primary school to the end of secondary school. It is a type of value added measure, which means that pupils' results are compared to the actual achievements of other pupils with the same prior attainment. Most schools score between -1 and +1. If a school scores +1 and above, it shows that pupils made exceptionally good progress. A negative progress score does not mean pupils made no progress, but the pupils in the school made less progress than expected compared to other pupils across England with similar results at the end of key stage 2.

Provisional data was published on 16/10/18 and relates to exams sat in 2017-18.

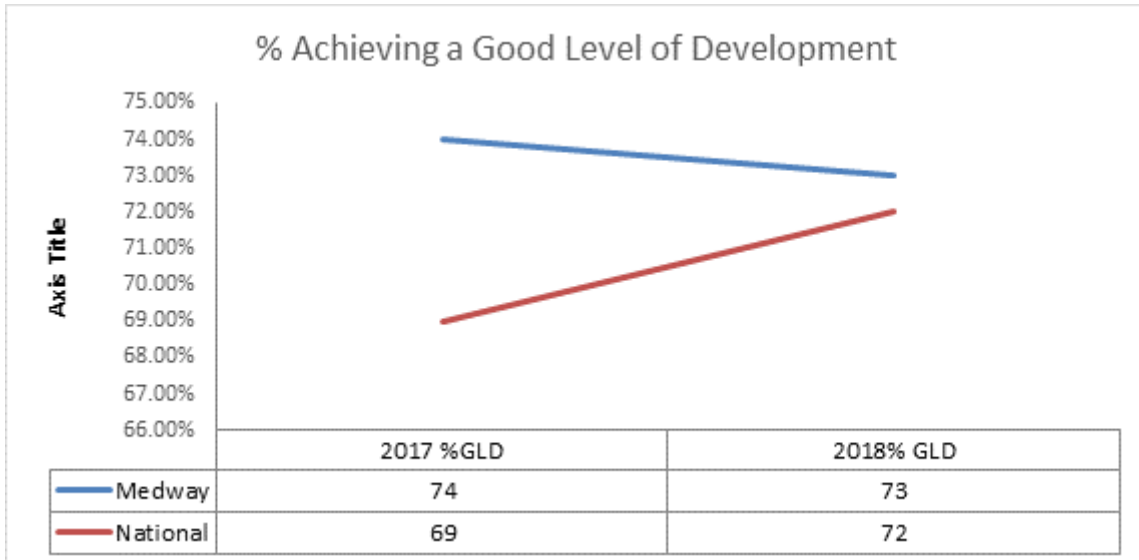
Average Progress 8 remains positive and higher than national, despite decreasing compared to last year. The target has also been missed. Nationally the progress 8 measure is -0.03 indicating that pupils made less than expected progress.

Medway's Selective schools remain considerably above the National level but have decreased compared to last year. Medway's non selective schools remain marginally above national progress level but have also decreased compared to last year.

Attainment

Primary and Early Years provisional attainment data is now available. This is still subject to change.

Early years



*%GLD: percentage achieving a good level of development. YOY movement is calculated as a proportional percentage change of last years attainment.

The percentage of pupils achieving a good level of development (GLD) has deteriorated -1.4% (1pp), compared to 74% in 2017-18. It is now 73%.

Year 1 Phonics

Benchmarking

Medway	National
<ul style="list-style-type: none"> •2018 %WA: 82% •2017 %WA: 82% 	<ul style="list-style-type: none"> •2018 %WA: 83% •2017 %WA: 81%

*%WA: percentage working at or above the expected level

For the last two years, Medway has performed above national performance in phonics. This year, the national performance has improved and just over taken Medway's steady phonic performance.

KS1

Benchmarking

For the last two years, Medway's KS1 has performed, and continues to perform above national performance, but, the national rate of improvement is faster and the lead that Medway has over national is closing.

	Achieving expected standard					
	% 2018	Rank 2018	Rank movement	National level	Difference to national 2018 % (pp)	National gap movement
Reading	78%	28 th	-9	75%	+4% (3pp)	-1
Writing	72%	41 st	-28	70%	+3% (2pp)	-4
Mathematics	78%	32 nd	-17	76%	+3% (2pp)	-2

Fixed term exclusions (FTE) Benchmarking

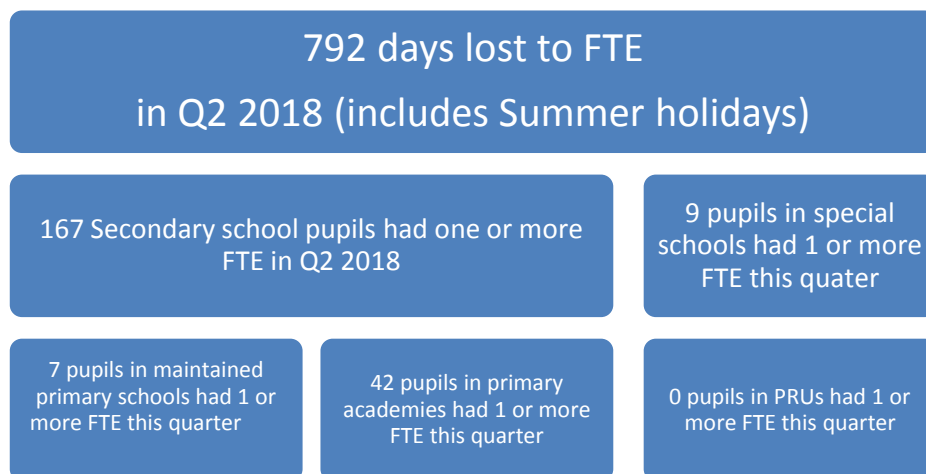
Medway has shown a significant improvement of 11% compared with a national decline of 11%. In addition, Medway continues to narrow the gap compared with national data and is now 38% where last year it was 72%. As such, Medway has risen 13 places in the Local Authority ranking table. Historically this has been a particular area of weakness for exclusions within Medway at Primary school.

The latest national data (2015-16) shows that the national rate of Special Educational Needs (SEN) to non-SEN FTE was 4.3. This means that a child in Medway with SEN is 20% more likely to receive at least 1 FTE than the national rate.

National comparative data is published in arrears. On 19/7/18 the finalised data for the 2016-17 academic year was published:

Fixed Period Exclusion Rate

Comments



Schools have until the end of the term following the exclusion to inform the Local Authority of a fixed term exclusion. Given this is an ongoing process, the numbers will change. As such, the numbers cited above are provisional.

Therefore based on current data and compared to Q2 2017-18 there have been 32% fewer FTEs this year.



Actions

Unlike Permanent Exclusions, the Inclusion Team are informed of the exclusion a considerable time after the event. This limits the actions available to the Council. However on going work with schools around exclusions aims to improve relationships further and support the exclusion team provides to schools.

We have undertaken an external review of exclusions and we have created a working group with Head teachers, Alternative Provision Heads and the Local Authority to understand and agree principles in order to further reduce overall exclusion rates within Medway. This has been received positively by school leaders.

Council Priority: Maximising regeneration and economic growth



Measures in target (green)

NI 117(16-17)		The percentage of 16-17 year olds who are not in education, employment or training (NEET)		=
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Council Plan Outcome: Resident with jobs and skills

Programme: Jobs, Skill and Employability

Council Plan Measures: Performance

NI 117(16-17)		The percentage of 16-17 year olds who are not in education, employment or training (NEET)					Aim to Minimise
	Value		Value	Target	Status	Long Trend	Short Trend
		Q2 2018/19	3.30%	6.00%			=
Q1 2018/19	3.30%						

Comments

The latest published figures, to August 18 are 3.3%, 230 young people. However, between August and September significant work has taken place which has made major improvements in this position.

Actions

Provisional expectations are that the rate of NEET Young People's (YP) is at less than 2% and that considerable improvements in reducing the rate of YPs whose activity is unknown have been achieved. Early indication is that improvements in how school data is reported to us and the processes to upload this data in a timely manner, together with changes; such as using a digital platform, have given us better access to young people. This has led to a large reduction in the usual high numbers of young people whose activity is unknown in September. In Q1 there were approximately 1400 Unknowns, for the end of Q2/beginning of Q3 we expect to see this number reduced to about 600.

Project - A Skills Plan for Medway will be completed in 2018.

Comments

This plan will incorporate the objectives of the 16 – 18 Youth Strategy, alongside interests such as apprenticeships, degree apprenticeship and internships to support lifelong learning.

The Medway Skills Board was established in 2017 to prioritise skills development in target sectors and to ensure that all residents benefit from growth. The Skills Board (Members and Officers' Boards) is responding to national, regional and local policy in its work to establish Medway's five skills priorities. Working with the SELEP's Skills Advisory Group and the Kent and Medway Skills Commission, the Board is ensuring that Medway's skills priorities are embedded in wider policy development. The four skills priorities focus effort on 1) Matching Business Demand and Skills Supply, 2) Developing Medway's Talent Pool, 3) Eliminating Barriers to Employment and 4) Transforming Not in Education, Employment or Training (NEETs) to EETs.

Actions

The Skills Plan is well on the way to completion. Background has been completed, priorities and priority sectors have been agreed and the supporting action plan is almost complete.

A number of key partners have been consulted during Q2, including; SELEP, Mid Kent College, Kent Association of Training Organisations and Locate in Kent. The plan has been to two Officers Boards and one Members Board.

More meetings with stakeholders are taking place throughout October. The plan should be approved by the end of November.