

Kent's children and young people
Every Day Matters



Kent County Council's Children
and Young People's Strategic Plan
April 2013



Contents Page

- Introduction** 3
- Vision, outcomes and priorities 4

- Section 1 - Where we are now** 5
- Governance 5
- Working together in partnership to achieve shared priorities 5
- Key strategies 6
- Strengths and challenges 6
- Spending on Children’s Services 8

- Section 2 - Where we need to be** 10
- What does good look like? 10
- Good universal services and making the best use of valuable resources 12
- The child’s journey 13

- Section 3 - How we will deliver service transformation** 15
- Better integration and new models of services 15
- Shifting the focus of spending 15
- Reaching for ambitious targets 16

- Appendix 1 - Governance 17
- Appendix 2 - Strategies that underpin our vision 18
- Appendix 3 - Key indicators 22

This publication is available in other formats and can be explained in a range of languages. Please call 08458 247 247 or Text Relay 18001 247 247 for details.

Introduction



Every Day Matters: Kent County Council's Children and Young People's Strategic Plan 2013 -2016, provides the overarching framework within which Kent County Council's (KCC) children's services work together seamlessly to deliver integrated services and the best possible outcomes for all children, young people, their families and carers in Kent. **Every Day Matters** arises from Kent's children's services peer review in September 2012. Peer review is a process whereby an external team acting as a 'critical friend' challenges an organisation and their staff to learn and improve. The recent peer review concluded that child protection agencies in Kent must focus on the child's journey and remember that for children even a day of delay in making decisions about their future can seem like a lifetime.

We have the highest aspirations for all children and young people in Kent and want them to grow up safe and healthy. Every adult and all agencies in Kent have a role to play in protecting all children and young people from harm. We want them to enjoy and benefit from educational and social opportunities. Above all, we want them to make best use of their skills and abilities so that they can reach their full potential as citizens and parents of the future.

KCC's strategic objectives are set out in Bold Steps for Kent, the Medium Term Plan (2010-2013.) The three ambitions of Bold Steps - helping the Kent economy to grow, putting citizens in control and tackling disadvantage, shape what we do to improve services for the people, children and families of Kent.

It is our intention to work with partners that have a crucial role to play in the welfare of children to build on this overarching framework document into a multi-agency strategic plan for children and young people as soon as possible. The diagrams in Appendix 1 show the KCC governance arrangements alongside those of wider partnership and governance architecture.

Ofsted undertook an inspection of KCC's arrangements for the protection of children in December 2012 and judged the service to be 'Adequate.' Inspectors noted the significant improvement since the previous inspection in October 2010, including in early intervention, identification of children at risk and speed of initial assessment. KCC's leadership was praised for the high level of strategic priority and investment that has been dedicated to protecting and improving these services. We recognise that there is still more work to be done and the welfare of children and young people remains KCC's top priority.

We are well placed to implement the Munro principles of enabling social workers to spend more time with children and families and the new 'Working Together' statutory guidance, as well as influencing the Kent education landscape, working constructively with all schools, and making the most of the wide range of universal services that support children, young people and families in Kent.

Whilst we and our partners will face considerable challenges in delivering the outcomes and priorities set out in this plan, we hope that the vision and direction of travel we have articulated will enable all those involved in supporting children, young people and their families to embrace transformation and create future services of which we can all be proud, and enable all children and young people to thrive and succeed.

Jenny Whittle
Cabinet Member for
Specialist Children's Services

Andrew Ireland
Corporate Director,
Families and Social Care

April 2013

Mike Hill
Cabinet Member
for Communities

Amanda Honey
Corporate Director,
Customer and
Communities

Mike Whiting
Cabinet Member for Education,
Learning and Skills

Patrick Leeson
Corporate Director, Education,
Learning and Skills

Kent County Council's Children and Young People's Strategic Plan 2013-2016

One Vision

Every child and young person in Kent achieves their full potential in life, whatever their background

Outcome 1:

Keep all children and young people safe

Outcome 2:

Promote the health and wellbeing of all children and young people

Outcome 3:

Raise the educational achievement of all children and young people

Outcome 4:

Equip all young people to take a positive role in their community

Priority 1:

Safeguarding and protection

Priority 2:

Early help, prevention and intervention

Priority 3:

Learning and achievement

Priority 4:

Community ambition, health and wellbeing

Priority 5:

Better use of resources



Five priorities

Our aspiration is to be a county where all children and young people flourish. Our work is informed by the guiding principle of 'continuum of need' and the determination to provide appropriate and responsive support services. We recognise the need for more integrated provision and we are joining up and transforming services to ensure that no child or young person falls through the gap.

We will do so by focusing on the following five priorities:

Priority 1 Safeguarding and protection

- Making sure that children and young people are safe and stay safe in every setting.
- Increasing the awareness and understanding that keeping all children and young people safe is the responsibility of everyone in the community.

Priority 2 Early help, prevention and intervention

- Enhancing the responsiveness and inclusivity of universal services that give families the right help early enough to resolve difficulties and reduce the need for further intervention.
- Improving the ability to be proactive in identifying needs of all children, young people, their families and carers.

Priority 3 Learning and achievement

- Improving the expectations and aspirations for the achievement of all children and young people in all areas of their lives.
- Ensuring all children are ready to succeed at school whatever their background.
- Ensuring that every child or young person has access to a good or outstanding school.

Priority 4 Community ambition, health and wellbeing

- Improving the consistency and cohesive universal service offer for young people to help support them to make a positive contribution to society.
- Ensuring that children and their families have access to timely, effective and responsive health care that gives them the best start in life and resolves health needs as they arise.
- Improving support for young people moving from adolescence to adulthood.

Priority 5 Better use of resources

- Remodelling services and practice to deliver and demonstrate better outcomes for all children, young people and the wider community within available resources.
- Improving the commissioning of effective integrated services that enable families to manage and support them in finding additional help when necessary.
- Being open to ways of doing things differently to drive effectiveness and ensure resources are used to maximum effect.

Section 1 - Where we are now

Governance



Our directorates with responsibility for children's services are fully committed to seamlessly working together to fulfil our statutory requirements and to achieving the most positive outcomes possible for children, young people, their families and carers.

We have established the Kent Integrated Children's Services Board to ensure effective leadership and integrated delivery across children's services. This meets our statutory requirements and is supported by clear accountability protocols for the roles of the Director and Lead Member for Children's Services. It frequently brings together the Corporate Directors and Cabinet Members that share responsibility for services relating to children, providing a shared understanding of need and performance across the breadth of universal and targeted children's services. It plays a vital role in providing oversight and assurance of frontline delivery, challenge on areas for improvement and identifies opportunities to drive further integration and transformation.

Working together in partnership to achieve shared priorities

Our five priorities cannot be achieved in isolation, and require responsive, effective internal and external partnership relationships that are focused on delivery. Our partnerships are constantly evolving and responding to a rapidly changing policy and governance landscape due to the significant national changes in education, health and public service reform and the associated impact on community and voluntary services. In times of change it is essential that we have clear governance arrangements at both the strategic and local delivery level to help ensure we maintain a consistent focus on achieving our vision, and as a result raise our performance to the level of the best performing authorities in the country.

Our emphasis is on working better together, and as our transformation programmes progress it will be important that we identify further opportunities to reflect on the appropriateness of our strategic governance and local delivery arrangements to ensure they are fully aligned and fit for purpose.

The diagram in Appendix 1 is not an exhaustive list, but shows the major multi-agency strategic and local partnership governance architecture that support children's services, with the Children and Young People's Joint Commissioning Board as the glue that binds these specific partnership bodies together. The relationships between these bodies are complex and evolving - discussions and consultations are underway on the roles of, and relationships between, the local Children's Trust Boards, the Kent Safeguarding Children Board local multiagency arrangements, the district-level Health Inequalities Groups and the new Health and Wellbeing Boards at the Clinical Commissioning Group level. We are committed to streamlining the number of partnerships and clarifying the relationship between them to ensure that there is clarity about priorities, shared outcomes and targets at Kent-wide and local area level, and a focus on the child's journey.

Two significant current examples of partnership working are:

Commissioning of Child Health - During the restructuring of the NHS, we have drawn up transition plans with the main (and future) providers of children's health commissioning, Kent and Medway Commissioning Support (KMCS). We need to develop stronger strategic partnerships with the seven Clinical Commissioning Groups alongside robust engagement in the Kent Health and Wellbeing Board in order to deliver the Child Health Outcomes Framework. Alignment of the health and KCC commissioning processes still needs further work.

Kent Safeguarding Children Board (KSCB) - Improved partnership working over the last 12 months has led to a reduction in Kent's previously high number of children with a child protection plan to a level below the average of our statistical neighbours. The KSCB uses existing young people's forums to involve young people in the safeguarding agenda. There has also been significant progress in consolidating the safeguarding partnership, through three key areas – (a) clarifying the KSCB's governance arrangements; (b) ensuring that all professionals working with children understand what are known as thresholds, eligibility and assessment processes for child protection support; and (c) the development of a new quality assurance framework. We are now much better placed to know what works well in protecting children in Kent and the areas that still need improving, e.g. a more consistent approach by all agencies in applying thresholds for further intervention.

Key strategies

Work around supporting children, young people, their families and carers in Kent is shaped by a number of strategies, policies and plans. Many of these are multi-agency and are developed and owned in partnership. They set out a range of priorities, objectives and measures for improving outcomes for children and young people. All of the strategies play an important role in delivering our five priorities.

However, the strategies, policies and plans in place tend to focus on specific areas. For example, Bold Steps for Education focuses primarily on improving educational outcomes, while Kent's Health and Wellbeing Strategy informed by the Joint Strategic Needs Assessment, includes outcomes focused on improving health from an early age to give children the best start in life. Appendix 2 sets out the main strategies, policies and plans that underpin work with children, young people, their families and carers in Kent, and shows how they contribute to our five priorities.

Although the individual strategies are extremely important, what has been missing is an overarching vision for children and young people, which centres around the child's journey. This vision needs to be the 'golden thread' running through all the work we do to support children, young people, their families and carers. Every Day Matters – Kent County Council's Children and Young People's Strategic Plan 2013-2016 provides that golden thread through the overarching vision, four outcomes and five priorities for children and young people in Kent.

The outcomes and priorities in this strategic plan are based on detailed needs assessments which can be found in the strategies set out in Appendix 2. Only a very high level overview is given in this document. In brief, the main strategic plans include – Vision for Kent, Bold Steps for Kent, Early Intervention and Prevention, Kent Safeguarding and Children in Care Improvement Plan, Youth Justice Plan, Health and Wellbeing Strategy, Strategy for Children and Young People with Special Educational Needs and Disabilities and 14 to 24 Learning Employment and Skills Strategy.

Strengths and challenges

Kent's population (currently 1.4 million) is growing faster than the national average and the rest of the south east. 17% of its 350,000 children are living in poverty, with rates higher than the SE average and a contrast between child poverty rates in some districts in the east (over 20%) of the county compared to the west (only 11%). As our population grows and changes, we need to build on our strengths and continue to tackle the challenges ahead.

Safeguarding and protection - priority 1

Considerable improvements have been made in the management of referrals, timeliness of assessments, and reductions in numbers of children in need and children subject to child protection plans. Children in Kent are safer as a result of this intensive activity. There are still very significant challenges. We need to improve the quality of practice and make it responsive to service user need.

We are improving the quality of assessment and planning to ensure that decision making is responsive, timely and child centred.

Early help, prevention and intervention - priority 2

We have re-commissioned a wide range of early intervention and prevention services and created dedicated early intervention teams to better manage care pathways between universal, specialist and preventative services. Universal services play a critical role in early intervention and will work together to identify clear, effective pathways from universal work to more complex preventative interventions. This approach will help us to gain pace and momentum in delivering the Troubled Families programme, embedding the Family Common Assessment Framework process and putting customised support plans and effective delivery in place at a local level.

Supporting this, our local youth offending work is reducing the overall number of young offenders and first time entrants to the youth justice system. Continued improvements are needed to improve participation and engagement with young people, with a particular focus on improving accommodation, employment, education and training outcomes for young offenders. With a high proportion of single homeless people in Kent under 21 years old, the Supporting People Programme will expand early support to vulnerable young people, including those leaving care. It aims to help young people to maintain their housing situation, manage their finances, acquire independent living skills and stay safe, which is also complemented by the specific housing actions for young people in the Kent & Medway Housing Strategy delivery plan.

Learning and achievement - priority 3

Our early years provision is generally good compared to the national average. However, as at the end of March 2013, only 62.5% of our primary schools are judged to be good or outstanding. Kent's 66 outstanding primary schools are leading the drive to move Kent from the bottom quartile of Key Stage 2 performance to the top. Although 72% of secondary schools in Kent are good or better, in line with the national average, we have wide gaps in performance at Key Stage 4, with the worst gaps amongst those young people who face the greatest disadvantage. Only 28% of pupils on free school meals attained five good GCSEs in 2011, which is well below average, and the achievement of children in care is well below what it should be at Key Stage 2 and Key Stage 4. The number of permanent exclusions in Kent is too high, and we need a particular focus on tackling exclusions for children in care, children with special educational needs, and those from Kent's Gypsy Roma and Traveller communities.

Kent has been a national leader in the delivery of an innovative 14-19 vocational programme. We will continue to redesign the offer to respond to government changes and raising the participation age. We have been successful in engaging young people (16-18) in education and training, and have actively developed and promoted apprenticeships across the county. This has resulted in Kent bucking regional trends by increasing the number of 16 to 24 year olds taking up apprenticeships, despite the current economic downturn. This has included supporting a significant number of vulnerable young people, such as teenage parents, disabled young people, young offenders and care leavers into apprenticeships through our Vulnerable Learners Project. Our proportion of those



not in employment, education or training (NEET) is at a relatively low level nationally, however further action is needed with 18 to 24 year olds, particularly given high youth unemployment in the challenging economic climate. In addition, many young people with learning difficulties and disabilities at age 19 have poor opportunities for unemployment and independent living.

Community ambition, health and wellbeing - priority 4

We have a wide range of universal services to enable children and young people to achieve their full potential. Our Integrated Youth Service has transformed to create a consistent universal offer and locally tailored solutions, built on evidence of local need. We have a strong tradition of promoting young people's participation in sport and positive activities across the county, including the Kent School Games, the Duke of Edinburgh Award scheme and Cultural Olympiad events. We are building on the positive legacy of youth volunteering and Olympic Games Makers and Games Greeters.

One of our strengths is supporting children and young people with issues of substance misuse with preventative outcomes-based commissioning models in place in the Kent Drug and Alcohol Action Team. However, further health and wellbeing challenges remain. We must also work harder to ensure that transition between services and from adolescence to adulthood is much smoother and provides a positive experience. The proportion of children with particularly complex and profound disabilities is rising. We have a greater proportion of young people aged 5-19 whose health is varied. We also significantly underperform compared to the England average for smoking cessation in pregnancy and breastfeeding initiation.

Better use of resources - priority 5

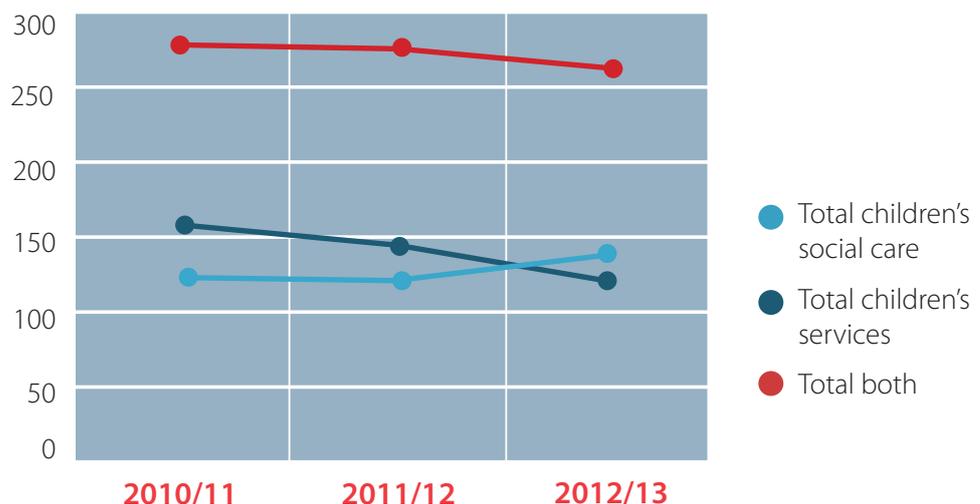
Addressing the challenges set out above can only be achieved through working with children, young people, their families and carers, and with other agencies. As resources are squeezed across the board, it becomes even more important to work seamlessly, communicate effectively, and ensure valuable resources are targeted at those individuals and families where they will have most impact and meet the greatest needs. However, it will be a challenge to shift the balance of overall resources in favour of prevention and early intervention.

Spending on children's services

A disproportionately high percentage of the budget is spent on a relatively small number of children with complex and acute needs. As a result, KCC has not invested sufficient resources in preventative services to the extent that we need to if we are to succeed in shifting the balance between high level need and preventative services.

The following graph shows net expenditure on children's social care and other children's services.

£m net expenditure



Children's social care - Net expenditure

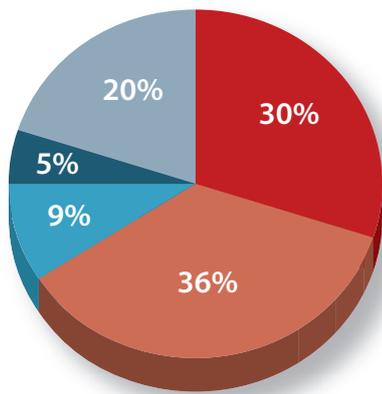
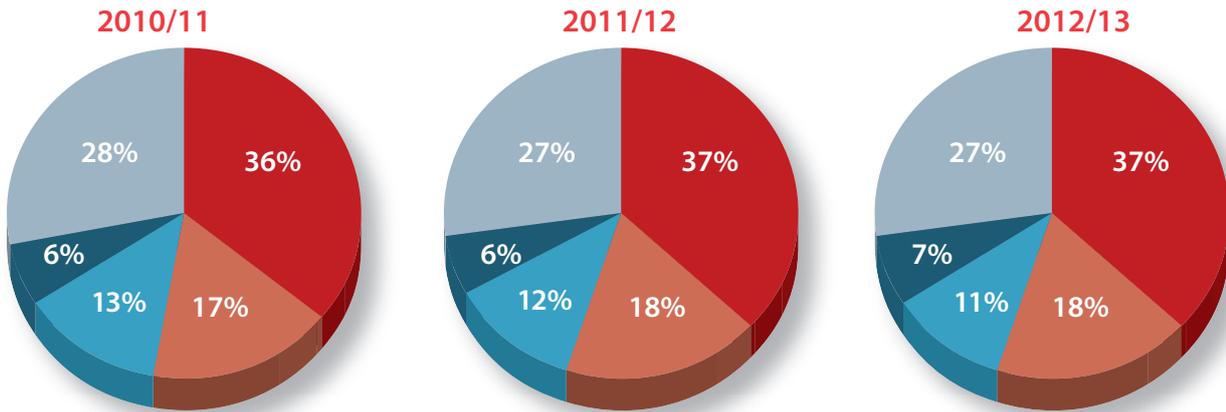


Illustration of where we want services to be. Shift in funding from high-cost reactive spending to early intervention and prevention

- Looked after children
- Preventative & family support
- Unaccompanied asylum seekers
- Legal & performance management
- Assessment

Other children's services - Net expenditure

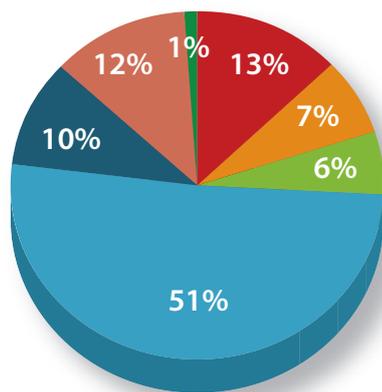
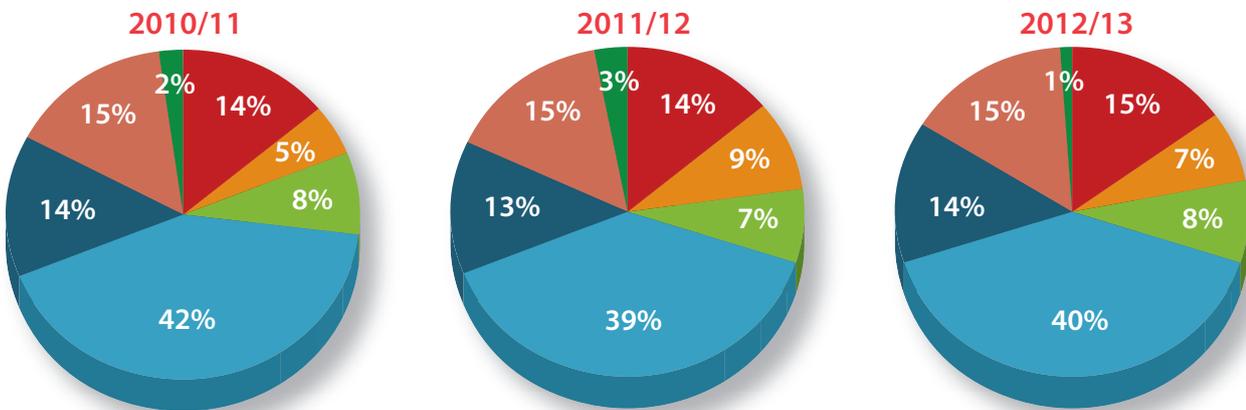


Illustration of where we want services to be. Shift in funding from high-cost reactive spending to early intervention and prevention

- School attendance and behaviour service
- Education, careers and personal advice services for young people
- Youth and youth offending services
- Early years
- Children's services
- Special educational needs
- Free school meals

Section 2 - Where we need to be

What does good look like?

This essentially depends on striking the right balance between the following four elements. To achieve lasting change calls for an ambitious programme as a guide for how we will do things differently in order for us to have a positive impact on outcomes.

Success, therefore relies on getting the balance right:

1. Achieving outcomes for children, young people, their families and carers

- Achievement gap better than the national average
- Significant reduction in exclusions from school
- More children adopted
- Focus on the child's journey
- Improvement in take-up of employment
- Children are safeguarded
- Improvement in key health outcomes
- Meeting diverse needs

2. Skilled workforce

- Improvement in the quality of practice
- Outcome focused practice
- Peer challenge
- Staff confidence to exercise professional judgement
- Confidence in evaluating risk
- Understand their role and that of partners in integrated services

Children, young people, their families and carers

3. Integrated services

- Joined up services
- Joint commissioning
- Users able to shape developments
- Quality of partnership
- Gaps in provision identified and addressed

4. Evidence of impact

- Use of resources
- Productivity increase
- Overarching KPIs used for managing risk and performance
- Evidence of return on investment

Achieving outcomes

Our objective is to have repositioned and transformed children's services across KCC and, working with the broader family of partners, to build sustainable support services. We will achieve demonstrable, positive impact in relation to outcomes for children, young people, their families and carers. As a result:

- Kent children's academic results will be amongst the best compared with our statistical neighbours.
- The achievement gaps at key stages 2 and 4 will be less than the national gap figures and pupils from low income backgrounds, children in care, and pupils with special educational needs and disabilities will be achieving better progress and outcomes than similar groups nationally.
- There will be reductions in exclusions and absence from schools.
- Fewer children will be in care, and more will be adopted.
- The quality of care for children in care will be higher, resulting in improved outcomes for those children.
- More children will be supported through early intervention, leading to reduced numbers of children in need.
- Youth crime and anti-social behaviour will be lower.
- There will be increased engagement of young people in positive activities.



- Youth unemployment will be lower, and there will be fewer NEETs.
- High need families will have greater stability, resilience and parenting skills.
- Greater participation in 14-19 vocational pathways and take up of employment with training, including apprenticeships.
- Significant improvement in key health indicators around smoking, breast feeding and immunisation.
- Young people with learning and physical disabilities will be better supported in their transition to adulthood, and given greater employment and supported living opportunities.
- A much improved and integrated single assessment process.
- The option of a personal budget, which enables people to have greater control and ability to exercise choice, will be available to all who are eligible.

Skilled workforce

There will be effective deployment of a more confident and skilled workforce, which has the capacity to respond early and provide appropriate interventions according to different levels of presenting need, and does so without compromising the safety of children. Consequently, we will have strong assessment and risk management expertise. As recommended by the Munro Report, the performance of the workforce will be measured by outcomes instead of by compliance to process measures. An essential component of this is to establish a social work academy.

Integrated services

We fully subscribe to the clear case put forward by Munro that;

“The reactive child protection services deal with only a small percentage of the problems that children and young people experience; most formal help is provided by universal services or targeted services. That help, besides improving their wellbeing in general, also significantly reduces the incidence and severity of abuse and neglect”

Munro Review of Child Protection Progress Report, 2012¹

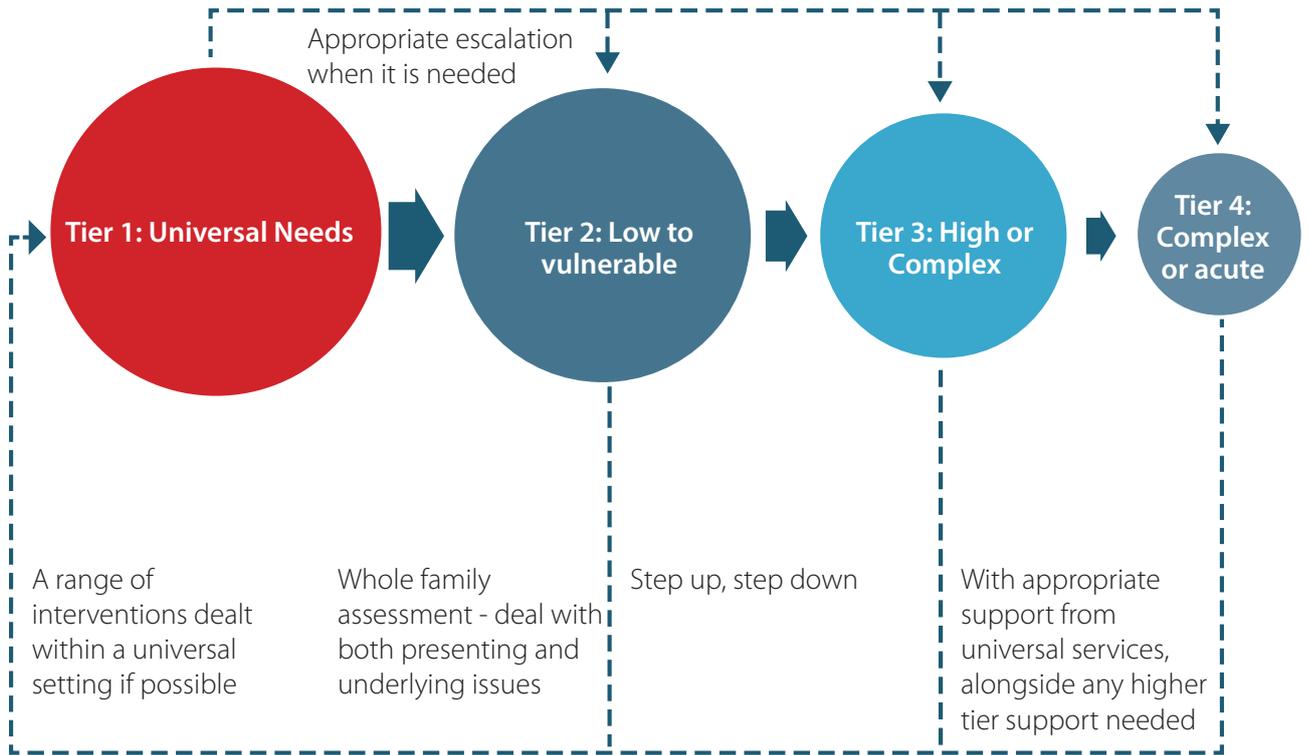


Evidence of impact

Appendix 3 sets out the key performance indicators which will provide evidence that this strategic plan is being delivered.

¹ The Munro Review of Child Protection - Progress report: Moving towards a child centred system, Professor Eileen Munro, May 2012, www.education.gov.uk/publications/standard/Childrenandfamilies/Page1/DFE-00063-2012

Right support, Right place, Right time - when needed



The vast majority of children and young people flourish with the support provided by universal services (universal health provision, children’s centres, early learning settings and schools).

From time to time some children may require targeted early help from within their schools to support their achievement or from other universal or targeted services to improve their well being. Where such help is given, the objective must always be to enable the child to do well and achieve without long term support or the need for more intensive intervention.

Good universal services in Kent will:

- meet the needs of the population they serve well
- quickly recognise those children and families who need additional help/support
- provide additional appropriate support in a timely and effective way.
- swiftly identify those children who reach the threshold for targeted intervention, refer appropriately; and continue to meet the universal needs of those children who are receiving targeted support.

A much smaller number of children may have multiple and complex needs that require dedicated support through specific interventions from a range of agencies, depending upon their specific need. This may include Social Care, Education, Health or Youth Justice. Where this happens it is critical to ensure that children and their families are able to access the specialist help that they need whilst continuing to receive appropriate mainstream support from universal services.



The child's journey

New models of intervention based on the concept of the 'child's journey' will inform routine practice. The improved provision of 'early help' through better interagency working will be an essential part of remodelled services. It will be common practice for universal service providers to operate in a more inclusive manner. Through integrated working they will be able to assume new responsibilities which will enable them to work with families to help them find solutions to their difficulties early without problems escalating to the point where they may require a more expensive intervention.

"...each individual child has a range of needs and many will come into contact with more than one part of the system throughout their childhood. That experience should be coherent, consistent and well navigated by the professionals leading at every stage. This means designing and delivering policy initiatives that are child centred, joined up and understood by the workforce who will implement them"

Debbie Jones – Association of Directors of Children's Services Annual Report, 2011/12¹

We will focus on ensuring that the children and their families who come into contact with our services are supported in a way that makes sense to them, maximises the opportunity for hearing their voices and listening to their story and minimises the need for repetitive processes and interactions.

To support children, young people, their families and carers through their journey, we need to develop new ways of working that provide local, responsive and seamless service delivery. We are working towards this through the implementation of new models of district working. Running through this work are two cross-cutting themes - prevention and early help for children, young people, their families and carers, and supporting family resilience and resourcefulness. Ways in which we are delivering prevention and early help include identifying named contacts in each area to coordinate service response and commissioning support to provide packages of services around children and families. Increasing and improving our early intervention services will also help to promote family resilience and resourcefulness by identifying needs and providing support earlier. This will build more trust in services and reduce reliance on more complex and expensive forms of care and support.

Always keeping a focus on these cross-cutting themes, we will support children and families through all stages in a child's life as follows:

Pre-birth

- Ensuring women, and their partners, have access to timely pre-pregnancy advice and support to enable early adoption of healthier lifestyle choices
- Providing a free NHS Information Service for parents which include emails and texts containing NHS-approved advice sent every week from five weeks of pregnancy through to four weeks after the baby's birth. Fathers-to-be can sign up for advice specifically aimed at them

Early Years

- Delivering targeted support to the most disadvantaged children and their families to narrow the achievement gap for disadvantaged children at the end of the Foundation Stage and prevent escalation of problems

¹ Association of Directors of Children's Services Annual Report 2011/12 - Vice President's Report, Debbie Jones, October 2012, <http://www.adcs.org.uk/publications/index.html>



- Children's Centres working closely with early years settings and their local Primary Schools to ensure that all children are eager and able to learn well when they start school
- Improving on satisfactory provision in early years

School

- Aligning resources to districts – bring together professional and practitioners – co-locating wherever possible.
- Supporting schools through local district teams that better understand the needs of local schools and communities.
- Virtual School Kent is working at district level with relevant professionals to ensure all Personal Education Plans (PEP) for children in care are of a high quality, subject to a rigorous monitoring and evaluation process, with impacts and outcomes that are followed up.

Adolescence

- Introducing a new model of multiagency early intervention and prevention for young people aged 11 to 19 through the Kent Integrated Adolescent Support Service.
- Providing children and young people with a tailored personalised programme that will support their learning, progress and their personal and social development.
- Aligning support and activity through a Framework of Integrated Adolescent Support, along an adolescent pathway so that children, young people, their families and carers access the right services, in the right time, in the right place.

Transition

- Delivering an integrated multiagency approach enabling young people to be as independent as possible in adulthood.
- Supporting transition due to a move from children's to adults' health and social care services and general support required by young people from adolescence to adulthood which enables them to be as independent as possible.
- Providing support that covers education, training, employment, living arrangements, financial independence, health and social care support and social and leisure opportunities.

Care leavers

- Working with partners to pay particular attention to the needs of care leavers so that they are equipped with a good start in life to make a positive contribution to society.
- Preventing escalation of problems in adulthood and associated costs for other agencies.

Section 3 - How we will deliver service transformation

Better integration and new models of services

We will create transformation plans based on the following themes. We recognise that implementing an effective change programme depends on our ability to work with partners to define alternative and effective models of intervention, but always coming back to a focus on the child's journey.

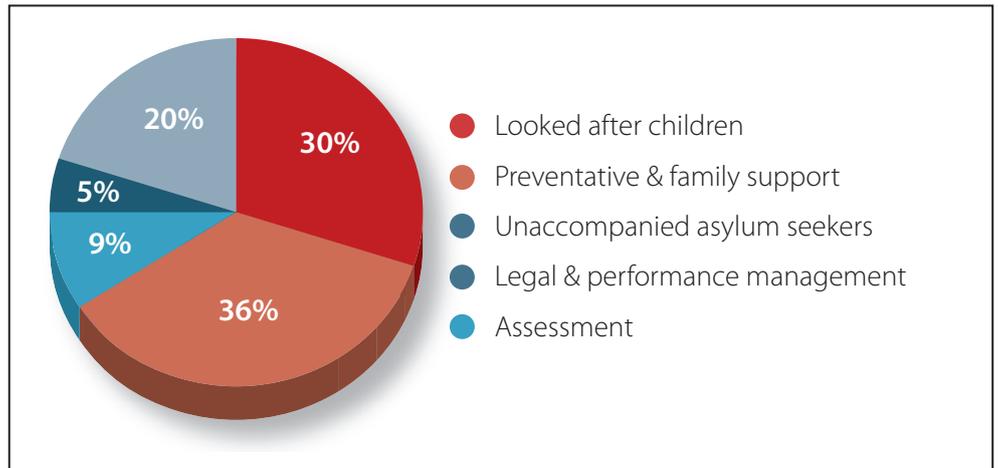
1	Safeguarding intervention Prevention, timely multi-agency response to keep children safe. The responsibility of every agency – safeguarding is everyone's business.
2	Early help, prevention and early intervention Responding to a problem as soon as it is identified, acting quickly to prevent escalation and building family resilience, confidence and empowering people to manage. Children prepared for school, pupil progress tracking, Children's Centres services.
3	Timely response and crisis intervention Target support within schools (pupils, groups and whole school communities). Attendance and behaviour support interventions.
4	Time-limited intervention Step-up and step-down support services to avoid children going into care by enabling families to cope. Short term fostering, SEN support without statement. Integrated Adolescent Support Service, Troubled Families - increase scale and effectiveness to avoid future expensive intervention.
5	Enduring care intervention Adoption, fostering, children with statements. Maximising life chances of looked after children and having high aspirations for them.
6	Procurement and better use of resources Joint commissioning, integrated teams, confident organisations. Evidence based commissioning. Using money wisely. Review agreement with the Courts to facilitate quicker assessment. Workforce development programme to facilitate cultural transformation and valuing staff.

Shifting the focus of spending

We expect the present spending profile to change in future to reflect the positive impact that comes from successful implementation of cultural and service transformation that will be delivered. As a result of the increased investment in early preventative services and strong and adaptive universal providers, we will be able to make the shift in resources. Working on calculated assumptions, we can illustrate what the changed landscape of spending would look like. Our overall success is very much linked to the extent to which we approach the changes required in partnership with other organisations.

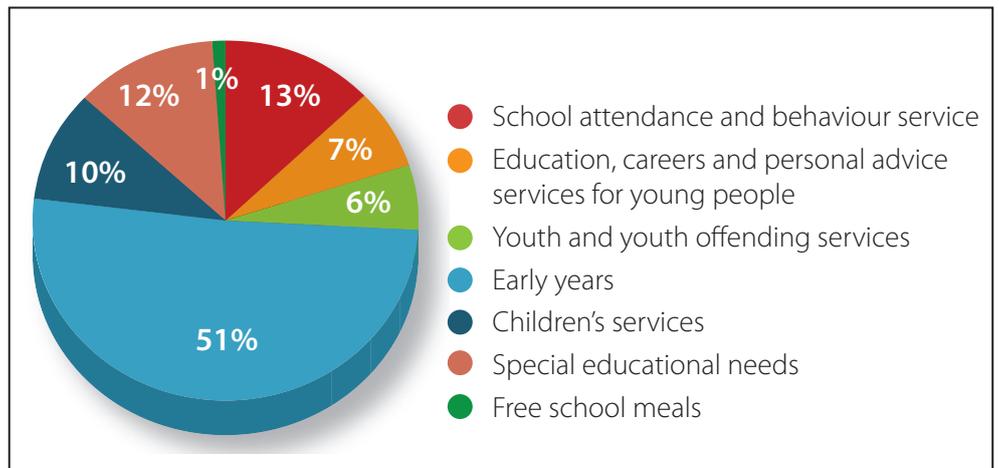
Children's social care - Net expenditure

Illustration of where we want services to be
Shift in funding from high-cost reactive spending
to early intervention and prevention



Other Children's Services - Net expenditure

Illustration of where we want services to be
Shift in funding from high-cost reactive spending
to early intervention and prevention



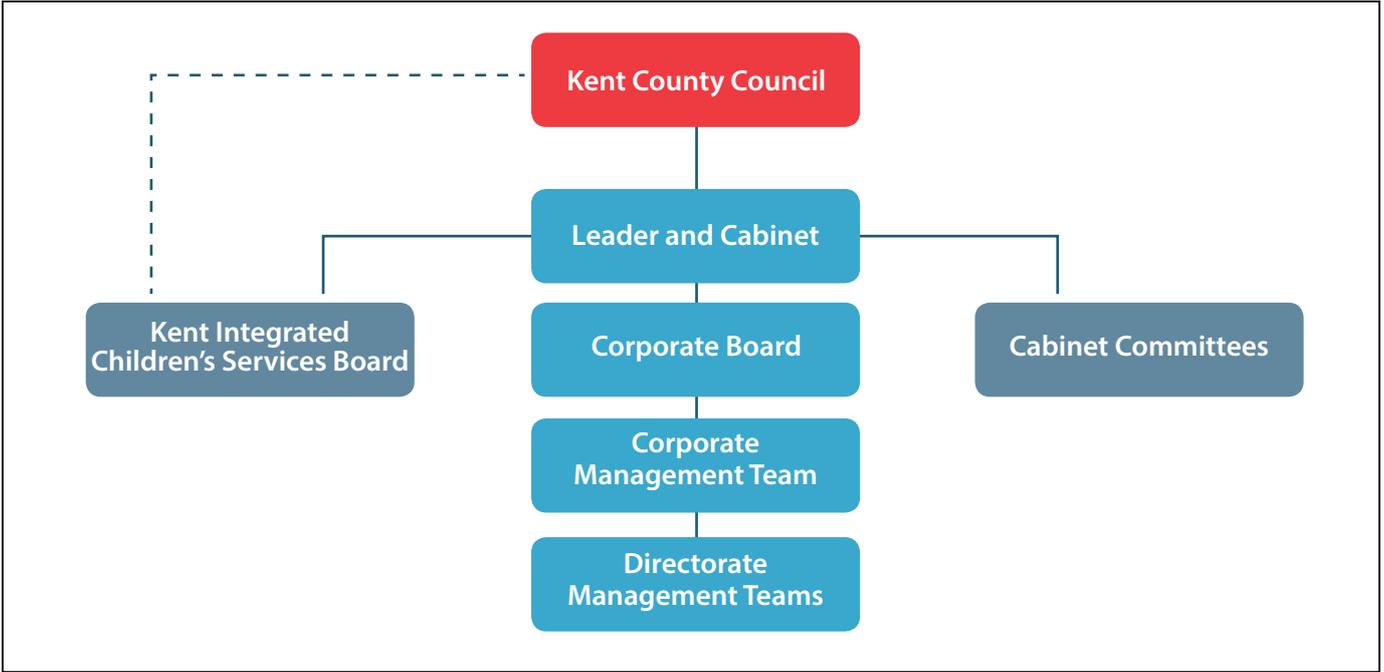
Reaching for ambitious targets

Finally, to ensure that we are making good progress towards our overarching vision, we have set clear and ambitious targets. These are focused on our five priorities, to provide a holistic view of how our work is supporting children, young people, their families and carers in all the main areas of their lives, and where we need to improve. This will involve bringing together performance information from across KCC directorates and from partners. Shared priorities and measures will support us to work more effectively together to realise our vision.

We have selected a small number of key indicators for each of the five priorities, to focus activity on the areas where we need to see the best outcomes. Underneath this, we have more detailed performance information for specific priorities.

Appendix 3 sets out the key indicators under each of the five priorities that we are monitoring.

Kent County Council Governance Arrangements



Partnership Governance Architecture



Appendix 2: Strategies that underpin our vision

Our vision: links and contributions to key strategies and plans		Our vision: shared priorities				
Strategy/Policy/Plan	What is it?	Priority 1: Safeguarding and Protection	Priority 2: Early Help, Prevention & Early Intervention	Priority 3: Learning and Achievement	Priority 4: Community Ambition, Health and Wellbeing	Priority 5: Better Use of Resources
CROSS-CUTTING						
Vision for Kent	This is the Kent Forum's countywide Sustainable Community Strategy which sets out three ambitions that will guide the direction of public services in Kent from 2012 to 2022.	✓	✓	✓	✓	✓
Bold Steps for Kent	This is Kent County Council's Medium Term Plan (2010-2013), which sets out our strategic vision for how we will achieve our three ambitions; to grow the Kent economy, to tackle disadvantage and to put the citizen in control. It outlines how we will make Kent a county of opportunity where aspiration rather than dependency is supported, particularly for those who are disadvantaged or vulnerable.	✓	✓	✓	✓	✓
Early Intervention & Prevention Strategy	This is a Kent County Council strategy, which draws upon and informs prevention and early intervention priorities in other key strategies and plans. It provides a vision for early intervention and prevention for vulnerable children, young people and families living in Kent. It details our model of early intervention and prevention, identifies priority areas and provides an overview of the action we will take over the next 3 years to deliver improved outcomes, and is delivered through a series of annual implementation plans.	✓	✓		✓	✓
Child Poverty Strategy	It has been agreed by the Kent Integrated Children's Services Board that a robust strategy will be developed which will set out how Kent County Council and its partners can continue to work together to tackle the causes and effects of Child Poverty. This will form the basis of a statutory requirement placed on all Local Authorities under the provisions set out in the Child Poverty Act 2010 and is a key part of discharging our accountability protocol for the Lead Member for Children's Services and the Director of Children's Services.	✓	✓	✓	✓	✓
Child Poverty Needs Assessment	This is a statutory needs analysis of child poverty in Kent and review of national evidence which provides an evidence base shared by partners in order that we can detail what work has been done to respond to local need, and what outcomes have been achieved to date. This summary of effective practice enables us to understand the actions already taken to improve the circumstances of children and families facing poverty.	✓	✓	✓	✓	✓
Kent Troubled Families Programme Business Case	The Business Case outlines the proposed approach for Kent's three year (2012-2015) Troubled Families (Community Budget) Programme, endorsed by the Multi-Agency Steering Group. It sets out a vision to create a long-term approach that achieves better value for money and more effective interventions to transform the lives of Kent's most troubled families, through joint commissioning, service re-design and transformation.	✓	✓	✓	✓	✓
Kent Partners' Compact	The Kent Partners' Compact is a partnership agreement between the Voluntary & Community Sector (VCS) and the public sector in Kent. It is a jointly agreed framework for a mutual working relationship with positive benefit to the Kent community. It includes Codes of Practice on funding and resources, communication and engagement and volunteering, with commitments from the VCS, public sector and joint commitments.	✓	✓	✓	✓	✓
Kent Safeguarding Children Board Strategic Plan and Business Plan 2013-14	This sets out the Kent Safeguarding Children Board's vision and three strategic priorities that the Board will work in partnership to achieve. These are 1) positive outcomes for children and young people in Kent, including Children in Need and those in care, 2) holding partner agencies to account for their part in collectively improving safeguarding and 3) demonstrating a robust safeguarding partnership that can effectively undertake the work of Kent's Improvement Board.	✓				

Strategy/Policy/Plan	What is it?	Priority 1: Safeguarding and Protection	Priority 2: Early Help, Prevention & Early Intervention	Priority 3: Learning and Achievement	Priority 4: Community Ambition, Health and Wellbeing	Priority 5: Better Use of Resources
Strategy for Children and Young People with Special Educational Needs and Disabilities (Draft)	Sets out KCC's vision to provide a well planned continuum of provision from birth to age 25 that meets the needs of children and young people with special educational needs (SEN) and disabilities, and their families. The over-arching aim is to improve educational, health and other outcomes for all of Kent's children and young people with SEN and disabilities. The strategy also sets out aims to integrate education, health and social care support, address gaps in provision and improve the quality of provision.	✓	✓	✓	✓	✓
OUTCOME 1: KEEP ALL CHILDREN AND YOUNG PEOPLE SAFE						
Kent Safeguarding and Children in Care Improvement Plan: Phase 3	This is the third phase of Kent County Council's improvement plan to deliver a whole system approach to managing family pathways from early help to statutory intervention. The Plan continues to focus on quality and sustainability - building on the improvements already achieved - whilst evidencing Value for Money on the investments made. It also functions as a transition document, integrating and embedding Improvement Programme actions into 'Business as Usual' practice.	✓	✓			✓
Kent's Looked After Children Strategy	This strategy was developed by Kent County Council and partners and aims to improve services and outcomes for looked after children and care leavers through good corporate parenting from 2011-2014. It commits to a series of strategic objectives.	✓	✓	✓	✓	✓
Youth Justice Plan	This is KCC's Integrated Youth Services plan for 2012/13 - the plan is produced on an annual basis to meet statutory requirements. It sets out a series of key actions, projects and milestones for the service including supporting vulnerable children and young people, preventing offending and reducing reoffending.	✓	✓	✓	✓	✓
Community Safety Framework	The Framework describes the contribution by the wide range of services delivered by KCC that makes a tangible difference in preventing and deterring crime and that provide support to particularly vulnerable households in Kent. It sets out Kent's community safety priorities over the medium term (2012-2015).	✓	✓	✓	✓	✓
The Kent Police & Crime Plan April 2013 - March 2017	This is the Kent Police and Crime Commissioner's strategic vision and priorities for policing and community safety over a four-year period. It also sets out the objectives and targets against which the performance of Kent Police will be scrutinised, and priorities for working with partners.	✓			✓	✓
OUTCOME 2: PROMOTE THE HEALTH & WELLBEING OF ALL CHILDREN AND YOUNG PEOPLE						
Children's Joint Strategic Needs Assessment	The children's JSNA (2011) is a joint needs assessment between NHS Kent and Medway and KCC. It identifies issues within the local population which will require future investment and creates a policy context of why specific issues matter. It also identifies other issues necessary to advance improvements in the health and welfare of children and young people. It should inform strategies, plans and the commissioning of both the NHS and KCC. It should help Clinical Commissioning Groups in determining their priorities for local service development that supports children's health.	✓	✓	✓	✓	✓
Health & Wellbeing Strategy	The Kent Joint Health and Wellbeing Strategy sets out the overarching direction for the NHS, social care and public health services in Kent. It also describes our aspirations for health and what we can do together to improve health and reduce health inequalities for people in Kent. It is being developed by the Kent Shadow Joint Health and Wellbeing Board on behalf of all local authorities and NHS Clinical Commissioning Groups in Kent. The draft strategy is currently out for consultation.	✓	✓		✓	✓

Strategy/Policy/Plan	What is it?	Priority 1: Safeguarding and Protection	Priority 2: Early Help, Prevention & Early Intervention	Priority 3: Learning and Achievement	Priority 4: Community Ambition, Health and Wellbeing	Priority 5: Better Use of Resources
Mind the Gap: Building Bridges to better health for all - Kent's Health Inequalities Action Plan	This sets out a three year plan (2012-2015) for how KCC, health, Districts, the third Sector and other partners across Kent will work to reduce the gap in health status between our richest and poorest communities. It sets out a series of objectives across all areas of life, taking a holistic approach to tackling health inequalities.	✓	✓	✓	✓	✓
Live It Well	Live It Well is the strategy that looks to improve the mental health and wellbeing of people in Kent and Medway from 2010 to 2015. The strategy makes ten commitments, including reducing the number of people with common mental health problems and giving people more choice and more say over their care.		✓		✓	✓
Kent Alcohol Strategy	This is a three year partnership strategy (2010-2013) that is supported by local delivery plans and is overseen by the Kent Action on Alcohol Steering Group. It focuses on tackling the harms from alcohol misuse within our communities as a key priority for the health, social care and criminal justice agencies across Kent. It highlights the need to inform the public of the risks to health and society and change attitudes in a positive way k. It sets out specific priorities for action for children and young people.		✓		✓	
Kent Hidden Harm Strategy	The three year partnership strategy (2010-2013) aims to address the harms caused by substance misusing parenting. The strategy has been developed and driven through a multi agency Hidden Harm Working Group which feeds into the Kent Safeguarding Board. The delivery plan is overseen by KDAAT. Hidden Harm refers to children and young people whose particular needs are often overlooked; where their parental substance misuse has serious negative effects on their childhood. These children and young people are often in need of protection and support to help them achieve their potential. The strategy promotes cooperation between relevant partners, to improve the well being of children in the area, to ensure they are protected from harm.	✓	✓		✓	✓
Kent Housing Strategy	The Kent and Medway Housing Strategy is a county-wide document that takes a new radical look at housing and how it is delivered. It is owned by the Kent Forum and is part of KCC's Regeneration Framework. It has been developed collaboratively between KCC, Kent Districts, Medway Council, Kent Partnership, Kent Economic Board, Kent Housing Group and other public and private sector organisations. It focuses on principle of Encouraging and supporting joint working to solve common problems to deliver the ambition to support people with a greater diversity of housing need to fulfil their potential and live a high quality life through the provision of excellent housing and support services				✓	✓
Kent Supporting People Strategy	The five year strategy (2010-2015) sets out a framework to enable vulnerable people to maintain their housing situation, manage their finances, co-exist successfully in their community, acquire independent living skills, stay safe, liaise with other agencies, and access training, education, and employment. It focuses on prevention and supporting vulnerable young people affected by issues such as homelessness, substance misuse, offending and domestic violence to remain independent through housing related and floating support.		✓		✓	✓
OUTCOME 3: RAISE THE EDUCATIONAL ACHIEVEMENT OF ALL CHILDREN AND YOUNG PEOPLE						
Bold Steps for Education	This is Kent County Council's vision for the future of education in the county to help improve the lives of thousands of children and young people from 2012-2015. It sets out aspirations for Kent to be the best place for children and young people to grow up, learn, develop and achieve. It contains a host of specific targets designed to improve the educational outcomes for Kent's young people.		✓	✓	✓	

Strategy/Policy/Plan	What is it?	Priority 1: Safeguarding and Protection	Priority 2: Early Help, Prevention & Early Intervention	Priority 3: Learning and Achievement	Priority 4: Community Ambition, Health and Wellbeing	Priority 5: Better Use of Resources
14 to 24 Learning Employment and Skills Strategy 2013-2016	This is a county-wide partnership strategy jointly owned by the Employment, Learning and Skills Partnership Board. The strategy is designed to link the world of learning to the world of work more successfully, and to bring about more rapid transformation in young people's skills, qualifications and employability. It aims to achieve lower youth unemployment, put in place better systems for local employers and learning providers to work in partnership so that we secure the higher levels of skilled young people we need in the key growth sectors relevant to the Kent economy, and have every young person participating in high quality learning or training that is relevant to their needs, until the age of 18, with a good outcome.			✓	✓	✓
Involving the whole community: The Kent Approach to Literacy and Reading	This is Kent County Council's ten year strategy (2011-2021) to achieve its aspiration of 100% literacy in Kent. It identifies 15 priority groups including Looked after Children, Young people not in education, employment or training (NEET) and children and young people excluded from school and sets out the barriers to reading.		✓	✓	✓	
OUTCOME 4: EQUIP ALL YOUNG PEOPLE TO TAKE A POSITIVE ROLE IN THE THEIR COMMUNITY						
Unlocking Kent's Cultural Potential – A Cultural Strategy for Kent	The Cultural Strategy for Kent 2010 – 2015 is owned by Kent and Medway partners to promote a shared understanding of how the county's cultural offer can enhance the lives of people who live in Kent; to demonstrate how culture can be used to strengthen the individual, collective and economic wellbeing of the county. One of the core aims is to improve participation for all.			✓	✓	
Strategic Framework for Sport	The Strategic Framework for Sport 2009-2013 is produced by Kent County Council on behalf of the Kent and Medway Sports Board. It outlines the strategic priorities for sport and presents a common voice and vision for sport in Kent. It sets out how sport should play a positive and active role in enhancing community safety, health, community cohesion and positive community relations for young people, by bringing together the diverse communities of Kent.		✓		✓	✓

Priority 1: Safeguarding and Protection

- Number of CIN per 10,000 population under 18 (includes CP and LAC)
- Child protection cases which were reviewed within required timescales
- Percentage of children who wait less than 21 months between becoming looked after and being Placed for Adoption
- Percentage children in care in fostering placements
- LAC Placement stability: Same placement for last 2 years

Priority 2: Early Help, Prevention & Early Intervention

- Percentage of TAFs closed where outcomes achieved or closed to single agency support
- Percentage of SCS cases closed that have been stepped down to CAF/ Preventative Services
- Percentage of children and young people living in poverty
- Number of disabled children whose families receive Direct Payments

Priority 3: Learning and achievement

- Percentage of pupils who are persistently absent from primary schools - all pupils
- Percentage of pupils who are persistently absent from secondary schools - all pupils
- Number of permanent exclusions from school - all children
- Number of permanent exclusions from school - LAC
- Free school meals achievement gap - Percentage of pupils at KS2 achieving L4+ in English & mathematics
- FSM achievement gap - Percentage of pupils at KS4 achieving 5+ A*-C including GCSE English & mathematics
- Percentage of 16-18 year olds not in education, employment or training (NEET)
- Percentage of 18-24 year olds who are unemployed.

Priority 4: Community Ambition, Health & Wellbeing

- Number of 1st time entrants into the Criminal Justice System, per 100,000 10-17 year olds
- Number of households in temporary accommodation
- % 16-17 year olds known to YOS in suitable accommodation
- Prevalence of breastfeeding at 6-8 weeks from birth (%)
- Percentage MMR1 Vaccinations at 24 months
- Percentage of obese children in Year 6
- Prevalence of smoking during pregnancy (%)
- Conception rate per 1000 females aged 15-17
- Total number of cases waiting - snapshot (CAMHS Needs Assessment)

Priority 5: Better Use of Resources

- Defined and monitored by the relevant boards

