

Managing Director's Introduction 2008/9

The Children, Families, Health and Education Directorate

Children living in Poverty are much less likely to fulfil their potential than other children. The Children, Families, Health and Education Directorate is focused on creating the conditions, situations and structures in which all children and young people can achieve, no matter their circumstance. Since education is a key predictor of later life chances, improving results and tackling the attainment gap is a key mechanism to sustain lower levels of poverty in the future.

The Children, Families, Health and Education Directorate and its partners face a challenge to ensure that the momentum for narrowing the gap and enabling children and young people to be resilient and optimistic individuals gathers pace, whilst maintaining a universal service promoting high levels of achievement, social cohesion and economic renewal.

The new Kent Agreement for 2008-2011 will be a key driver helping to promote positive experiences, instilling optimism and capability in individuals and communities. Our ambition, through the Kent partnership, is to reduce the number of children in Kent that live in poverty accomplished through the delivery of the priorities set out in the Kent Agreement. This will support the Government's target to halve the number of children living in poverty by 2010 and to eradicate childhood poverty by 2020.

Priority National Indicators supporting delivery of Kent's Poverty agenda are

- NI163 working age population qualified to at least Level 2 or higher
- NI152 working age people on out of work benefits
- NI161 learners achieving a Level 1 qualification in literacy
- NI162 learners achieving an Entry Level 3 qualification in numeracy
- NI117 16-18 year olds who are not in education, training or employment
- NI111 first time entrants to the Youth Justice System aged 10-17
- NI32 repeat incidents of domestic abuse
- NI110 young people's participation in positive activities
- NI187 tackling fuel poverty
- NI155 number of affordable homes delivered
- 16 Statutory DCSF Indicators

Children's Trust arrangements continue to develop and by September 2008 23 local Children's Services Partnerships (LCSPs) will be introduced to replace the clusters that currently exist at local level. LCSPs will plan and commission key services for children at a local level maximising personal choice and the involvement of users in service design as we move towards devolving service and governance as locally as possible. This will address the needs of children, young people and their families, providing a more responsive, coherent and personalised service delivery, earlier and closer to the point of need.

This vision for LCSPs is supported by the Children's Plan, published by the Government in December 2007. This plan will mean a new leadership role for Children's Trusts in every area, a new role for schools as the centre of their communities, and more effective links between schools, the NHS and other children's services so that together we can engage parents and tackle all the barriers to the learning, health and happiness of every child .

Managing Director's Introduction to 2008/9 CFHE Business Plans
Kent's Children and Young People's Plan will continue to be the vehicle for delivery of our overall aims. It promotes our vision for improving outcomes for children and young people, while acting as the focus for activity through local children's services partnerships.

At the time of writing we are awaiting the outcome of our Joint Area Review, although initial feedback has been extremely positive. Our services have been described as good overall, with excellent features across the range of the inspection. The inspectors went to great lengths to stress how impressed they had been by the confidence, commitment and enthusiasm of staff.

We know from the results of our Annual Performance Assessment that Ofsted judged the overall effectiveness of children's services as good and improving and recognised that integration of children's services is making a significant contribution to improving the health and wellbeing of children and young people

Vision

The Children and Young People's Plan for Kent "Positive about our future" together with Towards 2010, the Supporting Independence Programme, the Kent Agreement and the Kent Agreement 2 form the framework for the development of services in the coming years.

The vision incorporated in the Children and Young People's Plan sets out the direction of CFHE and of partners in the Kent Children's Trust. The vision is articulated as follows:-

In Kent's successful communities achievement exceeds aspiration, diversity is valued and every child and family is supported. Children and young people are at the heart of service planning and are:

- Nurtured and encouraged at home
- Inspired and motivated by school
- Safe and secure in the community
- Living healthy and fulfilled lives.

Overall Aims

The Children, Families, Health and Education Directorate will underpin the above vision through providing effective, integrated services that support children from birth, in their development to become healthy, motivated, confident adults. It will do this by identifying and addressing their needs whether as an individual, or part of a family or community and by ensuring that those who are disadvantaged, vulnerable or at risk of harm are supported from the earliest opportunity.

Protecting children and keeping families together is our priority. We will continue to take robust action to protect children and develop a wide range of preventative services, ensuring children are safe and supported in their families wherever possible. For those who do become looked after the priority is to do everything possible to provide security and improve life chances and outcomes for these vulnerable children. We also want children to feel safe at school and in the places where they live.

Good Health is important to all of us and it has become embedded in the vision, not only of the Children, Families, Health and Education Directorate but also of the County Council as a whole. Joint working with Health and other partners in developing preventative services, promoting

Managing Director's Introduction to 2008/9 CFHE Business Plans

healthy lifestyle choices, building greater resilience in children and young people, encouraging physical exercise and ensuring services are available at the first sign of emotional difficulty drives our agenda to ensure that health outcomes improve.

Education, skills and learning starting from the earliest years are key to personal success and fulfillment. We are determined to improve the quality of education received by every child in every school. We want children to fulfil their potential and enjoy life, both in and out of school. Young people will receive a personalised, rich, relevant and creative curriculum, which focuses on key and core skills, as well as social, spiritual, cultural and moral development. We will support young people in the acquisition of knowledge and skills to become, economically active and able to participate fully in a democratic society.

In order to do this the following priorities have been identified through an analysis of need. These priorities will contribute to the success of local plans and strategies and ensure that national legislation and requirements are progressed. (Appendix A)

CFE Priorities

Tackling poverty: Mitigating the effects of poverty on Children, young people and their families in Kent will be a focus for the Directorate over the coming year and looking ahead to the future.

Being Healthy

We will support children and young people to be **physically, mentally, emotionally healthy** and to have healthy lifestyles. We will support young people to be **sexually healthy** and choose not to take illegal drugs. We will narrow the health gap between different socio-economic groups. We will continue to work with parents and carers to ensure that all children and young people adopt healthy and safe lifestyles and develop the maturity to make decisions that enable them to succeed in life

We will continue to build on our successful Healthy Schools programme and implement our Personal Health Social Education strategy, launched in January 2008 to help pupils lead confident, healthy and responsible lives as individuals and members of society

We will continue to implement the Children and Adolescent Mental Health services (CAMHS) strategy, which has already resulted in a marked improvement in waiting times for young offenders requiring access to CAMHS.

Enjoying and Achieving

Strategies for the primary, secondary and special school sectors are in the process of implementation and remain at the heart of our transformation to meet the needs of learners in the 21st Century. Our ambitious plans are supported through the Building Schools for the Future programme and sit alongside the innovative reform of 14 –19 education, creation of academies, development of extended schools and children's centres- all of which will create natural

communities of schools and improve the educational landscape and infrastructure of schools in Kent.

Early Years: We will give Children in Kent the best possible start by providing a firm foundation for pre school children and ensuring that all children are safe, healthy, ready for school and able to take maximum advantage of rich and stimulating learning environments. Our aim is to improve attainment at Foundation stage and focus on areas that develop personal, social and emotional skills including speech, language and literacy. We will focus on increasing the take up of early education places particularly in relation to vulnerable groups of children, targeting areas of greatest need. The quality of early years provision will be supported through the ongoing development of the **Children's Centres programme** bringing together a wide range of agencies to plan and deliver integrated services to support early education, childcare, health and family support services to children and families, in a seamless manner. We are currently consulting on a new Early Years strategy articulating this vision for Early Years services that will include:

- Supporting disadvantaged groups
- Improving the quality of provision and support the early education and childcare workforce
- Securing sufficient and accessible early education and childcare
- Working with and supporting parents
- Facilitating integrated working between services

Extended schools: We will continue to implement the Extended Schools agenda to build independent and self-sustaining communities to enhance life chances and improve social cohesion. **Parenting** will continue to be a focus for extended schools. The Government Office for the South East (GOSE) recognised Kent's parenting strategy as a strength and we will continue to develop our parent for a to ensure parents' views are sought and listened to. We are also entering the second year of a two year pilot of Parent Support Advisors, a preventative school-based role to support parents. Parent Support Advisors will concentrate in particular on behaviour and attendance, reducing barriers to learning, and parental engagement with schools.

School Performance: We will build upon the improved Key Stage results of 2007/8 by continuing to support the raising of standards at all key stages of education and the narrowing of the attainment gap of targeted groups of children, by reducing low attainment, under-performance and in-school variation.

Positive Contribution

Our aim is to ensure all young people feel engaged and inspired to learn, they feel that they have an opportunity to share their views and can make a difference. This should lead to improved behaviour and achievement in schools and the community, reduction in anti-social behaviour, improved attendance and attainment.

We will undertake our second Children and Young people of Kent survey that canvasses the views of over 42,000 students to feed into future service planning and design.

We will continue to work hard to reduce teenage pregnancies, especially in targeted areas where the incidence of teenage pregnancy is reducing more slowly than elsewhere in the County. Working with the Communities Directorate's Youth Offending Team we will support initiatives to reduce the rate of youth offending.

Although we are beginning to show improvements in attendance levels we will target persistent absence, especially in 14-19 year olds and looked after children and work to reduce the numbers of exclusions.

Economic Wellbeing

We aim to maximise the potential and raise the aspirations of all students particularly at post 14 education. We will ensure that Kent students leave secondary education with the relevant skills to play an active part in their communities, lead fulfilled lives and able to contribute to the

Managing Director's Introduction to 2008/9 CFHE Business Plans
economy as part of a multi skilled workforce fit for purpose in the 21st century. This will be achieved through the offer of an extended curriculum choice underpinned by the **14 – 19 Strategy**, the Secondary Strategy, appropriate vocational education and the implementation of the diplomas. . Students will also receive individual information, advice and guidance to ensure that they are in a position to make appropriate career decisions. In order to support this aim, CFE is pioneering and developing new vocational and applied learning pathways for all 14-19 year olds. The programmes will be flexible; demand led and will contribute to the long-term **transformation of vocational training** locally and nationally. The full engagement of local employers and the Skills Sector Councils is seen as crucial to the success of the programmes to provide a motivated and skilled workforce.
The creation in 2007 of **the 14-24 Innovations Unit** in partnership with the Chief Executive's Directorate, will further extend and enhance opportunities for those young people who would benefit from an alternative to the more traditional curriculum.

Staying safe

Protecting children and keeping families together: We will take robust action with our partners and through the **Kent Safeguarding Board** to protect children and develop a wide range of preventative services. Our priority for the coming year will be to focus on timely and effective processes to ensure the best outcomes for children in need of protection. Reducing the impact of domestic violence, bullying and numbers of children killed in traffic accidents will also continue to be key areas of work.

Looked After Children

For those children who become looked after the priority will be to provide them with security and to improve their educational achievement.

CFHE will build on current progress to further improve the services for LAC and care leavers. The APA highlighted the progress Kent had made in reducing the numbers of looked after children and improving the stability of placements. However there is much still to do to improve attendance and attainment, ensure more responsive mental health services for LAC and better access to health checks. Other priorities include extending family group conferencing to a wider age group, the development of multi-agency protocols and Kent's pledge for children in care. This will lead to better outcomes for Looked after children and care leavers.

We will continue to develop services to meet the needs of **unaccompanied asylum seeking children**, within allocated KCC resources, and lobby central government for additional funding.

Children with Learning Difficulties and/or Disabilities

We will continue to modernise services for children with disabilities, prioritising **transition** and ensuring that there is a good range of coherent multi-agency local services that meet the needs of Children and Young People and their carers. We will maximise opportunities for children with **additional educational needs** and enhance our work with families and schools to ensure equality of access and the achievement of ambitious educational outcomes.

The Special School Review programme is continuing and will result in a complete range of provision for children and young people across Kent with complex special educational needs requiring such specialist support. Alongside those three resource centres, providing respite breaks, holiday clubs and after school activities are now operational with three more planned across the County.

The operational plans of the CFHE Directorate detail the actions that underpin delivery of our priorities.

Performance management

Managing Director's Introduction to 2008/9 CFHE Business Plans

We will ensure that services provided to children and young people meet their needs by improving the information used to plan and review services at a County and Local level. This will include further developing our data and intelligence about what it is like to be a young person in Kent. A key element of this is ensuring that the views of children, young people and their families inform the decision making process. The results of the second Kent **Children and Young people of Kent Survey** undertaken in the majority of Kent schools and the TELLUS2 Survey undertaken by Ofsted, will be an invaluable source of information to support this activity.

There will also be a new performance framework, the **new National Indicator** set of 198 performance indicators, reforming the current system of targets and inspection with a closer focus on the views of the public and encouraging local solutions to problems. This will need to be embedded into the performance management of the Directorate and reflected in the future planning and refresh of the CYPP and the development of **local Children and Young People's Plans** through the LCSPs.

The Directorate will also assist and support the introduction of new corporate performance management **Performanceplus** (Inphase) software to standardise reporting across the County. We continue to develop our use of **Mosaic** software to help us recognise and plan services at a local level.

Our APA noted

The council has outstanding capacity to improve its services for children and young people and its management of these services outstanding.

The ambitions and priorities of the council are based on extensive research, analysis of data, and consultation with children, young people and other stakeholders. Thorough analysis identifies strengths and areas for development and weaknesses are prioritised and strategies put in place to bring about improvement. The Children and Young People's Plan (CYPP) identifies clear targets for each of the five outcome areas and includes a realistic assessment and identification of the resources required to implement its strategies.

Service Challenges and Efficiencies

The '**Strong and Prosperous Communities**' White Paper (October 2006) advocates a wider role for local government as a voice of the whole community, a role referred to as 'place shaping'. This will give local people and communities more influence and power to improve their lives through a vision for their area based on a robust understanding of the specific needs of their communities and the delivery of customer centred services.

Local government will be required to take on responsibility for influencing and affecting things beyond existing narrowly defined service responsibilities, developing **community capability and resilience**. CFE recognises its key role and the importance of effective open relationships with members in the delivery of this agenda and will continue to strengthen and develop these relationships to ensure delivery of this agenda

LCSPs will provide an excellent platform to take forward the recommendations promoting effective local partnership working.

However the developing infrastructure for LCSPs will result in some **significant structural and service management changes** to ensure that these emerging arrangements become robust

Managing Director's Introduction to 2008/9 CFHE Business Plans and effective mechanisms for service planning and delivery. The agreement of a management infrastructure to support the County and LCSPs arrangements which builds on existing devolved staffing structures will ensure there is capacity for Trusts to make a difference and to performance manage effectively. This is being achieved by redirecting resources from single into multi agency arrangements

Information Sharing Index, Common Assessment Framework and the Lead Professional Functions

Excellent progress has been made in developing a Common Assessment Framework (CAF) process for Kent the development of the Lead professional role and ContactPoint.

Kent agencies have demonstrated strong commitment to this project by their involvement with preparation activities. Kent has consistently exceeded national targets for preparations for ContactPoint in all four of the national assessments.

Whilst roll out of these national initiatives will ensure development of integrated processes in Kent, it will be a significant challenge to continue to ensure necessary resources for development and training, and to modify existing systems and processes within the restricted additional government funding available

April 2008 will see the **removal of the Child Protection Register nationwide**. Instead, CIN will be assessed as to whether they require a Child in Need of Protection Plan. Child protection is a multi-agency responsibility with Children's Social Services having a key role to play in coordinating protection plans. The move should see a shift in focus towards improved partnership working with parents. As with other parts of the modernisation agenda, this service will seek to achieve improvements in the level of participation and therefore ownership of children and their families in this sensitive area of public law

Budget: The work of the Directorate continues to receive recognition with the County Council which continues to place learning and other services for children and families high in its list of priorities.

Future funding pressures, include the Direct Schools Grant and expected changes to schools funding, the impact of the proposals contained within "Care Matters", the new Children's Plan and Kent's Pledge to LAC together with the financial and service challenges presented by a number of demand driven budgets alongside the move to integrated service provision.

The scale of these pressures means that a number of significant savings will be implemented as part of the plan.

Innovation at the front line

CFE strives to remain at the forefront of service development, continuing to find new ways of working, supporting innovation and ensuring it remains fit for purpose in order to respond to local priorities and national agendas.

- Kent's **Building Schools for the Future** programme is regarded widely as an exemplary vision statement for C21st learning. The BSF programme in Kent has been accelerated, bringing substantial additional capital investment to improve the secondary stock earlier than originally planned

Managing Director's Introduction to 2008/9 CFHE Business Plans

- **Academies:** Kent is developing a network of Academies across the county to deliver radical and fundamental change in approaches to teaching and learning. Nine Academies have been approved so far by the DCSF and more are currently being shaped with potential partners. This Academy programme has secured capital investment in the order of £250 million to date for Kent's learning infrastructure. Kent was the first LA to sponsor Academies
- **Kent Family Group Conferencing Service** has successfully increased the age range so that now all children up to the age of 13 who are at risk of becoming looked after must have a FGC. By the end of the March 2008 the age range will be lifted completely, making us the first Local Authority in the country to have a mandatory policy for all children at risk of coming into care.
- Kent has looked to innovative methods of delivering **Sex and Relationship Education** (SRE) to vulnerable groups and this year has commissioned the training of Charlton football coaches in SRE and condom distribution. There has been extensive development of sexual health services. There are now 5 further education colleges hosting sexual health clinics and 5 schools with health clinics and 12 more with consultation underway.
- The highly innovative New Line Learning Academy in South Maidstone has adopted a groundbreaking interactive "**Anywhere, Anytime Learning**" strategy. All Year 7s are now equipped with their own personal, "ultra-mobile computing device" for class and homework, and anytime email communications with teachers. The Academy is already seeing improved learning patterns, results and better relationships between staff and pupils.
- An innovative Young People's Safety Forum which includes Kent Youth County Council, Medway Youth Parliament, the Fire Service, Kent Police and Kent Safe Schools, works with children and young people to raise awareness and enable them to identify issues of personal safety and devise ways of tackling them.

Personalisation and Choice

CFE continues to find ways to engage service users and to listen to their views to effect change in service delivery. The Children and Young People of Kent survey is key to developing a range of responses that enhance personalisation and choice and complement a wide range of specific consultation and engagement.

Families across the county were asked for their views on moving the date for **the 11+ assessment tests** and the majority voted in favour. This will mean parents have the results of entry tests before they have to decide which schools they would like to apply for. A final decision will be made by the Secretary of State for Education and if agreed the test will take place in September 2008 for admission to secondary schools in September 2009.

Hearing the views of the hard to reach or most vulnerable groups remains a high priority. Local authority chief officers regularly meet with a representative group of Looked after Children to consult with them on important matters where their feedback informs policy development and implementation. Families of disabled children have also been asked their views on local services and have been actively involved in the development of the Children's Resource Centres.

Project – Based Learning provides young people with an opportunity to develop the skills they need to become self-guided life long learners and facilitates the engagement of local communities and employers in the learning process. The approach cuts across curriculum boundaries and encourages students to set their own objectives, review progress and manage their own resources with the support of teaching staff, to achieve learning outcomes. PBL

Managing Director's Introduction to 2008/9 CFHE Business Plans challenges the traditional role of the teacher and places the student at the centre of the learning experience.

The development of **vocational centres, academies and skill force type programmes** is an acknowledgement that not all students benefit from traditional academic experiences, we will continue to ensure that a range of suitable alternatives is available.

Equality and Diversity

The Directorate will continue to respond to an evolving legislative framework in relation to the Equality Act 2006, Disability Discrimination Act 2005 and the Race Relations (Amendment) Act 2000. Developing services that promote the equality and anti-discrimination of community members based upon their ethnicity/race, disability, gender, age, sexual orientation, faith/beliefs etc . Evidence of the Directorate providing fair, accessible and anti-discriminatory services is demonstrated by work undertaken to meet level 3 of the Equality Standard for Local Government. The Directorate will carry out impact assessments to identify and address policies, practices or procedures to ensure that they reflect the commitment to equality of opportunity, accessibility and fairness. Actions generated from impact assessments will enable children and young people to reach their full potential, both academically and socially, and inform the Strategic Equalities Plan that serves to meet diverse community needs and support the Authority in reaching level 5 of the Standard in due course.

Joint working and Devolution

The development of the Kent Children's Trust and local children's services partnerships underpins the Directorate's commitment to devolution. Schools will play a core role, at the heart of their communities. Front-line services will continue to be transferred to the management of LCSPs and will work with all agencies, voluntary and private sector partners to secure comprehensive provision to underpin the Every Child Matters and Kent Children's Trust's agendas at a local level and support KCC's vision for lifelong learning, community regeneration and economic development.

Integrated working on health issues across the Directorate have been strengthened since the creation of a Directorate for Children's Health. In collaboration with the Kent Primary Care Trusts we continue to promote the physical and mental health of children and young people through the provision of effective services. The Division brings together a team from Health to deliver this work, as part of the new Children's Trust arrangements at both a county and local levels. The Trust will support joint projects and activities that seek to reduce child health inequalities and promote social inclusion. The new Division has already seen the delivery of: -

- One of the first Joint Strategic Needs Assessments (JSNA) for Children & Young Peoples Health.
- A Public Health Strategy and Action Plan for Children and Young People.
- A CAMHS (Children & Adolescent Mental Health Services) Strategy for Kent.
- Improvements to School nursing services and improved health checks for LAC

Excellent Services and Continued improvement

Our achievement in **scoring so highly in the 2007 Annual Performance Assessment** is extremely encouraging. Kent scored a maximum 4 (excellent) for capacity to improve and strategic management and 3 (good) for Children's Services. Our initial feedback from the **Joint Area Review is also highly encouraging.**

Our services continue to deliver improvements, to respond to the needs of children and their carers at a local level whilst we strive to remain innovative- trying new approaches, listening and

Managing Director's Introduction to 2008/9 CFHE Business Plans
responding to the views of our users and developing nationally recognised areas of best practise. Examples of improvement and good service in some key areas are reflected here but more detailed information can be found in the Divisional Business Plans:

Early Years: Leuven project

In 2007 There was improvement across all 13 dimensions of the Foundation Stage profile, and increases in the number of Kent children achieving 6 or more points for Communication, Language and Literacy (+ 4.5%) and for Personal Social and Emotional Development (+3.2%). There are currently 177 settings engaged in the project and the quality of provision has improved within the participating private, voluntary and independent (PVI) settings in Gravesham, Swale and Dover, improving the progress children make. The project was extended in 2007 to include a further 71 schools in the targeted areas, to further strengthen working partnerships between PVI settings and schools

School performance

Our key stage results and examination results have again improved. In 2007 64.9% of pupils achieved five A* - C passes in all subjects, a rise of 3.5 percentage points from 2006 which is ahead of the national rise of 2.8. Kent has widened its lead over the national average to 2.9 percentage points. The 23 schools engaged in the first year of **the within schools variation project** were challenged to achieve an average improvement of 4% for 5A*-C including English and mathematics. The schools achieved 4.8% compared to an all Kent schools improvement of 2.3%.

Kent primary school pupils aged 11 achieved improved performances in English, mathematics and science at level 4 of Key Stage 2 The county rate of improvement generally mirrors national trends except in writing where the rate of improvement exceeded national gains at both level 4 and the higher level 5.

Kent schools achieved their best ever results in English in 2007 at both levels 4 and 5.

The upward trend in English overall and reading at both level 4 and 5 since 2004 was continued. Writing also maintained an upward trend at levels 4+ and 5 - now sustained for two consecutive years. The three-year trend of improvement in Kent in mathematics at level 4 was also continued in 2007.

The Value Added measure results from Key Stage 2 to 4 placed **Kent in the upper quartile** for performance in 2007, demonstrating pupils make excellent progress between these points.

Most minority ethnic, vulnerable and other groups of children make similar progress to that of other children in the county. The proportion of looked after children who do not sit any examinations has reduced significantly. The proportion of looked after children who leave care with one GCSE is better than the national picture. While the overall attainment of children in care continues to be lower than the average for other children in Kent the gap is closing. Improving the attainment of these children is a high priority and is included as a target for improvement in the Children and Young Peoples Plan.

Evaluation of the implementation of the Kent Secondary Strategy identified positive improvements in attitudes to learning and some improvements in attainment: for example Sittingbourne Community College has reduced permanent exclusions, has reduced fixed term exclusions by 50% over two years. During the same period the proportion of students achieving no GCSE passes has reduced from 10% to 2%.

Child protection

Since March 2007 performance has remained steady or has continued to improve in all national indicators.

- 82.4% of core assessments were completed within timescales,

Managing Director's Introduction to 2008/9 CFHE Business Plans

- CP reviews within timescales are improving at 99.1% , All reviews since 1st April 2007 have been held within timescales
- Improvement in the completion of initial assessments continues (from 75.3% to 76.3%)

Teenage Pregnancy

Between 1998 and 2005 a 10.3% reduction in teenage pregnancy was achieved across Kent. This trend was better than the national and southeast trend where rates rose slightly

Young people's Views

From the 2007 Children and Young people's survey we know that 66% of 11-16 year olds thought their school was giving them useful skills and knowledge and 68% were positive about their future

Section 17 Crime and Disorder Act

The Directorate works to reduce crime and the effects of crime by supporting activity that reduces anti-social behaviour, provides effective provision for young offenders to return to education, and ensures that young people feel safe at school and in their community.

Workforce Strategies

A quality workforce achieved through the development of leadership at all levels, and the recruitment and development of the workforce is one of the most important factors in any organisation. Kent must attract, support, encourage and reward the very best staff.

Creating one workforce strategy by integrating the strategies for the various parts of the workforce that deliver children's services in Kent will help to ensure we can state with confidence that every child matters.

Achieving the vision set out in the Children and Young People's Plan for Kent depends largely on the capacity and quality of those people who plan, manage and deliver services to children, young people and their families. We are committed to developing the skills of the workforce within the directorate, alongside partner agencies to achieve our aims. During 2007-8 we have undertaken the following activity:

- The high level Workforce Strategy has been approved by the County Children's Trust Board and FE, Connexions and PCTs have been included in the group steering its development.
- Multi-agency training covering CAF, Lead Professional and information sharing guidance has been developed for those working with children and young people. Over 120 multi-agency trainers have been trained across Kent and have delivered training to 6,000 practitioners.
- Multi agency training on Safeguarding , anti bullying, poverty and Leuven for staff in Early Years
- Establishment of a project group to prepare Local Children's Services partnerships for integrated working
- Joint training for nurses and teachers as lead practitioners for PSHE, including SRE
- Two pilot programmes of work shadowing by children's social services staff & senior school leaders and a further pilot with advisory staff, school leaders and CSS. Further programmes are planned for schools, health, social services and advisory staff.
- Aspiring senior leaders programme, targeted to localities where governing bodies find that recruitment of headteachers and senior leaders is a challenge
- Foundation degree in Early Childhood Studies

Managing Director's Introduction to 2008/9 CFHE Business Plans

- Continued to embed Payments for Skills– a fee based system for foster carers. The Strategic Commissioning Plan 2003-07 highlights that “contemporary foster care designed to meet the needs of children and young people requires a highly skilled and trained workforce” and P4S has been the strategy adopted to meet these needs.

We will continue to

- Develop leadership at all levels, including training and support to school governors to secure improvements in the quality of educational provision and support the recruitment and organisation of the children's workforce.
- Develop the specialist area of Children's Social Services and develop an inter-agency cross sector strategy to address combined workforce issues to support the Children and Young People's Plan

Conclusion

CFHE will continue to work with its partners to ensure the provision of high quality services to support children and families. The challenge will be to keep improving our performance and work towards this goal in a climate of major change, limited resources, and the prospect of little growth in resource in the near future.

Appendix A

Local Plans, Strategies and National Legislation which impact on the Directorate

Local

- The Vision for Kent(V4K)
- Towards 2010
- The Kent Agreement and Kent Agreement 2
- Children Trust Board priorities
- Children Young People's Plan
- KCC Annual Plan (Best Value Plan)
- Supporting Independence Programme (ten archetypes)
- Strategic Risk Management
- Annual Performance Assessment
- Individual Unit operational plans
- Kent Community Schools Development Strategy 2004-07
- The Kent Compact
- The Kent HE Compact
- The Kent Commitment
- The Primary Strategy
- The Secondary Strategy
- 14-19 Strategy
- Preventative Strategy
- Early years Strategy (out for consultation)

National

- **The Children's Plan**
- Care Matters: Transforming the Lives of Children and Young People in Care
- The Education Act 2002
- School Standards and Framework Act 1998
- The Children Act 2004
- DCSF Five Year Strategy for Children and Learners
- The Learning and Skills Act 2000
- Comprehensive Performance Assessment (CPA)
- OfSTED / SCAHI
- The Race Relations Act 2000 and the SEN Disability Act 2001
- Common Law Duty of Confidence
- Data Protection Act 1998
- Human Rights Act 1998
- Crime and Disorder Act 1998
- Freedom of Information Act 2000
- Children Act 1989 incorporating the new Children Leaving Care Act 2000
- Multi-agency Child Protection guidance set out in "Working Together"
- Carers and Disabled Children Act 2000
- Care Standards Act 2000
- Adoption and Children Act 2002
- Disability Discrimination act 2005
- Equality Act 2006
- 'Strong and Prosperous Communities' White Paper (October 2006)