

**SERVICE LEVEL  
BUSINESS PLAN 2009/10  
For  
Children, Families and Education Directorate  
  
Local Children's Services Partnerships**

**EXECUTIVE SUMMARY**

The gross controllable expenditure for the service(s) included in this business plan is:  
**£50.785m** (see Page 25)

Which will fund the following:  
(see Page 19-24)

- Behaviour service
- Cognition and learning
- Additional Education Needs inclusion
- Communication and interaction
  - Education Welfare
  - Extended Schools
  - Alternative Curriculum
  - Partnership nurses
- Ethnic Minority Achievement support services
  - Hands-on support
- Specialist physical and sensory teachers
- Child-care development officers (Surestart)
  - Children's Centres
- Primary Excellence project

And will be staffed by  
(see Page 34)

**776.9 FTE**

**KCC undertakes business planning in two tiers – directorate level and service level. For completeness, this service level business plan should be read in conjunction with the CFE Directorate Level Business Plan.**

# CONTENTS

<b>Introduction to the Service</b>	Page 3
<b>Section 1: Core Purpose and Key Responsibilities of the Service</b>	<b>8</b>
Significant change to meet needs/demand	8
Public/user/non user feedback	9
Performance and achievements	10
• Key Performance Indicators	11
• Service Comparisons	13
<b>Section 2: Core Business and Priorities</b>	<b>14</b>
Lead Roles	14
Core Services and Forecast Activity Levels	19
Revenue Budget	24
Core Business, Key Actions, Projects and Developments	26
Consultation Exercises, Satisfaction Surveys, Reviews	31
<b>Staffing</b>	<b>32</b>
Staffing Levels	32

## **INTRODUCTION TO THE UNIT**

### **Core Purpose of Local Children Services Partnerships (LCSPs)**

**To lead the delivery of improved Every Child Matters (ECM) outcomes for children and, young people and their families, as agreed with KCC and the Kent Children's Trust (KCT), through effective integrated commissioning across children's services in the locality.**

*Source LCSP Partnership Agreement: the full agreement is available at:*

[http://www.kenttrustweb.org.uk/Children/lcsp\\_partnership\\_agreement.cfm](http://www.kenttrustweb.org.uk/Children/lcsp_partnership_agreement.cfm)

As part of this core purpose LCSPs are responsible for managing the delivery of key KCC services within the locality including some statutory services. Through local partnership boards LCSPs are strengthening joint working to ensure that these key KCC services are increasingly delivered in partnership where this make sense for local children, young people and families.

This KCC annual business plan focuses on the KCC services delivered through the LCSPs. In addition to this KCC business plan each LCSP is developing a partnership plan (Local Children and Young People's Plan) which identifies key local priorities where partners working together can have greater impact on shared outcomes.

### **The LCSP will fulfill its core purpose by:**

1. Implementing the Kent Children and Young Peoples Plan (as agreed by KCC) and relevant county targets and securing partnership commitment to improve well being and life chances for local children and young people (CYP). This will include liaison with other relevant partnerships in the locality most notably the Local Strategic Partnership.
2. Establishing a shared understanding of the needs of local CYP, their families and communities through effective and robust multi agency needs analysis, making best use of national, county and local data, feedback and information.
3. Championing the well-being of all CYP and working with the local Kent Safeguarding Children Board (KSCB) to keep children and young people safe from harm.
4. Agreeing and driving forward the implementation of priorities in the KCC LCSP Business Plan and the Local Children and Young Peoples Plan (LCYPP). This will include determining strategies for delivery, detailed implementation plans, clarity on intended results/outcomes and effective joint working across services and related partnerships.
5. Engaging directly with CYP, families and the wider community to ensure their full participation and involvement in identifying issues, developing and improving services and provision.
6. Promoting a culture of integrated working across professional boundaries and partnerships with an emphasis on early identification and intervention. This will include ensuring effective operation of integrated processes and systems including – CAF, Lead Professional function, ContactPoint.
7. Ensuring effective performance management and taking action where necessary to maintain focus and manage risk.

8. Overseeing the management of contracting, procurement and financial activities arising from the KCC LCSP Business Plan and the LCYPP, ensuring these are in line with KCC and partnership guidance and regulations.
9. Directing the use of mainstream and additional funds to improve outcomes for CYP and provide value for money.
10. Promoting strategies for local community cohesion and economic regeneration working closely with the Local Strategic Partnership and other local partnerships as appropriate.

## **The Vision for LCSPs**

The LCSPs are a key delivery mechanism for KCC and the KCT to improve the economic, environmental and social context for Kent's communities. They are focussed on improving the wellbeing and life chances of all children and young people in a locality with a specific focus on vulnerable groups and are central to tackling the impact and underlying causes of childhood poverty.

LCSPs manage the delivery of key KCC services for children and families at a local level maximising personal choice and the involvement of users in service design and delivery. This will increasingly ensure a more responsive, coherent and personalised service delivery, earlier and closer to the point of need.

By drawing children's services together LCSPs will address fragmentation and duplication to ensure that health, social care, education and other key agencies work more effectively to provide value for money. They will also maximise the potential of effective partnership working with the voluntary and community sector.

The success of LCSPs will be judged by the communities they serve, who will have a voice in both commissioning and decommissioning of services, and through demonstrable and sustained improvement in key outcomes areas. Improving outcomes is widely acknowledged to be long term agenda which will require a consistent long term commitment to localised planning and delivery by KCC and its partners.

## **Background**

The Children Act 2004 required all local authorities to establish highly effective children's trust arrangements by 2008 to deliver the outcomes of Every Child Matters and the commitments in the National Children's Plan. The Kent Children's Trust (KCT) was established in September 2006 as a directly linked sub group of the Kent Partnership and includes all agencies with a statutory duty to cooperate. As the Children's Services Authority for Kent KCC has taken a lead role is establishing children's trust arrangements at strategic and local levels. The purpose, membership and governance framework for the KCT are set out in Governance Framework and Partnership Agreement available at:

[http://www.kenttrustweb.org.uk/Children/kct\\_draftframework.cfm](http://www.kenttrustweb.org.uk/Children/kct_draftframework.cfm)

[http://www.kenttrustweb.org.uk/UserFiles/CW/File/Childrens\\_Services/Kent\\_Childrens\\_Trust/kct-partnership-agreement-CMY.pdf](http://www.kenttrustweb.org.uk/UserFiles/CW/File/Childrens_Services/Kent_Childrens_Trust/kct-partnership-agreement-CMY.pdf)

KCC and the KCT have recognised that in order to respond to the diverse needs of children, young people and families across Kent it needs to develop a network of local children's services partnerships (LCSPs). Four LCSP pathfinders were launched in October 2006 to explore the benefits and issues associated with local partnership working across children's services. Learning from this pathfinder period 23 LCSPs were introduced as the operational 'arms' of the KCT from September 2008. The LCSP Pathfinder Evaluation Report and Key Learning Guide are available

at:

[http://www.kenttrustweb.org.uk//UserFiles/CW/File/Childrens\\_Services/Kent\\_Childrens\\_Trust/pathfinder\\_evaluation\\_report\\_0608.pdf](http://www.kenttrustweb.org.uk//UserFiles/CW/File/Childrens_Services/Kent_Childrens_Trust/pathfinder_evaluation_report_0608.pdf)

To maximise school engagement and to ensure the LCSPs are as local as possible the 23 LCSPs are based on the geography of the previous school clusters. The LCSPs are carrying forward the school collaboration and partnerships developed through the clusters and District Consortia and are now driving forward multi-agency working focussed on the needs of local children, young people and their families.

Each Partnership is managed by a Local Children's Services Partnership Manager who works with a local partnership Board to lead LCSP development and ensure outcomes for local children and young people are improving. All partners with a statutory duty to cooperate in trust arrangements are represented on the LCSP Board together with other key agencies for that locality. An LCSP Manager has been recruited and an LCSP Board has been established in all 23 LCSPs.

The KCT has identified eight key strategic priorities for improving the wellbeing and life chances of Kent children through the development of the Kent Children's and Young Peoples Plan (KCYPP) which identifies eight high level priorities for 2008 – 2011. The preparation of a CYPP will shortly become a statutory requirement for all Children's Trust's. The Kent CYPP is delivered through relevant County plans, this LCSP Business Plan and the 23 Local Children and Young Peoples Plans (LCYPP) developed by the LCSP Boards. The Kent CYPP is available at:

<http://www.kent.gov.uk/publications/education-and-learning/kcc-children-young-people-plan.htm>

LCYPPs are available on the LCSP websites using the following link:

[http://www.kenttrustweb.org.uk/Clusters/lcsp\\_splash\\_Sept2008.cfm](http://www.kenttrustweb.org.uk/Clusters/lcsp_splash_Sept2008.cfm)

Each LCSP serves a large population of children and young people as set in the table below:

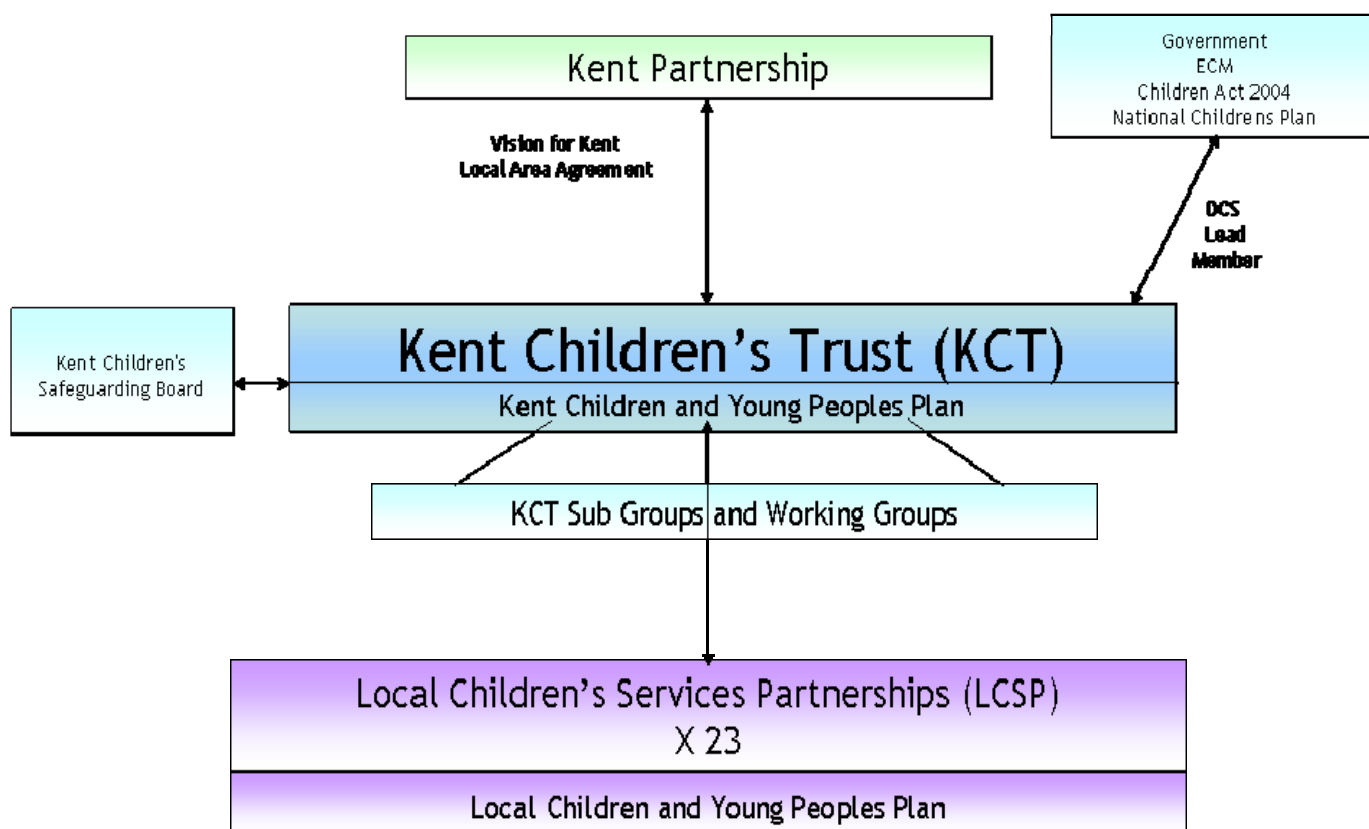
**Breakdown of Children and Young People Aged 0-19 Serviced by LCSP**

LCSP	All Children & Young People (Ages 0-19)	Total Ages 0-7		Total Ages 8 -13		Total Ages 14-19		Total Ages 10-17	
	Number	Number	% of all 0-19's	Number	% of all 0-19's	Number	% of all 0-19's	Number	% of all 0-19's
Ashford 1	16,340	6,577	40%	4,971	30%	4,792	29%	6,602	40%
Ashford Rural	12,580	4,862	39%	4,102	33%	3,616	29%	5,289	42%
Canterbury City & Country	17,728	5,443	31%	4,576	26%	7,709	43%	7,247	41%
Canterbury Coastal	17,096	6,018	35%	5,222	31%	5,856	34%	7,267	43%
Cranbrook & Paddock Wood	9,470	3,003	32%	3,008	32%	3,459	37%	4,667	49%
Dartford East	11,183	4,237	38%	3,467	31%	3,479	31%	4,798	43%
Dartford West	14,940	5,593	37%	4,597	31%	4,750	32%	6,321	42%
Deal and Sandwich	12,735	4,360	34%	4,089	32%	4,286	34%	5,922	47%
Dover	13,154	4,589	35%	4,029	31%	4,536	34%	5,967	45%
Gravesham	25,035	9,188	37%	7,751	31%	8,096	32%	10,762	43%
Maidstone 1	13,717	5,183	38%	4,248	31%	4,286	31%	5,872	43%
Maidstone 2	21,906	8,647	39%	6,498	30%	6,761	31%	9,098	42%
Malling	16,469	6,502	39%	5,060	31%	4,907	30%	6,874	42%
Sevenoaks South	17,165	6,984	41%	5,269	31%	4,912	29%	7,130	42%
Shepway 1	14,116	5,420	38%	4,364	31%	4,332	31%	5,860	42%
Shepway Rural	9,095	3,021	33%	2,941	32%	3,133	34%	4,174	46%
Swale Rural	11,909	4,422	37%	3,746	31%	3,741	31%	5,155	43%
Swale Urban	21,150	7,834	37%	6,653	31%	6,663	32%	9,139	43%
Swanley & District	7,658	2,688	35%	2,478	32%	2,492	33%	3,467	45%
Thanet 1	15,330	5,429	35%	4,974	32%	4,927	32%	6,788	44%
Thanet 2	16,087	5,535	34%	5,253	33%	5,299	33%	7,293	45%
Tonbridge	12,628	4,452	35%	3,845	30%	4,331	34%	5,741	45%
Tunbridge Wells	17,364	6,796	39%	5,523	32%	5,045	29%	7,364	42%
<b>Kent Total</b>	<b>344,855</b>	<b>126,783</b>	<b>37%</b>	<b>106,664</b>	<b>31%</b>	<b>111,408</b>	<b>32%</b>	<b>148,797</b>	<b>43%</b>

The Kent model of a highly strategic Children’s Trust supported by a strong network of local partnerships centred on schools and early years settings has influenced national policy and more recent guidance from the DCFS has endorsed the Kent approach. The statutory basis for children’s trust arrangements will be strengthened during 2009 and Kent is will placed to respond to the new legislative requirements.

The following diagram sets out the Kent model of children’s trust arrangements and illustrates the relationship between the Kent Partnership, the Kent Children’s Trust, the Kent Children’s Safeguarding Board and Local Children’s Services Partnerships. Please note that for core KCC services the LCSPs are directly accountable to KCC and will report through the established KCC monitoring arrangements.

## Working Together to improve outcomes for Children, Young People and families in Kent



## SECTION 1: CORE PURPOSE AND KEY RESPONSIBILITIES OF THE SERVICE

### Impact of MTP - Significant change to meet needs/demand

The position on service budget increases/decreases to reflect budget book and MTP is summarised below.

Amount £'000	Explanation of Pressure/Savings	Justification
-23	Publicity saving	Directorate savings
218	Alternative curriculum placements	Inflationary cost pressure.
300	Alternative curriculum PRU places - increase rate to £9k per place	JAR Recommendation to be met by an increased per capita rate to allow a higher specification for providers.
200	Home tuition	Provision of individual and group tuition in the home and other settings for pupils who are unable to access mainstream education settings. (risk register- children missing education)
148	Net increase in LCSP support as below	
-1,765	Local Education Officers	Replacement of 23 LEO posts by new LCSP manager posts
1,720	Local Children's Services Partnerships managers	Full year cost of 23 LCSP managers
193	LCSP administrative support	Full year cost of 9 fte admin support posts

During 2009-10 Kent will be required to strengthen children's trust arrangements in line with the proposed amendments to the Children Act 2004, the new statutory guidance on inter-agency cooperation and the revised statutory guidance on the role of the Director of Children's Services and Lead member. Kent is well placed to respond to these new requirements having already established the Kent Children's Trust with the required membership, published an outcome based Kent Children and Young People's Plan and introduced local partnerships centred around schools and early years settings.

Further government requirements and guidance are expected arising from the National Children's Plan: Building Brighter Futures which sets out a number of proposals and commitments requiring local authorities to deliver key strategies most notably to reduce the impact of childhood poverty and eradicate child hood poverty by 2010. Government priorities for 2009 are set out in The Children's Plan: One Year On.

During 2009-10 LCSPs will need to extend the early arrangements introduced in September 2008 so that they are able drive forward integrated planning and delivery. In particular they will need to

manage the following initiatives and service developments:

- Planning the local implementation of nationally required processes – CAF, Lead Professional, ContactPoint and the Resource Directory. This significant change is highlighted in the medium term plan (MTP)
- Improving opportunities and services for the most vulnerable children with a particular focus on LAC and children in poverty. The LAC pledge and personal educational allowances is highlighted in the MTP
- Review of locally commissioned services and introduction of joint commissioning arrangements, this will include commissioning and decommissioning decisions for local services.
- Delivery of major projects and reviews at the local level including Aiming High for Disabled Children, the review of special units and designations and the review and development of Alternative Curriculum provision.
- Management of Phase 2 and introduction of new Phase 3 Children's Centres.
- Developing new participation arrangements, particularly for hard to reach groups, to better understand the needs of local children and young people.
- Introduction of new performance management arrangements to ensure the LCSPs are able to demonstrate how they are making a difference.
- Planning a local workforce development strategy to build capacity across the children's workforce in the locality.
- Working with schools to meet the targets in Government legislation by 2010 to provide full extended services in collaboration with other schools and with partners.

### Public/user/non user feedback

The views of children young people and their families are central to development of LCSPs and the LCYPPs. The KCT have agreed The **Framework for Participation with Children and Young People** to promote a coherent approach to participation with children and young people across the county. The Framework seeks to promote participation so that it becomes integral to the planning, commissioning and evaluation of children's services. Children and young people, especially those who are seldom heard or "hard to reach", need to have their views listened to.

The LCSPs supported the local implementation of the second **Children and Young People of Kent Survey (NFER)** in April 2008 and have used this feedback to inform school, service and partnership plans. In addition, LCSPs are responsible for ongoing participation arrangements to engage children and young people, their families and the broader community. Learning from the LCSP pathfinders and best practice a range of innovative approaches to participation have been developed. All LCSPs have established a Parents Forum and many operate LCSP student councils. In addition LCSPs are encouraging partners to share feedback arising from consultations and surveys to gain a more holistic view of community views and ensure local participation activity is joined up.

The results of the NFER pupil survey are available at:

<http://www.kent.gov.uk/publications/council-and-democracy/survey-of-young-people-in-kent-2008.htm>

Support is also available to LCSPs through "Participate by Right". The aim of Participate by Right to is to assist organisations to embed participation with children and young people in the commissioning, delivery and development and review of children's services. They have produced good practice guides, communicated examples where participation has worked well and supported some LCSPs to develop their approach to participation.

During 2007/8 Clusters /LCSPs also supported the implementation of a range of centrally organised surveys and reviews – these are reported through the Business Plan for the relevant KCC service. Information from these surveys has been used to develop service provision delivered through the LCSPs.

## Performance and Achievements 2008-9

### Review of Performance 2008-9

LCSPs were introduced across Kent in September 2008 part way through the 2007-08 planning year. This review of performance focuses on the period of pathfinding in Maidstone, Shepway rural and urban and Tunbridge Wells and the early operation of LCSPs from September 2008.

An interim and final review of the pathfinders was undertaken and key learning points were highlighted under the following headings:

- Establishing the partnership model
- Establishing to Board
- Governance
- Leadership
- Engagement
- Developing a shared vision
- Communications
- Working groups
- Commissioning and planning
- Monitoring progress and measuring outcomes
- Information and data
- Integrated team working

Each pathfinder identified an area of service development introduced by the LCSP Pathfinder Board to demonstrate the value of LCSP working and to share learning with other localities. These case studies include; early intervention support for vulnerable families focussed on helping them to identify solutions and reducing the need for more specialist support, support for children in the early years enabling them to be school ready and new partnership services for minority groups. Case studies are available in the full evaluation report available at [http://www.kenttrustweb.org.uk//UserFiles/CW/File/Childrens\\_Services/Kent\\_Childrens\\_Trust/pathfinder\\_evaluation\\_report\\_0608.pdf](http://www.kenttrustweb.org.uk//UserFiles/CW/File/Childrens_Services/Kent_Childrens_Trust/pathfinder_evaluation_report_0608.pdf)

Following the pathfinding period 23 LCSPs were launched in September 2008. LCSPs were built on the geography of previous school clusters and included all those staff previously working within the Cluster team. Core KCC services delivered through the clusters have continued as the core KCC services of the LCSPs. In addition the following KCC staff groups were deployed to LCSPs from September 2008 – Primary Excellence Project Head Teachers, and all staff working at or for children's centres within the locality.

During this significant period of change LCSPs have continued to provide the following range of KCC services on a locality basis:

- Services to maximise school attendance and support for pupils out of school.
- Support to reduce exclusions, provide for managed moves and ensure hard to place pupils are placed within statutory time frames.

- Capacity building within schools to meet the needs of pupils with AEN and SEN by providing training, specialist advice and assessments.
- Advice and challenge for early years settings to ensure the best possible provision.
- Individual pupil support in line with statements of SEN.
- Developing local services to 'narrow the gap' including parenting support, extended school provision and services for newly arrived pupils.
- Facilitating partnerships between schools to share best practice.
- Support and challenge for headteachers and governing bodies, including headteacher recruitment.
- Managing local activity to support the education of LAC and children in need.
- Leading the extended schools programme locally including the healthy schools programme.
- Leading local partnership activity to improve outcomes across ECM.
- Managing complaints and responding to public enquiries.
- Developing innovative solutions to local issues and attracting external funding where possible.
- Working with local voluntary and community organisations to maximise their capacity to support local families.
- Leading implementation of major programmes of development and change including the review of alternative curriculum provision.

### Key Performance Indicators

<b>Indicator</b> <i>local/national indicators as appropriate e.g. LAA2, 2010, Nis</i>	<b>Actual performance 2007/2008</b>	<b>Estimated /actual performance 2008/09</b>	<b>Target 2009/10</b>
<b>NI 69</b> – Children who have experienced bullying	46.7%	Awaiting direction from DCSF. Data will come from the OFSTED TellUs Survey.	
<b>NI 87</b> – Secondary School Persistent Absence Rate	7.1%	6.0%	6.0% <i>2008/9 academic year target</i>
% half days missed in Primary Schools	5.3%	5.0%	5.0% <i>2008/9 academic year target</i>
% half days missed in Secondary Schools	7.5%	7.35%	7.35% <i>2008/9 academic year target</i>
<b>NI 114</b> - Rate of Permanent Exclusions from school <i>Number of pupils permanently excluded during the year from all schools maintained by the local authority per 1,000 pupils at all maintained schools</i>	1.3% (provisional)	1.4%	1.4% <i>2008/9 academic year target</i>
<b>NI 50</b> Emotional health of children	61.1%	Awaiting direction from DCSF. Data will come from the OFSTED TellUs Survey.	
<b>NI 117 (LAA)</b> 16-18 year olds not in education, employment or training.	5.27%	4.46%	5.9%
<b>NI 107</b> Key Stage 2: Attainment for Black and Minority Ethnic Groups	To follow	To follow	To follow

<b>Indicator</b> <i>local/national indicators as appropriate e.g. LAA2, 2010, Nis</i>	<b>Actual performance 2007/2008</b>	<b>Estimated /actual performance 2008/09</b>	<b>Target 2009/10</b>
Level 4+ in both English and Maths			
<b>NI 73</b> Key Stage 2: Achievement at level 4 or above in both English and Maths	69%	77%	77%
<b>NI 108</b> Key Stage 4: Attainment for Black and Minority Ethnic Groups achieving 5 A*-C including English and Maths.	To follow	To follow	To follow
<b>NI 75</b> Key Stage 4: Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	49.7%	56%	57%
<b>NI 93</b> Key Stage 1 – 2: proportion progressing by 2 NC levels in English	84%	87%	87%
<b>NI 94</b> Key Stage 1 – 2: proportion progressing by 2 NC levels in Maths	73%	84%	84%

<b>Support to following National Indicators</b>
<b>NI 101</b> Looked after children achieving 5 A*- C GCSEs (or equivalent) at Key Stage 4 (including English and Maths).
<b>NI 74</b> Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold).
<b>NI 102</b> Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4.
<b>NI 105</b> The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths.
<b>NI 104</b> The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold.
<b>NI 109</b> Number of Sure Start Children Centres.
<b>NI 81</b> Inequality gap in the achievement of a Level 3 qualification by the age of 19.
<b>NI 82</b> Inequality gap in the achievement of a Level 2 qualification by the age of 19.
<b>NI 91</b> Participation of 17 year-olds in education or training.

<b>NI 106</b> Young people from low income backgrounds progressing to higher education.
<b>NI 88</b> Percentage of schools providing extended services.
<b>NI 112</b> Under 18 conception rate.
<b>NI 115</b> Substance misuse by young people.
<b>NI 54</b> Services for disabled children.
<b>NI 58</b> Emotional and behavioural health of children in care.
<b>NI 116</b> Proportion of children in poverty.
<b>NI 99</b> Looked after children reaching level 4 in English at Key Stage 2.
<b>NI 100</b> Children in care reaching level 4 in Maths at Key Stage 2.
<b>NI 55 (LAA)</b> Obesity in primary school age children in Reception.
<b>NI 56</b> Obesity in primary school age children in year 6.
<b>NI 72</b> Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy.
<b>NI 86</b> Secondary schools judged as having good or outstanding standards of behaviour.
<b>NI 92</b> Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest.
<b>NI 110 (LAA)</b> Young people's participation in positive activities.
<b>NI 111 (LAA)</b> First time entrants to the Youth Justice System aged 10-17.

### Service Comparisons – if appropriate

LCSPs are unique to Kent and therefore it is not possible to identify comparative partnerships in other local authorities. Central government are encouraging all local authorities to develop local partnership arrangements and most LAs are exploring what they need to develop as part of their children's trust arrangements. LCSPs have undertaken study visits to Essex, West Sussex, Newham, Brighton and Hove, Telford and Wrekin and Knowlsey to learn from their arrangements and share Kent developments. Study visit reports have widely shared. Key themes arising from these visits include:

- The change process takes time, and most of the LAs visited have evolved services over several stages.
- It is more successful and easier to build on existing good partnership working and multi agency services than to start from scratch.

- One of the biggest challenges is moving from commitment to changing the way services are delivered and the ways staff work.
- High level and sustained commitment from the top is essential, together with trusted local managers and staff to develop locally.
- The importance of all staff understanding what outcomes are (as opposed to outputs) and why establishing baselines and measuring and recording progress is important.
- The need to engage children, young people, parents and front line professionals in identifying needs and developing strategies right from the beginning to achieve real improvements.

In October 2008 the Audit Commission undertook a review of children’s trust arrangements across England and Wales. Much of the good practice highlighted in the report, *‘Are we there yet’ Improving Governance and Resource Management in Children’s Services* is already being developed by Kent. A summary of the report and implications for Kent is available on request.

The DCFS also completed a review of children’s trust arrangements late in 2008 key messages from Directors of Children’s Services nationally were:

**Key enablers for developing highly effective children’s trust arrangements:**

1. **Good partnership working** across health, education, social care, youth justice.
2. **Strong leadership** from DCSs, lead members, heads, LCSB chairs.
3. **Integrated working** through locality based multi-agency teams around the child.
4. **Formal agreed strategies**, e.g. obesity, anti-bullying, teenage pregnancy.
5. **Robust performance management** focused on outcomes.
6. **Effective joint commissioning**.

The DCFS will increasingly look for evidence of these enablers in their contact with LAs.

**SECTION 2: CORE BUSINESS AND PRIORITIES**

**Lead Roles**

The LCSPs have a key role in **supporting** the delivery and implementation of a number of corporate and Directorate targets;

Key Corporate/Directorate Targets		
Plan	Name of Target in Full	Lead Officer
<b>The following LAA targets are owned by the KCT and inform the work of the LCSPs All LCSPs are supporting the achievement of these targets.</b>		
NI 117	Reduce then number of 16 -18 year olds NEET	Karla Phillips Strategy, Policy & Performance (Sue Dunn)
NI 111	Reduce the number of first time entrants to the youth system in Kent	Angela Slaven Communities

Key Corporate/Directorate Targets		
Plan	Name of Target in Full	Lead Officer
		Directorate
NI 110	Increase Young Peoples Participation in Positive Activities	Nigel Baker Communities Directorate
NI 55	Obesity in primary school aged children in reception	Richard Murrells Children's Health
NI 51	Effectiveness of CAMHS	Richard Murrells Children's Health (Duncan Ambrose)
NI 109	Number of sure start Children's Centres	Alex Gamby School Organisation

Key Corporate/Directorate Targets		
Plan	Name of Target in Full	Lead Officer
<b>LCSPs will support all 2010 targets that relate to children and young people. They will particularly support the following 2010 targets.</b>		
2010	<b>TARGET 10:</b> Improve the quality of Early Years education by strengthening links between pre-schools / nurseries, and primary schools, thereby improving children's ability to learn when they enter primary school.	School Organisation
2010	<b>TARGET 11:</b> Help and inspire all our children to do well, with a particular focus on ensuring that the results our 7 and 11 year-olds achieve at Key Stage 1 and Key Stage 2 improve faster than the national rate.	Standards & Achievement
2010	<b>TARGET 12:</b> Work with Headteachers to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism in our schools.	Commissioning
2010	<b>TARGET 13:</b> Continue to offer and develop further multi agency support to parents by helping them with the problems they and their children face in everyday life.	Strategy, Policy & Performance
2010	<b>TARGET 14:</b> Listen to young people's views and opinions and develop their ideas to improve education and life in Kent.	Strategy, Policy & Performance
2010	<b>TARGET 15:</b> Introduce an entitlement to the very best careers guidance for all 13-19 year old students and raise the expectations and aspirations of our young people through master classes presented by businesses, entrepreneurs and academics.	School Organisation
2010	<b>TARGET 16:</b> Preparing for employment Expand our pioneering 14-16 vocational programme to over 4,000 students, offering real choice in a diverse and stimulating curriculum tailored to the needs of students and relevant to the real world.	School Organisation

<b>Key Corporate/Directorate Targets</b>		
<b>Plan</b>	<b>Name of Target in Full</b>	<b>Lead Officer</b>
2010	<b>TARGET 51:</b> Promote healthy eating in children and young people by providing nutritious lunches through the "Healthy Schools" programme and launch a range of community-based healthy eating pilots aimed at parents and carers.	Strategy, Policy & Performance
2010	<b>TARGET 47:</b> Create and launch initiatives that facilitate more competitive sport in schools, support after-school sports clubs and sponsor more inter-school competitions and holiday sports programmes.	Standards & Achievement Joint with Communities
2010	<b>TARGET 55:</b> Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence.	Commissioning Joint with KASS

<b>Key Corporate/Directorate Targets</b>	
<b>Plan</b>	<b>Name of Target in Full</b>
	<p><b>Through the development of the Local Children's and Young Peoples plans LCSPs lead on the local delivery of the 8 high level priorities of the CYPP and the associated outcomes. They are also central to the local delivery of the CYPP key enablers:</b></p> <ul style="list-style-type: none"> <li>• <b>Integrated service delivery teams</b></li> <li>• <b>Workforce planning and development</b></li> <li>• <b>Integrated processes</b></li> <li>• <b>Participation and involvement for CYP, parents/Carer</b></li> </ul> <p><b>They work with County lead officers for the CYPP outcomes and ensure that KCC partner activity is focussed on these key areas for improvement.</b></p>
KCYPP Priority 1	<p>To reduce the impact of poverty (generational and situational) on children lives by tackling the underlying causes and mitigating the effects.</p> <p>Outcome 1A: Ensure parents are enabled to work or take up learning opportunities.</p> <p>Outcome 1B: Children and young people fulfil their potential regardless of financial circumstances.</p> <p>Outcome 1C: Families struggling to manage financially have access to help and support.</p>
KCYPP Priority 2	<p>To draw on and improve resilience in C&amp;YP to help them make informed and healthy/safe choices and develop coping strategies. To include a focus on C&amp;YP with emotional and/or mental health problems.</p> <p>Outcome 2A: Children and young people are resilient and equipped with social and emotional skills to deal with the challenges and pressures in their lives.</p>

Key Corporate/Directorate Targets	
Plan	Name of Target in Full
	<p>Outcome 2B: Reduction in inappropriate risk-taking behaviour, which should lead to a reduction in drug and alcohol misuse and teenage pregnancy (LAA)</p> <p>Outcome 2C: Reduction in the proportion of children and young people who are not a healthy weight (LAA)</p>
KCYPP Priority 3	<p>To improve parenting by implementing every Parent Matters and developing more effective multi agency support and early intervention for families experiencing problems. To include:</p> <ul style="list-style-type: none"> <li>• taking action to increase fathers involvement in their children's upbringing</li> <li>• reducing the incidence &amp; impact of domestic violence and substance misuse on children and families</li> </ul> <p>improving the communication &amp; interaction development of younger children</p> <p>Outcome 3A: Mothers, Fathers, and carers have help when they need it.</p> <p>Outcome 3B: Mothers and fathers have information, advice and support that will help to give children the healthiest possible start in life by increasing rates of immunisation, breastfeeding and reducing rates parents' smoking.</p> <p>Outcome 3C: There is a reduction in the repeat incidence and impact of domestic violence and substance misuse on children and families (LAA)</p>
KCYPP Priority 4	<p>To improve the quality and stability of housing provision for vulnerable Children &amp; Young People through to early adulthood</p> <p>Outcome 4A: Families and vulnerable young people have access to decent and suitable housing (LAA)</p>
KCYPP 5 Priority	<p>To improve the achievement and quality of life for young carers by implementing the Young Carers Strategy.</p> <p>Outcome 5A: Young carers are supported to live a full and active life.</p> <p>Outcome 5B: Children and young people who are disabled and those with learning difficulties have access to services that meet their needs, experience better educational outcomes and improved outcomes in all aspects of their lives.</p> <p>Outcome 5C: Looked after children are fulfilling their potential and have the help and support they need.</p>

<b>Key Corporate/Directorate Targets</b>	
<b>Plan</b>	<b>Name of Target in Full</b>
	<p>Outcome 5D: Black and minority ethnic children and young people are fulfilling their potential.</p>
KCYPP 6 Priority	<p>To ensure more young people have things to do and safe places to go in their leisure time and improve outcomes for adolescence at risk to themselves and potentially others, through for example implementation of the Integrated Youth Strategy.</p> <p>Outcome 6A: Encourage all children and young people to take part in youth, cultural and community activities. (LAA)</p> <p>Outcome 6B: Reduce youth offending (LAA)</p>
KCYPP Priority 7	<p>To increase engagement and participation by young people in education, employment and society in order to prevent disaffection and improve security.</p> <p>Outcome 7A: Improved outcomes for children in their early years.</p> <p>Outcome 7B: Improved attainment across all the key stages with a particular focus on Key Stage 2.</p> <p>Outcome 7C: Improved participation, achievement and progression in and through the 11-19 education and training offer.</p> <p>Outcome 7D: Young people are equipped with the personal, employability and learning skills and attributes for success in higher levels of learning, training and employment. (LAA)</p>
KCYPP 8 Priority	<p>To take action to reduce the incidence and impact of bullying in school and the community.</p> <p>Outcome 8A: The incidence and impact of bullying has been reduced.</p> <p>Outcome 8B: Reduction in perception of crime and Anti-Social Behaviour where the offender or victim is aged 17 years or under (LAA)</p> <p>Outcome 8C: Ensure vulnerable children are safeguarded.</p>

## Core Services and Forecast Activity Levels

Activity as per budget line	<b>Behaviour Service £870,100</b>
Accountable manager	LCSP Manager
<p>Specialist Behaviour Teachers:</p> <ul style="list-style-type: none"> <li>Provide support and training to individual schools and groups of schools to understand and meet the behaviour needs of all pupils.</li> <li>Work with teachers and other professionals to build their skills and knowledge to meet the specific needs of pupils with AEN and SEN.</li> <li>Provide specific support as identified in statements of special educational needs.</li> <li>Undertake specialist assessments and reviews to identify needs and plan behaviour programmes.</li> <li>Work with other professionals where multi agency support is needed to meet family and child needs.</li> </ul>	

Activity as per budget line	<b>Cognition &amp; Learning £888,100</b>
Accountable manager	LCSP Manager
<p>Specialist Cognition and Learning Teachers:</p> <ul style="list-style-type: none"> <li>Provide support and training to individual schools and groups of schools to understand and meet the Cognition &amp; Learning needs of all pupils.</li> <li>Work with teachers and other professionals to build their skills and knowledge to meet the specific needs of pupils with AEN and SEN.</li> <li>Provide specific support as identified in statements of special educational needs.</li> <li>Undertake specialist assessments and reviews to identify needs and plan programmes.</li> <li>Work with other professionals where multi agency support is needed to meet family and child needs.</li> </ul>	

Activity as per budget line	<b>AEN Inclusion £363,600</b>
Accountable manager	LCSP Manager
<p>The funding is used to support outreach services from local special schools to build capacity in mainstream schools to meet the needs of pupils with AEN and SEN.</p>	

Activity as per budget line	<b>Communication &amp; Interaction £596,600</b>
Accountable manager	LCSP Manager
<p>Specialist Communication &amp; Interaction Teachers:</p> <ul style="list-style-type: none"> <li>Provide support and training to individual schools and groups of schools to understand and meet the Communication &amp; Interaction needs of all pupils.</li> <li>Work with teachers and other professionals to build their skills and knowledge to meet the specific needs of pupils with AEN and SEN.</li> <li>Provide specific support as identified in statements of special educational needs.</li> <li>Undertake specialist assessments and reviews to identify needs and plan programmes</li> <li>Work with other professionals where multi agency support is needed to meet family and child needs.</li> </ul>	

Activity as per budget line	<b>Education Welfare £1,351,500</b>
Accountable manager	LCSP Manager
<p>Education Welfare Officers:</p> <ul style="list-style-type: none"> <li>Work with school attendance officers to ensure attendance is being accurately recorded and</li> </ul>	

reported within statutory guidelines.

- Ensure schools have effective policies and strategies to maximize attendance and respond to persistent absenteeism.
- Work with individual families to support school attendance including home visits and if necessary follow court proceedings.
- Work with particular community groups, including travelers, to help them engage with the school system.
- Work with other professionals where multi agency support is needed to meet family and child needs.

Activity as per budget line	<b>Extended Schools £642,800</b>
Accountable manager	LCSP Manager

Extended Schools Development Managers, Coordinators and related staff including parent support advisors and family liaison officers:

- Support schools to develop extended provision to meet national requirements including breakfast clubs, after school provision, family learning ...
- Work with partners to develop community services to meet needs with a particular focus on services for parents and families.
- Work with schools to achieve healthy schools status and to respond other national programmes concerning extended services.

Activity as per budget line	<b>Alternative Curriculum</b> (inc. pupil referral service and individual Tuition Exclusion) <b>£9,894,200</b>
Accountable manager	LCSP Manager

Work with local schools, alternative curriculum providers and neighbouring LCSPs to plan alternative curriculum provision that the needs of vulnerable pupils with the LCSP.

This area of activity is being devolved to LCSPs – it is anticipated that budget will be passed to LCSPs during 2009/10.

Activity as per budget line	<b>Other Centres £86,000</b>
Accountable manager	LCSP Manager
Net cost of Whiteoaks Nursery and Horton Kirby Environmental Centre.	

Activity as per budget line	<b>Admin £2,841,200</b>
Accountable manager	LCSP Manager

LCSP managers

LCSP Administrators:

Provide support to members of the LCSP team and the LCSP manager to ensure they effectively undertake their roles, manage and share information within statutory guidelines and make best use of available technology.

LCSP project and finance staff also ensure that activity is planned and executed in accordance with KCC policy and guidance.

Activity as per budget line	<b>Partnership Nurses £165,000</b>
Accountable manager	LCSP Manager

### LCSP Partnership Nurses

- Work with schools and early years settings to understand and address the health needs of pupils.
- Provide training guidance and support to build capacity in schools and early years settings with a particular focus on health and wellbeing.
- Take a lead on particular health initiatives for example weight screening.
- Liaise with local health professionals to ensure services are responsive and accessible for young people. Please note that Partnership Nurses are concentrated in LCSPs in the East of Kent.

Activity as per budget line	<b>EMAG Standards Fund £1,017,000</b>
Accountable manager	LCSP Manager
<p>This grant funding supports services for pupils from ethnic minorities and newly arrived pupils where English is not their first language. Funding is used to employ specialist teachers and other professionals who provide a range of local provision including:</p> <ul style="list-style-type: none"> <li>• Support and advise to schools and early years settings on all aspects of provision for pupils from ethnic minorities</li> <li>• Training to build skills and knowledge across the children's services workforce.</li> <li>• Work with individual families and pupils with specific needs.</li> <li>• Work with community groups to better understand their needs and liaise on their behalf with other services.</li> <li>• Work with other professionals where multi agency support is needed to meet family and child needs.</li> <li>• Review sufficiency of provision in the LCSP for pupils from specific communities and plan new provision to meet increasing populations.</li> </ul> <p>Much of this funding is targeted for specific provision and can only be spent on that purpose</p>	

Activity as per budget line	<b>Hands on Support £1,215,500</b>
Accountable manager	LCSP Manager
<p>This standards funding is used to support the skills and knowledge of teachers in effectively using IT to support pupil engagement and achievement. Clusters/LCSPs have developed local Hands on Support groups and programmes to ensure the funding meets the needs of local teachers. Much of this funding is targeted for specific provision and can only be spent on that purpose.</p>	

Activity as per budget line	<b>Physical &amp; Sensory £1,106,500</b>
Accountable manager	LCSP Manager
<p>Specialist Physical &amp; Sensory Teachers:</p> <ul style="list-style-type: none"> <li>• Provide support and training to individual schools and groups of schools to understand and meet the needs of pupils with physical &amp; sensory impairment.</li> <li>• Work with teachers and other professionals to build their skills and knowledge to meet the specific needs of these pupils.</li> <li>• Provide specific support as identified in statements of special educational needs.</li> <li>• Undertake specialist assessments and reviews to identify needs and plan programmes.</li> <li>• Work with other professionals where multi agency is needed to meet family and child needs.</li> </ul> <p>A small number of LCSPs host this service and staff on behalf of all LCSPs.</p>	

Activity as per budget line	<b>Child Care Development Officers – Sure Start £834,900</b>
Accountable manager	LCSP Manager

**Child Care Development Officers:**

Work with local child care providers to improve quality and sufficiency of local provision.  
Provide advice to prospective child care providers.

Activity as per budget line	<b>Children's Centres and Sure Start Local Programmes £19,686,500</b>
Accountable manager	LCSP Manager
Manage and plan the development of children's centres provision in the LCSP areas.	
This major responsibility and all associated staff were passed to the LCSPs in September 2008 however the budget was retained centrally. It is anticipated that budget will be passed to LCSPs during 2009/10.	

Activity as per budget line	<b>Primary Excellence Project £1,732,600</b>
Accountable manager	LCSP Manager
The Primary Excellence Project headteacher supports school improvement and pupil achievement across key stages 1 and 2. This includes tailored support to individual schools, training, leading support groups for teachers, developing teacher resources and partnering schools to facilitate sharing of best practice and joint problem solving.	

Activity as per budget line	<b>AEN</b>
Accountable manager	LCSP Manager
Locality AEN officers: <ul style="list-style-type: none"> <li>• Work with schools and professionals across children's services to build knowledge relating to statutory assessment processes of SEN.</li> <li>• Manage statutory processes within set timescales.</li> <li>• Ensure parents/carers and children are effectively supported through the statutory assessment process.</li> <li>• Liaise with professionals across children's services to ensure support detailed in SEN statements is provided.</li> <li>• Liaise with special and mainstream schools regarding school places for pupils with SEN.</li> </ul>	

Activity as per budget line	<b>Extended Schools Grants (Standards Fund) £3,627,800</b>
Accountable manager	LCSP Manager
<p>This grant funding is used by the extended schools team within the LCSP to support the development extended schools provision this includes:</p> <ul style="list-style-type: none"> <li>• Breakfast clubs</li> <li>• Before and after school clubs</li> <li>• Parenting provision/support</li> <li>• Family learning</li> <li>• Multi agency training</li> <li>• Specific initiatives, for example transition events for pupils moving from primary to secondary school</li> </ul> <p>Much of this funding is targeted for specific provision and can only be spent on that purpose.</p>	

Activity as per budget line	<b>Partnership Boards £705,000</b>
Accountable manager	LCSP Manager
<p>Funding to support the delivery of early intervention Partnership Services to meet local needs. This funding is used to support a varied range of initiatives including:</p> <ul style="list-style-type: none"> <li>• Transitions programmes.</li> <li>• Participation arrangements.</li> <li>• Partnership programmes for vulnerable groups.</li> </ul>	

Activity as per budget line	<b>Base £31,900</b>
Accountable manager	LCSP Manager
<p>Funding for LCSP office accommodation away from the main KCC sites.</p>	

Activity as per budget line	<b>Early Years £2,565,800</b>
Accountable manager	LCSP Manager
<p>Early Years professionals including advisory teachers, Sencos and child care development officers:</p> <ul style="list-style-type: none"> <li>• Provide support and advise to early years settings on all aspects of provision including the foundation stage and meeting needs of pupils with AEN and SEN.</li> <li>• Deliver training to build skills and knowledge across the early years workforce.</li> <li>• Work with individual families and pupils with specific needs.</li> <li>• Manage transition from early years settings to schools for pupils with specific needs.</li> <li>• Work with other professionals where multi agency support is needed to meet family and child needs.</li> <li>• Review sufficiency of child care provision across the LCSP, plan new provision as appropriate and support prospective providers of childcare.</li> </ul>	

**Operations, Resources and Skills (CFE)  
Local Children's Service Partnership**

2008-09		2009-10									
Controllable Expenditure £000's	FTE	Activity	FTE	Employee Costs £000's	Running Costs £000's	Contracts & Projects £000's	Gross Expenditure £000's	External Income £000's	Internal Income £000's	Controllable Expenditure £000's	Cabinet Member
849.1	18.8	Behaviour Service	19.5	870.1	0.0		870.1	0.0	0.0	870.1	MD
868.1	19.6	Cognition & Learning	19.1	888.1	0.0		888.1	0.0	0.0	888.1	MD
582.6	13.0	Communication & Interaction	12.8	596.6	0.0		596.6	0.0	0.0	596.6	MD
1,528.3	54.7	Education Welfare	50.2	1,351.5	0.0		1,351.5	0.0	0.0	1,351.5	MD
380.0	14.0	AEN	0.0	0.0	0.0		0.0	0.0	0.0	0.0	MD
2,527.8	59.1	Early Years	59.2	2,706.2	0.0		2,706.2	0.0	-140.4	2,565.8	MD
636.8	12.6	Extended Schools	12.6	642.8	0.0		642.8	0.0	0.0	642.8	MD
0.0	34.3	Alternative Curriculum (inc. pupil referral service)	131.6	5,450.1	4,545.1		9,995.2	0.0	-101.0	9,894.2	MD
2,441.0	0.0	Admin	58.2	2,313.8	527.4		2,841.2	0.0	0.0	2,841.2	MD
705.0	0.0	Partnership boards	0.7	24.5	680.5		705.0	0.0	0.0	705.0	MD
69.0	0.0	Partnership nurses	0.0	0.0	165.0		165.0	0.0	0.0	165.0	MD
31.9	0.0	Base	0.0	0.0	31.9		31.9	0.0	0.0	31.9	MD
1,796.9	0.0	Extended Schools Grants (Standards Fund)	16.2	1,196.0	2,431.8		3,627.8	0.0	0.0	3,627.8	MD
922.8	16.7	EMAG Standards Fund	17.9	1,017.0	0.0		1,017.0	0.0	0.0	1,017.0	MD
1,215.5	0.0	Hands On Support	0.2	1,215.5	0.0		1,215.5	0.0	0.0	1,215.5	MD
363.6	0.0	AEN Inclusion	0.0	0.0	363.6		363.6	0.0	0.0	363.6	MD
1,076.5	24.6	Physical & Sensory	25.0	1,186.5	0.0		1,186.5	-80.0	0.0	1,106.5	MD
794.9	26.0	Child Development Officers - Sure Start Children Centres and Sure Start Local Programmes	26.3	818.8	16.1		834.9	0.0	0.0	834.9	MD
0.0	0.0	Other Centres	299.2	15,287.8	4,583.6		19,871.4	-184.9	0.0	19,686.5	MD
0.0	1.5	Primary excellence project - base	5.2	131.1	11.0		142.1	-56.1	0.0	86.0	MD
0.0	0.0	Capital Charges	23.0	1,666.6	66.0		1,732.6	0.0	0.0	1,732.6	MD
16,789.8	294.9	Controllable Totals	776.9	37,363.0	13,422.0	0.0	50,785.0	-321.0	-241.4	50,222.6	
		Memorandum Items									
1,640.8		Central Overheads								141.1	
284.8		Directorate Overheads								937.2	

18,715.4	294.9	Total Cost of Unit	776.9	37,363.0	13,422.0	0.0	50,785.0	-321.0	-241.4	51,300.9
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## LCSP Variation Statement

	£,000
2008/09 Budget (exc overheads)	16,790
Base Adjustments	
Nurses	96
Practitioners to Attendance & Behaviour	-177
Locality officers to AEN	-380
LCSP PA's from Business Mgmt	245
Whiteoaks from CSS to Swanley LCSP	86
Tfr of Alternative Curriculum budgets to partnerships	9,055
Sure Start / Children's Centres	19,726
Primary Excellence Project	1,718
Increase in Standards Funding (Extended Schools & EMAG)	1,925
Pay	295
<u>Other MTP Pressures (Prices/Demand/Gov Leg)</u>	
Alternative Curriculum prices increase	218
Alternative Curriculum increase rate per place	300
Individual tuition	200
Net Increase in LCSP support (LEO's/LCSP managers & admin)	148
Publicity Saving	-23
Provisional 2009/10 Budget (exc overheads)	<u><u>50,222</u></u>

The Managing Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects. These projects and activities will be closely monitored, and a six-monthly report to the relevant Policy Overview Committee will inform members of progress against each of these targets.

**LCSP key actions, projects and developments 2009 - 10**

**Please note that the following key actions, projects and developments are those with the highest potential impact on outcomes for children, young people and families as well as high risk areas for KCC.**

**It is widely acknowledged that improving ECM outcomes is a long term objective therefore we would look for signs of improving outcomes in 2009/10 whilst recognizing that the LCSPs are still at early stages of development.**

**Please also note that following the key actions, projects and developments are not listed in priority order.**

<b>Key actions/ Project/Development</b>	<b>a/c manager</b>	<b>Links to Corporate / Directorate Target</b>	<b>Deliverables or outcomes planned for 2008/09</b>	<b>Target dates</b>
1. Lead the local implementation of the <b>special units and designations review in pilot LCSPs.</b>	LCSP Managers	Cabinet decision and member policy  CYPP outcome 5B, 7A and 7B	Improved local provision for CYP with SEN  Improving outcomes for pupils with SEN	Ongoing
2. Working with LCSP partners and the voluntary and community sector to develop and <b>improve local services for CYP who have learning difficulties and or disabilities.</b> Maximize opportunities to develop new provision for families through the Aiming High programme.	LCSP Manager/ LCSP Specialist Teachers  Child Health Locality Manager	CYPP Outcomes 5B, 2A and 3A	Accurate data sets on local CYP with learning difficulties and or disabilities  Greater participation of CYP, families and carers and local providers in service development  Review of local services and new service provision as appropriate to local needs	July 09  Ongoing  Sept 09 and ongoing

Key actions/ Project/Development	a/c manager	Links to Corporate / Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
<p><b>3. Develop existing and new alternative curriculum (AC) provision</b> within statutory guidelines and in line with the commission from the Central Attendance and Behaviour Service.</p>	<p>LCSP Managers AC Managers</p>	<p>Cabinet decision and member policy</p> <p>CYPP Outcomes 6B, 7C and 7D</p>	<p>AC funding and staffing transferred to LCSPs</p> <p>Review of existing provision and action plans developed to improve local AC provisions</p>	<p>April 09</p> <p>Sept 09</p>
<p><b>4.1. Reduce permanent and fixed exclusions</b> through effective local arrangements including managed move schemes, teacher training and tailored school programmes to improve behaviour management.</p> <p><b>4.2 Improve integrated working with</b> key partner agencies to provide early intervention <b>for pupils at risk of exclusion.</b></p>	<p>LCSP Manager Specialist teachers and Educational Psychologists</p>	<p>CYPP Outcomes 7C, 6B, 2A and 2B, 8A</p>	<p>Reduced permanent and fixed term exclusions</p> <p>Reduced incidence of bullying</p>	<p>Ongoing 6 monthly and full year reporting</p>
<p><b>5. 1 Improve school attendance</b> through greater partnership understanding and commitment to joint activity that maximizes school attendance.</p> <p><b>5.2 Ensure a strong focus on maximizing school attendance for vulnerable groups</b> including LAC, young carers and pupils from ethnic minorities.</p>	<p>LCSP Manager and EWOs</p>	<p>CYPP Outcomes 7B and C 5A, 5B, 5C and 5D</p>	<p>Improved rates of school attendance for all pupils and for specific vulnerable groups</p> <p>Improving outcomes for vulnerable groups</p>	<p>Ongoing 6 monthly and full year reporting</p>

Key actions/ Project/Development	a/c manager	Links to Corporate / Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
<p>6.1 <b>Develop highly effective children's centre provision</b> and plan phase 3 children's centres in the LCSP area.</p> <p>6.2 Maximise partner engagement in the children's centres programme to provide holistic provision for families.</p>	<p>LCSP Manager/Early years team/ Children's Centre Manager(s)</p>	<p>CYPP Outcomes 1C, 7A, 3A and 3B</p>	<p>New children's centres/provision opened within prescribed timelines</p> <p>Increased engagement of vulnerable families through children's centres</p> <p>Greater availability of partner services through children's centres</p> <p>Improving outcomes for young children</p>	<p>Ongoing 6 monthly and full year reporting</p>
<p>7. <b>Implement the integrated processes</b> of CAF and lead professional within the LCSP ensuring staff are able to use the processes to improve swift and easy access to services.</p>	<p>LCSP Manager</p>	<p>Nationally required</p> <p>CYPP key enablers A and C</p>	<p>CAF and lead professional function implemented across all LCSPs</p> <p>Positive evaluations from children, young people, parents and staff</p>	<p>July 2008</p> <p>Ongoing</p>
<p>8.1 <b>Build on and develop new partnerships between schools and early years settings</b> to promote best practice and joint problem solving.</p> <p>8.2 Work with the 14 - 19 planning forum to support schools to develop highly effective <b>provision for young people aged 14 plus</b></p>	<p>LCSP Manager PEP headteacher Early Years Team</p> <p>LCSP Manager AC Manager</p>	<p>CYPP Outcomes 7A and 7B</p> <p>7C and 7D</p>	<p>Range of collaborative projects appropriate to the needs of local schools and settings with high engagement from schools and settings</p> <p>Positive feedback from schools and settings</p> <p>Improved attainment at key stage 4 and progression to further learning</p> <p>Reduced NEETs</p>	<p>Ongoing 6 monthly and full year reporting</p>

Key actions/ Project/Development	a/c manager	Links to Corporate / Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
9. Lead the <b>development of school extended services</b> to meet local needs.	Extended Schools Development Manager and team	CYPP Outcomes 3A, 6A, 5A and B	Increased number of extended services available through schools  High participation of children, young people and wider community.	Ongoing 6 monthly and full year reporting
10. <b>Strengthen links with other key partnerships in the locality</b> (particularly the LSP, CSP and 14 -19 planning forum) to maximize the combined efforts of local agencies/ services and to reduce fragmentation and duplication and improve value for money.	LCSP Manager	CYPP key enablers A, B and C	Improved partnership working and services in key areas as identified by the LCSP Board.  Improving outcomes in key priority areas.	Ongoing 6 monthly and full year reporting
11. <b>Develop early years provision</b> to ensure individual needs are identified at the earliest possible stage and young children are "school ready".	LCSP and Early Years team	CYPP Outcomes 7A, 3B	Improving inspection results for early years settings  High take up of training available to settings  Improving foundation stage results	Ongoing 6 monthly and full year reporting
12. Ensure LCSP staff fully understand their <b>Safeguarding</b> responsibilities and promote best practice within schools and partner agencies.	LCSP Manager	CYPP Outcomes 8C	Improved advice and guidance to CYP and families on managing risks for example on e safety  All schools, settings and children's centres fully compliant with safeguarding procedures	Ongoing 6 monthly and full year reporting

Key actions/ Project/Development	a/c manager	Links to Corporate / Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
<p>13.1 <b>Develop participation arrangements</b> within the LCSP area to ensure the voice of CYP, families and the broader community is central to service development.</p> <p>13.2 Work with LCSP partners to join up participation arrangements where ever possible.</p>	Extended Schools Development Manager	CYPP Outcomes 3A, 6A, 5A, 5C	<p>High participation rates from children, young people and parents /carers</p> <p>Demonstrable progress in engaging hard to reach groups</p> <p>Evidence that CYP and parents views are listened to and acted on</p> <p>Positive feedback from children, young people and parenst/carers</p>	Ongoing 6 monthly and full year reporting
<p>14. <b>Improve key outcomes</b> for local CYP and families as identified through the LCYPP plan</p>	LCSP Manager and team	CYPP all priorities and outcomes	Improving outcomes in key areas	Ongoing 6 monthly and full year reporting

*In line with financial regulations, any capital projects on this list this will be subject to a prior "gateway review" by the Project Advisory Group and in consultation with the Leader*

## Consultation Exercises, Satisfaction Surveys, Reviews

*Any planned work (it does not need be a surveys) that will give the residents of Kent an opportunity to consider and give its views on issues so that those views can be taken into account before decisions affecting policies or services are taken. This can be a nil return.*

**NOTE**

***Monitoring of consultation, participation, engagement activity will require lead officer to report on feedback to participants***

Name	Start and End Date	Feedback Date	Target Group/ Sample Size	Target area (Kent, Town, district, ward etc)	External contractor being used	What we want to find out and how we will use the information	Statutory Yes/No	Contact name and details.
Support for the NFER Pupil Survey			All Kent pupils (approx 235,000 children)	Kent	NFER	Survey to establish children and young people's views about their lives within the 5 outcome areas of every Child Matters.	No	Anthony Mort
LCSP ongoing participation arrangements	ongoing	ongoing	varied	LCSP	Locally determined	Participation opportunities to identify what children, young people, parents and cares think about their lives and the services they receive.	No	LCSP Manager
LCSP Evaluation	01/03/09 – 01/06/09	Sept 2009	All LCSPs	Kent	Internally delivered	Evaluation to establish learning in integrated partnership working at local levels across children's services.	No	Joy Ackroyd

## Staffing

### Staffing

	2008/09	2009/10
Pt13 and above or equivalent (FTEs)		
Pt12 and below (FTEs)		
TOTAL	294.9	776.9
Of the above total, the estimated FTE which are externally funded		

Increase due to Children Centres, PRUs and Alternative Curriculum Provision moving into LCSPs.