

Version 4 - 15.03.11
Author : Karen J. Mills
Contact: 01622 69 4531
Email : karen.mills@kent.gov.uk

Kent Children's Trust - Strategic Planning Framework to Support Positive Outcomes for Children and Young People

March 2011

Purpose of document

The Kent Children's Trust (KCT) want to deliver the most efficient and effective local services for children, young people and their families but with reduced budgets we need to carefully decide and plan what and how to do it. We know that difficult choices have to be made; we cannot afford to do everything. We need to ensure that money and effort is focused on where we can make most difference to our children and young people, particularly those who aren't doing so well and need extra help. Considering this the KCT has agreed to develop a new Children and Young People's Plan 2011-2014 that can be adapted and responsive as information about resources becomes more certain.

This document provides a strategic framework to support interim work and planning for positive outcomes for Kent's children and young people. It also identifies agreed year one priorities to support the delivery of the safeguarding and looked after children's services improvement and development plan 'Putting Children First ' and the action plan for emotional wellbeing and mental health (NST.)

All providers of services to children, young people and their families are invited to consider this framework, take the time to look at what is being proposed and use it to inform your decision making. We have yet to finalise our three year plan, decisions on priorities need to be made and we would welcome your input. Your views, ideas and opinions matter. Please contact us and tell us what you think at cypconsultation@kent.gov.uk

Introduction

The Kent Children's Trust (KCT) is committed to providing "A good childhood and positive future for all our children and young people". This is a time of significant change and opportunity for KCT. We face a challenging period with the economic downturn, reduced budgets, a dramatically changing national agenda and, more importantly and of greatest concern for Kent, the identification of inadequate levels of service provision for some of our most vulnerable children and young people.

Kent has been given an inadequate rating for our safeguarding and looked after children services by Ofsted. This is a tremendous blow and the KCT has agreed that the focus of planning in year one, April 2011- March 2012, is to work together to better meet the needs of our most vulnerable children and young people.

Year One Priorities (2011- 2012)

Members of the KCT are committed to working in partnership to secure the improvements as identified in the Safeguarding and Looked after children's services improvement and development plan 'Putting Children First and the action plan for the Emotional Wellbeing and Mental Health(NST).

In year one partnership members and agencies will contribute through:-

- Effective multi agency early intervention and prevention support for vulnerable children and their families
- Workforce development to ensure
 - Improved levels of understanding and engagement in relation to thresholds, eligibility, assessment processes (including CAF) and pathways between universal, targeted and specialist services
 - Improved levels of competencies supporting the emotional health agenda
- Strengthened joint commissioning and increased levels of pooled and aligned budgets
- Targeted support to narrow the educational gap of Looked After Children and health needs of LAC and other vulnerable groups
- Development of a new Kent EHWP/CAMHS Strategy including a new community CAMHS model across Kent

We are under no illusions as to the size of the challenges we face, but equally we are confident that together through our strong partnership working and proven track record that we will restore our reputation and weak areas of service delivery to a good or outstanding level, and continue to improve outcomes for all children and young people in Kent.

We cannot plan beyond year one or finalise our 3 year plan until we fully understand the impact of central government funding decisions on services and resourcing levels are known. With so many competing priorities and increased levels of demand for services we need to make hard decisions and look for greater use of aligned and pooled budgets, creative approaches to service delivery and a increased focus on joint commissioning.

Strong local partnerships are crucial to meeting the needs of our children and young people, and we intend to maintain and strengthen our partnership arrangements by supporting locally identified innovative solutions to locally identified need. Through our 12 Local Children's Trust boards and Kent's community of schools we will continue to work together for the collective benefit of all our children and young people - helping to build a bigger society and a smaller state.

We continue to work towards our vision that

'In Kent achievement exceeds aspiration, diversity is valued and every child and family is supported. Children and young people are positive about their future and are at the heart of joined up service planning.

They are:

- nurtured and encouraged at home,
- inspired and motivated by learning,
- safe and secure in the community and
- living healthy and fulfilled lives'

The Children and Young People of Kent

Kent is home to 330,795 children and young people aged 0-18 across its 12 Districts. This is nearly 25% of the population. Most children and young people have told us they are happy, feel safe and are excited about their future.

Our children and young people are confident about their future and about half of all pupils report that they were likely to go on to higher education. They feel involved and listened to most of the time. Their families generally feel there are lots of activities and good support when needed, and that early year's provision, schools and colleges give their children good opportunities for learning and inspiration.

If Kent had 100 children



Our Framework for Improvement

Together we have achieved a great deal through our previous Children and Young People's plans. We now have more young children who are healthy and enjoying good early education and childcare; more advice, information and activities for families; more school children participating in sports; fewer teenage pregnancies; less youth offending; more young people achieving good GCSE results and more progressing into post-16 education and training.

However, there is still more to do and we know the great variation in social and economic circumstances across Kent means that children experience vastly different environments when growing up. Not all children and young people enjoy the same positive experience as the majority and many of these children live in the more deprived areas of the county.

We strongly believe that all of our children deserve the best possible start in life and the opportunity to succeed, we are committed to tackling inequalities and poverty and where possible preventing problems and intervening early when issues arise.

We have listened to what children and young people have told us, along with parents, carers and front-line staff. We have looked at the performance of current services, outcomes for children and families, and considered where we need to improve. With your help and using our ongoing detailed needs assessment http://www.kenttrustweb.org.uk/kct/kct_cypp_2011_14_needs.cfm we have identified seven areas that prevent Kent's children and young people from achieving their potential, activities to address these areas and where we aim to be by 31st March 2014.

The following planning framework summarises findings to date and sets out our agreed priorities for year one.

Kent Children and Young People's Plan: 7 Areas of Need

Safeguarding	Emotional Wellbeing and Mental Health	Family Poverty	Healthy Start in Life	Primary Aged Children's Learning	Adolescent Engagement	Housing and Homelessness
--------------	---------------------------------------	----------------	-----------------------	----------------------------------	-----------------------	--------------------------

What are we aiming to achieve over the next three years?

<p>Children and young people are nurtured and protected in their families and are safe at school and in their communities.</p>	<p>Children and young people are equipped with emotional skills to build on success and deal with life's challenges.</p>	<p>All children and young people achieve their full potential. The root causes of poverty are tackled, breaking the cycle of deprivation and reducing health and attainment inequalities.</p>	<p>Infants are born healthy and begin their lives in smoke-free homes with parents who are able to form a strong attachment with them and meet their needs.</p>	<p>Children are able to achieve their full potential in good schools. Children's potential to learn is recognised and developed by an informed and skilled workforce, by their families and by Kent communities and businesses.</p>	<p>Young people will be emotionally healthy with positive aspirations, equipped and informed in order to make healthy life choices, including developing healthy relationships, not misusing alcohol or drugs and not offending.</p>	<p>Children and young people will have safe and healthy homes and communities.</p>
--	--	---	---	---	--	--

Year One Priorities (2011- 2012)

Members of the KCT are committed to working in partnership to secure the improvements as identified in the Safeguarding and Looked after children's services improvement and development plan 'Putting Children First' and the action plan for emotional wellbeing and mental health (NST.) In year one partnership members and agencies will contribute through :-

- | | |
|---|--|
| <ul style="list-style-type: none"> • Effective multi agency early intervention and prevention support for vulnerable children and their families • Strengthened joint commissioning and increased levels of pooled and aligned budgets • Targeted support to narrow the educational gap of LAC and health needs of LAC and other vulnerable groups • Development of a new Kent EWB/CAMHS Strategy including a new community CAMHS model across Kent | <ul style="list-style-type: none"> • Workforce development to ensure <ul style="list-style-type: none"> - Improved levels of understanding and engagement in relation to thresholds, eligibility, assessment processes (including CAF) and pathways between universal, targeted and specialist services - Improved levels of competencies supporting the emotional health agenda |
|---|--|

What difference will we see by the end of the first year (2011-2012) ?

- | | |
|---|---|
| <ul style="list-style-type: none"> • Children in need of safeguarding and being looked after are safe, healthy and supported to achieve good outcomes. • A 'whole system' approach to the commissioning and planning of all EWMH services | <ul style="list-style-type: none"> • Improved levels of emotional health and well being in children and young people • Children and young people will receive timely and appropriate support and intervention |
|---|---|

What do we need to do to address the 7 Areas of Need?

We need to address root causes and drivers including; socio-economic and cultural challenges, poor or absent parenting and the ways in which support services are developed. (More information is provided in Appendix 1)
 These actions attempt to address root causes and drivers. We appreciate that 'one size does not fit all' and that the districts of Kent have a range of varying needs. We know that during this plan we will have to update actions and continuously prioritise.

<ul style="list-style-type: none"> • Identify and where possible address the reasons behind increases in referrals to children's social services resulting in fewer being referred as their needs are met earlier. • Implement a holistic approach to families creating safe environments for all children and young people and provide speedy access to care and support for children suffering neglect or harm. • Support parents who have issues such as substance misuse, mental health problems, or where there is domestic abuse. • Provide children, young people and families with integrated support, by increasing front line capacity and fully engaging partners in common assessments. 	<ul style="list-style-type: none"> • Improve the skills of the children's workforce to better understand and support emotional health and well-being of children, young people and their families. • Support parents so that they can raise emotionally and mentally healthy children, reducing adverse childhood experiences, ensuring that everyone has somebody to talk to. • Provide clear and quick access to child and adolescent mental health services (CAMHS), improving CAMHS services for disabled young people, young people with a learning difficulty and Looked After Children and provide a smooth transition to adult mental health services and other support services. 	<ul style="list-style-type: none"> • Improve the effectiveness of multi-agency working to target pockets of deprivation. • Promote healthy lifestyles to address health inequalities. • Improve family literacy, skills and access to employment, including childcare. • Provide opportunities for young people from low income families to continue with or return to education or training. 	<ul style="list-style-type: none"> • Promote smoking cessation during pregnancy. • Encourage more mothers to breastfeed for at least 2 months. • Encourage the immunisation of children. • Ensure robust and accessible multi-agency parenting support is available to all parents (particularly first time) that raises the aspirations of parents for their children. 	<ul style="list-style-type: none"> • Continue to improve achievement in the early years, to contribute to children's outcomes throughout primary learning. • Inspire and support our children to achieve, offering a variety of learning experiences and the highest possible quality of education. • Focus on Looked After Children, children receiving Free School Meals and children with Special Educational Needs, making certain children's disabilities or learning difficulties are diagnosed early and services are provided to prevent escalation of need. 	<ul style="list-style-type: none"> • Implement a multi-agency, early intervention approach to support young people to be valued and engaged in our communities and services. • Provide young people with the opportunities for healthy, normal adolescent development and risk-taking in order to develop healthy relationships. 	<ul style="list-style-type: none"> • Raise awareness and understanding of the housing needs of families with children and young people with all partners. • Address homelessness holistically and not only as an 'accommodation' issue, preventing issues that lead to homelessness, targeting vulnerable groups such as care leavers and young offenders. • Improve the coordination of services to families and the quality of inadequate accommodation, particularly for children with disabilities.
---	---	---	---	--	--	---

How will we achieve improvements?

Tickets to Success: Effective Prevention and Early Intervention , Localism, Family Focus, Clear pathways, Children's Workforce Development, Equality and Diversity, Participation and Engagement

What difference will we see by 2014 and beyond? (Indicators of Success are provided in Appendix 2)

- | | |
|--|---|
| <ul style="list-style-type: none"> • Children are appropriately referred to children's social care. • Child protection plans lead to lasting improved child safety and well being. • Improved levels of feelings of safety. • Reduced health and well-being outcome gap between Looked After Children, children receiving Free School Meals and their peers. • Children and young people enjoy their life and usually feel happy. • Quicker access to help and support for emotional and mental health problems. | <ul style="list-style-type: none"> • Healthy birth weight babies and improved infant health and mortality. • Improved education outcomes for all children and young people particularly the attainment gap between LAC, SEN and FSM and their peers. • Improved levels of responsible behaviour by our young people. • Increased levels of engagement from children and young people in their communities. • Reduced levels of unmet housing demands and improved levels of suitable accommodation for families and young people, providing safe, secure and affordable provision. |
|--|---|

Changing the way we work - 'Tickets' to achieving improvements in outcomes

We know that how we do things is as important as what we do. We want to learn from good practice in Kent and beyond, addressing root causes of problems, not just symptoms. We need to focus on changing the way we, as services, work through:



A new approach - A Local Response to Local Needs

The Children and Young People's Plan 2011-2014 will adopt a 'localism' approach whilst providing a strategic framework to guide local partnership and agency activity.

We recognise that the 7 priority areas of need are present to a different extent across the county. Each of our 12 district Local Children's Trust Boards has developed an understanding of local needs to create their own local delivery plan. Local ownership and prioritisation will ensure local needs are met through locally developed solutions. These plans will support partnership work in localities and contribute towards addressing Kent's 7 priority areas of need

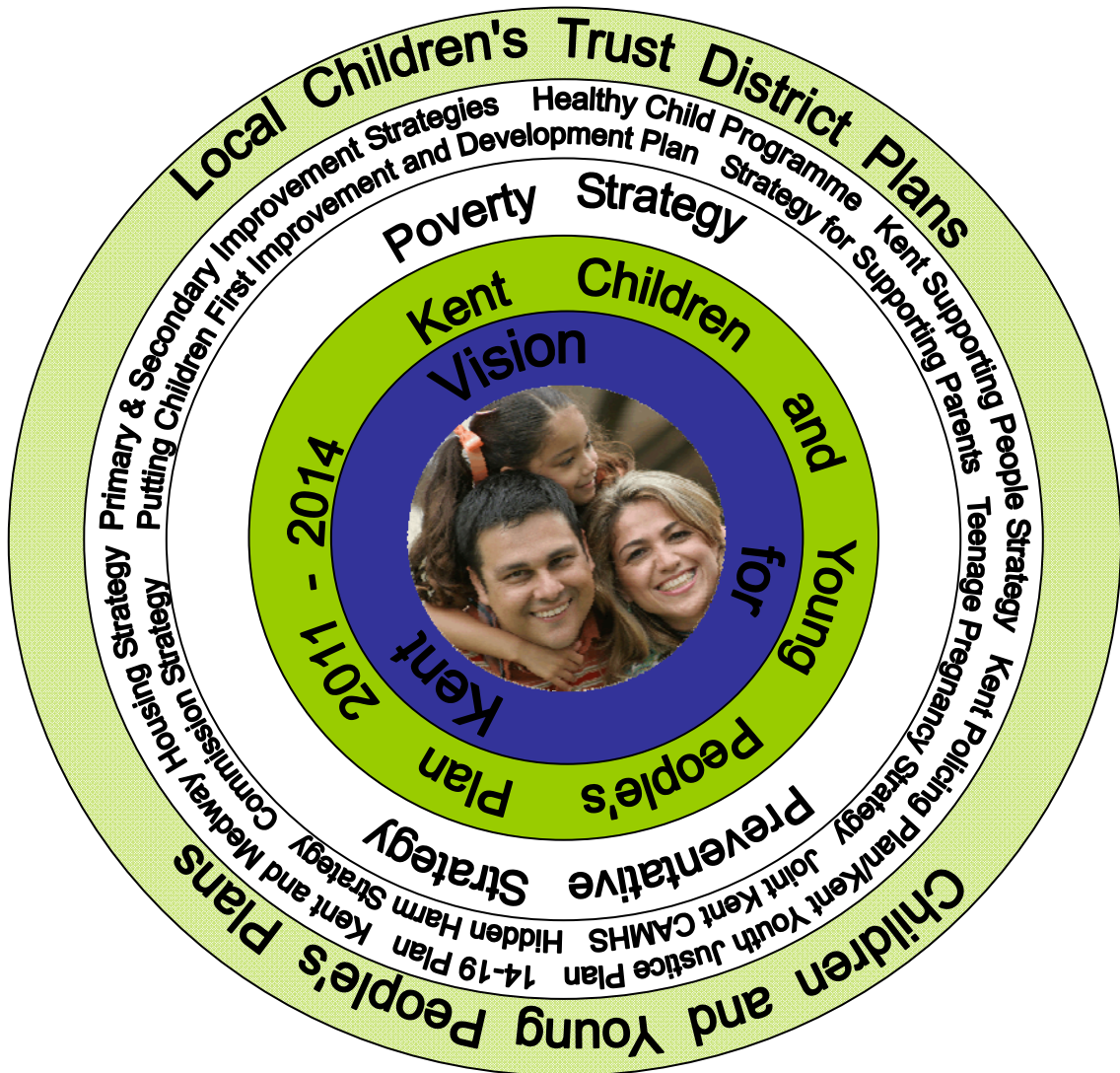
The locality plans will be developed further and detailed action plans will be available on Kent Children's Trust website at http://www.kenttrustweb.org.uk/kct/kct_lct_boards.cfm.

The Kent Forum

In response to the national political and financial climate, the Kent Forum has also developed a new localism approach around 'place'. This reinforces the role of local partnerships for delivery against a suite of countywide 'ambitions'. The countywide ambitions are designed to foster shared and collective responsibility between all Kent partners for making Kent the place where people choose to live and where enterprise thrives. These ambitions are the foundation for the refreshed Vision for Kent.

Plans and Strategies supporting the delivery of improvements for children, young people and their families

The CYPP will not include everything we want to do but focuses on those most pressing needs where we must work together to see improvement. It contributes to and is supported by a number of existing and emerging strategies which co-exist to improve the lives of children, young people and their families.



For more information about the development of our plan, the detailed needs assessment and work of the Kent Children's Trust go to www.kenttrustweb.org.uk/kct/kct_home.cfm

Appendix 1: Root Causes and Drivers and their link to the 7 Areas of Need

	Root Cause / 'Driver'	Safeguarding	Emotional Wellbeing and Mental Health	Family Poverty	Healthy Start in Life	Primary Aged Children's Learning	Adolescent Engagement	Housing and Homelessness
Socio-Economic/ Cultural Challenges	Deprivation/Relative Deprivation	✓	✓	✓	✓	✓	✓	✓
	Aspirations/Expectations	✓	✓	✓	✓	✓	✓	✓
	Marketing and Economic Pressures			✓	✓		✓	✓
	Lack of Affordable, Suitable and/or Accessible Housing	✓		✓				✓
Parents and Families	Parents' Emotional Well-being & Mental Health	✓	✓	✓	✓		✓	✓
	Transitions in Family and Life	✓	✓	✓	✓	✓	✓	✓
	Parenting Capacity and Skills	✓		✓	✓			
	Parents' Substance Misuse	✓					✓	✓
Services and ways of working	Lack of prevention/ early intervention services	✓	✓		✓	✓	✓	✓
	Lack of creative/proactive planning & response	✓				✓		✓
	Risk-averse services and culture	✓	✓				✓	
	Culture & Services do not engage OR disengage with adolescents	✓	✓			✓	✓	
	Universal workforce skills/capacity	✓	✓			✓		

For further information please visit http://www.kenttrustweb.org.uk/kct/kct_cypp_2011_14_needs.cfm for the full needs assessment including root causes and drivers analysis.

Appendix 2: Indicators of Success

What difference will we see by the end of the first year (2011- 2012)	How will we measure progress?
Children in need of safeguarding and being looked after, are safe, well and supported to achieve good outcomes.	<ul style="list-style-type: none"> Putting Children First Improvement and Development Plan performance measures .
Our reputation as a County where our most vulnerable children and young people are safe and well supported restored.	<ul style="list-style-type: none"> Ofsted inspection.
Improved levels of emotional wellbeing and mental health in children and young people	<ul style="list-style-type: none"> Putting Children First Improvement and Development Plan performance measures CAMHS strategy performance measures
A 'whole system' approach to the commissioning and planning of all EWMH services locally and County- wide, and at every Tier.	<ul style="list-style-type: none"> External review by national support team CAMHS strategy performance measures
What difference will we see by 2014?	
Children are appropriately referred to children's social care.	<ul style="list-style-type: none"> Preventable child deaths as recorded through child review panel. Children who have run away from home/care overnight. Repeat incidents of domestic violence. Rate of referrals to Children's Social Services.
Child protection plans lead to lasting improved child safety and well being.	<ul style="list-style-type: none"> Child protection plans lasting 2 years or more. Children becoming the subject of a Child Protection Plan for a second or subsequent time.
Improved levels of feelings of safety.	<ul style="list-style-type: none"> Percentage of children and young people who say they feel safe most days. Children who have been bullied in the past year.
Reduced health and well-being outcome gap between Looked After Children, children receiving Free School Meals and their peers.	<ul style="list-style-type: none"> All indicators will be analysed for children receiving Free School Meals and Looked After Children.
Children and young people enjoy their life and usually feel happy.	<ul style="list-style-type: none"> Percentage of 11-19 year olds feeling very sad or depressed most days. Percentage of children and young people who enjoy their life / usually feel happy.
Quicker access to help and support for emotional wellbeing and mental health problems.	<ul style="list-style-type: none"> Progress on National Support Team's recommendations.
Healthy birth weight babies and improved infant health and mortality.	<ul style="list-style-type: none"> Prevalence of smoking during pregnancy. Prevalence of breastfeeding at 6 - 8 weeks from birth. Proportion of children who complete immunisation by recommended ages. Low birth weights. Infant mortality rate.
Improved education outcomes for all children and young people particularly the attainment gap between LAC, SEN and FSM and their peers.	<ul style="list-style-type: none"> Proportion achieving 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. Proportion achieving at level 4 or above in both English and Maths at Key Stage 2. Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths. Secondary school persistent absence rate. Persistent absence. (primary) Number of schools where fewer than 65% of pupils achieve level 4 or above in both English and Maths at KS2 Number of schools where 30% or fewer of pupils achieve 5 or more A*- C grades at GCSE and equivalent including English and Maths. Rate of permanent exclusions from school. Achievement of a Level 3 qualification by the age of 19. Inequality gap in the achievement of a Level 3 qualification by the age of 19. Proportion of children in poverty. Narrowing the gap between the lowest achieving 20% in

	<p>the Early Years Foundation Stage Profile and the rest.</p> <ul style="list-style-type: none"> • Young people from low income backgrounds progressing to higher education.
What difference will we see by 2014?	How will we measure progress?
Improved levels of responsible behaviour by our young people.	<ul style="list-style-type: none"> • Percentage of 11-19 yr olds getting drunk at least once or twice a week. • Percentage of 11-19 yr olds smoking. • Under 18 conception rate. • Under 16 conception rate. • Prevalence of Chlamydia in under 25 year olds. • First time entrants to the Youth Justice System aged 10 - 17. • Rate of proven re-offending by young offenders. • Young offenders engagement in suitable education, employment or training. • Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody.
Increased levels of engagement from children and young people in their communities.	<ul style="list-style-type: none"> • 16 to 18 year olds who are not in education, training or employment. • Re-victimisation of children and young people. • Care leavers in employment, education or training. • Percentage of children and young people who feel they have their say - at school/college and in their local area. • Percentage of children and young people making positive contributions.
Reduced levels of unmet housing demands and improved levels of suitable accommodation for families and young people, providing safe, secure and affordable provision.	<ul style="list-style-type: none"> • Care leavers in suitable accommodation. • Number of households living in temporary accommodation. • Tackling fuel poverty - people receiving income based benefits living in homes with a low energy efficiency rating. (NI_187) • Young offenders access to suitable accommodation.