

Kent's children and young people

Every Day Matters



Kent's Multiagency Strategic Plan for Children
and Young People 2013-2016



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Children and Young People’s Joint Commissioning Board
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Introduction by the Kent Health and Wellbeing Board and Children and Young People's Joint Commissioning Board

Every Day Matters: Kent's Multiagency Strategic Plan for Children and Young People 2013 -2016, is the overarching plan that informs partner organisations that operate in the children's services arena. It aims to bring organisations together to deliver seamlessly integrated services and the best possible outcomes for all children and young people in Kent. The idea of *Every Day Matters* has been agreed upon because organisations in Kent understand that focusing on the child's journey is paramount, and that for children, even a day of delay in making decisions about their future can seem like a lifetime.

We have the highest aspirations for all children and young people in Kent and want them to be safe and healthy as they grow up. Everyone in Kent has a role to play in protecting all children and young people from harm. We want them to enjoy and benefit from the best educational and social opportunities. Above all, we want them to make best use of their skills and abilities so that they can reach their full potential as citizens and parents of the future. In a challenging financial climate, with increasing and more complex needs to meet and in the context of significant national reforms, we can only achieve our vision by working together as partners - maximising our joint resources.

Every Day Matters provides the overarching vision for Kent's children and young people. We welcome the fact that the outcomes and priorities in this document are consistent with those found in the strategic plans of respective partner organisations. Together, these shape the next layer of direction around *what* we need to do to improve services for children, young people, their families and carers, and *how* we will do it.

Every Day Matters is endorsed by the Kent Health and Wellbeing Board, which provides system-wide leadership for improving the health and wellbeing of everyone in Kent. *Every Day Matters* was developed and is owned by the Kent Children and Young People's Joint Commissioning Board, which brings together partners to improve the outcomes for Kent's children and young people, guided by the principles of *Working Together to Safeguard Children* (2013¹). Members of the Joint Commissioning Board include representatives from Kent County Council, Kent schools, Kent Safeguarding Children Board, the NHS in Kent, Joint Kent Chiefs, Police and Local Children's Trust Boards. The Joint Commissioning Board is responsible for ensuring that the priorities set out in *Every Day Matters* are implemented across partner agencies. The diagrams in Appendix 1 give an outline of the Children and Young People's Joint Commissioning Board's governance arrangements alongside the wider partnership and governance architecture.

Whilst partner organisations will face considerable challenges in delivering the outcomes and priorities set out in *Every Day Matters*, we hope that the vision and direction of travel that are described in this document will enable all those involved in supporting children and young people to embrace transformation of current services, creating future services that we can be proud of and that enable all children and young people to thrive and succeed.

Roger Gough
Chairman of the Kent Health and Wellbeing Board

Andrew Ireland,
Chairman of the Kent Children and Young People's Joint Commissioning Board

June 2013

¹ Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children, Department for Education, March 2013, <https://www.education.gov.uk/publications/standard/publicationDetail/Page1/DFE-00030-2013>

Our vision, outcomes and priorities

EVERY DAY MATTERS
Kent's Multiagency Strategic Plan for
Children and Young People 2013 -2016

Our vision is that: Every child and young person in Kent achieves their full potential in life, whatever their background.

Four outcomes The overall outcomes at the heart of our integrated children's services are:

1. Keep all children and young people safe

2. Promote the health and wellbeing of all children and young people

3. Raise the educational achievement of all children and young people

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

Five priorities We will achieve the vision and outcomes by focusing on the following priorities:

1. Safeguarding and protection

2. Early help, prevention and intervention

3. Learning and achievement

4. Community ambition, health and wellbeing

5. Better use of resources

We will focus on delivering five priorities during the lifetime of this strategic plan.

Our vision is for every child and young person in Kent to achieve their full potential in life, whatever their background².

Our partnership work is informed by the guiding principle of continuum of need and the determination to provide appropriate and responsive support services. We recognise the need for more integrated provision and we are joining up and transforming services to ensure that no child or young person falls through the gaps. We also recognise the part played in this by the wider partnership, as exemplified by the contribution of the voluntary sector and other community groups.

In working together to achieve our vision and the four outcomes for Kent's children, young people their families and carers, we will focus on delivering five priorities during the lifetime of this strategic plan. Each organisation in Kent that works to support children and young people makes a contribution to the priorities, and therefore is part of achieving the overall vision. The priorities are:

²Background includes age, disability, gender and gender identity, race, religion or belief, sexual orientation, marriage, civil partnership and pregnancy / maternity status and caring responsibilities of children and young people and their parents or carers.



Priority 1 - Safeguarding and protection

- Making sure that children and young people are safe and stay safe in every setting
- Increasing the awareness and understanding that keeping all children and young people safe is the responsibility of everyone in the community
- Addressing risk-taking behaviour in children and young people that is potentially damaging

Priority 2 - Early help, prevention and intervention

- Enhancing the responsiveness and inclusivity of universal services that give families the right help early enough to resolve difficulties and reduce the need for further intervention
- Improving the ability to be proactive in identifying the needs of children and young people and delivering timely intervention which requires responses from a number of agencies when children become vulnerable
- Providing support in early years so that children have the best possible start in life, pre-empting future issues before they arise

Priority 3 - Learning and achievement

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

Priority 4 - Community ambition, health and wellbeing

- Improving the consistency and cohesiveness of the universal service offer for young people to help support them to achieve their potential and make a positive contribution to society
- Ensuring that children and their families have access to timely, effective and responsive healthcare that gives them the best start in life and resolves health needs as they arise
- Providing support for parents, including through children's centres, so that the aspirations of children and young people are raised and achievement is valued
- Improving support for young people moving from adolescence to adulthood

Priority 5 - Better use of resources

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

The rest of this document looks at where we are now, where we need to be in the future, and what we need to do to get there, coming back to the five priorities. It aims to describe our collective view of the challenges and opportunities that face us in achieving our vision for children and young people, to articulate what we think 'good' looks like, and to provide a starting point for planning how we will achieve this. *Every Day Matters* provides the high-level, overarching vision. The achievement of the vision is supported by the individual action plans and strategies of all the partners that are signed up to the vision.



In order to oversee the implementation of *Every Day Matters*, the Joint Commissioning Board's four thematic subgroups are taking forward action plans aligned with it. The four subgroups are:

- 1) Early intervention and prevention
- 2) Children and young people with complex needs
- 3) Children and young people living away from home
- 4) Emotional health and wellbeing

The subgroups will carry out partnership Equality Impact Assessments on the action plans, in accordance with Kent's Equality Impact Assessment Partnership Protocol where appropriate, and address any equality and diversity issues raised, ensuring wherever possible that actions are having the desired effect for everyone, including children and young people, families and carers with protected diversity characteristics.

A small number of key performance indicators have been identified to help the Joint Commissioning Board measure progress, as set out in Section 3.

Section one - Where we are now

Working together in partnership to achieve shared priorities

The evolving landscape across health, social care and education, creates the ideal opportunity for setting out how organisations in Kent must cooperate with each other to shape the commissioning and provision of services for children and young people. The Children and Young People's Joint Commissioning Board believes that stronger partnership working and integrated service response will ensure better outcomes, value for money and seamless services for children, young people, their families and carers.

The Children and Young People's Joint Commissioning Board which replaced the Kent Children's Trust Board is the strategic partnership body whose main purpose is to improve outcomes for children and young people, pre birth to 19 years (24 for children in care and disabled young people), through the effective commissioning of services amongst partner organisations. As a result it will continue to make the case for ensuring that resources are prioritised according to need and where they will have the greatest impact. The Children and Young People's Joint Commissioning Board strongly endorses the view that services should be commissioned to support the achievement of outcomes set out in this, and a number of other key strategies and programmes. Some of these strategies and programmes are already in place or are in development, including the Early Intervention and Prevention Strategy, the Healthy Child Programme, Kent's Multiagency Strategy for Children and Young People with Special Education Needs and Disabilities, Kent Integrated Adolescent Support Service and the Kent Troubled Families Programme.

Partnership governance

The five priorities cannot be achieved in isolation, and require responsive, effective partnership relationships that are focused on delivery. Partner organisations are continually evolving and responding to a rapidly changing policy and governance landscape. This is largely due to the significant national changes in education, health and public service reform and the associated impact on community and voluntary services, which play an important cross-cutting role in supporting children and families and have close relationships with them. There is a drive to deliver services at a local level, as close to the children, young people, families and carers who need them as possible. In times of change it is essential that partners have clear governance arrangements at both the strategic and local delivery level to help ensure we maintain a consistent focus on achieving the vision, and as a result improve outcomes to the level of the best performing areas in the country.

The diagram in Appendix 1 is not an exhaustive list, but shows the major multiagency strategic and local partnerships that support children's services, with the Children and Young People's Joint Commissioning Board as the glue that binds these specific partnership bodies together. The emphasis is on working better together, and as we all transform our services, it will be important that we reflect on the appropriateness of our strategic governance and local delivery arrangements to ensure they are fully aligned and fit for purpose. We also need to ensure that there is good communication between planning and prioritising at strategic level and delivery at operational level. We are committed to rationalising the number of partnerships to ensure that there is clarity about priorities, shared outcomes and targets at Kent-wide and local area level, and a focus on the child's journey.

The statutory responsibilities of the key partners who work in the children's services arena are defined in Working Together to Safeguard Children (2013) (referenced previously on page 3.) Working together to deliver the vision set out in *Every Day Matters* is one of the means that can help partners to fulfill their statutory obligations.



The five priorities cannot be achieved in isolation, and require responsive, effective partnership relationships that are focused on delivery.



This vision of the child's journey needs to be the 'golden thread' running through all the work we do to support children and young people.

We can be proud of many examples of partnership working that demonstrate best practice. Three significant current examples of partnership working are:

Commissioning of Child Health

During the restructuring of the NHS, we have drawn up transition plans with Kent and Medway Commissioning Support (KMCS) which is the commissioning lead for children's health, supporting Clinical Commissioning Groups. We have recognised the need to develop stronger strategic partnerships with the seven Clinical Commissioning Groups alongside robust engagement in the Kent Health and Wellbeing Board and the Local Area Team of the National Health Service Commissioning Board in order to deliver the Child Health Outcomes Framework. Alignment of the health and commissioning processes of partner organisations still needs further work.

Kent Safeguarding Children Board (KSCB)

Improved partnership has led to a reduction in Kent's previously high number of children with a child protection plan to a level below the average of our statistical neighbours. The KSCB plans to tap into existing young persons forums as a way to involve young people in the safeguarding agenda. There has also been significant progress in consolidating the safeguarding partnership. We are now much better placed to know what works well in protecting children in Kent and the areas that still need improving, including a more consistent approach by all agencies in applying thresholds for further intervention.

School Improvement

The efforts of many schools to close the attainment gap through the provision of high quality education are helping to level the playing field so that all children get a fair start in life. The schools' collaborative approach shows that whilst a general focus on school improvement is important to raise overall standards, schools also need to consider how interventions targeted at the individual pupil level can be used to narrow the achievement gap and help reduce variation in performance within the school. Some schools have undergone wholesale organisational and cultural change, reflected in a commitment by all the staff to change the direction of the school in terms of pupil performance, high expectations, a cultural shift in behaviour and mutual respect.

Key strategies

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

The strategies, policies and plans in place tend to focus on specific areas of a child's life. For example, Bold Steps for Education focuses primarily on improving educational outcomes, while the Kent Joint Health and Wellbeing Strategy includes outcomes focused on improving health from an early age to give children the best start in life. Appendix 2 sets out the main strategies, policies and plans (such as Early Intervention and Prevention, Kent Safeguarding and Children in Care Improvement Plan, Strategy for Children and Young People with Special Educational Needs and Disabilities, Youth Justice Plan, Strategy for Children and Young People with Special Educational Needs and Disabilities, A Play Strategy for Kent and 14 to 24 Learning Employment and Skills Strategy,) that underpin work with children and young people in Kent, and shows how they contribute to our five priorities.



Shared assessment, joint commissioning and integration of service delivery, reducing duplication between agencies, making the best use of resources and achieving better outcomes.

Although the individual strategies are extremely important, what has been missing is an overarching vision for children and young people, which centres around the child's journey and which all partners agree on. This vision of the child's journey needs to be the 'golden thread' running through all the work we do to support children and young people. *Every Day Matters* provides that golden thread through the overarching vision, four outcomes and five priorities for children and young people in Kent. As a result, each of the main partner organisations will be able to understand how their work contributes to achieving the shared vision.

Moving forward - integration of services

To support the transformation of services for children, young people, their families and carers, we will need to take our partnership working to the next level to achieve true integration of services between agencies. Integrated services will provide seamless support, meeting the various needs of the child or young person and their family in a holistic way. Integration will also help us work more efficiently, with shared assessment, joint commissioning and integration of service delivery, reducing duplication between agencies, making the best use of resources and achieving better outcomes.

In Kent we are already well established on the journey towards integration. The Kent Integrated Adolescent Support Service (KIASS) integrates the work of professionals who support young people aged 11-19 across health, education, social care, Connexions, the youth service and youth offending service, police and schools. KIASS is aligning professionals and integrating activity through a Framework of Integrated Adolescent Support along an adolescent pathway, delivering early intervention and prevention services. Working through District Integrated Adolescent Support Units, agencies will ensure that young people access the right services, at the right time, in the right place. Following on from this successful model, our next step will be to look at integrating services for children aged 0 to 11 years, bringing together all the relevant services.

Another example of the integration of services for children and young people is our pathfinder work on children with Special Educational Needs and Disabilities (SEND). Kent is part of the SE7 Pathfinder group who are testing out the proposals in the Children and Families Bill (2013) to improve support for children with SEND, including the development of combined Education, Health and Care Plans to replace SEN Statements and Learning Difficulty Assessments for 0-25 year olds. Kent's work has been focused on the development of the 'local offer' describing the services available for children and young people with SEND, their families and carers and what they can expect of them, the use of personal budgets and the development of integrated plans, working with a small number of families within a district to participate in an initial trial.

Context

The information presented here is a snapshot in time of Kent's children and young people. Kent is a county of differences, and we recognise the diversity in the needs of different geographical areas, including between urban and rural areas. This plan is being written at a time of significant change, meaning that the context we are working in is dynamic, and we must be prepared for change.

At the time of the 2011 census, there were 360,605 people aged between 0 and 19 years living in Kent	Approximately 20,000 children in Kent aged between 5 and 15 are diagnosed with a mental health disorder
The number of 0-18 year olds has increased over the last 10 years but is forecast to decline by 5% across Kent by 2016, although there will be more children in growth areas including Ashford and Dartford	96% of Kent's population is predominantly white
17% of children in Kent are living in poverty, with rates higher than the South East average and a significant contrast between child poverty rates in some districts in the east of the county (over 20%) compared to the west (only 11%)	13% of children in Kent receive free school meals
20% of Kent's children live in a lone parent family, slightly lower than the national average. In 49% of these lone parent families, the parent is not working	Over 3000 children in Kent provide some amount of unpaid care
4.2% of all children in Kent have a limiting long term illness	25% of children in Kent have some kind of special educational need, and 2.8% have a Statement of Special Educational Needs

The landscape of education is changing as academies and free schools are developed, and the role of the Local Education Authority is shifting. The Children and Families Bill will bring significant change including in support to children and young people with SEND, adoption and looked after children, childcare, and family justice. The extensive NHS reforms have created Clinical Commissioning Groups to put commissioning power in the hands of local GPs, established Heath and Wellbeing Boards to bring together key partners with responsibility for health and social care and transferred responsibility for public health to local authorities. In order to support the much needed shift to early intervention and prevention, we will need to see a change in the allocation of funding for services for children and young people.

There are many more areas of change including in policing, housing, welfare reform and employment that will have a significant affect on Kent's children, young people, families and carers. *Every Day Matters* aims to provide Kent's overarching vision for responding to the challenges and opportunities we are facing, in order to continue to achieve the best possible outcomes for Kent's children and young people.



Universal services play a critical role in early intervention.

Strengths and challenges

Safeguarding and protection – priority 1

Strengths:

- Considerable improvements have been made in the management of referrals and timeliness of assessments to children's social services
- There has been a reduction in the number of children in need and children subject to child protection plans
- Children in Kent are safer as a result of this intensive activity
- The Ofsted inspection of arrangements for protection of children in December 2012 judged the service to be adequate

Challenges:

- We need to improve the quality of practice and make it responsive to service user need
- We are improving the quality of assessment and planning to ensure that decision making is responsive, timely and child-centred
- We need to better address risk taking behaviour in children and young people in Kent that is potentially damaging and could limit their ability to achieve their potential

Early help, prevention and intervention – priority 2

Strengths:

- We have re-commissioned a wide range of early intervention and prevention services and created dedicated early intervention teams to better manage care pathways between universal, specialist and preventative services, such as those provided by community and voluntary services
- Local youth offending work is reducing the overall number of young offenders and first time entrants to the youth justice system

Challenges:

- We will work together to identify clear, effective pathways from universal services to more complex preventative interventions and vice versa. Universal services play a critical role in early intervention
- Kent's Children's Centres must provide effective and targeted support for the families that are most in need from the earliest days of a child's life, bringing together local agencies. Work to improve the Children's Centre offer is underway
- We need to gain pace and momentum in delivering the Troubled Families programme, embedding the Family Common Assessment Framework process and putting customised support plans and effective delivery in place at a local level
- Continued improvement is needed on participation and engagement with young people. There needs to be a particular focus on improving accommodation, employment, education and training outcomes for young offenders
- With a high proportion of single homeless people in Kent under 21 years old, the Supporting People Programme will expand early support to vulnerable young people, including those leaving care. It aims to help young people to maintain their housing situation, manage their finances, acquire independent living skills and stay safe, which is also complemented by the specific housing actions for young people in the Kent & Medway Housing Strategy delivery plan
- We need to do more to up-skill schools staff so they can be at the heart of support for children and their families, particularly as resources are stretched
- We must shift the allocation of spending on services for children and young people away from expensive crisis intervention towards early intervention and prevention



The number of permanent exclusions in Kent is too high, and we need a particular focus on tackling exclusions for children in care.

Learning and achievement – priority 3

Strengths:

- Our early years provision is generally good compared to the national average
- Kent's 66 outstanding primary schools (as at end March 2013,) are leading the drive to move Kent from the bottom quartile of Key Stage 2 performance to the top
- 72% of secondary schools in Kent are good or better as at end March 2013, in line with the national average
- Kent has been a national leader in the delivery of an innovative 14-19 year olds vocational programme. This has resulted in Kent bucking regional trends by increasing the number of 16 to 24 year olds taking up apprenticeships, and has included supporting a significant number of vulnerable young people, such as teenage parents, disabled young people, young offenders and care leavers into apprenticeships through our Vulnerable Learners Project. Our proportion of those not in employment, education or training (NEET) is at a relatively low level nationally
- We are using learning from the pathfinder project on Special Educational Needs and Disabilities to integrate assessment and the delivery of services and to offer the option of personal budgets, providing greater choice and control

Challenges:

- Only 62.5% of our primary schools are judged to be good or outstanding (as at end March 2013)
- We have wide gaps in performance at Key Stage 4, with the worst gaps amongst those young people who face the greatest disadvantage. Only 28% of pupils on free school meals attained five good GCSEs in 2011, which is well below average, and the achievement of children in care is well below what it should be at Key Stage 2 and Key Stage 4
- The number of permanent exclusions in Kent is too high, and we need a particular focus on tackling exclusions for children in care, children with special educational needs, and those from Kent's Gypsy Roma and Traveller communities
- There are gaps in the provision of support for children and young people with autism, behavioural difficulties and speech and language difficulties - Kent's new Strategy for Special Educational Needs and Disabilities will start to address this
- We will continue to redesign the vocational education offer to respond to government changes and raising the participation age
- Further action is needed with 18 to 24 year olds to prevent and reduce them becoming NEET, particularly given high youth unemployment in the challenging economic climate. In addition, many young people with learning difficulties and disabilities at age 19 have poor opportunities for employment and independent living

Community ambition, health & wellbeing – priority 4

Strengths:

- We have a wide range of universal services to enable children and young people to achieve their full potential
- Our Integrated Youth Service has transformed to create a consistent universal offer and locally tailored solutions, built on evidence of local need
- We have a strong tradition of promoting young people's participation in sport and positive activities across the county, including the Kent School Games, the Duke of Edinburgh Award scheme and Cultural Olympiad events. We are building on the positive legacy of youth volunteering and Olympic Games Makers and Games Greeters
- One of our strengths is supporting children and young people with issues of substance misuse with preventative outcomes-based commissioning models in place in the Kent Drug and Alcohol Action Team



We will need to consider radical new ways of meeting needs, and have the confidence to stop doing what does not work.

Challenges:

- We need to raise the aspirations of children and young people in Kent, in all areas of life
- Health and wellbeing challenges remain. The proportion of children with particularly complex and profound disabilities is rising. We must also work harder to ensure that transition between services and from adolescence to adulthood is much smoother and provides a positive experience
- We have a greater proportion of young people aged 5-19 whose health is varied
- We also significantly underperform compared to the England average for smoking cessation in pregnancy and breastfeeding initiation
- We need to do more to support the families of prisoners and maintain family ties to reduce reoffending, and to support Looked After Children who are in prison
- We need to better address the accommodation needs of young people
- We need to improve our collaborative work to reduce the risk of children and young people being involved in antisocial behaviour and entering the youth justice system.

Better use of resources – priority 5

Addressing the challenges set out above can only be achieved through working with children, young people, their families and carers, and in partnership between organisations. As resources are squeezed across the board, it becomes even more important to work seamlessly, communicate effectively, and ensure valuable resources are targeted at those individuals and families where they will have most impact and meet the greatest needs.

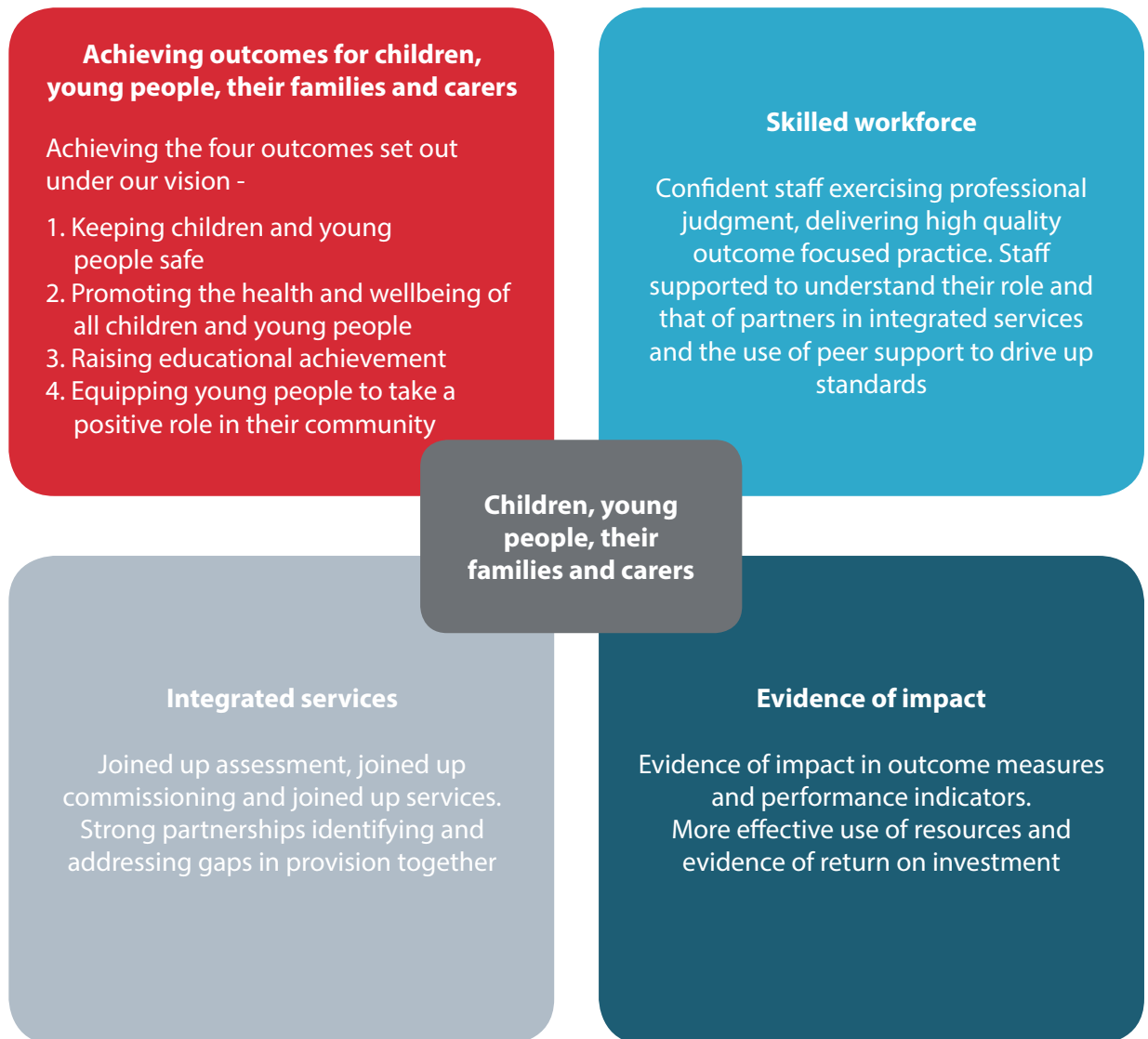
However, it will be a challenge to shift the balance of overall resources more in favour of prevention and early intervention. At the moment a disproportionately high percentage of the budget is spent on a relatively small number of children with complex and acute needs. The challenge is to shift investment into early intervention and prevention which will reduce needs and improve outcomes in the future, whilst still providing support for children and young people who are in need now. This will need to be achieved at a time when funding is being reduced and resources stretched for every agency. We will need to consider radical new ways of meeting needs, and have the confidence to stop doing what does not work. We recognise the challenges being addressed in all areas of public life in making sure that the shift of resources towards preventative services is based on sound evidence.

Section two - Where we need to be

What does good look like?

This essentially depends on striking the right balance between the following four elements. Achieving any lasting change calls for ambitious transformation programmes to guide how we will do things differently in order for us to have a positive impact on outcomes.

We believe that the assessment of what good looks like requires that the four essential factors below are adequately demonstrated. Success, therefore relies on getting the balance right.



It is the responsibility of each partner organisation and partnership board to manage their progress towards these four elements and provide peer challenge to ensure everyone is playing their role effectively.



A more confident and skilled workforce, which has the capacity to respond early.

Skilled workforce

One of the essential factors in achieving our vision of what good looks like is to develop and support a skilled workforce for children, young people, their families and carers. There will be effective deployment of a more confident and skilled workforce, which has the capacity to respond early and provide appropriate interventions according to different levels of presenting need, and to do so without compromising the safety of children. Consequently, we will have strong assessment and risk management expertise. As recommended by the Munro Report, the performance of the workforce will be measured by outcomes instead of by compliance to process measures. An essential component of this is to establish a social work academy.

Working along the continuum of need

One of the important elements in achieving our vision for children and young people is to ensure that we are providing the right support, in the right place, at the right time. This will allow us to meet the needs of children and young people effectively, while making the most of valuable resources.

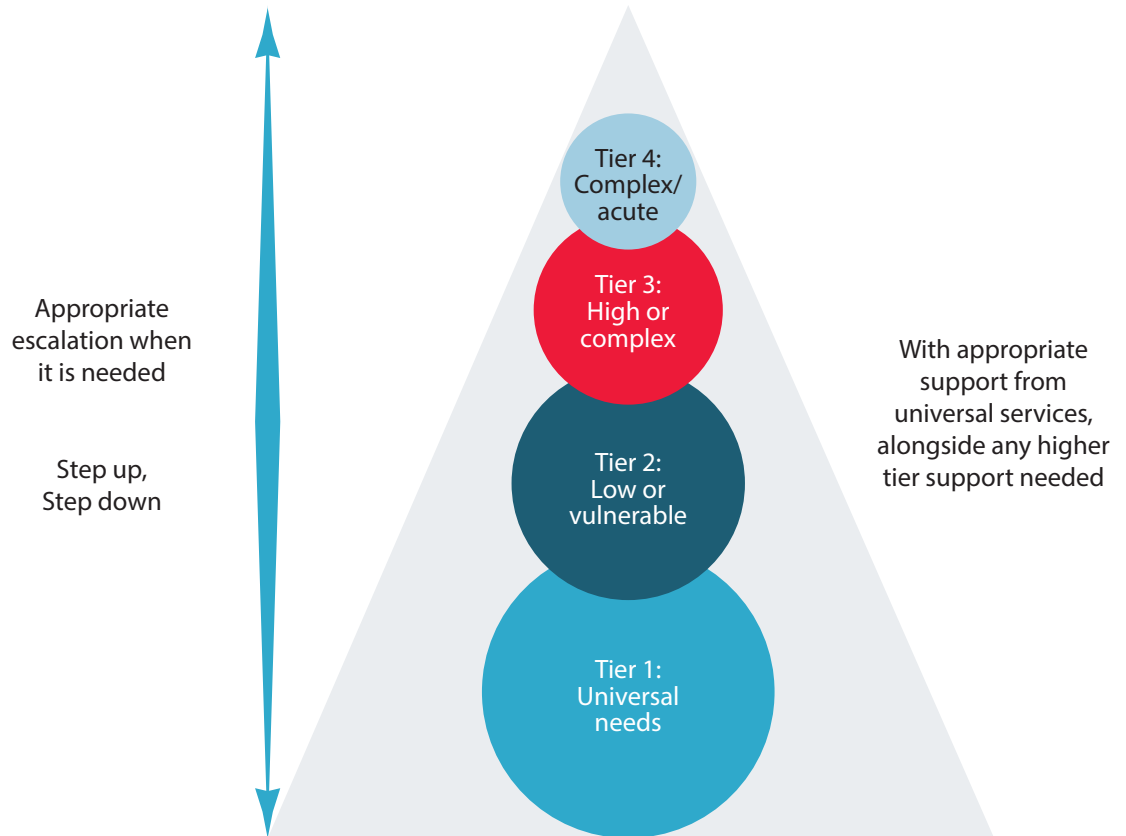
The vast majority of children and young people flourish with the support provided by universal services, including universal health provision, Children's Centres, early learning settings and schools.

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

A much smaller number of children may have multiple and complex needs that require dedicated support through specific interventions from a range of agencies. This may include social care, education, health and youth justice. Where this happens it will be critical to ensure that children, young people, their families and carers are able to access the specialist help that they need whilst continuing to receive appropriate support from universal services.

Good universal services and making the best of valuable resources

Right support , right place, right time, when needed



Receiving the right support at each stage of the journey is important for every child and young person.

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

Munro Review of Child Protection Progress Report, 2012³

The child's journey

Another key element in achieving our vision will be to focus on the child's journey in everything we do for all children, young people, their families and carers.

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

Receiving the right support at each stage of the journey is important for every child and young person, but we recognise that some children and young people will have additional and specific needs, such as those who have special educational needs and disabilities. Our commitment to supporting these children and young people is set out in Kent's Strategy for Special Educational Needs and Disabilities. We also recognise that support must be appropriate to the individual's needs, identity, values and beliefs. Cultural competency guidance sets out how agencies can ensure that the services and support that a child, young person, their family and carers receive is appropriate to their culture.

³ The Munro Review of Child Protection - Progress report: Moving towards a child centred system, Professor Eileen Munro, May 2012, <https://www.education.gov.uk/publications/standard/Childrenandfamilies/Page1/DFE-00063-2012>



We also recognise that support must be appropriate to the individual's needs, identity, values and beliefs

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

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

Pre-birth

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

Early Years

- Delivering targeted support to the most disadvantaged children and their families to narrow the achievement gap for disadvantaged children at the end of the Foundation Stage and prevent escalation of problems
- Children's Centres working closely with early years settings and their local Primary Schools to ensure that all children are eager and able to learn well when they start school
- Delivering the Healthy Child Programme (0-5 years) which sees a lead role for the Health Visitor working across Children's Centres and General Practices in pregnancy to the first five years of life, offering every family a programme of screening, immunisations, developmental reviews, information and guidance to support parenting and healthy choices
- Expansion of the Family Nurse Partnership programme ensuring intensive support, advice and information to first time young mothers with the aim of increasing family resilience by providing continuous care with the same Nurse during pregnancy up until the child is two years old

School

- Aligning resources to districts – bring together professionals and practitioners, co-locating wherever possible and supporting schools through local district teams that better understand the needs of local schools and communities
- Recognising and building on the close relationship and expert knowledge that schools have with their children, including bringing more interventions to schools
- Virtual School Kent is working at district level with relevant professionals to ensure all Personal Education Plans (PEP) for children in care are of a high quality, subject to a rigorous monitoring and evaluation process, with impacts and outcomes that are followed up



- Delivering the Healthy Child Programme (5-19 years) led by School Nurses and involving a range of practitioners across agencies with the aim of ensuring all children, young people, their families and carers achieve optimum health and wellbeing

Adolescence

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

Transition

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

Care leavers

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

Section three - What we need to do

We are transforming our services based on the five *Every Day Matters* priorities. We recognise that implementing effective change depends on our ability to work together to define alternative and effective models of intervention, but always coming back to a focus on the child's journey.

3

1

Safeguarding and protection

- Improving early warning systems
- Providing timely multiagency response
- Challenging where evidence shows that systems need to be improved
- Empowering the community to be better informed and responsible for safeguarding - making it everyone's business

2

Early help, prevention and intervention

- Building on the responsiveness of universal and targeted services
- Understanding how family resilience and resourcefulness can be enhanced to help families be more independent
- Transforming Children's Centres so that services are integrated and focus support on those with greatest need
- Giving children the healthiest possible start in life, improving rates of breastfeeding, immunisation and other public health priorities

3

Learning and achievement

- Making a big difference in narrowing the achievement gaps for vulnerable children
- Expanding the types of school-to-school collaborations, resulting in better outcomes, achievement of aspirations and school improvement
- Offering a range of education and training opportunities that young people can choose from (higher and further education and a combination of work and study)
- Implementing an innovative vocational programme to prepare young people for the world of work

4

Community ambition, health and wellbeing

- Re-profiling public health resources to address areas of greatest need
- Increasing collaborative working through integration, joint commissioning and provision between health and social care
- Improving parenting and increasing parental engagement in their child's achievement and aspirations
- Developing mechanisms to facilitate lifelong learning
- Ensuring that there is a range of appropriate accommodation available to meet the needs of young people
- Collaborating to deliver targeted interventions to reduce the risk of children and young people being involved in antisocial behaviour and entering the youth justice system

5

Better use of resources

- Key to better use of resources is integrating teams, systems and services
- Joining up and integrated commissioning - including education, health and social care
- Using evidence and outcome-based commissioning - spending valuable resources wisely
- Having the confidence to disinvest in services or initiatives that do not work effectively
- Facilitating cultural transformation and valuing staff, including through workforce transformation
- Increasing the scale and effectiveness of interventions with children, young people, their families and carers so that they do not have to be repeated
- Addressing all the needs of the child or young person and their family and carers holistically
- Considering radical models of delivery
- Recognising that the voice and experience of the child and young person are a valuable resource and committing to taking the views of children and young people into account in planning the delivery of our services to them



We must be sure that we are delivering the five priorities, and that these are helping to achieve the four outcomes for children and young people

Measuring progress

To ensure that we are making good progress towards the overarching vision, we must be sure that we are delivering the five priorities, and that these are helping to achieve the four outcomes for children and young people. A review of this multiagency strategic plan will be carried out each year by the Joint Commissioning Board. In doing so, we will get a holistic view of how our work is supporting children, young people, their families and carers in all the main areas of their lives, and where we need to improve. The Joint Commissioning Board and its constituent partner agencies are developing action plans for delivery which are aligned to *Every Day Matters* through its four thematic working groups, as set out earlier in this document.

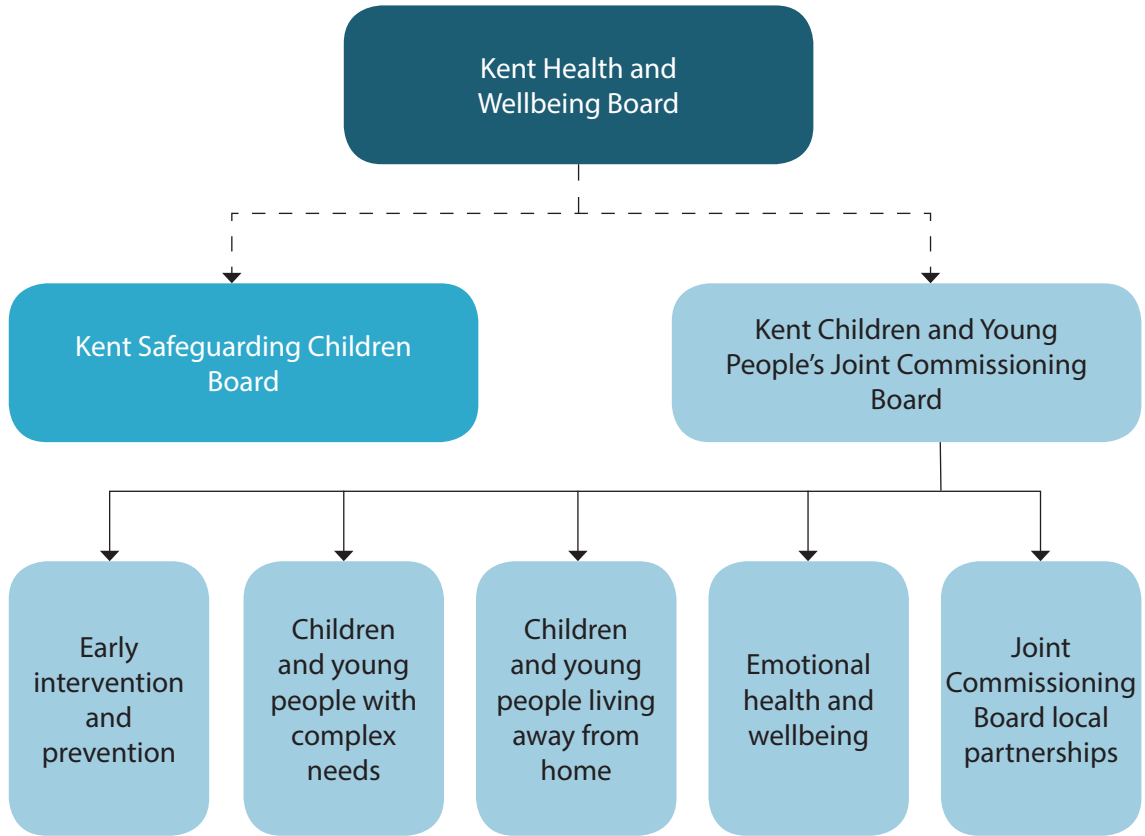
In order to measure progress, the Joint Commissioning Board has identified a small number of key performance indicators which will help the Board understand the progress being made to achieve each of the five priorities. Each individual agency involved in supporting children and young people already undertakes robust performance management against their own performance indicators. It is not the intention to add another layer of performance management, but simply to make use of existing performance information that can be provided by partners for a small number of chosen indicators with targets, in order to give the Joint Commissioning Board an overall picture of progress.

The key performance indicators that the Joint Commissioning Board will use to assess the progress towards the *Every Day Matters* priorities are set out over the page:

Vision: That every child and young person in Kent achieves their full potential in life, whatever their background

Priorities	Key performance indicators	Outcomes			
		1. Keep children and young people safe	2. Promote health and wellbeing	3. Education achievement	4. Positive role in community
1. Safeguarding and protection	i. Number of Children in Need	✓	✓		
	ii. Referrals to Specialist Children's Services by different agencies (%)	✓	✓		
	iii. Number of Child Protection Plans	✓	✓		
2. Early help, prevention and intervention	i. Number of CAFs completed per 10,000 population under 18	✓	✓	✓	✓
	ii. Specialist Children's Services cases closed that have been stepped down to CAF / preventative services (%)	✓	✓		✓
	iii. Team Around the Family (TAFs) open for 12 months or less when outcomes were achieved (%)	✓	✓		✓
3. Learning and achievement	i. Children at Key Stage 2 achieving Level 4+ in English and mathematics (%)			✓	✓
	ii. Children at Key Stage 4 achieving 5 A*-C including GCSE English and mathematics (%)			✓	✓
	iii. Free school meals achievement gap - children at KS4 achieving 5 A*-C including GCSE English and mathematics (%)			✓	✓
	iv. Number of permanent exclusions from school (all children)			✓	✓
4. Community ambition, health and wellbeing	i. First time entrants to the Criminal Justice System per 100,000 10-17 year olds	✓			✓
	ii. Total number of cases waiting for CAMHS Needs Assessment		✓		✓
	iii. Obese children in Year 6 (%)		✓		✓
	iv. Number of young people at risk who have been helped with housing		✓		✓
5. Better use of resources	Cross-cutting priority, defined and measured by relevant partnership boards				

Joint Commissioning Board will review progress against the chosen key performance indicators and related targets through regular monitoring. Partners will work together to understand and address any performance issues as they arise.



Legend

- - - -> Indicates working partnerships
- > Indicates reporting lines



Our vision: links and contributions to key strategies and plans		Our vision: shared priorities				
Strategy/Policy/Plan	What is it?	Priority 1: Safeguarding and Protection	Priority 2: Early Help, Prevention & Early Intervention	Priority 3: Learning and Achievement	Priority 4: Community Ambition, Health & Wellbeing	Priority 5: Better Use of Resources
CROSS-CUTTING						
Vision for Kent	This is the Kent Forum's countywide Sustainable Community Strategy which sets out three ambitions that will guide the direction of public services in Kent from 2012 to 2022.	✓	✓	✓	✓	✓
Bold Steps for Kent	This is Kent County Council's Medium Term Plan (2010-2013), which sets out the strategic vision for how KCC will achieve three ambitions for Kent; to grow the Kent economy, to tackle disadvantage and to put the citizen in control. It outlines how KCC will make Kent a county of opportunity where aspiration rather than dependency is supported, particularly for those who are disadvantaged or vulnerable.	✓	✓	✓	✓	✓
<i>Every Day Matters - Kent County Council's Children and Young People's Strategic Plan 2013-2016</i>	This is the overarching framework within which Kent County Council's children's services will work seamlessly to deliver integrated services and the best possible outcomes for all children, young people, their families and carers in Kent. It sits below the multiagency strategic plan 'Every Day Matters' as Kent County Council's internal vision for integrated children's services and sets the context for transformation of KCC Children's Services.	✓	✓	✓	✓	✓
Early Intervention & Prevention Strategy	This Kent County Council strategy draws upon and informs prevention and early intervention priorities in other key strategies. It provides a vision for early intervention and prevention for vulnerable children, young people and families living in Kent. It details the model of early intervention and prevention, identifies priority areas and provides an overview of the action KCC will take over the next 3 years to deliver improved outcomes, delivered through a series of annual implementation plans.	✓	✓		✓	✓
Child Poverty Strategy (in development)	It has been agreed by the Kent Integrated Children's Services Board that a robust strategy will be developed which will set out how Kent County Council and its partners can continue to work together to tackle the causes and effects of child poverty. This will form the basis of a statutory requirement placed on all local authorities under the provisions set out in the Child Poverty Act 2010 and is a key part of discharging our accountability protocol for the Lead Member for Children's Services and the Director of Children's Services.	✓	✓	✓	✓	✓
Child Poverty Needs Assessment	This is a statutory needs analysis of child poverty in Kent and review of national evidence which provides an evidence base shared by partners so that we can detail what work has been done to respond to local need, and what outcomes have been achieved to date. This summary of effective practice enables us to understand the actions already taken to improve the circumstances of children and families facing poverty.	✓	✓	✓	✓	✓
Kent Troubled Families Programme Business Case	The business case outlines the proposed approach for Kent's three-year (2012-2015) Troubled Families (Community Budget) Programme, endorsed by the Multi-Agency Steering Group. It sets out a vision to create a long term approach that achieves better value for money and more effective interventions to transform the lives of Kent's most troubled families, through joint commissioning, service re-design and transformation.	✓	✓	✓	✓	✓

Strategy/Policy/Plan	What is it?	Priority 1: Safeguarding and Protection	Priority 2: Early Help, Prevention & Early Intervention	Priority 3: Learning and Achievement	Priority 4: Community Ambition, Health & Wellbeing	Priority 5: Better Use of Resources
Kent Partners' Compact	The Kent Partners' Compact is a partnership agreement between the Voluntary & Community Sector (VCS) and the public sector in Kent. It is a jointly agreed framework for a mutual working relationship with positive benefit to the Kent community. It includes Codes of Practice on funding and resources, communication and engagement and volunteering, with commitments from the VCS, public sector and joint commitments.	✓	✓	✓	✓	✓
Partnership Strategy for Learning Disability in Kent 2012-2015	This is the main plan for people with learning disabilities in Kent, endorsed by the Kent Learning Disability Partnership Board. It aims to help Kent County Council and partners work together for a better future and more choice for people with learning disabilities in Kent. The strategy focuses on five key areas of life for a person with learning disabilities: citizenship, what you do, where you live, health and bold steps (partnership working and influence.) It also sets out how outcomes will be measured.	✓	✓	✓	✓	✓
Strategy for Children and Young People with Special Educational Needs and Disabilities (Draft)	Sets out KCC's vision to provide a well planned continuum of provision from birth to age 25 that meets the needs of children and young people with special educational needs and disabilities (SEND,) and their families. The overarching aim is to improve educational, health and other outcomes for all of Kent's children and young people with SEND. The strategy also sets out aims to integrate education, health and social care support, address gaps in provision and improve the quality of provision.	✓	✓	✓	✓	✓
Kent Integrated Adolescent Support Service (KIASS) vision leaflet	Sets out the KIASS vision for people aged 11-19 in Kent, which is that we want all young people to be valued, engaged and to realise their full potential. It explains the Integrated Adolescent Services Framework, how the KIASS model works in practice including the District Based Units. It articulates what success looks like from a young person's perspective.	✓	✓	✓	✓	✓
The Mandate to the National Commissioning Board (2013)	Sets out the objectives for the NHS and highlights the areas of health and care where the Government expects to see improvements. The Mandate is structured around five key areas: preventing people from dying prematurely, enhancing quality of life for people with long term conditions, helping people to recover from episodes of ill health or following injury, ensuring that people have a positive experience of care, treating and caring for people in a safe environment and protecting them from avoidable harm.	✓			✓	
Cultural Competence in Kent - Policy and Guidance (draft)	Guidance for anyone at Kent County Council who works with children in care. Gives quick tips to help staff and their partners understand the beliefs and cultural backgrounds of the people they serve, and treat them with dignity and respect, and how to gain a deeper understanding of some of the cultures, religions and beliefs represented within Kent's population.					
Right to Play - A Play Strategy for Kent	The Play Strategy sets out the county's vision for play and aims to be a catalyst for individuals, communities and organisations to review and improve play provision for children and young people. The purpose of this strategy is to encourage those in influential roles to develop co-ordinated services to support play for all children and young people in Kent.		✓	✓	✓	

Strategy/Policy/Plan	What is it?	Priority 1: Safeguarding and Protection	Priority 2: Early Help, Prevention & Early Intervention	Priority 3: Learning and Achievement	Priority 4: Community Ambition, Health & Wellbeing	Priority 5: Better Use of Resources
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Outcome 1: Keep all children and young people safe						
Kent Safeguarding and Children in Care Improvement Plan	This is Kent County Council's improvement plan to deliver a whole system approach to managing family pathways from early help to statutory intervention. The plan continues to focus on quality and sustainability whilst evidencing value for money on the investments made. It also functions as a transition document, integrating and embedding Improvement Programme actions into 'business as usual' practice. This will be subject to review.	✓	✓			✓
Kent Safeguarding Children Board Strategic Plan and Business Plan 2013-14	This sets out the Kent Safeguarding Children Board's vision and three strategic priorities that the Board will work in partnership to achieve. These are 1) positive outcomes for children and young people in Kent, including children in need and those in care, 2) holding partner agencies to account for their part in collectively improving safeguarding and 3) demonstrating a robust safeguarding partnership that can effectively undertake the work of Kent's Improvement Board.	✓				
Kent's Looked After Children Strategy	This strategy was developed by Kent County Council and partners and aims to improve services and outcomes for looked after children and care leavers through good corporate parenting from 2011-2014. It commits to a series of strategic objectives.	✓	✓	✓	✓	✓
Youth Justice Plan	This is KCC's Integrated Youth Services plan for 2012/13 - the plan is produced on an annual basis to meet statutory requirements. It sets out a series of key actions, projects and milestones for the service including supporting vulnerable children and young people, preventing offending and reducing reoffending.	✓	✓	✓	✓	✓
Community Safety Framework	The Framework describes the contribution by the wide range of services delivered by KCC that makes a tangible difference in preventing and deterring crime and that provides support to particularly vulnerable households in Kent. It sets out Kent's community safety priorities over the medium term (2012-2015).	✓	✓	✓	✓	✓
The Kent Police & Crime Plan April 2013 - March 2017	This sets out the Kent Police and Crime Commissioner's strategic vision and priorities for policing and community safety over a four-year period. It also sets out the objectives and targets against which the performance of Kent Police will be scrutinised, and priorities for working with partners.	✓		✓	✓	
Outcome 2: Promote the health & wellbeing of all children and young people						
Children's Joint Strategic Needs Assessment	The children's JSNA (2011) is a joint needs assessment between NHS Kent and Medway and KCC. It identifies issues within the local population which will require future investment and creates a policy context of why specific issues matter. It also identifies other issues necessary to advance improvements in the health and welfare of children and young people. It should inform strategies, plans and the commissioning of both the NHS and KCC. It should help Clinical Commissioning Groups in determining their priorities for local service development that supports children's health.	✓	✓	✓	✓	✓
Kent Joint Health and Wellbeing Strategy	The Kent Joint Health and Wellbeing Strategy sets out the overarching direction for the NHS, social care and public health services in Kent. It also describes our aspirations for health and what we can do together to improve health and reduce health inequalities for people in Kent. It was developed by the Shadow Kent Health and Wellbeing Board on behalf of all local authorities and NHS Clinical Commissioning Groups in Kent.	✓	✓		✓	✓

Strategy/Policy/Plan	What is it?	Priority 1: Safeguarding and Protection	Priority 2: Early Help, Prevention & Early Intervention	Priority 3: Learning and Achievement	Priority 4: Community Ambition, Health & Wellbeing	Priority 5: Better Use of Resources
NHS Outcomes Framework 2013-14	The NHS Outcomes Framework 2013 to 2014 was published alongside the NHS Commissioning Board Mandate on 12 November 2012. Along the same five domains, it sets out the outcomes and corresponding indicators that will be used to hold the NHS Commissioning Board to account for improvements in health outcomes, building on the previous two versions of the framework. The NHS Outcomes Framework sits alongside similar frameworks for public health and adult social care.	✓	✓		✓	
Everyone Counts: Planning for Patients 2013/14, NHS Commissioning Board	This planning guidance aims to help local clinicians deliver more responsive health services, focused on improving outcomes for patients, addressing local priorities and meeting the rights people have under the NHS Constitution. The guidance covers a clear set of outcomes against which to measure improvements and outlines five offers: moves toward seven-day a week working for routine NHS services; greater transparency and choice for patients; more patient participation; better data to support the drive to improve services, higher standards and safer care.	✓	✓		✓	✓
Mind the Gap: Building Bridges to Better Health for All - Kent's Health Inequalities Action Plan	This sets out a three year plan (2012-2015) for how KCC, health, Districts, the third Sector and other partners across Kent will work to reduce the gap in health status between our richest and poorest communities. It sets out a series of objectives across all areas of life, taking a holistic approach to tackling health inequalities.	✓	✓	✓	✓	✓
Live It Well	Live It Well is the strategy that looks to improve the mental health and wellbeing of people in Kent and Medway from 2010 to 2015. The strategy makes ten commitments, including reducing the number of people with common mental health problems and giving people more choice and more say over their care.		✓		✓	✓
Kent Alcohol Strategy	This is a three year partnership strategy (2010-2013) that is supported by local delivery plans and is overseen by the Kent Action on Alcohol Steering Group. It focuses on tackling the harms from alcohol misuse within our communities as a key priority for the health, social care and criminal justice agencies across Kent. It highlights the need to inform the public of the risks to health and society and change attitudes in a positive way. It sets out specific priorities for action for children and young people.		✓		✓	
Kent Hidden Harm Strategy	The three year partnership strategy (2010-2013) aims to address the harms caused by substance misusing parenting. The strategy has been developed and driven through multi-agency Hidden Harm Working Group which feeds into the Kent Safeguarding Children Board. Hidden Harm refers to children and young people whose particular needs are often overlooked where their parental substance misuse has serious negative effects on their childhood. These children and young people are often in need of protection and support to help them achieve their potential. The strategy promotes cooperation between relevant partners, to improve the wellbeing of children in the area, to ensure they are protected from harm.	✓	✓		✓	✓

Strategy/Policy/Plan	What is it?	Priority 1: Safeguarding and Protection	Priority 2: Early Help, Prevention & Early Intervention	Priority 3: Learning and Achievement	Priority 4: Community Ambition, Health & Wellbeing	Priority 5: Better Use of Resources
Kent Housing Strategy	The Kent and Medway Housing Strategy is a county-wide document that takes a new radical look at housing and how it is delivered. It is owned by the Kent Forum and is part of KCC's Regeneration Framework. It has been developed collaboratively between KCC, Kent Districts, Medway Council, Kent Partnership, Kent Economic Board, Kent Housing Group and other public and private sector organisations. It focuses on the principle of encouraging and supporting joint working to solve common problems to deliver the ambition to support people with a greater diversity of housing need to fulfil their potential and live a high quality life through the provision of excellent housing and support services.				✓	✓
Kent Supporting People Strategy	The five year strategy (2010-2015) sets out a framework to enable vulnerable people to maintain their housing situation, manage their finances, co-exist successfully in their community, acquire independent living skills, stay safe, liaise with other agencies, and access training, education and employment. It focuses on prevention and supporting vulnerable young people affected by issues such as homelessness, substance misuse, offending and domestic violence to remain independent through housing related and floating support.		✓		✓	✓
Outcome 3: Raise the educational achievement of all children and young people						
Bold Steps for Education	This is Kent County Council's vision for the future of education in the county to help improve the lives of thousands of children and young people from 2012-2015. It sets out aspirations for Kent to be the best place for children and young people to grow up, learn, develop and achieve. It contains a host of specific targets designed to improve the educational outcomes for Kent's young people.		✓	✓	✓	
14 to 24 Learning Employment and Skills Strategy 2013-2016	This is a county-wide partnership strategy jointly owned by the Employment, Learning and Skills Partnership Board. The strategy is designed to link the world of learning to the world of work more successfully, and to bring about more rapid transformation in young people's skills, qualifications and employability. It aims to achieve lower youth unemployment, put in place better systems for local employers and learning providers to work in partnership so that we secure the higher levels of skilled young people we need in the key growth sectors relevant to the Kent economy, and have every young person participating in high quality learning or training that is relevant to their needs, until the age of 18, with a good outcome.			✓	✓	✓
Kent School Improvement Strategy 2012-2013	This is Kent County Council's strategy for providing support and challenge to schools and educational settings to build on success of recent results and to ensure that 2013 sees fewer schools below the floor standard and that attainment and progress at all key stages continues to improve. It sets out the support that will be available for schools, including those expecting Ofsted inspections this year, support at district level, professional development and collaboration opportunities.			✓		✓

Strategy/Policy/Plan	What is it?	Priority 1: Safeguarding and Protection	Priority 2: Early Help, Prevention & Early Intervention	Priority 3: Learning and Achievement	Priority 4: Community Ambition, Health & Wellbeing	Priority 5: Better Use of Resources
Commissioning Plan for Education Provision - Kent 2012-2017	Sets out Kent County Council's future plans as strategic commissioner of education provision across all types and phases of education, in the context of the changing role of local authorities within the education sector. It describes what KCC is doing and will do to fulfil its statutory duties for education provision, sets out KCC's overarching principles for commissioning of education provision and discusses capital funding. It presents an analysis of needs and forward plan for education commissioning for each of the Kent districts and overall.			✓		✓
Involving the whole community: The Kent Approach to Literacy and Reading	This is Kent County Council's ten year strategy (2011-2021) to achieve its aspiration of 100% literacy in Kent. It identifies 15 priority groups including Looked after Children, young people not in education, employment or training (NEET) and children and young people excluded from school, and sets out the barriers to reading.		✓	✓	✓	
Outcome 4: Equip all young people to take a positive role in their community						
Unlocking Kent's Cultural Potential – A Cultural Strategy for Kent	The Cultural Strategy for Kent 2010 – 2015 is owned by Kent and Medway partners to promote a shared understanding of how the county's cultural offer can enhance the lives of people who live in Kent; to demonstrate how culture can be used to strengthen the individual, collective and economic wellbeing of the county. One of the core aims is to improve participation for all.			✓	✓	
Strategic Framework for Sport	The Strategic Framework for Sport 2009-2013 is produced by Kent County Council on behalf of the Kent and Medway Sports Board. It outlines the strategic priorities for sport and presents a common voice and vision for sport in Kent. It sets out how sport should play a positive and active role in enhancing community safety, health, community cohesion and positive community relations for young people, by bringing together the diverse communities of Kent.		✓		✓	✓

