



# Increasing Opportunities, Improving Outcomes:

Kent County Council's Strategic Statement 2015 – 2020

## Foreword:

*Kent County Council (KCC) is widely considered to be one of the strongest member-led councils in the country.*

Through documents such as 'The Next Five Years' 'Towards 2010' and 'Bold Steps for Kent' the elected members of the County Council have set out their ambitions for Kent and driven the strategic direction of the Council.

**'Increasing Opportunities, Improving Outcomes'** replaces 'Bold Steps for Kent' as the Strategic Statement for KCC.

It is a very different Strategic Statement from those that have gone before. It reflects the need for KCC to become a very different type of council over the next five years.

If we are to remain ambitious for Kent, committed to securing high-quality services for our residents and supporting choices for people to live independently in our local communities wherever possible, then KCC's role must change.

**Our focus will be on improving lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses.**

Who delivers services to improve outcomes will depend on who is best placed to achieve them from across the public, private and voluntary sector.

Our elected members need to make difficult commissioning decisions, as the council continues to face the financial challenge ahead with at least another five years of austerity and budget reductions. Being clear on the outcomes we want to achieve means that we can focus on the issues that really matter to our residents.

Our strategic statement articulates the vision and priorities of the council into a single set of outcomes

which will act as a beacon, guiding the work of our commissioners, partners and services in a time of increasing complexity and financial challenge.

It builds upon the transformation already being delivered through our Facing the Challenge programme to redesign and reshape our services around the principles of demand management, prevention and value for money.

Most importantly, our intention is to keep it as simple as possible to promote greater accountability and transparency.

This simplicity will drive accountability both within KCC, and of KCC, by our residents and our partners.

Most importantly, it provides the mandate for our commissioners and providers across the public, private and voluntary sectors to innovate and radically redesign what we do and how we do it, to meet these outcomes for Kent.



A handwritten signature in black ink, appearing to read 'Paul Carter', with a horizontal line underneath.

**Paul Carter**  
**Leader, Kent County Council**

## Introduction:

Over the past four years Kent County Council (KCC) has made £350m in savings whilst continuing to provide effective services for Kent's residents, businesses and communities.

Our finances will remain under significant pressure with a further £206m savings to deliver over the next three years alone, and additional savings likely to be required beyond the next three years.

Alongside the difficult financial challenge, the population is increasingly older, increasingly living with long-term health conditions. People have greater expectations about how to access services, and how services can be provided, which requires a radically different approach to how we deliver public services.

In order to face the scale of the challenges ahead, KCC needs to become a council that is increasingly leaner, more agile and adaptable to change.

We need more effective partnership working with the public, private and voluntary sector of Kent to reshape services to meet the changing needs of Kent residents, businesses and communities.

By being clear and ambitious on the outcomes we want to achieve for the people of Kent we will find the right provider, at the right quality, and right cost to meet people's needs.

We will remain accountable to the people of Kent and responsible for ensuring we achieve our vision, irrespective of whether those services are delivered by KCC, the public, private or voluntary sector.

### Why do we need a Strategic Statement?

**We want to be an outcome focused organisation. To do so we need a clear statement of the high-level outcomes that the County Council is seeking to achieve.**

This Strategic Statement links the vision and priorities of the council to a series of strategic and supporting outcomes that will drive the commissioning and service delivery across KCC.

This will help KCC, the public, our providers and partners to:

- Be clear about what KCC is seeking to achieve as an organisation
- Determine where KCC should focus our effort
- Drive the commissioning and design of KCC's in-house and externally commissioned services

Unlike previous strategic statements, it does not attempt to set out the detail of how these outcomes will be delivered. This will be achieved through the discipline of embedding outcomes in the strategic commissioning and strategic planning process of the council.

Putting the outcomes at the heart of everything we do will help Corporate Directors and commissioners plan, with elected members, residents, service users and providers, how to design and deliver innovative new services to improve outcomes.

## Our Vision:

**Our focus is on improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses.**

It is critical that public services do not inadvertently trap people in dependency or promote a dependency culture.

The services commissioned and provided by KCC, either by ourselves or jointly with our partners, should focus on helping individuals, families and communities to be resilient and support themselves wherever possible.

We will ensure people who are less resilient and will always need some support, can make informed choices so they are well supported, safe, socially included and treated with dignity and respect.

We will ensure that Kent's young people have access to the education, work and skills opportunities necessary to support Kent businesses to grow and be increasingly competitive in the national and international economy.

By supporting Kent businesses to drive economic growth and deliver new jobs across the whole of Kent, and ensuring the physical, social, cultural and environmental infrastructure is protected, we can make Kent an attractive county in which to invest, live and work.

## Our Outcomes:

### What is an outcome?

Outcomes are aspirational. They focus on the end result we want to achieve for the people of Kent.

We are committed to achieving our vision through three **strategic outcomes** which provide a simple and effective focus for everything we do that is recognised by members, our staff, partners and the wider public.

- **Children and young people in Kent get the best start in life**
- **Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life**
- **Older and vulnerable residents are safe and supported with choices to live independently**

Our strategic outcomes are underpinned by a series of **supporting outcomes**.

These outcomes drive a number of cross-cutting strategic **business plan priorities** for delivery.

To improve outcomes, we know we need to make changes to our **approach** and the way we work as an organisation.

The vision, strategic and supporting outcomes, business plan priorities and approach are set out in the diagram below:

**Diagram 1: Summary of Strategic Statement:**



## Our Strategic Business Plan Priorities:

Only through strong relationships between our service users, partners and providers can we deliver the outcomes we want to achieve within the resources that we have available. With fewer resources, it is important that we focus on the issues that really matter.

A number of cross-cutting strategic priorities have been identified by our Cabinet as areas of particular focus and improvement to help the council achieve its strategic and supporting outcomes.

They will be reflected in the council's **Directorate Business Plans**, so everyone in the council is clear on what they need to deliver and is focused on their contribution towards improving outcomes.

- Engage with central government and local planning authorities across Kent to **support Local Plans and the Growth & Infrastructure Plan to deliver well planned economic and housing growth, with the right physical and social infrastructure**. We will examine innovative funding solutions across the public and private sector to meet the challenge of funding infrastructure.
- **Building on Kent's Pioneer status** work with our NHS partners through the Kent Health and Wellbeing Board to **develop and rapidly deliver a shared vision for the integration and redesign of health and social care services across Kent**.
- We will focus on prevention through using our universal service offer (including schools, children's centres and health visitors) to **proactively identify vulnerable individuals and families at risk of needing intensive support**, and deliver intensive support to families in crisis to help turn their lives around as quickly as possible.
- Working across the public, private and voluntary sector, **agree a shared approach to developing the future health and social care workforce in Kent**, so we are all recruiting to a shared set of values, standards and skills underpinning good quality standards of care, and the health and social care sector is an attractive and rewarding career choice.
- Ensure **our social care teams and children's social services are linked to GP practices to deliver a better preventative model of care**, and more integrated health and social care services for residents.
- We must **ensure a zero tolerance approach to Child Sexual Exploitation (CSE) across Kent** and ensure the systems, procedures and intelligence across all agencies tackling CSE in Kent is joined up, effective and robust to pro-actively protect children and support victims.
- Working with all Kent businesses to **develop an innovative and independent sector based approach to vocational and technical careers advice** so Kent's young people have a clear understanding of the skills, opportunities and career path choices and options open to them post-16 that specific sectors of the Kent economy can provide.
- Ensure that KCC gets its fair share of national and local funding to ensure there are sufficient primary and secondary places of high quality, in the right locations, for all learners so **parents and young people have choice and access to good and outstanding schools and post 16 destinations** in their local community.
- Work with schools and teachers to identify and **support the professional development of the next generation of school leaders**, so that all schools in Kent can benefit from high quality leadership, and that we **continue to facilitate effective collaboration between local schools in Kent to continuously improve education standards** and pupil achievement.
- **Educate the wider Kent community on mental health and dementia** on how they can help and support individuals, families and carers in their

## Our Approach:

community to feel socially included, and **promote and enable the use of new technologies amongst the older and vulnerable** to better access services and support.

- Working with our partners across the public, private and voluntary sectors, **ensure that supported living accommodation** such as new extra care housing for older people and supported accommodation for vulnerable young people (such as care leavers) **is a critical part of the county's housing growth**.
- **Develop a longer-term commissioning view for public health** which sets out how we will tackle the social causes of health inequality and poor health outcomes by imaginatively commissioning and partnering across the public, private and voluntary sector service to ensure the biggest return on investment for improving physical and mental health outcomes.
- Ensure that our commissioners and service providers engage, involve and consult with our service users on a regular basis to understand whether our services are meeting their needs, how they can be improved, and **ensure that the service user voice influences our future commissioning decisions**.

To become an outcome focused organisation that can deliver our priorities, the way we work within KCC, and with our partners and providers, needs to change. Our approach will be to:

- **Promote personal and family responsibility:** The services we commission and provide must focus on promoting personal and family responsibility. Our aim is for individuals and families to be resilient and support themselves without the need for support from the council. Where support is needed, our services should be focused on pro-active interventions that allow individuals and families to become independent quickly, and not require long-term support from the council. For the most vulnerable in our communities, where long-term support is required, then our services should always enable people to live as independently as possible.
- **Focus on prevention and supporting independent living:** Prevention is always better than cure. KCC services, whether commissioned or provided in-house, should focus on prevention as the best way to support independent living, protect Kent's infrastructure and natural assets, and also protect the interests of the Kent taxpayer by avoiding the need for expensive service interventions once things have gone wrong.
- **Maximise social value from the services we commission:** KCC services have a social purpose and therefore KCC must become smarter at determining social value through the commissioning process, especially where the council is seeking to leverage social value through the commissioning of services from external providers (for example, in the form of requiring providers to take on apprentices).

- **Commission and design services with our partners:** KCC is one part of a much wider network of public service delivery across Kent, and if we are to meet the needs of our residents and communities within the resources available to Kent as a whole, then we must jointly commission, design and deliver services with our partners.
- **Maximise the value of the Kent tax pound:** It is vital that our services deliver value for money for the taxpayer. If the resources of the County Council can be used to deliver better outcomes and provide savings to the Kent taxpayer through our partners (e.g. NHS) rather than through KCC directly, then we should seek to do so.
- **Recognise that no one size fits all:** Kent is a socially and economically diverse county. Service delivery, commissioning and what constitutes success may be different and look different across parts of the county or for different groups of residents. One size fits all solutions are unlikely to be the most effective way to overcome the big challenges, and it is important that we tailor solutions to need.
- **Be a strong voice for Kent nationally and internationally:** We will be a strong voice for Kent ensuring the county receives its fair share of resources from central government and doesn't face a disproportionate hit in public spending reductions, as well as benefiting from devolution and maximising additional funding coming into the county.
- **Be business orientated and entrepreneurial:** By moving our back office services to new delivery arrangements which promote greater efficiency, increase commercial trading and generate new income, we can deliver quality back office services at the lowest possible cost and maximise the resources available for front line services.



## Delivering These Outcomes:

We need to ensure that the strategic and supporting outcomes drive the commissioning and service delivery of the authority, with a 'golden thread' running through our plans and strategies that directly links delivery to these outcomes.

We will ensure this through our strategic planning process by:

- Making this the 5 year strategic statement for KCC, agreed by County Council.
- Updating our **strategies and strategic plans** and our **transformation blueprints** to ensure they are aligned to the outcomes.
- Ensuring our **Medium Term Financial Plan (MTFP)** and annual budget setting process sets out the resources available to support the delivery of these outcomes.
- Continue to develop annual **Directorate Business Plans** which set how the services each KCC directorate commissions and provides support the delivery of these outcomes and priorities.
- **Service level commissioning and business plans** setting out how individual KCC services, whether provided in-house or externally, will contribute to the delivery of these outcomes.

### Links to National Outcomes Frameworks and KCC Transformation

Our outcomes do not sit in isolation. The outcomes in this strategic statement are aligned to the national priorities which the council is committed to supporting, including:

- National Adult Social Care Outcomes Framework
- National Children's Outcomes Framework
- National Public Health Outcomes Framework

There is a significant amount of ongoing change and activity within KCC through the Facing the Challenge programme. Our aim is not to cut across or layer significant new activity or programmes on top of the existing and extensive transformation already being delivered.

Instead, this strategic statement brings together the broad range of outcomes that have already been identified across KCC services for local communities and client groups, within a single document.

Our outcomes are reflective of the council's existing strategies and service transformation blueprints (which set out how we are transforming our services under the Facing the Challenge programme), including:

- Joint Health and Wellbeing Strategy
- Kent and Medway Draft Growth Strategy
- Social Care Accommodation Strategy
- Kent Pioneer Programme and Better Care Fund Plan
- Child Poverty Strategy
- 0-25 Transformation Blueprint
- Growth, Environment and Transport Transformation Blueprint
- Adults Transformation Blueprint
- Preventative Services Prospectus

Where necessary, we will update these strategies and plans to ensure alignment to the outcomes.

## Measuring and Reporting Our Progress:

**Having defined the outcomes and priorities we want to achieve, it is important that we measure our progress, to ensure we are on track to deliver our vision.**

Moving to an outcomes based approach will require us to have a stronger focus on evaluation, alongside performance and contract management.

We will use a broad evidence base when we report our progress, so we can evaluate and evidence the impact we are making.

Reporting progress against the supporting outcomes will focus on the overall direction of travel for the county, balanced against the resources expended and the impact achieved.

**All the elements set out in the diagram on the next page will contribute to a more rounded narrative about the progress we are making against the strategic statement towards improving outcomes.**

As we developed this strategic statement, we engaged staff, providers, partners and residents to help test our outcomes. They told us it was important that they continue to have an opportunity to give their views so they can hold us to account for delivery.

Therefore we will also develop resident, partner and provider surveys to help us continue to gauge the effectiveness of our approach as a commissioner, partner and client, so we can listen and respond to their feedback, and use this to improve the way we work.

A benchmarking exercise will be undertaken to provide an evidence base of current progress against the outcomes.

We will deliver an annual report on our progress to County Council.

## Our Annual Report on Progress:



<p><b>Outcomes Measures</b></p>	<p>We will base our annual report on the outcome measures identified in this statement, but where other performance or financial measures impact on our outcomes, we will include that information</p>
<p><b>Contextual Information</b></p>	<p>We will draw on reports from inspectors and regulators, surveys by other national and local organisations, and evaluations of our own services and programmes to set our progress in the wider context</p>
<p><b>Residents, Provider &amp; Partner Surveys</b></p>	<p>We will regularly survey our residents, service providers and partners across the public, private and voluntary sectors to understand what we are doing well and what we could do better</p>

## How we will track our progress:

**We will track our direction of travel by developing a basket of measures linked to each of the Supporting Outcomes. Using a range of measures will provide a more rounded view of the progress we are making.**

However, we do not want to create additional reporting burdens so we have selected measures which are readily available and monitored regularly, so where possible we can compare our progress within Kent, against our Statistical Neighbours, the South East and Nationally.

The suggested measures will form an important part of tracking our progress, but we know that they sometimes tell only part of the story. We know that improving outcomes is influenced by a range of factors, not just the efforts of a single service provider.

In considering KCC's impact on these outcomes, it will be necessary to consider the measures that KCC can influence directly, as well as those that are relevant to the outcomes but may not be directly controllable by KCC services or commissioning.

**We will regularly review this to ensure we develop the most relevant and appropriate measures, so we can take the opportunity to identify new measures if required.**

**Table 1: Children and young people in Kent get the best start in life**

Supporting Outcome	The suggested measures that we will develop to monitor progress
Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people	<ul style="list-style-type: none"> <li>• Reduce infant mortality</li> <li>• Reduce child road accident casualties</li> <li>• Reduce child poverty (develop a basket of measures)</li> <li>• Reduce hospital admissions for 0 to 14 year olds by unintentional and deliberate injuries</li> </ul>
We keep vulnerable families out of crisis and more children and young people out of KCC care	<ul style="list-style-type: none"> <li>• Substantially reduce the number of children in care</li> <li>• Increase the percentage of Team Around the Family (TAF) cases closed with outcomes achieved</li> <li>• Reduce referrals to children's social services</li> <li>• Reduce re-referrals to children's social services within 12 months</li> </ul>
The attainment gap between disadvantaged young people and their peers continues to close	<ul style="list-style-type: none"> <li>• Reduce attainment gaps for children with Free Schools Meals (FSM) at Key Stage 2 and Key Stage 4</li> <li>• Reduce attainment gaps for children in care at Key Stage 2 and Key Stage 4</li> <li>• Reduce attainment gaps for children in need at Key Stage 2 and Key Stage 4</li> </ul>
All children, irrespective of background, are ready for school at age 5	<ul style="list-style-type: none"> <li>• Increase the percentage of children with good level of development at Foundation Stage Profile (FSP)</li> <li>• Reduce achievement gaps at Foundation Stage Profile (FSP) for children with Free School Meals</li> <li>• Increase early years settings with good or outstanding Ofsted inspections</li> </ul>
Children and young people have better physical and mental health	<ul style="list-style-type: none"> <li>• Increase percentage of children with healthy weight</li> <li>• Reduce emergency hospital admissions for 0 to 17 year olds</li> <li>• Reduce average waiting time for routine assessment from referral to Child &amp; Adolescent Mental Health Services (CAMHS)</li> <li>• Improve access to specialist treatment for mental health for children and young people</li> </ul>
All children and young people are engaged, thrive and achieve their potential through academic and vocational education	<ul style="list-style-type: none"> <li>• Increase the percentage of pupils achieving level 4 and above at Key Stage 2 in reading, writing and maths</li> <li>• Increase the percentage of pupils achieving 5+ A* to C GCSE including English and Maths</li> <li>• Reduce the percentage of schools below government floor targets</li> <li>• Reduce number of schools in the 'inadequate' and 'requires improvement' Ofsted category</li> <li>• Increase apprenticeships age 16 to 18 year olds</li> <li>• Increase number of young people age 16 to 19 year olds with Qualification and Credit Framework awards (vocational training)</li> </ul>
Kent young people are confident and ambitious with choices and access to work, education and training opportunities	<ul style="list-style-type: none"> <li>• Increase apprenticeships for 18 to 24 year olds</li> <li>• Decrease the proportion of all Job Seekers Allowance claimants who are aged 18 to 24 year olds</li> <li>• Increase young people with level 3 qualification at age 19</li> <li>• Reduce inequality gaps at age 19 for level 3 qualification</li> <li>• Reduce young people not in education, employment or training age 16-18 (NEETs)</li> <li>• Increase percentage of young people aged 16 and 17 with September Guarantee met</li> <li>• Reduce first time entrants to the youth justice system</li> </ul>

**Table 2: Kent communities feel the benefit of economic growth by being in-work, healthy and enjoying a good quality of life**

Supporting Outcome	The suggested measures that we will develop to monitor progress
Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing	<ul style="list-style-type: none"> <li>• Reduce age standardised mortality for preventative causes for age 75 and under</li> <li>• Increase NHS health checks completed</li> <li>• Increase percentage of people quitting smoking</li> <li>• Increase percentage of physically active adults</li> </ul>
Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure	<ul style="list-style-type: none"> <li>• Increase business confidence</li> <li>• Reduce businesses who report skills shortages (develop a survey)</li> <li>• Increase percentage of working age people with level 3 qualifications</li> <li>• Increase percentage of working age people with level 4 qualifications</li> <li>• Increase working age people with vocational qualifications</li> <li>• Reduce number of broadband 'not spots'</li> </ul>
All Kent's communities benefit from economic growth and lower levels of deprivation	<ul style="list-style-type: none"> <li>• Increase employment rate</li> <li>• Reduce claimant count</li> <li>• Reduce out of work benefit counts</li> <li>• Increase business start-up rate</li> <li>• Increase gross median wage levels</li> </ul>
Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities	<ul style="list-style-type: none"> <li>• Increase in residents who enjoy good quality of life (by resident survey)</li> <li>• Increase in residents satisfied with social, cultural and sporting opportunities in the county (by resident survey)</li> <li>• Increase in self-reported well being</li> </ul>
We support well planned housing growth so Kent residents can live in the home of their choice	<ul style="list-style-type: none"> <li>• Increase in housing completions</li> <li>• Improve housing affordability index (rental and ownership)</li> <li>• Increase number of extra care housing units</li> <li>• Increase in residents satisfaction with community facilities and amenities in new housing developments (develop basket of measures, including survey)</li> </ul>
Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors	<ul style="list-style-type: none"> <li>• Increase in residents who feel the environment is protected (by resident survey)</li> <li>• Increase housing development of previously used land</li> </ul>

**Table 3: Older and vulnerable residents are safe and supported with choices to live independently**

Supporting Outcome	The suggested measures that we will develop to monitor progress
Those with long-term conditions are supported to manage their conditions through access to good quality care and support	<ul style="list-style-type: none"> <li>• Increase proportion of adult (aged 18 to 64) social care clients with community services</li> <li>• Reduce residential and nursing care admissions (aged 18 to 64)</li> <li>• Reduce gap in the employment rate between those with a long term health condition and the overall employment rate</li> <li>• Reduce gap in the employment rate between those with a learning disability and the overall employment rate</li> </ul>
People with mental health issues and dementia are assessed and treated earlier and are supported to live well	<ul style="list-style-type: none"> <li>• Increase in mental health service users who feel that they have seen mental health services often enough for their needs in the last 12 months (CQC annual survey)</li> <li>• Increase reported number of patients diagnosed with Dementia on GP registers as a percentage of estimated prevalence</li> <li>• Increase percentage of people waiting less than 4 weeks to access Memory Assessment Services</li> </ul>
Families and carers of vulnerable and older people have access to the advice, information and support they need	<ul style="list-style-type: none"> <li>• Increase the percentage of adult social care users and carers who find it easy to find information about support (by survey)</li> </ul>
Older and vulnerable residents feel socially included	<ul style="list-style-type: none"> <li>• Increase the percentage of adult social care users who have as much social contact as they would like (by survey)</li> </ul>
More people receive quality care at home avoiding unnecessary admissions to hospital and care homes	<ul style="list-style-type: none"> <li>• Increase proportion of older people (aged 65+) social care clients with community services</li> <li>• Reduce emergency hospital admissions for over 75s</li> <li>• Reduce residential and nursing care admissions (aged 65+)</li> </ul>
The health and social care system works together to deliver high quality community services	<ul style="list-style-type: none"> <li>• Increase in adult social users extremely or very satisfied with their care and support (by survey)</li> <li>• Increase in adult social care users whose service has made them feel safe (by survey)</li> <li>• Reduce delayed transfer of care</li> </ul>
Residents have greater choice and control over the health and social care services they receive	<ul style="list-style-type: none"> <li>• Increase the percentage of adult social care users who feel they have adequate or better control over daily life (by survey)</li> <li>• Increase social care users with self-directed support</li> </ul>

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This publication is available in other formats  
and can be explained in a range of languages

