

From: Roger Gough – Cabinet Member for Education and Health Reform
Peter Oakford – Cabinet Member for Children’s Services
Mike Hill – Cabinet Member for Community Services
Patrick Leeson – Corporate Director for Education and Young People's Services

To: Education and Young People’s Services Cabinet Committee –
21 January 2016

Subject: Early Help and Preventative Services: Strategy and Three Year Plan
2015-2018

Classification: Unrestricted

Electoral Division: All

Summary:

This report sets out the progress achieved to date with Early Help and Preventative Services and the key targets and priorities for future development, as set out in the Strategy and Three year Plan.

In the past year Early Help and Preventative Services (EHPS) have undergone a significant re-structure and have implemented the 0-25 transformation programme, supported by Newton Europe, across all areas. The service is now delivered in integrated teams in all districts, with casework managed through newly established Early Help Units. There is close working with schools and alignment of all systems and processes with Specialist Children’s Services.

Significant improvements have already been seen to case throughput and effectiveness, securing improved outcomes for children, young people and families. Performance is monitored and managed using an outcome tracker system for all cases and the EHPS monthly scorecard includes data for all performance measures. All work within EHPS is underpinned by a new Quality Assurance Framework, with a clear cycle for audit, evaluation and feedback.

The EHPS Strategy and Three Year Plan (attached) provides the vision, ways of working and direction of travel for Kent’s Early Help and Preventative Services for 2015-18.

Recommendation: The Committee is asked to note the progress to date and endorse the priorities and performance targets set out the Early Help and Preventative Services Strategy and Three Year Plan 2015-18.

1. Introduction Early Help and Preventative Services (EHPS)

1.1 The new service was launched in 2014, to ensure effective Early Help practice and is designed to ensure the highest quality service delivery and improved outcomes

for children, young people and families. A key element to providing effective Early Help and Preventative Services is the consistent use across the children's workforce of procedures and processes to identify and address the risks and needs of vulnerable children, young people and their families and reduce the demand for social care services.

- 1.2 The restructure of EHPS is complete. The implementation of the 0-25 transformation has rolled out across all four geographical areas, which has delivered new ways of working and a more integrated approach to service delivery in all districts.
- 1.3 In the last year, EHPS has focused on redefining and clarifying its strategy and shared values and implementing new structures and systems that allow the division to achieve its outcomes over the next three years. Significant progress was made in 2014-15.
- 1.4 The new EHPS structure and ways of working have already made a significant difference:
 - By targeting drift, case durations are 49% shorter
 - 500 more families have had outcomes achieved, with an increasing percentage of cases closed with outcomes achieved (now up to 82%)
 - 65% more families are supported per FTE worker
 - By introducing the Early Help Unit model with a focus on outcomes and productivity, 300 more children now have a successful early intervention each year whilst case throughput is up 38%
 - A reducing rate of referrals to SCS
 - District step-down panels are in place to support safe and efficient transfer of cases from Specialist Children's Services to EHPS
 - Early Help Unit meetings are established to enable review, support and challenge of open cases on a weekly basis.

2. Recording and Reporting

- 2.1. The LiquidLogic Early Help Module (EHM) (implemented autumn 2015) provides a case management system with associated workflows and casenotes functionality. This system shares a database with Specialist Children's Services' Liberi system and enables safe evidence-based step-downs and step-ups of cases between the two services.
- 2.2 An additional facility is being developed in the Early Help Module by LiquidLogic to manage the data and tracking requirements of the Troubled Families programme.
- 2.3 The outcome tracker used to monitor the throughput of cases and the effectiveness of Early Help casework is firmly embedded in all areas of the county. The tracker is welcomed by staff and managers as a useful tool to enhance their work. They are finding the clarity of information assists in the planning and oversight of work to ensure casework is focused and ensures outcomes are achieved for children and families. The outcome tracker populates a comprehensive dashboard of all Early Help casework across the county and can

be populated from county level through to district, Early Help unit and practitioner level. An example of the outcome tracker is included in the appendix 1.

- 2.4 A new performance scorecard was launched in March 2015 for EHPS. This has now been reviewed to ensure it meets the longer-term needs of the whole EHPS division and is fully aligned with the 0-25 transformation work that has been implemented. The latest available EHPS scorecard is included in the appendix 2.
- 2.5 Performance is reported to EHPS Divisional Management Team, Education and Young People's Services Directorate Management Team, 0-25 Portfolio Board, Kent Integrated Children's Services Board, Children's Services Improvement Panel, and this Cabinet Committee.

3. Quality Assurance

- 3.1 The EHPS Quality Assurance Framework (QAF) has now been launched and includes a range of performance, audit and evaluation tools, as well as a focus on feedback from children, young people and families, feedback from cross-directorate peers, key stakeholders, together with staff feedback and assessment of their competence, skills and motivation. A multi-agency audit programme will evidence good practice and support workforce development. This will follow a clear cycle and will ensure feedback to staff from the audit outcomes and continuous improvement to EHPS processes and service delivery. The Quality Assurance Framework is included in the appendix 3.
- 3.2 Areas for continued improvement and development have been identified through the existing audit programme, including completion of notifications, effective outcomes-focused action planning and evidencing the voice of the child or young person and family. Actions are planned to address these issues through workforce development to build confidence and enhanced skills and knowledge to improve the quality, efficiency and timeliness of the process.
- 3.3 The Early Help Quality Assurance Framework includes a key focus on listening to the voice of the child and family, and ensuring follow-up with families following case closure to gather their views and assess whether change has been sustained and its impact. The voice of the child and family is vital to the success of Early Help processes with the following quotes received:

"...X has been a constant support and has really gone above and beyond the 'call of duty'. Her understanding of what we needed and required has vastly improved our lives in all areas...without X we, as a family, would not be in such a good position to start the new chapter of Y's life..." (Parent)

"Allowed me to take a step back and look at my family life with or without me in it to see the difficulties I have caused and to see that I can change" (Young person)

4. Progress in 2014-15

- 4.1 In the last year, Early Help and Preventative Services has focused on redefining and clarifying its strategy and shared values and implementing the structures and systems that will allow the division to achieve its outcomes over the next three years.

4.2 During the past year we have:

- **Developed a clear brand for Early Help and Preventative Services.** Early Help and Preventative Services brought together a range of disparate services, some of which had been developed in isolation, from different directorates.
- **Implemented a new integrated structure that is more closely aligned to our partners in schools and Specialist Children's Services, better reflects the needs of children, young people and families and is more cost effective.** During the past year all staff were involved in a consultation that led to a restructure that simplified and rationalised job titles, descriptions and roles and moved to a District based, whole family approach with integrated support from specialist teams. The Troubled Families programme became part of the service and achieved their Phase 1 target of turning around 2,560 families. The new structure has resulted in better use of resources coupled with joint planning and delivery, and achieved efficiency savings of £7.1 million.
- **Established Triage, a single front door for referrals related to families requiring Early Help support.** Triage was co-located with the SCS Central Duty Team in June 2015 to improve joint working with Specialist Children's Services, to ensure a 'no wrong door' approach and to contribute to our goal of ensuring the consistent application of safeguarding thresholds and service allocation across the county. Early Help notifications are received and assessed by Triage.
- **Clarified the procedures, processes and routines that we use to access and deliver services to improve integrated working and enable both staff and partners to understand how they work together.** Effective service integration requires staff to understand not only their own role but also how it links with others', both in and outside the service. Service pathways and standards have been agreed and published. The **Kent Family Support Framework** embeds an outcome focused cycle of effective practice from early identification of a problem and notification to Early Help and Preventative Services through to assessment, planning and review. The Signs of Safety approach has been adopted jointly with Specialist Children's Services to ensure that there is a consistent language around safeguarding and family practice approaches. There are clear boundaries, but also agreed overlap, between Early Help Unit and open access work which is coordinated through fortnightly District meetings that are also attended by PRU, Inclusion and Attendance and Safer Young Kent staff.
- We have ensured **safe 'Step Down' processes from Specialist Children's Services** to Early Help Units. Jointly agreed procedures and processes are in place and improved arrangements have resulted in increasing proportions of the cases closed to SCS are stepped down to EHPS (currently 27%). Weekly step down panels are established throughout the county and there is sustained commitment across SCS and EHPS to these panels to discuss complex cases and monitor the outcomes for step down cases. The chart below demonstrates the impact that working together in the West of the County has had on reducing demand in Specialist Children's Services.

- **Ensured the transition to a data-informed service with continuous improvement embedded in the way it operates.** A separate Information and Intelligence Unit has been established with the function of gathering data and supporting operational staff to achieve improved outcomes and to drive advances in efficiency and effectiveness. A casework tracker tool has been developed which allows the service to have greater visibility of workloads and progress towards achieving outcomes in casework. Key performance measures are now reviewed regularly at District, area and divisional level meetings and used to inform service developments.
- We have conducted a series of **practice reviews of Children's Centres**, the results of which are shaping our planning to continue the improvement journey for centres in Kent and to ensure greater consistency across Districts. The Ofsted Inspection of Maidstone Children's Centres conducted in June 2015 achieved a judgement in all categories of Good. This is a significant achievement by managers and staff in improving standards from an Ofsted judgement of Inadequate in June 2014 to Good in June 2015. The inspection found that "Significant progress has been made since the last inspection to improve the quality and range of services provided for families" and that "Leaders and managers, and those responsible for governance, have thoroughly reviewed the organisation of the centres and the management structure. As a result, services have a consistently positive impact on families who access the centres, and highly effective working arrangements with other services and organisations within the Maidstone area mean families receive professional help quickly (from) Centre leaders and staff (who) are highly motivated and dedicated to their role".

Intensive Casework in Early Help Units

4.3 The Early Help Units (EHU) are in place to deliver intensive support for children, young people and families. They promote working together in small teams with high levels of responsibility and autonomy, to promote a culture of challenge and respect with an opportunity to learn from what went well, and what did not.

4.4 The Units undertake casework with a range of families requiring early help support. These cases will include out of court disposals, step-downs from SCS or prevention of the need for statutory social care intervention, children and young people experiencing attendance or behaviour difficulties at school or older young people who are NEET. The EHU work closely with open access services to ensure an integrated approach.

- 82% of cases are now closed with positive outcomes, based on cases closed under the Kent Family Support Framework.
- 22% of cases closed in SCS were stepped down to EHPS, an increase on the previous year's figure of 18%. This was due to an increased focus in this area due to the 0-25 transformation programme, which is rolling out fully in 2015-16 so should ensure further increases.

- The percentage of re-referrals to SCS within 12 months of a previous referral was 28.5%, above the target level of 25%. The roll out of the 0-25 transformation in both SCS and EHPS should bring this figure down in 2015-16.

Working with Commissioned Services

- 4.5 Both the EHU and open access services will have a critical link with commissioned services in order to ensure an appropriate district, multi-agency response to need. Ongoing monitoring and evaluation will take place to ensure that KCC and commissioned services are appropriately meeting the needs those children, young people and families in need of early help services.
- 4.6 Emotional Health and Wellbeing, Family Support and Parenting and Young Carers Service and Youth have been identified as the key areas of work for commissioned services. It is these collective priorities that will provide the platform for the commissioning of new services that will work alongside the Early Help Units and Universal Services to bring the best possible outcome for Kent's children and young people.

Working with Specialist Children's Services

Safeguarding

- 4.7 EHPS are continuing to work in close partnership with SCS to develop a robust process for the safe passing of responsibility and tracking of step-up, step-down and step-across referral pathway for children and young people at different interfaces of the safeguarding threshold. As part of the transformation implementation 100% of staff have received training. This piece of work was informally commended by an Ofsted inspector at a recent training event and has been embraced by both EHPS and SCS to help ensure robust transfer of cases across thresholds.

Child Sexual Exploitation (CSE)

- 4.8 Work has been taking place through team meetings and training to ensure that the workforce is fully aware of CSE and that staff understand their roles and responsibilities in relation to keeping children and young people safe from sexual exploitation and know how to respond appropriately when sexual exploitation is suspected.

Working with Health

- 4.9 Work has taken place with Public Health to agree detailed specifications around how Early Help services work to promote and improve health outcomes for children and young people. Further work is planned with Public Health to ensure an integrated approach to health issues across the service, from the 0-5 population serviced by Children's Centres to those requiring adolescent mental health services from CAMHS.

Emotional Health and Wellbeing

- 4.10 EHPS are currently leading on a wide-ranging review of Kent's emotional health and wellbeing pathway, including interventions and support networks to improve the resilience and emotional wellbeing of children and young people.

Children's Centres

- 4.11 Children's Centres continue to provide their core offer, as required by Ofsted, which is to improve outcomes for young children and their families, with a particular focus on those in greatest need. They work to make sure all children are properly prepared for school, regardless of background or family circumstances. They also offer support to parents. Public Health are a critical partner for Children's Centres.
- 80% of children under 5 living in the 30% most deprived LSOAs are registered with a Children's Centre, which is appropriately high, though only 47% are currently attending, which should be higher, and will be an area of focus moving forward as it should be at least 65%.
 - 75% of children under 5 with Current Social Services involvement are known to a Children's Centre. This shows the close working relationship between EHPS and SCS, and Children's Centres are using monthly lists to work with SCS and families to ensure this figure continues to rise.

Ofsted Outcomes

- 4.12 Children's Centres are subject to Ofsted inspection and must operate in line with the Ofsted framework, with a key focus on:
- Access to services by young children and their families
 - The quality and impact of practice and services
 - The effectiveness of leadership, governance and management
- 4.13 72% of Children's Centres were judged to be good or outstanding by Ofsted, above the national figure of 67%. These figures combine inspection results under the old and new framework.
- 4.14 Over the past year we have commissioned an ex-senior HMI from Ofsted and her colleague to undertake a series of reviews of the Children Centres. These have now taken place in 6 districts and the work has been invaluable in identifying both strengths as well as areas for development. In June an Ofsted Inspection of Maidstone Children Centres concluded the following; *'Since the last inspection, the local authority has taken concerted action in addressing the identified areas for improvement. Stringent performance monitoring arrangements have been introduced, with enhanced levels of staff development, and this has resulted in significantly improved practice'*.

Free for Two (FF2)

- 4.15 Children Centres play a key role in identifying and supporting eligible families take up their entitlement of a free early years childcare place for their two year olds. The take up nationally is 58% and in Kent the latest figure is 68%, having risen from 40% in September 2014. This does mean that a significant number of eligible disadvantaged 2 year olds are still not benefitting from the learning and development opportunities available in good quality childcare settings. We expect this to improve to at least 75% by summer 2016. At the same time 91% of those 2 year olds that are participating, are in good or outstanding provision.

Open Access – Youth Hubs and the Youth Offer

- 4.16 Youth Work enables young people to develop holistically, working with them to facilitate their personal, social and educational development, to enable them to develop their voice, influence and place in society and to reach their full potential.
- 4.17 An important element of the new Early Help and Preventative Services model is the establishment of twelve Youth Hubs, located across all districts in Kent:
North – Dartford, Gravesend, Swanley
East – Sittingbourne, Whitstable, Margate
South – Deal, Folkestone, Ashford
West – Tonbridge, Maidstone, Tunbridge Wells (opening in February 2016)
- 4.18 These Hubs are the focus of service delivery to adolescents, managed by newly appointed Youth Hub Delivery Managers. They provide a comprehensive programme of open access activities for all young people, and also play a vital role in delivering a range of more targeted support to identified young people, working very closely with the Early Help Units in their district (many of which are located in Youth Hubs across the county). A wider collaboration with other partner agencies, commissioned providers and local district/borough councils will be central to the success of the Youth Hubs within the Early Help offer to young people.

NEET

- 4.19 The percentage of the 16-18 cohort that were NEET at the end of January 2015 (the agreed outturn point for the year due to stability) was 5.2%. This was above the target of 4%, and above the national figure of 4.7%. The latest NEET Figure, December 2015, is 4.89% compared to a national figure of 4.8%.
- 4.20 EHPS support young people identified as NEET, via the services delivered by:
- Early Help Units
 - Open Access: Youth Hubs and Children's Centres
 - Street Based Youth Work
 - Kent Youth Offending Teams
 - Troubled Families
 - Commissioned Services

- 4.21 Early Help workers have been trained to ensure they are confident in working with adolescents and have a thorough understanding of the NEET and Participation agendas, and are able to deliver information, advice and signposting including developing strong area links with the Participation and Progression Officers in Skills and Employability.

Outdoor Education

- 4.22 EYPS maintains an extensive range of Outdoor Education Centres, offering a breadth of experience and challenge to children and young people in a residential setting. The Swattenden Centre near Cranbrook and Bewl Water Outdoor Centre near Lamberhurst provide extensive land and water-based activities, whilst the Glyn Padarn Centre in North Wales delivers a tougher challenge against the backdrop of the Snowdonia National Park. Levels of usage across all centres have increased by 5% over the past year, with Kent's primary and secondary schools (including academies) remaining major customers.

Duke of Edinburgh's Award

- 4.23 Kent County Council holds one of the largest Duke of Edinburgh's Award Operating Licences in the UK, supporting more than 120 registered centres (schools and youth projects) and more than 1000 adults – the vast majority of whom are volunteers - across the county in 2014/15. The past twelve months has been a record year for the Award in Kent; with 5066 young people taking up the DofE challenge for the first time, and 2502 completing an Award at Bronze, Silver or Gold. The achievement of 185 Gold Awards in the year was another record for Kent, and included three young employees from the County Council, who joined their Gold Award peers at Gold Award Presentations held at St James's Palace in London during the year.

Troubled Families

- 4.24 The Kent Troubled Families Programme has been successful in enabling families with multiple problems in turning their lives around. In the last year 2000 families were turned around achieving 100% of the target number of families over the life of the programme. This means adults have been helped to access work or training, and offending and anti-social behaviour has reduced and children's attendance at schools has improved, with fewer exclusions. Of the 2,560 families turned around, 2,172 were for improvements in education, crime, and anti-social behaviour and 388 were for at least one family member returning to work.
- 4.25 The Kent Troubled Families programme began a five year Extended Phase in January 2015. Phase 2 of the programme extends the criteria to include:
- Crime and anti-social behaviour
 - Education

- Children in need
- Out of work or at risk of financial exclusion
- Domestic abuse
- Health

4.26 Families must all have an assessment plan which requires the worker to assess the families against all of these criteria. The family will be 'turned around' when all the criteria have significantly improved for a sustained period. The programme now requires Kent to turn around 8,960 families over the five years of the programme. However, in order to achieve this target the programme will have to identify substantially more than 8,960 families. All families known to EHPS will be assessed against these six criteria.

Youth Justice

4.27 Youth Justice is now embedded across the work of EHPS. The central Youth Justice service focuses on court disposals, and the EHU focus on out of court disposals. However, a core principle of EHPS is that children and young people should have stability of case worker wherever possible as a high-quality relationship supports positive outcomes.

4.28 In 2014-15 the number of first time entrants into the Youth Justice system fell to 614, which meant that the target of 628 was achieved. This compares with 709 in 2013-14 and 1121 in 2011-12. The number of remands to youth detention accommodation increased slightly to 44 from 40 in the previous year however compares favourably with 68 in 2011-12. The engagement of statutory school age young offenders in full time education is now 76.6%, compared with 72.4% in 2012-13. This is slightly below the target for 2015 which was 83%. However, the percentage of young offenders post statutory school age in full time EET is only 50.9%, which is significantly lower than the target of 80%. The EHPS plan around NEET re-engagement and support covers the Youth Justice cohort so this figure should rise going forward.

4.29 In 2014-15 95.7% of all young people aged 16 and 17 years leaving custody moved into suitable accommodation for their needs, this compares very favourably with 86.8% in 2011-12. In the remaining areas the performance for the number of custodial sentences in 2014-15 was 4.7%% of all court disposals, against a target of 3.5%. The target of 90% for suitable accommodation of 16-17 year olds on community based interventions was exceeded achieving 93.8% against 88.8% in 2013-14, this represents a significant improvement when compared with 2011-12 at 81.4%.

Prevent Strategy

4.30 KCC is responding to the growing threat of radicalisation and violent extremism by being fully engaged with the statutory requirements under the Counter Terrorism and Security Act 2015 Prevent duty, ensuring schools are aware of their safeguarding responsibilities and the use of the Channel referral process for assessing and managing risk. Staff in EYPS have an important part to play in raising awareness and in working with vulnerable groups who may be at risk of radicalisation and or violent extremism.

PRU, Inclusion and Attendance

- 4.31 The latest data on attendance is not for a full school year. Available early data which combines autumn 2014 and spring 2015 figures indicates a persistent absence figure for primary schools of 2.8%, up from 2.3% last academic year. The available figure for secondary schools is 6.1%, down from 6.2% last academic year. National persistent absence figures for 2013-14 were 2.1% for primary and 5.2% for secondary, showing that Kent has higher rates of absence than national.
- 4.32 The DfE changed the definition of persistent absence to 10% from 15% from September 2016. This has a significant impact on persistent absence reporting. The combined autumn and spring figures for 2014-15 increase from 2.8% to 8.5% for primary schools using the new threshold, and from 6.1% to 14.0% for secondary schools. National figures are not yet available for this new threshold and Kent is setting targets for the 10% threshold.
- 4.33 There were 1693 fixed term and 47 permanent exclusions in the Primary phase. This compares to figures for the end of the previous academic year of 1604 and 26, resulting in a slight increase in fixed term exclusions and a significant increase in permanent exclusions. Further work is taking place to understand and address this increase in the primary phase, which has not been mirrored in the secondary phase.
- 4.34 There were 9030 fixed term and 58 permanent exclusions in the Secondary phase. This compares to figures for the end of the previous academic year of 8912 and 61, which shows slight increase in fixed term exclusions but a slight reduction in permanent exclusions.

Early Help Triage

- 4.34 Triage is the front door and a vital pathway into Early Help support, and ensures safeguarding risks and family needs are considered within 2 working days of receipt of an Early Help notification. Missing Children and e-YOT notifications are actioned the day they are received from the Police. This is in order to support the safe, quick and appropriate allocation of cases by the districts into targeted support, open-access support or commissioned services. Practitioners can contact the Triage team for advice and guidance on any aspect of the Early Help Process. The team is co-located with SCS' Central Duty Team to form part of the County Referral Unit.

5. Future Developments in the Strategy and Three year Plan 2015-18

- 5.1 All service delivery and development within EHPS is underpinned by four key principles as set out in the Strategy and Three year Plan 2015-18:
- We involve children, young people and families
 - We strive to improve life chances, build family resilience, and use the strengths of families
 - Decisions are informed by professional judgement and the working relationship with the child and family

- Outcome focused informed by evidence, performance and evaluation
- 5.2 We have identified four key priority work strands that are essential if we are to achieve good outcomes for children and young people over the next three years. They stand alongside and contribute to the core business of Kent's Early Help and Preventative Services, and provide an additional focus to service delivery.
- Ensure a whole system partnership approach across the range of Early Help and Preventative services in Kent
 - Develop effective family focused practice approaches
 - Support good health and emotional well-being
 - Promote educational and vocational achievement
- 5.3 The EHPS Strategy and Three Year Plan, attached, provides the vision, ways of working and direction of travel for Kent's Early Help and Preventative Services. It builds on the foundations of the recent EHPS restructure and describes how EHPS will work with children, young people and their families to help them overcome difficulties and reach their full potential.

6. Future Priorities and Targets in the Three Year Plan 2015-18

- 6.1 Through Early Help and Preventative Services we aim to ensure we achieve the following by 2018:
- A reducing rate of re-referrals to either EHPS or SCS within 12 months of case closure within EHPS down to 20% by 2018.
 - Work with SCS to increase the number of step-downs to EHPS up to 27% by 2018.
 - Ensure appropriate levels of early help support are given to children, young people and their families in order to reduce the number of notifications leading to assessment down to 65% by 2018.
 - Increase the timeliness of response for targeted casework to ensure that by 2018 85% of plans are in place within 4 weeks on notification.
 - Increase the number of cases closed with a positive outcome up to 86% by 2018.
 - Work in an integrated way with all services involved with young people to reduce the percentage of young people aged 16-18 who are NEET down to 1% by 2018.
 - Improve the usage levels and performance of Children's Centres to ensure greater take-up by families living in deprived areas, greater engagement with those known to SCS, greater take-up of free early

education places by eligible two year olds (FF2), and an increased proportion of centres judged by Ofsted to be good or outstanding.

- Continue to reduce the number of first time entrants into the Youth Justice system, together with a reduction in the re-offending rate, by working with the Police to increase the use of out-of-court disposals, particularly community resolutions.
- Work with services across Education and Young People's Services to increase the education participation levels of young offenders, to ensure that by 2018, 86% of those who are statutory school age receive full time education and 85% of those aged 16 and 17 are EET.
- Integrate the delivery of the Troubled Families Programme into EHPS to ensure that high numbers of families are 'turned around', up to 4,964 by 2018, which equates to 55% of the target cohort of 8,960 families.
- Improve the attendance of children and young people by supporting the reduction of persistent absence and focusing on the new 10% threshold for persistent absence.
- With the implementation of new models for PRU provision there will be no more than 30 pupils permanently excluded from school by 2018.
- Work with schools on behaviour management strategies and monitoring to reduce the levels of fixed term exclusions down to 1050 in primary schools and 5000 in secondary schools by 2018.

7. Conclusion

- 7.1 Significant progress has been made in Early Help and Preventative Services in terms of transformation, vision and forward planning, performance monitoring and outcomes focused working, all underpinned by regular quality assurance processes. This progress will be built on further in the coming months to ensure an increasing proportion of families are supported with outcomes achieved, and with increased levels of step-downs to continue to support reduced caseload in SCS and reduced referrals to SCS.

8. Recommendations

- 8.1 Cabinet Committee is asked to note the progress to date and the proposed future direction as set out in the Early Help and Preventative Services Strategy and Three Year Plan 2015-18.

9. Appendices

- Appendix 1 - EHPS Strategy and Three Year Plan
- Appendix 2 - EHPS Scorecard

- Appendix 3 - Quality Assurance Framework

10. Contact Details

Author of Report:

Katherine Atkinson

Head of Information and Intelligence, Early Help and Preventative Services

03000 417013

Katherine.Atkinson@kent.gov.uk

Director

Florence Kroll

Director Early Help and Preventative Services

03000 416362

Florence.Kroll@kent.gov.uk