

Increasing Opportunities, Improving Outcomes



Strategic Statement Annual Report 2016



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To view this document online visit
www.kent.gov.uk/strategicstatement



*Names, details and images in customer stories may have been changed to protect identities.



Underlined text in blue provides a hyperlink to online information.



Foreword

In March 2015 we launched [Increasing Opportunities, Improving Outcomes](#), Kent County Council's Strategic Statement which sets out our ambitions towards 2020. Eighteen months on, I am delighted we are able to report on the Council's progress towards delivering better outcomes for our communities. During this time the authority has faced a severe financial challenge of reduced public spending alongside increases in demand for, and the cost of, council services. Yet we have responded positively by achieving substantial savings through transforming services and investing in high quality preventative services. We are now providing greater information and advice to help more people maintain their independence and avoid more costly services, whilst ensuring vulnerable people have the support they need.

The relentless pursuit of efficiency and innovation through transformation and improved commissioning has helped to successfully deliver £433m of savings since 2010. It is through this outcomes focused approach that we can contribute most to improving the lives of our residents and meet the £234m savings challenge ahead over the next 4 years. Despite the significant financial, operational and demand challenges, we remain ambitious for our county. Our focus has been, and will continue to be, on improving lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses. Our objective to move towards becoming a strategic commissioning authority is at the heart of these changes.

By 2020 we need to become a very different type of council. This annual report provides clear evidence of our significant progress towards that goal. We have become leaner, more adaptable and more focused on achieving our outcomes, taking radically different approaches to deliver more integrated public services. Over the last 18 months our transformation work has progressed at pace to fundamentally reshape services, prioritising prevention and delivering better value for money. This could not have been achieved without the hard work and dedication of all of our staff. We have begun to change how we work, with services being delivered by the public, private or voluntary sector organisation best placed to improve outcomes. It is only through strong and successful relationships with our service users, partners and providers that we will deliver the outcomes we want to achieve within the resources we have available. Therefore, I am pleased that so many of our staff, partners and providers have welcomed our strategic outcomes and engaged in our efforts to collectively make a real difference.

Since the Strategic Statement was agreed, we have seen significant improvements in key areas. We continue to ensure that Kent's young people have access to the education, work and skills opportunities necessary to support the growth of Kent's businesses. We have made important progress in ensuring parents and young people have choice and access to good and outstanding schools, post 16 destinations, and vocational and technical careers advice which match the opportunities and needs of Kent's economy.

We have continued our proud track record of delivering good quality schools and school expansions and now have more good and outstanding schools in Kent than ever before.

We have helped ensure Kent remains an attractive county in which to invest, live and work. We continue to invest in our economy, and through our Growth and Infrastructure Framework we support housing and commercial growth with significant infrastructure projects, whilst ensuring any development is sustainable and well planned to safeguard the county's physical, social, cultural and environmental assets. We have worked to develop Kent's Sustainable Transformation Plan (STP) for Health and Social Care Integration alongside our partners through the Kent Health and Wellbeing Board. The STP will rapidly deliver a shared vision for the integration of health and social care services, transforming the delivery of primary, community and social care and agrees a shared approach to developing the future health and social care workforce for the county. There is an urgent need to meet these challenges and we are well placed to lead these changes.

The annual report provides an appraisal of our direction of travel using a broad evidence base to highlight the breadth of our services and real examples of residents who have benefitted from our support. Whilst much has been achieved, especially at a time of extreme financial pressure, we acknowledge there is more to do. The need for urgency and radical change remains if we are to achieve our vision by 2020. Only through innovation will we deliver better outcomes at lower cost. I am confident we can, and will, achieve this, providing high quality services and making a real difference for the people of Kent.

Paul Carter
Leader, Kent County Council

Introduction

In March 2015 we launched our Strategic Statement – [Increasing Opportunities, Improving Outcomes](#). Our first annual report demonstrates the progress we have made towards our 5 year vision over the last 18 months.

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

Increasing Opportunities, Improving Outcomes:
KCC’s Strategic Statement 2015-2020

The Annual Report tells the story of our direction of travel towards achieving better outcomes. We have kept delivering vital frontline services to Kent’s 630,000 households and 1.5m residents, despite significantly reducing our workforce, unprecedented financial, demographic and demand pressures and fundamental policy changes. We have made real progress towards working in a radically different way with our customers, partners and providers, but we know there is more to do.

We are committed to providing a balanced picture of our progress, challenges and performance against the outcomes that will continue to improve the lives of Kent’s residents, communities and businesses.

Reflecting on our progress will help to keep us on track despite a fast changing external environment and significant operational pressures, focusing on the things that matter most to our residents. It will help to identify the gaps where we have more to do so we can better target our priorities for the year ahead, putting activity in place now that will start to make real progress against long term outcomes.

The Annual Report takes a well-rounded view of progress, considering:

- Key performance measures against our 20 supporting outcomes (with more detail in our [outcomes measures performance](#) report).
- The views of our residents, partners and providers – including surveys, consultations and evaluations.
- Contextual information including transformation activity, commissioning activity, strategies and policy changes.

This report provides a transparent and high level overview of our progress. We signpost to further content such as [customer stories](#)* and detailed [strategies and policies](#) online. Underlined bold text in blue provides a hyperlink to online information.

*Names, details and images in customer stories may have been changed to protect identities.

Our outcomes

Our Vision:
Our focus is on improving lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent’s residents, communities and businesses

Strategic Outcome 1:
Children and young people in Kent get the best start in life

Supporting outcomes

- 1.1 Kent’s communities are resilient and provide strong and safe environments to successfully raise children and young people
- 1.2 We keep vulnerable families out of crisis and more children and young people out of KCC care
- 1.3 The attainment gap between disadvantaged young people and their peers continues to close
- 1.4 All children, irrespective of background, are ready for school at age 5
- 1.5 Children and young people have better physical and mental health
- 1.6 All children and young people are engaged, thrive and achieve their potential through academic and vocational education
- 1.7 Kent young people are confident and ambitious with choices and access to work, education and training opportunities.

Strategic Outcome 2:
Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life

Supporting outcomes

- 2.1 Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing
- 2.2 Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure
- 2.3 All Kent’s communities benefit from economic growth and lower levels of deprivation
- 2.4 Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities
- 2.5 We support well planned housing growth so Kent residents can live in the home of their choice
- 2.6 Kent’s physical and natural environment is protected, enhanced and enjoyed by residents and visitors.

Strategic Outcome 3:
Older and vulnerable residents are safe and supported with choices to live independently

Supporting outcomes

- 3.1 Those with long-term conditions are supported to manage their conditions through access to good quality care and support
- 3.2 People with mental health issues and dementia are assessed and treated earlier and are supported to live well
- 3.3 Families and carers of vulnerable and older people have access to the advice, information and support they need
- 3.4 Older and vulnerable residents feel socially included
- 3.5 More people receive quality care at home avoiding unnecessary admissions to hospital and care homes
- 3.6 The health and social care system works together to deliver high quality community services
- 3.7 Residents have greater choice and control over the health and social care services they receive.

Our Business Plan Priorities:
The cross cutting priorities that will help deliver the supporting outcomes

Our Approach:
The way we want to work as a council to deliver these outcomes

Balancing the books

Together with our partners, we are responding to a fundamental reduction in public service funding, building on our strong track record to meet the additional challenges of rising demand and cost of providing local authority services.

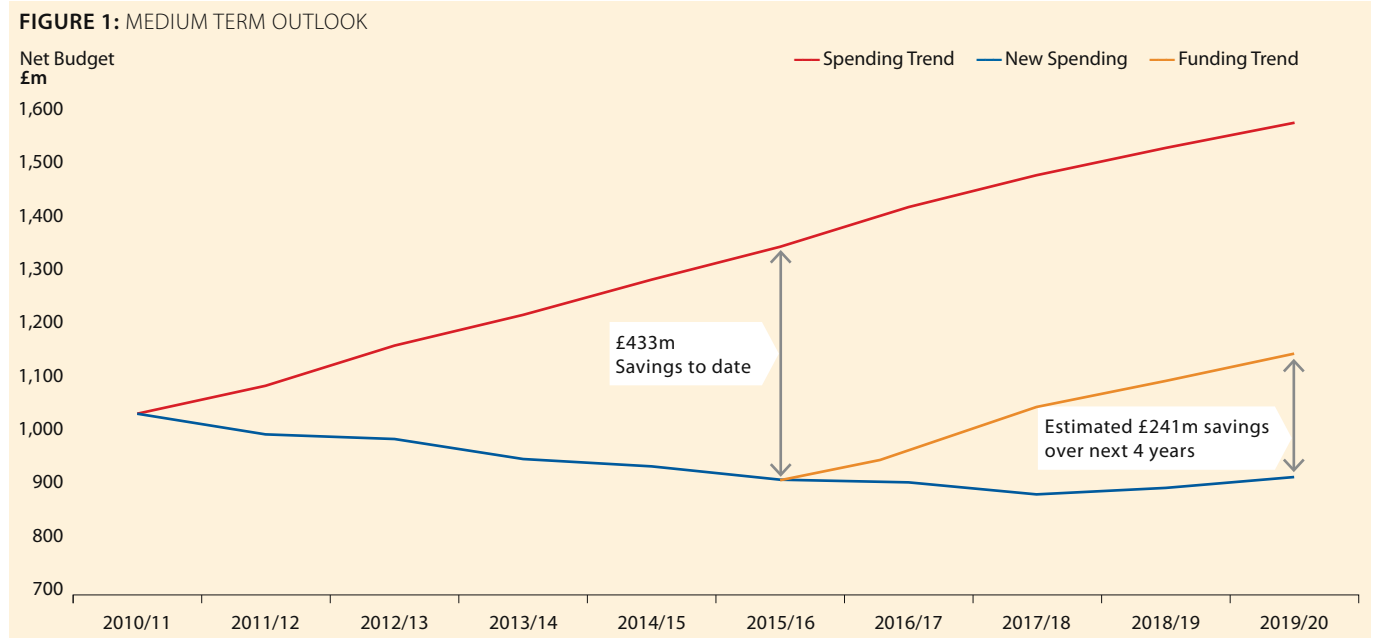
Rising demand and cost of services

The rise in demand comes from a combination of an increasing overall population, with significant growth in older people (65+ and 85+) higher than younger age groups, placing a higher demand on many local authority services. Social care users have higher expectations of a choice of services to support their independence. Customer expectations in terms of choice and access to public services are evolving with the continued growth of digital and social media, posing new challenges.

The rising cost of services comes from general inflation, market forces and legislative demands (e.g. National Living Wage). As with demographic demand, the rising cost pressures are largely unavoidable. This creates a financial necessity that the costs of our services must be sustainable within the money we raise locally through Council Tax, business rate growth and other sources.

A strong track record

We have a strong track record of delivering significant change. Each year we have demonstrated sound financial management by delivering a balanced budget for the 16th consecutive year. In recent years this has been achieved even with the paradox of demand/cost



increases, reductions in central government funding and the need to freeze or minimise increases in council tax. Between 2011-12 and 2015-16 we delivered £433m of savings, around £80-90m each year. From 2016-17 we estimate that we need to make a further £243m of savings up to 2019-20 (Figure 1).

The challenge over the last 18 months

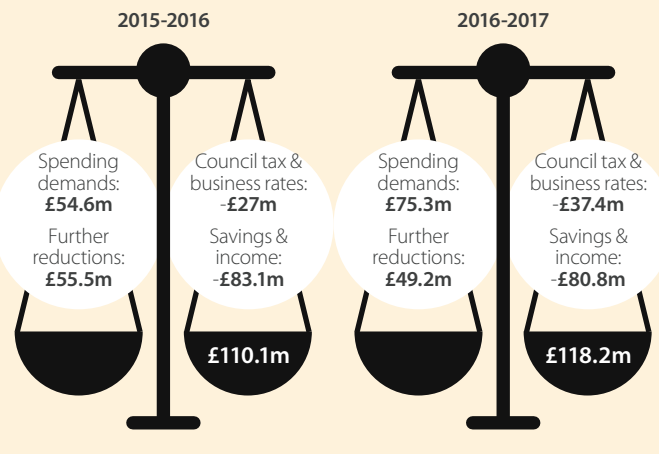
In December 2015, the [Local Government Finance Settlement](#) set out the main grant allocations for 2016-17 and indicative allocations for the following 3 years. Kent's finance settlement was £18m worse than we originally anticipated, due to a change to the distribution of Revenue Support Grant (RSG), which funds a number of our core services; this change came with no prior consultation or notification.

Figure 1 explained:

Our spending demands have risen since 2010-11 and are estimated to continue to increase until 2019-20. These pressures arise from a combination of cost increases and demand, for example increased costs to social care services due to the National Living Wage and demographic changes within the county. At the same time, the funding we receive from central government steadily reduced until 2015-16. This meant that by 2015-16 we needed to deliver £433m savings, which we successfully delivered.

Central government funding will continue to be difficult until 2019-20, yet as demand is likely to keep increasing we estimate we will need to deliver another £234m savings over the next 4 years.

FIGURE 2: BALANCING THE BUDGET



From 2015-16 to 2019-20, it is forecast that local authorities will have the same spending power in cash terms in 2019-20 as they had in 2015-16. Our published net budget has reduced from £916.5m in 2015-16, to £911m in 2016-17 and is forecast to reduce further to £886.4m in 2017-18, before starting to rise again in 2018-19 and 2019-20. This includes assumptions to increase council tax up to the referendum level each year and for the social care precept, as well as anticipated growth in the number of households and reductions in council tax discounts.

There have been welcome announcements for new funding streams such as the additional 2% council tax precept for social care, the improved Better Care Fund from 2017-18 and the New Homes Bonus. However, expected national changes for business rates and school funding, as well as continued unfunded spending demands, means we have to be even more creative and innovative to find alternative sources of funding and take difficult decisions to reduce the cost of services.

In 2015-16 we successfully delivered our planned £83.1m savings and income target, in addition to a £2.4m underspend (after rollovers) to support key projects, including £1.1m for Find and Fix pot-hole repairs.

In 2016-17, we are working hard to meet the £118.2m financial challenge resulting from reductions in central government funding, additional spending demands, balanced through raising income locally (principally from council tax) and delivering savings to reduce spending to an affordable level (Figure 2). We continue to make excellent progress towards delivering £80.8m savings in 2016-17.

Efficiency and effectiveness

We have continued to manage as much as possible through transformation (delivering better outcomes for less money) or

efficiencies (delivering similar outcomes for less money). We are becoming a more agile and flexible workforce, that is better able to respond to the service delivery challenges ahead. Since 2013, we have significantly reduced our workforce (excluding schools) by -13% (1,155.1 FTE) (Figure 3). Our non-schools workforce is 7,719.6 FTE (as at March 2016, in our [Annual Workforce Profile 2016](#)).

Wherever possible we have sought to protect frontline services, especially for the most vulnerable. This does not mean these services have been exempt from review and transformation and some of the reductions have been in our frontline workforce. However, our over-riding aim has been to ensure outcomes for residents have been maintained or improved whilst introducing more efficient processes at reduced cost.

Our strategic and corporate services, including Finance, HR, ICT and Property, ensure the effective operation of vital frontline services. We have relentlessly focused on efficiency and income generation, to reduce our support services budget from £80.3m (revised base budget for 2014-15) to £70.4m in 2016-17. In the 5 years from 2013-14 to 2018-19 support service funding is forecast to reduce by -£29.5m (-33.7%).

Our strategic commissioning approach means we have a stronger focus on securing best value in procurement. From 2015 to 2018 improved procurement practice (making sure we only purchase enough of what we need at the best possible price) is forecast to deliver £11.26m in savings, £19.16m over the lifetime of the contracts.

Supporting Kent's economy

In 2015-16, we worked with 12,452 suppliers, of which 7,921 (63%) were Kent-based suppliers, many of which are small and medium sized enterprises (SMEs). We spent £452m with national SMEs, many of which sub-contract and employ people within Kent. £335m was

FIGURE 3: WORKFORCE REDUCTIONS

KCC (non-schools) Workforce FTE

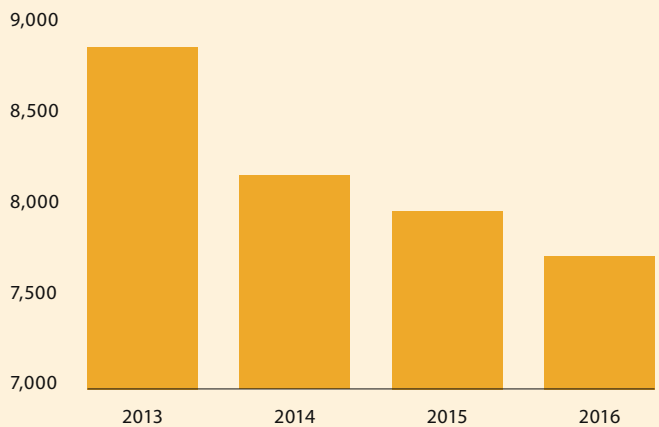


FIGURE 4: 2015-16 SPEND WITH KENT-BASED SUPPLIERS

Spend

Total spend	£1.19bn
Total Kent spend	£639.64m
% Kent spend	54.0%

Suppliers

No. of suppliers	12,452
No. of Kent suppliers	7,921
% of Kent suppliers	63.0%

spent directly with Kent-based SME's (under 250 employees), with £67m spent with Kent-based private sector micro enterprises with less than 10 employees.

Of our 2015-16 £1.19bn external capital and revenue spend, £640m (54%) was spent with Kent-based organisations (excluding the additional impact of sub-contracting to Kent-based contractors), supporting and growing our local economy (Figure 4).

In 2015-16, we spent £170m with national voluntary and community sector (VCS) organisations, some of whom also sub-contract and employ people within Kent. £78.2m was spent with Kent-based VCS organisations, including £17.0m in grants to support local innovation. We are building a new relationship with the sector and are exploring more opportunities for service delivery and co-commissioning with the VCS.

From 2016 to 2019 we plan to invest £708.9m in our ambitious capital programme to develop community assets including schools, roads and other vital infrastructure to support the county's continued growth.

The challenge ahead

For 2017-18 we have a further estimated £114m financial challenge, including £83m of forecast savings, in order to balance the budget. Our [Autumn Budget Statement](#) to County Council in October sets out how we intend to meet this challenge.

An estimated further £65m savings is forecast over the 2 years to 2019-2020, although this could be subject to central government spending plan changes. At this stage it is too uncertain to predict the fiscal situation beyond 2020.

The referendum decision to leave the European Union has cast further uncertainty about the stability of the national economy. This could mean further spending pressures and/or funding reductions for local government, in addition to the existing financial challenge. We will need to carefully consider the risks and opportunities this will bring.

The scale of the continuing financial challenge means that we need to focus more than ever on the outcomes that matter most to the people of Kent and target resources to help the most vulnerable.

Our strategic commissioning approach means we are well placed to respond to the ongoing challenges ahead. We are continually looking at new ways we can contribute to improving the lives of our residents and promoting local communities. We are finding new ways to reduce dependence through prevention and promoting greater self-reliance, so more people can help themselves or access services elsewhere. We must continue to change, adapt and innovate to deliver better outcomes at lower cost.

Find out more about the detailed breakdown of our [2016-17 budget](#).

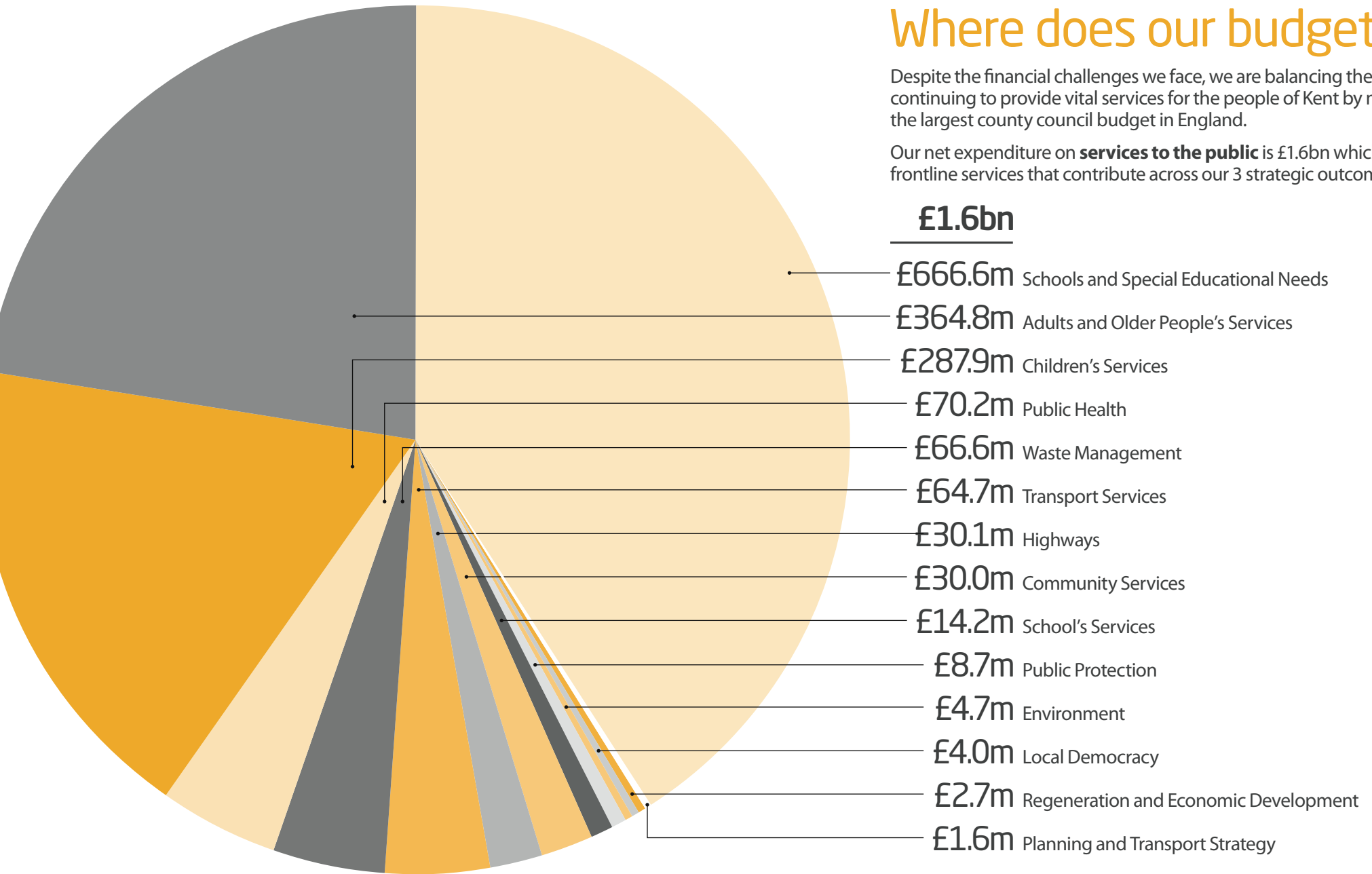
Find out how we are managing the council's money in our [Medium Term Financial Plan, Budget Book](#) and [Autumn Budget Statement](#).

Where does our budget go?

Despite the financial challenges we face, we are balancing the books and continuing to provide vital services for the people of Kent by managing the largest county council budget in England.

Our net expenditure on **services to the public** is £1.6bn which supports frontline services that contribute across our 3 strategic outcomes.

£1.6bn



A fast changing operating environment: risks and opportunities

The last 18 months has seen significant national policy shifts, with increased demands and pressures on local services.

“We need to be ready to respond to our changing environment, fully consider the risks and take advantage of the opportunities this may bring whilst standing up for the people of Kent.”

Political change: A new Prime Minister and a substantially different Cabinet could potentially lead to policy and legislative change over the short to medium term, which could provide lobbying and influencing opportunities across the local government sector.

A growing county: Between mid-2014 and mid-2015 Kent’s population grew by over 14,000 people, faster than the national rate. Migration accounted for 75% of annual population change in Kent in recent years (around 50% in England), with much of this growth driven by in-migration from London. By 2031, the population of Kent and Medway is expected to rise by 293,000, an increase of 17%, substantially greater than most other parts of the country. Our population is also ageing. By 2031, 18% of the county’s population will be aged over 70, compared with 13% today.

Devolution deals: The Cities and Local Government Devolution Act 2016 provides the legislative framework for devolution in England through bilateral deals between government and those local areas which initially agreed to the creation of a combined authority with a directly elected mayor. Whilst devolution presents an opportunity for local government, mayoral combined authorities are unsuitable in two-tier county areas. We will continue to work with our District Council partners to take a pragmatic approach to the devolution agenda so should the government’s position on directly elected Mayors change, Kent will be a strong position to negotiate a devolution deal.

Implications of EU referendum result: The referendum result has created significant uncertainty. EU nationals play an important role in delivering many of our services and in our supply chains. EU regulations impact many local services so it is important that we closely monitor any specific risks and opportunities that arise, and have a voice to lobby on any future legislative change. In the short term, implications for our EU-funded projects are of concern but we

will be actively pursuing opportunities to maximise the current round of EU funding to deliver against Kent priorities.

Business rate retention: Proposals for local authorities as a collective to retain 100% of business rates by 2020 to fund local services (around £550m tax base in Kent) provides an opportunity to better control our finances locally, with more flexibility to promote business growth. However, it also introduces increased uncertainty about the level of business rate income, the needs-based redistribution of resources and the scope of new responsibilities. We have highlighted the risk that the new system could cause an even greater divide between wealthier and poorer areas.

Health and social care integration: The health and social care system is under extreme pressure to cope with increasing levels of demand and financial constraints. As the population of Kent is predicted to grow by 8.4% over the next seven years (an extra 123,000 people), with big increases expected in the older age groups (an additional 10,000 people), there is an urgent need to develop integrated health and social care services and develop the workforce to meet these challenges. Building on our Vanguard Pioneer programme and the Better Care Fund transformation work, Kent’s Health & Wellbeing Board is well placed to lead these challenges as we work together to deliver the Sustainability and Transformation Plan. Our forthcoming Your Life, Your Wellbeing Strategy will drive the continued transformation of health and social care to create more integrated pathways for service users.

New commissioning responsibilities: In October 2015, we took on new Public Health commissioning responsibilities including health visiting and school nursing. There have been significant opportunities with partners in health and social care to re-commission better value, more outcome focused services. However, there have also been challenges around inheriting new functions,

such as improving performance, cultural change, workforce development and moving from traditional siloed, generic provision, to more targeted and integrated services.

Social care demand: Overall demand for adult social care services is increasing with more young adults with long-term complex care needs and increases in assessments, in addition to long term demographic pressures, all against a backdrop of reductions in funding. The demand pressures are mirrored in the acute health sector, with increasing numbers of very old and unwell people living in Kent. Despite progress to reduce the number of children in care, our services have been under particular strain due to the unprecedented increase in the numbers of Unaccompanied Asylum Seeking Children arriving in Kent, which has led to significant issues in accommodation, assessment and support for this vulnerable group. This has been a huge effort by the whole authority and we have lobbied Government, including providing evidence to the House of Lords and influencing the national dispersal scheme. This situation is not sustainable and there is an urgent need for other local authorities to accept far greater numbers.

Protecting vulnerable people: With these demand pressures we continue to prioritise our statutory obligations to effectively safeguard children and vulnerable adults, including proactively tackling child sexual exploitation and trafficking with our partners. In April 2015, we took on an important statutory role to prevent people from being drawn into terrorism as part of the [Prevent](#) duty under the Counter Terrorism and Security Act 2014. In adult social care we have been considering the safeguarding implications of the Mental Capacity Act and Deprivation of Liberty Assessments.

The care market: As more people have control over their own care and support either self-funding or taking personal budgets or direct payments, through the [Care Act](#), this has changed the nature of

our care markets and made it more complex for us to influence or control markets. This shift to 'market shaping' requires developing an understanding of supply and demand and identifying trends that reflect people's evolving needs, to signal to the market the types of services that are needed. Some parts of the social care market are facing severe financial pressures as a result of the National Living Wage, so we have provided £12.5m in the 2016-17 budget to assist care providers to manage the implications.

New inspection requirements: As we continued our improvement journey for the Single Inspection Framework for children's services, we also needed to consider the new Joint Targeted Area Inspections (JTAs) which assess the multi-agency response to safeguarding children. We need to work even more closely with our partners to demonstrate how we collectively support vulnerable children and young people. The new Local Area Special Educational Needs or Disabilities (SEND) Inspection Framework will review how local areas support children and young people to achieve the best possible outcomes, such as being able to live independently, secure meaningful employment and be well prepared for their adult lives.

Education reforms: Following the publication of Educational Excellence Everywhere, the Government reversed its decision to force the conversion of all schools to academy status by 2022. Since the promise of an Education Bill in May 2016, we have had a change of Secretary of State for Education. We still await which aspects of the White Paper will be implemented and whether the Bill will be forthcoming. In September 2016, the new Prime Minister introduced new education strands including plans for expansion of existing and new grammar schools, followed by a more detailed Green Paper '[Schools that work for everyone](#)'. This will be consulted upon until December 2016 which suggests an Education Bill is unlikely to be published until 2017.

We are responding to a change from the Dedicated Schools Grant to a national funding formula from 2018-19, which, despite the welcome intention to tackle historical variations in funding between local authorities and schools with similar needs, may have unintended consequences. These proposals, alongside emerging Schools National Funding Formula consultations, complement the Government's approach to school improvement and its drive to build system capacity through Multi Academy Trusts (MATs). We will continue to support the development of MATs in Kent, where existing partnerships are strong and there is capacity to support and sponsor new or other schools. Regional Schools Commissioners play an important role in encouraging high performing schools to extend their influence and develop MATs. It remains the Government's ambition that all schools should become academies.

Housing, planning and welfare reforms: The [Welfare Reform and Work Act](#) 2016 has introduced fundamental changes including the Benefit Cap, removal of the Spare Room Subsidy, raising the age threshold on housing benefit and reduction in social rents. This represents real housing challenges in preventing homelessness, sustaining existing and delivering new social housing, affordable housing, shared ownership and affordable rent units. Significant legislative changes within housing and planning, and fluctuations in the national economy, have hit Kent's housing market hard. The county is in the grip of a two-speed recovery, where housing delivery in parts of North and West Kent as well as other hotspots including Ashford are moving forward apace, whilst in some other parts of Kent, viability remains an issue. We need to ensure that the right infrastructure and services are in place to support new developments through strategic planning and developer contributions, whilst not impacting negatively on viability.

Measuring our progress against outcomes

In March 2015, when we launched our Strategic Statement [Increasing Opportunities, Improving Outcomes](#), we set out a range of outcome measures to help assess our progress against our 20 supporting outcomes. We committed to regularly reviewing our performance to see if we are on track to successfully deliver our vision.

“The outcomes we want to achieve are sometimes outside of our direct control but we seek to influence by working together with our partners to address whole systems issues.”

We cannot achieve these outcomes in isolation. The outcomes we want to achieve are sometimes outside of our direct control but we seek to influence by working together with our partners to address whole systems issues.

In January 2016, we reflected on the most relevant and meaningful available performance measures available. This enabled us to benchmark progress as a ‘starting point’ position against our 5 year vision.

As delivering better outcomes is a medium to long term endeavour, we examined the trend information to make a judgement on the overall performance direction of travel against each of the supporting outcomes. We also considered our comparative performance against the national average, where this was available.

In September 2016, we updated our performance information for the outcome measures against our benchmark position and reflected again on the most suitable performance indicators. We used publicly available data based on national or industry accepted performance measures.

The latest performance information for the academic year, calendar year or financial year (2015-16) has been used, based on nationally published sources. Where more recent performance information has become available, this has been reflected in commentary throughout the report. If 3 year direction of travel is not available, the 2 year is given. If no trend or national average is available, ‘n/a’ is shown.

We will continue to regularly review and adapt these measures to ensure they remain the best possible reflection of our performance.

Find out more about our performance information in our [Outcome Measures Performance Report](#) which includes data capture points, graphs and statistical confidence intervals (where available).

Direction of travel performance summary

Based on the trend information available, below is a summary of our 1 and 3 year performance direction of travel against each of our 20 supporting outcomes, based on the majority performance direction of travel of the supporting outcome measures.

Overall, our direction of travel is **improving**.

11 of the 20 supporting outcomes are **improving** over a 1 year direction of travel.

16 of 20 supporting outcomes are **improving** over a 3 year direction of travel.

Direction of travel performance summary

Strategic Outcome 1: Children and young people in Kent get the best start in life		
Performance direction of travel	1 Year	3 Year
1.1 Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people	Mixed	Improving
1.2 We keep vulnerable families out of crisis and more children and young people out of KCC care	Improving	Improving
1.3 The attainment gap between disadvantaged young people and their peers continues to close	Improving	Improving
1.4 All children, irrespective of background, are ready for school at age 5	Improving	Improving
1.5 Children and young people have better physical and mental health	Not improving	Improving
1.6 All children and young people are engaged, thrive and achieve their potential through academic and vocational education	Improving	Improving
1.7 Kent young people are confident and ambitious with choices and access to work, education and training opportunities	Improving	Improving

Strategic Outcome 2: Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life		
Performance direction of travel	1 Year	3 Year
2.1 Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing	Improving	Improving
2.2 Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure	Mixed	Improving
2.3 All Kent's communities benefit from economic growth and lower levels of deprivation	Improving	Improving
2.4 Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities	Improving	Improving
2.5 We support well planned housing growth so Kent residents can live in the home of their choice	Improving	Improving
2.6 Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors	Maintaining	Maintaining*

Strategic Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently		
Performance direction of travel	1 Year	3 Year
3.1 Those with long-term conditions are supported to manage their conditions through access to good quality care and support	Not improving	Improving
3.2 People with mental health issues and dementia are assessed and treated earlier and are supported to live well	Improving	Improving*
3.3 Families and carers of vulnerable and older people have access to the advice, information and support they need	Not improving	Maintaining*
3.4 Older and vulnerable residents feel socially included	Not improving*	Improving*
3.5 More people receive quality care at home avoiding unnecessary admissions to hospital and care homes	Improving	Mixed
3.6 The health and social care system works together to deliver high quality community services	Not improving*	Mixed
3.7 Residents have greater choice and control over the health and social care services they receive	Mixed	Improving

Key to performance direction of travel:

- Improving** Overall outcome measures are improving
- Maintaining** Overall outcome measures have not statistically significantly changed and performance is being maintained
- Mixed** Overall outcome measures have mixed performance - for example where 2 of the 4 outcome measures are improving and 2 are not improving
- Not Improving** Overall outcome measures are not improving

*Based on the single outcome measure available

Strategic Outcome 1

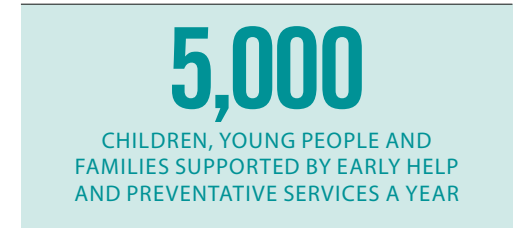
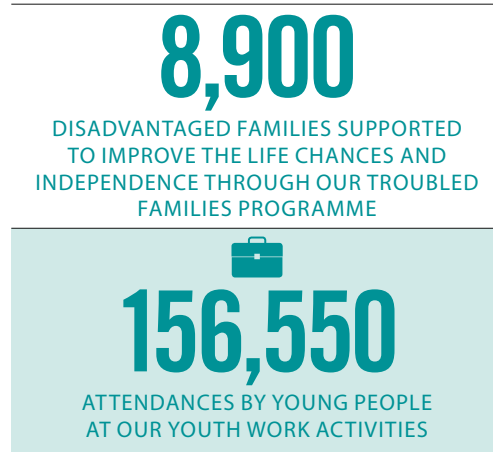
Children and young people in Kent get the best start in life

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- 1.1 Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people **p.16**
 - 1.2 We keep vulnerable families out of crisis and more children and young people out of KCC care **p.18**
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Strategic Outcome 1

Scale of delivery

We support vital services for children and young people to get the best start in life, including:



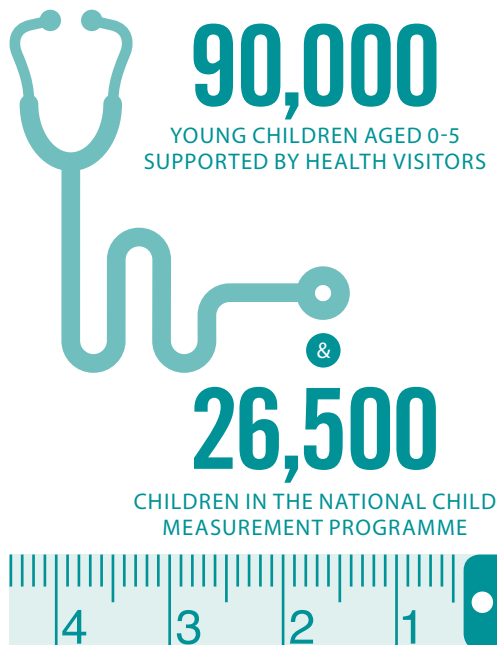
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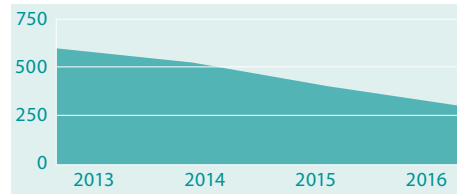
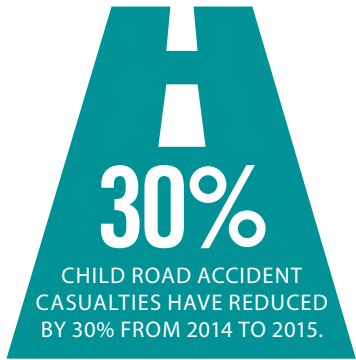
TO IMPROVE ACCESS TO EDUCATION, EMPLOYMENT AND TRAINING OPPORTUNITIES



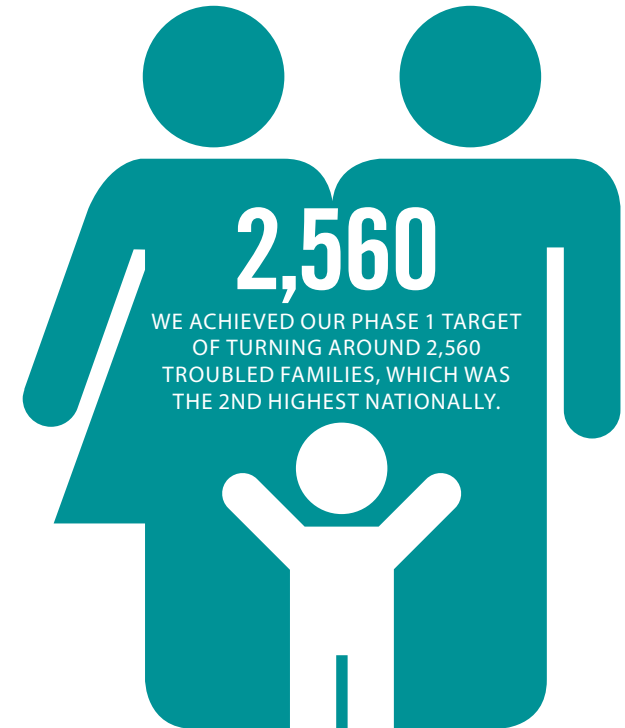
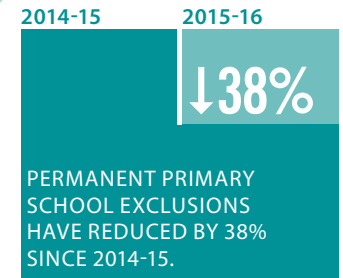
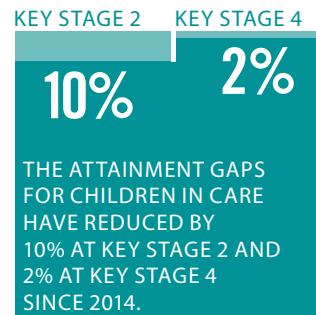
CHILDREN AND YOUNG PEOPLE SUPPORTED WITH HOME TO SCHOOL / COLLEGE TRANSPORT



Key results



THE NUMBER OF FIRST TIME ENTRANTS TO THE YOUTH JUSTICE SYSTEM REDUCED BY 24% FROM 2015 TO 2016. IN THE LAST 3 YEARS THIS HAS REDUCED BY 50%.



John's* Story

Family Focus is an important part of our [HeadStart Phase 2 initiative](#), to help young people in Kent build their emotional resilience. John was referred to Family Focus by his primary school teacher who noticed his unsettled and disruptive behaviour in school. At the first meeting it became clear that John's mum was concerned about his transition to secondary school and the expectations this put on her.

During Family Focus, John was encouraged to talk about what he was worried about and with his mum, agreed targets to work towards. Over a period of weeks, John and his mum developed a plan and were engaging in a group discussion with peers. This would involve John giving an honest account about how the week had gone, and giving support to identify solutions he could use in the future. John really listened and engaged in the group, benefiting from the advice provided by peers and parents.

Since attending, John has gone from being highlighted as a vulnerable learner to becoming a successful student – even his mum was surprised at not receiving the negative phone calls home she had anticipated.

John continues to go to some of the group sessions and is helping others who are worried about the transition. This boost gave John the confidence to help others, supporting them with their targets and encouraging them with their behaviour. He is a founding member of 'Student Focus', a group which was set up by students who had completed Family Focus so that they could continue to meet and use the skills they had developed during the initial 10 week programme.

John's mum also established a new network of other parents who are providing mutual support.

John:

"I wish I could carry on with Family Focus, I think I have learnt how to hold things in like bad comments. My mum has learnt how to listen to me".

John's mum:

"It has been a pleasure to work with the team. I have enjoyed everything and it was nice to have people who understand to talk to. My child's attitude and behaviour has improved so much, he has learnt the ability to work with people and how to control his temper. I have learnt how to help my child achieve his goals and to listen to him".

John's school:

"Joining Family Focus allowed the young person and mum to build a more positive relationship. It has helped to calm him and allow him to settle in to the new school".

We have been successful in securing £10m additional Big Lottery funding to expand our HeadStart programme.

- Find out more about the HeadStart programme [here](#).
- Watch a video about the HeadStart programme [here](#).

*Names, details and images have been changed to protect identities



I wish I could carry on with Family Focus, I think I have learnt how to hold things in like bad comments. My mum has learnt how to listen to me.

John



1.1 Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people

Progress so far

Early Help Strategy

Our [Early Help Strategy](#) sets out how we will work with children, young people and their families to overcome difficulties and reach their full potential. We have re-commissioned our services to consistently adopt a whole family approach, rather than addressing issues in isolation. We build on family strengths, develop resilience and reduce dependency. As we review each contract we put the needs of families at the heart of our decision making. In spring 2016 we engaged potential providers, including VCS organisations, to inform our new approach. We are prioritising families who are most at risk, promoting early identification informed by intelligent data. Targeted services will be delivered in family homes, open access and community settings.

Child sexual exploitation (CSE)

In November 2015, we worked with Kent Police to establish a co-located, multi-agency CSE Team to follow up intelligence to protect young people, identifying people and places linked with CSE to disrupt activity and secure prosecutions. In December 2015, the team initiated Operation Willow, an awareness and intelligence campaign, launching CSE Champions to promote good practice, training and information. A Kent Safeguarding Children's Board survey showed 93% of practitioners have a clear understanding of CSE; however, only 60% are aware of the Kent CSE toolkit. In 2016, we undertook a full audit of our work with every child or young person at risk of CSE. Some excellent practice was evident; however, the level of detail and analysis within case recording was a particular area for development. In response, training workshops have been held on the use of the CSE Toolkit and return interviews.

Prevent

As part of our [statutory duty](#) to prevent people from being drawn into terrorism, we have focused on developing awareness and staff capability, delivering 1,000 staff briefings and over 2,000 visits to the [KELSI Prevent](#) page since October 2015. Since January 2016 7,884 staff completed mandatory e-learning training and we provided an All Member Briefing on our responsibilities. We extended awareness of Prevent to over 1,200 teachers, Head Teachers, School Governors and community groups, with schools now clearer about the responsibilities they have. Working with the Department of Communities and Local Government we are providing ideology training, advising those working with vulnerable people who may be at risk of radicalisation or who have been radicalised to help staff to identify key risk factors and develop an in-depth understanding of radicalisation.

Stronger and safer communities

Our community wardens are valued by communities, assisting people to live safely and independently. In 2015 we redesigned the service to ensure 70 staff remain firmly community based, achieving considerable reductions in management, supervisory and business support to preserve the frontline. Wardens work closely with [Community Safety](#) Units and the Kent Resilience Team as part of a multi-agency response in tackling crime and anti-social behaviour. In September 2015, we developed an intelligence-led approach to public protection commissioning, to support vulnerable individuals. In February 2016, we hosted a Serious and Organised Crime workshop with 30 practitioners to inform a county-wide plan with partners to collectively tackle issues.

A safer trading environment

We ensure that communities thrive in a fair and safe trading environment, so that businesses are supported and consumers, particularly the vulnerable, feel safe and protected, tackling issues such as rogue traders and illegal highs. In 2015-16 we visited 57,000 premises, 1,082 businesses and inspected 125 items, resulting in 18 prosecutions, confiscating £325,998 in proceeds of crime and securing £134,974 in compensation for victims. We have developed our relationships with local businesses through 35 partnerships, so we can provide clear and reliable advice for inspections and deal with non-compliance, supporting economic growth through better local regulation, and effectively protecting business communities.

Keeping Kent's roads safe

Our active county-wide casualty reduction partnership with Police, Fire, Medway Council and Highways England collaborates effectively on campaign work to deliver the [Casualty Reduction Strategy](#). Our partnership work on Operation Wren to tackle the use of Drink or Drug driving, won the Young Driver Campaign of the Year 2015. Our education activity has engaged 90,000 road users, including the exemplar [Licence to Kill](#) initiative which engaged 8,000 students aged 16 to 18 in schools and colleges.

Domestic abuse

In 2015-16 [domestic abuse](#) incidents continued to increase, to over 31,000 incidents compared to 28,000 the previous year. There were 2,365 referrals to the multi-agency Kent and Medway Independent Domestic Violence Advisor Service which works with victims at high risk of experiencing significant harm, achieving an above target engagement rate of 83%. In 2015, Domestic Abuse One Stop Shops enabled 3,000 visitors who need advice and support to drop in without an appointment and meet with specialist agencies in their local area.

Key results

Direction of travel

Overall, our 1 year performance direction of travel is **mixed**.

Overall, our 3 year performance direction of travel is **improving**.

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
1.11 Infant mortality	Not improving	Improving	Above
1.12 Children under 16 killed or seriously injured in road traffic accidents	Improving	Maintaining	n/a
1.13 Hospital admissions for 0 to 14 year olds for injuries	Not improving	Improving	Above
1.14 Children in out of work benefit claimant households	Improving	Improving	Above



IN 2015-16 TRADING STANDARDS VISITED 57,000 PREMISES, 1,082 BUSINESSES AND INSPECTED 125 ITEMS.

1,200

PREVENT BRIEFINGS DELIVERED.

3,000

IN 2015, 3,000 VISITORS ATTENDED DOMESTIC ABUSE ONE STOP SHOPS.



Challenges

- The national economy has a strong influence on life chances for children and young people, with issues such as low pay, part time/temporary work and under-employment seen as strongly linked to poor life chances. We need to do all we can to work with the business community to develop quality and sustainable employment opportunities.
- Signposting is a real challenge in a county as large as Kent. It is important that our staff are equipped with the right information to signpost people as necessary to the correct service or organisation that can best support them so there is no 'wrong front door' for families or individuals who make contact with us.
- We need to better understand what early help and preventative practice makes a real difference, understanding what works and evaluating long term impact.
- It has been challenging to work with communities, service professionals and partners to raise awareness and encourage appropriate information sharing on those at risk of child sexual exploitation (CSE), in order to create a collective picture of intelligence and make a real impact. We need to continue to make CSE everyone's business.



Customer story

[Sarah's story](#)

Find out more about how our parenting support services have helped improve life for Sarah and her family.



Signposting

- [Early Help Strategy \(2015-2018\)](#)
- [Casualty Reduction Strategy \(2014-2020\)](#)
- [Community Safety Annual Report \(2015-16\)](#)

1.2 We keep vulnerable families out of crisis and more children and young people out of KCC care

Progress so far

Troubled Families programme

We continue to deliver Phase 2 of the [Troubled Families](#) programme. We achieved our Phase 1 target of turning around 2,560 families. 661 families had at least one member return to work and 2,172 families improved their children's attendance at school to over 80%, reducing their school exclusions. Families also reduced their offending by 26% and anti-social behaviour by 32%.

0-25 Unified Transformation programme

We have integrated our targeted support for those below the threshold for specialist children's services, achieving efficiency savings of £7.1m. Together with Newton Europe, we introduced appropriate case referrals to reduce demand. In June 2015, we co-located our triage and duty teams to provide 'one front door' access at the earliest possible opportunity. We have improved 'step down' processes, with weekly panels to discuss complex cases. Our Deep Dives are ensuring access to the right timely services, with more consistent application of thresholds. Clear benefits are beginning to be evidenced, including better communication with schools.

Outcomes focused strategies

In April 2015, we refreshed the [Looked After Children and Care Leaver Strategy](#), to improve high quality social work practice and strengthen links with health and education. In July 2015, we refreshed our [Sufficiency, Placement and Commissioning Strategy](#) to provide sufficient, high quality accommodation for Children in Care and Care Leavers in Kent, and agreed a new housing protocol with District Councils. A new vision and mission statement will ensure that all staff, partners and residents understand our strategic objectives.

Continuous improvement

We are preparing for Ofsted's inspections of children's services, and

remain committed to continuous improvement to enhance the quality of our practice, delivering an action plan to address areas for development. The majority of our performance targets are being met although some areas are proving more challenging. The quality of our case file audits has improved significantly in the last year, moving from 46.3% to 64.9% rated Good or Outstanding; however, we need to improve the quality of social work reports which has reduced from 71.0% rated Good or Outstanding to 65.6% in the last year.

Improving safeguarding practice

In April 2016, we introduced our new safeguarding adults' capability framework which sets out our requirements in the form of capabilities, drawing on national research, best practice and recent legislation. [Kent Safeguarding Children's Board](#) has facilitated networking workshops to promote a culture of continuous learning and improvement, including learning from serious case reviews to improve our practice, with opportunities for practitioners to highlight key issues from local areas.

Social work recruitment and retention

The majority of our caseworking posts (75.5% in September 2016) are filled by qualified, permanent social workers. We have driven down our average caseload levels for children in care and fostering teams giving more time for direct work with families, and are committed to maintaining a caseload 'ceiling'. Staff turnover reduced, suggesting efforts to retain our social workers is having an impact. We have encouraged significant numbers of Newly Qualified Social Workers to join us.

Managing demand - Unaccompanied Asylum Seeking Children

We have responded to the unprecedented increasing numbers of Unaccompanied Asylum Seeking Children (UASC), which has been a significant achievement by all our staff in difficult circumstances. We established 5 additional teams dedicated to supporting UASC.

We have worked tirelessly to influence the National Transfer Scheme, which asks all local authorities with social service responsibilities in England to voluntarily take on full responsibility for UASC arriving in Kent.

Family Drug and Alcohol Court

In February 2016 we launched an innovative new pilot with Medway Council and the National Family Drug and Alcohol Court Unit to develop a Family Drug and Alcohol Court, seeking to engage families who misuse substances or are engaged in domestic abuse in a court setting. National research found that 35% of mothers stopped misusing and were reunified compared to 19% in the comparator group, avoiding costs of £1.2m.

Fostering and adoption

We have delivered high profile campaigns to encourage fostering and adoption. In October 2015, we secured funding from the Adoption Support Fund to maximise children's emotional, social and educational development, including parenting programmes, family therapy and child psychotherapy. Our relationship with Coram had a profoundly positive impact on our adoption practice. Although we have taken back direct management responsibility, they remain an important development and innovation partner to collectively deliver our [Looked After Children and Care Leaver Strategy](#).

Supporting vulnerable families in crisis

We are managing referrals from the Syrian Vulnerable Person Relocation Scheme, working with District Councils and commissioned VCS providers to provide collective resettlement support. Our [Kent Support and Assistance Service](#) continues to support families in crisis, offering short term essential items, with 12,808 awards worth £1.05m made in 2015-16.

Key results

Direction of travel

Overall, our 1 year performance direction of travel is **improving**.

Overall, our 3 year performance direction of travel is **improving**.

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
1.21 The number of children in care (excluding asylum)	Improving	Improving	n/a
1.22 Re-referrals to children's social services	Improving	Improving	n/a
1.23 Early Help cases closed with positive outcomes	Improving	n/a	n/a



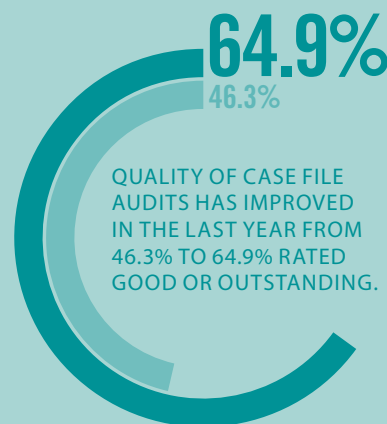
661 'TROUBLED FAMILIES' HAD AT LEAST ONE MEMBER RETURN TO WORK AND 2,172 FAMILIES IMPROVED THEIR CHILDREN'S ATTENDANCE AT SCHOOL TO OVER 80%.

£1.05m

OUR KENT SUPPORT AND ASSISTANCE SERVICE MADE 12,808 AWARDS TO PEOPLE IN NEED WORTH £1.05M IN 2015-16.

£7.1m

OUR 0-25 UNIFIED TRANSFORMATION PROGRAMME ACHIEVED EFFICIENCY SAVINGS OF £7.1M.



Challenges

- The unprecedented and sustained arrival of UASC in our county has put a huge amount of pressure on all our operational teams. This demand meant we needed to create additional social worker capacity to allocate cases and to meet all of our statutory responsibilities. Whilst the National Transfer Scheme for UASC is a welcome development, responses to date from other local authorities have been quite slow.
- To sustain the improvements made during our 0-25 Transformation programme we need invest in training for highly capable managers, improve a consistent understanding and application of thresholds and target changes in culture as well as performance.
- We recognise that we are still on an improvement journey and have more to do to improve the quality of our systems and processes with our partners.
- Recruitment and retention of suitably qualified and experienced social workers remains a national issue. In Kent our high vacancy rate of around 24% remains a key challenge as a high turnover of staff can be detrimental to the experiences of children and their carers.



Customer story

[Carl and Jane's story](#)

Find out more about Carl and Jane's experience of adopting their daughter and their hopes for the future.



Signposting

- [Looked After Children and Care Leaver Strategy \(2015-2016\)](#)
- [Sufficiency, Placement and Commissioning Strategy \(2015-2018\)](#)

1.3 The attainment gap between disadvantaged young people and their peers continues to close

Progress so far

Vulnerable learners

In April 2016, we launched [Kent's Strategy for Vulnerable Learners](#) to improve outcomes for disadvantaged children and young people. Our strong relationship with schools has built a more sustainable model of support to continuously improve school standards and increase the pace of improvements. All young people who are not in education, employment or training (NEET) or part of the Troubled Family cohort now have a key worker to help examine their options and ensure they are on a pathway to learning and work that will increase life opportunities. We are supporting participation in high quality learning pathways, to increase the number of vulnerable young people who have a September Guarantee. We actively support places for vulnerable young people, providing traineeships, supported internships, bespoke apprenticeships and study programmes.

Pupil Premium

The Pupil Premium currently delivers £50m 'additional' funding to Kent schools. How schools use the resource makes a significant difference, with 55 schools showing a 3 year improving trend in narrowing gaps. The schools where there is greatest impact in narrowing achievement gaps use the additional funding provided by the pupil premium, and other school resources, to ensure that all groups of pupils are taught to a good standard and the lowest attaining groups of pupils, especially those on free school meals, receive additional support.

Kent Association of Headteachers school collaborative projects

We jointly consider 'school to school support' collaborations funding bids, based on clear actions and improvements in expected outcomes for pupils, with the Kent Association of Headteachers. The Deal Learning Alliance, consisting of 11 primary schools, sought

to narrow the gaps in achievement between SEND and FSM pupils and other pupils, and to raise standards in Writing and Mathematics. The collaboration used the funding to provide peer reviews, training for senior and middle leadership, professional development and dissemination of best practice. The Alliance, in both Key Stages 1 and 2 Reading, Writing and Mathematics, narrowed the gaps in achievement between SEND and other pupils, and between FSM and other pupils.

Special Education Needs and Disabilities (SEND)

We continue to make strong progress to deliver our [Strategy for SEND](#). Our [Local Offer](#) for SEND services was developed through co-production with parents, carers and partners to promote support for the transition to adulthood, short break services and services commissioned by Clinical Commissioning Groups. Our high quality personalised Education, Health and Care plans (EHC), co-produced with families have received positive feedback from Ofsted's discussions with parents and pupils. We are undertaking a strategic needs assessment of those aged 0-25 with speech, language and communication needs to develop a county-wide approach to inform joint commissioning and tackle health inequalities.

Virtual School Kent

[Virtual School Kent](#) champions improvements in the education and health of 2,550 Children in Care and Young Care Leavers to promote their educational achievement. This year our young people's performance exceeded the national average in 6 of the 8 key indicators at Key Stage 1, 2 and 4. We have collaboratively developed innovative locality work with schools and colleges to create education induction hubs for UASC. Our June 2016 conference brought together 100 schools and experts in the field of neuroscience and child development to develop a practical approach for young people experiencing trauma. 88% of stakeholders report that the Pupil Premium Plus is very/quite effective

in closing the gap in attainment between children in care and other children.

Reducing exclusions

In February 2016, we piloted a single digital point of access for pupil referral unit, inclusion and attendance providing information about prevention and statutory support. We have had particular success in reducing permanent primary school exclusions by 38% (47 in 2014-15 to 29 in 2015-16); however, exclusions for secondary schools remain an area for improvement. The new arrangements have contributed to the reduction in permanent exclusions through a review of the local offer, an improved curriculum and a commitment from schools to find positive alternatives to exclusion and clearer pathways to post 16 training and learning.

Libraries inspiring children and young people

91% of attendees said our homework and code clubs helped them understand their homework better and 82% said it helped them learn new things. Our Summer Reading Challenge provides an incentive for 16,000 children to enhance their reading confidence. Our innovative app Library Treasures targets those who might have lost their interest in reading by bringing together technology and literacy. The Reading Hack project inspires students to widen their horizons and boosts self-esteem through reading, local history and culture. We also promote Work Clubs, Careers Advice Surgeries and support for trainees through the Heritage Lottery project Skills for the Future.

Key results

Direction of travel

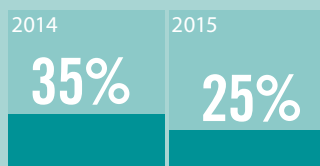
Overall, our 1 year performance direction of travel is **improving**.

Overall, our 3 year performance direction of travel is **improving**.

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
1.31 Attainment gap for children with Free School Meals (FSM) at Key Stage 2 (KS2)	Maintaining	Improving	Below
1.32 Attainment gap for children in care at KS2	Improving	Improving	Above
1.33 Attainment gap for children in need at KS2	Maintaining	Improving (2 year)	Below
1.34 Attainment gap for children with FSM at Key Stage 4 (KS4)	Maintaining	Maintaining	Below
1.35 Attainment gap for children in care at KS4	Improving	Maintaining	Below
1.36 Attainment gap for children in need at KS4	Improving	Improving	Below



91% OF ATTENDEES SAID OUR LIBRARY HOMEWORK AND CODE CLUBS HELPED THEM UNDERSTAND THEIR HOMEWORK BETTER.



THE ATTAINMENT GAP FOR CHILDREN IN CARE AT KEY STAGE 2 REDUCED FROM 35% IN 2014 TO 25% IN 2015 TAKING PERFORMANCE ABOVE THE NATIONAL AVERAGE.



PERMANENT PRIMARY SCHOOL EXCLUSIONS REDUCED FROM 47 IN 2014-15 TO 29 IN 2015-16.

Challenges

- Closing the gaps in achievement for all vulnerable learners continues to be a key priority for improvement. As we continue to raise attainment overall, we need to work even harder with schools and early years providers to narrow achievement gaps for vulnerable groups, especially pupils supported by the Pupil Premium.
- Some Kent schools have demonstrated the potential of the Pupil Premium, but it is not yet a success in every school. In partnership with schools and the Kent Association of Headteachers, we will increase our support for vulnerable pupils, so that achievement gaps close for pupils on free school meals, children in care, young offenders and pupils with special educational needs and disabilities.
- Whilst some schools have reported a shift in school culture, with a stronger focus on closing gaps and on ensuring all learners make good progress, we need to do more to embed a similar culture across all schools which reflects Ofsted's stated priority to evaluate the provision for, and progress of, Pupil Premium students.



Customer story

[Jack's story](#)

Find out more about how Jack has overcome a range of challenges to move back into education and play a full role in school life.



Signposting

- [Kent's Strategy for Vulnerable Learners \(2016-2019\)](#)
- [Strategy for Children and Young People with Special Educational Needs and Disabilities \(2013-2016\)](#)

1.4 All children, irrespective of background, are ready for school at age 5

Progress so far

Starting Well

From October 2015, our new responsibilities for commissioning Health Visiting offered opportunities to lead a whole system approach for families with young children. Our Starting Well campaign provides an outcome-based framework for support, with maternity, health visiting, school nursing, early help and safeguarding staff integrated with GPs in multi-disciplinary teams. The take up of the 1 year health visiting check has improved from 35% to 65%. The Healthy Child programme is reviewing maternity services, children's needs assessments and creating a specific children's Joint Strategic Needs Assessment.

Family Nurse Partnerships

The Family Nurse Partnership is an intensive, preventative home visiting programme, delivered by specially trained nurses, from early pregnancy until the child is 2 years old. Our targeted programmes in districts with the highest teenage pregnancy rates have improved maternal health, child health and development, and supported young parents to return to education, training, or employment. Family Nurses are integrated as part of a 'scaffold' of support around the family and have achieved high retention rates and overwhelmingly positive feedback from parents.

Early Years and Childcare Strategy

We refreshed our [Early Years and Childcare Strategy \(2014–2017\)](#) to deliver continuous improvement in early education and childcare provision, with free early education for 2 year olds (FF2) a priority so that disadvantaged children can be fully ready for school. Through collaborative working, the number of providers registered to offer FF2 places significantly increased to 89%, providing more than 9,500 places. In 2016, 6084 potentially eligible families were identified and 4082 children accessed a funded place, making the take-up rate in Kent 67.10%.

Integrated Reviews for 2 year olds

In 2015, we delivered 7 pilots for Integrated Reviews for 2 year olds to reduce duplication and increase information sharing between Health Visitors and early years providers. A single conversation between the parent(s), early years providers and Health Visiting representatives was rated highly by parents and carers. We are working closely with partners to develop a more dynamic picture of individual children. Concerns are discussed sensitively and requests for support are professionally addressed with clear actions. Families are offered ideas for enhancing their child's learning at home and key workers have more opportunities for discussions with families. Following the pilot success, we are considering a county-wide roll out.

Children's Centres improvement

Children's Centres work to make sure all children are properly prepared for school, regardless of background or circumstances. Our practice reviews have improved consistency and shaped our continuous improvement. In June 2015, the Ofsted Inspection of Maidstone Children's Centres achieved a judgement of Good in all categories – a significant achievement in improving standards from an Inadequate judgement in June 2014. The inspection found that "significant progress has been made to improve the quality and range of services provided for families"; that "services have a consistently positive impact on families, and highly effective working arrangements with other services and organisations within the Maidstone area mean families receive professional help quickly" and "staff are highly motivated and dedicated to their role".

Libraries baby rhyme and story time

Our libraries provided 4,100 baby rhyme and story time sessions attended by 72,104 people. Feedback from parents and carers said that the sessions had improved their children's social (78%), learning (77%) and listening (75%) skills, including confidence in social settings.

Outstanding practitioners make the difference

Latest local data (June 2016) shows 94% of early years and childcare providers received a Good or Outstanding Ofsted judgement. Providers continue to make improvements through our targeted work and we are committed to improving practice through high quality training through the [Threads of Success](#) programme, launched in May 2016. Three of our nurseries are developing into beacons of excellence to deliver innovative services and share inspirational leadership. We continued the roll out of the Improvement Award to provide coaching and mentoring support to 10 early years providers. From September 2016, our Outstanding Practitioners Make the Difference programme will be available to all early years and out of school providers.

Preparing for primary school

In 2016, outcomes for 5 year olds in the Early Years Foundation Stage improved with 74.8% of children achieving a good level of development compared with 73% in 2015, above the national average of 69.3%. In 2016, over 96% of Kent children will start their education at a primary school named by their parents on their application with 15,705 (87%) offered their first preference, up by 762 compared to last year. The total number of applications increased for the 9th consecutive year to 18,006 - a rise of 591 from 2015. Improvements in the quality of Kent primary schools continue with 90% of schools rated as Good or Outstanding by Ofsted.


Key results

Direction of travel


Overall, our 1 year performance direction of travel is **improving**.

Overall, our 3 year performance direction of travel is **improving**.

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
1.41 Children with good level of development Foundation Stage profile (FSP)	Improving	Improving	Above
1.42 Achievement gap at Foundation Stage profile (FSP)	Improving	Not improving	Above
1.43 Early years settings with good or outstanding Ofsted judgement	Maintaining	Improving	In Line

96% 

IN 2016, OVER 96% OF KENT CHILDREN WILL START THEIR EDUCATION AT A PRIMARY SCHOOL NAMED BY THEIR PARENTS ON THEIR APPLICATION WITH 15,705 (87%) OFFERED THEIR FIRST PREFERENCE, UP BY 762 COMPARED TO LAST YEAR.

65% 

THE TAKE UP OF THE 1 YEAR HEALTH VISITING CHECK HAS IMPROVED FROM 35% TO 65%.

89%

THE NUMBER OF PROVIDERS REGISTERED TO OFFER 'FREE FOR 2' EARLY EDUCATION PLACES SIGNIFICANTLY INCREASED TO 89%, PROVIDING MORE THAN 9,500 PLACES.

91%

EARLY YEARS SETTINGS WITH GOOD OR OUTSTANDING OFSTED JUDGEMENTS INCREASED FROM 87.6% IN 2015 TO 91% IN 2016.*

*PROVISIONAL

Challenges

- Whilst the take up of Free Early Education by Eligible 2 Year Olds has had steady but slow improvement, there is still much to be done to ensure that parents of eligible children are being reached, enabled and supported to make informed choices in relation to this entitlement.
- Improving performance against mandated external inspection checks and improving safeguarding practice for health visitors in their edge of care role.
- A particular challenge has been to achieve consistent success in locally based working, such as through Local Children's Partnership Groups and working to the same cohesive approach in Emotional Wellbeing.
- Analysis of the most recent Ofsted early years provider reports has identified that induction and monitoring of staff to improve skills, including teaching and learning, responding to children's needs and extending children's learning based on their interests, needs to be improved.



Customer story

Mark's story

Find out how a health visitor has helped to provide effective support for a family with vulnerable young children.



Signposting

- [Early Years and Childcare Strategy \(2014–2017\)](#)

1.5 Children and young people have better physical and mental health

Progress so far

Improving children's health

From October 2015, we took on new commissioning responsibilities for school nursing, supporting 26,500 children through the [National Child Measurement programme](#) and the Healthy Child programme. Our [Change4Life](#) campaign is targeted at 36 schools with the highest obesity rates, supported by the 10 Minute Shake Up to promote healthy weight and exercise, providing information about local support to tackle childhood obesity. From January 2016 we extended our sugar swaps campaign with GPs, pharmacies, schools and children's centres, with targeted press and social media to support 1,788 parents to make healthier decisions. In May 2016 we started a year-long trial of smoke-free children's play areas in a joint initiative with Canterbury City Council, which has been shaped by local schools and play groups.

Emotional health & wellbeing

Working with our partners, we have created a 'whole-system' pathway of support for children, young people and young adults experiencing mental health difficulties. In May 2015 we launched our [Emotional Health & Wellbeing Strategy](#), listening to the views of children, young people and families to help shape priority areas of work, including timely, accessible and effective support, recovery and positive transition between services and at the end of interventions. We have taken time to learn from performance issues to prepare a more robust and ambitious service specification for Child and Adolescent Mental Health Services. In May 2016 we went to tender to seek innovative new providers. A single service provider will offer a more unified and consistent approach across the county, enabling us to better plan and commission the next generation of services.

HeadStart

In 2014, we were awarded £0.5m of Big Lottery funding to help 10-14 year olds to build their emotional resilience, preventing emotional and mental health problems. We used a co-production approach with young people, schools, families, community groups, and charities. We have trialed new ways of providing early support both in and out of school. We held [HeadStart](#) Days and Skills Roadshow Events, covering issues like stigmas, confidence, bullying and e-crime. Young people helped develop 'The Pledge' campaign in schools, Youth Centres and VCS groups, reaching 15,000 young people. We have been successful in bidding for £10 million external funding over 5 years, to expand the work of the programme.

Health Needs Education Service

We developed a new Health Needs Education Service for young people with physical medical conditions and an education outreach service for young people with mental health needs, across 6 locality hubs and a specialist residential unit. Each hub has specialist staff including a mental health nurse to provide expert advice for schools. Young people are supported for 8-10 weeks as part of a re-integration programme, introducing fair and equitable access for all schools and streamlining the referral process to reduce the waiting times and ensure continuity of education.

Lifespan Integrated Pathways programme

In April 2015, we integrated our services to deliver a seamless continuity of support for children, young people and adults with a disability, providing more joint service delivery and commissioning opportunities. We visited local teams and parent consortiums to understand the current pathway and the transition to adult services. Design workshops used detailed customer journeys to define a radically different pathway and from April 2016 we are re-commissioning with our partners to make the new pathway a reality. We are also delivering the All Age Neurodevelopmental Pathway

project to explore the diagnostic, assessment and prevention pathway for children, young people and adults with autism.

Making safe and positive decisions

Our forthcoming Kent Children and Young People's Plan (2016–2019) will support safe and positive decision making. Community alcohol partnerships continue to tackle anti-social behaviour related to substance misuse. All-age sexual health services have been rolled out across Kent. We commissioned RiskKit, targeting young people in schools who have been identified as vulnerable, or who are involved in risk-taking behaviour. Kent Safeguarding Children's Board are delivering multi-agency training to professionals working those who self-harm to increase staff knowledge and understanding.

Sporting opportunities for children and young people

Kent School Games involved over 6,000 young people in the countywide finals alone. Research undertaken in 2015 indicates that around a third of participants come from disadvantaged backgrounds. 3,283 young people participated in the Sportivate programme for 11-25 year olds to develop both a love and habit of taking part in regular sport. Since July 2015, 71 schools participated in 269 [INSPIRED Ways to Rio](#) projects, including 105 Olympian and Paralympian role model visits and delivering 184 health workshops to 3,000 children. We developed 161 school Satellite Clubs to provide opportunities for young people to get into the sporting bug and move seamlessly into community sport.

Key results

Direction of travel

Overall, our 1 year performance direction of travel is **not improving**.

Overall, our 3 year performance direction of travel is **improving**.

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
1.51 Percentage of children with healthy weight	Improving	Maintaining	In Line
1.52 Hospital admissions for 0 to 24 year olds	Not improving	Not improving (2 year)	Above
1.53 Waiting time from Child & Adolescent Mental Health Services (CAMHS) referral to assessment	Not improving	Improving (2 year)	n/a
1.54 Waiting time for Child & Adolescent Mental Health Services (CAMHS) specialist treatment	Improving	Improving (2 year)	n/a



6,000

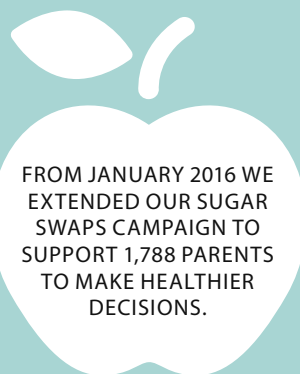
KENT SCHOOL GAMES INVOLVED OVER 6,000 YOUNG PEOPLE IN THE COUNTYWIDE FINALS ALONE.

£10m

WE HAVE SECURED £10 MILLION EXTERNAL FUNDING OVER 5 YEARS TO EXPAND THE HEADSTART PROGRAMME.

15,000

YOUNG PEOPLE HELPED DEVELOP 'THE PLEDGE' CAMPAIGN, AS PART OF HEADSTART, REACHING 15,000 YOUNG PEOPLE.



Challenges

- Even at the young age of 5, Kent's deprived areas have a higher rate of childhood obesity. This continues at Year 6, with obesity rates showing no improvement over the last few years. We need to tackle obesity at an early stage so that behaviour patterns do not progress into adulthood.
- There have been a high number of emergency referrals to CAMHS services, which are required to be seen within 24 hours, which can impact on routine assessments leading to variation in waiting times.
- There remains a need to move towards a 'whole school' approach to emotional wellbeing, offering additional pastoral support, counselling or therapeutic services. We need to build capacity and skills, and knowledge of how to access local support among the children's workforce.
- Emotional wellbeing difficulties are the most common health issue among young people from 16-25 but services are divided into a 'child' and 'adult' offer at age 18, which can cause real difficulty and distress for young people and their families who need consistency at a key point of transition.



Customer story

[Great Chart Primary's story](#)

Find out more about how the Inspire programme is using culture and sport to transform children's health and wellbeing.



Signposting

- [Emotional Health & Wellbeing Strategy \(2015\)](#)
- [Health and Wellbeing Strategy \(2014-2017\)](#)
- [Public Health Annual Report \(2015\)](#)

1.6 All children and young people are engaged, thrive and achieve their potential through academic and vocational education

Progress so far

Attainment progress

There is a year on year improving trend in attainment and progress for Kent pupils, where in most outcomes we are above the national average. Performance was above the national average for every indicator for 7 year olds at Key Stage 1, continuing our positive improvement trend and providing a strong basis for improved pupil progress and outcomes. In 2016 at Key Stage 2, we performed above or in line with the national average for all indicators. We are ranked top out of 11 other similar local authority areas. These improvements are helping to ensure more pupils succeed in secondary schools and achieve better outcomes at age 16. In 2016 Kent secondary schools performed well in GCSE, with results above the 2015 outcomes and well above the previous year's national averages.

Continuing school improvement

Our collaborative work led by the [Kent Association of Headteachers](#) is helping to build capacity for system leadership to secure [school improvement](#). There are 88 Kent School Collaborative Partnerships involving 522 schools, focused on improving attainment, developing leadership at all levels, improving the percentage of Good and Outstanding teaching, sharing best classroom practice and narrowing the gaps between the outcomes of disadvantaged and other pupils. The number of Good and Outstanding schools has substantially improved from 59% in 2012 to 89% in July 2016, now above the national figure of 86%, which means that 184,617 pupils now attend a Good or Outstanding school.

14-24 Learning, Employment and Skills Strategy

Our [14-24 Learning, Employment and Skills Strategy](#) seeks to achieve a comprehensive vocational offer. Our district offer draws on provider expertise, so young people gain the qualifications, skills, work experience and learning opportunities they need. We are

raising levels of achievement for 16-19 year olds and employability for 18-24 year olds through work with employers, new curriculum pathways including Maths and English, and supporting Post 16 providers to deliver new Programmes of Study. We are increasing access to apprenticeships and vocational training through Kent Jobs for Kent Young People and Skills Centres. Our nationally recognised Vulnerable Learner project supports apprenticeships for those at risk of not participating.

Vocational and technical learning opportunities

We developed an innovative sector-based approach for vocational and technical careers advice. Post 16 Study programmes create flexible academic, technical and vocational pathways tailored to young people's needs and local employment opportunities. We supported schools to broaden their vocational offer to deliver better quality and more cost-effective provision. Working with partners, our local Employability Offer develops learners' employability skills, whilst providing pathways to higher levels of study, employment, traineeships and apprenticeships. With schools, we promoted the Kent Technical and Vocational project to increase the uptake of new technical qualifications. Our SkillForce programme is set to expand to 6 districts, with an ambition to become a county-wide vocational progression pathway, supporting vulnerable young people who have multiple barriers that prevent them engaging in education or training, to ensure they become employment ready.

International Baccalaureate

Our successful International Baccalaureate's career-related programme supports career-related learning for post 16 students whilst developing transferable skills such as communication, critical thinking and applied knowledge. Our pilot with 9 schools had a 96% pass rate, with increased student retention, attainment and ambitions, with a further 18 schools joining the programme from September 2017.

Building quality learning environments for children and young people

The Basic Need programme, our largest capital programme at £190m over 4 years, is increasing school capacity to respond to increasing school demand. From 2013-14 to 2015-16 our 20 projects have delivered 300 classrooms and facilities for over 9,300 children. For the last 4 years all projects were delivered on schedule so no child missed a day of education. In 2015-16 we worked closely with schools, parish councils and contractors to deliver 31 projects, including 6 brand new primary schools. We have reduced delivery times, explored new funding opportunities and introduced a standardised design concept to reduce costs, whilst still achieving quality facilities. Over 73% of the projects were delivered through the Kent Approved Contractor List, using local supply chains and labour where possible.

Growing potential

We deliver support to young people in youth hubs, schools, Outdoor Education Centres and on the streets. Youth Work activities combine enjoyment, challenge and learning, promoting personal and social development and enabling young people to have a voice and influence in their communities. We are one of the largest Operating Authorities for the Duke of Edinburgh's Award in the country. In 2015-16 there were 4,726 new enrolments with 2,592 awards achieved, including 147 Gold awards – a record for Kent. Our Country Parks Forest Schools encourage 1,700 children each year to develop creativity, confidence and self-esteem through outdoor learning experiences.

Key results

Direction of travel

Overall, our 1 year performance direction of travel is **improving**.

Overall, our 3 year performance direction of travel is **improving**.

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
1.61 Pupils achieving level 4 and above at Key Stage 2	n/a	n/a	Above
1.62 Pupils achieving 5+ A* to C GCSEs including English and Maths	Improving	Improving (2 year)	n/a
1.63 Schools with good and outstanding Ofsted judgement	Improving	Improving	In Line
1.64 Offer made for first or second preference secondary school	Improving	Maintaining	In Line



IN 2015-16 THERE WERE 4,726 NEW DUKE OF EDINBURGH'S AWARD ENROLMENTS WITH 2,592 AWARDS ACHIEVED, INCLUDING 147 GOLD AWARDS – A RECORD FOR KENT.

184,617

PUPILS NOW ATTEND A GOOD OR OUTSTANDING SCHOOL.



IN 2015-16 WE DELIVERED 31 BASIC NEED CAPITAL PROJECTS, INCLUDING 6 BRAND NEW PRIMARY SCHOOLS.



PERFORMANCE WAS ABOVE THE NATIONAL AVERAGE FOR EVERY INDICATOR FOR 7 YEAR OLDS AT KEY STAGE 1, CONTINUING OUR POSITIVE IMPROVEMENT TREND.

Challenges

- There is a need for further improvements in vocational and technical education, and training to improve young people's outcomes and address employers' concerns about work readiness.
- Develop and improve the opportunities and progression pathways for all 14-19 year olds to participate and succeed, so that they can access higher levels of learning or employment with training, including apprenticeships and vocational options to age 24.
- Continue to improve the quality and range of school provision available in Kent for 0-25 year olds through delivering our [Commissioning Plan for Education Provision in Kent \(2016-2020\)](#).



Customer story

[The Malling School's story](#)

Find out more about how The Malling School is using innovative ways to ensure all children and young people reach their full potential.



Signposting

- [EYPS Vision and Priorities for Improvement \(2016-2019\)](#)
- [Kent Strategy for School Improvement \(2016\)](#)
- [14-24 Learning, Employment and Skills Strategy \(2015-2018\)](#)
- [Commissioning Plan for Education Provision in Kent \(2016-2020\)](#)

1.7 Kent young people are confident and ambitious with choices and access to work, education and training opportunities

Progress so far

Sector Guilds

We are working with our partners to drive improvements in locally led skills provision, with strong business involvement. We have established 7 sector guilds, sector-based employer-led forums working with providers to develop new pathways to learning and employment. This meets the needs of key sectors through increasing effective apprenticeship programmes, developing sector-specific workforce development strategies and promoting priority sectors to young people. They have engaged with 200 employers, 50 Schools, Colleges and Training Providers and created over 500 employment opportunities.

Careers opportunities

In March 2016, our [Kent Choices](#) Live event supported 4,000 young people to take part in Kent's Careers Festival, providing opportunities to speak to over 100 exhibitors, to try out new skills and get advice on a range of careers. Working with key partners including schools, our careers network has improved the quality and access of careers education. The Careers and Enterprise Board developed employer engagement in coastal schools and the Kent Children's University has piloted aspirational, career-related masterclasses to school-age children and young people.

Not Engaging in Education, Employment or Training (NEET) Strategy

In December 2015, we launched our [NEET Strategy \(2015-16\)](#) to engage young people in education and training and maximise their life chances using collaborative approaches with schools, colleges and providers. Our integrated data system tracks all learners across our services, to better target resources. We are developing focused interventions, including high quality personalised pathways with positive destinations for vulnerable groups. We have developed

a new model for 14-19 pathways to ensure that the learning and training offer in every district is aligned with employment opportunities, and enables access to qualifications and the necessary support for progression into appropriate pathways.

Opportunities for young people with SEND

We continue to deliver our [Strategy for SEND](#), supporting young people into post 16 education, training and apprenticeships. In 2015, we exceeded our target of 30 placements. The post 16 programme for behavioural, emotional and social needs learners has been successful with 173 young people supported and 70% remaining in education or taking up apprenticeships. New supported employment pathways are being developed, including a new programme at Grange Park and Ifield Special Schools supporting SEND learners into employment with training.

Vocational learning and apprenticeships

We continue to see steady improvement in post 16 outcomes for pupils studying vocational qualifications, and in 2016 results improved again. We continue to implement our [14-24 Learning, Employment and Skills Strategy](#) and apprenticeship talent pool. Work with the Kent Association of FE Colleges and Kent Association of Training Organisations on a shared 16-18 Apprenticeship Plan is promoting internships, traineeships and apprenticeships. We are developing the 16-19 apprenticeship partnership to increase access, standards of delivery and employer participation, including sharing good practice to ensure access to independent and impartial careers advice.

Kent Employment programme

We supported 900 unemployed 16-24 year olds into apprenticeships, within the first programme phase, with the second phase achieving a further 109 apprenticeship starts (76% were NEET). We increased our engagement with schools and delivered a bespoke service focusing

on apprenticeships being a viable option post 16. We worked with schools and Job Centre Plus to identify young people who would most benefit from an apprenticeship. We created a talent pool to match young people to local employers. The Assisted Apprenticeship scheme supported 33 vulnerable young people (19% care leavers) to complete their apprenticeships and move towards sustainable employment. In 2015, we won the South East employer of the year award and in 2016 we were recognised as one of the Top 100 Apprenticeship Employers at the National Apprenticeship awards.

Kent Supported Employment

We support people aged 16 and over with physical disability, learning disability, sensory disability or autistic spectrum condition to find and stay in work. We have created a new employer engagement strategy that encourages current employers to share best practice. The Bright Futures project offers the opportunity for unpaid internships aimed at young people aged 18-24 with learning difficulties and disabilities to gain work related skills to enter meaningful paid employment. Our Supported Internship Pilot worked with 20 students aged 16+, with tailored work placements including in-work coaching. Our Assisted Apprenticeships scheme provided a year's salary funding for 63 assisted apprenticeships in 2015.

Transforming recruitment to health and social care

Students had the opportunity to engage with potential future employers, challenging their expectations of working in social care, and exploring new career paths through health and social care career events and our 3rd annual Skillsfest with the Education Business Partnership with schools and colleges. Feedback was very positive with students more interested and inspired to become part of our future health and social care workforce.

Key results

Direction of travel

Overall, our 1 year performance direction of travel is **improving**.

Overall, our 3 year performance direction of travel is **improving**.

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
1.71 Apprenticeship starts for 16 to 18 year olds	Improving	Improving	Below
1.72 Claimant count, aged 18 to 24 compared to age 16 to 64	Improving	Improving	In Line
1.73 Young people at age 19 qualified to Level 3	Improving	Improving	Below
1.74 Inequality gaps at age 19 to Level 3	Improving	Improving	Below
1.75 16 to 18 year olds not in education, employment or training (NEETs)	Not improving	Improving	Below
1.76 First time entrants to the youth justice system	Improving	Improving	n/a

16+

THE POST 16 PROGRAMME FOR VULNERABLE LEARNERS HAS BEEN SUCCESSFUL WITH 173 YOUNG PEOPLE SUPPORTED AND 70% REMAINING IN EDUCATION OR TAKING UP APPRENTICESHIPS.



OUR ASSISTED APPRENTICESHIPS SCHEME PROVIDED A YEAR'S SALARY FUNDING FOR 63 ASSISTED APPRENTICESHIPS IN 2015.

1,009



OUR KENT SUPPORTED EMPLOYMENT PROGRAMME HAS SUPPORTED 1,009 16-24 YEAR OLDS INTO APPRENTICESHIPS.

Challenges

- The participation and progression of young people remains a particular challenge with low participation figures, high drop-out rates at age 17, high NEET figures and insufficient progress in attainment of children in care.
- There is a mismatch between some of the higher level technical qualifications, the needs of young people and local businesses.
- Although we have made good progress in increasing apprenticeships, their promotion as an alternative for young people of all abilities needs to be improved, with more opportunities for better links between local schools and employers to provide information about career opportunities.
- With an economy dominated by small and medium sized enterprises, we have a limited ability to generate business/university innovation partnerships on the scale of areas with larger anchor businesses. We need to respond more quickly to changes in business demand and enable small and medium sized enterprises to better access university expertise.



Customer story

Amy's story

Find out more about how a Troubled Families apprenticeship has rebuilt her confidence and put her on the path to success.



Signposting

- [EYPS Vision and Priorities for Improvement \(2016-2019\)](#)
- [NEET Strategy \(2015-2016\)](#)
- [Strategy for Children and Young People with Special Educational Needs and Disabilities \(2013-2016\)](#)
- [14-24 Learning, Employment and Skills Strategy \(2015-2018\)](#)

Strategic Outcome 2

Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life

-
- 2.1 Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing **p.34**
 - 2.2 Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure **p.36**
 - 2.3 All Kent's communities benefit from economic growth and lower levels of deprivation **p.38**
 - 2.4 Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities **p.40**
 - 2.5 We support well planned housing growth so Kent residents can live in the home of their choice **p.42**
 - 2.6 Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors **p.44**

Scale of delivery

We support vital services for Kent's communities, businesses and residents, including:

PUBLIC HEALTH SERVICES HELP

3,000

PEOPLE WITH WEIGHT MANAGEMENT



AND DELIVER

45,000

HEALTH CHECKS



COMMUNITY LEARNING AND SKILLS SERVICES SUPPORT

22,000 ADULTS,

3,500 FAMILIES

AND **600** APPRENTICESHIPS

MANAGING

A **8,500** km

OF HIGHWAYS, INCLUDING REPAIRING

23,983

POTHOLES,

5,000 km

OF PAVEMENTS,

120,000

STREETLIGHTS

MANAGING

T **6,847** km

OF PUBLIC RIGHTS OF WAY

OVER



5.6m

VISITS TO LIBRARIES



18,000

BIRTH

&



13,000

DEATH REGISTRATIONS AND



6,100

CEREMONIES INCLUDING MARRIAGES

SUPPORTING

5,000

ADULTS WITH SUBSTANCE MISUSE ISSUES

&

9,000

PEOPLE WITH SMOKING CESSATION

2,500

PEOPLE ATTENDING SKILLS PLUS CENTRES TO IMPROVE EMPLOYABILITY AND LANGUAGE SKILLS



1.6m

VISITS TO OUR

9

COUNTRY PARKS

PROVIDE PLANNING ADVICE ON



650



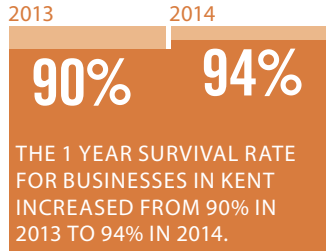
3.5m

VISITS TO **18** HOUSEHOLD RECYCLING CENTRES AND TREATING OR DISPOSING OF

715,000

TONNES OF HOUSEHOLD WASTE

Key results



WE HAVE LEVERAGED £2.65M OF SPORTS INCOME INTO KENT IN 2015-16.



WE HAVE LEVERAGED £3.3M FUNDING INTO THE ARTS AND CULTURAL ECONOMY IN KENT IN 2015-16.



COMMUNITY LEARNING AND SKILLS RECEIVED A GOOD OFSTED INSPECTION JUDGEMENT IN JUNE 2016.



PEOPLE SETTING A QUIT DATE WHO QUIT SMOKING HAVE IMPROVED FROM 47% IN 2013 TO 55% IN 2016, TAKING US ABOVE THE NATIONAL AVERAGE.



GCSE ENGLISH AND MATHS SUCCESS RATES FOR ADULT LEARNERS HAVE IMPROVED TO 54% AND 51% RESPECTIVELY, WHICH IS WELL ABOVE THE NATIONAL AVERAGE.



NO USE EMPTY HAS BROUGHT 538 PROPERTIES BACK TO USE IN 2015, 4,445 SINCE THE PROGRAMME WAS ESTABLISHED IN 2005.



Sian's Story

Aylesham firm and local family business, Fudge Kitchen, has been making and selling handmade fudge for over 30 years and has 8 thriving shops across the country. The company analysed market trends and spotted a new gap in the market for a premium fudge brand; however, they would need additional industrial space to develop and produce a new range of products with a view to exporting and selling as a wholesaler.

Sian Holt, Fudge Kitchen's Managing Director, applied to our Regional Growth Fund and was awarded £110,000 to open their first standalone production facility in the local area. The project was supported through our Expansion East Kent scheme which offers an interest-free loan to local small businesses across East Kent, making a real difference to businesses and encouraging employment opportunities in the local area. This new facility has created over 14 jobs by offering both full time and part time opportunities to local people as well as safeguarding some jobs from the existing workforce.

Since benefitting from the funding, the new facility has trebled the firm's production volumes and Fudge Kitchen has gone on to win the coveted Ambient Manufacturing Company of the Year in the top industry Food Manufacturing Excellence Awards in addition to 11 Great Taste Awards. Fudge Kitchen's new product development and efficiency improvements were particularly highlighted for praise from the judges.

Fudge Kitchen products are now sold to over 200 stockists across 15 countries, from Scandinavia to the Falkland Islands. They range from the smallest independents to titans like Selfridges, Harrods and Claridge's.

Sian also accessed a number of our other services to support her business expansion, including advice on exporting the new product

overseas, input from Trading Standards and information on our apprenticeship programme all accessible via the Expansion East Kent application process.

Sian:

"The new production facility has allowed us to more than treble our previous production volumes, and the consolidation of everything to one site has provided additional efficiency benefits. The Gourmet fudge will still be entirely handmade and decorated in small batches, to maintain product quality and the unique presentation style. In the process, several new jobs, both part and full-time, have been created over the last 12-36 months."

Food Manufacturing Excellence Awards judges:

"Fudge Kitchen's innovative approach was demonstrated with the launch of its drinking fudge. Although a very small company, it has a lot of vision in terms of new product development. The drinking fudge was a great innovation filling a gap in the market".

- Find out more about opportunities to support Kent businesses [here](#).
- Watch a video about Expansion East Kent success stories [here](#).



In the process, several new jobs, both part and full-time, have been created over the last 12-36 months.

Sian



2.1 Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing

Progress so far

Mind the Gap

Tackling health inequalities remains a key issue for residents living in the most deprived areas where life expectancy significantly reduces by up to 21.88 years for both men and women; however, the gap in life expectancy is widening for women. We reflected on the latest deprivation information to launch our [Mind the Gap strategy](#) in January 2016, to target health inequalities in our most deprived communities.

Re-commissioning public health services

From March 2015, we reviewed our public health contracts, developing an outcomes-based approach with our partners across three programmes: Starting Well, Living Well and Ageing Well. We analysed our changing needs, spend profile and existing contracts. We gathered customer insight and engaged over 80 organisations on innovative new ways to deliver services, moving beyond traditional approaches using behavioural science and marketing. We focused on Making Every Contact Count, targeting high impact groups. Our [Health Checks](#) outreach programme now targets deprived areas delivering 'Health MOTs' before a full NHS Health Check. From April 2016, we transitioned to new models of delivery.

Healthier lifestyles

We are transforming £5.3m of healthy lifestyle, smoking cessation and healthy weight contracts with our providers. An integrated health improvement service will tackle unhealthy lifestyle behaviours early, so people live longer, healthier lives and reduce demand by preventing longer-term illness and conditions. We explored co-commissioning options with Districts, including opportunities to integrate the new adult health improvement model with health.

Tackling obesity

Local Health and Wellbeing Boards are taking a whole systems approach to tackling obesity via four evidence-based themes, working jointly with District Councils, healthy weight service providers, community and voluntary organisations. In May 2016 we agreed to establish a countywide partnership healthy weight group with representation from the local healthy weight groups to continue progress and share learning. We will be developing an obesity strategy to continue to drive progress for the 770,000 overweight and obese adults (65.1% of the local population) in Kent.

Action on smoking

£52.4m is spent in the NHS in Kent as a direct result of smoking-related ill health and £3.3m is spent on treating the effects of passive smoking in non-smokers. Loss of productivity due to smoking costs the Kent business economy £300m per year and £18.8m a year in additional costs for social care in later life as a result of smoking-related illnesses. We have commissioned 'Social Change' to offer 100,000 smokers various support options to help themselves, reaching 7000 people via the website, with 524 people taking further action.

Alcohol

We made good progress towards the 6 pledges in the [Kent Alcohol Strategy](#), with each district delivering a tailored local alcohol plan for their Local Health and Wellbeing Board. We are reshaping our 12 Kent Community Alcohol Partnerships to target hotspots with alcohol misuse issues including town centre disruption, anti-social behaviour and illegal sales. Our Dry January 2015 campaign provided 7,761 people with advice and support. Our online Know Your Score campaign was shown over 7.6m times, with 31,000 people finding out more about safe drinking levels. However, there were 24,833 alcohol-related admissions in Kent in 2014-15 – a 25% increase in five years.

Healthy Living

We are supporting the Encompass programme to bring community health services and GPs together to improve patient care and reduce hospital admissions, encouraging people to take ownership of their health and wellbeing by making lifestyle changes. Health trainers are based in GP practices to offer more accessible, flexible and appropriate care. The Healthy Living Pharmacies programme supports 111 pharmacies to promote healthier lifestyles and behaviour change, training 173 Health Champions. We commissioned the Big Thanet Health Check, to bring health lifestyle messages closer to communities with 'pop-up' health check clinics in local pharmacies, health centres and supermarkets.

Ebbsfleet Garden City

In March 2016, Ebbsfleet was announced as one of 10 'Garden Cities' to provide a foundation for high quality inclusive places, creating new jobs and sustainable lifestyles. 15,000 homes will be built in a way that will encourage healthy living and help address issues such as obesity and dementia. Plans could include fast-food-free zones around schools, homes with virtual access to GP services and safe green spaces for children to play and exercise in.

Healthy Business Awards

The Kent Healthy Business Awards engage businesses to promote health at work, improve access to preventative services and encourage healthy lifestyle choices. 200 businesses are working with local Kent Healthy Business advisors, and 85 businesses (32,287 employees) are working towards the standards of leadership, communication and culture with 18 businesses achieving awards in 2015. Our Workplace Challenge campaign engages businesses in friendly competition by allowing employees to log the amount of physical activity they are doing.

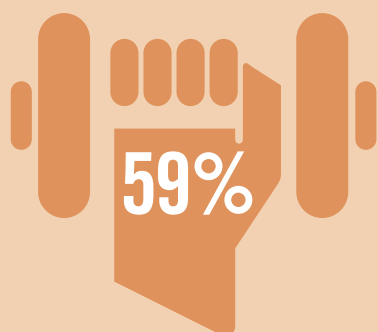
Key results

Direction of travel

Overall, our 1 year performance direction of travel is **improving**.

Overall, our 3 year performance direction of travel is **improving**.

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
2.11 All age mortality for preventative causes	Improving	Improving	Above
2.12 NHS health checks completed	Not improving	Improving	Below
2.13 Percentage of people quitting smoking	Maintaining	Improving	Above
2.14 Percentage of physically active adults	Improving	Improving	Above



59% OF PEOPLE OVER 16 YEARS OLD TAKE PART IN AT LEAST 150 MINUTES OF PHYSICAL ACTIVITY PER WEEK.

+ 173

THE HEALTHY LIVING PHARMACIES PROGRAMME TRAINED 173 HEALTH CHAMPIONS.

THE MORTALITY RATE FROM PREVENTABLE CAUSES CONTINUES TO DECREASE AND REMAINS BETTER THAN THE NATIONAL AVERAGE.



OVER 200 BUSINESSES ARE WORKING WITH LOCAL KENT HEALTHY BUSINESS ADVISORS.

Challenges

- Traditional commissioning approaches for health and wellbeing services encouraged reliance on siloed service provision. We need to continue to change our culture to move from open access provision to targeted work with high impact groups.
- Our culture was previously too focused on targets and outputs – we are making changes within our workforce and within our partners to focus on outcomes, whilst strengthening performance management and contract management approaches.
- We need to achieve better value for money in a climate of national reduction in public health budgets.
- We need to ensure the wider social care workforce are properly trained in drugs and alcohol issues, so the right links can be made between substance misuse and safeguarding practice (e.g. domestic violence).



Customer story

[Julie's story](#)

Find out more about how Julie has quit smoking to improve her health for her family.



Signposting

- [Annual Public Health Report \(2015\)](#)
- [Mind the Gap \(2016\)](#)
- [Kent Alcohol Strategy \(2014-2016\)](#)
- [Health and Wellbeing Strategy \(2014-2017\)](#)

2.2 Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure

Progress so far

Growth & Infrastructure Framework for Kent and Medway

Working with our partners, we launched the [Growth and Infrastructure Framework \(GIF\)](#) for Kent and Medway in September 2015, shaping the priorities of the [Kent and Medway Economic Partnership](#). This sets the planned development and investment in infrastructure required to unlock growth potential to support the delivery of 158,500 new homes, 293,300 new people and 135,800 new jobs. It highlights a funding gap of over £2bn to 2031, and is the most comprehensive strategic infrastructure plan in the South East, future-proofing major projects to avoid infrastructure constraints and encouraging innovation in public services. Linked to the GIF, we developed supporting strategies, including the [Minerals and Waste Local Plan](#) and a draft [Local Transport Plan 4](#) which is currently out for consultation. Between April 2015 and March 2021, we have been allocated £98m for transport initiatives, as part of a £442m funding package to boost the region's economic growth.

Targeting potholes

In May 2016, we launched a targeted initiative to tackle potholes, targeting the damage on a district by district basis. Where possible, the fix is protected by surface dressing the whole road, to prevent damage by winter weather. This cost-effective approach to essential maintenance makes the budget go further and raises the standard of our 5000 miles of roads. In the last year, we repaired 23,983 potholes at a cost of £1.3m and 5,281m² of patching at a cost of £6.8m. Our year to date performance shows that 94% of potholes are filled within 28 calendar days, and customer and resident satisfaction with highways and transportation services remains well above target.

Major transport schemes

We have successfully completed local major infrastructure projects working closely with local businesses and residents to ensure minimal

disruption. The £3.5m Local Pinch Point funded investment in North Farm improvements in Tunbridge Wells, tackles congestion problems which affected business productivity and further investment. Three major infrastructure projects are currently under construction for completion in 2016-17 and we are working with Highways England to ensure successful completion of the A21 dualling. A further 18 major infrastructure projects have been prioritised following submission of Local Growth Fund 3 for delivery to 2021.

Transport innovations and improvements

The £11.8m investment in our Rail Journey Time Improvement Scheme to reduce journey times will complete its first phase in May 2017 and second phase in December 2019. We are consulting on the planning application for [Thanet Parkway](#) – a railway station and park and ride interchange to improve access to employment opportunities for local residents. We are influencing the specification for the South-Eastern rail franchise from July 2018, pursuing options for smart ticketing and other improvements. Station improvement schemes in partnership with Southeastern and Network Rail include extending cycle parking, improving transport interchanges and major station redevelopments. We awarded funding to 20 businesses to implement sustainable travel measures in their workplaces.

Making Kent quicker

Our successful roll out of the [Making Kent Quicker](#) programme has brought connectivity to over 121,000 homes and businesses who would otherwise be left with no or slow broadband. This means that 91% of homes and businesses can now access a superfast broadband service. We are investing £11.2m with the government in a successor project that will extend to coverage to 95% of homes and businesses by the end of 2017, and 95.7% by September 2018. We are administering the national Better Broadband Scheme offering a subsidy towards equipment and installation costs. Introducing free WiFi in all libraries provides access to broadband for local communities.

Kent and Medway Skills Commission

The Kent and Medway Skills Commission will develop a range of projects to address priorities set out by the Kent and Medway Economic Partnership, provide regular feedback on progress and evaluate outcomes. The Commission will ensure there is appropriate and meaningful engagement with employers and key stakeholders to influence the development of the skills agenda across Kent and Medway.

Adult Learning, Skills and Employment Strategy

In September 2015, we launched the [Adult Learning, Skills and Employment Strategy](#) to increase adult employment and improve education and skill levels by providing pathways, such as apprenticeships and re-training opportunities, to enable people to take up employment in priority sectors. There is an emphasis on increasing participation for priority groups in isolated or deprived communities.

Community Learning and Skills

In 2015 we engaged 22,000 people, with 36,000 enrolments, whilst reviewing how we deliver our services. We explored opportunities for co-location with partners, establishing multi-purpose centres to support delivery and provide an increased range of courses, facilities and opportunities, complemented by specialist opportunities to meet local need. We developed a flexible business model to maximise income generation, developing a trading company model from August 2016.

Key results

Direction of travel

Overall, our 1 year performance direction of travel is **mixed**.
Overall, our 3 year performance direction of travel is **improving**.

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
2.21 Business confidence	Not improving	Improving	Above
2.22 Businesses reporting skills shortages	Not improving (2 year)	n/a	In Line
2.23 Working age qualification, Level 3 NVQ equivalent	Maintaining	Improving	Below
2.24 Working age qualification, Level 4 NVQ equivalent	Improving	Improving	Below
2.25 Properties with access to superfast broadband	Improving	Improving	In Line



WE HAVE BEEN ALLOCATED £98M FOR TRANSPORT INITIATIVES, AS PART OF A £442M FUNDING PACKAGE TO BOOST THE REGION'S ECONOMIC GROWTH.

34%

PERCENTAGE OF PEOPLE WITH LEVEL 4 NVQ EQUIVALENT QUALIFICATIONS HAS INCREASED FROM 32% IN 2014 TO 34% IN 2015.

COMMUNITY LEARNING AND SKILLS ENGAGED 22,000 PEOPLE, WITH 36,000 ENROLMENTS.

94%

OF POTHOLES ARE FILLED WITHIN 28 CALENDAR DAYS (YEAR TO DATE).

Challenges

- High infrastructure and environmental costs compromise viability of development. Whilst there is capacity for growth, viability is often very challenging, especially in parts of East and North Kent.
- Traffic volumes are rising, driven by population growth and increased local demand and by high freight volumes, with rising maintenance costs.
- Kent's deregulated bus system can lead to slow and complex journeys and the need to subsidise some routes has become unsustainable.
- Employers can find it hard to have a clear voice in the skills system with poorly co-ordinated national funding regimes with perverse incentives and a lack of information about potential opportunities. Employers cite skills constraints as a barrier to growth.



Customer story

[Andy's story](#)

Find out more about how Skills Plus have helped to support Andy to enhance his skills and confidence at work.



Signposting

- [Growth and Infrastructure Framework for Kent and Medway \(GIF\)](#)
- [Minerals and Waste Local Plan \(2013-2030\)](#)
- [Local Transport Plan 4](#)
- [Adult Learning, Skills and Employment Strategy \(2015-2018\)](#)

2.3 All Kent's communities benefit from economic growth and lower levels of deprivation

Progress so far

Investing in growth

We have a strong record in delivering England's largest Regional Growth Fund programme. Since 2012, we have made £56m available to new and existing businesses, reinvesting as the original loan capital is repaid. Our Expansion East Kent, Tiger and Escalate programmes are on target to create over 5,000 jobs and will leverage over £84m of private and public sector investment. Our Marsh Million scheme boosts jobs and creates business opportunities, making £1m in interest-free loans and grants available to small businesses, start-ups, charities, community organisations and social enterprises which might otherwise not have been able to secure funding. We have accessed £149m in the first two rounds of the [Local Growth Fund](#) to unlock infrastructure for economic growth. Our Kent International Business programme promotes and grows Kent businesses overseas, including expanding our GREAT Food from Kent project, working with 26 local businesses.

Inward investment

Our economy has become increasingly innovative, with the knowledge economy workforce growing at twice the national rate. Since April 2015 [Locate in Kent](#) has attracted over 3,000 jobs and 56 companies, with two thirds from high value, high growth sectors such as business and financial services and ICT. Life sciences is a crucial sector for Kent which has benefitted from modern, flexible business premises and our targeted export support and seedcorn funding. The Biogateway life science cluster group works together to attract more companies to the county. The Discovery Park is England's most successful Enterprise Zone, hosting over 2,400 businesses with plans for further expansion. Building on this success, the North Kent Innovation Zone brings Enterprise Zone status to key growth locations at Ebbsfleet Garden City, Rochester Airport Technology Park, Kent Science Park in Sittingbourne and Kent Medical Campus at Maidstone.

A sector led approach

Since 2013 sector-specific business support initiatives have engaged 180 businesses in start-up and growth programmes. We are driving productivity improvements through local programmes, providing a stronger voice for local employers and commissioning skills provision to create a more productive workforce. We have developed a business support package, a strategy for affordable workspace and a Talent Accelerator programme to address skills shortages and strengthen employability. We continue to back industry-led programmes to develop Kent's food sector and Visit Kent supports tourism through place marketing and product development. In 2015, the Kent Contemporary tourism campaign generated £13m of spend by visitors to Kent - a return on investment of over £71 for every pound spent on the campaign. The Cultural Transformation Board is actively progressing business models to improve financial resilience to ensure the sector continues to flourish.

Lower Thames Crossing

We support Highways England's preferred option for a new Lower Thames Crossing that could deliver 50,000 new homes and 26,000 jobs across North Kent, and provide significant cost savings to businesses through improved journey time reliability and network resilience. We lobbied for routes which minimise environmental damage and disruption to local communities, urging for generous compensation to affected property owners and a swift decision to reduce uncertainty for local residents and businesses.

Operation Stack

Operation Stack has a huge economic impact, exacerbated by strikes, migrant issues and increasing freight numbers. Summer 2015 saw the longest deployment of Operation Stack in its history, which underlined the need for long term improvements. We worked tirelessly to direct traffic and deliver welfare to stranded drivers, providing 13,000 bottles of water and 6,000 meals. We continue

working with Government to find solutions to keep Kent open for business. Through surveying local roads, we have assessed the number of lorries parking inappropriately and illegally on our highways and a survey of motorways is planned for September. We welcome the proposed £250m M20 lorry holding area; however, we have asked for assurances including appropriate landscaping so that local residents will be protected.

Thames Estuary Growth 2050 Commission

In 2016, the Thames Estuary 2050 Growth Commission was established to examine the long term potential of the area. We will be urging the Government to consider the significant infrastructure challenges and our proposed solutions. We aim to continue the economic transformation of the Thames Estuary with our partners to unlock the economic potential, taking a creative view.

Major developments

We have worked with Districts and developers to ensure communities are developed with appropriate infrastructure of roads, schools and community facilities, bringing real economic, social and environmental benefits for local people. To achieve this, we work closely with Districts on their Local Plans, currently including Canterbury, Ashford, Thanet, Tonbridge & Malling and Maidstone. Our significant capital programme includes major sites across the county. We seek to maximise Section 106 funding opportunities, balancing the need for new homes to be provided quickly alongside ensuring any risks are minimised.

Key results

Direction of travel

Overall, our 1 year performance direction of travel is **improving**.

Overall, our 3 year performance direction of travel is **improving**.

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
2.31 Working age employment rate	Maintaining	Improving	In Line
2.32 Job seeker claimant count	Improving	Improving	Above
2.33 Working age all benefit claimants	Improving	Improving	Above
2.34 Business start-ups	Maintaining	Improving	Below
2.35 Business survival rate	Improving	Improving	In Line
2.36 Gross median wage levels	Improving	Improving	Below



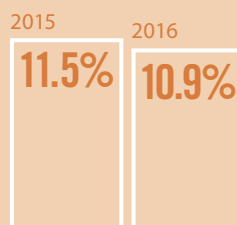
IN 2015, THE KENT CONTEMPORARY TOURISM CAMPAIGN GENERATED £13M OF SPEND BY VISITORS TO KENT.

3,000 JOBS

SINCE APRIL 2015 LOCATE IN KENT HAS ATTRACTED OVER 3,000 JOBS AND 56 COMPANIES.

2,400 BUSINESSES

THE DISCOVERY PARK NOW HOSTS OVER 2,400 BUSINESSES WITH PLANS FOR FURTHER EXPANSION.



PEOPLE RECEIVING WORKING AGE WELFARE BENEFITS REDUCED FROM 11.5% IN 2015 TO 10.9% IN 2016, CONSISTENTLY IMPROVING OVER THE LAST 3 YEARS.

Challenges

- Accessing government funding to support local priorities through the country's biggest local enterprise partnership can be difficult.
- The Kent economy faces a productivity challenge, remaining persistently below the national average and the gap has widened over the past decade. Kent and Medway's productivity gap reflects a history of relatively low-value employment and an associated skills base.
- The scale of the Local Growth Fund is limited in comparison with the identified infrastructure need, and the requirement to bid on a project-by-project basis to central government works against a strategic approach. So while we have an excellent understanding of our infrastructure demands and costs, we sometimes lack access to the funding levers we need to deliver.
- Whilst we seek to increase employment opportunities the quality of work is also important to maintain good health; therefore, we need to do all we can to ensure that jobs are well-paid, secure and protect employees' wellbeing.



Customer story

[Nimisha's story](#)

Find out more about how a local business has expanded with support from the GREAT Food from Kent project.



Signposting

- [Growth and Infrastructure Framework for Kent and Medway \(GIF\)](#)

2.4 Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities

Progress so far

Participation in sport

We work with our partners to strategically lead sport and physical activity to raise participation, with increased opportunities for targeted communities. We support clubs and other partners to lever in funding to improve sports facilities and activities. In 2015-16 we leveraged in £2.65m sport and physical activity funding – a ratio of over £4 for every £1 of our funding. Regular (3 times per week) adult participation in sport, including walking and cycling, has grown by 1.9% since 2005-2006 and those now exercising for at least 30 minutes once a week has also increased over the last year, delivering proven health benefits to those individuals.

Staying active, staying well

Kent's natural environment helps to improve physical health, mental health and general wellbeing, providing space for social activity, sports and recreation as an important part of a good quality of life. We supported Sky Ride Local to encourage cycling for fun and fitness through free themed guided bike rides in every district along scenic local routes. The Run Kent project has engaged 6,444 beginner runners. In 2015-16 there were 16 'parkruns' with an average of nearly 2,000 runners per week, in addition to six junior 'parkruns', engaging 250 runners per week.

Arts Investment Fund

In 2015-16, our Arts Investment Fund leveraged £1.5m in funding (£32 for each pound we invested) to support growth and development of the cultural and creative industries to encourage sustainability of a strong cultural offer for residents and visitors. We supported 30 projects, and current evaluations of the 13 completed projects show 12,188 participants have been engaged with 1,669 days of volunteering opportunities and 1,446 jobs created. We have targeted the use of the fund to facilitate more commercial sustainability and acumen to the cultural and creative industries sector.

Turner Contemporary

The gallery is a landmark visitor attraction, driving regeneration in Thanet, increasing property prices by 24% and generating £50m for the Kent economy. The building hosts a programme of exhibitions of historical significance, featuring world-class artists. By July 2016, the gallery had received 2,040,199 visitors, with visits growing by 65,000 per year since 2013 with 20% from the local area. Seventy-two new businesses have been established in Margate's Old Town since the gallery opened and people moving to the area are enjoying a better quality of life.

Developing the cultural offer in Kent

We are working with the multi-agency Cultural Transformation Board, to refresh the [Kent Cultural Strategy](#). This will be a 10 year sector-led, market-facing vision for the development of the creative and cultural industries in Kent. As part of the 3 year national Cultural Commissioning programme, we have worked with NHS and local authority partners on an 18 month pilot to improve access to arts and culture with a range of new commissioning opportunities, including the £4m community-based mental health service, £8m Early Help and preventative services and £50m Waste Management Service.

Tunbridge Wells Cultural Hub

We are working with Tunbridge Wells Borough Council to create a new £11.3m flagship centre for culture and learning by 2019. This will combine a library, museum, art gallery, adult education and gateway services into an inspiring and integrated customer experience. Significant progress has been achieved, including successfully securing grants from the Heritage Lottery Fund and Arts Council England and appointing innovative architects and designers to make the vision a reality. We will engage with residents to ensure we deliver a hub that best meets local need.

Volunteer Support Warden pilot scheme

We worked with the Kent Association of Local Councils and Kent Police to complement our community wardens through the use of volunteers to get to know their local community, enhancing the service for residents and creating resilient neighbourhoods. The Volunteer Support Wardens identify issues with local residents and liaise with services such as Neighbourhood Watch, Victim Support, Trading Standards, Fire and Police, providing crime prevention materials and advice to reduce their fear of crime. Seven local areas are participating and we are considering a full roll out.

Transforming Libraries, Registration and Archives

A more enterprising focus is helping to maximise income and customer participation, supported by 1,200 volunteers (40,369 hours). Over 200,000 activities give customers a chance to develop a greater sense of where they live and the wider history of Kent. We continue to improve reading and literacy including through the National Libraries Day. We strive to deliver a service for everyone and have delivered ceremonies for over 1,777 new UK citizens. Our 'Picture This' project encouraged adults with learning disabilities to publish a range of books through exploring the art of storytelling, drawing, drama, reading and enjoying time together as a group.

Key results

Direction of travel

Overall, our 1 year performance direction of travel is **improving**.

Overall, our 3 year performance direction of travel is **improving**.

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
2.41 Working age employment rate	Improving	Improving	Above
2.42 Job seeker claimant count	Improving	Improving	Above
2.43 Working age all benefit claimants	Maintaining	Maintaining (2 year)	Below
2.44 Business start-ups	Improving	Improving	In Line



LIFE SATISFACTION FOR RESIDENTS HAS IMPROVED FROM 79% IN 2014 TO 81% IN 2015.



PEOPLE (16+) ENGAGED IN SPORTS AT LEAST ONCE A WEEK HAS IMPROVED FROM 34% TO 36% IN 2015.

£1.5m

IN 2015-16, OUR ARTS INVESTMENT FUND LEVERAGED £1.5M IN FUNDING (£32 FOR EACH POUND WE INVESTED).



BY JULY 2016, THE TURNER CONTEMPORARY GALLERY HAD RECEIVED 2,040,199 VISITORS, WITH VISITS GROWING BY 65,000 PER YEAR SINCE 2013.

Challenges

- Creative and Cultural Industries are fast growing but experiencing skills shortages and shortages of space which must be addressed if growth is to be sustained. Kent's sector is positioning itself to meet this challenge through the South East Talent Accelerator programme.
- Customer expectations are rapidly changing, driven by lifestyle, demographic and technology shifts, at a time of financial constraint. Although we are already adapting our online services, we need to continue to innovate to satisfy customer demand.
- The sports participation growth rate has slowed recently, so we need to start to grow participation again. This means reaching those groups who are under-represented in participation figures, and increasing our focus on informal sport opportunities.
- Adult physical inactivity is now recognised as a distinct public health concern. In Kent, 28% of adults are currently classed as physically inactive and 41% of Kent's adult population do not currently meet the recommended levels of 150 minutes per week.



Customer story

[Callie-Ann's story](#)

Find out more about how Callie-Ann's volunteering experience is helping to inspire young swimmers.



Signposting

- [Strategic Framework for Sport and Physical Activity \(2012-2022\)](#)
- [Kent Cultural Strategy \(2010-2015\)](#)
- [Community Safety Annual Report \(2015\)](#)
- [Inspiring and Supporting the People of Kent – Libraries, Registration and Archives \(2014-2015\)](#)

2.5 We support well planned housing growth so Kent residents can live in the home of their choice

Progress so far

Accelerating housing growth

We are working with our partners to accelerate housing delivery to meet planned levels of growth. Over the next 15 years, 159,000 new homes will need to be delivered to satisfy demand. We are supporting Districts to take a more strategic view on housing development as they work together to deliver housing targets. The Kent Viability Protocol, developed by Kent Housing Group, Kent Planning Officers Group, Kent Developers Groups and the Homes and Communities Agency, is an effective voluntary arrangement to speed up planning disputes regarding viability. The need to take a strategic, co-ordinated view, especially in light of significant national housing and benefit policy decisions, has prompted work to begin a refresh of the [Housing Strategy for Kent and Medway](#).

Sustainable infrastructure to support housing growth

We are delivering the physical and social infrastructure needed to support economic and housing growth through combining public and private funding. Our work with developers in agreeing to deliver the A28 improvements will unlock 5,750 homes at Chilmington Green, a greenfield site on the urban edge of Ashford. We have been working closely with Ashford Borough Council and the developer consortium to identify the appropriate scale and timing of key infrastructure required to achieve a high quality, sustainable development. We will deliver over £70m of the infrastructure required through contributions from the developers, recognising the importance of early infrastructure provision in enabling housing growth. We agreed to deliver the dualling of the A28 Chart Road on an accelerated programme, enabling the early delivery potential of the development.

Kent Design & Development Awards

Now in their 12th year, the Kent Design & Development Awards celebrate the design excellence of the county's property and construction industry.

The awards recognise buildings that are well designed, showcasing Kent's built environment and epitomise the longstanding spirit of partnership between the public and private sector, through the skills of our local architects, construction companies, developers and surveyors.

No Use Empty

Since 2005, [No Use Empty](#), our collaboration with local authorities, has helped to bring 4,445 empty homes back into use, regenerating deprived urban wards and stimulating local housing markets. We helped landlords access finance through a unique interest-free loan scheme, providing up to £175,000 to revive long-term empty properties. We have awarded £16.5m loans leveraging £23.2m private and public sector contributions to fund 750 units, creating 500 'new homes', generating additional council tax receipts and attracting £8.5m of New Homes Bonus. The scheme has expanded into converting long-term empty commercial and industrial sites into housing and affordable housing projects. We worked with Shepway District Council to provide top-up loan funding of £850,000 to tackle larger properties needing extra financial support in coastal areas.

Responding to London Boroughs buying up housing in Kent

When the London Borough of Redbridge outbid Canterbury City Council to place 147 families in homes on the old Howe Barracks site, it made national news. Since then we have learned that the London Borough of Newham has been buying up commercial properties in Maidstone in order to house their social tenants, and other London Boroughs are looking at properties in Tonbridge. We are working with District Councils and the London Boroughs to secure good communication about such moves, so that services are in place for the incoming families, and collectively we are trying to identify how we can protect the interests of Kent residents whilst also recognising the challenges faced by London Boroughs.

Future of supported housing

Recent welfare reforms included the requirement for Housing Associations to cut social housing rents by 1% each year for the next 4 years, capping the amount of rent that Housing Benefit would cover in the social rented sector to the relevant Local Housing Allowance rate. Supported and sheltered accommodation is currently not affected whilst the potential impact of changes is considered by Government. Unless the changes are not applied, it is likely future developments will be unviable. Kent Housing Group actively responded to the government consultation on the future funding for supported and sheltered housing and we are connecting with the National Housing Federation's campaign Starts at Home, to raise the profile of the value supported and sheltered housing offers whilst the Government conducts its review. We are working with partners to provide evidence of the impact and lobby for a solution that will enable an expansion of supported housing schemes in future.

Extra care housing

We delivered 218 flats for older people in extra care housing, 10 flats for people with mental health needs and 12 units of move on accommodation in partnership with five District Councils and ProjectCo/West Kent Housing Association under the Excellent Homes For All Housing PFI.

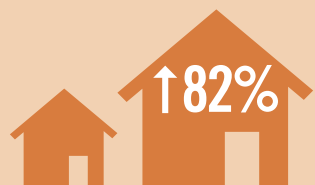
Key results

Direction of travel

Overall, our 1 year performance direction of travel is **improving**.

Overall, our 3 year performance direction of travel is **improving**.

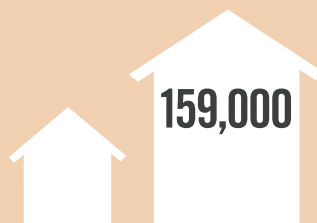
Measure	1 year direction of travel	3 year direction of travel	Performance against national average
2.51 New dwellings completed	Improving	Improving	n/a
2.52 Affordable homes provided	Improving	Improving	n/a
2.53 Housing affordability index	Not improving	Not improving	Below
2.54 Number of extra care housing units provided	Improving	n/a	n/a



FROM 2014 TO 2015 THE NUMBER OF ADDITIONAL AFFORDABLE HOMES PROVIDED HAS INCREASED BY 82%.



WE HAVE AWARDED £16.5M OF NO USE EMPTY LOANS LEVERING £23.2M PRIVATE AND PUBLIC SECTOR CONTRIBUTIONS TO FUND 750 UNITS, CREATING 500 'NEW HOMES'.



OVER THE NEXT 15 YEARS, 159,000 NEW HOMES WILL NEED TO BE DELIVERED TO SATISFY DEMAND

Challenges

- The infrastructure funding shortfall does not fall evenly across Kent and Medway. Perversely, where we have the capacity for new development and where growth would yield the greatest local economic benefits, it is often the most difficult to bring forward.
- The affordability of homes is a national challenge, and affordability in comparison to the national average remains an issue in Kent and across the South East. Within Kent we have wide variations in housing affordability across the county.
- The local impact of national policy decisions including the benefit cap, reduced rents for social housing and the extension of the Right to Buy scheme, is placing more pressure on existing housing registers and potentially forcing the sale of existing vacant council housing stock.
- The recent moves by London authorities to outbid local authorities to buy up housing stock to place vulnerable families within Kent is a concern which we will need to respond to collectively with our local partners, to ensure new communities have the support they need and local services are not put under undue pressure.



Customer story

[Peters Village](#)

Find out more about how we are supporting the development of Peters village, near Wouldham, including vital infrastructure and community facilities.



Signposting

- [Housing Strategy for Kent and Medway \(2011\)](#)
- [Growth & Infrastructure Framework for Kent & Medway \(GIF\)](#)

2.6 Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors

Progress so far

Kent Environment Strategy

Our updated Kent State of the Environment report details the latest position for Kent's physical and natural environment which informed our new [Kent Environment Strategy](#), launched in January 2016. The strategy ensures growth is managed intelligently, providing economic benefits, whilst still protecting and enhancing our natural and historic environment. As part of the strategy's retrofitting priority, the Kent Warm Homes scheme aims to increase energy and water efficiency, tackle fuel poverty and improve health outcomes through commissioning retrofitting of energy efficiency measures. Over the last 2 years we have retrofitted over 1,400 homes, saving money and delivering warmer homes.

Challenging inappropriate development

In May 2015 we appeared at the Waterside Park planning inquiry into proposals for major commercial development at junction 8 of the M20, alongside partners Natural England and the Kent Downs Area of Outstanding Natural Beauty. We have consistently strongly objected to major commercial development at junction 8. In July 2015 the Planning Inspector dismissed both appeals, recognising the adverse impact that major development would have on the setting of the Area of Outstanding Natural Beauty and local heritage assets.

Opportunities to enjoy Kent's natural environment

Our 9 Country Parks and 9 Countryside Management Partnerships facilitated 24,199 volunteering hours (worth £350,000) and delivered over 125 countryside improvement projects. Our volunteers provided over 3,055 hours of support for countryside access and public rights of way and 6,379 hours to support heritage projects - increasing physical activity, improving wellbeing, increasing confidence and developing teamwork. In April 2015, we launched our new [Explore Kent](#) website which has achieved 783,000 views a year and a 26.2%

increase in Twitter followers. We are exploring joint marketing and project opportunities with over 80 partners including Visit Kent and Kent Wildlife Trust.

Low Carbon Kent

We have provided sustainable business support to the Low Carbon sector through the Local Carbon Kent programme to stimulate growth. The Low Carbon Kent partnership has provided 86 grants totalling £1m to businesses across a range of sectors. From April 2015 to June 2016, we invested £622,000 from our Energy Efficiency Investment Fund in projects at 21 schools, which will deliver over £2.5m in lifetime savings. We will deliver at least 7 more projects by March 2017 worth £220,000. We manage over £1m of funding with Salix Finance with loan repayments recycled to fund future projects. Due to strong demand from Kent schools, in 2015 we successfully secured an additional £220,000.

Kent Waste Strategy

The Kent Resource Partnership delivers the [Kent Joint Municipal Waste Management Strategy](#), providing a single voice for strategic waste and resource issues. The new Waste Management Strategy being launched in January 2017 will increase awareness of waste as a resource, promote waste minimisation and achieve an economically, environmentally and socially sustainable waste strategy.

Managing the risk of flooding and severe weather

The Kent Flood Risk Management Committee is delivering Kent's [Local Flood Risk Management Strategy](#) to ensure a resilient economy. We are working with the Environment Agency on the flood alleviation scheme at Leigh and Beult and we are exploring new funding options for new schemes through the Flood Funding Forum. The Severe Weather Monitoring System and other projects with communities are improving resilience, with 180 volunteer flood wardens trained to support their own communities.

Kent Resilience Team

Kent Resilience Team is a multi-agency team with Kent Police and Kent Fire & Rescue Service that works together to ensure Kent is better prepared to respond to emergencies. In 2015 we were alerted to 446 incidents, including 138 flooding related. The team works with a range of partners including blue light services, local councils and others that would be involved in responding to an emergency or incident, if and when it arises. To this end, we have delivered an extensive range of 26 training courses to 900 personnel across a wide range of partners. We have also delivered 5 major multi-agency exercises addressing a range of significant risks, from flooding to chemical and biological incidents. We work closely with the voluntary sector, training voluntary sector colleagues to further enhance their capability to support an emergency response.

LED streetlighting

We are one of the largest lighting authorities in the UK with 118,000 street lights and 25,000 lit signs and bollards, costing over £9m a year. LED lights use less energy, are more reliable and require less maintenance. When combined with a Central Management System we will be able to monitor our energy use, detect faults, dim lights and control the time that the lights turn on and off. This should reduce our current energy and carbon emission costs by 65%, with savings of up to £5.2m per year.

Key results

Direction of travel

Overall, our 1 year performance direction of travel is being **maintained**.
Overall, our 3 year performance direction of travel is being **maintained** (based on a single measure).

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
2.61 New housing on previously developed land	Maintaining	Maintaining	n/a
2.62 People using the natural environment for recreation	Improving	n/a	n/a
2.63 People who think the natural and historic environment is in good/excellent condition	Maintaining	n/a	n/a



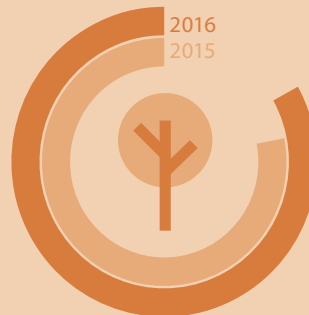
FROM APRIL 2015 TO JUNE 2016, WE INVESTED £622,000 FROM OUR ENERGY EFFICIENCY INVESTMENT FUND IN PROJECTS AT 21 SCHOOLS, WHICH WILL DELIVER OVER £2.5M IN LIFETIME SAVINGS.



OUR NEW EXPLORE KENT WEBSITE HAS ACHIEVED 783,000 VIEWS A YEAR.



OVER THE LAST 2 YEARS WE HAVE RETROFITTED OVER 1,400 HOMES, SAVING MONEY AND DELIVERING WARMER HOMES.



PEOPLE WHO USE THE NATURAL ENVIRONMENT AT LEAST ONCE A FORTNIGHT HAS INCREASED FROM 78% IN 2015 TO 83% IN 2016.

Challenges

- Only a small proportion of Kent's physical and natural landscape, including within designated Areas of Outstanding Natural Beauty, is statutorily protected or provided, leaving its management and sustainability particularly vulnerable to unprecedented pressures on public spending.
- We have the highest risk of local flooding in England, surface water flooding is estimated to affect 76,000 properties in Kent, and we have approximately 64,000 properties at risk of river and coastal flooding.
- Access to the countryside can be more challenging for those without access to a car, and many rural settings may not be well served by public transport. This can result in low-income families being disadvantaged in their opportunity to benefit from Kent's natural landscape.
- Reductions in funding the maintenance of the Public Rights of Way network is resulting in a poorer standard of access provision county-wide and increasing numbers of closures on the network. The challenge is to maintain access that provides the greatest benefit to residents and businesses given reducing budgets.



Customer story

[Kevin and Gary's story](#)

Find out how Sherwood Shed have worked with our Countryside Management Partnership to protect and enjoy their local natural environment.



Signposting

- [Kent Environment Strategy \(2016\)](#)
- [Kent Joint Municipal Waste Management Strategy \(2012\)](#)
- [Local Flood Risk Management Strategy \(2013\)](#)

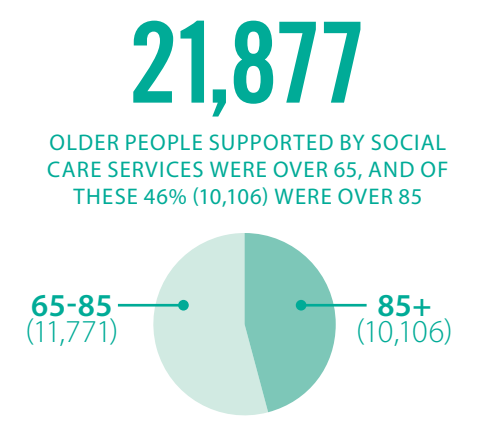
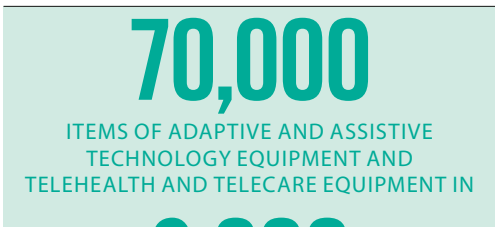
Strategic Outcome 3

Older and vulnerable residents are safe and supported with choices to live independently

-
- 3.1 Those with long-term conditions are supported to manage their conditions through access to good quality care and support **p.50**
 - 3.2 People with mental health issues and dementia are assessed and treated earlier and are supported to live well **p.52**
 - 3.3 Families and carers of vulnerable and older people have access to the advice, information and support they need **p.54**
 - 3.4 Older and vulnerable residents feel socially included **p.56**
 - 3.5 More people receive quality care at home avoiding unnecessary admissions to hospital and care homes **p.58**
 - 3.6 The health and social care system works together to deliver high quality community services **p.60**
 - 3.7 Residents have greater choice and control over the health and social care services they receive **p.62**

Scale of delivery

We support vital services for older and vulnerable people, including:



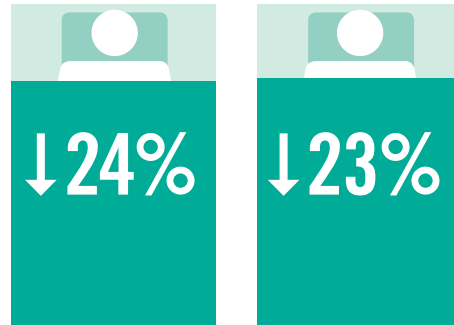
Key results

1,400
PEOPLE

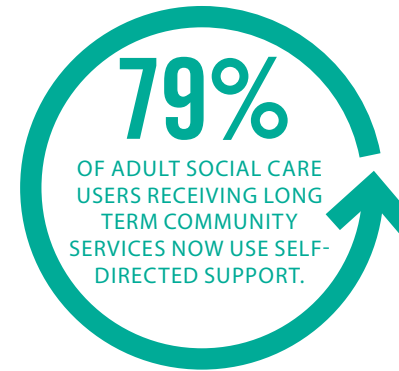
121,000
HOME DELIVERY
ITEMS



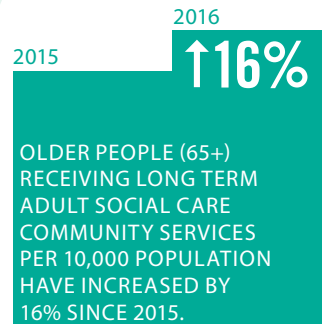
WE ASSISTED 1,400 PEOPLE THAT ARE UNABLE TO VISIT A LIBRARY DUE TO ILL HEALTH, DISABILITY OR CARING RESPONSIBILITIES, WITH 121,000 HOME DELIVERY ITEMS.



WE ARE USING 24% FEWER SHORT TERM BEDS AND 23% FEWER LONG TERM BEDS THAN IN 2014-15.



OUR COMMUNITY WARDENS HAVE VISITED AND ASSISTED OVER 2,000 SCAM VICTIMS.



OVER 200 PEOPLE WITH LEARNING DISABILITIES ACCESSED SHARED LIVES WITH HOST FAMILIES IN THEIR COMMUNITY.



FOLLOWING ENABLEMENT SUPPORT,

800

SERVICE USERS PER YEAR REMAIN FULLY INDEPENDENT WITH NO ONGOING CARE NEEDS.

9,701

PEOPLE RECEIVED ENABLEMENT SERVICES AND

83%

COULD RETURN TO THEIR HOMES FOLLOWING THE SUPPORT THEY RECEIVED.



THE KENT SHEDS MEMBERSHIP HAS CONTINUED TO RISE WITH AROUND 400 MEMBERS AND 7,000 ATTENDANCES.



84%

OF ADULT SOCIAL CARE USERS SAY SERVICES HAVE MADE THEM FEEL SAFE.

↑9%

THE NUMBER OF GP PATIENTS WITH DIAGNOSED DEMENTIA HAS INCREASED BY 9% FROM 2015 TO 2016.



240

FROM 2015 WE HAVE DELIVERED 240 NEW EXTRA CARE HOUSING UNITS.

Debbie's* Story

Debbie was a participant in the Autistic Spectrum Conditions Specialist Enablement social research pilot. Debbie was 18 years old, lived in her family home, and was dependent on her mother for all tasks; she could not leave the home without family support and had never slept a full night. She could not manage in mainstream school, so joined a specialist school but she had not attended for 3 months because of severe anxiety.

Debbie's mother was struggling in her caring role and there were concerns about whether she could continue. The Adult Social Care Team assessed her for a proposed comprehensive supported living placement of 30 hours per week. Whilst Debbie agreed, she did not really want to leave her family home. To support Debbie to stay at home with the proposed social care package would cost £412.20 per week.

There was potential for Debbie to benefit from the Specialist Enablement pilot so a team led by Occupational Therapists went in to work with Debbie for 12 weeks. They identified that Debbie has severe motor processing and sensory needs. Debbie's personal outcomes were that she wanted to work on cooking a meal for the first time, accessing shops by bus without family, and to undertake some voluntary work.

After 12 weeks of enablement Debbie's self-esteem had improved and her mother felt more supported. Debbie was attending school, preparing meals and snacks, could use public transport with minimal support and could cross roads safely. She was also able to manage a small budget and purchase some items, eat and drink in unfamiliar places and slept all night as a result of sensory equipment which had been supplied.

When Debbie was reassessed, her package of support had reduced to 8 hours (£90.16 per week) – a saving of £16,746 per year in comparison to her initial assessment.

Debbie:

"You have been a positive role model, I feel more confident and am looking forward to exploring new options (college). I can now do things I didn't think I could do."

Debbie's mum:

"Thank you. You have taught me things about my daughter I never knew she was capable of".

We are the only county currently providing this type of approach for clients with higher functioning autism.

- Find out more about our specialist enablement research [here](#).

*Names, details and images have been changed to protect identities



You have been a positive role model, I feel more confident and am looking forward to exploring new options (college). I can now do things I didn't think I could do.

Debbie



3.1 Those with long-term conditions are supported to manage their conditions through access to good quality care and support

Progress so far

The right equipment to live independently

In November 2015, together with the 7 Clinical Commissioning Groups and key partners including Kent Fire and Rescue Service, we launched the [Integrated Community Equipment Service](#) which plays a crucial role in supporting our most vulnerable residents to remain in their own home. Through the provision of equipment, people are enabled to carry out everyday activities independently or are provided with equipment which supports them to be cared for at home. We provide proportionate levels of care through easy access to the right equipment that supports people to manage their conditions, including the loan of equipment like pressure care, hoists, bathing equipment, special seating and other daily living equipment. We are working with a new provider to reduce care home and hospital admissions and assist with timely discharge from hospital.

Technology Enabled Care Services

Our new contract for [Technology Enabled Care Services](#) (a Digital Care and Telecare service) brings together telecare installation and monitoring, service user support and staff training under the responsibility of a single provider. In January 2016, we mobilised the new contracts and worked hard to manage a smooth transition with our providers, who are now installing telecare and equipment packages within 5 days for our service users and have cleared the backlogs of equipment orders. From April 2016, we started a 7 day a week, extended hours service, so people have access to the right support and equipment at the right time, to continue to manage their conditions and live independently in 3,000 homes.

Homecare

We are committed to moving away from time and task Homecare services. We are developing our case management practice to ensure services complement each other before any tender is put to market.

In managing our 'promoting independence' priorities and optimising demand management through our services, we have supported more people back home. We have made 700 fewer placements in care homes, whilst reducing and or delaying the support needed in the home through enablement and optimum use of Equipment and Telecare, supporting discharge from hospital. We have managed poor providers out, to ensure people receive better outcomes through robust contract management arrangements. We are ensuring our models fit the new pathways in our forthcoming Your Life, Your Wellbeing Strategy. The new model which will replace our current contracts in June 2017 will be outcome-focused and incentivise and reward the right behaviours.

Occupational therapy

We have been assessing 'double handed' care packages to explore alternative moving and handling techniques, using different equipment. The joint work managed between commissioners, occupational therapists and providers on enablement and double-handed care has supported people to achieve better outcomes and freed up capacity in the Homecare market. Training for 45 staff across 19 providers helped to develop the workforce by improving manual handling competencies and introducing new techniques. We also optimised workforce deployment through supporting occupational therapists and Homecare workers to identify where people could be supported by single-handed care. From August 2015 to June 2016 we achieved savings of over £1m, with reductions of care packages saving £116 per person, per week, resulting in improved experience of care.

Supporting adults with autism

The Kent Autism Collaborative is consulting on a new Strategy for Adults with Autism in Kent (2016-2021). This is informed by insight from people with autism and their carers, reflecting on the difficulties experienced in providing and integrating services. We are trialling

Autistic Spectrum Conditions (ASC) enablement - an intensive, short term, targeted intervention which assists adults aged 18 years and over with high-functioning autism, including Asperger's Syndrome, to regain, maintain or develop daily living skills and provide them with the confidence to carry these out to the best of their ability. We are the only local authority using an occupational therapy-led enablement approach. Specialist enablement takes place over a 12 week period, working one to one to achieve meaningful goals. Early indications suggest that many service users are benefitting from the intervention and there have been life-changing results for some, especially around their self-management, reduced packages of support, and an increase in role quality and self-esteem.

Sensory Strategy

We are developing a new Sensory Strategy (2016-2019) to inform commissioning decisions and the development of services for visually impaired people, deaf and deaf/blind people. It will address the needs of both sensory impaired children and adults, with specific attention given to people with learning disabilities who are a group at high risk of developing sensory impairments which can remain undiagnosed. This has involved extensive engagement and consultation with health, VCS, service users, families and carers. We are also developing a detailed implementation plan to put the strategy into practice.

Key results

Direction of travel

Overall, our 1 year performance direction of travel is **not improving**.

Overall, our 3 year performance direction of travel is **improving**.

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
3.11 Adult social care clients with long term community services	Improving	n/a	n/a
3.12 Adult residential and nursing care admissions	Not improving	Maintaining	n/a
3.13 Rate of employment for those with a learning disability	Not improving	Improving	n/a



IN 2015-16 5,792 ADULT SOCIAL CARE CLIENTS RECEIVED A TELECARE SERVICE.



WE HAVE MADE 700 FEWER PLACEMENTS IN CARE HOMES AS A RESULT OF EFFECTIVE HOMECARE.

£1m SAVINGS

FROM AUGUST 2015 TO JUNE 2016 WE ACHIEVED SAVINGS OF OVER £1M, RESULTING IN AN IMPROVED EXPERIENCE OF CARE FROM OCCUPATIONAL THERAPISTS.

Challenges

- Early research in developing workforce development strategies has identified that recruitment and retention in relation to Homecare (rather than care home work) is challenging, with limited data available.
- A significant investment of time is required to support occupational therapists and local domiciliary agencies and we need to invest in a specific training programme for care workers, with more consistency in manual handling policies across all partners.
- More flexibility is needed around transition from children's services to adult services. We need to better understand the experience of young people with autism going through transition and provide more support for training and further education opportunities working with local employers.
- When introducing integrated services, we need to learn from the operational challenges associated with the Integrated Community Equipment service, to tackle transition issues such as IT and systems training, business continuity and clear finance responsibilities and governance.



Customer story

Fred's story

Find out more about how the right telecare equipment has helped Shared Lives resident Fred to maintain his independence.



Signposting

- [Integrated Community Equipment Service](#)
- [Technology Enabled Care Services](#)
- [Homecare](#)

3.2 People with mental health issues and dementia are assessed and treated earlier and are supported to live well

Progress so far

Live Well Kent

In April 2016 we launched [Live It Well principles](#) to drive forward our work to transform mental health services through detailed joint commissioning plans with Clinical Commissioning Groups over the next 5 years. We are collectively responsible for providing prevention, early intervention and recovery services for mental health and wellbeing. We replaced historic grant funded services to better align resources, reduce duplication and improve service user experience. We consulted with 333 stakeholders to co-produce our new [Live Well Kent](#) service, launched in April 2016. We introduced a 'No Wrong Door' approach, so people receive a holistic assessment to determine the best service to meet their needs. Services are based in the community so they are more accessible, reduce social isolation and offer more choices including life-long learning, employment and volunteering, social and leisure and healthy living support.

Primary Care Mental Health Service

Working with the [Kent and Medway NHS and Social Care Partnership Trust](#) we established the Primary Care Mental Health Service, co-locating social workers with our Live Well Kent partners, Porchlight and Shaw Trust, and launched a county-wide free phone referral number. The service is needs-led, focused on empowerment and facilitation rather than caseloads. We are delivering results by complementing resources and using co-production approaches.

Release the pressure

We launched our [Suicide Prevention Strategy \(2015-2020\)](#) working with Kent Police, Kent and Medway NHS and Social Care Partnership Trust, Network Rail and charities, in response to rising suicide rates in Kent and a higher rate than the national average. In March 2016 we initiated our [Release the Pressure](#) campaign to encourage men feeling under pressure to seek help. Research shows that fewer than

a fifth of people who took their life were known to secondary mental health services and men are less likely to ask for help. The advert was viewed 19 million times, with 20,000 website visits, resulting in a 20% increase in male callers to a free, confidential 24/7 helpline provided by the Mental Health Matters charity, and engaging over 500 people through web chat.

Transforming Care

We are working with partners on the Transforming Care (Winterbourne) programme for people with a learning disability or autism who have mental health problems or display challenging behaviour. A new integrated adult learning disability care pathway has been commissioned bringing together services under one specification. The new pathway and suitable accommodation has significantly reduced admissions to specialist inpatient services with 38 patients discharged from specialist in-patient services to new community placements since January 2015.

Dementia Friendly Communities

Our [Dementia Friendly Communities](#) project raises awareness and reduces stigma and we are working with partners to support people to live well following a diagnosis. We are supporting innovative intergenerational projects, such as Dementia Friends sessions, Dementia-Friendly Homes, sensory gardens, the 24 hour helpline and are working with schools, care homes and businesses. This brings people living with dementia into the community, giving them the support they need to lead fulfilled lives. We have commissioned dementia cafes and peer support groups in every district. These groups offer practical and emotional support, information about local support and potential to meet with others for mutual support. We have invested in a dementia crisis service with the NHS, which is vitally important in preventing hospital and care home admissions.

Living well with dementia

We published the [SILK Dementia programme report](#) on our co-production work with frontline staff, partners, people living with dementia, their families and carers. This helped ensure the voices of people living with dementia are heard, valued and used to find solutions. It has improved our understanding of the difficulties they sometimes experience to inform our future commissioning. The new Dementia Checklist, adopted by all Kent's Clinical Commissioning Groups, enables people to better prepare and have more confidence when speaking to a medical professional, resulting in a more efficient, effective and appropriate referral.

Dementia friendly libraries

Our dementia friendly libraries initiative ensures everyone is welcome in Kent libraries and promotes a series of books which can trigger memories and conversations about everyday life. Receiving a diagnosis of dementia can be a difficult time that is often compounded by people's misunderstanding about the condition. Our Reading Well - Books on Prescription project provided 3,500 people with 6,669 books to improve awareness of dementia.

Community safety conference on dementia

Our community safety conference in November 2015 on dementia was very successful with over 160 delegates including those living with dementia, their carers and professionals. Since the conference, over 150 delegates have signed up to become dementia friends, staff awareness sessions have taken place and better information sharing arrangements are in place to assist in locating missing people with dementia.

Key results

Direction of travel


Overall, our 1 year performance direction of travel is **improving**.
Overall, our 3 year performance direction of travel is **improving** (based on a single measure).

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
3.21 Service users who feel that they have seen mental health services often enough for their needs	Improving	n/a	In Line
3.22 Adult residential and nursing care admissions	Improving	Improving (2 year)	n/a
3.23 Patients diagnosed with Dementia on GP registers	Improving	n/a	n/a



↑20%

OUR RELEASE THE PRESSURE CAMPAIGN WAS VIEWED 19 MILLION TIMES AND RESULTED IN A 20% INCREASE IN MALE CALLERS TO A FREE, CONFIDENTIAL 24/7 HELPLINE.



OUR READING WELL - BOOKS ON PRESCRIPTION PROJECT PROVIDED 3,500 PEOPLE WITH 6,669 BOOKS TO IMPROVE AWARENESS OF DEMENTIA.



ORGANISATIONS HAVE SIGNED UP TO THE KENT DEMENTIA ACTION ALLIANCE. THERE ARE 25,357 DEMENTIA FRIENDS IN KENT.

Challenges

- A more consistent approach to dementia diagnosis is needed across Kent. Each diagnosis experience is different and services need to be flexible enough to fit the needs of different people. Too often, diagnosis becomes the aim, when it should really be the start of the journey as a crucial point at which more good quality support, advice and advocacy is needed.
- We have to respond to increasing numbers of people with mental health needs especially around dual diagnosis (mental health and substance misuse).
- We need to develop a better response to addressing the self-harming rates as well as suicides which are on the increase.
- We need to do more and ensure that it becomes the norm for staff working in primary care settings to have access to specialist professionals or other experts who can advise them and, as a result, help minimise the number of 'handovers' of care and support between different services.



Customer story

[Christian's story](#)

Find out more about how Christian has helped to access new employment opportunities with support from our Live Well Kent service.



Signposting

- [Live It Well Principles \(2016\)](#)
- [Suicide Prevention Strategy \(2015-2020\)](#)
- [SILK Dementia programme report \(2011-2015\)](#)

3.3 Families and carers of vulnerable and older people have access to the advice, information and support they need

Progress so far

Supporting carers

Together with the Clinical Commissioning Groups we have jointly invested £7.4m per year in carers' services, to provide emotional and practical support to help them in their crucial role. We updated our offer in light of the [Care Act](#) to provide information and advice, urgent response services for carers in crisis, help to get people home from hospital and the offer of a carer's assessment to link carers with extra support. We introduced the carers' health appointment service, so carers can leave their loved one with confidence to attend medical appointments.

Care navigators

Our 12 Community [care navigators](#) are commissioned through VCS organisations, working across the county including within hospitals. Care navigators help people who need advice and support to self-manage their well-being and long term conditions, and link people with local community-based support services, including equipment and services to support people to live independently.

Information, advice and advocacy

The [Care Act](#) strengthened our existing responsibilities to provide information, advice and [advocacy](#) to all local residents, including self-funders. Following extensive co-production with a wide range of stakeholders, a new contract has been let to manage the Kent Advocacy Hub, a single point of access for all adults' advocacy provision. Our provider is working with a range of appropriate small and medium sized voluntary sector organisations, with expertise in varying needs.

Safe and Well

We have launched an information and advice service called [Safe and Well](#), as part of the 5 year contract for the provision of community

equipment services with NRS Healthcare. The offer includes a website, a physical shop in Aylesford, an online store and clinical advice from an occupational therapist to support families and carers to find the right equipment to maximise independence, safety and comfort.

Dementia Friendly Kent website

In 2015, we worked with people living with dementia, their families, carers, VCS partners and health and social care commissioners to redesign the [Dementia Friendly Kent website](#) to provide information and signposting about local support for people living with dementia. The new website is customer focused with self-sustaining content, with local communities and action groups able to add information about local support available. Since April 2015 the website has had 7,709 users, 74% of whom are return visitors.

Dementia Diaries learning resource pack

The [Dementia Diaries](#) were created as a resource to increase awareness of dementia amongst children and young people, using imagery and humour to bring grandchildren's stories and memories to life. In 2015, we launched the diaries learning resource which is curriculum ready for classroom, community learning and home education settings, to help improve students' understanding and knowledge of dementia. This year we updated the book to include free learning resources and activities for people living with dementia, their families and carers. The book is currently in every school and library in Kent, Surrey and West Sussex and being used by charities and health professionals nationally and internationally.

Stop the Scammers

We have been working closely with scam victims to educate and advise about different types of scams to empower victims to stop sending money to scammers, and enable vulnerable people to live independently in their homes. We have signed up to the National

Scams Hub to make sure we have a more complete picture of victims. Our community wardens make 'welfare checks' to scam victims giving them advice and raising their awareness using the [Stop the Scammers](#) pack. They have also supported victims with visits to the bank to try and make changes to their accounts and look into getting refunds. We have visited and assisted over 2,000 scam victims who have suffered an estimated loss of £350,000. Scam victims have reported that their health improved from the reduction in stress and they felt better able to recognise scams in future.

Better pathways for veterans and their families


In 2016, a nationally significant piece of [research](#) was undertaken to better understand the needs and experiences of 704 of Kent's serving and ex-armed forces personnel. The findings were launched at the Kent & Medway Civilian Military Covenant conference in March 2016, involving 146 partners including all Armed Forces. Overall, the findings were positive with the majority of Kent's Armed Forces community enjoying life and most service leavers transitioning to civilian life with relative ease. However, isolation and the struggle to integrate with the civilian community was a constant theme, as was attainment of service children. We are collaborating with Surrey, Sussex and Hampshire and are pursuing a Pathways project pioneered in Sussex, where pathways and contacts for services offered to Armed Forces families by public, private and VCS organisations in areas are in one place, making it easier to navigate support.

Key results


Direction of travel

Overall, our 1 year performance direction of travel is **not improving**.
Overall, our 3 year performance direction of travel being **maintained** (based on a single measure).

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
3.31 Adult social care users who find it easy to find information	Not improving	Maintaining	n/a
3.32 Adult social care carers who find it easy to find information	Not improving (2 year)	n/a	Below



WITHIN KENT WE HAVE 344 DEMENTIA FRIENDS CHAMPIONS WHO HAVE DELIVERED OVER 1,355 INFORMATION SESSIONS.




1,355

20,319

IN 2015-16 20,319 CARERS HAD THEIR NEEDS ASSESSED TO IDENTIFY THE SUPPORT THEY NEED TO CONTINUE CARING, UP FROM 19,216 IN 2014-15.

70%

IN APRIL 2016 WE RESOLVED 70% OF PEOPLE'S NEEDS AT THE POINT OF CONTACT THROUGH BETTER INFORMATION, ADVICE, GUIDANCE OR PROVISION OF EQUIPMENT.



↓90%

CARE NAVIGATORS IN NORTH KENT RESULTED IN A 90% REDUCTION IN GP APPOINTMENTS FOR FREQUENT GP SURGERY ATTENDEES.

Challenges

- Although most carers felt they received good support, research into living well with dementia found that many felt that, despite professional involvement, they were sometimes on their own to find out about their specific diagnosis and what support and training was available to them locally.
- Families and carers of people living with dementia expressed that they felt communication was not as joined-up as it could be between partners, leading to them explaining their story to different people and organisations.
- We need to understand more about the customer experience of information, advice and guidance to inform improvements in contact for social care services. We want to do more to hear the carer's voice as part of our redesign and transformation work.
- Carers' group sessions and local support groups are highly supported and valued as a 'lifeline', but people are concerned that funding to support smaller groups that make a real difference could be at risk in difficult financial times.



Customer story

[Joan's story](#)

Find out about how information and support from our Carers' service is helping Joan to better manage caring for her husband Sid.



Signposting

- [Kent & Medway Armed Forces Research \(2016\)](#)

3.4 Older and vulnerable residents feel socially included

Progress so far

Shared Lives

We have transformed our [Shared Lives](#) service which offers people over the age of 18 with learning disabilities support placements within a family home for long term, transition, short breaks and day support. This provides choice and a sense of belonging, improving quality of life by becoming part of a family. It supports social inclusion and provides opportunities for people to continue their interests and activities. The host family is carefully matched to ensure they have the right skills and characteristics to give the care and support needed. We now support 149 hosts and their families. In the last year, we have placed 66 people and the service was accessed by 200 people. Eleven new hosts have been identified since December 2015, with work being undertaken to approve 45 applications.

Good Day programme

The [Good Day programme](#) is continuing to change the way people with a learning disability access day services, maximising the use of community facilities. We support a community partnership approach to improve access, introducing more 'changing places' so anyone who needs assistance with their personal care can still access local activities. In 2016, we worked in partnership with Hartsdown Leisure Centre in Margate with service users to co-design a purpose-built community hub within the leisure centre, offering improved access to enhanced leisure facilities. In Swanley we have worked with the Town Council to develop a new multi-agency space. We have also worked with community partners to transform buildings within Dartford, Dover, Gravesham, Swale, Thanet and Tonbridge.

Community connectors

We have delivered community connector pilots with community wardens to address social isolation and loneliness amongst older and vulnerable people, reducing demand on some of our high end, high

cost services. In Dover, our community wardens created an evening drop-in centre for people with disabilities and encouraged support workers from the local day centre to attend giving collective advice where needed.

Newington Wellbeing Network, Ramsgate

We have worked with the community of Newington Ward in Thanet to create a steering group with residents, service users, staff and volunteers. The group designed a localised model of delivering social care, identifying goals of building better relationships, developing community connections for 'hidden away' vulnerable adults and facilitating better access to activities that promote wellbeing. The pilot will run until March 2017 to develop a network of community activists who will take responsibility for connecting people through community activities.

Kent Sheds

The [Kent Sheds](#) programme is targeted at veterans, but open to everyone in the community, where people come together to work alongside each other, sharing skills and developing friendships. It offers opportunities to do practical and worthwhile projects 'shoulder to shoulder' to improve mental and physical health, reduce suicide risk and improve resilience. There are now 27 local 'Sheds' with additional development work in priority communities. Membership continues to rise with 400 members and 7,000 attendances. Feedback has been very positive with 87% reporting an improved wellbeing score and a wider positive community impact.

Opportunities for Employment

We are improving pre-employability skills for adults with learning disabilities to build confidence so they can be referred for work-related support and employment. We are working more closely with the provider market to develop a greater range of, and access to, opportunities, especially for people with complex needs. Together

with Clinical Commissioning Groups we spend £1.47m to commission employment services for adults with mental health needs, delivering employment interventions including skills development, work placements and training activities to build workplace relationships.

Mobile Libraries

In 2016, we redesigned our mobile library service, based on feedback from our public consultation, which received 1,554 responses – 86% of these were from current mobile library users. The majority of people who responded supported our proposals and we have made adjustments where concerns were raised, such as the days and times of the stops and reinstating 23 stops to the routes to prevent isolation. We assist 1,400 people that are unable to visit a library due to ill health, disability or caring responsibilities, arranging a volunteer home delivery service for 121,000 items tailored to meet their tastes and requirements.

Access to transport

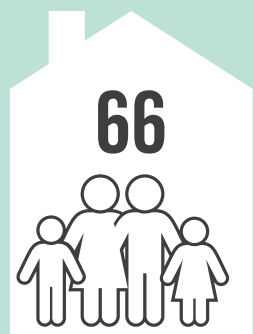
In spring 2016, we consulted on changes to 17 subsidised bus routes. We currently spend £6.4 million on subsidising 150 contracts across the county which provides a lifeline to isolated communities. We have renegotiated better contracts with bus companies, providing better value for money without any noticeable impact on passengers. We are now working closely with bus operators to make further savings with minimum impact. Our Independent Travel Trainers support children with Special Educational Needs to learn to travel independently, providing them with life skills that can be used beyond school.

Key results

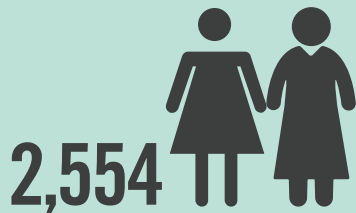
Direction of travel

Overall, our 1 year performance direction of travel is **not improving** (based on a single measure).
Overall, our 3 year performance direction of travel being is **improving** (based on a single measure).

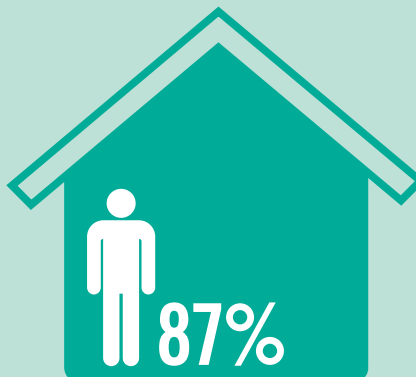
Measure	1 year direction of travel	3 year direction of travel	Performance against national average
3.41 Adult social care users who have enough social contact	Not improving	Improving	n/a



66 PEOPLE WERE PLACED WITH SHARED LIVES HOSTS AND THEIR FAMILIES.



2,554 PEOPLE RECEIVED A DAY CARE SERVICE IN 2015-2016.



87% OF KENT SHED MEMBERS REPORTED IMPROVED WELLBEING AND A WIDER POSITIVE COMMUNITY IMPACT.

Challenges

- The Shared Lives project needs to extend the recruitment for additional host facilities and increase opportunities to take placements from Your Life Your Home referrals as the project rolls out across the county.
- We need to do more with our partners to engage with people at risk of social isolation at an earlier stage and help them connect with their communities.
- We need to do more to maximise resources and intelligence within public health, health and social care to undertake effective risk profiling to target early preventative services for people at risk of social isolation.
- We need to better understand the value of our existing community assets and capacity to provided targeted capacity building work in local communities.



Customer story

Irene's story

Find out how the support from our Care Navigators has helped Irene to enjoy more social interaction in her local community.

Brenda's story

Find out how our Touch a New World project is expanding opportunities to access digital services for housebound residents.



Signposting

- [Good Day programme](#)
- [Kent Sheds](#)

3.5 More people receive quality care at home avoiding unnecessary admissions to hospital and care homes

Progress so far

Better Homes: Greater Choice

We are implementing our [Accommodation Strategy](#) to ensure we have the right type of accommodation in the right place for social care users. In October 2015, we developed design principles for different client groups and settings to inform our commissioning, including nursing care and extra care housing provision. Since 2015 we have delivered 240 new extra care housing units. We reviewed options for our remaining in-house care homes, which had become outdated without the modern facilities people need and deserve. We understand any change to services is sensitive, so we listened closely to people's views about how we can deliver services differently in their communities. Our [Community Support Market Position Statement](#) has driven more joint commissioning with health and other partners to create responsive and flexible models of support that prevent hospital admission and support timely and effective discharges.

Acute Hospital Optimisation

This project promotes independence for people leaving an acute setting who may require services on discharge by creating quicker and more consistent processes and pathways to better meet their needs. We have trialled innovative ways of working at the William Harvey Hospital including a daily review process to support consistent tracking activity and decision making. By March 2016 learning from East Kent had informed the implementation in Maidstone and West Kent. Performance is now improving and, relative to the baseline period (2014-2015), we are helping to avoid the use of 399 short term beds annually (up from 322) and 384 long term beds annually (up from 312).

Access to Independence

This project gives more time back to the [Kent Enablement at Home](#) teams, so they can provide support effectively and efficiently. We have shared best practice and worked with service users to set enablement goals which aim for the greatest level of independence possible. The roll out has been completed in East Kent and now being implemented in West Kent. In East Kent there is now greater capacity meaning we will need to purchase nearly 250,000 fewer hours of ongoing support per year. Significant improvements are being demonstrated resulting in approximately 800 service users per year remaining fully independent with no ongoing care needs.

Your Life Your Home

This project is reviewing the opportunities for service users in residential care to move into alternative community settings that will allow them to lead more independent lives if they choose to. Of the 1,200 adults with a learning disability in residential care, approximately 350 can have their needs met in alternative settings, such as a flat with shared communal areas with other service users, shared housing or shared living with a family. In June 2016, we completed the countywide roll out and are now working with 20 service users to find them suitable accommodation and support.

Kent Pathways Service

We have been supporting people to do more for themselves through the our new [Kent Pathways Service](#), which aims to improve independence and reduce care requirements through 6-12 weeks of intensive training, by helping service users after a change in their circumstances. The pilot in Dover and Thanet tested a revised model in a live environment before it was rolled out across the county. The pilot found that over 500 service users were suitable for such a service and there was ongoing demand for over 1,800 referrals. By March 2016 there were 153 successful completed programmes which demonstrates good progress and is reflective of the work still being in its early stages.

Room for Life

In July 2015 we launched the [Room for Life](#) pilot in Folkestone as part of the Kent Integration Pioneer programme to gather insight about people's needs so that resources can be better focused on supporting independent living. We have recruited volunteers to reside in the flats for a short period of 1 to 2 weeks to understand their needs, build confidence and encourage them to access local community services. Through working with partners we have gained a better understanding of the future equipment and services required to promote greater independence for older people.

Own bed is best

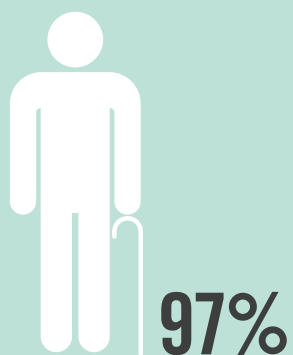
We have worked with Clinical Commissioning Groups to re-commission our care home contracts. Our approach is that the individual's own bed is best and that all long term placements will only take place once all other options have been exhausted. In April 2016 we moved to a new contract so families and carers have access to the advice, information and support they need. Our new centralised purchasing model ensures price is clearly linked to the needs of individuals and families. This is reducing duplication, giving greater flexibility to providers to deliver new models of care that cross the traditional boundaries between residential, nursing and Homecare.

Key results

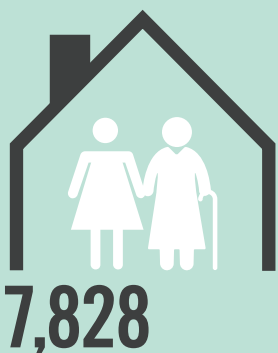
Direction of travel

Overall, our 1 year performance direction of travel is **improving**.
Overall, our 3 year performance direction of travel being is **mixed**.

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
3.51 Older people social care clients with long term community services	Improving	Improving	n/a
3.52 Hospital admissions for over 75s	Not improving	Not improving (2 year)	Above
3.53 Older people residential and nursing care admissions	Improving	Improving	n/a



THE KENT PATHWAYS SERVICES PILOT SHOWS 97% OF SERVICE USERS WERE LIVING MORE INDEPENDENTLY BY THE END OF THE 12 WEEK SUPPORT.



IN 2015-16, 7,828 PEOPLE RECEIVED A HOME CARE SUPPORT SERVICE SO THEY COULD STAY IN THEIR HOME.

+1,000

IMPROVED WAYS OF WORKING MEAN 1,000 MORE PEOPLE ARE BENEFITING FROM ENABLEMENT SERVICES.

COMPARED TO LAST YEAR, AN EXTRA 520 PEOPLE WILL LEAVE THE ENABLEMENT SERVICE FULLY INDEPENDENT AND 370 EXTRA PEOPLE ARE GOING BACK HOME EACH YEAR.

Challenges

- There is too often decision variability across the county, which can lead to the wrong services being selected for individuals. We now have a greater understanding of the factors that lead to decision variability and are working to make improvements.
- We have more capacity building and market development work to do to ensure that providers have the willingness and ability to buy into transformed models of care.
- We need to sustain the changes we have made in transformation in terms of quality and consistency of practice. We need to consider the sustainability of our workforce planning to ensure we have the right skills and capacity to deliver new models of care.
- We need to balance the efficiency and quality we need from providers to move away from a time/task culture towards outcome-based commissioning.



Customer story

Betty's story

Find out more about how Kent Enablement at Home has enabled Betty to live at home independently after time in hospital.



Signposting

- [Kent Social Care Accommodation Strategy \(2014\)](#)
- [Community Support Market Position Statement \(2016\)](#)

3.6 The health and social care system works together to deliver high quality community services

Progress so far

Kent Integration Pioneer

Our integrated primary care teams bring together social care and health professionals to support GPs and coordinate appropriate care that maximises independence. We are providing needs-led and patient-centred care through a more co-ordinated response with an improved patient experience. NHS England invited us in June 2015 to become a test bed site for innovation. We explored innovative technologies to promote digital independence and prevention. We have been successful in becoming an [Integration Pioneer](#) to deliver integrated care and support at pace and scale. A whole system partnership is building stronger relationships with communities, ensuring patients are at the centre of everything we do.

Encompass

In Whitstable an innovative combined medical centre is delivering £1.6m savings to the NHS through lower tariffs, fewer outpatient follow-ups and A&E avoidance. This is part of a super partnership of 16 GP practices, serving a 170,000 population. There are plans to develop a £20-30m Community Integrated Health and Social Care Village, including a linked community hospital, day-centre and a co-located base for integrated community nursing and social care teams. We are considering how the lessons learned can influence future facilities. The additional 293,900 people forecast in Kent and Medway to 2031 would require the equivalent of 6 to 7 additional Health and Social Care Villages.

Kent's Better Care Fund

Kent's £101m [Better Care Fund](#) establishes an integrated system of community services to support independent living, empowering people to play a greater role in managing their care. Our activity is progressing new models of care, supporting the [Five Year Forward View](#). We are targeting improvements to support urgent care,

delayed transfers, reablement, out of hospital provision and social care services. Local integrated models will incorporate person-centred and outcome-focused interventions, making it clearer for service users to know what care they receive, who provides their care and who commissions local services.

Sustainability & Transformation Plans

We are supporting the development of the Sustainability and Transformation Plan (STP) which demonstrates how new models of care will be developed to support the integration of health and social care by 2020. The STP is the first step towards planning as a whole system, requiring strong, collective system leadership to develop a shared vision with the local community, supported by improved health and wellbeing, transformed quality of care delivery and sustainable finances.

Health and Social Care Workforce Planning

From October 2015 to March 2016, health and social care organisations came together in a Workforce Task and Finish Group under the Health and Wellbeing Board, to develop strategic workforce planning. The May 2016 final report identified priority areas for the Local Workforce Action Board as existing and emerging gaps, new models of care, productivity, recruitment and retention and promoting 'the brand of Kent'. This work has provided a solid foundation to support the workforce elements of the STP and a Workforce Action Board was established to carry the work forwards.

Building a stronger understanding of community and user needs

Working with partners we have enhanced our [Joint Strategic Needs Assessment](#), focusing on different client group needs and greater local detail so we can make better informed investment decisions. We are developing more prescriptive and predictive analytics to inform our future provision, to better meet the changing

needs of our residents. The Kent Integrated Data Set is becoming a powerful tool to share data with NHS, Districts, Police and Fire, to plan effectively for different population groups.

A more holistic approach to learning disability commissioning

In January 2016, working with the Clinical Commissioning Groups, we established an integrated learning disability commissioning model, in line with the principles of [Valuing People](#). From April 2016, we established a single commissioning team, including health and nursing professionals. The pooled budget is expected to increase over time to support greater integration, including the purchasing of support for individuals with complex needs. We have successfully resettled over 35 people from specialist learning disability in-patient units into community homes, with plans to discharge more people with appropriate community support to reduce specialist in-patient beds.

Managing Demand – Winter Services

In Kent, Systems Resilience Groups have taken steps to prepare the health and social care system to manage winter pressures. They have worked together to promote the Stay Well This Winter campaign to deliver key messages to the public which will take the pressure off frontline services and encourage the uptake of seasonal flu vaccinations. They have created Surge Management Plans to prepare for a potential increase in demand, and have robust plans in place to manage the impact of emergencies that can result from severe weather, infectious disease or industrial action.

Key results

Direction of travel

Overall, our 1 year performance direction of travel is **not improving**.

Overall, our 3 year performance direction of travel being is **mixed**.

Measure	1 year direction of travel	3 year direction of travel	Performance against national average
3.61 Adult social users satisfied with their care and support	Not improving	Maintaining	n/a
3.62 Adult social care users whose service has made them feel safe	Maintaining	Improving	n/a
3.63 Delayed transfer of care from hospital	Not improving	Not improving	Below



66% OF ADULT SOCIAL CARE USERS ARE EXTREMELY OR VERY SATISFIED WITH THEIR CARE OR SUPPORT.



THERE ARE NOW 25 PIONEER SITES ACROSS THE COUNTY DEVELOPING INNOVATIVE WAYS TO JOIN UP HEALTH AND SOCIAL CARE.



THE INTEGRATED CARE PIONEER PROGRAMME HAS IMPROVED SOCIAL SERVICE REFERRAL WAITING TIMES FROM 28 DAYS TO 7 DAYS.

Challenges

- We must continue breaking down cultural barriers between partners and become more flexible in our approach to radically reshape the health economy. We need to change professional attitudes and challenge resistance to change through a strong and shared culture of leadership.
- We are facing huge demographic, growth and demand pressures, with growth in the over 65s population 4 times that of under 65s. This means by 2020 the over 65s will make up nearly 20% of our total population.
- There are significant workforce challenges which mean we are struggling to recruit to key health and social care roles, including nursing and GP recruitment and retention.
- Financially the NHS is no longer managing within the available resources, with a deficit of circa £135m health deficit in 2015-16 for Kent & Medway (not including social care), which rises significantly to £609m in 2020-21 unless we change the way we deliver integrated health and social care.



Customer story

[The Design and Learning Centre's story](#)

Find out more about how an integrated approach from health and social care is making 'out of hospital' care safer.



Signposting

- [NHS England Five Year Forward View](#)
- [Joint Strategic Needs Assessment](#)
- [Health and Wellbeing Strategy \(2014-2017\)](#)
- [Draft Kent Health and Wellbeing Board Annual Report \(2015-16\)](#)

3.7 Residents have greater choice and control over the health and social care services they receive

Progress so far

Strengthening community organisations in Kent

In light of the feedback received from partners and providers, we developed a new outcomes-based contract called Strengthening Community Organisations in Kent which has been co-produced with VCS organisations and will be in place from January 2017. The contract will be based on alliance principles - an informal model of collaboration which allows VCS organisations to come together to provide support to the sector within an alliance where all providers are equal regardless of size. In addition to providing the support the sector needs, this particular model provides a platform for us to engage with the sector more strategically and provides a conduit for exchanging ideas, information and intelligence with the VCS.

Self-directed support

We are continuing to promote self-directed support and increasing the numbers of people taking up personal budgets and direct payments, which will decrease reliance on more traditional models of care and support over time, as people choose more flexible and innovative ways to meet their needs. We have transformed our [direct payments](#) process to improve efficiency, improve accountability and make the process clearer and quicker for our customers. Customers are able to access their direct payments with one contact number, so it is much easier for them to get the right answer to their enquiry first time.

Delivering Services Differently in Wye

A community group in Wye has established a community interest company including local residents, carers, Parish Councils, GPs, Clinical Commissioning Groups and the local library. The group is open to everyone in the village and surrounding areas to develop and improve care and support methods in the community. Working alongside existing care providers and statutory agencies, the group

is designing a locally provided care system in Wye, exploring the potential of a community agents model. The group will develop existing neighbourhood and volunteering networks to offer lower level support as part of a co-ordinated programme of services in the village. It is hoped that this will be expanded to include domiciliary care providers, carers organisations and enablement teams.

Advocacy co-production

The new advocacy duties in the [Care Act](#) provided an opportunity to re-commission services using a co-production approach working with people who use advocacy, carers and service providers. Previously, services were delivered via 17 different arrangements which were inequitable geographically, not strategically aligned to outcomes and underrepresented some client groups. The co-production process helped us define what advocacy means to people and how it should be delivered. We developed a prime contractor model, working in collaboration with a range of advocacy delivery partners. Our procurement process focused on quality and outcomes and was independently evaluated by a panel of service users. We are successfully working with SEAP (Support, Empower, Advocate, Promote) to deliver a new advocacy model that will meet the needs of all qualifying adults in Kent, providing better value for money and delivering through a range of medium and small VCS organisations.

'One You' Campaign

In March 2016, we supported 'One You', a ground-breaking national campaign which aims to encourage adults, particular those in middle age, to take control of their health to enjoy significant benefits now and in later life. We are encouraging adults to start by taking a new online health quiz, called 'How Are You'. Over half (56%) of 40-60 year olds said they were likely to change their lifestyle to improve their health because of the feedback it gave them. The campaign

reinforces the work already underway in the county to encourage people to reappraise their lifestyle choices, put themselves first and do something about their own health. It reminds people that it's never too late to improve their health – making small lifestyle changes such as eating well, drinking less alcohol, quitting smoking or being more active can double your chances of being healthy at 70 and beyond.

Behavioural Architects

In 2016 we commissioned The Behavioural Architects to conduct research into understanding drivers and barriers to health improvement among people who engage in multiple unhealthy lifestyle behaviours, specifically: smoking, risky drinking levels, a poor diet and a lack of activity. Behavioural insight is helping to inform the specification and design of a new integrated Health Improvement Service offer, and development of social marketing and health promotion campaigns in the county, aimed at key target audience groups. The insight informed our market engagement work in summer 2016, working towards the development of a new service by April 2017. We are using the research to improve our website content to ensure our campaigns are more targeted and have greater reach and impact.

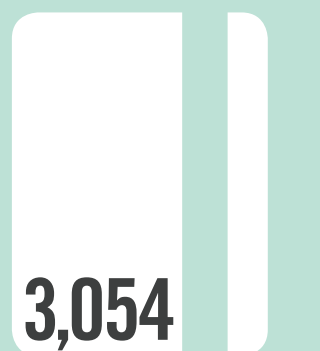
Key results

Direction of travel

Overall, our 1 year performance direction of travel is **mixed**.

Overall, our 3 year performance direction of travel being is **improving**.

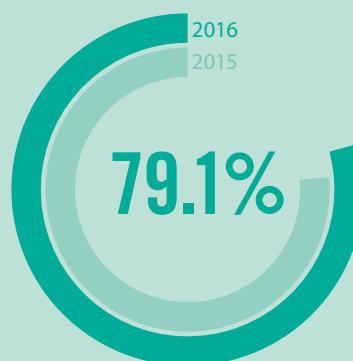
Measure	1 year direction of travel	3 year direction of travel	Performance against national average
3.71 Adult social care users who feel they have control over daily life	Not improving	Maintaining	n/a
3.72 Social care users with self-directed support	Improving	Improving	n/a



3,054 PEOPLE RECEIVE THEIR DIRECT PAYMENTS THROUGH A KENT CARD.



OF ADULT SOCIAL CARE SERVICE USERS SAY THEY HAVE ADEQUATE OR BETTER CONTROL OVER DAILY LIFE.



THE PERCENTAGE OF ADULT SOCIAL CARE CLIENTS RECEIVING LONG TERM COMMUNITY SERVICES WITH SELF-DIRECTED SUPPORT HAS INCREASED FROM 76.3% IN 2015 TO 79.1% IN 2016.

Challenges

- We need to increase service user satisfaction and the quality of the customer experience through a stronger influencing and contract management relationship with our providers.
- More needs to be done to support adults with care needs (and their carers) to better understand the benefits that come with making use of personal budgets and direct payments.
- Further work needs to be done to make it easier for people (self-funders and those supported out of the public purse) have timely and accessible information, increasingly via apps and other technological platforms, without feeling overwhelmed especially during crisis period.
- We need to increase the opportunities for people to have greater choice and control through how we commission and manage outcome-based contracts in the years ahead. As a result of the new relationship between the provider and the service user, the sense of choice and control will be enhanced.



Customer story

[Cherry's story](#)

Find out more about how an integrated personal budget is giving Cherry more choice and control over her daily life.



Signposting

- [Voluntary and Community Sector Policy \(2015\)](#)

Our approach

Working better together

Staff awareness and engagement **p.65**

Working with our Customers **p.66**

Working with our Partners **p.68**

Working with our Providers **p.70**

Maximising Social Value **p.72**

Improving our performance **p.74**

Business plan priorities 2017-18 **p.77**

Find out more **p.78**

Staff awareness and engagement

Staff awareness

We have been engaging with our staff to find out how they plan to put our outcomes into practice. Since the launch of the Strategic Statement there has been a growing level of awareness of the outcomes amongst our staff. Between February and May 2015 around the launch, there were over 4,300 hits on the KNet (intranet) page and the document itself, with staff continuing to access this nearly 900 times this year.

Staff perceptions

In 2015, we conducted a staff EVP (Employee Value Proposition) survey to find out how strongly staff agree that there is a link between their personal targets and our strategic objectives. 65% agreed or strongly agreed and only 11% disagreed or strongly disagreed. We take our staff feedback seriously and we plan to use our September 2016 EVP feedback to inform a specific action plan for the year ahead, to further improve our focus on outcomes.

Staff engagement

We engaged a wide range of staff at management events to gather feedback on how we are making progress against our outcomes. They told us:

- We need to manage expectations about the services that are best provided by KCC, and those better provided by our partners.
- There is widespread support for investing in prevention.
- If outcomes are important, we need to hold staff to account for their delivery.
- We need to make sure that the outcomes remain realistic and reflective of the changing financial situation.

Professional Development Networks and Communities of Practice

We provide opportunities for our staff to come together in professional development networks around Commissioning, Project & Programme Management and Delivering Change to ensure our outcomes become embedded in everything we do. These groups help build our skills and knowledge on issues such as contract management, effective sharing of information and tools, and improvement in learning from practical experience and best practice. Our staff also have the opportunity to explore organisational challenges through shared problem solving at the T200 and Challenger management groups.

4,300

HITS ON OUR STRATEGIC STATEMENT KNET PAGE.

65%

OF STAFF AGREED OR STRONGLY AGREED THERE IS A LINK BETWEEN THEIR PERSONAL TARGETS AND OUR STRATEGIC OBJECTIVES.

Our Approach

When we launched the Strategic Statement we committed to **8 ways** we would change the way we work to become more outcome-focused. Our staff continue to enhance their approach to:

- 1 PROMOTE PERSONAL AND FAMILY RESPONSIBILITY
- 2 FOCUS ON PREVENTION AND SUPPORTING INDEPENDENT LIVING
- 3 MAXIMISE SOCIAL VALUE FROM THE SERVICES WE COMMISSION
- 4 COMMISSION AND DESIGN SERVICES WITH OUR PARTNERS
- 5 MAXIMISE THE VALUE OF THE KENT TAX POUND
- 6 RECOGNISE THAT NO ONE SIZE FITS ALL
- 7 BE A STRONG VOICE FOR KENT NATIONALLY AND INTERNATIONALLY
- 8 BE BUSINESS ORIENTATED AND ENTREPRENEURIAL

Working with our Customers

An important priority for us is to engage, involve and consult with our customers. We still have more to do to ensure that we listen and respond to people's views to improve the customer experience wherever possible.

Evidence

Resident Perceptions

In 2015, independent market research was taken to consider resident perceptions. 603 residents across all age groups and geographic areas were surveyed quarterly. The latest available results (December 2015) indicated:

- 66% of residents were satisfied with the way KCC runs things. 14% were dissatisfied, primarily about the state of roads, pavements and potholes.
- 54% of residents agreed KCC provides good value for money. 14% disagreed.
- 47% of residents agreed they were kept informed by KCC. 52% felt they were not informed.
- 50% of residents felt that KCC acts on the concerns of local residents a great deal or a fair amount. 37% felt this was not very much or not at all.
- 66% of residents trust KCC a great deal or a fair amount. 29% felt they did not trust KCC very much or not at all.

Customer Satisfaction

The chance to give GovMetric feedback is offered to customers who telephone, visit a Gateway or use our website. Results below compare data from April 2015 to April 2016.

- People who rated their overall experience of KCC as 'good' have decreased from 66% in April 2015 to 64% in April 2016, with those rating their experience as 'average' increasing by 3% in the same period.

- Customers who rated our advisors in the Contact Centre as 'good' held at a steady 98%. This is reflected in customer comments received praising the service given by our advisors.
- Customers who rated our web services as 'good' increased from 49% in 2015 to 51% in 2016. Satisfaction rates for the web compared to other channels are lower; however, we have also seen a decrease of 5% of customers rating their satisfaction as 'poor'.
- Customers who rated our face-to-face services as 'good' decreased from 83% in 2015 to 78% in 2016. However, this includes all services available within Gateways which also hosts District Council and partner services.

Complaints and Compliments

The latest results from our Annual Customer Feedback Report (2015-16) indicate that:

- Complaints have risen by 4% from 2014-15 to 2015-16 (2,944 to 3,070).
- Compliments have decreased by 11% from 2014-15 to 2015-16 (2,345 to 2,079).
- Bespoke training has been piloted in some services. This has been successful, with services taking part in the training seeing a reduction in complaint volumes and escalations.

The Social Care Annual Survey

This survey measures service user satisfaction and perceptions of adult social care services. The latest results indicate that overall satisfaction of people who use the service with their care and support has decreased from 70% in 2014-15 to 66% in 2015-16.

The School Survey

1 in 6 of our schools responded to the 2015 annual survey.

Key findings indicated:

- 78% agreed that there is a clear vision for delivering high-quality education and improved standards, shared by KCC and schools.
- 67% agreed that they are able to access effective school improvement support, training and high-quality professional challenge.

- 74% agreed that KCC demonstrated commitment to school autonomy, school-to-school support and working in partnership with all schools.
- 75% agreed that KCC has an effective 14-24 Learning, Employment and Skills Strategy to improve pathways, vocational provision and apprenticeships.

The GET Customer Service programme

In 2015, we reviewed the way we currently interact with our customers and their quality of service. The review identified opportunities and areas for improvement, including maximising digital technology, improving management of customer feedback, improved consistency of the customer experience and increased understanding of customer needs and communication preferences. In 2016, we established a programme to build on the findings. We also introduced customer service advocates to help challenge practices and behaviours.

The Kent Environment Strategy Public Perception Survey

A [survey](#) of 600 Kent residents was conducted in July 2016, replicating a study in 2015. The findings included:

- Almost all residents consider the countryside important and more than 90% think that it is important to have green spaces nearby.
- Almost 80% of residents rate the condition of the county's natural environment as 'good' or 'excellent'.
- 62% of residents felt there are a good or excellent range of social, cultural and sporting opportunities available within the environment, with some issues around variety, awareness and accessibility of opportunities.
- 80% of residents use the natural environment at least once a fortnight, which has increased since 2014.
- Around 20% of residents have engaged in some form of environmental volunteering in the past year.

Customer Activity

Despite some of the difficult customer feedback messages above, we have worked hard to put the customer at the heart of everything we do. Some positive examples of working with our customers include:

Our Customer Service Policy

In September 2015 we launched our [Customer Service Policy \(2015-2018\)](#) which outlines our commitment to our customers, so we can hold service providers to account for meeting customer service expectations whilst acting as a guarantor of standards for customers and acting on their behalf where standards are not met.

Consultations and engagement

Between April 2015 and March 2016 our consultation team supported 65 consultations in addition to numerous individual service consultations.

- Our Supported Accommodation and Floating Support Services consultation engaged existing service users and apprentices to understand what is important to them and how changes might affect them. Fifty-two young people were engaged through the focus groups and 70 service users completed questionnaires (33% of the overall responses). The open discussions provided an opportunity for the young people to express their opinions about reshaping the service.
- The Health Improvement Service consultation included engagement activities with people with learning disabilities and carer responsibilities to inform the proposal to integrate health improvement services, and understand their experiences of the current system. This provided valuable learning and found a positive response for face-to-face advice and support from Health Trainers. The feedback is being used to inform the service's transformation.

- Our mobile library service consulted existing customers on potential changes providing customers the opportunity to understand why we needed to modify the service. Following the 6 week consultation, with multi-channel feedback opportunities, a professional market research company was commissioned to analyse the responses. In response to customer feedback, although the majority of customers were in favour of our proposals, we added an extra 23 mobile library stops.
- By taking our children's centre services in Canterbury out to the community, we were able to engage with families who would ordinarily not be able to access our services, raising awareness whilst providing good quality play opportunities for their children. We advertised summer events through a range of methods to target hard to engage areas through a leaflet drop. Last year 983 families attended holiday events across the district and 175 of these were from the most deprived areas.
- Our review of Schools Concessionary Travel has helped improve customer service and satisfaction, encouraging more applications online. Recent learning includes the need to act as a better client to the Contact Centre, providing better information to enable them to resolve lost passes so that customer enquiries can be resolved at first point of contact, and for travel passes to be available earlier in the academic year, which has been well received by schools.
- We have conducted a survey of 85 young people Not in Education, Employment or Training (NEET) which is helping us to better understand young people's aspirations and experience, their barriers to engaging in education, employment or training, and their perceptions of being NEET.

Areas for improvement

By reflecting on our engagement with our customers and service users, we have identified a number of areas where we can continue to improve:

- Better oversight and co-ordination of engagement activity, including surveys and focus groups, so that we can make more effective use of customer insights across the authority.
- Maximising opportunities from our partnership with Agilisys to develop a more joined-up view of our customers to influence our support service redesign and commissioning.
 - Improving our digital communications so that customers and service users are better able to access the information or services they require.
 - Ensuring all evaluation activity fully utilises customer insight and experiences.
 - Greater oversight of the trends and themes of the complaints we receive.

Our commitment to our customers:

- We will treat all customers equally, fairly and respectfully, and do all we can to ensure that customers are able to access services when and how they need to.
- We will deal openly and honestly with customers, always taking the time to explain why KCC is taking a particular course of action, what the timescales are likely to be, and how the intended outcome will benefit the customer.
- We will try to get things right first time, and put things right as a matter of priority if they do go wrong.
- We will listen to customers' ideas, and use their feedback to improve our services.
- We will always strive to communicate clearly with our customers (and will provide alternative formats if required) to ensure clarity and understanding.

Working with our Partners

We cannot achieve our outcomes without the vital support of our partners, recognising the collective contribution they make to improving the lives of Kent's residents. It is important that we reflect on how we are perceived by our partners, in order to improve our approach and become the best partner we can be.

Evidence

Strategic Partnership Feedback

In July 2016, we commissioned a professional market research company to undertake a partnership survey to gather views from our partners on how we are working together towards shared outcomes. Chairs or key representatives from 26 strategic partnerships participated, across all 3 strategic outcomes. Although this is a relatively small sample of the many strategic and operational partnerships we work with, it has provided important qualitative insight into the quality and strength of our partnership working.

Key findings included:

- The majority of partnerships expressed positive comments in the current way of working and progression over the last 12 months.
- Clear communication and a genuine desire for collaboration and openness were identified as contributors to a positive working relationship.
- The majority of partnerships (69%) have noticed changes in the last 12 months, particularly in the strengthening of relationships, positivity and effort in ways of working.

- Familiarity with the strategic outcomes varied, however 84% were 'very familiar' or 'somewhat familiar' with our outcomes. The comments of those 'somewhat familiar' (61%) are encouraging as they are broadly confident in the direction and content of the outcomes.
- 58% of partnerships indicated that the focus on outcomes in the last 12 months has affected their working relationship with KCC in a positive way. Positives included a better alignment and a focus on priorities, and a change in attitude in terms of being driven and operating more like a business.
- The majority of partnerships (81%) feel they can raise any issues or concerns they have and suggest they have an open relationship with KCC.
- 81% of partnerships indicated that the partnership will be 'very successful' or 'somewhat successful' in working together to achieve better outcomes. The 31% of partners who believe they will be 'very successful' identified a very positive and engaging working relationship to date.
- There is a genuine understanding of the financial constraints we are facing and the need to maximise use of resources to achieve desired outcomes.

69%

THE MAJORITY OF PARTNERSHIPS HAVE NOTICED CHANGES IN THE LAST 12 MONTHS, PARTICULARLY IN THE STRENGTHENING OF RELATIONSHIPS, POSITIVITY AND EFFORT IN WAYS OF WORKING.

81%

OF PARTNERSHIPS FEEL THEY CAN RAISE ANY ISSUES OR CONCERNS THEY HAVE WITH KCC.

It is important we reflect on our partnership feedback to continue to improve our relationships. The insight also helped to identify areas for improvement, which included:

- Some concerns in terms of perceptions of willingness to share information. 42% of partnerships believe that KCC are completely willing to share information relevant to supporting successful delivery of outcomes. Some consider that information is shared to be only favourable or selected to some degree.
- Some concerns were expressed in terms of work to be done to achieve true collaboration and the degree of influence partnerships have over processes and plans.
- There were also some concerns identified over the future availability and prioritisation of resources/finances required and how certain partnerships are set up and are conducted in terms of structure.
- A few partnerships noted a very different experience in terms of way of working and pace. 31% of partnerships indicated the outcome focus has had no effect – the two themes behind this appear to concern no change to the existing process and a lack of outcome awareness or relevance.
- We need to continue improvements in communication, collaboration and openness. In particular we need to do more to raise awareness and clearly communicate the outcomes in our Strategic Statement so they are recognised and understood by all our partners.
- 12% of partnerships indicated they feel they will be 'not very successful in working together to achieve better outcomes', identifying concerns in terms of central government funding and true partnership working.
- There is a need to fully understand the implications of any financial decisions we make and their impact on partnership working.
- We must be mindful of how current structures and any future restructuring impacts on partnership working and affects the achievement of outcomes.

Partnership Activity

Effective two-tier working

Exploring a joined-up approach through District Deals increases opportunities to support Kent's growing infrastructure requirements. We are committed to stronger collaboration and joint working between KCC, sub-county areas and individual District Councils. We are making good progress with West Kent on enhanced joint working and co-commissioning on a range of issues and have signed a District Deal with Ashford Borough Council.

A changing relationship with the VCS

The public sector is redefining its relationship with the VCS, seeking innovative ways to engage and work with the sector. In September 2015 we published our first [Voluntary and Community Sector Policy](#) to offer clarity about our future strategic relationship and acknowledge their varied and increasingly important role as a provider and in building resilience.

A strong relationship with the business community

Our vibrant business community is the driving force behind Kent's growth and productivity. Our 58,000 businesses, many Small and Medium Sized Enterprises (SMEs), employ, train, trade, make and invest – the activities that drive the economy. We have longstanding partnerships with the business community at both a strategic and local level including the Kent Developers Group. We are maximising funding for strategic investment through the [Kent and Medway Economic Partnership \(KMEP\)](#) and [South East Local Enterprise Partnership \(SELEP\)](#). The [Kent Business Advisory Board](#) brings together businesses and business representative organisations to consider the future of Kent's economy and to provide private sector representation on KMEP and SELEP.

Skills for a growing economy

We established NEET's employability programmes with colleges in each district and worked together to respond quickly to provide English for Speakers of Other Languages (ESOL) courses for increased numbers of UASC. Our joint recruitment campaigns with colleges and employers mean we are on track to achieve 3000 apprenticeships for the first time. The new Kent and Medway Skills Commission is informing 14-24 vocational pathways to provide better, employer-driven information about career and training options, with more effective partnerships with colleges and universities. We worked with Canterbury Christ Church University to enhance technology and engineering skills and pathways.

Our strategic partner – Newton Europe

The expertise and additional capacity provided by Newton Europe has helped us to make improvements and efficiencies which may not have otherwise have been possible. In March 2015, we appointed Newton Europe as a strategic efficiency and transformation partner, which has enabled us to achieve improved value for money and accelerated the skills development of our workforce.

Working together to improve health and wellbeing

The [Kent Health and Wellbeing Board](#) brings together the key decision makers to develop a more sustainable integrated model of health and social care. The Board has been at the heart of discussions around the Kent Integration Pioneer, the Better Care Fund and the Five Year Forward View. To support a county the size and complexity of Kent with diverse local health and social care needs, there are now 7 local health and wellbeing boards, based on Clinical Commissioning Group geography.

Safer, stronger and resilient communities

In 2015, the co-located, multi-agency Kent Community Safety Team was established, providing increased value for money through sharing resources, expertise and reducing duplication. A similar

approach in the Kent Resilience Forum is building community and partner capacity to respond to extreme events effectively. We have a strong history of joint working on the [Kent Community Safety Agreement](#) via the statutory [Kent Community Safety Partnership](#), Police & Crime Panel, the Police and Crime Commissioner, Safeguarding Boards, District Community Safety Partnerships and Community Safety Units.

Strong partnership working for children and young people

Strong partnerships are critical for success in a diverse educational landscape, ensuring the right timely support through strategic influence, highly effective partnerships and collaborative networks. This includes School to School support collaboratives, the Kent Association of Headteachers, the Kent 0-25 Health and Wellbeing Board, Local Children's Partnership Groups, and the Kent Safeguarding Children's Board. We work constructively with Ofsted and the Regional Schools Commissioner to support and challenge underperforming schools and increase the capacity of local Multi Academy Trusts to deliver school improvement support.

A strategic approach for housing

[Kent Housing Group](#) is a forum for social housing organisations and associations and local authorities, providing a 'Kent perspective' and strategic leadership when responding to national and regional housing issues. [Kent's Joint Policy and Planning Board for Housing](#) also address strategic issues that require joint working between health, housing and social care.

Supporting Kent's Armed Forces

The [Kent and Medway Civilian Military Partnership Board](#) oversees the implementation of our Armed Forces Community Covenant through a collective action plan focused around health and wellbeing, integration, housing, employment, economy and skills. From 2016 there has been a particular focus on the voice of the service child.

Working with our Providers

As we continue our progress towards a Strategic Commissioning Authority, our relationships with our providers are becoming increasingly crucial to achieving our outcomes.

Evidence

Strategic Partnership Feedback

In January 2016 we commissioned a professional market research company to undertake a Supplier Survey, so that we could find out more about the views of our suppliers on how we commission services and manage contracts. Twenty-six suppliers took part, representing a range of different contract values across a wide variety of services, with a mixture of long-standing and new suppliers. Although the survey was a small sample of the many providers we work with across all sectors, it has provided important insights into the progress we have made.

Key findings included:

- 80% of suppliers thought we were clear on the outcomes we wanted to be achieved in contracts.
- There were mixed perceptions of how open minded KCC is about how to achieve outcomes – some suppliers felt we were open minded but others found that although we were clear and prescriptive about what we wanted to achieve, this constrained flexibility.
- 55% of suppliers were positive about their experience of the

procurement process – the majority of positive responses came from existing relationships/previous contracts with KCC.

- 80% of suppliers felt our specifications reflect what they were asked to do when the contract was operational.
- 95% of suppliers felt there were clear roles and responsibilities between KCC and the provider.
- 85% of suppliers felt there was a clear escalation route for problems.
- Working relationships were very positive overall, especially in terms of collaborative working, strong communication, open and honest conversations and issues being resolved quickly and efficiently.
- When asked “One thing they believe KCC does well” positives included ongoing dialogue, working in partnership, trust and knowledge.

80%

OF SUPPLIERS THOUGHT WE WERE CLEAR ON THE OUTCOMES WE WANTED TO BE ACHIEVED IN CONTRACTS.

80%

OF SUPPLIERS FELT OUR SPECIFICATIONS REFLECT WHAT THEY WERE ASKED TO DO.

95%

OF SUPPLIERS FELT THERE WERE CLEAR ROLES AND RESPONSIBILITIES BETWEEN KCC AND THE PROVIDER.

85%

OF SUPPLIERS FELT THERE WAS A CLEAR ESCALATION ROUTE FOR PROBLEMS.

The Supplier Survey highlighted the challenges we still face and provided key learning points to continue to improve our commissioning practice. The feedback from our suppliers helped to identify areas for improvement, which included:

- Only 40% of suppliers considered themselves informed and aware of KCC's Strategic Statement and understood the Commissioning Strategy's key principles – however, the survey was undertaken 3 months before the Strategic Statement was finalised. We need to do more to improve awareness and understanding of our strategic outcomes and commissioning principles with our suppliers.
- Where frustrations with the procurement process were noted, this was with regards to transparency and expectations around value for money.
- Over a quarter of suppliers indicated we could improve the effectiveness of performance monitoring or that we were fairly informal about this.
- When asked “One thing they believe KCC could improve” learning included being more proactive in sharing upcoming contract opportunities, more involvement in the development of specifications, and more transparency and openness in the procurement process.
- We need to ensure that the appropriate strategic partnerships and key supply chains are in place to support our service offer.
- We need to do more to encourage a more open dialogue of contract feedback to tackle any issues as they occur.
- We need to continue to improve trust in working relationships.

Commissioning and Provider Activity

Transforming Procurement

We proactively responded to changes to the EU Procurement Directive to reduce burdens and maximise opportunities for local businesses and the VCS in our procurement process. We updated our online [Kent Business Portal](#) to increase transparency of procurement opportunities and introduced new approaches such as e-auction to make it quicker, easier and more cost-effective for providers to bid for work. The portal is used by a wide range of partners, with over 12,000 suppliers registered, of which around 50% are Kent-based. The portal lets suppliers advertise their own subcontracting opportunities, further stimulating economic growth. In 2016 we held 37 market engagement, meet the buyer and tender workshops with 2,462 attendees.

Agilisys

In December 2015, we entered a contract with Agilisys to provide digital and contact centre services, introducing innovative technology products to provide an enhanced, more consistent service, with opportunities to improve our digital channel. By developing our digital offer and adopting the approach of digital by choice we will improve the customer experience, whilst reducing telephone call volumes and costs. Working together will also provide future opportunities to share technology with our partners to give a more seamless, 'one front door' service for the public sector in Kent.

Early years provider improvement journey

Kilndown Pre-school (Little Squirrels) supports children with special educational needs and/or disabilities and those learning English as an additional language in rural west Kent. We worked with Kilndown to identify areas for improvement in observation, assessment and planning; leadership, training and professional development; communication with parents and the creation of strategies to narrow

the achievement gap. In November 2015, Kilndown received an Ofsted judgement of 'Outstanding', with praise for the "exceptional" quality of teaching, "exemplary" support for children's learning and strong partnership working with other agencies and parents. There is evidence that gaps in children's development are rapidly closing.

SEN Transport project

We worked with providers to find more effective ways of transporting SEND children to school. Prior to the project, we had over 1,300 contracts with different 'routes' into schools and multiple picks ups. We wanted to procure one transport provider for each school, to become more efficient and beneficial for schools to liaise with a single provider. Our route optimisation approach ensured journeys provided better value for money. We worked collaboratively with schools and the local taxi market holding market engagement events, offering support in the online application and encouraging small Kent enterprises to form collaborations to allow them to support large scale delivery. Providers outside of Kent were also invited to attend events, to ensure the wider market had the opportunity to bid. The new approach will deliver a 10% efficiency saving with increased school satisfaction and no complaints from children or families. An ever closer working relationship with schools will inform the next stage of the project to encourage more collaborations.

Skills for Employment

Skills for Employment, a construction-based training provider, gave the opportunity for 32 students to combine studying for a BTEC in Construction and the Built Environment, with literacy and numeracy skills and work experience. Through strong links with employers in the construction industry, they were able to secure valuable work placements for all students on their courses, many of which led to paid employment. This year, 50% of students went on to employment and 41% went on to further study in colleges and further education settings.

Total Facilities Management

Following a competitive procurement, we awarded substantial 5 year £10m per annum contracts with Amey, Skanska and Kier to deliver our Total Facilities Management Services. The contracts are based on outcomes and designed to foster a partnering relationship. We have put robust client and contract management processes in place, including a performance regime where deduction penalties are made for poor performance, and regular contact with provider contract management teams and contractors to monitor contracts and resolve performance issues.

LED Streetlighting

We went through a rigorous procurement process for our LED Streetlighting contract, which included early market engagement to help formalise the specification and understand potential constraints and clarification meetings with potential providers. Following bid presentations detailing how providers could fully deliver our objectives, we awarded the contract to Bouygues who demonstrated the most economically advantageous tender. We worked closely with Bouygues through a robust contract mobilisation process to ensure that the tasks from design to installation met our objectives. The decision to utilise multiple manufacturers minimised our risk of supply, ensuring that 70,000 streetlights will be converted in 14 months. We continue to take advantage of new technology, with an opportunity to achieve further savings in further stages of the project.

Maximising Social Value

The Strategic Statement identified the need to maximise social value from the services we commission.

“We have committed to considering what social value could be applied in all our contracts including the creation of local employment and training opportunities, developing resilient local communities and protecting the environment and minimising waste.”

Social value is now considered at the earliest possible stage of the commissioning cycle to ensure it is maximised within the funding available. Our [Commissioning Framework \(2014\)](#) includes social value as a key principle in our commissioning process. We have committed to considering what social value could be applied in all our contracts including the creation of local employment and training opportunities, developing resilient local communities and protecting the environment and minimising waste. Social value is also used as one factor within the evaluation of potential service delivery models.

An online FAQ for our commissioners has been developed, to help us make best use of the social value act to deliver outcomes. The FAQ includes information on KCC's commissioning approach, questions commissioners should be asking to effectively consider social value, and examples of how social value can be built into the commissioning cycle.

Our Adult Social Care Commissioning Unit, with Cabinet Office funding, has worked with The Skillnet Group and a wide range of stakeholders to co-produce a Social Value Act Framework, [Together for Social Value](#). We launched the framework in September 2016 which we believe to be the first of its kind in the UK tailored specifically for social care, providing practical tools for commissioners to enhance social value in future contracts. As a result of this work, The Office of Civil Society has recognised Kent as a leading national case study for good practice in this area.

The framework expresses the shared goal of commissioners, providers and people who receive care and support to make as much of a difference as possible through our investment in achieving adult social care outcomes. It calls on everyone to think creatively about using all of our resources to achieve positive changes for people, communities and places in Kent.

The framework provides tools for use at every stage of the commissioning cycle, and it prompts and encourages us all to think about and incorporate the social value act to ensure we get maximum impact for our investment. 85% of providers told us that the workshops that supported the development of the framework had inspired them to maximise social value and they will use the tools to immediately shape forthcoming commissioning activity.

We have shown our commitment to commissioning for social value at a strategic level by applying social value award criteria to all our social care procurements. We have done this because we see the Act as one of the primary means by which we can support and work in partnership with local providers, to ensure that we capture the excellent work that they do and to secure the best value overall value for the Kent pound.

Wherever possible, we are encouraging property contractors to use Kent-based suppliers and building upskilling and apprenticeships into the procurement process for our capital programme. We are also encouraging our technology suppliers to sponsor additional apprenticeships with Kent technology companies, including 59 apprenticeships through our successful strategic partnership with Microsoft.

Social Value Examples:

1

Creating social value in waste management services

As the waste disposal authority for Kent, we handle more than 700,000 tonnes of waste per annum. In 2014-15 approximately 88% of the waste that we handled was either recycled, composted, or converted to electricity. The other 12% (about 90,000 tonnes) was sent to landfill. We needed to develop solutions which made use of such waste as a resource, and to strive for zero waste to landfill. Our current contracts for the provision of landfill services were coming to an end, so rather than simply procuring new contracts, as has been the case in the past, we took the strategic commissioning approach to develop innovative and cost-effective solutions which would mark a step change in our reliance upon landfill for household waste.

Our market engagement discussions with potential providers considered how social value could be embedded in any commercial sector solution. We were able to commission a new range of providers so our use of landfill has reduced to a little over 2% (one of the lowest in the country), at reduced cost. We were able to maximise social value, with support being provided to schools within Kent to promote the concept of caring for the local environment.

We are also working with our contractors in 18 Household Waste Recycling Centres (HWRCs) and 5 waste transfer stations to enhance opportunities to improve the literacy, numeracy and ICT skills of the site staff; improving essential skills will contribute to upskilling the Kent workforce, and promoting personal health and wellbeing through raising levels of self-esteem. Our aspiration is that any of our providers' staff, who do not hold a formal qualification in literacy or numeracy, will have access our Skills for Life programme if they so wish.

We have improved value for the local taxpayer and have demonstrated how even services as seeming unrelated to social value as waste disposal can be effectively used to deliver better outcomes.

2

Focusing on social value in the Representation Rights and Advocacy service

We recently commissioned a group of services, known as the Representation Rights and Advocacy service. The services were previously commissioned separately across the authority, through a range of historic grants and a contract. For the first time, social value criteria were embedded as an essential part of the tender evaluation process, forming 30% of the quality score.

The process was designed to ensure that all organisations were given the opportunity to demonstrate the social value they offer. We engaged the market early at the pre-procurement stage to ensure that all providers understood the criteria we were using and how we would expect a submission to be completed to manage expectations transparently and fairly. We evaluated and awarded each contract lot individually, ensuring that small specialist providers that could not provide the full range of services would be able to compete on a level playing field.

We extended the timings of the process to ensure all organisations had sufficient time to prepare submissions. We introduced a 'minimum quality score' that any submission must achieve, so providers could not provide an artificially low cost at the expense of quality that specialist organisations could not compete with. We also engaged elected members in the evaluation process to ensure that social value was duly and fully considered.

Improving our performance

By reflecting on our direction of travel and performance against the national average, we have identified a number of areas where there is potential to improve. We are already taking proactive steps to address this, which is highlighted throughout this report.

Under each area for improvement below, we set out the performance challenge and activity to tackle the performance issue. This is based on an overall average of measures 'not improving' over the last year, or where the majority of measures in the supporting outcome are below the national average. Where performance is based only a single outcome measure, this is not included.

You can see full details of our performance in our [Outcome Measures Performance Report](#).

Overall 1 year direction of travel is not improving

1.5 Children and young people have better physical and mental health

Hospital admissions for 0-24 year olds has shown an increase from 164.5 episodes per 1,000 population in 2014 to 173.4 per 1,000 population in 2015. We are identifying the reasons for admissions, for example self-harm, asthma and injuries, and areas where rates are particularly high and using this to undertake targeted work in partnership to reduce admissions. We are prioritising preventative services and developing a new public health strategy to target areas in most need. There is a major emphasis on the prevention of childhood obesity which is a growing national problem and has very significant future impact on health.

Our Transforming Care programme for people with learning disabilities is designed to reduce hospital placements (including those for under 25s) by improving the provision of appropriate placements and services in the community. The transformation required by NHS England's Five Year Forward View applies to children and young people as much as to others. Improvements to care provided in the community, currently being piloted by the new models of care and Vanguard programmes, will deliver better outcomes for children and young people and have a priority to avoid hospital admissions.

Waiting times from child and adolescent mental health services referral to assessment increased from 6 weeks in March 2015 to 7 weeks in March 2016. This is a CCG contract, for which they are responsible for performance monitoring. The number of referrals to the service has increased in line with increased national trends. In June 2014 there were 907 referrals to the service and in June 2016 there were 966 referrals, with peaks of 1,032 in May 2016 and 1,044 in July 2015.

In addition, the number of emergency referrals and those presenting out of hours also increased, placing additional pressure on the service. Urgent referrals increased from 100 per year to over a 1000 per year since the contract commenced in 2013. The provider now meets the target for seeing all emergency referrals within the given timeframe. Concerns about children and adolescent mental health services in Kent have led to an in-depth review that has produced the Kent Emotional Wellbeing Strategy. A re-procurement of CAMHS is scheduled for early 2017 that will be informed by the strategy and designed to address the issues that have been identified. Our commissioners continue to work with the provider to improve the performance while managing increased demand.

3.1 Those with long term conditions are supported to manage their conditions through access to good quality care and support

In the last year we have seen an increase in residential and nursing care admissions (18-64) per 10,000 population from 1.6 in 2015 to 1.8 in 2016. Additional capacity has been built into our Kent Enablement at Home Service which has led to a reduced number of clients requiring ongoing services. Former self-funders account for a significant proportion of new admissions. People whose care was previously funded under NHS Continuing Health Care who have improved and are no longer eligible for health funding have also contributed to our increase in admissions to residential and/or nursing home care.

Last year the employment rate for those with a learning disability reduced from 9.6% in 2015 to 7.7% in 2016. The learning disability employment rate fluctuates based on availability of paid employment placements. During July 2016 a total of 143 people with a learning disability were in all types of employment including 62 in paid employment.



You can see full details of our performance in our [Outcome Measures Performance Report](#).

3.3 Families and carers of vulnerable and older people have access to the advice, information and support they need

In the last year we saw a decrease in the percentage of adult social care service users who find it easy to find information from 78% in 2015 to 75% in 2016. We also saw a decrease in the percentage of carers who find it easy to find information and advice from 66% in 2013 to 62% in 2015. Our Area Referral Management Service (ARMS) performs well and achieves its targets for ensuring at least 70% of people approaching social care are given effective information, advice and guidance and/or signposted to the relevant agencies. Currently 83% are provided with information, advice, guidance and signposting at source of contact. Fewer than 20% (currently 9%) on average progress to onward referrals through the ARMS team. Fewer than 10% (currently 8%) are provided with a direct provision at point of contact.

3.6 The health and social care system works together to deliver high quality community services

The percentage of adult social care service users who are satisfied with their care and support has decreased from 70% in 2015 to 66% in 2016. We continue to work on improving this through the review of individual care plans and monitoring of services. We will take work forward as part of the next phase of the adults' transformation which centres on meeting the outcomes that are important to people. We will carry out targeted work with service providers whose delivery impacts on this.

The average monthly number of delayed transfers of care from hospital per 100,000 population (18+) has increased from 7.8 in 2015 to 13.4 in 2016, which is now worse than the national average. However, our most recent quarterly performance data shows that this has been improving and we hope to see that trend continue over the course of the next year.

Increasing numbers of delayed transfers of care are a national issue and a whole system challenge for both health and social care. As such it is a major focus for initiatives developed under the Better Care Fund (BCF) and the changes to the whole system envisaged by the NHS England Five Year Forward View through the Sustainability and Transformation Plans currently being developed. The BCF in Kent is now in its second year and has succeeded in reducing non-elective admissions to hospital by the required 1%.

The BCF contains a raft of measures that are designed to impact on delayed transfers of care. These include:

- Integrated Discharge Teams (health and social care) in all major hospitals to improve the process for patients who are medically fit for discharge
- 'Discharge to Assess' and 'Home to Assess' schemes being piloted in most areas where assessments usually done in hospital are conducted immediately on return home for suitable patients
- Detailed joint delayed transfers of care plans in all health economies specifically aimed at delayed transfers of care reduction
- £26.2m across all 7 Kent Clinical Commissioning Groups from the BCF is being invested in NHS commissioned out of hospital care

In addition to the BCF, the Sustainability and Transformation Plan includes the development of new models of care in the community that are designed to provide for complex and frail patients who are presently cared for in hospitals, the Encompass Vanguard programme in Whitstable being the most developed example that is already demonstrating its ability to reduce demand for local hospital services. Kent and Medway's initial draft Sustainability and Transformation Plan has been well received by NHS England and the next iterations will define these programmes further.



You can see full details of our performance in our [Outcome Measures Performance Report](#).

Overall outcome measures are below the national average

1.3 The attainment gap between disadvantaged children and their peers continues to close

Five of the six outcome measures are performing worse than the national average. Whilst we have seen a welcome improvement in 2015 in narrowing the attainment gap for children in care at Key Stage 2 which reduced from 35% in 2014 to 25% in 2015, there remain significant gaps in attainment outcomes for pupils in other groups (Children with Free School Meals and Children in Need). These gaps continue to be mostly wider than national gaps and they are not narrowing, or they are narrowing far too slowly.

We are proactively improving our performance through:

- School Improvement Advisers challenging and monitoring progress and attainment of vulnerable learners specifically as part of the regular visit programme
- Promoting the Sutton Trust Toolkit
- Collating and disseminating case studies of good practice in schools that are narrowing the attainment gap
- Promoting the provision of Pupil Premium reviews to schools to identify barriers and recommend interventions for action

In the next year, the newly appointed Senior Improvement Adviser for narrowing gaps will ensure that key effective strategies for improving the quality of teaching and assessment are widely promoted across all schools through training and online resources.

1.7 Kent young people are confident and ambitious with choices and access to work, education and training opportunities

Three of the six outcome measures are performing worse than the national average. The percentage of 16 to 18 year olds starting an

apprenticeship increased from 4.8% in 2015 to 5.4% in 2016; however, we remain below the national average of 7%. The percentage of 19 year olds qualified to Level 3 increased from 54.3% in 2014 to 56.1% in 2015, but also remains below the national average of 57.4%. The inequality gap at age 19 for those qualified to Level 3 reduced from 32.2% in 2014 to 30.2% in 2015; however, we remain worse than the national average.

Activities already underway to improve performance include:

- Enhanced tracking of NEETS and students not participating in education, work or training opportunities
- Improving the offer of supported internships and district employability offer
- Developing our interactive apprenticeship application web site
- Increasing participation and progression district meetings
- Improving provision analysis and planning
- Raising aspiration through developing careers education information and guidance

Further steps to be taken include:

- Ensuring the district employability offers interactive web site application
- Targeting the frequency of participation and progression meetings in focused areas
- Developing traded services to improve understanding and delivery of appropriate learning packages including English and maths qualifications to gain entry to Level 3
- Enhancing enterprise education in coastal schools via the Careers Enterprise Company
- Establishing technical learning specialist groups
- Continuing the development of sector guilds to improve employer engagement.

Business Plan Priorities 2017-18

By reflecting on the issues raised in the Annual Report, our Cabinet Members have identified a series of priorities for the year ahead, which will drive our business plans. In 2017-18, we will:

Strategic Outcome 1:
Children and young people in Kent get the best start in life

- Ensure the attainment gap for disadvantaged children continues to close
- Effectively manage the new contract for children and young people's emotional health and wellbeing services and reduce waiting times for CAMHS services
- Continue to increase the number of apprenticeships for young people

Strategic Outcome 2:
Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life

- Tackle obesity, particularly in Kent's deprived areas, through engagement in sport and physical activity
- Agree our Local Transport Plan 4: Delivering Growth without Gridlock for 2016-2031 and develop an effective delivery plan
- Increase the percentage of Kent's working-aged population with level 3 NVQ equivalent qualifications

Strategic Outcome 3:
Older and vulnerable residents are safe and supported with choices to live independently

- Continue to work with our partners to reduce delayed hospital discharge by ensuring people have the right support at the right time
- Reduce the number of hospital and care home re-admissions following enablement support
- Make it easier for vulnerable and older individuals, their families and carers to access advice, information and support

Working better together – changing how we work

Improve customer engagement activity, including consultations, surveys and focus groups, so that learning can enhance customer insight and service delivery across the authority

Collectively work with all partners to improve openness and share information to support successful delivery of our outcomes

Improve the effectiveness of our contract performance monitoring and work with providers to develop a more open dialogue to tackle any issues early

Find out more

You can find out more about how we are increasing opportunities and improving outcomes on our website:

www.kent.gov.uk/strategicstatement

This includes:

Executive Summary

A short infographic summary of progress against our 3 strategic outcomes.

Easy Read

An Easy Read version of the Executive Summary.

Outcome Measures Performance Report

More details about our outcome performance measures, including graphs, statistics and comparisons against the national average.

Customer Stories

Read the personal customer stories highlighted in this report to find out how a focus on outcomes is transforming people's lives.

Increasing Opportunities, Improving Outcomes

Read the original Strategic Statement, published in March 2015.

Further information can be found at <http://www.kent.gov.uk/> including:

Strategies and Policies

Find out more about the detailed strategies and policies that will help put the outcomes into practice.

<http://www.kent.gov.uk/about-the-council/strategies-and-policies>

Facts and Figures

Find out more about Kent, including demographic changes.

www.kent.gov.uk/research

Alternative formats

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