

1. Intervene early and support children to remain safely within their family

Detailed Task / Action	Targets	Progress / Actions	Progress R/A/G
<p>Continue to roll out the use of Common Assessment Framework across all children's services, and support access to early intervention and prevention services on the framework with a specific focus on supporting vulnerable children (Tier 2) and preventing escalation of need to Tier 3.</p> <p>Monitor referrals and outcomes through performance and contract management</p> <p>To ensure commissioned services are using CAF effectively.</p>	<p>Contribution to the Kent Troubled Families Programme and the Kent Integrated Adolescent Support Service work being led by colleagues in Children & Young People.</p>	<p>Regular attendance at Troubled Families Board and currently looking at future service design and how to support teams as part of performance and contract management. A new Early Help Commissioning Group which links KIAS and 0-11 transformation now looking at future commissioning expectations</p>	<p>Green</p> <p>Contribution achieved with further action to be carried forward to 14-15 action plan</p>
	<p>Revisit and review the impact of all EIP services and make recommendations for change.</p>	<p>Review of EIP services completed; focus now on a phased plan and savings.</p>	<p>Green</p> <p>Review completed. Follow up activity savings to be carried forward to 14-15 action plan</p>
	<p>October 2013 review of CAF/TAFs reports improvement in quality</p>	<p>Continuous improvement is evidenced through quality audit programme.</p>	<p>Green</p> <p>Quality of CAF/TAF reports is improving and this area will remain a focus in the next action plan</p>
	<p>Number of CAFs completed per 10,000 population under 18 (exc. Young carers)</p>	<p>Significant increase of 53.5% in the number of CAFs completed 2013/14 compared to 2012/13 exceeding the target by more than 50%.</p>	<p>Green</p> <p>Target achieved</p>

	<p>Improve engagement of partners' front line staff in the Common Assessment Framework process</p>	<p>Partners have engaged with the CAF process and contributed to the review of Early Help services.</p> <p>The Early Help and Preventative Services Prospectus published in May 2014 provides the vision for Early Help including CAF</p>	<p>Green</p> <p>Target has been achieved, effective partnership working will remain a focus in the next action plan</p>
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	<p>Ensure Children's Centres deliver high quality support to families and prevent escalation to specialist services (as judged good or outstanding by Ofsted)</p>	<p>Eleven of the 23 Children's Centres originally earmarked for closure will remain open following a three-month consultation.</p> <p>Twelve of the county's 97 Children's Centres will shut and 20 will operate with reduced hours. The plans, which came into effect by April 2014, will see 17 networks of 85 Children's Centres remain across the County with some services being delivered from community buildings.</p> <p>As part of the transformation agenda Children's Centres have now moved to the Prevention 0-11 agenda</p>	<p>Green</p> <p>Children's Centres are now part of the Children & Young People Directorate. Progress under the new structure will be monitored in line with other 0-11 preventative services</p>
	<p>Work with universal services and other providers to embed the Early Intervention Strategy and provide inclusive support</p>	<p>On-going work through local operational teams and partners e.g. GP's and schools to increase the use of CAF and embed the principals of the EIP strategy</p>	<p>Green</p> <p>Work has progress throughout the year and will continue to develop in the light of the transformation of the early help offer.</p>

	Contribute to a review of the EIP strategy	The review of the EIP strategy has been delayed, it is expected that the permanent Director of Preventative Services will take this forward when they are in post	Red Action carried forward to the 14-15 action plan
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2. Manage Risk with the family / community

Detailed Task / Action	Targets	Progress / Actions	Progress R/A/G
Commission a suite of services to manage risk within the family. Including support parenting interventions, domestic abuse, perpetrators of domestic abuse, 16-17year old living in the community, family mediation etc.	Reduce numbers of step ups through use of EIP services to increase resilience within the family.	As part of the Transformation work KIAS and 0-11 streams are looking at the principles of how to assess and make it easier for partners to engage. To include a review of CAF and the development of a new early help assessment tool.	Green Evidence from Early Help commissioned services (Sept 13 to March 14) shows 203 cases have been stepped down from social care. 111 cases have been stepped up to social care after initial referral to commissioned services. During this period, commissioned services have opened 3761 cases and closed 1661

Further develop the use of Family Group Conferencing (FGC) for all children at edge of care (400 families), work with children whose attendance at school is below 85 percent to improve attendance (50 families) and develop a service as part of Early Intervention strategy to prevent escalation to SCS (20 families) by re-aligning existing resources.	Develop use of FGC for all children at edge of care – 400 families Improve school attendance – 50 families Prevent escalation to SCS – 20 families.	Edge of care; over target. 612 families referred; 449 FGCs convened, plus 15 PCRs.	Green Achieved target
		Education: Under target; 21 families referred; 13 FGCs convened plus 1 PCR.	Amber Did not achieve specific target, although many families in EI cohort had attendance & behavioural issues in FGC plan.
		Early Intervention (including Tunbridge Wells project which takes referrals from FST with aim of stepping down to EI); On target; 27 families referred and 14 FGCs convened.	Green Achieved target
		Total - 660 Referrals, 476 FGCs 15 PCRs	Green Overall achieved targets

Detailed Task / Action	Targets	Progress / Actions	Progress R/A/G
Support and contract manage Safer, Stronger Families; a service for children and young people aged 11-15 being delivered countywide under a 3 year contract from November 2012.	Reduce numbers of children coming in to care by a minimum of 40 to 50 per year over 3 years to October 2015 (25% reduction on numbers of 11-15 year olds coming into care) Review the effectiveness and demand of the service for the age group and establish if increasing the age to 17 to meet need. Contract has been varied	The provider has capacity to work with 140 young people per annum and they report on follow-up of closed cases that there is a low frequency of young people going into care within 3 months of leaving the service. In year 1 – young people in 79% of closed cases were prevented from becoming CIC – this exceeds the target of 40 individual young people. The contract now gives the LA the ability to refer 16 & 17 year olds into the service, which is leading to an increase in referrals which should see the service operating at full capacity shortly.	Green Achieved target

Conduct a needs analysis and develop recommendations in partnership with district housing authorities and Supporting People, to ensure that suitable provision is developed for 16 to 24 year old vulnerable young people who become homeless	Multiagency task and finish group to look at each issue and agree actions.	A multi-agency Task and finish group met in October 2013. A report is being prepared, covering needs analysis, pathways to access accommodation and engagement with young people.	Amber This work is on-going and will be carried forward to the next action plan
Continue to work with the courts to promote the use of community based remand and alternative to custody options for young people.	Reduce the number of Remands to Youth Detention Accommodation by increasing the number of Remands to LA Accommodation Decrease number of custodial based remands by 50% - 4 per year	The target was "Remands to Youth Detention Accommodation should not exceed more than 7.5% of the total number of remand decisions, excluding Unconditional Bail". This target was met for both 2012/13 (6.3%) and 2013/14 (6.4%). This illustrates a downward annual trend in the remand population being remanded to a secure placement.	Green Achieved target

3. Provide and commission placements to meet identified needs

Detailed Task / Action	Targets	Progress / Actions	Progress R/A/G
Put in place and monitor a recruitment strategy for the fostering service with the aim of: <ul style="list-style-type: none"> Recruiting more in-house foster carers with the right combination of skills to meet the needs of children and young people in our care, in the right locations (see detail in strategy). Retaining more existing carers through improved training and supervision. Ensure effective implementation of Staying Put Policy 	The target for savings in 2013 -14: Recruit 224 (gross) new foster care placements. This target will result in a minimum of 149 (net) new foster care placements as on average 75 placements are 'lost' each year due to resignations and de-registrations of foster carers	At the end of March 2014: 262 potential child placements have been recruited (166 households) 82 carers have been lost through retirement , resignation and connected carers leaving the service	Green Target achieved. Targeted recruitment of carers to meet the needs of Kent children will remain a focus for the next action plan,

Target recruitment and retention of foster carers who can care for young people aged 16+, sibling groups, adolescents, North and West Kent and those with complexities.	Target to 20 places for young people moving on to independence	<p>Targets for the following groups were exceeded:</p> <ul style="list-style-type: none"> • Sibling groups • Solo placements Permanence • Short breaks 	<p>Green</p> <p>Target achieved</p>
		Recruitment of carers for challenging and 16+ placements has proven challenging and remains an area of focus for the next action plan	<p>Red</p> <p>Target not achieved, will be included in the next action plan</p>
Support and contract manage the Independent Fostering Framework Agreement to provide specific types of placements to meet KCC's needs at an agreed cost.	The framework has not reduced average costs of placements as it was intended to achieve. The Commissioning Team and Strategic Procurement are working with the market to consider new processes that will be more efficient.	<p>Kent's focus on reducing the number of IFA placements and the Single Placements Team pilot starting in January has led to a reduction in IFA placements and an increased use of in-house, changing the emphasis of the saving from reduction in unit cost to reduction in overall numbers of IFA placements.</p> <p>The framework provides a valuable resource when seeking placement needs that cannot be met in house.</p>	<p>Green</p> <p>Although target focus has changed, good progress has been made in contributing to the savings agenda.</p> <p>From January to March 2014 the authority made less than half the number of IFA placements per month than it had made June to December 2013</p>
Build relationships with IFA providers who are part of the framework and are approved specifically for remand placements	Increase remand placements by 4 per annum	<p>Meetings have been held with IFA Providers who expressed interest in offering remand places through the IFP Framework tendering process. One provider with experience of operating a project of this kind has agreed to be involved in further discussions to explore the potential of establishing a similar initiative in Kent and Medway.</p> <p>Youth Justice are working with social care to develop proposals for a joint remand strategy with a report currently being prepared for presentation to Early Help and Preventative Services.</p>	<p>Amber</p> <p>Work is on-going and will be carried forward to the next action plan</p>

Establish a residential provider Framework Agreement to increase sufficiency and cost effectiveness of provision.	Dynamic Purchasing System will be in place with non-maintained independent schools which cover CIC with SEN and or Disability. Meeting held with Thom Wilson and paper to be produced on 3 step approach for Residential Children's homes framework	The opportunity arose to work in partnership with West Sussex County Council and join their DPS in relation to Independent non maintained Special Schools. However, KCC chose not to align itself with the Children's Home element of the DPS and it has been agreed that we continue to spot purchase Children's Homes placements for the foreseeable future, using a revised specification and the national residential terms and conditions, until such times as an agreed commissioning/ procurement strategy for Children's Homes is developed in 2014/15.	Amber KCC part of the West Sussex Dynamic Purchasing System (DPS) model
Collate information from Access to Resources Panels and JRAP and report quarterly to inform sufficiency and identify gaps in provision	Need to establish a consistent reporting framework with in-house fostering services	ART has established a wide range of data sets that support the monitoring of the IFA framework, provide timely updates to service managers and ADs and provide intelligence to support the development of a recruitment strategy for KCC in-house carers.	Green Target achieved

4. Good Care Planning to improve stability and reduce drift

Detailed Task / Action	Targets	Progress / Actions	Progress R/A/G
Work with legal services to manage cases in a timely way, reduce delay in court processes and make the most cost effective use of legal advice. Implement the Family Justice Review.	Reduce the length of time for care proceedings; reduce length of time in care for young children with an adoption plan The Family Justice Review is being implemented which will require court proceedings for cases at Family Justice Courts to be completed within 26 weeks. Targets are monitored at monthly legal meetings	Key measures will be included in the Scorecard for the Transformation Board which shall in addition include the number of care proceedings, average length of time and average cost.	Amber 41% of court proceedings have been completed within the 26 week target. Further progress is expected as new procedures are embedded.

<p>Put in place training on Care Planning and Pathway Plans to support improvement in social work practice and management oversight.</p>	<p>All social workers to attend training and district based surgeries</p> <p>Thematic Audits to be carried out by IROs</p>	<p>Workshops for operational staff on Care Planning have been delivered as part of the PD programme.</p> <p>Surgeries continue to be delivered across districts. Content of surgeries to be reviewed to ensure they meet staff needs and practice improvement requirements.</p> <p>District surgeries to date have been driven by local need. There is currently an analysis underway to determine impact of district surgeries on practice. This will allow for a more targeted approach within the localities and augment identified local need. Care Planning and Pathway Plans will become a focus of surgeries from September to December 2014.</p>	<p>Green</p> <p>Target achieved, further work will be undertaken over the coming year</p>
<p>Support the IROs in their role of monitoring and challenging Care Plans , and monitor use of escalation processes</p>	<p>IRO service to report annually.</p> <p>Thematic Audits to be carried out by IROs</p>	<p>Key issues identified from IRO audits regarding care planning:</p> <ol style="list-style-type: none"> 1. Need to focus on the cogency of the overall plan by pulling the core elements into a collective whole <p>Quarterly monitoring of the quality of care planning has found that the proportion of care plans deemed satisfactory or better by IROs has risen from 65% in September 2012 to 81% by end of March 2014. Performance against the collective activity of 12 core elements that make up a good plan suggest the potential exists for 91% of plans to be satisfactory or better at this time. The IRO service is continuing to focus on improving care planning and the proportion of plans that are 'good' rather than satisfactory. This includes the introduction of a new core element of the plan that is graded by IROs (from June 2014); focussing on contingency planning. The IRO service will also be providing workshops for social workers over 2013/14 that focus on care planning.</p> <ol style="list-style-type: none"> 2. Timeliness of implementing the plan within the child's timeframe <p>The most recent Quarterly QA IRO report (quarter 4 period – January to March 2014) indicates that the</p>	<p>Green</p> <p>Target achieved, further work will be undertaken over the coming year</p>

		<p>percentage of plans which are being implemented within the child's timeframe has improved over the year; from 81% in quarter 1 (April to June 2013) to 84.8% in quarter 4 period (January to March 2014). The IRO service continues to focus on this area of performance, which will continue to be reported on in future quarterly quality assurance reports.</p> <p>Work is also taking place to restructure the service in order to increase the management experience of IROs so that they are better equipped to influence performance and practice of social workers in how they identify issues and balance effective challenge and support. The restructure is also looking at whether the number of IROs needs to be increased in order to reduce caseloads and enable IROs more time to see children between reviews and oversee practice. This latter issue links to a specific recommendation by Ofsted in their CIC / Care leaver inspection (July 2013); to review IRO caseload sizes.</p>	
<p>Monitor the contract for the newly commissioned community CAMHS service which prioritises CIC, and monitor outcomes for this target group.</p> <p>Eligibility criteria have been agreed for CIC to access service – in place by July 1st 2013</p>	<p>Over the contract period see over 30% of CIC in Kent receiving CAHMS services (an increase from 7%).</p>	<p>As at the end of March 2014, the service is reporting contact with approximately 28% of Kent's CIC (caseload of 520)</p> <p>The new Community CAMHs CIC service is in place but the provider has found it difficult to recruit appropriately trained staff. A fourth recruitment is under way and the provider hopes to be fully staffed by September 2014.</p>	<p>Amber</p> <p>Making progress towards delivery target.</p>
<p>Explore options for a mechanism for accessing therapeutic services through a Framework Contract</p>	<p>Options agreed by December 2013</p>		<p>No longer an agreed action</p>
<p>Implement the recruitment strategy 'Changing Futures' for adoption including sustainability and post adoption work.</p>	<p>107 new families recruited 122 adoption orders made pa 13% of CIC are adopted in year 2013-14</p>	<p>For the period 1 April 2013 to 25 February 2014:</p> <p>144 Adopter households have been approved 121 children have been adopted 148 children have been placed</p>	<p>Green</p> <p>Target achieved</p>

<p>Monitor placement drift through CIC review, supervision, and performance monitoring information and Children In Care panels and team, to track progress on care plan.</p>	<p>Reduce the average number of days spent in care – Ensuring that all looked after children have cogent care plans that are based on sound assessments and reviewed regularly to monitor progress in achieving</p> <p>An emphasis on securing placement stability, good education outcomes and promoting the emotional and physical health of looked after children – all of which are important factors that delay the achievement of permanency</p> <p>Whenever possible, involving the child/young person and their family in decision making and maintaining an appropriate level of parental responsibility for their children.</p>	<p>MIU are collating data for a scorecard for the Transformation Board which will include a number of the measures identified.</p> <p>Placement stability, number of moves and length of time in placement are both in the monthly scorecard and are national measures; MIU will continue to include them in the monthly scorecard and the CIC scorecard. Adoption measures are included in the Adoption scorecard and the measures regarding timeliness will be included in the scorecard for the Transformation Board.</p>	<p>Amber</p> <p>The monthly scorecard shows good progress in terms of the length of CP plans and issues relating to placement stability. There remain some challenges around the review of CP cases within timescales which remain a focus for social care teams.</p>
<p>Produce future service delivery options for Leaving Care Service (currently provided by Catch 22 under contract which ends in March 2014)</p>	<p>Agreement of option in October 2013. Procurement and future service development November 2013 to October 14 when service will be in place.</p>	<p>The following approach agreed:</p> <ul style="list-style-type: none"> • Develop an Integrated 0-18 Children in Care Service • Develop an Integrated 18+ Care Leaver Service • Establishing an 'Other Arrangements' Accommodation and Support Service 	<p>Green</p> <p>Target achieved - to be implemented by 1st October 2014</p>
<p>Work with Adult Services to ensure clear pathways are in place for young people requiring services as adults (focusing on Disabled Children, Leaving Care and Mental Health).</p>	<p>Need to collate data on specialist residential placements for disabled children aged 14+, (profile of children, resources used and cost) to inform transition arrangements (Disabled Children).</p> <p>No established targets for Leaving Care or Mental Health currently.</p>	<p>This work has been subsumed into the SEND Transformation work stream under Penny Southern.</p>	<p>Amber</p> <p>Work on-going under different stream, impacted by delay in publishing of the Care Act and Children and Families Act and associated guidance</p>