

Ambition Board 2 - To tackle disadvantage: To create opportunities

Developing aims, actions and deliverables

What do we need to do?

At the first meeting of the Ambition Board, Members were keen to set some deliverables by which success can be measured. This has been emphasised by the Chairman and Vice-Chairman of Ambition Board 2 who want to identify long, medium and short-term aims for the Board, supported by some measures which will be used to test whether progress is being made towards delivering Ambition 2.

At today's meeting we can start to develop a light-touch plan, identifying aims that Ambition Board 2 will work towards, actions it will take or commission to achieve its aims, and deliverables that it will measure success against.

How will this help?

- This will give focus and plan out how Ambition Board 2 will make a real difference to tackling disadvantage and creating opportunities in Kent.
- The action plan will form part of the Terms of Reference for Ambition Board 2, and will shape the items that are brought to meetings of Ambition Board 2.
- Ambition Boards have been asked to develop an action plan to cover at least their first year and present it to Kent Forum for endorsement on 24 November 2011.

What has been proposed so far:

Long-term aim: TACKLING FAMILY POVERTY

With a focus on:

1. Welfare reform
2. Youth service provision
3. Early intervention (including children's centres)
4. Health inequalities

Medium- and short-term aims within these four areas of focus are to be identified and agreed by Ambition Board 2.

The four areas of focus will allow the Ambition Board to pick up other important areas raised in the first meeting including mental health.

The Marmot health inequalities 'life course' approach will be applied.

Some proposed medium and short-term aims within the areas of focus:

<p><u>Tackling Family Poverty</u></p> <ul style="list-style-type: none"> □ Understanding costs of raising a family in working household in Kent □ Increased participation in volunteering (as a pathway to work) □ Setting up of independent work clubs through Children’s Centres with JCP □ Change to Local Government procurement practices to support people getting back into work □ Education: Improvements in attainment, attendance, aspiration
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<p style="text-align: center;"><u>Health inequalities</u></p> <ul style="list-style-type: none"> □ To be informed by new national Public Health Outcomes Framework and Kent HI Action Plan. Likely to include: <ul style="list-style-type: none"> - Reduction in childhood obesity - Reduction in smoking in pregnancy - Reduction in teenage conception rates □ Other aims could include: <ul style="list-style-type: none"> - Reduce emergency admissions by deprivation quintile - Reduce homelessness - Reduce alcohol, crime and drug misuse - Improve healthy lifestyles 	<p style="text-align: center;"><u>Welfare reform</u></p> <ul style="list-style-type: none"> □ Formation of a Kent Forum position on welfare reform proposals □ Effective lobbying of Government on specific issues of concern and subsequent changes made □ For Universal Credit to successfully support people into work □ Development of a good local substitute for the Social Fund □ Good take-up of benefits by those eligible
<p style="text-align: center;"><u>Early intervention (inc. Children’s Centres)</u></p> <ul style="list-style-type: none"> □ Roll out of Family Nurse Partnerships Programme & increase in Health Visitors □ Trial areas for “payment by results” approach for Children’s Centre Services □ Improvement in use of Family Common Assessment Framework and appropriate Team Around the Family, to involve of Adult Services. □ Integrated workforce planning and approaches for working with vulnerable families 	<p style="text-align: center;"><u>Youth service provision</u></p> <ul style="list-style-type: none"> □ Form view on future of YS provision □ Influence the reform of the service □ Learn from and share best practice around the delivery of youth services to disadvantaged groups / areas around the county □ Monitor and mitigate any effects of the removal of youth services / centres in local areas that may increase disadvantage and FP, or form barriers to improvement, e.g. emotional health

To support the discussion on Ambition Board 2’s Aims, Actions and Deliverables, a template has been developed (Appendix 1). Also, for consideration, is an initial summary of feedback on Ambition 2 from the Vision for Kent consultation (Appendix 2). We had very nearly 800 responses and we shall have a fuller analysis available for the meeting.

Two other papers are attached which the Ambition Board may wish to consider when developing its Aims, Actions and Deliverables plan. These are:

- The 'to Tackle Disadvantage' chapter of consultation draft of Vision for Kent on Ambition 2 (Appendix 3)
- Summary of the Performance management principles in Vision for Kent (Appendix 4)

Jenny Dixon

Partnership Officer, Kent Forum

Appendix 1 - A proposed template for the Ambition Board 2 Aims, Actions and Deliverables plan**Long-term aim: Tackling family poverty**

We will know we have achieved this when:

- Xx
- Xx
- Xx
- xx

Aims	Actions	Deliverables (+ deadline if approp.)	Progress
Medium-term			
1. e.g. Local Government procurement practices to support families getting back into work	a) Commission work to understand what is already done and current barriers. Look at apprenticeships work b) Determine what needs to change and implications, set realistic targets c) Take proposal to Kent Forum to get sign-up by each Authority	Commitment to this in procurement strategies/ procedures of all Local Government Authorities in Kent. Evidence from returns by each Authority that this is happening - by end 2013.	(To be updated at intervals for performance monitoring)
2...			
Short-term			
1. e.g. Understanding costs of raising a family in a working household in Kent	Commission work by KCC Business Strategy, linking with Districts, to model the costs including income and all outgoings	Report to AB2 presenting the modelling work and agreement on how it will be used to plan actions for improvement - by Dec 2011	(To be updated at intervals to monitor performance)
2.			
3....			

Appendix 2**Feedback on Ambition 2 from the Vision for Kent consultation**

The Vision for Kent consultation ran from 20 June to 22 August 2011. In total **793** responses were received. A detailed analysis of the responses will be done over the next few weeks to inform the development of the final version of Vision for Kent. This can be presented at the next meeting of Ambition Board 2.

Some of the most significant points to note from an initial analysis of the responses are:

- The Vision for Kent consultation has received a high number of responses compared to similar consultation exercises
- **75%** of respondents were members of the public
- There were a good number of responses from the other target groups, with **56** responses from Parish Councils, **64** from public sector organisations, **46** from VCS organisations and **13** from businesses
- **81%** of respondents felt that the ambitions strike the right balance between being realistic and ambitious
- **59%** of Voluntary and Community Sector respondents felt that the priorities of the VCS in Kent were well represented in Vision for Kent
- **69%** of business sector respondents felt that the actions identified in Vision for Kent would make Kent a better place to do business
- **73%** of Parish Council respondents felt that the draft responds to the balance of need between the rural and urban communities in Kent

Regarding Ambition 2, respondents were asked to select the two most important actions to deliver the ambition from a list. The results are shown below:

<u>Action</u>	<u>% of total responses</u>
Encourage young people to be in education, training or work	56%
Support unemployed people to get back into work	48%
Work to provide a choice of high quality health and social care	31%
Build homes people want to live in and communities they want to be part of	25%
Make it easier for everyone to find and use the public services they need	19%
Help people improve their mental and emotional health	17%

As well as choosing actions from the list as above, around 30% of all respondents suggested other actions that they felt needed to happen to achieve the ambitions. Respondents from the VCS, business and public sectors and Parish Councils also gave suggestions of other issues that they felt partners should work on together. In total, there are over 900 suggestions of other things that partners could focus on to help achieve the ambitions. The main themes emerging from the suggestions for achieving Ambition 2 are **[To follow at the Ambition Board meeting]**

Xx
Xx
Xx

Ambition Board 2 may wish to bear this information in mind when developing its Aims, Actions and Deliverables plan.

Appendix 3

**Chapter on 'To Tackle Disadvantage' in the consultation draft of
Vision for Kent on Ambition 2**

To tackle disadvantage

For Kent to be a county of opportunity, where aspiration rather than dependency is supported and quality of life is high for everyone

Vision:

Everyone in Kent has the potential to lead a happy and fulfilled life. All people in Kent, regardless of where they live or their own personal circumstances, will have the confidence and opportunities they need to create a positive life for themselves, their families and their communities. We will work to understand and break down the barriers that can stop this from happening for some people - like unemployment, fear of crime and anti-social behaviour, poor housing, poor health and more. People in Kent will feel secure, positive and optimistic about their futures, and work towards achieving their goals, with minimal dependence on support from services.

Why tackling disadvantage is important to Kent

Inequalities in quality of life

- Quality of life in Kent is generally high giving most people the opportunity to fulfil their potential, but this masks significant diversity across Kent. Some people have lower quality of life due to where they live or individual circumstances
- Quality of Life indicators show fairly large spatial areas of deprivation in parts of the county and smaller pockets of deprivation in otherwise better off parts of the county
- Inequality goes beyond geographic place as there are certain groups of residents who consistently have unequal outcomes. These include children who are looked after, young adults who are not in education, employment or training (NEET) and people on long-term out of work benefits
- There are different challenges in different parts of Kent; those facing rural areas are different to those facing the coastal towns
- Despite actions to address geographic and population group disadvantage there are stubborn gaps in outcomes such as those in employment, income, health, educational attainment and skills
- The quality and availability of housing is an underlying factor in many barriers that prevent people from achieving a high quality of life. To tackle disadvantage, we must make sure that both new developments and existing housing meets the needs of people in Kent
- Residents' aspirations and their ability and confidence to achieve them varies

- Experience in other countries (e.g. Canada and Sweden) shows that action to address the financial deficit can result in increasing inequalities. We want to mitigate that risk as far as possible
- For people not to achieve their potential is a cost to the individual, their family, their community and the county

Impact that tackling disadvantage will have in Kent

Disadvantaged geographic areas:

While making improvements across all of Kent there will be a measurable reduction in the gap in a range of quality of life outcomes experienced in deprived areas: (for example)

- People's aspirations will be high, as well as their confidence that they can achieve the life they aspire to
- The economy in deprived areas is strengthened and provides quality and sustainable employment that reduces the number of people on out of work benefits and provides income to support a good quality of life
- The health inequalities gap is narrowed and the difference in lifestyle behaviours that contribute to health inequalities such as smoking, alcohol consumption and physical activity are also narrowed
- The educational attainment and skills gap is narrowed
- Children and young people will be supported and inspired to fulfil their potential, benefitting them, their families and their communities now and in the future
- Quality, affordable private and rented housing exists across all parts of Kent that is appropriate to location and need and supports a good quality of life for everyone
- People in all areas of Kent will be able to access the services and opportunities that they need and want
- All of Kent's communities will have safe and high quality recreation and play spaces and access to cultural, sporting and leisure activities including the countryside and parks
- By reducing disadvantage, people are less likely to be victim to fires, road traffic accidents and crime

Disadvantaged population groups:

- While making improvements for all residents, there will be a measurable reduction in the gap in outcomes experienced by certain groups: (for example)
- Disadvantaged children, for example children who receive free school meals or who are 'looked after' or who have migrated to Kent - the gap in educational attainment and life chances experienced by disadvantaged children will be narrowed
- Families experiencing intergenerational unemployment and low aspirations
- Young adults who are not in education, employment or training (NEET)
- Adults with low skills
- People who have served custodial sentences including young offenders
- People with mental health and emotional wellbeing issues

- People with substance misuse problems
- Vulnerable older people
- Minority groups

The most vulnerable and those that struggle to help themselves will continue to be protected and supported to enjoy the best possible quality of life.

The vision is of a Kent where people have good mental, physical and emotional health and are equipped with skills, aptitude and motivation to build on success, and have the resilience to deal with life's challenges and to help support those who are less fortunate than themselves.

How will we tackle disadvantage in Kent?

Tackling disadvantage at county level:

This Ambition will be achieved through the specific actions and commitments made in the delivery plans that will contribute to tackling disadvantage, as shown on pages 7 and 8. Almost all of the delivery plans contribute to tackling disadvantage.

Tackling disadvantage in local areas:

This Ambition is a priority in every District but in different ways. Locality Boards will contribute to achieving it according to their own specific circumstances and local priorities, for example one locality may improve skills by focusing on reducing the number of adults with no qualifications at all, while another may focus on getting more adults qualified to a high level. There will need to be targeted interventions in both small and large spatial areas where disadvantage and welfare dependence is highest. In places we can learn from and build upon the Margate Task Force approach (see Glossary). Locality Boards will call upon the engagement and resources of local and countywide agencies, as appropriate.

Some of our top priorities to tackle disadvantage

Over the next 10 years, Kent partners will:

- Work closely with new GP consortia to offer high quality healthcare that meets the needs of all residents and communities in Kent and offers the best value for money
- Form an efficient and effective Health and Wellbeing Board at County level, and suitable arrangements at local level to identify health and social care needs for children and adults and commission services to meet them
- Identify where health and social services can better integrate to deliver a more responsive service, reduce duplication and deliver greater value for money, making use of single assessment for services where appropriate
- Work together to improve safeguarding in our communities to prevent harm to children and vulnerable adults
- Focus towards preventative services, working together to quickly identify people who are disadvantaged or most at risk of falling into a spiral of state dependency, jointly assessing need, sharing information and delivering targeted interventions. We will also support and encourage people to live healthier lifestyles, preventing avoidable ill-health

- Improve mental and emotional health through preventative campaigns and providing and promoting cultural and physical activities including walking and cycling. Improve early access to mental health services, particularly for children and young people
- Change how we view disadvantaged areas and people by starting with and utilising their strengths
- Commit to making reduction of dependency on benefits a priority by growing the economy and supporting people back into work
- Make sure that Kent's most disadvantaged families and individuals are able to access a wide range of learning opportunities to promote independence, improve skills for employment and improve self-confidence and aspirations for adults and their children. This will include improving literacy and digital literacy
- Change how we view disadvantaged areas and people by starting with and utilising their strengths
- Make sure that every child has a healthy start in life through initiatives like encouraging breastfeeding and providing early parenting support to prevent disadvantage in the future
- Continue to improve children's achievement at school, particularly in the early years, by offering a variety of learning experiences and the highest possible quality of education and early years provision
- Prevent young people from becoming disengaged and support them to fulfil their potential. This will include offering opportunities and developing their aspirations through a choice of inspiring skills provision, providing positive things for young people to do in their spare time and providing information and support to help young people make healthy life choices
- Build sustainable homes and communities with a sense of place, and ensure that new housing comes with appropriate infrastructure, if necessary by making use of innovative new finance mechanisms
- Continue to regenerate deprived areas to bring them up to the standards of more affluent areas
- Support independent living at home wherever possible
- Focus together on improving outcomes for the most disadvantaged families to reduce high demand on services
- Understand and commit to removing public sector barriers that limit aspiration or improvements in quality of life
- Lobby to change public policy that places vulnerable people in Kent when this is inappropriate
- Manage the consequences of Kent's location as the gateway to Europe which can increase disadvantage and deprivation in the county, including high volumes of traffic, immigration and transient populations
- Work together to ensure that disadvantage is not exacerbated by poor access to services and opportunities, including expanding the Gateway multi-channel access programme, working towards delivering an integrated public transport network and improving access to Kent's green spaces and countryside.

Appendix 4

**Appendix on performance management principles in the
consultation draft of Vision for Kent**

The consultation draft of Vision for Kent 2011-2021 contains some principles for the development of a performance management approach for the new Vision for Kent. These were developed through conversations between KCC, Districts and other partners. The full Annex 1 on Performance Management can be found in the consultation draft and the key points are summarised below.

Performance management of the three countywide ambitions will:

- Drive local priorities;
- Be underpinned by performance information that is robust and meaningful
- Measure outcomes, not just actions delivered;
- Be used to help gain a full understanding on whether the Ambitions are being achieved and make choices about where we focus resources;
- Make use of all types of available information at county and district level that is already collected;
- Be done as locally as possible;
- Be publically available.

In addition, Vision for Kent identifies three levels of performance information that should be made use of:

1. Short-term actions
2. Longer-term PIs and data
3. Long-term change

Finally, Vision for Kent identifies some potential Key Performance Questions for each of the Ambitions, including these for Ambition 2:

- KPQ1: Are outcomes for disadvantaged people getting better?
KPQ2: Are barriers to improving quality of life being broken down?
KPQ3: Are inequalities in quality of life outcomes reducing?
KPQ4: Is the gap between deprived and non-deprived areas reducing?
KPQ5: Are people in Kent confident that they can achieve good quality of life?

Ambition Board 2 may wish to consider these principles and suggestions when developing its Aims, Actions and Deliverables plan.

