

SCRUTINY COMMITTEE

Tuesday, 20th October, 2015

10.00 am

**Darent Room, Sessions House, County Hall,
Maidstone**





AGENDA

SCRUTINY COMMITTEE

Tuesday, 20th October, 2015, at 10.00 am Ask for: **Joel Cook / Anna Taylor**
Darent Room, Sessions House, County Hall, Maidstone Telephone: **03000 416892 / 416478**

Membership

Conservative (6): Mr R J Parry (Chairman), Mr J E Scholes (Vice-Chairman),
Mr E E C Hotson, Mr A J King, MBE, Mr L B Ridings, MBE and
Mrs P A V Stockell

UKIP (2) Mr H Birkby and Mr R A Latchford, OBE

Labour (2) Mr G Cowan and Mr R Truelove

Liberal Democrat (1): Mrs T Dean, MBE

Church
Representatives (3): Mr D Brunning, Mr Q Roper and Mr A Tear

Parent Governor (2): Mr P Garten and Mr G Lawrie

Tea/coffee will be available 15 minutes before the start of the meeting

County Councillors who are not Members of the Committee but who wish to ask questions at the meeting are asked to notify the Chairman of their questions in advance.

Webcasting Notice

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately.

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

A - Committee Business

- A1 Introduction/Webcast Announcement
- A2 Substitutes
- A3 Declarations of Interests by Members in items on the Agenda for this Meeting
- A4 Minutes of the meeting held on 11 June 2015 (Pages 5 - 10)
- A5 Dates of Scrutiny Committee meetings in 2016

The Committee is asked to note the following dates for Scrutiny Committee meetings in 2016:

Tuesday 19 January 2pm
Tuesday 8 March 10am
Thursday 14 April 10am
Tuesday 7 June 10am
Wednesday 27 July 10am
Wednesday 21 September 2pm
Wednesday 9 November 10am
Thursday 15 December 10am

- A6 Update on Select Committees (Pages 11 - 12)

B - Any items called-in - None for this meeting

C - Any items placed on the agenda by any Member of the Council for discussion

- C1 Key Performance Indicators Update - Adult Social Care (Pages 13 - 36)
- C2 Motion to Exclude the Press & Public

That under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 5 of part 1 of Schedule 12A of the Act.

EXEMPT ITEM

(During this item the meeting is likely NOT to be open to the press and public)

- C3 Verbal Briefing on a Procurement Decision

Peter Sass
Head of Democratic Services
03000 416647

Monday, 12 October 2015

KENT COUNTY COUNCIL**SCRUTINY COMMITTEE**

MINUTES of a meeting of the Scrutiny Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 11 June 2015.

PRESENT: Mr R J Parry (Chairman), Mr J E Scholes (Vice-Chairman), Mr H Birkby, Mr G Cowan, Mrs T Dean, MBE, Mr E E C Hotson, Mr R A Latchford, OBE, Mr L B Ridings, MBE, Mrs P A V Stockell, Mr R Truelove and Miss S J Carey (Substitute)

ALSO PRESENT: Mr M J Harrison

IN ATTENDANCE: Mr J Burr (Director of Transformation and Commercial Services), Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance), Mr M Tant (Flood Risk Manager), Mr T Harwood (Resilience and Emergencies Manager), Ms D Fitch (Democratic Services Manager (Council)) and Mr J Cook (Scrutiny Research Officer)

UNRESTRICTED ITEMS**77. Minutes of the meeting held on 19th May 2015**
(Item A4)

Mr Cook advised the Committee that corrections had been requested to the date of the additional Environment & Transport Cabinet Committee (paragraph 21 – July replaced with November)

Members noted corrections for paragraphs 16 and 18 (spelling).

RESOLVED that subject to the corrections being noted, that the minutes were an accurate record of the meeting on 19th May and that they be signed by the Chairman.

78. Flood Risk Management Committee - Annual Report
(Item C1)

1. Mr Harrison introduced the Flood Risk Management Committee's Annual Report, commenting that he grateful to the officers for producing such a good document. Mr Harrison explained that Mr Tait, the Committee Clerk, was unable to attend. Mr Harrison commented on the excellent work and support Mr Tait provided to the Committee. Mr Harrison summarised the work undertaken by the Committee in 2014/15, stating that it had conducted two site visits and held three meetings. He then invited the attending officers to update the Scrutiny Committee further.

2. Mr Harwood, Resilience Manager, explained that the work undertaken by the committee could be viewed as responding to a year of two halves. The first area focused on was that of the Member oversight role – debriefing on very bad weather conditions experienced in the winter of 2013/14. This featured advising Members on the lessons learned and what action the Resilience Team had taken to ensure the relevant actions were completed as a result. The second area of focus was how best

to move on from the 2013/14 winter. This featured innovation work undertaken and considered by the committee; Coastal Flooding, livestock care improvements (including an Evacuation guide for livestock) and notably the 'what to do in an emergency' guidebook that was developed to ensure communities would be better able to respond to future extreme weather situations.

3. A Member commented that the flood defence work undertaken in Sandwich was an excellent development. Mr Harrison advised the Committee that Sandwich had won three awards for civic engineering in relation to the flood defence work.

4. Responding to a question from Members about the Yalding flood barrier, Mr Tant explained that the Environment Agency had committed to assist in funding development for Yalding flood defences with an expected eight year project term (three years of project development and risk analysis followed by five years construction implementation). KCC would be contributing £205k toward the project, on which a full report was expected in late summer 2015. Mr Tant explained that the Environment Agency was still working on the analysis but the complexity of the subject made it a lengthy process.

5. Members praised the work of the Resilience Forum in developing the emergency guidance leaflet and asked whether there were further plans to publicise the ongoing flood risk mitigation work. Mr Harrison agreed that the Resilience Forum had done an excellent job and asked that Members promote the Forum in their divisions. Mr Harrison also highlighted that the Regional Flood Defence Committee would be meeting at County Hall on the 29th July 2015.

6. In response to a Member question relating to drainage investment and works, the Chairman invited Mr Balfour, as Cabinet Member for Environment & Transport, to join the meeting. Mr Balfour explained that drainage work was ongoing, with a constant flow of issues that needed addressing. He clarified that this was normal business and to be expected of such a broad service that is vulnerable to uncontrollable external factors, such as the weather. However KCC was committed funding ongoing work to maintain the drainage system.

7. Members engaged in discussion with Mr Balfour, Mr Harrison and Officers regarding details of the minutes from previous Flood Risk Management Committee meetings. The specific details requested by Members were not readily available and fell outside the remit of the Committee. Mr Balfour requested the Members contact him outside of the meeting with details of their concerns.

8. A Member commented that the Flood Risk Management Committee did excellent work and was particularly pleased that Members were now updated regularly on progress and year round work. The Member suggested that future Annual Reports feature a more detailed paper outlining action taken by the Committee and should not include minutes of their meetings. Mr Harrison agreed that this would be done in future, clarifying that as the Flood Risk Management Committee engages with partners, many issues recorded in their minutes are not within the remit of KCC or his committee and subsequently referred. Mr Balfour advised that Committee that examples of this included drainage works that were considered by the District Joint Transportation Boards with relevant reports also considered by the Environment and Transport Cabinet Committee.

9. Responding to a question relating to Highways receiving 3,500 complaints a year, Mr Balfour explained that many of these would actually be fault notifications which should be considered differently. He reiterated the point that any large system would have minor faults due to continuous use and wear and tear. Mr Balfour noted that while some of the 3,500 may be formal complaints; this number represented a tiny proportion of all the contact received from public received by Highways, approximately 1%.

RESOLVED that the Committee thank Mr Harrison and Officers for attending; that the Committee note the Flood Risk Management Committee's Annual Report; that the report format be amended in future to include a more detailed report and not minutes from committee meetings. The Chairman also highlighted the Committee's gratitude to Mr Balfour for joining the committee discussion to respond to questions.

79. Commissioning Advisory Board update *(Item C2)*

1. Mr Hotson, as Chairman of the Commissioning Advisory Board (CAB), explained the background to the issue being brought to Scrutiny, commenting that attempts have been made to hold informal briefing sessions with Group Leaders.

2. Mr Hotson provided a broad overview of the current situation and background to the Commissioning Advisory Board, explaining that it had been developed in response to the Commissioning Select Committee report in May 2014, subsequently endorsed by County Council. The Leader of the Council had asked Mr Hotson to lead a cross-party working group to consider how best to implement the recommendations developed by the Select Committee. This cross-party working group created a plan for carrying forward the recommendations. Following discussions with the Leader of the Council, it was agreed that a strong approach was required to deliver the required to change KCC into a Strategic Commissioning Authority.

3. Mr Hotson explained that when CAB was formed with full Terms of Reference in October 2014, the Phase 1 Commissioning transition was already underway, meaning that CAB had a great deal of work to manage in a short space of time. Since its formation CAB has held 13 meetings and will have had 18 by the time it reaches the end of its planned 12 month programme, at which point its performance and format will be reviewed to consider the best method of continuing appropriate Member involvement in the consideration of Commissioning. Mr Hotson confirmed that all the meetings of CAB were very well attended from all parties and that the meetings were intensive and strenuous, requiring careful consideration of complex issues. In particular, Mr Hotson noted that CAB had demonstrated the benefits of developing closer working relationships between Members and Officers. Mr Hotson further commented all Members of CAB have enthusiastically undertaken all the extra work involved, Mr Vye for example had conducted a significant amount of additional research in support of CAB's consideration of the Youth Service contract.

4. In terms of future planning, Mr Hotson explained that Commissioning was such a huge subject, it was impossible for even a very dedicated group like CAB to handle in its entirety. This was also taking into account the fact that CAB was not a decision making body, only responsible for considering commissioning plans and

contracts and making recommendations and referrals. Mr Hotson's opinion was that as KCC shifts more toward Strategic Commissioning, new working practices would be required to manage the new processes involved.

5. Mr Hotson clarified that the 12 month period for which CAB had been established would soon end and the Board would be up for review. He was keen for CAB to start considering its own future and how KCC could manage commissioning appropriately in the future. It was Mr Hotson's opinion that the Commissioning workload was too great for Cabinet Committees in their current format and meeting cycles which would not provide sufficient frequency or focus. Mr Hotson explained that CAB would be working on plans to develop what CAB had achieved so far and would seek to identify the best way of continuing the positive outcomes. Mr Hotson wished to record his and CAB's thanks to David Whittle (Director – Policy and Strategic Relationships) and Paul Wickenden (Democratic Service Manager – Members) for their support.

6. Members thanked Mr Hotson for providing a detailed update, confirming that efforts had been made earlier in the year to progress further conversations relating to Commissioning. Comments were made that while the update on the work of the CAB and Member involvement in Commissioning was welcome, there remained a strong desire for Members to receive a timetable of contracts that were due for renewal with the option of considering these some six months in advance to allow for sufficient work to be done.

7. Members queried what process will be adopted in the longer term, agreeing with the view that Cabinet Committees in their current format would be unable to manage all the relevant commissioning work. Member accepted that Cabinet Committees had the authority and expertise to provide suitable consideration to Commissioning but not the capacity based on the current meeting cycle and level of responsibility for other matters.

8. Mr Hotson commented that the idea of a CAB sub-committee had been considered and not implemented but that as Members had conducted their own research and consideration outside of the CAB meeting cycle, a similar outcome had been achieved in a positive way. However, he was not certain that this model could be sustainable if made responsible for considering all commissioning decisions. The cross-party engagement and joint working had been very positive and had evidenced the capacity for Members to add value to the Commissioning process through their contribution of additional consideration and recommendations. Mr Hotson also explained that Paul Wickenden had developed a very good training programme throughout this process, supporting all Members to better understand Commissioning. He recommended that Paul Wickenden could provide further updates on this matter via the Member Development Steering Group.

9. David Whittle, responding to the questions about specific contract details, explained that the Contract Register is available online already, that the Commissioning Schedule would be going to Policy and Resources Cabinet Committee in July and that CAB would also be sighted on this schedule. Mr Whittle advised the Committee that the Terms of Reference for CAB meant that it was not possible for it to consider all commissioning plans and decisions but that throughout its operation, Commissioning Officers had provided advice and guidance in support of selecting appropriate items for consideration.

10. A Member praised the report and thanked Mr Hotson and Mr Whittle for updating the Committee. However, the Member explained that he wanted the Scrutiny Committee to consider the next stage of the Commissioning Authority transformation; what will follow CAB? The Member was still pleased to see that the report showed how CAB has considered a broad range of issues. The Member commented that the Commissioning Select Committee's report, which had resulted in the development of CAB, had included twenty seven recommendations and in the Member's opinion, the key recommendations focused on the fact that Members had to have greater involvement in Commissioning. He explained that this meant it would be useful to have the capacity to hold quarterly or six-monthly reviews of ongoing contracts with the opportunity to address problems with those that were failing. The Member suggested Child and Adolescent Mental Health Services (CAMHS) as an example of where this approach would have been useful and that similar cases represented situations where services had suffered as a result of lack of intervention by KCC. He confirmed that he was very pleased that CAB had done such a good job so far but remained concerned that there was not yet clarity about what process would be used in the long term to allow for effective Member involvement in the consideration of commissioning. The Member also raised a concern that Members had hoped for a greater level of involvement than had been provided, commenting that £800m of commissioning had already taken place without CAB consideration.

11. Mr Whittle clarified that the £800m mentioned by Members represented the net third party spend by KCC within its £1.1bn budget and that these contracts were not subject to the phase 1 review of contracts and commissioning. Mr Whittle explained that transition to being a full commissioning authority was a long term project and that the current commissioning approach is working well, with an expectation that new contracts will be set up once the new Commissioning model is fully embedded. Spend on ongoing contracts reflected where the contracting cycle had rolled over before renewals could be arranged through the Commissioning Framework. Mr Whittle advised the Committee that all Directorate Business Plans were now accessible on Knet and that they included a breakdown of internally and externally provided services.

12. Mr Hotson, responding to the comments set out in para 10, noted that the Member had been a sceptical member of CAB but that his contribution has been valuable and that he believed that a considerable amount of Commissioning information had been supplied that would not have otherwise been available, again highlighting the benefit CAB had brought to KCC. Mr Hotson agreed with the points made in so far as it was important that a proper plan was put in place to determine how best to consider commissioning in the future and that scrutiny of contracts was an important aspect of transitioning to a Strategic Commissioning Authority. Mr Hotson did clarify, however, that based on the system of governance at KCC, the Executive would still be responsible for making all decisions and that any additional consideration of commissioning and contracts would have to be advisory rather than decision making in nature. Mr Hotson explained that CAB was scheduled to discuss how its work should be continued, that several options needed to be considered and that CAB would make a recommendation to the Executive in due course.

13. A Member thanked Mr Hotson for his report and advised the Committee that he had learned a great deal through his involvement with CAB. He was pleased that CAB had been set up to respond to the Select Committee's recommendation for

greater Member involvement in Commissioning. The Member also agreed with the view that further work to make KCC a Strategic Commissioning Authority meant reviewing the manner in which contracts and commissioning are considered as Cabinet Committees did not have the capacity to take on the required workload. The Committee emphasised that all Members need more training on Commissioning to allow them to better fulfil their role in greater Member involvement.

14. Mr Hotson explained that Paul Wickenden was working on providing further updates regarding training, again highlighting how hard Mr Wickenden has worked on supporting CAB and developing Member training programmes in general.

15. The Chairman summarised the key points raised in discussion that warranted further consideration at appropriate meetings;

- Continued Member Development and training with regard to contracts and commissioning.
- How Cabinet Committees may give appropriate consideration to Commissioning in addition to their existing responsibilities.
- How CAB or its work should be continued in the future.

RESOLVED that the Committee thank Mr Hotson, Mr Whittle and Burr for their attendance and updates; that the Commissioning Advisory Board report be noted and that comments by Scrutiny be considered when planning future Member involvement arrangements.

80. Select Committee Work Programme
(Item C3)

RESOLVED that the Committee agree that the Corporate Parenting Select Committee report to County Council be deferred; and that the Energy Security Select Committee be constituted pending membership and terms of reference agreement.

By: Peter Sass, Head of Democratic Services
Richard Parry, Chairman of the Scrutiny Committee

To: Scrutiny Committee – 20 October 2015

Subject: **Select Committee Work Programme**

Summary: To receive an update on the Select Committee Topic Review Programme

Select Committee – Corporate Parenting

1. (1) This Select Committee under the Chairmanship of Mrs Z Wiltshire has been looking at the role of the Elected Member as a corporate parent.

(2) The Select Committee requested that the timescale of the Committee be extended to enable it to complete its evidence gathering and report to County Council in December, instead of July. In order to allow the Committee to hear evidence before this meeting of the Scrutiny Committee, approval was obtained from the Chairman and spokesmen to this extended timescale.

(3) The Select Committee has held evidence gathering meetings and heard from 20 witnesses and groups of witnesses including, former children in care, foster carers, social workers, health care professionals with specific responsibility for Children in Care, and colleagues from Essex County Council. In addition Members visited the Swattenden Centre to meet with children in care; White Rocks Farm, to hear about schemes to support Children in Care, and have met social workers at St Peters House, Broadstairs. A survey of all elected members to gain an insight into their level of knowledge of their responsibilities as corporate parents has also been carried out.

Select Committee – Energy Security

2. (1) At the meeting of this Committee on 12 December 2014 it was agreed that a Select Committee on Energy Security be established when the Select Committee on Corporate Parenting had completed its evidence gathering. This topic is particularly timely as this subject was specifically referred to in the Queen's Speech.

(2) The Select Committee is due to hold its inaugural meeting on 22 October 2015 and to submit its report to Cabinet for noting and County Council for consideration in May 2015.

<p>3. Recommendation: that the progress of the Select Committees on Corporate Parenting and Energy Security be noted.</p>
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Background Papers – Nil

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By: Peter Sass – Head of Democratic Services

To: Scrutiny Committee – 20 October 2015

Subject: KPI update – Discussion Item

Summary: The Scrutiny Committee is receiving an update on the latest Key performance indicator report, with particular reference to the identified 'red rated' indicators for Social Care Demand and Delay Hospital Discharges.

1. Background

1.1 Cabinet received the Council Quarterly Performance Report on 21 September.

2. Documentation

2.1 Adult Social Care section of the Quarter 1 Performance report is provided (appendix 1) to support the discussion of the red rated indicators.

3. Attendance

3.1 The following Members and Council Officers will be attending to provide information to the Committee:

- Mr Gibbens - Cabinet Member for Adult Social Care and Public Health
- Andrew Ireland – Corporate Director for Adult Social Care, Health and Wellbeing
- Richard Fitzgerald – Performance Manager

4. Discussion plan

4.1 To allow for the most effective debate on this issue, the recommended approach is as follows;

- a) Mr Gibbens and Andrew Ireland to provide an update to the Committee in relation to the Social Care demand and delayed hospital discharge issues. Member may then question the guests for further information.
- b) Richard Fitzgerald to provide an update to the Committee in relation to the KPI process

5. Recommendation

- 5.1 The Committee may note the updates and may express comments to the relevant Cabinet Member, Corporate Director or Leader.

6. Contact details

Report Author:

Joel Cook - Scrutiny Research Officer
03000 416892
Joel.cook@kent.gov.uk

Relevant Director:

Geoff Wild
03000 416840
Geoff.wild@kent.gov.uk

7. Appendices

- Appendix 1 – Adult Social Care extract from the Quarter 1 performance report.

8. Background documents

- [Quarter 1 – Performance Report](#)

From: Paul Carter - Leader and Cabinet Member for Business Strategy, Audit & Transformation
David Cockburn - Corporate Director, Strategic and Corporate Services

To: Cabinet – 21 September 2015

Decision No: N/a

Subject: **Quarterly Performance Report, Quarter 1, 2015/16**

Classification: Unrestricted

Summary: The purpose of the Quarterly Performance Report is to inform Cabinet about the key areas of performance for the Council.

Recommendation(s):

Cabinet is asked to note the Quarter 1, 2015/16 Performance Report.

1. Introduction

- 1.1. The KCC Quarterly Performance Report for Quarter 1, 2015/16 is attached at Appendix 1.
- 1.2. The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council.

2. Quarter 1 Performance

- 2.1. The report has been updated for the new financial year to take account of the 2015/16 Directorate Business Plans.
- 2.2. The QPR now includes thirty-nine (39) Key Performance Indicators (KPIs), down from forty-one (41) last year.
- 2.3. The number of activity indicators has increased to 43 (forty-three) up from 41 (forty-one) last year.
- 2.4. The report continues to include a range of other essential management information including:
 - Corporate Parenting – Our Children (new section)
 - Service user feedback
 - Updates on Corporate Risks
 - Staffing information
- 2.5. Results against Target for KPIs are assessed using a Red/Amber/Green (RAG) status.

2.6. Of the 39 Key Performance Indicators included in the current report, the latest RAG status are as follows:

- 24 are rated Green - target achieved or exceeded.
- 13 are rated Amber - acceptable results, often ahead of last year or above national average.
- 2 are rated Red - performance below pre-defined Floor Standards.

2.7. The net Direction of Travel is positive with twenty (21) indicators improving, eighteen (17) showing a fall in performance, and one unchanged.

3. Recommendation(s)

Recommendation(s):

Cabinet is asked to note the Quarter 1, 2015/16 Performance Report.

4. Contact details

Report author:

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Relevant Director:

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Head of Business Intelligence
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Kent County Council

Quarterly Performance Report

Quarter 1

2015/16

Social Care Extract
Scrutiny Committee 20 October 2015

Produced by: KCC Strategic Business Development & Intelligence
E-mail: performance@kent.gov.uk
Phone: 03000 416091



Key to KPI Ratings used

This report includes 39 Key Performance Indicators (KPIs), where progress is assessed against Targets which are set at the start of the financial year through the Council's Directorate Business Plans. Progress against Target is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of Direction of Travel (DoT) through use of arrows.

GREEN	Target has been achieved or exceeded
AMBER	Performance at acceptable level, below Target but above Floor
RED	Performance is below a pre-defined Floor Standard *
↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same
N/A	Not available

* Floor Standards represent the minimum level of acceptable performance.

Key to Activity Indicator Graphs

Alongside the Key Performance Indicators this report includes a number of Activity Indicators which present demand levels for services or other contextual information.

Graphs for activity indicators are shown either with national benchmarks or in many cases with Upper and Lower Thresholds which represent the range we expect activity to fall within. Thresholds are based on past trends and other benchmark information.

If activity falls outside of the Thresholds, this is an indication that demand has risen above or below expectations and this may have consequences for the council in terms of additional or reduced costs.

Activity is closely monitored as part of the overall management information to ensure the council reacts appropriately to changing levels of demand.

Data quality note

All data included in this report for the current financial year is provisional unaudited data and is categorised as management information. All current in-year results may therefore be subject to later revision.

Executive Summary (1)

Customer Services

KPI Summary	GREEN	AMBER	RED
Customer Services	4	0	
TOTAL	4	0	

Performance for the percentage of calls answered by Contact Point (KCC's call centre) remained above target during the quarter and caller satisfaction with Contact Point advisors also remained at a high level. Performance for complaints handled in timescale remained above target. User satisfaction with the KCC web-site improved and achieved the target improvement expected.

Call volumes handled by Contact Point have shown the usual seasonal fluctuations, and in the latest quarter were 1.4% lower than the same period last year. Overall call volumes handled in the last 12 months were 4.0% lower than the previous year. The average call handling time continues to decrease and is now back close to the previous 3 minute level.

Top three Services for calls to Contact Point

Figures in thousands of telephone calls	Yr to Jun 2014	Yr to Jun 2015
Adult Social Care	140	164
Highway Services	125	108
Specialist Children's Services	92	110

Top three Transactions completed online

	Transactions last 12 mths	Online/Digital Apr-Jun 15
Renew a library book (count of books renewed)	744,850	96%
Report a Highways Fault	92,769	33%
Book a Birth/Death Registration appointment	36,523	55%

Executive Summary (2)

Growth, Environment and Transport

KPI Summary	GREEN	AMBER	RED
Economic Development		2	
Highways and Transportation	4		
Waste Management	1	1	
Environment, Planning and Enforcement	1		
TOTAL	6	3	

Economic Development: A total of 2,225 Full Time Equivalent jobs have been confirmed as created or safeguarded by the Regional Growth Fund loan schemes in Kent, providing a strong boost to the Kent economy, although this is slightly lower than originally expected due to some project delays. The No Use Empty programme returned to use a total of 1,781 long term vacant empty properties in the last three years, and although there was a reduction in the number of properties returned to use in the latest quarter, with a strong project pipeline in place the numbers are expected to increase in future quarters.

Highways and Transportation: Performance is now above target on all four measures. Customer demand has fallen to the lower end of the expected range and the level of work in progress is below the usual expected seasonal range. There is however some backlog for streetlight repairs and installations which we are working hard to complete.

Waste Management: Performance for diversion of waste from landfill is on target at 90%, which is 4% higher than a year ago. Performance for recycling and composting at Household Waste Recycling Centres has declined by 2.7%, due to more recycling options now available at the kerbside from the Waste Collection Authorities and the current year target have been adjusted to reflect this change. Waste arisings in the last 12 months were 710,000 tonnes, up from 707,000 in the 12 months to June 2014.

Environment, Planning and Enforcement: The Division continues to deliver on a wide range of projects including work with partner agencies in seeking a more effective solution for Operation Stack. Provisional data for the Carbon Dioxide emissions indicator shows a decrease of 11% compared with the same time the previous year.

Libraries, Registration and Archives: There continues to be a decline in the number of visits to libraries and the number of book issues which generally follows the trajectory of the national trend. Transformation work is focussed on improving the offer to customers with the aim of increasing visits both to libraries and to our online offer, including the use of the Online Reference service.

Executive Summary (3)

Education and Young People's Services

KPI Summary	GREEN	AMBER	RED
Education Quality and Standards	1	3	
Education Planning and Access			1
Early Help and Preventative Services	3	1	
TOTAL	4	4	1

Education Quality and Standards: The percentage of schools which are Good or Outstanding continues to improve, and is now up to 82% which is on target, and for the first time in line with the national average. The percentage of Early Years settings which are Good or Outstanding at 89% is ahead of the national average although below the ambitious target of 92%. The percentage of 16-18 year olds who are NEET has decreased year-on-year based on the January snapshot although current levels are behind target. Apprenticeship starts for 16-18 year olds have increased this academic year and reached a new high after two years of stable numbers. The percentage of young people aged 18 to 24 claiming Job Seekers Allowance was at 2.4% at the end of June, down considerably from the peak of 7.5% in March 2012.

Education Planning and Access: The September 2014 Children and Families Act saw the introduction of Education, Health and Care Plans (EHCPs) which replaced the previous Statements of SEN. The percentage of EHCPs issued within 20 weeks was 78% in the quarter to June which was below the target, and this was due to the additional demands of converting existing SEN Statements to EHCPs for which only 16 weeks is given. There continues to be annual increases in the number of Reception year children and Year 7 admissions, as this previous trend at Primary starts to move into Secondary stage education.

Early Help and Preventative Services: The percentage of Early Help cases closed with a positive outcome increased last quarter from 69% to 74%. The 'step down' of Children in Need cases to Early Help Preventative Services increased from 22% to 26% which was above target. For permanent exclusions, the rolling 12 months total rose in the quarter to over 100, which is just above the national upper quartile level. The number of first time entrants to the Youth Justice system has shown further reduction ahead of target. The percentage of the targeted population, those living in the most 30% deprived LSOAs, who are registered at Children's Centres, remains around 78% and the improvement plan for Children's Centres will ensure further focused work around engagement with target groups.

Executive Summary (4)

Social Care, Health and Well Being

KPI Summary	GREEN	AMBER	RED
Children's Safeguarding	1	2	
Corporate Parenting	2	1	
Adult Social Care	3	3	1
Public Health	4		
TOTAL	10	6	1

Children's Safeguarding: The percentage of case holding Social Worker posts held by permanent qualified staff fell in the quarter to 75.4%, with 20.9% of posts being filled by Agency staff. The percentage of children becoming subject to a child protection plan for the second or subsequent time increased in the quarter but the rolling 12 month position remains at a good level. The number of case files rated good or outstanding has improved significantly compared to a year ago, although there was a slight drop in performance in the latest quarter. At 6,918, the number of Initial Contacts in the last quarter was at the higher end of expectations. The number of children in need cases decreased by 61 and was within the expected range, and there was a slight increase in the number of children with child protection plans.

Corporate Parenting: The average number of days from coming into care and moving in with an adoptive family was 444 days, an improvement on the previous year. Placement stability for children in care, at 72%, remained above target and the percentage of children in KCC foster care or with family, at 85% was on target and better than previous quarter. The number of indigenous children in care has reduced by 120 in the last 12 months and is now at 1,477, with the number of these children placed with Independent Fostering Agencies also reducing. However there has been a large increase in Unaccompanied Asylum Seeker Children and the number of children in care placed in Kent by other Local Authorities is higher than last year.

Adult Social Care: Contacts resolved at first point of contact continue to improve. The number of Promoting Independence Reviews completed was slightly behind the new target level. Referrals to enablement have increased in the last quarter and were above target. The number of clients receiving a Telecare service continues to exceed target. Clients still independent after enablement has dropped below target in the latest quarter after a period of gradual increase over the previous three quarters. The number of Admissions to residential care continues to show positive reductions each quarter continuing the trend seen throughout last year. The proportion of delayed discharges from hospital where KCC was responsible was high in the quarter, with continuing pressure in this area since December.

Public Health: The NHS Health Checks programme met the target for 50% uptake, Smoking quit rates improved to 57%. Access to urgent appointments for sexual health services remained at 100% and Kent continues to perform above the national average for opiate users completing treatment.

Corporate Risks

The table below shows the number of Corporate Risks in each risk level (based on the risk score). The Target risk level is the expected risk level following management action.

	Low Risk	Medium Risk	High Risk
Current risk level	1	9	4
Target risk level	4	10	0

Risk level increased – Safeguarding

The Social Care Health and Wellbeing directorate risk relating to safeguarding has been split into two risks to reflect the differing contexts of adult and children’s protection issues. These risks are currently rated as ‘High’ and as a result the corporate risk has been amended from Amber to Red to reflect this. The refresh of the Corporate Risk Register in quarter two will include consideration of splitting the corporate risk, with the risk rating then reviewed accordingly.

A summary of mitigating actions for other current High Risk areas is provided below with further details of progress against mitigating actions for all corporate risks provided later in this report.

Management of Adult Social Care demand: Adult Social Care services across the country are facing growing pressures, particularly with factors such as increasing numbers of young adults with long-term complex needs, increases in Deprivation of Liberty Safeguards Assessments and likely implications of the Care Act on demand for services. The Adult Social Care Transformation Programme aims to respond to these challenges and the implementation of Phase 2 of the Programme is now underway. In addition, a Deprivation of Liberty Project Plan has been developed in response to the significant increase being experienced in these types of cases.

Management of demand on Early Help and Specialist Children’s Services:

A programme to deliver integrated Early Help and Preventative Services for 0-25 year olds and their families is underway and being rolled out across the county. Implementation phase is coming to an end in West Kent, with South Kent the next area of focus. An Early Help Triage and Central Referral Unit have now co-located and are able to work in a more integrated way.

Future operating and financial environment for local government: Local authorities nationally are still facing significant pressures as public sector austerity measures continue. KCC’s response is its ‘Facing the Challenge’ Transformation Programme, including the move towards becoming a strategic commissioning authority. A five-year Strategic Statement, giving clarity over the Council’s strategic outcomes, has been developed to enable focusing of effort against these outcomes and transformational activity is moving forward within four portfolios of change.

Adult Social Care - Overview	
Cabinet Member	Graham Gibbens
Corporate Director	Andrew Ireland

Contacts resolved at first point of contact continue to improve. The number of Promoting Independence Reviews completed was slightly behind the new target level. Referrals to enablement have increased in the last quarter and were above target. The number of clients receiving a Telecare service continues to exceed target, as in last year, and results continue to show significant improvement. Clients still independent after enablement has dropped below target in the latest quarter after a period of gradual increase over the previous three quarters. The number of Admissions to residential care continues to show positive reductions each quarter continuing the trend seen throughout last year. The proportion of delayed discharges from hospital where was responsible was high in the quarter, with continuing pressure in this area since December.

Indicator Description	Previous Status	Current Status	DOT
Percentage of initial contacts resolved at first point of contact	AMBER	AMBER	↑
Number of new clients referred to an enablement service	AMBER	GREEN	↑
Number of clients receiving a Telecare service	GREEN	GREEN	↑
Number of Promoting Independence Reviews completed	AMBER	AMBER	↓
Number of admissions to permanent residential or nursing care for older people	GREEN	GREEN	↑
Clients still independent after enablement	GREEN	AMBER	↓
Delayed Discharges with Adult Social Care responsible	AMBER	RED	↓

The Phase 2 Transformation Programme for Adult Social Care is now underway, with a focus on Health and Social Care integration and improving outcomes for clients with a Learning Disability.

The previous Phase 1 Transformation Programme, which is now complete, which was focussed on the Older People and Physical Disability division, to better use of existing systems and embedding the culture of promoting service user independence, whilst establishing the foundations for future transformation. The work of the KCC and Newton Europe partnership on the 'sandbox optimisation project' was highly commended for 'Innovation in Social Care' at the 2014 Municipal Journal awards.

Adult Social Care – Service User Feedback

All local authorities carry out a survey with their adult social care services users on an annual basis, as set out by Department of Health guidance.

A sample of service users are chosen from all ages, all client groups and all services. The last survey in 2013/14 had responses from over 600 service users.

The results of some of the key areas are found below. **National averages are shown in brackets.**

	2011/12	2012/13	2013/14
Service users who are extremely or very satisfied with their care and support	58% (63%)	67% (64%)	66% (65%)
Service users who have adequate or better control over their daily life	76% (75%)	79% (76%)	78% (77%)
Service users who find it easy to find information about services	73% (74%)	76% (74%)	70% (75%)
Service users who say they feel safe as they want	62% (64%)	65% (65%)	65% (66%)
Service users who say that the services they receive help them feel safe and secure	75% (76%)	79% (78%)	76% (79%)

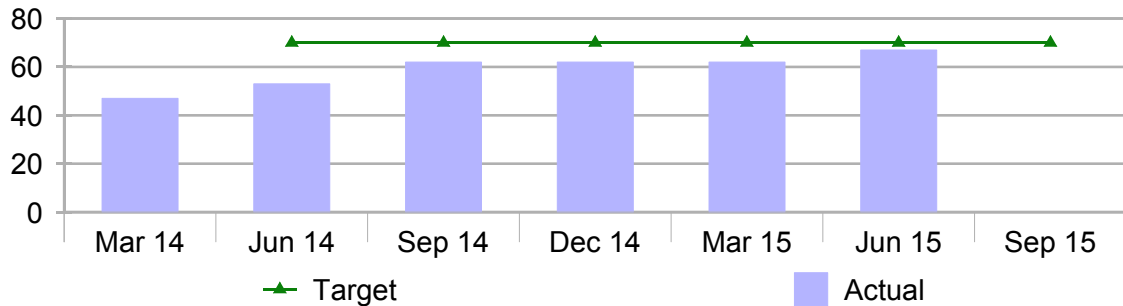
The Directorate Management Team have considered the results and the information gathered from the survey is being used together with further feedback from people that have volunteered to take part in additional surveys to understand how we can make improvements to the services we deliver.

In 2013/14 Kent remained in line with the national average for most indicators, except for service users who find it easy to find information about services which dropped to 5% below national average.

Adult Social Care - KPIs

Percentage of initial contacts resolved at first point of contact

AMBER
↑

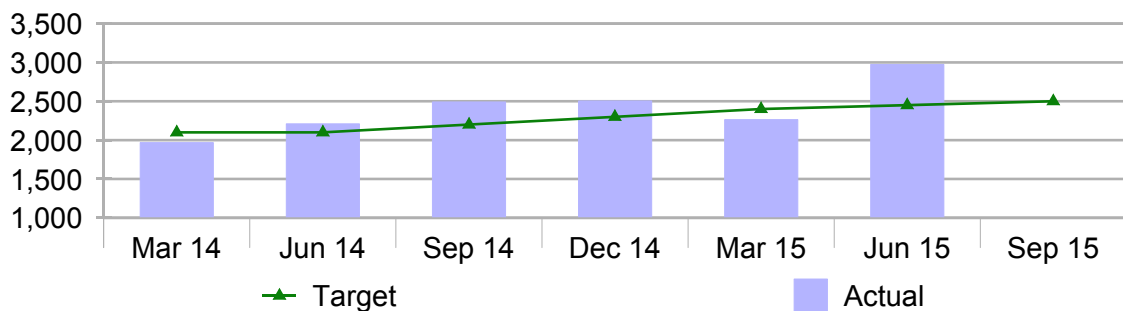


	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual	47%	53%	62%	62%	62%	67%	
Target		70%	70%	70%	70%	70%	70%

Performance continues to improve and is now close to target. It is a key priority for Adult Social Care to respond to more people's needs at the point of contact, through better information, advice and guidance, or provision of equipment where appropriate. This will continue to be a focus as we move into Phase 2 of Transformation. In addition we will be improving joint working with hospitals to ensure that we support the discharge process more efficiently. This indicator is a revision on the indicator reported last year and captures all 'initial contacts' and not just those that are formally recorded in detail.

Number of new clients referred to an enablement service

GREEN
↑



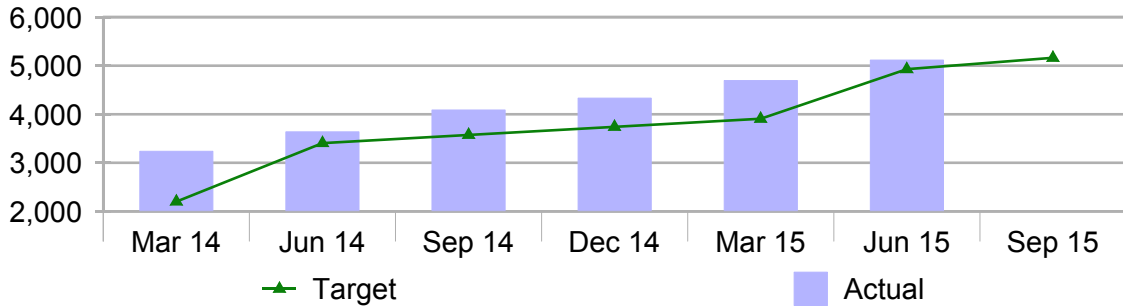
	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual	1,968	2,209	2,492	2,504	2,263	2,974	
Target	2,100	2,100	2,200	2,300	2,400	2,450	2,500

The number of new clients referred to enablement increased above target in the last quarter to the highest point in the last 15 months. Referring more clients through enablement is a key priority for Adult Social Care, with a stronger focus on short term interventions, to reduce the need to provide long term care packages.

Adult Social Care - KPIs

Number of clients receiving a Telecare service

GREEN
↑

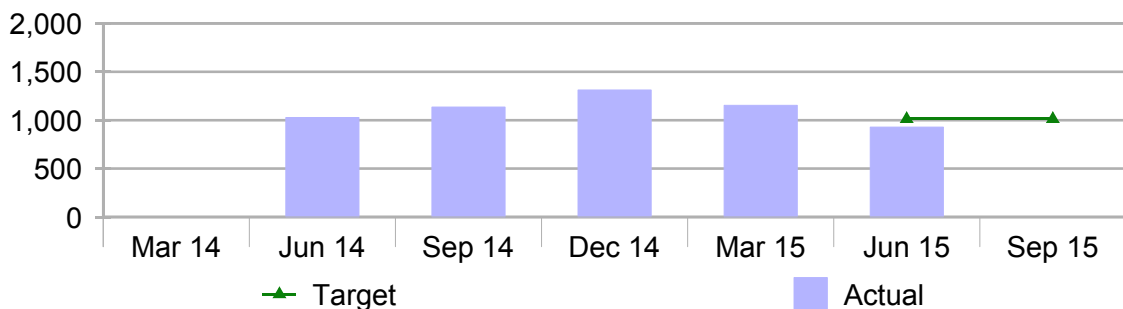


	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual	3,238	3,637	4,088	4,332	4,694	5,116	
Target	2,200	3,405	3,573	3,740	3,907	4,928	5,162

The number of people in receipt of a Telecare service continues to increase ahead of target. Telecare is being promoted as a key mechanism for supporting people to live independently at home, included within Personal Budgets. The availability of new monitoring devices (for dementia for instance) is expected to increase the usage and benefits of Telecare. Awareness training continues to be delivered to staff to ensure we optimise the opportunities for supporting people with more complex and enabling tele-technology solutions.

Number of Promoting Independence Reviews completed

AMBER
↓



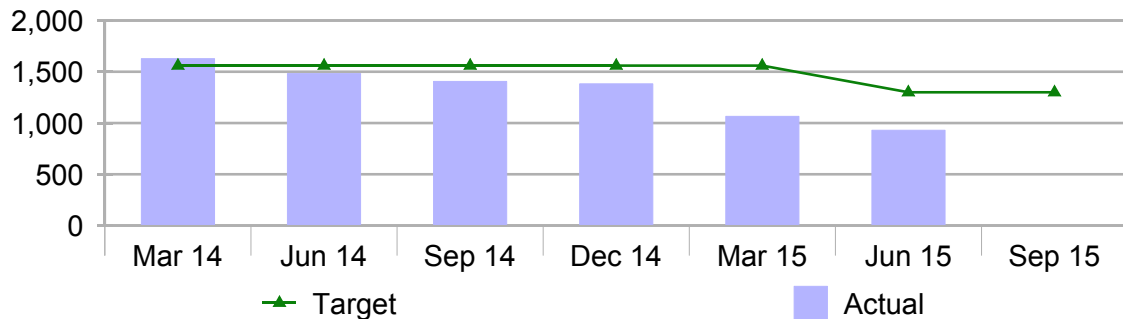
	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual		1,028	1,136	1,312	1,154	929	
Target						1,013	1,013

The number of Promoting Independence Reviews completed decreased this quarter and is slightly below the target level. These reviews are not provided to all clients and are focussed on people who will benefit most from them, and so performance is not always consistent. Management continue to monitor progress on a regular basis to ensure that any operational issues are identified and resolved so further progress can be made. There will be a significant drive to increase the number and effectiveness as we move into the next six months.

Adult Social Care - KPIs

Number of admissions to permanent residential and nursing care for older people (rolling 12 month totals)

GREEN
↑

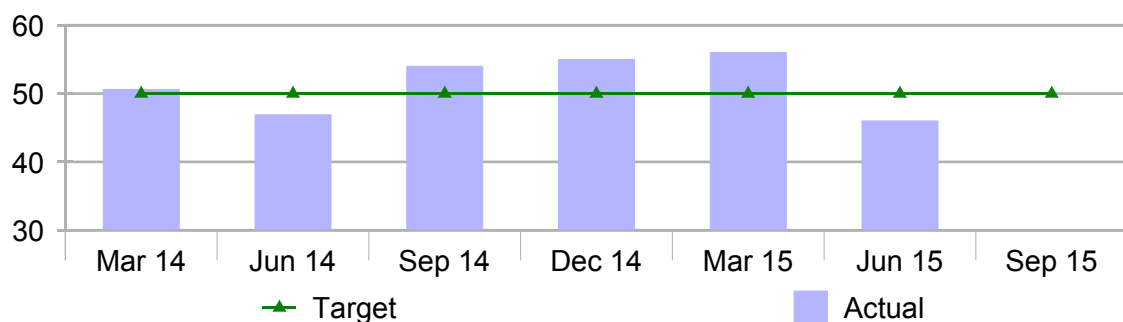


	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual	1,628	1,482	1,386	1,377	1,065	929	
Target	1,560	1,560	1,560	1,560	1,560	1,300	1,300

There has been a continued reduction in the number of new admissions to both residential and nursing care for people aged 65, with the number now significantly lower than the previous year and below the target level set. The decrease helps demonstrate the success of improving advice and guidance (contacts resolved as first point of contact) and the increased use of enablement services (helping people stay independent and living in their own home).

Clients still independent after receiving an enablement service

AMBER
↓

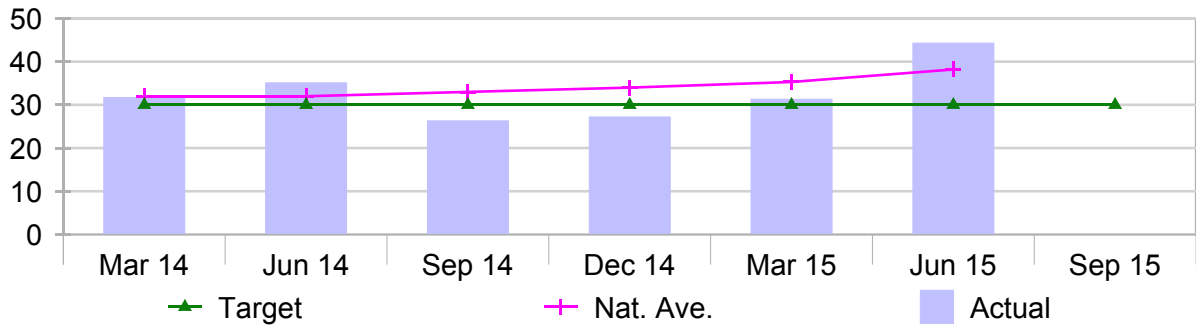


	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual	51%	47%	54%	55%	56%	46%	
Target	50%	50%	50%	50%	50%	50%	50%

Performance in the latest quarter dropped below target after increasing gradually over the previous three quarters. This indicator supports the evaluation of the effectiveness of the Enablement service in supporting independence, by preventing or reducing the need for more expensive services in the future.

Percentage of Delayed Discharges from hospital with Adult Social Care responsible (quarter-end snapshot)

RED
↓

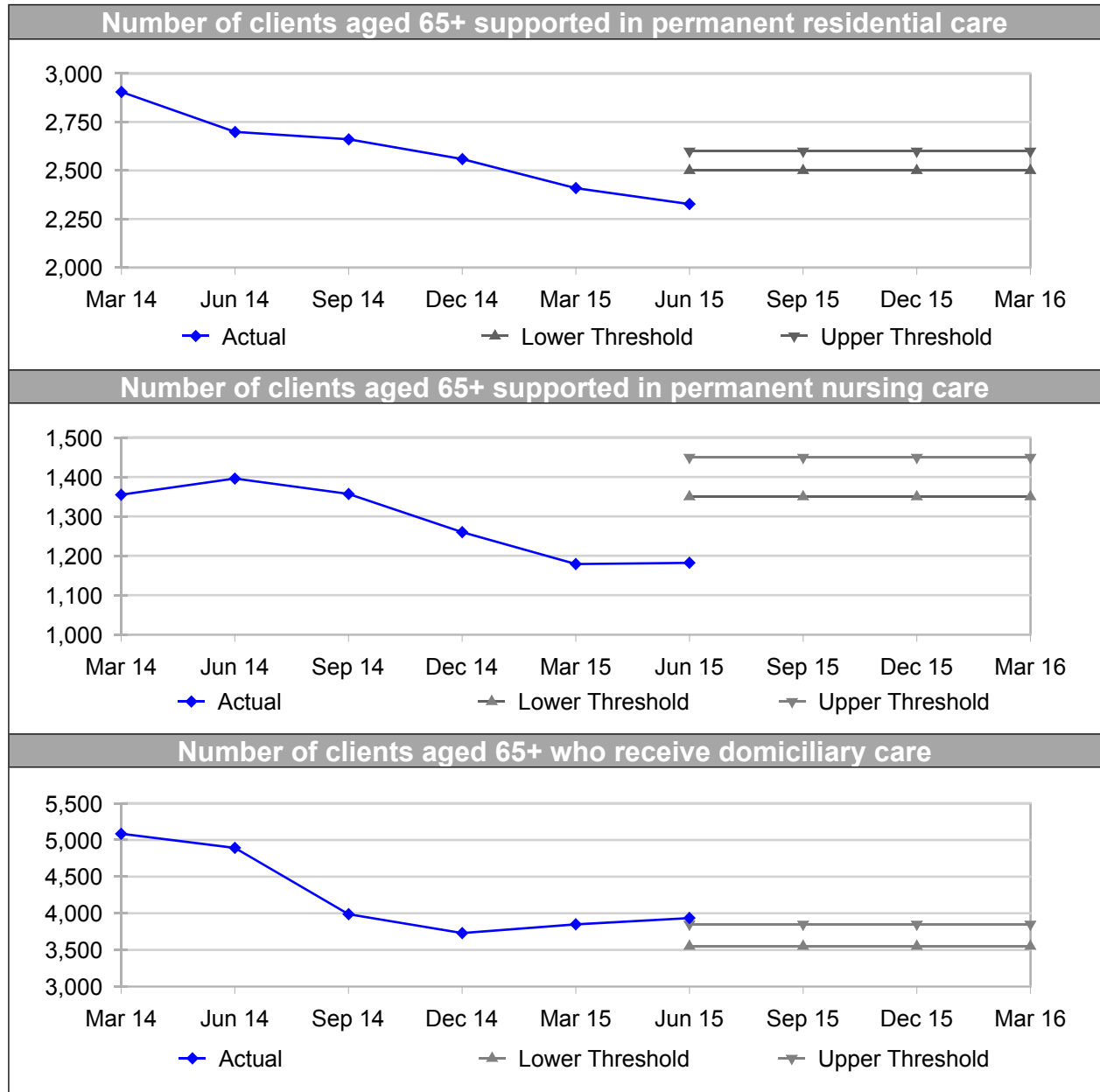


	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual	32%	35%	26%	27%	31%	44%	
Target	30%	30%	30%	30%	30%	30%	
Total DD	60	77	80	81	160	140	

This indicator shows the number of patients with a Delayed Transfer of Care at midnight on the last Thursday of the reporting period for both Acute and Non-Acute Care. The count of delayed discharges in June was less than March but nearly twice the level of a year ago. The proportion attributable to social care was higher. This was due to patients waiting for residential and nursing care, but also because of family choice. There are also increasing pressures on the Directorate as it deals with increase demand within the current financial pressures.

Adult Social Care – Activity Indicators

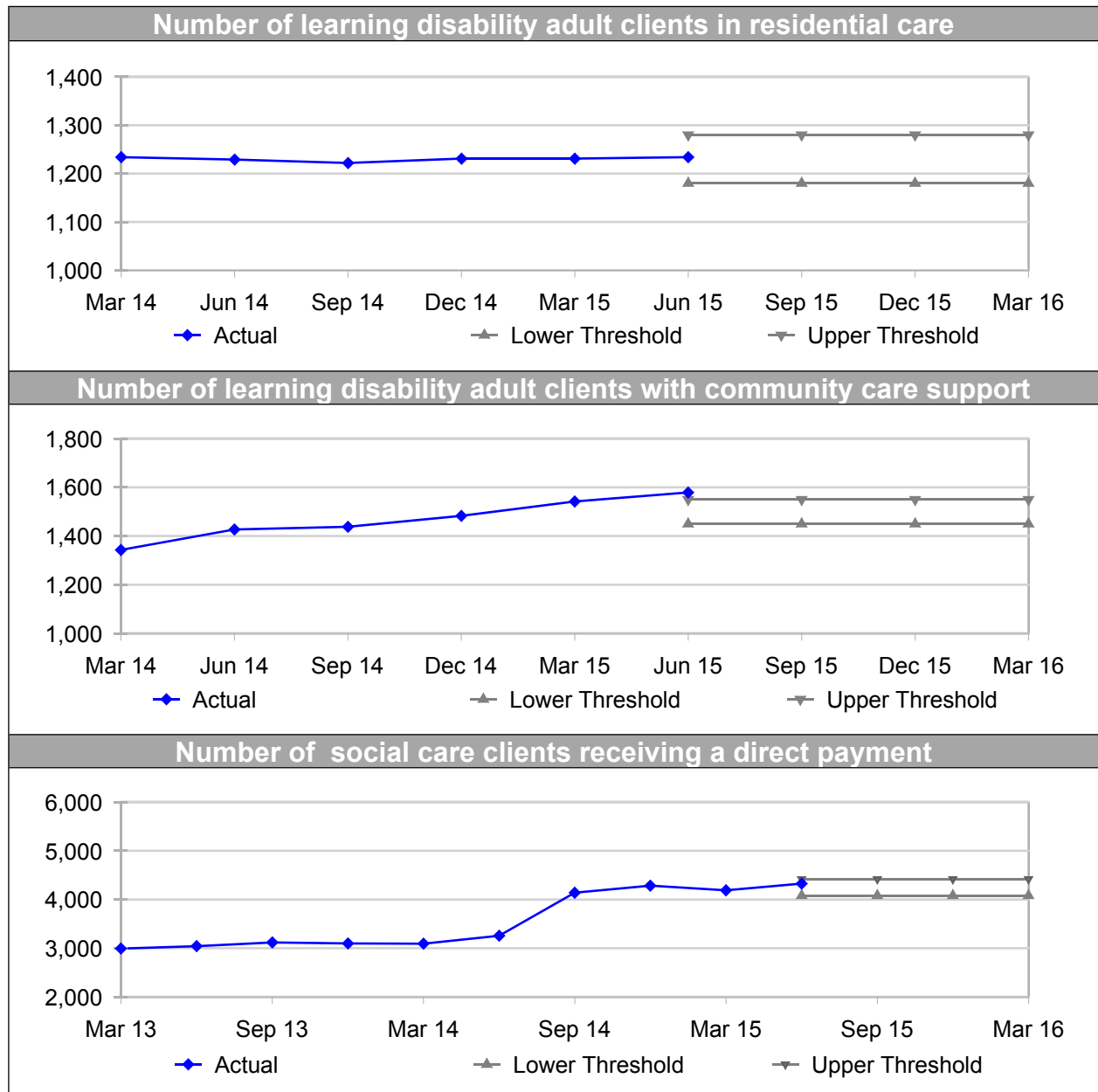
The general trend over the last 6 years both nationally and locally has been for reduced levels of local authority funded residential and nursing care placements. Continuing to reduce the number of these placements is a priority and will be achieved by supporting more people to live independently through use of enablement services and independence reviews. Provisional data for the financial year 2015/16 shows further reductions to the level of residential and nursing care placements for older people and a stable position for adults with learning disability.



Adult Social Care – Activity Indicators

The domiciliary services contracts were re-let at the end of last financial year and subsequent to this we have seen a significant reduction in domiciliary hours provided with a related increase in people choosing to take a direct payment.

Provision of enablement services, promoting independence reviews and Telecare services are being used to help reduce the demand levels for domiciliary care.



Corporate Risk Register - Overview

There has been one change in risk level since the last report. A decision has been made to increase the Safeguarding level of risk to reflect the Directorate level.

Risk No.	Risk Title	Current Rating	Change in current level	Target Rating
CRR 1	Data and Information Management	9		9
CRR 2	Safeguarding	16	Increased	9
CRR 3	Access to resources to aid economic growth and enabling infrastructure	12		8
CRR 4	Civil Contingencies and Resilience	12		8
CRR 9	Better Care Fund (Health & Social Care integration)	12		9
CRR 10(a)	Management of Adult Social Care Demand	20		12
CRR 10(b)	Management of Demand – Specialist Children’s Services	20		12
CRR 12	Welfare Reform changes	12		9
CRR 14	Development of strategic commissioning authority governance arrangements	12		8
CRR 17	Future operating and financial environment for local government	20		10
CRR 18	Public Services Network – Implications of compliance with Code of Connection security standards	6		4
CRR 19	Implications of the Care Act 2014	15		6
CRR 20	Banking Reform Act	8		4
CRR 21	Delivery of 2015/16 Savings	12		2

Low Risk	Medium Risk	High Risk
Rating = 1 to 6	Rating = 8 to 15	Rating = 16 to 25

Corporate Risk Register – Mitigating Actions (1)

Updates have been provided for 17 actions listed to mitigate elements of Corporate Risks that were due for completion or review up to the end of June 2015, together with updates for 3 actions due for completion or review by September 2015.

Due Date for Completion	Actions Completed	Actions Closed	Actions Outstanding	Regular Review
June 2015	8	1	3	5
September 2015	0	0	1	2

CRR1 – Data and Information Management

Outstanding: The Information Governance training programme is to be relaunched. The Information Commissioners Office (ICO) has recommended that training should be undertaken every two years. Those staff who completed the training more than 2 years ago will be advised to undertake refresher training.

CRR2 - Safeguarding

Completed: The Capability Development Framework for Adult Social Care staff has been developed and will be piloted. Multi-agency training content and delivery is currently being reviewed for 2016/17.

Regular Review: Recruitment activity is continuing in support of the strategy around recruitment and retention of high calibre social workers and managers. The media campaign, involving social media, on-line advertising and buses, came to an end in August 2015.

Regular Review: Implementation of the transformation programme for Children's Services – Implementation phase in West Kent is almost complete. South Kent implementation began on 27th July 2015.

Regular Review: A detailed update on actions regarding Children's Sexual Exploitation was presented to Children's Social Care and Health Cabinet Committee on 22nd July 2015. A dedicated operational multi-agency expert team is being established and continued priority is being given to training and awareness-raising.

CRR3 – Access to resources to aid economic growth and enabling infrastructure

Outstanding: The draft Growth and Infrastructure Framework is currently out for comment to District authorities and Medway Council. The final Framework is scheduled to be completed by August in readiness for discussions with Government in September 2015. The Framework was discussed at County Council in July and by Kent Leaders the following week.

Corporate Risk Register – Mitigating Actions (2)

Summary of progress against mitigating actions (continued).

CRR9 – Better Care Fund (Health & Social Care Integration)

Completed: The Better Care Fund (BCF) Internal Assurance Group has been established and held its first meeting on 14th July.

CRR10a - Management of Adult Social Care Demand

Regular Review: A Deprivation of Liberty (DoL) Project Plan has been developed focussing on the DoLs process for registered placements and includes Section 12 Doctors and Best Interest Assessors (BIAs)

CRR10b - Management of Demand – Specialist Children’s Services

Regular Review: Continuing focus on developing in house foster carer capacity in line with priority 6 of the fostering service action plan: "maintain an effective strategy to ensure that foster carers are responsive to current and predicted future demand of the service".

CRR14 – Development of strategic commissioning authority governance arrangements

Completed: Decision making guidance has now been published on KNet and will be formally launched after the current round of Cabinet Committees. Face-to-face and on-line training for senior managers continues.

Completed: The KCC Constitution was last updated in June 2015. It is regularly reviewed and updated via the County Council, a Committee or by the Monitoring Officer acting under his delegated authority to make changes.

Completed: An assessment of KCC's current position against the Commissioning Framework priorities was completed in June 2015 and a summary of findings was presented to Corporate Board on 22nd June. Next steps are currently being considered by CMT.

Outstanding: Opportunities for potential savings from improved commissioning and procurement practice will be developed as part of the 2016-19 Medium Term Financial Plan.

CRR17 - Future Operating & Financial Environment for Local Government

Regular Review: The roll-out of the project and programme management training continues including a bespoke blended learning programme for Risk Management and an HM Treasury accredited course to improve scrutiny of business cases.

Corporate Risk Register – Mitigating Actions (3)

Summary of progress against mitigating actions (continued).

CRR18 – Public Sector Network (PSN) – Implications of compliance with Code of Connection Security Standards

Closed: The relationship between the PSN team at the Cabinet Office and KCC will be maintained to ensure that KCC remains abreast of current thinking on security standards.

Regular review: A meeting has taken place with the Head of the PSN team at the Cabinet Office. Reassurance gained that KCC's approach to meeting the requirements for compliance is appropriate. Some refinements to the "Walled Garden" security project will ensure that KCC is in a good position for the September assessment.

CRR19 – Implications of the Care Act 2014

Completed: KCC has obtained independent legal advice in order to advise on partnership issues relating to functions that cannot be delegated and confirm adequacy of interim operational issues.

Completed: Transformation Board approved a proposal that will ensure that KCC will comply with the requirements of the Care Act 2014. Agreement for additional investment given. Formal notification was given to the Kent & Medway Partnership Trust in July.

Completed: Work has commenced to scope the phase 2 workforce development programme implications via Project Groups. Workshops arranged for managers and staff

Outstanding: Provision of necessary IT developments - SWIFT/AIS v29.1. Further delay to 'go live' due to late delivery of a service pack. Implementation now expected for September 2015.