



Summons to and
Agenda for a
Meeting on
**Thursday, 20th
October, 2016**
at **10.00 am**



DEMOCRATIC SERVICES
SESSIONS HOUSE
MAIDSTONE

Wednesday, 12 October 2016

To: All Members of the County Council

Please attend the meeting of the County Council in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 20 October 2016 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30 pm.**

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.

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.

Voting at County Council Meetings

Before a vote is taken the Chairman will announce that a vote is to be taken and the division bell shall be rung for 60 seconds unless the Chairman is satisfied that all Members are present in the Chamber.

20 seconds are allowed for electronic voting to take place and the Chairman will announce that the vote has closed and the result.

A G E N D A

1. Apologies for Absence
2. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda
3. Minutes of the meeting held on 14 July 2016 and, if in order, to be **(Pages 5 - 14)** approved as a correct record
4. Chairman's Announcements
5. Questions

6. Autumn Budget Statement **(Pages 15 - 54)**
7. Kent Safeguarding Children Board - 2015/16 Annual Report **(Pages 55 - 118)**
8. "Increasing Opportunities, Improving Outcomes" - Strategic Statement Annual Report 2016 **(Pages 119 - 150)**
9. Treasury Management Annual Review 2015-16 **(Pages 151 - 162)**
10. Revised Proportionality Calculations and Committee Membership **(Pages 163 - 164)**
11. Appointment of Independent Member Remuneration Panel from 1 November 2016 **(Pages 165 - 166)**



Benjamin Watts
General Counsel (Interim)

KENT COUNTY COUNCIL

MINUTES of a meeting of the Kent County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 14 July 2016.

PRESENT:

Mr T Gates (Chairman)
Mr D L Brazier (Vice-Chairman)

Mrs A D Allen, MBE, Mr M J Angell, Mr M Baldock, Mr M A C Balfour, Mr R H Bird, Mr H Birkby, Mr N J Bond, Mr A H T Bowles, Mrs P Brivio, Mr L Burgess, Mr C W Caller, Miss S J Carey, Mr P B Carter, CBE, Mr N J D Chard, Mr I S Chittenden, Mr B E Clark, Mrs P T Cole, Mr G Cooke, Mr G Cowan, Mrs M E Crabtree, Mr A D Crowther, Mrs V J Dagger, Mr D S Daley, Mr M C Dance, Mr J A Davies, Mrs T Dean, MBE, Dr M R Eddy, Mr J Elenor, Mrs M Elenor, Mr G K Gibbens, Mr R W Gough, Mr P M Harman, Ms A Harrison, Mr M J Harrison, Mr M Heale, Mr P M Hill, OBE, Mr C P D Hoare, Mrs S V Hohler, Mr P J Homewood, Mr E E C Hotson, Mrs S Howes, Mr A J King, MBE, Mr J A Kite, MBE, Mr R A Latchford, OBE, Mr R L H Long, TD, Mr G Lymer, Mr B E MacDowall, Mr T A Maddison, Mr S C Manion, Mr R A Marsh, Mr F McKenna, Mr B Neaves, Mr M J Northey, Mr P J Oakford, Mr J M Ozog, Mr R J Parry, Mr C R Pearman, Mr L B Ridings, MBE, Mrs E D Rowbotham, Mr J E Scholes, Mr T L Shonk, Mr C Simkins, Mr J D Simmonds, MBE, Mr C P Smith, Mr D Smyth, Mrs P A V Stockell, Mr B J Sweetland, Mr A Terry, Mr N S Thandi, Mr R Truelove, Mr M J Vye, Mrs C J Waters, Mr J N Wedgbury, Mrs J Whittle, Mr M A Wickham and Mrs Z Wiltshire

IN ATTENDANCE: Mr P Sass (Head of Democratic Services) and Mr B Watts (Interim General Counsel)

UNRESTRICTED ITEMS

14. Apologies for Absence

- (1) The Interim General Counsel reported apologies from Mr Brookbank, Mr Holden, Mr Koowaree, Mr Scobie and Mr Whybrow.
- (2) The Chairman welcomed Mr Sweetland back after his recent illness.

15. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda

None

16. Minutes of the meetings held on 19 May 2016 and, if in order, to be approved as a correct record

RESOLVED that the minutes of the meetings held on 19 May 2016 be approved as a correct record, subject to the amendment of typographical errors notified to the Head of Democratic Services and raised at the meeting.

17. Chairman's Announcements

(a) Ms Jane Cribbon

(1) The Chairman stated that it was with regret that he had to inform Members of the death of Ms Jane Cribbon on 10 June 2016, Ms Cribbon was the Labour Member for Gravesham East from 1997 – 2009 and re-elected 2013.

(2) A memorial service for Ms Cribbon had been held on 11th July 2016.

(3) Mrs Howes, Mr Caller, Mrs Allen, Mrs Wiltshire, Mr Vye and Mrs Whittle paid tribute to Ms Cribbon.

(b) Mr Bryan Cope

(3) The Chairman stated that it was with regret that he had to inform Members of the death of Bryan Cope. Mr Cope was the former Conservative Member for Dover West from 1997 until 2013 and an Honorary Alderman.

(5) Mr Cope's funeral had taken place on 30th June 2016.

(6) Mr Carter, Dr Eddy, Mr Daley and Mr Harrison paid tribute to Mr Cope.

(c) Mr Anthony (Tony) Gillham

(7) The Chairman stated that it was with regret that he also had to inform Members of the death of Mr Tony Gillham, on 10 June 2016. Mr Gillham was the former Conservative Member for Dartford South West from 1973 to 1985.

(8) Mr Gillham's funeral had taken place on 4 July 2016.

(9) Mrs Allen paid tribute to Mr Gillham.

(10) At the end of the tributes all Members stood in silence in memory of Ms Cribbon, Mr Cope and Mr Gillham.

(11) After the one minute silence the Chairman moved, the Vice-Chairman seconded and it was resolved unanimously that:

(12) This Council records the sense of loss it feels on the sad passing of Ms Cribbon, Mr Cope and Mr Gillham and extends to their families and friends our heartfelt sympathy to them in their sad bereavements.

(d) The Queen's Birthday Honours 2016

(13) The Chairman referred Members to the list of Honours Recipients from Kent in The Queen's Birthday Honours List, which was circulated at the meeting. He stated that on behalf of the County Council he had offered sincere congratulations to all of those Honours recipients.

(d) The Queen's Award for Voluntary Service 2016

(14) The Chairman stated that he was delighted to announce that Kent had two winners of The Queen's Award for Voluntary Service this year. They were, Kent Search and Rescue and Bredhurst Woodland Action Group.

(e) School and Energy Community Schemes

(15) The Chairman informed Members that, following the passing of the Motion on School and Energy Community Schemes at the last meeting of the County Council, he had written to the Minister and a copy of her reply was circulated for information.

(d) Petition – Ashurst Broadband

(16) The Chairman invited Mr Davies to present a petition from the residents of Ashurst requesting the County Council to utilise its Making Kent Quicker programme to ensure that BT provided a proper broadband service to all properties in the village.

(17) The Chairman invited Mr Dance, the Cabinet Member for Economic Development to collect the petition and to ensure that it was responded to in accordance with the Petition Scheme.

(e) Kent County Show

(18) The Chairman stated that he was delighted to announce that Kent County Council had won the Trade Stand Award in the large stand category at the Kent County Show. KCC's stand this year had been all about Getting Out and About In Kent this Summer, cycling, walking, horse riding in the Countryside, visiting our Country Parks and North Downs Way. It had also included Emporium Plus, part of Early Years, who were showing their marvellous digger toys and sandpit. Kentish cherries and giveaway seeds had also been very popular. He congratulated officers on this achievement.

18. Questions

In accordance with Procedure Rule 1.17(4), 7 questions were asked and replies given. A record of all questions put and answers given at the meeting was available [online](#) with the papers for this meeting.

19. Report by Leader of the Council (Oral)

(1) The Leader updated the Council on events since the previous meeting.

(2) Mr Carter referred to events following the Brexit vote including the recent appointment of Mrs May as Prime Minister, changes she was making to her Cabinet, the post 16 Skills plan, devolution, and health and social care integration. Mr Carter was of the view that the Brexit vote had been an expression of the growing concern of ordinary people at the difficulty in getting school places, GP appointments and young people struggling to get on the employment ladder. He believed it to have been a protest vote against "Big Government" with voters feeling that Whitehall and Westminster were remote and out of touch with ordinary people. There was an

opportunity for Local Government to help Central Government with their new objectives to support ordinary people.

(3) Mr Carter referred to the speech made by the Prime Minister, when she was Home Secretary, at the Conservative Party Conference in October 2015 regarding the challenges to building a cohesive society presented by the scale of immigration and the pace of change. He referred to the rise in population by half a million people every year, according to last year's published figures, which represented a 1% growth in population. Infrastructure, transport, schools and health services were not keeping pace with this growth in population.

(4) Mr Carter made reference to the number of 16 - 18 year olds who were disenfranchised from the job market having left school without achieving 5 A to C grade GCSEs including English and maths and feeling failures with low self-esteem. He expressed the view that the educational establishment was too prescriptive with a one size fits all academic national curriculum. He believed that independent careers advice and guidance should be provided to 14 – 16 year olds, with real curriculum choices of applied vocational courses, which would enable young people to explore their full potential. He stated that the post 16 Skills Plan would help but it was still fixated in putting up barriers to employment and entry into apprenticeships until those young people had obtained 5 A to C grade GCSEs including English and maths. Many young people who may not be the academically able wanted a job and a wage and the current system was working against them.

(5) In relation to devolution in England, Mr Carter stated that there were massive opportunities to bring Central and Local Government closer to our communities if only Westminster would empower Local Government.

(6) Referring to health and social care integration through the Sustainable Transformation Plan, Mr Carter stated that Local Government had much to offer health partners in the delivery of effective and efficient services. He hoped that the role of Local Government would be strengthened allowing closer work with health partners, including sharing Local Government's experience of delivering effective and efficient services at much less cost.

(7) Mr Carter stated that there was now a Government that supported everyone living in our communities in Kent and across the Country.

(8) Mr Latchford, the Leader of the Opposition, started by saying how pleased he was with the referendum and the Brexit result. He referred to Brexit as the return of sovereignty and he was proud that it was UKIP led by Mr Farage that had achieved this position. He referred to the Leader's view of Mrs May's government and hoped that she would carry out the promises that she had made. He was delighted with the appointment of Mr Davis as Secretary of State for Exiting the European Union. He hoped that Mrs May would make sure that charity began at home. Also that that the armed forces received more resources and that service in the armed forces was recognised by all as an honourable career.

(9) In relation to the devolution issue Mr Latchford asked for an update from the Leader on his recent meeting with Greg Clark. Mr Latchford referred to the recent meeting of the Leader with the Leaders of Districts and the constructive talks on North, East and West Kent proposed clusters. Proposals for joint working in clusters

would provide a focus on improving the efficiency and effectiveness of existing services and collaboration to minimise duplication and waste.

(10) Referring to the problems on the M25 the previous week, Mr Latchford stated that this demonstrated the need for a second Thames Crossing.

(11) In relation to the Davis report's recommendations for expanding aviation capacity, Mr Latchford expressed the hope that the new Prime Minister would once again consider the option of Manston as a cargo hub. He stated that Manston had excellent road access and that a freight hub would release slots at Gatwick and Heathrow.

(12) Mr Latchford congratulated Members who had been involved in the solution for Operation Stack with the granting of the contract to Balfour Beatty for the construction of a lorry park.

(13) In conclusion, Mr Latchford stated that the Prime Minister would inherit a very full in-tray with many urgent issues that needed to be resolved, including bringing Brexit to fruition.

(14) Mr Cowan, Leader of the Labour Group, referred to Brexit and reminded Members that that the United Kingdom had not yet commenced the Article 50 process.

(15) In relation to devolution, Mr Cowan stated that since the Brexit result devolution and single tier amalgamation had been put on the back burner. He believed that Leaders in Kent had also recognised this as was reflected in recommendation (b) to agenda item 8 later in the meeting. He considered that the new government would be overwhelmed with European constitutional issues over the next 4 years and devolution would be forgotten. As devolution had been the Leader's number one priority as Chairman of the County Council's Network (CCN), Mr Cowan asked for the Leader's view on the situation.

(16) Mr Cowan expressed the view that Local Authorities wanted to combine, in order to survive Central Government cuts and also to be able to ask for a devolution deal with devolved powers from Central Government. He considered that any devolved powers would be in the most difficult areas and the most potentially politically damaging, with Central Government in control of policy but not operation, with the potential for blame to be placed on Local Government.

(17) Mr Cowan referred to the new Prime Minister and questioned what would actually change. Mrs May had referred to being a one nation Prime Minister and that there was little hope of reaching a fiscal surplus by 2020. He suggested that this would mean more deep cuts for Local Authorities. He stated that the Prime Minister should be given the opportunity to prove herself, and that she should be challenged on how she was going to support Local Authorities across the Country. He referred to the Prime Minister indicating that she had a strong belief in social mobility and wanted a society that worked for everyone. She had also stated that she wanted to make big businesses more accountable by having consumers and workers represented on Boards and to make annual shareholders votes on corporate pay binding rather than merely advisory. He welcomed the proposed end to austerity and stated that he would wait to see if it actually happened.

(18) Mrs Dean, Leader of the Liberal Democrat Group, welcomed Mr Watts and congratulated him on his new position.

(19) Mrs Dean stated that the new Prime Minister had made a great start and referred to the ongoing establishment of her Cabinet, including the departure of Mr Gove and Mrs Morgan, which she believed to be of great assistance to the County Council. Mrs Dean expressed the view that Mr Gove had been an architect of breaking up the collegiate nature of education and Mrs Morgan had stated that Local Authorities would not be allowed to run academy trusts.

(20) Mrs Dean suggested that the Leader should be raising the issue of a compulsory dispersal scheme for unaccompanied asylum seekers at the earliest opportunity. She referred to the recent Local Government Association conference, which she had attended, and the disappointing conversations that she had had with other Local Authorities about this issue of dispersal. She had been astounded at the excuses given by other Local Authorities not to accept more than a handful of children, and gave examples of the views expressed.

(21) Mrs Dean expressed disappointment at the parallel drawn by the Leader between immigration and the problem of access to schools and to health provision in this country. She expressed the view that the cause was actually the withdrawal of government funding to local authorities.

(22) Regarding Devolution, Mrs Dean referred to the report later in the meeting and the proposals in East Kent for greater collaboration.

(23) In conclusion regarding Brexit, Mrs Dean considered it too early to say what the effect would be. She stated that she would have liked to have heard a commitment from all Leaders to the European residents who were here legally and working, being given a right to remain in recognition of their contribution to the wealth of this Country.

(24) The Chairman stated that in the absence of Mr Whybrow, the Leader of the Independents Group, Mr Harman had indicated prior to the meeting that he did not wish to respond to the Leader's update. However, Mr Harman sought permission from the Chairman during this item to raise a local health service matter. After consultation with the Monitoring Officer, the Chairman ruled that it was his view that the raising of this issue was not a response to the Leader's update as required by the Constitution.

(25) In replying to the other Leaders' comments, Mr Carter informed Members that he had not met with Mr Clark but that he had met with Mrs Morgan, who had addressed the CCN Executive. He confirmed that Mrs Morgan had said that Local Authorities could not form academy trusts. With the departure of Mrs Morgan from the office of Secretary of State for Education, Mr Carter stated that there was a need to influence and shape an appropriate education system for all young people.

(26) In relation to a compulsory dispersal system for unaccompanied asylum seekers, he had recently written to Mr Brokenshire, Minister for Security and Immigration, to suggest that there should be a time limit on the voluntary system prior

to a dispersal system being enforced, if necessary. This would enable Kent to reduce the number of unaccompanied asylum seekers down to three or four hundred plus the remaining 18+ year old that would have to remain in Kent whilst they went through the asylum process.

(27) Regarding devolution, Mr Carter was of the view that there would be empowering of local government by Westminster and Whitehall. He referred to the example of public health and the inroads made into influencing and shaping the health and social care interface. He reminded Members that Local Government had a massive agenda and spent 25% of the public purse every year. He referred to the expenditure on health and the potential influence that Local Government had via the Strategic Development Plan. He was optimistic that Kent would receive additional funding to integrate health and social care, through a well thought out Strategic Development Plan. He also referred to business rate retention and the fair funding review especially the importance of making sure that Kent got a significant re-distribution.

(28) In conclusion he stated that, with a new Cabinet under the leadership of the new Prime Minister he was looking forward to seeing who was going to fill the Cabinet positions. He referred to the renewed optimism across this country and in Local Government that it would be treated much more seriously. He hoped that the potential that Local Government had to help transform public service delivery would be recognised.

(29) The Leaders speech was noted.

20. Select Committee - Grammar Schools and Social Mobility

(1) Mr Gough moved and Mr Northey seconded the following motion:

“The County Council is asked to

6.1 Thank the Select Committee for its work and for producing a relevant and timely document.

6.2 Recognise the valuable contribution of the witnesses who provided evidence to the Select Committee.

6.3 Comment on and endorse the report and recommendations of the Select Committee.”

(2) Mrs Whittle, the Chairman of the Select Committee, clarified that recommendations 12 and 13 only applied to children who were offered a place in a Grammar School.

(3) The motion was agreed without a formal vote.

- (4) RESOLVED that
- (a) the Select Committee be thanked for its work and for producing a relevant and timely document;
 - (b) the valuable contribution of the witnesses who provided evidence to the Select Committee be recognised; and
 - (c) the report and recommendations of the Select Committee be noted

21. Devolution Position Statement

- (1) Mr Carter moved and Mr Simmonds seconded the following motion:

“County Council is asked to:

- a) NOTE the background and context to the national devolution agenda, including the impact of the Cities and Local Government Devolution Act 2016
- b) NOTE the position taken by Kent Leaders not to currently submit a devolution bid to the Government given the impact of the EU referendum result
- c) NOTE the ongoing work with partners across East, West and North Kent on devolution and better two-tier working at sub-county level
- d) NOTE the ongoing work stream to formalise the sub-county devolution work with West Kent District Councils through a joint committee under the Local Government Act 1972.”

- (2) The motion was agreed without a formal vote.

- (3) RESOLVED that:

- (a) the background and context to the national devolution agenda, including the impact of the Cities and Local Government Devolution Act 2016 be noted;
- (b) the position taken by Kent Leaders not to currently submit a devolution bid to the Government given the impact of the EU referendum result be noted;
- (c) the ongoing work with partners across East, West and North Kent on devolution and better two-tier working at sub-county level be noted; and
- (d) the ongoing work stream to formalise the sub-county devolution work with West Kent District Councils through a joint committee under the Local Government Act 1972 be noted.

22. Adoption of the Kent Minerals and Waste Local Plan 2013-30

- (1) Mr Brazier moved and Mr Balfour seconded the following motion:

“The County Council is recommended to:

- 1. Note the Main Modifications to the Kent Minerals and Waste Local Plan 2013- 30 (KMWLP) and the responses to their consultation;

2. Note the contents of the Inspector's Report and his conclusion that with the Main Modifications (Appendix 3), the Kent Minerals and Waste Local Plan is sound and legally compliant;

3. Note the minor non-material modifications made to the Kent Minerals and Waste Local Plan (Appendix 5); and

4. Adopt the Kent Minerals and Waste Local Plan, incorporating the Main Modifications and minor modifications (Appendix 1);

And to authorise the Corporate Director for Growth, Environment and Transport to:-

(i) make any further minor modifications which may be needed, such as formatting changes and typographical errors in order to publish the Development Plan; and

(ii) approve and publish the adoption statement and the Strategic Environmental Assessment Adoption Statement."

(2) Mr Balfour, as part of his seconding of this motion, asked that the Council's thanks be recorded to Mrs Thompson and her officers for their diligence and hard work over the past 7 years to produce the Plan and take it through the adoption process.

(3) The motion was agreed unanimously without a formal vote.

(4) RESOLVED that:

(a) the Main Modifications to the Kent Minerals and Waste Local Plan 2013- 30 (KMWLP) and the responses to their consultation be noted;

(b) the contents of the Inspector's Report and his conclusion that with the Main Modifications (Appendix 3), the Kent Minerals and Waste Local Plan is sound and legally compliant be noted;

(c) the minor non-material modifications made to the Kent Minerals and Waste Local Plan (Appendix 5) be noted; and

(d) the Kent Minerals and Waste Local Plan, incorporating the Main Modifications and minor modifications (Appendix 1) be adopted;

(e) the Corporate Director for Growth, Environment and Transport be given delegated authority to :-

(i) make any further minor modifications which may be needed, such as formatting changes and typographical errors in order to publish the Development Plan; and

(ii) approve and publish the adoption statement and the Strategic Environmental Assessment Adoption Statement.

23. Independent Person

- (1) Mr Cooke moved and Mr Carter seconded the following motion:

“The County Council is recommended to reappoint Michael George as the Independent Person for the Member Code of Conduct for the four year term 1 July 2016 to 30 June 2020.”

- (2) The motion was agreed without a formal vote.

- (3) RESOLVED that Michael George be reappointed as the Independent Person for the Member Code of Conduct for the four year term 1 July 2016 to 30 June 2020.

From: Paul Carter, Leader of the Council
John Simmonds, Cabinet Member for Finance & Procurement and Deputy Leader

To: County Council –20th October 2016

Subject: Autumn Budget Statement

Classification: Unrestricted

Summary: KCC's 2016-19 Medium Term Financial Plan (MTFP) showed unidentified savings of £52m for 2017-18 and £32m for 2018-19. Unidentified savings of this magnitude for the future years of the plan are unprecedented. These unidentified savings partly arise from the one-off solutions taken to balance the 2016-17 Budget. These one-off solutions were necessary in response to the larger than anticipated reduction in the Council's Revenue Support Grant (RSG). This larger than anticipated reduction stemmed from changes to the grant distribution methodology announced in the provisional settlement on 17th December 2015 which had not been subject to any prior consultation or notification. The scale of savings, on top of six years of significant real terms reductions, makes 2017-18 by far the most challenging budget we have ever had to set.

This report provides an update on progress on resolving these unidentified savings. This also provides an opportunity to update other forecasts in the MTFP affecting 2017-18 and 2018-19 e.g. spending demands. At County Council on 19th May the Leader announced that this progress would be reported to County Council as part of the full build-up to the budget being finalised and agreed in February 2017.

Members are reminded that Section 106 of the Local Government Finance Act 1992 applies to any meeting where consideration is given to matters relating to, or which might affect, the calculation of council tax. Any Member of a local authority who is liable to pay Council Tax and who has any unpaid Council Tax amount overdue for at least two months, even if there is an arrangement to pay off the arrears, must declare the fact that they are in arrears and must not cast their vote on anything related to KCC's Budget or Council Tax.

1. Introduction

1.1 The MTFP sets out the overall national and local fiscal context, KCC's revenue and capital budget strategies, and KCC's treasury management and risk strategies. It also includes a number of appendices which set out the high level 3 year revenue budget plan, a more detailed one year plan by directorate, prudential and fiscal indicators, and an assessment of KCC's reserves. These budget plans in the MTFP set out all the significant changes from the current year including additional spending demands, changes to funding, and the consequential savings needed to

balance the impact of these. This incremental approach to budgeting and financial planning is adopted by the vast majority of local authorities.

- 1.2 The draft budget for 2017-18 has not been produced in all the detail included in the annual budget book (A to Z analysis). This can only be produced for the final budget for February County Council. The purpose of this Autumn Budget Statement is to give Members an early indication of the likely budget equation i.e. rising demand/cost and reduction in government grants vs council tax and savings. This will enable Members to consider the extent to which rising demand/costs are unavoidable and the savings proposals necessary to balance the budget, as well as amply demonstrate why next year's budget is so challenging (especially against the backdrop of the £0.5bn of savings we have delivered since 2010/11). It also enables directorates to start the preparatory work so that savings can be delivered from the start of the year so as not to exacerbate the challenge. The autumn statement does not seek approval of the detailed budget or delegations to officers. We are also not seeking approval of council tax rate at this stage as this can only be sought once we have the tax base notification from district councils in January.
- 1.3 The statutory duty to set a balanced budget under section 32A of the Local Government Finance Act 1992 does not apply to this autumn budget report. This duty only applies to the forthcoming year's revenue budget at the time the County Council sets the council tax. The duty also does not apply to future year's plans in the MTFP. The duty requires authorities to set out their planned expenditure and income for the year in order to determine the "budget requirement" (including transfers to/from reserves). The budget requirement is funded from a combination of central government un-ring-fenced non-specific grants e.g. Revenue Support Grant, the local share of business rates and ultimately the council tax requirement. The council tax requirement comprises the estimated band D equivalent tax base multiplied by the band D rate approved by the council. This band D rate is subject to the referendum regulations.
- 1.4 KCC has an exemplary record of financial management. Not only have we been able to set a balanced budget each year as required by the legislation but in each of the last 16 years we have ended the year delivering the budget and returning a small underspend. Achieving this is not without its' own challenges, and inevitably spending demands arise during the year which we could not have foreseen and some savings plans may be over or under delivered. A rigorous in-year budget monitoring regime ensures that variances are identified early and corrective action implemented. An assessment is then made as to the implications for the medium term financial plan. This robust medium term financial planning and rigorous monitoring regime are the principal factors which contribute to this exemplary record.
- 1.5 There are no changes proposed to the published capital programme at this stage. We are considering a number of new bids and any that are considered suitable to put forward will be included in the final budget presented to County Council in February together with any associated revenue implications.

2. MTFP Updates

- 2.1 This report includes a number of updates to sections and appendices in the published MTFP. The report also includes a very high level summary of the current situation relating to the draft revenue budget for 2017-18. These sections have been produced as appendices to the report rather than as separate documents (as produced for the final draft documents and approval at County Council in February).
- 2.2 Appendix 1 sets out the high level whole authority financial plan originally shown as appendix A (i) in the published MTFP document. This summarises the revised spending, funding and savings proposals and shows the remaining unidentified savings for 2017-18 and 2018-19 compared to the original plan. The £5.2m unidentified for 2017-18 is a reasonable gap at this juncture bearing in mind the number of estimates that will need to be updated when the final balanced budget is presented to County Council in February.
- 2.3 Appendix 2 is the more detailed version of appendix 1 showing the individual directorate components (originally shown as appendix A (ii) in the published MTFP document which set out the detailed 2016-17 spending and savings proposals). This appendix includes the same updates to 2017-18 and 2018-19 figures as appendix 1.
- 2.4 Appendix 3 sets out the County Council's current approach to the investment of cash balances under the Treasury Strategy (originally approved under section 5 of the published MTFP document). The budget proposals include some changes to this approach in order to generate a higher return, the options and implications of which are also set out in Appendix 3. This revised investment target has received informal cross-party support through the Treasury Management Appraisal Group.
- 2.5 Appendix 4 sets out the current Minimum Revenue Provision (MRP) policy statement (as shown in appendix C of the published MTFP document). The savings proposals include a revised calculation of the amounts we set aside to cover future loan repayments and capital borrowing requirements as part of the solution to the 2017-18 and future year's budgets. The revised calculation is outlined in this report but does not require any change to the MRP policy statement.
- 2.6 Appendix 5 sets out a very high level summary of implications on the A to Z budget for the whole council. This includes a notional share of unallocated pressures and savings shown in the updated MTFP (appendix 2) e.g. Total Contribution Pay rewards, although final allocations based on actual data may end up with a different distribution. For the first time we have identified indicative amounts for individual service lines funded from council tax and therefore notional amount within the band D charge for these services. Although this can ever only be a notional council tax contribution we feel it is an inevitable development following the introduction of the social care levy.

2.7 The overall position for 2017-18 is summarised in table 1. This shows the substantial progress made in reducing the unidentified savings.

Financial Challenge			Financial Solution		
Table 1	Original MTFP £m	Updated MTFP £m		Original MTFP £m	Updated MTFP £m
Spending Demands	58.8	57.2	Council Tax/Business Rates	21.2	27.9
Net Government Grant Reductions	43.7	51.1	Identified Savings Options	29.4	75.2
			Unidentified Savings	51.9	5.2
	102.5	108.3		102.5	108.3

We have been able to slightly reduce forecast spending demands but that the settlement from Government is now likely to be worse than we anticipated when the MTFP was published (as a result of the surprise announcement on Education Services Grant). As part of the solution we are forecasting additional council tax receipts (from a combination of increasing number of households in the tax base, reduction in council tax support discounts, and in-year collection fund balances). We have also made substantial progress in identifying possible savings options but still have a little way to go. Some of the savings options are one-offs which will mean we need to find alternative sustainable solutions in future years.

2.8 The main savings options identified to date in order to balance the budget in the updated MTFP are shown in table 2 below. Full details of these options are included in appendix 2.

Table 2	Updated MTFP £m		Updated MTFP £m
<u>Transformation Savings</u>		<u>Increased Income</u>	
Adult Social Care	13.3	Client Income	3.2
Digital Communications	0.6	Trading Income	1.9
Tactical Procurement	2.0	Other Agencies	2.0
Other	3.3	Investment Strategy	2.3
		Other	0.5
<u>Efficiencies Savings</u>			
Staffing	8.9	<u>Policy Changes</u>	
Contracts	11.7	Social Care	3.0
Other	4.1	ESG Support to Schools	1.0
		Other	0.7
<u>Grant Income</u>			
New DSG block for ESG	3.4	Total	75.2
<u>Financing Savings</u>		Items in Bold agreed by cross party advisory groups	
Drawdown Reserves	6.8		
Capital Receipts	2.5		
Capital Financing	4.1		

3. Funding Assumptions

- 3.1 The funding assumptions are set out at the bottom of appendices 1 and 2. This order reflects the section 32A requirements outlined in paragraph 1.3. The funding assumptions can be broken down into 3 main elements; Central Government grants, council tax, and business rates. The underlying assumptions within each element are outlined below.

Central Government Grants

- 3.2 The majority of the grants estimates are based on the indicative amounts announced in the final local government finance settlement on 8th February. This includes revenue support grant (RSG), business rates top-up, new homes bonus grant (NHB), transitional grant and improved Better Care Fund (iBCF). We have confirmed that we are taking up the offer of a four year settlement which confirms these allocations unless any changes are needed in exceptional circumstances. In taking up the offer we have made it clear that we expect the indicative allocations for future years should be the absolute minimum that we end up receiving.
- 3.3 Consultation on the 2017-18 provisional settlement was launched on 15th September. This consultation seeks views on the iBCF allocations, council tax referendum principles and adjustments to tariffs and top-ups following the 2017 business rate revaluation. The consultation closes on 28th October. We expect the outcome to be announced as part of the 2017-18 provisional local government finance settlement, sometime after the Chancellor's Autumn Statement on 23rd November. The NHB allocations in the 2016-17 settlement were also subject to a consultation which closed on the 10th of March. The outcomes from this consultation have not yet been announced. These consultations give no indication that we should change our assumptions until we have the provisional settlement announcement.
- 3.4 The 2017-18 schools revenue funding arrangements were announced on 21st July. This announcement confirmed that the changes to introduce a national formula for Dedicated Schools Grant (DSG) have been deferred for a year. The announcement confirmed that no authority will face a reduction in the funding per pupil in schools block or any overall reduction in cash terms in the high needs block.
- 3.5 The schools announcement also included a change to Education Services Grant (ESG). It was announced in the 2015 Spending Review that ESG would be reduced by £600m over the spending review period. We had assumed this meant the grant would be phased out over a number of years pending further consultation. The 21st July announcement came with no prior consultation and transfers the core element of ESG (£15 per pupil in all schools and academies) into a new DSG block (£3.4m in total), and removes the general element (maintained schools only) entirely from September 2017. We have assumed we can top-slice from the new DSG block in order to maintain the core services although constraining spend to this amount without topping-up DSG will be a challenge. This will have to be discussed and agreed at the Schools Forum.

- 3.6 The total loss of general element of ESG announcement came as a complete surprise and is a significant and detrimental change from the phased reduction we had assumed in the published MTFP. It means KCC will receive £4.1m less than we had assumed for 2017-18, with a further £3.5m full year effect in 2018-19. We cannot make savings of this magnitude from the services we provide to schools, and some services will need to continue to be maintained in spite of the unexpected grant loss (and therefore at the expense of other council services). There are some other services that schools will have to pay for, or we will have to cease to provide. In light of the announcement just before the summer break we have not been able to discuss with schools which services will be affected or set out all the details in the autumn budget proposals.

Council Tax

- 3.7 The 2016-17 tax base notification from districts showed an increase of 2.1% over 2015-16. This was higher than the 1% we had assumed in the budget plan. This was the second year of higher than anticipated growth since council tax support for those on low incomes transferred to local authorities in 2013. As a consequence we undertook to conduct a more detailed examination of the underlying reasons contributing to the change.
- 3.8 This examination showed that around half of the change in the tax base is due to new properties on the valuation list (consistent with the 1% previous assumption). Around 40% of the increase is due changes in council tax support claims and the remaining 10% is due to changes in other discounts, estimates for new developments, change in collection rates, etc. From this evaluation we concluded we need to include an element for changes in council tax support claims in the tax base estimate. Consequently we have increased the tax base estimate for 2017-18 from 1% to 1.25%. This is less than the detailed examination would indicate but includes a degree of prudence to allow for the uncertain economic impact of the BREXIT vote. This revised assumption increases the assumed tax base by around £1.5m.
- 3.9 The council tax estimates also assume the County Council will agree to increase the council tax rates each year. This is consistent with the Government's assumptions in the Core Spending Power and is necessary to achieve the "flat cash" assumed in the Spending Review. We have assumed KCC agrees an increase up to the referendum level each year (estimated to be 2%) and the additional 2% social care levy. In 2016-17 KCC was one of the 94.7% of councils with social care responsibilities which took up the additional social care council tax precept (only 8 authorities did not take up any of the precept).
- 3.10 As referred to in paragraph 3.3, the council tax referendum principles are subject to consultation and annual parliamentary approval (usually as part of the local government finance settlement). The council tax estimates should be treated as planning assumptions and not definitive, but if agreed at County Council in February would see the KCC element of the Band C charge increase from £1,007.60 this year to £1,047.84 next year.

- 3.11 All Kent districts have conducted a review of their local Council Tax Reduction Schemes during 2016 with a view to updating council tax support discounts from 2017-18. These reviews have looked into options to change the maximum discount for working age households (with knock on consequences to the tapered discount for other working age households), the calculation of household income, and a number of other aspects of schemes inherited from the previous council tax benefit arrangements. The published MTFP included no estimates on the tax base from these reviews. Districts have not yet agreed any changes but based on their consultation papers we think it reasonable to assume a 0.5% increase in the tax base (approx. £3m) from these reviews.
- 3.12 Since the localisation of council tax support we have seen the estimated council tax collection fund surplus increase each year. The estimated surplus on 2015-16 collection included in the 2016-17 budget was £11.2m. The estimated council tax and business rate collection fund balances have to be taken into account in setting the balanced budget under the section 32A requirements. Districts must notify precepting authorities of their estimated share by 31st January. Previously we have included no assumption of collection fund balances prior to this notification. This often means that collection fund balances are the last piece of the jigsaw.
- 3.13 We now believe it reasonable to include a prudent assumption for council tax and business rate collection fund balances in estimated funding at an earlier stage. Therefore, we have adjusted the 2017-18 MTFP to include an assumed net £2m surplus. This is derived from an assumed surplus on council tax collection and deficit on business rate collection (see 3.14 below).

Business Rates

- 3.14 The contribution from business rates towards the council's overall funding continues to be relatively small (5.6% of overall funding in 2016-17). Consequently we have not made any changes to the assumption in the published MTFP with KCC's local share increasing by 2% through the annual uplift in the multiplier and retained business rate growth. We have also assumed the pooling arrangements with Kent districts will continue.
- 3.15 Business rate income is volatile. This volatility is caused by changes in local economic conditions (business moving, ceasing trading and new businesses starting up) and from the impact of appeals. These can have a significant impact on the business rates collected in local districts with a knock-on impact on KCC's share. In 2016-17 KCC's share of the estimated business rate collection fund balance across the 12 districts was a deficit of £2.1m. Bearing in mind KCC's relatively small share of the business rate yield (9%) this demonstrates the much greater volatility in income from business rates. We have assumed a similar figure for business rates in the overall net surplus on collection funds referred to in paragraph 3.12 above.
- 3.16 Business rate income is likely to be even more volatile in 2017-18 due to the impact of the business rate revaluation deferred from 2015-16. This is the first revaluation to have taken place since the current 50% retention

was introduced. As outlined in paragraph 3.3 the government has launched consultation on the provisional 2017-18 settlement which includes incorporating the impact of the revaluation. Initial analysis of the revaluation shows much greater increases in rateable values in London compared to the rest of the country (average 22.8%) with the south east next highest (8.6% average).

- 3.17 The overall impact of all the changes in the funding assumptions is a net reduction of £0.7m compared to the published MTFP. The main elements being the £3.4m transfer of core ESG into DSG, £4.1m loss of general ESG, £1.5m increase in council tax base, £3m from revised local council tax reduction schemes, and £2m assumed net collection fund balances (plus other minor changes).

4. Spending Demand Assumptions

- 4.1 Details of all the spending demand assumptions can be found in appendix 2. These are ordered so that known changes are detailed first (budget realignment and replace the one-off use of reserves) followed by forecast future pressures (pay rewards, price increase, increase client numbers/complexity, etc.). The overall assumed pressures for 2017-18 are now £1.6m less than the £58.8m included in the published MTFP.

Realignment

- 4.2 In order to comply with the section 32A requirements and the S151 officer opinion (see section 7 below) we must take account of known changes since the current year's budget was approved. The approved budget in February is based on the most up to date budget monitoring, usually the position at quarter 3. Since the requirements do not apply to this autumn budget we have focussed any changes in the realignment assumptions to those arising out of Q4 2015-16. The final budget in February will need to take into account the impact of budget realignments arising out of the 2016-17 budget monitoring (which no doubt will change during the course of the year). Consequently the latest budget re-alignment only amounts to an additional £1.2m compared to the published plan.

Replacement for Use of Reserves

- 4.3 The 2016-17 budget included £10.852m of one-off use of reserves (£6.252m from earmarked reserves, £4.1m from uncommitted 2014-15 under-spend and £0.5m from Kings Hill reserve). The published MTFP included a matching pressure in 2017-18 to replace the use of these reserves. Members should note this pressure is to replace the use of reserves as a funding mechanism, not to replenish the reserves. This matching pressure is unchanged in the updated 2017-18 MTFP. However, the updated MTFP also includes a further £7.8m use of reserves and other one-offs proposed for 2017-18 (£4.4m draw down from earmarked reserves, £2.4m from uncommitted 2015-16 underspend and £1m review of bad debt provision). This requires the matching replacement pressure in 2018-19.

Pay and Reward

- 4.4 The current assumption for pay progression for Kent scheme staff is that the overall “pot” would amount to around 2.2% for 2017-18. This is derived from a combination of the additional funding identified in the MTFP and assumed pay regression from staff turnover where new members of staff are generally appointed at the bottom of the pay range. The MTFP element is £1.1m less than included in the published plan. The final reward package cannot be agreed (and funding allocated to directorates) until Total Contribution Pay (TCP) assessments have been completed later in the year. Consequently the MTFP element is held “unallocated” at this stage. The MTFP provision for 2018-19 would equate to an estimated 2.8% pot.
- 4.5 The pay provision also includes for an estimated £2m increase in employer’s pension contributions arising from the actuarial review of the pension fund assets and liabilities. This was not included in the original published plan. The actual requirement will be known in November, upon receipt of the Actuary’s report.

Price Inflation

- 4.6 Price inflation is linked to Retail Price Index (RPI), Consumer Price Index (CPI) and the myriad of detailed indices which underpin these headline measures. Some contracts include specific indexation clauses. Some prices are not index linked but are subject to negotiation which includes reference to published indices, National Living Wage, etc. We have updated the provision for prices in the updated plan based on current indices (which continue to be lower than the 2% target on which we based our assumptions in the published plan), this has reduced price provision by £8.2m. However, we will need to pay close attention to inflation movements during the autumn as most independent analysts are suggesting inflation could rise towards the 2% target by 2017.

Demography

- 4.7 Demographic demands arise from increases and shifts in the population (including the ageing population), increases in the number of households, and in many cases increasing complexity of client needs. These demographic factors place additional demands on council services. In total we have increased the impact of demographic pressures for 2017-18 by £1.5m compared to the £15.6m in the published MTFP. This is mainly due to forecast trend of an increasing proportion of looked after children being placed into more expensive care.

Other Spending Demands

- 4.8 We have increased a range of other spending demands (legislation and service strategies) in 2017-18 by £3.1m compared to the £5.8m included in the published MTFP. The increase arises from a combination of new national legislative factors e.g. Deprivation of Liberty Safeguards (DoLS); local decisions stemming from new powers e.g. additional borrowing to support capital schemes to enable receipts to be diverted to fund transformation costs; and other local factors which have arisen since the plan was published e.g. the Select Committee recommendation on home

to school transport. Full details of these other demands are set out in appendix 2.

5. Savings Proposals

- 5.1 The overall savings requirement for 2017-18 has reduced from £81.3m in the published plan to £80.4m as a result of the revised funding and spending assumptions outlined in sections 3 and 4 above. We have identified revised proposals of £75.2m of deliverable savings, leaving a small unresolved gap of £5.2m. As identified in paragraph 2.2 this is an acceptable margin for error at this stage in the year. As already identified in paragraph 4.3 some of the proposed solutions in 2017-18 are one-offs which increase the savings target for 2018-19.

Transformation Savings

- 5.2 We have embarked on a number of transformation programmes. We have previously identified that transformation savings are more risky than other approaches as they require behaviour and other changes, some of which are outside of our direct control. This means we tend to be prudent when estimating the longer term savings from transformation programmes. Overall we have increased the proposed transformation savings in 2017-18 by £12.2m (now proposing £19.2m of savings in the updated plan). This includes an additional £8.3m from adults' transformation programmes, £2m from bringing together other procurement activity and contract management, further multi agency working in GET and further savings from the transformation of contact centres & web platform.

Income Generation

- 5.3 We are proposing updated options to generate an additional £9.9m of income, an increase of £6.9m from the published plan. New proposals include a more aggressive investment strategy delivering a higher rate of return and £1.7m additional income towards the original budget gap in the published plan. This revised strategy comes with additional but acceptable risks as set out in appendix 3. We are also planning to raise an additional £1.9m from trading with schools, academies, and other local authorities and public bodies. This is an increase of £1.5m compared to the published plan. The updated plans also include updated assumptions on income from client charges but do not introduce any new charges.

Efficiency Savings

- 5.4 Proposed efficiency savings in 2017-18 have increased from £10.9m in the published plan to £24.7m in the updated plan. This is close to the 3% target that we have previously set and includes the following:
- Staff savings increased from £2.3m to £8.9m. This includes an estimated £7.9m from individual team options and a further £1m from crossing cutting review of management structures and stricter enforcement of corporate standards
 - Premises savings increased from £1.1m to £1.5m as a result of further application of new ways of working
 - Contractual and other savings increased from £7.6m to £14.3m. This includes a wide range of proposals to deliver both front line and

support services more efficiently without any detrimental impact on outcomes. Full details are included in appendix 2.

Policy Changes

5.5 The savings from local policy choices i.e. changes to KCC's local discretionary choices, have been reduced from £6.6m originally scheduled in the published MTFP to £4.7m in the latest updated plan. This includes the £1m of additional savings in response to the recently announced change in ESG and means we will no longer be able to provide some central services to schools free of charge, schools will either have to pay for these services or we will have to cease to provide them. The ESG announcement gives us time to work up these proposals as the funding change takes effect from September 2017 and we do not have a detailed plans at this stage (hence the £1m target savings is "unallocated" at this stage).

Financing Savings

5.6 We have undertaken a further fundamental review of the £124m "financing items" budget. The vast majority of this budget is used to finance outstanding debt and the current capital programme. Overall proposed financing savings have increased from £1.7m in the published plan to £13.4m. This includes the £6.8m use of reserves and underspends referred to in paragraph 4.3 and £2.5m under the new power enabling the use of capital receipts to fund transformation activity referred to in paragraph 4.8.

5.7 The remaining £4.1m of savings come from a further revision to the way we apply the council's Minimum Revenue Provision (MRP) policy. The policy has been reproduced in appendix 4. MRP requires the Council to set aside a "prudent" provision each year to cover the repayment of historic capital debt as it matures and new debt needed to fund the capital programme. The policy allows some latitude in the amounts set aside each year providing that the total meets our capital financing requirement and that the annual provision is considered "prudent" by the Council in its obligation to repay debt and replace its assets.

5.8 The additional proposed MRP savings is still based on a prudent approach. Under the current approach we would be making circa £500m in the provision over the 10 years between 2017-18 to 2026-27. This covers approx. £220m of debt which will mature in those years and leaves a healthy reserve to cover longer term debts maturing up to 2068-69. The current provision, calculated according to guidance, sets aside larger amounts in early years (£60m) with the annual provision diminishing to £35m by 2026-27. This allows scope to take out new debt within the existing revenue budget, but this would likely exceed our fiscal indicator. The new approach would re-phase the provision to set aside £56m in year 1, reducing by a £1m each year, resulting in us still setting aside the overall £500m over the 10 years. This delivers an immediate revenue saving (and while it diminishes the scope to take out new debt it doesn't entirely eliminate it which a less prudent approach e.g. the simple straight line equal amount per annum, would do).

DSG

- 5.9 The updated plan assumes that we will be able to top-slice additional income from DSG to cover the £3.4m core element of ESG which will transfer in 2017-18. We anticipate that we will need the approval of the Schools Forum to make this top-slice.
- 5.10 The overall changes to the savings proposals between the published MTFP and the latest update are summarised in table 3.

	2017-18		2018-19	
	Published MTFP £m	Updated MTFP £m	Published MTFP £m	Updated MTFP £m
Transformation	7.1	19.2	3.3	12.8
Income	3.0	9.9	1.3	3.6
Efficiencies	10.9	24.7	0.1	4.2
Policy	6.6	4.7	3.0	1.2
Financing	1.7	13.4	0.0	2.5
DSG to replace ESG		3.4		0.0
Unidentified	51.9	5.2	31.1	17.7
Total	81.3	80.4	38.7	42.0

6. Directorate Headlines

Education & Young People's Services

- 6.1 The EYPS Directorate is looking at innovative ways of generating additional income of £1.9m in 2017-18 through the creation of strategic packages for schools and academies within Kent and other local authority areas. These strategic packages are being developed to align with the government's current education policy. In addition the Directorate will continue to provide cost effective services to support improving attainment and standards and a support network which allows our schools to focus on standards. Finally we are looking at maximising the opportunities to grow the income which is returned to the Council from schools traded services by obtaining greater market penetration within Kent and in other areas, as well as the development of an Education Services Company .
- 6.2 The directorate is looking to save around £2m from the SEN Home to School transport budget in 2017-18 through a combination of transformational activity. Firstly through smarter route optimisation and changes to our procurement practices we plan to make savings on the current costs. We have already had success in some special schools and we will continue to take advantage of opportunities afforded by new technologies and different approaches to procurement, to drive additional savings from travel into the remaining special schools. Secondly through the continuation of providing personalised transport budgets to parents to enable them to arrange their child's travel to school arrangements. Finally we will continue to roll out the successful independent travel training

programme which aims to give dependent children the skills and the confidence to get to school using public transport.

Social Care, Health & Wellbeing

- 6.3 The major savings within the MTP are based upon the Adults Transformation programmes. The Council expects to see further savings coming through from Phase 2 in areas such as enablement and improved outcomes from hospital discharge. There will be further projected savings in 2017-18 from Phase 3 of the Programme and further savings from the full implementation of Phase 3 in 2018-19. The full assessment process is currently in progress from which will flow the specific savings plans for the Programme. A key part of the Phase 3 programme will be to increasingly position Adult social care to be ready to take the full integration opportunities with the NHS signalled in the 5 Years Forward document. The Council is already engaged in a number of integrated service arrangements but this does need to be taken further. In addition to this, other key savings are based upon more targeted and efficient commissioning in areas such as Housing Related Support and the Better Care Fund or achieving still further efficiency savings in the back office and across Adults and Children's services.
- 6.4 Given the pressures on Specialist Children's Services budget in the current year further savings in 2017-18 are more based upon increasing efficiencies and more targeted commissioning in areas of leaving care, improved levels of in house fostering, Family Group Conferencing etc. The action plan for addressing the current pressures will need to run well beyond the end of the current financial year. This plan is comprehensive in covering areas such as residential care, alternatives to care and staffing. The service continues to fully implement the practice and management changes contained within the Transformation Programme in terms of case progression and the interface with Early Help. A further £1m of savings are expected to flow from this work in 2017-18. Specialist Services also hope to feel benefit in terms of impact upon demand of the work of the Early Help Service with which we need to continue to work extremely closely.

Public Health

- 6.5 During 2017-18 public health will see the implementation of a number of programmes focusing on the delivery of improved outcomes from the reducing Public Health Grant. In children's services we will continue to embed a programme with Kent Community Health Foundation Trust to redesign the health visiting service, improving performance in mandated developmental checks, and reshaping a more localised service better connected with General Practice, children's centres and wider early years provision. This programme has successfully delivered efficiencies during 2016-17 and we look forward to embedding the new model in partnership. In other children's services we will also see the mobilisation of the new school nursing contract, with a much greater focus on children's emotional wellbeing, in particular with a clear focus on resilience. This will see better intervention at an earlier stage reducing demand on expensive specialist mental health services. The new service is also structured to bring a much sharper focus on adolescence, and how we can support young people to

develop healthier patterns of behaviour at a young age, and support families at the earliest point before problems exacerbate.

- 6.6 For adults the new contract for adult health improvement will commence in April 2017. This will see the mobilisation and implementation of a new model across Kent transforming our approach with better use of technology and digital support, and better use of community resources to motivate and encourage people to live healthier lifestyles. The services will be more intelligently targeted locally, ensuring that we target in areas of high health inequalities across Kent. We will also be looking at how we better connect a range of health related issues for example substance misuse, and mental health services, and align this all closely with the adult social care transformation focusing on promoting wellbeing across our residents.
- 6.7 Throughout this, we will continue our programme of work to deliver better contracts and more effective contract monitoring from which we have seen significant efficiencies alongside better performance. We will also continue to work closely with our partners across health and wellbeing boards promoting prevention at every opportunity setting out the return on investment for prevention clearly and the case for reducing demand for more expensive services. This will include our focus on physical health such as in our adult health improvement services on smoking and obesity, two of the core public health issues as well as our work with partners embedding the new community wellbeing model for early intervention in mental health.

Growth, Environment & Transport

- 6.8 A £40m capital project to convert all 118,000 of KCC owned streetlights to LED technology will deliver in excess of £5.2m annual savings once the programme is complete. The project, which is primarily funded (£27m) by an interest free loan from Salix, will also reduce our carbon footprint significantly. The programme future proofs KCC by virtue of a 15 year warranty, it reduces future unfunded inflationary energy prices and it saves both energy and cost.
- 6.9 Whilst waste tonnages and contract prices are forecast to increase (due to population growth and inflation), the cost of recycling and final disposal of waste in Kent is now lower than it was four years ago through effective commissioning and transferring risk to the operators of our HWRC's. This has been delivered at the same time as KCC has reduced waste to landfill from 19% in 2013 to below 2% now, well ahead of the national target of 5% by 2020.
- 6.10 The directorate is already supported by significant levels of income generated by services. The 2017-18 MTFP shows in excess of £1m of further income to be generated. A concerted effort has been made by the directorate to review its fees and charges, identify new areas of income and also to ensure where gross expenditure is pared back, that this is not focussed in income generating areas as there will be no net saving.

- 6.11 An example of a service adopting a more commercial approach is that of Country Parks and Countryside Access, which has gross expenditure of £2.4m but generates income to part fund 75% of this budget through café, car parking and room/function hire income. Similarly Libraries, Registration and Archives generate nearly £6m of income through fees and charges and are transforming into an internally commissioned service to ensure the authority's outcomes are met in the most value for money way.
- 6.12 The directorate is looking to achieve a further £2m of savings, without impacting on front line delivery, by reviewing the way it procures and manages its contracts, as well as working with partners and pooling resources to maximise outcomes but still delivering a net budget reduction. In 2016-17, 77% of the gross budget is non-staffing spend.
- 6.13 An example of where the already strong contract management within the directorate is being continuously being reviewed is the work being undertaken on the Highways Term Maintenance contract, which expires in August 2018. This contract, and other similar agreements, are being reviewed to ascertain whether they meet the outcomes of delivering the right services, at the right price and on time to the customer. The directorate is working with key stakeholders in the business, is seeking advice from other local Authorities on their different delivery models, as well as taking professional advice from the Local Government Association.

Strategic & Corporate Services

- 6.14 The SCS Directorate has been through a transformation programme undertaking market engagement and service review activities to ensure delivery of focussed, effective and efficient services to our customers. This has led to the development of new models for service delivery for property through a wholly owned Local Authority trading company (GEN2) and legal services through a second wholly-owned company which will operate as an Alternative Business Structure (ABS) for the delivery of legal services to the Council and the wider market. GEN2 is targeted to return an annual dividend of up to £1m by 2019. The ABS is projected to deliver increasingly profitable income streams through a mixture of efficiencies and external growth and the financial model assumes benefits to KCC of circa £7.6m over the next 10 years.
- 6.15 The establishment of the Business Services Centre has allowed for a cheaper and more effective delivery of our back office transactional services. Opportunities to further build on the success of the traded services to Schools such as HR and payroll, IT services and DBS provision, to wider markets, are currently being scoped.
- 6.16 Many of the MTFP savings across the Council will be deliverable due to the continued technological advances being driven by ICT. Enabling a more mobile workforce will bring efficiencies to all front line services and present the opportunity for further rationalisation of the office estate. By leveraging our strategic partnership with Microsoft, ICT can move many of our services to the Cloud, effecting savings in the costs of running expensive on premise datacentres.

6.17 The majority of the S&CS Directorate savings come from applying less money more intelligently. S&CS have been undertaking many business process 'LEAN' reviews allowing staff to work more efficiently and effectively, leading to staffing reductions whilst maintaining support to front line services.

7. Robustness of Estimates and Adequacy of Reserves

7.1 Under the Local Government Act 2003, the Section 151 officer (for Kent this is the Corporate Director of Finance and Procurement) must formally give opinion as to the robustness of the budget estimates and the level of reserves held by the Council. As with the statutory duty to set a balanced budget this requirement does not apply to the autumn budget. However, we have set out below the tests which the Corporate Director applies when endorsing the budget estimates.

7.2 The estimates are produced from a challenging process with Cabinet Members, Corporate Directors and Directors resulting in agreement on the level of service delivery within the identified financial resources. In addition, the Medium Term Plan sets out the main budget risks, alongside the proposed management action for dealing with these.

7.3 The Medium Term Plan also clearly sets out the recommended strategy for ensuring adequate reserves. This is set in consideration of a number of key factors, such as our continued excellent record on budgetary control, the internal financial control framework, our strong approach to risk management and the expected level of General Reserves at 31st March 2017. The level of general reserves is in line with best practice as recommended by CIPFA and the Audit Commission.

7.4 A number of the spending demands, funding assumptions and savings proposals are very early estimates at this stage and are likely to change by the time the final draft budget is published and approved by County Council in February. These uncertainties include the impact of inflation of the price we pay for goods and services, impact of demographics on the demand for services, delivery of a balanced budget in 2016-17 and the need to realign budgets in light of current year performance, economic factors, legislative requirements, phasing and timing of proposed savings, etc.

7.5 One of the most significant risks to the financial plans outlined in this report is from the Asylum Service. We remain concerned about the financial uncertainty we find ourselves in the current financial year and even more critically going forward into next year and beyond. We are grateful to the Minister for the fact that we have been offered the same weekly grant rates for 2016-17 that we received for 2015-16. However we are currently projecting an overall £2.8m shortfall in grant income compared to our predicted costs for this year.

8. Conclusion

- 8.1 The updated MTFP plan has made tremendous progress towards being able to set a balanced budget in February. A high number of uncertainties remain, although this is not unusual or unexpected at this stage in the budget cycle. As already identified the 2017-18 budget is by far the most challenging the county council has faced in recent years. This autumn budget statement provides members with an update on the latest position and enables preparatory work and consultation to begin to ensure full year effect can be achieved in 2017-18.

9. Recommendations

The County Council is asked to:

- a) AUTHORISE Corporate Directors to make the necessary arrangements to be able to deliver savings once the final budget has been approved in February, and to develop further proposals to resolve the unidentified gap and resolve the uncertainties should these arise.
- b) AGREE the savings from a revised approach to the Minimum Revenue Provision policy (as detailed in paragraph 5.8)
- c) AGREE the additional income target for returns on our cash balances, as detailed in Appendix 3
- d) RECOGNISE the excellent progress on eliminating the £52m gap that was included in the published MTFP for 2017-18, down to its current level of £5.2m

10. Background Documents

- 10.1 KCC approved 2016-17 Budget and 2016-19 Medium Term Financial Plan
<https://www.kent.gov.uk/about-the-council/finance-and-budget/2016-17-budget>

- 10.2 Budget consultation materials published on KCC website can be found at
www.kent.gov.uk/budget

11. Contact details

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	2017-18		2018-19		2019-20	
	£000s	£000s	£000s	£000s	£000s	£000s
Revised 2016-17 Base Budget		911,050		887,882		898,704
Additional Spending Pressures						
Net budget realignments from previous year		1,192		60		-40
Replacement of one-off use of reserves to fund base budget		10,852		7,800		5,000
Pay & Prices		19,129		25,102		26,839
Demand & Demographic		17,146		18,020		23,854
Government & Legislative		2,147		400		
Service Strategies and Improvements		6,733		1,360		25
Total Pressures		57,199		52,742		55,678
Savings & Income						
<u>Transformation Savings</u>						
Adults Transformation Programmes		-12,028		-8,598		-447
Children's Transformation Programmes		-312		-285		-120
Other Transformation Programmes		-6,816		-3,872		-426
Income Generation		-9,868		-3,592		-2,222
<u>Efficiency Savings</u>						
Staffing		-8,872		-1,717		-16
Premises		-1,496		-350		
Contracts & Procurement		-11,723		-2,051		
Other		-2,616		-104		
Financing Savings		-10,850				
Use of Capital Receipts		-2,500		-2,500		
Policy Savings		-4,723		-1,192		
Total Savings & Income		-71,804		-24,261		-3,231
Public Health & Other Grants						
Estimated reduction in Public Health Grant		1,753				
Public Health Service Reductions		-1,753				
Education Services Grant tipped into DSG		-3,360				
Unidentified		-5,203		-17,659		-27,421
Net Budget Requirement		887,882		898,704		923,730
Funded by						
<u>Un-ringfenced Grants</u>						
Revenue Support Grant		66,476		37,640		9,487
Transition Grant		5,685				
Business Rate Top-Up Grant		126,402		130,131		134,290
Education Services Grant		3,500				
Other un-ringfenced grants (estimate)		13,947		10,330		9,953
Improved Better Care Fund		301		17,525		33,683
Local Share of Retained Business Rates		52,358		53,801		55,412
Business Rate Collection Fund						
Council Tax Yield		593,933		612,295		631,493
Proposed Social Care Precept		23,281		35,982		49,413
Council Tax Collection Fund		2,000		1,000		
Total Funding		887,882		898,704		923,730

(Figures subject to rounding)

Heading	Description	E&YP		SCH&W (Including PH)		GET		S&CS		FI		U		Total		Total	
		2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
2016-17 Base	Approved budget by County Council on 11th February 2016	64,784.8	60,172.3	491,077.5	487,623.4	163,596.0	161,330.8	66,929.1	60,722.0	115,759.8	113,948.6	8,902.5	4,084.9	911,049.7	887,882.0		
Base Adjustments (internal)	Approved changes to budgets which have nil overall affect on net budget requirement																
Base Adjustments (external)	Approved changes to budgets from external factors e.g. grant changes and may affect net budget requirement																
Revised 2016-17 Base		64,784.8	60,172.3	491,077.5	487,623.4	163,596.0	161,330.8	66,929.1	60,722.0	115,759.8	113,948.6	8,902.5	4,084.9	911,049.7	887,882.0	911,049.7	887,882.0
Additional Spending Pressures																	
Net Budget Realignment	<i>Necessary adjustments to reflect current and forecast activity levels from in-year monitoring reports</i>																
Waste	Dry recyclables pressure, resulting from fall in commodity prices					662.0								662.0		1,192.0	60.0
Commercial Services	Reversal of one-off draw-down from Commercial Services reserves									700.0				700.0			
Young Persons Travel Pass- Activity	Realignment of budget following changes in activity at the time of budget build.					400.0								400.0			
Young Persons Travel Pass- School days	Realign the budget in lieu of the number of school days in the financial year compared to the prior year.					-360.0	160.0							-360.0	160.0		
Concessionary Fares	Realignment of budget due to falling journey numbers					-200.0								-200.0			
Other	Other minor budget realignments					-10.0	-100.0							-10.0	-100.0		
Replace use of one-offs	Impact of not being able to repeat one-off use of reserves and underspends in approved base budget for 2015-16			2,263.0	1,000.0					8,588.8	6,800.0			10,851.8	7,800.0	10,851.8	7,800.0
Pay and Prices																	
Pay and Reward	Additional contribution to performance reward pot and impact on base budget of uplifting pay grades in accordance with single pay reward scheme											3,900.0	5,000.0	3,900.0	5,000.0	19,129.2	25,101.6
Employers Pension	Potential Employer Pension Contribution rate increase based on actuarial valuation											2,000.0		2,000.0			
Inflation																	
Energy	Price increases on energy contracts as estimated by Commercial Services					160.6	160.4	107.3	83.7					267.9	244.1		
Highway Contracts	Index linked increases on maintenance, technical services and traffic management					375.0	382.5							375.0	382.5		
Waste Contracts	Index linked increases to composting, haulage & transfer stations, household waste recycling centres, landfill, landfill tax, recycling and waste to energy contracts					1,464.7	1,414.1							1,464.7	1,414.1		
Children's Social Care	Estimate for the increase in cost of placements			936.2	1,197.2									936.2	1,197.2		
Home to school transport	Provision for inflation on contracted services and season tickets for mainstream & SEN home to school transport and the 16+ travel card	488.0	774.6											488.0	774.6		
Public Transport	Provision for inflation on subsidised bus service contracts and the reimbursement of fares for the young person's travel pass and concessionary fares					597.4	1,289.1							597.4	1,289.1		
Non specific price provision	Non specific general provision for non index linked price increases, including an estimate for the ongoing impact of the National Living Wage											9,100.0	14,800.0	9,100.0	14,800.0		

Heading	Description	E&YP		SCH&W (Including PH)		GET		S&CS		FI		U		Total		Total	
		2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Demography	<i>Additional spending associated with increasing population and demographic make-up of the population</i>																
Older People	Growth in numbers accessing social care as a result of an ageing population and delayed entry into care under transformation programme			4,910.0	5,610.0									4,910.0	5,610.0	17,145.5	18,020.0
Adults with Learning Disabilities	Growth in client numbers and additional costs resulting from existing clients whose needs are becoming more complex			6,069.0	6,069.0									6,069.0	6,069.0		
Mental Health	Growth in client numbers and additional costs resulting from existing clients whose needs are becoming more complex			1,100.0	1,100.0									1,100.0	1,100.0		
Children's Services	Estimated impact of growth in special guardianship orders, complexity of residential cases, and general increase in assessments			3,404.0	3,404.0									3,404.0	3,404.0		
Waste Tonnage	Impact of additional waste anticipated due to increased number of households					530.0	570.0							530.0	570.0		
SEN Transport	Estimated impact of rising pupil population on SEN home to school and college transport	922.5	890.0											922.5	890.0		
Young Persons Travel Pass	Estimated impact of rising population on young persons travel pass					110.0	180.0							110.0	180.0		
Coroners	Increase in caseload and activity					100.0								100.0			
Home to School Transport	Mainstream home to school transport - rising secondary population		197.0												197.0		
Government & Legislative																	
Coroners	Introduction of Medical Examiner service					350.0	400.0							350.0	400.0	2,147.2	400.0
Flooding	Additional responsibilities in relation to sustainable drainage systems (SuDS)					60.0								60.0			
Public Rights of Way	Additional duties in relation to local planning searches (Con24)					50.0								50.0			
Apprenticeship Levy	Estimated net cost resulting from introduction of Apprenticeship Levy in 2017											1,125.0		1,125.0			
Deprivation of Liberty Safeguards	Additional DOLS assessments following the Cheshire Judgement 2014				562.2									562.2			
Service Strategies & Improvements																	
School Transport	Impact of Grammar School Select Committee transport recommendations	60.0	100.0											60.0	100.0	6,733.0	1,360.3
Coroners	Review of service requirements					110.0								110.0			
Economic Development- Broadband project	Broadband Phase 2: funding for administration and management of scheme					160.0								160.0			
Capital Programme	Additional debt costs to fund the 2016-19 capital programme									4,700.0	1,500.0			4,700.0	1,500.0		
Commissioning	Improve commissioning, procurement and contract management, resulting in a savings											400.0		400.0			
Borrowing Costs	Net borrowing costs to enable use of £5m capital receipts in 2017/18									350.0				350.0			
Sustainable Transformation Plan	KCC's contribution towards the project management costs of the Health Sustainable Transformation Plan				300.0									300.0			
ICT single system	Commissioning of EYPS Single System ICT through a hosted solution	420.0	-333.0											420.0	-333.0		
Other	Other minor service improvements					233.0	93.3							233.0	93.3		
	Total Additional Spending Demands	1,890.5	1,628.6	19,544.4	18,380.2	4,792.7	4,549.4	107.3	83.7	14,338.8	8,300.0	16,525.0	19,800.0	57,198.7	52,741.9	57,198.7	52,741.9

Heading	Description	E&YP		SCH&W (Including PH)		GET		S&CS		FI		U		Total		Total		
		2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Savings and Income																		
Transformation Savings																		
SEN Transport independent travel initiatives	Continued savings from initiatives aimed at increasing independent travel to school by SEND pupils including developing independent travel training and direct payments to parents	-695.0													-695.0		-19,155.7	-12,755.0
Adults Older People/ Physical Disability	Continued roll out of transformation including initiatives aimed at promoting independent living, better integration with health services, and a better range of support services for clients leaving hospital back to home			-7,836.2	-7,855.7										-7,836.2	-7,855.7		
Adults with a Learning Disability	Continued rollout of transformation including initiatives aimed at promoting independent living and reducing dependence on care services, to achieve better outcomes for vulnerable adults			-4,191.4	-742.0										-4,191.4	-742.0		
Childrens 0-25 transformation	Continued rollout of 0-25 transformation programme including working with adolescents to reduce numbers coming into care			-312.0	-285.1										-312.0	-285.1		
Waste	New contract whereby waste collected from mechanical street sweeping is recycled					-200.0									-200.0			
Public Transport	Full year effect of bus operators taking subsidised bus routes into commercial operation, with minor refinements, resulting in a reduction in subsidies paid					-105.0									-105.0			
Street Lighting	Continuation of programme to convert streetlight network to more efficient LED technology and implementation of a central monitoring system					-1,585.0	-994.0								-1,585.0	-994.0		
Growth, Environment and Transportation	Savings through multi-agency working					-300.0									-300.0			
Property LATCo	Dividend from and implementation of Property Local Authority Trading Company model							-78.4	-363.4						-78.4	-363.4		
Contact Centre and Digital Web Platform	Reduction following one off investment in 2016/17 for new contact centre and digital web platform.							-552.7	-514.8						-552.7	-514.8		
Tactical Procurement	Bringing together all of the small procurement activity into the central procurement team, and tightening up on contract management											-2,000.0	-2,000.0		-2,000.0	-2,000.0		
Learning Disability	Review of the current cost model used to allocate funding for support packages			-1,300.0											-1,300.0			
Income																		
Trading	Increased income from traded services with schools, academies, other local authorities and public bodies	-1,883.0	-494.1												-1,883.0	-494.1	-9,868.1	-3,591.6
Client Charges	Uplift in social care client contributions in line with benefit uplifts for 2017/18 and inflationary increases for other activity led services including young person's travel pass, libraries, and registration			-2,218.6	-1,274.7	-1,011.5	-622.8								-3,230.1	-1,897.5		
Adult Social Care	Improved targeting of the commissioning of services from Better Care Fund money			-2,000.0											-2,000.0			
Adult Social Care	Review of S117 continuing health care income			-200.0											-200.0			
Corporate Support Services	Reduction in Engagement, Organisation Design & Development commissioned budget to Business Services Centre to be delivered through Increased profitability							-145.0							-145.0			
Market Expertise	Sell Finance and Infrastructure expertise to external bodies							-110.0							-110.0			
Investment income	Full year effect of 2016/17 investment strategy											-600.0			-600.0			
Capital investment fund	Revised Treasury Management strategy											-1,700.0	-1,200.0		-1,700.0	-1,200.0		

Heading	Description	E&YP		SCH&W (Including PH)		GET		S&CS		FI		U		Total		Total		
		2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Efficiency Savings																		
Staffing																		
Staffing Restructures	Service re-design, integration of services and more efficient ways of working resulting in a reduction of staff costs. The delivery of these savings will be with appropriate stakeholder engagement and detailed consultations	-1,636.0	-650.0	-1,720.3		-1,557.1	-93.0	-2,958.3	-878.4						-7,871.7	-1,621.4	-8,871.7	-1,717.4
Management structures	Stricter enforcement of organisational design principles around the number of tiers of management and spans of control. The delivery of these savings will be with appropriate stakeholder engagement and detailed consultations												-1,000.0		-1,000.0			
Corporate subscriptions	Review of specialist health advice and corporate subscriptions								-96.0									-96.0
Infrastructure																		
Established Programmes	Existing savings plans arising from asset rationalisation, facilities management and utility contracts							-1,056.0							-1,056.0		-1,496.0	-350.0
Cloud based solution	Move Medway DR data centre to 'Cloud-based' solution							-90.0							-90.0			
Office Estate	New Ways of Working Phase 2							-350.0	-350.0						-350.0	-350.0		
Contracts & Procurement																		
SEN transport route optimisation	Savings through improved route optimisation and procurement practices	-1,494.0													-1,494.0		-11,723.4	-2,051.3
Learning Disability Supported Living	Review of supported living contracts			-600.0											-600.0			
Domiciliary Care	Ensuring that contracted providers can deliver volume			-500.0											-500.0			
Fostering	Reduction in Independent House Fostering Agency (IFA) costs			-134.0											-134.0			
Older People	Review the use of step down beds			-570.0											-570.0			
Commissioning	Strategic Commissioning efficiencies			-366.0											-366.0			
Economic Development	Review of grants and income					-194.9									-194.9			
Visit Kent	Contract and marketing review					-44.7									-44.7			
Waste	Review of waste sites and contracts					-750.0									-750.0			
Highways	Contract efficiencies					-600.0									-600.0			
Infrastructure	Reduction in ICT spend on third party contracts and equipment and centralise remaining ICT contract spend							-428.0	-227.0						-428.0	-227.0		
E-Learning	Further development of e-learning and reducing external training costs							-215.3							-215.3			
Procurement	Improving: category management, commercial support, and contract reviews											-1,000.0	-1,500.0		-1,000.0	-1,500.0		
Home To School Transport (HTST)	Reduction in SEN home to school transport costs due to growth in local SEN provision attached to mainstream schools and academies	-75.0													-75.0			
Learning Disability	Full year effect of savings achieved in 2016/17			-380.0											-380.0			
Public Health Grant	Internal commissioning of services to deliver public health outcomes	-500.0		-2,149.3											-2,649.3			
Environment, Planning & Enforcement	Review of non staffing budgets					-158.0	-22.0								-158.0	-22.0		
Young Persons Travel Pass	Reduction in additional capacity payments to bus operators					-200.0									-200.0			
Other	Other minor contracts and procurement savings					-23.7	-52.3								-23.7	-52.3		
Kent Support and Assistance Service	Efficiency gains and changes in targeted activity			-590.5											-590.5			
Adults Mental Health	Improved commissioning of Mental Health services			-250.0	-250.0										-250.0	-250.0		
Substance Misuse	Improved commissioning of substance misuse service alongside			-200.0											-200.0			
Homelessness	Joint working with partner organisations to introduce a new homelessness strategy to ensure that support is provided to the most vulnerable homeless people in Kent			-300.0											-300.0			

Heading	Description	E&YP		SCH&W (Including PH)		GET		S&CS		FI		U		Total		Total		
		2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Other																		
Operational Support Unit	Efficiencies across operational support unit			-125.0											-125.0		-2,616.0	-104.0
Client Income	Review calculation of bad debt provision for social care debt and improved practice to avoid debt accruing at early stage			-1,500.0											-1,500.0			
Infrastructure innovation	2.5% Infrastructure innovation efficiency programme							-160.0							-160.0			
Youth Participation Workers	Partnership working with Headstart	-120.0													-120.0			
Insurance	Reduce contribution to insurance fund based on recent years' performance										-500.0				-500.0			
Other	Other minor efficiency savings							-211.0	-104.0						-211.0	-104.0		
Financing Savings																		
Draw-down reserve	Draw-down central reserves and directorate reserves to support future years' budgets										-4,400.0				-4,400.0		-10,850.0	
Debt repayment	Review amounts set aside for repayment										-4,050.0				-4,050.0			
Use of underspend	Use of uncommitted 2015/16 underspend										-2,400.0				-2,400.0			
Use of capital receipts	Use of Capital Receipts to fund transformation (subject to headroom) (see linked net debt cost pressure above)										-2,500.0	-2,500.0			-2,500.0	-2,500.0	-2,500.0	-2,500.0
Policy Savings																		
Home to school transport	Final instalment of 2012 decision to remove discretion on Home to School Transport Policy	-100.0													-100.0		-4,722.9	-1,192.0
Soft Landscaping	Review of contracts					-250.0	-130.0								-250.0	-130.0		
Specialist Children's Services	Review means testing for financial support to new Adopters and Special Guardians			-100.0											-100.0			
Care Leavers	Implementation of the 16+ Accommodation Strategy, leading to more efficient commissioning of supported accommodation for care leavers			-300.0											-300.0			
Learning Disability	Implementations of accommodation model for the short breaks service			-145.0	-300.0										-145.0	-300.0		
Older People/ Physical Disability	Review In-House services			-380.0	-380.0										-380.0	-380.0		
Your Life Your Home-Mental Health	Review of people in Mental Health residential placements with a view to provide a service in an alternative setting			-700.0											-700.0			
Older People/ Physical Disability Charging	Review of charging policies			-302.0											-302.0			
Accommodation for offenders	Removing non statutory KCC commissioned specialist accommodation with an expectation that suitable alternative accommodation will be commissioned by the Probation Service			-350.0	-350.0										-350.0	-350.0		
Partnership arrangements with Districts	Rationalise current support payments							-167.0	-32.0						-167.0	-32.0		
Older People/ Physical Disability Residential Homes	Full year effect of closure of in-house residential homes			-608.9											-608.9			
Support to schools	Savings as a consequence of reductions to Education Services Grant												-1,000.0		-1,000.0			
Turner	Full year effect of review of funding agreement for 2016-18					-50.0									-50.0			
Other	Other minor policy savings			-120.0		-150.0									-270.0			
Total savings and Income		-6,503.0	-1,144.1	-30,449.2	-11,437.5	-7,179.9	-1,914.1	-6,521.7	-2,565.6	-16,150.0	-3,700.0	-5,000.0	-3,500.0	-71,803.8	-24,261.3	-71,803.8	-24,261.3	
Unidentified												-5,202.6	-17,658.8	-5,202.6	-17,658.8	-5,202.6	-17,658.8	
Public Health & other grants																		
Public Health	Estimated reduction in Public Health Grant			1,753.0											1,753.0		-3,360.0	
Public Health	Public Health Service Reductions			-1,753.0											-1,753.0			
ESG	Education Services Grant											-3,360.0			-3,360.0			
Proposed Budget		60,172.3	60,656.8	480,172.7	494,566.1	161,208.8	163,966.1	60,514.7	58,240.1	113,948.6	118,548.6	11,864.9	2,726.1	887,882.0	898,703.8	887,882.0	898,703.8	

Heading	Description	E&YP		SCH&W (Including PH)		GET		S&CS		FI		U		Total		Total	
		2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Funding																	
Estimated Settlement Notification of funding from central government																	
Revenue Support Grant	Comprises share of previous Formula Grant, Early Intervention Grant, Learning Disability Grant, Council Tax Freeze Grant, Care Act Grant etc. allocated as revenue support grant, including impact of overall reductions in the provisional local government finance settlement													66,475.8	37,640.1	66,475.8	37,640.1
Transition Grant	Additional allocation for 2016-17 and 2017-18 announced in the final local government finance settlement on 8th February to help ease the implementation of Revenue Support Grant changes for those councils with the sharpest reductions													5,684.7		5,684.7	
Business Rate Top-up	Top-up derived by comparing local share of business rates according to historical average and business rate baseline share of previous grants including annual uplift in line with business rate multiplier, as per the provisional local government finance settlement													126,401.7	130,130.7	126,401.7	130,130.7
Business Rate Compensation	Compensation for additional reliefs on business rates for small businesses, retail premises and reduction in multiplier paid as un-ring-fenced grant by DCLG (estimate)													3,341.7	3,341.7	17,748.1	27,855.2
Education Services Grant	One-off transitional protection													3,500.0			
New Homes Bonus Grant	DCLG un-ring-fenced grant allocated according to increase in tax base, as per the provisional local government finance settlement													9,356.0	5,878.1		
Improved Better Care Fund	DCLG un-ring-fenced grant allocated towards improved integration between social care and health													301.2	17,525.1		
Un-ring-fenced grants	Un-ring-fenced grants from other Government Departments (estimate)													1,249.1	1,110.3		
Business Rates																	
Business Rate Baseline	Local share of business rates baseline based on historical average with annual uplift in line with business rate multiplier, as per the provisional local government finance settlement													48,941.6	50,385.4	52,357.6	53,801.4
Business Rate Local Share	KCC 9% share of local tax base as notified by district councils less baseline share identified above, including proceeds from local business rate pool													3,416.0	3,416.0		
Local Taxation																	
Council Tax Base	KCC band D equivalent tax base as notified by district councils based on 2015-16 Council Tax													582,166.1	599,872.6	593,933.3	612,294.6
Council Tax Increase	Impact of proposed increase in Council Tax up to the 2% referendum level													11,767.2	12,422.0		
Social Care Precept	Impact of proposed further 2% increase in Council Tax for Social Care Precept													23,280.8	35,981.8	23,280.8	35,981.8
Council Tax Collection Fund	KCC share of surpluses and deficits on Council Tax collection in 2015-16													2,000.0	1,000.0	2,000.0	1,000.0
Total Funding														887,882.0	898,703.8	887,882.0	898,703.8
Key:																	
E&YP	Education & Young People's Services																
SCH&W	Social Care, Health & Wellbeing																
GET	Growth, Environment & Transport																
S&CS	Strategic & Corporate Services																
FI	Financing Items																
U	Unallocated																

Treasury Investments

1. Current Position

1.1 The latest Treasury Strategy allows the Council to invest in a wide range of asset classes and represents a major step forward from the post 2008 financial crisis position where the Council only used the Debt Management Office. The full range of asset types, duration and limits is extracted from the Treasury Strategy and is included below.

(1) The recommended counterparty limits for unsecured investments are:

- Central UK Government unlimited
- Money Market Funds £10m each
- Major UK banks and building societies, minimum rating A- £40m then £20m each
- Major UK banks and building societies, minimum rating BBB+ £20m
- Leeds Building Society £10m
- Close Brothers £10m
- Svenska Handelsbanken (reflecting its UK branch presence) £40m then £20m
- Australian and Canadian banks (£40m country limit) £20m each
- Other international banks (£40m country limit) £20m each
- Small UK building societies meeting Arlingclose criteria £1m each to a maximum of £15m

(2) The recommended limits for secured and bail-in exempt investments are:

- Supranational bonds £40m total
- Covered bonds £150m total with £20m per issuer
- Corporate bonds £20m total with £2m per

- Reverse purchase agreements issuer
£40m each

(3) The recommended allocation within the £75m Investment Portfolio is:

- Absolute Return Funds £5m per Fund
- Equity Income Funds £5m per Fund
- Fixed Income Funds £5m per Fund
- Local opportunistic investments £5m per Fund
- CCLA Local Authorities Property maximum allocation of
Fund 5% of the total fund

1.2 One of the quirks of the local government finance system is that in the era of deficit reduction while councils have seen their funding reduced by Government, their cash holdings have actually increased. In 2015-16 the Council's cash balances ranged between £272m and £475m, and averaged £379m. These cash balances represent income received in advance of expenditure plus balances and reserves. We forecast cash holdings remaining at broadly similar levels moving forward.

1.3 Over the last two years the Treasury Strategy has had to reflect changes in the regulatory regime for banks and in particular the issue of bail-out. Bail-out describes the approach taken by the UK Government, and many other European Governments, to rescuing failing banks such as Royal Bank of Scotland and Lloyds Banking Group. This is now prohibited by banking legislation in the EU to be replaced by bail-in. With bail-in if a bank has liquidity issues then its recourse is not to Government but to holders of equity, bond holders and certain classes of depositor including local authorities. The extent of this is illustrated in the chart below:

IMPACT OF A % LOSS OF RISK-WEIGHTED ASSETS ON UNSECURED UNINSURED CREDITORS

	LOSS of RWA	Barclays	Close Bros	Coventry BS	Clydesdale	Co-op Bank	HSBC Bank	Leeds BS	Lloyds Group	Nationwide BS	RBS Group	Santander UK	Stan Chart	TSB	Virgin Money	Yorkshire BS
Resolution	Bail-in	Insolvency	Bail-in	Bail-in	Bail-in	Bail-in	Insolvency	Bail-in	Bail-in	Bail-in	Bail-in	Bail-in	Bail-in	Bail-in	Bail-in	Bail-in
1%	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
2%	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
3%	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
4%	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
5%	E	E	E	E	E	J	E	E	E	E	E	E	E	E	E	E
6%	E	E	E	E	E	J	E	E	E	E	E	E	E	E	E	E
7%	J	E	E	E	E	H	E	E	E	E	J	E	E	E	E	E
8%	J	E	E	E	J	H	E	J	E	E	J	J	E	E	E	E
9%	J	H	E	5%	J	H	E	J	E	E	0%	J	E	E	5%	5%
10%	H	1%	E	9%	2%	H	11%	J	E	E	2%	J	E	13%	9%	9%
11%	H	3%	E	13%	6%	2%	16%	J	E	J	4%	J	E	15%	13%	13%
12%	1%	6%	E	16%	10%	4%	21%	J	E	J	7%	J	1%	17%	17%	17%
13%	3%	9%	E	20%	14%	6%	25%	J	E	J	9%	H	5%	20%	21%	21%
14%	5%	11%	E	24%	18%	7%	30%	J	J	J	11%	H	9%	22%	25%	25%
15%	6%	14%	E	28%	22%	9%	34%	J	J	J	13%	H	13%	25%	29%	29%
16%	8%	16%	E	32%	26%	11%	39%	1%	1%	H	15%	H	17%	27%	33%	33%
17%	10%	19%	E	36%	30%	13%	44%	3%	2%	H	17%	H	21%	30%	37%	37%
18%	11%	22%	E	40%	34%	15%	48%	5%	4%	1%	20%	H	25%	32%	41%	41%
19%	13%	24%	2%	44%	38%	17%	53%	7%	5%	3%	22%	1%	29%	34%	45%	45%
20%	14%	27%	3%	48%	42%	19%	57%	9%	6%	5%	24%	3%	33%	37%	49%	49%

RBS 2008

Co-Op 2013

Allied Irish 2008/9

E - Loss is covered by equity

J - Loss is covered by a bail-in of junior debt

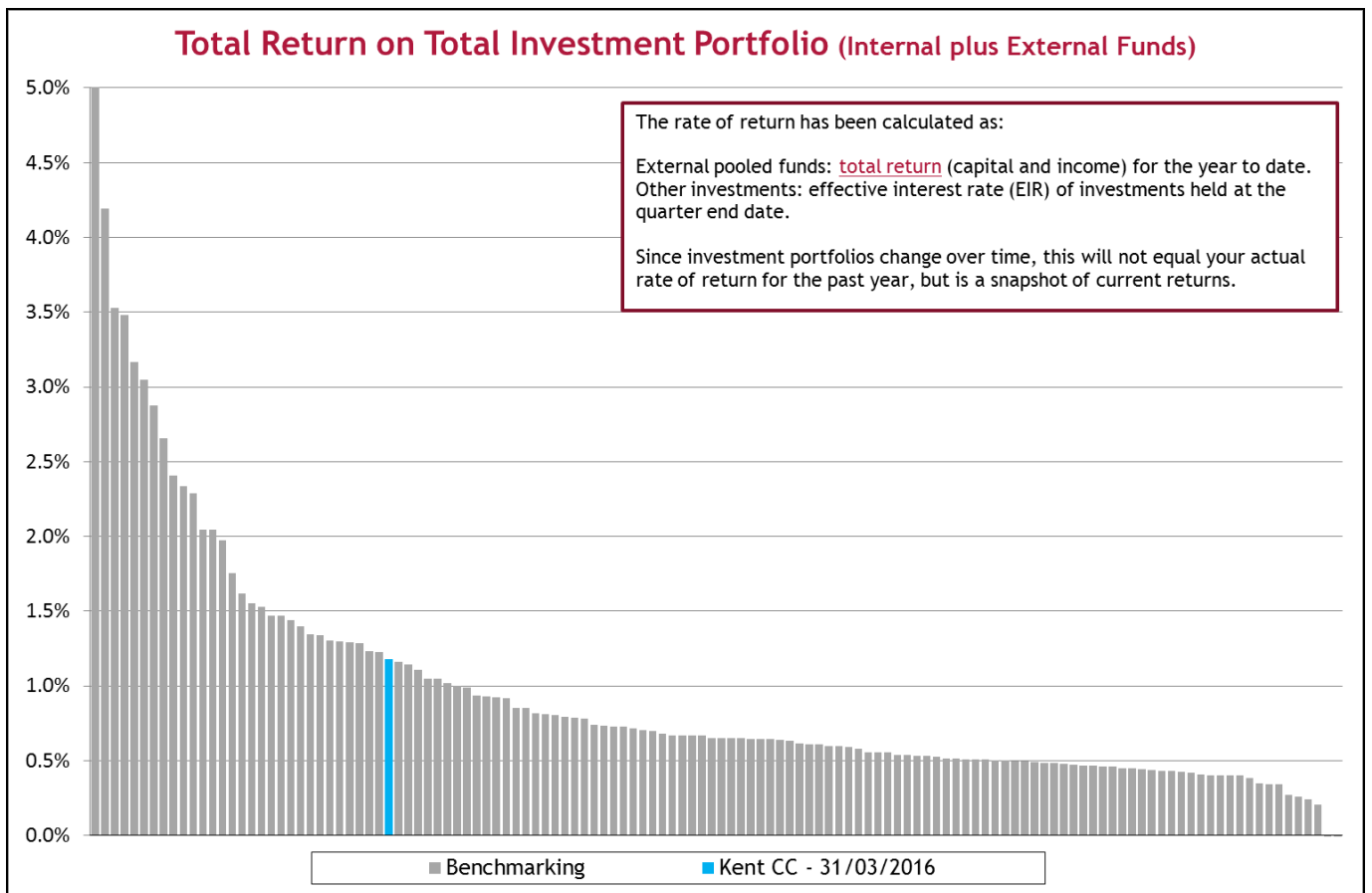
H - Loss is covered by a bail-in of holding company senior debt (HSBC: conversion of loan from holding company)

% - Loss to be covered by a bail-in of senior unsecured debt and uninsured deposits

Balance sheet data as at Dec 2015 except Close Bros (Jan 16), Clydesdale (Mar 16) and Nationwide (Apr 16)

- 1.4 Bail-in results in two main responses: very careful use of banks for unsecured deposits and diversification into bail-in exempt investments such as Covered Bonds, which will be considered below.
- 1.5 On a daily basis the Council's Treasury and Investments Team manages the deposits to ensure we have liquidity to make payments and that we fully utilize the best payers e.g. making the most use of Lloyds fixed term deposits. Since base rate was reduced to 0.25% we have seen further reductions in our deposit rates.
- 1.6 The Deputy Leader and Corporate Director of Finance & Procurement can suspend the use of counterparties at any time, currently Standard Chartered is suspended.

- 1.7 In terms of our diversification away from unsecured bank deposits there are two main initiatives to add yield and avoid bail-in risk:
- (1) Use of Covered Bonds – these are collateralised by pools of mortgages and issued by financial institutions and regulated by the Financial Conduct Authority. Kent has one of the largest portfolios of any local authority currently at £96.5m. Arlingclose, the Council's treasury advisers, have worked closely with the Treasury Management Advisory Group and officers to get a good understanding of these investments. They have added significant value as well as reducing the bail-in exposure.
 - (2) CCLA LAMIT Property Fund – local authorities can invest in this Fund without it being classified as capital expenditure. The Fund now has 160 local authority investors and is valued at £643m. The Council recently increased its investment to £25m – this has been a highly successful investment returning 4.77% in 2015/16. Moving forward we would expect returns in the 3-4% range as the growth in value of commercial property abates and returns are driven by income-post the Brexit decision there has been a 4% write down in the value of assets in the CCLA fund and we have seen this as a buying opportunity and will add a further £5m.
- 1.8 Treasury performance and investment risk is monitored using comparative data from Arlingclose for all of their 147 clients. Broadly the Council has achieved above average returns (shown below) with the return increasing in the last year, while the level of counterparty risk to achieve it has reduced – largely due to the Covered Bonds and Pooled Funds and other bail-in exempt investments.



1.9 The best performing authorities are those long standing i.e. pre 2008 Arlingclose clients who invested early in the CCLA fund and placed long term deposits with supra national institutions such as the European Investment Bank.

1.10 The portfolio earned £4.32m in 2015-16, a return of 1.15% compared with the benchmark of 0.36%. So the diversified but still low risk strategy did add significant value. The budget for 2016-17 is £3.2m and we are currently forecasting £3.7m although this will be reviewed in light of the reduction in deposit rates. The question is could it add more return at an acceptable level of risk.

2. Alternative Options

2.1 The Council's overall budget position and the further reduction in deposit rates means that a further evolution of the Council's treasury strategy is required. It is proposed that this is achieved through further diversification by asset class and for investment portfolio asset classes allowing more flexibility in the maximum investment level permitted. Adding new asset classes and limits does not necessarily mean that they will be utilized but they add to the tools available. This approach has been discussed with the all party Treasury Management Advisory Group which supported the direction of travel.

2.2 Lending to other Local Authorities

- (1) Whilst local authorities can borrow from the Public Works Loan Board some choose to borrow from other local authorities – for rate and repayment reasons. This might be short term borrowing, currently below base rate, or longer term – locally Medway Council and Shepway District Council both do this. The risk here is the ability of the local authority to repay. Returns are low but there is no bail in risk.
- (2) Up to now the Council has not undertaken lending to other local authorities largely due to the reputational risk. Arlingclose support local authority to local authority lending. Potentially this is a way of increasing return at very limited risk – we would have to derive the duration we were prepared to lend for and sign off arrangements.
- (3) This is not covered by the current Treasury Strategy and Council agreement is requested.

2.3 Sub sovereign/Government regulated entities

- (1) These are bodies such as Transport for London or Housing Associations. There is scope for lending to these bodies long term at rates which will be below what they could borrow from the Public Works Loans Board. Each body would have to be carefully considered and given the long term nature of the funding security taken over assets of the body in the case of Housing Associations.
- (2) This is not covered by the current Treasury Strategy and Council agreement is requested.

2.4 Cash Plus / Short Bond Funds

- (1) These funds are another step on from Money Market Funds using a wider range of financial instruments (such as Certificates of Deposit, Floating Rate Notes and short dated bonds) to achieve marginal additional returns.
- (2) Returns on these funds are comparable to those achievable on short term bank deposits but cash can be withdrawn at 3 days' notice.
- (3) The Treasury Management Advisory Group received a presentation on cash plus and short bond funds on 14 June and endorsed the use of the Aberdeen Sterling Investment Cash Fund, Federated Sterling Cash Plus Fund, Payden & Rygel Sterling Reserve Fund and Royal London Cash Plus Fund, for up to £10m each.

- (4) This would be possible within the current Treasury Strategy but will now be added as a specified asset class.

2.5 Multi Asset Income Funds

- (1) The requirement of investors for a yield in excess of that now provided by bank deposits and Money market Funds has led to the development of these Multi Asset Income Funds operated by mainstream investment management companies. They are pooled funds which invest in a wide range of asset classes including equities, fixed income and alternative investments to produce an income yield typically or around 4-6%. There is a risk to the principal sum in investing in them.
- (2) Under current accounting rules there is no mark to market valuation and any variation in capital value is accounted for at year end.
- (3) This is not covered by the current Treasury Strategy and Council agreement is requested.

2.6 Equity Income Funds / Fixed Income Funds

- (1) These are all included within the Treasury Strategy to a maximum of £5m each fund. To date the only investment made is in the Pyrford Absolute Return Fund (also used by the Pension Fund) which targets a return of RPI +5%. The Pyrford Fund is primarily invested in short dated bonds and has returned +2.96% for 2015/16.
- (2) The only equity exposure that we currently have is a very limited exposure within the Pyrford Absolute Return Fund. There are a range of well established UK Equity Income funds available but we have not used them due to concerns about possible falls in the value of UK equities – UK equities as an asset class returned -3.9% in 2015/16 but the FTSE100 is up 10% since the Brexit decision and is approaching record absolute levels. This would primarily be for dividend income and the FTSE100 currently yields around 3.5%.
- (3) Returns on Fixed Income Funds are highly uncertain with traditional approaches linked to the economic cycle no longer being appropriate in an environment of Quantitative Easing and negative interest rates. Whilst investment in Pooled Fixed Income funds is permitted by the Treasury Strategy it does not allow for purchasing individual securities and it is proposed that the treasury strategy be amended by Council to allow that.
- (4) Whilst these asset classes remain an option within the treasury strategy they are unlikely to be used in current market conditions.

2.7 Opportunistic loans

- (1) The Council proposes to lend to newly established entities set up on an arms-length basis from the Council and other suitable entities for up to 10 years and will take advice from Arlingclose on the appropriate structure of the loans and applicable rate of interest.
- (2) These arrangements are not covered by the current Treasury Strategy and would need Council agreement.
- (3) This is covered by the current treasury strategy.

2.8 Property Funds

- (1) The CCLA LAMIT Fund has produced good returns and Property is an attractive asset class because of the income return.
 - a. Any investment in other property funds counts as capital expenditure. If the investment is made using capital receipts held on the Balance Sheet this is not a problem. But if the investment was made from cash flow or revenue reserves the funds would become a capital receipt when the funds were returned to the Council. The Council can already invest in other property funds but the accounting issue needs to be overcome before any non CCLA investments can be made.

3. **Implementation**

3.1 The changes to the treasury strategy will be implemented on a phased and opportunistic basis. The key elements will be:

- (1) Increasing the investment portfolio from a target of £75m (Currently around £35m of this is invested) to around the level of the Council's core reserves, currently £130m.
- (2) Increasing the maximum investment in an pooled multi asset income/equity income or fixed income fund to £25m.
- (3) Permitting investment in the CCLA Property fund to a maximum of 5% of the fund which is currently around £600m.
- (4) Permitting loans to other local authorities and sub sovereign and Government regulated bodies to a maximum of £25m.
- (5) Permitting loans at quasi commercial rates to KCC owned arms length companies and other suitable entities to a maximum of £25m.
- (6) The investment should be targeted over the period October 2016 to March 2018 so that we are not forced buyers at disadvantageous market levels. This should allow a part year effect in 2017/18 of an additional £1.5m building up to a full year effect in 2018/19 of £3m.

This return cannot be guaranteed and will depend upon broader economic and market developments.

- (7) Short term borrowing for liquidity purposes will be permitted.

4. Risks

4.1 Moving in to some of these options does involve a risk to the capital sums invested but offer potential enhanced returns. We have to be clear that market conditions will be the determinant of the returns achieved in particular returns on equity markets. These risks can be mitigated by:

- (1) Taking a diversified approach- this is particularly by asset class. When investing in pooled funds it may well be better to invest in one than spread across a number of funds.
- (2) Timing investments- as far as practical we need to take time to build the investment portfolio.
- (3) Transparent decision making- assisted by TMAG and with advice from Arlingclose.

Annual Minimum Revenue Provision (MRP) Statement

Authorities are asked to submit a statement on their policy of making MRP to full Council or similar. Any revision to the original statement must also be issued.

In 2008 the Department for Communities and Local Government (DCLG) issued new guidance on the Minimum Revenue Provision. This guidance provided four ready-made options which would be most relevant for the majority of authorities but stated that other approaches are not meant to be ruled out, provided that they are fully consistent with the statutory duty to make prudent revenue provision. The options that we have implemented since this new guidance came into operation are:

- 4% of our capital finance requirement before the change in regulations.
- The asset life method in subsequent years. This method provides authorities with the option of applying MRP over the life of the asset once it is in operation, so for assets that are not yet operational and still under construction we effectively have an “MRP holiday”.

The total of these two methods provided the annual MRP figure from since the regulations changed up until 1 April 2014. However, what this did not do was align the MRP with the repayment of debt and other long term liabilities. Since 1 April 2014 we have continued with the existing calculations but then made an adjustment to reflect the timing of internal and external debt repayment and other long term liabilities. We will continue with that approach which is more prudent, given the challenges that the authority is facing over the next few years. This adjustment will reflect either a deferment of MRP against the calculation or an additional contribution, on an annual basis.

Any adjustment made will be reflected in later years to ensure the overall repayment of our liabilities is covered at the appropriate point in time. This will depend on the position of our balance sheet each year and will be a new calculation each year but using the same principles.

This method retains the guidance calculations but allows for a more prudent approach, ensuring that adequate provision is made to ensure debt is repaid.

Each year an updated MRP statement will be presented.

	2016/17			2017/18						
	Gross Expenditure £m	Net Expenditure £m	Net %	Gross Expenditure £m	Net Expenditure £m	Net %				
Adults & Older People's Services	473.8	352.7	38.7%		348.0	39.2%				
Children's Services	316.3	149.5	16.4%		151.9	17.1%				
Community Services	42.3	17.6	1.9%		17.3	1.9%				
Highways	38.5	29.9	3.3%		28.3	3.2%				
Public Health	76.3	0.2	0.0%		0.2	0.0%				
School & High Needs Education Budgets	732.6	-	0.0%		-	0.0%				
Schools' Services	25.7	7.8	0.9%		2.3	0.3%				
Transport Services	75.7	63.6	7.0%		62.6	7.1%				
Waste Management	68.0	66.6	7.3%		68.2	7.7%				
Other Direct Services to the Public	28.9	20.4	2.2%		19.9	2.2%				
Financing Items	141.9	124.7	13.7%		122.9	13.8%				
Management Support & Overheads	153.0	78.1	8.6%		71.5	8.1%				
Unallocated Savings	-	-	0.0%		5.2	-0.6%				
Total	2,173.0	911.0	100.0%		887.9	100.0%				
	Net Expenditure Funded by:				Net Expenditure Funded by:					
	Council Tax £m	Business Rates £m	Collection Funds £m	Central Grants £m	Band D Equiv. Amount	Council Tax £m	Business Rates £m	Collection Funds £m	Central Grants £m	Band D Equiv. Amount
Adults & Older People's Services	231.6	19.8	3.5	97.8	£450.22	247.5	19.8	0.8	80.0	£472.65
Children's Services	93.5	8.4	1.5	46.1	£181.81	104.1	9.2	0.4	38.3	£198.89
Community Services	11.3	1.0	0.2	5.0	£22.05	11.9	1.1	0.0	4.2	£22.82
Highways	19.3	1.7	0.3	8.6	£37.53	19.5	1.7	0.1	7.0	£37.32
Public Health	0.1	0.0	0.0	0.1	£0.26	0.1	0.0	0.0	0.1	£0.27
School & High Needs Education Budgets	-	-	-	-	£0.00	-	-	-	-	£0.00
Schools' Services	-	-	-	7.8	£0.00	-	-	-	2.3	£0.00
Transport Services	40.3	3.6	0.6	19.1	£78.38	42.5	3.7	0.1	16.2	£81.14
Waste Management	43.0	3.9	0.7	19.1	£83.56	47.2	4.2	0.2	16.8	£90.06
Other Direct Services to the Public	13.1	1.2	0.2	5.8	£25.54	13.7	1.2	0.0	4.9	£26.22
Financing Items	80.4	7.2	1.3	35.8	£156.24	84.8	7.5	0.3	30.3	£161.96
Management Support & Overheads	50.4	4.5	0.8	22.4	£97.96	49.4	4.4	0.2	17.6	£94.38
Unallocated Savings	-	-	-	-	£0.00	3.6	0.3	0.0	1.3	£6.89
Total	583.2	51.4	9.1	267.4	£1,133.55	617.2	52.4	2.0	216.3	£1,178.82

By: Peter Oakford, Cabinet Member for Specialist Children's Services
Andrew Ireland, Corporate Director, Families and Social Care
Gill Rigg, Independent Chair of Kent Safeguarding Children Board

To: County Council – 20th October 2016

Subject: Kent Safeguarding Children Board – 2015/16 Annual Report

Classification: Unrestricted

Summary: This attached annual report from Kent Safeguarding Children Board describes the progress made in improving the safeguarding services provided to Kent's children and young people from April 2015 until March 2016, and outlines the challenges ahead over the next year.

Recommendation: County Council is asked to COMMENT on the progress made and NOTE the 2015/16 Annual Report attached.

1. Introduction

(1) This report presents the 2015/16 Annual Report produced by Gill Rigg, the Independent Chair of Kent Safeguarding Children Board (KSCB) and is endorsed by members of that Board. Current Government statutory guidance contained in Working Together to Safeguard Children (2015) issued by the Department for Education, sets out the requirement introduced through The Apprenticeship, Skills, Children and Learning Act 2006 for Local Safeguarding Children Boards to produce and publish an annual report. This report provides a rigorous and transparent assessment of the effectiveness of local child safeguarding arrangements and has been designed for circulation to all stakeholders interested in the safeguarding of Kent's children and young people.

(2) This report identifies, through its review of last year's key priorities, progress across Kent in the improvement of child safeguarding practice. It also identifies areas of vulnerabilities and what action is being taken to address challenges where they remain.

(3) The Annual Report includes lessons learned from management reviews, serious case reviews (SCRs), multi-agency audits and child deaths within the reporting period.

(4) In Working Together 2015, it specifies that once the report is published it should be submitted to the Chief Executive (where one is in situ), the Leader of the Council, the local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board. Within Kent, it has been the practice to present this report to a meeting of the full Council

2. The 2015/16 Annual Report

(1) The report outlines the activities undertaken by agencies to ensure that children in Kent are as safe as they can be.

(2) The Independent Chair of KSCB, Gill Rigg has built on the previous year's significant reorganisation of the Board's structure, with greater contributions being made by the Board's Sub Groups. It has been recognised by Board members, Business Group members and Sub Group members, that this is having a significant impact on how the Board conducts its business.

(3) One of the key challenges for the period covered by this report has been the development of the KSCB's continued response to Child Sexual Exploitation (CSE). A Multi-Agency Sexual Exploitation (MASE) Group has been established which oversees and reports on how partners are working to identify and respond to cases of CSE. MASE have enhanced the CSE Strategy and Action Plan and partner agencies have undertaken a CSE self-assessment; the outcomes of which have been used to evidence for the Action Plan. In addition, the Board has established a cohort of over 100 multi-agency CSE Champions, who are operational staff and managers who share CSE messages and updates with their colleagues. Wider CSE training has been produced and District Councils are leading on the training of Taxi Drivers and Hoteliers. This is in support of the public facing CSE awareness programme known as Operation Willow. The ongoing challenge relates to how to engage with young people to use their knowledge and networks to broaden young people's awareness of CSE. Progress will be reported next year.

(4) The second key challenge for the Board was how it captures and uses the voice of children and young people in Kent. It has been seeking different ways of ensuring that their voice is heard, how it influences the Board priorities and partner agency activity that is undertaken. The Board has continued with how it promotes the work and experiences of young people through its standing Young Person agenda item at the beginning of each KSCB meeting. The presentations by young people have been informative and popular with Board members. As well as showcasing some of the great work around the county, these sessions have provided significant challenges to Board members from some young people who have experienced services as clients. This has been supported with Young People being directly involved in the delivery of the KSCB Annual Conference by way of presentations, workshops and co-chairing. The Board still have the on-going challenging of evidencing the 'So What?' This features in the Board's Business Plan.

(5) With regard to the question 'how safe are children in Kent?' the report indicates, the number of children with a Child Protection Plan (CPP) that at year end, 2015/16, the number of children on CP Plans was 1049. This compares to 1240 at the last year end, a decrease of 191. KSCB will continue to monitor this to see if this continues to be in line with those of our statistical neighbours. KSCB will make sure that the focus remains on ensuring that all agencies have a common understanding of thresholds for child protection intervention.

(6) The year on year figures for Children in Care, (CiC), excluding Unaccompanied Asylum Seeking Children (UASC), show a reduction of 48, from 1502 to 1454. On the 31st March 2016, excluding Unaccompanied Asylum Seeking Children, there

were 1283 CiC placed in Kent by other Local Authorities, an increase of 72 on the previous year.

(7) At year end, 2014/15, there were 1052 Children In Need (CIN) cases that had been open for 12 months or more, this compares to 992 in 2015-16, a reduction of 60 cases. For CIN cases open for 6 months or more, the figures were 1472 for 2015/16 against 1633 for 2014/15, a decrease of 161. The figures include cases open for 6 months or more – not those open between 6 and 12 months.

(8) The Kent Family Support Framework (KFSF) was launched to ensure the highest quality service delivery and improved outcomes for children, young people and families who need Early Help. The Early Help Triage team receives around 800 Early Help Notifications (EHNs) per month. During 2015/16, there were 10292 cases of children and families being supported by EHPS. As at 31st March 2016, there were 3143 open cases of children and families being supported by Early Help Units. The percentage of cases closed with a positive outcome has increased from 68.8% in March 2015 to 83.4% in March 2016. The percentage of cases stepped up from Early Help to SCS has reduced from 9.4% in March 2015 to 5.5% in March 2016. These are cases that originally did not meet the Threshold Criteria for Children in Need (CIN) or Child Protection (CP), but following support from, and further assessment, by EHPS staff, the needs of the child has been deemed to have met the criteria and has been 'stepped up' to Specialist Children's Services (SCS).

(9) The issue of asylum seekers continues to receive high profile media and political attention. At 31st March 2016, there were 866 UASC Children in Care in Kent. This is an increase of 498 from 368 at 31st March 2015.

(10) KSCB is committed to publishing the findings from all Case Reviews. One Serious Case Reviews (SCR) was commissioned during the 2015-16 financial year, however, due to ongoing criminal proceedings; the case has not yet been able to be published. Other reviews have been undertaken and the lessons from all of these and from other National SCRs have influenced the focus of KSCB's multi-agency learning and development strategy and training programme.

(11) During this reporting period KSCB has undertaken a number of multi agency audits to understand what is happening across different front line settings in protecting children. The follow up to the Section 11 audit on 'The Voice of the Child' was undertaken with statutory agencies across Kent providing evidence to the Board on how they are meeting the many aspects of their action plans following their original submissions. Where specific action has been required by certain agencies to improve their contributions, KSCB is closely monitoring this to ensure all agencies are discharging their safeguarding duties. The outcomes of this and other multi-agency audits undertaken throughout the year has been used to inform the KSCB training programme to ensure that learning is shared with frontline operational staff. An enhanced multi-agency audit programme has been planned for 2016/17 and the outcomes of these audits will be reported next year.

3. Conclusions

(1) The Board has continued with its scrutiny and challenge role through the development of the Business Group and the stricter governance and lines of

accountability. The Board's Groups have established a more consistent and stable membership which has allowed them to be more focussed on the key issues, for example, Early Help, 'children who go missing', 'On-Line safety' and Female Genital Mutilation (FGM). All of these continue to feature in the Board's Strategic Priorities for 2015-18, alongside, Child Sexual Exploitation, Radicalisation, Domestic Abuse and working with parents with mental health and/or substance misuse issues.

4. Recommendations

(1) County Council is asked to:

- (a) COMMENT on the progress and improvements made during 2015/16, as detailed in the Annual Report from Kent Safeguarding Children Board
- (b) NOTE the 2015/16 Annual Report attached.

5. Background Documents

None

6. Contact details

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ANNUAL REPORT 2015/16





FOREWORD BY THE INDEPENDENT CHAIR

Welcome to the annual report of Kent Safeguarding Children Board (KSCB). The production of an annual report is a requirement of the statutory guidance, Working Together 2015. The report identifies the effectiveness of child safeguarding and promoting the welfare of children and young people in Kent.

The report describes some of the key areas of work which the Board and its sub groups undertook during the year 2015/16, some of the successes and also, some of our challenges. The report is required to provide a rigorous and transparent assessment of the performance and effectiveness of local services. I hope this report does that and it will be of relevance and useful to anyone with an interest in safeguarding children and young people in Kent.

I have had the privilege of being the Independent Chair of the Board since March 2014 and have seen a number of changes in the past two years. I remain very impressed by the strong commitment and hard work by staff at all levels of organisations who continue to work to make Kent a safer place for our children and young people.

As a Board, we have responded to new areas of work as the year progressed and have also implemented the feedback from the Peer Review which took place in December 2014. We have established a new Risks, Threats and Vulnerabilities' (RTV) Group, and have continued to focus on children and young people who are being sexually exploited through our Multi-Agency Sexual Exploitation Group (MASE). Partners have established a multi-agency co-located team to tackle this issue. We also have continued to focus on Female Genital Mutilation (FGM), in addition to developing the range sub groups on our core areas of activity. The sub groups Chairs are highly committed managers from a range of agencies, and do an excellent job in driving the agendas forward.

In conjunction with the Kent 0-25 Health and Wellbeing Board, we implemented Local Children's Partnerships Groups (LCPG), which are at an early stage of development, but which we hope will make a much stronger connection between local district teams and the KSCB. We established a sub group of their Safeguarding

Leads to develop their role in respect of safeguarding.

We again held a very successful conference in November 2015 with over 300 delegates. I was very pleased to be able to co-chair it with a young person, Josh. As before, there was considerable input by young people and the feedback was very positive.

2015 saw a significant increase in the numbers of Unaccompanied Asylum Seeking Children (UASC) coming into the care of the Local Authority and this created pressure for a range of agencies. However, KSCB members worked hard to ensure that safeguarding activity was not affected by these challenges. KSCB has had an increased focus on multi-agency activity, allowing the KSCB to test out how well we are all safeguarding children and where we need to put the focus. This will be continued into 2016/17.

In December 2015, the Government announced a review of Local Safeguarding Children Board's (LSCB's), led by Alan Wood. At the time of writing this foreword, it has just been published, and will be the focus of change during this coming year.

I hope you find the report interesting and informative, and we would be pleased to hear from you if you have any thoughts, comments or questions on the report.

Gill Rigg
Independent Chair of Kent
Safeguarding Children Board

30th May, 2016





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ABOUT KENT

Overview

Kent is a shire county located in the south east of England with a land area of 1,368 square miles and approximately 350 miles of coastline.

The Office of National Statistics states that there are currently estimated to be 1,524,700 people living within the Kent County Council area and the number of children living in Kent is 328300 (21.7% of the total population).

73% of the Kent population live in urban areas with the remaining 27% living in rural communities (78% of the total land area).

The professional, scientific and technical industry group accounts for the largest proportion of Kent businesses with 17.4%, whilst the construction industry is the second largest in Kent with 15.1%.

Kent's population is largely of white ethnic origin. Children and young people from minority ethnic groups account for 9.4% of the total under 18 year old population.

Using the Children in Low-Income Families Local Measure, 16.5% of children (53,295 children) in Kent are living in poverty. This is above the regional average of 13.2% but below the England average of 18.0%.

Local Authority

Kent is a two tier authority, with Kent County Council and twelve district councils, as well as Medway unitary authority.

Clinical Commissioning Groups (CCGs)

There are seven CCGs:

- West Kent,
- Dartford, Gravesham and Swanley,
- Swale,
- Ashford,
- Canterbury and Coastal,
- Thanet
- South Kent Coast

Health providers in the County

- Kent Community Health Foundation Trust
- Sussex Partnership Foundation Trust (Children and Adolescent Mental Health (CAMHS) provider)
- Kent and Medway Partnership Trust (Adult Mental Health provider)
- Maidstone and Tunbridge Wells NHS Trust
- Dartford and Gravesend NHS Trust
- East Kent Hospital University Foundation Trust

Kent is also served by the National Probation Service and the Kent, Surrey and Sussex Community Rehabilitation Company.



THE BOARD

What is the Kent Safeguarding Children Board and what does it do?

The KSCB is the key statutory body overseeing multi-agency child safeguarding arrangements across Kent. Governed by the statutory guidance in Working Together to Safeguard Children 2015 and the Local Safeguarding Children Board Regulations 2006, the KSCB comprises senior leaders from a range of different organisations. It has two basic objectives defined within the Children Act 2004;

- To co-ordinate the safeguarding work of agencies, and
- To ensure that this work is effective.

KSCB provides a vital link in the chain between various organisational activities, both statutory and voluntary, to protect children and young people in Kent. We are also responsible for raising awareness of child protection issues in Kent so that everybody in the community can play a role in making Kent a safer place for children and young people.

Whilst being unable to direct organisations, the KSCB does have the power to influence, challenge and hold agencies to account for their role in safeguarding. This influence can touch on matters relating to governance as well as impacting directly on the welfare of children and young people.

Our message is – **Protecting Children from Harm is Everyone's Business**

Key roles and relationships

The Independent Chair

The Independent Chair of the KSCB is Gill Rigg. Supported by a Board Manager and a dedicated team, the Chair is tasked with ensuring the Board fulfils its statutory objectives and functions. Key to this is the facilitation of a working culture of transparency, challenge and improvement across all partners with regards to their safeguarding arrangements.

Partner agencies

All partner agencies across Kent are committed to ensuring the effective operation of KSCB. This is supported by a Constitution that defines the fundamental principles through which the KSCB is governed. Members of the Board hold a strategic role within their organisations and are able to speak with authority, commit to matters of policy, feedback to their agency and hold their organisation to account.

Designated professionals

The Designated Nurse member on the Board takes a strategic and professional lead on all aspects of the health service contribution to safeguarding children. Designated professionals are a vital source of professional advice. Across the range of KSCB activities, this designated role has continued to demonstrate its value during 2015/16.

A full list of Board members for 2015/16 can be found at Appendix A.



Lay Members

KSCB have two Lay Members. One has been in post for five years and the second very recently appointed and he took up his position in April 2016. The role of the Lay Member is one required under The Apprenticeships, Skills, Children and Learning Act 2009 amended sections 13 and 14 of the Children Act 2004 which states that *“the local authority must take reasonable steps to ensure that the LSCB includes two lay members representing the local community.”* Working Together 2015 also highlights the role of Lay Member as: *“Lay members will operate as full members of the LSCB, participating as appropriate on the Board itself and on relevant committees. Lay members should help to make links between the LSCB and community groups, support stronger public engagement in local child safety issues and an improved public understanding of the LSCB’s child protection work.”*

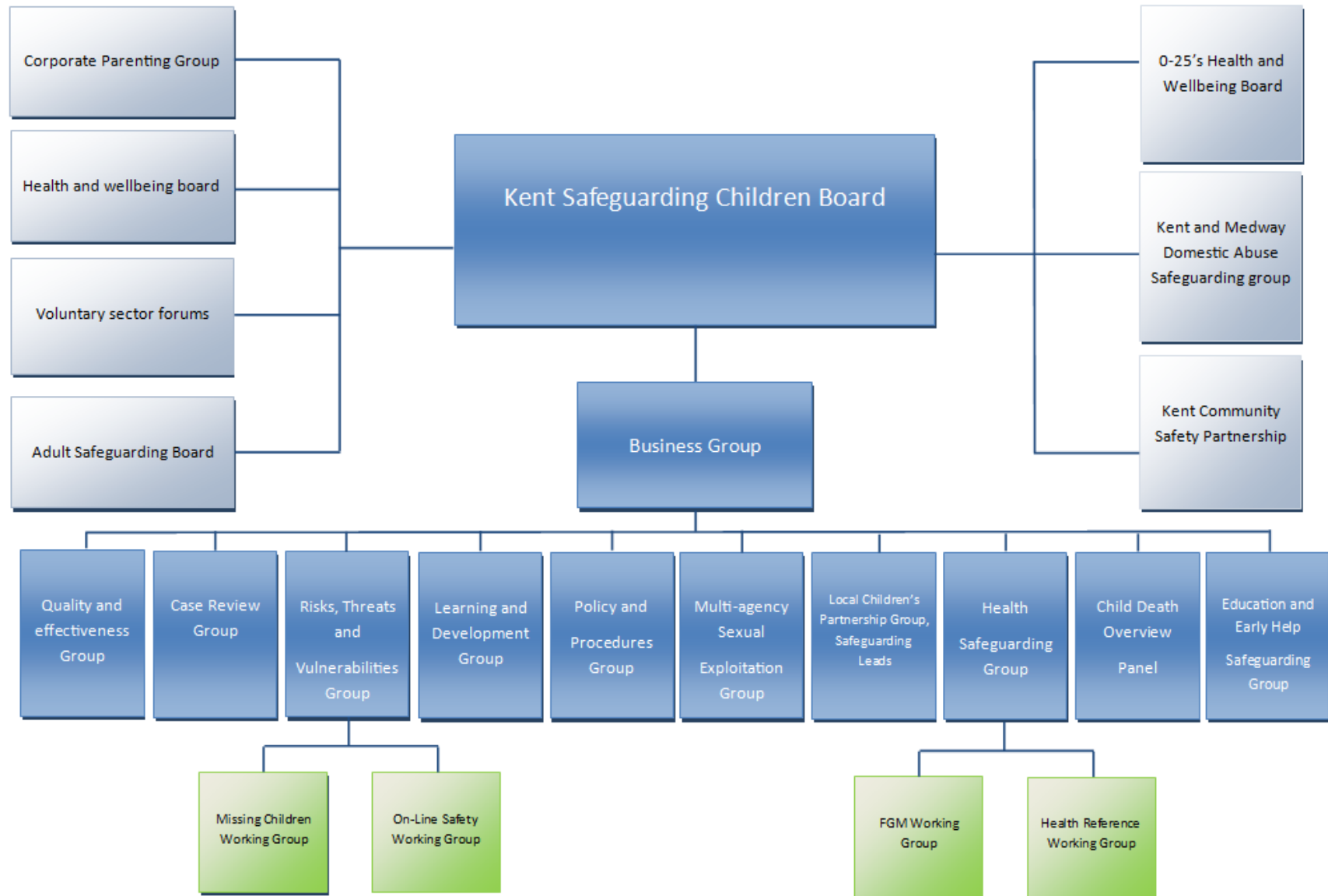
Our Lay Members play a vital role and fully participate in the Board’s activity, attending every Board meeting and also being members of some of the Board’s Sub Groups – Multi-Agency Sexual Exploitation Group, Health Safeguarding Group and the Female Genital Mutilation Working Group. Plans are in place for the latest member to sit on the Case Review Group and Chair a Serious Case Review Panel for a newly commissioned Serious Case Review. In addition to participation in Board and Group meetings, our Lay Members have support the Board’s Quality and Effectiveness Group in their reviewing of partner agencies’ Section 11 submissions, providing valuable independent feedback and challenging questioning on the evidence provided. Both Lay Members have also attended regional Lay Member Conferences and have returned with feedback on the experiences of other Boards’ Lay Members.

Here is how Roger Sykes, one of our Lay Members, sees how KSCB has developed in his time with us:

“As I have completed 5 years’ membership of KSCB, I feel qualified to comment on the progress that has been made. In 2011, the Local Authority and Board were subject to an Improvement Notice following an adverse OFSTED inspection. I doubt that any Board member then would have expected the improvement in the Board’s performance that has happened since. There is now a much more collaborative approach to multi-agency work and every aspect of child protection work is governed by detailed policies and procedures. Auditing of agency performances is effective in highlighting good as well as poor practice and the Board’s training courses are an important factor in keeping Kent children safe. I am particularly pleased that the Board has embraced an open and transparent policy of challenging agencies where appropriate; to improve practice and outcomes, and that effective monitoring of the Board’s Challenge Log ensures that improvements are made. Furthermore, the Board has made good progress in ensuring that the voices of Kent’s children are appropriately listened to and acted upon. However, momentum must be maintained and there are many areas where more needs to be done.”



KSCSB STRUCTURE





KEY ROLES AND RELATIONSHIPS WITH OTHER KENT STRATEGIC BOARDS

There is a clear expectation that Local Safeguarding Children Boards are highly influential strategic arrangements that directly influence and improve performance in the care and protection of children. There is also a clear expectation that this is achieved through robust arrangements with key strategic bodies across the partnership. During 2015/16, engagement continued with the Kent Health and Wellbeing Board (HWB) and stronger engagement has been developed with the Kent Safeguarding Adults Board (KSAB), the Kent Community Safety Partnership, the Kent and Medway Domestic Abuse Strategy Group and the Corporate Parenting Board.

At each KSCB meeting, Board member representatives from each of these strategic Groups formally report that Group's business. This engagement helps ensure that the voice of children and young people and their need for safeguarding is kept firmly on the agenda in terms of multi-agency work involving vulnerable adults, health and wellbeing and the local response to crime.

A protocol has been formally agreed that sets out the working arrangements between KSCB and the HWB and the Kent 0 - 25 Health and Wellbeing Board. The aim of this protocol is to support all three partnerships to operate effectively; being clear about their respective functions, inter-relationships and the roles and responsibilities of all those involved in promoting and maintaining the health and wellbeing of children and in keeping children safe. This is essential in order to maximise the safeguarding of children and young people, to avoid the duplication of work and to ensure there are no preventable strategic or operational gaps in safeguarding policies, services or practice. This protocol can be found on the KSCB website: www.kscb.org.uk














The Boards will have an ongoing and direct relationship, communicating regularly through identified channels/lead individuals and will be open to constructive challenge in order to promote continuous improvement in safeguarding practice and outcomes. The Boards commit to work together to ensure effective local partnership arrangements with the appropriate governance focused on contributing to the protection of children from harm and promoting their health and wellbeing.





BOARD MEMBERSHIP AND ATTENDANCE

The Board met seven times in the period from April 2015 to March 2016. The Board is made up of senior representatives from all the main agencies and organisations in Kent concerned with protecting children. The figures below show attendance by agency, please note that some representatives were not requested to attend until later in the year and these are marked (*):

 Independent Chair	100%
 Cabinet Member for Specialist Children’s Services	71.4%
 Lay Member	71.4%
 Kent County Council Social Care, Health and Wellbeing Directorate	
○ Corporate Director, Social Care, Health and Wellbeing	85.7%
○ Director of Specialist Children’s Services	71.4%
○ Director of Public Health *	100%
 Kent County Council Education and Young Peoples Services Directorate	
○ Corporate Director, Education and Young Peoples Services	85.7%
○ Director of Early Help and Preventative Services	85.7%
 Kent Police	85.7%
 District Council Chief Executive Representation	100%
 CXK *	80%
 NHS Clinical Commissioning Groups (CCG)	85.7%
 Designated Health Professional	100%
 Kent Community Health Foundation Trust (KCHFT) (Health Provider Representation)	85.7%
 Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC)	71.4%
 National Probation Service	57.1%

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FINANCIAL ARRANGEMENTS

Partner agencies continued to contribute to the KSCB’s budget for 2015/16, in addition to providing a variety of resources, such as staff time and free venues for training.

Partner contributions totalled **£393,022**. A breakdown of partners’ contributions can be found at Appendix B.

KSCB offers all of its multi-agency training free of charge to all KSCB partners and has still increased our overall training income to £42,450. Income from Bespoke training totalled £40,400. Charges for non-attendance at training events provided an additional income of £18,000 (although we are working with partners to reduce this branch of income).

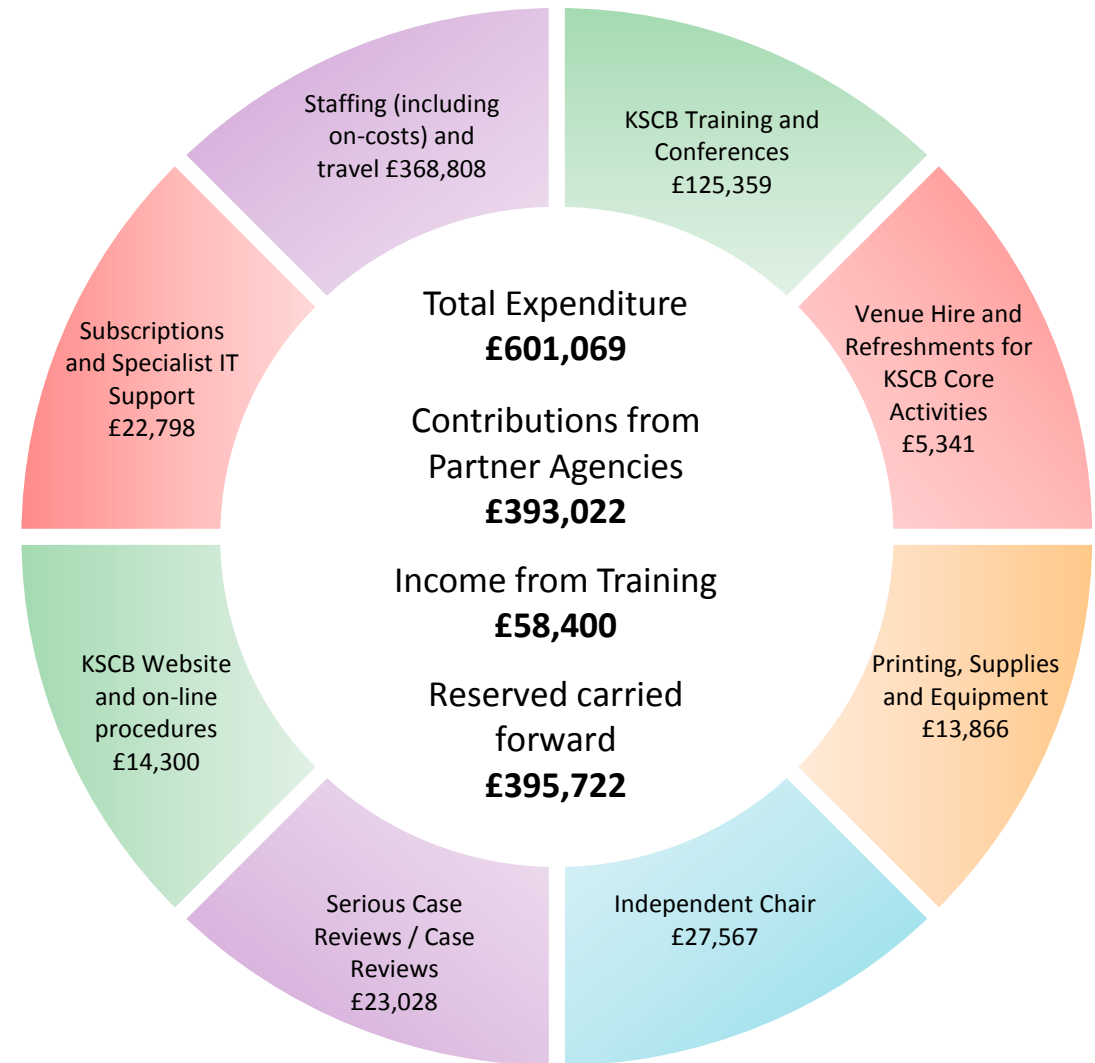
Our total expenditure for 2015/16 was £601,069.

We commissioned two Serious Case Reviews and one large scale independent Case Review in 2015/16 and these will continue into 2016/17.

As outlined in last year’s report, the reserve has continued to reduce and we are on track for a break even budget within two years.

We made significant reductions in our training expenditure. This will continue year on year with the increase in the number of partner staff on our College of Trainers, resulting in less use of external trainers.

Partner agencies have continued to provide free training and meeting venues and this too has helped in reducing expenditure. It is envisaged that this will continue.





WHAT OUR BOARD MEMBERS SAY

The following is a themed Summary of the Board Members' One to One meetings with the Independent Chair.

What are the strengths of the KSCB?

Structure

- “The organisation of the Board’s sub-groups reflects the key safeguarding issues with clear agendas and priorities linked to the Board’s Business Plan.
- The Board has also shown flexibility in re-defining the scope of the sub-group’s work in response to changing circumstances.
- It is generally felt that the sub-groups work well and show progress.

Partnership working

There is evidence of productive working on many of the key issues emerging e.g., CSE, Prevent, FGM

Partnership working has improved in the last year and partners seem to be more engaged in working together to improve outcomes for children either on Task and Finish groups or within the established groups which feed in to the Business Group which is working well.

- The development of the MASE group and the CSET co-located Team has been inspiring.

Voice of the child

- Effort has been made to ensure the voice of the child is central, although ability to do this through presentation at Board meetings has been a bit sporadic.
- The way that the voice of the child is heard and used to illuminate key practice issues, for example, the powerful input on FGM during the conference.

Membership

- Board members are clearly knowledgeable experts, although some rarely contribute.
- Helpful for District Councils to be invited although it is felt that this needs to be further developed.
- There were concerns expressed regarding the NHS.

Independent Chair

- It is felt that the Chair will raise unpopular or challenging issues if she feels they are warranted.
- Members know that they can bring items/issues to the Board and know that the Chair will support an honest discussion.

Business support

- There is excellent support to KSCB in terms of the KSCB Programme and Performance Manager and his team.

Training

- Multi-agency training is seen as a very strong point for the Board.
- It is recognised that there is a wide range of multi-agency training available. This is supported by the Board’s ability to develop and deliver bespoke training programmes.



What has KSCB achieved this year?

Child Sexual Exploitation (CSE)

- Tangible progress has been made in the development of the CSE agenda, including the establishment of the MASE Group, the introduction of multi-agency CSE Champions and the co-located multi-agency CSE Team.
- The results of the work of the Missing Children Working Group were also recognised.

Business Plan

- The development of a more joined up Business Plan.

Working relationships

- A maturity of working relationships has been established, supported by regular attendance by the correct people, restructuring into a meaningful and effective Business Group and a positive focus by sub-groups on key areas of safeguarding concern.
- It is felt that sharing and working collectively has developed, although there is still room for improvement.

Sub Group activity

- The Board's multi-agency audit programme is robust.
- There is now a stronger practice around case reviews and learning.
- There is an excellent training programme.

Annual Conference

- It was recognised that the Board organised and delivered an excellent and well attended conference; the involvement of young people was particularly praised.

Voice of the child

- KSCB has worked hard to reflect the voice of the child.

Business Group

- It is now recognised that the Business Group is now driving the Board's activity.





What are the areas that the Board needs to develop?

Awareness of KSCB

- There is a need to raise the awareness of the role of the KSCB, both internally with front line staff and externally with parents/carers and young people.
- There needs to be greater involvement of the wider public sector.

Quality and effectiveness

- The need to be clear about the outcomes/direction of the work at the Quality and Effectiveness group i.e. a data set which answers the “so what?” question and audits which support this. Information and analysis.
- The role of the Q and E Group needs to evidence how its work influences practice.

Working together

- There was a general feeling that partners did not fully understand the ‘Health’ community and that there needs to be improved understanding of health providers and commissioners roles in current health and mental health area (not just NHS but non-NHS).
- Partners to be cited on the changes within partner organisations so that expectations can be structured, i.e. changes in National Probation Service, CCGs, Early Help and Preventative services, the developments at CRU and the introduction of ‘Signs of Safety’.

Challenge

- Critical friend challenges need to be seen as a norm.

Business Plan

- This needs to be clearer with more tangible evidence of impact.
- The Plan needs to focus more on child protection and the journey of children between Early Help and SCS and their outcomes.
- To continue the development and define links with MASE/Prevent/FGM/Gangs and Youth Violence.
- There is a lot of multi-agency work in progress, and this must continue without losing focus on ‘mainstream’ activities.

Evidence of impact

- Whilst learning has been identified from case reviews and audit and is fed through the sub-groups and training programme, are we able to evidence that this has made a difference?

Training

- The collation and reporting of single and multi-agency training figures needs to improve.
- Where there are barriers to training, these should be identified and efforts made to ensure that they are removed.



COMMUNICATION

KSCB launched a Twitter account at the end of December 2015. To date our following has grown steadily and we currently have over 300 followers, including other LSCBs from across the country and associated sites. Our twitter page was also commended by the KYCC (Kent Youth County Council) who thought it was 'up to date, current, readable and informative' (KYCC Mar 2016). As at the time of publication of this Report, the KSCB Twitter Page had 326 followers.

KSCB have also produced a film by young people for young people about relationships, this was coordinated in partnership with the young people from the KYCC. This was showcased at our annual conference in November 2015 and is available to view on our website at <http://www.kscb.org.uk/forms/children-and-young-people>

We have also created new pages on our website and post information for Children and young People, Parents and Carers, Voluntary and Community organisations. We also promote our activities on social media.





PROMOTIONAL MATERIALS

Last year, KSCB produced a number of leaflets to promote awareness of different issues across the county, examples of which are shown throughout this report. These have been made freely available to young people and staff across all agencies and partners have publicised these in their offices and reception areas. We were actively involved, alongside Kent Police in the launch and promotion of Operation Willow (Child Sexual Exploitation awareness).

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THE KENT SAFEGUARDING SNAPSHOT 2015/16

- Number of Early Help Notifications – 10,227
- Number of contacts to Central Duty Team – 34,046
- Number of referrals to Specialist Children’s Services – 15,633
- Number of SCS re-referrals within 12 months – 3,329
- Number of children on a CP (Child Protection) Plan – 1,049*
- Number of children on a CP plan for a second or subsequent time – 215*
- Number of children/young people looked after (excluding UASC) – 1,454*
- Number of CIN (Child in Need) cases open for 6 months or more – 1,472*
- Number of CIN cases open for 12 months or more – 992*
- Percentage of CIN open to SCS for 2+ years – 22.6%*
- Number of Other Local Authority Placements (including children with multiple placements) – 1,283*
- Number of Private Fostering Arrangements – 89*
- Number of Unaccompanied Asylum Seeking Children – 866*
- Number of missing episodes that started in the 2015/16 financial year – 5,067**
 - Of these 1,053 were OLA LAC/CP placed in Kent.

**Due to the current recording process being in place from 05/05/2015, the figures provided only cover 05/05/2016 to 31/03/2016.

* Snapshot figure as at 31st March 2016



THE KENT SAFEGUARDING CONTEXT

Children being supported by Early Help and Preventative Services (EHPS):

Performance:

- During 2015/16, there were 10292 cases of children and families being supported by EHPS.
- There are currently 3143 open cases of children and families being supported by Early Help Units.
- The percentage of cases closed with a positive outcome has increased from 68.8% in March 2015 to 83.4% in March 2016.
- The percentage of cases stepped up from Early Help to SCS has reduced from 9.4% in March 2015 to 5.5% in March 2016. These are cases that originally did not meet the Threshold Criteria for Children in Need (CIN) or Child Protection (CP), but following support from, and further assessment, by EHPS staff, the needs of the child has been deemed to have met the criteria and has been 'stepped up' to Specialist Children's Services (SCS).
- We have also seen improvement in the number of CIN and CP cases closed and stepped down to Early Help from 102 in March 2015 to 173 in March 2016.

The overall trend in the last year is encouraging and the Board recognises that this indicates a positive impact on children's well-being and safeguarding.

Children in Need (CIN)

At year end, 2014/15, there were 1052 CIN cases that had been open for 12 months or more, this compares to 992 in 2015/16, a reduction of 60 cases.

For CIN cases open for 6 months or more the figures were 1472 for 2015/16 against 1633 for 2014/15, a decrease of 161. The figures include cases open for 6 months or more – not those open between 6 and 12 months. (The methodology for calculating these CIN cases changed between the dates of the snapshot figures.)

Children on Child Protection (CP) Plans

At year end, 2015/16, the number of children on CP Plans was 1049. This compares to 1240 at the last year end, a decrease of 191.

Children in Care (CIC)

CIC are those looked after by the Local Authority. Children can be looked after on a voluntary basis or following a legal process. For the latter, a decision to take a child away from his or her home, without parent's agreement is an extremely difficult one and can only be taken following a court decision, or in an emergency by the police or a magistrate. Even then, it is only taken after every possibility of protecting the child at home has been explored and where the decision really is the best option of ensuring the child's safety and wellbeing. The snapshot figures (excluding Unaccompanied Asylum Seeking Children (UASC)) for 2014/15 compared to 2015/16, show a decrease of 48 from 1502 to 1454.

Number of re-referrals to SCS

Re-referrals to social care have reduced from 28.5% in March 2015 to 21.3% in March 2016.



Unaccompanied Asylum Seeking Children (UASC):

Some of the most vulnerable children in Kent arrive through the Port of Dover or through the Channel Tunnel each year seeking entry into the UK. Most young people arrive seeking asylum, whilst others have been trafficked for exploitation. Where the UK Border Agency identifies unaccompanied children, they pass responsibility for these children to Kent County Council and they become children in care. There are significant implications for all KSCB partners. The issue of asylum seekers continues to receive high profile media and political attention. At 31st March 2016, there were 866 UASC Children in Care in Kent. This is an increase of 498 from 368 at 31st March 2015.

As highlighted in the Independent Chair's foreword to this report, the demanding challenge of working with and managing the UASC rests with all partners. The year 2015/16 has been particularly challenging with the significant increase in the number of children seeking asylum entering the UK through the Kent ports with the total for the year being 1313. Additional Social Workers have been recruited to ensure that all necessary assessments and placements are undertaken and managed. This has been supported by Health colleagues who are ensuring that all UASC are suitably health assessed. The demands on schools and district councils have also been extreme, with school places and housing being limited. There have been times throughout the year when services have been under severe pressure, however, this has quickly been identified and addressed by all agencies involved. The KSCB has regular updates from partners to provide re-assurance that emerging issues are identified and resolved.

This continues to be a serious concern as these children are especially vulnerable to exploitation. The KSCB's Multi-Agency Sexual Exploitation (MASE) Group and the new Risks, Threats and Vulnerabilities (RTV) Group continue to closely monitor progress across agencies in tackling this problem. This key priority will

continue to feature on the Board's three year Business Plan (2015-2018).

The Government are looking at introducing a National dispersal scheme to ensure that young people who present as UASC are appropriately placed around the Country rather than just with "the gateway" authorities i.e. where children and young people are first received. At the time of writing, a voluntary scheme had been introduced, but this has made little impact on the Kent UASC.

Unaccompanied Asylum Seeking Children (UASC) Partnership Board

Purpose of the Group:

The purpose of the Partnership Board is to take a strategic overview of the whole system of services contributing to and impacted upon in managing the needs of UASC across the county of Kent.

Its key topics are:

- Provision of Integrated services, including Social Care, Health, Housing and Education
- Interventions for those UASC identified as vulnerable to CSE and going missing
- Using the view of the young people to improve services

The work of the UASC Partnership Board will be reported back into the Kent Safeguarding Children Board (KSCB) and the 0-25 Health and Wellbeing Board.



Children in Care (CiC) placed in Kent by Other Local Authorities:

As of the end of March 2016, there were 1283 CiC placed in Kent by other Local Authorities, an increase of 72 on the previous year. This high number has been consistent for many years. This places significant pressure on public agencies responsible for supporting vulnerable children in Kent, including schools, police, health and Local Authority services.

All councils must continue to make sure they can properly safeguard teenagers placed in residential children’s homes, particularly those placed many miles from home, which increases their vulnerability. These are young people at heightened risk of being sexually exploited by criminal networks and gangs and careful consideration needs to be given to the location of the placement of these children.

KSCB and our partners are working very closely to explore the links and patterns of children placed in Kent, and by Kent, and reports of these children going missing from their placement. Understanding what happens when these children go missing will assist in safeguarding the children and help the placing authority in considering the appropriateness of some placements.

KCC Specialist Children’s Services have recruited a dedicated full time Other Local Authority Placement Officer who has started to liaise with placing authorities. She is following up issues such as the lack of Return Interviews being offered and conducted with placed children who go missing, and the placing of children with particular vulnerabilities in areas where it has been locally identified that there is a likelihood that this young person may be at risk.

This will continue as an ongoing priority for the Board and our partners.

It is acknowledged that all of the above figures are a snap shot taken at the year-end 2015/16. They do not reflect performance after 31st March 2016.

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ADDITIONAL REPORTS

LOCAL AUTHORITY DESIGNATED OFFICER (LADO)

ALLEGATION MANAGEMENT IN KENT – ROLE OF THE LOCAL AUTHORITY DESIGNATED OFFICER

In Kent, the LADO function is managed via four full time officer posts, supported by a manager and administrative support. LADO officers are senior social work qualified staff who have a background in child protection practice and management.

The team oversees the allegation management function for the entire children's workforce in Kent. It is important to note that the team does not undertake investigations but oversees the investigations undertaken by other agencies, including employers.

In addition to the management and oversight of individual allegations, the team responds to requests from Ofsted for information towards inspection of residential provision in Kent; provides considerable consultation to providers, partners, members of the public, Ofsted and others on matters related to concerns about staff conduct and related procedure; and responds to frequent Freedom of Information requests for data linked to LADO role.

Since May 2014, the team has responded to allegations on a shared County intake basis (rather than having the previously based Area Officers), to ensure better continuity and consistency for service users as well as parity of case-loads throughout the LADO Team. In July 2015 the team became co-located in Ashford. It has allowed for further improved consistency, better efficiency and coordination of administrative oversight and increased peer support. It has also enabled more effective 'on-the-ground' liaison with the Central Referral Unit, which are based in the same building.

The number of calls to the LADO service for consultation and allegation management support is considerable. Between April 2015 and end March 2016, the team recorded 737 formal allegations against the children's workforce in Kent. This represents an increase of 55 from the 682 recorded during the previous year; therefore the team has been dealing with an increased volume of work.

The team has additionally managed a very high number of LADO-related consultations, some 1209 in total. These mainly relate to staff conduct issues which, on consultation, are designated as below the allegation threshold and passed back to employers to manage as practice or competence issues rather than formal allegations. They may also constitute specific historical matters where staff are no longer working within the children's workforce, or could relate to matters of policy guidance. Based on last year's consultation figures of 859, the team has seen an increase in the use of consultation. However it is projected that a further increase in this figure given the continued awareness raising undertaken by the team and the willingness to be a point of consultation for agencies and employers.



PRIVATE FOSTERING

In the year 2015/16, there were 72 new private fostering notifications. This figure is 18% lower than 2014/15. 71 were made in to formal private fostering arrangements.

Of the 71 Private Fostering arrangements made in 2015/16, 32 involved children/young people born in the UK, 28 from Europe and 6 from Asia. The rest are from Africa, Canada and the Middle East.

In Kent, 86% of children were aged 10 and above at the time the Private Fostering Arrangement Assessment Record was completed.

Following consultation, the Department for Education (DfE) no longer collect private fostering data. Some information is gathered via the children in need census. The DfE have released guidance and technical specifications on the changes to the 2016 to 2017 children in need census to include extra sub-categories of the private fostering factors identified at the end of assessment (overseas children who intend to return, overseas children who intend to stay, UK children in educational placements, UK children making alternative family arrangements and privately fostered: Other).

This data collection will only consider those privately fostered children who are subject to child in need services. Those privately fostered children who are not receiving child in need services will not be considered by the DfE.

Due to the changes brought about by the DfE, Kent Specialist Children's Services have altered the three private fostering measures (which were % of PF notifications where initial visit held within 7 days, % of new PF arrangements where visits were held within 6 weeks and % of existing PF arrangements where visits were held in time) to a rolling 12 month method which considers visits made to the child in the preceding 12 months. It therefore considers initial visits and both 6 & 12 weekly visits in the same measure.

What has not changed is the duty on local authorities to satisfy themselves that the welfare of a child privately fostered within their area is satisfactorily safeguarded and promoted. Nor does it change the way local authorities discharge their statutory duties in line with 'The Children (Private Arrangements for Fostering) Regulations 2005'.

Of the private fostering arrangements that had commenced between March 2015 and March 2016 (using the new data collection formula of rolling 12 month method which considers visits made to the child in the preceding 12 months) performance stood at 87% with 172 visits in time out of 197 visits.

A new audit framework has begun with one PF being audited each month to ensure quality of social work practice.

During Private Fostering week (4-10 July 16) effort was made to increase awareness of Private Fostering with our professional partners (via internal communications, email shots etc.) and members of the public (via a press release resulting with Peter Oakford being interviewed on Radio Kent and Heart, Facebook, twitter feeds etc.).

The plan for next year includes more awareness raising and support within SCS to continue to improve the quality of Private Fostering assessments.



PROGRESS IN KENT

What we have done

In response to the challenges identified in last year's report around the development of Early Help Services, the following progress can be reported:

Early Help and Preventative Services (EHPS)

Process:

The new Kent Family Support Framework (KFSF) was launched in September 2014 to ensure the highest quality service delivery and improved outcomes for children, young people and families who need Early Help. The KFSF incorporates three interacting service delivery areas and processes:

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- Identification – Notification and Decision Making,
- Assessment; Plan,
- Delivery and Review.

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

The Early Help Triage team is the 'front-door' to targeted Early Help services and handles KFSF notifications from a range of partners. The team was established in September 2014. The Early Help Triage team receives around 800 Early Help Notifications (EHNs) per month. Over 50% of these EHNs are sent in by schools, with Health and Police accounting for a further 20% each.

Triage now forms part of the Information and Intelligence Service, and the team has clear business processes in place for all types of notifications in order to work seamlessly with partners, districts and Specialist Children's Services (SCS). Triage

is now co-located with SCS's Central Duty Team and forms part of the Central Referral Unit (CRU) comprising teams from a range of agencies. This ensures all notifications and referrals are carefully assessed and directed to the right level of service response, either through Early Help or SCS. The process also ensures a robust approach to stepping up or stepping down of cases between Early Help and SCS.

Timescales and practice standards are closely monitored for all intensive support casework held in Early Help Units. This is to ensure that children, young people and families are supported with the right service at the right time, and to ensure a tight focus on planned outcomes to prevent cases from drifting or needs escalating.

In 2015 schools were advised of the name of their link Early Help Worker. This worker is a key link and communication point for schools to raise any questions about the Early Help offer or to discuss any safeguarding concerns prior to an EHN being submitted. The link Early Help Worker maintains regular contact with their schools to build a strong working relationship.

Progress:

Significant progress has been made in EHPS to improve clarity to schools about the Early Help offer, and to provide clearer information and more frequent communication. This progress will be built on in the coming months by providing confidential child-level reports to schools detailing those in receipt of intensive support from EHPS.

EHPS transformation and progress will be built on further in coming months to ensure an increasing proportion of families are supported with outcomes achieved, and with increased levels of step-downs to continue to support reduced caseload in SCS and reduced referrals to SCS.



Emotional Health and Wellbeing

Emotional health and wellbeing is one of the four priority work strands of the EHPS Strategy and Three Year Plan. Early Help is working in partnership with schools, health and others to reduce the impact of emotional health and wellbeing difficulties in children and adolescents, improving their resilience and learning. This partnership approach is now being further developed through a comprehensive and collaborative countywide offer to support children, young people and families who are at risk of experiencing poor outcomes due to emotional wellbeing and mental health problems. A new service model and commissioning approach aims to redress the current gaps and blockages in the pathway that children, young people and their families tell us they experience when accessing mental health services in Kent.

The primary reason for requesting support from Early Help is recorded on the Early Help Notification. The most common reason cited is Mental and Emotional Health and Wellbeing.

Early Help is co-ordinating health services so that schools get a more integrated approach from health visitors, school nurses, Children and Adolescents Mental Health Services (CAMHS) and substance misuse and sexual health workers.

To achieve this, Early Help are:

- Undertaking joint commissioning with Public Health to improve the reach and effectiveness of services;
- Embedding CAMHS mental health professionals into our Early Help Units to ensure swift and early access to support for service users as well and professional advice, guidance and support for workers who are supporting families where there are emotional health and wellbeing concerns;
- Working with Public Health and schools to promote healthy lifestyles to reduce the number of children who are overweight or miss school because of health needs.

Through the analytical work of the refreshed EHPS commissioning framework, a need was identified for increased provision for Tier 2 Emotional Health and Wellbeing. KCC is investing an additional £2.6 million to support children, families and young people with their emotional health and wellbeing and through CAMHS provision via the Health Needs Education Service.

Health Needs Education Service

There are a wide range of services provided to vulnerable children, young people and families with multiple problems, under the umbrella of the Early Help and Preventative Services, including Health Needs provision for children and young people.

During 2015/16, we reviewed and re-organised the Health Needs Pupil Referral Units (PRU) and, following wide consultation, developed a new Health Needs Education Service.

The new service aims to meet the needs of Kent schools in all areas of the County and provides a new delivery model and service structure. Its purpose is to provide:

- An education support service to schools for young people with physical medical conditions; and
- An education outreach service for young people with mental health needs, located in six resourced bases and a specialist residential unit.

Each hub has specialist staff including a mental health nurse. Advice and guidance is provided to schools on working with young people with mental health issues. Young people referred, usually with CAMHS support or diagnosis, are supported with their education in one of the specialist units either full or part time.



Signs of Safety

'Signs of Safety' has been adopted by Kent County Council's Early Help and Preventative Services and Specialist Children's Services as the overarching practice framework for all its work with children, young people and their families/carers/ it is a purposeful and collaborative way of working with families/carers to secure the best outcomes for children and young people.

A comprehensive programme of staff training for Social Workers and Early Help staff is underway. This is being supported by multi-agency Signs of Safety Awareness raising training for staff from partner agencies.

The principles of Signs of Safety have been introduced into Child Protection Conferences and are being integrated in to assessments, referrals and Early Help Notifications.

Conclusion

Throughout the year, the Board has received regular updates from the Corporate Director for Education and Young People's Services and has been impressed by the development of Early Help services and the outcomes achieved.

Overall, the Board has recognised the efforts and achievements of all agencies involved in keeping the children of Kent safe. Significant developments have been made in the manner in which the Quality and Effectiveness Group have overseen and reported on the performance scorecard, with more analysis of issues data being provided. This has been supported by a much improved audit programme. The outcomes from audits, coupled with comprehensive findings from case reviews and child death reviews, have ensured that the Board feels confident that learning is being embedded in working practice.

Agencies are very committed to improving safeguarding. Individually and collectively we strive to understand what practice is like. The Board feels that the

multi-agency processes generally work well, although we are not at all complacent. We will continue to work to work together to ensure that we improve.

Coping Strategies

Here are some alternative strategies to self-harm that may be helpful for you to think about and discuss with the young person who you are concerned about:

- Hold an ice-cube in your hand
- Draw on your skin with a red marker pen
- Place a flake of chilli on your tongue
- Put an elastic band around your wrist and flick it
- Play with a stress ball or make one
- Keep busy – shop till you drop, Hoover, polish the table, have a warm shower
- Apply a henna tattoo to your arm or body
- Ride the wave, accept the urge, but distract yourself by counting it down until its gone
- Tear up paper or pop bubble wrap
- Have a 'crisis box' with all the things you love in it
- Beat the negative thoughts with a 'be strong' letter or poem-read aloud
- Listen to music that lifts your mood
- Draw a butterfly on your wrist with a marker. Keep it alive by not cutting




In an emergency call 999 and ask for an ambulance or take the Young Person to A&E.

- Kent County Council Early Help Service**
03000 419222
For advice and guidance and to seek additional support from local organisations.
- Kent County Council Specialist Children's Services**
03000 411111
To seek specialist advice and support from Kent County Council's Social Services team.
- Police non-emergency number**
101
Call this number to report any concerns that do not require an emergency response or if you need advice or support from the Police.
- NHS Direct**
111
- Young Minds Parents/Caregivers helpline**
0800 802 5544
- NSPCC helpline Parents/Caregivers helpline**
0800 800 5000
or text 88858

Please email any comments or queries to the leaflet's author: T.A.Nice@kent.ac.uk

This publication is available in other formats and can be explained in a range of languages. Helpline 03000 421553
Email: alternativematerials@kent.gov.uk

Self-harm
A Guide for Parents and Carers for those Young People who Self-harm



Kent Safeguarding Children Board

Author: Dr Terence Nice
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University of Kent
Centre for Professional Practice



ADDITIONAL UPDATES ON KEY TOPICS

Child Sexual Exploitation (CSE)

In response to the challenges identified last year, KSCB partner agencies have worked hard to implement policies and practices around the recognition and response to children vulnerable to CSE and Children who go missing. Following the commissioning of a Case Review on a wide scale Kent CSE investigation, (Operation Lakeland), and the learning and identified good practice from other CSE cases across the Country, the Board set up a Multi-Agency Sexual Exploitation (MASE) Group to oversee, monitor and challenge partner agency's response to CSE. This Group has produced a comprehensive CSE Action Plan, set up multi-agency CSE Champions across the County and has supported the establishment of a multi-agency co-located CSE Team (CSET). Although at an early stage, the CSET has begun to develop multi-agency CSE intelligence and is providing an ever improving profile of CSE in Kent. This is being used to assist and inform local staff of developing CSE hot spots and supporting them in being more proactive in the safeguarding of vulnerable young people.

KSCB, through both MASE and the Learning and Development (L and D) Group, has developed a widespread multi-agency CSE Training Programme that has been, and continues to be, delivered across Kent. Single agency trainers have been trained to deliver this programme across their own agencies. The multi-agency CSE Champions are using their knowledge and position to support this training by being available to support and advise operational staff.

Feedback from agency updates to the Board evidences that staff across all agencies are now better sighted on CSE and missing children, although it will still take more time before real evidence of the impact of this awareness is realised.

Overall, all agencies in Kent work hard to ensure that children in Kent are as safe as possible and that all agencies are committed to supporting those who are in need of additional services. KSCB will continue to scrutinise and challenge partners to ensure that we all work together collectively to safeguard children, working as far as possible to prevent safeguarding issues, but where they do arise, respond quickly and positively to deal with them. It is essential that every child's welfare is paramount and this message is in the forefront of each agency's organisational culture.





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During 2015/16, MASE undertook CSE self-assessment exercise with partner agencies. At the time of writing this report, 18 agencies have completed their assessment and the key findings were as follows:

Good Practice Themes	Record Keeping	Representation at CSE Meetings	Promotion of CSE
	<ul style="list-style-type: none"> Agencies are beginning to record cases where they identify CSE and what they do as a result 	<ul style="list-style-type: none"> Strong Representation at all levels to CSE meetings 	<ul style="list-style-type: none"> Appointment of CSE Champions across agencies Champions taking an active role in promoting and cascading CSE messages within their agency Posters and leaflets distributed to staff and public facing areas Increasing use of agencies' social media to pass on the CSE message
Training	Policies and Procedures		
	<ul style="list-style-type: none"> There are examples of comprehensive training being available to staff 	<ul style="list-style-type: none"> Agencies are reviewing and updating their CSE procedures and including this in their in-house training 	

Areas for Continued Development	Multi-agency Working	Single Agency Strategies, Policies and Procedures	Wider CSE Awareness
	<ul style="list-style-type: none"> Improve multi-agency partnership working including service providers and voluntary and community sector Need for wider representation at MASE - CRI Drug service provider / Kent Community Health Foundation Trust (KCHFT/ Medway Foundation Trust 	<ul style="list-style-type: none"> Inclusion of CSE in single agency policies and procedures Inclusion of CSE in single agency strategies 	<ul style="list-style-type: none"> Wider sharing of CSE awareness with parents and carers Wider sharing of CSE awareness with children and young people Development of CSE awareness to taxi drivers, hoteliers and commercial sector
CSE Toolkit	CSE Champions	Training	
<ul style="list-style-type: none"> Use of the toolkit by frontline practitioners Linking toolkit to referral process Record keeping of use of the toolkit and outcomes 	<ul style="list-style-type: none"> A greater role for CSE Champions - in house training and evaluation of agency practice 	<ul style="list-style-type: none"> Record keeping and reporting of who has been trained and who requires training Delivery of training to staff in line with their operational role Learning from Operation Lakeland Future self-assessment/evaluation/audit of CSE training Development of in house training programme 	



Voice of the Child

KSCB recognises the importance of hearing the voice of children and young people in Kent and has been seeking different ways of ensuring that their voice is heard, influences the Board priorities and work that is undertaken.

Presentations to the Board

The Board has continued with how it promotes the work and experiences of young people of Kent in regards to its ‘hearing the voice of the child’ agenda item at the beginning of each KSCB meeting. The presentations by young people have been informative and popular with Board members. As well as showcasing some of the good work around the county, these sessions have provided significant challenges to Board members from some young people who have experienced services as clients. Presentations to the Board included: -



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Topic	Who by and how	Key messages for the Board
Adolescent Domestic Abuse.	Oasis – <ul style="list-style-type: none"> Presented a short ‘YouTube’ video campaign on safer relationships that they had made to promote “Love Shouldn’t Hurt” which they are planning to take in to schools. 	<ul style="list-style-type: none"> To demonstrate that domestic abuse is a key issue for young people in relationships To publicise the activity of Oasis in getting the message to other young people
Paediatric Sexual Assault Referral Clinic (SARC)	Designated Nurse and SARC staff	<ul style="list-style-type: none"> Raising strategic managers’ awareness of the new service being made available to younger victims of sexual assault. A first for Kent. Ensuring that this service receives the support from strategic managers so staff feel empowered to use it.
Homelessness, A Young Persons Personal Story	Princes Trust and CXK <ul style="list-style-type: none"> Three young people attended and spoke in person on their experiences as being homeless and the response they received from agencies. 	<ul style="list-style-type: none"> What life is really like for young people who find themselves homeless To make senior managers aware of how their staff interact with homeless young people To challenge agencies to review operational practice in how their agency responds to homeless young people



As the feedback from Board members and the young people has been extremely positive, the following presentations have already been agreed for the agenda for Board meetings in 2016/17:

<p>LILAC Assessment</p> <ul style="list-style-type: none"> • How young Children in Care have rated the provision of services to them <p>Kent Libraries</p> <ul style="list-style-type: none"> • What Libraries are doing not only to listen to the voice of children and young people, but how they are developing their services as a result of what they are told (deemed a good response from their Section 11 Voice of the Child follow up audit January 2016) 	<p>IMAGO and Young Carers</p> <ul style="list-style-type: none"> • What life is like as a Young Carer and the issue of Hidden Young Carers <p>Sport Kent</p> <ul style="list-style-type: none"> • Advocacy work with young people <p>Kent Fire and Rescue Service</p> <ul style="list-style-type: none"> • Young People’s Services
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Page 86 Annual Conference 2015

Josh, a young person from the Kent County Youth Council, jointly opened our Conference with our Independent Chair, speaking to the conference on issues that were relevant and important to all young people in Kent.

Josh and other members of the KYCC presented an overview of their ‘mental health campaign’ (a project to reduce the stigma attached to mental health issues). Further presentations were provided by Young People relating to their experiences with partner agencies; Sussex Partnership Foundation Trust (CAMHS) – the views of a service user, Project Sallis – working with troubled families and Oasis – domestic abuse in young people’s relationships. These were all extremely well received by attendees and all presentations have been made available on the KSCB website.

LILAC Assessment 2015

Lilac is a project run by A National Voice. The key purpose of LILAC is to draw upon the experiences and expertise of care-experienced young people to improve the policy and practice of agencies in how they involve and consult with children in care and care leavers. It does this by using a framework of quality standards for involvement which has been developed by care experienced young people. Young people from care are trained to assess the performance of agencies against the LILAC standards. LILAC involves care-experienced young people:

- Carrying out assessments of how well services involve and consult with children and young people
- Delivering training on participation and the LILAC standards



The LILAC standards are based on the well-known Hear By Right approach to participation but they have been developed to closely reflect the nature of the care system. They have been developed by care-experienced young people to reflect what is important to them. Each standard is backed by a number of criteria to ensure a robust methodology that focuses on quality over processes.

The LILAC Assessment has been developed by National VOICE as a way of involving young people with experience of the care system to carry out an assessment of how well services delivered by the Local Authority are enabling CIC and care leavers to participate; both at an individual level, and in the development of policies and services that support them. This Assessment is based on:

1. Policies, procedures and other information provided by Kent County Council.
2. Three days spent 'on-site' conducting both group and individual interviews with children and young people, foster carers and members of children's social care staff.
3. Responses to online questionnaires for children and young people, foster carers and staff.

Kent have 1203 looked after young people at the time of the re-assessment over 10 years old. We received 185 replies from young people, this is 15% of the total number, and sufficient to gain a sense of how young people feel about the services they are receiving. We received 138 completed questionnaires from foster carers and 126 from staff. A LILAC assessment of Kent County Council originally took place in late September and early October 2014 against the 7 LILAC Standards that represent a quality participation service. On that occasion Kent were awarded the LILAC Mark for four Standards – Shared Values, Recruitment and Selection, Care Planning and Review and Complaints and Advocacy. It was

decided that the LILAC Mark should not be awarded for Style of Leadership, Structures and Staffing.

The LILAC Assessors returned in September 2015 to reassess against these three Standards. Following the assessment, it was decided that sufficient progress has been made in the last year for Kent County Council to be awarded the LILAC Charter Mark in two of the three areas previously thought to be inadequate. This leaves Kent having achieved 6 of the 7 LILAC standards. The feedback from the young people and the assessors is currently being used to develop an action plan which will be reviewed as part of a future LILAC assessment.

The assessors said:

“Overall, we were impressed with the progress made in the last year to implement the recommendations in our previous report. We found a strong commitment at all levels of management and staff to genuinely listen to and respond to the views of young people. In particular, at Director and Elected Member level there is an understanding of the need to design services based on what young people say they need and a clear message that services should be young people friendly.”

Children and Young People’s engagement and participation at Child Protection Conferences 2015

We reported in 2014/15, that participation, engagement and feedback from young people attending CP Conferences was low. In order to maximise children’s participation in the process there has been a much greater emphasis on facilitating children and young people’s attendance at Conference. During 2015/16, a total of 353 Children were invited to participate in conference, of which 153 (43.3%) attended. An additional 83 children and young people who



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had not been formally invited also attended conferences making a total of 236 attendances.

There remains work to do with Social Workers in highlighting that participation does not necessarily mean attendance and there are other ways, such as the Direct Work, that can capture the views of young people. Year on year there has been an increase in participation from children and young people from 18.1% in 2014/15 to 27.4% in 2015/16. This is an area that will be subject to further development.

Of the 236 young people who attended conference, the majority at 206, were able to share their views themselves within the meeting; 15 asked their Social Worker to share their views, 9 used an advocate and 6 provided something in writing for the Chair to share within the conference. When it may not have been appropriate for them to physically attend conference, Chairs have on occasion, undertaken home/school visits to children to talk to the young people about the CP process.

There were 625 children/young people who were not invited to attend conference. Of these 383 had their views conveyed via their Social Worker, 58 used an advocate, a further 28 sent in a written statement and 16 either met with the Chair or had a telephone discussion prior to the conference. In 2016/17, the Chairs Service is embarking on a new project to explore the effectiveness of Child Only Conferences. This will be a Conference held for the child/young person and will include them, their social worker, a parent / advocate if they wish and the Chair. This is a creative opportunity to allow the young person to fully participate in the Conference process, identify what they feel are the critical issues and help to devise a safety plan. The information collated at the Child Only Conference will then feed into the main Child Protection conference and inform the Plan made by the parents and professionals.





Voice of the Child – Agency feedback from the focussed interim Section 11 Audit 2015

The Section 11 interim audit focusing on the voice of the child (VoC) was undertaken by the Quality and Effectiveness (QE) Group of the Kent Safeguarding Children Board (KSCB), as part of its agreed multi-agency audit programme for 2015/16.

Following last year's full Section 11 Self Assessments, KSCB chose to undertake an interim audit focusing on the Voice of the Child and all partner agencies' work in this area. The Voice of the Child was selected in order to expand on responses received in the full audit, where it was felt that in most assessments, they did not fully reflect positive work ongoing in Kent. The focus was to better capture detail on this key theme as it is one of KSCB's strategic priorities for 2015-2018.

The main aims of the audit (taken from HM Government Statutory guidance on making arrangements to safeguard and promote the welfare of children under section 11 of the Children Act 2004 published 2007) were to identify:

- Senior management commitment to the importance of safeguarding and promoting children's welfare, and
- How service development takes account of the need to safeguard and promote the welfare of children and is informed, where appropriate, by the views of children and families.

Key Findings

The following findings were identified and are evidenced by one or more agency:

- **Capturing the Voice of the Child** - overall, agencies have shown an increased awareness of the need to capture and record the voice of the child, however, further analysis and outcomes from these views are still needed;

- **Child friendly processes / tools** - good evidence of creating and adapting documents to be child friendly such as posters, leaflets and questionnaires;
- **Consultations** - there appears to be a drive to include children, young people and families in consultations within the community prior to agencies developing services, however, there is a lack of evidence showing how these views have impacted on the development of the overall service;
- **Response to the VoC** – agencies are not evidencing children and families are informed of the outcomes following the development of services or providing a response to their views;
- **Senior Management response** – there is little indication to show Senior Managers are responding to the VoC when received; and
- **Children and family engagement** - good evidence showing the introduction of Youth Forums and Project Groups to allow children and young people within the community to voice their ideas / concerns.

The feedback from this audit will assist partners in developing their services and this should then be reflected in their responses to the full Section 11 Audit that is being conducted in 2016/17.

Next steps

The challenge for the Board going forward is 'So What?' The Board needs to demonstrate how listening to young people is impacting on their agency's business.

This is reflected in the Board's Strategic Priorities for 2015 to 2018.



THE BOARD AND BUSINESS GROUP

At the Business Group, each Sub Group Chair presents an update from their Group, raising issues that impact on the working of the other Groups. Where there are decisions or recommendations for the full Board, these are taken to the Board with the views and comments of the Business Group members. This process has made the purpose of the Business Group more meaningful and has provided greater structure and clarity of governance to the Board's business.

The feedback from Board members indicates that they feel more informed of what is happening at the Sub Groups and it provides them with additional information on which to question and challenge partners, an example of this being the response to the request to partner agencies for information on their internal CSE training when the issue was raised through the Learning and Development Group to the Board.

The Business Group oversees the Board's Business Plan and is responsible for providing the Board with not only what is being done across the groups, but also the evidence of the impact that the Board's activity is having on operational practice and improving safeguarding for children.

The Business Group's challenges for the future are to ensure that it builds on the positive start and delivers on the Business Plan priorities. More evidence of impact is required and it is the role of this Group to ensure that it is provided.

SUB GROUP REPORTING

As the Independent Chair outlined in her Foreword, the Board has taken on a more formal accountability and reporting structure. Board members, Group Chairs and members of each of the Groups have all reported a greater confidence in the joining up and coordination of cross Group activity. Here are brief summaries of the activity and achievements of the Board's Sub Groups:





QUALITY AND EFFECTIVENESS GROUP

CHAIR: FLORENCE KROLL – EARLY HELP AND PREVENTATIVE SERVICE

Key activity undertaken by the Group 2015/16

During 2015/16 there has been a greater focus on multi-agency audits, the KSCB Business Plan, partner contributions and the KSCB Outcomes report. Multi-agency audits undertaken over the year included: a case file audit into children and young people who present to Accident and Emergency Departments with self-harm and/or suicidal ideation; a follow up Section 11 safeguarding audit concentrating on capturing and listening to the Voice of the Child; and a multi-agency audit focussing on practice where one or more elements of the 'Toxic Trio' (Domestic Abuse; Substance Misuse; and Parental Mental Ill-Health) were identified at the assessment stage following referral.

Key themes identified for future multi-agency audits and deep dives include Child in Need, Harmful Sexual Behaviour, Violent Offences against Children, Missing Children and Early Help.

There has been a drive in QE to focus meetings and tailor content to cover topics identified by partners as requiring a multi-agency overview, these have included: Maternal Mental Health and Pre-Birth Assessments; the Voice of the Child; the KSCB Business Plan; Unaccompanied Asylum Seeking Children and Female Genital Mutilation.

Key themes identified for future QE meetings include Sexual Abuse, the KSCB Business Plan, Ofsted and Joint Targeted Area Inspections, Prevent, and staff development, training, and management oversight.

Key achievements:

- Aligning QE with key aspects of the KSCB Business Plan;
- Introducing a new style of Agency reports to the meeting - providing a more concise summary across all Agencies;
- Agreeing the content of the KSCB Outcomes report; and
- Introducing a comprehensive audit programme.

Challenges for the future:

- Ensure QE receives input from other KSCB Groups, to inform planning and highlight areas requiring multi-agency scrutiny;
- Garner consistent membership from partners;
- Share learning from multi-agency audits and deep dives; and
- Evidence the impact of learning and improvements through future



CASE REVIEW GROUP

CHAIR: PATRICIA DENNEY – SPECIALIST CHILDREN’S SERVICES

The Case Review (CR) Group supports the KSCB Independent Chair by making recommendations to her when the Group is notified of a case that has been referred in for consideration of a Case Review. Where the Group believe the criteria for a Serious Case Review (SCR), as set out in Working Together to Safeguard Children 2015, are met, the Chair of the CR Group will present the Group’s recommendation to her. Where the criteria are not met, the Group engages in extensive discussion as to whether the referred case warrants conducting a lower level review or a learning event. The emphasis of that discussion is around the potential for multi-agency learning.

Key activity undertaken by the Group 2015/16

The CR Group has reviewed and updated its Case Review Notification Process, ensuring that notifications include a rationale as to why the case is being referred for consideration for a review. There is a formal tracking system in place which monitors actions, decisions and progress of each referred case. The notifier is updated with the decision of the CR Group and the tracker is a standing item at each CR Group meeting.

In 2015/16 the CR Group has received 17 formal notifications. These have resulted in:

- One Serious Case Review (although the Group is overseeing one SCR from the previous year), publication of both has been delayed due to ongoing criminal investigations).
- Two Other Local Authority SCRs
- Seven formal management reviews
- 1 single agency review

- 3 no further action (it was decided by the Group that there was limited multi-agency learning to be found)
- Four cases are pending management reviews in 2016/17

Those Kent reviews undertaken have taken the form of:

- Practitioner Learning Events,
- Manager and practitioner learning events, and
- Independent manager reviews.

The purpose of all case reviews undertaken is to identify key learning lessons with the intention of using these lessons to improve working practice. All reviews have been chaired by members of the CR Group and findings and recommendations reported back to the CR Group.

Learning from these reviews has been identified and integrated into the existing KSCB Multi-Agency Training programme, or where new topics have been identified, new training has been commissioned and delivered.

Agency representatives on the CR Group have been tasked with cascading the learning from reviews undertaken to their own agencies following their presentation to the CR Group.



Key learning topics from the 2015/16 case reviews

- Recognition and responding to Sexual Abuse
- Record Keeping
- Attendance, reporting to and participation in CP Conferences/Review Conferences
- Strategy discussions
- Recognition and responding to Self-Harm
- Voice of the child – evidencing not only the listening but the action on what has been said
- Supervision
- Toxic Trio and the impact on children and young people
- Working with families - ensuring a think family approach

Key challenges and how we are going to address them

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- The embedding of learning from all case reviews in to frontline practice is an area that still requires greater evidence of effectiveness.
 - In 2015/16, the CR Group, QE Group and the Learning and Development Group will be working in a more joined up way to ensure that not only is learning disseminated, but there is evidence of its impact on operational practice. The QE Group will include the impact of learning on operational practice as part of its audit programme.
- Managing the increasing number of Case Review notifications.
 - The Group will have to ensure that partners' capacity to support the undertaking of the case reviews is carefully managed by exploring the theming of reviews rather than always conducting single reviews following a notification.





THE CHILD DEATH OVERVIEW PANEL

CHAIR: ANDREW SCOTT-CLARK – PUBLIC HEALTH

Key activities for the Child Death Overview Panel include

- ✓ Reducing the backlog of cases from previous years. The backlog has now mostly been cleared except for those still subject to an ongoing coronial process.
- ✓ Implementation of a new web-based electronic system (eCDOP) which enables secure and easy access for all partners to notify details of a child death. This has realised the effective and efficient management of the child death overview process via a secure online process by KSCB and Child Death Review Teams.
- ✓ A campaign to raise awareness of frontline practitioners of the “safe sleeping” message, inclusive of safe sleeping practices, to reduce the number of sudden infant deaths in Kent. An innovative product has been developed that will be distributed to all expectant mothers in their last trimester.
- ✓ Improved communication with the Case Review Group.

Key challenges – 2016/17

The key challenges for the Child Death overview panel include:

- Increasing the use of eCDOP with wider partners, including the coronial service
 - Timetable of meetings scheduled to progress new arrangements

- Ensuring the child death overview policies are fit for purpose and implemented effectively, particularly where another external authority has some local involvement
 - Implement new process to routinely follow up and report on out of area child deaths and the outcome of other LA’s CDOP panels.
- Review of functions in line with outcomes of the national review of the CDOP process.
 - National report anticipated by autumn. This will be considered and actions identified.
- Enhanced monitoring and tracking of cases that are referred to the Case Review Group as a result of CDOP panel concerns.
 - CDOP Co-ordinator to become member of Case Review Group.
 - New template to be designed to facilitate required process.



LEARNING AND DEVELOPMENT GROUP

CHAIR: SEAN KEARNS/ANN FURMINGER – CXK

The Learning and Development component of the Business Plan for 2015/16 was fully realised:

Learning from Case Reviews and Child Deaths

- KSCB's training offer has been developed from analysis of national and local SCRs and new courses implemented e.g. Club Drugs and Legal Highs (Child A) and development of KSCB Thermometer Card to support Safer Sleeping message

Staff Development

- New L&D Strategy 2015/18 published
- 4 stage evaluation process implemented

Child Sexual Exploitation and Missing Children

- Return Interview Training embedded within Early Help and SCS
- CSE Training updated and extended to the development of a specific course for Taxi Drivers. Additional Associate CSE Trainers trained

Early Help

- Early Help to Referral course developed
- Early help material incorporated in core KSCB courses
- Early Help Associate Trainers identified to deliver new Threshold course and also Early Help Referral course.

Toxic Trio (Domestic Abuse, Parental Mental Health and Parental Substance Abuse)

- Courses relating to all three issues offered by KSCB
- E-learning offer also supports learning
- Additional courses also incorporate this learning e.g. Hostile and Resistant Families.

Emotional wellbeing of young people

- Courses offered relating to current topics of concern and linked to child death e.g. self-harm, eating disorders, club drugs and legal highs, online safeguarding
- Focus cards developed to enable practitioners to elicit the views of children and young people/adults with whom they work.

Sexual abuse

- Multi-agency training programme implemented that raises staff awareness and understanding of: the signs and symptoms of sexual abuse, how to respond to allegations of sexual abuse, and the sexual abuse medical pathway. Also relates to local/national SCRs and learning.

Prevent

- Prevent 'Need to Know' sessions in KSCB calendar. Also four Train the Trainer events to cascade training within individual agencies.
- National and local e-learning promoted.
- ZAK interactive learning developed, trainers trained and course in calendar from Sep 2016.



FGM

- Need to Know course developed and in calendar. Course well attended to date and very well received with very positive feedback (average 4.8/5)
- Train the Trainer course held so multi-agency trainers are now able to cascade learning within their agencies.

Key Challenges – 2016/17

The greatest challenges for the Learning and Development Group in 2016/17 are:

Stability

The L&D Group has undergone a period of instability in recent months following the resignation of the Chair and the subsequent resignation of his successor. Further individual agencies have only just confirmed permanent members of the group – attendance prior to this has been sporadic. A new Chair will be appointed and regular attendance at the group monitored and reported to the Business Group.

Enhanced Information Sharing

New information that requires sharing comes to light regularly. A new quarterly mechanism for sharing learning from SCRs Audits with partners will be developed.

Accountability

Course non-attendance numbers and failure to complete the on-line course evaluations remain sources of concern. Learning leads will be identified within individual agencies and they will be tasked with challenging these issues and resolving them with the organisations concerned.

More for Less

The greatest cost to KSCB in respect of training relates to venues. Work will be undertaken with District/Borough Councils to identify no-cost venues that can be regularly used to host KSCB training and reduce the multi-agency spend in this respect.

Increase take up of bespoke training

KSCB’s bespoke training has become popular and is now a source of income generation. A more considered approach to the provision of bespoke training will enhance the level of income achieved. To this end, courses within districts will be a priority for 2016/17.

Joined up working between L and D, QE, CDOP and Case Review

In order to ensure that learning from Case Reviews, audits and child death is fully embedded in operational practice, a greater emphasis in communication and evaluation must be developed through the Business Group.

The KSCB Training Tree and the full list of E-Learning courses can be found at Appendix B.





KSCB TRAINING FIGURES

Multi-Agency Courses

Total number of courses held	178 sessions
Number of half-day courses	124 sessions
Number of full day courses	39 sessions
Number of Need to Know sessions	5 sessions
Number of Immersive Learning courses	10 sessions
Number of topics offered in 15-16	39
Overall attendance	3289
Average attendance per course	18-19 delegates

Train the Trainer Events

Total number of Train the Trainer events held	9
Total Number of Trainers Trained	157
Average Number per Session	17

Agency Breakdown

Agency	Overall Total
Health	337
KCC Specialist Children's Services	621
KCC Early Help and Preventative Services	305
KCC Education & Young People Services	73
KCC Public Health	1
Housing	237
Private Sector	251
Voluntary Sector	522
Early Years	415
Kent Police	29
Kent Fire	17
Probation	10
Foster Carers	11
Children's Homes	12
Childminders	15
Education	356
Prisons	7
District/ Borough Councils	70
	3289

District Breakdown

North Kent		South Kent		West Kent		East Kent	
District	Number	District	Number	District	Number	District	Number
Dartford	6	Ashford	18	Maidstone	20	Canterbury	37
Gravesham	14	Dover	8	Tunbridge Wells	4	Swale	12
Sevenoaks	9	Shepway	9	Tonbridge and Malling	31	Thanet	10
Total	29	Total	35	Total	55	Total	59



HEALTH SAFEGUARDING GROUP

CHAIR: SHARON GARDNER-BLATCH - NHS

Key activity undertaken in 2015/16

- Agreed local serious incident procedures used for reporting Child Death in line with revised national guidance to support Child Death Overview requirements.
- NHSE established a Kent, Surrey and Sussex wide safeguarding network to support learning, development and support for Designated Professionals.
- Oversight of completion of the Safeguarding and Looked after Children actions arising from CQC safeguarding review of Safeguarding and LAC services in West and North Kent.

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FGM procedures and implementation

Audited and revised Child Sexual Abuse Pathway to strengthen health input
Strengthened health input to the Multi-agency Sexual Exploitation team and continued to progress CSE awareness within health.

- Led, with KCC, the county response Unaccompanied Asylum Seeking Children to ensure statutory responsibilities for health are delivered.

Key Achievements

HSG has successfully delivered on the key challenges for 15/16 identified in last year's KSCB annual report:

- FGM awareness – All NHS providers reporting cases of FGM in line with national guidance.
- FGM – Health led procedures for FGM developed and ratified for implementation by KSCB.
- Dashboard for reporting health agencies performance on safeguarding to KSCB ratified for implementation and monitoring by Quality and Effectiveness Group

Key challenges – 2016/17

The following will feature on the HSG Workplan for 2016/17:

- Improving the 'voice of the child' in the provision of health services focusing on children's services
- FGM leadership to improve multi-agency engagement and ownership
- Embedding learning from Serious Case Reviews in health provision and commissioning
- Continued staff awareness and curiosity around CSE within health and in partnership with other agencies

Coping Strategies

Here are some quick tips:

- Hold an ice-cube in your hand
- Draw on your skin with a red marker pen
- Place a flake of chilli on your tongue
- Put an elastic band around your wrist and flick it
- Play with a stress ball or make one
- Keep busy – shop till you drop, Hoover, polish the table, have a warm shower
- Apply a henna tattoo to your arm or body
- Ride the wave, accept the urge, but distract yourself by counting it down until its gone
- Tear up paper or pop bubble wrap
- Have a 'crisis box' with all the things you love in it
- Beat the negative thoughts with a 'be strong' letter or poem-read aloud
- Listen to music that lifts your mood
- Draw a butterfly on your wrist with a marker. Keep it alive by not cutting
- Get Moving safely: dance, run, walk or try some yoga

"I needed to harm to punish myself for being what I believed then to be a terrible person and to clear the fog in my head. As soon as I did I'd feel in control, calm and as though a reset button had been pressed in my head"
(Young person; MIND, 2014)

If you think a young person is at immediate risk call **999**

Kent County Council Early Help Service
03000 419222
For advice and guidance and to seek additional support from local organisations.

Support Line
01708 765200
(hours vary so ring for details)

Samaritans
08457 90 90 9
www.samaritans.org 24/7

ChildLine
0800 1111
www.childline.org.uk

National Self-harm Network
0800 622 600 (7pm-11pm)

Harmless
www.harmless.org.uk
info@harmless.org.uk

Young Minds
020 7089 5050
www.youngminds.org.uk

Speak to your **parent or carer, GP, teacher or other professional.**

The views of young people are valued and have been used to inform the creation of this information leaflet. Please email any comments or queries to the leaflet's author: TANice@kent.ac.uk

This publication is available in other formats and can be explained in a range of languages. Helpline: **03000 421553**
Email: alternativformats@kent.gov.uk

Self-harm
a guide for young people

Kent Safeguarding Children Board
Author: Dr Terence Nice
(Centre for Professional Practice, University of Kent)

University of Kent
Centre for Professional Practice



FGM WORKING GROUP

Key activity undertaken in 2015/16

- Establishing a Kent and Medway multi-agency working group
- A local FGM referral pathway drafted and agreed at the Kent Safeguarding Children's Board
- All health organisations including Primary Care reporting FGM in line with the national requirement
- To work with key partners to raise awareness of national campaigns and materials available; gain assurance and oversight that the duty to report under 18s to police is being implemented
- Implementation of a KSCB multi-agency training programme
- Raising the profile of FGM and the statutory and legal requirements

Key achievements

- Engagement of all multi-agency partners in the FGM Working Group
- Development of multi-agency FGM guidance to safeguard vulnerable children across Kent

Key challenges in 2016/17

- Training all frontline practitioners so that they are aware of their responsibilities in respect of the mandatory duty to report

Work Streams for 2016/17:

Five work streams have been identified for 2016/17, which are aligned to the national FGM priorities.

- 1. Identification:** Improve identification of FGM and review national FGM prevalence dataset
- 2. Commissioning:** Work with key partners to define pathways for FGM survivors and agree quality standards related to provision.
- 3. Prevention:** Partnership working with stakeholders to safeguard children at risk of FGM
- 4. Education:** FGM training to be embedded in multi-agency partners' safeguarding training programmes
- 5. Communication:** Updates on requirements and changing legislation will be through key stakeholder networks, national awareness days, FGM regional leads and KSCB Safeguarding website

Additionally, a Kent and Medway FGM Strategy will be developed.



EDUCATION AND EARLY HELP SAFEGUARDING GROUP

CHAIR: PATRICK LEESON – EDUCATION AND YOUNG PEOPLES SERVICES

The KSCB Education Safeguarding Sub Group provides a forum for schools, Early Help and Educational services, including Early Years and the Further Education (FE) sector, to implement key aspects of the KSCB Business Plan, to monitor progress and effectiveness and to raise awareness of critical issues on the safeguarding agenda. Head teacher representation is strong and both Independent school and FE College representatives provide a crucial link with these sectors. The Terms of Reference for the group are reviewed annually and group membership is regularly scrutinised to ensure that the right people are involved.

Key Activities undertaken in 2015/16

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During the last year there have been a number of priority issues on the agenda including Prevent, CSE, Female Genital Mutilation (FGM), e-Safety and Emotional Health and Wellbeing, with additional actions arising as a consequence of a range of new guidance published by the Department for Education (DfE) during the early part of 2015. These include revised editions of *Working Together to Safeguard Children 2015* and the latest DfE consultation in February 2016 on proposed changes to the statutory guidance *Keeping Children Safe in Education (KCSIE)*.

- From October 2015, it has been a statutory duty for schools to report Female Genital Mutilation (FGM) and from July 2015, schools and settings are subject to 'The Prevent Duty'.
- There has been a regular focus on the development and effectiveness of Early Help and Preventative Services, with scrutiny of the performance framework.

Safeguarding Training

The Education Safeguarding Team (EST) delivers numerous training sessions for whole school staff groups and Designated Safeguarding Leads (DSL) which

includes 'specific safeguarding issues', in particular Children Missing from Education (CME), CSE, FGM and Preventing Radicalisation.

The training on these issues is part of wider safeguarding training which also covers other relevant subjects such as the Ofsted Common Inspection Framework, Kent Inter-agency threshold criteria and Kent Family Support Framework, previously known as the CAF.

The Education Safeguarding sub group provides a termly report to the KSCB Quality and Effectiveness Group that outlines the level of activity in terms of safeguarding consultations, including those involving on-line protection and the training provided for schools and settings. This academic year nearly 4,000 consultations with schools and settings were undertaken by the Lead Professional and these ranged from general policy and procedural advice to specific child welfare concerns, strategic safeguarding queries or issues of on-line protection. The termly Education Safeguarding Newsletter that is circulated to sub group members and to schools and settings via the KELSI weekly e-Bulletin remains the key communications medium that is used to cascade information and raise awareness about new developments.

Safeguarding training is a requirement for schools and settings. Ofsted monitors this during inspections and School DSLs must receive updated training every two years to ensure schools are meeting their obligations. Between April 2015 and March 2016 inclusive, the Education Safeguarding Team delivered training to 6,593 staff from school and Early Years settings. The breakdown is as follows:

- 1,678 DSL in schools and Early Years settings;
- 3,394 staff attended whole school Child Protection and Safeguarding Awareness training;



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- 1,071 Early Years staff and 450 Governors attended Safeguarding Awareness training;
- 48 sessions were undertaken concerning Online Safety.

Education Safeguarding Advisers also commit a number of dedicated days to supporting the KSCB multi-agency training, particularly regarding issues of e-Safety and CSE, which are standing items of the group agenda. Work has also been undertaken in drafting multi-agency good practice guidance on e-Safety that reflects the work of all agencies represented in the KSCB.

In October 2015, the Education Safeguarding Team hosted a successful Conference for 100 Headteachers and DSLs in schools that focused on the new safeguarding priorities: Prevent, FGM and CSE. More of these events are planned in the future.





E-SAFETY WORKING GROUP

Purpose

The Kent e-Safety Working Group (a sub-group of the Education Safeguarding Group) considers and produces advice and a range of materials for schools and Early Years settings. The Group comprises school staff, KCC Officers, child safeguarding officers, staff in Libraries and Archives, Youth Offending, Kent Police and other children's workforce professionals. The strategy group supports the work of the Kent e-Safety Officer, to develop advice and guidance on online safety for schools, settings and professionals working with children and young people in Kent.

Training

Online Safeguarding training is either available for DSL and Early Years Designated Persons (EYDPs) centrally or can be commissioned by individual schools, settings or collaborations. All online safeguarding training includes the risk of online radicalisation (Prevent) and Online CSE as well as local and national guidance, resources and procedures. There has been a decline in attendance by DSL on centralised online safety specific courses but bespoke training for schools and settings remains in demand and is an area of growth.

Resources

Schools and settings can also access a range of template, guidance and suggested materials via the online safety section on Kelsi: www.kelsi.org.uk/support-for-children-and-young-people/child-protection-and-safeguarding/e-safety.

DSL are encouraged to visit the Kent e-Safety blog at <https://kentesafety.wordpress.com/> to register to receive regular emails and updates when new local and national resources and materials are published.

DSL requiring advice, guidance, support and training can contact the Education Safeguarding Adviser (Online Protection) and e-Safety Development Officer, (a new post created this year).

Safer Internet Day

KCC supported Kent Police in hosting a Safer Internet Day on 9 February 2016 for 100 Year 5 and 6 pupils from across Kent. Schools were signposted to education resource packs to help promote the safe, responsible and positive use of digital technology for children and young people. The children and school staff were tasked, after a day of activities, with sharing their knowledge with their peers.

Online Safety Policy

KCC also published an updated online safety policy document (which included guidance for leaders and a template policy) for schools and educational settings to use to ensure they have a cohesive online safety approach in line with national guidance and local procedures. This document is still acknowledged nationally as an example of best practice and can be found here: <http://www.kelsi.org.uk/support-for-children-and-young-people/child-protection-and-safeguarding/e-safety>



POLICY AND PROCEDURES GROUP

CHAIR: TINA HUGHES – NATIONAL PROBATION SERVICE

This Sub Group is a joint Kent and Medway Group.

Key Activities undertaken 2015/16

- Updated and renewed the Tri X contract for the on-line Kent and Medway procedures
- Reviewed and updated a number of procedures, e.g.
 - Threshold Criteria and the Kent Inter-Agency Referral form
 - Escalation policy
 - Children who display harmful behaviour
 - Kent Child Protection Conference Appeals and Complaints Process

Challenges for the future

- Improving the timeliness of the production of multi-agency policies
- Ensuring that all group members consult with appropriate members of their agencies when developing new policies
- Maintaining full and consistent partner membership to the Group

Activities Projected for the future

- To work with Kent Police in the development of an App for service users and professionals to provide information and signposting to the key safeguarding topics
- To undertake a full review of all multi-agency policies, ensuring a consistent approach to presentation and accessibility
- Develop a more effective communications strategy with partner agencies to ensure greater awareness of new and/or reviewed policies
- Production of a multi-agency Neglect Strategy (in support of the findings from SCRs and Child Death reviews)
- Maintaining the link with the other KSCB Sub Groups through the Business Group to ensure continued joined up working



MULTI-AGENCY SEXUAL EXPLOITATION GROUP (MASE)

CHAIR: ANDREW PRITCHARD – KENT POLICE

Key Activities undertaken 2015/16

Response to Child Sexual Exploitation (CSE) in Kent

The Kent MASE is now a fully functioning panel. The Terms of Reference are now established alongside a specific MASE CSE Action Plan. A key focus for the MASE will be the rolling implementation of the Action Plan which is intended to co-ordinate and enhance the delivery of services to victims and those at risk of CSE in Kent to ensure:

- Increased capability to tackle CSE effectively through consistent adoption of the action plan across partner agencies.
- Increase in children and young people being safeguarded.
- Increase in offenders being brought to justice.
- Increased partnership effectiveness from key stakeholders.
- Increase in public confidence in the delivery of local services.
- Increased awareness and early interventions and referrals across workforces.

In conjunction with this, all agencies represented within MASE have undertaken Self Assessments of their respective organisations and analysis of the returns is currently underway. Findings will be reported to the MASE in the near future. In addition, a cross agency review of the co-located CSE team is also planned for June 2016.

Update re Co-located CSE Team

The team is now almost fully populated in terms of Police investment –

- 1 x Detective Inspector, 1 x Detective Sergeant , 2 x Detective Constables , 2 x Police Staff Investigators, 3 x Intelligence Officers 1 x Trainer, 2 x Analysts, 1 x Admin Support
- There are two remaining DC vacancies and further DS has been selected and is due to start shortly.
- There is currently one representative from KCC Social Care (with one vacancy) and a further two from Medway. There is one representative for KCC Early Help with the county representative from Health who started in May 2016.
- Of note: In order to manage the increased workload within the unit another three police detectives have been seconded to the team on a medium term period. This attachment is due to conclude at the end of June 2016.

Operational Snapshots and Work streams

The CSE team have been providing monthly updates for the MASE (this will go to bi-monthly in line with the future MASE meetings). These updates provide a CSE snapshot which is available to all CSE Champions for dissemination within their organisations. In addition the CSE team have initiated a county wide problem profile giving overview of current CSE trends affecting Kent which will also be available to partners via department leads and the champion programme. The CSE Team analysts also complete a monthly CSE Tactical Assessment that is disseminated to divisions to inform the local T and CG processes and the Protecting Vulnerable People Panels to highlight specific CSE concerns to inform targeted activity regarding identified CSE risk.

In order to capture soft intelligence, an intelligence document is available for use by all agencies. The use of this document is growing momentum particularly following the training contained within the CSE Champion forum updates.



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Training update linked to MASE

To date the CSE training officer has trained in excess of 1300 police staff in regard to a variety of CSE topics and 100 outside agency staff such as immigration and council operatives. In addition the CSET trainer has planned training inputs with a number of hotels identified in key areas of concern and the hotel training package has been made available for use across the hotel industry within Kent.

Specifically in regard to Kent Police, the Protecting Vulnerable People Programme which incorporates CSE training commenced on the 1st March 2016, bespoke training packages for Crime Investigation, Community Support Units (CSU), managers and Senior Investigating Officers are also now underway. The PCC has commissioned a CSE DVD to train all frontline staff this has been completed and has been rolled out as mandated briefing across the force.

The CSE early help staff member has also trained in excess of 250 colleagues within Kent.

Awareness training for licensed Taxi drivers is well underway within most districts and there is consideration in some areas to make this training mandatory for all drivers to retain their licence.

Update Re Multi Agency Day of Action 18 March 2016

This Day of Action was designed to safeguard children and young people at risk of CSE with a strong emphasis on community engagement supported by intelligence led proactive deployment, targeting potential perpetrators and CSE venues utilising 200 Kent Police staff.

The outcome included: 574 community questionnaires completed within targeted areas of the community to develop intelligence and identify concerns, 233 Hotel questionnaires completed, 5 arrests made. 21 CSE specific intelligence reports submitted on the day, with a further 60 received over the weekend, 200 Black and Minority Ethnic (BME) females briefed at the Sadi Awaz Suno Annual event; 2

Search warrants conducted (technology seized). There was also a 30% increase in calls to the FCR flagged for CSE over the weekend period after 18th March.

Update re Toolkit

The CSE Toolkit is regularly being utilised by agencies in regard to identification of children at risk of CSE and is currently being used by the CSE Team to enable the team to prioritise work streams in accordance with the assessed risk. There is a pilot currently taking place in North Kent with a revised toolkit which assesses vulnerability rather than risk regarding CSE in isolation. This pilot has now commenced and will be subject to review following the initial pilot phase.

CSE Champions

The CSE Champion Forum has been up and running within Kent since December 2015, The Forums provide Champions with a County overview of CSE and updates around information exchange, the opportunity to share and coordinate their CSE activity and develop local CSE networks.

Activities Projected for the future

Gillingham Football Club is keen to develop outreach projects for children vulnerable to CSE in three pilot areas. Funding is currently being sought.

Youth Empowerment Services are a Community Interest Company wishing to provide a service for children focusing on preventing risk, making safe choices and healthy relationships. This service is being discussed at the Kent MASE.



Challenges for the future

Challenges have been identified regarding provision for young people 18+, highlighting gaps in transitional services including therapeutic and mental health support, safe housing, outreach support, access to training.

In respect of the co-located team due to the significant and increasing amount of information and intelligence currently being reviewed and assessed to identify children at risk of CSE further investment has been sought to implement an enhanced triage which requires two additional administrative staff which will enable investigators and research staff to focus on their core responsibility and increase investigative capacity.

To maximise the reach and effectiveness of this National Day of Action it was acknowledged by all agencies that preparation for these annual events needs to commence much earlier and be a significant feature with regard to the CSE Champions Programme. Work has already commenced in preparation for the 2017 event.

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RISKS, THREATS AND VULNERABILITIES GROUP

CHAIR: NICK WILKINSON – YOUTH JUSTICE AND SAFER YOUNG KENT

Key Activities undertaken 2015/16

The Risks, Threats and Vulnerabilities Group is a new KSCB Sub Group, having been established following the review of the previous Trafficking Children and Sexual Exploitation Group. It was agreed that the new Multi-Agency Sexual Exploitation (MASE) Group would cover all aspects of Child Sexual Exploitation and that the Trafficking and other risks and vulnerabilities that the old group was beginning to pick up, would come under the remit of the new Risks, Threat and Vulnerabilities Group.

It is a joint group with Medway Safeguarding Children Board in order to share knowledge of vulnerabilities across Kent and Medway. It has a large multi-agency membership of 25 professionals and also includes Roger Sykes (Lay Member for the KSCB).

The remit of the Group includes

- Trafficking and Modern Slavery
- Unaccompanied Asylum Seeking Children (UASC)
- Missing Children
- Gangs
- Prevent - Radicalisation of young people

It is recognised that the issues identified within this Group ties in to the work of other KSCB Sub Groups, e.g. missing children and the link to Child Sexual Exploitation.

The Group has established links with other related Groups, such as the Prevent Duty Delivery Board (PDDDB) and the County and District Community Safety Partnerships.

A great deal of activity is currently taking place within schools and partner agencies in the rolling out of Prevent training.

Challenges for the future

Linking in with the Learning and Development Group to ensure that multi-agency partners have awareness raising programmes in place for key topics such as Prevent, UASC and On-line Safety.

- Ensuring the remit of the Group does not out strip its capacity.

Activities Projected for the future

- To take over the lead for multi-agency Online Safeguarding (whilst leaving the strong links of on-line safety in schools to the Education and Early Help Safeguarding Group)
- In consultation with the Kent and Medway Safeguarding Adults' Board, to consider including Vulnerable Adults in the remit of the Group.



MISSING WORKING GROUP

On the 5th May 2015 Kent launched its Single Point of Contact for all missing children notifications from Kent Police out of the County Central Referral Unit. As a consequence of this decision and the ongoing collaborative working between key partners, the Working Group is confident that Kent can now produce a robust and accurate picture of all reported missing episodes across Kent. Importantly this data set now includes details of children who are at risk of CSE, missing from education and known to the Youth Offending Service. We are confident that this data can be improved even further to inform strategic and operational activity and will be driving these improvements in the coming year.

The sub group has also overseen changes to the Returner Interview form that will not only improve our understanding of why children and Young People go missing in Kent, but will also enhance the quality of our information sharing. There is increasing evidence from ongoing audits that information gathered during Returner Interviews is informing interventions with children and their families and it is encouraging to note that of the children known to Specialist Children's Services 91% of Returner Interviews are being held within 3 days. With effect from July 2016, all children who go missing in Kent will be given the option of a Returner Interview from Young Lives Foundation. In the coming months the sub group will oversee the roll out of workshops jointly facilitated with Kent Police Missing Person Liaison officers that will focus on further improving the quality of Returner Interviews.

Given the high number of OLA in Kent the sub group has ensured that missing activity for this group of vulnerable children is closely monitored. Returner Interviews are routinely requested from OLA's and matters of concern are now escalated. The sub group will continue to support this activity recognising that children placed in Kent present significant vulnerabilities and as such effective

information sharing is essential not only to ensure their needs are met but also to ensure that where appropriate OLA's continue to be challenged regarding the decision to place in Kent.

Priorities for year ahead

1. Signs of Safety model to be introduced to all Returner Interviews – these changes will be supported through a series of training workshops across Kent.
2. The group will monitor the introduction of the offer of an independent Returner Interview and will ensure this offer is robustly implemented.
3. The group will raise the profile of missing children activity through the work of the newly formed Local Children Partnership Groups and Local Safety Partnership Groups.
4. Missing procedures will be updated to reflect the need for all agencies to respond and adapt to known and newly emerging vulnerabilities.
5. Whilst it is very encouraging that there are many examples of positive practice and initiatives through multi-agency working, the sub group recognise that we need a better understanding of the outcomes this achieves for children and to use this to inform planning and operational practice. To this end the sub group will facilitate a focus group for children and young people who have gone missing in Kent.



DISTRICT COUNCIL SAFEGUARDING LEADS GROUP

CHAIR: ALISON BROOM – MAIDSTONE BOROUGH COUNCIL

The primary purpose of this group is to provide a link between the activities of the recently established Local Children’s Partnership Groups and the Kent Safeguarding Children’s Board. It also provides a network for the 12 district council safeguarding lead officers to share local good practice and initiatives and identify actions to address issues of safeguarding concern.

Key activity undertaken by the Group 2015/16:

The first meeting of this group took place in February 2016 although in practice it has been built on the foundation of a district council network of safeguarding lead officers which first met in the summer of 2015 and which was established to strengthen the contribution of district councils both to the KSCB and the range of work at a practitioner level including with respect to policies and procedures, analysis of quality and effectiveness and service delivery.

Activity has included

- Creating procedures for the co-ordination of input to proposed children’s homes from district council development management services – through the Kent Planning Officers Group
- Piloting and then rolling out training for taxi drivers concerning identification of CSE risks involving the Kent and Medway Licensing Group
- Actions to improve the links between housing service delivery and support for children including those in out of area temporary accommodation involving the Kent Housing Joint Policy Planning Group
- Improving support for Unaccompanied Asylum Seeking Children
- Sharing of good practice and issues e.g. arising from Section 11 audits
- Sharing of information for example concerning Looked After Children and dissemination of issues raised via the KSCB and its Sub Groups

Key challenges:

The group has recently re-focused and in addition to being a forum for district safeguarding leads it will provide a link between the activities of the recently established Local Children’s Partnership Groups and the Kent Safeguarding Children’s Board. Partnership groups have now been established in all districts; they are determining their work programmes based on a dashboard of data and performance for the district. Safeguarding and well-being priorities will be collated through the group enabling sharing of good practice and identification of issues of concern for problem solving.

Missing children procedures

- Child/young person identified as missing
- Parent/carer unable to locate child or young person
- Parent/carer reports the young person as missing to the police by dialling 101
- Officers conduct a risk assessment and begin enquiries
- Young person is located and returned to home address, or returns on their own
- Police undertake a 'Safe and Well' check
- Young person is offered an independent return interview and appropriate support



If you think a child is at immediate risk call 999

Police non-emergency number 101
Call this number to report your child as missing to the Police

Kent County Council Early Help Service 03000 419222
For advice and guidance and to seek additional support from local organisations

Kent County Council Specialist Children's Services 03000 411111
To seek specialist advice and support from Kent County Council's Social Services

SARC (Sexual Assault Referral Centre) 01622 720461 www.kentchhousesarc.org
The SARC is a safe place where you can seek confidential advice from specialist healthcare staff

The Children's Society www.childrensociety.org.uk/runaways-work

Missing People www.missingpeople.org.uk
24 hour confidential helpline: 116000 email: 116000@missingpeople.org.uk

When your child is missing
A guide for parents and carers



Kent Safeguarding Children Board
Safeguarding the Children and Young People of Kent



PRIORITIES FOR NEXT YEAR AND BEYOND

The Business Plan 2015/18 has been reviewed at the Board’s Development session, through the Independent Chair’s one to one meetings with Board members and by regular discussion and sub-group reporting to the Business Group. Below is the updated outline of the Plan:

Overarching Themes	
<p>Leadership and Governance</p> <ul style="list-style-type: none"> • Undertake a programme of Board members’ walkabouts and observations • Develop the role of Lay Members to include a remit for bringing the voice of children and young people to the Board • Build on the role of the KSCB Business Group to enhance joined up working across all KSCB Groups • Build and develop a culture and confidence of self-challenge through: <ul style="list-style-type: none"> • Cross Agency Peer reviews • Continued use of the ‘Challenge Log’ • Independent Chair to continue the programme of annual one to one meetings with all Board members • Develop closer links and lines of communication between front line staff and the Board and publicise the Board’s activities and impact 	<p>Voice of the Child</p> <ul style="list-style-type: none"> • Demonstrate what the Board is doing obtain the voice of the child, including children from ‘Hard to Reach Groups’ and how it is using their voice to inform the setting of priorities and developing practice • Each Agency provides timely reporting that: <ul style="list-style-type: none"> • Evidences what is being done to obtain the voice of the child, including children from ‘Hard to Reach Groups’ • Evidences how Children and Young People’s voices are being used in the development of practice and setting of priorities • Evidences impact of how this is making a difference and how agencies know <p>Learning from Case Reviews, Child Deaths and Multi-Agency Audits</p> <ul style="list-style-type: none"> • Briefing papers and key learning reports to be produced from, case reviews, child death reviews and audits • Continue to publish the learning from all case reviews, child deaths and audits and communicate to front-line managers and practitioners through effective dissemination and on-going re-enforcement
<p>Quality Assurance and Evidence of impact</p> <ul style="list-style-type: none"> • Each Agency to continue to provide timely reporting to populate the scorecard that: <ul style="list-style-type: none"> • Reflects their key safeguarding issues • Includes analysis of data, not just numbers • Evidences impact of how this is making a difference and how agencies know • Deliver the agreed themed audit programme (including Section 11) that focuses on the Board key priority areas 	<p>Staff Development</p> <ul style="list-style-type: none"> • Deliver the multi-agency KSCB Training Strategy that: <ul style="list-style-type: none"> • Embeds learning from Case Reviews, Child Deaths and KSCB multi-agency audits • Focuses on the Board’s key priority areas • Use the shared training evaluation process to assesses the impact of training on practice and quality assures KSCB training delivery and feed this back to the Board



Areas of particular interest	
<p>Child Sexual Exploitation (including missing children)</p> <ul style="list-style-type: none"> • Continue to deliver the CSE Strategy and Action Plan with reporting of progress to the KSCB through the MASE Group, including the production of a County CSE profile • Use the missing children data base to identify and profile the links between children who missing and CSE/gangs and other vulnerabilities • Deliver the E-Safety Strategy that outlines recognition and responses to cases of on-line grooming and the links to CSE 	<p>Early Help</p> <ul style="list-style-type: none"> • Deliver the Early Help Strategy with success measures reported to assure Board of its impact • Improve partner confidence at lower levels of intervention <p>Gangs</p> <ul style="list-style-type: none"> • To develop a county wide strategic multi-agency response to the increase in gang and youth violence in Kent (using feedback from the recent Ending Gang and Youth Violence Peer Review)
<p>Children in Need (including Children in Care)</p> <p>Page 11 Implementation of the 'step up and step down' protocol is being effectively used</p>	<p>Toxic Trio (Domestic Abuse, Parental Mental Health and Parental Substance Abuse)</p> <ul style="list-style-type: none"> • Deliver a joined up strategic approach to working across adult and children service provision • Continue to deliver the multi-agency training programme that raises staff awareness and understanding of the impact on children and young people in families where the following exists: <ul style="list-style-type: none"> • Domestic Abuse, • Parental Mental Health and • Parental Substance abuse
<p>Sexual abuse</p> <ul style="list-style-type: none"> • Deliver a multi-agency training programme that raises staff awareness and understanding of: <ul style="list-style-type: none"> • The signs and symptoms of sexual abuse • How to respond to allegations of sexual abuse, and • The sexual abuse medical pathway 	<p>Prevent</p> <ul style="list-style-type: none"> • Continue to coordinate and oversee agencies' responses to the Prevent Strategy • Continue to deliver a multi-agency training programme that raises staff awareness and understanding of radicalisation on children and young people
<p>FGM</p> <ul style="list-style-type: none"> • To develop and implement a county FGM strategy that includes: <ul style="list-style-type: none"> • A multi-agency awareness campaign • A multi-agency training programme for staff 	<p>Prevent</p> <ul style="list-style-type: none"> • Continue to coordinate and oversee agencies' responses to the Prevent Strategy • Continue to deliver a multi-agency training programme that raises staff awareness and understanding of radicalisation on children and young people



APPENDICES

- A** FULL LIST OF BOARD MEMBERS
- B** PARTNER AGENCIES' CONTRIBUTIONS
- C** TRAINING TREE



FULL LIST OF BOARD MEMBERS 2015/16

NAME	TITLE	REPRESENTING
Gill Rigg	KSCB Independent Chair	KSCB
Alison Broom	Chief Executive Maidstone Borough Council	District Councils' Chief Executives
Andrew Ireland	Corporate Director	Social Care, Health and Wellbeing, KCC
Andrew Scott-Clark	Director of Public Health	Public Health, KCC
Bethan Haskins	Chief Nurse, Ashford CCG and Canterbury and Coastal CCG	Clinical Commissioning Groups
Claire Jones	Head of Service for Assessment, Rehabilitation and IOM	Kent, Surrey and Sussex Community Rehabilitation Company
Fiona Trigwell	Head teacher for Sittingbourne Community College	Head teachers
Florence Kroll	Director	Early Help and Preventative Services, KCC
Jo Shiner	Assistant Chief Constable	Kent Police
Kelli Gardner	Youth and Community Manager	IMAGO (Voluntary Sector)
Nicky Lucey	Director of Nursing and Quality	Kent Community Health Foundation Trust
Patrick Leeson	Corporate Director,	Education and Young People's Services KCC
Pauline Grieve	Designated Nurse for Safeguarding Children	North Kent Clinical Commissioning Group
Peter Oakford	Cabinet Member for Specialist Children's Services	KCC (Participant Observer)
Philip Segurola	Director	Specialist Children's Services KCC
Roger Sykes	Lay Member	KSCB
Sean Kearns	Director of Business Development	CXK
Sally Allum (Virtual Member)	Director of Nursing	NHS England
Steve Hunt (Virtual Member)	Head of Service	CAFCASS Kent
Tina Hughes	Approved Premises Manager/Senior Probation Officer	National Probation Service (East & SE Region)



PARTNER AGENCIES' CONTRIBUTIONS

Agency	Contribution 14-15	Contribution 15-16
KCC Education and Young People's Services	40,167.00	40,167.00
KCC Youth Offending Service	8,000.00	8,000.00
KCC Specialist Children's Services	40,157.00	40,157.00
National Probation Service / Kent, Surrey and Sussex Community Rehabilitation Company	6,276.00	6,276.00
Kent Police and Crime Commissioner	47,600	45,934
CAFCASS	550.00	550.00
Connexions (CXK)	0	1,000
Kent CCGs (each) x 7	6951.85	6951.85
Health Providers (each) x 6	6951.85	6951.85
Total Health Contributions	90,374.00	90,374.00
Kent Fire and Rescue Service	5,000.00	5,000.00
Total	£238,124	£235,458

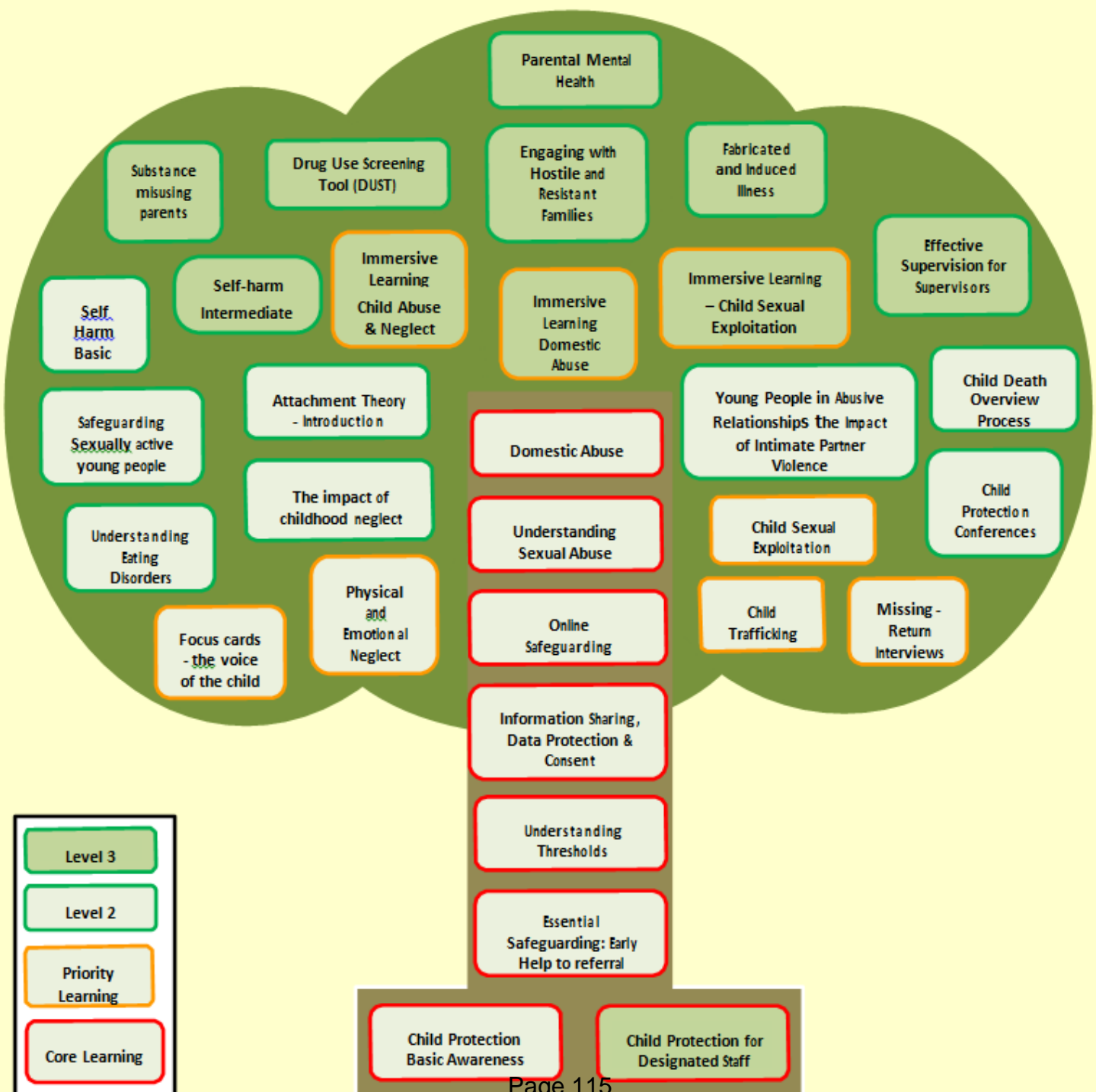


KSCB ‘Safeguarding Training Tree’ 2015

KSCB offers a range of free multi-agency training courses.

The ‘Training Tree’ has been designed to reflect the range of our training offer and to make it easy to understand which courses are core learning and a priority for practitioners, and how the Level 2 and 3 courses follow on.

To find out more go to www.kscb.org.uk or to book a place directly go to: www.kentcpdonline.org.uk.



E-Learning Training Courses Available

- An Introduction to FGM, Forced Marriage, Spirit Possession and Honour Based Violence
- An Introduction to Integrated Working (The Early Help Assessment/ Lead Professional/ Information Sharing)
- An Introduction to Safeguarding Children
- Awareness of Child Abuse and Neglect (Core Version)
- Awareness of Child Abuse and Neglect (Foundation Version)
- Awareness of Child Abuse and Neglect (Police Version)
- Awareness of Child Abuse and Neglect (Young People Version)
- Awareness of Domestic Abuse and Violence including the Impact on Children, Young People and Adults at Risk
- Child Accident Prevention
- Child Development
- Collaborative Working: A Whole Family Approach
- Common Core of Skills and Knowledge
- Communication in Health, Social Care or Children's and Young People's Settings
- Dementia Awareness
- Dignity in Care
- Duty of Care in Health, Social Care or Children's and Young People's Settings
- Early Child Development
- Equality and Inclusion in Health, Social Care or Children's and Young People's Settings
- E-Safety: Guidance for Practitioners Working with Children
- Falls and Fractures Prevention in Older People
- Hate Crime
- Health and Safety in Health, Social Care or Children's and Young People's Settings
- Hidden Harm
- Information Sharing- Level 2
- Introducing Telecare and Telehealth Medication Awareness
- Mental Capacity Act
- Moving and Handling Objects and People
- Parental Mental Health
- Personal Development in Health, Social Care or Children's and Young People's Settings
- Person- Centred Approaches in adult Social Care Settings
- Risk Taking Behaviour
- Safe Sleeping for Babies: Reducing the Risk of SIDS
- Safeguarding Adults
- Safeguarding and Leadership
- Safeguarding Children from Abuse by Sexual Exploitation
- Safeguarding Children Refresher Training
- Safeguarding Children with Disabilities
- Safeguarding Everyone- Protecting Children, young People, and Adults at Risk
- Safer Recruitment
- Safer Working Practices
- Self-Care
- Self-Harm and Suicidal Thoughts in Children and Young People
- Short Breaks for Disabled Children
- Strategic Managers Integrated Working
- Supervision and Appraisal in Early Years Settings
- Teenage Pregnancy
- The Assessment and Management of Urinary Incontinence and Bladder Dysfunction in Adults
- The Deprivation of Liberty Safeguards
- The Management of Urinary Catheterisation in Adults
- The Role of the Health and Social Care Worker
- Think Safe, Be Safe, Stay Safe
- Tissue Viability
- Trafficking, Exploitation and Modern Slavery
- Understanding Pathways to Extremism and the Prevent Programme
- Wellbeing in Sexual Health



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From: Paul Carter, Leader

To: County Council, 20th October 2016

Subject: ***Increasing Opportunities, Improving Outcomes - Strategic Statement Annual Report***

Summary: This report seeks endorsement of the Annual Report 2016, which outlines the progress made towards the strategic and supporting outcomes set out in KCC's five year Strategic Statement (2015-2020), *Increasing Opportunities, Improving Outcomes*.

Recommendation(s):

County Council is asked to:

- **Approve** the *Increasing Opportunities, Improving Outcomes* Annual Report 2016 (Appendix 1).

1. Introduction

- 1.1 KCC's five year Strategic Statement "*Increasing Opportunities, Improving Outcomes*" was agreed by County Council in March 2015.
- 1.2 The strategic statement is outcome focused and identifies three strategic outcomes and twenty supporting outcomes. The statement has an emphasis on improving lives by ensuring that every pound spent in Kent is achieving better outcomes for Kent's residents, businesses and communities.
- 1.3 Within the Strategic Statement a commitment was made to all elected members to deliver an Annual Report to County Council on the progress towards the outcomes.
- 1.4 This is the first Annual Report (2016) which demonstrates the progress we have made over the last 18 months and provides an assessment of our direction of travel towards delivering better outcomes.
- 1.5 Hard colour copies of the full Annual Report (Appendix 1) and Executive Summary (Appendix 2) will be made available to all elected members prior to County Council (20th October 2016).

2. The Report

- 2.1 The Annual Report (Appendix 1) includes:
 - Activity and progress we have made towards the outcomes
 - Key performance measures (based on the Outcomes Measures Performance Report – Appendix 3)
 - The views of our residents, partners and providers
 - Contextual information including demand and financial pressures, transformation and commissioning activity, strategies and policy changes.

2.2 The Annual Report highlights progress since April 2015 and includes the latest possible information, key results and statistics available at the time of going to press.

Customer Stories

2.3 Three customer stories have been included in the report, one per strategic outcome. However the report also signposts to further customer stories for each supporting outcome which are available online at: www.kent.gov.uk/strategicstatement.

Executive Summary and Easy Read

2.4 An executive summary summarises progress against the three strategic outcomes (Appendix 2) in a visual, infographic style. An easy read version of the executive summary is also available online at: www.kent.gov.uk/strategicstatement.

Performance

2.5 In March 2015, when the Strategic Statement was launched, a range of outcome measures were identified to help assess our progress against our 20 supporting outcomes.

2.6 In January 2016 we reflected on these measures to ensure they remained relevant and benchmarked our progress as a 'starting point' position against our five year vision, with a baseline report taken to Policy & Resources Cabinet Committee (January 2016).

2.7 The Outcomes Measures Performance Report (Appendix 3) includes the latest performance information for the academic year, calendar year, or financial year (2015-16) based on nationally published sources. Where more recent local performance information is available this has been included within the main report.

3. Conclusions

3.1 The Annual Report is an important public commitment to reporting KCC's progress against the strategic and supporting outcomes within the strategic statement (2015-2020), *Increasing Opportunities, Improving Outcomes*.

3.2 The report demonstrates the scale and breadth of activity across the council and with our partners and providers to improve outcomes and highlights the achievements over the last 18 months.

4. Recommendation(s)

Recommendation(s):

County Council is asked to:

- **Approve** the 'Increasing Opportunities, Improving Outcomes' Annual Report 2016 (Appendix 1).

5. Background Documents

Appendices:

- Appendix 1: Strategic Statement Annual Report 2016
- Appendix 2: Annual Report 2016 Executive Summary
- Appendix 3: Outcome Measures Performance Report

Background Documents:

- *"Increasing Opportunities: Improving Outcomes": KCC's Strategic Statement 2015-2020*, County Council, March 2015.
- *"Strategic Statement Outcomes Measures Baseline Report"*, Policy & Resources Cabinet Committee, January 2016.
- Strategic Statement Annual Report online content, including easy read version and customer stories, available at: www.kent.gov.uk/strategicstatement

6. Contact details

Report Authors

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- Email address: david.firth@kent.gov.uk

Relevant Director:

- David Whittle, Director of Strategy, Policy, Relationships and Corporate Assurance
- Telephone number: 03000 416833
- Email address: david.whittle@kent.gov.uk

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Increasing Opportunities, Improving Outcomes

Kent County Council's Strategic Statement 2015-2020

Outcome measures

Publication date: September 2016

Produced by: Strategic Business Development and
Intelligence

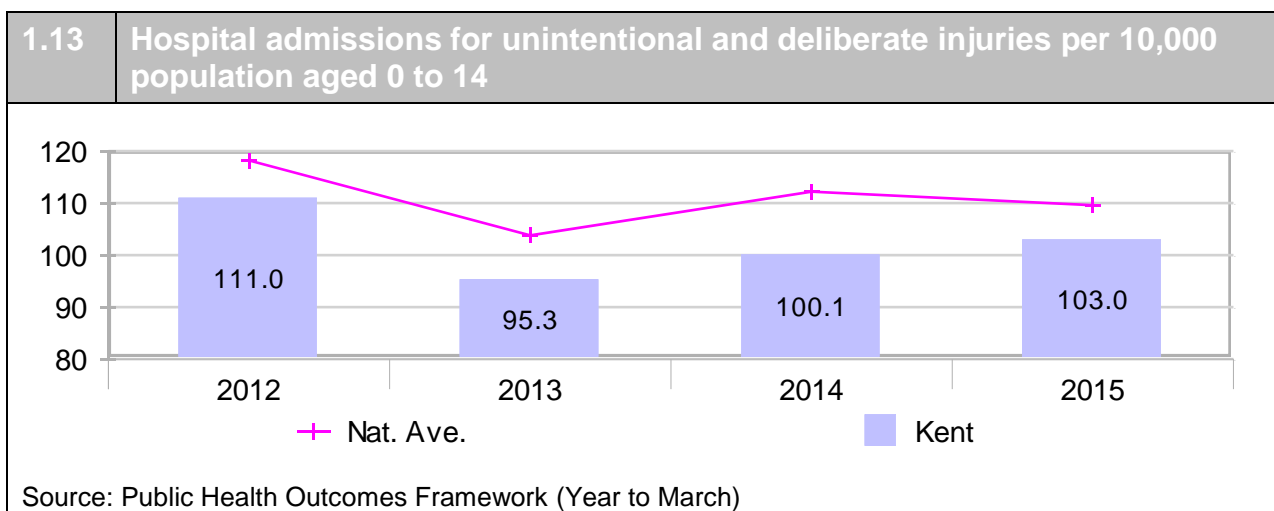
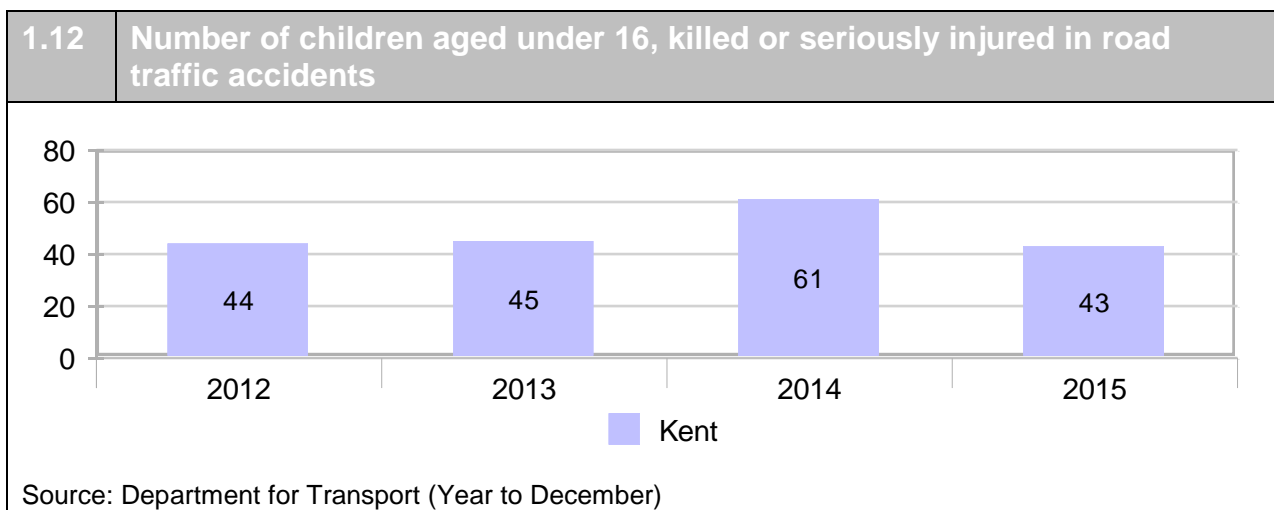
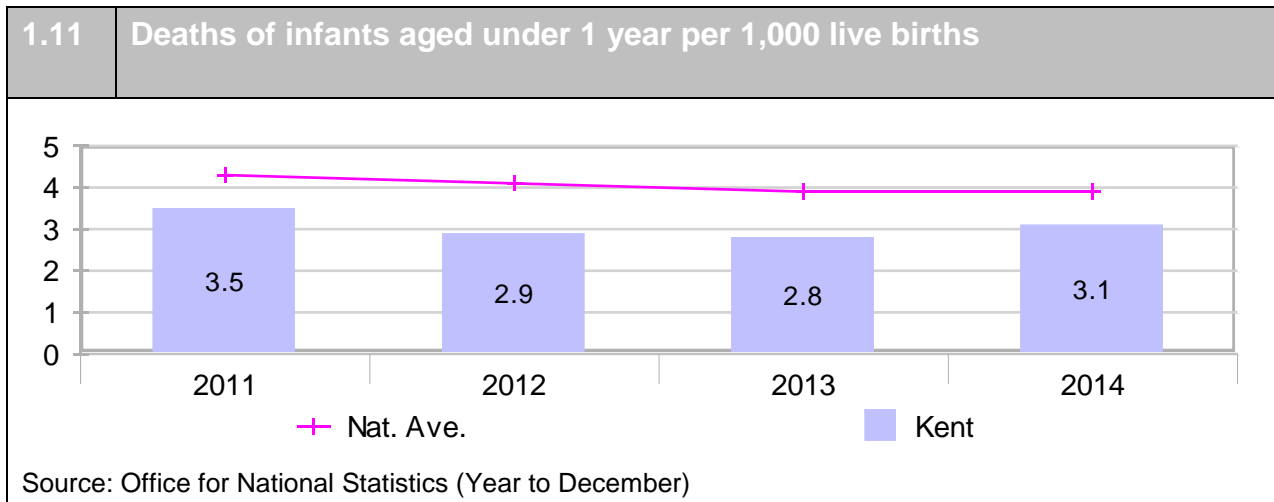


Data quality

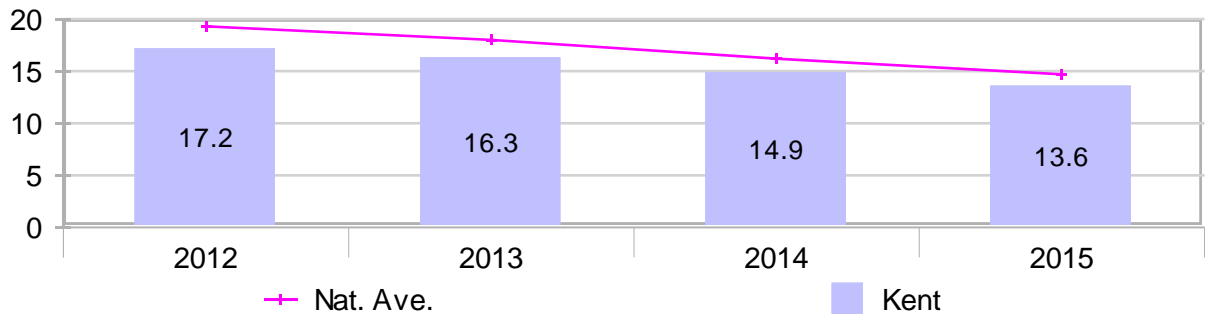
Data in this report includes some that is provisional and has not yet been nationally published. This is so we can report on the most up to date position. This data will be validated once national publication takes place.

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

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



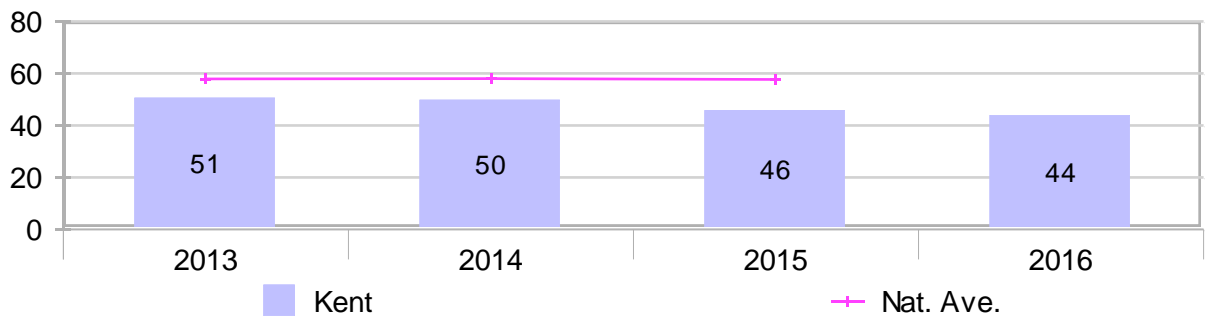
1.14 Percentage of children aged 0 to 15 in out of work benefit claimant households



Source: Department for Work and Pensions (May data)

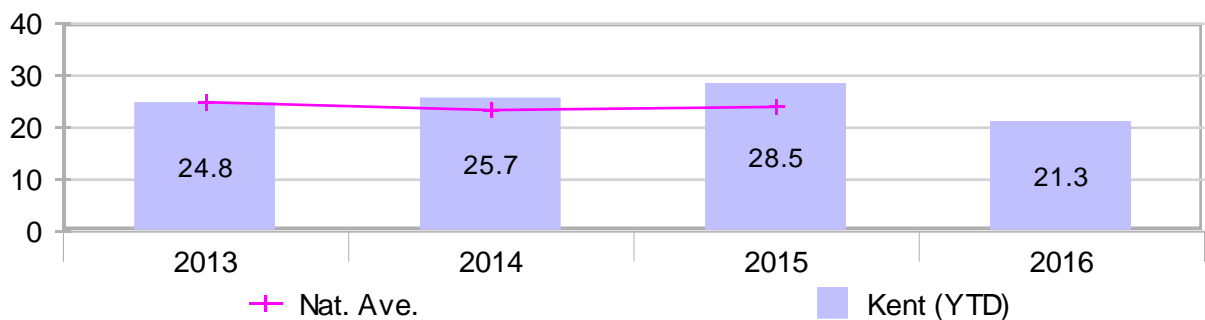
1.2 We keep vulnerable families out of crisis and more children and young people out of KCC care

1.21 The number of children in care (excluding asylum) per 10,000 population aged under 18

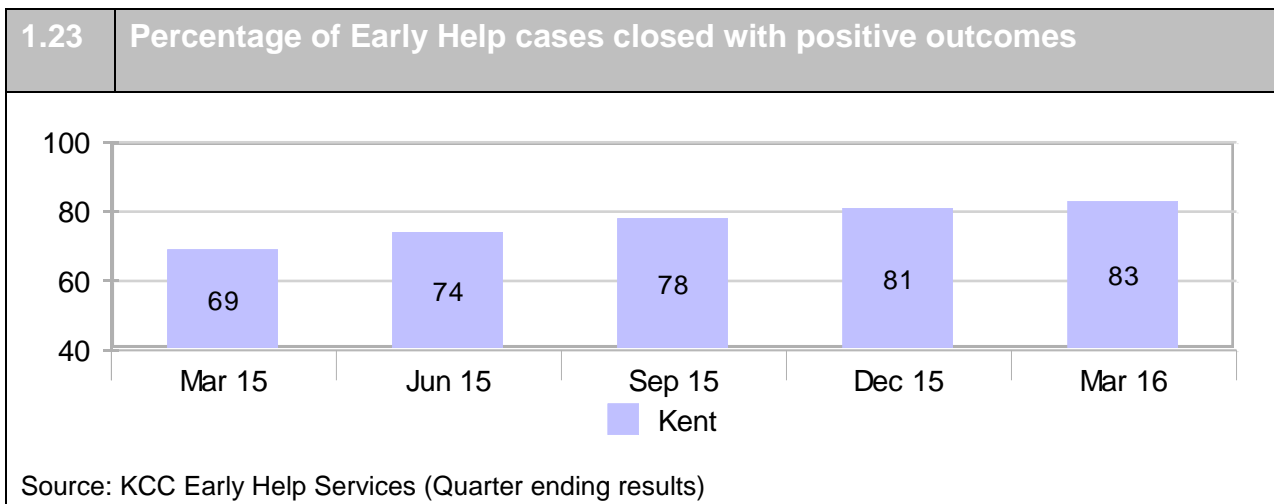


Source: Department for Education (March data)

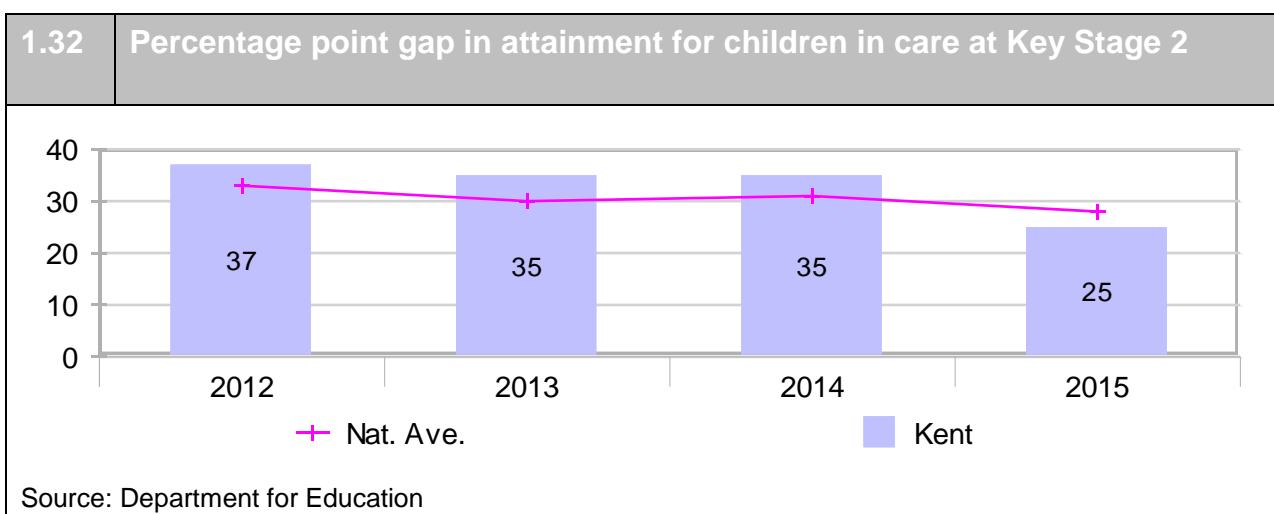
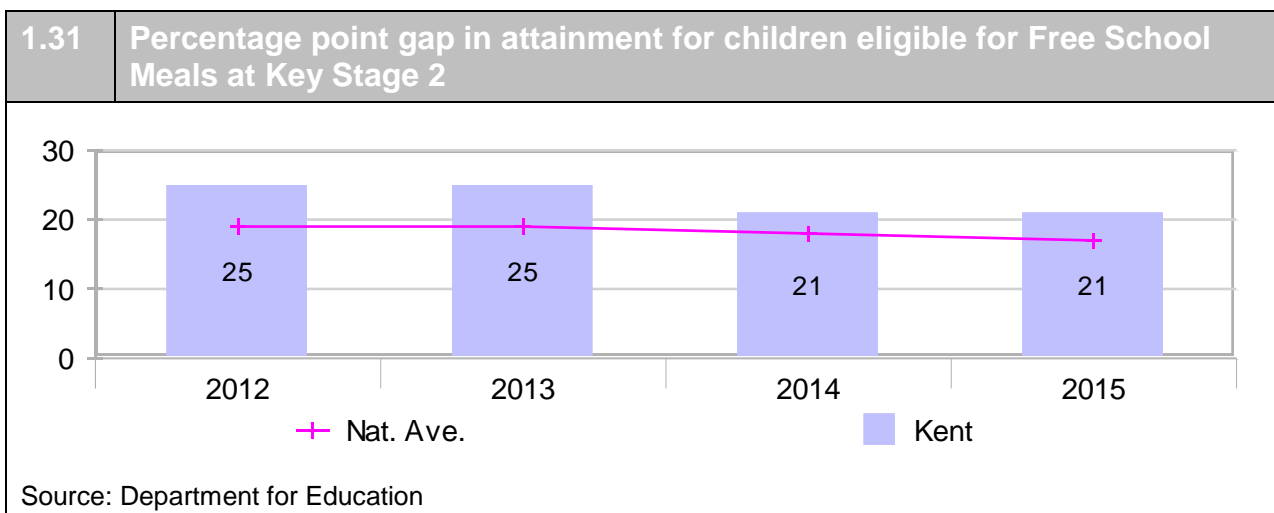
1.22 Percentage of referrals to children's social services which were re-referrals within 12 months



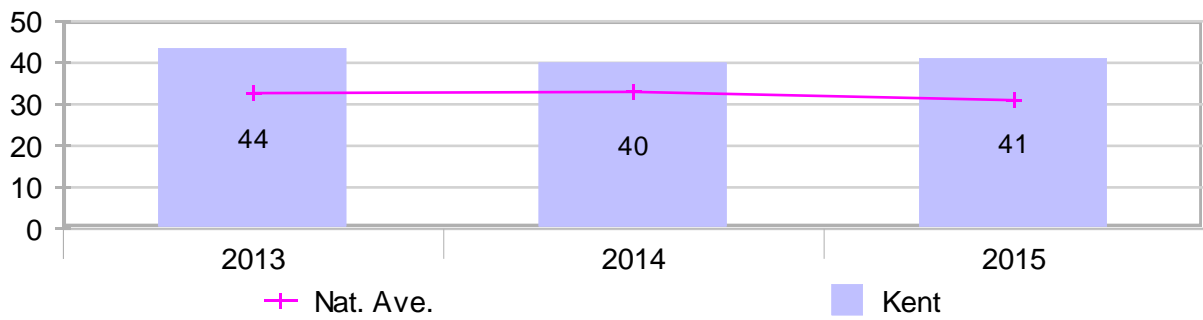
Source: Department for Education (Year to March)



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

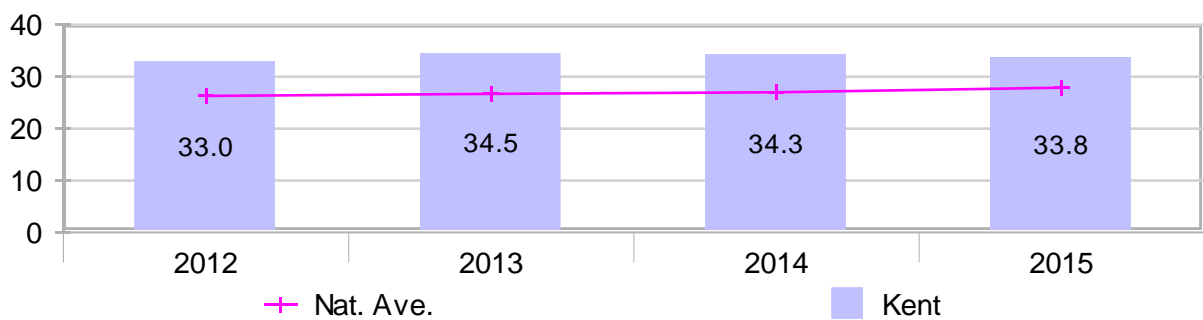


1.33 Percentage point gap in attainment for children in need at Key Stage 2



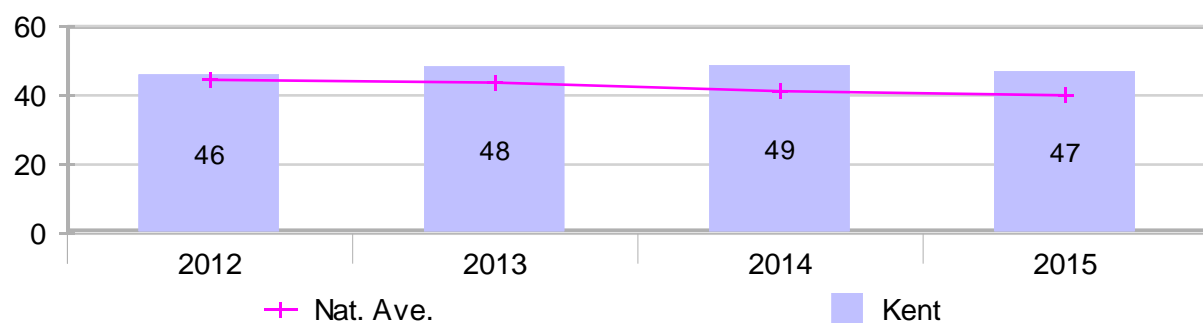
Source: Department for Education

1.34 Percentage point gap in attainment for children eligible for Free School Meals at Key Stage 4



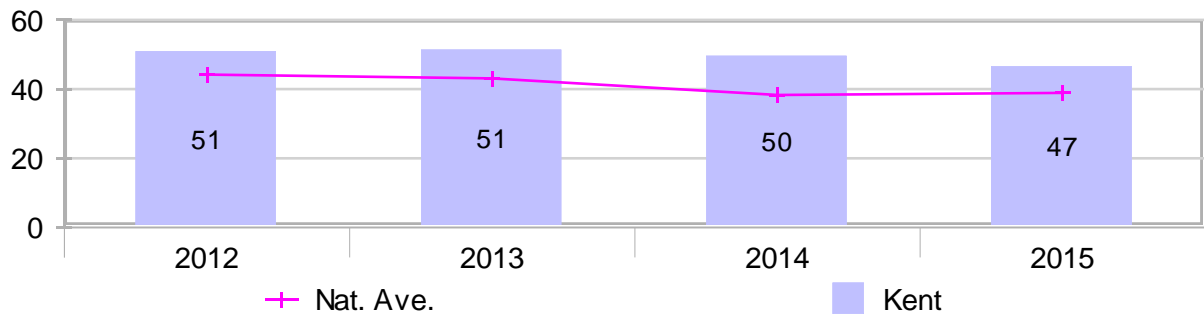
Source: Department for Education

1.35 Percentage point gap in attainment for children in care at Key Stage 4



Source: Department for Education

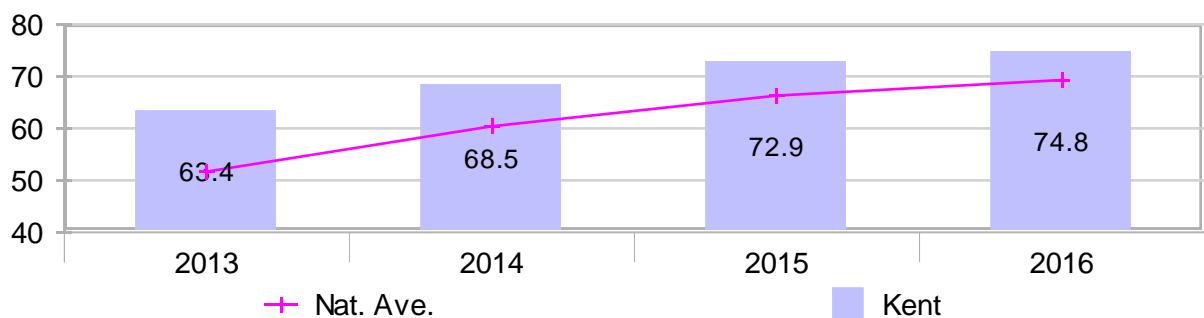
1.36 Percentage point gap in attainment for children in need at Key Stage 4



Source: Department for Education

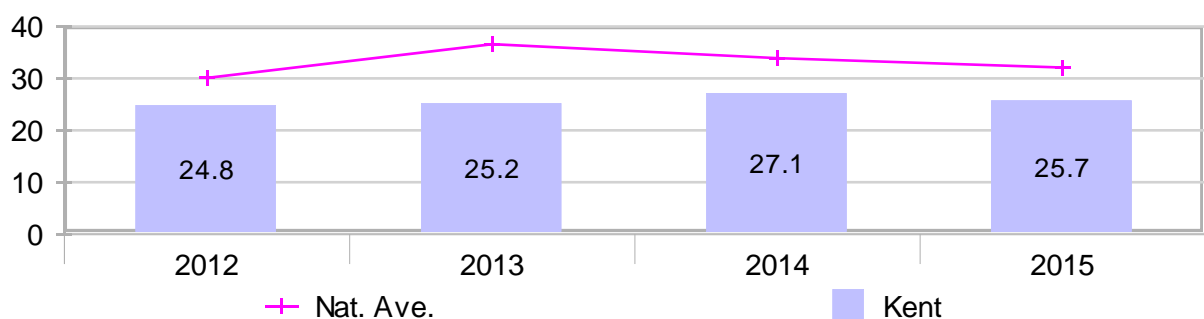
1.4 All children, irrespective of background, are ready for school at age 5

1.41 Percentage of children achieving a good level of development at Foundation Stage



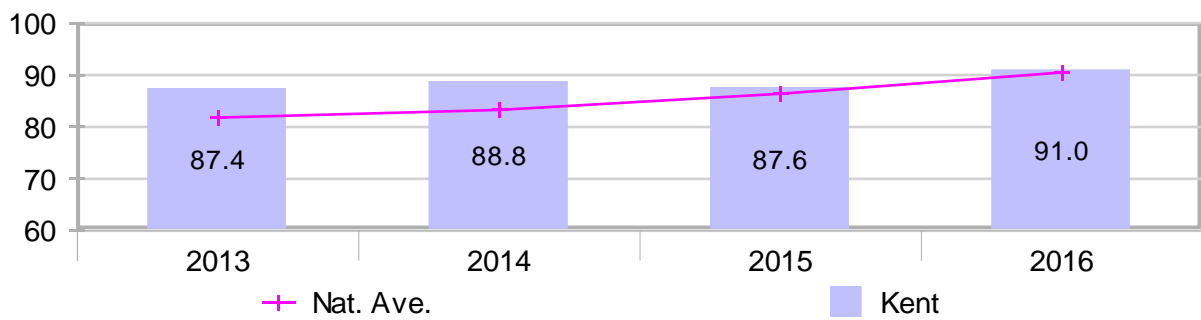
Source: Department for Education (June data). 2016 results are provisional.

1.42 Percentage attainment gap at Foundation Stage for the lowest achieving 20% of children



Source: Department for Education (June data)

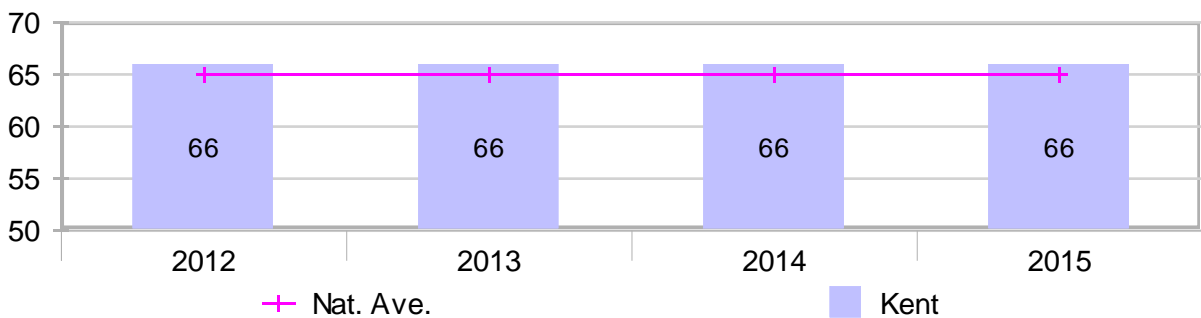
1.43 Percentage of Early Years settings on non-domestic properties with good or outstanding Ofsted inspection



Source: Ofsted (August data). 2016 is provisional March position.

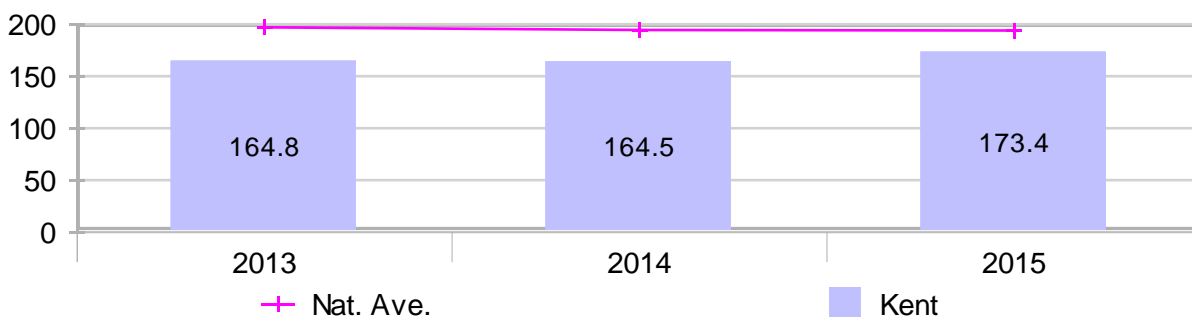
1.5 Children and young people have better physical and mental health

1.51 Percentage of Year 6 children with a healthy weight

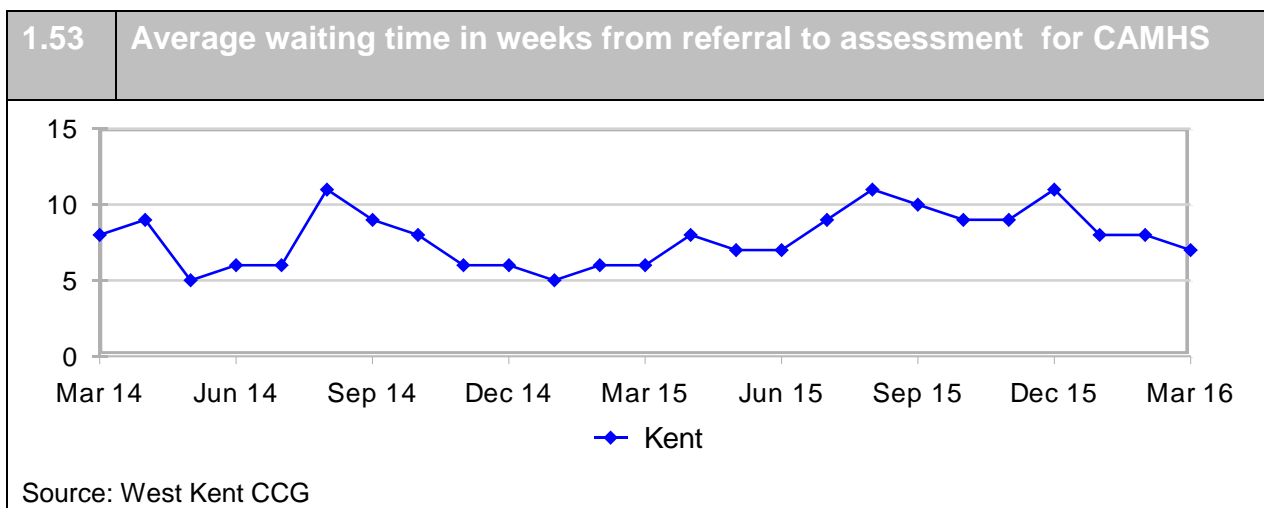


Source: Health and Social Care Information Centre (June data)

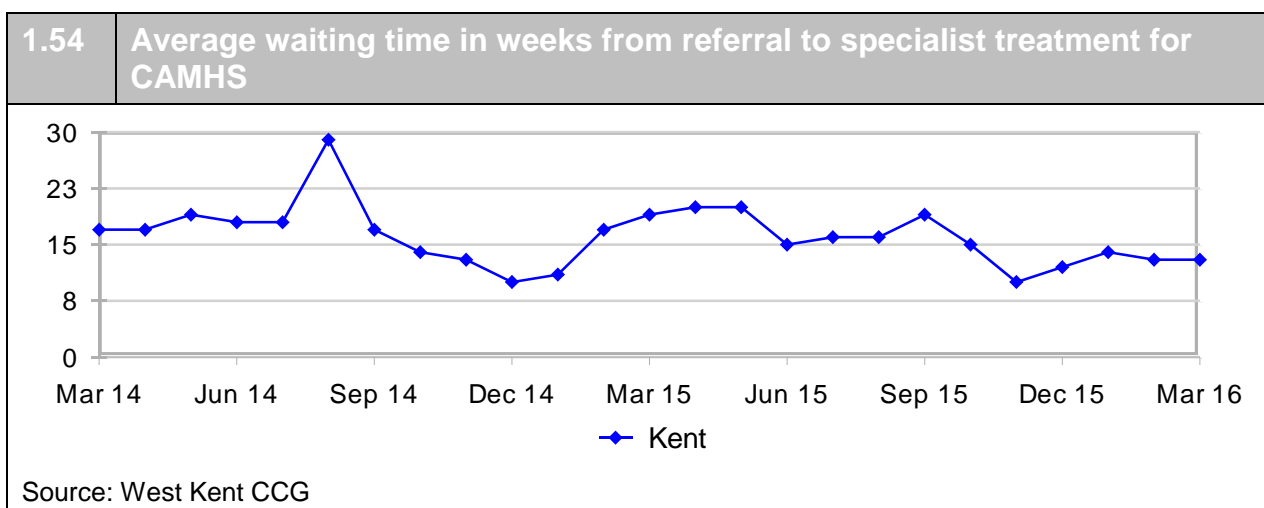
1.52 Number of hospital inpatient episodes per 1,000 population aged 0 to 24



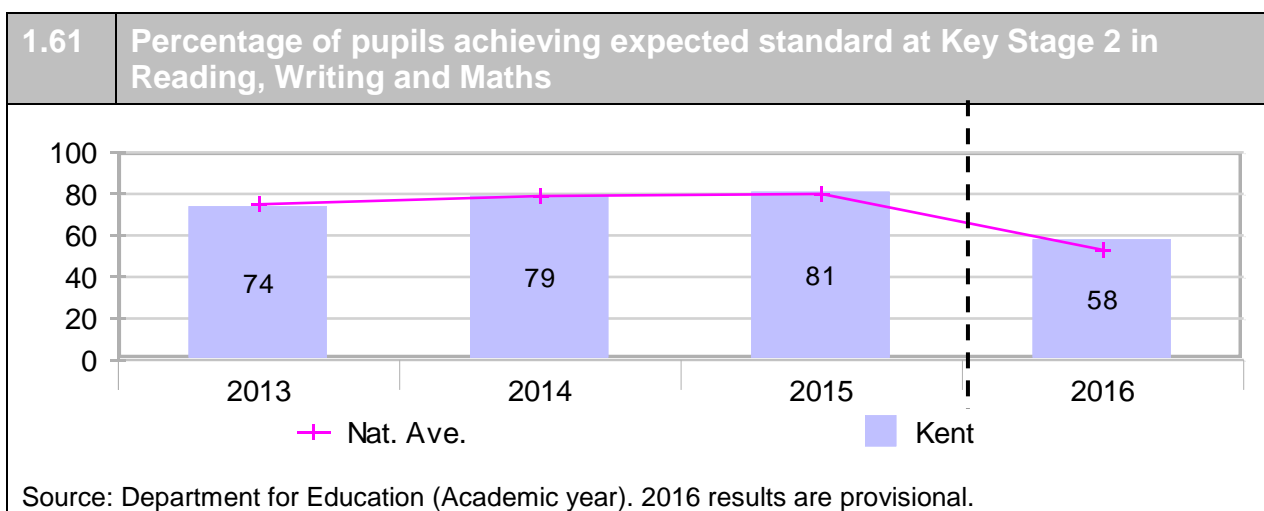
Source: Health and Social Care Information Centre (Year to March)



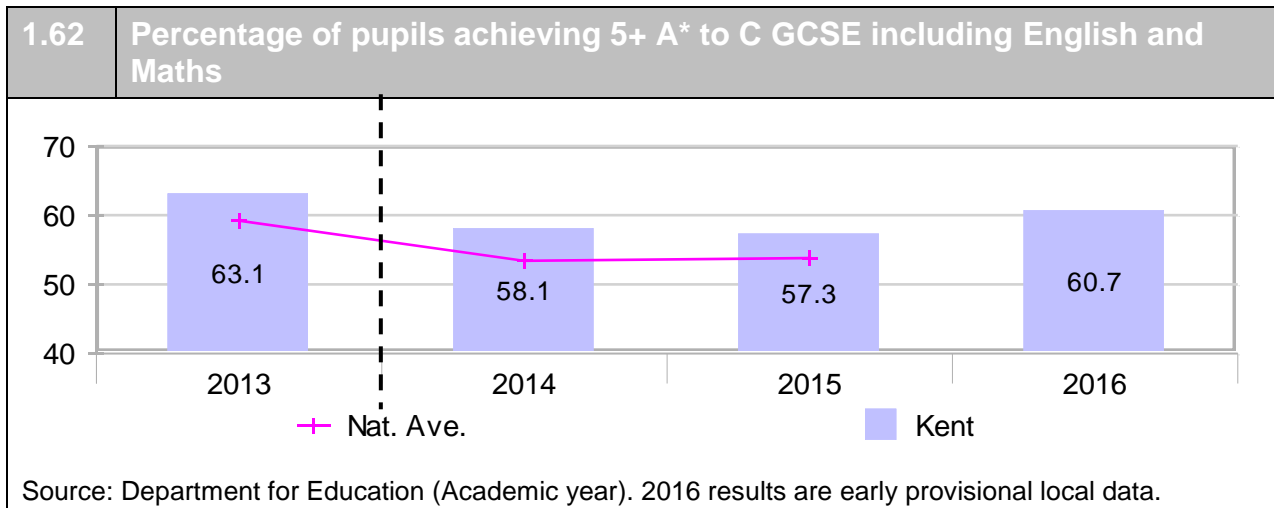
CAMHS = Child & Adolescent Mental Health Services



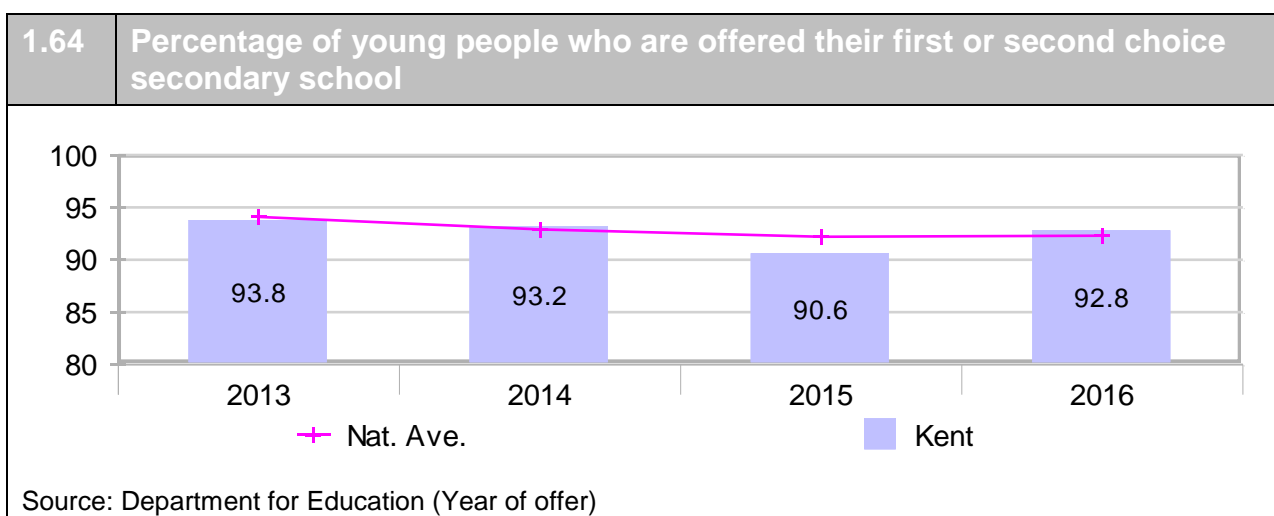
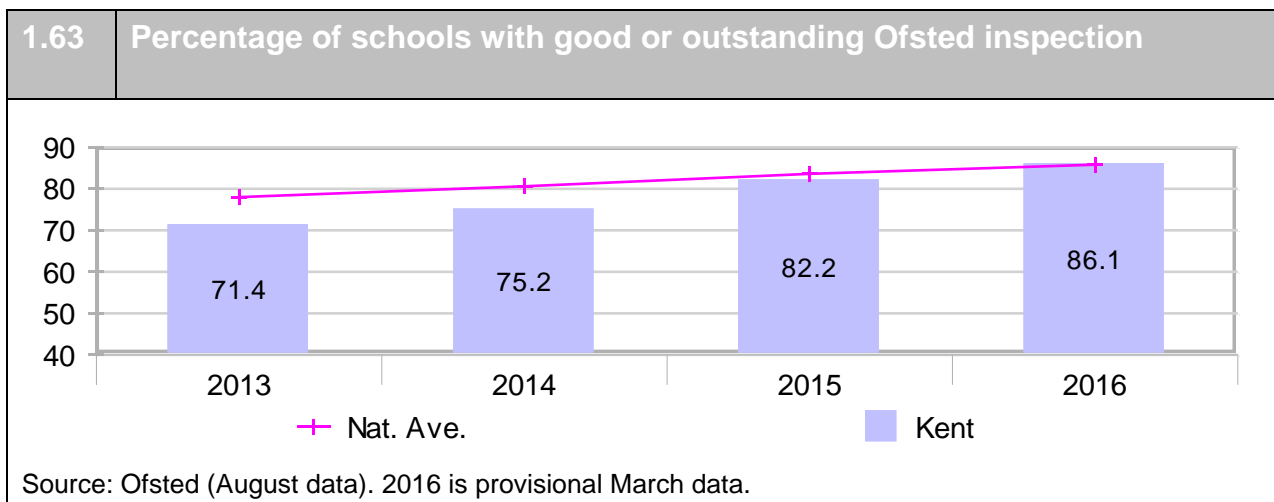
1.6 All children and young people are engaged, thrive and achieve their potential through academic and vocational education



Scoring of tests and expected standard changed in 2016 so results are not comparable with previous years.

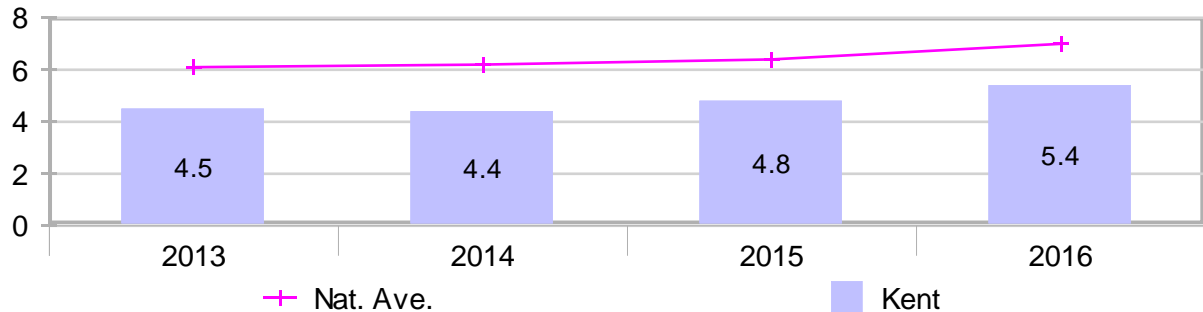


Methodology for calculating GCSE attainment changed significantly in 2014, so previous years are not directly comparable.



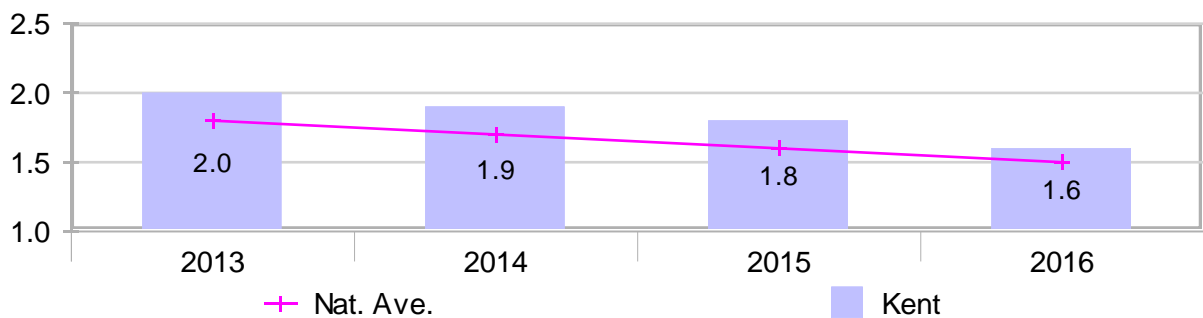
1.7 Kent young people are confident and ambitious with choices and access to work, education and training opportunities

1.71 Percentage of 16 to 18 year olds starting an Apprenticeship



Source: Department for Business, Innovation and Skills (Year to June). 2016 data is provisional based on position at April 2016.

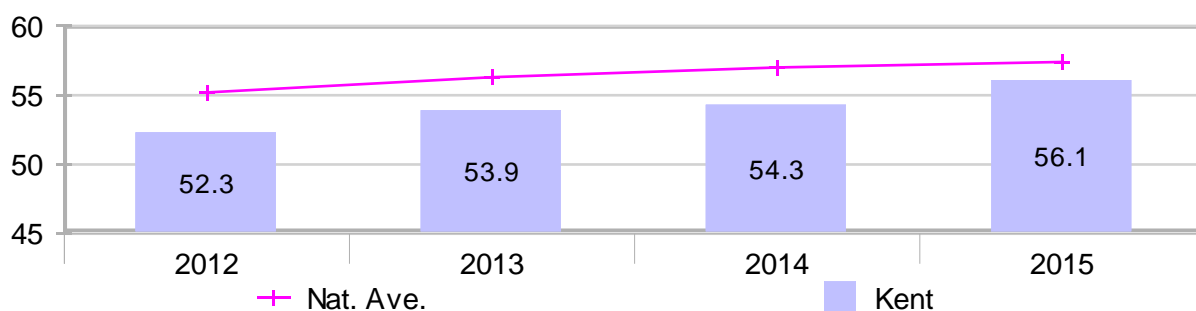
1.72 Ratio of Job Seeker claimant count rates, aged 18 to 24 compared to age 16 to 64



Source: Department for Work and Pensions (March snapshot)

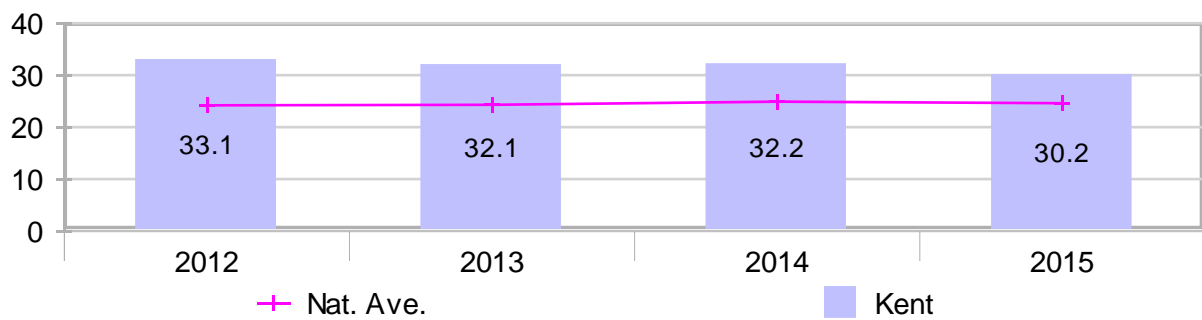
Ratio to be read as 2.0 to 1 for 2013 etc.

1.73 Percentage of 19 year olds qualified to level 3



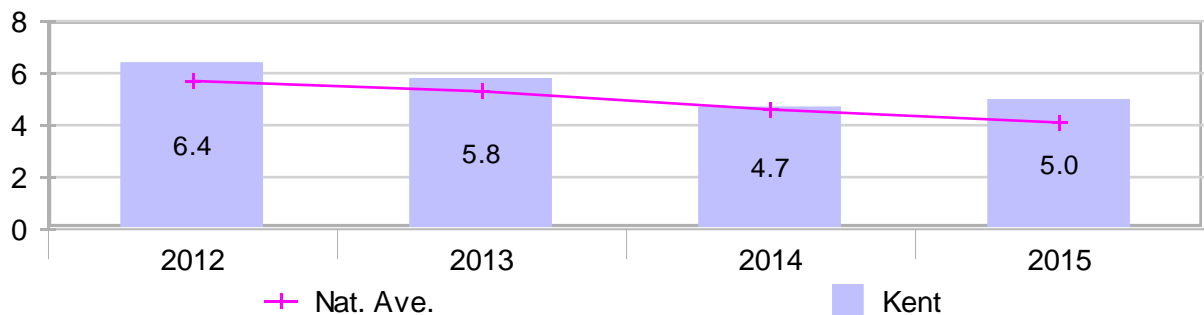
Source: Department for Education (Year to June)

1.74 Percentage point achievement gap for young people with Free School Meals qualified to level 3 at age 19



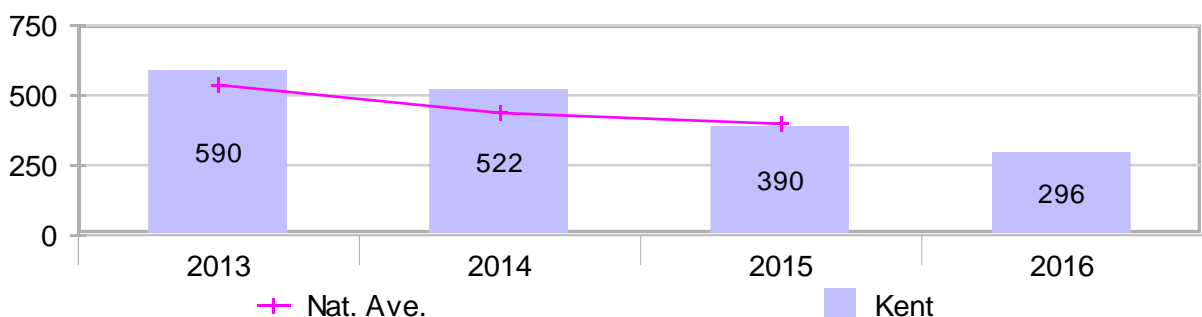
Source: Department for Education (Year to June)

1.75 Percentage of 16 to 18 year olds not in education, employment or training (NEETs)



Source: Department for Education (3 month average at December)

1.76 Number of first time entrants to the youth justice system per 100,000 population aged 10 to 17

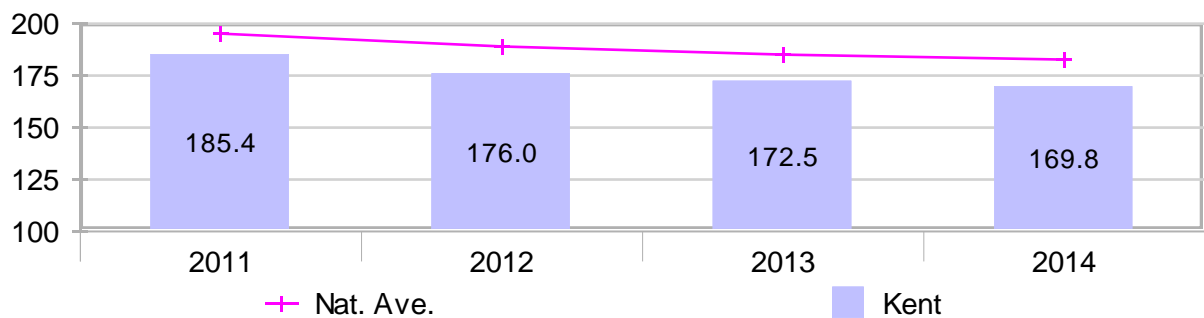


Source: Ministry of Justice, KCC (Year to March)

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

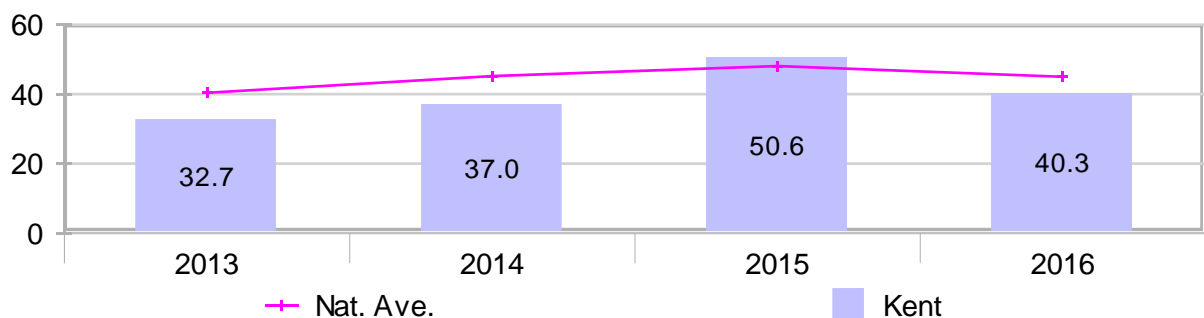
2.1 Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing

2.11 Mortality rate from preventable causes per 100,000 population all ages



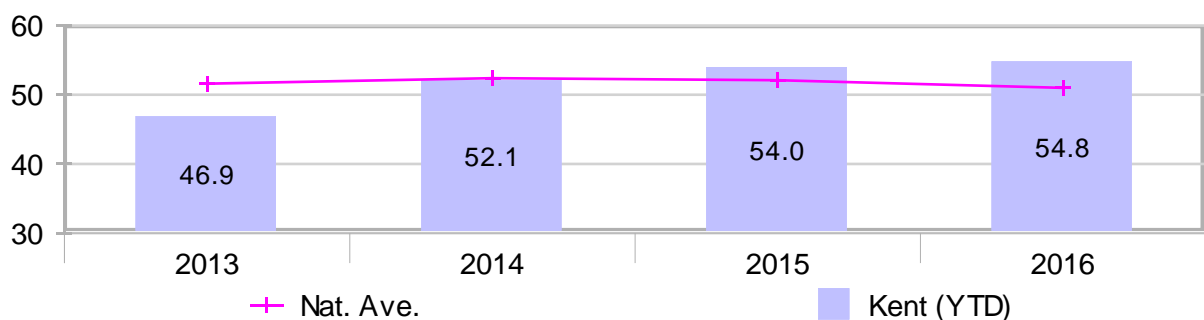
Source: Public Health Outcomes Framework (3 Year average to December)

2.12 Percentage of eligible population aged 40 to 74 receiving 5 year NHS health check



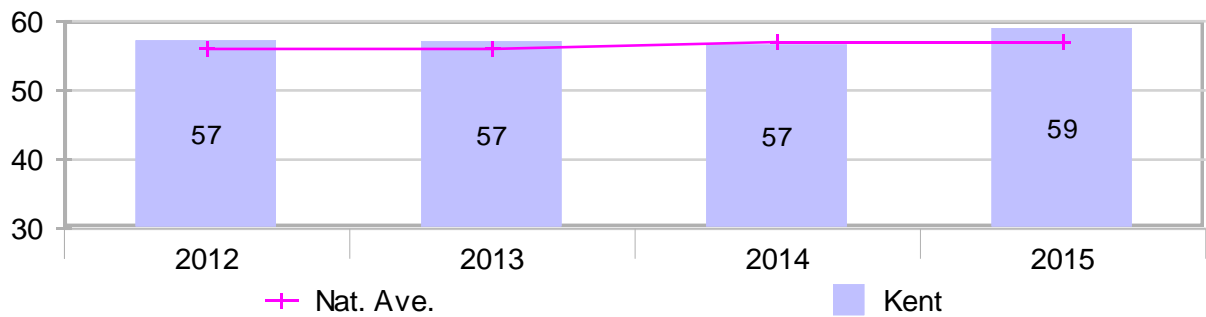
Source: NHS Health Check (Year to March)

2.13 Percentage of people setting a quit date who quit smoking



Source: Health and Social Care Information System (Year to March)

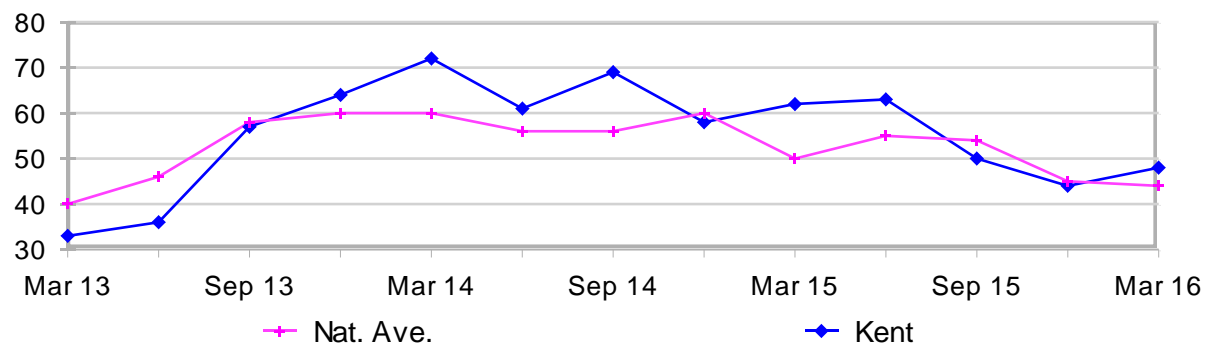
2.14 Percentage of population aged 16 and with at least 150 minutes moderate intensity physical activity per week



Source: Active People Survey (Year to December)
 Sample survey – confidence interval +/-1.3%

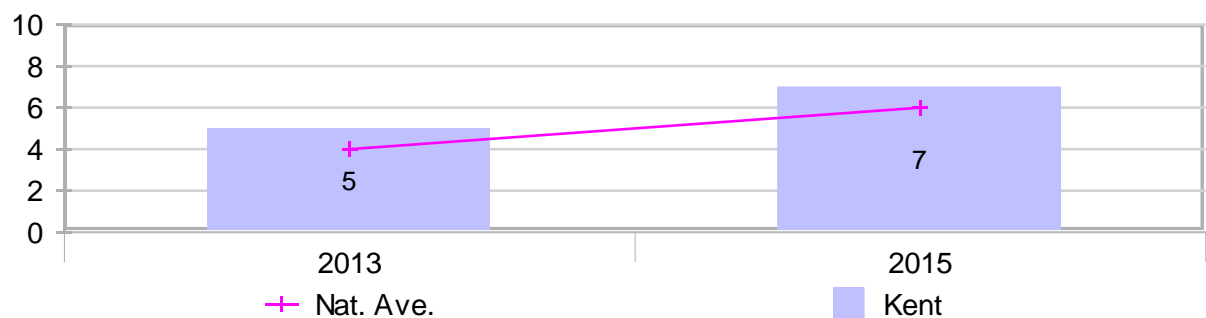
2.2 Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure

2.21 Net percentage of businesses who expect improved sales in next 12 months



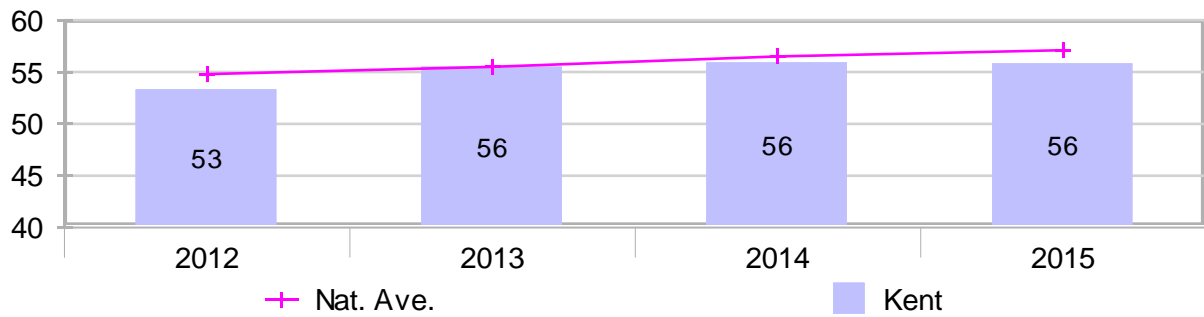
Source: Quarterly Economic Survey, Kent Invicta Chamber. National figure from BCC quarterly survey of Service industry.

2.22 Percentage of establishments reporting at least one skill shortage vacancy



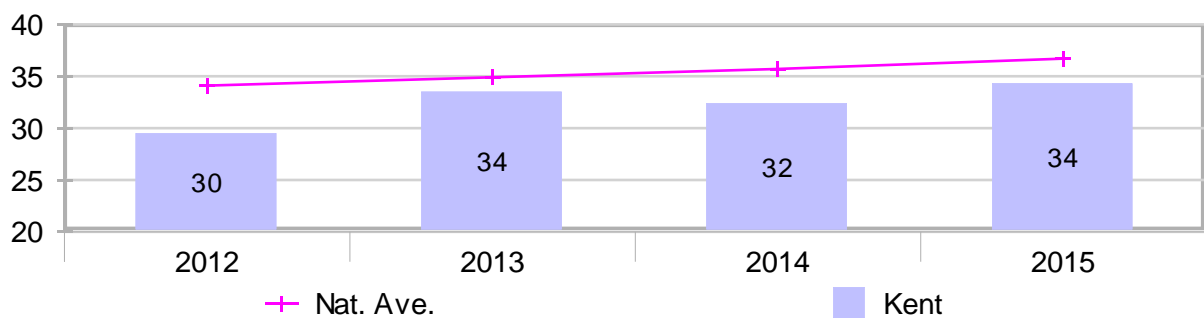
Source: UK Commission's Employer Skills Survey (UKCESS). Biannual survey.
 Sample survey – confidence interval +/- 1.2%

2.23 Percentage of population aged 16 to 64 with level 3 NVQ equivalent qualifications



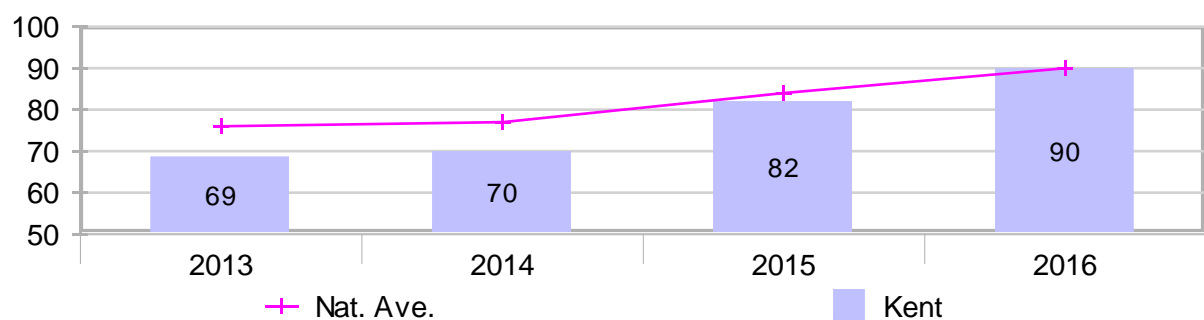
Source: ONS via Nomis (December data)

2.24 Percentage of population aged 16 to 64 with level 4 NVQ equivalent qualifications



Source: ONS via Nomis (December data)

2.25 Percentage of properties with access to superfast broadband (30 Megabytes per second)

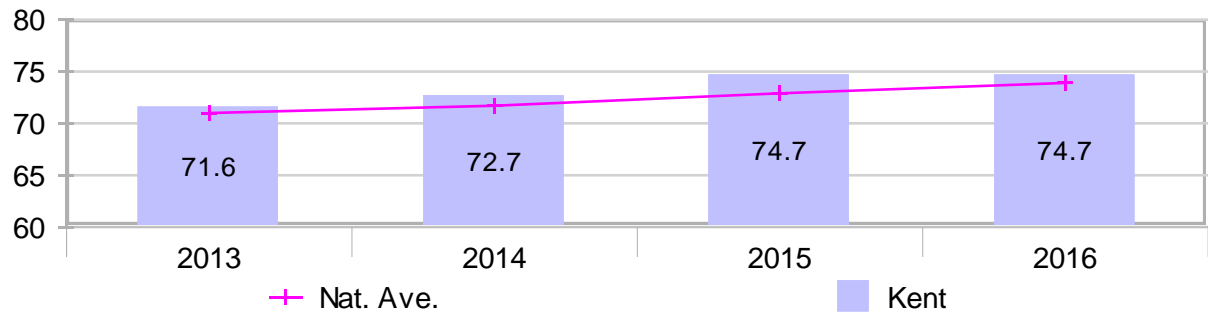


Source: Ofcom to 2015 and thinkbroadband.com for March 2016

This indicator as reported by OFCOM defined superfast as 30 megabytes per second which is the EU definition. National UK targets from BDUK are set in relation to 24 megabytes and Kent achieved 91% for this provision in 2016.

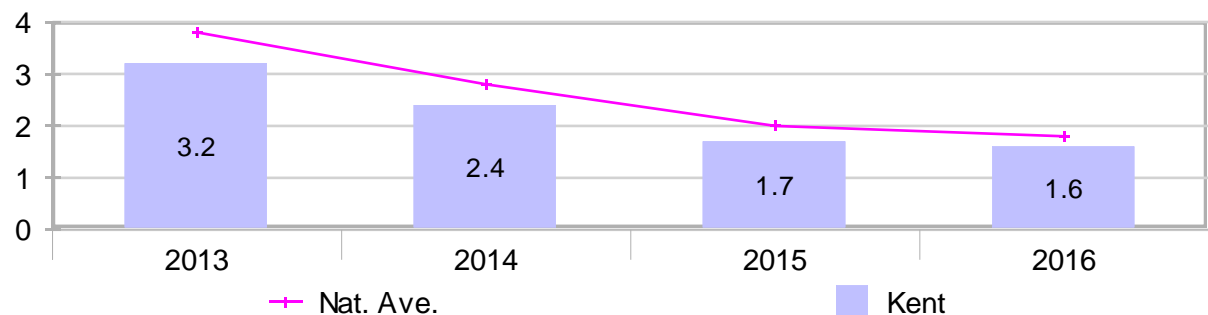
2.3 All Kent's communities benefit from economic growth and lower levels of deprivation

2.31 Percentage of population aged 16 to 64 in employment



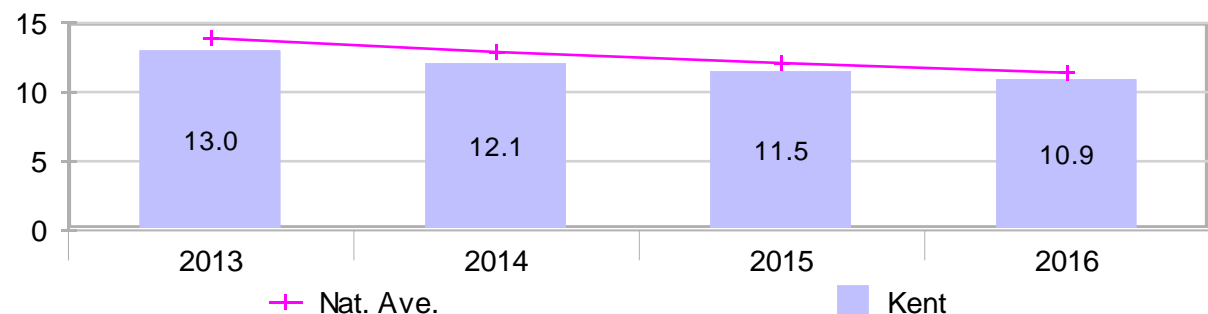
Source: ONS via Nomis (12 months to March)

2.32 Percentage of population aged 16 to 64 receiving Job Seekers Allowance or out of work Universal Credit



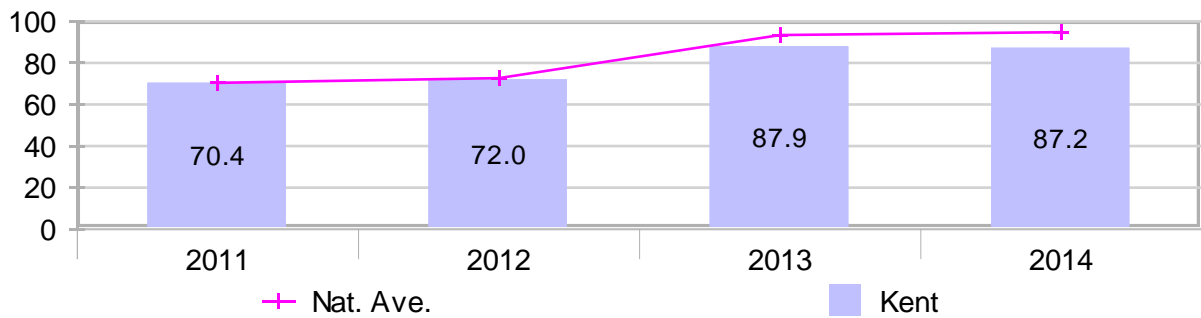
Source: DWP via Nomis (March data)

2.33 Percentage of population aged 16 to 64 receiving welfare benefits as DWP working age client group



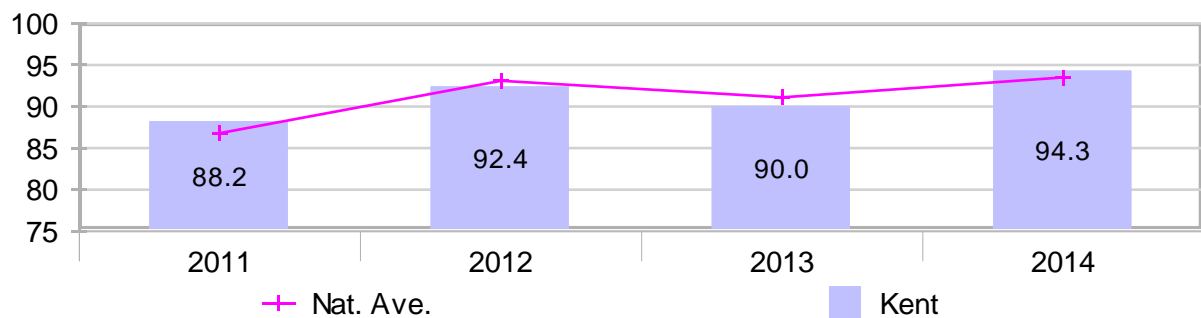
Source: DWP via Nomis (February data)

2.34 New business registrations per 10,000 population aged 18 to 64



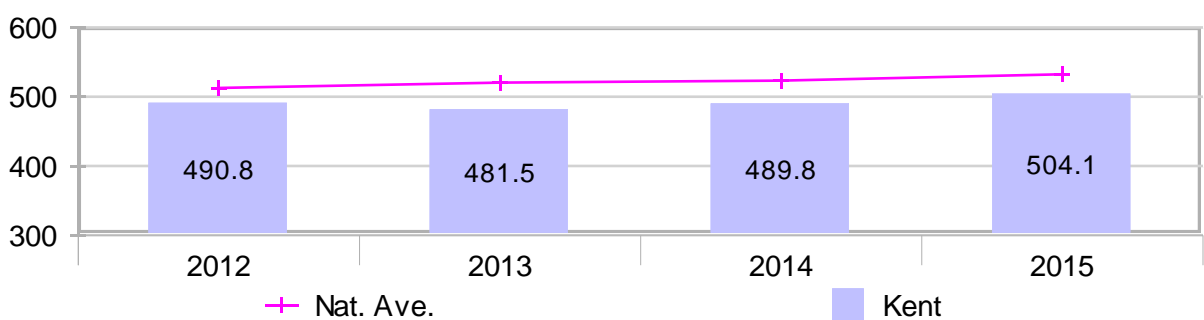
Source: ONS (Year to December)

2.35 Percentage of business start-ups which survive for over 1 year



Source: ONS (Year to December)

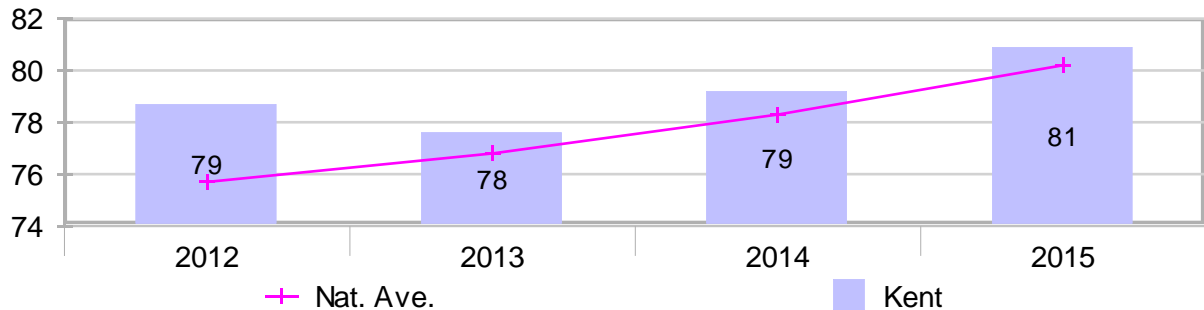
2.36 Median gross weekly earnings (£s) full time workers workplace based



Source: ONS via Nomis , Annual Survey of Hours and Earnings (April survey)

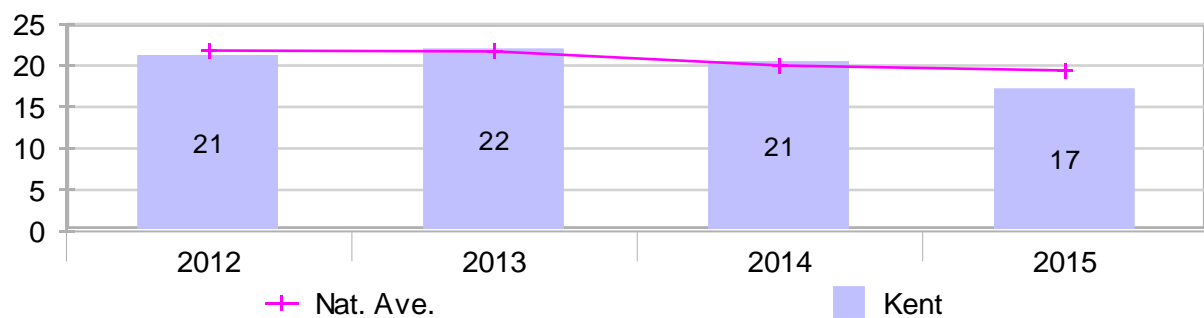
2.4 Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities

2.41 Percentage of residents who report they have a high or very high level of life satisfaction



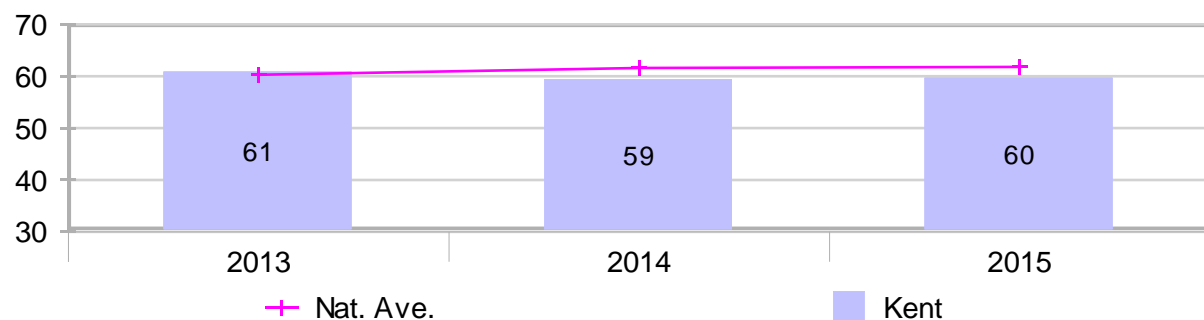
Source: ONS, Annual Population Survey (Year to March)

2.42 Percentage of residents who report they have a high level of anxiety



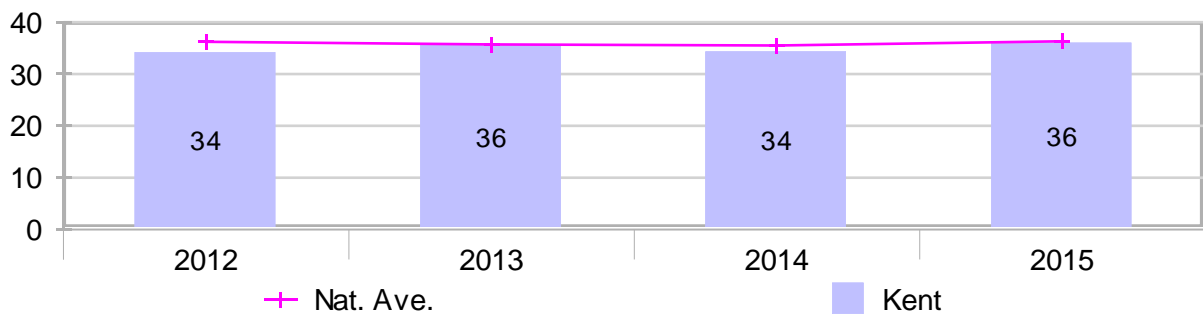
Source: ONS, Annual Population Survey (Year to March)

2.43 Percentage of residents satisfied with local sports provision



Source: Active People Survey, Sport England (Year to October)

2.44 Percentage of population aged 16 or above engaging in sports at least once a week

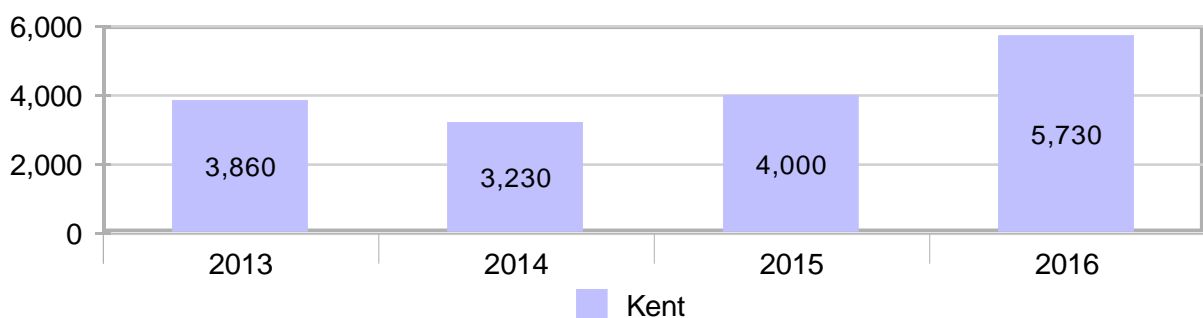


Source: Active People Survey, Sport England (Year to October)

Sample survey – confidence interval +/-1.3%

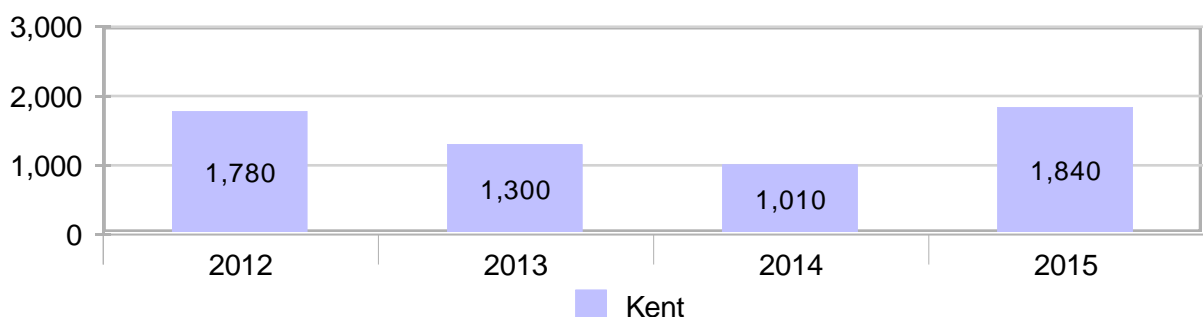
2.5 We support well planned housing growth so Kent residents can live in the home of their choice

2.51 Net additions to dwelling stock and council tax base



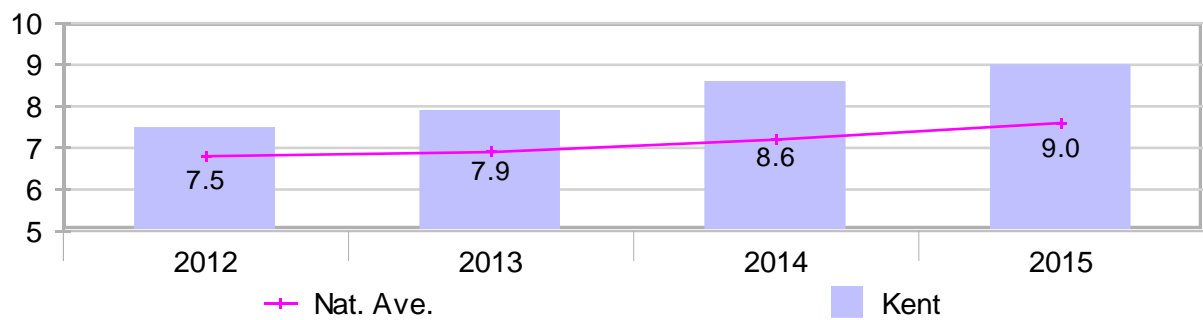
Source: Valuation Office (Year to March)

2.52 Additional affordable homes provided (affordable rent and affordable ownership)



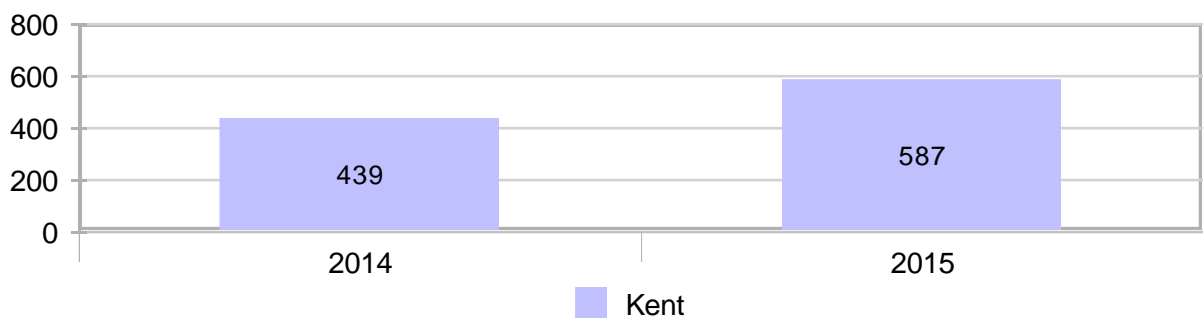
Source: DCLG

2.53 Housing Affordability Index (median house price / median annual full-time wage)



Source: DCLG

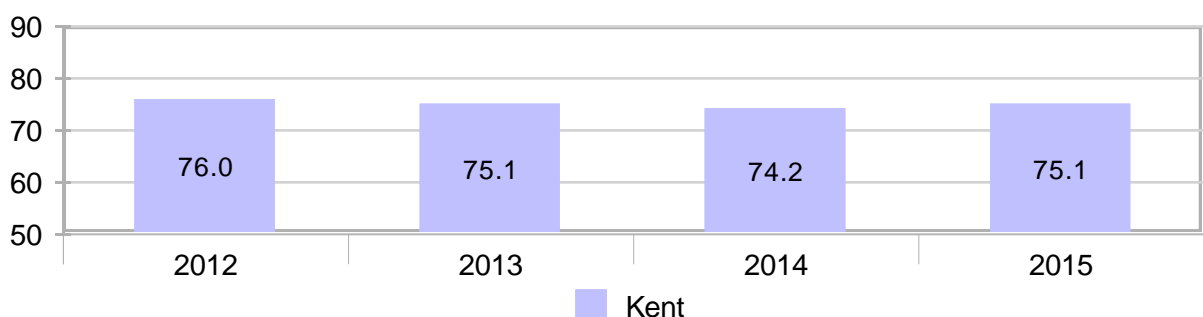
2.54 Number of extra care housing units provided



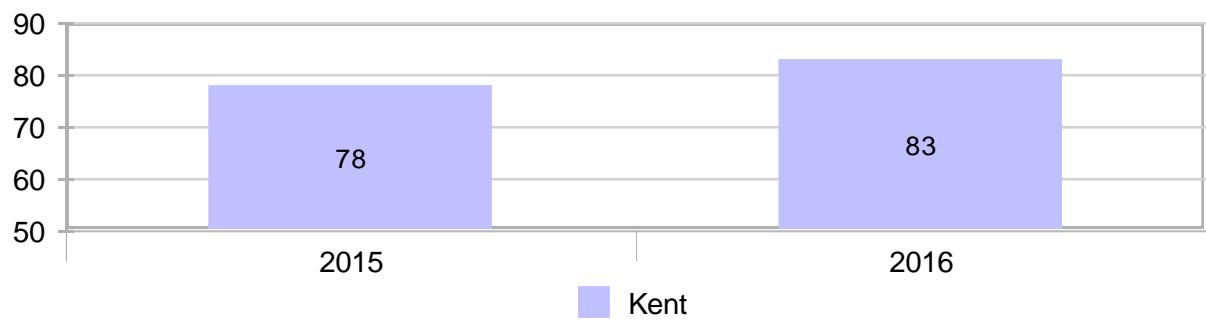
Source: Commissioning, Social Care, Health and Wellbeing, KCC (December data)

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

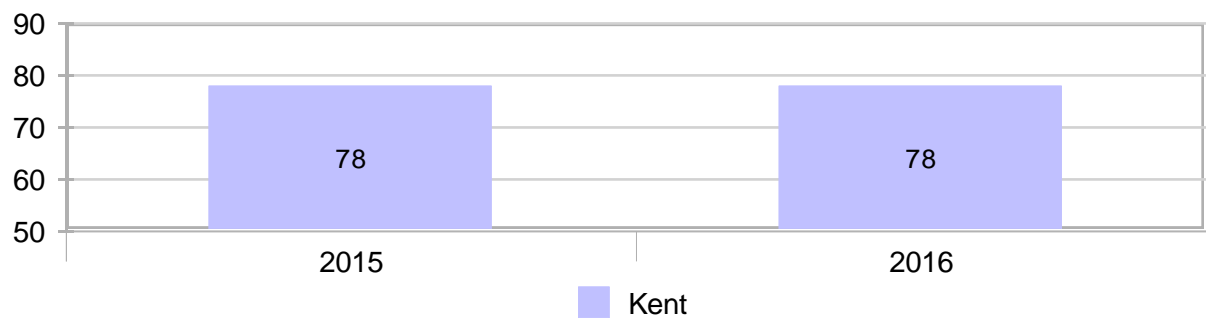
2.61 Percentage of housing completions on previously developed land



Source: Kent County Council Housing Information Audit (Year to March)

2.62 Percentage of people who use the natural environment for leisure or recreation at least once a fortnight

Source: Environment Perception Survey, KCC

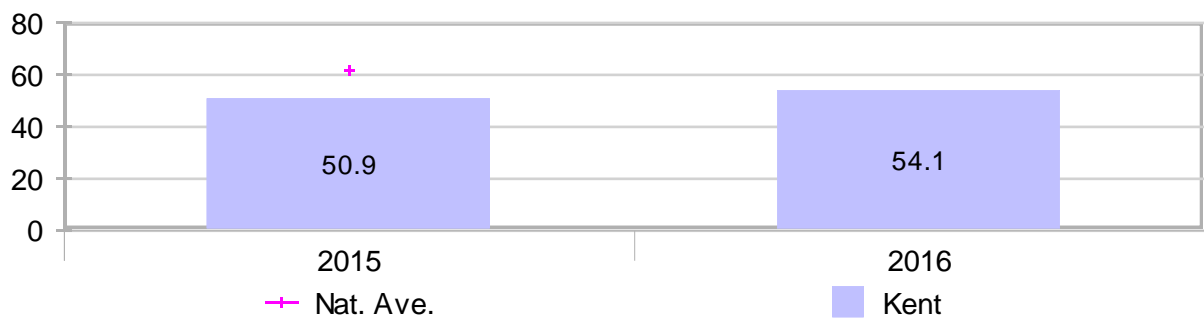
2.63 Percentage of people who think the natural and historic environment is in good/excellent condition

Source: Environment Perception Survey, KCC

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

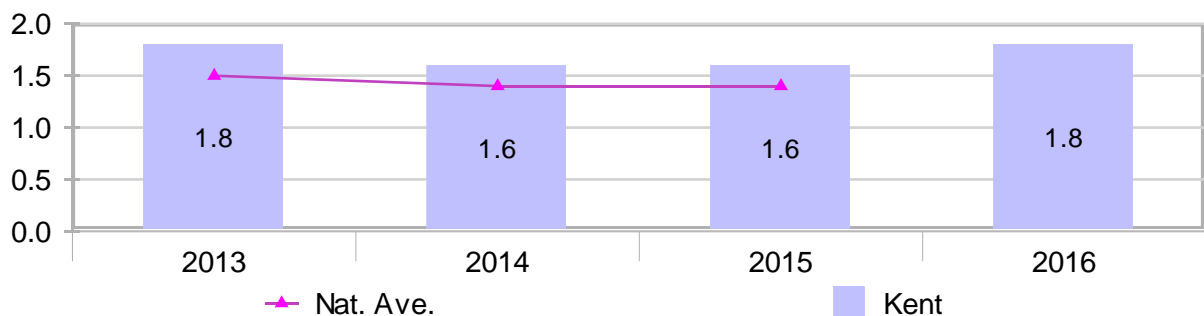
3.1 Those with long-term conditions are supported to manage their conditions through access to good quality care and support

3.11 Adults receiving long term adult social care community services per 10,000 population aged 18 to 64



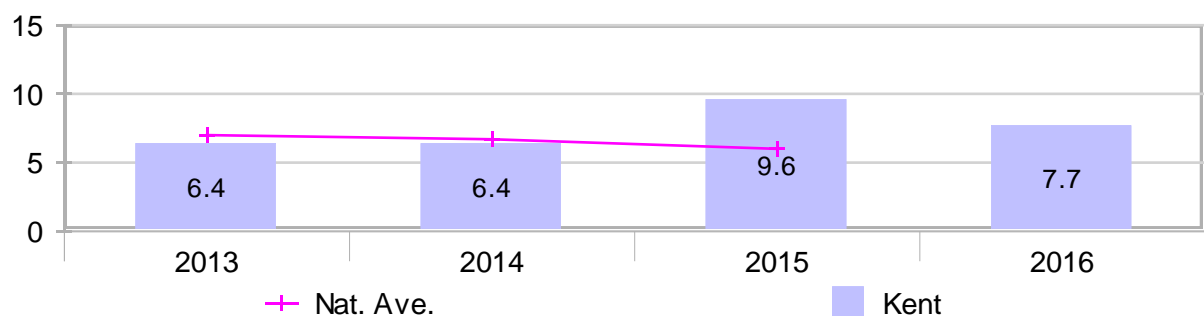
Source: Health and Social Care Information Centre (March data)

3.12 Supported admissions to permanent residential and nursing care per 10,000 population aged 18 to 64



Source: Health and Social Care Information Centre (Year to March)

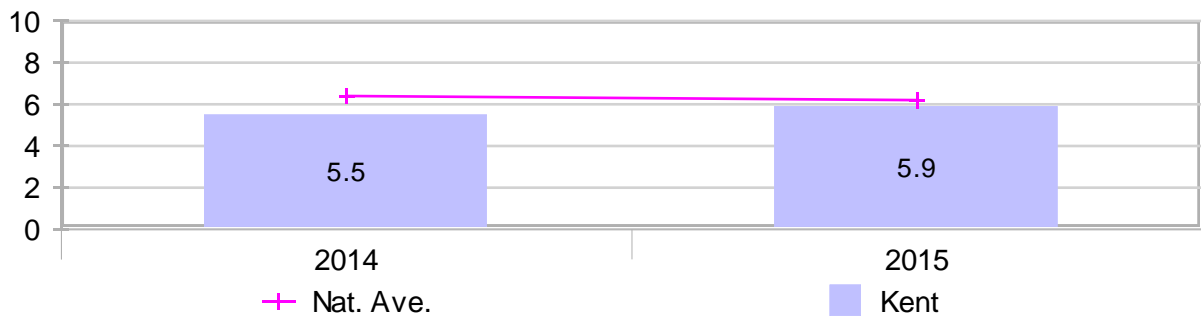
3.13 Percentage employment rate for adults with a learning disability



Source: Health and Social Care Information Centre (Year to March)

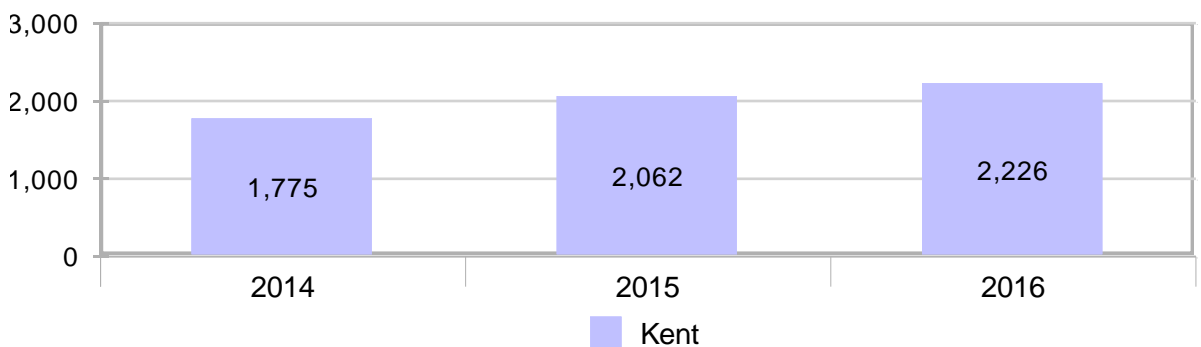
3.2 People with mental health issues and dementia are assessed and treated earlier and are supported to live well

3.21 Score out of 10 for service users who feel they have seen mental health services enough for their needs



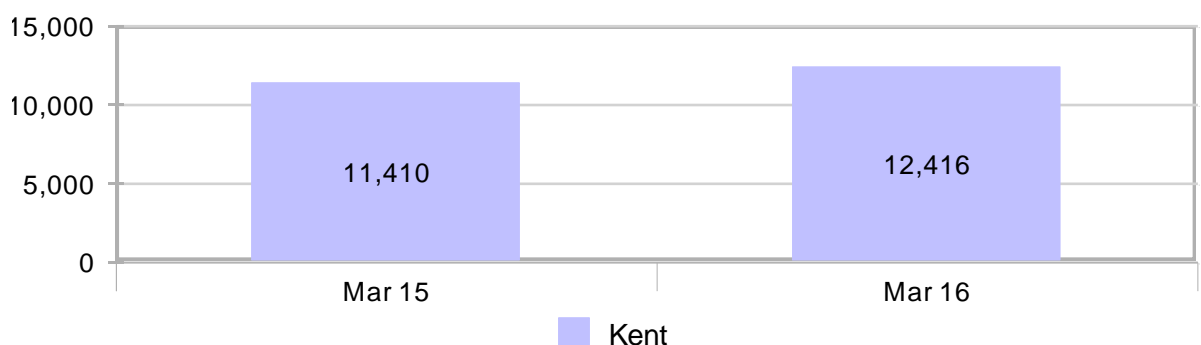
Source: Care Quality Commission (CQC), mental health survey (February to July)

3.22 Number of dementia assessments for over 75s following emergency hospital admission



Source: NHS England (Year to March)

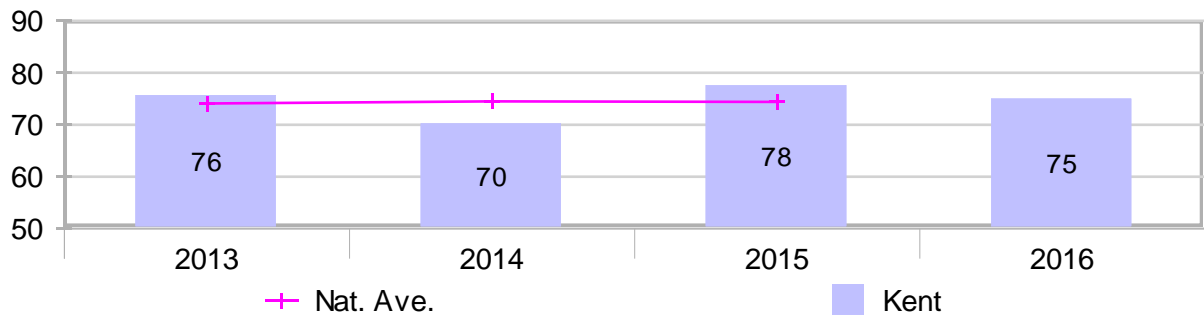
3.23 Number of GP patients with diagnosed dementia



Source: Health and Social Care Information Centre

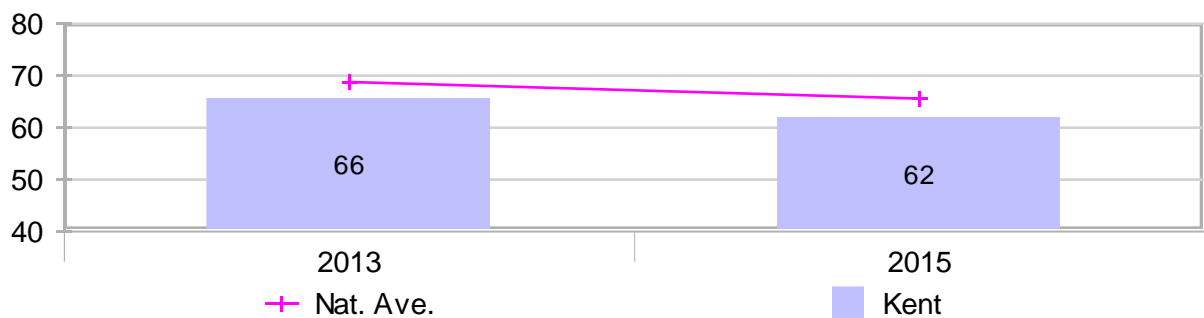
3.3 Families and carers of vulnerable and older people have access to the advice, information and support they need

3.31 Percentage of adult social care service users who find it easy to find information about services



Source: Personal Social Services Adult Social Care Survey (Year to March)

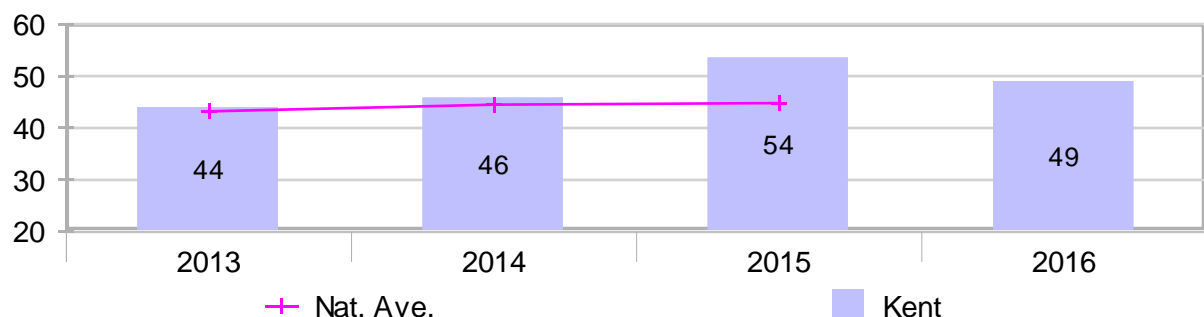
3.32 Percentage of carers who find it easy to find information and advice about support & services



Source: Personal Social Services Adult Social Care Survey (Year to March)

3.4 Older and vulnerable residents feel socially included

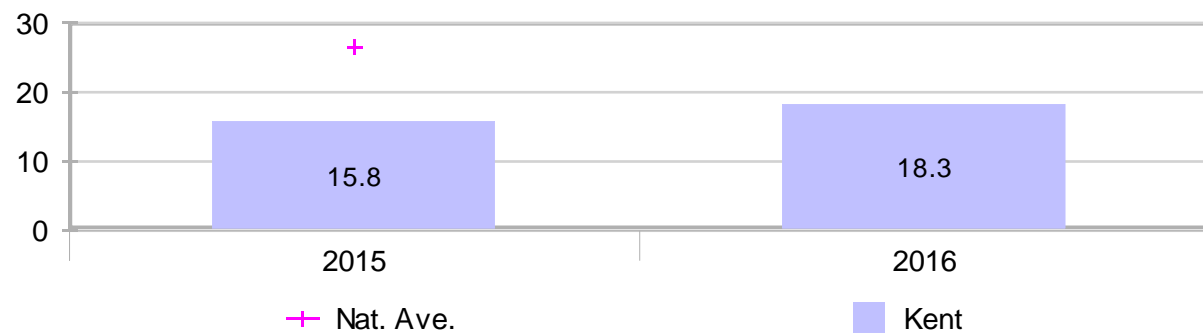
3.41 Percentage of adult social care service users who have as much social contact as they would like



Source: Personal Social Services Adult Social Care Survey (Year to March)

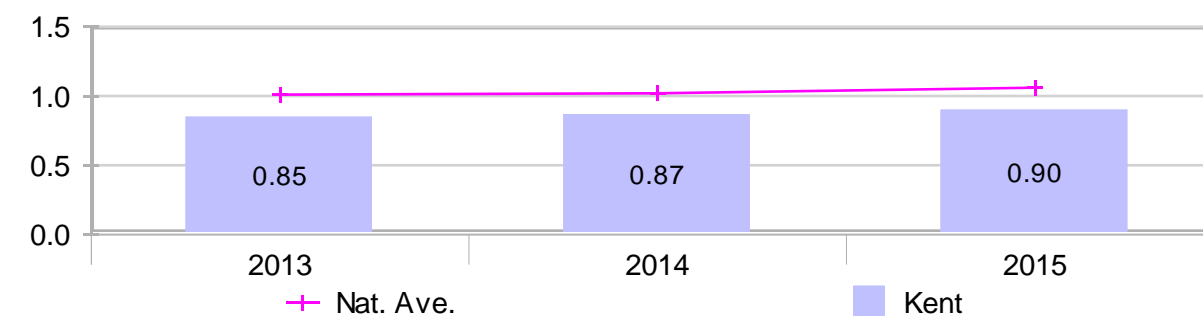
3.5 More people receive quality care at home avoiding unnecessary admissions to hospital and care homes

3.51 Older people receiving long term adult social care community services per 10,000 population aged 65 plus



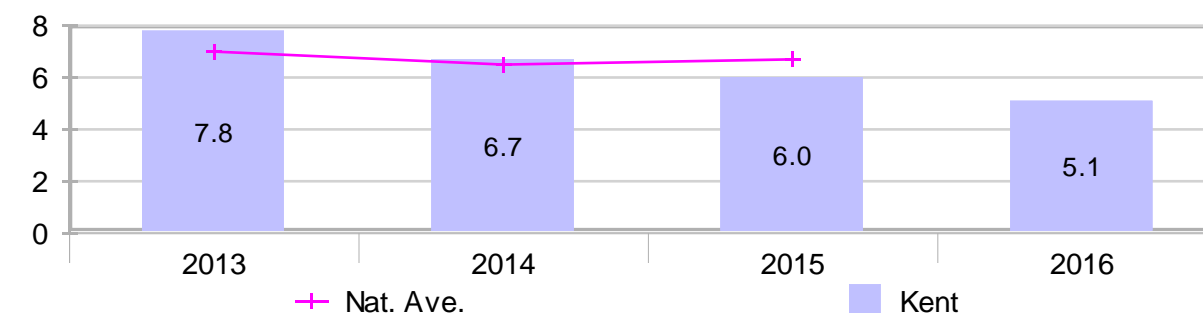
Source: Adult Social Care Performance Team, KCC (March data)

3.52 Average number of hospital inpatient episodes per person aged 75 or over



Source: Health and Social Care Information Centre (Year to March)

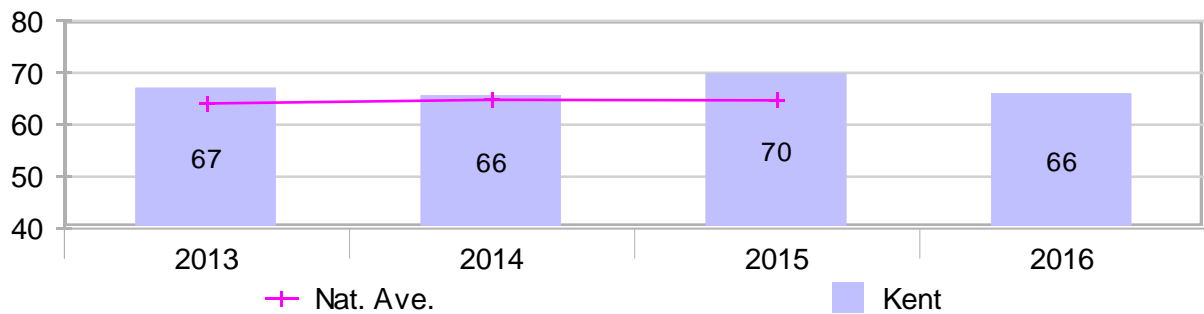
3.53 Supported admissions to permanent residential and nursing care per 1,000 population aged 65 and over



Source: Health and Social Care Information Centre (Year to March)

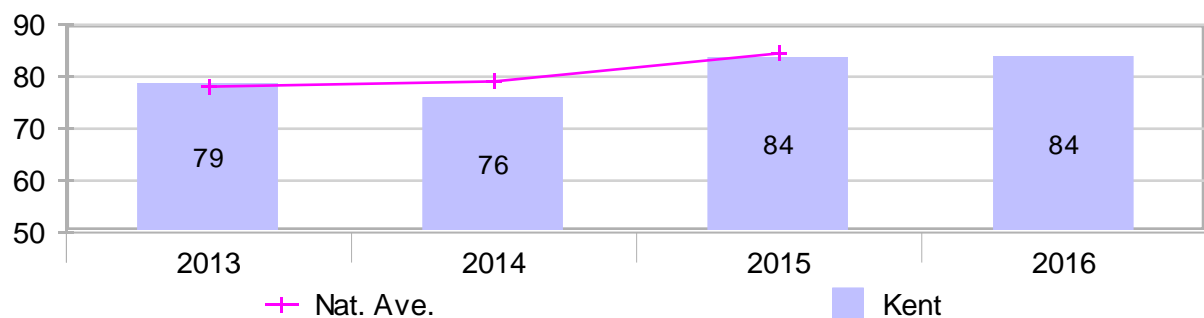
3.6 The health and social care system works together to deliver high quality community services

3.61 Percentage of adult social care service users who are extremely or very satisfied with their care and support



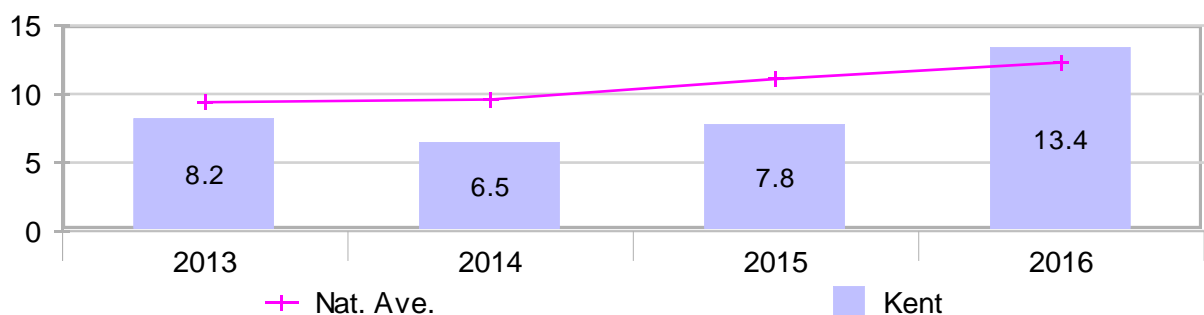
Source: Personal Social Services Adult Social Care Survey (Year to March)

3.62 Percentage of adult social care service users who say services have made them feel safe



Source: Personal Social Services Adult Social Care Survey (Year to March)

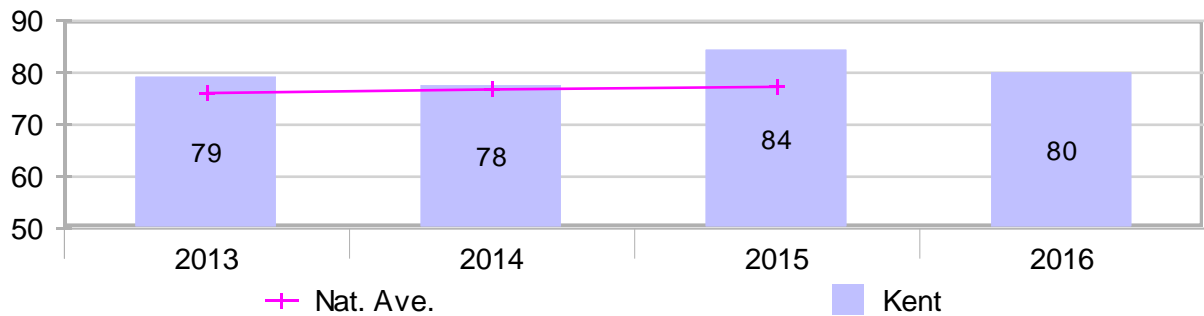
3.63 Average monthly number of delayed transfers of care from hospital per 100,000 population aged 18 or over



Source: NHS England (Year to March)

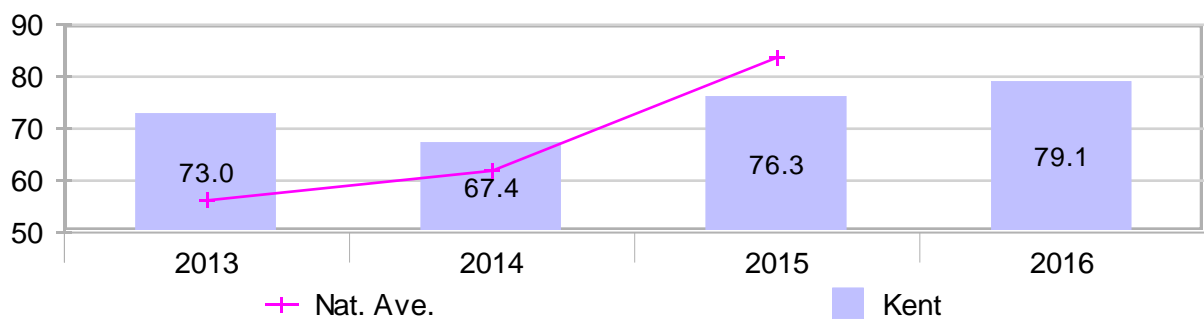
3.7 Residents have greater choice and control over the health and social care services they receive

3.71 Percentage of adult service care service users who say they have adequate or better control over daily life



Source: Personal Social Services Adult Social Care Survey (Year to March)

3.72 Percentage of adult social care clients receiving long term community services with self-directed support



Source: Health and Social Care Information Centre (March data)

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By: John Simmonds, Deputy Leader and Cabinet Member for
Finance and Procurement
Andy Wood, Corporate Director of Finance and Procurement

To: County Council – 20 October 2016

Subject: **Treasury Management Annual Review 2015-16**

Classification: Unrestricted

Summary: To report a summary of Treasury Management activities
in 2015-16

For Information

Introduction

1. The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that Authorities report on the performance of the treasury management function at least twice yearly (mid-year and at year end). At KCC half yearly reports are made to Council and quarterly updates are provided to the Governance and Audit Committee.
2. Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
3. The Council's Treasury Management Strategy for 2015-16 was approved by full Council on 12 February 2015.
4. The Council has both borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk during 2015-16:
 - a) Reports on the implications of treasury decisions and transactions;
 - b) Gives details of the outturn position on treasury management transactions in 2015-16;
 - c) Confirms compliance with its Treasury Management Strategy, Treasury Management Practices and Prudential Indicators.
5. This report was approved by Governance and Audit Committee on 21 July 2016 for submission to the County Council.

Borrowing Strategy

6. At 31 March 2016 KCC held £980m of loans, a decrease of £4m on 31 March 2015.
7. The Council's chief objective when borrowing continues to be to consider borrowing at advantageous points in interest rate cycles as well as striking an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.
8. In 2015-16 KCC funded £26.5m of its capital expenditure from borrowing.
9. In April 2015 based on concerns regarding the likely outcome of the UK general election and possible impact on the UK financial market as well as uncertainty over the future for Greece in the EU, the decision was made, given the availability of advantageous rates from the PWLB for long term fixed rate maturity loans, to borrow £25m from the PWLB for 40 years at a fixed rate of 3.16%.
10. The council has agreed an £22m interest free loan to be used specifically to fund improvements to Kent's street lighting under the government's energy efficiency loans programme. In March 2016 we received the first instalment (£1.5m).
11. The benefits of internal borrowing are monitored regularly against the potential for incurring additional costs and the Council's Treasury Advisor, Arlingclose has assisted it with this 'cost of carry' and breakeven analysis.
12. This strategy has lowered overall treasury risk by reducing both external debt and temporary investments however the sustainability of this approach continues to be kept under review.

	Balance on 01/04/2015 £m	Debt Maturing £m	New Borrowing £m	Balance on 31/3/2016 £m	Average Rate % / Average Life (yrs)
Capital Financing Requirement (CFR)	1,383			1,348	
Long Term Borrowing	984	-31	27	980	5.24% / 31
Other Long Term Liabilities					
TOTAL EXTERNAL DEBT	984			980	
Decrease in Borrowing				-4	

13. The Council holds £441.8m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which KCC has the option to either accept the new rate or to repay the loan at no additional cost. £200.7m of these LOBOs had options during the year, none of which were exercised by the lender. These LOBO loans were primarily taken out between 2004 and 2007 at very low interest rates (average 4.2%) and were the most cost effective means of funding large scale capital spending at that time.

Investment Activity

14. KCC holds significant invested funds, representing income received in advance of expenditure plus balances and reserves. During 2015-16 the Council's average investment balance was £379m.
15. The Guidance on Local Government Investments gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles.
16. Investment Activity in 2015-16

Investment Counterparty	Balance on 01/04/2015 £m	Net Investments Made £m	Balance on 31/03/2016 £m	Avg Rate % / Avg Life (yrs)
UK Central Government	0.0	0.0	0.0	
Banks and building societies	202.5	-71.9	130.6	0.62% / 0.45
Marketable instruments (Covered Bonds)	89.7	-1.3	88.4	1.02% / 1.75
Money Market Funds	4.0	38.7	42.7	0.42% / overnight
Icelandic recoveries outstanding	4.2	-3.7	0.5	
Icelandic deposits held in Escrow (incl interest)	3.3	0.6	3.9	
Total Internally Managed Investments	303.7	-37.6	266.1	0.73% / 1.8
Pooled property fund	15.3	10.4	25.7	3.48% pa
Pooled investments fund	5.1	0.0	5.1	2.96% pa
Equity / Loan notes	2.1	0.0	2.1	7.20% pa
Total Externally Managed Investments	22.5	10.4	32.9	
Total investments	326.2	-27.2	299.0	
Decrease in Investments (£m)			27.2	

17. Security of capital has remained the Council's main investment objective. This has been maintained by following KCC's counterparty policy as set out in its Treasury Management Strategy Statement for 2015-16.

18. Counterparty credit quality was assessed and monitored with reference to credit ratings (KCC's minimum long-term counterparty rating is A- across rating agencies Fitch, S&P and Moody's); for financial institutions analysis of funding structure and susceptibility to bail-in, credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.
19. KCC has also used secured investments products in particular covered bonds that provide collateral in the event that the counterparty cannot meet its obligations for repayment.

Counterparty Update

20. The application of two European Union directives into UK legislation placed the burden of rescuing failing EU banks disproportionately onto unsecured institutional investors which include local authorities such as KCC. During the year, all three credit ratings agencies reviewed their ratings to reflect the loss of government support for most financial institutions and the potential for loss given default as a result of new bail-in regimes in many countries. Despite reductions in government support many institutions saw upgrades due to an improvement in their underlying strength and an assessment that that the level of loss given default is low.
21. All three credit ratings agencies (Moody's, S&P and Fitch) reviewed their ratings in the first quarter of 2015-16 to reflect the loss of government support for most financial institutions and the potential for varying loss given defaults as a result of new bail-in regimes in many countries. Despite reductions in government support many institutions on the KCC approved counterparty list saw upgrades due to an improvement in their underlying strength and an assessment that that the level of loss given default is low.
22. In August duration limits were increased for some UK and European banks, and building societies based on advice from Arlingclose. Those for Close Brothers, Coventry BS, Nationwide BS and Santander UK were increased to 6 months from 100 days and Bank of Scotland, HSBC Bank, Lloyds Bank and Svenska Handelsbanken increased to 13 months from 6 months. The limit for Barclays was unchanged while RBS / NatWest remained suspended from the list as their ratings continue to be below the Council's agreed threshold.
23. In September, Volkswagen was found to have been cheating emissions tests over several years in many of their diesel vehicles. As issues surrounding the scandal continued there were credit rating downgrades across the Volkswagen group by all of the ratings agencies. The £1.75m corporate bond that KCC had purchased in March matured in October at par.
24. In December the Bank of England released the results of its latest stress tests on the seven largest UK banks and building societies which showed that the RBS and Standard Chartered Bank were the weakest performers. However, the regulator did not require either bank to submit revised capital plans, since both firms had already improved their ratios over the year.

25. The first quarter of 2016 was characterised by financial market volatility and a weakening outlook for global economic growth. In March 2016 the ratings of Standard Chartered Bank were downgraded due to concerns around the profitability and quality of the bank's assets. Taking account of advice from Arlingclose, the bank was suspended from the Council's counterparty list.
26. The end of bank bail-outs, the introduction of bail-ins, and the preference being given to large numbers of depositors other than local authorities means that the risks of making unsecured deposits continues to be elevated relative to other investment options.
27. During 2015-16 KCC made greater use of money market funds to support short term liquidity requirements and reduced the proportion of surplus cash invested in unsecured bank deposits. The total amount invested in covered bonds and pooled funds increased.
28. At the end of March 2016 some 40% of KCC's cash was invested in covered and corporate bonds as well as investment funds and equity which are not subject to bail in risk.

Financial Outturn

29. The UK Bank Rate was maintained at 0.5% through the year. Short term money market rates remained at very low levels and continued to have a significant impact on investment income.
30. The Council's total investment income for the year, including dividends received on the investment funds and equity, was £4.32m, 1.15% on funds held. The above benchmark return primarily reflects:
 - a) Internally managed deposits made at an average of 0.73% compared to the average 7 day LIBID rate during 2015-16 of 0.36%. The higher return in particular reflects the investment in a diversified covered bond portfolio which earned £1.89m during 2015-16; and
 - b) KCC maintained its investment in the Pyrford Absolute Return Fund and Kent PFI (Holdings) Ltd, and added to its investment in the CCLA Property Fund. Total income received in the year from these investments was £1.364m.
31. With the full recovery of monies held in Landesbanki total recoveries are now £52.4m (£50.5m was deposited) with £370,000 outstanding from Heritable.
32. Investments as at 31 March 2016 are shown in Appendix 2.

Compliance with Prudential Indicators

33. The Council confirms that it has complied with its Prudential Indicators for 2015-16, which were set as part of the Council's Treasury Management Strategy Statement. Details can be found in Appendix 1.
34. The Treasury Management activities were once again subject to review by Internal Audit whose assessment of the controls in place and the level of compliance with these controls was High assurance.

Treasury Advisor

35. KCC currently contracts with Arlingclose as Treasury Advisers.

Recommendation

36. Members are asked to note the report

Alison Mings
Treasury and Investments Manager
Ext: 03000 416488

2015-16 Final Monitoring of Prudential Indicators**1. Estimate of Capital Expenditure (excluding PFI)**

	£m
Actuals 2014-15	205.979
Original estimate 2015-16	289.838
Actuals 2015-16	234.911

2. Estimate of capital financing requirement (underlying need to borrow for a capital purpose)

	2014-15 Actual £m	2015-16 Original Estimate £m	2015-16 Actual as at 31 March £m
CFR	1,382.856	1,382.620	1,348.259
Annual increase/(decrease) in underlying need to borrow	-52.407	-9.053	-34.597

In the light of current commitments and planned expenditure, forecast net borrowing by the Council will not exceed the Capital Financing Requirement.

3. Estimate of ratio of financing costs to net revenue stream

Actual 2014-15	14.19%
Original estimate 2015-16	13.17%
Actual 2015-16	13.90%

4. Operational Boundary for External Debt

The operational boundary for debt is determined having regard to actual levels of debt, borrowing anticipated in the capital plan, the requirements of treasury strategy and prudent requirements in relation to day to day cash flow management. The operational boundary for debt will not be exceeded in 2015-16

Operational boundary for debt relating to KCC assets and activities

	Prudential Indicator £m	Position as at 31 March 2016 Actual £m
Borrowing	983	941
Other Long Term Liabilities	254	245
Total	1,237	1,186

Operational boundary for total debt managed by KCC including that relating to Medway Council etc (pre Local Government Reorganisation)

	Prudential Indicator £m	Position as at 31 March 2016 £m
Borrowing	1,024	980
Other Long Term Liabilities	254	245
Total	1,278	1,225

5. Authorised Limit for external debt

The authorised limit includes additional allowance, over and above the operational boundary to provide for unusual cash movements. It is a statutory limit set and revised by the County Council.

Authorised limit for debt relating to KCC assets and activities

	Prudential Indicator £m	Position as at 31 March 2016 £m
Borrowing	1,023	941
Other long term liabilities	254	245
Total	1,277	1,186

Authorised limit for total debt managed by KCC including that relating to Medway Council etc (pre Local Government Reorganisation)

	Prudential Indicator £m	Position as at 31 March 2016 £m
Borrowing	1,064	980
Other long term liabilities	254	245
Total	1,318	1,225

The additional allowance over and above the operational boundary has not needed to be utilised and external debt has and will be maintained well within the authorised limit.

6. Compliance with CIPFA Code of Practice for Treasury Management in the Public Services

The Council has adopted the Code of Practice on Treasury Management and has adopted a Treasury Management Policy Statement. Compliance has been tested and validated by our independent professional treasury advisers.

7. Upper limits of fixed interest rate and variable rate exposures

The Council has determined the following upper limits for 2015-16

Fixed interest rate exposure	100%
Variable rate exposure	40%

These limits have been complied with in 2015-16.

8. Upper limits for maturity structure of borrowings

	Upper limit	Lower limit	As at 31 March 2016
	%	%	%
Under 12 months	10	0	0.00
12 months and within 24 months	10	0	3.30
24 months and within 5 years	15	0	9.00
5 years and within 10 years	15	0	10.20
10 years and within 20 years	20	5	10.50
20 years and within 30 years	20	5	18.30
30 years and within 40 years	25	10	13.30
40 years and within 50 years	25	10	23.60
50 years and within 60 years	30	10	11.80

9. Upper limit for principal sums invested for periods longer than 364 days

Prudential Indicator	Actual
£m	£m
175.00	130.00

Appendix 2

Investments as at 31 March 2016

1. Internally Managed Investments

Instrument Type	Counterparty	Principal Amount	Maturity Date	Interest Rate
Same Day Call Deposit	Barclays Bank	£1,300,000.00	n/a	0.35%
Same Day Call Deposit	Barclays FIBCA	£0.00	n/a	0.50%
Fixed Deposit	Close Brothers	£10,000,000.00	21/06/2016	0.80%
Fixed Deposit	Lloyds Bank	£5,000,000.00	19/08/2016	1.00%
Fixed Deposit	Lloyds Bank	£5,000,000.00	30/09/2016	1.05%
Fixed Deposit	Lloyds Bank	£5,000,000.00	24/05/2016	0.80%
Fixed Deposit	Lloyds Bank	£5,000,000.00	22/07/2016	0.85%
Fixed Deposit	Lloyds Bank	£5,000,000.00	08/08/2016	1.00%
Fixed Deposit	Lloyds Bank	£5,000,000.00	09/05/2016	0.80%
Fixed Deposit	Lloyds Bank	£5,000,000.00	05/09/2016	1.00%
Call Deposits	Santander UK	£5,000,000.00	n/a	0.40%
31 Day Call Notice Account	Santander UK	£5,000,000.00	n/a	0.65%
60 Day Call Notice Account	Santander UK	£5,000,000.00	n/a	0.75%
95 Day Call Notice Account	Santander UK	£5,000,000.00	n/a	0.90%
120 Day Call Notice Account	Santander UK	£5,000,000.00	n/a	1.05%
180 Day Call Notice Account	Santander UK	£5,000,000.00	n/a	1.15%
Certificate of Deposit	Standard Chartered Bank	£10,000,000.00	01/04/2016	0.73%
Certificate of Deposit	Standard Chartered Bank	£10,000,000.00	07/04/2016	0.73%
Certificate of Deposit	Standard Chartered Bank	£10,000,000.00	22/04/2016	0.73%
Certificate of Deposit	Standard Chartered Bank	£5,000,000.00	15/07/2016	0.78%
Certificate of Deposit	Standard Chartered Bank	£5,000,000.00	06/05/2016	0.74%
Total UK Bank Deposits		£116,300,000.00		

Fixed Deposit	Nationwide Building Society	£3,600,000.00	19/04/2016	0.66%
Fixed Deposit	Nationwide Building Society	£10,000,000.00	22/04/2016	0.68%
Total UK Building Society Deposits		£13,600,000.00		

Same Day Call Deposit	Svenska Handelsbanken	£750,000.00	n/a	0.40%
Total Swedish Bank Deposits		£750,000.00		

Money Market Funds

Fund Name	Principal Amount	Interest Rate
Deutsche Managed Sterling Fund	£9,966,735.74	0.43 (variable)
HSBC Global Liquidity Fund	£9,931,055.97	0.46 (variable)
Insight Sterling Liquidity Fund	£9,939,656.80	0.46 (variable)
LGIM Liquidity Fund	£9,962,710.43	0.49 (variable)
SSgA GBP Liquidity Fund	£2,807,919.87	0.42 (variable)
Aberdeen Sterling Liquidity Fund	£51,423.69	0.42 (variable)
Total Money Market Fund Deposits	£42,659,502.50	

Covered Bond Portfolio

Bond Type	Issuer	Adjusted Principal	Maturity Date	Net Yield
Fixed Rate Covered Bond	Bank of Scotland	£2,070,756.25	08/11/2016	1.293%
Fixed Rate Covered Bond	Bank of Scotland	£2,980,463.78	08/11/2016	1.309%
Fixed Rate Covered Bond	Coventry Building Society	£3,233,354.82	19/04/2018	1.933%
Fixed Rate Covered Bond	Coventry Building Society	£5,420,183.39	19/04/2018	1.703%
Fixed Rate Covered Bond	Coventry Building Society	£2,180,527.85	19/04/2018	1.520%
Fixed Rate Covered Bond	Leeds Building Society	£2,128,007.54	17/12/2018	2.016%
Fixed Rate Covered Bond	Leeds Building Society	£1,601,727.09	17/12/2018	1.187%
Fixed Rate Covered Bond	Yorkshire Building Society	£2,160,066.52	12/04/2018	1.981%
Fixed Rate Covered Bond	Yorkshire Building Society	£3,279,738.32	12/04/2018	1.550%
Floating Rate Covered Bond	Abbey National Treasury	£5,758,592.03	20/01/2017	0.820%
Floating Rate Covered Bond	Abbey National Treasury	£3,004,402.93	20/01/2017	0.714%
Floating Rate Covered Bond	Abbey National Treasury	£2,443,008.22	05/04/2017	0.776%
Floating Rate Covered Bond	Abbey National Treasury	£1,380,318.37	05/04/2017	0.716%
Floating Rate Covered Bond	Abbey National Treasury	£3,003,661.25	29/05/2018	0.787%
Floating Rate Covered Bond	Barclays Bank	£5,004,600.45	15/09/2017	0.693%
Floating Rate Covered Bond	Barclays Bank	£3,002,939.62	15/09/2017	0.685%
Floating Rate Covered Bond	Barclays Bank	£5,003,051.62	12/02/2018	0.721%
Floating Rate Covered Bond	Coventry Building Society	£3,008,305.65	17/03/2020	0.877%
Floating Rate Covered Bond	Leeds Building Society	£2,502,474.96	09/02/2018	0.784%
Floating Rate Covered Bond	Leeds Building Society	£2,502,513.75	09/02/2018	0.784%
Floating Rate Covered Bond	Leeds Building Society	£5,000,000.00	01/10/2019	0.967%
Floating Rate Covered Bond	Lloyds	£3,004,176.72	14/01/2017	0.806%
Floating Rate Covered Bond	Lloyds	£3,902,346.56	19/01/2018	0.721%
Floating Rate Covered Bond	Lloyds	£1,404,814.83	18/07/2019	0.758%
Floating Rate Covered Bond	National Australia Bank	£5,004,479.88	12/08/2016	0.647%
Floating Rate Covered Bond	Nationwide Building Society	£1,899,995.91	17/07/2017	0.769%
Floating Rate Covered Bond	Nationwide Building Society	£1,000,737.57	17/07/2017	0.719%
Floating Rate Covered Bond	Nationwide Building Society	£2,101,859.88	17/07/2017	0.709%
Floating Rate Covered Bond	Nationwide Building Society	£3,430,284.48	27/04/2018	0.740%
Total Bonds		£88,417,390.24		

Iceland

ISK held in Escrow at Islandsbanki	Glitnir	£3,783,749.00
ISK held in Escrow at Islandsbanki	Landsbanki Islands	£164,000.00
Total ISK held in Escrow		£3,947,749.00

Icelandic Recoveries outstanding	Heritable Bank Ltd	£366,905.37
Total Icelandic Recoveries outstanding		£366,905.37

Total of Internally Managed Funds	£266,041,547.11
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2. Externally Managed Funds

Investment Fund Name	Purchase Book Cost	Market Value at 31/03/2016	Total Annualised Return (%)
CCLA LAMIT Property Fund	£25,000,000.00	£25,742,571.96	3.48%
Pyrford Global Total Return (Sterling) Fund	£5,000,000.00	£5,123,674.25	2.96%
Total Externally Managed Investments	£30,000,000.00	£30,866,246.21	

Investment Fund Name	Purchase Book Cost	Market Value at 31/03/2016	Total Annualised Return (%)
Kent PFI (Holdings) Ltd	£2,135,740.59	£2,135,740.59	
Total UK Private Equity Holding	£2,135,740.59	£2,135,740.59	

Total of Externally Managed Funds	£33,001,986.80
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Grand Total of All Investments	£299,043,533.91
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By: General Counsel (Interim)
To: County Council – 20 October 2016
Subject: Revised Proportionality Calculations and Committee Membership
Classification: Unrestricted

Summary: Following the recent Gravesham East and Swanley by-elections it may be necessary for the County Council to agree a revised allocation of committee places between the political groups.

1. When there is a change in the number of seats held by a political group on the County Council there is a requirement under the Local Government and Housing Act 1989 that the County Council reviews its proportionality calculation and agree any resultant changes to the number of seats per Group on Committees and outside bodies.

2. As Members will be aware the Gravesham East by-election was held on 18 August 2016 and Mrs Marsh was elected to the County Council. This had the effect of increasing the number of seats held by the Conservative Group by one and reducing the number of seats held by the Labour Group by one.

3. Before this change in proportionality could be reported to County Council the death of Mr Brookbank resulted in the calling of a by-election for the Swanley Electoral Division which is being held on Thursday 13 October, with the count taking place that evening.

4. I wish to make Members aware that, as the result of the Swanley by-election will not be known until after the agenda and papers for the County Council meeting have to be published, it may be necessary to produce a supplementary report on Friday 14 October requesting County Council to consider revised proportionality calculations and committee membership

Recommendation

5. That, subject to the result of the Swanley by-election, the County Council consider a supplementary report with recommendation(s) on revised proportionality and Committee Membership.

Ben Watts
General Counsel (Interim)
03000 416814

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By: Gary Cooke, Cabinet Member for Corporate and Democratic Services
Ben Watts, General Counsel (Interim)

To: County Council – 20 October 2016

Subject: Appointment of Independent Member Remuneration Panel from 1
November 2016

1. Interviewing Panel

(1) Following a public advertisement on the County Council website, three Honorary Alderman, comprising Mr L Christie, Mr R Tolputt and Mrs A J Wainman, OBE, (as nominated by the three Group Leaders who have Honorary alderman who were formerly within their political Group), shortlisted and then interviewed nine candidates for the three vacant Independent Member Remuneration Panel positions.

(2) At the conclusion of the interviews, the Panel unanimously agreed to recommend to the County Council that Mr Ghualam Khan, Ms Margaret Ryder and Mr Stephen Wiggett be appointed to the County Council's Independent Member Remuneration Panel for the period 1 November 2016 to 31 October 2020.

(3) A copy of the recommended candidates' application forms are available on request.

2. Recommendation

The County Council is invited to consider the recommendation of the Panel of Honorary Aldermen and appoint Mr Ghualam Khan, Ms Margaret Ryder and Mr Stephen Wiggett as the new members of the new Independent Remuneration Panel for a four year term, from 1 November 2016 to 31 October 2020.

Paul Wickenden
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