



Summons to and  
Agenda for a  
Meeting on  
**Thursday, 19th  
October, 2017**  
at **10.00 am**





DEMOCRATIC SERVICES  
SESSIONS HOUSE  
MAIDSTONE

Wednesday, 11 October 2017

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, 19 October 2017 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 13 July 2017 and, if in order, to be **(Pages 7 - 16)** approved as a correct record
4. Chairman's Announcements
5. Questions
6. Report by Leader of the Council (Oral)
7. Autumn Budget Statement **(Pages 17 - 28)**

8. Kent Safeguarding Children Board – 2016/17 Annual Report **(Pages 29 - 88)**
9. Increasing Opportunities, Improving Outcomes - Strategic Statement Annual Report **(Pages 89 - 120)**
10. Treasury Management Annual Review 2016/17 **(Pages 121 - 132)**
11. Motion for Time Limited Debate  
Kent, the Customs Union and Free Flowing Trade

Proposed by Mr Hook and seconded by Mr Bird

“This Council notes:

1. The high importance of cross Channel trade for Kent's economy, a major part of which is around 11,000 lorries travelling through Dover and other Kent Ports, to or from other member states of the European Union;
2. The observations made by the Chancellor of Exchequer to the House of Lords Economic Affairs Committee on 12 September that Dover “operates as a flow-through port and volumes of trade at Dover could not be accommodated if goods had to be held for inspection even, I suspect, if they were held for minutes, it would still impede the operation of the port.”
3. The finding that a lorry from within the EU typically takes 2 minutes to clear Customs at Dover and a lorry from outside the EU takes 20 minutes.
4. Whenever there is a problem with the free flow of freight through Dover and other Kent ports, serious disruption results to the travel and lives of residents all over the county.

This Council therefore believes that it is essential to the economic and social well-being of the people of Kent for our county to continue to enjoy free flowing trade across the Channel, at least as seamlessly as present due to the UK's membership of the Single Market and Customs Union.

This Council calls for:

- a. The UK government to take all necessary steps to ensure the continued free flow of cross channel freight between Kent and continental Europe, at least as seamlessly as present;
- b. Parliament to consider all legal possibilities for Kent and the UK outside the EU, including retaining membership of the Single Market and/or Customs Union;
- c. The Leader to write to the Prime Minister and Kent MPs setting out the action requested in this motion.”

John Lynch,  
Head of Democratic Services



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## KENT COUNTY COUNCIL

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MINUTES of a meeting of the Kent County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 13 July 2017.

**PRESENT:**

Mr D L Brazier (Chairman)  
Mr M J Angell (Vice-Chairman)

Mrs A D Allen, MBE, Mr P V Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs R Binks, Mr R H Bird, Mr T Bond, Mr A H T Bowles, Mr D Butler, Miss S J Carey, Mr P B Carter, CBE, Mrs S Chandler, Mr N J D Chard, Mr I S Chittenden, Mrs P T Cole, Mr N J Collor, Ms K Constantine, Mr A Cook, Mr G Cooke, Mr P C Cooper, Mrs M E Crabtree, Mr D S Daley, Mr M C Dance, Miss E Dawson, Mrs T Dean, MBE, Mr T Dhesi, Mr D Farrell, Mrs L Game, Mrs S Gent, Mr G K Gibbens, Mr R W Gough, Mr K Gregory, Ms S Hamilton, Mr P M Hill, OBE, Mr A R Hills, Mrs S V Hohler, Mr S Holden, Mr P J Homewood, Mr A J Hook, Mr M J Horwood, Mr E E C Hotson, Mr J A Kite, MBE, Mr S J G Koowaree, Mr P W A Lake, Mr B H Lewis, Mr R L H Long, TD, Mr R C Love, Mr G Lymer, Mr R A Marsh, Ms D Marsh, Mr J P McInroy, Mr P J Messenger, Mr D Murphy, Mr M J Northey, Mr P J Oakford, Mr J M Ozog, Mr R A Pascoe, Mr M D Payne, Mrs S Prendergast, Mr K Pugh, Mr H Rayner, Mr A M Ridgers, Mr C Simkins, Mr J D Simmonds, MBE, Mrs P A V Stockell, Dr L Sullivan, Mr B J Sweetland, Mr I Thomas, Mr M Whiting, Mr M E Whybrow and Mr J Wright

IN ATTENDANCE: Mr D Cockburn (Corporate Director Strategic & Corporate Services), Mr B Watts (General Counsel) and Mr J Lynch (Head of Democratic Services)

### UNRESTRICTED ITEMS

#### **16. Apologies for Absence**

The General Counsel reported apologies from Mrs Beresford, Mr Balfour, Mr Booth, Mr Harman, Ida Linfield, Mr Manion, Mr Monk and Miss Rankin.

#### **17. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda**

(1) Dr Sullivan declared an interest in item 7 (Ofsted Inspection on Children's Services) as her husband was employed by the County Council as an Early Help and Prevention officer.

(2) Mr Lewis declared an interest in item 10 (County Council Directorate and Strategic Commissioning Structure update) as his wife worked for the County Council.

**18. Minutes of the meetings held on 25 May, and, if in order, to be approved as a correct record**

RESOLVED that the minutes of the meeting held on 25 May 2017 be approved as a correct record.

**19. Chairman's Announcements**

**(a) Past Chairman's Escort badge**

(1) The Chairman presented Mrs Davies, a former Chairman's Escort, with a former Chairman's Escort badge.

**(b) The Queen's Birthday Honours List 2017**

(2) The Chairman referred Members to the list of honours recipients from Kent following the recent announcement in The Queen's Birthday Honours List.

(3) He stated that he was delighted to inform Members that one of Kent's foster carers, Theresa Carpenter, had been awarded an MBE in the Queen's Birthday Honours List. Theresa had been a foster carer for 19 years and had looked after 28 children. She had been a strong advocate of education to help ensure they received the best opportunities in life. Theresa, who was nominated by one of her foster children, sat on KCC's Corporate Parenting Panel and was also Vice-Chairman of Governors for a local school.

(4) The Chairman, on behalf of the County Council, offered sincere congratulations to all of those Honours recipients.

**(c) Chairman's Symphony Concert**

(5) The Chairman informed the Council that he had organised a symphony concert on Saturday 24 March 2018 at Mote Hall in Maidstone and proceeds would go to his nominated charity, Kent Community Foundation. Ticket details would be available nearer the time.

**20. Questions**

In accordance with Procedure Rule 1.17(4), 8 questions were asked and replies given. A record of all questions put and answers given at the meeting are available [online](#) with the papers for this meeting.

**21. Report by Leader of the Council (Oral)**

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

(2) Mr Carter referred to the positive outcome of the Ofsted inspection of children's services which would be considered later in the meeting. This had put Kent County Council in the top 25% of all local authorities in the Country. This had been the result of a 7 year journey and recognition of strong leadership and management. He wished to record his enormous thanks to all of those Members



who had been involved and all senior managers and staff that had got this service into a much better place.

(3) Mr Carter then provided an update on progress with the STP, bringing together health and social care integration across the county including Medway. The intention through that integration was to make better use of the national health service pound and the social care pound and most importantly to deliver a much more effective and efficient use of that resource and better health and care outcomes to all residents in Kent. He referred to the time spent by Members in various forums discussing the development of a plan that delivered better value for money and better health care outcomes. This had led to the identification of three key elements of the STP which were prevention, local care and hospitals. The major purpose of these was hospital avoidance wherever possible and safely making a much more effective and efficient hospital estate to deliver better hospital care.

(4) Mr Carter confirmed that there would be a series of public consultations in spring 2018 where the exact re-configuration across the whole suite of hospitals in Kent was put together. Alongside this was the preventative care work stream which aimed to help support and encourage Kent residents to be as healthy as possible to avoid the necessity for intervention from the various levels of health provision.

(5) Mr Carter referred to the recent financial modelling by the STP programme board which drew the conclusion that every £1 million in grant to local care would save £4 – 5 million in hospital care once properly and appropriately delivered. This made a compelling case to ensure the expansion of local care. He stated that the challenge was to put the rhetoric into reality and actually implement the investment needed to deliver that local care model with more district nurses, physiotherapist and therapists of all types including mental health practitioners. He also mentioned the detrimental effect that long hospital stays could have on elderly patients, services delivered locally and care in the community were preferential for their healthcare.

(6) Mr Carter stated that work was underway to find the money, with help from NHS England, to invest across CCGs in Kent to start to deliver a model of local care. This would include evaluation of the pressure on hospital admissions and the support needed to get patients out of hospital as fast as possible into intermediary step down beds or back to their homes.

(7) Mr Carter referred to the desire for the County of Kent to be a trail blazer if a pilot programme across the co-terminus CCGs in Kent could be brought to fruition. He stated that the challenge was going to be to deliver the pilot at a scale and pace that had the expected impact. He undertook to keep Members updated on progress.

(8) Mr Carter mentioned the Budgetary position and referred Members to the first quarter report on revenue expenditure which estimated an overspend of £11.5 million and the major challenge that this presented. He stated that savings had become exponentially more difficult to deliver. The unmet pressure in next year's budget had now risen to around £45 million worth of additional savings that needed to be identified in order to balance next year's budget.

(9) In relation to the delivery of the capital programme Mr Carter stated that a lot of the concern was around the provision of much needed school places. Therefore in

the autumn it would be necessary to find solutions to those big revenue and capital challenges.

(10) Mr Bird, the Leader of the Opposition, thanked officers for their professionalism and prompt response to the issues and concerns that had been raised following the Grenfell Tower fire. He referred to the Council's duty of care for social care clients, school children, staff and many others. He expressed the hope that officers would soon have established that the necessary robust controls and procedures were in place for all properties used to provide KCC services.

(11) Mr Bird referred to the Leader's budget update and the increasing difficulty in balancing the budget each year.

(12) Mr Bird made reference to the Secretary of State for Communities and Local Government's speech at the recent Local Government Conference and the suggestion that many Councillors were out of touch with their communities which had not been well received.

(13) In relation to long term financial prospects for local government, Mr Bird stated that, fundamental changes were needed to prevent many upper tier local authorities being overwhelmed by the burden of social care. There was a need for an honest cross party conversation at national level with all Parliamentary parties working together to tackle the ever increasing social care problem.

(14) Regarding STPs, Mr Bird stated that they were a wonderful opportunity but also an enormous challenge, which reflected the dependence of the NHS on local authorities to deliver some of the financial savings. Although he acknowledged the professionalism of NHS staff many of the problems in the NHS organisation were deep rooted. In relation to the public consultation that was due to start in the spring he referred to the delays that had occurred. Mr Bird questioned how a reduction in the number of acute hospital sites in Kent and Medway for the delivery of acute care of stroke patients could successfully provide specialist attention within an hour when the current 7 sites could not. Mr Bird emphasised the importance of the NHS playing their part, along with the Council, in ensuring that no one stayed in hospital longer than necessary. In order to ensuring that STPs were delivered an adequate numbers of GPs and community nurses were required in the primary care system.

(15) Mr Farrell, Leader of the Labour Group, began by thanking KCC staff who had been involved in the County Council's response to the Grenfell Tower disaster in respect of auditing the Council's estate, reviewing emergency procedures and keeping Members informed.

(16) In relation to STPs Mr Farrell emphasised the importance of health services reflecting the needs of the communities that they served and that STPs came from the need to bring a fragmented system together. He referred to the view of the BMA that there had been insufficient engagement with staff, service users and carers in the development of STPs and also the warnings of the negative effects of reduced budgets. He referred to the importance of the motivation behind NHS changes being rooted in clinical grounds and the need for funds to be made available to the NHS to provide solutions with budgets under significant pressure.

(17) Mr Farrell referred to a national audit office report which concluded that a large proportion of the monies made available to fund the STPs had already been allocated to cover Trust deficits rather than being used for transformational health services and he emphasised the important role of preventative services.

(18) In relation to social care and the opportunity for true integration with the NHS, Mr Farrell stated that the local NHS must maintain control over community hospitals and that local authorities should be empowered and financially supported to take over services that were not meeting required standards. He maintained that there should be a focus on providing care and support for not just older people but those with mental health conditions and learning and physical disabilities, to enable them to live more independent, fulfilled lives.

(19) Regarding local government finance, Mr Farrell referred to the recent LGA conference and the message that you cannot empower local government if you impoverish it. Mr Farrell stated that the last seven years had seen a reduction in local government funding and the need for difficult choices to be made on competing priorities.

(20) Mr Whybrow, Leader of the Independents Group, reminded Members that there had been no mention of the Local Government Finance Bill in the Queen Speech and therefore there was no indication of what was happening regarding the devolution of more powers over finance to local government and the retention of business rates

(21) Regarding the STP, Mr Whybrow stated that whilst he agreed with the Leader regarding the theory around the STP such as unlocking silos and working across boundaries, he expressed concern about the lack of detail and inadequate provision of funds. He referred to the fact that a large portion of the STP fund had already been directed to servicing the debt to main providers. He was unclear as to how the STP would address the crisis in nursing and the chronic shortage of GPs in areas such as Shepway. There did not appear to be capacity within the STP to build new hospitals or extend existing ones and instead there was mention of making the estate more efficient.

(22) Mr Whybrow referred to concerns about the STP including the lack of capacity of stakeholders to deliver the STP. He gave the example of NHS websites not being kept up to date with consultation information. He emphasised the importance of the public consultations on the STP being adequately publicised and held in local venues that could be reached by those lacking in mobility or in ill health.

(23) In replying to the other Leaders' comments, Mr Carter referred to comments about the Grenfell Tower tragedy and updated Members on the action that he had taken in the immediate aftermath, which included initiating a full and thorough search on all KCC property, not just buildings over eight stories, and in addition to external cladding, looking at thermal insulation and methodology of the construction of new buildings for which KCC had responsibility. He stated that he had provided advice to the Secretary of State regarding extending testing beyond external cladding. He referred to the detailed report that had been given to the Scrutiny Committee on the action taken in response to the tragedy.

(24) Regarding the points made by the opposition leaders on the health expansion, Mr Carter agreed that the provision of nurses and GPs was one of the big issues. There needed to be an increase in the numbers of nurses and GPs trained if the STP plans were to succeed, which was one of the reasons why he had suggested running a pilot across two CCGs.

(25) Regarding the transformation fund for the STP, Mr Carter stated that although most of it had been subsumed by the spread of acute hospital trusts, he believed the health service could benefit from the experience of local government finance colleagues in making more effective and efficient use of their funding. This would require health colleagues to move to open book accounting and transparency with local government in order to share in the progress that local government was making with good commissioning in procuring services and achieving good outcomes.

(26) In relation to the fair funding review Mr Carter expressed the view that many inner London boroughs were over funded and that this needed to be re-distributed to areas such as Kent. He referred to the potential difficulties that the minority government might have with getting the local government settlement through Parliament and this may need to be more generous in order to get the support of the opposition parties.

(27) In conclusion Mr Carter referred to the debate later in the meeting on Member Remuneration and explained that the 1% public sector settlement for police, nurses and teachers did not include all their incremental increases.

## **22. Ofsted inspection on Children's Services**

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

“Members are asked to **NOTE** the content of the report and the significant work of all the staff who have contributed to this very positive outcome.”

(2) Following the debate the motion set out above, with a minor amendment by the proposer to thank staff, was agreed without a formal vote.

(3) RESOLVED that the content of the report be noted and the Director, Specialist Children's Services be requested to pass on Members deep appreciation for the work that staff had carried out towards achieving this favourable outcome.

## **23. Local Transport Plan 4: Delivering Growth without Gridlock**

(1) Mr Payne moved and Mr Dance seconded the following motion:

“The County Council is asked to approve and adopt *Local Transport Plan 4: Delivering Growth without Gridlock (2016 – 2031)* as a plan included in the Policy Framework of the Constitution of the Kent County Council.”

(2) Following the debate the Chairman put the motion set out above to the vote and the voting was as follows:

For (62)

Mrs A Allen, Mr M Angell, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs R Binks, Mr R Bird, Mr T Bond, Mr A Bowles, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mr N Chard, Mr I Chittenden, Mrs P Cole, Mr N Collor, Mr A Cook, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Mr D Daley, Mr M Dance, Miss E Dawson, Mrs T Dean, Mrs L Game, Mrs S Gent, Mr G Gibbens, Mr R Gough, Mr K Gregory, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr M, Horwood, Mr E Hotson, Mr J Kite, Mr G Koowaree, Mr P Lake, Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, , Mr J McInroy, Mr P Messenger, Mr D Murphy, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr D Pascoe, Mr M Payne, Mrs S, Prendergast, Mr K Pugh, Mr H Rayner, Mr C Simkins, Mr J Simmonds, Mrs P Stockell, Mr I Thomas, Mr M Whiting, Mr J Wright.

Against (9)

Ms K Constantine, Mr T Dhesi, Mr A Hook, Mr B Lewis, Ms D Marsh, Mr A Ridgers, Dr L Sullivan, Mr B Sweetland, Mr M Whybrow,

Abstain (1)

Mr D Farrell

(3) RESOLVED that the *Local Transport Plan 4: Delivering Growth without Gridlock (2016 – 2031)* be adopted as a plan included in the Policy Framework of the Constitution of the Kent County Council.

## **24. Cultural Strategy**

(1) Mr Hill moved and Mrs Hohler seconded the following motion:

“Council is asked to adopt the strategy”

(2) Following the debate the motion set out above was agreed without a formal vote.

(3) RESOLVED that the Cultural Strategy be adopted.

## **25. County Council Directorate and Strategic Commissioning Structure Update**

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

“The County Council is asked to:

- Note the appointment and offer made to the two new Corporate Director posts and to the new Strategic Commissioner role.
- Note that the consequential changes to the Constitution have been made following the changes in structure.
- Agree the change of reporting line for the Director of Public Health to the Strategic Commissioner which moves the Public Health Division into Strategic and Corporate Services with effect from 28 August 2017.”

(2) Following the debate the motion set out above was agreed without a formal vote.

(3) RESOLVED that;

- (a) the appointment and offer made to the two new Corporate Director posts and to the new Strategic Commissioner role be noted
- (b) the consequential changes to the Constitution have been made following the changes in structure be noted
- (c) the change of reporting line for the Director of Public Health to the Strategic Commissioner which moves the Public Health Division into Strategic and Corporate Services with effect from 28 August 2017 be approved.

## **26. Member Remuneration Panel**

(1) Mr Hotson moved and Mr Gregory seconded the following motion

“To apply a global increase of 15% to all current allowances

- From 2018/19 onwards, to apply an annual increase to the Basic Allowance, Special Responsibility Allowances and Carer’s Allowance that is index-linked to the total staff pay progression pot agreed for the previous financial year and expressed as a percentage.
- To accept the recommendation of the Independent Remuneration Panel and create an additional SRA for the Cabinet Lead for Trading Services at the equivalent of Cabinet Member.
- To amend Appendix 7 of the Constitution to reflect these changes”

(2) Mr Bird proposed and Mrs Dean seconded the following amendment:

“The County Council is asked to note this report, the report of the Independent Member Remuneration Panel and to consider and determine the Members’ Allowances Scheme for the period May 2017 to May 2021 **in line with the Panel’s recommendations as set out in Section 16, namely:**

**To restore the Basic Member Allowance from £12,805 to £13,000 (1.50% increase) for the period 8th May 2017 to the election in May 2021, see Appendix 5.**

**To index link the Basic Member Allowance and Special Responsibility Allowances (SRAs) to the Staff Total Contribution Pay Process (TCP), ‘achieving level’ for the period 2017 – 2021 (1.8% in 2017/18).**

**To create an additional SRA for the Cabinet Lead for Trading Services at the equivalent of Cabinet Member.**

**To index link the Carer’s Allowance to the Staff TCP for the period 2017- 2021.**

**No other recommended changes to the allowances.”**

(3) Following the debate the Chairman put the amendment set out in paragraph (2) above to the vote and the voting was as follows:

For (7)

Mr R Bird, Mr I Chittenden, Mr D Daley, Mrs T Dean, Mr A Hook, Mr G Koowaree, Mr G Lymer

Against (57)

Mrs A Allen, Mr M Angell, Mr P Barrington-King, Mr T Bond, Mr A Bowles, Miss S Carey, Mr P Carter, Mr N Chard, Mrs P Cole, Mr N Collor, Ms K Constantine, Mr A Cook, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Mr M Dance, Miss E Dawson, Mr T Dhesi, Mr D Farrell, Mrs L Game, Mrs S Gent, Mr G Gibbens, Mr R Gough, Mr K Gregory, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr E Hotson, Mr P Lake, Mr B Lewis, Mr R Long, Mr R Love, Mr A Marsh, Ms D Marsh, Mr J McInroy, Mr P Messenger, Mr D Murphy, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr D Pascoe, Mrs S Prendergast, Mr K Pugh, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mr J Simmonds, Mrs P Stockell, Dr L Sullivan, Mr B Sweetland, Mr I Thomas, Mr M Whiting, Mr M Whybrow, Mr J Wright.

Abstain (6)

Mrs C Bell, Mrs R Binks, Mr D Butler, Mrs S Chandler, Mr M Horwood, Mr J Kite

*Amendment lost*

(4) Following further debate the Chairman put the motion set out in paragraph (1) above to the vote and the voting was as follows;

For (48)

Mrs A Allen, Mr M Angell, Mr P Barrington-King, Mr A Bowles, Miss S Carey, Mr P Carter, Mr N Chard, Mrs P Cole, Mr N Collor, Mr A Cook, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Mr M Dance, Miss E Dawson, Mrs L Game, Mrs S Gent, Mr G Gibbens, Mr R Gough, Mr K Gregory, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr E Hotson, Mr P Lake, Mr R Long, Mr G Lymer, Mr A Marsh, Ms D Marsh, Mr J McInroy, Mr P Messenger, Mr M Northey, Mr P Oakford, Mr D Pascoe, Mrs S, Prendergast, Mr K Pugh, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mr J Simmonds, Mrs P Stockell, Mr B Sweetland, Mr I Thomas, Mr M Whiting, Mr J Wright.

Against (13)

Mr R Bird, Mr I Chittenden, Ms K Constantine, Mr D Daley, Mrs T Dean, Mr T Dhesi, Mr D Farrell, Mr A Hook, Mr G Koowaree, Mr B Lewis, Mr D Murphy, Dr L Sullivan, Mr M Whybrow

Abstain (9)

Mrs C Bell, Mrs R Binks, Mr T Bond, Mr D Butler, Mrs S Chandler, Mr M Horwood, Mr J Kite, Mr R Love, Mr J Ozog,

*Motion carried*

- (5) RESOLVED that
- (a) a global increase of 15% be applied to all current allowances
  - (b) from 2018/19 onwards, an annual increase be applied to the Basic Allowance, Special Responsibility Allowances and Carer's Allowance that is index-linked to the total staff pay progression pot agreed for the previous financial year and expressed as a percentage
  - (c) the recommendation of the Independent Remuneration Panel to create an additional SRA for the Cabinet Lead for Trading Services at the equivalent of Cabinet Member be accepted.
  - (d) Appendix 7 of the Constitution be amended to reflect these changes.



From: Paul Carter, Leader of the Council  
John Simmonds, Cabinet Member for Finance

To: County Council – 19<sup>th</sup> October 2017

Subject: Autumn Budget Statement

Classification: Unrestricted

**Summary:** KCC's 2017-20 Medium Term Financial Plan (MTFP) is based on the four year funding agreement from central government (up to 2019-20). The MTFP shows the financial challenge arising from rising spending demands, reductions in Revenue Support Grant (RSG), phasing in of Improved Better Care Fund (iBCF), changes in other government grants and limitations on the Council's ability to raise council tax. As a result the Council needs to find substantial budget savings each year. This report focuses on progress towards identifying these savings.

The scale of forecast spending demands and consequential savings, on top of seven years of significant real terms reductions in funding, makes 2018-19 and 2019-20 budgets exceptionally challenging, and it is unlikely the Council will be able to continue to protect front-line services from the impact.

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. The 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. This report includes updates to the revenue plans for 2018-19 and 2019-20.
- 1.2 This autumn budget statement enables directorates to start the preparatory work so that savings can be delivered from the start of the financial year so as not to exacerbate the challenge. In some instances we are seeking early Council decisions on the overall policy under which some of the savings proposals are based, this will enable directorates to

undertake consultation about how these can be achieved without the uncertainty of whether the policy decision to support the proposals will be agreed. This is an important step forward in providing a clear mandate.

- 1.3 A second purpose of the autumn budget statement is to provide the basis for formal consultation on the Council's overall budget strategy and proposals. The Council's constitution requires consultation on the budget proposals before they are presented to County Council for final approval. The policy decisions included within this report do not compromise this requirement since they are presented for the reasons outlined in paragraph 1.2 and will only be finally implemented following approval of the Budget in February.
- 1.4 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 growth 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.

## **2. Revenue Budget Strategy**

- 2.1 The revenue strategy continues to be based on the quantifying the financial challenge arising from additional spending demands, reductions in central government grant and replacing the use of one-offs solutions in the current year's budget. The strategy identifies the solution from council tax (tax base, proposed tax rate increases and one-off collection fund balances), the local share of business rate growth and savings/income.
- 2.2 The updated revenue equations for 2018-19 and 2019-20 are shown in Table 1 below.

Table 1

	Latest Update		Previously Published MTFP	
	2018-19 £m	2019-20 £m	2018-19 £m	2019-20 £m
<b>Budget Challenge</b>				
Grant Reductions				
Revenue Support Grant	28.8	28.2	28.8	28.2
Other Grants	17.5	0.4	4.8	-11.7
Spending Demands <sup>1</sup> (see also section 4 of this report)	48.0	45.4	34.5	34.0
Replace one-off use of Reserves and Collection Funds	10.8	15.0	7.8	2.5
<b>Total</b>	<b>105.2</b>	<b>88.9</b>	<b>76.0</b>	<b>52.9</b>
<b>Budget Solution</b>				
Council Tax				
Increases in Tax Rate	25.4	26.8	25.3	26.6
Tax Base and Collection Fund balance changes	2.5	0.2	-5.5	5.2
Change in local share of Business Rates	2.1	1.7	1.6	1.7
Savings and Income (see also table 2 and section 5)				
Identified	54.5	20.2	36.3	7.9
Yet to be identified	8.0	28.0	18.3	11.5
Grant Increases				
Business Rate Top-up	4.1	4.7		
Improved Better Care Fund	8.6	7.4		
<b>Total</b>	<b>105.2</b>	<b>88.9</b>	<b>76.0</b>	<b>52.9</b>

- 2.3 Grant reductions are unchanged from the published MTFP. The other grant reductions for 2018-19 include the removal of a number of transitional grants.
- 2.4 The forecasts for additional spending demands have been thoroughly reviewed. This includes significant increases in 2018-19 to the amounts for budget realignment to reflect current year activity, prices and service strategies, and in 2019-20 to the amounts to replace one-offs in 2018-19, prices and services strategies. Despite this thorough review and rigorous attempt to resist pressures the forecast spending demands for 2018-19 and 2019-20 have increased significantly from the published MTFP adding to the financial challenge, principally due to factors outside the Council's control e.g. inflation, the need to find additional capital funding to provide school places, etc.
- 2.5 As well as updating spending demands and council tax base/collection fund, the updated revenue also includes the latest progress on identifying options for savings and income to balance the budget. We have identified further options which would reduce the unidentified gap to £8m in 2018-19. We still have a sizeable gap (£28m) in 2019-20. These need to be considered collectively and require further solutions to find £36m over the next two years, use of reserves are not a solution in themselves although can be used to smooth the impact between the years.

<sup>1</sup> Additional spending demands include the impact of inflation on contracted services, increasing numbers of social care clients and increasing complexity of needs, increased number of households, as well as impact of legislation and KCC service priorities. These increases are largely unavoidable.

- 2.6 The publication of this Autumn Budget Statement marks the start of formal consultation on KCC's 2018-19 budget strategy and council tax. Consultation is required under KCC's constitution. As in previous years the consultation will be available on KCC's website for a period of 7 to 8 weeks. Unlike previous years we are not proposing to undertake separate market research to support the consultation. Instead we are proposing a social media campaign which will encourage people to look at the budget materials to better understand the challenge and engage with their views through responses.
- 2.7 Undoubtedly 2018-19 and 2019-20 look like being the riskiest budgets the Council has faced. Although we have the certainty of a four year grant settlement; the scale of the grant reductions, the magnitude of unfunded pressures, the uncertainty over the economic and fiscal climate, and the emergence of rising spending demands combined with the significant year on year savings in each of the last 7 years all contribute to the risks for the next two years.

### 3. MTFP Updates

- 3.1 This report includes an update to the high level multi-year view of the MTFP (appendix A(i) of the published plan). This updated view for 2018-19 and 2019-20 is shown in appendix 1 of this report. The full suite of MTFP appendices, including the detailed view of the final proposals will be included in the final draft plan due to be published in January and presented for approval at County Council in February.
- 3.2 Appendix 1 summarises the revised spending, funding and savings proposals and shows the remaining unidentified savings for 2018-19 and 2019-20 compared to the original plan. The £8m unidentified for 2018-19 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.
- 3.3 The main savings options identified to date in for 2018-19 budget in the updated MTFP are shown in table 2 below (£54.5m). Further details of the main considerations within these proposals are covered in section 5 of this report.

Table 2	Paragraph	£m		Paragraph	£m
<b>Efficiency Savings</b>					
Staffing	5.5	6.7	Income		
Contracts	5.6	9.2	Client charges uplift (current policy in line with inflation)	5.3	3.2
Infrastructure	5.7	1.0	Trading Income	5.3	0.9
Other	5.7	1.1	Investment Income	5.3	1.2
			Contributions from other authorities	5.3	0.3
			Other	5.3	0.5
<b>Transformation Savings</b>					
Adult Social Care Phase 2 & 3	5.2	2.9			
Housing Related Support	5.2	2.8	Policy		
Integration of Strategic Commissioning	5.2	1.8	Client charging second homes	5.9	0.6
Other (largely existing programmes e.g. LED streetlights)	5.2	2.7	Subsidised Bus Services	5.10	2.0
			Social Care residential and day in-house	5.11	0.9
			Highways maintenance	5.12	0.7
<b>Financing</b>					
Drawdown from reserves	5.18	11.3	Housing Related Support - offenders	5.13	0.3
Review of MRP	5.17	1.6	District Joint Arrangements		0.2
Additional contribution from Kings Hill reserve	5.17	2.0	Full year impact of existing plans/spending	5.14	0.6
<b>Totals</b>		<b>54.5</b>			

Table may not appear to add-up as each entry (including totals) is shown to nearest £0.1m

## **4. Spending Demand Assumptions**

- 4.1 Additional spending demands include known factors (budget realignment and replace the one-off use of reserves) and forecast future pressures (pay rewards, price increase, increase client numbers/complexity, etc.). The overall assumed pressures for 2018-19 are £16.5m more than the £42.4m included in the published MTFP.

### *Realignment*

- 4.2 These are necessary in order to comply with statutory requirements to set a balanced budget since they represent known changes since the current year's budget was approved. The final budget in February will need to take into account the impact of budget realignments arising out of the 2017-18 budget monitoring (which no doubt will change during the course of the year).

### *Replacement for Use of Reserves*

- 4.3 The 2017-18 budget included £7.844m of one-off solutions from draw down of reserves, contributions to reserves, review of bad debt provision and one-off spending reductions. The published MTFP included a matching pressure in 2018-19 to replace these one-offs which will not change. This replacement for use of reserves has been increased to include use of Public Health reserves. Members should note this pressure is to replace the use of reserves as a funding mechanism, not to replenish the reserves. The updated MTFP also includes a further £15m use of reserves and other one-offs proposed for 2018-19 which requires the matching replacement pressure in 2019-20.

### *Pay and Reward*

- 4.4 The current assumption for pay progression for Kent scheme staff is that the overall "pot" would amount to 2.5% to 2.8% for 2018-19. 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.

### *Price Inflation*

- 4.5 Price inflation is generally linked to Consumer Price Index (CPI) and other specific indices included in individual contractual clauses. Some prices are not index linked but are subject to local negotiation which includes contribution towards the additional cost of the National Living Wage. At this stage we assuming CPI will show an annual rate of inflation of 3% towards the end of 2017 when we come to set the budget for next year.

### *Demography*

- 4.6 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. The provision in the budget includes elements for changes which have already

impacted on services as well as forecasts of further changes during the forthcoming year.

#### *Other Spending Demands*

4.7 The MTFP also includes the impact of legislative changes and local service strategies and improvements. New legislative requirements include the need to respond to Deprivation of Liberty Safeguards (DoLS) and capping of driver awareness fees. Local service strategies include additional borrowing costs to fund the existing capital programme (and in particular the shortfall in basic need funding for school places) and diversion of capital receipts to fund transformation costs. Other service strategy spending demands include the need to strengthen some children's services in response to recent OfSTED inspection, investment in new trading companies, replacement systems and corporate landlord cost incurred in managing empty schools and other premises.

### **5. Savings Options**

5.1 The overall savings requirement for 2018-19 has increased from £54.6m in the published plan to £63.8m in the latest update. This arises from a combination of the higher additional spending demands partially offset by higher council tax base/collection fund assumptions. The updated plan identifies £55.8m of deliverable savings for 2018-19 (as summarised in paragraph 4.3), leaving an unresolved gap of £8m. As already identified this gap needs to be considered as part of longer term solution to find £26m of additional savings over the next two years.

#### *Transformation Savings*

5.2 We have embarked on a number of transformation programmes. These transformation savings seek to provide better outcomes or for clients and residents at lower cost and therefore are the preferred solution to the financial challenge. We have already delivered substantial cashable savings and avoidance of budget pressures from previous transformation programmes. The proposed transformation savings within adult social care and other programmes which are part way through delivery e.g. LED street lighting conversion, are anticipated to contribute £10.2m towards the £63.8m needed in 2018-19. Transformation savings in the plan include phase 3 of adult transformation, there are no further phases from this programme in the pipeline.

#### *Income Generation*

5.3 We are proposing updated options to generate an £6.1m of additional income in 2018-19 towards the £63.8m target. Most of this will be achieved from increasing existing charges in line with inflation. Additional income is also proposed to be generated from further trading activity within existing services, and existing treasury management strategy. At this stage the updated plan does not include additional income/profit share from new trading companies (Business Service Centre, Education Services Company, etc., as their business case assume it will take a few years to build up the business).

### *Efficiency Savings*

- 5.4 Proposed efficiency savings of £18.0m have been identified for 2018-19. Each year it becomes increasingly challenging to make additional efficiency savings. Efficiency savings have been subdivided between direct staff savings and savings on contracted and other services.
- 5.5 The proposed staffing efficiencies build on existing programmes and restructuring plans. In the main we will seek to make staffing reductions which avoid the need for compulsory redundancies although these cannot be ruled out. The savings include an estimated amount of £2m from the integration of children's services. The remainder are estimates from restructuring programmes in other units (particularly in CYPE, GET and S&CS). All staffing efficiency savings are estimates and structures will be subject to individual consultation arrangements. This means it is impossible at this stage to identify the impact on the number of posts or full time equivalents. The efficiency savings do not represent the totality of staffing changes as there is also provision within demographic spending pressures for the impact on staff teams to avoid excessive caseloads and transformation and policy savings can also impact on staff numbers where these affect in-house services.
- 5.6 Efficiency savings from contracts include an estimated £1.5m of procurement efficiencies to be identified across a range of contracts to achieve better value on low value/high volume purchases, improved category management, reduced reliance on spot purchasing as well as review of contracts in accordance with renewal and break clauses. Contract efficiencies also include £2.8m saving on externally commissioned Public Health services, and £1m further efficiencies with children's centres. £0.8m of savings are identified from review of contractual arrangements at the Allington Waste to Energy plant.
- 5.7 Infrastructure efficiencies are based on reductions in the Council's property estate from local asset reviews and roll-out of new ways of working. Other efficiencies include a range of options within directorates to achieve better value on a range of discretionary non-contracted services.

### *Policy Changes*

- 5.8 The savings options from local policy choices i.e. changes to KCC's local discretionary choices, amount to £6.5m for 2018-19. A summary of the proposed policy savings are set out in table 2 above. This section of the report highlights the most significant policy issues. Further details will be provided through Cabinet Committees as these proposals are further developed following detailed consultation. All the savings identified are initial estimates at this stage in the process and County Council is not being asked to agree any specific amounts at this stage.
- 5.9 The policy decision taken last year to take account of the capital value of a second home in determining the assets of clients in receipt of non-residential care is proposed to roll-out to existing clients in 2018-19. Initially it was agreed to take into account the value of second homes for

new clients in 2017-18. This is likely to take client's assets above the £23,250 threshold and thus they would become liable to fund the full cost of their non-residential care package. The value of first homes is not taken into account for non-residential charges.

- 5.10 The policy savings options include a significant revision to KCC's subsidy to bus operators for what would otherwise be uneconomic routes. As part of this change we would be looking to develop local community provision to provide an alternative service. The estimated savings include the net effect of reducing subsidies and supporting alternative provision, and allow for a phased approach over two years. Some routes will take longer to establish alternatives.
- 5.11 The savings propose to cease KCC directly operating its remaining in-house older persons residential home and day centres. We will be seeking to transfer these centres to be run by private or voluntary organisations thus saving on KCC's subsidy on the assumption that these facilities can be run at the similar cost to other private and voluntary sector centres and homes.
- 5.12 The policy proposals include further savings from highways maintenance on the presumption of reduced costs from postponing the retendering of the term maintenance contract and extend the existing contract with Amey for up to a further two years.
- 5.13 The savings proposals include a number of transformation and efficiency savings in relation to Housing Related Support (HRS) services. These savings aim to streamline HRS services and Supporting Independence Services (SIS). The only policy change to HRS would see KCC change its support for offenders. This will require consultation and close working with criminal justice agencies and a key decision to end the current contracts for low level supported accommodation during 2018-19 and high level schemes even later. If achieved this would see part-year savings in 2018-19 and full year effect in 2019-20
- 5.14 The original 2017-18 budget included part-year effect of planned changes to Kent Support and Assistance Service (KSAS) and accommodation solutions for the short breaks service for adults with learning disabilities, with a full year effect in 2018-19. An amendment was accepted at the County Council budget meeting re-instated £500k of the KSAS saving in 2017-18 by making further changes to the MRP policy. The 2018-19 element was unaffected by the amendment and can be achieved through embedding under spends in the service in 2017-18. The full year roll-out of short breaks savings is unchanged from the original MTFP and includes the 2018-19 full year effect.
- 5.15 We are seeking member agreement in principle to the policy savings outlined in this report and the relevant section of the updated MTFP. If these can be agreed it will enable service directorates to engage in consultation about how savings can be delivered rather than whether the savings should be pursued. This approach is more likely to achieve more of the savings in 2018-19. In providing agreement in principle members



are not being asked to sign up to the amount as this will emerge for the final draft budget in February following the consultative process. Furthermore, in granting agreement in principle, members are not being asked to commit to these savings should other savings options be subsequently identified, or the funding settlement is better than the existing provisional settlement for 2018-19. Should agreement not be possible in principle then the MTFP would need to be updated to remove the unacceptable savings and consequently increase the unidentified gap which will need to be resolved in the final budget in February.

- 5.16 The policy options do not include any reduction to member community grants other than reversing the one-off use of reserves in 2017-18 which enabled grants to be sustained at £22,000 per member. Retaining the grant at £20,000 would enable members to continue to support some of the local provision which would otherwise be removed if the savings proposals in the 2018-19 updated plan are agreed e.g. subsidised bus services.

#### *Financing Savings*

- 5.17 We have undertaken a further fundamental review of the £115m “financing items” budget. The vast majority of this budget is used to repay our borrowing and the current capital programme. A total of £14.9m of financing savings are being proposed, £11.3 from further one-off draw-down from reserves, £2m additional contribution from Kings Hill development to support base budget until the reserve runs out, and £1.6m from the full effect of the revision to the Minimum Revenue provision (MRP) policy agreed as part of 2017-18 budget.

- 5.18 The £11.3m from reserves is the initial assessment of the maximum which could be drawn down whilst leaving sufficient to cover budget risks. This includes, amongst a large number of risks, the risk of unidentified savings for 2018-19 and 2019-20. This assessment will be re-evaluated for the risks in the final budget in February.

## **6. Conclusion**

- 6.1 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 2018-19 and 2019-20 budgets will be 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 2018-19.

## 7. 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, in principle (not the amount) to the policy savings set out in table 2 (and appendices 1 and 2) relating to:
  - (i) KCC's policy in relation to discretionary subsidies for uneconomic bus routes
  - (ii) In-house social care services
  - (iii) Kent Support and Assistance Service
  - (iv) Housing Related Support for offenders
- c) RECOGNISE the progress made towards setting a balanced budget for 2018-19 based on robust estimates and on reducing the unidentified gap

## 8. Background Documents

- 8.1 KCC approved 2017-18 Budget and 2017-20 Medium Term Financial Plan  
<http://www.kent.gov.uk/about-the-council/finance-and-budget/budget-201718>
- 8.2 Budget consultation materials published on KCC website can be found at  
[www.kent.gov.uk/budget](http://www.kent.gov.uk/budget)

## 9. Contact details

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## Appendix A (i) - High Level 2018-20 Budget Summary

2017-18			2018-19		2019-20	
£000s	£000s		£000s	£000s	£000s	£000s
	<b>911,050</b>	<b>Revised 2017-18 Base Budget</b>		<b>932,977</b>		<b>929,365</b>
		<b>Additional Spending Pressures</b>				
8,660		Net budget realignments from previous year	254		-379	
10,852		Replacement of one-off use of reserves to fund base budget	10,844		15,015	
		Reduction IN Grant Funding	1,804		1,757	
23,753		Pay & Prices	25,755		27,790	
15,413		Demand & Demographic	16,935		15,444	
28,663		Government & Legislative	-6,895		-8,347	
11,302		Service Strategies and Improvements	10,179		9,125	
	<b>98,643</b>	<b>Total Pressures</b>		<b>58,876</b>		<b>60,405</b>
		<b>Savings &amp; Income</b>				
		<u>Transformation Savings</u>				
-11,106		Adults Transformation Programmes	-5,714		-4,195	
-3,316		Other Transformation Programmes	-4,481		-2,779	
-8,405		Income Generation	-5,808		-2,690	
		Increases in Grants & Contributions	-310		-69	
		<u>Efficiency Savings</u>				
-8,564		Staffing	-6,707			
-406		Premises	-981		-80	
-13,960		Contracts & Procurement	-9,226		-2,408	
-6,479		Other	-1,080		-183	
-15,465		Financing Savings	-14,915		-2,896	
-2,500		Use of Capital Receipts				
-3,153		Policy Savings	-5,267		-4,856	
	<b>-73,356</b>	<b>Total Savings &amp; Income</b>		<b>-54,488</b>		<b>-20,155</b>
		<b>Public Health &amp; Other Grants</b>				
1,753		Estimated reduction in Public Health Grant				
-1,753		Public Health Service Reductions				
-3,360		Retained element of former ESG transferred into DSG				
	-3,360					
		Unidentified		-8,000		-28,000
	<b>932,977</b>	<b>Net Budget Requirement</b>		<b>929,365</b>		<b>941,615</b>

## Appendix A (i) - High Level 2018-20 Budget Summary

2017-18			2018-19		2019-20	
£000s	£000s		£000s	£000s	£000s	£000s
		<u>Funded by</u>				
66,476		Revenue Support Grant	37,640		9,487	
5,685		Transition Grant				
6,192		Social Care Support Grant				
128,864		Business Rate Top-Up Grant	133,010		137,741	
3,372		Education Services Grant				
301		Improved Better Care Fund	17,525		33,683	
26,091		Additional Adult Social Care Allocation	17,494		8,697	
12,516		Other un-ringfenced grants (estimate)	10,223		9,863	
50,600		Local Share of Retained Business Rates	52,599		54,311	
-140		Business Rate Collection Fund				
597,123		Council Tax Yield	618,643		638,037	
23,404		Proposed Social Care Levy	36,232		49,797	
12,494		Council Tax Collection Fund	6,000			
	<b>932,977</b>	<b>Total Funding</b>		<b>929,365</b>		<b>941,615</b>

By: Roger Gough, 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 – 19<sup>th</sup> October 2017

Subject: Kent Safeguarding Children Board – 2016/17 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 2016 until March 2017, and outlines the challenges ahead over the next year.

**Recommendation:** County Council is asked to COMMENT on the progress made and NOTE the 2016/17 Annual Report attached.

## 1. Introduction

(1) This report presents the 2016/17 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 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) Through its review of last year's key priorities, this Report identifies 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 feedback and recommendations from the Ofsted Review of KSCB which was undertaken in March 2017 and lessons learned from Serious Case Reviews (SCR), multi-agency audits and child death reviews within the reporting period.

(4) Working Together 2015, 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 2016/17 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 has continued to build on the on the work of the Board, its Business Group and sub groups. It has been recognised by members of all groups, that this is having a significant impact on how the Board conducts its business. This Report highlights the work of each of the Board's Sub Groups, exploring their achievements, challenges and next steps. The Report acknowledges the significant steps made throughout the year and recognises the challenges ahead.

(3) Following the Ofsted Review of the LSCB in March 2017, (undertaken concurrently with the inspection of the Local Authority), Inspectors reported that the Kent Safeguarding Children Board (KSCB) 'requires improvement to be good'. The Inspectors recognised areas of good multi-agency partnership working and safeguarding, but made recommendations around the need for the Board to have a wider understanding of multi-agency performance information and to have greater oversight of the key risks that might reduce the ability of partner agencies to safeguard children. This Report includes a summary of the Ofsted Review findings and their full recommendations.

(4) One of the key challenges for the period covered by this report has continued to be the development of the KSCB's response to Child Sexual Exploitation (CSE). The Multi-Agency Sexual Exploitation (MASE) Group continues to oversee and report on how partners are working to identify and respond to cases of CSE. The Group, together with the Board's work around children who go missing, received favourable reports from the Ofsted Inspectors. The multi-agency Child Sexual Exploitation Team (CSET) has been established with multi-agency staff from KCC Specialist Children Services (SCS), KCC Education and Young People's Services (EYPS) and from Health. Members of this team support front line operational staff in multi-agency working with CSE cases. They also provide a bi-monthly CSE briefing paper that highlights the number of reported CSE cases, current investigations and emerging CSE patterns and themes. MASE also presents a quarterly CSE Profile for Kent to the full Board. In addition, the Board's cohort of multi-agency CSE Champions now exceeds 160 and these operational staff and managers share CSE messages and updates with their colleagues. CSET and MASE are currently challenging partners to increase the amount of CSE information and intelligence that is being shared with CSET, as this will assist in the development of a more detailed picture of CSE and potential CSE across Kent. This will be a focus in the forthcoming year.

(5) 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. The Board still have the on-going challenging of evidencing the 'So What?' This features in the Board's Business Plan.

(6) With regard to the question: 'how safe are children in Kent?' the Report indicates, that during 2016/17, approximately 11,000 families (around 24,000 CYP)

were supported by Early Help Units (EHU). At the end of March 2017, there were 3,008 cases open to EHU. This equates to nearly 7,000 children and young people aged 0-18. In March 2017, 79.6% of EH cases were closed with outcomes achieved, down from 83.4% in March 2016.

(7) At year end, 2016-17, there were 2,023 children with Children In Need (CIN) plans in place. This is a reduction of 68 cases.

(8) As at the 31<sup>st</sup> March 2017, the number of children with a Child Protection Plan (CPP), was 1,185, an increase of 136 on last year. 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.

(9) The number of Children in Care, (CiC), excluding Unaccompanied Asylum Seeking Children (UASC), at year end was 1,893, a reduction of 427 from year end 2015-16. Excluding UASC, there were 1319 CiC placed in Kent by other Local Authorities, an increase of 36 on the previous year.

(10) The issue of asylum seekers continues to receive high profile media and political attention. At 31<sup>st</sup> March 2017, there were 481 UASC Children in Care in Kent. This is a decrease of 385 from 31<sup>st</sup> March 2015. The Report highlights the impact of the introduction of the National Dispersal Scheme.

(11) KSCB is committed to publishing the findings from all Serious Case Reviews, (SCR). In addition to the ongoing SCRs from last year, the Board has commissioned two new SCRs during 2016-17. Due to ongoing criminal proceedings, the 2015-16 SCRs have not yet been published, however, the lessons from these and from other National SCRs have been embedded in the KSCB's multi-agency learning and development strategy and training programme. The Board has delivered a number of multi-agency SCR Workshops where the learning has been shared with frontline staff. The ongoing cascading of learning from SCRs remains one of the Board's key focus areas for 2017-18.

(11) In order to understand what is happening across different frontline settings in protecting children, during this reporting period, KSCB has undertaken a number of multi-agency audits, (children who go missing, harmful sexual behaviour and domestic abuse). The outcomes of the 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 agreed for 2017-18 where it is planned to have a greater focus on those topics that have been identified as themes from previous audits and SCRs. The outcomes and learning from these audits will be reported next year.

### **3. Conclusions**

(1) The Board has continued with its scrutiny and challenge role through the Business Group and the stricter governance and lines of accountability. The Board's Sub Groups are now more consistent and stable.

(2) The Board has updated its Strategic Priorities, and the Business Plan for 2017-2020, includes Partnership Working, the Voice of the Child, Learning from Serious

Case Reviews, Child Sexual Exploitation, Neglect, Modern Slavery, On-line Safeguarding, Disabled Children and the Toxic Trio (Domestic Abuse, Parental Mental Health and Parental Misuse).

#### **4. Recommendations**

(1) County Council is asked to:

(a) COMMENT on the progress and improvements made during 2016/17, as detailed in the Annual Report from Kent Safeguarding Children Board

(b) NOTE the 2016/17 Annual Report attached.

#### **5. Background Documents**

None

#### **6. Contact details**

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# Annual Report 2016/17





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## Foreword from Gill Rigg



Welcome to the annual report of Kent Safeguarding Children Board (KSCB). This annual report is currently a requirement of Working Together 2015 statutory guidance, and this report is expected to identify the effectiveness of safeguarding children and promote the welfare of children and young people in Kent. The report aims to provide a transparent assessment of the state of safeguarding in Kent, identifies the key challenges and successes of the Board over the year from 2016-7, and also identifies the key issues going forward.

The Board is very fortunate to have a committed and strong membership, who takes their responsibilities seriously. KSCB is particularly grateful for the strong support and input from our two lay members, who are very valuable participants. We have twelve subgroups/reporting groups which drive the work forward, and I am particularly grateful to the Chairs of the sub groups, and the members of those groups.

Ofsted reviewed the work of the Board in March 2017, as part of their inspection of the Local Authority's arrangements for children in need of help and protection, and concluded that the Board required improvement to be good. The areas which were identified were almost all ones which the Board was working on.

The sub group structure of the Board was seen by Ofsted as driving the work programme forward, and the Case Review group and Child Death Overview Panel were particularly mentioned as being well developed and effective. The Board's practice of beginning their meetings with a focus on the voice of the child has been viewed as positive, and the active engagement of young people was also seen as positively influencing the work of the Board. There is, however, more to do, and the areas for development are carried forward into the 2017-20 Business plan.

This report is intended for anyone with an interest in safeguarding children and young people in Kent. I hope this report provides a helpful insight and it will be of relevance and useful to anyone with an interest in safeguarding in Kent.

As a result of the Alan Wood report, the Government has announced future changes to safeguarding arrangements, through the Children and Social Work Act 2017, which are likely to result in new statutory guidance, and the outcome will be reported in the next annual report.

I have had the privilege of being the Independent Chair of the Board since March 2014, and I have seen a number of changes and improvements across all agencies in the past three 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. I would like to thank you for all that you do.

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 Local Safeguarding Children Board



## 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 (KSCB) and what does it do?

The Kent Safeguarding Children Board 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

#### 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 2016/17.

A Structure Chart of the Board and its Sub Groups can be found at Appendix A. A full list of Board members for 2016/17 and their attendance at Board meetings can be found at Appendix B.



## Lay Members

KSCB has two Lay Members. One has been in post for six years and the second has been a member for 12 months. 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.

One sits on the Risks, Threats and Vulnerabilities Group, Multi-Agency Sexual Exploitation Group, Health Safeguarding Group and the Female Genital Mutilation Working Group. He is also currently chairing a Serious Case Review Panel for one of our commissioned SCR. The other member sits on the Child Death Overview Panel and the Case Review sub group and is currently chairing a Serious Case Review (SCR) Panel for one of our commissioned SCR.

In addition to participation in Board and Group meetings, our Lay Members have supported 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.

## 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 2016/17, 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 agreed formally 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](http://www.kscb.org.uk)

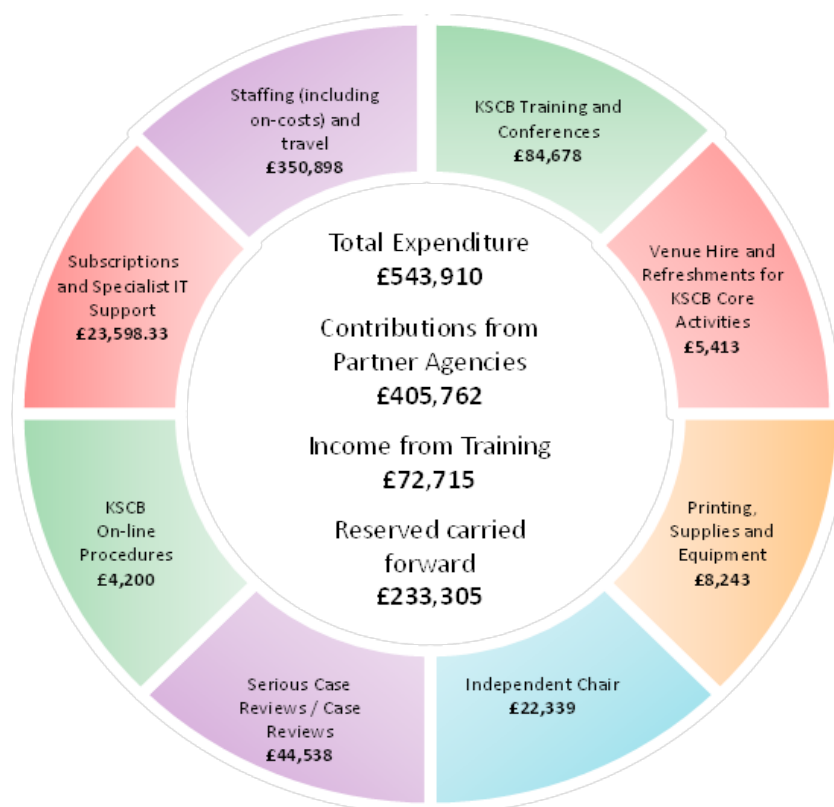
The Boards will have an ongoing and direct relationship, communicating regularly through identified channels/lead individuals and will be open to constructive challenge in order to promote continuous improvement in safeguarding practice and outcomes. The Boards commit to work together to ensure effective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

## Financial Arrangements

Partner agencies continued to contribute to the KSCB’s budget for 2016/17, in addition to providing a variety of resources, such as staff time and free venues for training. Partner contributions totalled £405,762. 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 £72,715. 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 2016/17 was £543,910, down from £601,069 in 2015/16. This was mainly due to significant reductions in our training expenditure. This will continue year on year with the increased use of partner provided no-cost venues and an increase in the number of partner agency staff on our College of Trainers, resulting in less use of external trainers. In 2016/17, we commissioned two Serious Case Reviews (SCR) and these will continue into 2017/18.







## The Board's response to last year's challenges

In the 2015-16 Annual Report, the Board identified a number of challenges that it was facing. The table below highlights the challenges, the activities and achievements against those challenges. It is acknowledged that some may not have been fully addressed and these will feature in the Board's Business Plan for 2017-20.

<b>Awareness of KSCB</b>	
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.	The Board has undertaken a significant exercise in raising its profile with multi-agency staff. The circulation list for all Board business has been widened and all Board and sub group members have been challenged to ensure that they take an active role in raising awareness of the role and activity of the Board. This has been supported with a bi-monthly newsletter produced by the Board's Business Unit. This continues to be a challenge.
There needs to be greater involvement of the wider public sector.	With closer ties with the voluntary and community sector through their representative on the Board, there has been a noticeable increase in their involvement with the Board. Board meetings have included a number of young people's presentations from partner agencies, raising awareness of the activity of the wider public sector, e.g. Young Carers and Headstart. This will continue to be a focus of work going forward.
<b>Quality and effectiveness</b>	
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.	This continues to be a challenge. This was recognised by Board members in 2015-16 and by Ofsted in 2017. Work is continuing to agree a multi-agency data set that truly provides the Board with the information it requires to gain the safeguarding assurance it needs.
The role of the Q and E Group needs to evidence how its work influences practice.	The newly appointed Chair of the Board's Quality and Effectiveness Group is committed to being more challenging and holding agencies to account in relation to the provision of evidence of impact of their activities.
<b>Working together</b>	
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).	This has been the subject of a significant challenge from the Independent Chair to the Board's 'Health' representatives. It culminated in a presentation from one of the Chief Nurses, outlining the various components of 'Health;' and how they interconnect.
Partners to be sighted on the changes within partner organisations so that expectations can be structured, i.e.	Partner agencies now use the KSCB Newsletter as part of their communication plans when sharing new information with other agencies. This is also supported





changes in National Probation Service, CCGs, Early Help and Preventative services, the developments at CRU and the introduction of 'Signs of Safety'.	by presentations at Board and Sub Group meetings.
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<b>Challenge</b>	
Critical friend challenges need to be seen as a norm.	Over the last 12 months, the KSCB Challenge log reflects Board and Business Group challenges and it is proposed that this will be replicated from the Board's Sub Groups.

<b>Business Plan</b>	
This needs to be clearer with more tangible evidence of impact.	Evidence has been requested as part of each sub group's update on Business Plan activity. This continues to be a challenge for all Groups.
The Plan needs to focus more on child protection and the journey of children between Early Help and SCS and their outcomes.	The updated Business Plan for 2017-20 has the journey of the child theme. This is a work in progress.
To continue the development and define links with MASE/Prevent/FGM/Gangs and Youth Violence.	The Business Group remains the coordination route for cross sub group activity. Joint work is currently taking place in the development and launch of a RTV Checklist for frontline staff and a Vulnerabilities Toolkit which will assist those undertaking assessments.
There is a lot of multi-agency work in progress, and this must continue without losing focus on 'mainstream' activities.	The Business Group remains the coordination route for cross sub group activity, ensuring that all groups continue to address the key safeguarding issues. Outcomes of activities are fed in to the Q and E Group and reported to the Board.

<b>Evidence of impact</b>	
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?	Evidence has been requested as part of each sub group's update on Business Plan activity. This continues to be a challenge for all Groups. The Learning and Development Group have implemented a longitudinal evaluation process that has started to provide evidence of impact on practice, but this is still at an early stage. Q and E adapting the style and content of audits to provide more evidence of the impact of learning on frontline practice. This will continue to be fed in to the Business Group and Board.

<b>Training</b>	
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.	The new Chair of the Learning and Development Group has taken on this challenge and will hold agencies to account for the non-production of agency training information. This was also picked up by the Ofsted review of the LSCB and is included as a recommendation from their review.



## What Board Members Say

The Chair undertakes an individual interview with each Board member every year and the composite report of all of the interviews is considered by the Board, influences the Business plan, is featured in the Annual Report and is published on the Board's website. A summary of comments is shown below.

### **The strengths of the LSCB**

#### General

- KSCB continues to be an improving organisation
- There is a commitment to learning lessons
- The development of some joint working arrangements with both the Medway Safeguarding Children Board and the Kent and Medway Adult Safeguarding Board is also a strength, i.e. Risks Threats and Vulnerabilities and Policies and Procedures
- The development of a stronger profile at county level
- There is good partner engagement and commitment to improving the safeguarding of children and working relationships
- The Board is well supported by an effective and committed Business Unit with efficient programme management function

#### Sub Groups and associated activity

- Excellent active sub group working and structure covering all relevant areas
- There is a willingness of partner agencies to engage in sub groups and task and finish groups to effect change.
- The Board offers a wide and comprehensive training programme
- The Board's significant activity around Child Sexual Exploitation (CSE) and Missing Children, including supporting the establishment of the multi-agency Child Sexual Exploitation Team (CSET) and CSE Champions where it has been directly instrumental in setting up a clear strategic response
- Strong oversight and progression of case reviews
- The event on disseminating lessons from SCRs was helpful and gave a good overview of cases.
- The Quality and Effectiveness (QE) Group's approach to the Section 11 review has strengthened and the robust multi-agency audit programme which has been further developed over the past year

### **Areas the Board needs to develop**

#### The Board

- All Board and sub group members need to take more responsibility for their role as representatives for their organisation and cascading information and bringing the voice of their agencies
- How can the Board drive outcomes more effectively, as opposed to discussion of the issues?
- How 'Health' effectively works together and ensures that its voice is heard at the Board



- Refining Board membership to ensure executive stakeholder representation across all agencies
- What can the Board do to make sure best practice is shared?
- The progress in achieving real change and ownership across the full spectrum of the Board's work has proved more difficult and progress has been less rapid. This has impacted upon the Board's effectiveness in holding the rest of the system to account
- Further integration of multi-agency working and engagement with other relevant strategic Boards to explore how services are delivered and what opportunities there are to share resources

### Quality and Effectiveness

- A meaningful multi-disciplinary dataset for the QE group where all partners can fully contribute and where the 'so what?' question is answered to provide assurance that that children and families are safeguarded in Kent

## **KSCB achievements this year**

### The Board

- Engagement with KMPT to address service failures identified in Serious Case Reviews (SCRs)
- Tackled inconsistencies in NHS representation
- Become more actively involved in issues of Domestic Abuse
- Enabled effective information sharing between agencies and discussion of issues
- Through the presentations to the Board, KSCB has strengthened and promoted the voice of the child strongly and not at a superficial level, which can often be the case with service user involvement.
- KSCB bulletins on progress to members

### Sub Groups

- Work of subgroups has strengthened
- The Board's grip and overview on CSE and the continued development of CSET and embedding the CSE Champions is a strength
- The work of the Case Review group (case tracker and the dissemination of learning) and Policy and Procedures (Policy tracker)
- Improved process for monitoring SCR action plans and recommendations and peer review,
- Delivery of comprehensive training for staff
- QE have produced regular high quality audits and have changed the format to reflect the 'so what?' question to audits and practice.
- Implementation of eCDOP ( Child Death Overview Panel)where the Board's work was shortlisted as finalists for a Local Government Chronicle (LGC) award
- Launched safer sleeping campaign through Midwives and Health Visitors



## Ofsted

Following the Review of the LSCB in March 2017, (undertaken concurrently with the inspection of the Local Authority), Ofsted reported that the Kent Safeguarding Children Board (KSCB) 'requires improvement to be good'.

Below is a summary of the key findings and recommendations:

<b>Strengths</b>	<b>Areas for development</b>
<ul style="list-style-type: none"> <li>• The board is meeting its statutory responsibilities.</li> <li>• The experienced chair has ensured that robust governance arrangements are in place.</li> <li>• The board positively influences local safeguarding arrangements,(such as the strategic response to child sexual exploitation and radicalisation).</li> <li>• Partners are well represented on the board and attendance is good.</li> <li>• The board has two lay members, who are valuable participants.</li> <li>• A well-developed sub-group structure ensures that the board is able to deliver its work programme.</li> <li>• The board's website includes helpful information about campaigns and safeguarding updates, alongside reports on recent learning reviews and serious case reviews.</li> <li>• Up-to-date multi-agency procedures are in place and are available on the website.</li> <li>• The case review group and the child death overview panel (CDOP) are well developed and effective.</li> <li>• The board has taken appropriate steps to disseminate learning from serious case and child death reviews</li> <li>• Robust strategic and operational arrangements are in place to safeguard and protect those children who go missing, are at risk of child sexual exploitation, or are at risk of being radicalised.</li> <li>• An up-to-date multi-agency threshold document is in place, and the board has taken reasonable steps to ensure that it has an understanding of the application of thresholds.</li> <li>• The board has identified a lack of agency understanding about these thresholds.</li> <li>• A process for undertaking and learning from multi-agency Section 11 audits is in place,</li> <li>• Through their active engagement, young people are positively influencing the work of the board.</li> </ul>	<ul style="list-style-type: none"> <li>• It does not collect all the performance information that it needs to be able to fully challenge partner agencies and hold them to account.</li> <li>• An audit programme is in place, but it is not robust enough to enable the board to assure itself about the effectiveness of local safeguarding practice.</li> <li>• The board does not have a mechanism to ensure effective oversight of the key risks that might reduce the ability of partner agencies to safeguard children.</li> <li>• The board has not responded to the issue of neglect at sufficient pace; a multi-agency strategy is yet to be approved and multi-agency training is underdeveloped. The board's annual report does not provide a comprehensive analysis of all key areas of safeguarding practice.</li> <li>• Due to a lack of robust follow-up, there is limited evidence that the impact of learning from these reviews has improved practice.</li> <li>• The board has not done sufficient further work to fully understand the lack of agency understanding of thresholds.</li> <li>• Local schools have not conducted a regular and comprehensive evaluation of their safeguarding arrangements.</li> </ul>



## Ofsted Recommendations

- Ensure that a comprehensive multi-agency dataset is in place to enable the board to scrutinise local safeguarding performance.
- Ensure that the board has systems in place to monitor risks that have the potential to have an impact on the ability of agencies to safeguard and protect children.
- Further develop a comprehensive programme of single and multi-agency audits to improve the scrutiny of safeguarding practice across partner agencies.
- Develop the annual report to ensure that it provides rigorous and transparent assessment and scrutiny of frontline practice, the effectiveness of safeguarding services and the work of the independent reviewing service, as well as learning from serious case reviews and child deaths.
- In partnership with the local authority, launch the multi-agency neglect strategy and ensure that local professionals working with families, at all levels of need, are equipped to identify, assess and address neglect within families.
- Put in place a system for the board to receive assurance regarding safeguarding practice within early years settings, schools and colleges.

All of these recommendations are included in the updated Board's Business Plan and are an integral element of each of the sub groups' work plans, (see the Next Steps section later in this report).



## Communication

### Bulletins

In 2016 KSCB introduced bi-monthly bulletins which are sent to over 600 multi-agency staff across Kent. The Bulletins are available to view on the KSCB website: <http://www.kscb.org.uk/e-learning/kscb-bulletins>

To date the Bulletins have discussed a range of topics, such as:

- Updates on Child Sexual Exploitation in Kent
- Mental Health Awareness Week
- Online Safety
- Learning from Serious Case Reviews
- Upcoming training and events
- Safer Sleeping
- Views of young people in Kent
- Domestic Abuse and Operation Encompass

We have 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.



August 2017

## Kent Safeguarding Children Board (KSCB) Bulletin

*This Update aims to keep you informed about local and national developments in respect of safeguarding and the work of Kent Safeguarding Children Board. It contains useful links to publications and websites*



### KSCB Twitter

You can now tweet KSCB @Kent01LSCB. Please follow us and keep up to date with all the latest safeguarding news!

### Team Update

KSCB are very sorry to say goodbye to Sophia Relf who has left the team. Some of you will have worked with Sophia on the KSCB audit programme and through the Quality and Effectiveness Group. We wish Sophia the best of luck in

### Ofsted Update

Ofsted have published their review of KSCB and have judged that the LSCB requires improvement to be good.

Here is the link to the [report](#). The LSCB review report starts on page 29. In response to the report our Independent Chair, Gill Rigg, has released the following statement:

"In respect of the Board, the positives identified were robust governance arrangements, strengths in CSE, radicalisation and children who go missing. The well-developed sub group structure was seen as strength, with CDOP and the Case Review group being singled out. The procedures were seen as being up to date and readily available and the Board's website is said to contain helpful information. Partners are well represented on the Board, attendance is good and our two lay members are seen to be valuable participants. The threshold document was described as being in place and up to date. Young people were seen to be positively influencing the Board's work



## Twitter

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.







## The Kent Safeguarding figures

### The Kent Safeguarding figures

Table of safeguarding figures for 2015-16 and 2016-17:

	Mar-16	Mar-17	
Number of <b>Children in Care (CiC)</b> :	2,320	1,893	-427
Number of children on a <b>Child Protection (CP) plan</b> :	1,049	1,185	+136
Number of children on a <b>CP Plan for a second or subsequent time</b> :	263	252	-13
Number of <b>Child in Need (CIN) plans</b> in place:	2,091	2,023	-68
<b>Number of contacts to Central Duty Team:</b>	<b>28,335</b>	<b>30,351</b>	<b>+2,016</b>
<b>Number of referrals to Specialist Children's Services:</b>	<b>15,642</b>	<b>16,193</b>	<b>+551</b>
<b>Number of SCS re-referrals within 12 months:</b>	<b>4,621</b>	<b>4,970</b>	<b>+349</b>
<i>Time between the end date of the previous referral and the start date of the following referral.</i>			
Number of <b>Private Fostering arrangements</b> :	32	27	-5
Number of <b>Unaccompanied Asylum Seeking Children (UASC) in care</b> :	866	481	-385
Number of <b>Other Local Authority (OLA) placements in Kent</b> :	1,283	1,319	+36

### Missing Children:

Number of <b>missing episodes</b> that started in the 2016-17 financial year:	5,067*	6,090	
<i>*This is a part year figure as the new processes for recording missing children did not commence until the 05/05/2015</i>			
Of these, how many were <b>OLA CiC/CP placed in Kent</b> :	1,053	1,330	+277
<i>The figures above exclude episodes of absences without authorisation.</i>			

Figures in red are cumulative for the year. All other figures are a snap shot as at year end.





## The Kent Safeguarding Context

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

- During 2016/17, approximately 11,000 families (around 24,000 CYP) were worked with in Early Help Units.
- At the end of March 2017 there were 3,008 cases open to Early Help Units. This equates to nearly 7,000 children and young people aged 0-18. 77% of cases are within the 20-week service standard. Between 600 and 700 cases are closed every month, by targeting drift and ensuring close monitoring of all cases, case durations have halved meaning that around 65% more families can be supported per worker.
- In March 2017 79.6% of cases were closed with outcomes achieved, down from 83.4% in March 2016. Early Help aims to close at least 80% of cases with outcomes achieved. This was achieved every month throughout 2016 until the autumn although for the last quarter of 2016 and first quarter of 2017 some months it dipped below the 80% target. Further analysis shows that a significant increase in the volume of Domestic Abuse Notifications (166 in December 2016 compared to 82 in December 2015) - which come from the Police prior to consent being gained – affected the number of cases which withdrew consent. For unit cases initiated via an Early Help Notification (EHN), 82% of cases are closed with outcomes achieved.
- The percentage of cases stepped up from Early Help to SCS has increased from 5.5% in March 2016 to 8.3% in March 2017.
- 19.8% of cases closed in SCS were stepped down to EHPS, which is a reduction on the previous year's figure of 22.7%. Early Help is committed to ensuring a constant focus on case throughput and effectiveness, and is able to take more step-downs from SCS as this is a key way in which Early Help can support the demands within SCS.

### Children being supported by Specialist Children's Services (SCS):

Generally the 2016/17 performance scorecard for Specialist Children's Services presents a very positive picture with 24 of the 44 performance measures achieving or exceeding the targets which had been set. The most significant improvement related to the percentage of referrals for Initial Health Assessments made to Health within 5 days of a child/young person coming into care which improved from 34% to 86% during the year. This reflects a clear focus on ensuring that appropriate information is passed to Health in a timely manner. The percentage of qualified Social Workers employed by KCC also rose during the year from 76% to 80% which is an indication of the effectiveness of work undertaken on recruitment and retention of Social Work staff. An additional 18 of the performance measures were above the minimum standard set with several of these very close to achieving the target.

There were 2 measures deemed to be below the required standard which were: the percentage of Returner Interviews completed within 3 working days of a child/young person going missing; and the average caseloads of the Children's Social Work Teams (CSWT). For the timeliness of Returner Interviews the lack of available benchmarking information makes it difficult to determine the actual performance level when compared to other local authorities. The number of Returner Interviews completed by SCS is relatively high but, with many of these being completed on the fourth or fifth



day, it is the three day timescale which is proving to be the challenge. The average caseload of the CSWT teams was 22 at the end of March 2017, against a target of 18 and was a direct result of increased demand towards the end of the reporting year. As a result of the increased demand additional agency Social Workers were recruited. Ensuring that Social Workers have manageable caseloads remains a key priority for the authority.

The Ofsted Inspection in March 2017 demonstrated that Specialist Children's Services has an extensive range of management and performance information available but crucially it evidenced that the information is accurate and is used consistently for strategic and operational management. The use of the interactive dashboards for operational teams was specifically noted and it is clear from Ofsted's findings that a strong performance management culture is embedded consistently throughout the Service.

### 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.

The Government's National Transfer Scheme (a 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), started in July 2016. By March 2017, 233 UASC dispersals had taken place from Kent to other Local Authorities.

The impact of Unaccompanied Asylum Seeking Children (UASC) remained significant during 2016/17. In April 2016 there were 870 UASC in the Care of the Local Authority plus an additional 475 with Care Leaving entitlement. With the introduction of the National Transfer Scheme in July 2016 the numbers of UASC Children in Care reduced to 481 by March 2017 but with the number of UASC turning 18 in the year the number of UASC Care Leavers had increased to 733. Due to the shift in UASC numbers from Children in Care to Care Leavers, staffing structures within SCS have been revised which will ensure that there are sufficient staff to support the UASC Care Leavers who will continue to remain Kent's responsibility. With regard to the performance measures by March 2017 the gap between performance Citizen and UASC Children in Care had been greatly reduced although Kent's UASC cohort will continue to adversely affect nationally reported performance, specifically for measures on Adoption and Care Leavers.

The demands on Specialist Children's Services, health partners, schools and district councils continue with the need for assessments to be undertaken and school places and housing being limited. 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 UASC are especially vulnerable to exploitation. The KSCB's Multi-Agency Sexual Exploitation (MASE) Group and the 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 (2017-2020).



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

At year end, there were 1319 CiC placed in Kent by other Local Authorities. 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 young people 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 liaises with placing authorities. She follows 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. A number of challenges have been made to placing authorities relating to the safety and appropriateness of the placements.

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

## Progress in Kent

In March 2017, Ofsted conducted an inspection of Local Authority services for children in need of help and protection; children looked after and care leavers. It reported that the overall judgement of Children's Services in Kent was 'Good'. This demonstrated considerable progress. The individual judgement on "children in need of help and protection" was that it required improvement to be good, which was the judgement also applied to KSCB.

Inspectors felt that: "Kent County Council is delivering a good service to children and families. Leaders and senior managers have responded purposefully and methodically to service weaknesses, resulting in strengthened services and improved outcomes for children."

Ofsted recognised that: "managers have systematically tackled weaknesses across the service, using a comprehensive quality-assurance framework and regular case-auditing to identify areas for practice improvement. However, the help and protection that children receive continue to require improvement. Some aspects of practice have improved, but more work is required to ensure consistently effective decision-making when children first come to the attention of the service, as well as to improve the quality of assessment for those children living in private fostering arrangements."



## Key strengths:

- “The local authority work effectively to reduce risks such as those related to trafficking, sexual exploitation, female genital mutilation and possible radicalisation.”
- “In response to the large number of children who are placed in Kent by other local authorities (1,309 at the time of the inspection), the local authority has innovatively appointed an out-of-area officer who assertively liaises with the 106 placing authorities.”
- “Social workers develop strong and constructive relationships with children. They see them regularly and use creative direct work to ensure that they understand children’s experiences and views.”
- “Assessments are analytical, and capture family histories, views and experiences and result in high-quality plans.”
- “good examples of outcome-focused plans, created and owned by families that reflected children’s needs well”
- “appropriate support for children on the ‘edge of care’ an effective family group conferencing service and the adolescent support teams who work alongside families to enable them to find their own solutions to effect change that is sustainable.”
- “The very large majority of children participate in their own timely reviews, with their wishes and feelings carefully considered by independent reviewing officers (IROs) who know them well.”
- “Educational outcomes for children looked after are improving at key stages 1, 2 and 4. The virtual school uses personal education plans well to enable pupils to get the right support for personal and social development and academic progress.”
- “Good assessment, training and support are available for prospective adopters. Children enjoy stability and thrive in their adoptive families.”
- “When children no longer need to be looked after by the local authority, they return home safely to their birth families with comprehensive support plans, which are regularly monitored.”

## Areas for development:

- “Inspectors saw some examples of analytical case supervision, but the quality is not always good enough, and managers do not always sufficiently identify risks or challenge lack of progress” ...“as a result, complexities and concerns in children’s lives are not fully explored, and, for a small number of children, this has led to drift and delay in taking decisive action to meet their needs and to ensure that they are protected.”
- Housing- particularly for 16 and 17 year olds who present as homeless;
- “The quality of staff supervision, including appraisal and attention to social workers’ overall development needs, is also too inconsistent across teams.”
- “More could be done to resolve [children and families complaints and] issues and worries at an earlier stage.”
- (Of particular reference to Central Referral Unit (CRU)) “some referrals closed prematurely, before all relevant information had been gathered and analysed to ensure safe and appropriate decision-making...”
- “Children living in private fostering arrangements are identified but assessments are not rigorous enough to ensure that the arrangements are suitable.”
- “...for a small number of children open to the district social work teams, there are delays in recognising escalating risk. This is particularly evident for children living in neglectful circumstances or affected by domestic violence”.



- “Inspectors identified a small minority of children for whom progress of plans was poor, risk had escalated or there had been a lack of professional curiosity. For these children, strategy discussions should have been held to consider whether a child protection enquiry was needed to further explore and understand risk.” “Weaker plans [...] do not track change effectively, which hampers progress”
- “Support for a small number of children subject to child protection plans ends too soon, before change has been sustained, resulting in children’s circumstances deteriorating.”
- “For a small number of children, there is a lack of clarity about the steps required to formalise living arrangements with family and friends.”
- “While assessments of connected carers and special guardians are comprehensive, confusion over the procedures for assessing connected carers has resulted in a very small number of placements being unregulated for short periods of time.”
- The accuracy of recording regarding care leavers (not just 18+, inclusive of children aged 16 and 17 who have gone home and left care) whom the local authority is “in touch” with.
- “The local authority has recognised that arrangements for young people moving from the children-in-care teams to the 18-plus service do not start early enough.”

## What needs to happen?

- Ensure that prompt consideration is given to convening strategy discussions and, when strategy appropriate, that strategy discussions are held for all children when risk increases.
- Ensure that private fostering assessments are robust and include all required safeguarding checks, and that visits to children are timely.
- Ensure that homeless young people aged 16 and 17 years are aware of their right to become looked after, assessments of risk are completed and there is adequate accommodation to meet their needs.
- Improve the response to all children at risk of sexual exploitation, ensuring that assessments and safety plans are of a consistently good quality.
- Improve the timeliness and quality of return home interviews for children who go missing, to ensure that they are an effective tool to safeguard individual children and inform strategic response.
- Ensure that all care leavers in prison or secure training centres have purposeful visits and an up-to-date pathway plan.
- Review the data routinely provided to the Kent Safeguarding Children Board (KSCB), and in conjunction with the board, take steps to ensure that this is sufficiently comprehensive to enable the partnership to scrutinise the local authority’s safeguarding performance.
- Evaluate the quality of case and staff supervision across teams and districts and take steps to ensure that managers pay sufficient attention to social workers’ performance, and to their development needs.
- Ensure that data relating to care leavers is accurate, and that it provides leaders, managers and corporate parents with a clear view of the performance of the service.
- In partnership with the KSCB, launch the multi-agency neglect strategy and ensure that early help
- Ensure that specialist children’s services and professionals who work with families at all levels of need are quipped to identify, assess and address neglect within families.



## Additional Reports

### Local Authority Designated Officer (LADO) Report

The LADO provides advice and guidance to employers and other individuals/organisations who have concerns relating to an adult who works with children and young people (including volunteers, agency staff and foster carers) or who is in a position of authority and having regular contact with children (for example religious leaders or school governors).

There may be concerns about workers who have:

- Behaved in a way that has harmed or may have harmed a child
- Possibly committed a criminal offence against or related to a child
- Behaved towards a child, or behaved in other ways that suggests they may be unsuitable to work with children

In Kent, the LADO Service is carried out by 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. This has been a challenge during the last year due to considerable staff sickness and absence. Whilst this gap in permanent LADO staff has been addressed by the recruitment of temporary staff, they have not known the intricacies of the LADO role. The team have worked tirelessly to ensure that the quality of LADO work and advice has not fallen below a good standard during this time and should be commended for their commitment to the service.

In addition to the management and oversight of individual allegations, the team responded to requests from Ofsted for information towards inspection of residential provision in Kent, provided considerable consultation to providers, partners, members of the public, Ofsted and others on matters related to concerns about staff conduct and related procedure; and responded to frequent Freedom of Information requests for data linked to LADO role. The latter requests should not be underestimated in the amount of time that these take and the admin support within the team have ensured that these requests met statutory timescales and were dealt with procedurally.

The total number of referrals to the LADO team for 2016-17 was 1997. This is an overall increase of 51 referrals compared to last year's figures.

The team has managed 656 formal allegations against the children's workforce in Kent. This represents a decrease of 81 from the 737 recorded during the previous year. One possible reason for this decrease is that the LADO team have become more consistent in their recording of allegations, ensuring that the allegation threshold has formed the basis of such referrals.

The team has additionally managed 1341 LADO-related consultations, some. This represents a significant increase of 132 from the 1209 recorded in the previous year. These consultations mainly relate to staff conduct issues which, on consultation, have been designated as below the allegation threshold and passed back to employers to manage as practice or competence issues rather than formal allegations. Additionally, the LADO team may hold "information only" consultations where information is shared by LADOs from other areas alerting us to wider children's workforce staff that may be moving across borders where there is a level of concern. Based on last year's consultation figures, the team has seen an increase in the use of consultation of 11%. It is predicted that this figure will continue to increase due to the continued raised awareness of the LADO service



undertaken by the team and the willingness to be a point of consultation for agencies and employers.

There is a continued need for training across the wider partners in respect of the LADO process and function. Participation at key events such as the Education Safeguarding Team conferences, Fostering Service Meetings and KSCB sub-groups is essential to provide presentations and information regarding the LADO role. This wider annual training programme will include on-going workshops and training as part of LSCB training. There will be an evaluation programme to provide evidence as to the impact of the wider awareness training.

## Private Fostering Report

Private fostering is when a child under the age of 16 (18 if disabled) lives with someone who is not a close relative (for example a grandparent, aunt, uncle, sibling or step-parent) for 28 days or more. It's very different from the care of children formally provided by local councils through approved foster carers.

Privately fostered children and young people may:

- have parents living or working abroad
- be sent to the UK to study at state or language schools
- live with another family because they have problems at home.
- be estranged from their own family
- be at independent schools and not returning home during school holidays

Children who are on weekend or holiday visits do not count as being privately fostered.

This year, Kent Specialist Children's Services (SCS) received 90 notifications of private fostering with the highest number coming from schools. This notification rate is 25% higher than last year, when Kent SCS received 71 notifications.

91 new arrangements started, with the highest number of children being of UK origin (40). 37 of the children were born in Europe (excluding UK).

The majority of the new private fostering arrangements were for adolescents, with 83 children aged over 11. 5 assessments of young people aged 16 or over were completed; 4 for those young people who turned 16 before the assessment was completed and 1 where a young person was considered as having additional needs.

Privately fostered children must be visited at a frequency of a minimum of 6 weekly (for those children in the first year of placement) and 12 weekly in second and subsequent years. Of the private fostering arrangements in Kent last year, visiting performance stood at 83.9%.

An audit was undertaken following the Ofsted inspection in March 17, which raised some queries about the quality of private fostering arrangement assessments records (PFAAR's). Several recommendations have been agreed in order to continue to improve the quality of assessment, including a review of the Social Care electronic assessment form (to bring it in line with Signs of Safety and to provide a framework around the consideration of risk), a review of how cases are allocated to social worker's across the County and online training and auditing.





Awareness raising continues to be a priority of SCS, with Private Fostering Week (3-7 July 17) being used to communicate with professional partners (via internal communications, letters, email shots etc.) and members of the public (via a press release).

## Child Protection Conference Chairs' Report

The Local Authority has the responsibility to make decisions about whether a child or young person is or is not at risk of significant harm. If it is agreed that the child or young person is at risk of significant harm, then an Initial Child Protection Conference will be arranged. This is an opportunity for professionals to share what they are worried about with the family.

The overall purpose of the conference is to enable the family, professionals and the child or young person themselves, to plan how best to keep them safe. The allocated social worker will present a summary report detailing what professionals are worried about. This report will also include wishes and feelings of the child or young person and views of the parents or carers. Professional judgements may be made about how likely the child is to be harmed in the future. In these circumstances, a Child Protection Plan will be agreed with all those in attendance and reviewed regularly at child protection review conferences.

All conferences are chaired by an Independent Child Protection Conference Chair. This means they are independent of the child or young person's case and are not involved in the day to day management of social work staff. It is the Chair's job to ensure that the conference is conducted in the best interest of the child or young person.

The Child Protection Chairs Service (CPCS) consists of two teams covering the South East and the North West, which are coterminous with the operational social work areas. There are 17 Full Time Equivalent Child Protection Chair posts and all carry an allocated case load. They have a quality assurance role in monitoring the effectiveness of social work input, the progression of the child protection plan and ensuring that statutory requirements are being adhered to.

The major development throughout 2016 and to date has been the continued adoption of the Signs of Safety model as the systemic tool underpinning children's social work in Kent and remains a central feature in the Child Protection Conference process. This has entailed the CPCS moving away from what was a "deficit" model in assessing parenting capacity to the Strengths-based model that Signs of Safety encapsulates.

### What's working well? Key headlines:

- The CPCS chaired 2362 conferences in 2016/17 made up of Initial, Review and Transfer-in Conferences.
- The CPCS can report that 100% of reviews are held within statutory timescales.
- There has been a reduction in children subject to repeat CP plans and the CPCS has a greater understanding of why children are subject to repeat plans.
- During 2016/17, a total of 433 Children were invited to participate in Child Protection Conferences, of which 210 (48.5%) attended. 103 Children participated via SW (direct work and reports), 20 participated via professionals, 20 via notes of meetings with the CP chair and, for the 79 remaining we do not have any evidence of their participation.
- There continues to be improvement in timescale for the completion of CP plans (82.1%) and minutes (84.4%) are completed within timescale.
- Review conferences continue to be carried out within timescales 100% of the time.





## What needs to change?

- Social Workers are not always sharing pre-meeting reports with parents within timescale. Kent's performance is at 77.3% of social work reports shared with parents in timescale. There is a need to demonstrate a continued drive in this area and address how parents can be best prepared to contribute fully to the conference process, equipped with relevant information on why they are in child protection forum, or how they have progressed or otherwise since the previous conference.
- There has been a year-on-year rise of 136 children on Child Protection Plans (CPP) from April 2016 through to March 2017, an overall increase of 13.0 %.
- Duration of Initial Child Protection Conferences has increased, mainly when they take place the Signs of Safety format.
- Although there has been a year on year increase in participation from children and young people from 18.1% in 2014/15 to 27.4% in 2015/16 and 43.5% in 2016-17, this is an area that will be subject to further development.
- Lack of attendance at both Child Protection Conferences and subsequent Core Groups continues to be challenged by the CPCS. Following challenges from the Chairs Service and the Named Nurse for Safeguarding, School nursing, Health visiting and CAMHS participation has improved over the last year. This will need to continue.

"Child protection conferences and core group meetings are sensitively chaired and well attended by agencies. They are effective in ensuring that risks to children are understood and reduced. Children are supported to attend their meetings to ensure that their views are known and considered. However, social workers are not clear about recent changes in how to access advocacy services. As a result, the number of referrals to the commissioned advocacy service has reduced."

Ofsted Inspection Report, March 2017

## Independent Reviewing Officers (IRO) Report

An Independent Reviewing Officer is the person who ensures that children looked after by the Local Authority have regular reviews to consider the care plan and placement. It is the role of the Independent Reviewing Officer to ensure that a child's views are taken into consideration and that the Local Authority is fulfilling its duties and functions.

The IRO service is part of SCS and sits within the Safeguarding and Quality Assurance Unit. The day to day running of the IRO Service is undertaken by two Quality Assurance Managers under the management of the Safeguarding Quality Assurance Service Manager who answers to the Assistant Director for Safeguarding and Quality Assurance.

During the year the dispersal of Unaccompanied Asylum Seeking Children (UASC) combined with more recently a significant number of these young people turning eighteen has enabled the reduction of additional locum UASC focussed IROs.

The IRO Service has had a busy year, particularly in light of monitoring the care plans for the UASC cohort. Excluding UASC, the number of children who have entered or left the care system has remained relatively stable and the Council has continued to invest in the Service through the regrading of IRO's and through improved administration support. Caseloads have been maintained at around 70 per Full Time IRO.



### What is the service worried about?

- Social work services to young people in care are generally good, but they are still not achieving the higher performance profile within quality assurance processes that would suggest that the Council is delivering optimum results for all the young people in its care.
- The significant number of children who experience three or more placement moves after they become Looked After. Currently this stands at a total of 236 (12% of the Looked After population of Kent).
- The large numbers of young people who had presented as Unaccompanied Asylum Seeking Children (UASC) during 2015, continue to have an impact during 2016.
- The National Transfer Scheme started in July 2016. By March 2017, 233 UASC dispersals had taken place from Kent to other Local Authorities.

### What's working well?

- The total number of reviews chaired by IROs in the year April 2016 to March 2017 was 6081, including initial and additional reviews following a placement change.
- There is clear evidence of IRO challenge to poor care planning and standards through the use of both informal and formal Dispute Resolutions. This is an area where reflection on the value of challenge as a positive indicator of an active corporate scrutiny function has benefitted the organisation.
- During 2016/2017, there has been a strong drive within the county for young people to have consistent and coordinated support as they make the transition to independent living. Collaborative working arrangements between social work and the leaving care service are now in place and it is been helpful and reassuring to young people to have their allocated Personal Assistants meet them before their 18th birthday and for a member of the leaving care service attend their review meeting prior to their 18th birthday.
- IROs are monitoring the care plans of children and young people who have complex care needs. IROs have focussed on meeting with children whose placements are unstable between review meetings and maintained a high level of input with the professional network around vulnerable children who are experiencing placement instability.
- IRO oversight of care plans has increased with midway reviews/IRO oversight now formally recorded and monitored. The service remains aspirational in this respect, seeing it as a crucial aspect of the IRO role, and one that can provide real added value to the relationship with children and young people and a consistent adult for them.
- The use of the Signs of Safety model as a framework to review how well children and young people are doing in care and identify areas of concern which need to be addressed, is now embedded in Child in Care process with children and young people fully included in discussions around how concern can and may be addressed and resolved.

### What needs to change?

- Working collaboratively with social work teams, fostering service and partners in education and health to strengthen placements so as to ensure that placement stability is achieved for all children and young people who enter the care system.
- Supporting efforts made by social work teams and the Leaving Care service to support the successful transition of young people as they move towards living independently.
- Sustaining consistent oversight and monitoring of care plans, challenging drift of delay in achieving permanence for children and young people.



- Actively promoting and supporting improved methods of consulting with children and young people in between reviews and particularly ensuring they understand the purpose of care planning and their involvement in the process.
- Reviewing and promoting the Participation and Consultation process with parents and carers.
- IROs will continue to contribute to permanency planning meetings and will be challenging the fostering service and professional networks around young people to strengthen placement stability for children and young people who have complex care needs.
- The Service must focus on setting the consistent standards expected across the County and holding areas accountable for them if it is to continue to be taken seriously.
- Knowing the wishes and feelings of our children and young people and helping them to participate fully in their review has to remain a priority.
- The IRO, with the social worker, needs to encourage many more young people to actively chair their reviews.

“The very large majority of children participate in their own timely reviews, with their wishes and feelings carefully considered by independent reviewing officers (IROs) who know them well. Caseloads for IROs are manageable. IROs meet children before their reviews, and monitor the progress of plans between reviews. A culture of challenge is in place across the service, and appropriate dispute resolutions are progressed.”

Ofsted Inspection Report, March 2017



## Activity and outcomes from last year's Business Plan Key Themes

The Board's Business Plan or 2015-18 highlighted some key safeguarding priority areas. Over the last year, the Board, its Sub Groups and partner agencies have undertaken significant work to ensure that these priorities have remained a focus of our joint work. Here is a summary of the activity that has been undertaken:

### **Child Sexual Exploitation (CSE) - including missing children**

KSCB understands the extent of CSE and children and young people missing from home or placement and shares information about these cyp effectively, informing a local action plan

- The Board's Multi-Agency Sexual Exploitation Group (MASE) undertook a bench marking exercise against the issues identified in the Joint Targeted Area Inspections findings. This has been used to develop the CSE Action Plan and the MASE group's workplan.
- The Action Plan focusses on the 4 key areas of CSE and one section is covered in detail at each MASE meeting.
- The multi-agency Child Sexual Exploitation Team (CSET) produces a bi-monthly update of CSE activity in Kent and presents this to the MASE group to keep members apprised of the current and emerging CSE hotspots and response activity. The report is shared with the 170 multi-agency CSE Champions.
- A county CSE Problem Profile has been produced by Kent Police and CSET and this is presented to MASE and the Board.

- Missing Children data is included in the Board's Outcomes Report and scrutinised within the Missing Children Working Group meetings.
- Significant work was undertaken by partner agencies in the undertaking of Return Interviews (RI). The outcomes of RIs are used to inform and update assessments on the young person who has gone missing, and provide useful information to partners in the identification of themes and links to other safeguarding concerns such as CSE and Gangs.
- Missing Children was the focus of a KSCB multi-agency undertaken in 2016. The findings and learning from this audit can be found on the KSCB website.
- The KSCB E-Safety Strategy has been produced and published.
- The work around E-Safety has led the Board to move to a multi-agency (rather than Education focussed) Online Safeguarding Group which is to be established in the summer of 2017.

### **Early Help**

KSCB is assured practice and services children, young people and their families receive, at the earliest intervention stage, are effective

- The Early Help Strategy has been delivered, with success measures reported to assure Board of its impact.
- Performance indicators on Early Help and Preventative Services are included in the KSCB Outcomes Report and are included in discussions within meetings. EHPS have membership on the QE group and submit Agency reports quarterly.
- Early Help was the subject of an Audit undertaken in 2016-17. The audit report was presented to



<p>the QE Group in November 2016.</p>
<p><b>Toxic Trio (Domestic Abuse, Parental Mental Health and Parental Substance Abuse)</b>                  Ensure the safety and welfare needs of children and young people are not overlooked when professionals are working with the adults in the household</p>
<ul style="list-style-type: none"> <li>• The Board is working with the Kent and Medway Domestic Abuse Strategy Group to deliver a joined up strategic approach to working across adult and children service provision</li> <li>• The Board continues 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"> <li>▪ Domestic Abuse,</li> <li>▪ Parental Mental Health and</li> <li>▪ Parental Substance abuse</li> </ul> </li> </ul>
<p><b>Emotional wellbeing of young people</b>                  Children and young people have good emotional health and services provide support in gaining this</p>
<ul style="list-style-type: none"> <li>• The Board works closely with the County Health and Wellbeing Board and the 0 - 25's Health and Wellbeing Board in the implementation of the Emotional Health and Wellbeing Strategy This is now in place and the Local Children Partnership Groups (LCPG) receive appropriate performance data on which to prioritise their local activities and resources.</li> <li>• An audit undertaken and the final report presented to the QE in May 2016, to the Business Group in July 2016 and to the full Board on the 3rd August 2016. The Board signed the report off and it has been published on the KSCB website. The recommendations will be followed up through the QE Group.</li> </ul>
<p><b>Sexual abuse</b>                  Sexual Abuse is recognised and responded to appropriately by all Agencies</p>



- The Case Review Group has undertaken a number of case reviews on Child Sexual Abuse cases.
- Following the findings from case reviews and multi-agency audits, the key areas have been highlighted and included in the updated multi-agency Child Sexual Abuse training.
- The training programme is being delivered 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.
- There has already been an increase in the number of CSE medicals undertaken, evidencing the greater awareness from staff on how and when these medicals should take place.
- The Sexual Abuse Referral Centre (SARC) has been established and is taking referrals on children and young people.
- The Sexual Abuse Medical Pathway has been updated in light of the SARC.

### Gangs

Children and young people associating with gangs and involved in gang activity are protected from harm; professionals are equipped to respond to these emerging threats

- The Risks, Threats and Vulnerabilities Group has now been established. It oversees the Gangs activity and reports in to the Business Group
- Gangs and gang related activity is part of the evolving Risks, Threats and Vulnerabilities Toolkit being used as part of the assessment process for vulnerable children and young people.
- A multi-agency Gangs Strategy is yet to be produced.

### Prevent

Children and young people in Kent are positive about their community; professionals are confident in responding to signs of radicalisation

- The Risks, Threats and Vulnerabilities Group has now been established. It oversees the Prevent activity and reports in to the Business Group
- In association with the University of Kent, KSCB have trained a number of multi-agency trainers to deliver radicalisation training. This, together with an E-Learning package, is included in the KSCB Multi-Agency training programme. There is an increase in demand for agency trainer places to meet the demand as KCC, Police and Health partners have all made Prevent training mandatory

### FGM

Children and young people at risk of FGM are safeguarded; professionals are able to confidently respond where potential FGM is suspected

- The KSCB multi-agency FGM Working Group was established (Lead by NHS England) under the KSCB Health Safeguarding Group (HSG), with links to the National FGM Working Group.
- A FGM Strategy has been produced.
- A FGM training programme has been produced and rolled out, although feedback on the numbers of staff trained has not been reported to the FGM Working Group or to the KSCB Learning and Development Group. This is being followed up.



## Learning from Serious Case Reviews (SCR), Case Reviews and Child Death reviews

As at the 31<sup>st</sup> March 2017, the Board was working on four Serious Case Reviews. Two were commissioned in 2016-17 and two were ongoing from 2015-16. The Board's Case Review Group also undertook five local Case Reviews in 2016-17. The themes and findings from these reviews, (although awaiting publication), together with the themes and findings from Child Death Reviews and Multi-Agency Audits, were collated and form the backbone of the Board's Learning and Development Programme.

The Board has delivered two large multi-agency SCR workshops, delivered by Independent Authors and covering Kent and other Local Authority SCRs. In total, over 300 members of staff attended the workshops and each attendee was challenged to take the learning back to their workplace and share it with their colleagues.

Where themes have been identified from Child Death Review and lower level case reviews, specific seminars have been delivered, e.g. Neglect – emerging theme from child death reviews, although not identified as a causation factor, it was a recurring themes identified by staff attending sudden unexpected deaths in infancy. This was supported by a Safer Sleeping Campaign and a dedicated seminar for those staff working with young parents and babies.

Learning from SCRs is identified in the early stages of agencies reviewing their own involvement with the children and families. This learning is made available to all agencies as soon as it is identified (without direct reference to the named SCR at that stage), in order that it can be shared with front line staff.

The Board's Learning and Development Sub Group produces a quarterly training update bulletin that highlights new learning identified. It also covers topics identified in nationally published SCRs. It is distributed to all of the KSCB Trainers.

In preparation for the publication of Kent SCRs post this Annual Report, each final SCR report will be accompanied by a Briefing Paper for frontline staff and managers.

Key themes identified in 2016-17:

- The greater need for professional curiosity and professional challenge
- Understanding and dealing with disguised compliance
- Understanding the role and work of partner agencies
- Greater awareness of Parental Mental Health, Parental Substance Misuse and Domestic Abuse (the Toxic Trio)
- Neglect – how to recognise before it becomes chronic
- Safer Sleeping – getting the message across to young parents



## 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.

### QUOTES FROM BOARD MEMBER

"The Board has developed a stronger profile at a county level "

"KSCB continues to be an improving organisation"

"KSCB has strengthened and promoted the voice of the child strongly, and not at a superficial level, which can often be the case with service user involvement."

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 work that has been undertaken 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

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.

### QUOTE FROM BOARD MEMBER

"Excellent active sub group working and structure covering all relevant areas."

"The development of some joint working arrangements with both the Medway Safeguarding Children Board and the Kent and Medway Adult Safeguarding Board is also a strength, i.e. Risks Threats and Vulnerabilities and Policies and Procedures."

"There is a willingness of partner agencies to engage in sub groups and task and finish groups to effect change."

Here are brief summaries of the activity and achievements of the Board's Sub Groups:





## Quality and Effectiveness Group (QE)

**Chair: Stuart Collins** - appointed Chair of the Group in September 2016

### **Purpose of the Group:**

QE co-ordinates quality assurance and evaluates the effectiveness of what is done by KSCB partner agencies, individually and collectively to safeguard and promote the welfare of children. It has oversight of all multi-agency and single agency audits, Section 11 audits and analysis of performance data about safeguarding within relevant agencies in Kent.

### **What have been the key achievements of your Group in 2016-17? (What's working well?)**

- Ensuring QE receives input from other KSCB Groups, to inform planning and highlight areas requiring multi-agency scrutiny;
- Development of the new business plan setting targets and priorities for the year ahead
- Agreement the areas for audit and scrutiny and sharing that with partner agencies
- Developed the action plans and recommendations following multi-agency audits
- Attendance at QE meetings is above 70%, with consistent and appropriate membership.
  - More work needs to be done to ensure the continued representation of KCHFT and the CCGs.
- Share widely the learning from multi-agency audits and deep dives, and ensure exemplary practice is also shared as a learning model for the County.
- QE have completed audits in relation to practice and process for
  - Early Help
  - Harmful sexual behaviour
  - Children in care who go missing
  - District Councils' response to s.11
  - Joint Targeted Area Inspections (JTAI) Domestic Abuse
  - The response to Lakeland
- Findings of good practice and areas for development have been shared with the multi-agency audit teams for dissemination back to their home organisations as well as service areas within KCC.
  - As a response to the learning identified within the Early Help (EH) audit KSCB are now invited to join the regular EH audit programme, and EH will be re-audited in July 2017.
  - As a response to the Children in Care/ missing children audit, learning has been shared with the missing operational group for actions to be developed and shared with the districts.
  - As a response to the learning from the Section.11 audit, KSCB staff attended a meeting of the District Council safeguarding leads to discuss areas of good practice and areas for development both in terms of local practice and taking a more co-ordinated approach.

### **Scheduled audits for the coming year include**

- A deep-dive on the use of Signs of Safety
- Children 12 and under who are subject to a second (or subsequent) CPP for Neglect



**What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?**

- Ensure that audit actions are owned and reported back on by partner agencies
- Develop an assurance tool which evidences the impact of the QE audit process
- Ensure partners are accountable for evidence of impact following audit findings and recommendations
- Develop new ways in which learning from audit will be evidenced in the future.
- Ensure senior identified staff from each agency are charged with communicating the outcomes and helping to develop the actions from audit
- Ensure multi-agency partners are asked to demonstrate the learning and impact on their own organisation of the learning
- Ensure action plans from audits are reviewed and updated to show agency responses and progress
- To make sure internal challenge is appropriately made and advanced.
- Increase and improve the impact of the QE process

**OFSTED:**

- Ensure that a comprehensive multi-agency dataset is in place to enable the board to scrutinise local safeguarding performance.
- Further develop a comprehensive programme of single and multi-agency audits to improve the scrutiny of safeguarding practice across partner agencies.



## Case Review Group

**Chair: Patricia Denney**

### **Purpose of the Group:**

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 in 2016-17**

- 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 2016/17 the CR Group has received 16 formal notifications, resulting in 2 Serious Case Reviews, 5 local case reviews, 7 no review required, 1 pending a decision
- 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.
- An electronic system has been developed for SCR, similar to that of eCDOP. This will improve access to information and confidentiality.

### **Challenges for 2017-18**

- The greatest challenge will be dealing with the high number of referrals to the Case Review Group and being able to resource the work required by all agencies.
- Neglect appears to be a consistent feature in many of the child death and serious incidents. This is particularly evident with young parents of babies. The group are challenged to positively influence improved practice of working with such families, so that their parenting becomes safe and child death and serious incidents reduced.
- A planned Multi-Agency Workshop will take place in September.
- In an Ofsted Inspection in March 2017, the Case Review Group was praised for its good work but Ofsted identified that more work was required to test and satisfy itself whether learning for SCR and Case Review recommendations were embedded and influenced sustained positive changes in practice.

### **Summary**

The attendance at the group remains high and good representation from all agencies. The group is lively and challenging when discussing cases. Where resolution/agreement cannot be achieved within a Case Review Meeting on the direction of the case being dismissed the chair has arranged for "extra-ordinary" meetings to take place.



## The Child Death Overview Panel (CDOP)

**Chair: Andrew Scott-Clark**

### **Purpose of the Group:**

CDOP undertakes reviews of all child deaths in Kent and disseminates learning to all agencies. The Panel collects and analyses information to identify any trends and matters of concern. An Annual Report is prepared and presented to the Board.

### What have been the key achievements of your Group in 2016-17? (What's working well?)

- All key partners are now using eCDOP
  - Impact – timely information sharing and improved data quality
- eCDOP shortlisted in LGC Awards 'Driving efficiency through technology' category
  - Impact – Kent CDOP nationally recognised as a model of innovative practice
- Launch of KSCB 'Thermometer Card' to encourage safer sleeping
  - Impact – wide local coverage of the safer sleeping message and regular 1:1 discussion with expectant mothers established.
- First Annual CDOP conference held to share Annual Report with partners
  - Impact – greater multi-agency understanding of the work of Kent CDOP and the role of individual partners
- CDOP training revised and regularly delivered
  - Impact - increased number of children's workforce understand CDOP policies, procedures and local issues
- CDOP procedures revised
  - Impact - increased clarity of understanding in respect of the current local procedures to be followed when a child dies
- CDOP Co-ordinator now a member of the Case Review
  - Impact – improved information sharing between groups and more timely awareness of local learning content
- Kent CDOP confirmed as 'robust with good oversight' by OFSTED
  - Impact – assurances provided to multi-agency partners
- CDOP Co-ordinator invited to speak at national conference by the Foundation for Infant Loss
  - Impact – national profile for Kent CDOP
  - Impact log added to CDOP Annual Report
  - Impact – impact of work of Kent CDOP confirmed

### What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- Lack of awareness of new national CDOP arrangements to inform CDOP work plan: Action - regular engagement with national stakeholder events
- Reduced ability of South East Coast Ambulance Service (SECAmb) to attend CDOP Panel meetings: Action - Chair writing to SECAmb Medical Director
- More timely production of annual report: Action - new timetable and deadlines established to ensure Panel sign off at June meeting
- Timely replacements for outgoing Designated Doctors: Action - monitoring and reporting in place



## Learning and Development Group

**Chair: Gill Cahill**

### **Purpose of the Group:**

The Learning and Development Group co-ordinates, promotes and quality assures training and development opportunities to meet local needs. It produces a strategy and training plan aligned to the KSCB business plan and reflecting the recommendations arising from inspections, audits and serious and other case reviews.

### What have been the key achievements of your Group in 2016-17? (What's working well?)

- **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.

### What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- One of the biggest challenges will be regarding knowing what training is required by the various organisations and agencies across the county in relation to safeguarding training requirements.
- Developing the evaluation process to measure the impact of KSCB training delivered on practitioners etc.
- We need to ensure we retain interest in the group and that we have key organisations attending and contributing at L and D meetings.
- To plan workshops on the Single Point of Access once live to ensure all organisations have a thorough understanding of the process.



- Plan an effective roll out for training of the new threshold framework. Ensure the roll out incorporates all relevant agencies and organisations.
- Monitor and review the training programme for the new threshold framework and the impact of this in relation to referrals etc.
- Ensuring learning from Audits, SCR, CDOP needs to be incorporated into new training is a challenge that the group can address through updating the training programmes and delivery.
- Effective knowledge and information sharing across organisations can still be a challenge, a challenge that can be addressed through the development of targeted training on areas such as neglect. All new training areas will require evaluation to measure impact.



## Health Safeguarding Group (HSG)

**Chair: Sharon Gardner-Blatch**

### **Purpose of the Group:**

KSCB recognising the significant statutory role health professionals have to carry out in safeguarding children and in light of the geographical challenges of Kent and Medway, Health providers and Clinical Commissioning Groups (CCGs) across Kent and Medway are expected to discharge their statutory safeguarding duties by attending the HSG. The HSG will nominate representatives to attend the full Board and Business Group to ensure that both commissioners and providers are fully represented.

### **What have been the key achievements of your Group in 2016-17? (What's working well?)**

- HSG Membership and Terms of Reference were reviewed and amended. It was agreed that 'Named Professionals' are to attend the Health Reference Group, HRG, (an operational level Working Group that reports in to the HSG) and Chief Nurses / Designated Professionals will attend HSG. HRG is chaired by Designated Professionals and will update to HSG.
- HSG highlighted a gap in mental health representation on KSCB. It was agreed that Kent and Medway Partnership Trust (KMPT) would be the representative.
- FGM group reviewed - New Chair agreed and workplan and Terms of Reference reviewed.
- TOR and membership of HSG reviewed
- Good attendance at the meeting and range of professionals
- Agreed representation for Prevent Board and mental health representative on the KSCB
- Updates at every meeting on Serious Case Reviews
- Updates and work on CSE - Update from CSET
- Good range of issues discussed and good discussion and evidence of challenge e.g. Central Referral Unit issues and service issues.
- The Child Sexual Abuse pathway document has been reviewed and updated.

### **What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?**

- Not always focused enough on safeguarding agenda
- Workplan for HSG discussed at meetings but did not progress and not completed - to have a clear workplan focused on safeguarding priorities
- Discussion and agreement on Health implications of Children and Social Care Act
- Ensure regular updates from other groups, e.g. Female Genital Mutilation (FGM), Prevent
- Sustainability and Transformation Plan (STP) - Group to be updated and involved to ensure that Safeguarding issues are a core part of any changes.
- Clarity on information sharing at CRU
- Need for updated review of health representatives at all KSCB groups
- Challenge from providers that Kent and Medway Boards request different data which is a challenge for providers who cover Kent and Medway.
- The impact of SCRs - concerns raised by providers about health professionals and impact on health professionals who are required to undertake a large amount of work for SCRs, as there have been an increasing number.
- Issue from CDOP about immediate bereavement support for school aged children who die unexpectedly – this is being raised with the Child Death Team.



## Education and Early Help Safeguarding Group

**Chair: Patrick Leeson**

### **Purpose of the Group:**

The Education and Early Help Safeguarding Group facilitates communication across the Education, (including 16 plus training providers), and Early Help sectors on their statutory safeguarding duties and compliance with the Policies and Procedures of KSCB and the local safeguarding challenges. The Group is also responsible for disseminating learning from audits and serious case reviews. Led by Kent County Council's Corporate Director for Education and Young People's Services, the group is pivotal in identifying strategic and practice issues from within Education and Early Help and making recommendations to the KSCB.

### **What have been the key achievements of your Group in 2016-17? (What's working well?)**

- Kent County Council's Education Safeguarding Team (EST) continue to deliver a variety of training sessions for whole school and early years staff groups, Designated Safeguarding Leads, governors and childminders.
- The training delivered by the EST is approved by Kent Safeguarding Children Board, with the team's Training and Development Officer being part of the KSCB Learning and Development Group
- All training includes, as a minimum:
  - Creating a safe culture (including staff Code of Conduct and Whistleblowing);
  - Learning from local and national serious case reviews
  - Statutory responsibilities in relation to safeguarding (including reference to Working Together to Safeguard Children 2015, What to do if you're worried a child is being abused 2015 and the Ofsted Common Inspection Framework);
  - Kent Interagency Threshold Criteria and local referral processes
  - All issues covered in Annex A of Keeping Children Safe In Education 2016, including The Prevent Duty, Child Sexual Exploitation (including Operation Willow) and Honour Based Violence
  - Online Safety
  - An introduction to the Signs of Safety methodology.
- In the past year, over 7000 education staff have been trained by the EST. An example of how the impact of training is evidenced is the relatively high number of Channel referrals made by education providers.
- Education providers, via the EST, continue to be represented on all of the KSCB subgroups.
  - Any learning from the various subgroups is then shared at the Education and Early Help subgroup, with relevant actions being allocated to ensure providers are kept informed of both local and national developments in the safeguarding arena
- The Online Safety subgroup currently reports to the Education and Early Help sub group. In the past year the online safety group has:
  - Updated the KSCB safer practice with technology guidance (published on the KSCB and Kelsi websites) aimed at all agencies
  - Assisted the Education Safeguarding Adviser (Online Protection) in updating the Kent Online Safety policy template and guidance for schools and education settings
  - Fed updates regarding local trends identified by EST and other Online Safety group members into the Education Safeguarding Group and Risk, Threats and Vulnerabilities subgroup





- Supported Safer Internet Day and members were encouraged to promote the day within their own agencies
- Shared national updates with agencies for them to cascade within their own roles
- Provided briefings and information for educational settings
- Provided feedback on the development on the KSCB responding to youth produced sexual imagery guidance (written by EST and KSCB) - available on Kelsi and KSCB
- Developed and implemented an E-Safety Strategy that outlines recognition and responses to cases of on-line grooming and the links to CSE
- Implemented the Early Help Strategy with success measures reported to assure Board of its impact
- Implementation of the 'step up and step down' protocol is being effectively used

**What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?**

- The demand placed on education providers in relation to safeguarding is increasing, with legislation and accompanying statutory guidance being more frequently updated than in previous years. The Education and Early Help subgroup will ensure any changes are cascaded to education providers in a timely manner, for example via the EST newsletter and social media. The understanding of these issues by education providers will be monitored by the EST via the functions associated with being the safeguarding Lead Professional, including training sessions and consultations.
- From the summer 2017, the Online Safety group will become a subgroup of the Risk, Threats and Vulnerability group to increase ownership and awareness by partner agencies and ensure that that online safety is not solely viewed as an issue for Education. The challenge will therefore be to maintain links between the Education and Early Help group and RTV. The Education Safeguarding Team will continue to attend the Online Safety group and in addition will set up a separate group to help inform future activity specifically for education settings.
- An ongoing challenge will be how the Education and Early Help Safeguarding group can evidence schools and settings are meeting their statutory duties under Section 175 of the Education Act 2002 and Section 40 of the Childcare Act 2006.
- We will continue to give priority to ensuring that best practice around online safeguarding is shared amongst all schools effectively, not just as part of Education Safeguarding training but as part of a core strand of all multi-agency safeguarding understanding
- It will be a priority to ensure that schools, colleges and early years providers are informed and up-to-date with changes to referral pathways and practice within Children's Services, given the new Directorate arrangements, proposals for a new Front Door and single referral form, and new commissioned services for emotional and mental health support.
- We will continue to ensure schools are well supported and advised where there is an Ofsted failure or a known concern, and use KSCB partners to provide a package of joined-up support.
- We also ensure 'lessons learnt' are disseminated to all schools and those KCC services that interact with schools.
- Priority will continue to be given to ensuring schools and early years settings are aware of and trained in responding appropriately to the PREVENT duty, child sexual exploitation, online safeguarding and cyber bullying, and female genital mutilation.

**OFSTED:**

- Put in place a system for the board to receive assurance regarding safeguarding practice within early years settings, schools and colleges.



## Policy and Procedures Group

**Chair: Tina Hughes**

### **Purpose of the Group:**

The Group has the responsibility for coordinating the development of local policies, procedures, protocols and guidance for safeguarding and promoting the welfare of children on behalf of the KSCB and Medway Safeguarding Children Board.

### **What have been the key achievements of your Group in 2016-17? (What's working well?)**

- Improving the timeliness of the production of multi-agency policies assisted by the development of a Policy and Procedure Tracker which has allowed for a full review of all multi-agency policies, ensuring a consistent accessibility
- Ensuring that all group members consult with appropriate members of their agencies when developing new policies and when updating and refreshing existing policies i.e. ARM Procedures, Trafficking, Sexually Active Young People Procedures, CSA Pathway, Thresholds, Kent e-Safety Strategy and online Safeguarding and the Kent and Medway Toolkits
- Maintaining full and consistent partner membership to the Group including appropriate representation from Kent SCS and Early Help, KSS CRC and Medway Council including the Head of Safeguarding and Quality Assurance and the MSCB Business Manager. This has allowed for smaller task and finish groups to work on bespoke areas of work linked to the KSCB Business Plan with tighter timescales for completing work.
- 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. This was supported by a number of 'Pocket Guides' for staff unable to readily access an App in their business setting.
- Production of a multi-agency Neglect Strategy (in support of the findings from SCRs and Child Death Reviews) and launched in response to the Neglect Conference arranged by both KSCB and MSCB and Kent Police
- Maintaining the link with the other KSCB Sub Groups through the Business Group to ensure continued joined up working and requesting that policies and procedures are reviewed and updated by those with the knowledge of the subject matter

### **What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?**

- Accountability: Ensuring that all group members consult with appropriate members of their agencies when developing new policies and/or refreshing and updating existing policies to avoid 'drift' and policies and/or procedures being placed on the Group agenda meeting after meeting.
- Accountability: Ensuring that there strong links remain with other KSCB Sub Groups and through the Business Group when requests are made of them to review and/or update policies for the Kent and Medway Policy and Procedure Group.

### **OFSTED:**

- In partnership with the local authority, launch the multi-agency neglect strategy and ensure that local professionals working with families, at all levels of need, are equipped to identify, assess and address neglect within families.



## Multi-Agency Sexual Exploitation (MASE)

**Chair: Angie Chapman**

### **Purpose of the Group:**

The MASE group identifies the Child Sexual Exploitation (CSE) profile of Kent and oversees the KSCB CSE Strategy and Action Plan. It aims to reduce incidents of sexual exploitation through the delivery of an integrated strategy, sharing information and intelligence and producing data on current trends and threats.

### What have been the key achievements of your Group in 2016-17? (What's working well?)

- The second problem profile was created in April 2017. It is recognised that there have been no major changes in trends or patterns but that the gathering of information and reporting of CSE concerns within Kent demonstrates significant progress made to understand the nature and scale of CSE within the County.
- To mark the 2017 National CSE awareness day over 200 secondary school pupils attended Kent Police College to view a drama production of Chelsea's Choice. This is a hard-hitting drama production used to raise awareness of child sexual exploitation. CSE Champions and professionals undertook an 'All out Day' engaging with community members and young people across the County. There was heavy support from local authorities and CSE Champions. Young people were asked to complete questionnaires regarding their understanding of CSE and Op Willow. A snap shot of some of those questionnaires showed 56% of youths can spot the CSE warning signs, 19% of youths had heard of Op Willow, 35% knew what CSE was and 83% knew how to report concerns.
- The MASE Group has strong attendance. Group members are keen to expand CSE awareness training and developments to enhance the services CSE victims receive. There is commitment to assisting partners and professionals to recognise CSE within their roles and responsibilities.
- The Action Plan, written under the x4 Ps is making good progress and provides clarity and direction for MASE activity. A benchmarking exercise has also been completed and this information has been used to enhance the CSE business plan objectives.

### What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- Engagement with Schools and young people is a frequent Mase agenda item. Training and initiatives that have taken place in schools have so far been implemented through MASE and CSET and Police have contributed a large amount of funding to schools' assemblies to educate and influence children as a result of on-street CSE not forming part of the curriculum on PSHE lessons.
- There are vulnerabilities for CSE victims who are in the 16-18 year bracket and are transitioning to adult whilst living with trauma as a result of sexual abuse.
- CSE Champions have confirmed they would like to receive additional training to develop their knowledge and understanding. It has been agreed to expand training to show how Champions may encounter CSE within their own agencies to recognise how to respond to it. MASE will work closely with Learning and Development in the future to explore the possibility of CSE immersive learning, and case studies.



## **Risks, Threats and Vulnerabilities Group (RTV)**

**Chair: Nick Wilkinson**

### **Purpose of the Group:**

This joint group with Medway Safeguarding Children Board oversees multi-agency activity around Child Trafficking, Radicalisation, Gangs and children who run away or go missing from home through the development of an integrated strategy, sharing information and intelligence and producing data on current trends.

### **What have been the key achievements of your Group in 2016-17? (What's working well?)**

- The RTV Group has continued to develop in 2016-17, receiving updates on modern slavery, trafficking, prevent, gangs, unaccompanied asylum seeking children, online safeguarding and missing children. This enables partner agencies to be aware of the key issues and be able to cascade within their organisations.
- Strong links have been established with the Learning and Development Group to ensure up to date training on Prevent, Gangs and Modern Slavery is available to practitioners. A pocket guide on Modern Slavery has been produced, complementing the pocket guides on gangs and prevent already available for frontline workers.
- Prevent updates are provided at every Group meeting, which includes the threats and risks in Kent and how the Channel referral process is working locally.
- Strong progress has been made by the Missing Children Working Group Sub Group during the year, with a comprehensive suite of performance data now available.
- Online safeguarding is a key issue for all practitioners and this has been recognised during the year by the creation of a multi-agency Online Safeguarding Working Group which will report to the RTV Group. This will ensure the focus of the area will not simply be on on-line safeguarding for schools.
- The Group has a wide remit and links closely to other Boards, such as the Prevent Duty Delivery Board, Kent Police Protecting Vulnerable People Board and Kent Community Safety Partnership. During the year the Group has expanded to include vulnerable adults, terms of reference have been revised and Group membership has been reviewed.

### **What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?**

- The inclusion of vulnerable adults within the Group. This will require multiple reporting to the Kent and Medway Safeguarding Adult Board and Medway Safeguarding Childrens Board, as well as the KSCB. The RTV Group is the first joint childrens and adults safeguarding group in Kent and Medway.
- Prevent will remain a key item for the Group in 2017-18.
- A Modern Slavery action plan is to be produced, ensuring a partnership approach to this area.
- The Missing Children Working Group has now concluded; it will be essential for the RTV Group to adopt a strong focus and scrutiny on this issue. Missing Children will be a standing item on the meeting agenda.
- Whilst it is essential to control the remit of the group, presentations on key subjects will continue to be delivered to the Group.



## Missing Children Working Group (Reporting to the RTV)

**Chair: Stephen Fitzgerald**

### What have been the key achievements of your Group in 2016-17? (What's working well?)

- The group has reviewed and updated both operational and the KSCB procedures placing greater emphasis on the need for practitioners and their managers to use their professional judgement in developing a proportionate response to missing activity.
- The group monitored the introduction of the offer of an independent Returner Interview and will continue to ensure this offer is robustly implemented.
- The Signs of Safety model has been introduced to all Returner Interviews; these changes have been supported through a series of training workshops across Kent.
- The group raised the profile of missing children activity through the work of the Local Children Partnership Groups and District Council Safeguarding Leads Group.

### What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- Over the past year the Missing Children Working Group has continued to promote collaborative working across partner agencies whilst providing challenge and scrutiny in our response to missing episodes. It is absolutely crucial that the completion of Returner Interviews does not become a process in itself, thereby compromising opportunities to learn sometimes crucial information that could serve to safeguard young people and others from harm.
- 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.
- The group will continue to drive the quality of the data set around missing activity with Ofsted commenting that the robust nature of the data set a national standard. This data will continue to be shared and discussed in a number of multi-agency arenas such as including the Community Safety Partnerships Groups and the District Council Safeguarding Leads' Group thereby increasing the profile of missing children activity and in turn local responses.



## District Council Safeguarding Leads' Group

**Chair: Alison Broom**

### **Purpose of the Group:**

This is a new Group whose membership is the Safeguarding Leads from the Local District/Borough Councils. The Group is chaired by the Board representative of the District Council Chief Executives. The Terms of Reference for this Group are being discussed by the Group and will be added to this Constitution when they have been signed off.

### What have been the key achievements of your Group in 2016-17? (What's working well?)

- The Group have coordinated the overall safeguarding activity of the District Councils, with a particular focus on Child Sexual Exploitation
- District Councils have been proactive in training their staff in CSE awareness
- CSE Awareness training for taxi drivers has been developed and delivered across the County with District Councils
- Some Councils have made CSE training mandatory for all new taxi drivers
- District based safeguarding partnership meetings continue to be held, with local CSE conferences and workshops delivered to young people
- The Group has raised the issue of other local authorities buying housing stock in Kent and placing families in the county, the impact of which hits all local children service providers
- More effective District Council representation on the KSCB Sub Group, ensuring that the voice of the Councils is heard throughout the Board's work

### What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- Continued commitment to local partnership safeguarding forum from partner agencies. This will involve local negotiation with partners and agendas that meet local needs.
- Local management of the impact of other authorities placing families with children in to the County. This will require joined up working across all agencies.
- Managing the number of young people who require local accommodation when they reach 18 years of age. This will require closer working with the County Council to ensure that the right information is passed on in a timely manner.



## **KSCB Business Plan Priorities 2017-20**

### **1. Partnership Working**

Partners work in a collaborative, co-ordinated way ensuring safeguarding is at the forefront and practice is scrutinised and challenged appropriately.

### **2. Voice of the Child**

Evidence the impact of how partner agencies listen to and respond to the voice of children and young people.

### **3. Quality Assurance and Evidence of Impact**

KSCB have access to local performance analysis that informs planning and delivery of high-quality services across the partnership.

### **4. Learning from Case Reviews and Child Deaths**

Serious Case Reviews, management reviews and reviews of child deaths are utilised as learning opportunities whose findings drive improvement.

### **5. Staff Development**

Staff development ensures Kent has a skilled and competent workforce, confident in their expertise, able to recognise and deal with issues of safeguarding and promoting the welfare of children and young people.

### **6. Child Sexual Exploitation**

KSCB understands the extent of CSE and is re-assured that partner agencies have CSE on their strategic agenda and that multi-agency activity is supporting those children and young people who are identified as vulnerable to CSE and early preventative interventions are put in place to reduce the extent of CSE in Kent.

### **7. Neglect**

KSCB understands the extent of Neglect and its impact on the lives of young people in Kent and is re-assured that partner agencies have Neglect on their strategic agenda and that multi-agency activity is supporting those children and young people who are identified as vulnerable to Neglect and early preventative interventions are put in place to reduce the extent of Neglect in Kent.

### **8. Modern Slavery**

KSCB understands the extent of Modern Slavery related issues that impact on the lives of young people in Kent and is re-assured that partner agencies have Modern Slavery on their strategic agenda and that multi-agency activity is supporting those children and young people who are identified as vulnerable to Modern Slavery and early preventative interventions are put in place to reduce the extent of Modern Slavery related activity in Kent.





## 9. Online Safeguarding

KSCB understands the extent of Online Safeguarding related issues that impact on the lives of young people in Kent and is re-assured that partner agencies have Online Safeguarding on their strategic agenda and that multi-agency activity is supporting those children and young people who are identified as vulnerable to Online Safeguarding issues and early preventative interventions are put in place to reduce the extent of Online Safeguarding related activity in Kent.

## 10. Disabled Children

KSCB are to ensure that arrangements are in place that address the individual and collective responsibilities of partner agencies for ensuring the equal safeguarding and protection of disabled children (in line with the recommendations from the National Working Group on Safeguarding Disabled Children July 2016).

## 11. Toxic Trio

Ensure the safety and welfare needs of children and young people are not overlooked when professionals are working with the adults in the household where Domestic Abuse, Parental Mental Health and Substance Misusing Parents is happening.

## KSCB Ofsted Recommendations following the March 2017 Review

- Ensure that a comprehensive multi-agency dataset is in place to enable the board to scrutinise local safeguarding performance.
- Ensure that the board has systems in place to monitor risks that have the potential to have an impact on the ability of agencies to safeguard and protect children.
- Further develop a comprehensive programme of single and multi-agency audits to improve the scrutiny of safeguarding practice across partner agencies.
- Develop the annual report to ensure that it provides rigorous and transparent assessment and scrutiny of frontline practice, the effectiveness of safeguarding services and the work of the independent reviewing service, as well as learning from serious case reviews and child deaths.
- In partnership with the local authority, launch the multi-agency neglect strategy and ensure that local professionals working with families, at all levels of need, are equipped to identify, assess and address neglect within families.
- Put in place a system for the board to receive assurance regarding safeguarding practice within early year's settings, schools and colleges.

Further details on each of these priorities and the progress being made against them is continually monitored by the Board's Business Group and reported in to the Board.





## Next Steps

### **The Children and Social Work Act 2017**

The Board and all partner agencies are continuing to undertake their safeguarding oversight and challenge role (as per Working Together 2015), and at the same time, are meeting to discuss the implications of the Act on how Kent undertake the requirements of the Act going forward. Partners are waiting for the publication of the draft guidance, towards the end of 2017, which will provide an outline of how safeguarding children is going to be overseen in the future.

### **Financial contributions**

It is recognised that all partner agencies are undergoing reducing budgets and that this may have implications for their future financial contributions to the Board. In order to lessen the impact of any reductions, the Board's Business Unit is engaging a number of income generation initiatives.

Our Bespoke training offer will continue and will develop even further with additional courses being offered, as well as tailored training for particular organisations' needs. We are generating income from this training, but we are also providing training in exchange for free venues, thereby reducing the cost of our core training programme.

In support of commissioners of services and providers of small grants, we are working with them and the provider organisations to develop a more effective way of ensuring that safeguarding is an integral part of the commissioning process. We are providing advice and support to organisations as part of their preparation for bidding for contracts, as well as working with commissioners to ensure that they are looking for the appropriate safeguarding standards. This service also provides tailored training and assistance in writing policies and procedures.

We have already supported a number of commissioners and providers with this service. We are projecting an income of £30k in the year 2017-18 and are scoping out the wider potential of this scheme, including the development of a local safeguarding 'Kite Mark'.



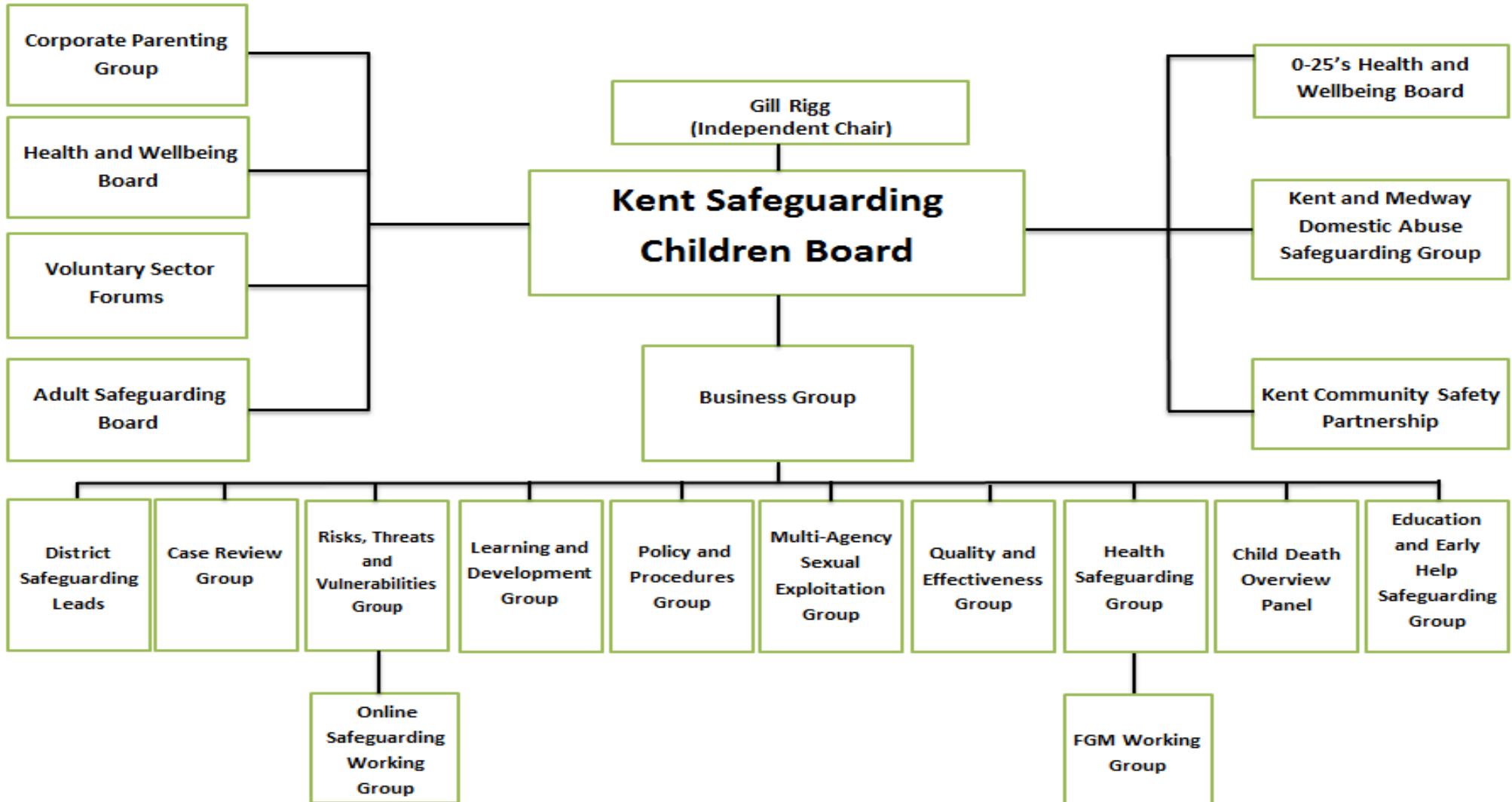
## Appendices

- A KSCB Structure Chart
- B Board membership
- C Partner Agencies' financial contributions
- D KSCB Multi-Agency Training



## KSCB Structure Chart

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## Board Membership and Attendance

The Board met seven times in the period from April 2016 to March 2017. 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	42.8%
 Lay Member Representation	100%
 Kent County Council Social Care, Health and Wellbeing Directorate	
o Corporate Director, Social Care, Health and Wellbeing	100%
o Director of Specialist Children's Services	85.7%
o Director of Public Health	85.7%
 Kent County Council Education and Young Peoples Services Directorate	
o Corporate Director, Education and Young Peoples Services	71.4%
o Director of Early Help and Preventative Services *	80%
 Kent Police	
 District Council Chief Executive Representation	85.7%
 CXK *	60%
 NHS Clinical Commissioning Groups (CCG)	71.4%
 Designated Health Professional	85.7%
 Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC)	85.7%
 National Probation Service	100%



### Partner agency contributions:

Agency	Contribution 15-16	Contribution 16-17
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	45,934	45,934
CAFCASS	550.00	550.00
Connexions (CXK)	1,000	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
<b>Total</b>	<b>£235,458</b>	<b>£235,458</b>

In 2016-17, KCC provided additional funds of £170,304 as part of their Base Budget contribution. This is to be reduced to £103k in 2017-18.



## KSCB Multi-Agency Training

The Kent Safeguarding Children Board offers a comprehensive multi-agency training package for all professionals working with children, young people, and families in Kent.

### Overview of Multi-Agency Training Events (Table 1)

	2015-2016	2016-2017
<b>Number of courses:</b>	178	148
<b>Number of half-day courses:</b>	124	88
<b>Number of full day courses:</b>	39	23
<b>Number of Need to Know sessions:</b>	5	20
<b>Number of Train the Trainers:</b>	9	8
<b>Number of Events (i.e. conferences):</b>	1	9
<b>Overall Attendance:</b>	3289	3447
<b>Number of topics offered:</b>	39	36

As a result of changes to the programme in 16-17 the number of training events hosted by KSCB has decreased. However, attendance figures have increased by 4.8% (*see table 1*) over the 2 years.

### District Overview (Table 2)

	District	2015-2016	2016-2017
<b>North Kent</b>	Dartford	6	0
	Gravesham	14	12
	Sevenoaks	9	3
	<b>Total</b>	<b>29</b>	<b>15</b>
<b>South Kent</b>	Ashford	18	19
	Dover	8	4
	Shepway	9	6
	<b>Total</b>	<b>35</b>	<b>29</b>
<b>East Kent</b>	Canterbury	37	31
	Swale	12	4
	Thanet	10	0
	<b>Total</b>	<b>59</b>	<b>35</b>
<b>West Kent</b>	Maidstone	20	34
	Tonbridge and Malling	4	33
	Tunbridge Wells	31	0
	<b>Total</b>	<b>55</b>	<b>67</b>
<b>Other</b>	Bexley	0	1
	Medway	0	1
	<b>Total</b>	<b>0</b>	<b>2</b>

In 2016, a key KSCB training priority was to reduce the expenditure on training venues, and only low cost venues were used. As a result, there has been a variation in the number of events held in each district.

In December 2016, KSCB introduced a 'Free Venue' scheme. Partner agencies are invited to offer the use of a venue at no cost to KSCB in return for which they are offered 5 ring-fenced places for their staff at any training held at their venue. They are also able to identify topics of interest.



### Agency Attendance (Table 3)

<b>Agency</b>	<b>2015-2016</b>	<b>2016-2017</b>
CAFCASS	0	9
Children's Homes	12	59
Childminders	15	14
District / Borough Councils	70	150
Early Year's Settings	415	409
Education	356	450
Fostering	11	79
Health	337	484
Housing	237	100
KCC Children and Young People Services	73	144
KCC Early Help and Preventative Services	305	177
KCC GT - Highways, Transportation and Waste	0	20
KCC Public Health	1	6
KCC Adult Social Care and Health	0	41
KCC Specialist Children's Services	621	418
KCC Strategic and Corporate Services	0	8
Kent Fire	17	26
Kent Police	29	58
Prisons	7	4
Private Sector	251	117
Probation	10	53
Voluntary and Charity Organisations	522	621
	<b>3289</b>	<b>3447</b>

*Table 3* highlights the number of attendees from each agency. Although, overall training attendance has increased by 4.8%, the number of attendees from individual agencies e.g. Prisons, Housing Associations, has decreased.



### E-Learning – Completion of Courses (Table 4)

<b>Agency</b>	<b>2016-2017</b>
Children's Homes	615
Childminders	81
District / Borough Councils	404
Early Year's Settings	1401
Education	3138
Fostering	1016
Health	703
Housing	76
KCC Children and Young People Services	148
KCC Early Help and Preventative Services	1217
KCC GT - Highways, Transportation and Waste	5
KCC Public Health	0
KCC Adult Social Care and Health	51
KCC Specialist Children's Services	97
KCC Strategic and Corporate Services	5
Kent Fire	158
Prisons	1
Private Sector	196
Probation	66
Voluntary and Charity Organisations	952
	<b>10330</b>

*Table 4* identifies the number of staff from each organisation who have completed KSCB's e-Learning courses between April 2016 and March 2017.



From: Paul Carter, Leader

To: County Council, 19<sup>th</sup> October 2017

Subject: ***Increasing Opportunities, Improving Outcomes - Strategic Statement Annual Report 2017***

Summary: This report seeks endorsement of the Annual Report 2017, 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 2017 (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 second Annual Report (2017), which demonstrates the progress we have made over the last 12 months and provides an assessment of our direction of travel towards delivering better outcomes.

## **2. The Report**

- 2.1 The Annual Report (Appendix 1) highlights progress made since October 2016 and includes activity updates, updated performance measures, and contextual information such as demand and financial pressures, transformation and commissioning activity, strategies and policy changes.
- 2.2 The Annual Report uses the latest possible information, key results and statistics available at the time of going to press.
- 2.3 An easy read version of the Annual Report is available online at: [www.kent.gov.uk/strategicstatement](http://www.kent.gov.uk/strategicstatement).

### **3. Performance**

- 3.1 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.
- 3.2 In January 2016 a baseline report was taken to Policy & Resources Cabinet Committee which benchmarked our progress as a 'starting point' position against our five year vision. An Outcome Measures Performance Report was produced alongside the Annual Report in 2016 setting out our one year and three year direction of travel for each measure.
- 3.3 The Outcome Measures Performance Report has been updated for 2017 and includes the latest performance information for the academic year, calendar year, or financial year (2016-17) based on nationally published sources. Where more recent local performance information is available this has been included within the main report.
- 3.4 The Outcome Measures Performance Report has been used to inform our Direction of Travel Performance Summary in the Annual Report and is available online at: [www.kent.gov.uk/strategicstatement](http://www.kent.gov.uk/strategicstatement)
- 3.5 Overall the majority of supporting outcomes are improving or maintaining in the last year and improving over three years.

### **4. Areas of Success**

#### **Meeting the financial challenge**

- 4.1 We continue to deliver vital services for residents and businesses against a backdrop of unprecedented budget pressures. We face considerable and increasing challenges including growing demand, rising costs, and reductions in government funding. The council has an excellent record of planning and delivering a balanced budget; achieving this for the 17<sup>th</sup> consecutive year in 2017. Over the last year we have prioritised those services which will achieve our strategic outcomes and matter most to Kent's residents and businesses. The sustained financial pressures mean it is imperative we continue to demonstrate robust financial management, something we have a strong track record in accomplishing, and transform our services to ensure they are best placed to achieve better outcomes at lower costs.

#### **'Good' Ofsted rating for Early Help and Specialist Children's Services**

- 4.2 Our recent 'good' Ofsted judgement of our children's services puts Kent among the top 30% in the country. It is the result of a 7 year journey and recognition of the hard work of all our staff. The Ofsted report highlighted many positive aspects of our service, our relationships with young people, and the good outcomes they achieve. Particularly hearteningly was Ofsted's finding that senior and political leaders are proud to be the corporate parents of Kent's looked after children and care leavers. We will work hard in the coming year to build on these positives and address those areas for improvement through an ongoing practice development plan.

## **Improving attainment and increasing percentage of schools rated good or outstanding by Ofsted**

- 4.3 Educational outcomes continue to improve and in 2016 were above or in line with the national average at every age and stage. The proportion of children achieving a good level of development at Early Years Foundation Stage for 2017 remains in line with 2016 outcomes and is a significant improvement over three years, improving by 5.7% compared with 2014. At Key Stages 1 and 2, outcomes improved across all indicators and are above the developing national averages for the majority of subjects. At GCSE it is not possible to make direct comparisons with 2016 due to the new grading system, however provisional results show 62.2% of pupils achieved 5 or more good GCSE grades including English and mathematics which is above last year's 60.8% performance and 2016 national average. There has been year on year improvement in the percentage of schools with an Ofsted judgement who are rated as good or outstanding since 2014. 91.2% of schools are now rated good or outstanding. This has increased significantly from 89.4% in 2016 and 75.2% in 2014.

## **Participation in sport and physical activity**

- 4.4 The percentage of population aged 16 and above with at least 150 minutes moderate intensity physical activity per week has increased considerably to 65.6% in 2016 from 59% in 2015 and 56.6% in 2014. The percentage of people who use outdoor space for exercise/health reasons has also improved significantly over a 3 year period from 10.7% in 2013 to 18.7% in 2016. The Annual Report highlights the wide range of activities and facilities we are supporting and our new Strategic Framework for Sport and Physical Activity which was launched in 2017 will further drive engagement and promote healthy, active lifestyles alongside our promotion of national and local public health campaigns.

## **Business and housing growth supported by infrastructure**

- 4.5 We have continued to attract significant investment into our county for transport projects and infrastructure schemes. £27.3m of Local Growth Fund investment has been obtained this year with £147.4m in total across the three rounds and £420m of match funding unlocked. 97% of requested section 106 contributions were secured, with 92 section 106 agreements completed this year. Net additions to dwelling stock and council tax base has increased substantially over one and three years from 3,230 in 2014 and 5,730 in 2016 to 7,120 in 2017. We continue to improve our infrastructure, highways assets and public rights of way and through our new Local Transport Plan and ongoing refresh of our Growth and Infrastructure Framework we have identified the future strategic infrastructure needs of the county.

## **Advice, information and support for vulnerable and older people, their families and carers**

- 4.6 The percentage of adult social care service users who find it easy to find information about services has maintained over a one year period but increased since 2014 from 70.2% to 75%. The percentage of carers who find it easy to find information and advice about support and services has

also increased since 2015 from 62% to 66% in 2017. Our commissioning of the independent advocacy service, Kent Advocacy, has been acknowledged as national best practice and provides a simple, accessible referral process. Our internal Area Referral Management service also provides initial information, advice and signposting to voluntary organisations and other community based services, with 72% of people successfully supported in 2016/17.

### **Greater choice and control over health and social care services**

- 4.7 The percentage of adult social care service users who say they have adequate or better control over daily life has increased over a one and three year period from 77.6% in 2014 and 79.7% in 2016 to 81.0% in 2017. The percentage of adult social care clients receiving long term community services with self-directed support has improved significantly from 67.4% in 2014 and 57.4% in 2016 to 90.7% in 2017. These reflect the improvements in people's experiences of care and our wider work to give people more involvement in their care including through 'making safeguarding personal' and use of I-statements which help people express what they want to see and experience with their care.

### **Development of our Commissioning Authority**

- 4.8 We have made strong progress towards maturing our contract management arrangements, with an emphasis on skills development and strengthening the network of commissioners across the authority. The integration of teams from commissioning, procurement and strategic business development and intelligence will provide commissioning and commercial advice to further improve the quality and discipline of KCC's commissioning practice. We have established client-side functions to oversee effective commissioning as alternative service delivery vehicles develop, with clear processes in place to monitor standards, quality and performance. Further changes for our authority will be required as we adapt our delivery models, including integrating services and progressing our trading services.

### **Building organisation and staff resilience**

- 4.9 The Annual Report acknowledges staff are our most important asset and our workforce continues to embrace new ways of working to build our capacity and meet our future business needs. Our new People strategy will support staff's personal resilience, support workforce health and wellbeing and enhance capability. KCC's ambition is to be an employer of choice, attracting and retaining a workforce with the skills, knowledge and behaviours for the future. Since April 2017 we have implemented the Apprenticeship Levy to fund an increase in quality apprenticeships and which is available to spend on apprenticeship training. Since April, 102 apprenticeships in KCC and community and voluntary controlled schools have been supported through the Apprenticeship Levy, with a further 42 in the pipeline.

## **5. Areas for Improvement**

### **Supporting Outcome 1.3 – The attainment gap between disadvantaged young people and their peers continues to close**

- 5.1 Whilst we have improved or maintained our performance in all six of our performance measures over a 3 year period and in 4 of our 6 measures over a 1 year period, we are performing below the national average.
- 5.2 However, there are areas where we have improved and are closing the gap to the national average. These include the percentage point gap in attainment for children in care at Key Stage 4 which has improved over a 1 and 3 year period and is closing the gap to the national average. The percentage attainment gap at Foundation Stage for the lowest achieving 20% of children has maintained over 1 and 3 years and is above national average.
- 5.3 One of the five Strategic Aims in the Early Years and Childcare Strategy 2016-2019 is to mitigate the effects of poverty, inequality and disadvantage through the provision of more and higher quality early education and childcare, more effective support for parents and effective and permanent narrowing of the early development achievement gaps for all disadvantaged children.
- 5.4 2017-18 will see the advancement of developments which were implemented during 2016-17. These include promotion of Pupil Premium reviews; training for senior leaders and governors in the KCC Pupil Premium Toolkit; extended use of the Pupil Premium portal and continued development of a Kent database of accredited Pupil Premium reviewers.
- 5.5 The Vulnerable Learners Strategy will be refreshed for 2018, ensuring attention is focused on the 'building blocks'. At primary level governance reviews will be promoted with a specific focus on Pupil Premium, SEND and vulnerable learners. Focus will be placed on districts where attainment of FSM pupils is below national average and where performance gaps are greatest.
- 5.6 Scrutiny Committee on 6<sup>th</sup> September 2017 agreed for a Select Committee to review use of Pupil Premium across the county and identify its impacts towards narrowing the gap for Kent's vulnerable learners.

### **Supporting Outcome 1.5 – Children and young people have better physical and mental health**

- 5.7 The percentage of Year 6 children with a healthy weight has maintained at 66% each year since 2013. The number of hospital inpatient episodes per 1,000 population aged 0 to 24 has reduced from 173.4 in 2015 to 172.5 in 2016, however has increased over a 3 year period.
- 5.8 The number of children and young people waiting for a Child and Adolescent Mental Health Service assessment has increased from 2016 to 2017. However the measure has improved over a three year period. The

average waiting time in weeks from referral to specialist treatment for Child and Adolescent Mental Health Services has also increased over one and three years.

- 5.9 The number of emergency referrals has had a significant increase as has the number of referrals presenting out of hours. Both of these factors have a significant impact on the routine referrals as emergency referrals have priority.
- 5.10 We are now in a transformation phase where the new Public Health Primary School Service and Adolescent Emotional Wellbeing Service started on 1<sup>st</sup> April 2017. These new services have been designed and commissioned to provide emotional wellbeing support to children and young people earlier, before they need a specialist mental health service. The new targeted and specialist mental health service started on 1<sup>st</sup> September.

### **Supporting Outcome 1.7 – Kent young people are confident and ambitious with choices and access to work, education and training opportunities**

- 5.11 A number of performance measures are performing well including the percentage of 16 to 18 year olds starting an Apprenticeship, the percentage of 16 to 18 year olds not in education, employment or training (NEETs), and the number of first time entrants to the youth justice system per 100,000 population aged 10 to 17.
- 5.12 Four of the six performance measures are performing below the national average. These include the percentage of 19 year olds qualified to level 3 and percentage point achievement gap for young people with Free School Meals qualified to level 3 at age 19.
- 5.13 Outcomes for disadvantaged learners at age 18 continue to be unacceptably low. The refreshed Learning, Employment and Skills Strategy 2017-2020 details how the Skills and Employability Service will provide continued support for vulnerable learners, firstly to make the transition to post 16 delivery, and secondly to stay the course and not drop out at 17, develop transition protocols between schools and colleges and develop a range of post 16 pathways including traineeships, work experience, Supported Apprenticeships and Supported Internship programmes for vulnerable learners in order to improve their participation and progression into employment.

### **Supporting Outcome 3.5 – More people receive quality care at home avoiding unnecessary admissions to hospital and care homes**

- 5.14 The number of older people receiving long term adult social care community services per 1,000 population aged 65 plus has decreased from 29.4 in 2015 and 28.5 in 2016 to 25.9 in 2017. A contributing factor to this trend may be the growing enablement support provided by services such as Kent Enablement at Home (KEaH) which sees significant numbers of clients able to manage without ongoing long term services following support. The average number of hospital inpatient episodes per person aged 75 or over has increased over a three year period from 0.85 in 2013 to 0.93 in 2016. However, the number of supported admissions to permanent residential and

nursing care per 1,000 population aged 65 and over has reduced over a three year period from 6.7 in 2014 and 5.9 in 2016 to 5.7 in 2017.

- 5.15 This performance reflects the national and local demographic changes of increasing numbers of older people with complex needs, for example dementia, increasing activity in acute hospitals, and the increased likelihood of residential care following hospitalisation.
- 5.16 Our work through the Better Care Fund and Sustainability and Transformation Partnership seeks to promote people's independence and thereby avoid unnecessary hospital and care home admission. Our adopted models of 'discharge to assess' and 'home first', alongside our enablement service, are designed to help more people move from acute hospital back into their community and our transformation programme seeks to improve capacity to support individuals retain or regain their independence.

## 6. Conclusions

- 6.1 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*.
- 6.2 The report demonstrates the breadth of activity across the council and with our partners and providers to improve outcomes and highlights the achievements over the last 12 months.
- 6.3 The report also notes those significant challenges facing the authority overall, including the substantial budget pressures, and specific challenges identified in achieving each of the strategic outcomes.
- 6.4 The report's reflections on the Council's areas of success, areas for improvement and challenges should inform our business planning priorities for 2017-18.

## 7. Recommendation(s)

### Recommendation(s):

County Council is asked to:

- **Approve** the 'Increasing Opportunities, Improving Outcomes' Annual Report 2017 (Appendix 1).

## 8. Background Documents

### Appendices:

- Appendix 1: Strategic Statement Annual Report 2017

## Background Documents:

- “*Increasing Opportunities: Improving Outcomes*”: KCC’s Strategic Statement 2015-2020, County Council, March 2015.
- Strategic Statement Annual Report online content, including easy read version and supporting performance report, available at: [www.kent.gov.uk/strategicstatement](http://www.kent.gov.uk/strategicstatement)

## 9. Contact details

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# Increasing Opportunities, Improving Outcomes



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To view this document online visit  
[www.kent.gov.uk/strategicstatement](http://www.kent.gov.uk/strategicstatement)



Underlined text in blue  
provides a hyperlink to online  
information.



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Foreword

Our Strategic Statement, [Increasing Opportunities, Improving Outcomes](#), set out our ambitions for the county by 2020. These focus on ensuring children and young people get the best start in life, Kent communities benefit from being in-work, healthy and enjoy a good quality of life, and older and vulnerable residents remain safe and supported to live independently. This second annual report provides an opportunity to reflect on our progress towards delivering these outcomes for our residents over the last 12 months.

I am delighted that our overall performance continues to improve with the majority of supporting outcomes maintaining or improving in the last year and improving over the medium term.

The last year has seen some notable successes including 91% of schools now rated good or outstanding by Ofsted and a reduction in the number of young people not in education, employment or training. The welfare of children and young people is the Council's top priority and our recent 'good' Ofsted judgement of our children's

services is the result of a 7 year journey and recognition of the hard work of all our staff. This puts Kent's children's services among the top 30% in the country. I was particularly delighted to see Ofsted acknowledge that the vast majority of young people enjoy strong and constructive relationships with our staff and that senior and political leaders are proud to be the corporate parents of Kent's looked after children and care leavers. We will work hard in the coming year to build on these positives and address those areas for improvement highlighted in Ofsted's report.

We have continued to attract significant investment into our county including for transport projects, infrastructure, arts and environmental schemes. Through our new Local Transport Plan and ongoing refresh of our Growth and Infrastructure Framework we have identified the strategic needs of the county and have made important progress in improving our infrastructure, highway assets and public rights of way including converting over 63,000 of our streetlights to LED. We have also developed our implementation plan to deliver our priorities within the Kent Environment Strategy and have begun preparation of a Kent-wide Low Emissions Strategy.

We remain committed to encouraging independence through enablement and advice, information and support to ensure older and vulnerable people are confidently equipped to live independently for longer. We have worked to advance the integration of health and social care across Kent, as we seek more effective and efficient use of both our own and health partners' resources. We recognise the national challenges which health and social care face but also the local opportunities to redesign our health and social care system around the needs of our people and deliver much more integrated ways of working wherever possible. We have to date played an important role in Kent and Medway's Sustainability and Transformation Partnership which will further advance service integration and make a difference to people's lives.

We have taken important steps in our progress towards embedding our strategic commissioning authority model. Structural changes, including the creation of a strategic commissioning function, have further placed the authority in a strong position to best achieve

the strategic statement outcomes, strengthening our capacity and capability to effectively deliver. The integration of children and young people's services and transformation of adult social services have continued successfully, with important decisions to establish the Education Trading Company and progress with phase three of the Adult Transformation Programme. Our innovation across our internal services, our traded services, and our integration with partners, present further opportunities to improve our efficiency, effectiveness and delivery of our outcomes.

These successes have been achieved against a backdrop of unprecedented budget pressures. We face considerable and increasing challenges including growing demand, rising costs and reductions in government funding. Over the last year we have prioritised those services which will achieve our strategic outcomes and matter most to Kent's residents and businesses. We continue to ensure we utilise our limited resources as effectively as possible to make the biggest difference to people's lives. The sustained financial pressures mean it is imperative we continue to demonstrate robust financial management, something we have a strong track record in accomplishing.

As a Council we greatly value our staff's continued dedication to delivering high-quality services and excellent customer service. Further changes for our authority will be required as we adapt our delivery models, including integrating services and progressing our trading companies. Therefore I am pleased our workforce is embracing new ways of working to build our capacity and meet our future business needs.

We are in a strong position to further improve services, address the challenges we face and deliver our strategic outcomes for Kent going forward. I remain confident in our progress and ambitious for the role our County Council plays in achieving better outcomes for our residents, businesses and communities.

**Paul Carter** Leader, Kent County Council

# Introduction

This annual report details the progress we have made towards the 5 year vision set out in our Strategic Statement—[Increasing Opportunities, Improving Outcomes](#) over the last 12 months from October 2016 to October 2017.

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

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

The annual report describes our direction of travel towards achieving better outcomes. Despite the significant financial challenge which is presented from the combination of rising spending demands and costs, reductions in central government funding and restrictions on levying council tax, we have continued to deliver crucial frontline services which make a real difference to Kent’s 1.5m residents and 59,000 businesses. We have prioritised those services which matter most to Kent’s communities. As an organisation we remain focused on our transformation, seeking to work with our customers, partners and providers to deliver services in more efficient and effective ways.

The report provides a balanced picture of our performance against the strategic outcomes committed to in our Strategic Statement, highlighting both successes and challenges over the last year. We have made important progress towards improving the lives of Kent’s residents, communities and businesses, but we recognise there is more to do.

This reflection on our progress not only enables us to take stock of improvements, but also highlights external changes which may impact on our services and identifies areas for further development. These considerations will ensure we continue to remain focused on our priorities for the year ahead, seeking to make a significant difference for our communities and progress against our long-term outcomes.

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

- Key performance measures against our 20 supporting outcomes (with more detail in our [outcomes measures performance report](#)).
- Frontline activity including service delivery, consultations and evaluations.
- Contextual information including strategy and policy changes, transformation activity and commissioning activity.

This report provides a high-level overview of our progress. We signpost to further information, including detailed [strategies and policies](#) online throughout the report. Underlined bold text in blue provides a hyperlink to online information.

## Measuring our progress against outcomes

Achieving our outcomes is a medium to long term aim; therefore this report sets out our direction of travel towards realising these. We have examined trend information to make a judgement on the overall performance direction of travel in the last year and three years of each of the supporting outcomes.

In September 2017, we updated our performance information for the outcome measures against our 2016 position and reflected again on the most suitable performance indicators. We used publicly available data based on national or sector accepted performance measures. The latest performance information for the academic year, calendar year or financial year (2016–17) has been used. The latest available full year result has been included. Where more recent in year performance information has become available, this has been reflected in commentary throughout the report. If the 3 year direction of travel is not available, the 2 year is given. If no trend is available, the overall supporting outcome judgement is based on those available measures.

We will continue to regularly review and adapt these measures to ensure they remain the most relevant reflection of our performance. In some cases achievement of an outcome is dependent on other organisations and requires us to work in partnership to address whole system issues.

Find out more about our performance information in our [outcomes measures performance report](#) which includes data capture points, graphs, statistical confidence intervals (where available), and national benchmarking (also where available).

# Our outcomes

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

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

**Supporting outcomes**

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

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

**Supporting outcomes**

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

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

**Supporting outcomes**

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

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

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

# Direction of travel performance summary

## Overall, our direction of travel is 'Mixed'

13 of the 20 supporting outcomes are 'Improving' or 'Maintaining' over a 1 year direction of travel

11 of the 20 supporting outcomes are 'Improving' over a 3 year direction of travel

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

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

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

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

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

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

#### Key to performance direction of travel:

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

\*Based on the single outcome measure available

Find out more about our [outcomes measures performance report](#) which includes data capture points, graphs, statistical confidence intervals (where available) and national benchmarking (also where available). Individual performance measures use a 5% variance to determine change, with an aggregation taken at supporting outcome level.

# Our operating environment: risks and opportunities

The last 12 months have seen major changes in the national political and legislative landscape alongside growing risks and opportunities at a local level. We will respond to changes to our operating environment to take advantage where possible and stand up for the people of Kent.

**Social care demand:** Overall demand and cost for adult social care services continue to increase due to factors including increasing numbers of young adults with long-term complex care needs and cost pressures due to inflation and the national living wage. This is against a backdrop of government funding reductions, increases in Deprivation of Liberty Assessments, Care Act implementation including the facilitation of a diverse and sustainable care market and longer-term demographic pressures. Local authorities continue to face increasing demand for specialist children’s services, with KCC experiencing additional demand challenges such as those associated with care leavers. The government’s anticipated Green Paper will provide an opportunity to put forward local solutions for the long term sustainability of adult social care.

**Embedding a strategic commissioning authority:** We have made significant progress toward becoming a commissioning authority. Organisation structural changes are supporting the integration of children and young people’s services and the creation of a single function for strategic commissioning across all phases of the commissioning cycle. The location of Public Health within Strategic and Corporate Services including the Public Health Observatory will enhance our data analysis and intelligence capability. As our traded service companies develop, including Commercial Services, Invicta Law and GEN2 Property Services, they will explore potential markets and grow their future customer base to generate income for the benefit of the whole authority.

**Protecting vulnerable people:** We continue to prioritise our statutory duties to effectively safeguard and protect vulnerable children and adults. We remain committed to good safeguarding practice which promotes and safeguards the welfare and wellbeing of individuals. We play an important leadership role in safeguarding activities, working with key partners including the NHS and Police, to protect vulnerable children and adults, strengthening our corporate parenting responsibilities and supporting services to deliver our statutory Prevent and Public Sector Equality duties. We are also working to identify and respond to emerging areas of vulnerability at the earliest opportunity, such as child sexual exploitation, human trafficking, modern slavery and gangs.

**Resilience:** We have a legal duty to deliver contingency plans to reduce the likelihood and impact of emergencies, ranging from epidemics to terrorism-related incidents. Effectively working with partners is increasingly important following recent security threats, cyber-attacks and severe weather incidents. Building both organisational and staff resilience is critical, particularly supporting workforce health and wellbeing and succession planning. Whilst good progress has been made we need to remain aware of potential threats and ensure we are able to respond effectively to deliver resilient services.

**Growth and productivity:** The Green Paper [Building our Industrial Strategy](#), set out the government’s proposals to promote growth and productivity. It covered critical issues for local government including skills development, upgrading transport and broadband infrastructure and work with local areas to boost growth. Our response to the government’s consultation highlighted our continuing important role in delivering the growth agenda, emphasised the impact of our activity and noted Kent’s exceptional challenges. The anticipated White Paper will be a further opportunity to engage government on local opportunities for growth.

**Political change:** The general election result, alongside Brexit, has led to significant national uncertainty. This has already had an impact on the government’s proposed legislative agenda for local government and it is likely that further changes, delays or cancellations to the government’s programme will continue throughout this parliament. These changes may enable the County Council to further influence national decision-making.

**Health and Social Care Integration:** Health and social care face the challenge of continually rising demand at a time when the levels of funding have not kept pace. We are coming together with the NHS to plan services as one place-based system to respond to this challenge. KCC is an important partner in the Kent and Medway Sustainability and Transformation Partnership to ensure the patient and service user is at the centre of joined-up services. Mental Health and Learning Disability professionals are working in integrated teams with NHS colleagues, joint discharge planning teams are working closely with acute trusts, and we are involved in developing new models of care as part of the Encompass vanguard in Whitstable.



# Balancing the books

We are continuing to demonstrate sound financial management, prioritising services for residents whilst delivering the unprecedented levels of year on year savings required from rising service demand and costs and reducing funding.

## Continuing our strong track record

The council has an excellent record of delivering a balanced budget; achieving this for the 17th consecutive year in 2017. This has been delivered against a backdrop of ongoing reductions in central government funding, devolution of additional responsibilities (which means the money we do have has to stretch further) and restrictions on our ability to raise council tax, alongside increases in demand and cost for council services. Since 2011–12 we have made annual savings of £40m to £90m per annum each year. These savings now total £515m (on a net budget of £0.9bn), whilst we continue to protect and invest in those services that make the greatest difference to people's lives.

## The challenge over the last year

The overall trend of increasing spending pressures from rising demand for services and rising costs due to inflation and the National Living Wage, alongside reductions in central government funding, have continued. We have seen rising demand for adult social care, increasing complexity in children's social care cases, including the need to support unaccompanied asylum seeking children, and ongoing education services responsibilities, despite the government removing a large element of the Education Services Grant. Alongside this we continue to have statutory responsibilities across a range of vital services including environment, highways, local community services, public transport and waste recycling and disposal. We have taken action to address these pressures including lobbying the Home Office on the unsustainable financial position regarding asylum seeking children. Despite the savings we have already made, we still have considerable savings to find in future years.

## Delivering a balanced budget

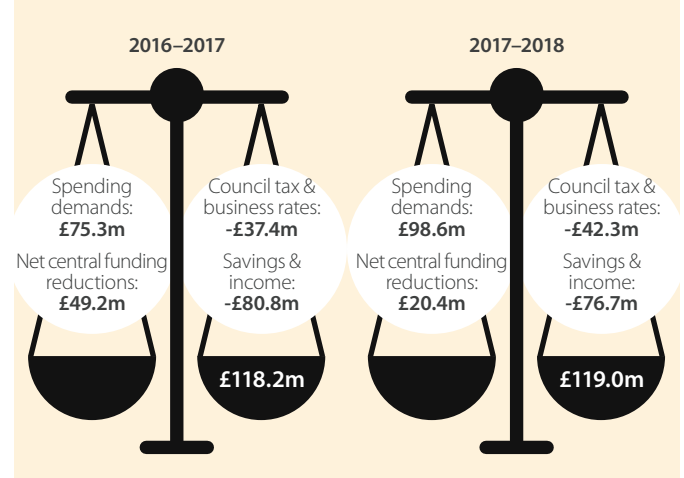
To balance our 2017/18 budget we have had to address a gap of £119m between the amount of money we have and the amount we need to spend to continue to deliver services. We have done this through transforming our services, increasing council tax by 1.99% and, following consultation and engagement with residents, by a further 2% specifically for adult social care, which will raise an additional £12m for social care. However, this still only goes part way towards meeting our adult social care funding pressures which are forecast to be just under £28m next year. The [Spring 2017 Budget](#) announced additional funding of £52.3m for Kent over three years from 2017–18 to 2019–20, with the majority in 2017–18, for use to meet unmet pressures on older people, help stabilise the care market and reduce pressures on health services from delayed transfers of care.

We continue to ensure services are best placed to achieve better outcomes at lower costs, with cumulative planned savings of £115.4m since 2013–14 and further savings planned going forward.

## Future challenges

The trend of decreasing financial resources is expected to continue, with substantially “flat cash” funding between 2015–16 and 2019–20. This is a reduction in 2016–17 and 2017–18 followed by a recovery in the latter years and includes assumed council tax increases each year both up to the referendum level and further increases for social care. This represents a substantial real terms reduction as we will have no additional money to cover the increasing cost of providing services or for additional demands. The Council's Medium Term Financial Plan identified a further £73m of savings for 2017–18, bringing our savings total to £588m over the last 7 years. At the time, options to resolve future year savings required due to the continuing trend of reduced central government funding, restrictions on council tax and rising spending pressures were still to be identified and further developments, such as rising inflation, are likely to increase spending pressures further. With easier options already being taken, budget savings are increasingly difficult to achieve.

FIGURE 1: BALANCING THE BUDGET



Our [Autumn Budget Statement](#) to County Council in October sets out the progress we are making towards identifying options to meet the financial challenge.

## Prioritising services for Kent's residents

As we face a significant financial challenge in the years ahead we will work hard to protect the services which matter most to Kent's residents and businesses. We will continue to set the Council's budget prioritising spend on services which will achieve our strategic outcomes. This approach and progress towards becoming a strategic commissioning authority will enable us to target our limited resources where it will make the most difference to people's lives, making sure that every pound is spent effectively.

Find out more about the detailed breakdown of our [2017–18 budget](#).  
Find out how we are managing the council's money in our [Medium Term Financial Plan](#), [Budget Book](#) and [Autumn Budget Statement](#).

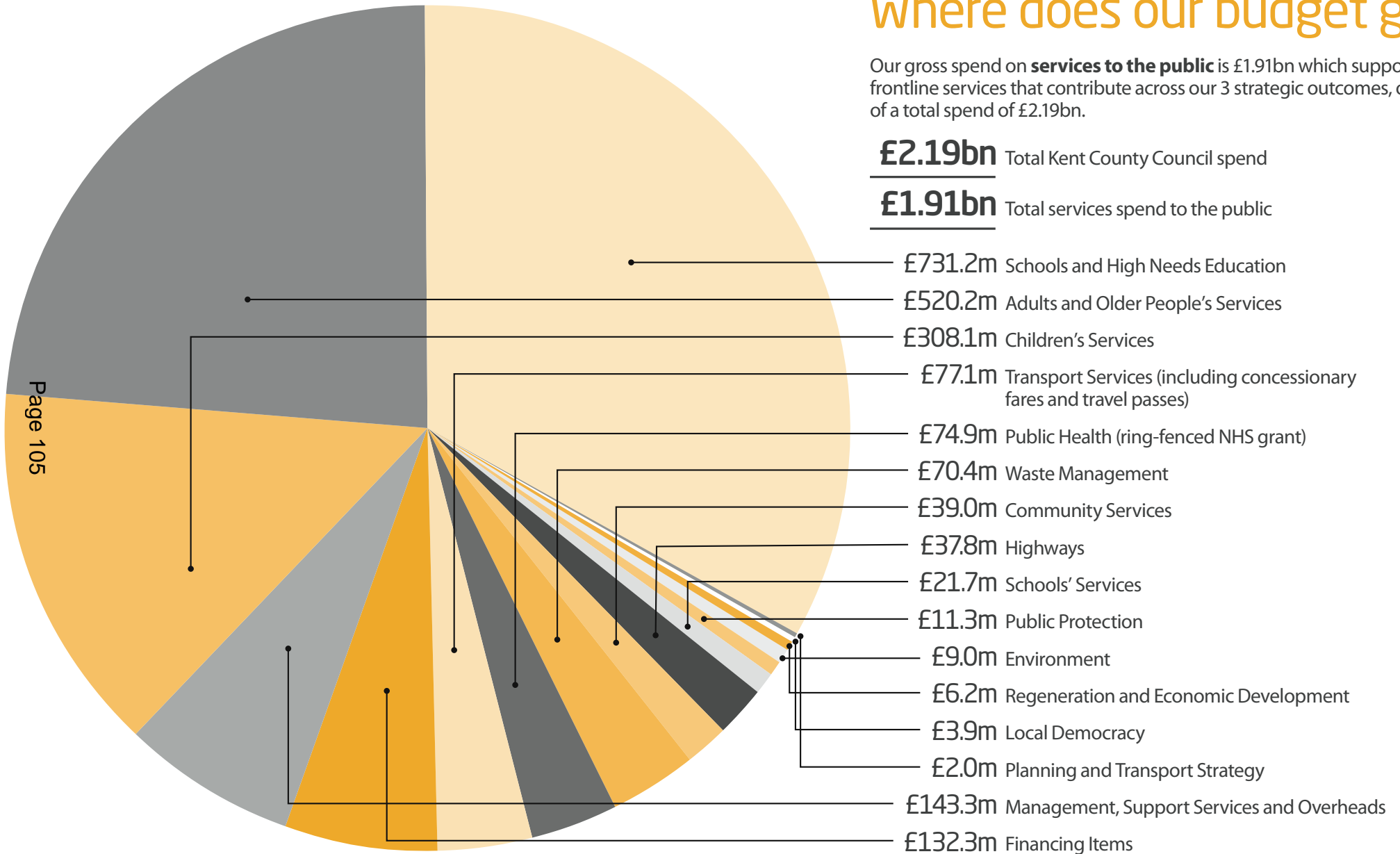


## Where does our budget go?

Our gross spend on **services to the public** is £1.91bn which supports frontline services that contribute our 3 strategic outcomes, out of a total spend of £2.19bn.

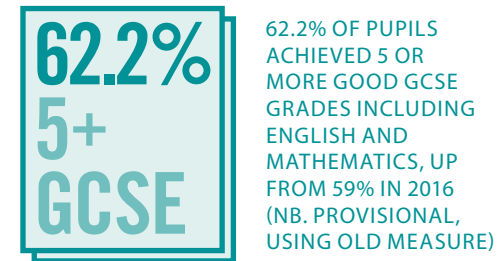
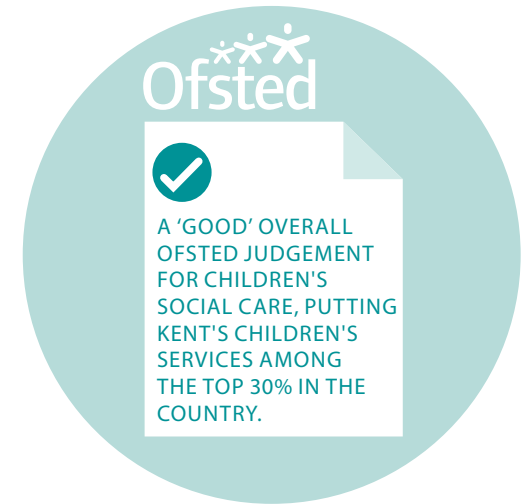
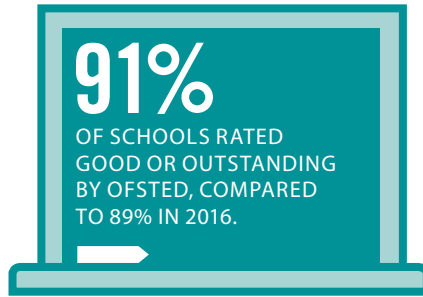
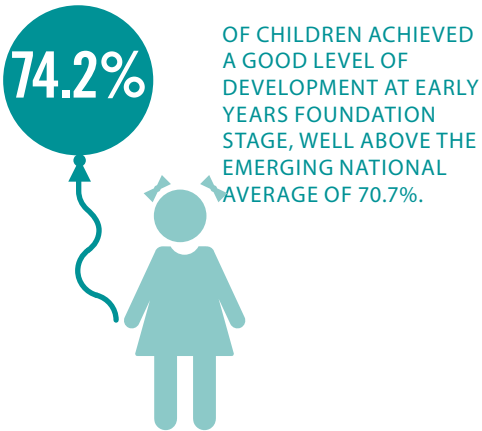
**£2.19bn** Total Kent County Council spend

**£1.91bn** Total services spend to the public



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



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

### Progress on annual report business plan priorities 2017–18

#### Ensure the attainment gap for disadvantaged children continues to close

Educational outcomes continue to improve and in 2016 were above or in line with the national average at every age and stage. However, it is more challenging for vulnerable learners to narrow attainment gaps. Results for children in need at Key Stage 2 and 4 and for children in care at Key Stage 4 have improved, but we remain below the national average. To close the gaps for pupils on free school meals, SEN pupils and Children in Care, priorities include the development of Pupil Premium toolkits for Primary and Secondary schools, a Pupil Premium best practice conference and support for schools in undertaking Pupil Premium reviews.

#### Effective contract management for children and young people's emotional health and wellbeing services and reduce waiting times for Child and Adolescent Mental Health Services

A new service model from September 2017 provides more support for emotional health and improves experiences when accessing mental health services. There will be a single point of access, clear pathways and better transition from universal support in schools through to highly specialist care. Our new provider, North East London Foundation Trust, will transform service delivery for tiers two and three, countywide services will be delivered working in partnership with Kent Community Hospital Foundation Trust, and the School Health Service supports pupils' mental health and emotional resilience. The £10m Big Lottery funded [HeadStart Programme](#) is developing an Emotional Resilience model with 134 schools to improve the wellbeing of at-risk 10–16 year olds.

#### Continue to increase the number of apprenticeships for young people

The percentage of 16 to 18 year olds starting an apprenticeship has increased every year since 2014, with a further expected increase in 2017. We developed the 16–18 apprenticeship campaign with key partners, a [Ready to Work Kent](#) website to develop employability skills, and an [Apprentice Kent](#) website providing advice and enabling employers to advertise apprenticeship vacancies. By June 2017, 705 vacancies have been posted with 2,210 young people registering their interest. The successful 'Made in Kent' campaign continues to support employers and young people. Our [14–24 Learning, Employment and Skills strategy 2017–2020](#) aims to double the number of apprenticeships in the next 2 to 3 years.

### Activity this year

#### Children's services Ofsted Inspection

Our Early Help and Specialist Children's Services received a 'good' rating following an [Ofsted inspection](#) in March 2017. This represents significant progress since the last inspection and puts children's services in Kent among the top 30% of authorities in the country. Ofsted highlighted that staff have meaningful relationships with children, identified good quality social work with effective achievement of good outcomes for children and noted appropriate step down panels with families experiencing a smooth transition. Our services were graded as 'good' across all areas, with the exception of help and protection and the Kent Safeguarding Children Board where improvements are required. The report's recommendations are being addressed in an ongoing practice development plan.

#### School Ofsted outcomes and pupil attainment

There has been year on year improvement in the percentage of schools with an Ofsted judgement who are rated as good or outstanding since 2014. Kent continues to do well in educational attainment with the proportion of children achieving a good level

of development at Early Years Foundation Stage remaining in line with 2016 outcomes and above the emerging national average. At Key Stages 1 and 2, outcomes improved across all indicators and are above the developing national averages for the majority of subjects. At GCSE it is not possible to make direct comparisons with 2016 due to the new grading system, however provisional results show 62.2% of pupils achieved 5 or more good GCSE grades including English and mathematics which is above last year's 60.8% performance and 2016 national average of 57.7%.

#### Focusing on children in care and care leavers

To help meet our corporate parent responsibilities and improve the outcomes for children we look after, we have reduced the Qualified Social Workers vacancy rate to 3.4%. Ofsted have recognised our high aspirations for our care leavers, particularly the 'good' support and outcomes they achieve and our clear focus on ensuring children achieve permanence at the earliest opportunity. We ensure children who are long-term fostered are carefully matched with the right foster carers to meet their needs and our foster care placement stability service provides short breaks and respite for fostering families. A newly commissioned service will provide emergency clinical psychology support at times of crisis for those with mental health difficulties. For those children for whom adoption is most suitable, we have provided timely adoption placements and orders to achieve permanent adoptions.

#### Education Services Company

In March 2017 Cabinet agreed to implement the Education Services Company to support long-term sustainability of education services and respond to the changing education landscape. This involves close partnership working to achieve good outcomes for schools, children, young people and families. It allows us to maximise income opportunities from traded services to reinvest in service delivery, whilst continuing to meet our statutory responsibilities. The Company is currently in shadow form with a 'go live' date of April 2018.

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

### Young People Not in Education, Employment or Training (NEETs)

We have made progress in reducing 16 and 17 year old NEETs from 3.0% in 2016 to 2.8% in January 2017, in line with the national average. Activity has included a 'Ready to Work' offer in each district providing alternatives to school or college and targeted collaborative work between our Early Help and Preventative Service, Virtual School Kent and the Care Leavers service. Alongside partner organisations, we remain committed to continuing these improvements towards a 2.5% target for NEETs.

### Engaging children in care

The recent Ofsted inspection noted the positive relationships our children in care have with our staff and that our well-established [Children in Care Council](#) ensures children are involved in helping develop services. Children are engaged in attending council meetings, interview panels, and arranging events, such as activity days. To encourage young people to take part in their care reviews and express their aspirations for the future we have worked with the [Young Adult Council](#) to develop a short film highlighting how looked after child review meetings work and how young people can get their voices heard.

### Social Mobility and Education

In March 2017 we [reported](#) on the good progress to deliver the 2016 [Social Mobility and Grammar Schools Select Committee](#) recommendations. This includes information for schools targeting low income families who may hesitate to register for the Kent Test, the work with schools to identify those most academically able pupils and a review of our transport policy. The report has influenced the government's ['Educational excellence everywhere'](#) White Paper. Out of Kent's grammar schools, 17 now ensure provision for Pupil Premium or Free School Meals eligible children within their admission arrangements, with other Grammar schools able to consult on changes from October 2017.

## Challenges

### Continuing the integration of children's services

From April 2017 we integrated all Children's services into a single Children, Young People and Education Directorate. Together with the 'Front Door' for all Early Help notifications and Social Care referrals, a more coherent whole system approach will support children and young people, working in partnership with schools. The 'Front Door' will be operational in autumn 2017, creating a single access system of assessing referrals to ensure a safe and efficient transfer of cases from Specialist Children's Services to Early Help. This will help determine more appropriate support for young people, reduce demand and effectively manage resources.

### Education funding changes

We face significant financial pressures in education. The government's consultation on a proposed national funding formula for schools was followed in July 2017 by an [announcement](#) that local arrangements would continue for 2018/19 and 2019/20 alongside an additional £1.3bn for schools and high needs. The extra monies are expected to increase the basic amount that every pupil will attract and protect funding for pupils with additional needs. Whilst this is yet to be quantified for each local authority, further information and the government's consultation response is expected in September 2017. We remain concerned that the additional funding will not fully compensate existing and future pressures, including historic underfunding, anticipated growth in high needs pupil numbers, and the required expansion of schools.

### Delivering school places

Between 2015–16 and 2022–2023, 23,000 extra pupil places are required. Over the last year, we have delivered over 3,375 school places, including the expansion of 25 primary schools, and our [Commissioning Plan for Education Provision](#) sets out how we plan to meet future need, providing sufficient good quality

provision across all types and phases of education, in the right locations. However, providing additional school places is reliant on an appropriate level of government funding and dependent on the Education and Skills Funding Agency's timely and effective delivering of free schools. This has financial implications with a £130m gap and potentially insufficient school places in the future, limiting parental choice. We have raised our concerns with the Department for Education and Education and Skills Funding Agency regarding delays in bringing timely provision on stream and continue lobbying over place planning issues and funding shortfall, whilst also identifying contingency arrangements.



## Signposting

- [EYPS Vision and Priorities for Improvement 2017–2020](#)
- [Special Educational Needs and Disability \(SEND\) Strategy 2017–2019](#)
- [Commissioning Plan for Education Provision in Kent 2017–2021](#)
- [14–24 Learning, Employment and Skills Strategy 2017–2020](#)
- [Early Help and Preventative Services Strategy and Three Year Plan \(2015–2018\)](#)
- [Children and Young People's Framework 2016–2019](#)
- [Kent Safeguarding Children Board Annual Report 2016/17](#)

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

9,061

POTHLES REPAIRED, WITH 96% REPAIRED WITHIN 28 CALENDAR DAYS AND AN ADDITIONAL 1,200 POTHLES FILLED AS PART OF THE POTHOLE BLITZ



£3.4m

EXTERNAL FUNDING SECURED TO HELP FUND ENVIRONMENTAL SCHEMES

REMOVED OR PREVENTED £9,788,501 OF ILLEGAL/UNSAFE GOODS ENTERING THE MARKET SINCE JANUARY 2017

£9.79m

£11m

ARTS COUNCIL ENGLAND GRANT FUNDING SUCCESSFULLY OBTAINED FOR 12 ART PROJECTS OVER THE NEXT FOUR YEARS

16,921

VISITS TO LIBRARIES PER DAY

210,237

CUSTOMERS ATTENDING EVENTS IN LIBRARIES AND ARCHIVES

42,000

OVER 42,000 NHS HEALTH CHECKS DELIVERED IN 2016/17, UP FROM 37,000 IN 2015/16

SECURED

£27.3m

OF LOCAL GROWTH FUND INVESTMENT, WITH

£147.4m

IN TOTAL ACROSS THE THREE ROUNDS WITH

£420m

OF MATCH FUNDING UNLOCKED

869

FTE JOBS CREATED OR SAFEGUARDED THROUGH REGIONAL GROWTH FUND IN 2016/17

£80.3m

OF SECTION 106 DEVELOPER CONTRIBUTIONS SECURED TOWARDS KCC DELIVERED SERVICES, 97% OF THE AMOUNT REQUESTED

63,367

BY MARCH 2017 63,367 LED STREETLIGHT CONVERSIONS COMPLETED WITH A CARBON FOOTPRINT REDUCTION OF 1,374 TONNES

719,363

TONNES OF WASTE (98% OF KENT'S TOTAL WASTE) DIVERTED FROM LANDFILL, AN INCREASE FROM 94% (674,905 TONNES) IN 2015/16

1.65m

ANNUAL VISITORS TO KENT COUNTRY PARKS WITH AVERAGE CUSTOMER RATING OF 9.25 OUT OF 10, UP FROM 1.6M VISITORS IN 2015/16

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

### Progress on annual report business plan priorities 2017–18

#### Tackle obesity, particularly in Kent's deprived areas, through engagement in sport and physical activity

Our new [Strategic Framework for Sport and Physical Activity](#) will further drive engagement and promote healthy active lifestyles. Sport and physical activity programmes saw 3,620 young people taking part and 1,712 previously inactive children completed a Sportivate course. We supported 1,400 active outdoors events, 21 new outdoor gyms and 199 Satellite Clubs. 104 previously inactive adults committed to increasing their physical activity in the Workplace Challenge. Promoting the Change4Life campaign and the [One You Kent](#) website is helping people manage their weight, get active, and improve their wellbeing. Our [Active Travel Strategy](#) also aims to make walking or cycling an attractive, realistic choice for short journeys.

#### Agree our Local Transport Plan 4: Delivering Growth without Gridlock for 2016–2031 and develop an effective delivery plan

Our [Local Transport Plan 4](#) was approved in July 2017, with a delivery plan now being developed, as a critical tool to facilitate appropriate growth and attract investment for priority transport schemes. The plan brings together strategic and local transport priorities and is aligned with the same timescales as the [Kent and Medway Growth and Infrastructure Framework](#). A public consultation was undertaken with over 500 responses received, informing a 'You Said, We Did' document which sets out the changes made as a result of the feedback.

#### Increase the percentage of Kent's working-aged population with level 3 NVQ equivalent qualifications

Kent faces a long-standing skills issue with qualification skill levels at level 3 and 4 lower than the national average. Whilst those qualified to level 4 increased to 37% in 2016, those qualified to level 3 remain static at 54%. The [Adult Learning Employment and Skills Strategy](#)

[2015–18](#) aims to achieve 60% and 40% of the population qualified for levels 3 and 4 respectively. We created five Adult Skill Forums and eight Employer Guilds to mobilise education and training providers, employers and other stakeholders, to improve skills levels. The South East Local Enterprise Partnership released £23m of Skills Funding for Kent and Medway to combat unemployment and upskill the workforce to 'higher skills' (level 3 and above). The co-ordinated approach and additional funding should have a significant impact on adults achieving the higher levels.

### Activity this year

#### Kent and Medway Business Fund

A new [Kent and Medway Business Fund](#) has facilitated interest-free loans for small and medium-sized enterprises to support jobs and business growth, stimulate innovation and improve productivity. The fund will recycle loans from the Expansion East Kent, TIGER and ESCALATE schemes with £39.5m available to 2021, or £5–7m per year, for reinvestment. These schemes created or safeguarded 869 jobs in 2016/17 and leveraged almost £16m of private finance.

#### Transport Infrastructure Improvements

The M20 J4 and Maidstone Bridges Gyratory road infrastructure improvement projects were completed in 2016/17 on time and budget, at a total cost of £10.55m. The Gyratory scheme was delivered to improve journey time reliability, air quality and ease congestion. The new scheme opened in December 2016 to support businesses over the Christmas period and continues to realise the planned benefits. Successful delivery was achieved through engaging local partners and communities, keeping residents informed with 'real time' information on social media.

#### Section 106 Developer Contributions

This year, 92 section 106 agreements were completed; securing £80.3m towards KCC delivered services. This is 97% of the amount

requested from developers; the highest conversion rate to date. At Chilimington Green in Ashford section 106 developer contributions have helped meet our identified need in the [Growth and Infrastructure Framework](#), ensuring 5,750 new homes are supported by four primary schools, a secondary school, a park, extensive green space and significant highways improvements.

#### No Use Empty

Our [No Use Empty](#) scheme has brought back 581 homes to use this year, with £1.2m investment unlocked from increased district councils' support, following the success of the [award-winning](#) No Use Empty Shepway Top Up Loan scheme. Work continues on redundant commercial properties which have permission for conversion into residential or mixed residential/commercial units, which will help raise additional Business Rates, Council Tax and New Homes Bonus.

#### Tackling potholes

In the last year, we repaired 9,061 potholes with 96% filled within 28 calendar days. Customer satisfaction remains extremely high at 91%. In 2016/17 a 'Pothole Blitz' across the county repaired an extra 1,200 potholes and over 50,000m<sup>2</sup> of patching repairs. The successful Pothole Blitz has been repeated in 2017/18, with an extra £2.4m being spent to repair local roads, funded by KCC and the government's Pothole Action Fund.

#### Volunteer Support Warden Scheme

Volunteer support wardens have worked alongside community wardens as part of a successful pilot, enhancing the service to residents and creating more resilient neighbourhoods. The scheme was developed with the Kent Association of Local Councils, Kent Community Safety Partnership, 11 Parishes and one Town Council. The scheme is now being rolled out across 23 Parish and Town Councils with the first cohort of new volunteers beginning their training this summer.



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

### Keeping Kent Clean

We led a countywide campaign to encourage people to take part in the national Great British Spring Clean by joining or setting up their own local litter picks. More than 130 litter picks took place across the county, organised by the public and local councils. Our community wardens and country parks teams organised litter picks, while our Highways team cleared vegetation, repainted white lines on the highway and cleaned road signs. In all, 2,106 bags of litter were collected and our [Keep Kent Clean Facebook page](#) attracted more than 4,500 campaign supporters.

### Kent's Environment

The [Old Chalk New Downs project](#), as part of the [Kent Environment Strategy](#), covers 10,000 hectares between Kemsing Down and Botolph Claydon. The project, which is mostly funded by the Heritage Lottery Fund, aims to reconnect people with their natural environment and improve access through enhancing 18 Public Rights of Ways paths and raising participation in conservation activities. This will restore important downland habitats and link up isolated patches of chalk grassland.

### Public Health

We delivered a series of campaigns to increase awareness of public health issues and direct people to sources of support. The [One You Kent](#) website has received over 33,000 visits since its launch, the Release the Pressure suicide reduction campaign saw 6,468 people visit the website, and a 75% increase in male callers to the helpline. We launched the 'What The Bump?' pilot on Sheppey seeking to reduce smoking in pregnancy. 20,144 residents also visited our webpages during February and March to find out about safe levels of drinking as part of the Know Your Score campaign, with over 9,000 people assessing their levels of drinking online. The campaigns have received positive public feedback and been recognised by the Local Government Association and Public Health England.

## Challenges

### Asset management

We manage 5,400 miles of roads, 2,700 bridges and structures and 4,381 miles of public rights of way, with £19.5bn of highway network assets and £100m of public rights of way assets. We are facing significant challenges in maintaining safe and reliable networks during a time of diminishing resource, ageing assets, growing backlogs and increasing public expectation. To address this, we adopted a new Highway Asset Management approach to maximise the impact of every pound spent. We developed an Intelligence Investment Tool, reflecting the Public Rights of Way Assessment Management Plan and the Rights of Way Improvement Plan, to help prioritise schemes which deliver the greatest benefit to the public and most reflect our strategic priorities.

### Waste Tonnage

We made excellent progress towards our household waste disposal targets by decreasing the percentage of waste sent to landfill from 6% in 2015/16 to 2% in 2016/17. We have already met our target of less than 10% by 2020 and 2017/18 performance is less than 0.5%. However, significant challenges remain with projected population growth of 17% from 2015 to 2031, potential increases in waste per dwelling, fluctuations in market value for recycle, and sustained budget savings required. Whilst existing EU environmental laws and recycling targets will be carried over into UK law prior to Brexit, the detail of future legislation remains uncertain. Through our [Kent Waste Disposal Strategy](#), we will deliver efficiencies and maximise income however our ambition may require significant funding and capital investment. We continue to work in partnership to encourage waste prevention, reuse and recycling and maintain sustainable services.

### Infrastructure funding gap

The 2015 Kent and Medway Growth and Infrastructure Framework (GIF) showed a significant gap between the funding required and

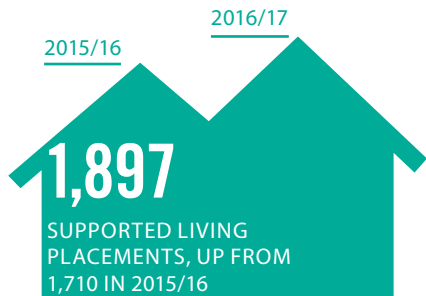
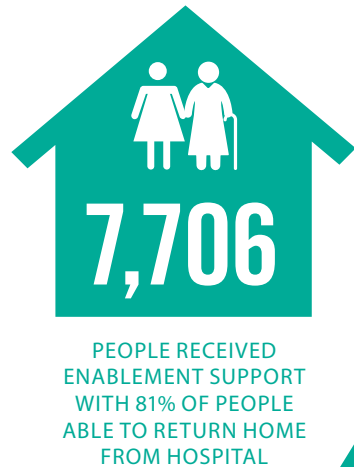
that anticipated from government, developer contributions and other investment to meet predicted levels of housing, economic growth and infrastructure needed to support this. Of the £6.74 billion investment needed, a third (£2.01 billion) was still required for the predicted 158,500 new homes, 293,300 new people and 135,800 new jobs in Kent up to 2031. A comprehensive update of the GIF is underway, which will enable the provision of a county-wide picture of growth and infrastructure, using up-to-date population and housing forecast figures. Current work indicates that the significant infrastructure challenge remains.



## Signposting

- [Local Transport Plan 4: Delivering Growth without Gridlock 2016–2031](#)
- [Inspirational Creativity: Transforming Lives Everyday, our cultural ambition for Kent](#)
- [Kent Environment Strategy and Implementation Plan 2017](#)
- [Active Travel Strategy](#)
- [Country Parks Strategy 2017–2021 \(draft\)](#)
- [Kent Waste Disposal Strategy 2017–2035](#)
- [Kent and Medway Growth and Infrastructure Framework](#)
- [Kent Drug and Alcohol Strategy 2017–2022](#)
- [Towards An Active County—A Strategic Framework for Sport and Physical Activity 2017–2021](#)

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





## Progress on annual report business plan priorities 2017–18

### Continue to work with our partners to reduce delayed hospital discharge by ensuring people have the right support at the right time

Progress has been made on early discharge planning, integrated discharge teams and the discharge to assess service, with increasing numbers of enablement and rehabilitative care services and effective occupational therapy expertise playing an important role. We have maintained the number of delays we are responsible for in comparison to a significant rise in the national average. The reasons for delays include availability of domiciliary care packages, nursing and residential placements. Measures designed to reduce delayed transfers of care are a central part of the Kent Better Care Fund plan and the social care new monies mean 'High Impact Changes' to reduce delayed transfers of care remain a key priority.

### Reduce the number of hospital and care home re-admissions following enablement support

In 2016/17, 7,706 people received enablement with 81% able to return home. The [Kent Enablement at Home service](#) resulted in fewer people receiving a higher package of care, with 62% requiring no further support. We are able to work with more people being discharged from hospital and offer support where the market is unable to provide a service. The [Kent Enablement and Recovery service](#) works with people with mental health difficulties to identify their strengths, needs and aspirations, enabling daily living activities, promoting wellbeing and participation in social activities, education and employment. In 2016/17 we worked with 1,631 people, with 48% of interventions successfully completed by April 2017.

### Make it easier for vulnerable and older individuals, their families and carers to access advice, information and support

Our Area Referral Management service provides initial information, advice and signposting to voluntary organisations and other community based services, with 72% of people successfully supported in 2016/17. Kent Advocacy provides a single point of access for all advocacy services. Our commissioning of the independent advocacy service has been acknowledged as [national best practice](#) and provides a simple, accessible referral process. The Prime Provider works collaboratively with partners to ensure that inclusive advocacy is delivered. In 2016/17 3,590 people were supported with advocacy to have their voice heard and their wishes considered when decisions were being made about their lives.

## Activity this year

### Working with health to develop the Local Care Model through the Sustainability and Transformation Partnership (STP)

Our ambition is for a Local Care Model that promotes people's independence and helps them to look after themselves, avoiding unnecessary hospital admission and treatment. For example, to reduce the chance of older people falling we are working with our STP partners to create an integrated care service to identify and act upon factors that contribute to people falling including their physical and mental health and home environment.

### Extra Care Housing

Extra Care housing is designed for people who need housing with care and support to help them with support such as personal care available on site 24 hours a day. Extra Care housing is self-contained accommodation and helps provide greater choice and availability in place of long-term residential and nursing care home accommodation, where eligible. This year we have significantly increased availability of Extra Care Housing from 649 to 900 flats. The accommodation often has assistive technology built in,

such as telehealth and telecare, helping residents maintain their independence for longer, and a range of facilities designed to reduce social isolation for the community. New schemes have opened, all with affordable rents, in Tenterden, Ramsgate, Hawkhurst, Dartford and Dover as part of a PFI funded scheme with West Kent Housing Association; and in Aldington with Housing and Care 21 with some flats offered with affordable rents and others shared ownership.

### Multi-disciplinary working

We are working with health and social care partners across a range of projects and models of care to further integrate, reduce duplication, and improve outcomes. We have adopted the models of 'discharge to assess' and 'home first' which, together with our enablement service, are designed to help move more people on from acute hospital care. In June 2017 an outcome-based care pilot began, with homecare provider 121 Care and Mobility, designed to improve a person's outcomes and experience and help maintain their level of independence. To date, over 50% of the people reviewed could benefit from a different intervention which could reduce social care involvement or duplication.

### Sensory and Autistic Spectrum Conditions

For the first time in the UK, we have trialled an Occupational Therapy-led specialist enablement provision to 33 adults with higher functioning autism, which has been afforded National Social Care Research status. Short-term Occupational Therapy approaches in learning disability and educational services help people on the spectrum improve their quality of life and meet personal goals. Following assessments, we provide direct skills training for independence from 20 to 60 hours depending on the client's needs or trialled aids, clothing, apps and equipment. This has significantly reduced support packages, successfully met personal outcomes, increased self-esteem and supported carers. The research will help evidence the need for a new core offer of enablement.

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

### Live Well Kent

[Live Well Kent](#) is a network of mental health and wellbeing organisations, co-run by charities Porchlight and Shaw Trust, which support residents to manage their mental health and physical or emotional wellbeing. Jointly commissioned by KCC and the seven NHS clinical commissioning groups, it provides support ranging from sport therapy to groups based around shared experiences, services for people feeling isolated and ways to help people into employment. In its first year, 39 different organisations have taken part with 5,378 people being referred and 4,023 formal sign ups since April 2016.

### Delivering the Good Day programme through libraries

Following its £650,000 refurbishment, Dartford library is an example of the Good Day Programme working with libraries to provide opportunities for vulnerable adults. The building is fully accessible by public transport, close to local leisure and fitness activities and has an accessible changing place. Facilities mean that meal planning and cookery activities, sensory activities, our new Stepping into Employment pilot, access to computers, and links with the local dementia awareness group all operate from the library alongside the wider community.

### New Lifespan Pathway

The new Lifespan Pathway within the Disabled Children, Adults Learning Disability and Mental Health division went live in April 2017. This will ensure children, young people and adults with a disability have better transition at all stages, help young people achieve their ambitions and improve their outcomes. The reorganisation of our services has strengthened our joint working arrangements to ensure that disabled children and young people continue to receive seamless support into adulthood.

## Challenges

### Ensuring a sustainable and quality care market

We are dependent on a buoyant market to achieve best value for money and give service users optimal choice and control. The introduction of the National Living Wage, potential inflationary pressures and uncertainty over care market workforce status in light of the vote to leave the EU mean that the care market is under pressure. We are mitigating these risks and shaping the care market through our [Accommodation Strategy](#), developed with key stakeholders, regularly exploring joint commissioning opportunities with partners, and engaging with provider and trade organisations. The Social Care new monies will support care homes and invest in homecare and other community support activity.

### Domiciliary care recruitment and retention

Increasing costs and competition from the London job market make it difficult for many providers to attract and retain a sufficient quantity and quality of staff. The introduction of the National Living Wage, whilst contributing to making work in the sector more attractive, has added significantly to the costs faced by providers and by extension to us. It is expected that the impact of this on our care providers will continue up to 2020. The homecare sector is particularly affected as, with relatively low infrastructure costs, a higher percentage of their costs are due to staff wages. We are working with the sector to support the growth and development of their workforce and training will be a particularly important aspect.

### Embedding Transformation

Benefits from Phase 1 and 2 of our transformation programme include an additional 3,500 people per year accessing enablement and £36m cashable savings. We have delivered new services including [Kent Pathways Service](#), [Shared Lives](#), [Your Life Your Home](#) and [Live Well Kent](#). Embedding these changes will provide a sustainable platform for further integration and deliver our

[adult social care strategy](#). We continue to improve services for Older People and Physical Disability and Disabled Children, Adults Learning Disability and Mental Health including through our commissioning, purchasing and performance structures. Phase 3 of our transformation has identified a further £15.5m per year of potential savings. It is crucial that changes are embedded into practice and are aligned with the Sustainability and Transformation Partnership and wider integration agenda.



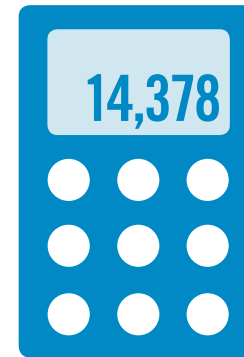
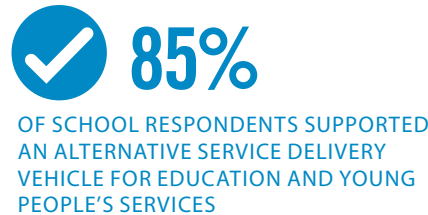
## Signposting

- [Your Life, Your Wellbeing—a vision and strategy for Adult Social Care 2016–2021](#)
- [Strategy for Adults with Autism](#)
- [Kent and Medway Safeguarding Adults Board Annual Report \(2016–17\)](#)
- [Kent Joint Health and Wellbeing Strategy](#)
- [Suicide Prevention Strategy 2015–2020](#)
- [Kent and Medway Sustainability and Transformation Plan](#)

# Working better together



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VISITS TO OUR  
BENEFITS CALCULATOR,  
DELIVERED JOINTLY  
WITH KENT'S DISTRICT  
AND BOROUGH  
COUNCILS, TO HELP  
RESIDENTS FIND OUT  
WHAT FINANCIAL  
SUPPORT THEY ARE  
ABLE TO ACCESS



**185** MORE THAN 185 STAFF  
ENGAGED THROUGH THE  
COMMISSIONING NETWORK  
TO SHARE BEST PRACTICE AND  
PRACTICAL TOOLS

**5,060,000**

VISITS TO KENT.GOV, UP FROM  
4,700,000 IN 2015/16



**SILVER**

AWARDED THE MINISTRY  
OF DEFENCE EMPLOYERS  
RECOGNITION SILVER  
AWARD FOR OUR SUPPORT  
FOR EX-SERVICE PERSONNEL  
AND RESERVISTS

## Working better together

### Progress on annual report business plan priorities 2017–18

Improve customer engagement activity, so that learning can enhance customer insight and service delivery

#### Customer engagement case study

We continue to adapt and change the way we deliver our services. Public consultation and engagement are central to delivering positive customer outcomes. We have reviewed consultation practice, and worked with services to plan for the consultation activity that will take place throughout 2017. Adult Social Care have worked extensively with partners, providers and service users to understand patterns of demand and design ways of working that focus on the life a person has, not only the service they use. Gathering insight from consultation on the [Your Life Your Wellbeing Strategy](#) has helped change the way we describe what we do and why. We have engaged with provider networks and service users to understand what is important to customers about the way key services are delivered. Growth, Environment and Transport have examined how those who live, work and travel in and around Kent use the resources available to them, making it easier for customers to get in touch to report a fault on a highway, access a library service or participate in a country park event. In March 2017 over 75% of all potholes were reported through an improved online reporting tool. We are developing a protocol for public engagement that will help the council and its partners to understand how public conversations link with our strategic objectives and support residents and communities to engage with us.

Collectively work with all partners to improve openness and share information

#### Kent Integrated Dataset case study

Public sector data has traditionally been used inconsistently to support strategic commissioning decisions and to create a single picture across services. The Kent Integrated Dataset integrates data held by public services to provide a holistic picture of the Kent population at the individual level for the first time. It is an important step in overcoming silo-based approaches of separate services or organisations, comprising data from primary care providers, community health providers, mental health services, acute hospitals, public health services, adult social care and palliative hospices across Kent and Medway. It links data from health and social care together providing valuable insight into activity and progress towards outcomes. The tool will enable better commissioning through greater monitoring and influence of commissioning plans and integrated service planning. It has been recognised by the Local Government Association as a [best practice example](#) to improve intelligence and pathway analysis. We are working closely with NHS clinical commissioning groups to improve local information management and data quality, sharing information to support local service planning. These relationships are helping identify the resources, skills and datasets across organisations and will allow more targeted use of public resources. This puts Kent at the forefront of evidence-based commissioning and will support population-level trend and outcome analysis, the integration of health and social care services, and the evaluation of our services to influence future commissioning decisions.

Improve the effectiveness of our contract performance monitoring and develop a more open dialogue with providers

#### Strategic Commissioning case study

We have made strong progress towards maturing our contract management arrangements, with an emphasis on skills development and strengthening the network of commissioners across the authority. A commissioning toolkit is in place to support the development of key commissioning knowledge, skills and good practice and training has been delivered for both members and officers in procurement and contract management. The new Strategic Commissioning function will drive significant value for money, with a Strategic Commissioner overseeing the delivery of strategic commissioning expertise, enhancing evidence based decision making, performance reporting and analysis. Integration of teams from commissioning, procurement and strategic business development and intelligence will provide commissioning and commercial advice to further improve the quality and discipline of KCC's commissioning practice. To strengthen the impact of our contract management, a continuous review programme, using a National Audit Office best practice maturity assessment, is assuring the Council that the right activities are being undertaken consistently to the appropriate standard. This, alongside Internal Audit's focus on major contracts and assurance plans, will help improve contract discipline and ensure all contracts are properly managed. As alternative service delivery vehicles develop, we have established client-side functions to oversee effective commissioning, with clear processes in place to monitor standards, quality and performance. We are continuing to strengthen our relationships with providers to address issues early and develop our business models to enhance service delivery.

# Working better together

## Activity this year

### Customer Service Programme

Digital Inclusion has been firmly embedded into Growth, Environment and Transport's digital transformation activity, to ensure accessibility and high quality online services. Improvements have been made to encourage people to [report a problem on the road or pavement](#) online and via smartphones which 70% of our customers are using to report pothole and street lighting issues. Tourism South East have delivered Exceeding Visitor Expectations training to our [Country Parks](#) teams, designed specifically for front-line staff to help sustain a first class welcome to all our customers.

### Capturing customer feedback

A new system, i-casework, has been procured to help capture customer complaints, comments and compliments. This will help bring consistency in the way we record and respond to feedback. Training will help staff use feedback to identify areas for improvement. Due to more vigorous reporting and the inclusion of new services we have seen increases across all types of feedback in 2016/17 including an increase of 31% in compliments.

### Ashford District Deal

The Ashford District Deal supports close working between KCC and Ashford Borough Council and enables piloting of new ways of working across services, focusing on key projects including the M20 junction 10a and Chilmington Green development. The refresh of the District Deal commits to completing the 'Big 8' projects, delivering operational priorities, and progressing two further ambitious strategic projects—Conningbrook Park and Newtown works.

### Collective lobbying for Kent

Some London Boroughs procured large sites to place residents in temporary accommodation into Kent. This potentially creates significant pressures for local communities and public services.

Working with District Councils and Medway, we built an evidence base to engage with Kent MPs, the Housing Minister and London Councils. This enabled a united Kent voice to lobby persuasively to deter future similar placements, and where they are unavoidable, establish guiding principles to ensure they are appropriate with well-managed and resourced transition and information-sharing.

### Supporting our staff towards cultural change

Our people are our most important asset and we are supporting a healthy, engaged and resilient workforce to take full advantage of new ways of working. Introducing efficient ways of working will maximise our potential for cultural change. Appropriate business support will meet changing needs and enable a workforce focused on outcomes. This must be supported by strong leadership and management capability, personal responsibility, and employee engagement. We will champion self-sufficient managers, providing the right tools and advice to appropriately reduce demand for corporate support. Our new [People Strategy](#) will enhance staff's personal resilience, support workforce health and wellbeing, improve capacity and capability.

### Empowering staff through ICT tools

Our Tools for Success programme is part of our commitment to achieve a 'digitally enabled workforce' and 'digitally inclusive services'. It provides Office 365 tools and Skype for Business to improve collaboration, Power BI and BigData analytics to improve service planning and delivery, and a single online 'Citizen Identity' to join up access to Regional Digital Public Services. Stronger utilisation of tools like Cloud, Skype and Office 365, will maximise flexible and home working and improve our productivity.

### Information Governance

In May 2018 General Data Protection Regulations come into effect that introduce increased obligations on the Council around information governance and data protection, with potentially substantial financial implications for serious breaches. Actions to

prepare for the regulations include a review and update of privacy notices, a review and revision of procedures to comply with new enhanced individuals' rights and an update of protocols for investigating and reporting data breaches.

### Giving a voice to Kent's communities

We have supported the development of a physical disability forum, working with Healthwatch and NHS commissioners, to ensure that people who have a physical disability and those who care for them have a strong voice and can influence future commissioning. The forum creates a network of support and influence for positive change. The Mind of My Own app enables young people to give effective feedback on the services we provide, with an Express app specifically designed for children and young people with learning disabilities receiving very positive early feedback.

### Integrated commissioning for domestic abuse support

Working with partners including the Police and Crime Commissioner, Kent Fire and Rescue, and District and Borough Councils we commissioned a new Domestic Abuse Support service from April 2017. Our new approach will help ensure consistency of support, as well as introducing new elements of support to strengthen our response and ensure that vulnerable adults and children get the support they need, when they need it.



## Signposting

- [Equality and Human Rights Policy 2016–2020](#)
- [People Strategy 2017–2022](#)

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# Find out more

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

[www.kent.gov.uk/strategicstatement](http://www.kent.gov.uk/strategicstatement)

This includes:

## Easy Read

An Easy Read summary of progress against our 3 strategic outcomes.

## Outcome Measures Performance Report

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

## Increasing Opportunities, Improving Outcomes

Read the original Strategic Statement, published in March 2015.

For further information can be found at [www.kent.gov.uk](http://www.kent.gov.uk) including:

## Strategies and Policies

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

[www.kent.gov.uk/about-the-council/strategies-and-policies](http://www.kent.gov.uk/about-the-council/strategies-and-policies)

## Facts and Figures

Find out more about Kent, including demographic changes.

[www.kent.gov.uk/research](http://www.kent.gov.uk/research)

### Alternative Formats

If you require this document in any other format or language, please email [alternativeformats@kent.gov.uk](mailto:alternativeformats@kent.gov.uk) or call: **03000 421553** (text relay service number: 18001 03000 421553). This number is monitored during office hours, and there is an answering machine at other times.



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By: John Simmonds, Cabinet Member for Finance  
Andy Wood, Corporate Director of Finance

To: County Council – 19 October 2017

Subject: **TREASURY MANAGEMENT ANNUAL REVIEW 2016-17**

Classification: Unrestricted

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Summary: To report a summary of Treasury Management activities in 2016-17

## **FOR INFORMATION**

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### **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. The Council's Treasury Management Strategy for 2016-17 was approved by full Council on 11 February 2016.
3. 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 2016-17:
  - a) Reports on the implications of treasury decisions and transactions;
  - b) Gives details of the outturn position on treasury management transactions in 2016-17;
  - c) Confirms compliance with its Treasury Management Strategy, Treasury Management Practices and Prudential Indicators.
4. This report was approved by Governance and Audit Committee on 19 July 2017 for submission to the County Council.

### **EXTERNAL CONTEXT**

5. Politically, 2016/17 was an eventful twelve month period during which the UK voted to leave the European Union, had a change of Prime Minister, and Donald Trump was elected the 45<sup>th</sup> President of the USA. Uncertainty over the outcome of the US presidential election, the UK's future relationship with the EU and the slowdown witnessed in the Chinese economy in early 2016 all resulted in significant market volatility during the year. Article 50 of the Lisbon Treaty,

which sets in motion the 2-year exit period from the EU, was triggered on 29<sup>th</sup> March 2017.

6. UK inflation had been subdued in the first half of 2016 as a consequence of weak global price pressures, past movements in sterling and restrained domestic price growth. However the sharp fall in the Sterling exchange rate following the referendum had an impact on import prices which, together with rising energy prices, resulted in CPI rising from 0.3% year/year in April 2016 to 2.3% year/year in March 2017 and is forecast to rise further during 2017/18.
7. Following the referendum outcome in June 2016 the Prime Minister, David Cameron, resigned. He was replaced by Theresa May in July 2016. The new prime minister made several significant cabinet changes, including the Chancellor of the Exchequer. The new Chancellor made his first Autumn Statement in November 2016 which included lower economic growth forecasts and a revision of the government's fiscal target; budget surplus deferred until the next parliament and a new target for the net budget deficit of no more than 2% of GDP by the end of the current parliament. This represented a significant change and added an additional £122bn of government borrowing between 2016/17 and 2020/21.
8. The referendum's outcome prompted the Bank of England's decision in August to reduce the base rate to 0.25%, to make further gilt and corporate bond purchases (Quantitative Easing), and to provide cheap funding for banks (Term Funding Scheme) in order to maintain the supply of credit to the economy. These post Brexit vote actions were made to pre-empt a slowdown in the economy but subsequently GDP grew better than expected. The reduction in the base rate has led to further reductions in the rates offered by banks for deposits and available from money market funds.
9. After an initial sharp drop in the second quarter of 2016 equity markets rallied and the FTSE-100 index rose 18% over the year. The Council had some exposure to equity markets, through its investments in the Pyrford Fund and in the first quarter of 2017 in the Fidelity multi asset fund.
9. After the initial Brexit reaction UK Commercial Property values have continued the recovery trend however returns are now being driven by income returns and KCC has exposure to this market through its investment in the CCLA LAMIT Property Fund and the Fidelity fund.

## **LOCAL CONTEXT**

10. At 31 March 2017 the Council had net borrowing of £682.8m arising from its revenue and capital income and expenditure, an increase on 2016 of £7.0m. The Council's current strategy is to maintain borrowing and investments below their underlying levels, known as internal borrowing, in order to reduce risk and keep interest costs low.

## **BORROWING ACTIVITY**

11. At 31 March 2017 KCC held £965.5m of loans, a decrease of £14.1m on 31 March 2016.

12. The Council's chief objective when borrowing has been to strike 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 Council's long-term plans change being a secondary objective.
13. During 2016-17 PWLB loans totalling £32.0m were repaid while a further £17.9m was drawn of the loans agreed specifically to fund improvements to Kent's street lighting under the government's energy efficiency loans programme. At 31 March 2017 the total borrowed for this purpose was £19.4m.
14. 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. The Council's strategy enabled it to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.
15. In June 2016 Barclays Bank advised the Council of their decision to cancel all the embedded options within their standard Lender's Option Borrower's Option (LOBO) loans. This converted the Barclays LOBOs, totalling £281.8m, into fixed rate loans. None of the other lenders exercised their options during the year.
16. The Council is now holding £160m of LOBO 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. £70m of these LOBOs have options in 2017-18.
17. The year-end borrowing position and the year-on-year change are shown in the table below
18. Borrowing Position

	01/04/2016 Balance £m	2016/17 Movement £m	31/3/2017 Balance £m	Average Rate %	Average Life (yrs)
Public Works Loan Board	536.3	-32	504.3	5.7	17.1
Banks (LOBO)	441.8	-281.8	160.0	4.0	43.9
Banks (Fixed Term)	1.5	299.7	301.2	4.2	39.7
<b>Total borrowing</b>	<b>979.6</b>	<b>-14.1</b>	<b>965.5</b>	5.0	28.6

## INVESTMENT ACTIVITY

19. KCC holds significant invested funds, representing income received in advance of expenditure plus balances and reserves. During 2016-17 the Council's average investment balance was £330m. The year-end investment position and the year-on-year change are shown in the table below.

## Investment Position

Investment Counterparty	01/04/2016 Balance £m	2016/17 Movement £m	31/03/2017 Balance £m	Average Rate % / Average Life (yrs)
Banks and building societies	119.0	-50.4	68.6	0.85% / 0.4
Marketable instruments (Covered Bonds)	88.4	5.0	93.4	1.16% / 1.4
Money Market Funds	59.7	-12.4	47.3	0.33% / overnight
Icelandic recoveries outstanding	0.5	0.0	0.5	
Icelandic deposits held in Escrow (incl interest)	3.3	1.2	4.5	
<b>Total Internally Managed Investments</b>	<b>270.9</b>	<b>-56.6</b>	<b>214.3</b>	<b>0.72% / 1.0</b>
Pooled property fund	25.7	-0.3	25.4	4.57% pa
Pooled absolute return fund	5.1	0.0	5.1	9.13% pa
Pooled multi asset fund		25.8	25.8	1.30% pa
Cashplus / short bond fund		10.0	10.0	
Equity	2.1		2.1	
<b>Total Externally Managed Investments</b>	<b>32.9</b>	<b>35.5</b>	<b>68.4</b>	<b>4.30% pa</b>
<b>Total investments</b>	<b>303.8</b>	<b>-21.1</b>	<b>282.7</b>	<b>1.62% pa</b>

20. Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
21. The Council's objective has been maintained by following KCC's counterparty policy as set out in its Treasury Management Strategy Statement for 2016-17.
22. 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.

23. KCC has also used secured investment products in particular covered bonds that provide collateral in the event that the counterparty cannot meet its obligations for repayment.

## **COUNTERPARTY UPDATE**

24. Fitch and Standard & Poor's downgraded the UK's sovereign rating to AA. Fitch, S&P and Moody's have a negative outlook on the UK. Moody's has a negative outlook on those banks and building societies that it perceives to be exposed to a more challenging operating environment arising from the 'leave' outcome.
25. None of the banks on the Authority's lending list failed the stress tests conducted by the European Banking Authority in July and by the Bank of England in November, although Royal Bank of Scotland was one of the weaker banks in both tests. The Council's treasury advisor Arlingclose regularly monitors the banks to determine whether there would be a bail-in of senior investors, such as local authority unsecured investments, in a stressed scenario.
26. During 2016-17 KCC continued to make use of money market funds to support short term liquidity requirements and reduced further the proportion of surplus cash invested in unsecured bank deposits. The total amount invested in covered bonds fell slightly due to maturities while that invested in pooled investment funds increased. KCC also invested in a cashplus fund.
27. At the end of March 2017 some 57% of KCC's cash was invested in covered bonds, investment funds and equity which are not subject to bail in risk.

## **FINANCIAL OUTTURN**

28. The Council's total investment income for the year, including dividends received on the investment funds and equity, was £7.2m, 2.12% on funds held. The above benchmark return primarily reflects:
  - a) Internally managed deposits made at an average of 0.77% compared to the average 7 day LIBID rate during 2016-17 of 0.20%. The higher return in particular reflects the investment in a diversified covered bond portfolio which earned £1.85m during 2016-17; and
  - b) The Council maintained its investment in the CCLA Property Fund, Pyrford Absolute Return Fund and Kent PFI (Holdings) Ltd, and invested £25m in the Fidelity Multi asset Fund in December 2016. Total income received in the year from these investments was £2.76m.
  - c) Interest earned and unrealised exchange gains on the ISK held in Escrow accounts with Icelandic banks totalling £1.2m.
  - d) Dividends received on the equity held in Kent PFI Holding Co Ltd of £468,000

29. Of the original deposits (principal and interest) totalling £51.99m with Icelandic Banks in 2008 only £372,000 remains outstanding from Heritable. £4.5m was held as ISK in escrow accounts with two banks in Iceland and this was paid to KCC in June 2017 following the temporary lifting of capital controls. The total amount recovered by KCC now totals £52.6m
30. Investments as at 31 March 2017 are shown in Appendix 2.

### **COMPLIANCE WITH PRUDENTIAL INDICATORS**

31. The Council confirms that it has complied with its Prudential Indicators for 2016-17, which were set as part of the Council's Treasury Management Strategy Statement. Details can be found in Appendix 1.

### **TREASURY ADVISOR**

32. Following a full tendering process for treasury advisory services Arlingclose were reappointed for a 3 year period from 1 August 2016.

### **RECOMMENDATION**

33. Members are asked to note the report.

**Alison Mings**  
**Treasury and Investments Manager**  
**Ext: 03000 416488**

**2016-17 Prudential Indicators****1. Estimate of Capital Expenditure (excluding PFI)**

	£m
Actuals 2015-16	234.911
Original estimate 2016-17	299.658
Actuals 2016-17	238.519

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

	2015-16 Actual £m	2016-17 Original Estimate £m	2016-17 Actual as at 31 March £m
Capital Financing Requirement	1,348.259	1,335.724	1,362.394
Annual increase/(decrease) in underlying need to borrow	-34.597	-17.266	14.135

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 2015-16	13.90%
Original estimate 2016-17	13.71%
Actual 2016-17	13.41%

**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 2016-17

**Operational boundary for debt relating to KCC assets and activities**

	Prudential Indicator £m	Position as at 31 March 2017 Actual £m
Borrowing	975	927

Other Long Term Liabilities	248	271
<b>Total</b>	<b>1,223</b>	<b>1,198</b>

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

	<b>Prudential Indicator £m</b>	<b>Position as at 31 March 2017 £m</b>
Borrowing	1,015	966
Other Long Term Liabilities	248	271
<b>Total</b>	<b>1,263</b>	<b>1,237</b>

**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 Council.

**Authorised limit for debt relating to KCC assets and activities**

	<b>Prudential Indicator £m</b>	<b>Position as at 31 March 2017 £m</b>
Borrowing	1,015	927
Other long term liabilities	258	271
<b>Total</b>	<b>1,263</b>	<b>1,198</b>

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

	<b>Prudential Indicator £m</b>	<b>Position as at 31 March 2017 £m</b>
Borrowing	1,055	966
Other long term liabilities	248	271
<b>Total</b>	<b>1,303</b>	<b>1,273</b>

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 2016-17

Fixed interest rate exposure	100%
Variable rate exposure	40%

These limits have been complied with in 2016-17.

## 8. Upper limits for maturity structure of borrowings

	Upper limit	Lower limit	As at 31 March 2017
	%	%	%
Under 12 months	10	0	3.51
12 months and within 24 months	10	0	2.35
24 months and within 5 years	15	0	6.64
5 years and within 10 years	15	0	10.30
10 years and within 20 years	20	5	9.18
20 years and within 30 years	20	5	20.19
30 years and within 40 years	25	10	16.64
40 years and within 50 years	30	10	24.41
50 years and within 60 years	30	10	6.78

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

Prudential Indicator	Actual
£m	£m
230	163.4

## Investments as at 31 March 2017

## 1. Internally Managed Investments

## 1.1 Term deposits, Call accounts and Money Market Funds

Instrument Type	Counterparty	Principal Amount	End Date	Interest Rate
Fixed Deposit	Lloyds Bank	£5,000,000	21/08/2017	1.00%
Fixed Deposit	Lloyds Bank	£5,000,000	29/09/2017	1.00%
Fixed Deposit	Lloyds Bank	£5,000,000	24/07/2017	1.05%
Fixed Deposit	Lloyds Bank	£5,000,000	08/08/2017	1.00%
Fixed Deposit	Lloyds Bank	£5,000,000	08/02/2018	0.90%
Fixed Deposit	Lloyds Bank	£5,000,000	05/09/2017	1.00%
	<b>Total Lloyds Group</b>	<b>£30,000,000</b>		
180 Day Call Notice Account	Santander UK	£25,000,000	n/a	0.90%
	<b>Total Santander</b>	<b>£25,000,000</b>		
<b>Total UK Bank Deposits</b>		<b>£55,000,000</b>		
Fixed Deposit	Nationwide Building Society	£3,600,000	19/04/2017	0.42%
Fixed Deposit	Nationwide Building Society	£10,000,000	24/04/2017	0.43%
	<b>Total UK Building Society Deposits</b>	<b>£13,600,000</b>		
Money Market Fund	Aberdeen Sterling Liquidity Fund	£9,991,290	n/a	0.23% (variable)
Money Market Fund	Deutsche Managed Sterling Fund	£4,727	n/a	0.21% (variable)
Money Market Fund	Federated (PR) Short-term GBP Prime Fund	£9,978,939	n/a	0.22% (variable)
Money Market Fund	HSBC Global Liquidity Fund	£8,289,048	n/a	0.22% (variable)
Money Market Fund	Insight Sterling Liquidity Fund	£9,548	n/a	0.21% (variable)
Money Market Fund	LGIM Liquidity Fund	£9,114,106	n/a	0.33% (variable)
Money Market Fund	SSgA GBP Liquidity Fund	£6,138	n/a	0.23% (variable)
Money Market Fund	Standard Life Sterling Liquidity Fund	£9,957,400	n/a	0.26% (variable)
	<b>Total Money Market Funds</b>	<b>£47,351,196</b>		

Instrument Type	Principal Amount
Total Icelandic Recoveries outstanding	£506,554
Total ISK held in Escrow (est GBP)	£4,482,933
<b>Net Icelandic Recoveries outstanding</b>	<b>£4,989,487</b>

## 1.2 Bond Portfolio

Bond Type	Issuer	Adjusted Principal	Net Yield	Maturity Date
Floating Rate Covered Bond	Abbey National Treasury	£2,408,488	0.64%	05/04/2017
Floating Rate Covered Bond	Abbey National Treasury	£1,359,997	0.58%	05/04/2017
Floating Rate Covered Bond	Abbey National Treasury	£3,002,032	0.52%	29/05/2018
Fixed Rate Covered Bond	Bank Of Nova Scotia	£4,984,225	0.88%	14/09/2021
Floating Rate Covered Bond	Barclays Bank	£5,001,542	0.47%	15/09/2017
Floating Rate Covered Bond	Barclays Bank	£3,000,985	0.47%	15/09/2017
Floating Rate Covered Bond	Barclays Bank	£5,001,520	0.52%	12/02/2018
Floating Rate Covered Bond	Barclays Bank	£2,396,603	0.70%	12/02/2018
Fixed Rate Covered Bond	Coventry Building Society	£3,157,053	1.93%	19/04/2018
Fixed Rate Covered Bond	Coventry Building Society	£5,282,513	1.73%	19/04/2018
Fixed Rate Covered Bond	Coventry Building Society	£2,121,260	1.52%	19/04/2018
Floating Rate Covered Bond	Coventry Building Society	£3,006,231	0.57%	17/03/2020
Floating Rate Covered Bond	Leeds Building Society	£2,501,236	0.58%	09/02/2018
Floating Rate Covered Bond	Leeds Building Society	£2,501,255	0.58%	09/02/2018
Fixed Rate Covered Bond	Leeds Building Society	£2,085,960	2.03%	17/12/2018
Fixed Rate Covered Bond	Leeds Building Society	£1,558,096	1.19%	17/12/2018
Fixed Rate Covered Bond	Leeds Building Society	£5,771,641	0.63%	17/12/2018
Floating Rate Covered Bond	Leeds Building Society	£5,000,000	0.77%	01/10/2019
Floating Rate Covered Bond	Lloyds	£3,901,156	0.52%	19/01/2018
Floating Rate Covered Bond	Lloyds	£1,403,435	0.56%	18/07/2019
Fixed Rate Covered Bond	National Australia Bank	£3,003,113	1.10%	10/11/2021
Floating Rate Covered Bond	Nationwide Building Society	£1,899,999	0.56%	17/07/2017
Floating Rate Covered Bond	Nationwide Building Society	£1,000,245	0.51%	17/07/2017
Floating Rate Covered Bond	Nationwide Building Society	£2,100,617	0.50%	17/07/2017
Floating Rate Covered Bond	Nationwide Building Society	£3,429,266	0.53%	27/04/2018

Bond Type	Issuer	Adjusted Principal	Net Yield	Maturity Date
Floating Rate Covered Bond	Nationwide Building Society	£2,147,740	0.64%	27/04/2018
Fixed Rate Covered Bond	Santander UK PLC	£3,615,957	0.65%	14/04/2021
Floating Rate Covered Bond	Toronto Dominion	£5,455,852	0.78%	01/02/2019
Fixed Rate Covered Bond	Yorkshire Building Society	£2,107,752	1.98%	12/04/2018
Fixed Rate Covered Bond	Yorkshire Building Society	£3,187,918	1.55%	12/04/2018
	<b>Total Bonds</b>	<b>£93,393,687</b>		

<b>Total Internally managed investments</b>	<b>£214,334,369</b>
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## 2. Externally Managed Investments

Investment Fund / Equity	Market Value at 31 March 2017	12 months return to 31 March 2017	
		Income	Total
CCLA LAMIT Property Fund	£25,339,954	4.57%	3.01%
Pyrford Global Total Return Fund	£5,111,978	9.13%	8.91%
Fidelity Multi Asset Income Fund	£25,772,296	1.30%	4.39%
Aberdeen Ultra Short Duration Sterling Fund	£10,031,944	-	0.27%
Kent PFI (Holdings) Ltd	£2,135,741		

<b>Total External Investments</b>	<b>£68,391,913</b>
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## 3. Total Investments

<b>Total Investments</b>	<b>£282,726,282</b>
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