



CABINET AGENDA

Monday, 11th December, 2017, at 10.00 am Ask for: **Louise Whitaker**
Darent Room, Sessions House, County Telephone: **Tel: 03000 416824,**
Hall, Maidstone e-mail: **louise.whitaker@kent.gov.uk**

Tea/Coffee will be available 15 minutes before the meeting.

Webcasting Notice

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UNRESTRICTED ITEMS

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

1. Introduction/Webcasting
2. Declaration of Interests by Members in Items on the Agenda for this meeting
3. Minutes of the Meeting held on 30 October 2017 (Pages 3 - 6)
4. Budget Monitoring Report - September 2017 (Pages 7 - 46)
5. Quarterly Performance Report - 2017/18 - Quarter 2 (Pages 47 - 100)
6. Corporate Risk Register - Annual Report (Pages 101 - 144)
7. Update on the Progress in Reporting and Managing Delayed Transfers of Care (DTCOC) (Pages 145 - 158)

John Lynch,
Head of Democratic Services
03000 410466

Friday, 1 December 2017

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 30 October 2017.

PRESENT: Mr M A C Balfour, Miss S J Carey, Mr P B Carter, CBE, Mr M C Dance, Mr R W Gough, Mr P M Hill, OBE, Mr E E C Hotson and Mr P J Oakford

UNRESTRICTED ITEMS**35. Apologies**

(Item 2)

Apologies were received from Mr Gibbens, Cabinet Member for Adult Social Care and Mr Simmonds, Cabinet Member for Finance who were substituted by Mrs Marsh, Deputy Cabinet Member for Social Care and Mrs Crabtree, Deputy Cabinet Member for Finance, respectively.

36. Declarations of Interest

No declarations of interest in items on the agenda were received.

37. Minutes of the Meeting held on 25 September 2017

(Item 4)

The minutes of the previous meeting held on 25 September 2017 were agreed as a correct record and signed by the Chairman accordingly.

38. Budget monitoring - August 2017

(Item 5)

Cabinet received a report providing the budget monitoring position up to 30 August 2017-18 for both revenue and capital budgets, including an update on key activity data for our highest risk budgets.

Mrs Crabtree, Deputy Cabinet Member for Finance introduced the report for members she reported that the overall net projected revenue variance as reported by budget managers was a pressure of £13.617m. Corporate Directors had adjusted this position by -£2.391m, leaving a residual pressure of £11.226m. It was imperative that the budget was balanced this year in light of the increasing pressures that would be evident in the next two financial years.

The report set out the pressures experienced by each Directorate and the Deputy Cabinet Member ran through the headlines for members as follows:

- i. Adult Social Care and Health reported pressures of £4.6million predominantly as a result of movement in Direct Payments for adults with learning and / or physical disabilities and older people; and increased costs of nursing and

residential care across all client groups. Early reductions had been promised by Directors and it was hoped that the additional £21.6million recently identified by Government for these services would ease some of the pressure currently being experienced.

- ii. Children's, Young People and Education reported a predicted overspend of £2.5million which included pressures in the areas of educational services, specialist children's services and unaccompanied asylum seeking children. In relation to the latter, Mrs Crabtree reported that another meeting with government was scheduled to consider the matter and it was hoped that a solution would be agreed shortly.
- iii. Growth, Environment and Transport reported a smaller overspend of £500k and were confident that this would balance by year end.
- iv. Finance reported an underspend of £1.4million

Mrs Crabtree continued and reported that the Capital Budget showed a variance £26.8million of which £20.7million was rephasing and £6m was real variance.

Andy Wood, Corporate Director for Finance, spoke to the item, he reported that he was confident that the budget would balance by year-end for the reasons report set out in the report and that, therefore, measures to stop key expenditure, such as a moratorium, would not be imposed. Such measures, he explained created a risk to next year's budget that was disproportionate to the risk of overspending in this year and it was a better strategy to continue with the stringent day to day controls that each Directorate already had in place. He echoed Mrs Crabtree's hope that a successful solution to the overspend in the area of asylum could be brokered at the meeting between the Leader and the Minister of State for Immigration the Rt Hon Brandon Lewis.

In conclusion Mr Wood reported that he had seen the most recent budget monitoring figures before the meeting and the direction of travel was positive.

The matter was opened for debate and the following comments were made and responses given to questions raised:

- i. That the Asylum overspend was currently reported at £3.9million. Further funding was included within the budget and the total cost for asylum was approximately £4.8million. The leader reminded members that this overspend was a significant portion of the council's total predicted overspend.
- ii. That the trajectory of the budget was similar to last year which resulted in a final £600k underspend. This was a fine margin on a £900million and could easily be a £600k overspend this year.
- iii. That the pressure on the budget was related to increased or unexpected demand on services and statutory duties.
- iv. That contingency in the budget for a 'hard' winter and the subsequent impact on roads would be held over in the event that weather conditions were good to clear weeds from the road in the following year.

The Leader concluded that it was positive that management action was seeking to address overspends in order to produce a balanced budget and should the outcome of the meeting with the Minister responsible for asylum be positive he was confident that the budget would balance at year end.

It was RESOLVED that:

CABINET Revenue and Capital Budget Monitoring Report August 2017- 2018	
1.	That the changes to the capital programme as detailed in section 5.4 of the report be AGREED
2.	That the forecast revenue budget monitoring position for 2017-18 and capital budget monitoring position for 2017-18 to 2019-20, and the need to eliminate the forecast pressure on the revenue budget as the year progresses be NOTED.
ALTERNATIVE OPTIONS CONSIDERED	None.
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

39. MOTION TO EXCLUDE THE PRESS AND PUBLIC

It was RESOLVED That, under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

40. Education Services Company - Update (Item 6)

Public minute of exempt item

Cabinet received a report providing an update on progress to implement the proposals for an Education Services Company, following the key decision taken by Cabinet on 27 March 2017 to proceed with that implementation.

Mr Gough, Cabinet Member for Children, Young People and Education, introduced the report for members and reported that good progress had been made in recent months toward establishing and launching the Education Services Company in April 2018, with a number of key implementation workstreams also progressed.

He referred to new information regarding costs and benefits of the model agreed in March 2017 by Cabinet that was now available following the work completed to date and asked Cabinet to consider it.

Following consideration of the matter and comments and questions from members it was agreed that the original decision to implement the Traded Services Company in April 2018 should be considered further and reconfirmed or amended in light of the new information.

It was RESOLVED:

That further consideration of the new information and proposed start date for the company be undertaken and a new decision be taken to confirm or amend the original.

[A Cabinet Member decision will be taken by Mr Gough in the near future]

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

To: **CABINET – 11 December 2017**

Subject: **REVENUE & CAPITAL BUDGET MONITORING – SEPTEMBER 2017-18**

Classification: Unrestricted

1. SUMMARY

- 1.1 This report provides the budget monitoring position up to 30 September 2017-18 for both revenue and capital budgets, including an update on key activity data for our highest risk budgets.
- 1.2 The format of this report is:
- This covering summary report which provides a high level financial summary and highlights only the most significant issues, as determined by Corporate Directors.
 - Appendix 1 – a high level breakdown of the directorate monitoring positions;
 - Appendix 2 – activity information for our highest risk budgets;
 - Appendix 3 – details of the Asylum service forecast and key activity information including grant rates compared to actual forecast unit costs;
 - Appendix 4 – details of the movement in Reserves;
- 1.3 Cabinet is asked to note the forecast revenue and capital monitoring position. In the light of further government funding reductions in the short to medium term, it is essential that a balanced revenue position is achieved in 2017-18, as any residual pressures rolled forward into 2018-19 will only compound an already extremely challenging 2018-19 budget position. This forecast revenue pressure of £8.330m (after Corporate Director adjustments) is still very concerning and needs to be managed down to at least a balanced position.
- 1.4 The forecast revenue pressure (before Corporate Director adjustments) is £13.785m, which is a slight increase of +£0.168m from the previous reported position. The predominant reasons for the increase are due to Education and Young People, Specialist Children's Services and Adult Social Care and Health. The Corporate Director adjustments totalling -£5.455m have brought the forecast position down to £8.330m.
- 1.5 It is encouraging that the revenue forecast position (after Corporate Director adjustments) has reduced by -£2.896m. However, these Corporate Director adjustments need to be realised and the remaining pressure managed down to a balanced position.
- 1.6 There is a reported variance of -£31.691m on the 2017-18 capital budget (excluding schools and PFI). This is a movement of -£4.883m from the previous month.

2. RECOMMENDATIONS

Cabinet is asked to:

- i) **Note** the forecast revenue budget monitoring position for 2017-18 and capital budget monitoring position for 2017-18 to 2019-20, and that the forecast pressure on the revenue budget needs to be eliminated as we progress through the year.
- ii) **Agree** the changes to the capital programme as detailed in section 5.4.

3. SUMMARISED REVENUE MONITORING POSITION

- 3.1 Overall the net projected revenue variance for the Council after Corporate Directors adjustments is £8.330m. Details of the Corporate Director adjustments are provided below in sections 3.4. The main reasons for the movement this month are provided in section 3.3 below.

Currently there have been no requests for roll forwards. However, it is highly likely that there will be some slippage on the spending of the Adult Social Care Sustainability budget. All of any identified slippage/re-phasing will need to be rolled forward into next year, so will not affect the bottom line forecast variance shown in table 1. The position by directorate, together with the movement from the last report, is shown in table 1 below.

3.2 Table 1: Directorate revenue position

Directorate	Budget	Net Forecast Variance *	Corporate Director adjustment	Revised Net Variance	Last Reported position	Movement
	£m	£m	£m	£m	£m	£m
Children, Young People & Education - Education & Young People	58.792	2.753	-1.361	1.392	2.495	-1.103
Children, Young People & Education - Specialist Children's Services	112.732	2.685	-0.440	2.245	1.698	0.548
Children, Young People & Education - Asylum	0.550	4.109	-0.150	3.959	3.914	0.045
<i>Sub Total Children, Young People & Education</i>	<i>172.074</i>	<i>9.548</i>	<i>-1.951</i>	<i>7.597</i>	<i>8.107</i>	<i>-0.511</i>
Adult Social Care & Health - Disabled Children Services	20.754	0.220		0.220	0.679	-0.460
Adult Social Care & Health - Adults	396.298	4.410	-3.168	1.242	3.036	-1.793
<i>Sub Total Adult Social Care & Health</i>	<i>417.052</i>	<i>4.630</i>	<i>-3.168</i>	<i>1.462</i>	<i>3.715</i>	<i>-2.253</i>
Growth, Environment & Transport	166.756	0.629	-0.336	0.293	0.561	-0.268
Strategic & Corporate Services - Excluding Public Health	71.175	0.497		0.497	0.297	0.199
Strategic & Corporate Services - Public Health	-0.011	0.000		0.000	0.000	0.000
<i>Sub Total Strategic & Corporate Services</i>	<i>71.163</i>	<i>0.497</i>	<i>0.000</i>	<i>0.497</i>	<i>0.297</i>	<i>0.199</i>
Financing Items	111.009	-1.518		-1.518	-1.455	-0.063
TOTAL (excl Schools)	938.054	13.785	-5.455	8.330	11.226	-2.896
<i>Schools (CYP&E Directorate)</i>	<i>0.000</i>	<i>15.544</i>		<i>15.544</i>	<i>15.425</i>	<i>0.119</i>
TOTAL	938.054	29.329	-5.455	23.874	26.651	-2.778

Variance from above (excl schools)					8.330	11.226	-2.896
Roll forwards	- committed				0.000		0.000
	- re-phased				0.000		0.000
	- bids				0.000		0.000
Total roll forward requirements					0.000	0.000	0.000
(-ve Uncommitted balance / (+ve) Deficit					8.330	11.226	-2.896

* the variances reflected in appendix 1 & 2 will feature in this column

3.3 The main reasons for the movement of -£2.896m (after Corporate Director adjustments) since the last report are:

3.3.1 Children, Young People and Education – Education & Young People’s Services:

The movement in the forecast variance (excluding schools and before roll forward requirements but after Corporate Director adjustments) shows a decrease of -£1.103m since the August monitoring position. A pressure on school transport services is offset by the Corporate Director adjustment reflecting the following:

- The receipt of the School Improvement Monitoring & Brokering Grant recently confirmed by the Department of Education of -£0.716m;
- The delays in the full implementation of the Health & Wellbeing Contract by the provider leading to a one-off underspend of -£0.245m against Early Help & Prevention for Children and Families;
- The expectation there will be a general reduction in forecast over the coming months of an additional -£0.400m, in part this will be from efficiency savings within Adult Education and additional income from EduKent Services.

3.3.2 Children, Young People and Education – Specialist Children’s Services:

The current forecast variance represents an increase of +£0.48m (after the Corporate Director adjustment) since the August report. The Corporate Director adjustment has been made to reflect more up to date information received after the submission of manager forecasts. The movement from the August report is due to various movements across services, the most significant being an increase in the Children’s Assessment Staffing forecast, as a result of additional area staffing to meet current demand.

3.3.3 Children, Young People and Education – Asylum Services:

The current forecast variance represents an increase of +£0.045m since the August report. Placement costs for care leavers have been higher than expected. Work is ongoing to reduce the costs of the 18+ service and a Corporate Director adjustment of -£0.150m has been made to reflect the anticipated outcome of this work.

3.3.4 Adult Social Care and Health

The overall movement for the Directorate since the August monitoring round is -£2.253m (after the Corporate Director Adjustment); -£1.793m of which relates to ‘Adult Health & Social Care – Adults’ and -£0.460m of which relates to ‘Adult Health & Social Care – Disabled Children Services (0-18)’. Paragraphs 3.35 to 3.3.6 below provide a detailed explanation of the movement.

3.3.5 Adult Social Care and Health – Disabled Children Services:

The pressure on Disabled Children Service has reduced by -£0.460m since the August exception report, as a result of a reduction in residential care placements and the staffing forecast following a review.

3.3.6 Adult Social Care and Health – Adults:

The pressure on 'Adults Social Care – Adults' has decreased since August by -£1.793m. This includes Corporate Director adjustments of -£3.168m to reflect updates received after the submission of forecasts by managers.

The main movements in the variance relate to: an overall net increase in Nursing and Residential Care across all client groups of +£0.909m; an increase in Assessment Services – Adults Social Care Staffing of +£0.589m; an increase in the forecast for Social Support – Carers – Commissioned service of +£0.209m and an increase in Supported Living - Physical Disability (aged 18-64) - Commissioned service of +£0.199m. This is offset by: a reduction within Other Adult Services of -£1.782m which is mainly due to Corporate Director adjustments for a £1.3m one off use of reserves to offset unachievable transformation savings and a £0.5m slippage on the use of sustainability funding; an increase in Non-residential Charging Income across all client groups of -£0.419m; a reduction in the forecast for Domiciliary Care – Older People and Physical Disability of -£0.674m; a reduction in the forecast for social support – information & early intervention of -£0.195m; a reduction in Day Care forecasts across all client groups of -£0.276m; and a reduction in the forecast for Social Support – Social Isolation of -£0.106m.

3.3.7 Growth, Environment and Transport:

The current forecast outturn is a +£0.293m pressure after the Corporate Director Adjustment of -£0.336m set out below; this is an improvement of -£0.268m since last month.

There has been a reduction in Other Highways Maintenance & Management of -£0.265m primarily resulting from increases in income from developers, street works and the Kent Permit scheme along with other small movements.

Public Protection and Enforcement budgets have also reduced by -£0.200m, primarily due to the Medical Examiner service not being introduced in line with the initial time frame. This means that the majority of this budget will be unspent this year.

Increases in Waste recycling costs, primarily through additional composted waste, have added +£0.187m to the forecast. The Corporate Director adjustment -£0.336m has reduced by +£0.064m as a number of the management actions are now included in the forecast position, with new actions identified. Other small movements make up the remaining movement of -£0.054m.

3.3.8 Strategic and Corporate Services:

The overall forecast has increased by +£0.199m since the August monitoring report. This is due to an increase of +£0.2m in the corporate aspirational savings target for Asset Utilisation. The Directorate controllable budgets have an increase of +£0.1m within Corporate Landlord costs, which is off-set by a decrease of

-£0.1m in Strategic Commissioning arising from an increase in staffing vacancies being held pending a restructure.

3.3.9 Financing Items

There is a £0.063 increase in the underspend this month. This is due to a slight increase in the level of contribution from Commercial Services.

3.4 Revenue budget monitoring headlines (please refer to Appendix 1)

3.4.1 Children, Young People and Education – Education & Young People’s Services:

3.4.1.1 The forecast variance of +£1.4m after the Corporate Director adjustment (excluding schools and before roll forward requirements) is made up of a number of service lines, the most significant are as follows:

3.4.1.2 There is a forecast underspend of -£0.7m on Early Help & Prevention for Children and Families. An underspend on externally commissioned services -£0.7m due to delays in the start of a new Health and Wellbeing contracts along with higher than expected troubled families grant.

3.4.1.3 There is a forecast pressure of +£0.6m within Early Years Education & Childcare which predominately relates to a shortfall on their general service income target. The EY&C unit are aiming to generate income from private, voluntary and independent nurseries through their Threads to Success scheme. It is hoped that a review of the product pricing will lead to increased demand and an increase in income generation. It is our intention to take action to reduce costs if this increased demand is not forthcoming.

3.4.1.4 There is a forecast underspend of -£0.4m on Other Services for Young People & School Related Services, the most significant variances being:

- +£0.2m ISSK pressure. The target saving of £0.2m is yet to be secured against this service and will depend on the outcome of the recent consultation on the restructure of this service, current vacancies are helping to deliver this saving but this is offset by an expected shortfall income from schools based on current activity.
- -£0.3m underspend on School Improvement Service. There is an expected shortfall against the income targets of approximately +£0.8m based on current trends, however this is offset by a greater levels of savings from the restructure than originally expected and the receipt of an additional grant from the Department of Education.

The balance of -£0.3m is formed from a number of small underspends across other services due to overachievement of their income targets and current staffing vacancies.

3.4.1.5 There is a forecast pressure of +£1.0m on Other Schools’ Related costs. +£0.6m of this relates to revenue maintenance costs that are in excess of the grant funding available. These costs, which are administered by colleagues within GEN2 on behalf of the Directorate, cover both planned maintenance agreements and subsequent resultant work and fall under the TFM contracts. The Directorate is also considering options for introducing greater controls to prevent future pressure on this budget. The balance of +£0.3m is mainly due to the expectation that the higher than budgeted demand from schools for the payment of excepted items (such as maternity leave) will continue for the remainder of the financial year.

- 3.4.1.6 Initial indications based on early September pupil numbers suggest there will be a forecast pressure of +£0.3m across Pupil & Student Transport Services. A pressure on Special Education Needs Transport of +£0.9m resulting from higher than expected pupil numbers and cost of journeys; along with +£0.2m pressure on home to college transport is been partially offset by -£0.8m underspend on mainstream home to school transport due to lower pupil numbers. This is an initial forecast and next month we will be in a position to provide an updated position based on final September pupil numbers.
- 3.4.1.7 The Youth and Offending Services is forecasting a +£0.1m pressure which is formed from -£0.2m underspend on the commissioning of external youth services following recent retender exercise offset by +£0.3m shortfall in income generated from outdoor education facilities.
- 3.4.1.8 There is a forecast pressure of +£0.1m on Adult Education and Employment Services for Vulnerable Adults. The pressure on Community, Learning & Skills (CLS) resulting from no longer being the training provider of choice for Business Administration apprenticeships for internal KCC apprentices, is expected to be offset other management action within the service.
- 3.4.1.9 Finally, there is a forecast pressure of +£0.7m on CYPE Management & Support Services, this is formed from a number of distinct variances, the most significant being:
- +£0.6m pressure relating to EduKent Services. EduKent provide the single point of contact for all traded services with schools and academies and have in the past been funded from the DSG reserve. This is no longer possible and other options are being investigated to provide a long term solution to the funding of this unit. EduKent has funded the billing admin costs for other KCC school traded services such as Invicta Law, GEN2 and Schools Personnel Services (SPS) & Education Information Systems (EIS) within the Business Services Centre. These costs will have to be allocated to the other KCC companies. At present all these costs are held within CYPE Directorate.
 - +£0.4m pressure resulting from former CYPE directorates share of savings for both spans and layers and tactical procurement. At this stage the directorate is exploring ways in which these savings could be realised.
 - -£0.5m underspend on Education Pension costs based on current activity.

The balance of +£0.1m is formed from a number of smaller compensating variances.

3.4.2 Children, Young People and Education – Specialist Children’s Services

- 3.4.2.1 The overall forecast position for Specialist Children’s Services (excluding Asylum) is a pressure of +£2.2m after the Corporate Director adjustment.
- 3.4.2.2 Within Children’s Assessment Staffing, a net +£1.6m pressure is forecast as the service continues to have a number of vacant posts filled by agency workers along with some additional supernumerary agency workers above establishment to cope with a post Ofsted rise in workload demand. This increased number of referrals has also led to a pressure on the Central Referral Unit. Although the service is currently striving to manage demand within their existing resource, there remains a risk that the forecast could rise further in future months, if the increase demand continues and longer term social work support is required.

- 3.4.2.3 The pressure on Family Support & Other Children Services +£0.5m is mainly due to the ongoing pressure on Care Leaver Services from 2016-17 of +£0.2m, along with increased spend on Safeguarding Children +£0.1m, Commissioned services +£0.1m and Section 17 +£0.1m.
- 3.4.2.4 A pressure of +£0.2m the Adoption & Other Permanent Children's Arrangements service is formed from a number of compensating variances: a pressure of +£0.4m arising from the current number of Special Guardianship Orders is partially offset by an underspend of -£0.2m due to a reduction in the number of adoption payments, along with the estimated impact of the new financial mean-testing process of -£0.1m. A further pressure of +£0.1m has resulted from the need to secure adoption placements from other local authorities/voluntary organisations where Kent's pool of adopters are not suitable.
- 3.4.2.5 There is also a pressure of +£0.1m on management support services mainly resulting from Specialist Children's Services share of savings (both spans and layers and tactical procurement) that were initially parked and have recently been allocated to services. There are no immediate plans to deliver this saving this year therefore a pressure is being reported.
- 3.4.2.6 There is a minor variance for Children in Care (looked after) services -£0.1m but this is formed from a number of compensating variances across the various services including; fostering arising from the recent increase in the number of independent fostering placements of +£0.5m; in-house fostering placements -£0.3m and supported accommodation for 16-17 year olds -£0.3m.
- 3.4.3 Children, Young People and Education – Specialist Children's Services – Asylum
- 3.4.3.1 The current predicted pressure on the Asylum Service is £4.0m. This assumes the 2017-18 Unaccompanied Asylum Seeker Children (UASC) and Care Leavers grant rates will remain the same as in 2016-17, as recently confirmed by the Home Office.
- 3.4.3.2 This position therefore assumes that we will have a shortfall on eligible UASC's (aged under 18) of approximately +£0.5m, Care Leavers (aged 18+) of +£2.3m, and ineligible costs of +£0.3m, the remaining +£0.9m pressure relates to the hosting of the reception centre and duty process for the National Transfer Scheme (NTS).
- 3.4.3.3 The forecast pressure on the Asylum Service for 2017-18 is greater than 2016-17 due to the age of the children being supported. The UASC grant rate paid by the Home Office reduces once the child turns 16 years old therefore leading to an increasing pressure as the child gets older if the cost of support is not reduced, which is not always possible for the current UASC. Most of the current UASC (irrespective of age) are in higher cost placements due to the fact that they arrived before the age of 16, so had to be placed in fostering placements, which is where they have chosen to remain. In addition, fostering placements made from 2015 onwards were with independent fostering providers with the higher costs that this entails and that attempts to move any individual who is settled in this placement is likely to result in legal challenge. However, where possible, UASC are being moved to lower cost supported lodging placements when turning 16 and this is reflected in a reduction in costs for this month's forecast.
- 3.4.3.4 The shortfall in the grant rate to support Care Leavers is not dissimilar to previous years, but the overall pressure is greater due to higher numbers of young people.

However, it is anticipated the overall pressure on Care Leavers should reduce in future months as the Home Office have, as promised, now processed the 100+ outstanding claims on the 18+ UASC care leavers. Going forward this will have a positive impact as it will reduce the number of cases where we have to fully fund accommodation costs and subsistence. Work is progressing to ensure care leavers are applying for both job seekers allowance and housing benefit where eligible to do so and the forecast has been updated in anticipation of the resulting cost reductions.

3.4.3.5 As we have no agreement on the funding of the hosting of the NTS and reception centre, we can only assume at this stage that we will receive the daily grant rate for those young people we are supporting for a few weeks leading up to their dispersal.

3.4.3.6 Discussions are ongoing with the Home Office regarding Kent's financial position and a meeting took place with the Minister at the end of October to discuss the challenges Kent face. We await the outcome of that meeting.

3.4.4 Adult Social Care and Health

3.4.4.1 The overall forecast variance for the Directorate is an overspend of £4.6m; £4.4m of which relates to 'Adult Health & Social Care – Adults' and +£0.2m of which relates to 'Adult Health & Social Care – Disabled Children Services (0-18)'. A Corporate Director adjustment of -£3.2m against 'Adult Health & Social Care – Adults' has been proposed, which would take the Directorate overspend down to £1.4m (£1.2m relating to Adults and £0.2m relating to Disabled Children Services).

3.4.5 Adult Social Care and Health – Disabled Children Services

3.4.5.1 Disabled Children Services are forecasting a net pressure of +£0.2m, the most significant variances being:

- The +£0.8m variance for Children in Care (looked after) services is due to a pressure on residential care commissioned from external providers of +£1.1m offset by underspends on fostering services of -£0.2m and -£0.1m in-house residential respite services.
- The -£0.5m variance for Family Support & Other Children Services is mainly due to underspends on both direct payments of -£0.2m and day care services of -£0.1m, along with minor other variances on Commissioning and Section 17.
- The +£0.1m pressure on assessment staffing resulting from the service being fully recruited with no expected vacancies at this time, partially offset by underspends on the sensory of -£0.1m and equipment services of -£0.1m.

3.4.6 Adult Social Care and Health – Adults

3.4.6.1 The forecast variance for 'Adult Health & Social Care – Adults' is +£4.4m, however a Corporate Director adjustment of -£3.2m is proposed, which takes the forecast variance to +£1.2m. The Corporate Director adjustment comprises:

- -£0.8m – Adjustment to assumptions on future activity trend's on Older People's residential and community services.
- -£1.3m one-off use of reserves to offset unachievable transformation savings
- -£0.5m slippage on use of sustainability funding.
- -£0.4m inclusion of War Pensions Disregard funding to offset reduced income.

- -£0.2m lower than anticipated spend relating to a number of projects with voluntary.
- -£0.1m additional use of reserves to cover additional one-off management support costs.

It is hoped that as the year progresses the impact of Adult Social Care allocation and its investment will reduce the remaining variance further. In addition, the forecast still assumes that unreleased Winter Pressures money will be fully spent during the winter months.

- 3.4.6.2 Within the overall variance of +£4.4m there are pressures of +£7.7m resulting from direct provision of services to clients across adult social care, and a forecast underspend of -£3.4m against adult and older people preventative and other services. There is also a pressure on staffing and management and support services of +£0.1m.

This overspend position reflects activity data to date in the 2017-18 financial year and we will continue to refine the forecast alongside activity trends over the coming months.

- 3.4.6.5 Learning Disability services are forecasting a net pressure of +£1.6m, which includes a number of offsetting variances. The most significant variances relate to:

- Nursing & Residential Care - Learning Disability (aged 18+) +£1.8m pressure (more information is provided in appendix 2.1).
- Supported Living - Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements +£1.1m pressure (more information is provided in appendix 2.2).
- Supported Living - Learning Disability (aged 18+) - Shared Lives Scheme -£1.1m underspend, this is due to activity being less than budgeted.
- Supported Living - Learning Disability (aged 18+) - In house service -£0.1m underspend.
- Direct Payments - Learning Disability (aged 18+) +£0.1m pressure (more information is provided in appendix 2.3).
- Day Care – Learning Disability (aged 18+) – Commissioned service -£0.3m.
- Domiciliary Care – Learning Disability (aged 18+) +£0.1m pressure.

- 3.4.6.6 Mental Health services are forecasting a net pressure of +£1.9m, which comprises of a number of offsetting variances. The most significant of which relate to:

- Supported Living - Mental Health (aged 18+) - Commissioned service underspend of -£0.3m which is due to -£0.6m relating to delays in commencing the Your Life Your Home scheme, reflecting £0.4m of red rated savings when netted against increase on Residential Care and +£0.3m which is due to activity being higher than budgeted.
- Nursing & Residential Care - Mental Health (aged 18+) +£2.3m. This variance is predominantly due to +£1.0m relating to delays in commencing the Your Life Your Home, reflecting £0.4m of red savings when netted against reduction on Supported Living and +£1.3m which is due to activity being higher than budgeted.

3.4.6.7 Older People and Physical Disability services are forecasting a net pressure of +£4.2m, which includes a number of offsetting variances. The most significant variances relate to:

- Nursing and residential care +£5.0m pressure which includes +£3.4m relating to Older People Commissioned Residential services (more information is provided in appendix 2.4), +£1.6m relating to Older People Nursing (more information is provided in appendix 2.5), +£0.1m relating to Older People In-house Residential services and -£0.1m relating to Physical Disability Nursing and Residential care services.
- There is a forecast over recovery of non-residential charging income of -£1.6m, based on the year-to-date income received, which is linked to services on the following community service lines: Domiciliary care services +£0.8m pressure of which +£0.2m relates to Older People Commissioned Services and links with appendix 2.6, Supported Living +£0.6m and Day Care -£0.4m.

The Older People and Physical Disability forecast assumes that some funding is set aside for the remaining winter pressures. If there is no increased spend as a result of winter then this funding will be available to offset other pressures.

3.4.6.8 Within 'Adult & Older People Preventative & Other Services' there is a forecast net variance of -£3.4m, comprising a number of offsetting variances. Because of slippage on some of the transformation savings, at this stage it is felt prudent to reflect +£1.7m as a pressure. However, Corporate Director Adjustments detailed at the start of this section are intended to offset this. A further pressure of +£0.7m relates to slippage on Housing Related Support savings. In addition, there is a further variance of +£0.2m on Other Adult Services, relating to tiers and spans saving across the authority of +£0.2m and other savings of +£0.2m that are both not forecast to be achieved, this is offset -£0.2m underspend on meals. These pressures are offset by: forecast underspends of -£1.6m in social support services, such as those for carers (in-house and commissioned), information & early intervention and social isolation; -£1.5m underspend on equipment against the adaptive & assistive technology budget; -£2.4m variance on centrally held funds including sustainability funding to cover costs already recognised in the forecast position and -£0.2m for the Social Fund.

3.4.8 Growth, Environment and Transport

3.4.8.1 The overall position for the Directorate, before Corporate Director Adjustments, is a forecast pressure of +£0.6m (+£1.0m last month), with forecast pressures of +£1.0m being partially offset by forecast underspends of -£0.4m.

3.4.8.2 The main pressures previously reported to Cabinet remain: General Highways Maintenance & Emergency Response, Other Highways Maintenance & Management and GET Management & Support Services budgets are showing +£0.2m, +£0.4m and +£0.4m respectively. Within the latter is a +£0.3m pressure arising from Streetlight Energy. In addition there continues to be a pressure resulting from an increased levy on all Driver Diversion courses from 1st September 2017 and a significant forecast reduction in the number of course attendees against budget; this is currently +£0.3m. The forecast pressure against the GE&T Management & Support Services budget is due to the impact of staffing and procurement savings that have yet to be fully implemented.

- 3.4.8.3 Public Protection and Enforcement is now forecasting a net underspend of -£0.030m as the -£0.200m underspend against Medical Examiners more than offsets the previously reported pressures
- 3.4.8.4 Waste is forecasting an overall underspend of -£0.1m, comprising the following: Treatment and Disposal of Residual Waste is forecasting a small pressure +£0.1m with a price pressure being offset by additional trade waste income (as can be seen in Appendix 2.14) and savings from redirecting Waste Treatment Final Disposal contracts into Waste to Energy at a cheaper rate. Waste Processing is forecasting an underspend of -£0.1m. Savings within the soil and hard-core budget and Materials Recycling Facilities budgets are partly offset by increased composting and reduced income (see Appendix 2.15).
- 3.4.8.5 All other GET budgets are forecasting a combined underspend of -£0.2m, of which -£0.1m relates to Subsidised Bus Services
- 3.4.8.6 Although the financial position continues to improve a forecast pressure remains and so a Corporate Director adjustment of -£0.3m has been included; this reduces the forecast pressure of +£0.6m down to +£0.3m. Further management action, currently being identified, will be reflected through the monitoring report in subsequent months, with a view to achieving a balanced position overall by the end of the year
- 3.4.9 Strategic and Corporate Services – Public Health
- 3.4.9.1 It should be noted that this is the first month that the Public Health Division is being reported within the Strategic & Corporate Services Directorate, reporting to the Strategic Commissioner. Public Health was formerly reported within Adult Social Care & Health. Public Health is currently a ring-fenced grant and that any variance throughout the year and at the end of the financial year, is moved to a reserve. There is therefore no impact on the overall Directorate variance.
- 3.4.10 Strategic and Corporate Services
- 3.4.10.1 The overall variance reflected in appendix 1 against the directorate is an overspend of +£0.5m which is made up of a break even position for the S&CS Directorate itself, increased by +£0.5m relating to the corporate aspirational savings target for Asset Utilisation, held within the Corporate Landlord budgets, the delivery of which depends on operational service requirements and Member decisions regarding the exiting of buildings. It should be noted that this in-year overspend is due to the delayed implementation of some plans, resulting in the £0.5m delivery slipping to 2018-19. Work is now on-going on the 2018-19 savings target of an additional -£0.65m saving which, to be deliverable from 1st April 2018, requires early identification of plans.
- 3.4.10.2 The directorate break even position includes variances of +£0.2m for the Contact Centre & Digital Web Services budget set in 2015 using a transformation plan suggested by Agilisys, predicting that the number of calls and average call duration would fall significantly. Although the call volumes and times have reduced, this is not in line with the original budgeted plan, hence resulting in a budget pressure. The commissioners of this service, together with Agilisys, are working with directorate services to get these figures reduced further; -£0.2m on Engagement, Organisation Design & Development relating primarily to staffing vacancies; -£0.1m for Finance arising from lower salary costs following a major restructure; -£0.3m for Strategic Commissioning due to staffing vacancies being held vacant pending restructure; +£0.4m Infrastructure controllable budgets, arising mostly from

backdated Kier costs and minor variances across all areas of Property and ICT commissioning budgets.

3.4.11 Financing Items

The Financing Items budgets are currently forecast to underspend by £1.5m, which is due to:

- 3.4.11.1 Additional Government funding compared to our assumptions at the time of setting the budget, together with additional retained business rates relief relating to Dover Enterprise Zone for 2015-16 and 2016-17, result in a forecast underspend of £0.8m.
- 3.4.11.2 The Cabinet decision in June not to make the budgeted £3.9m contribution to General Reserves in light of our reduced level of risk following our success in delivering an underspend in 2016-17, and the announcement in the Chancellor's Spring Budget of the additional social care funding. Instead £3m is being spent on pothole repairs and the remaining £0.9m is declared as an underspend to go towards offsetting the pressures reported elsewhere in this report.
- 3.4.11.3 A £1.9m decrease partly due to a deferment of Minimum Revenue Provision (MRP) and partly due to re-phasing of the 2016-17 capital programme, resulting in fewer assets becoming operational last year. As we have adopted the asset life method of calculating MRP, MRP does not become payable until assets become operational, therefore resulting in an "MRP holiday" this year. We would usually transfer this to reserves to cover the potential impact in future years but in light of the forecast outturn position of the authority; this has been released to offset the current pressures.
- 3.4.11.4 A £0.1m underspend on Carbon Reduction Commitment reflecting finalisation of our carbon emissions for 2016-17 and our estimated carbon emissions for the current year.
- 3.4.11.5 However, these underspends are partially offset by the following:
- A forecast shortfall of £1.7m in the contribution from Commercial Services, £1m of which reflects trading conditions in the Education supplies business, Recruitment business and Landscapes business. In particular the Education (KCS) and Recruitment businesses have been significantly impacted by cuts in spend from its predominantly public sector customer base. The Education (KCS) business however is still forecasting a contribution 10% greater than previous year, despite the deterioration in the market of between 8-10%, due to efficiencies being delivered. The overall £1m down grade is in line with the demand risks highlighted at budget setting stage. £0.7m of the contribution was to be met from a drawdown of Commercial Services reserves it was agreed by the Shareholder Board in July 2017 that this was no longer sustainable for the CS group and this contribution has been removed for 2017-18; and
 - £0.5m unallocated saving relating to the anticipated amalgamation of business support in the old SCHW directorate is unachievable in the current year following the decision to create the new Strategic Commissioning Division within S&CS directorate. Some of the services that were due to be amalgamated are now in different directorates. However, it is expected that savings will be delivered from the creation of the new Strategic Commissioning Division but these will not be realised until 2018-19.

3.5 Schools delegated budgets:

The schools delegated budget reserves are currently forecast to end the financial year in surplus by £12.8m, compared to £28.3m at the start of the financial year. This is made up of a forecast surplus of £32.4m on individual maintained school balances, and a deficit on the central schools reserve of £19.6m. The table below provides the detailed movements on each reserve:

	Individual School Reserves (£m)	Central Schools Reserve (£m)	Total School Reserves (£m)
Balance b fwd	30.171	(1.830)	28.340
Forecast movement in reserves:			
Academy conversions and closing school deficits	2.230	(4.580)	(2.350)
Contribution to schools broadband		(1.000)	(1.000)
School Growth		(1.000)	(1.000)
High Needs (Mainstream & Independent)		(8.700)	(8.700)
Various		(0.569)	(0.569)
Overspend on Central DSG budgets		(1.925)	(1.925)
Forecast reserve balance	32.400	(19.604)	12.797

Note: a negative figure indicates a draw down from reserves/deficit

The schools delegated budget is currently showing pressure of £15.544m which is the sum of the figures highlighted above.

3.6 Table 2: Performance of our wholly owned companies

Dividends/Contributions (£m)	Budget	Forecast	From trading surplus	from reserves
Commercial Services	6.800	5.063	5.063	
GEN2	0.620	0.620	0.620	
Invicta Law	1.057	1.057	1.057	

4. REVENUE BUDGET VIREMENTS/CHANGES TO BUDGETS

- 4.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered “technical adjustments” i.e. where there is no change in policy, including the allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.

5. SUMMARISED CAPITAL MONITORING POSITION

- 5.1 There is a reported variance of -£31.691m on the 2017-18 capital budget (excluding schools and PFI). This is a movement of -£4.883m from the previous month and is made up of £4.301m real movement and -£9.184m rephasing movement. Headline variances are detailed below by Directorate.

5.2 Table 3: Directorate **capital** position

Directorate	2017-18 Working budget	2017-18 Variance	Real variance	Re-phasing variance	Last reported position		Movement	
					Real	Rephasing	Real	Rephasing
					£m	£m	£m	£m
Children, Young People & Education	112.902	-7.745	0.263	-8.008	-3.484	-8.337	3.747	0.329
Adult, Social Care & Health	8.383	-1.224	-0.114	-1.110	-0.145	-1.110	0.031	0.000
Growth, Environment & Transport	132.630	-18.924	-4.874	-14.050	-4.914	-7.158	0.040	-6.892
Strategic & Corporate Services	20.963	-3.798	2.931	-6.729	2.448	-4.108	0.483	-2.621
TOTAL	274.878	-31.691	-1.794	-29.897	-6.095	-20.713	4.301	-9.184

5.3 Capital budget monitoring headlines

The real variances over £0.100m and rephasing variances over £1.000m are as follows:

Children, Young People and Education

- Annual Planned Enhancement Programme: -£1.993m rephasing movement. From indicative timescales provided by the design consultants, it is anticipated that a number of projects will now complete in the following financial year. These timescales are reflective of tendering work periods, asbestos and difficulties obtaining access to specific sites within non-operational periods.
- Basic Need: +£1.782m rephasing movement. Approval has now been given for the delivery of secondary school expansions by September 2018. Projects have been commissioned and some costs will be incurred earlier than previously forecast.

Adult, Social Care and Health

There are no movements reported over £0.100m on real variances or £1.0m on rephasing.

Growth, Environment & Transport

Highways, Transportation & Waste

- Westwood Relief Strategy: -£1.000m real movement. This scheme is no longer progressing and cash limit adjustments have been requested to remove this from the programme.
- A28 Chart Road: Rephasing movement of -£2.827m. The rephasing is due to delays in signing the S106 agreement, which reduced the level of advanced works that could be completed and had a knock on effect on the Compulsory Purchase Order process.

- Maidstone Integrated Transport: -£1.506m rephasing movement, to allow for additional engagement and utility diversionary work to be undertaken prior to the commencement of the project.
- Integrated Transport: -£0.254m real movement. The forecast has reduced due to several small externally funded schemes not progressing this year, hence reducing the overspend on this project.
- M20 Junction 4 Eastern Overbridge: -£0.109m real movement. Works relating to the Integrated Transport Crash Remedial Measures scheme have been correctly transferred, negating the overspend on this project.

Environment, Planning and Enforcement and Libraries, Registration and Archives

There are no movements reported over £0.100m on real variances or £1.0m on rephasing.

Economic Development

- Kent Empty Property Initiative – No Use Empty: -£1.000m rephasing movement, to allow for projects which are soon to be approved but have staged payments so funds will not be fully defrayed this financial year.

Strategic & Corporate Services

- Property Investment & Acquisition Fund: -£2.221m rephasing movement. Opportunities for the fund have been identified but transactions are unlikely to complete in the current financial year.

5.4 Cash Limit Adjustments

For information

Directorate	Project	Amount £m	Year	Funding	Reason
GET	Westwood Relief Strategy	-£1.0	17-18	Grant	Scheme not progressing
		-£1.0	17-18	Dev Conts	
		-£3.9	18-19	Grant	

6. CONCLUSIONS

- 6.1 After the concerning revenue pressure in August of £11m, the pressure has reduced by £2.9m to £8.3m in September. The Corporate and Directorate Management teams are confident of a further significant reduction to this forecast without the need for blanket moratoria on spending.

7. RECOMMENDATIONS

Cabinet is asked to:

- 7.1 **Note** the forecast revenue budget monitoring position for 2017-18 and capital budget monitoring position for 2017-18 to 2019-20, and that the forecast pressure on the revenue budget needs to be eliminated as we progress through the year.

8. CONTACT DETAILS

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Breakdown of Directorate Monitoring Position

	Cash Limit			Variance	Movement
	Gross	Income	Net	Net	Net
	£m	£m	£m	£m	£m
Children, Young People & Education					
Specialist Children's Services					
Children in Care (Looked After) Services - Non-Disabled Children**	52.9	-4.7	48.2	-0.1	-0.2
Adoption & Other Permanent Children's Care Arrangements	13.8	-0.1	13.7	0.3	0.3
Family Support & Other Children Services - Non-Disabled Children	14.5	-4.5	10.1	0.5	0.0
Asylum Seekers**	23.6	-23.1	0.6	4.1	0.2
Children's Assessment Staffing - Non-Disabled Children**	40.7	-3.1	37.6	1.9	0.9
Children's Management & Support Services	3.4	-0.2	3.2	0.1	0.0
Sub Total Specialist Children's Services	149.0	-35.7	113.3	6.8	1.1
Education & Young People's Services					
Early Help & Prevention for Children and Families	32.6	-17.6	15.0	-0.5	-0.1
Early Years Education & Childcare	74.4	-73.4	1.0	0.6	0.0
Attendance, Behaviour and Exclusion Services	5.0	-5.0	0.0	0.0	0.0
High Needs Education Budgets (excl. Schools & Pupil Referral Units)	35.2	-35.2	0.0	0.0	0.0
SEN & Psychology Services	19.9	-16.9	3.0	0.0	-0.1
Other Services for Young People & School Related Services	16.8	-13.6	3.2	0.4	-0.1
Pupil & Student Transport Services**	36.4	-3.7	32.6	0.3	0.4
Other Schools' Related Costs	34.0	-34.0	-0.1	1.0	-0.2
Youth and Offending Services	5.0	-3.8	1.2	0.1	0.1
Adult Education and Employments Services for Vulnerable Adults	13.5	-14.4	-0.9	0.1	-0.1
YP&E Management & Support Services	19.5	-15.9	3.6	0.7	-0.1
Sub Total Education & Young People's Services	292.3	-233.5	58.8	2.8	-0.1
Sub Total CYP&E directorate	441.3	-269.2	172.1	9.5	1.0
Adult Social Care & Health					
Additional Adult Social Care allocation	26.1	0.0	26.1	0.0	0.0
Learning Disability Adult Services**	163.9	-13.2	150.6	1.6	-0.2
Physical Disability Adult Services	36.0	-4.1	31.8	0.2	0.7
Mental Health Adult Services	16.1	-1.6	14.5	1.9	0.2
Older People Adult Services**	172.5	-91.5	81.0	4.0	0.7
Adult & Older People Preventative & Other Services	61.7	-16.5	45.2	-3.4	-2.2
Adult's Assessment & Safeguarding Staffing	43.5	-3.3	40.3	0.1	0.6
Children in Care (Looked After) Services - Disabled Children	10.5	-2.1	8.4	0.8	-0.2
Family Support & Other Children Services - Disabled Children	7.0	-0.3	6.7	-0.5	0.0
Family Support & Other Children Services - Non-Disabled Children	0.2	0.0	0.2	0.0	0.0
Children's Assessment Staffing - Disabled Children	5.5	-0.1	5.5	-0.1	-0.2
ASC&H Management & Support Services	7.1	-0.2	6.8	0.0	0.0
Sub Total ASC&H directorate	550.0	-132.9	417.1	4.6	-0.6

Growth, Environment & Transport					
Libraries, Registration & Archives	16.2	-6.4	9.8	-0.1	0.0
Environment	10.4	-6.7	3.7	0.0	0.0
Economic Development & Other Community Services	10.1	-5.2	5.0	0.0	0.0
General Highways Maintenance & Emergency Response	11.5	-0.6	10.9	0.2	0.0
Other Highways Maintenance & Management	29.9	-8.5	21.4	0.4	-0.3
Public Protection & Enforcement	11.6	-2.2	9.4	0.0	-0.2
Planning & Transport Strategy and Other Related Services (inc School Crossing Patrols)	4.1	-0.6	3.5	0.0	0.0
Concessionary Fares	16.8	0.0	16.8	-0.1	0.0
Subsidised Bus Services	8.3	-2.1	6.2	-0.1	0.0
Young Person's Travel Pass	14.2	-5.8	8.4	0.0	0.1
Waste Management	1.9	0.0	1.9	0.0	-0.1
Waste Processing**	31.0	-1.9	29.2	-0.1	0.2
Treatment and Disposal of Residual Waste**	37.4	0.0	37.4	0.1	0.0
GE&T Management & Support Services	3.5	-0.1	3.4	0.4	0.0
Sub Total GE&T directorate	206.8	-40.0	166.8	0.6	-0.3
Strategic & Corporate Services					
Contact Centre, Digital Web Services & Gateways	4.9	-0.3	4.5	0.2	0.0
Local Democracy	4.1	0.0	4.1	0.0	0.0
Infrastructure (ICT & Property Services) & Business Services Centre	76.9	-41.6	35.3	0.9	0.4
Finance	15.6	-5.8	9.8	-0.1	0.0
Engagement, Organisation Design & Development (HR, Comms & Engagement)	9.4	-1.2	8.2	-0.2	0.0
Other Support to Front Line Services	6.5	-1.3	5.2	0.0	0.0
Adult & Older People Preventative & Other Services	0.7	0.0	0.7	0.0	0.0
Commissioning Management & Support Services	5.9	-0.2	5.7	-0.2	-0.1
S&CS Management & Support Services	2.9	-5.2	-2.4	0.0	0.0
Public Health	79.1	-76.2	2.9	-0.6	-0.4
Transfer to/from Public Health Reserve	-3.0	0.0	-3.0	0.6	0.4
Sub Total S&CS directorate	203.1	-131.9	71.2	0.5	0.2
Financing Items	128.2	-17.2	111.0	-1.5	0.0
TOTAL KCC (Excluding Schools)	1,529.3	-591.3	938.1	13.8	0.2

**See Appendix 2 & 3 within the monitoring report for further details of key cost drivers of specific service lines

Please note that budgets are held in the financial system to the nearest £100 and hence the figures in the table above may not add through exactly due to issues caused by rounding the figures for this report.

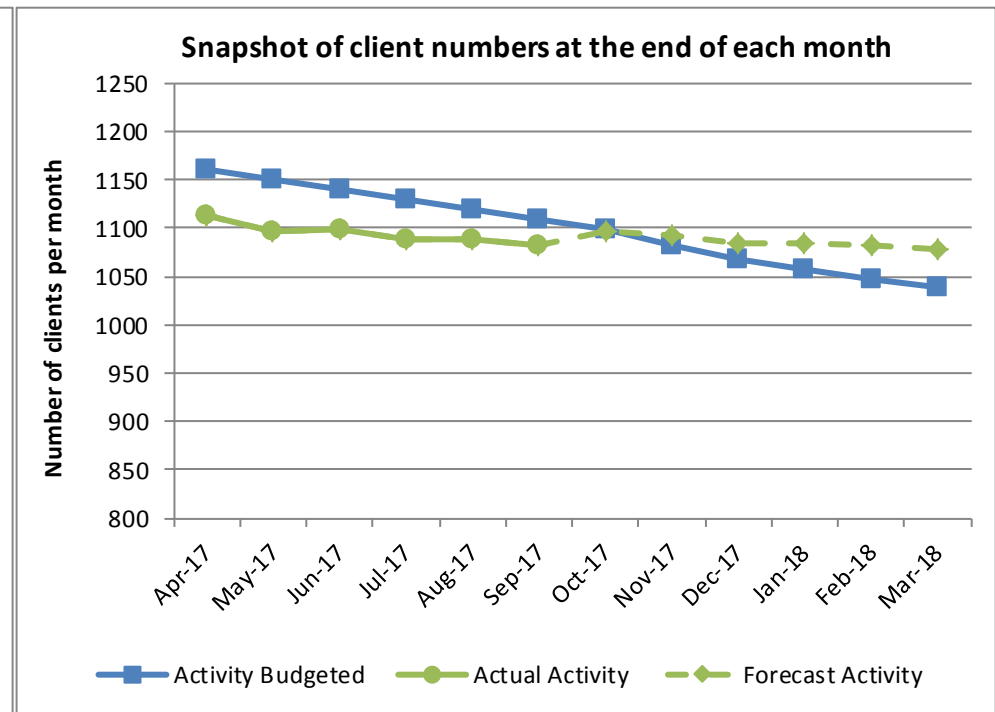
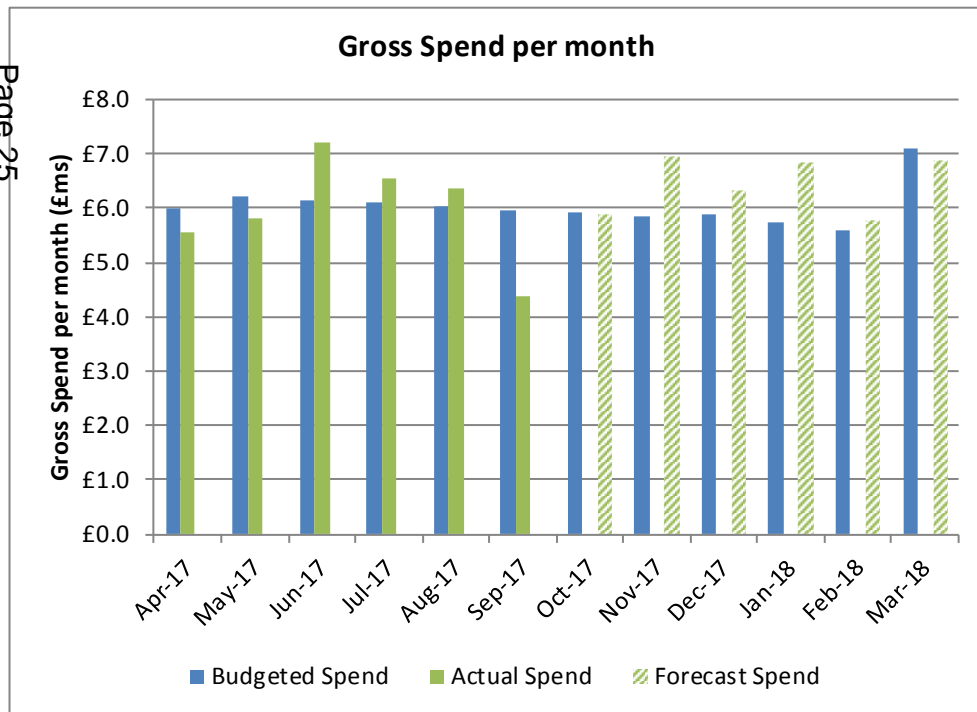
Appendix 2.1: Nursing & Residential Care - Learning Disability (aged 18+)

2017-18 Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£72.5	-£5.9	£66.6	1,038
Forecast	£74.4	-£6.0	£68.4	1,079
Variance	£1.9	-£0.1	£1.8	41

Position as at 30th September 2017	Gross £m	Client Number as at 30/09/2017
Budget: Spend/Activity Year to Date	£36.5	1,110
Actual: Spend/Activity Year to Date	£35.9	1,083
Variance as at 30th September 2017	-£0.6	-27

MAIN REASONS FOR VARIANCE:

The gross forecast pressure of +£1.9m is due to higher than anticipated demand (+£1.3m) and higher unit cost (+£0.9m), along with an additional variance of -£0.4m predominately due to net old year spend. This pressure is partly offset by greater than expected income of -£0.1m. This leads to a net forecast pressure of +£1.8m.



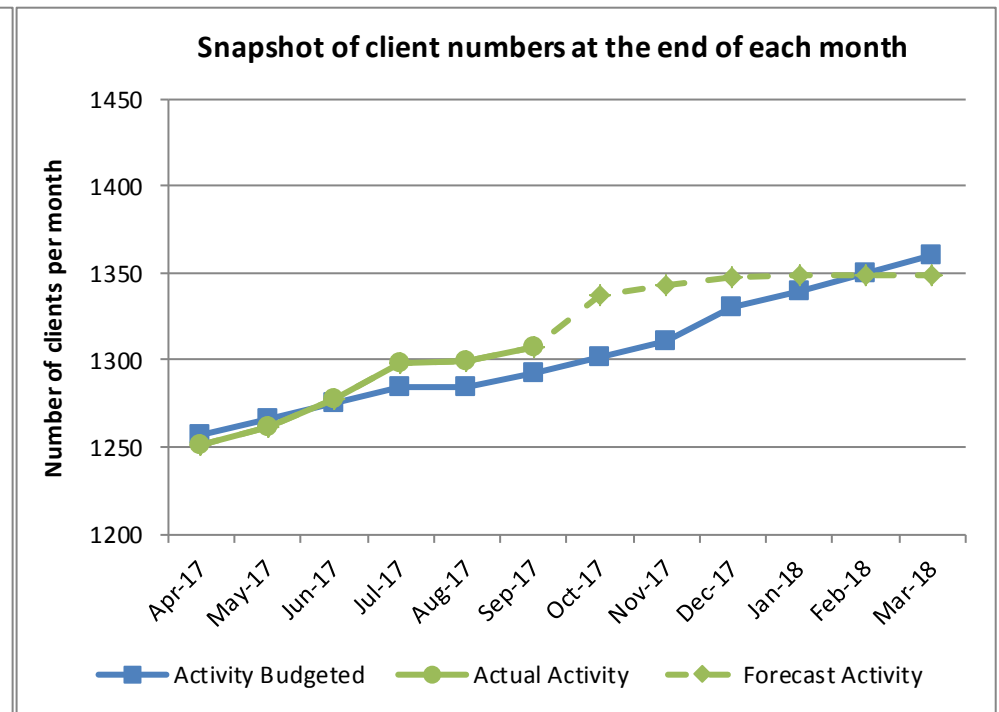
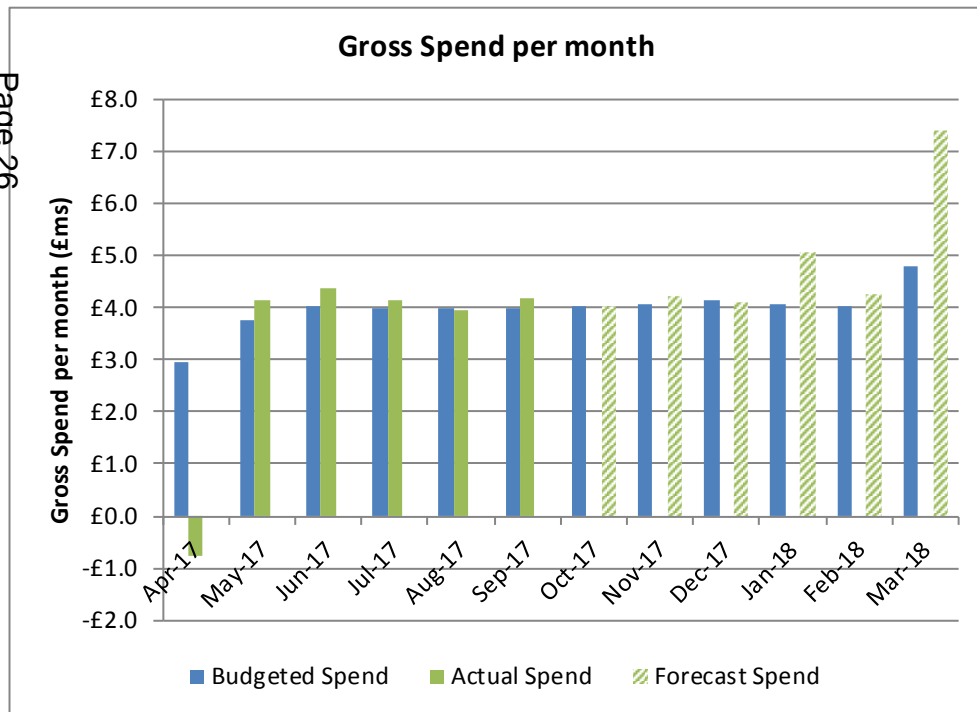
Appendix 2.2: Supported Living - Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements

2017-18 Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£47.9	-£0.2	£47.7	1,360
Forecast	£49.0	-£0.2	£48.8	1,349
Variance	£1.1	£0.0	£1.1	-11

Position as at 30th September 2017	Gross £m	Client Number as at 30/09/2017
Budget: Spend/Activity Year to Date	£22.8	1,293
Actual: Spend/Activity Year to Date	£20.0	1,308
Variance as at 30th September 2017	-£2.7	15

MAIN REASONS FOR VARIANCE:

The gross forecast pressure of +£1.1m is due to higher than anticipated demand in hours (+£3.7m) and lower unit cost (-£0.6m), along with an additional variance of -£2.0m predominately due to a transfer from reserves and release of unrealised creditors. This leads to a net forecast pressure of +£1.1m.



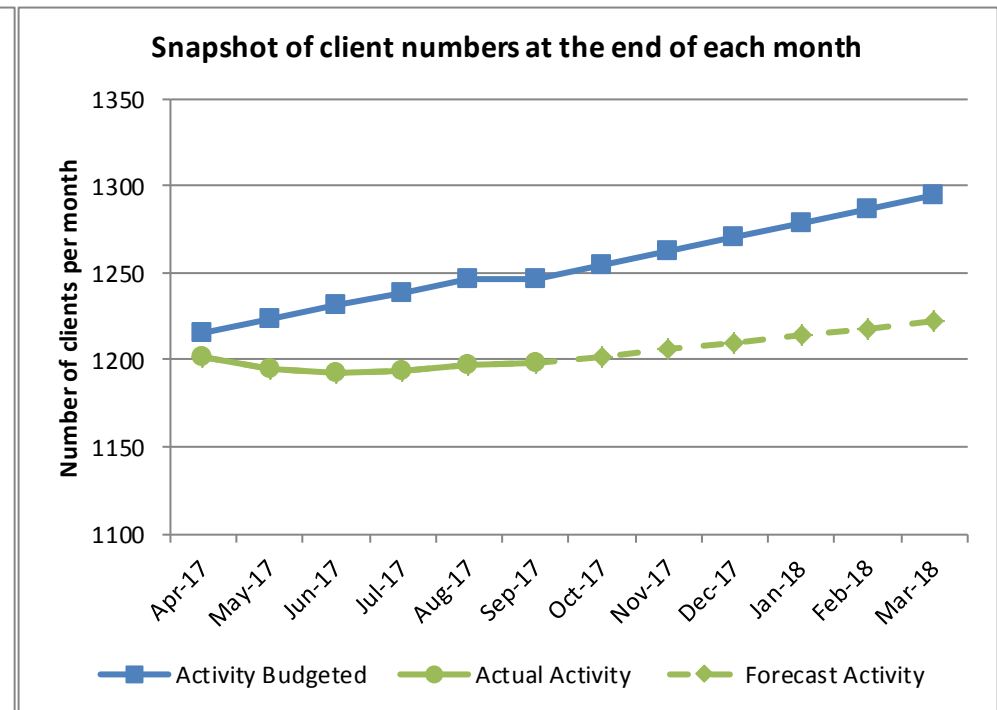
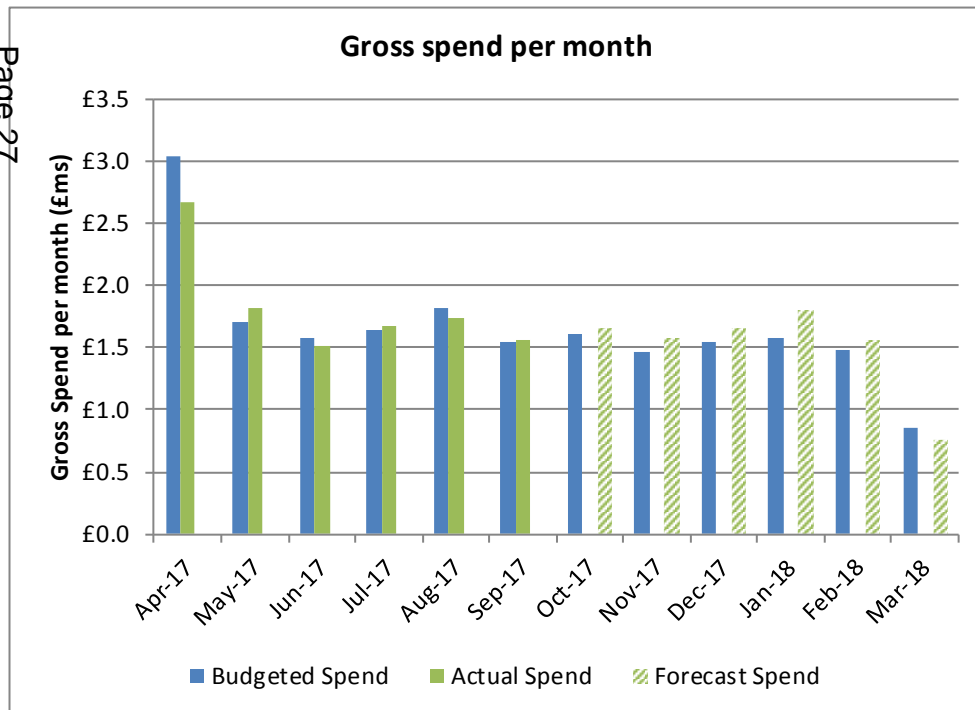
Appendix 2.3: Direct Payments - Learning Disability (aged 18+)

2017-18 Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£19.8	-£0.8	£19.0	1,295
Forecast	£19.9	-£0.8	£19.1	1,222
Variance	£0.1	£0.0	£0.1	-73

Position as at 30st September 2017	Gross £m	Client Number as at 30/09/2017
Budget: Spend/Activity Year to Date	£11.3	1,247
Actual: Spend/Activity Year to Date	£11.0	1,198
Variance as at 30th Septmeber 2017	-£0.3	-49

MAIN REASONS FOR VARIANCE:

The gross forecast pressure of +£0.1m is due to a non activity variance, where one off payments have exceeded recovery of surplus funds for direct payments.



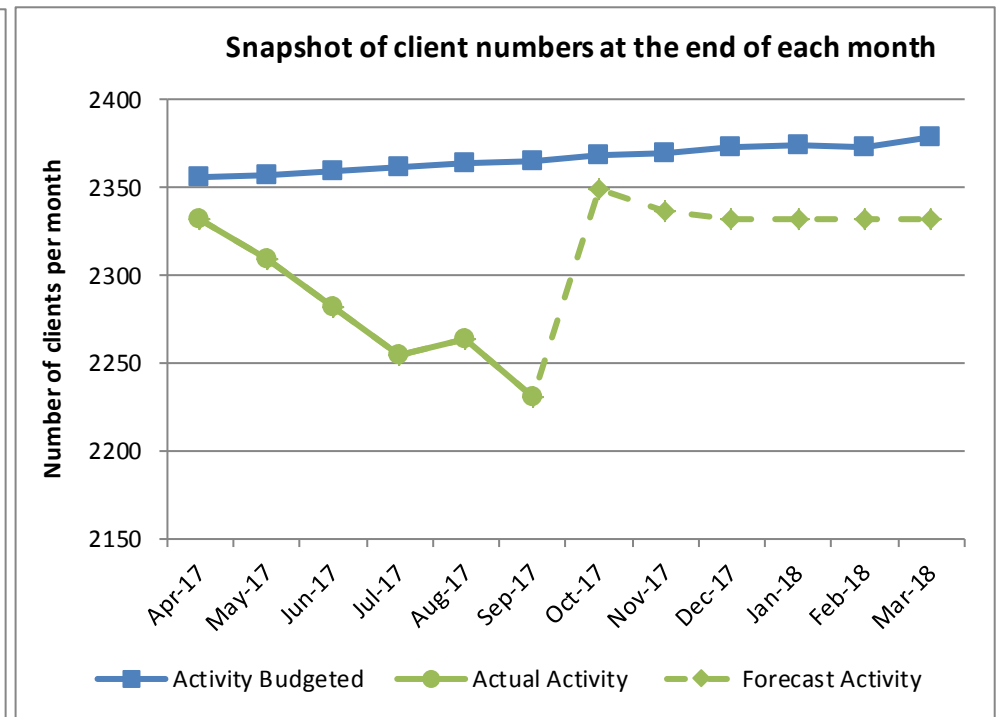
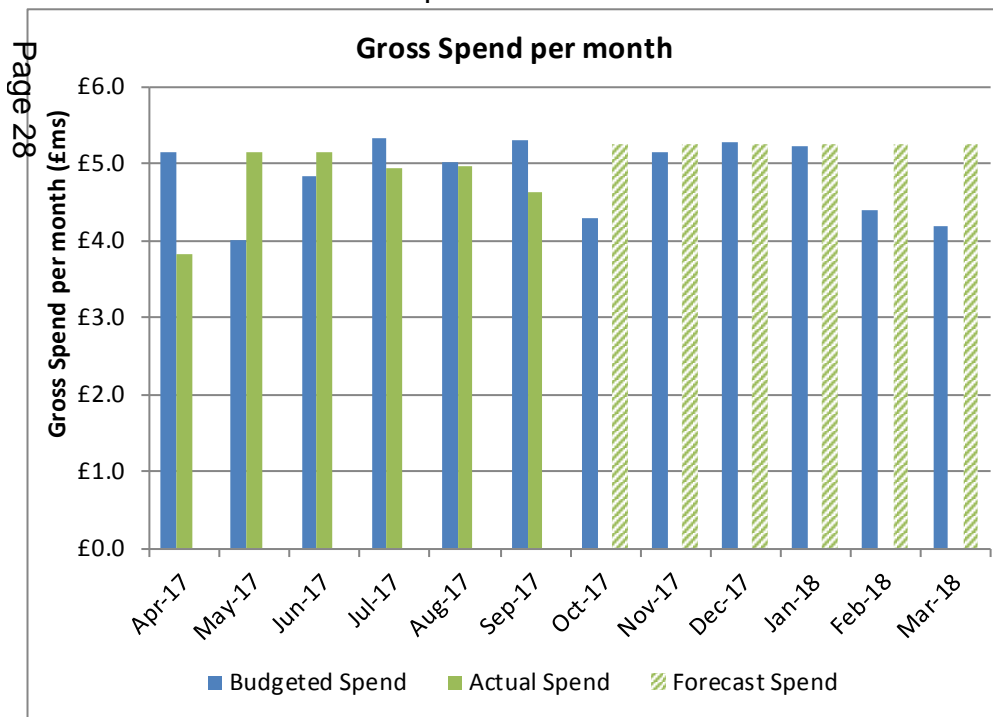
Appendix 2.4: Nursing & Residential Care - Older People (aged 65+) - Residential - Commissioned service

2017-18 Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£58.1	-£35.2	£23.0	2,378
Forecast	£60.1	-£33.8	£26.3	2,332
Variance	£2.0	£1.4	£3.4	-46

Position as at 30th Sept 2017	Gross £m	Client Number as at 30/09/2017
Budget: Spend/Activity Year to Date	£29.6	2,365
Actual: Spend/Activity Year to Date	£28.6	2,230
Variance as at 30th September 2017	-£1.0	-135

MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast a pressure of +£2.0m is due to higher than anticipated demand (+£0.5m) and a higher unit cost (+£1.5m). This pressure is further increased by lower than expected income of +£1.4m due to higher than anticipated service user contributions linked to the higher demand (-£0.2m) and a lower average contribution per service user (+£1.6m). This leads to a net forecast pressure of +£3.4m. There is a slight time delay before clients are included in the actual client count as contract details are finalised, accounting for the difference between forecast client count and the previous month's actual client count shown below.



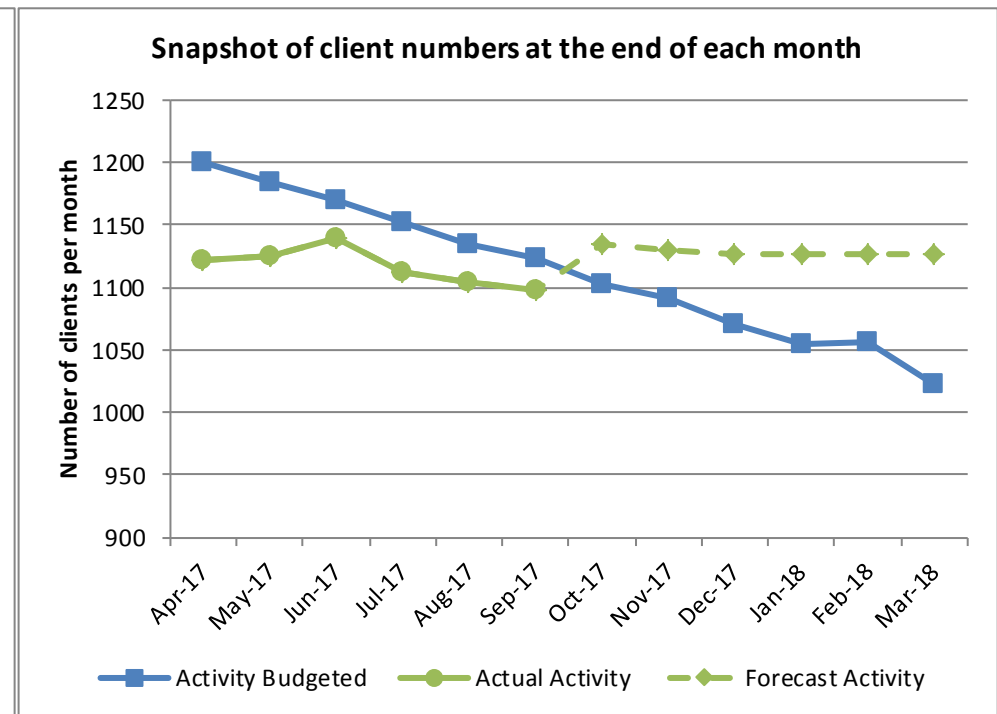
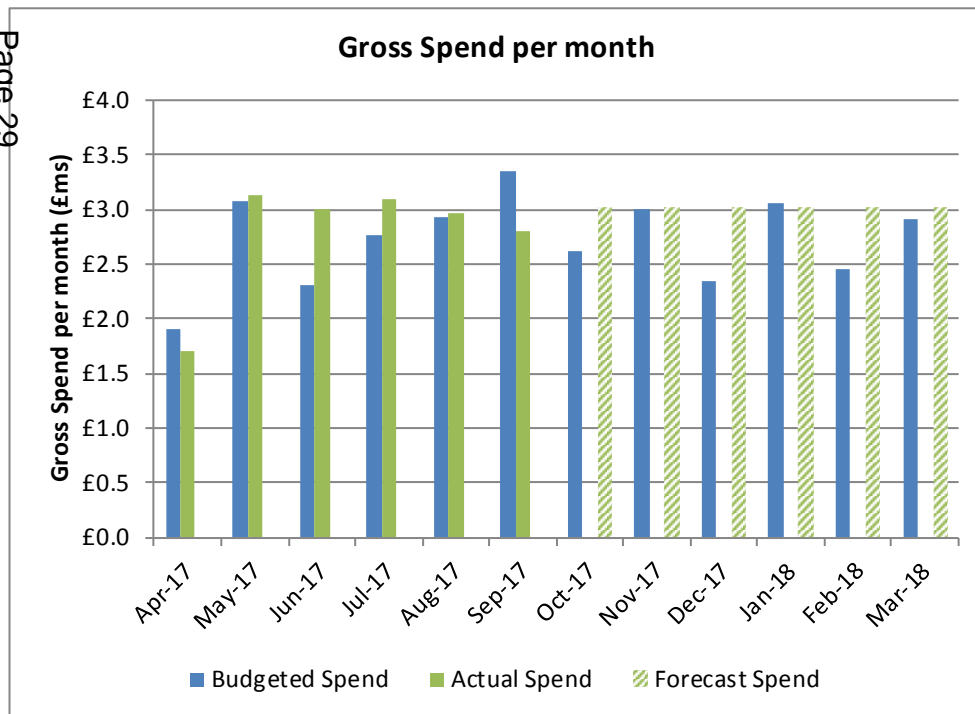
Appendix 2.5: Nursing & Residential Care - Older People (aged 65+) - Nursing

2017-18 Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£32.7	-£17.4	£15.3	1,023
Forecast	£34.8	-£17.9	£16.9	1,127
Variance	£2.1	-£0.5	£1.6	104

Position as at 30th Sept 2017	Gross £m	Client Number as at 30/09/2017
Budget: Spend/Activity Year to Date	£16.3	1,123
Actual: Spend/Activity Year to Date	£16.7	1,098
Variance as at 30th September 2017	£0.4	-25

MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast pressure of +£2.1m is due to higher than anticipated demand (+£0.5m) and higher unit cost (+£1.4m), along with an additional variance of +£0.2m predominately due to net old year spend. This pressure is partly offset by greater than expected income of -£0.5m primarily due to higher than anticipated service user contributions linked to the higher demand (-£0.2m) and a higher average contribution per service user (-£0.3m). This leads to a net forecast pressure of +£1.6m.



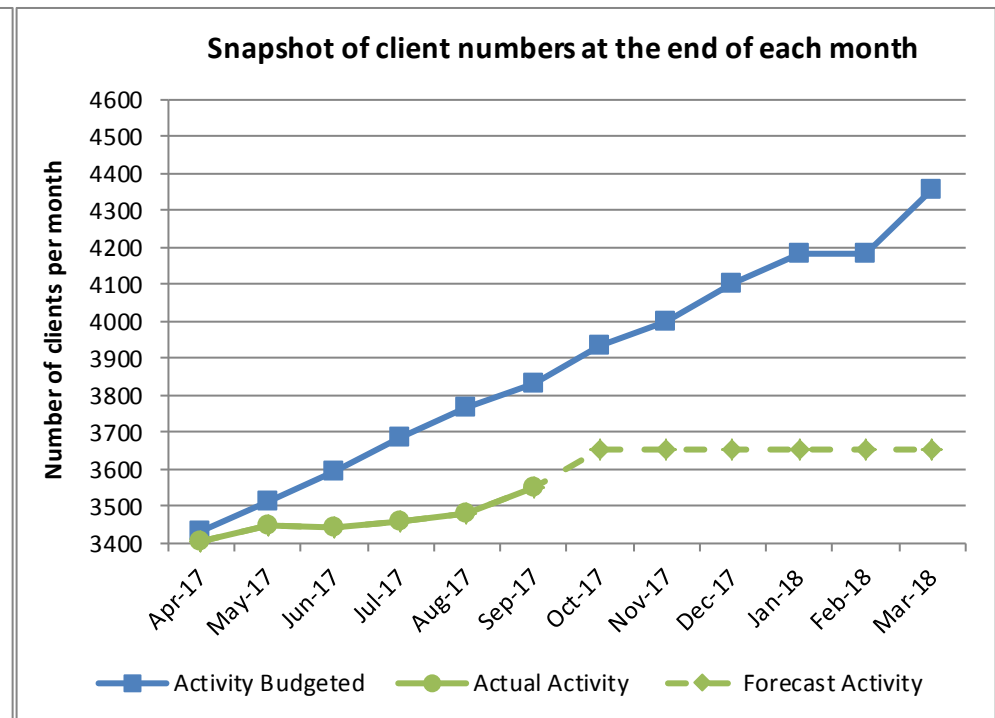
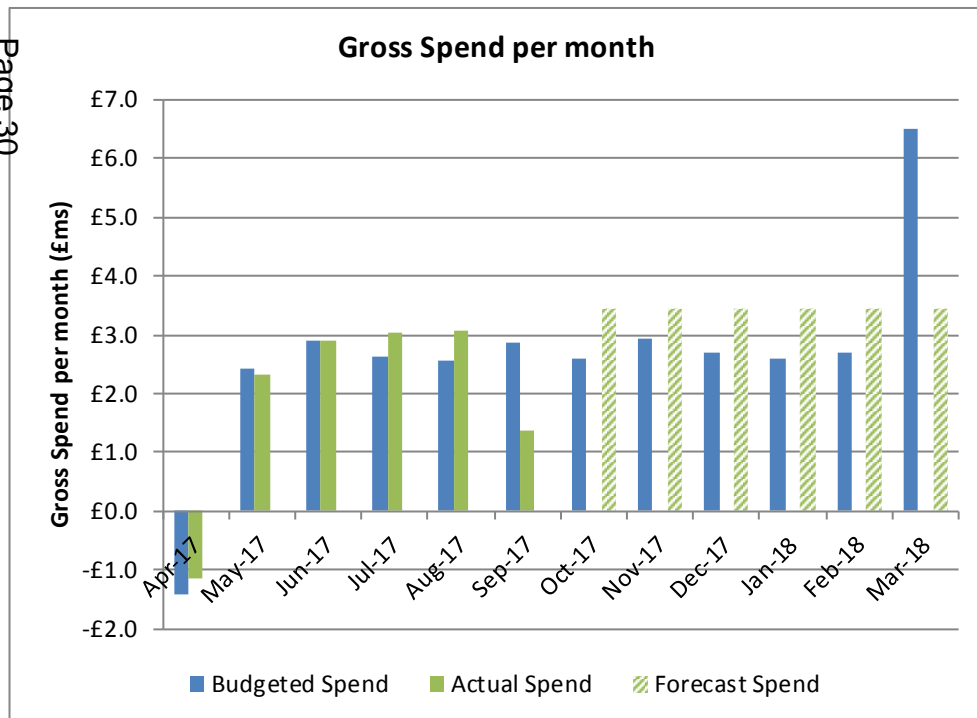
Appendix 2.6: Domiciliary Care - Older People (aged 65+) - Commissioned service

2017-18 Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£32.0	-£5.8	£26.2	4,353
Forecast	£32.2	-£5.8	£26.3	3,652
Variance	£0.2	£0.0	£0.2	-701

Position as at 30th Sept 2017	Gross £m	Client Number as at 30/09/2017
Budget: Spend/Activity Year to Date	£12.0	3,833
Actual: Spend/Activity Year to Date	£11.6	3,547
Variance as at 30th September 2017	-£0.4	-286

MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast pressure of +£0.2m is due to lower than anticipated demand (-£0.8m) and higher unit cost (+£0.9m). This leads to a net forecast pressure of +£0.2m.



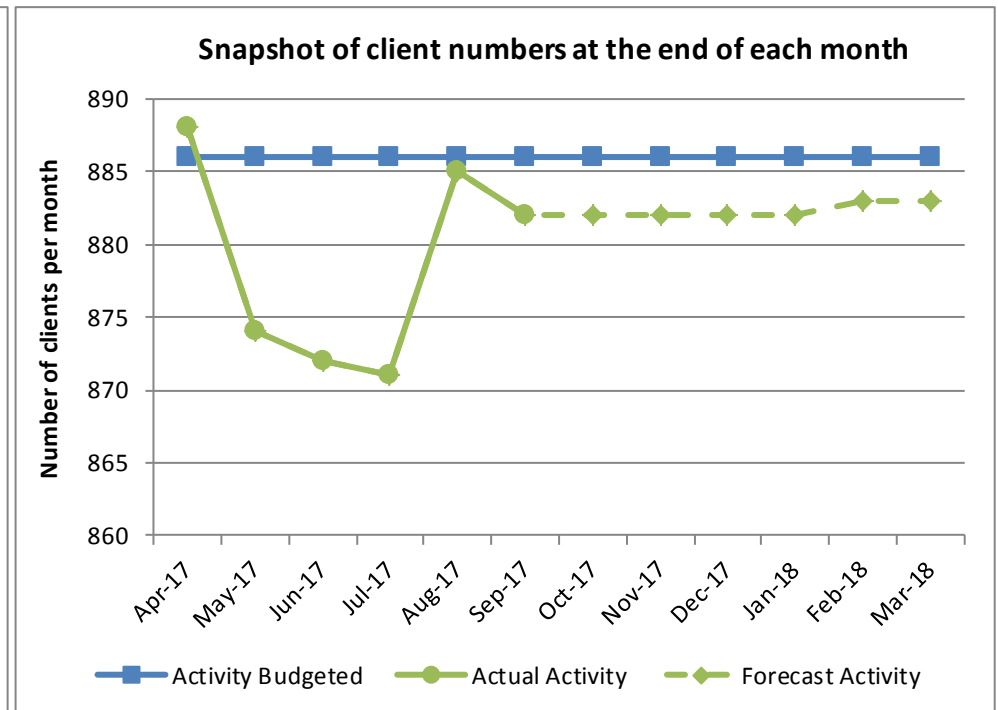
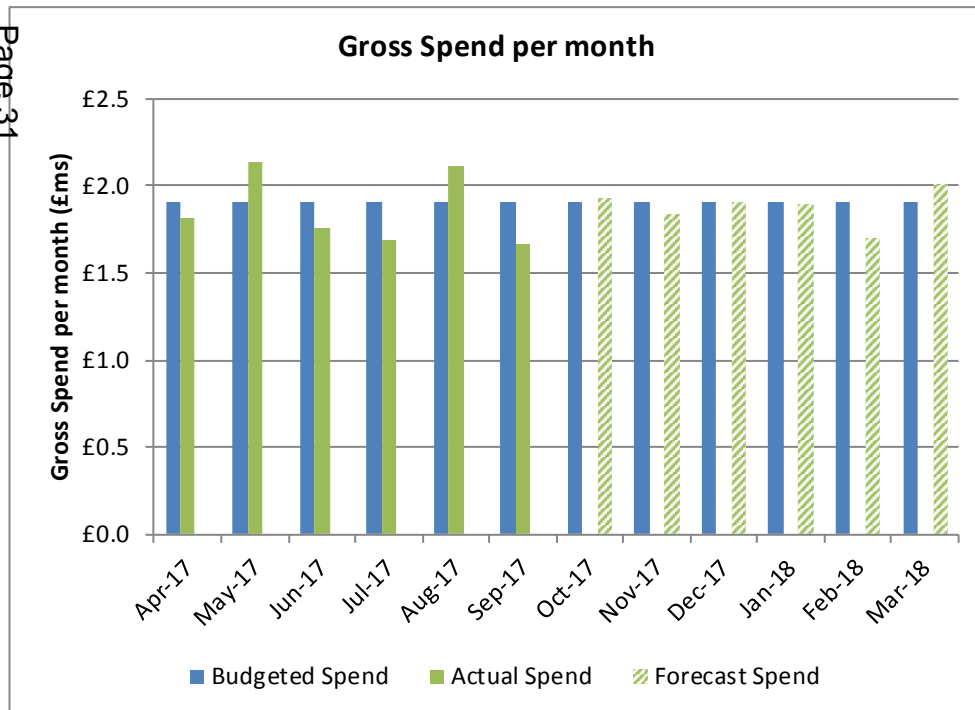
Appendix 2.7: Children in Care (Looked After) - Fostering - In house service

2017-18 Total Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£22.8	-£0.3	£22.6	886
Forecast	£22.4	-£0.2	£22.3	883
Variance	-£0.4	£0.1	-£0.3	-3

Position as at 30th September 2017	Gross £m	Client Number as at 30/09/2017
Budget: Spend/Activity Year to Date	£11.4	886
Actual: Spend/Activity Year to Date	£11.2	882
Variance as at 30th September 2017	-£0.3	-4

MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast underspend of -£0.4m is due to a combination of lower than anticipated demand (-£0.2m) and lower unit cost (-£0.3m) partially offset by other minor variances totalling +£0.1m on other In House Fostering related expenditure. This is combined with lower than expected income of +£0.1m to produce a net forecast underspend of -£0.3m.



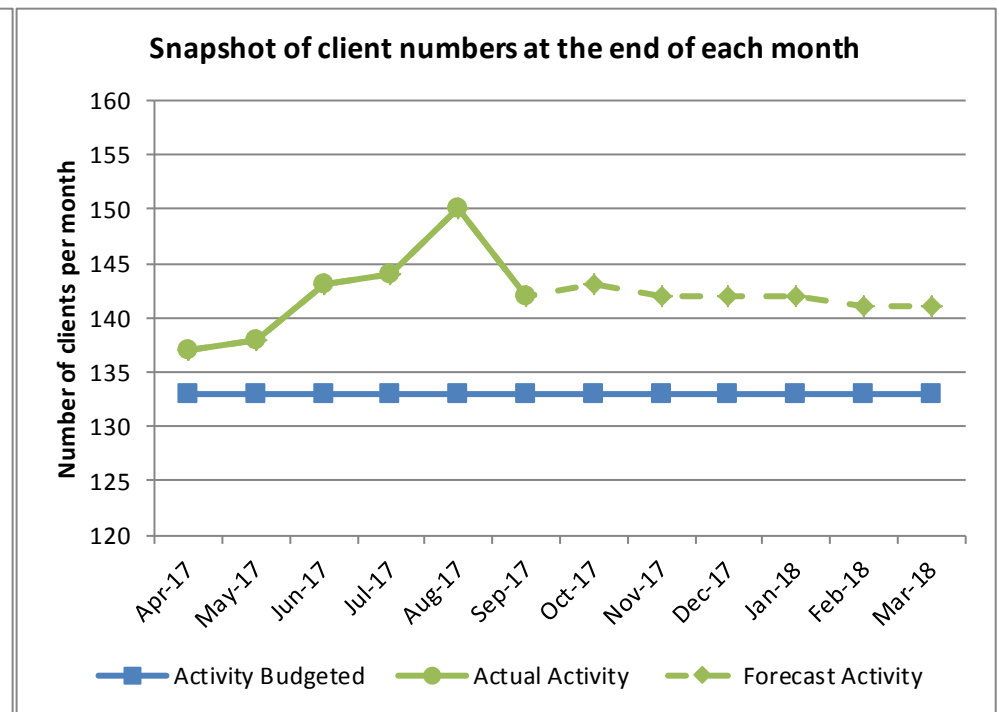
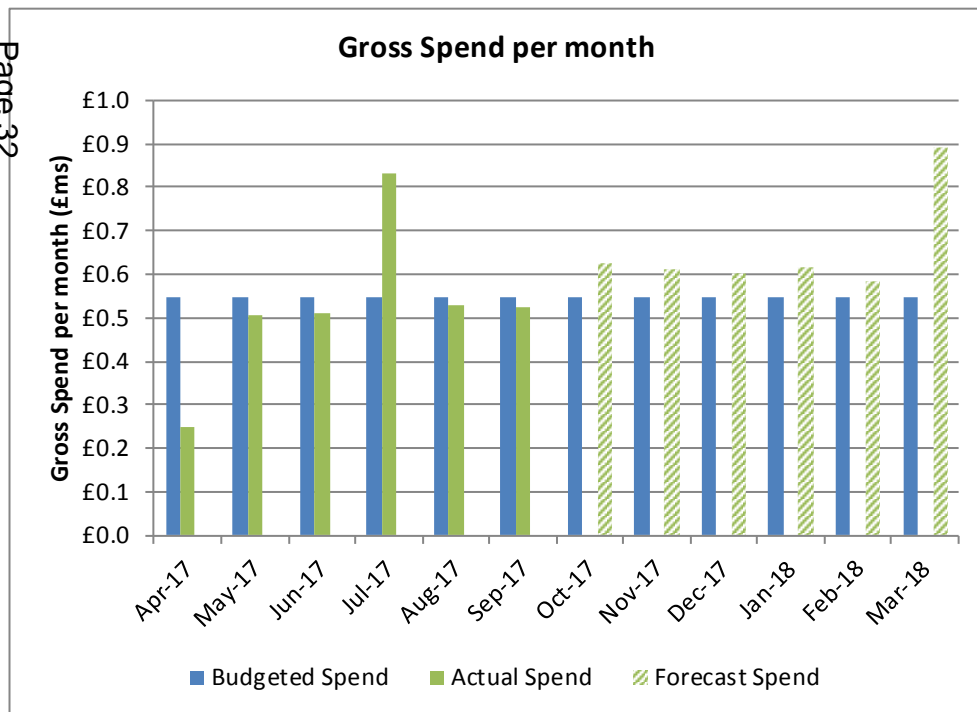
Appendix 2.8: Children in Care (Looked After) - Fostering - Commissioned from Independent Fostering Agencies

2017-18 Total Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£6.6	£0.0	£6.6	133
Forecast	£7.1	£0.0	£7.1	141
Variance	£0.5	£0.0	£0.5	8

Position as at 30th September 2017	Gross £m	Client Number as at 30/09/2017
Budget: Spend/Activity Year to Date	£3.3	133
Actual: Spend/Activity Year to Date	£3.1	142
Variance as at 30th September 2017	-£0.1	9

MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast pressure of +£0.5m is due to higher than anticipated demand (+£0.5m).



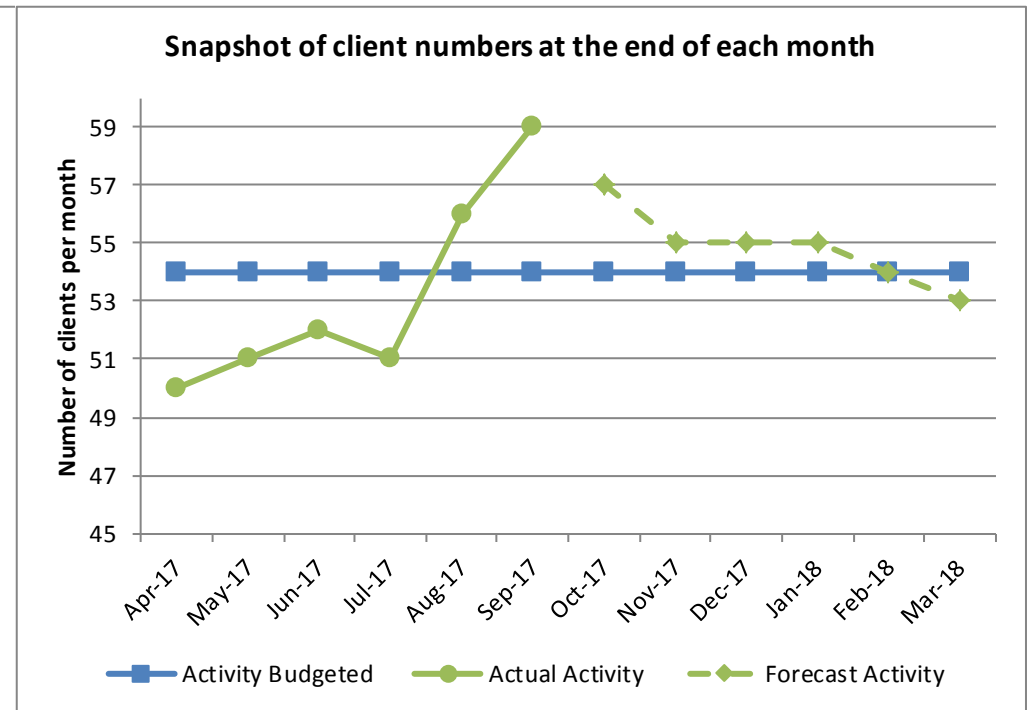
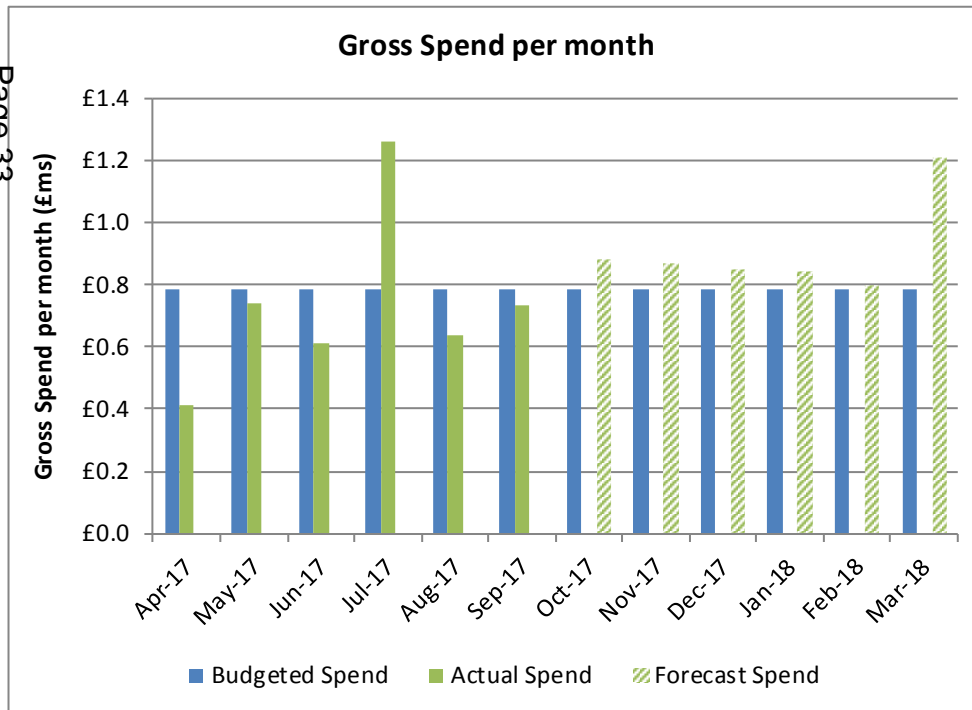
Appendix 2.9: Children in Care (Looked After) - Residential Children's Services - Commissioned from Independent Sector

2017-18 Total Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£9.4	-£0.6	£8.8	54
Forecast	£9.8	-£1.0	£8.8	53
Variance	£0.4	-£0.4	£0.0	-1

Position as at 30th September 2017	Gross £m	Client Number as at 30/09/2017
Budget: Spend/Activity Year to Date	£4.7	54
Actual: Spend/Activity Year to Date	£4.4	59
Variance as at 30th September 2017	-£0.3	5

MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast pressure of +£0.4m is due to a combination of higher unit cost (+£0.2m) and greater than anticipated placements in Secure Accommodation (+0.2m). This pressure is partly offset by greater than expected income of -£0.4m, primarily due to greater contributions for care costs from Health & Education. This leads to a balanced forecast position.



Appendix 2.10: Assessment Services - Children's Social Care (CSC) staffing

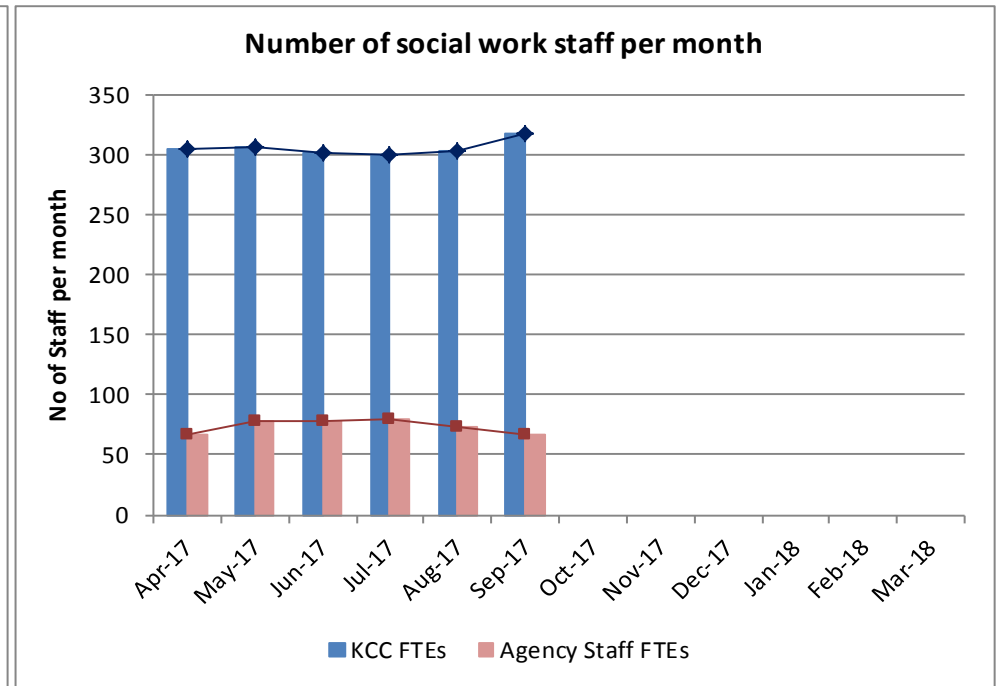
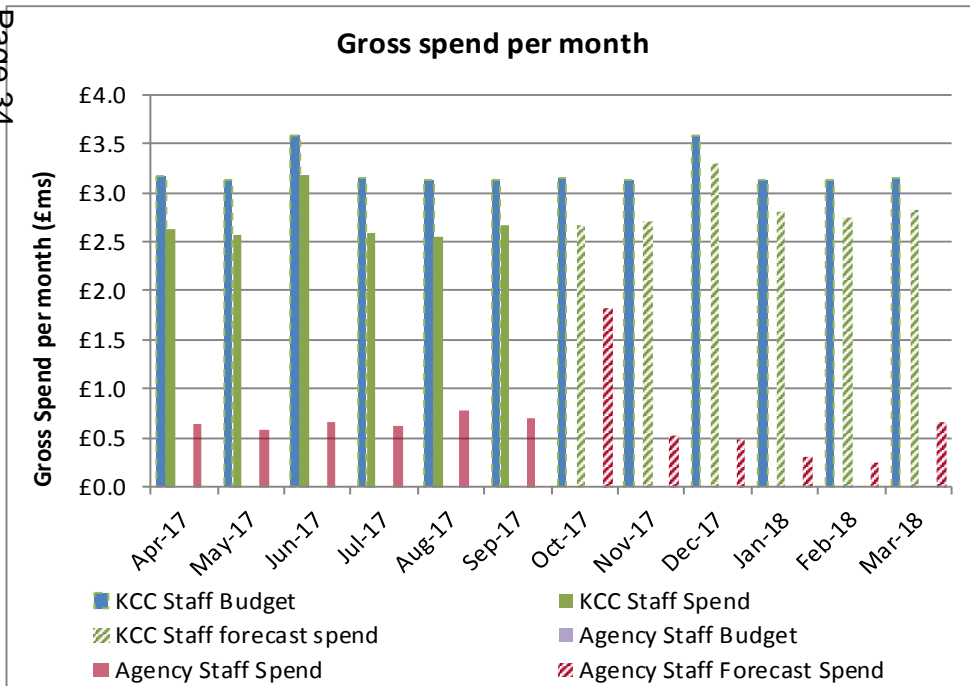
2017-18 Forecast	KCC £m	Agency £m	Gross £m
Budget	£38.6	£0.0	£38.6
Forecast	£32.9	£8.0	£40.9
Variance	£-5.7	£8.0	£2.3

as at 30/09/17	KCC £m	Agency £m	Gross £m
YTD Budget	£19.3	£0.0	£19.3
YTD Spend	£16.2	£4.0	£20.2
YTD Variance	£-3.1	£4.0	£0.8

Staff numbers	KCC FTEs	Agency Nos
as at 31/03/17	307.0	65.4
as at 30/09/17	318.0	67.4
YTD Movement	11.1	2.0

MAIN REASONS FOR FORECAST VARIANCE:

This measure focusses on the level of social workers & senior practitioners rather than the overall staffing level within this budget. The budget assumes that CSC Staffing will be met using salaried workers, so every agency worker (who are more expensive than salaried staff) results in a pressure on this budget. This measure shows the extent of the vacancies within CSC that are currently covered by agency workers which contributes to the £1.6m net pressure reported against Children's Assessment staffing in Appendix 1. The £2.3m staffing pressure identified above is net against £0.7m additional income, predominately relating to the recharging of the Duty Asylum team to the Asylum service, to produce the overall £1.6m pressure reported.

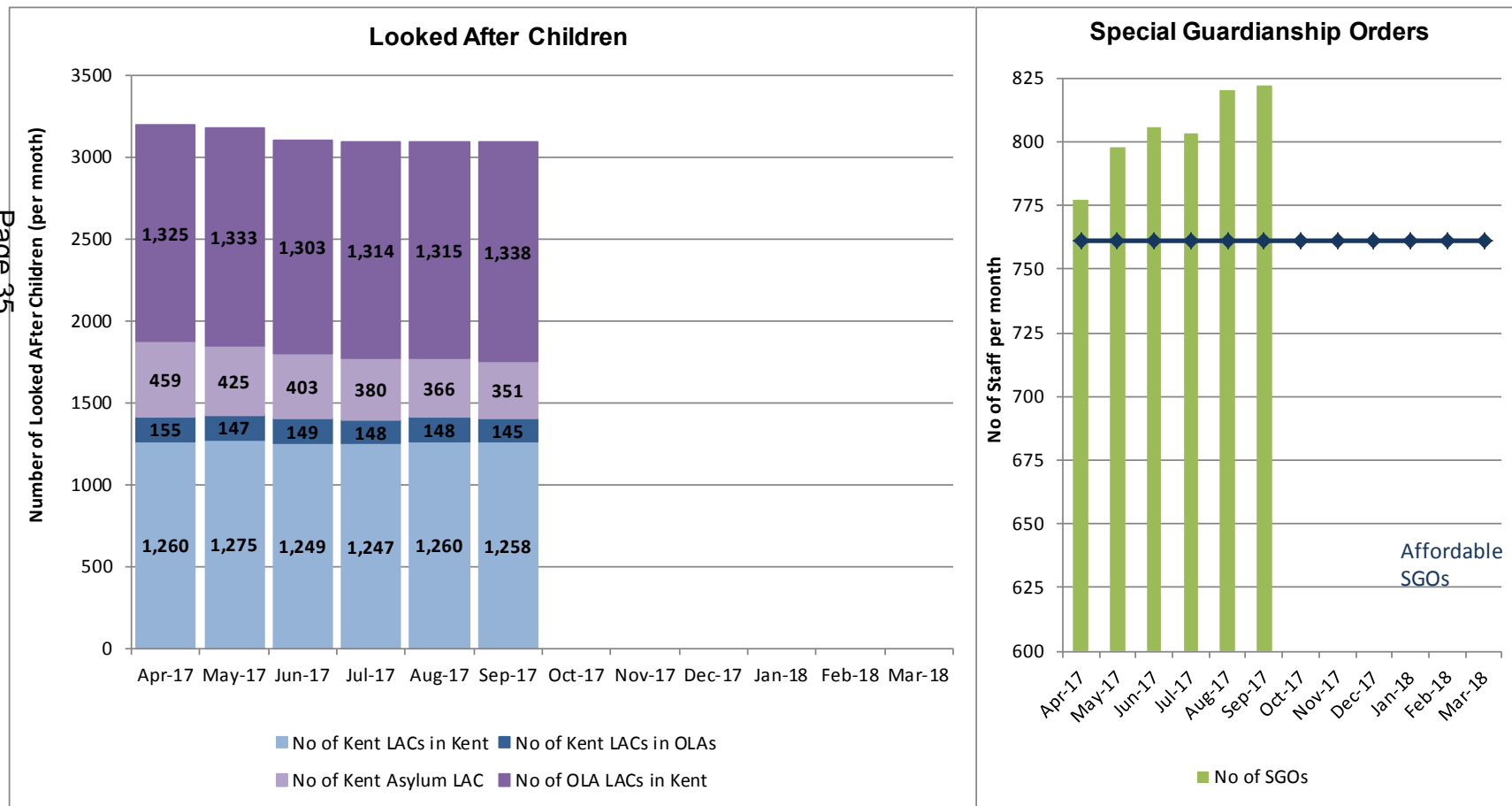


Appendix 2.11: Number of Looked After Children and Number of Special Guardianship Orders (SGOs) with Costs

The left-hand graph shows a snapshot of the number of children designated as looked after at the end of each month (including those currently missing), it is not the total number of looked after children during the period. The OLA LAC information has a confidence rating of 35% and is completely reliant on Other Local Authorities keeping KCC informed of which children are placed within Kent. The Management Information Unit (MIU) regularly contact these OLAs for up to date information, but replies are not always forthcoming.

There is an overall forecast pressure on both the Specialist Children's Services and Disabled Children's Services budget, with key parts of this relating to the LAC headings of Residential Care and Foster Care and non-LAC headings such as Social Care Staffing, Adoption & other permanent care arrangements (including Special Guardianship Orders (SGOs)), and Leaving Care.

The right hand graph shows the number of SGOs incurring costs, which are approved by the courts. These children are either former LAC or may have become LAC if an SGO was not granted.

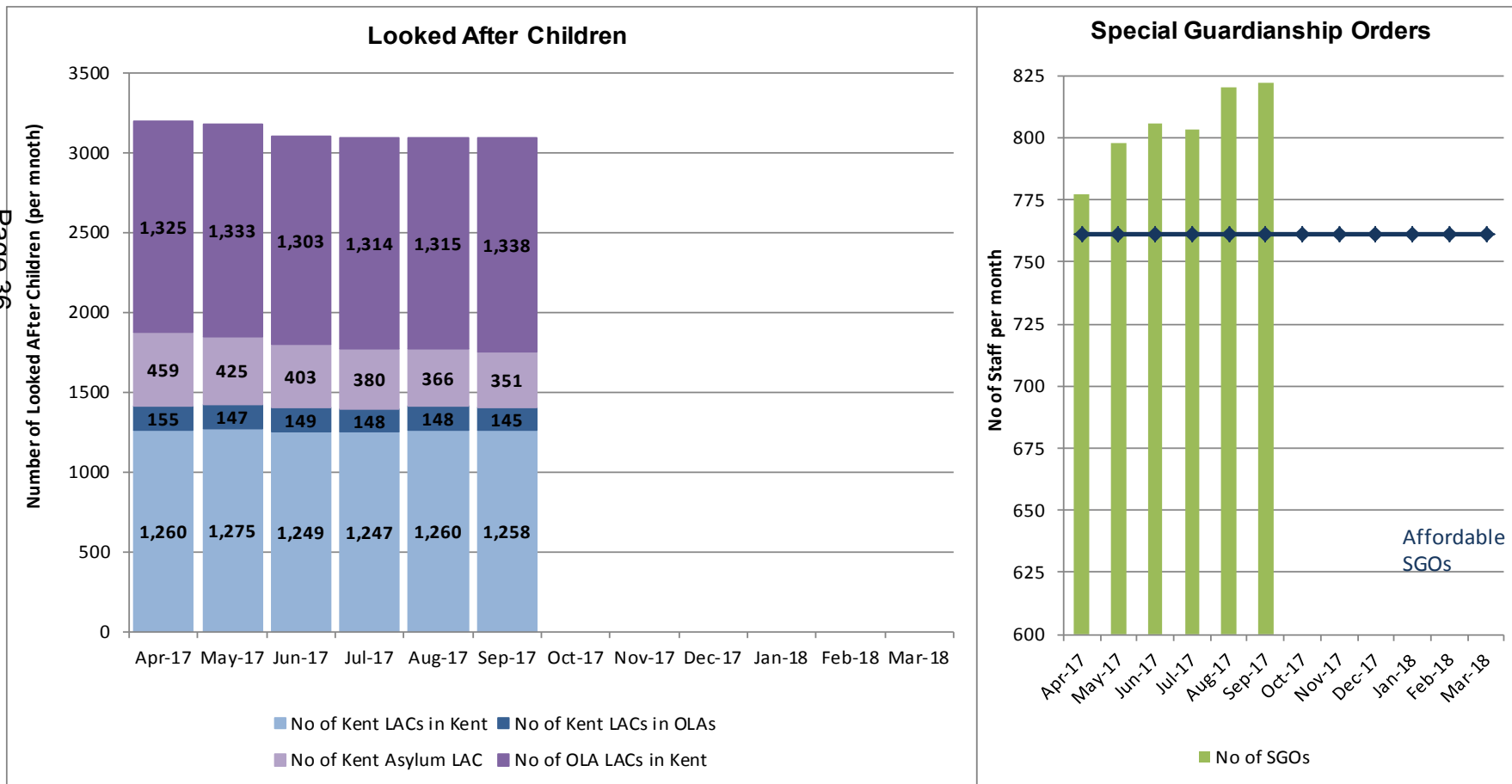


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There is an overall forecast pressure on both the Specialist Children's Services and Disabled Children's Services budget, with key parts of this relating to the LAC headings of Residential Care and Foster Care and non-LAC headings such as Social Care Staffing, Adoption & other permanent care arrangements (including Special Guardianship Orders (SGOs)), and Leaving Care.

The right hand graph shows the number of SGOs incurring costs, which are approved by the courts. These children are either former LAC or may have become LAC if an SGO was not granted.



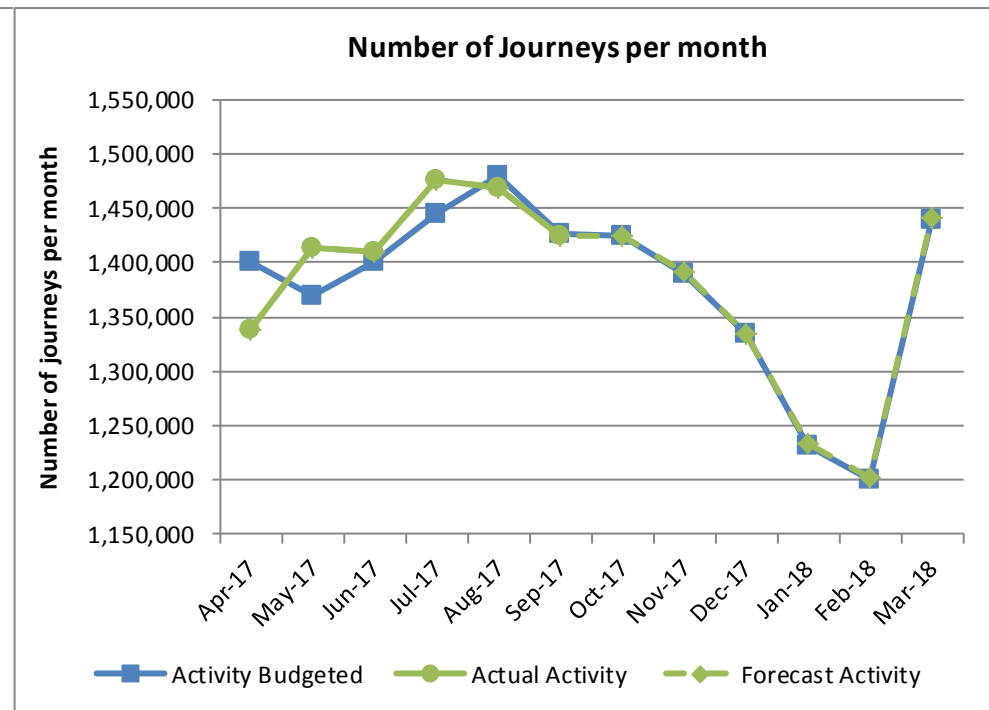
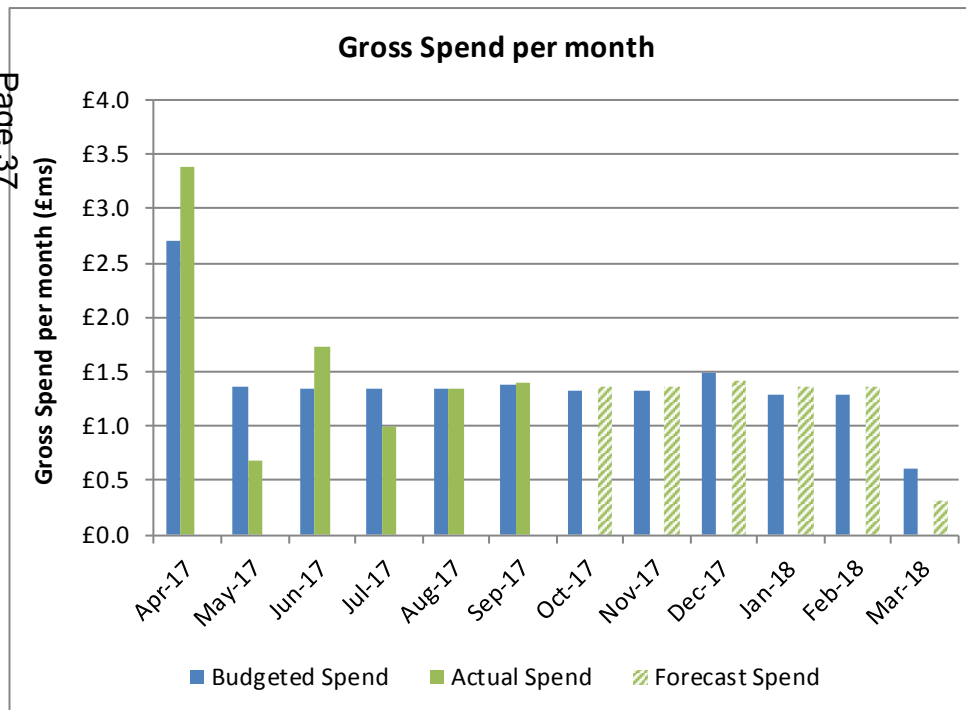
Appendix 2.12: Transport Services - Concessionary fares

2017-18 Forecast	Gross £m	Income £m	Net £m	No of journeys to 31/03/2018
Budget	£16.8	-£0.0	£16.8	16,542,000
Actual	£16.7	-£0.0	£16.7	16,560,093
Variance	-£0.1	-£0.0	-£0.1	18,093

Position as at 30th September 2017	Gross £m	No of journeys to 30/09/2017
Budget: Spend/Activity Year to Date	£9.5	8,521,341
Actual: Spend/Activity Year to Date	£9.5	8,530,662
Variance as at 30th Sept 2017	£0.0	9,320

MAIN REASONS FOR FORECAST VARIANCE:

Currently there is no material variance relating either to number of journeys or price per journey with only a small underspend forecast on non activity headings (-£0.1m). The forecast is based on actual activity for April to September, with estimates for the remaining months. These estimates will continue to be reviewed in light of the actuals and the potential impact of any adverse weather on demand for journeys.



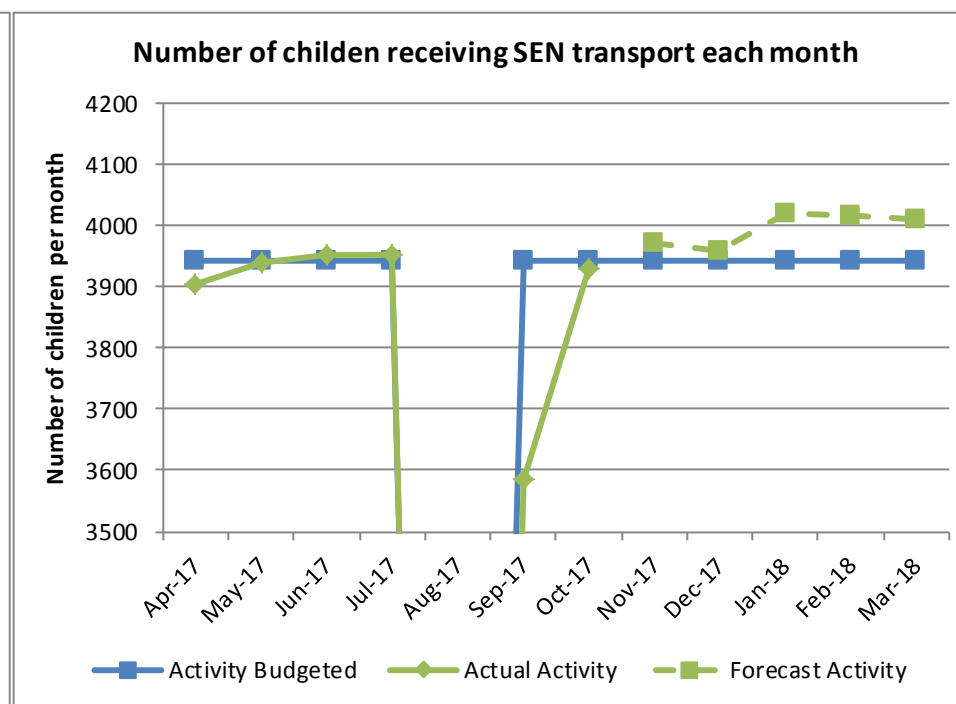
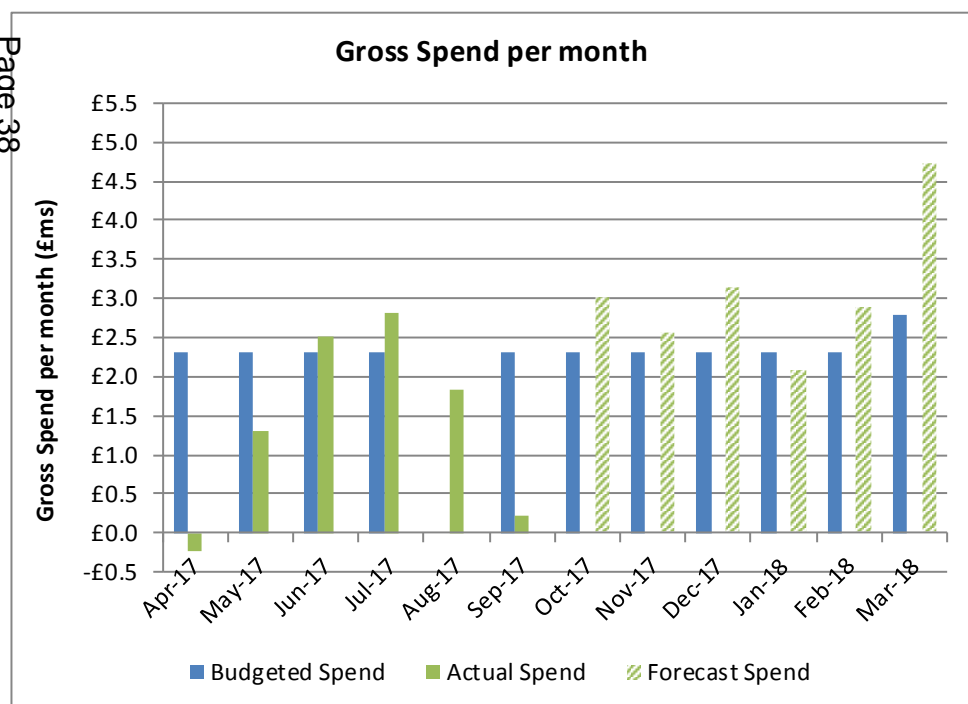
Appendix 2.13: Transport Services - Home to School / College Transport (Special Education Needs)

2017-18 Total Forecast	Gross £m	Income £m	Net £m	No of pupils as at 31/03/2018
Budget	£25.8	-£0.8	£25.0	3,941
Forecast	£26.9	-£0.8	£26.1	4,010
Variance	£1.1	-£0.0	£1.1	69

Position as at 30th September 2017	Gross £m	No of pupils as at 30/09/2017
Budget: Spend/Activity Year to Date	£11.5	3,941
Actual: Spend/Activity Year to Date	£8.5	3,586
Variance as at 30th September 2017	-£3.0	-355

MAIN REASONS FOR FORECAST VARIANCE:

Initial indications based on the September pupil numbers suggest a gross pressure of £1.1m. Higher than expected pupil numbers and cost of journeys has led to a +£0.9m pressure on home to school special educational needs transport ; along with +£0.2m pressure on home to college transport. A full review of this forecast will be undertaken for the October 2017 monitoring report (reported to Cabinet in December 2017) At which time, there will also be further clarity on the impact of the recent procurement exercises.



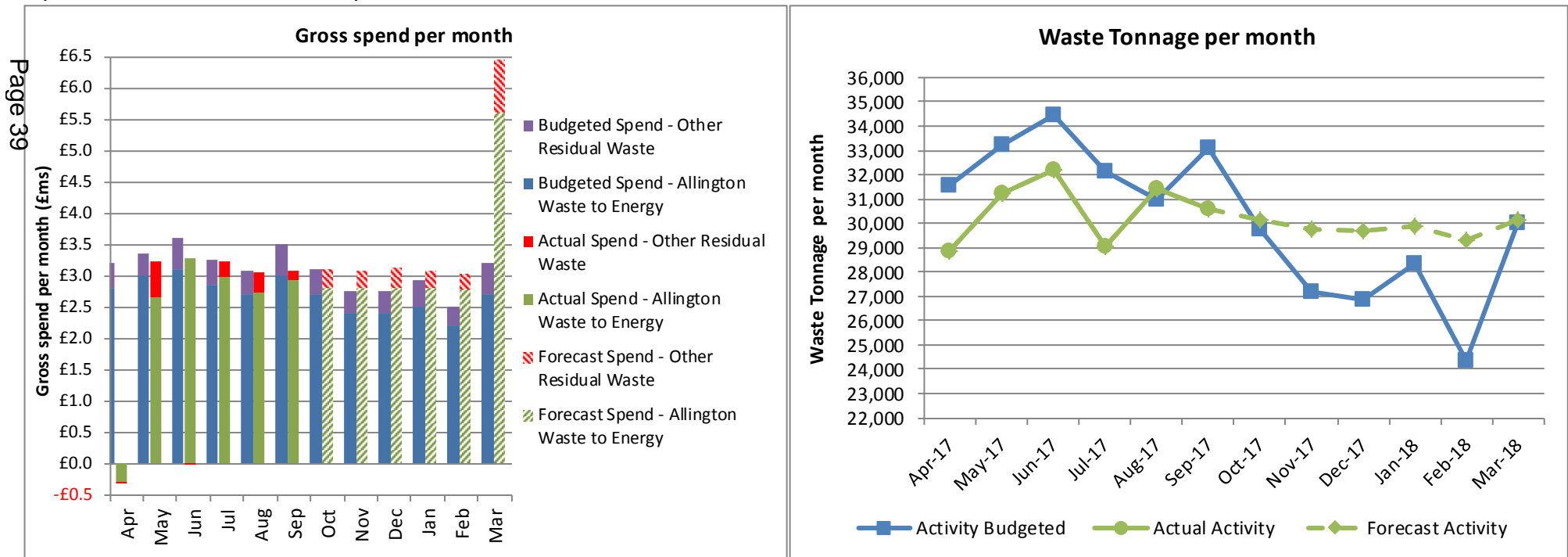
Appendix 2.14: Treatment and disposal of residual waste

2017-18 Forecast	Gross £m	Income £m	Net £m	Waste Tonnage to 31/03/2018
Budget	£37.4	£0.0	£37.4	362,047
Actual	£37.7	-£0.3	£37.4	362,360
Variance	£0.3	-£0.3	£0.1	313

Position as at 30th September 2017	Gross £m	Waste Tonnage to 30/09/2017
Budget: Spend/Activity Year to Date	£20.2	195,463
Actual: Spend/Activity Year to Date	£15.5	183,449
Variance as at 30th September 2017	-£4.7	-12,014

MAIN REASONS FOR FORECAST VARIANCE:

The gross pressure of +£0.3m is due to a price variance (+£0.4m), offset by a volume variance of +313 tonnes (-£0.1m). Although tonnes are over budget an underspend is being forecast because a large number of tonnes are being redirected from Waste Treatment Final Disposal contracts into Waste to Energy at a cheaper rate. Pressure is also offset by higher than expected income (-£0.3m), from trade waste tonnes, leading to a net pressure of +£0.1m. The -£4.7m underspend to date shown in the table above is due to no monthly payment being made in April; this is forecast to catch up in March as shown in the chart below.



Appendix 2.15: Waste Processing

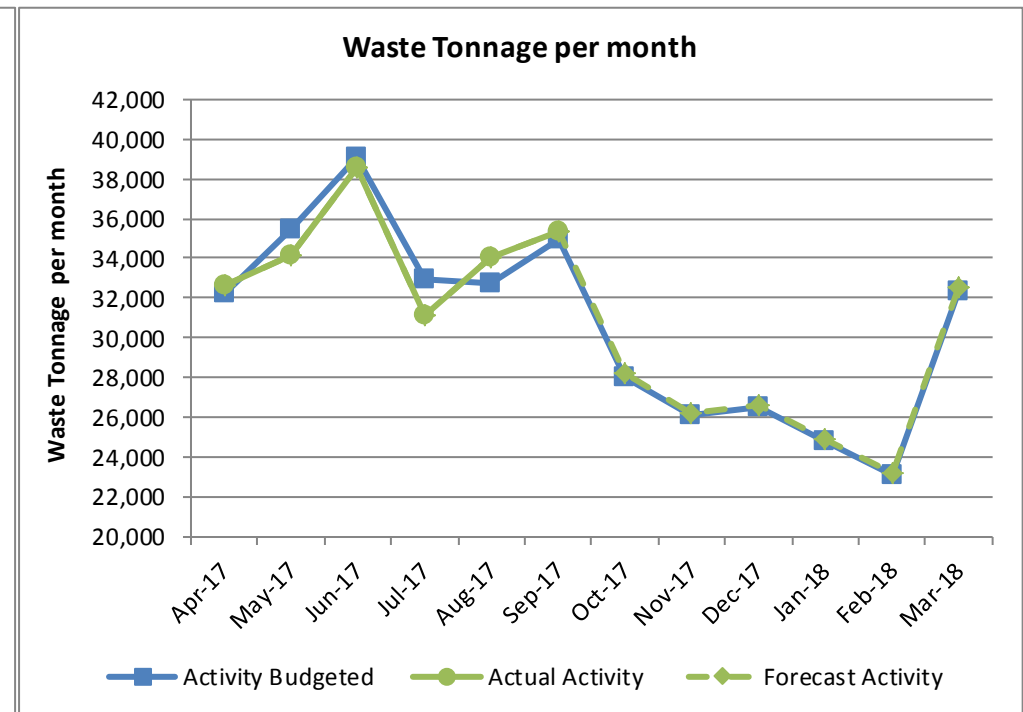
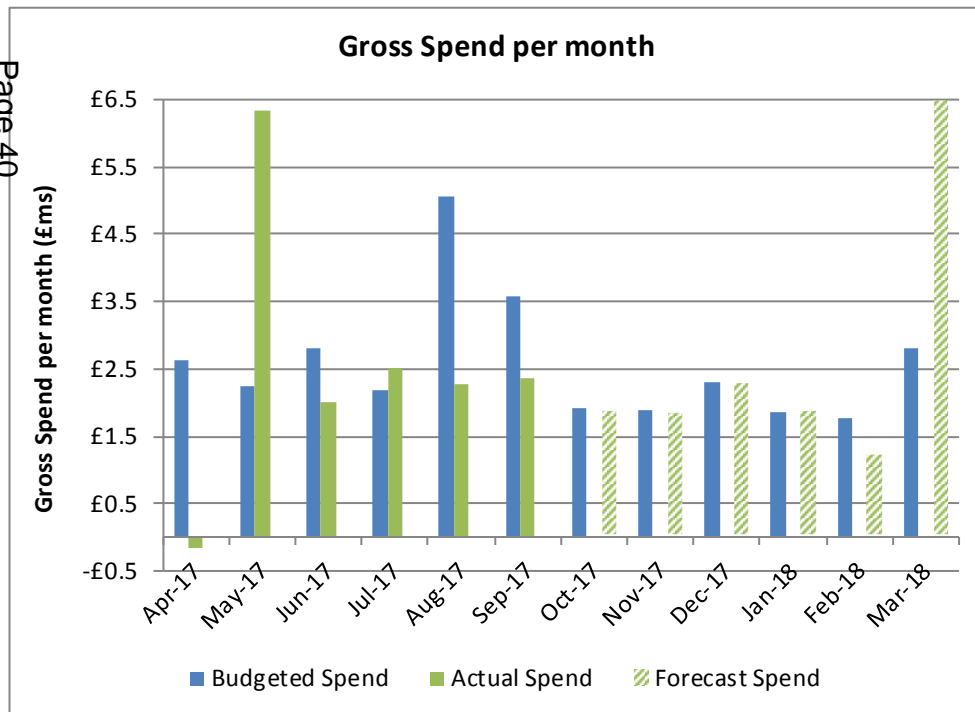
2017-18 Forecast	Gross £m	Income £m	Net £m	Waste Tonnage to 31/03/2018
Budget	£31.0	-£1.9	£29.2	368,245
Actual	£30.8	-£1.8	£29.0	367,336
Variance	-£0.2	£0.1	-£0.1	-909

Position as at 30th September 2017	Gross £m	Waste Tonnage to 30/09/2017
Budget: Spend/Activity Year to Date	£18.5	207,356
Actual: Spend/Activity Year to Date	£15.3	205,755
Variance as at 30th September 2017	-£3.1	-1,601

MAIN REASONS FOR FORECAST VARIANCE:

The gross underspend of (-£0.2m) is due to tonnage price variances (-£0.4m) primarily for Soil/Hardcore and Materials Recycling Facilities where contracts have been successfully retendered offset by a tonnage volume variance of +1,697 tonnes primarily across all Composting contracts (+£0.2m); there is also a small pressure within income due to a volume variance of -2,608 tonnes (+£0.1m). Variations in tonnes may not always impact on the financial position as not all changes in waste types attract an additional cost. The high spend in May is due to Enabling Payments which were budgeted to be paid in August/September therefore the variance is just a timing issue.

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Appendix 2.16: All Staffing Budgets (excluding schools)

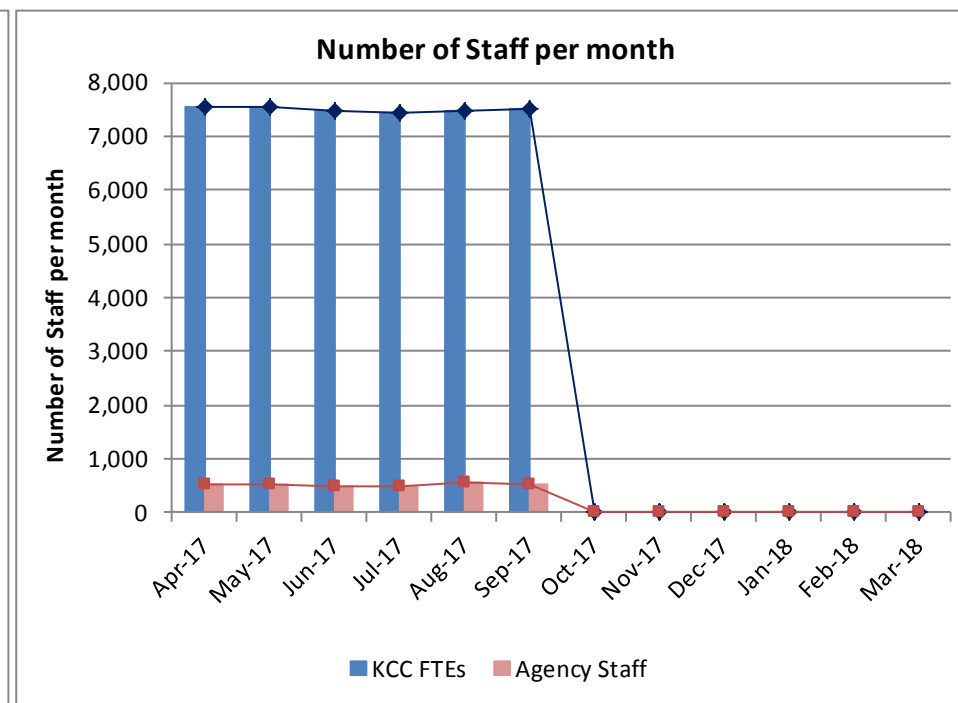
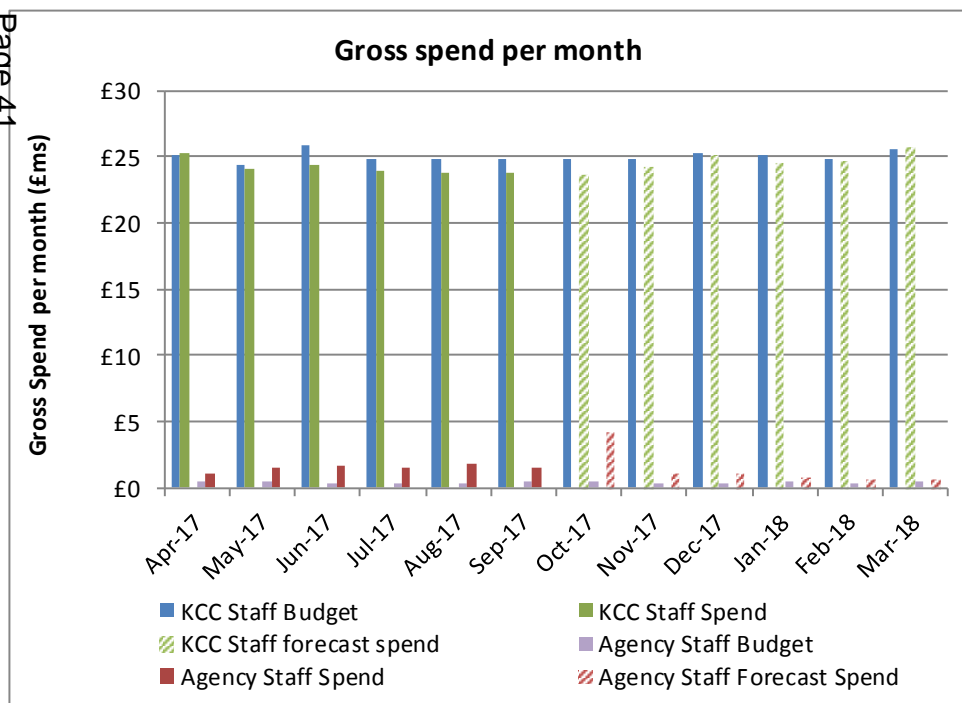
2017-18	KCC	Agency	Gross
Outturn	£m	£m	£m
Budget	£299.8	£5.1	£304.9
Outturn	£293.7	£18.4	£312.1
Variance	£-6.1	£13.3	£7.2

as at 30	KCC	Agency	Gross
September	£m	£m	£m
YTD Budget	£124.8	£2.0	£126.8
YTD Spend	£145.1	£9.2	£154.3
YTD Variance	£20.3	£7.2	£27.5

Staff numbers	KCC	Agency
	FTEs	Nos
as at 31 Mar 2017	7,609.36	445
as at 30 September 2017	7,504.66	539
Annual Movement	-104.70	94

MAIN REASONS FOR VARIANCE:

There is a significant underspend against KCC staff budgets but this is being negated by an overspend on agency staff. Vacancies are being held pending the outcome of restructuring and the uncertainty around budget cuts, which is contributing to the underspend against the KCC staff budgets. The majority of the overspend on agency staff relates to Children's Social Care Staff - see Appendix 2.10. The staffing numbers provided are a snapshot position at the end of the month.



Unaccompanied Asylum Seeking Children (UASC)**1. Position compared to budget by age category**

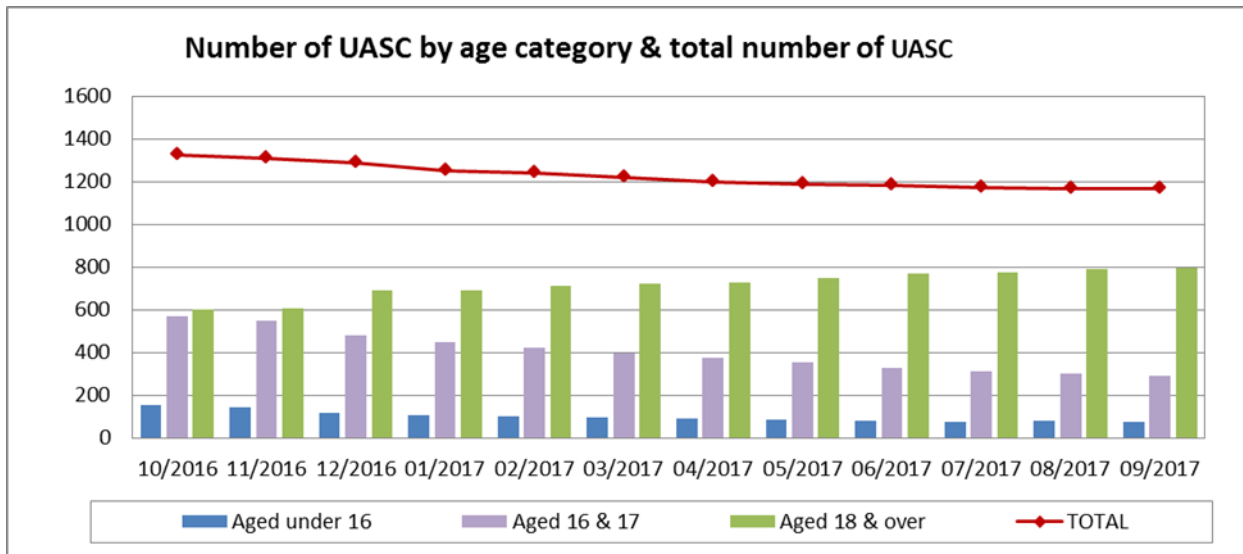
The outturn position is a pressure of £4.0m (after Corporate Director adjustment) as detailed below:

	Cash Limit			Forecast Variance		
	Gross £m	Income £m	Net £m	Gross £m	Income £m	Net £m
Aged under 16	4.4	-4.4	0.0	-1.4	1.2	-0.2
Aged 16 & 17	10.5	-10.5	0.0	-0.5	2.4	1.9
Aged 18 & over (care leavers)	8.7	-8.2	0.6	1.1	1.3	2.4
	23.6	-23.1	0.6	-0.8	4.9	4.0

The following tables exclude individuals being reunited with family under the Dublin III regulation who are awaiting pick up by relatives and are not Asylum seekers (so are not eligible under grant rules). However we are recharging for the time they use the Authority's services, so the authority should not face net costs.

2. Number of UASC & Care Leavers by age category

	Aged under 16	Aged 16 & 17	Aged 18 & over	TOTAL
Oct-16	155	573	601	1,329
Nov-16	147	553	610	1,310
Dec-16	117	481	693	1,291
Jan-17	109	451	691	1,251
Feb-17	101	425	714	1,240
Mar-17	99	398	725	1,222
Apr-17	93	376	732	1,201
May-17	85	356	750	1,191
Jun-17	80	331	771	1,182
Jul-17	78	316	778	1,172
Aug-17	80	301	790	1,171
Sep-17	77	293	800	1,170



The number of Asylum LAC shown in Appendix 2.11 (LAC numbers) is different to the total number of under 18 UASC clients shown within this indicator, due to UASC under 18 clients including both Looked After Children and 16 and 17 year old Care Leavers.

3. Number of Eligible & Ineligible Clients incl All Rights of appeal Exhausted (ARE) clients at the end of each month

2017/18	Eligible Clients	of which AREs	Ineligible Clients	of which AREs	Total Clients	Total AREs
At year end 2016/17	1,008	7	214	38	1222	45
April	982	3	219	42	1,201	45
May	972	3	220	33	1,192	36
June	965	8	217	35	1,182	43
July	967	4	205	32	1,172	36
August	954	21	217	32	1,171	53
September	956	18	213	31	1,169	49

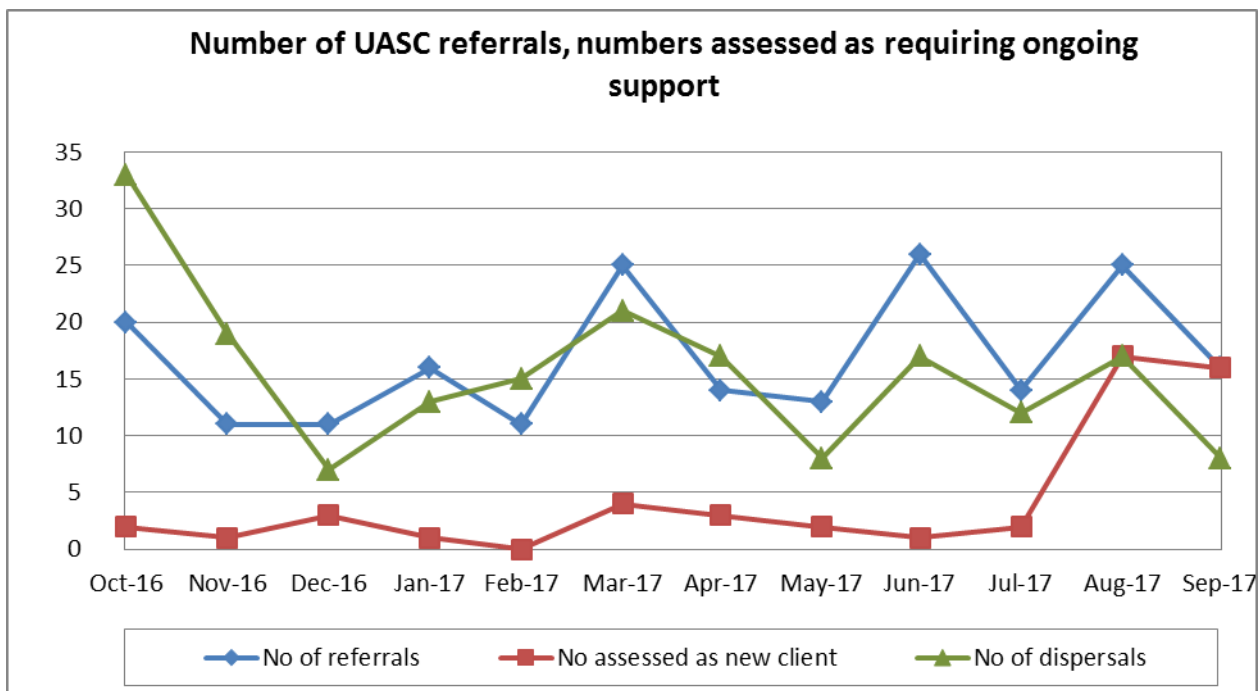
Eligible Clients are those who do meet the Home Office grant rules criteria. Appeal Rights Exhausted (ARE) clients are eligible for the first 13 weeks providing a human rights assessment is completed. There is a sharp rise in the number of new ARE clients within the 13 weeks of service in August 2017, this is due to the Home Office clearing a backlog of asylum decisions, coupled with a long delay in receiving data match information in relation to the grant claim. This indicator shows that the number of ARE clients have decreased slightly in September.

Ineligible clients are those who do not meet the Home Office grant rules criteria. For young people (under 18), this includes accompanied minors and long term absences (e.g. hospital or prison). For care leavers, there is an additional level of eligibility as the young person must have leave to remain or “continued in time” appeal applications to be classed as an eligible client.

4. Numbers of UASC referrals, assessed as requiring ongoing support

	No of referrals	No assessed as new client	%	No of dispersals
Jul-16	47	5	11%	25
Aug-16	42	4	10%	32
Sep-16	42	5	12%	40
Oct-16	20	2	10%	33
Nov-16	11	1	9%	19
Dec-16	11	3	27%	7
Jan-17	16	1	6%	13
Feb-17	11	0	0%	15
Mar-17	25	4	16%	21
Apr-17	14	3	21%	17
May-17	13	2	15%	8
Jun-17	26	1	4%	17
Jul-17	14	2	14%	12
Aug-17	25	17	68%	17
Sep-17	16	16	100%	8

Please note that the data for Jan, May, Jun, July and August 2017 has been updated in the No. Assessed as new Client column since the last report.



5. Total number of dispersals – new referrals & existing UASC

Duration	Arrivals who have been dispersed post new Government Transfer Scheme (w.e.f 01 July 16)*	Former Kent UASC who have been dispersed (entry prior to 01 July 16)	Total
Jul-16	14	11	25
Aug-16	31	1	32
Sep-16	30	10	40
Oct-16	33	0	33
Nov-16	17	2	19
Dec-16	7	0	7
Jan-17	8	5	13
Feb-17	15	0	15
Mar-17	16	5	21
Apr-17	14	3	17
May-17	7	1	8
Jun-17	16	1	17
Jul-17	12	0	12
Aug-17	17	0	17
Sep-17	7	1	8

In total there have been 284 new arrivals that have been dispersed since July 2016. These are included within the referrals in table 4. This also includes arrivals since 01 July 16 dispersed to London Boroughs, who are not participating in the transfer scheme.

The dispersal process has been slower than expected and has resulted in Kent becoming involved in some of the work or assessment for these clients prior to their dispersal and are therefore counting as a referral. It is expected that we will get to the point where clients are dispersed more quickly and therefore will not be included in the referral numbers.

Monitoring of Revenue Reserves 2017-18 – half year position

1. The table below shows the projected impact of the current forecast spend and activity for 2017-18 on our revenue reserves.

Account	Balance at 31/3/17	Projected balance at 31/3/18	Movement
	£m	£m	£m
General Fund balance	36.7	36.7	0.0
Earmarked Reserves	163.2	126.5	-36.7
Surplus on Trading Accounts	0	0	0.0
School Reserves	28.3	12.8	-15.5

- * Details of the reasons for the movement in schools reserves are provided in section 3.5 of the main report.

2. The forecast reduction in earmarked reserves includes:

	£m
• Budgeted drawdown of earmarked reserves to support 2017-18 budget including use of directorate reserves, workforce reduction reserve and use of residual 2015-16 underspend	-10.9
• Budgeted drawdown from Kingshill Smoothing reserve	-1.5
• Budgeted contribution to reserves for Transformation work	0.6
• Budgeted phased repayment of sums borrowed from long term reserves in 2011-12 (year 3 of 10)	1.3
• Drawdown from election reserve	-2.1
• Budgeted contribution to elections reserve	0.5
• Use of rolling budget reserve (2016-17 underspend) to fund approved roll forwards	-3.8
• Transfer to earmarked reserve to support future budgets of uncommitted 2016-17 rolled forward underspend	0.6
• Planned net drawdown of reserves for transformation costs	-7.9
• Budgeted drawdown from Public Health reserve (use of prior year underspending)	-2.5
• Planned movement in IT Asset Maintenance reserve	-6.8
• Planned movement in dilapidations reserve	-1.4
• Forecast transfer to Insurance reserve of current year underspend	0.9
• Net planned drawdown of VPE reserve	-1.5
• Other forecast movements in earmarked reserves	-2.2
	-36.7

From: Susan Carey – Cabinet Member for Customers, Communications and Performance
 David Cockburn – Corporate Director, Strategic and Corporate Services

To: Cabinet – 11 December 2017

Decision No: N/a

Subject: **Quarterly Performance Report, Quarter 2, 2017/18**

Classification: Unrestricted for Cabinet

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

Recommendation(s):

Cabinet is asked to NOTE the Quarter 2 Performance Report.

1. Introduction

- 1.1. The KCC Quarterly Performance Report for Quarter 2, 2017/18 is attached at Appendix 1.
- 1.2. The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council.
- 1.3. The QPR includes 38 Key Performance Indicators (KPIs) where results are assessed against Targets set out in Directorate Business Plans at the start of the year.

2. Quarter 2 Performance

- 2.1. Results against Target for KPIs are assessed using a Red/Amber/Green (RAG) status.
- 2.2. Of the 38 Key Performance Indicators included in the report, the latest RAG status are as follows:
 - 26 are rated Green - target achieved or exceeded,
 - 10 are rated Amber - below target but above floor standard
 - 2 are rated Red – below floor standard
- 2.3. Net Direction of Travel in the quarter was positive with 19 indicators improving, 11 showing a fall in performance and 8 with no change.

3. Recommendation(s)

Recommendation(s):

Cabinet is asked to NOTE the Quarter 2 Performance Report.

4. Contact details

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Kent County Council

Quarterly Performance Report

Quarter 2

2017/18

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



Key to KPI Ratings used

This report includes 38 Key Performance Indicators (KPIs), where progress is assessed against Targets which are set at the start of the financial year through the Council's Directorate Business Plans. Progress against Target is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of Direction of Travel (DoT) through use of arrows.

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved
↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same

*Floor Standards are set in Directorate Business Plans and if not achieved must result in management action.

Key to Activity Indicator Graphs

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

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

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

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

Data quality note

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

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Executive Summary

A majority of indicators for Quarter 2 are rated as Green, on or ahead of target and Net Direction of Travel was positive with more indicators showing improvement than showing decline.

	G	A	R	↑	↔	↓
Customer Services	3			1		2
Economic Development & Communities	1	1		1		1
Environment and Transport	5	2		5		2
Education and Young People	5	3	1	3	5	1
Specialist Children's Services	6	1		5	2	
Adult Social Care	3	2	1	2		4
Public Health	3	1		2	1	1
TOTAL	26	10	2	19	8	11

Customer Services - Good performance was maintained for caller satisfaction, and complaints dealt with on time exceeded target. The percentage of phone calls to Contact Point which were answered improved and met target. Phone call volumes to Contact Point continue to reduce on an annual basis towards planned lower levels, with improved digital content on the web site.

Economic Development & Communities – Jobs created and safeguarded from Regional Growth Fund loan schemes since 2012 is now at over 4,000 jobs. The No Use Empty programme, which returns long term empty domestic properties into active use, continues to deliver ahead of target. Library visits and book issues were above expectations in the quarter. Economic indicators remain positive with economic activity levels being high.

Environment and Transport – Core service delivery for Highways maintenance was above target for three indicators with demand for works at expected levels for the time of year. Resident satisfaction with completed Highways schemes improved compared to last quarter, but remained below target. The percentage of municipal waste diverted from landfill at 99% continues to exceed target. The recycling rate at Household Waste Recycling Centres was below target and management action has been taken to address this with results expected to improve in the next quarter. The council continues to reduce its Greenhouse gas emissions supported by programmes such as LED Streetlight conversions.

Education and Young People – Ofsted inspection results for schools and Early Years settings continue to meet target with year on year improvement. Apprenticeship take-up and NEET figures for Young People have also shown year on year improvement, although this has been behind targets set. Completion of Education, Health and Care Plans (EHCPs) in timescale remain below floor standard with the service being under pressure due to a significant increase in demand, including work to convert existing SEN statements to EHCPs. However Kent continues to perform above national average for completion of EHCPs in timescale. Outcomes achieved for Early Help cases improved, moving closer to target. The number of pupil exclusions and first time entrants to the youth justice both continue to be at historic low levels in line with targets.

Specialist Children Services – The percentage of qualified social worker posts held by permanent staff improved in the quarter, and further improvements are expected through recruitment of Newly Qualified Social Workers. The percentage of child protection plans which are repeat plans remains within the target range, with the percentage of Case File audits judged as Good improving above target. Adoption timeliness remained ahead of target, and use of in-house fostering was above target. Placement stability for children in care improved to meet target. The percentage of Care Leavers in education, employment and training continues to increase and has achieved target. The number of local children in care remained stable at a new low level of 1,400, and the rate of children with protection plans saw another increase similar to the previous quarter, and is now close to the national average.

Adult Social Care – The percentage of contacts resolved at first point of contact increased in the quarter ahead of target. The number of clients supported with Telecare, also increased, now at 6,769, and was close to target. Clients referred to enablement remained significantly behind target, with the service continuing to support clients beyond the usual expected short-term period, due to difficulty in securing appropriate on-going home care support. There continues to be problems securing home care support in certain parts of the county, particularly in rural areas. The percentage of clients still independent after an enablement service met the 60% target. The number of admissions to residential and nursing care increased and remains higher than target. The percentage of delayed discharges from hospital where social care is considered to be responsible increased in the quarter, but performance remained ahead of the local target of 30%.

Public Health – The number of Health Checks completed increased and moved further ahead of target. The number of universal checks delivered by the Health Visiting service also increased and moved further ahead of target. Clients offered appointments to GUM services to be seen within 48 hours remained at 100%. Clients successfully completing treatment for drug and alcohol problems remained slightly below target.

Customer Services	
Cabinet Member	Susan Carey
Corporate Director	Amanda Beer

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	3			1		2

Customer contact through Contact Point and digital channels is provided by our strategic partnership with Agilisys.

Satisfaction with Contact Point advisors remained high in the quarter and exceeded the target. Performance for the percentage of calls answered by Contact Point (KCC's call centre) improved and achieved target. This is being kept under continual review to ensure that this is maintained and improved on in the future.

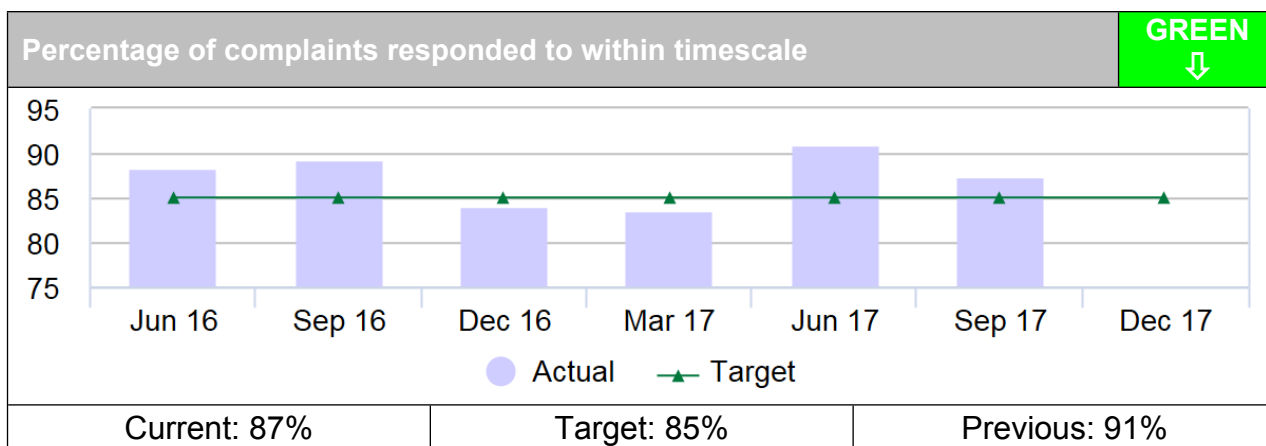
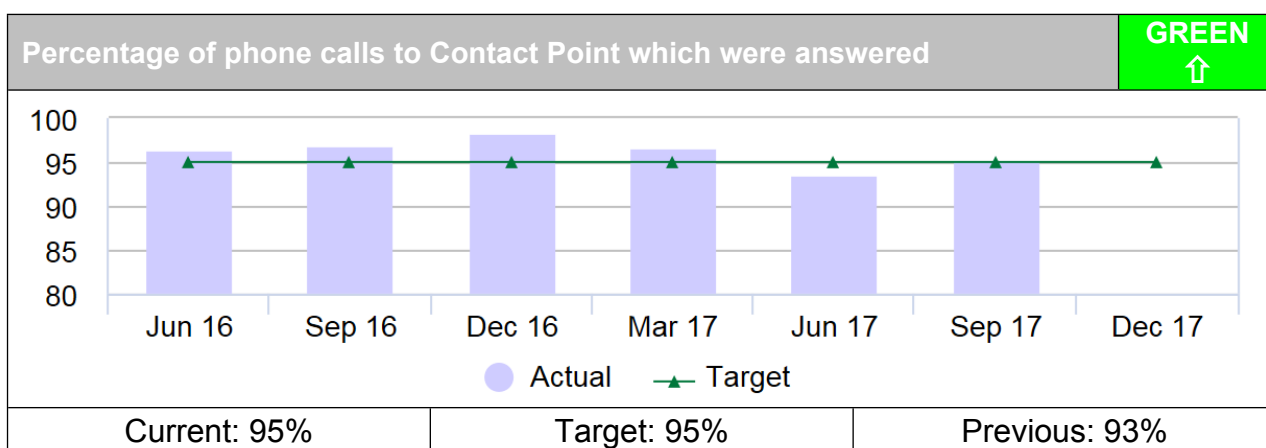
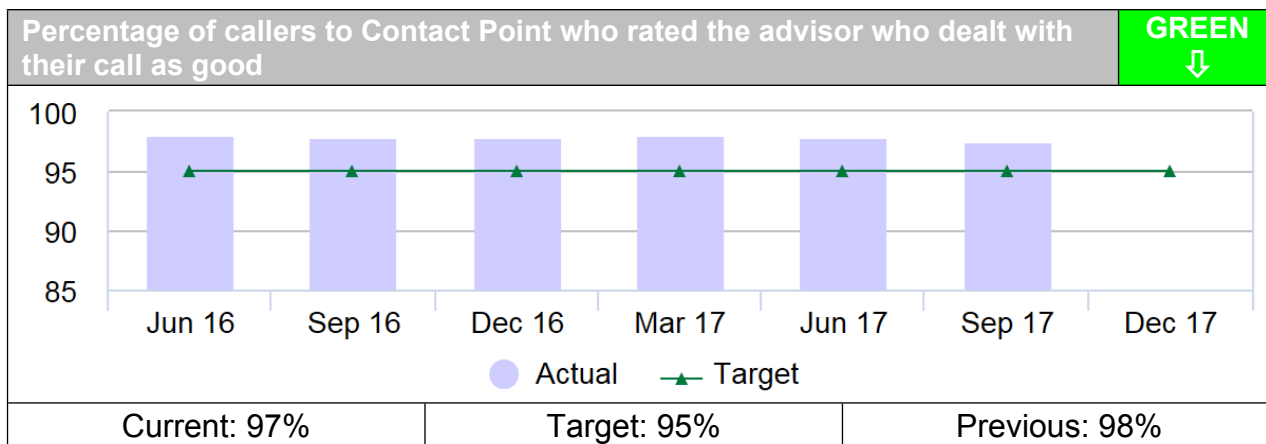
Overall call volumes handled by Contact Point were 11.9% higher than last quarter, but 10.3% lower than the same period last year. Call volumes handled in the last 12 months were 13.3% lower than the previous year. Average call time has decreased slightly to 3 minutes 38 seconds.

Complaints responded to in timescale exceeded target with 87% of 918 complaints answered in expected timescale. However, this is down on the previous quarter in which 91% were answered within timescale.

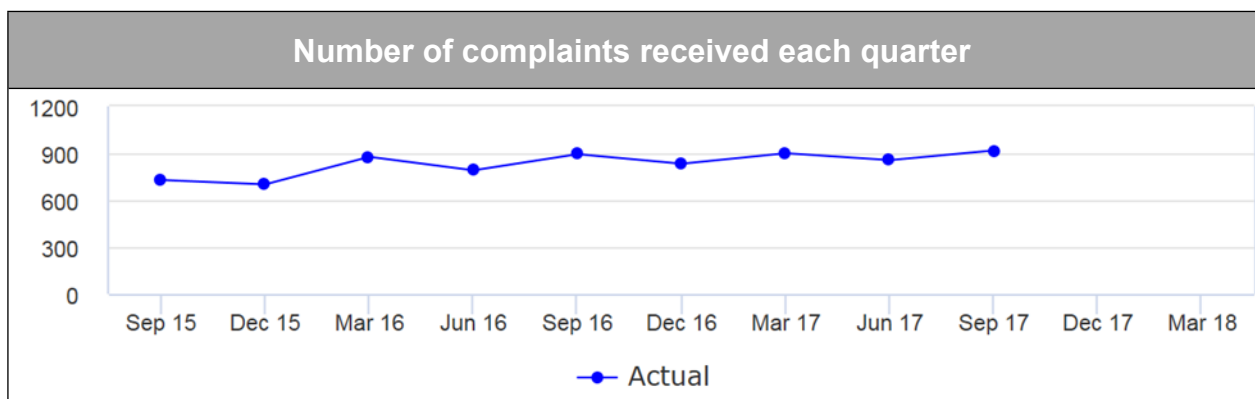
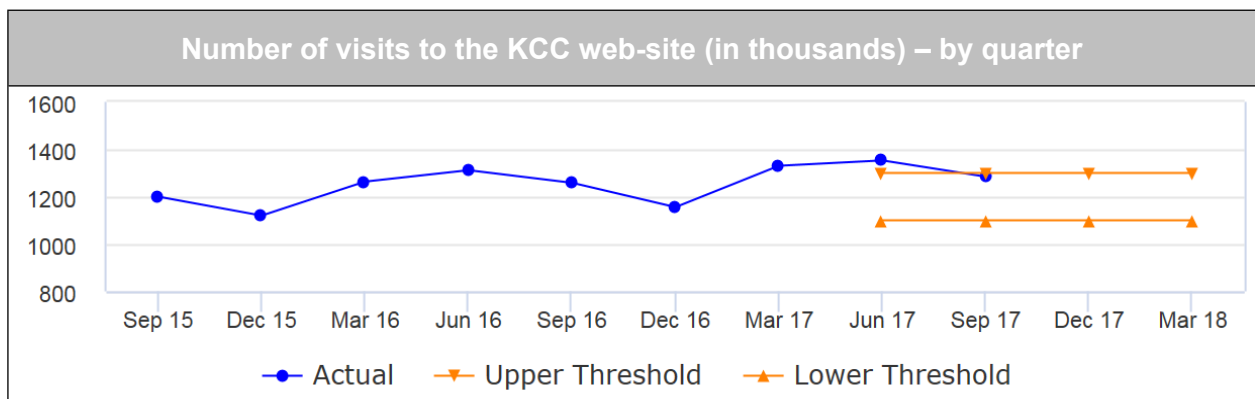
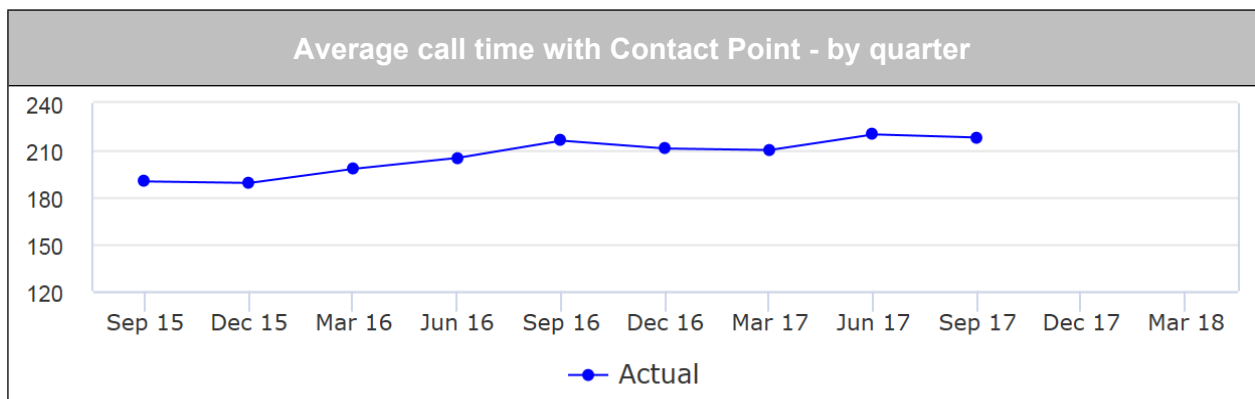
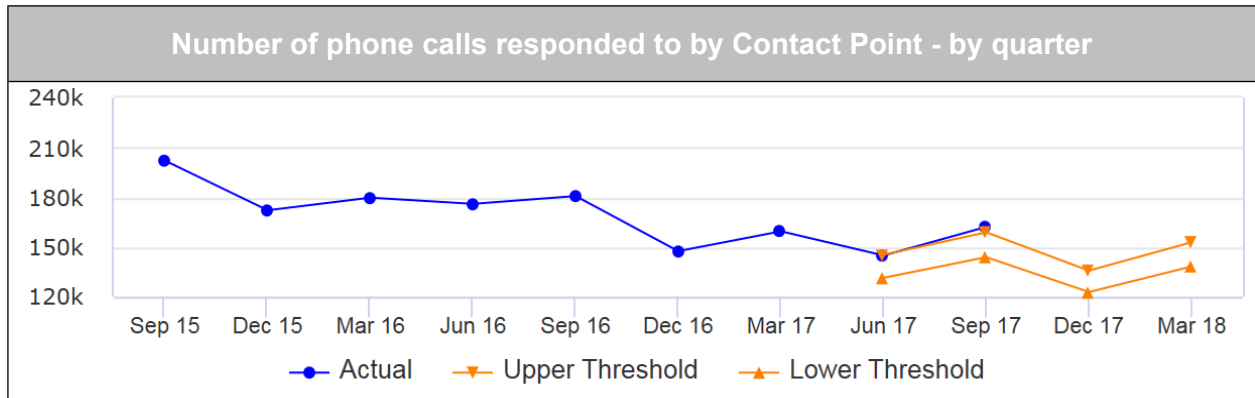
Visits to the KCC web-site were within the expected range.

Completion of transactions on our web-site has increased, leading to a reduction in the volumes of postal and phone applications. Most service areas reflect this trend.

Key Performance Indicators



Activity indicators



Customer Services – Contact Activity

Number of phone calls, e-mails and post responded to by Contact Point

Contact Point dealt with 11.4% more enquiries than the previous quarter, but 10.4% less than for the same period last year. The 12 months to September 2017 saw 17% fewer contacts responded to than the year to September 2016.

Service area	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Yr to Sep 17	Yr to Sep 16
Adult Social Care	32	35	34	33	134	141
Highways	22	22	20	22	87	100
Specialist Children's Services	21	22	22	22	88	99
Schools and Early Years	12	13	11	14	50	56
Libraries and Archives	10	11	10	12	43	45
Blue Badges	10	11	9	11	41	48
Transport Services	6	8	6	10	30	35
Registrations	10	9	10	8	36	39
Adult Education	5	6	5	8	25	31
Speed Awareness	5	5	5	7	22	22
Main Enquiry Line	6	6	5	5	21	50
Waste and Recycling	3	3	3	4	14	14
Other Services	3	3	4	3	13	14
KSAS*	3	3	2	2	10	14
Total Calls (thousands)	147	159	145	162	614	708
e-mails handled	5	7	7	8	27	60
Postal applications	8	8	7	7	30	41
Total Contacts (thousands)	160	175	159	177	671	809

* Kent Support and Assistance Service

Numbers are shown in the 000's, and will not add exactly due to rounding. Calculations in commentary are based on unrounded numbers so will not precisely match changes in table.

Out of hours calls are allocated 75% to Specialist Children Services, 15% for Highways and 10% Other.

Postal volumes mainly relate to Blue Badges and Concessionary Fares correspondence.

Customer Services – Complaints monitoring

The number of complaints received in the quarter showed a 7% increase on the previous quarter, and was 3% higher than the corresponding quarter last year.

On a rolling 12 month basis, for the year to Sept 2017 the number of complaints also showed a 7% increase on the year to Sept 2016. The largest increase over the twelve month period was for Highways complaints. Highways staff are being encouraged to direct customers to the complaints route, in order to ensure a better and quicker process to manage their concerns.

We have been focusing on capturing figures from services that have previously not reported against the key performance indicator, due to this we expect a rise in the numbers of complaints recorded over the year.

Service	12 mths to Sep 16	12 mths to Sep 17	Quarter to Jun 17	Quarter to Sep 17
Highways, Transportation and Waste Management	1,112	1,633	441	447
Adult Social Services	629	627	136	155
Specialist Children's Services	255	287	74	73
Finance and Procurement	223	188	54	33
Education & Young People Services	130	188	45	48
Libraries, Registrations and Archives	294	206	42	53
Other Strategic and Corporate Services	167	255	29	72
Adult Education	98	58	19	12
Environment, Planning and Enforcement	358	66	16	25
Total Complaints	3,266	3,508	856	918

Customer Services – Digital Take-up

The table below shows the digital/online or automated transaction completions for Key Service Areas so far this financial year.

Transaction type	Online Oct 16 – Dec 16	Online Jan 17 – Mar 17	Online Apr 17 – Jun 17	Online Jul 17 – Sep 17	Total Transactions Last 12 Months
Renew a library book*	72%	72%	73%	74%	1,443,786
Report a Highways Fault	33%	43%	36%	37%	97,023
Apply for a Concessionary Bus Pass	12%	6%	15%	15%	36,330
Apply for a Young Person's Travel Pass	76%	81%	29%	79%	34,552
Book a Speed Awareness Course	78%	85%	82%	81%	34,060
Apply for or renew a Blue Badge	39%	42%	45%	47%	32,150
Book a Birth Registration appointment	71%	71%	75%	75%	19,051
Highways Licence applications	54%	54%	54%	61%	7,466
Apply for a HWRC recycling voucher	95%	97%	97%	97%	4,918
Report a Public Right of Way Fault	61%	66%	92%	86%	3,136

* Library issue renewals transaction data is based on individual loan items and not count of borrowers.

Economic Development & Communities	
Cabinet Members	Mark Dance, Mike Hill
Corporate Director	Barbara Cooper

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	1	1		1		1

Support for business

Since April 2012, Kent's Regional Growth Fund programmes, Expansion East Kent, Tiger and Escalate, have provided a total of £56.3 million by way of loans, grants and equity investments to 242 businesses in Kent and Medway. The number of jobs created or safeguarded since the launch of the RGF Programmes is 4,054 as at September 2017.

Using funds that have been repaid to KCC from the Expansion East Kent, Tiger and Escalate programmes, the Kent and Medway Business Fund (KMBF) was launched in January 2017 to provide loan funds to Kent businesses. Round 1 of the KMBF has committed £1.4 million to 11 businesses. Round 2 was launched in July 2017 and over 110 businesses have expressed an interest, of which 74 (total value of £15.1 million) meet the funding criteria and have been invited to submit full proposals.

Funding Infrastructure Projects

Between 2015/16 and 2020/21, at least £171m of funding will be allocated to Kent and Medway Infrastructure Projects by the South East Local Enterprise Partnership (SELEP). In quarter 2 of 2017, the SELEP allocated Local Growth Funding to Kent as follows:

- £1m to support the delivery of the A26 Cycle Improvements Project, between Tunbridge Wells and Tonbridge, a distance of 6.1km.
- £1.265m to support the A2500 Lower Road/Barton Hill Junction Improvements, through the replacement of the signal controlled junction by a 3-arm roundabout.
- £6.12m to support the delivery of the Kent and Medway Engineering, Design, Growth and Enterprise (EDGE) Hub, an industry-led initiative working with Canterbury Christ Church University (CCCU) to drive economic growth in the engineering and technology industry through the establishment of a teaching and research centre on the former Canterbury prison site, with satellite facilities at the Discovery Park (Dover), Kent Science Park (Swale), CCCU's Medway Campus, and other parts of Kent.
- An additional £0.231m to support Tonbridge Town Centre Regeneration to enable cycle route improvements to the A21 Pembury Road.

In addition, the Department for Transport directly awarded National Productivity Investment Funding to Kent County Council for two schemes:

- £4m for new signals at the A249 Bearsted Road and New Cut Road roundabouts for traffic from the Kent Medical Campus Enterprise Zone.
- £3.2m to support the A2500 Lower Road/Barton Hill improvements, including widening and a new shared footway/cycleway.

Converting derelict buildings for new housing

In the last quarter 109 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme. A total of 5,246 certified long-term empty properties have been modernised since the Programme began in 2005. Total NUE investment currently stands at £43.3 million (£19.2 million from KCC recycled loans and £24.1 million from public/private sector leverage). Recent projects approved include the Former School Building in Folkestone (empty 5 years) for conversion to 8 residential units. Following the success of the NUE Shepway Top Up Loan Scheme, Dover have approved £300k and Tunbridge Wells £100k for NUE to administer similar Top Up Schemes going forward. NUE have submitted a £1m bid to SELEP Growing Places Fund to bring empty commercial properties back into use as mixed commercial/residential use, with decision expected November 2017.

Infrastructure

KCC obtains financial and non-financial contributions to KCC services from developers of new housing sites. In the second quarter ending September 2017, 18 Section 106 agreements were completed and a total of £5.35m secured.

Section 106 developer contributions secured (£ 000s)

	Oct to Dec 2016	Jan to Mar 2017	Apr to Jun 2017	Jul to Sep 2017
Primary Education	1,521	31,936	3,626	3,354
Secondary Education	393	24,908	1,329	1,551
Adult Social Care	35	327	103	153
Libraries	42	1,085	150	210
Community Learning	20	277	52	48
Youth & Community	8	368	33	38
Total	2,018	58,899	5,293	5,357

Broadband

Kent's Broadband Delivery UK programme has brought superfast broadband to over 131,000 properties that would otherwise have had no or slow broadband. Having met the Phase 1 target to deliver superfast broadband to 91 percent of properties in Kent, Phase 2 of the programme, currently underway, aims to extend the availability to 95.7 percent of Kent's homes and businesses by the 30th September 2018.

Culture and Creative Economy

Art31 a youth project supported by KCC, Arts Council and University of Kent recently hosted Uprising, a conference event to give young people the opportunity to consider some of the biggest challenges they face and how arts participation could support young people with these challenges. Speakers included Darren Henley, Chief Executive, Arts Council England alongside a number of young entrepreneurs and creative professionals.

KCC is a partner in a £1.3million project to create a new cultural tourist trail along the South East coast by using digital technologies and creating new partnerships. 'Culture Coasting' will bring together organisations across the region to grow the visitor economy, combining original artworks by internationally renowned artists, geocaching technology and bookable itineraries along the coastline. Visit Kent have been awarded £350,000 funding from Visit England's Discover England Fund and Turner Contemporary have received £500,000 from Arts Council England (ACE) to deliver the project, in partnership with several leading arts venues in the region. KCC Culture and Creative Economy team co-authored with East Sussex County Council the successful bids to ACE, and the SELEP are contributing £34,000 in total over three years. Turner Contemporary will lead on the delivery of the project's arts content, while Visit Kent will lead on building and marketing the project's tourism offer.

Kent Film Office

In the second quarter of 2017/18, the film office handled 228 requests and logged 136.5 filming days bringing an estimated £797k direct spend into Kent. Production highlights include Juliet Naked, Night in Hatton Garden, Peterloo, The Royals Series 4, stills for Vanity Fair, Lacoste, Mini Car and Burberry. The Film Office supported 7 work experience candidates and facilitated 3 students who worked on visiting productions.

Libraries, Registration and Archives (LRA)

The key priority for LRA this year is the development of ambitions for the future. Staff workshops were held in July and further online staff engagement took place in September. A member working group has been established and has met twice.

Visits to libraries over this quarter exceeded business plan expectations and book issues were higher than expected. Our online contacts continue to grow with an 84% increase on Facebook and 40% increase in use of our online reference resources, with a 12% increase in e-issues compared to the same quarter last year.

The number of customers attending events increased in the quarter with high levels of activity relating to the Summer Reading Challenge, with over 18,000 children registering to take part and nearly 10,000 children completing the 6 books.

LRA has recently been successful in achieving the Customer Service Excellence award for the seventh year running. To ensure we continue to deliver good customer services we monitor customer satisfaction levels and this year's programme of surveys covers 5 areas of the service. As our major survey of library and archives customers is done by email we have also conducted a face to face survey in libraries to ensure our results reflect the views of all our customers. Results so far from this year's customer satisfaction surveys show satisfaction rates of:

- Libraries 97% (annual target 95%)
- Archives 87% (annual target 90%)
- Birth and death registration 93% (annual target 95%)
- Wedding ceremonies 97% (annual target 95%)
- Citizenship ceremonies 97% (annual target 95%)

We are carrying out further analysis of the underlying results to establish any areas where we can make improvements.

Sport and Physical Activity

The Sport and Physical Activity Service has been successful in attracting £295,000 from Sport England to continue its work on the Satellite Club programme, developing links between young people in schools and local clubs and other sports provider opportunities up to March 2019. In addition, Sport England has confirmed just under £65,000 for our work to support Primary Schools in the good use of their PE & Sport Premium Funding. The team held its annual Networking Conference in September attracting 120 delegates with Charlotte Edwards, Kent & England Women's Cricketer, as special guest to present our first ever KUDOS Award to Primal Roots for a project using outdoor greenspace and woodland to provide physical activity for people with mental health issues.

Kent Country Parks

The Country Parks continue to perform above their income targets. In addition, the team have been nationally recognised for their consistently high standards by retaining seven Green Flag awards and four South and South East in Bloom Awards across the Country Parks portfolio.

Resilience and Emergency Planning Service

In response to the Grenfell tower fire, the service facilitated a multi-agency strategic co-ordination group for Kent and Medway to understand the threat and risk to high rise residential buildings in our area. In addition, the team also delivered an exercise for Kent Joint Chief Executives to explore Media Management, Spontaneous Volunteers, Mutual Aid and the resources required to support the recovery of a community following a major incident similar to Grenfell.

The Duty Emergency Planning Officers have dealt with 60 alerts in the last quarter. This is lower than the same quarter last year, partly due to the better weather. However, in one weekend alone, the Duty Officer had to respond to the Move to Critical following the Parsons Green incident and the Holborough Lakes fire in Tonbridge and Malling district.

The team are planning several exercises in November, including a Move to Critical event for the KCC Senior Mangers group in November, and a Kent Resilience Forum multi-agency exercise with a focus on recovery from a residential tower block fire.

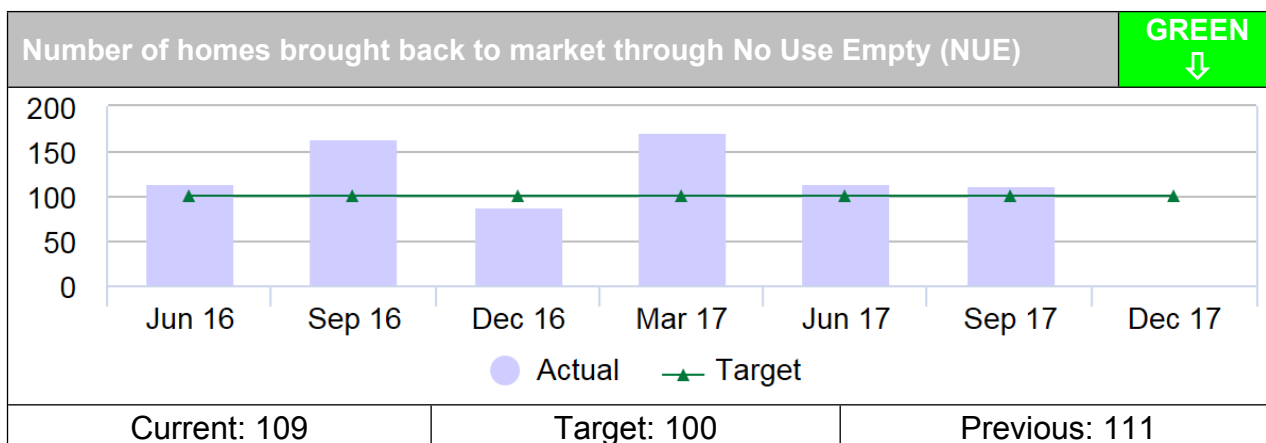
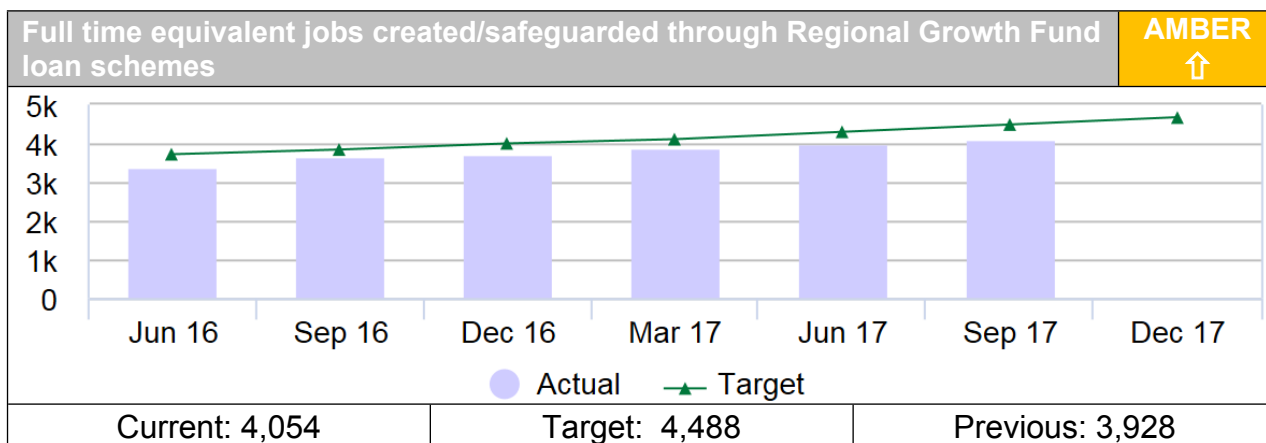
Community Safety

The first edition of the Kent Community Safety Newsletter was produced in July to highlight and promote community safety work across the county.

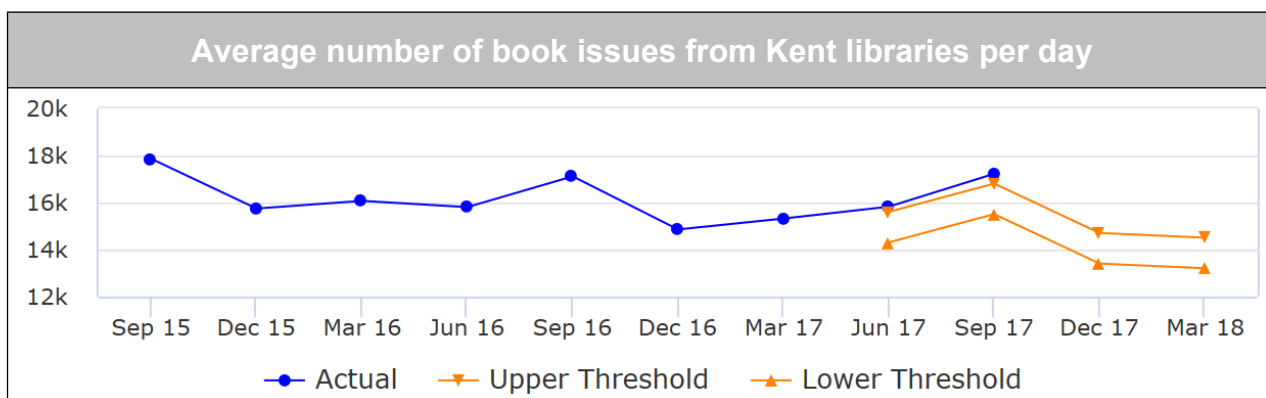
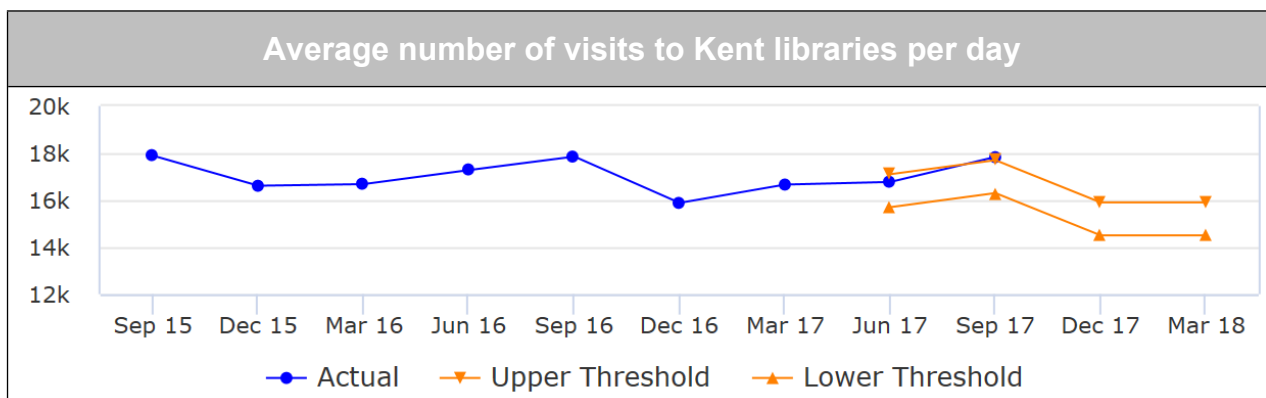
Since the official launch of the full Volunteer Support Warden (VSW) scheme, we have been actively recruiting volunteers for a number of Town and Parish Councils. There are now six new VSW's who have completed their training. The recruitment of volunteers will be ongoing, with recruitment and training being conducted in cohorts or groups which will enable volunteers to apply throughout the year. A campaign push for volunteers is planned over the autumn and winter months, providing further opportunity for other Parish/Town Councils to participate in the full scheme.

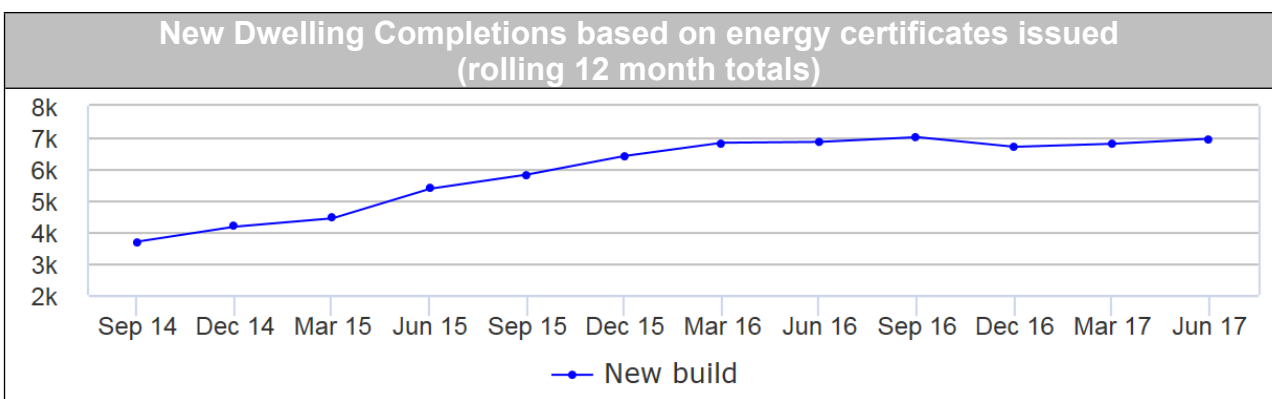
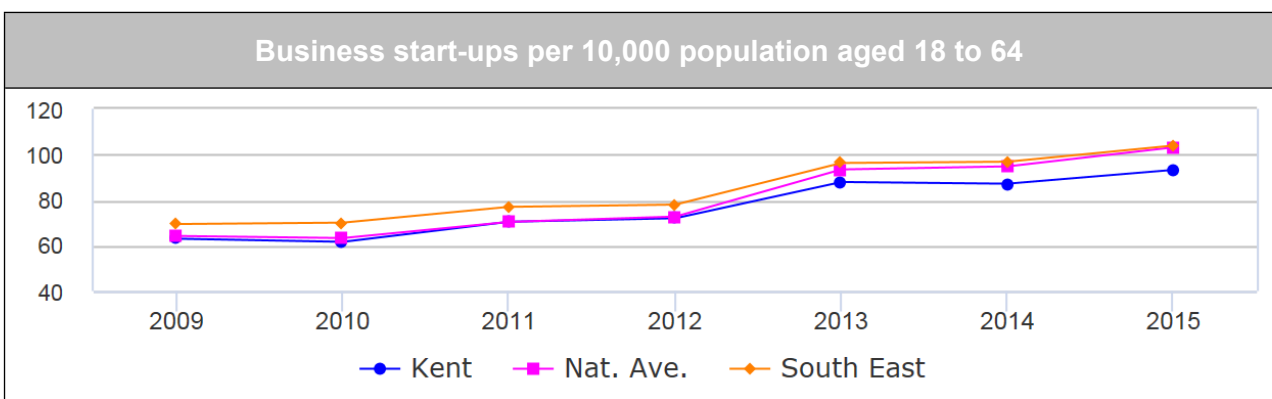
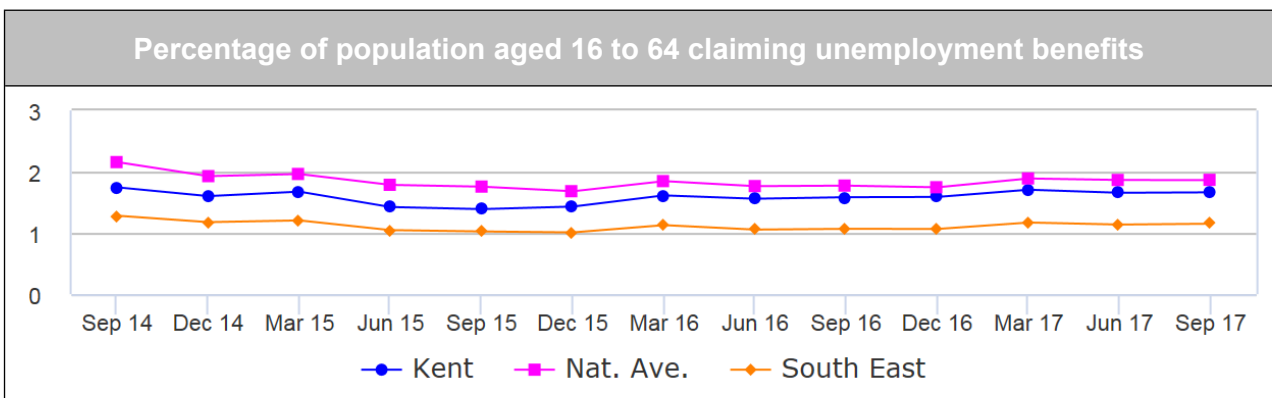
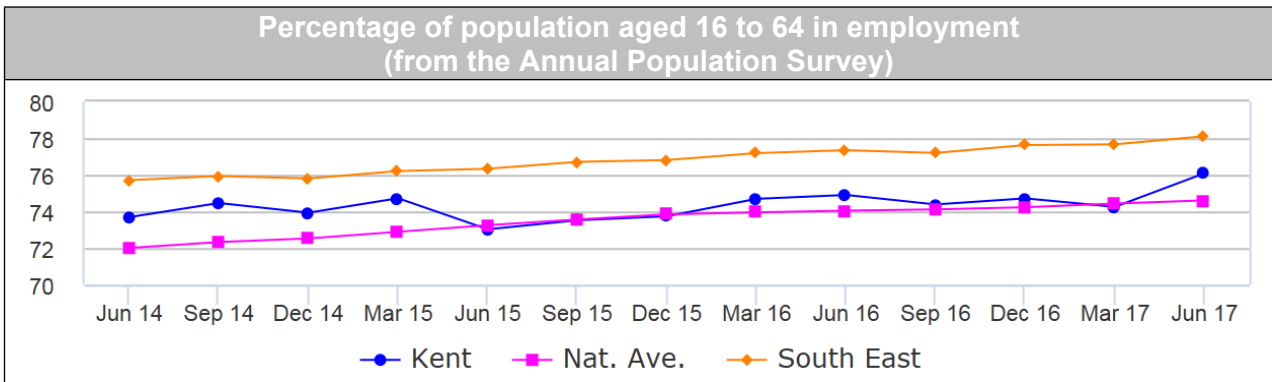
The Community Safety Unit (CSU) continues to manage a number of domestic homicide reviews that are at various stages of the process with one case presented at the July Kent Community Safety Partnership.

Key Performance Indicators



Activity indicators





Environment and Transport	
Cabinet Member	Matthew Balfour
Corporate Director	Barbara Cooper

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	5	2		5		2

Highways

Performance was above target for 3 of the 4 highway measures. Whilst resident satisfaction with completed roadworks has increased to 66% (from 44% last quarter) this remains below the target of 75%. In this quarter a wider range of schemes were surveyed and whilst residents are mostly content with maintenance work like resurfacing we still need to do more to explain to residents the benefits of schemes that 'change' the highway layout. Whilst we work hard on our community consultation and governance processes sometimes schemes are not seen as positive by everyone.

New enquiries raised for action by customers in this quarter were at the lower end of seasonal expectations at 23,704 compared to 25,624 for the same time last year. Our customer enquiry work in progress is also at the lower end of seasonal expectations with 5,688 open enquiries awaiting action compared to 5,930 this time last year. We have seen a reduction in customer enquiries as a result of the LED streetlight conversion project as well as the successful pothole blitz work. Teams are continuing to handle enquiries for the normal seasonal demand around drainage as well as managing the routine streetlight, pothole and emergency response faults. In this quarter we co-ordinated 25,191 utility opening notices across the County.

A number of key projects were progressed in the quarter including Cabinet Committee endorsement of the proposed criteria for a definition for Kent's Resilient Highway Network (roads that will be given priority in order to maintain economic activity and access to key services during extreme weather) and approval of our Winter Service Policy for 2017/18. We also submitted a £3.5 million bid to the Department for Transport (DfT) under the Safer Roads Fund application process. Good progress continues with the £3 million Pothole Blitz and the conversion of streetlights to LED remains on track, reaching 75,006 by the end of September (of 118,000 total due to be completed by May 2019).

Public Transport

Our Special Educational Needs (SEN) team have delivered innovative and cost effective new contracts for 15 special schools across Kent as well as dealing with the unexpected collapse of a major operator. This meant putting in place new arrangements for in excess of 300 clients three weeks before the students were due to return to school. We have also responded quickly to the overnight collapse of a bus company to ensure continuity for school children using 8 services in the Ashford area. A new contract has been put in place to provide and maintain bus stops and associated flags and timetable cases across the County.

We have also launched our new inspector team that will monitor all transport services, including public buses, coaches, minibuses and taxis. With KCC-liveried eco-friendly hybrid vehicles and visible uniforms the team will monitor the quality of the service, ensuring our transport providers are safe and legal, as well as ensuring compliance with contractual obligations. A successful 'Operation Coachman' saw us join forces

with colleagues from district councils' Licensing departments, the Driver and Vehicle Services Agency (DVSA) and Kent Police to visit a selection of schools across the County to undertake intensive inspections to raise standards in school transport.

Casualty Reduction

The priorities and actions set out in our Casualty Reduction Strategy continue to form the basis of our activity and we are also following the National Police Chief's Council road safety calendar to further coordinate activity with our partners in addressing the main road user behaviours that lead to road casualties. For the current Quarter the focus includes impairment through drink and drugs. A report on 2016 road casualty data was presented to Environment and Transport Cabinet Committee in September.

Asset Management

Work continues to ensure that we develop our asset management approach to achieve the highest possible Incentive Fund (Band 3) rating by the end of 2017 and therefore maximise DfT capital funding for 2018/19 and beyond. As part of that, we have recently agreed a definition of Kent's Resilient Highway Network, so that investment in this most critical part of our highway network can be prioritised. We are also agreeing performance measures to help understand asset condition and the impact of investment choices. This continues to support the need for significant investment to ensure highway asset condition, especially for roads, is maintained.

Transport Strategy

The new Local Transport Plan 4 (LTP4), Delivering Growth without Gridlock (2016-2031) was adopted by County Council on 13 July 2017. This sets KCC's priorities for transport for the next 15 years and will be used as the basis for funding bids to deliver infrastructure to support growth.

KCC continues to engage with Highways England as they assess the environmental, economic and traffic impacts of the proposed new Lower Thames Crossing following the preferred route announcement earlier this year.

The proposed Thanet Parkway railway station received Approval in Principle from Network Rail in July. A planning application will be submitted early next year and work continues to close the funding gap to enable delivery of this essential piece of transport infrastructure for East Kent.

The Transport Strategy Team has also responded to several key national policy consultations which will impact Kent, including the draft Aviation Strategy, and has met with the preferred bidders for the new South East Rail Franchise as we continue to make the case for the best deal for Kent's rail commuters.

Two bids have been submitted to the Government's Housing and Infrastructure Forward Fund. The first bid was for £295 million of investment for enabling infrastructure for Otterpool Park Garden Town, and the second bid was for transport infrastructure in enable housing growth in Swale's Local Plan.

Strategic Planning and Infrastructure

Work on the Growth and Infrastructure Framework (GIF) 2017 is underway and will provide an up to date picture of the housing need forecast for the county up to 2031, alongside the infrastructure needed to support this growth. The GIF will also start to look further ahead to 2050 – taking a scenario based approach to help understand how we build in the flexibilities now to plan for growth into the future.

Local Growth Fund Transport Capital Projects

Through the South East Local Enterprise Partnership (SELEP), we are looking after £147 million of Government funding so far allocated for projects within Kent from rounds 1, 2 and 3 of the Local Growth Fund (LGF).

There are currently 27 transport projects in the Programme with a total value of £208.5m. Five are now complete and eleven are substantially under construction, including the major scheme, Rathmore Road, Gravesend.

There are two schemes currently rated as Red in 2017/18, Thanet Parkway due to a funding gap and Sturry Bus Lane, Canterbury due to need for further stakeholder consultation.

LGF Project Start Year :	2015/16	2016/17	2017/18	Total
Total Value (£m)	84.4	58.7	65.4	208.5
LGF funds (£m)	48.63	30.6	44.2	123.4
Projects	12	8	7	27
Complete	4	-	1	5
Green (on track)	4	4	0	8
Amber (some delays)	4	4	4	12
Red (at risk)	0	0	2	2

Waste Management

Performance was above target for diversion from landfill but below target for waste recycled at Household Waste Recycling Centres (HWRC). Over the last 12 months only 1.1% of waste was taken to landfill, ahead of EU Landfill Directive target of less than 5% by 2020. In recent months there has been some variability as the European capacity to process refuse derived fuel is in greater demand which may result in some waste returning to landfill. Recycling levels at HWRCs missed target, with this quarter's performance at 68.7%, due to a short term operational issue. The issue has been resolved through contract management and performance is expected to improve in the next quarter.

We continue to work with district councils to help improve recycling rates from kerbside collection and these remains at 44% as a result of the increase in green and food waste collected in this period. We have published proposed new funding arrangements for recognising, rewarding and incentivising District Councils for improving waste recycling performance.

Our waste budget is set to manage 730,300 tonnes of waste for the year. Tonnage ratios between the HWRC's and district council kerbside collection remain unchanged. Cost control remains a critical area of focus and with some minor procurement in progress there may be some limited opportunity to maintain current unit costs. However cost of living increases pose the greatest risk to price and cost variations which can have a significant impact due to the large tonnages we handle.

Environment

Delivery on the implementation plan to support the Kent Environment Strategy continues, and monitoring of the first year's progress is underway.

KCC's performance on reducing Greenhouse Gas emissions remains slightly behind target. This is partly due to an increase in emissions data collected for fleet transport as a result of improving data quality, coupled with business mileage reducing at a slower rate than expected, mainly due to demands in Adult Social Care. However, good progress continues to be made in reducing emissions from street lighting and the corporate estate buildings and this trend is expected to continue.

The Old Chalk New Downs Heritage Lottery Fund (HLF) project had its public launch on 15th October at Leybourne Lakes. The event will inform people about the special nature of chalk grassland and the rare species it supports and encourage volunteers for the project. Volunteer opportunities, and the health and well-being benefits this brings, are key deliverables of the project.

The Kent Nature Partnership (KNP) has secured funding from Defra to deliver a planning demonstration project, which aims to improve provision for biodiversity and natural capital in local planning, assisting local planning authorities (LPAs) to contribute to Kent Biodiversity Strategy targets. It will deliver this aim by undertaking a pilot with Kent LPAs that will illustrate the benefits of engaging with the KNP on local planning matters. The pilots will be delivered with Tunbridge Wells, Dover and Swale who all offer a different stage of the plan-making process. The KNP has also finalised refreshed priorities and an action plan, with a more streamlined focus on areas where it can add value.

The Ecological Advice Service has secured £73,450 income in the first 6 months, delivering ecological planning advice to 10 of the county's LPAs. In the first 6 months, it has had an average 98.1% response rate within deadline, above the 90% target set for the year.

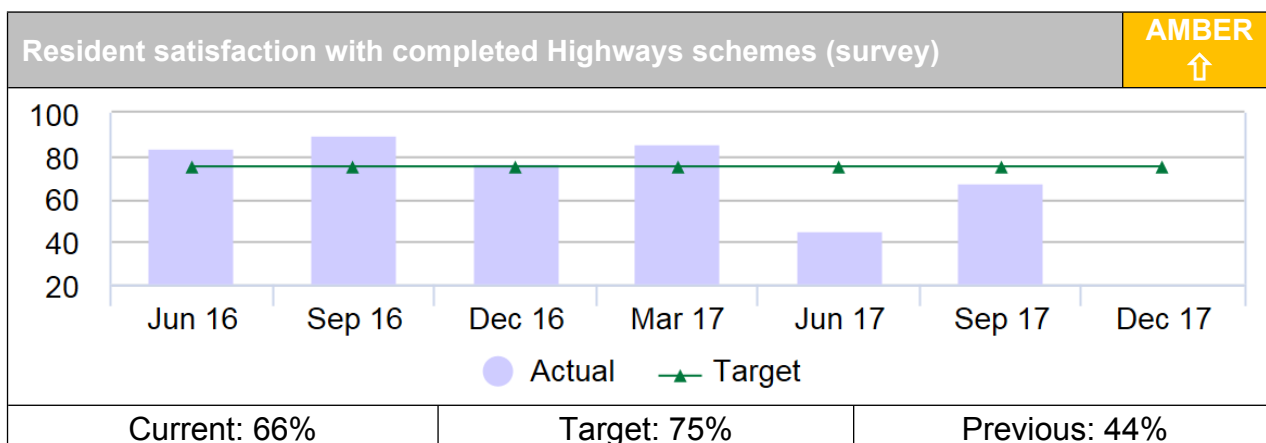
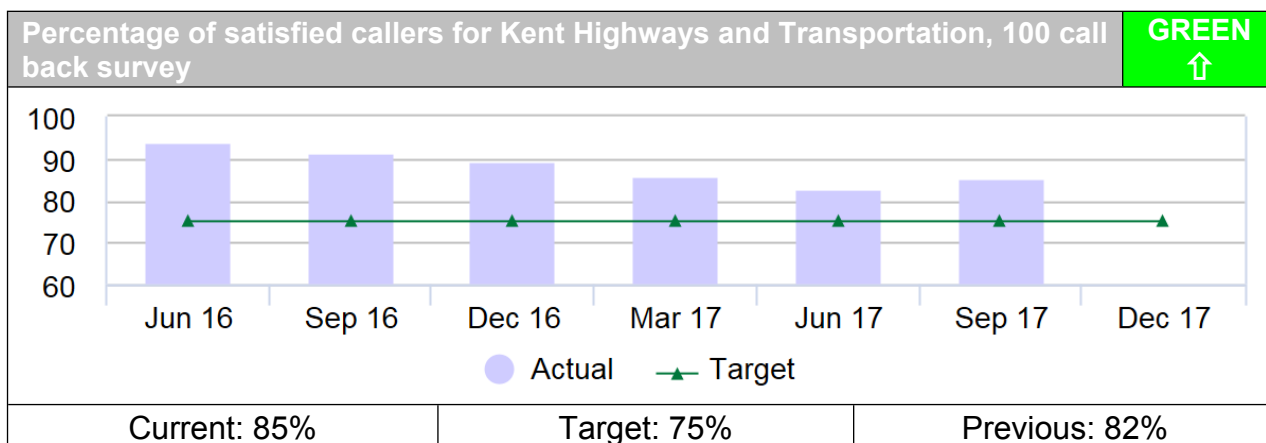
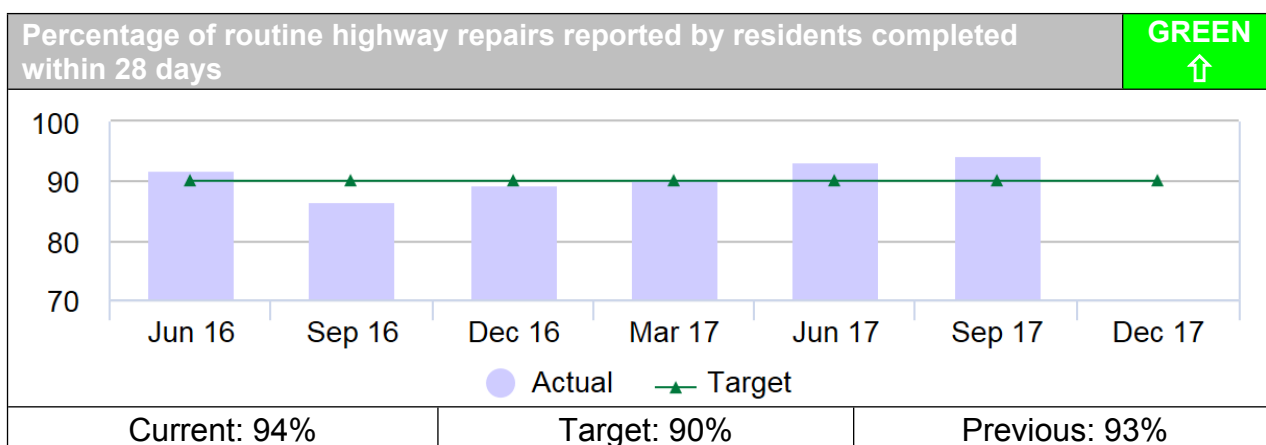
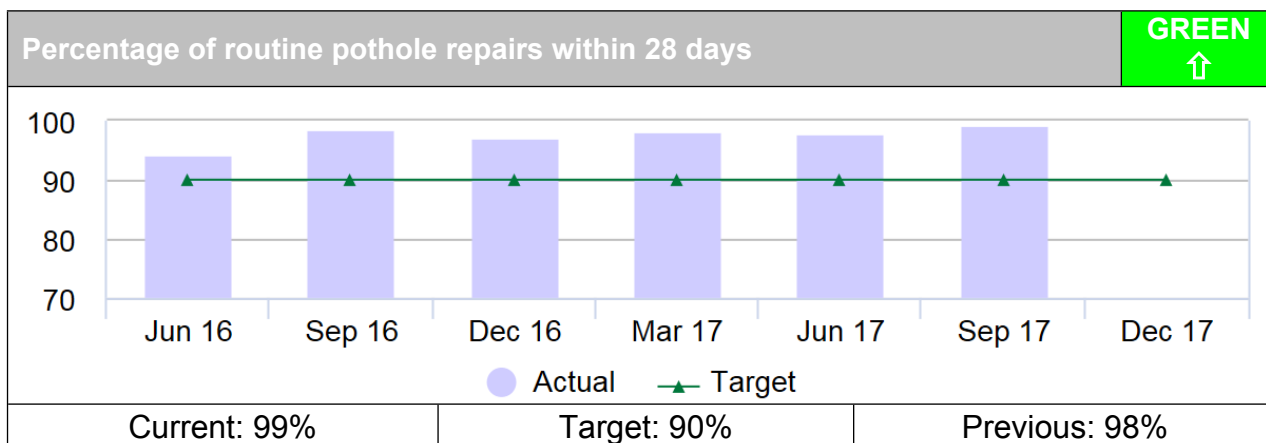
The Sustainable Drainage team have been offering pre-application advice as a chargeable service since January 2017. This service was promoted through a workshop with developers and their consultants in March 2017 and with the LPAs in June 2017. Promotion of pre-application advice and engagement is important in ensuring appropriate information about drainage is submitted in planning applications.

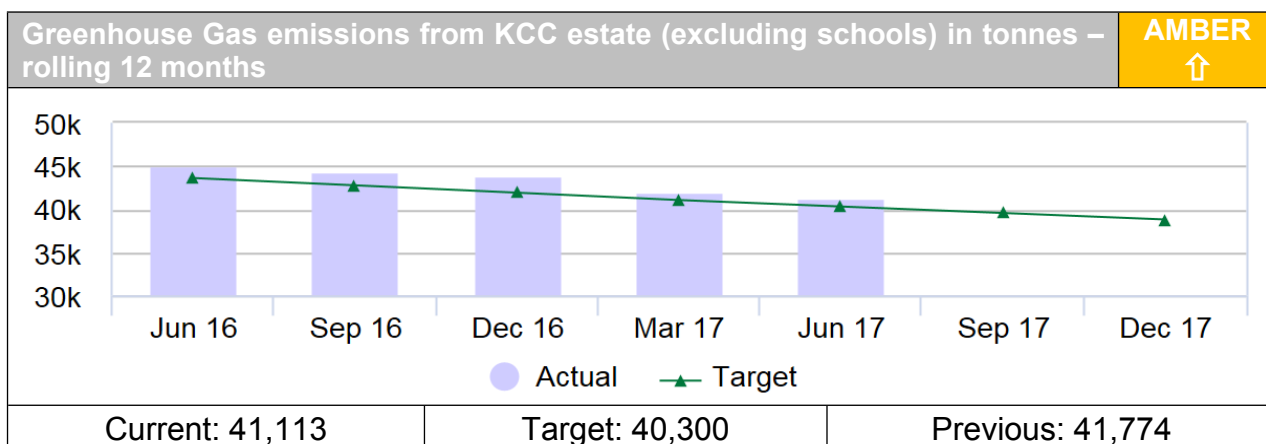
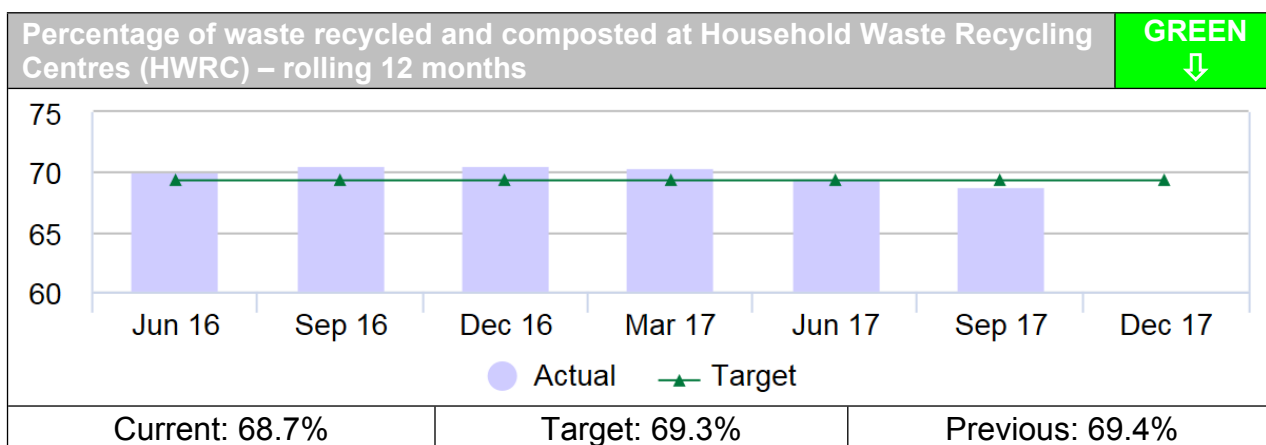
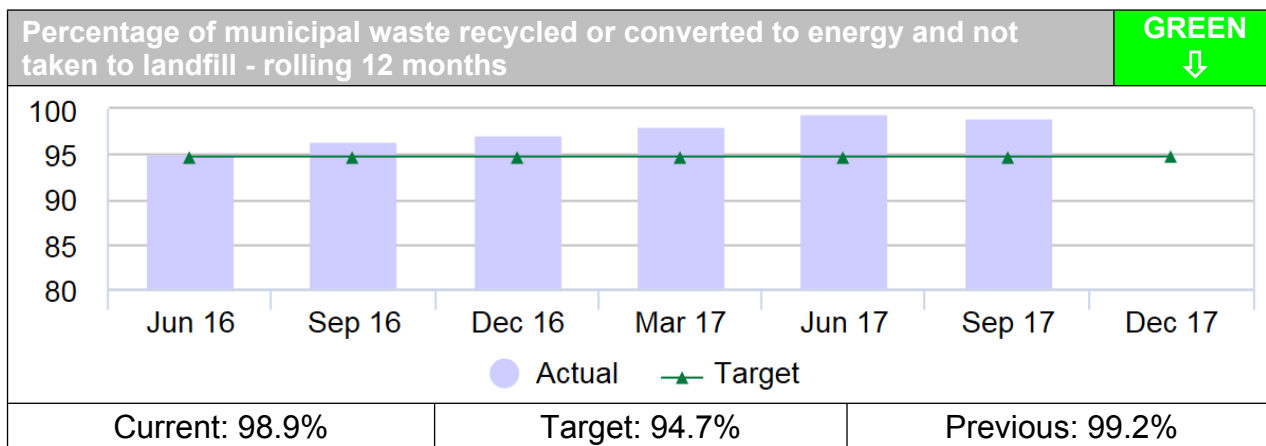
Following the successful approval of the £18.5 million 3 year Low Carbon Across the South East (LoCASE) project, delivery is now well underway. This project is funded by the European Regional Development Fund and covers the South East Local Enterprise Partnership area. To date, a total of 301 grants totalling just under £2 million have been awarded. These grants are provided to assist businesses optimise the use of resources and adopt innovative low carbon solutions in ways that improve business performance, whilst at the same time contributing to the protection and preservation of the environment.

Heritage Conservation

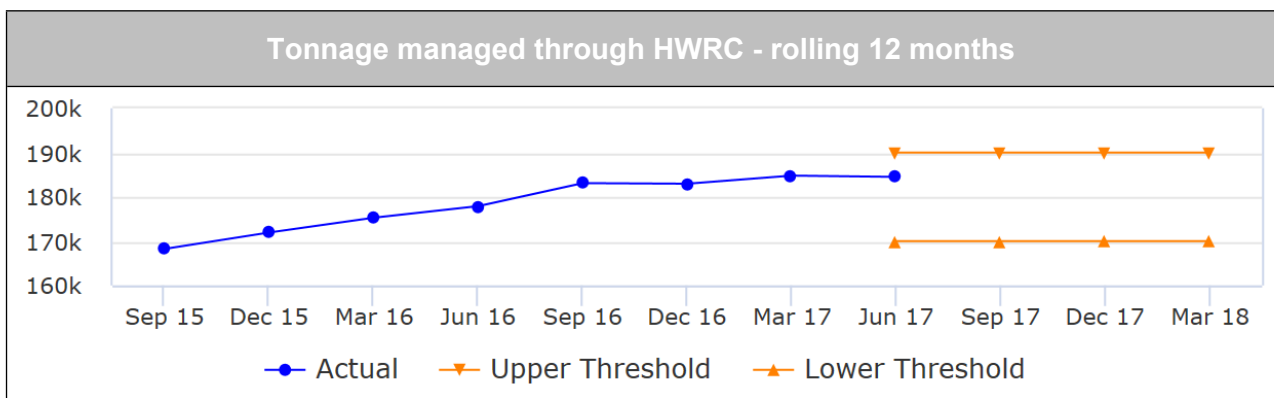
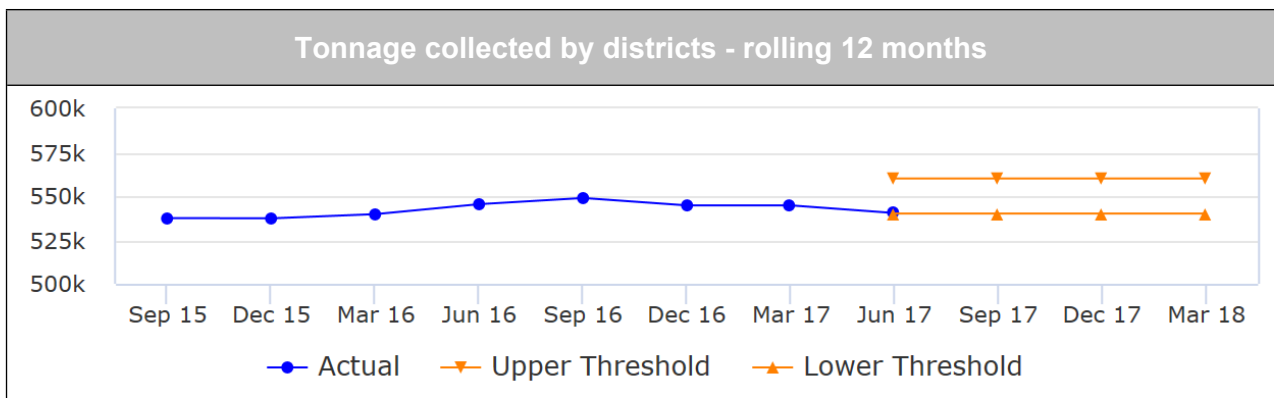
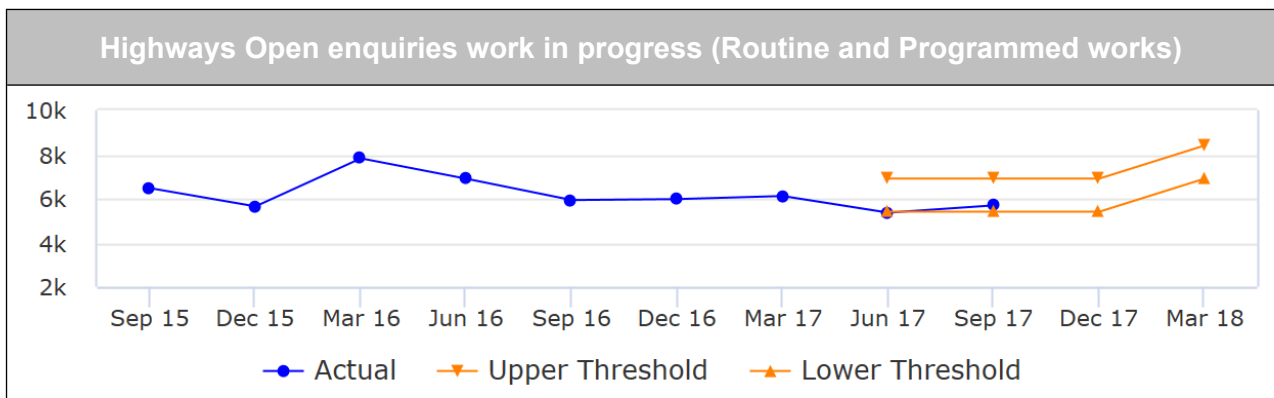
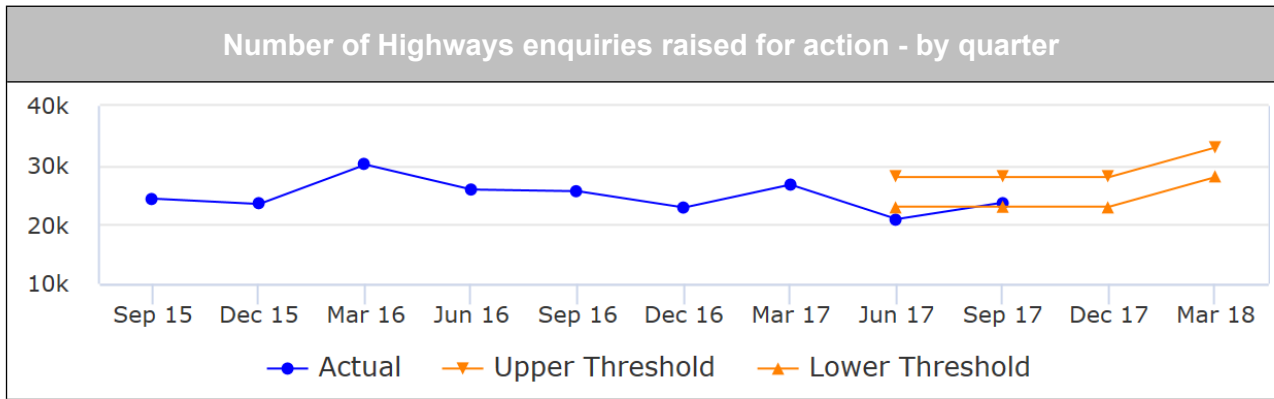
As part of the HLF-funded Cobham Landscape Detectives Project, 'The Big Village Dig' took place in Cobham in July during the nationwide Festival of Archaeology. The whole community came together as test-pits were excavated in gardens and at the primary school.

Key Performance Indicators





Activity indicators



Education and Young People	
Cabinet Members	Roger Gough
Corporate Director	Patrick Leeson

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	5	3	1	3	5	1

Schools

The provisional results for Primary school attainment outcomes in summer 2017 were above the national average. In the Early Years Foundation Stage 74.2% of children attending a school in Kent achieved a good level of development compared to the emerging national figure of 70.7%. At Key Stage 2 64% achieved the expected standard compared to the national figure of 61%. At Key Stage 4 in 2017 comparisons with performance in 2016 are difficult to make, given that this year has seen the implementation of new grades and more demanding examinations.

In August 2017, 501 of the 548 schools in Kent with a current inspection were good or outstanding. This means in Kent 91.4% of pupils were attending good or outstanding schools compared to 88.8% at the same time last year, an increase of 11,886 children receiving a better education. Kent has 22% of schools judged to be outstanding compared to the national figure of 21%.

The percentage of Primary schools judged by Ofsted as good or outstanding was 92%. The proportion of Secondary schools that are good or outstanding was 90%. In August 2017 96% of Special schools were good or outstanding.

We remain determined, working in partnership with schools to continue the positive trajectory seen in Kent. Improving outcomes and reducing the performance gaps are at the forefront of our work. One of the priorities moving forward is to increase the number of schools graded as outstanding and moving those who require improvement to become good as quickly as possible. We remain on track for our long term target that 95% of schools will be good or outstanding by 2018.

Early Years

The percentage of Early Years settings which were rated Good or Outstanding in August was 97%, equal to the target. This is excellent performance, and sustaining this standard whilst also increasing the amount of outstanding provision remains a key priority for the Early Years and Childcare Service.

Other priorities include the ongoing delivery of 30 Hours of Free Childcare, working in partnership with Children's Centres to continue to increase the take up of Free Early Education places by eligible two-year-olds, increasing the number of children achieving a Good Level of Development at the end of the Early Years Foundation Stage, narrowing achievement gaps, and increasing the number of Early Years settings working within a collaboration. The take-up for the free childcare entitlement for eligible two years olds in July 2017 was 67%

Skills and Employability

Significant progress continues to be made to reduce both the NEET and Not Known numbers. The Not Known figures are the lowest they have been for 4 years. An increasing number of districts have met the monthly targets for NEET reduction and in the other districts the number of NEETs has remained relatively stable due to effective partnerships being established with schools' colleges and employers.

The number of young people who are Not in Education, Employment or Training is not reported for September as young people find new learning and training placements at the start of the academic year. The three month rolled average for December, January and February, which the DfE uses as its performance measure, shows NEETs in Kent to be 3.1% which is above the national figure of 2.8%. The new combined measure of % of 16 – 17 year olds NEET or whose activity is not known was 6.8% in Kent compared to the national figure of 6.0%.

New Early Help commissioning arrangements for NEET support started in December 2016, with CXK being the provider for this more bespoke support for the more challenging NEET cases. They are working with young people in the Year 12 and 13 age groups who are NEET and who need more specialist support and guidance to ensure they can move into a positive destination that meets their individual needs. 358 cases were allocated to CXK between December 2016 and March 2017. Regular contract management meetings are held to review performance, referral pathways and the capacity of the service to support a greater number of NEETs.

The current estimate for the percentage of 16 to 18 year olds who start an apprenticeship is 5.3% which is just below the target, and similar to last year. With the introduction of the Apprenticeship Levy in April 2017 we expect to see a significant increase in the number of apprentices over the next 4 months. The Made in Kent campaign has seen the number of applicants for apprenticeships significantly increase through the Apprenticeship Kent website

SEND

The percentage of Education, Health and Care Plans (EHCPs) issued within the statutory 20 weeks was 74% (658 out of 890) in the quarter against a target of 85%.

In the past year, KCC's Special Educational Needs teams are receiving new referrals for statutory assessment at an unprecedented rate. The numbers across Kent are the highest the County Council has ever seen, having carried out 1,004 statutory assessments in 2016 compared with 880 in 2014. The Service saw a 16% rise over the last year. This is in addition to assessing over 8,000 existing pupils with Statements who must be transitioned to new Education Health and Care Plans. Managing transitional arrangements alongside new assessments is adversely impacting on the proportion that can be completed within 20 weeks.

School Places and Admissions

For admission in September 2017 over 80% of parents secured their first preference Secondary school and 89% of families secured their first preference school for Primary schools places. An additional 240 Reception places and 488 Year 7 places have been made available, to receive children in September 2017.

For 2016/17 across Kent as a whole, the target of maintaining at least 5% surplus capacity has been met at the Secondary phase but not at the Primary phase. At the

Primary phase, there are seven districts with less than 5.0% surplus capacity compared to six districts last year. For Year Reception, four districts do not have at least 5% surplus capacity, up from three last year. At the Secondary phase, eleven out of twelve districts met the 5% surplus capacity target and for Year 7, five districts do not have at least 5% surplus capacity, up from four last year.

Early Help

There are around 3,000 cases open to Early Help units which equates to support for around 7,000 children and young people aged 18 and under.

The percentage of Early Help cases closed with outcomes achieved this quarter has increased to 78% and is 2 percentage points below the target. We are now receiving higher volumes of Domestic Abuse Notifications from the Police prior to consent being gained, and a significant proportion of these families do not wish to engage with any services so the cases are closed due to disengagement. However, for Early Help unit cases initiated via an Early Help Notification 82% of cases are closed with outcomes achieved, which is above the 80% service standard.

For permanent exclusions, the rolling 12 months total remains stable (across both Primary and Secondary phases) at 0.03% and meeting the target. The number of pupils excluded in the last 12 months (Oct 16 to Sep 17) was 69, a notable increase compared to the previous year of 60, with 21 from Primary schools and 48 from Secondary schools. Dartford and Gravesham have permanently excluded 16 and 10 pupils respectively, followed by Maidstone, and Tonbridge and Malling who have permanently excluded 9 pupils each. Ashford and Thanet have zero permanent exclusions. The month of September 2017 (latest academic year 2017/18 data) saw 5 pupils permanently excluded, of which 3 were from Primary schools and 2 from Secondary schools.

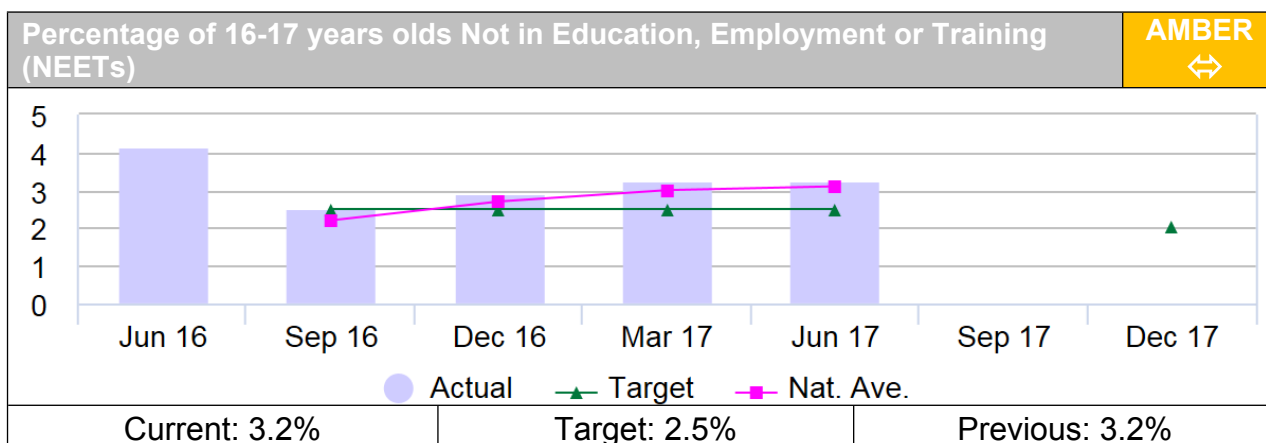
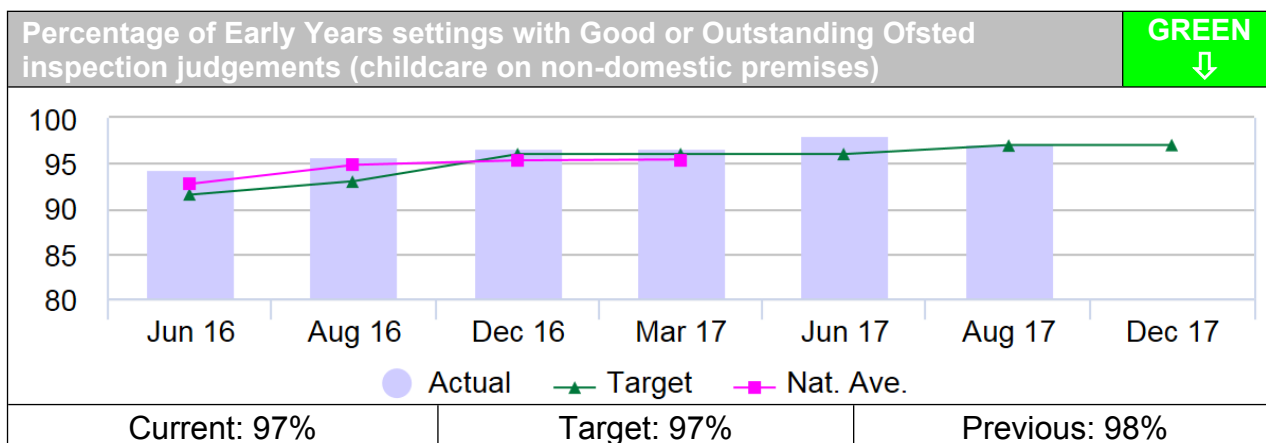
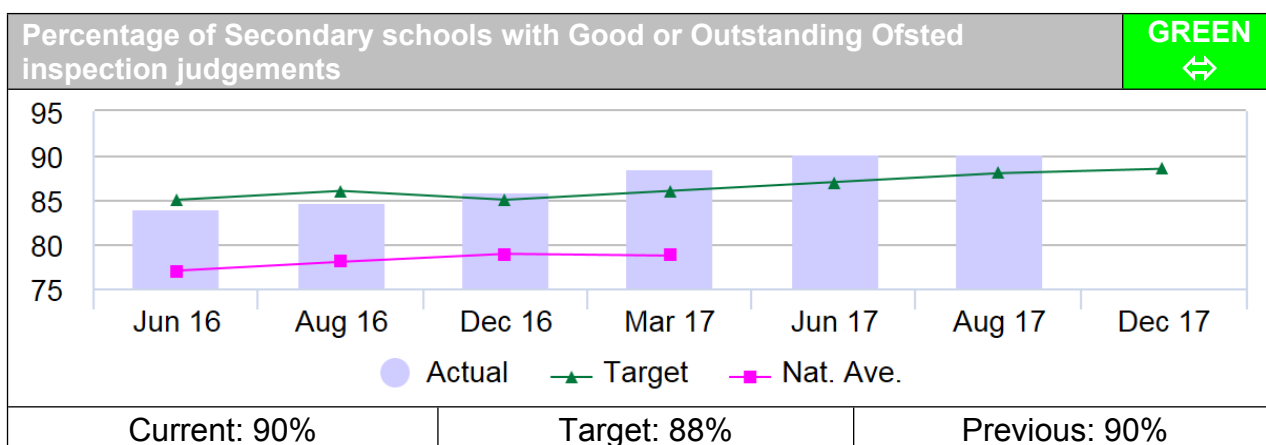
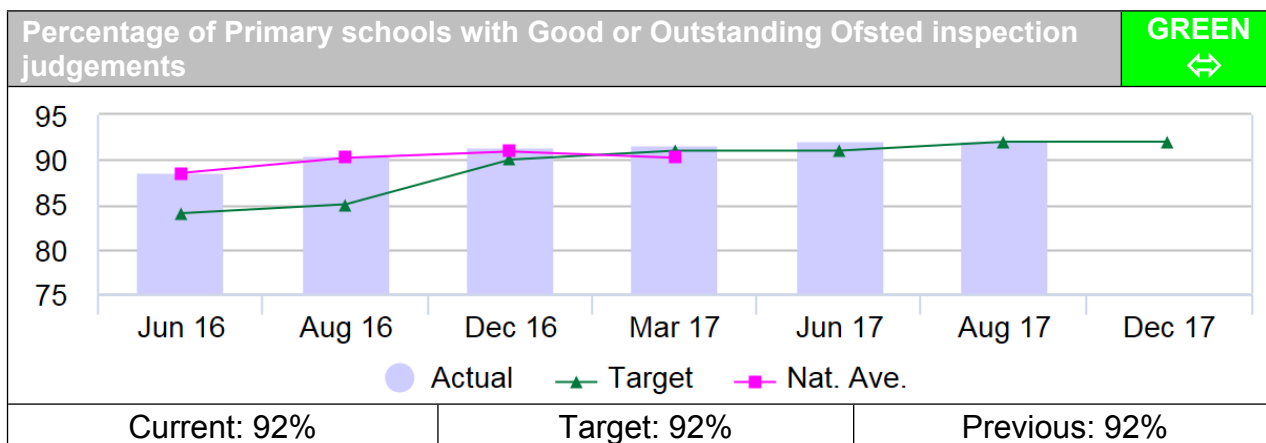
The number of first time entrants to the Youth Justice system at 326 in the last 12 months was better than the target of 330, with numbers continuing to reduce each year.

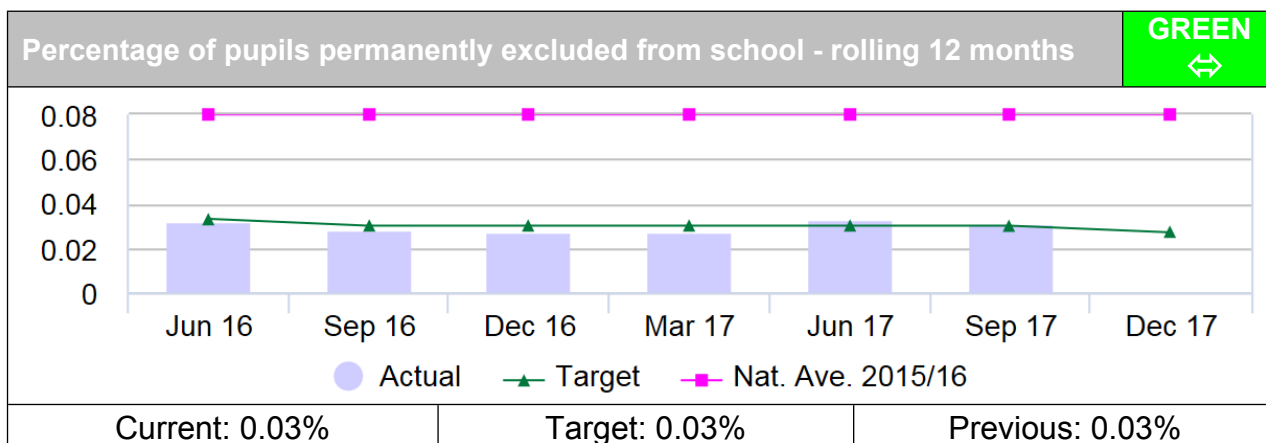
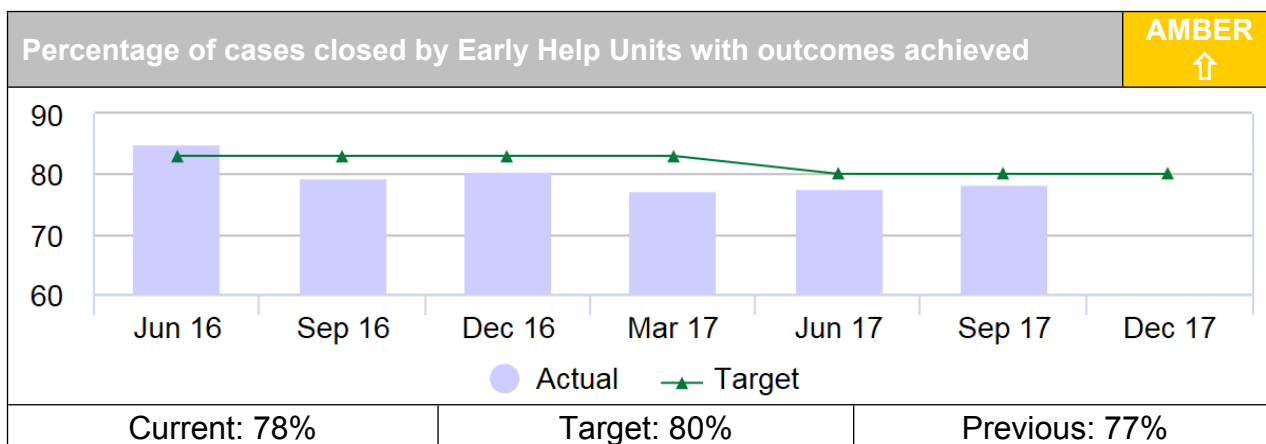
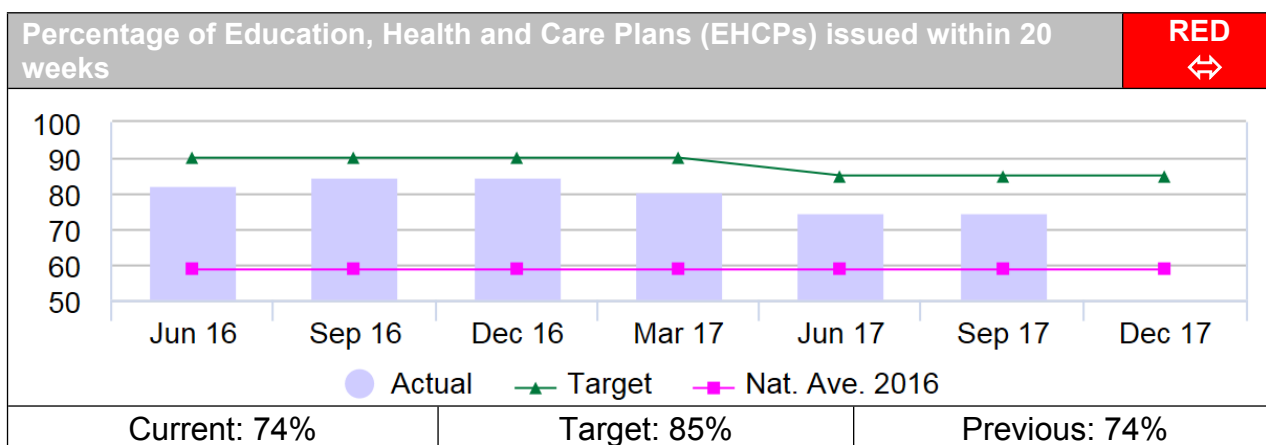
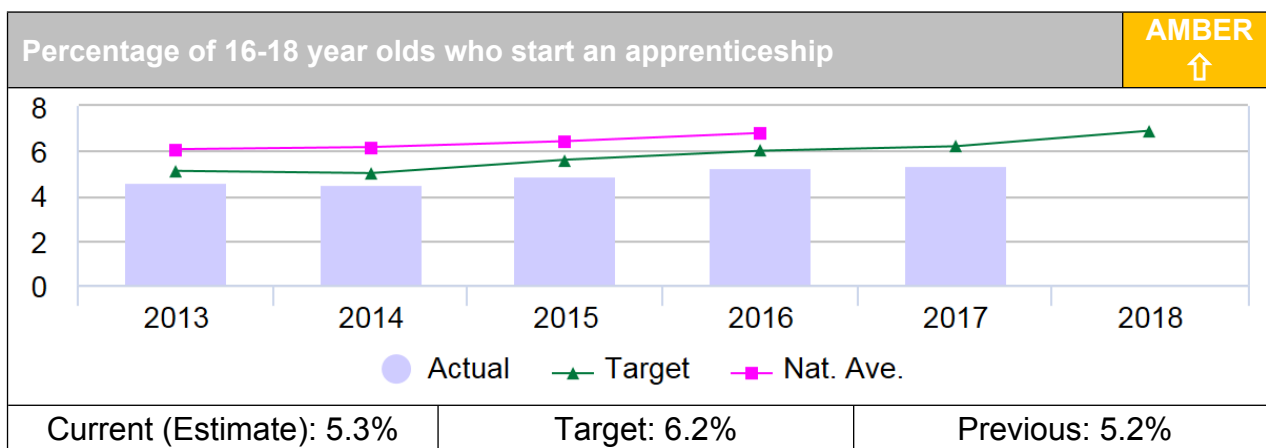
New 'front door' arrangements were due to be introduced from April 2017 to combine the SCS Central Duty Team and Early Help Triage team into a single front door for support services at intensive level or higher, with a single 'request for services' form for schools and other agencies to complete. The implementation of a new 'front door' has been restarted, with management appointments taking place in October. This is one of the first key areas of development within the Children and Young People's Services Integration Programme, with further work being planned to more closely align Specialist Children's Services and Early Help.

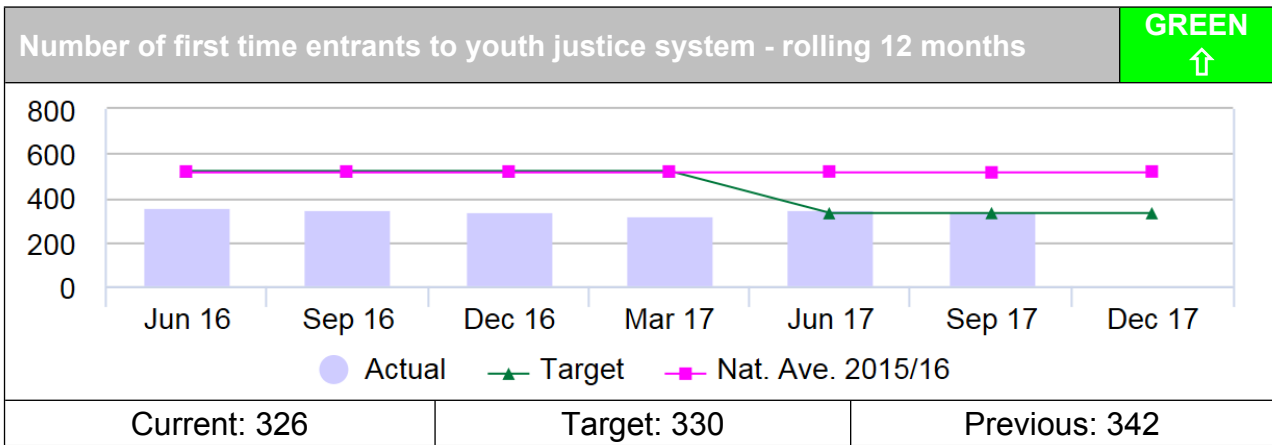
All work within the service is underpinned by a Quality Assurance Framework, with a clear cycle for audit, evaluation and feedback. Family work is underpinned by the Signs of Safety model which has been rolled out to all staff working with families. Audit performance has shown good progress across casework, outcomes and impact, and a new audit tool is providing a stronger focus on evidencing impact.

The way in which schools access support from the PRU, Inclusion & Attendance service has been streamlined. This process ensures one single route into the service, through a new Digital Front Door, and appropriate and timely allocation of work. Since this was rolled out feedback from schools has been very positive.

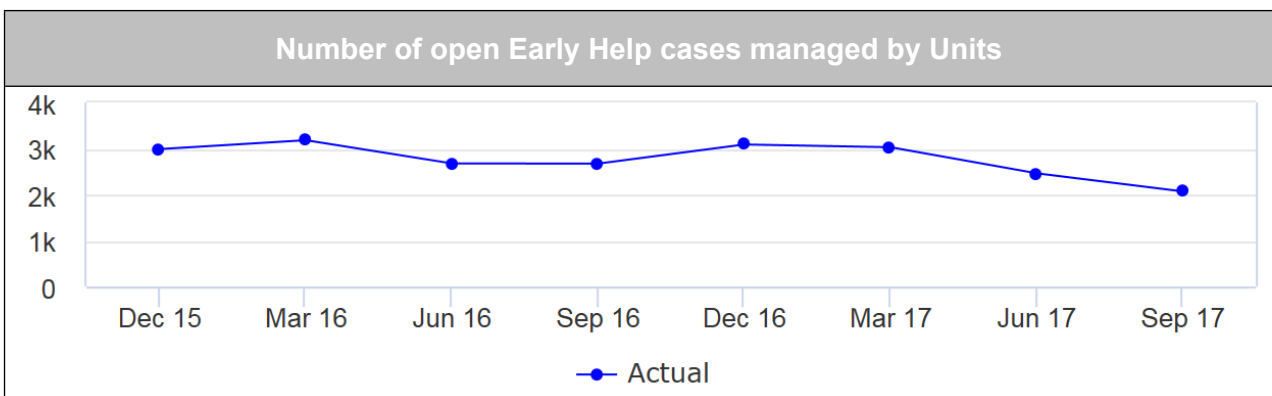
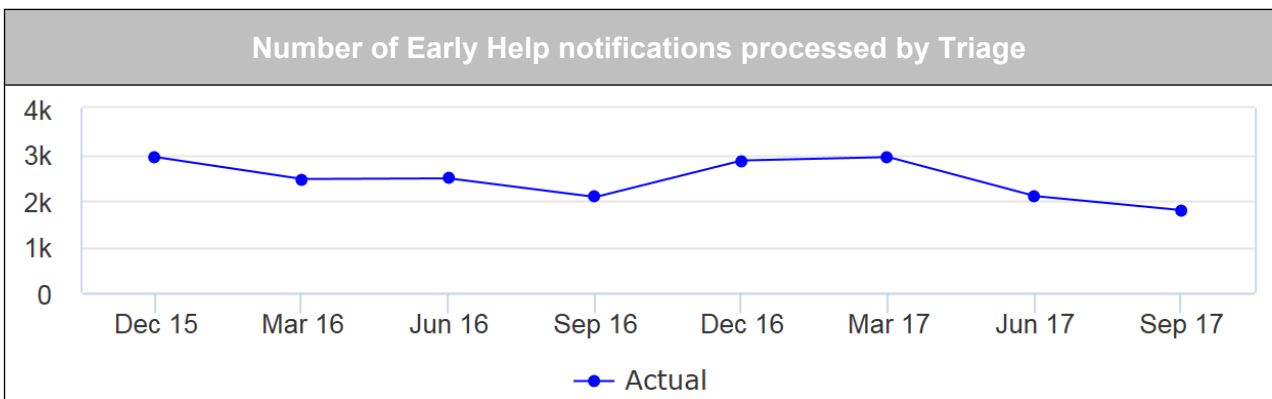
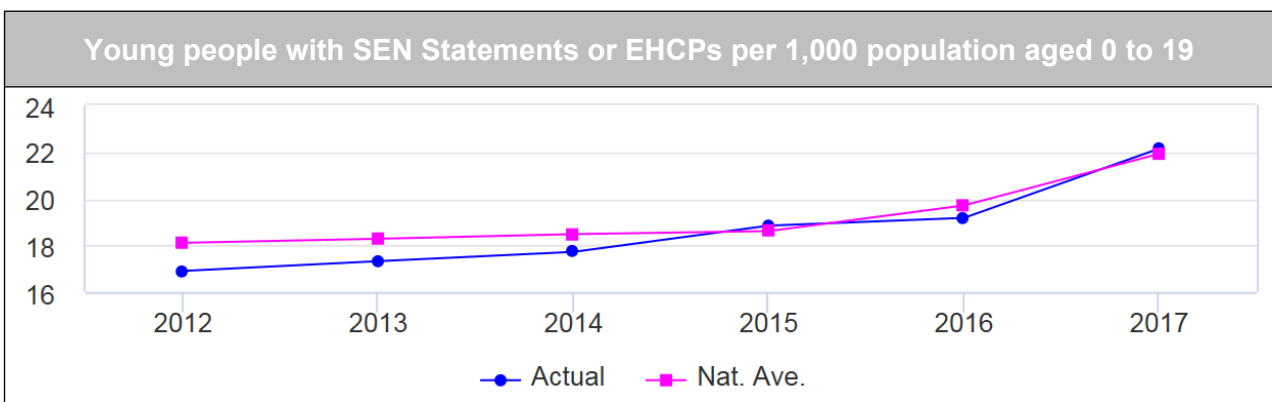
Key Performance Indicators

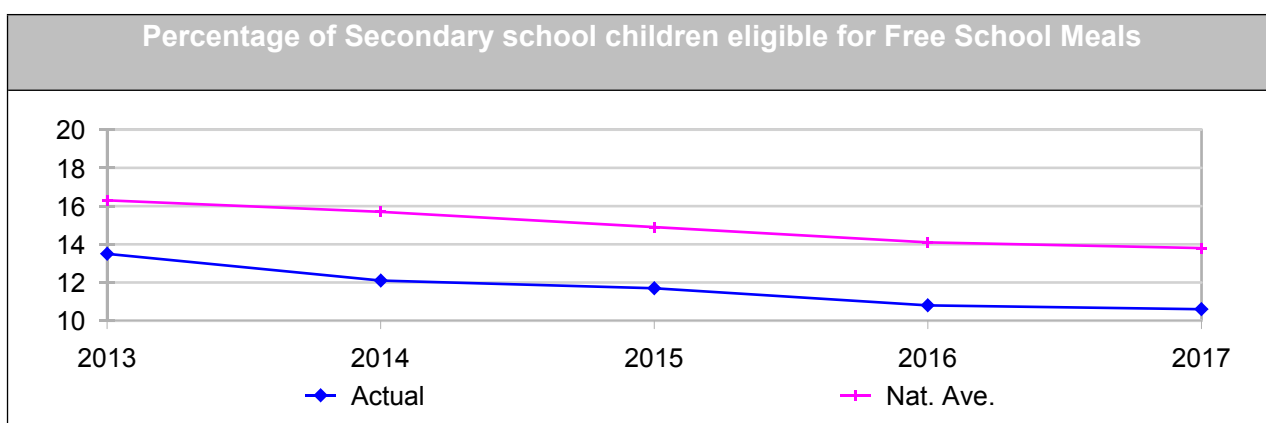
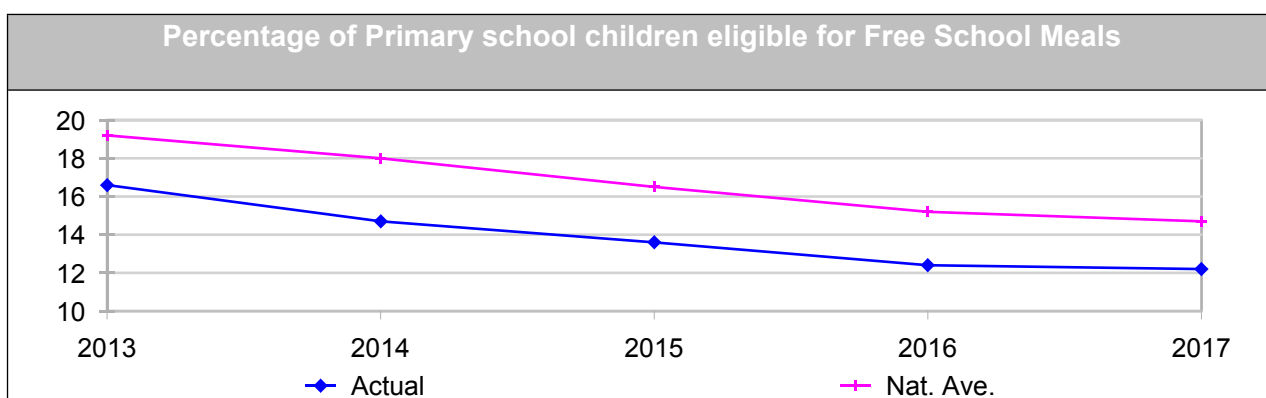
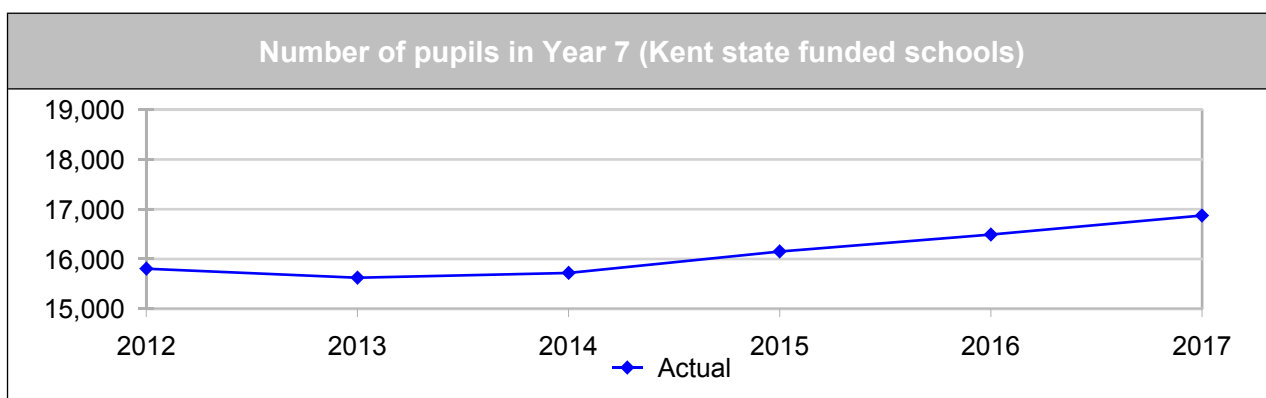
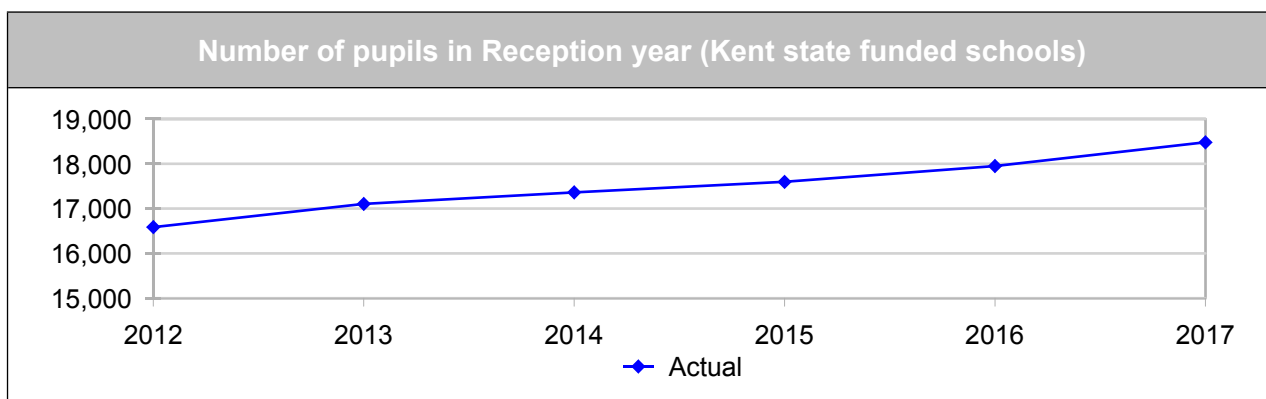






Activity indicators





Specialist Children's Services	
Cabinet Member	Roger Gough
Corporate Director	Andrew Ireland

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	6	1		5	2	

The service was subject to an Ofsted inspection in March 2017 and the outcome was that the service was found to be 'good'. To address the Ofsted recommendations a Practice Development Plan was put in place and progress against these actions is tracked and reported to the Children's, Young People and Education Cabinet Committee.

Staffing and Quality of Practice

The percentage of case holding social worker posts held by permanent qualified social workers increased by 1% in the last quarter and for September 2017 was 81%. Thirty-Seven Newly Qualified Social Workers (NQSWs) have been recruited and in the second round of recruitment, offers have been made to a further 17 NQSWs. The percentage of Social Worker posts being filled by Agency Social Workers was at 14.5% at the quarter end.

The percentage of case files rated good shows a slight increase in performance, up from 70% last quarter to 71% this quarter. A revised version of the on-line audit tool has been put in place for 2017/18 which moves the focus of the audit away from that of compliance to one in which the focus is on the quality of practice and the quality of intervention for the child/young. In addition to the on-line audits, the Safeguarding and Quality Assurance Unit routinely undertake a programme of targeted, thematic audits and a programme of themed audits which arise from the service's self-scrutiny. Information gathered from both of these audit programmes are used to drive continuous service improvement.

Demand and Caseloads

Referral figures for the latest quarter decreased slightly to 5,012 down from 5,176 in the previous quarter, which is reflective of a seasonal trend as referrals decrease during the month of August when schools are closed. However, when compared to the same period for last year the number of referrals in the quarter increased by 28% (there were 3,922 referrals in Quarter 2 of 2016/17). A proportion of the increase can be accounted for by the change in practice in the Central Duty Team which has led to an increase in the conversion rate of contacts to referrals. The impact of this has been an increase in the overall caseload numbers for the Service, from 9,840 at the end of March 2017, to 10,606 at the end of September 2017, an increase of 766 cases.

Child Protection

There were 1,393 children with child protection plans at the end of September 2017, which was an increase of 110 from the previous quarter and within the expected range. The percentage of children becoming subject to a child protection plan for a second or subsequent time has remained at 18%, which is below the last published rate for England of 18.7% (for 2016/17). Plans for those children who have previously been subject to a Child Protection Plan are regularly reviewed by the Safeguarding and Quality Assurance Unit.

Adolescents

Alongside the established Adolescent Support Teams, work is being led by the Specialist Children's Services (SCS) and Early Help and Preventative Services Joint Divisional Management Team to ensure the safety of teenagers who find themselves at risk of homelessness. The housing needs for young people across Kent continue to be promoted with Chief Executives of District Councils across Kent, and through the Kent strategic housing management forum (Kent Joint Policy and Planning Board).

A project is underway to review the offer by SCS and district housing officers to ensure that there is alternative accommodation and that young people are not placed in Bed and Breakfast accommodation.

Children in Care

At 1,403 the number of indigenous children in care increased by 5 in the quarter. The number of indigenous children in care placed with Independent Fostering Agencies increased by 3 in the quarter, from 157 in June 2017 to 160 in September 2017. The number of children in care placed in Kent by other Local Authorities increased by 35 in the quarter and at the end of September 2017 was 1,338.

The stability of children in care who have been in the same placement for the last two years improved by 2% in the quarter and has now achieved the target of 70%. The percentage of indigenous children placed in KCC foster care or with family has remained at 86% which is the same as the previous quarter and is above the target of 85%.

Adoption

For children who were adopted in the last 12 months the average number of days between coming into care and moving in with their adoptive family was 338 days, which was a decrease of 12 days from the previous quarter. Kent continues to exceed the nationally set target of 426 days.

Unaccompanied Asylum Seeking Children (UASC)

The number of UASC in care at the end of September 2017 was 351, which is a reduction of 52 since June 2017. As at the 26th September 2017, 240 young people had been transferred to the responsibility of Other Local Authorities under the National Transfer Scheme for UASC which was launched in July 2016.

Voice of the Child

Since April 2017 the Service has increased its use of MOMO (Mind of Your Own), a Web based App that provides a way for children and young people to tell their social workers what they think about the services they receive, and about their care plan. Young people report that the App is easy to use, and they like using it.

Care Leavers

The number of Care Leavers increased from 1,419 in June 2017 to 1,457 in September 2017. The rise includes a number of UASC who became Care Leavers in the quarter, which increased from 776 in June 2017 to 814 in September 2017. The performance measure for Care Leavers who the Authority is in touch with who are in suitable accommodation has remained at 94%. The numbers of Care Leavers in Employment, Education and Training has continued to improve and for September 2017 was 65%, achieving the Target.

Our Children in Care (including Unaccompanied Asylum Seeking Children)**Age Profile**

Age Group	Dec 16	Mar 17	Jun 17	Sep 17
0 to 4	193	187	182	186
5 to 9	255	253	252	251
10 to 15	773	750	717	718
16 to 17	855	703	650	599
Total	2,076	1,893	1,801	1,754

Gender

	Dec 16	Mar 17	Jun 17	Sep 17
Male	1,423	1,249	1,163	1,112
Female	653	644	638	642

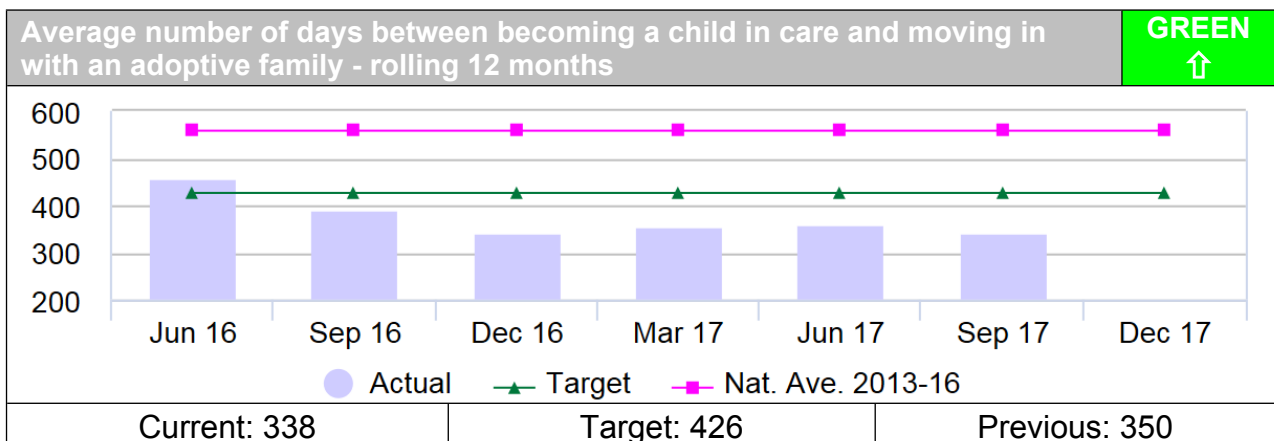
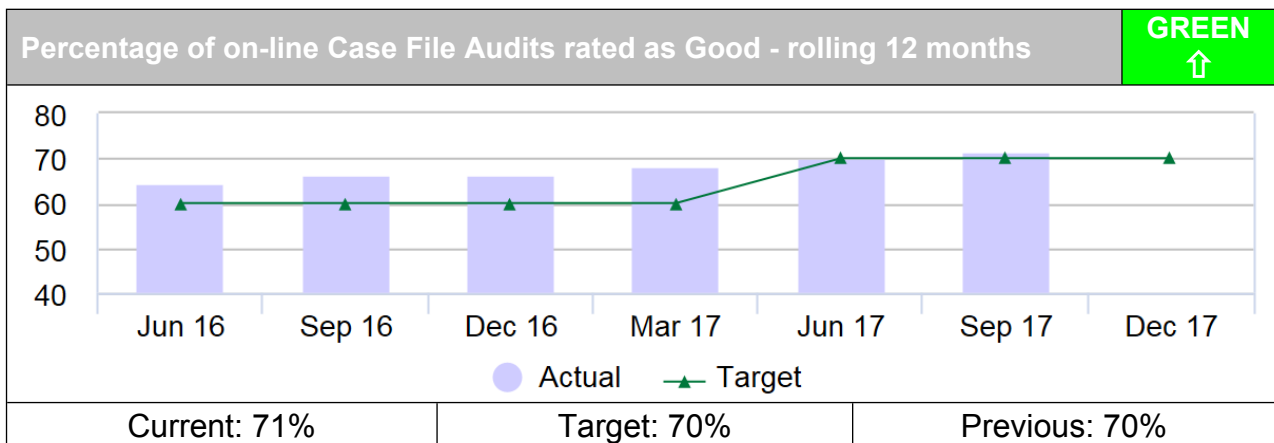
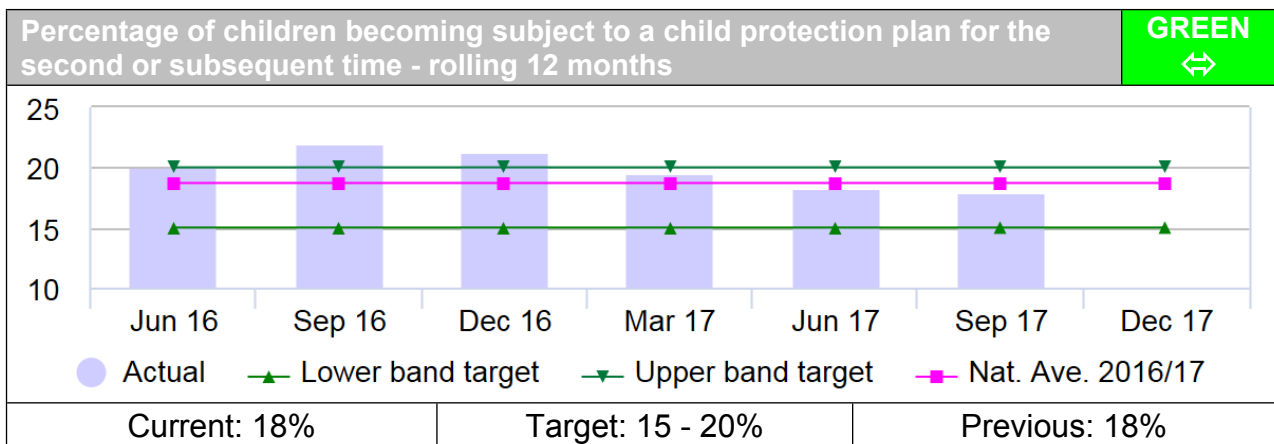
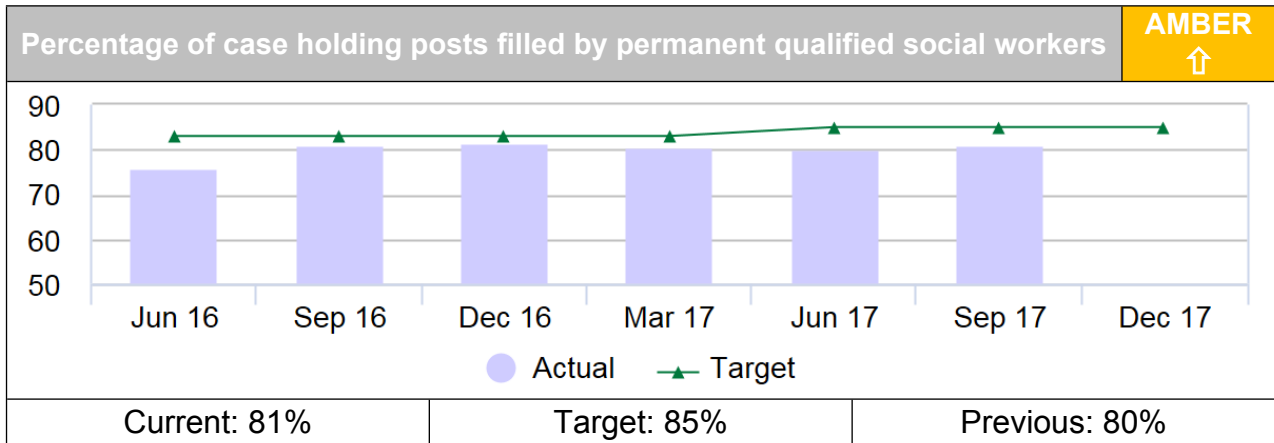
Ethnicity

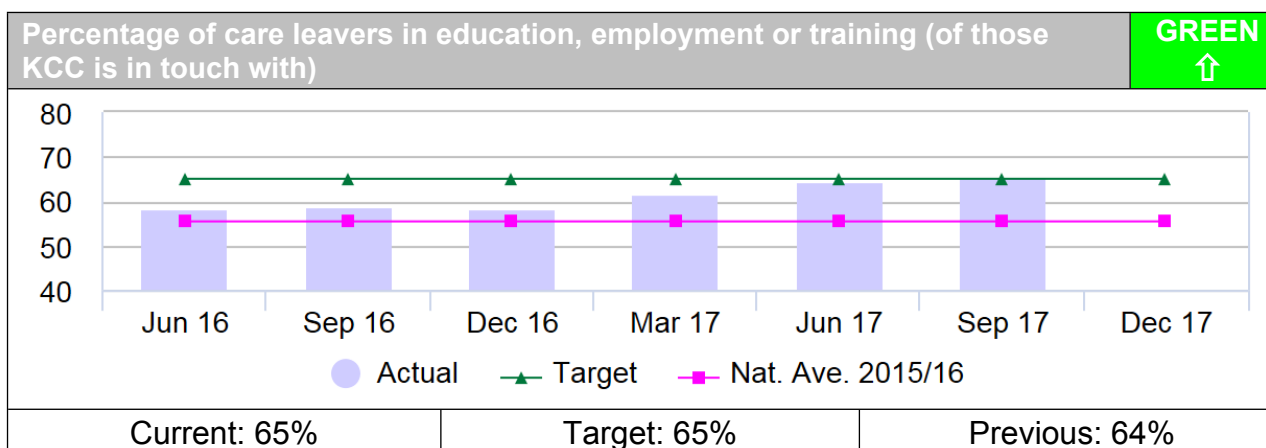
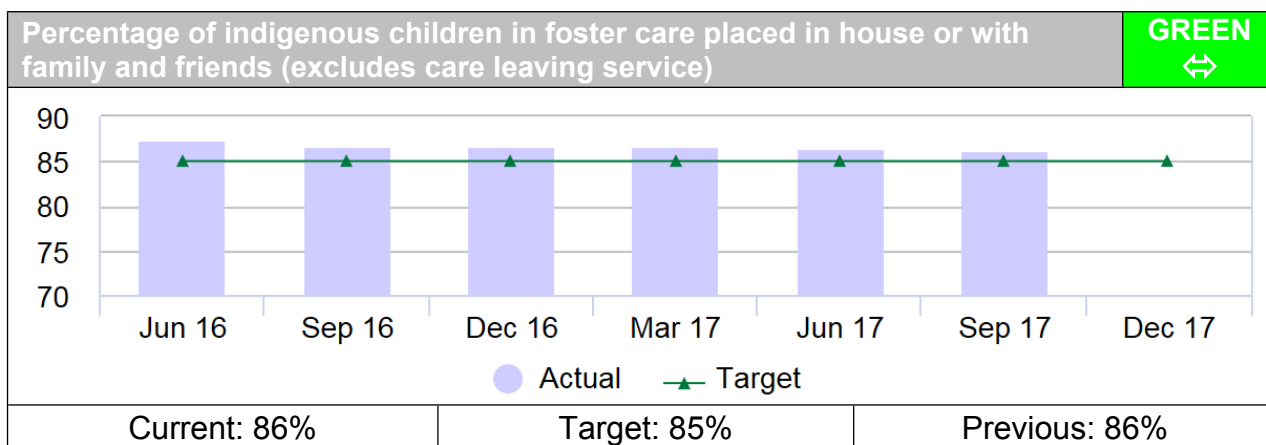
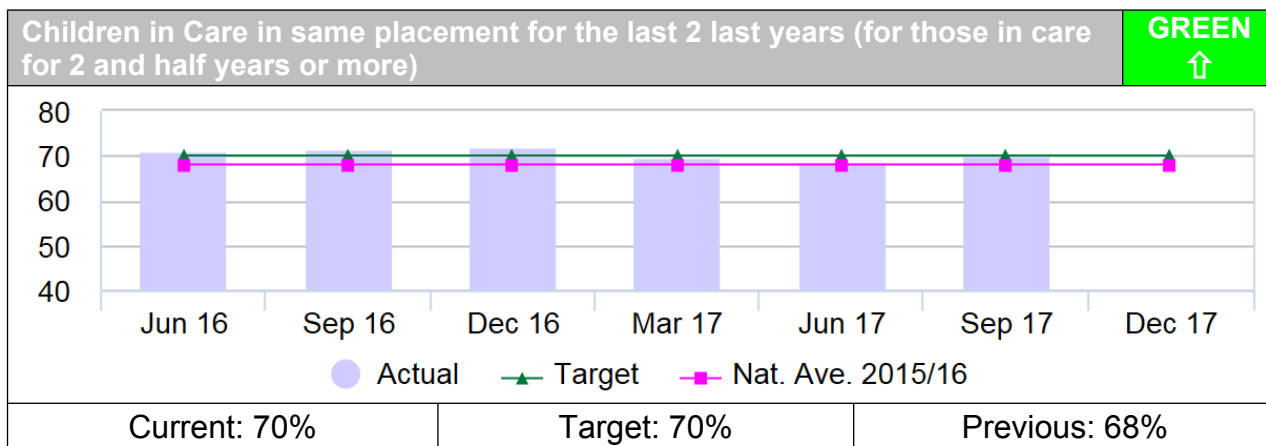
	Dec 16	Mar 17	Jun 17	Sep 17
White	1,318	1,309	1,288	1,293
Mixed	84	87	90	92
Asian	49	48	47	38
Black	277	196	158	123
Other	348	253	218	208

Kent and Unaccompanied Asylum Seekers (UASC)

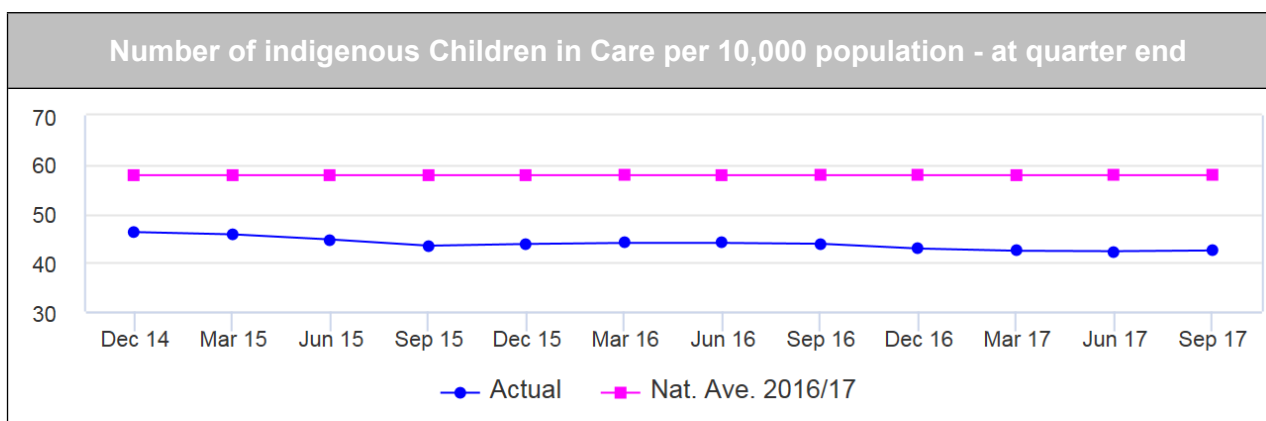
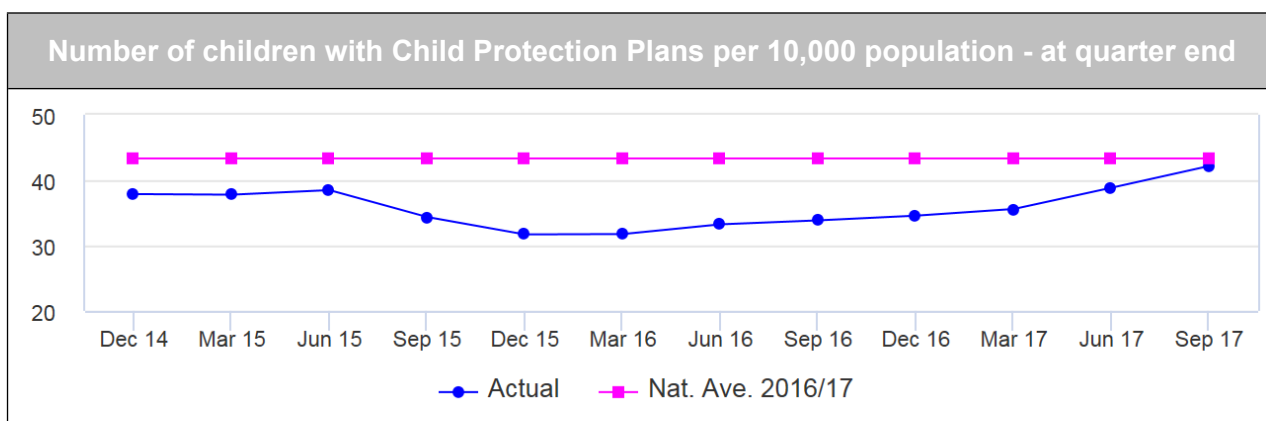
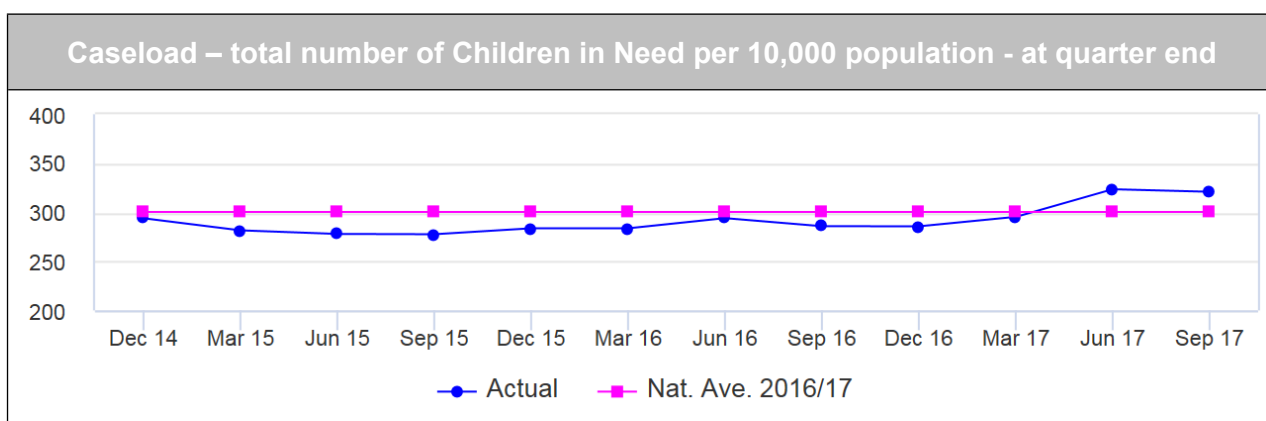
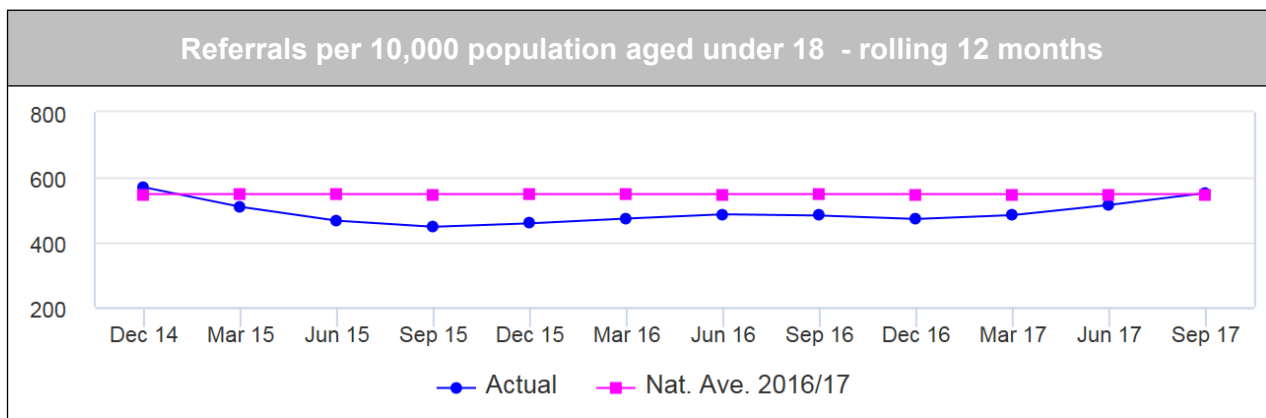
Status	Dec 16	Mar 17	Jun 17	Sep 17
Kent Indigenous	1,416	1,412	1,398	1,403
UASC	660	481	403	351

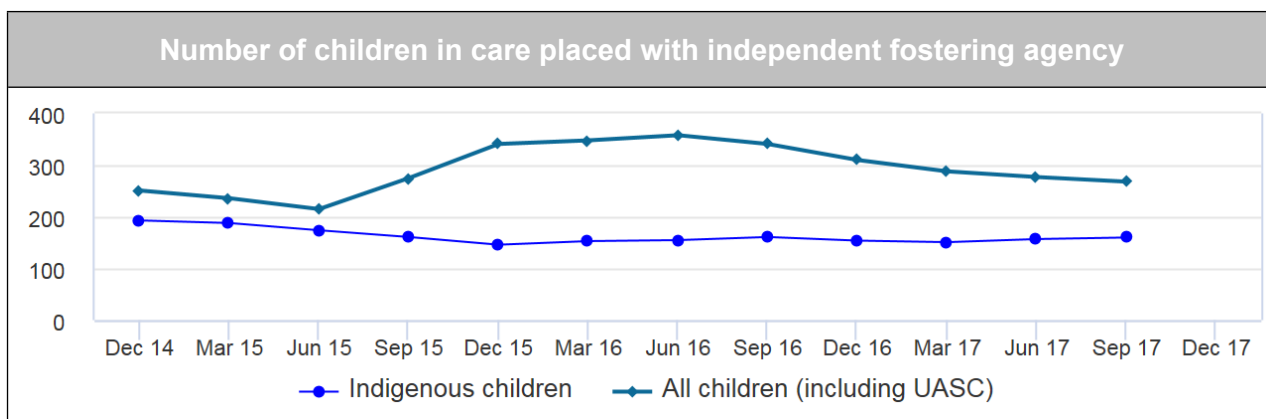
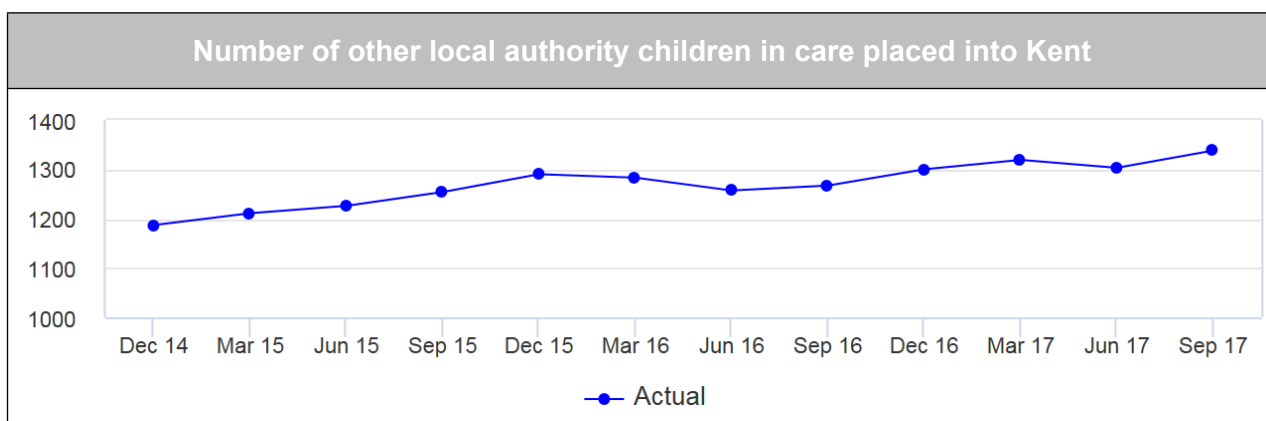
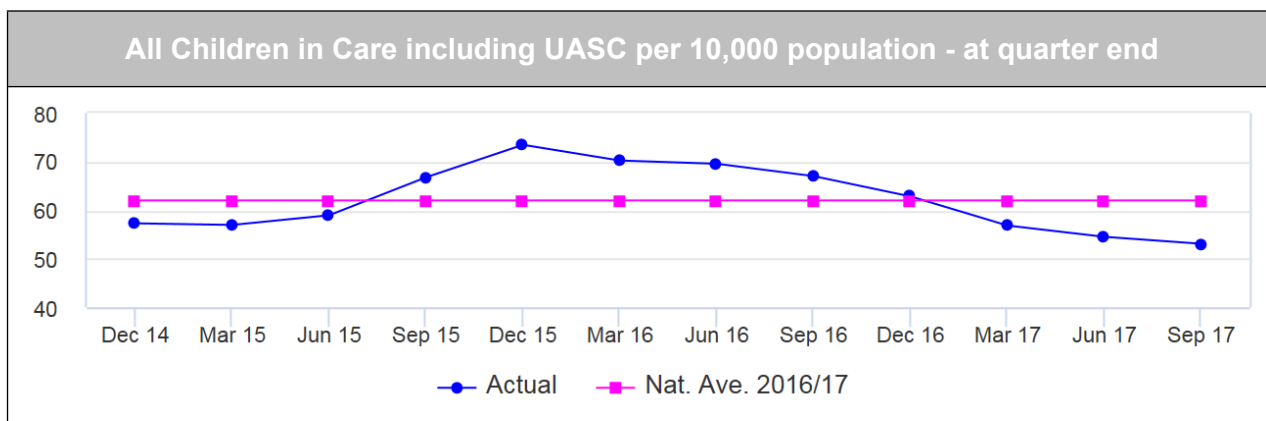
Key Performance Indicators





Activity indicators





Adult Social Care	
Cabinet Member	Graham Gibbens
Corporate Director	Anu Singh

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	3	2	1	2		4

The percentage of contacts resolved at first point of contact increased in the quarter and is ahead of target.

The number of referrals to Enablement decreased by 175 during the quarter and was 14.9% behind target. There have been significant problems with the availability of homecare in some part of the county, particularly in North Kent, which is impacting on the capacity of the Enablement service to accept new referrals. Our in house Kent Enablement at Home (KEaH) Service is being used to support hospital discharges, double handed care and provider handbacks where the market is unable to provide a service for some clients. In effect the service is being used to support some clients with ongoing homecare support needs, rather than providing a time limited enablement service as intended. The issue is therefore clients not leaving the service which impacts on the capacity within KEaH to accept new clients with enablement potential. Use of the Social Care New Monies in relation to market sustainability is intended to help address the homecare market capacity issues which are impacting on throughput in the enablement service and it is expected that this will deliver improvement later this financial year.

The overall picture of people being supported in the full range of enabling services is much more positive. A number of other schemes commissioned by KCC, the NHS and CCG's such as Home First, Hilton's Discharge to Assess and Virgin Care are delivering intermediate care which is enabling people that would have ordinarily have gone through our KEAH service prior to these schemes existence. We are in the early stages of analysing this impact.

The percentage of clients still independent after enablement continues to be above target. The introduction of Occupational Therapists within KEaH has resulted in more people receiving either a smaller package of care or no care following their completion of Enablement. Currently the average on going care package hours for clients following Enablement is just above target at 0.67 hours per week for those supported by KCC (10.2 minutes on average over the 30 minute target).

The number of clients receiving a Telecare service continues to increase and now sits at 6,769.

The number of admissions of older people aged 65 and over into residential and nursing home increased slightly this quarter. However, the average residential care starts (18.2 per week) are slightly lower than the target of 19.4 starts per week and the average nursing care starts (10.6 per week) are also slightly higher than the target of 10.95 nursing starts per week. These are closely monitored and all teams have now implemented the Swale Practice Assurance Panel approach with the aim of reducing admissions into residential care in particular.

The proportion of delayed discharges from hospital where KCC was responsible in the last quarter was ahead of the 30% target at 27.9%. This is based on local reporting based on the weekly average number of people experiencing delays over the quarter.

Safeguarding

In October 2015 the “Making Safeguarding Personal” approach was changed. This included changing Safeguarding Alerts to Safeguarding Enquiries. As a result of the changes we have seen a significant increase in the number of safeguarding concerns received with more activity now being captured. We expect to see the number of concerns raised level off as the new approach becomes embedded in practice.

Safeguarding improvement plans have been put in place to manage the increased cases activity and new cases are being dealt with more efficiently. Tighter controls of historic safeguarding cases open over 6 months have been put in place. A targeted exercise is due to commence with a view to completing and closing some of the long-standing cases.

Your life, your well-being

“Your life, your well-being: a vision and strategy for adult social care 2016-2021” was endorsed by the county council in December 2016. This is a five-year strategy which explains our plans for the future. It provides the basis for health and social care integration which is in progress and aims to deliver more person-centred care and support for people.

We know that demand for care and support is increasing, which is making finances come under pressure. At the same time, public expectations are changing; people want a life, not a service. Therefore, the service needs to continue to respond to these challenges, and the new strategy sets out how we will do this. The vision outlined in the strategy is *To help people to improve or maintain their well-being and to live as independently as possible.*

The strategy breaks our approach to adult social care into three themes. These are:

- Promoting wellbeing – supporting and encouraging people to look after their health and wellbeing to avoid or delay them needing adult social care.
- Promoting independence – providing short-term support so that people are then able to carry on with their lives as independently as possible.
- Supporting independence – for people who need ongoing social care support, helping them to live the life they want to live, in their own homes where possible, and do as much for themselves as they can.

Four ‘building blocks’ underpin what KCC must have in place in order to achieve the vision, effective protection (safeguarding), a flexible workforce, smarter commissioning and improved partnership working. KCC will use the vision and relevant sections of the strategy to inform the development and implementation of the Sustainability and Transformation Plan (STP) with the NHS.

Service User Feedback

All local authorities carry out a survey with their adult social care services users on an annual basis, as set out by Department of Health guidance. A sample of service users are chosen from all ages, all client groups and all services. The last survey in 2016-17 had responses from 726 service users in Kent. A separate carers' survey is carried out biennially, and there were 390 responses from carers in 2016-17.

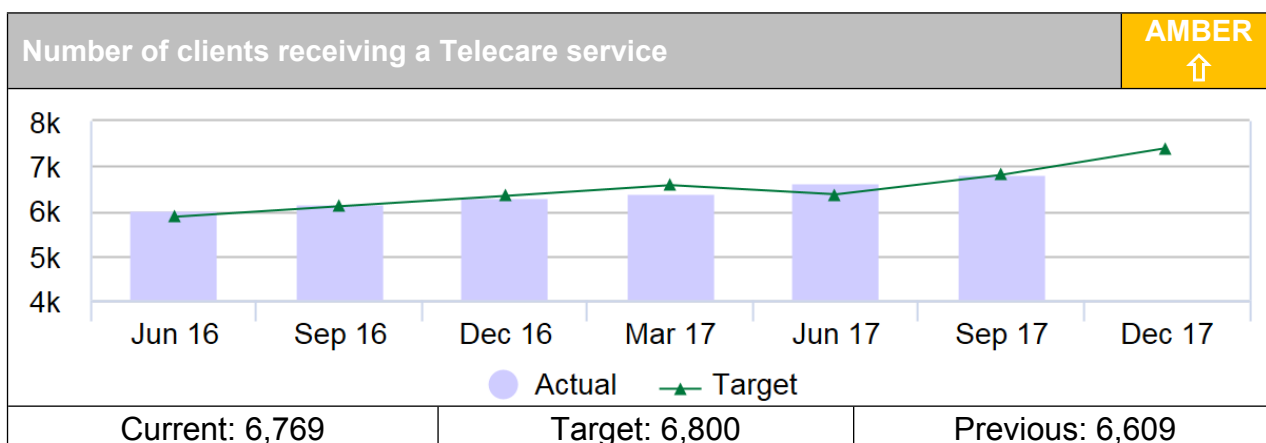
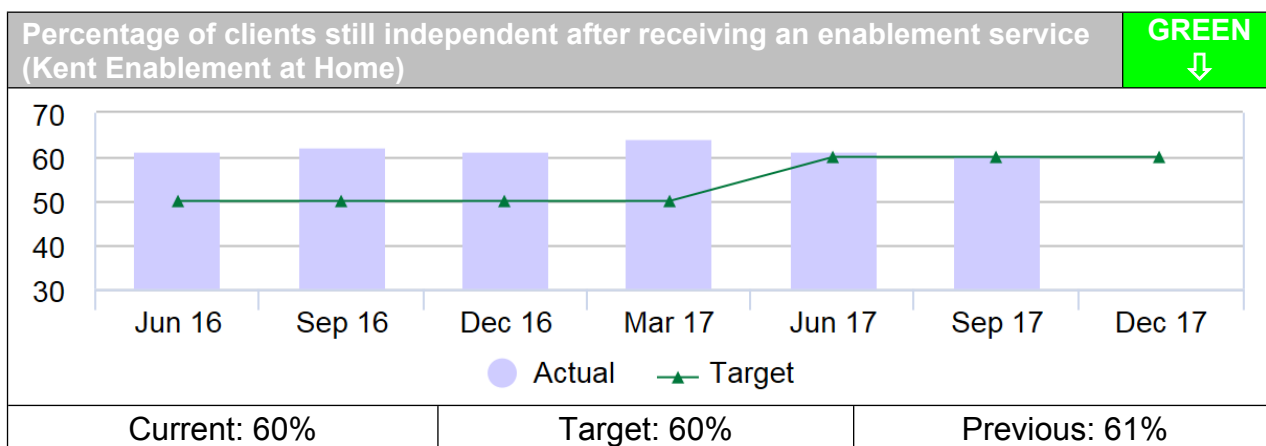
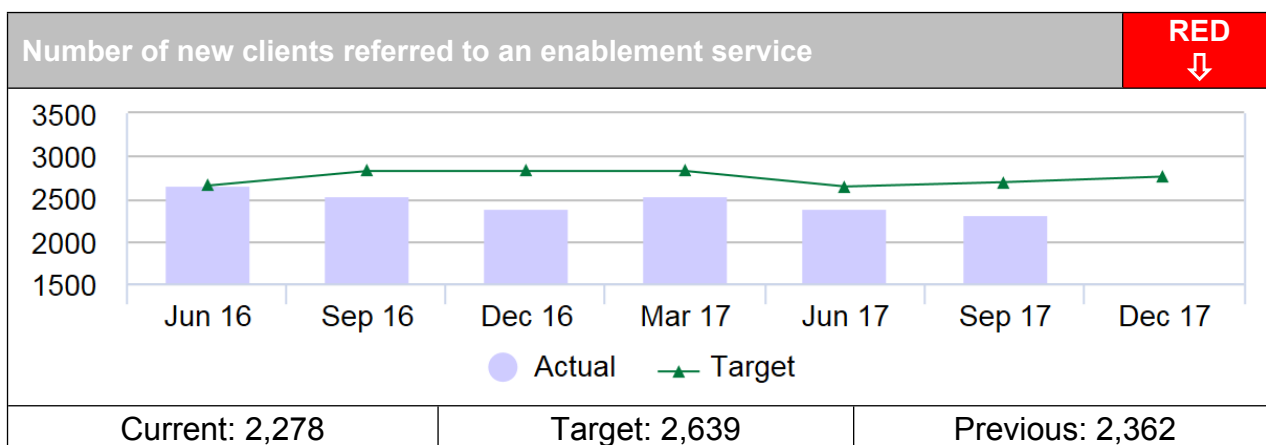
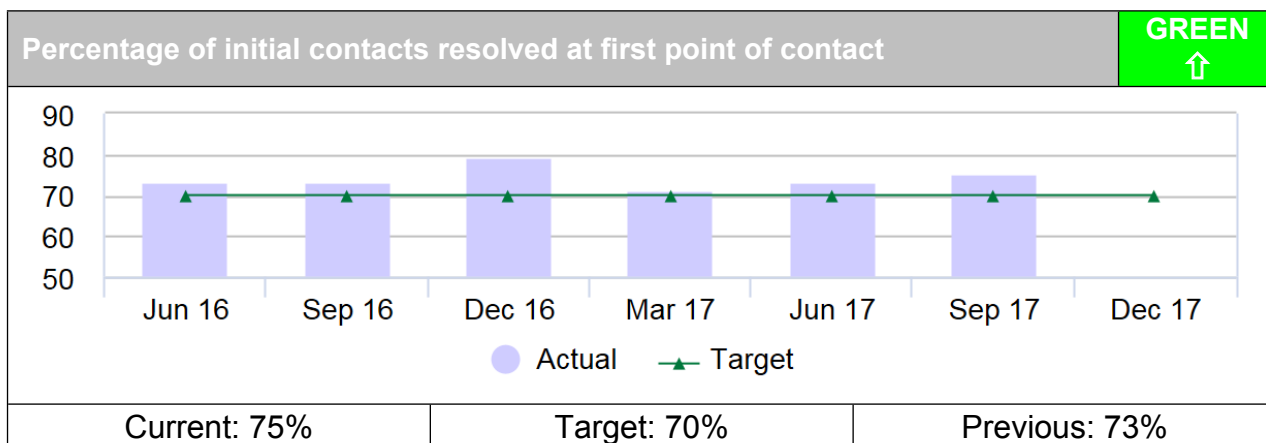
The results of some of the key areas are found below. National averages are shown in brackets.

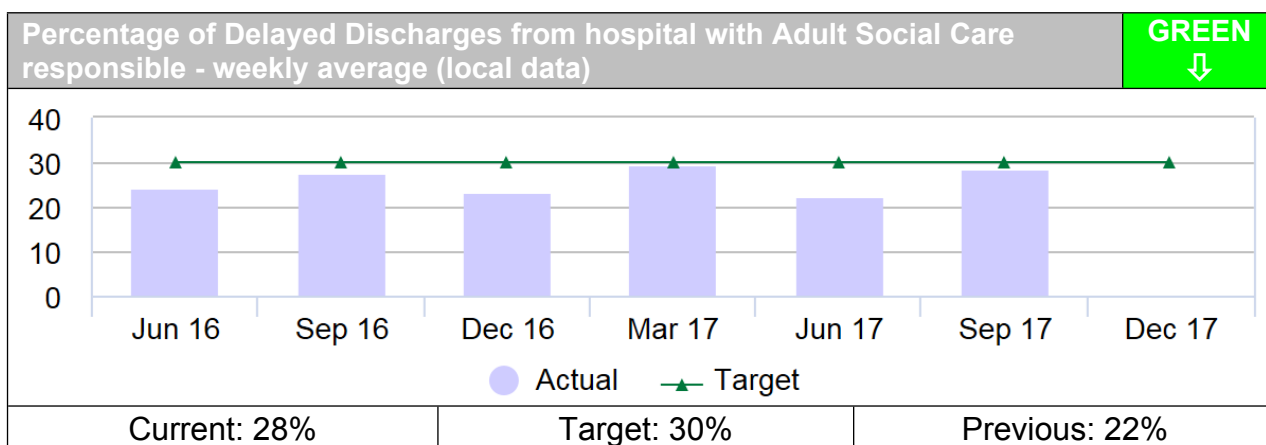
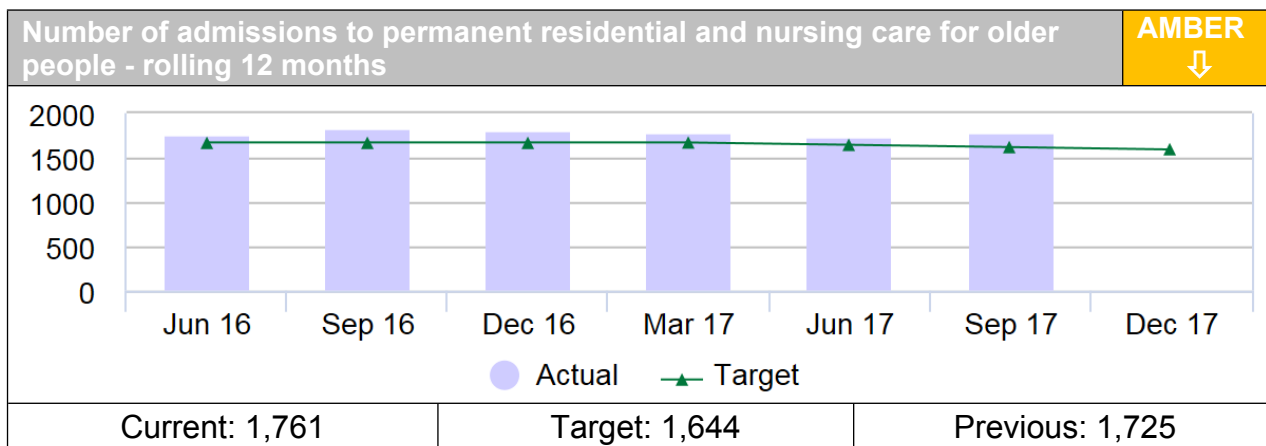
	2014-15	2015-16	2016-17
Service users who are extremely or very satisfied with their care and support	70% (62%)	66% (64%)	66% (65%)
Carers who are extremely or very satisfied with their care and support	41% (41%)	N/A*	35% (39%)
Service users who have adequate or better control over their daily life	84% (77%)	80% (77%)	82% (78%)
Service users who find it easy to find information about services	78% (74%)	75% (74%)	75% (74%)
The proportion of carers who find it easy to find information about support	62% (66%)	N/A*	66% (64%)
Service users who say they feel safe as they want	73% (69%)	71% (69%)	74% (70%)
Service users who say that the services they receive help them feel safe and secure	84% (85%)	85% (85%)	82% (86%)

* Carers survey is undertaken every other year

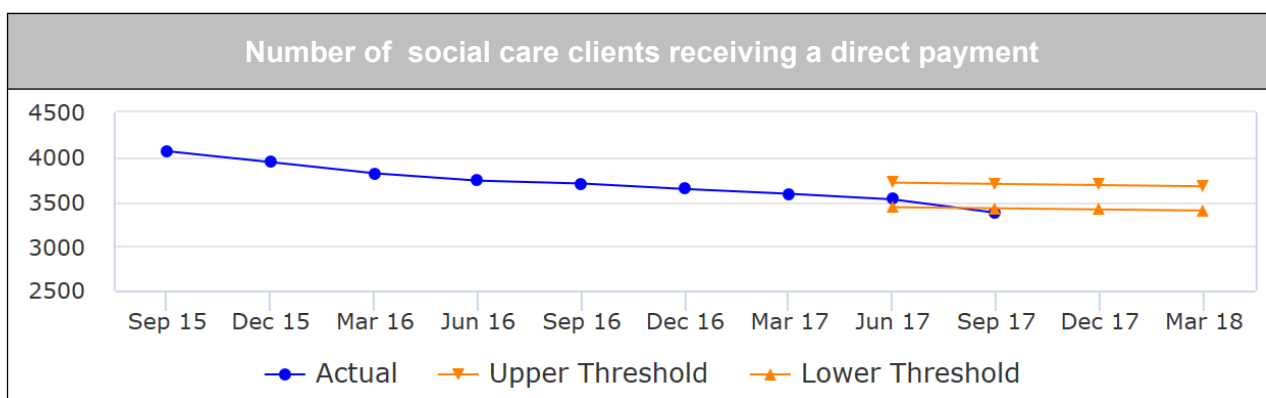
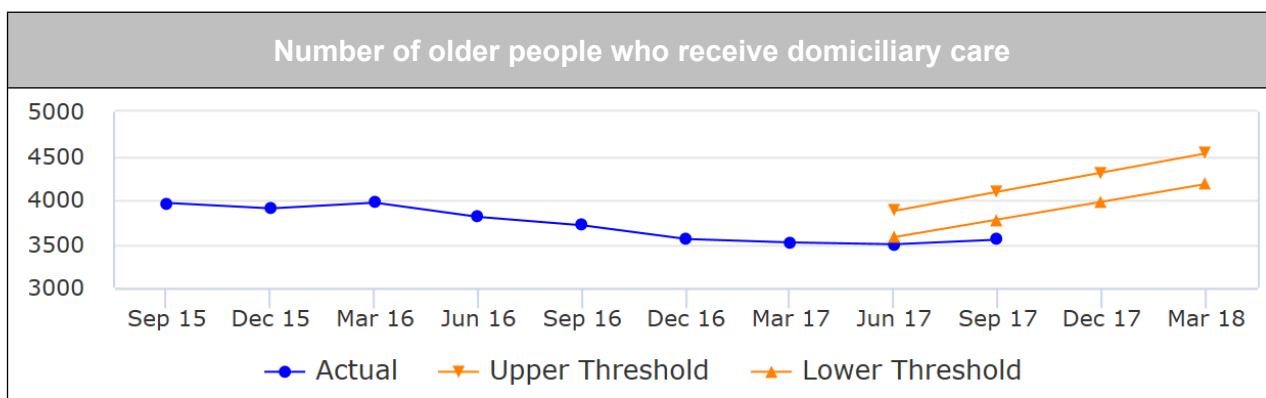
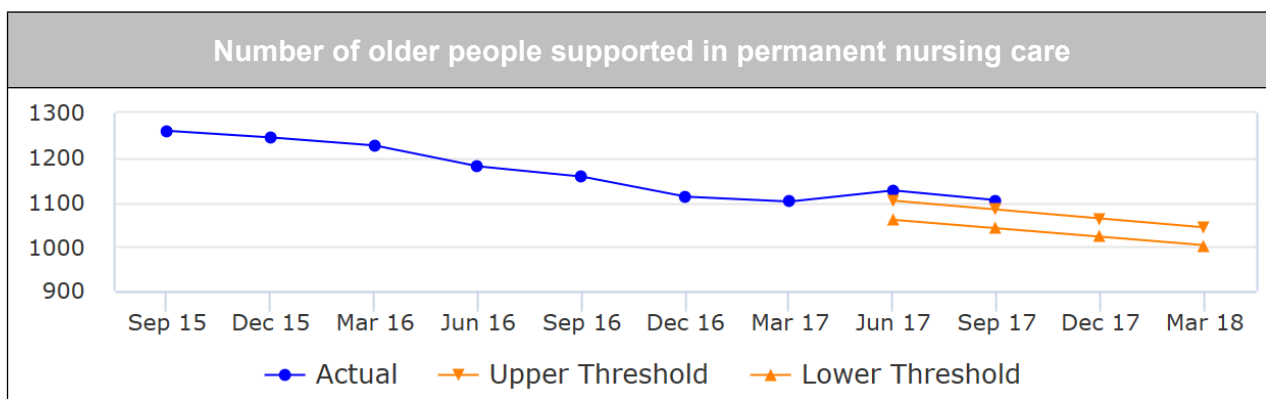
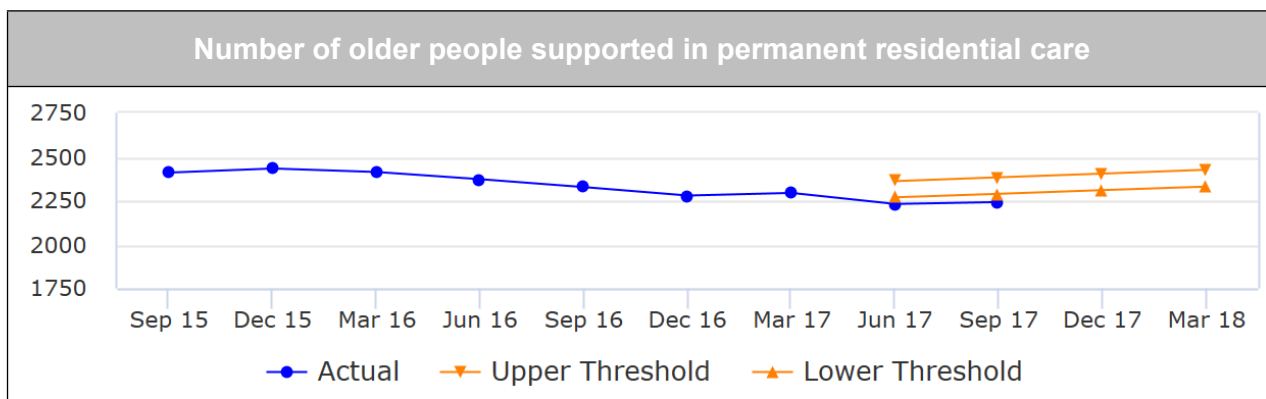
The Directorate Management Team have considered the results and the information gathered from the survey is being used together with further feedback from people that have volunteered to take part in additional surveys to understand how we can make improvements to the services we deliver.

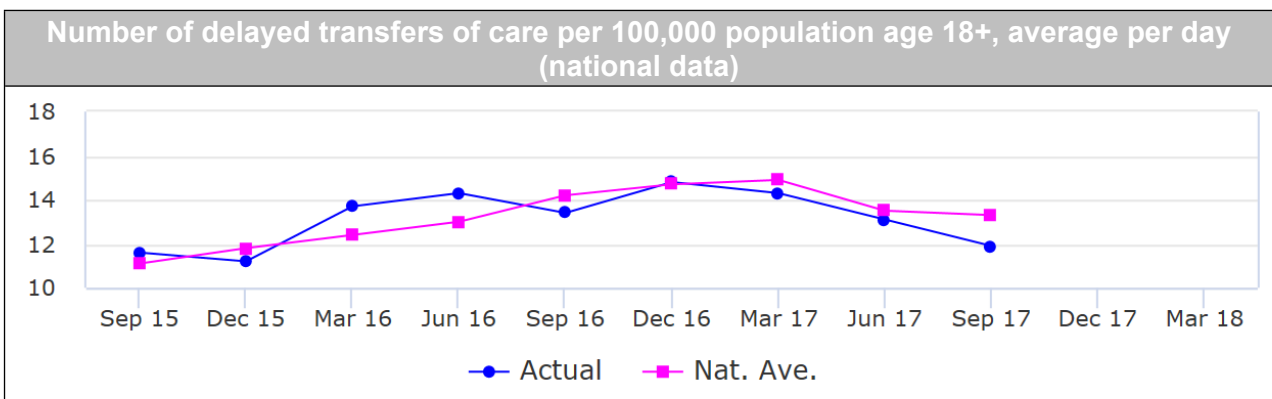
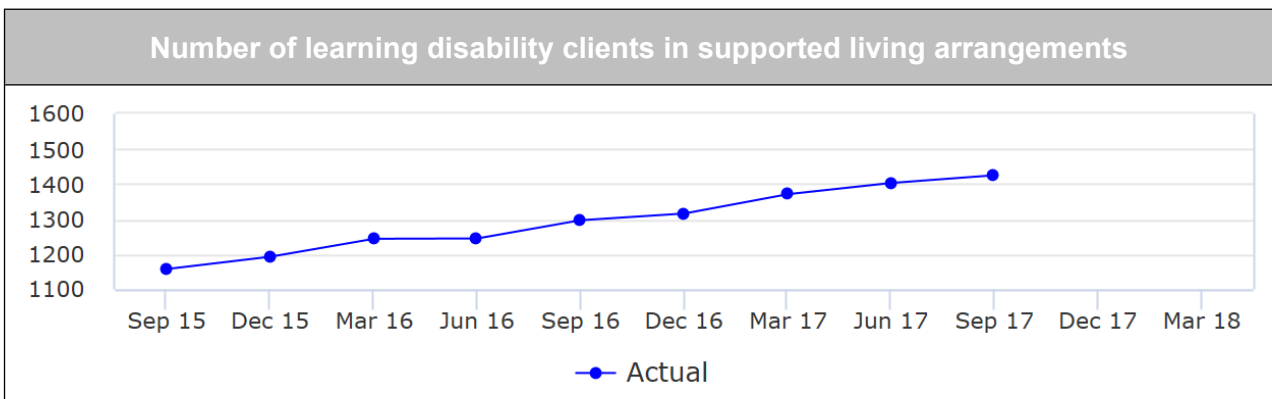
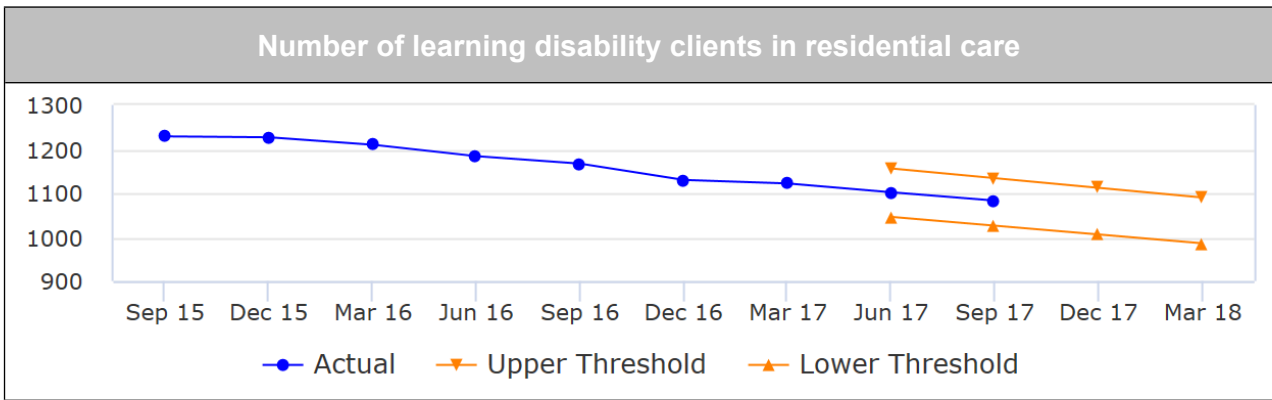
Key Performance Indicators





Activity indicators





Public Health	
Cabinet Member	Peter Oakford
Director	Andrew Scott-Clark

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	3	1		2	1	1

The NHS Health Check programme met its target for the quarter with over 23,000 checks delivered in the first 6 months of 2017/18. A new IT system has been procured which will streamline the process for drawing patient data from primary care systems and sending invites for health checks. The new system will be in place from April 2018 and will enable more effective targeting of and engagement of people at higher risk of cardiovascular disease.

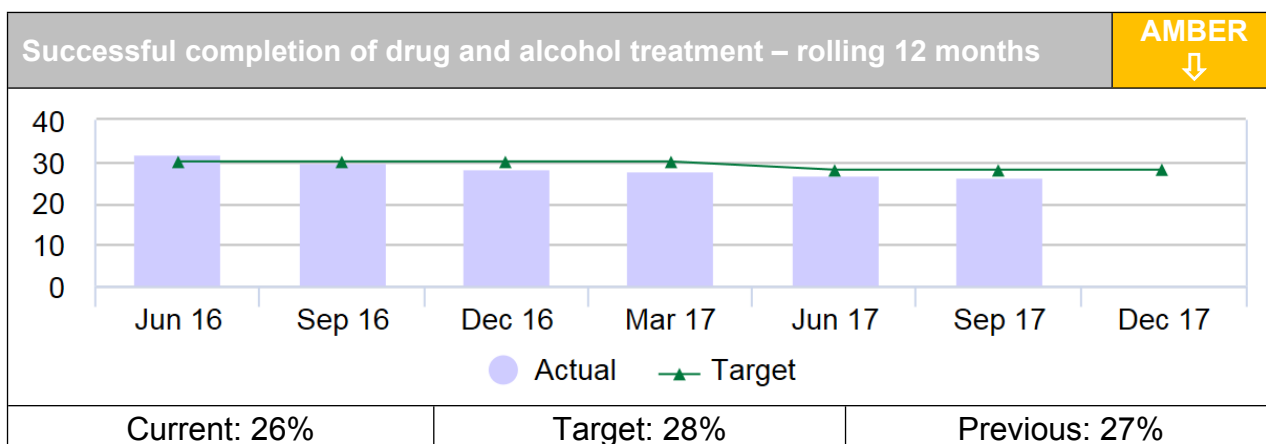
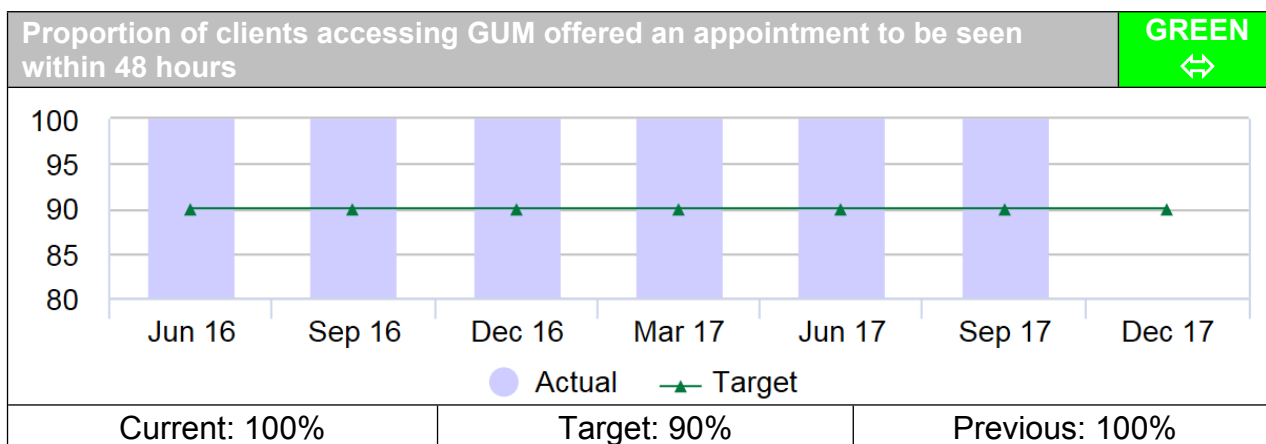
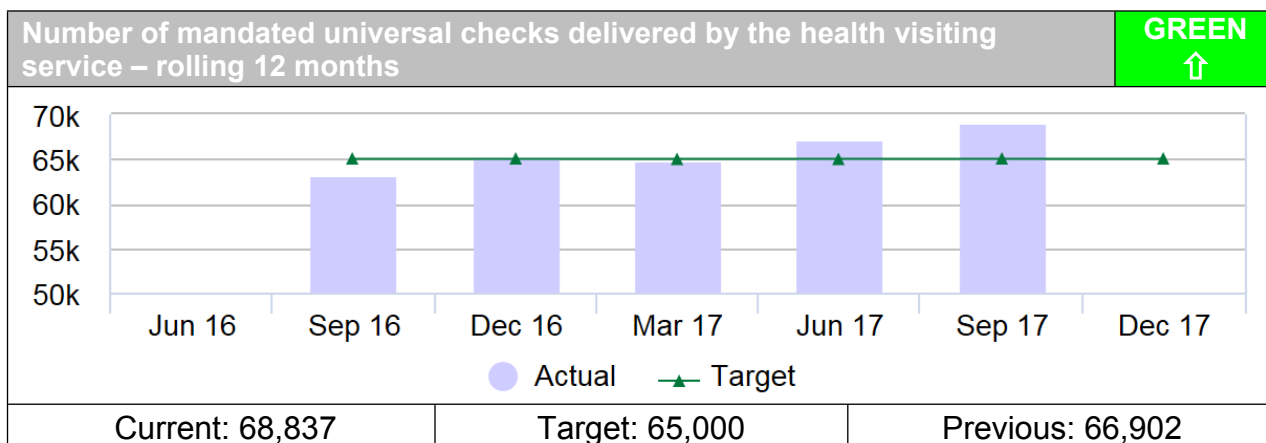
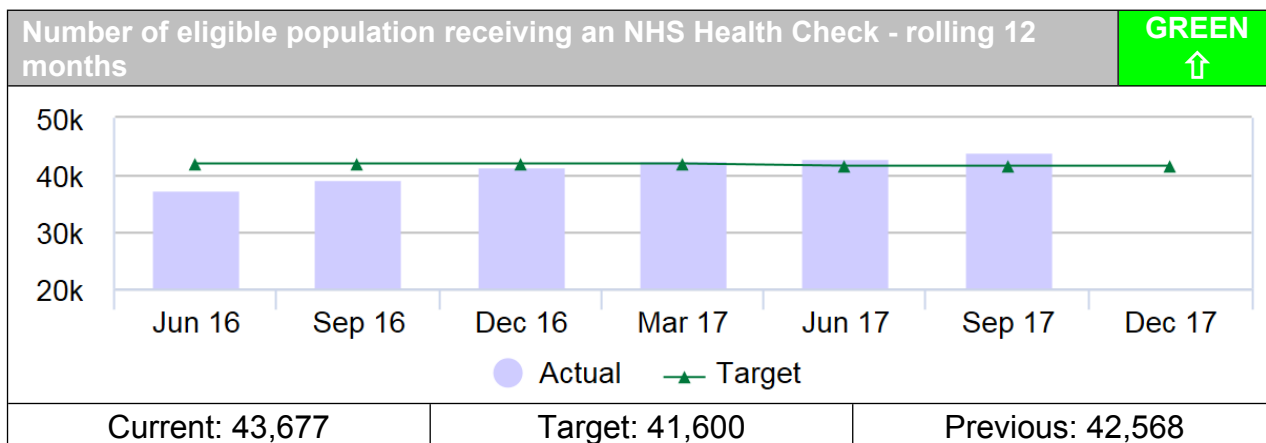
The Health Visiting service delivered more than 18,400 mandated checks in the quarter and remains on track to meet the target of 65,000 by March 2018. The Health Visiting service makes a critical contribution to KCC's strategic outcome of helping children get the best start in life. The service is working closely with KCC Early Help and other partners to enable families with children under 5 to access co-ordinated and joined-up support and advice where needed. KCC Public Health has been working with Kent Community Health NHS Foundation Trust, who provide the Health Visiting Service, to draw up a Partnership Agreement that will enable this integration to continue and deliver service efficiencies and benefits for families in Kent.

Sexual health services have maintained good levels of access for urgent genito-urinary medicine (GUM) appointments with 99.7% seen within 48 hours. As well as ensuring prompt access for these urgent cases, Public Health has expanded the range of home-testing kits tests for sexually transmitted infections (STIs) that can be ordered online. This expanded service has been available since October 2017 and will help people to get quick access to STI tests without needing to attend a clinic. This system offers more convenience for the service user but also makes better use of public health resources by freeing up more clinic appointments for people with STI symptoms or more complex needs.

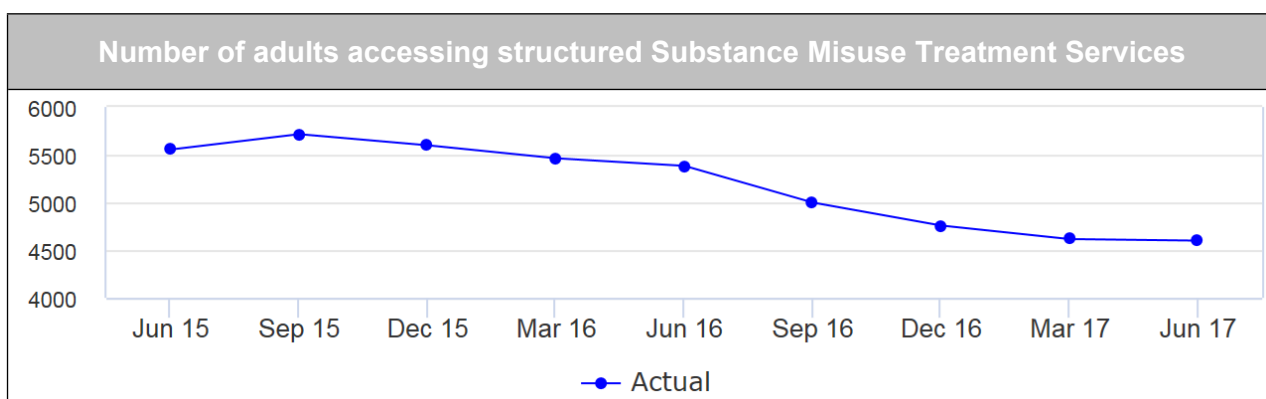
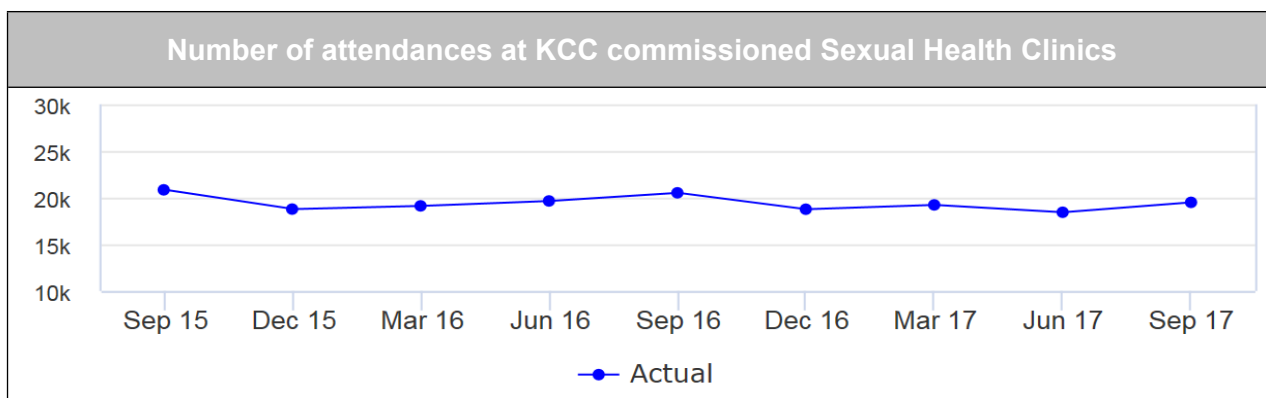
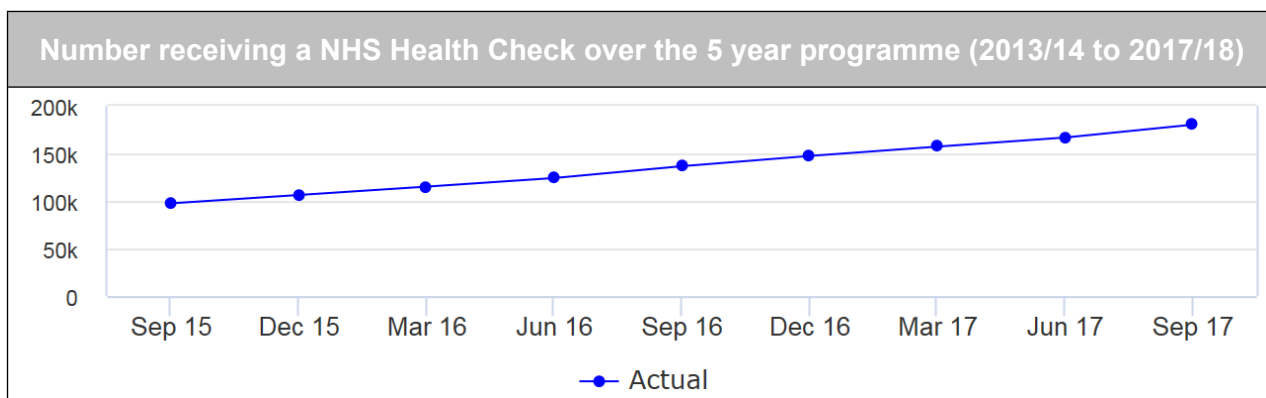
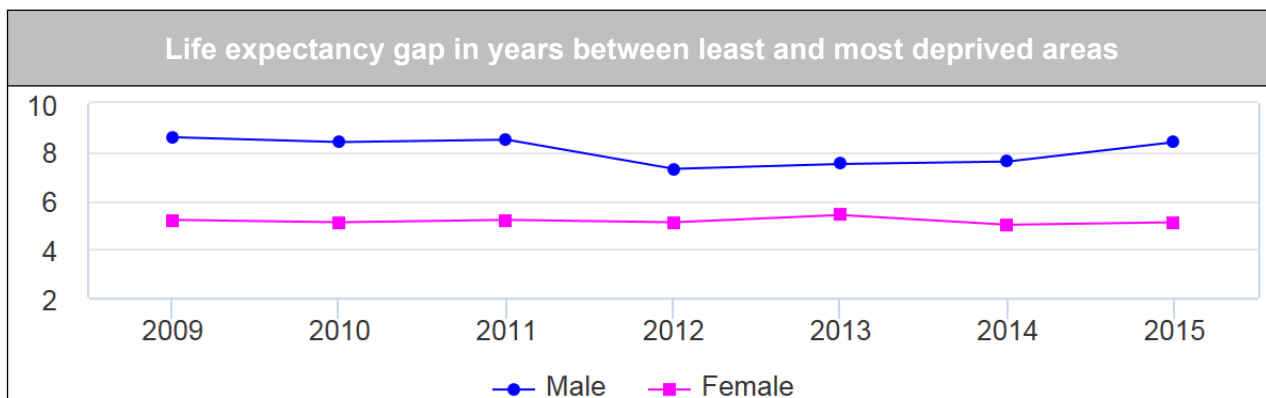
The proportion of people accessing drug and alcohol services who successfully complete treatment over the course of a year remains slightly below the target although the rate for the twelve months to September 2017 remains above the national average. Drug and alcohol services are commissioned to deliver effective, recovery-focused treatment and support for people with drug or alcohol dependence. These services, delivered by Forward Trust (previously known as RAPt) in East Kent and Change, Grow, Live (CGL) in West Kent are adapting and responding to changing patterns of substance misuse and increasingly complex needs of service users.

The *One You* Campaign continued in Quarter 2 with nearly 25,000 people visiting the website, www.oneyoukent.org.uk. More than 7,500 people visited the *Change4Life* pages of kent.gov to get advice on making small changes to help their children lead healthier lives. Since April, over 85,000 people have visited the health pages on kent.gov.uk for tips, apps and advice on how to improve their health.

Key Performance Indicators



Activity indicators



Corporate Risk Register – Overview

The table below shows the number of Corporate Risks in each risk level (based on the risk score). The Target risk level is the expected risk level following further management action. Since the last quarter, two risks have been added and one withdrawn. Details are outlined below.

	Low Risk	Medium Risk	High Risk
Current risk level	0	7	10
Target risk level	3	14	0

New Risks

Opportunities and Risks associated with alternative service delivery models - KCC has established a number of wholly-owned companies delivering a wide range of professional services that can bring benefits such as a change in culture and a more commercial approach to delivering services; more freedom to invest; the ability to secure new external clients; and the ability to grow the business and return a dividend to the Council as shareholder. As with any new company start up, there will also be risks to be managed.

Maintaining a healthy and effective workforce through significant change - KCC's workforce makes a vital contribution to the delivery of the Council's strategic outcomes, through its energy, commitment and hard work. In times of ongoing change, it is important that impact of change on individuals is recognised and associated risks mitigated as far as possible.

Risk Withdrawn

Implications of high numbers of Unaccompanied Asylum Seeking Children (UASC) - The number of UASC presenting in Kent has reduced since the 2015 peak and although there are still concerns over levels of Government funding and accommodation for those over 16, this risk is to be managed at directorate level and escalated again if required.

Mitigating Actions

Updates have been provided for 12 actions to mitigate elements of Corporate Risks that were due for completion or review up to the end of September 2017, together with updates for 8 actions due for completion or review by December 2017.

Due Date for Completion	Actions Completed/ Closed	Actions Outstanding or Partially complete	Regular Review
September 2017	6	3	3
October 2017 and beyond	3	3	2

Mitigating actions during this period are summarised below:

Access to resources to aid economic growth and enabling infrastructure - KCC has been feeding its views into both the consultation with local partners and agreeing the structure of the Strategic Economic Plan.

Civil Contingencies and Resilience - The review of the KCC Corporate Business Continuity Plan has been completed. The 'move to Critical' element of the plan has been published and will be finalised following the completion of the work of a CMT Task and Finish Group, which has been established to oversee improvements to KCC Command and Control arrangements. The exercise planned for mid-June 2017 was postponed, following the Grenfell Tower fire, and will take place in the New Year. There are now 16 Tactical Managers in place with a training needs analysis and defined training programme and engagement plan. Training for Duty Directors and Tactical Commanders will be delivered between November 2017 and February 2018.

Cyber attack threats - Cyber security and business continuity messages have been rolled out, together with direct emails sent out to all staff to ensure additional vigilance.

Delivery of New School Places - Contingency plans for alternative interim accommodation for each Free School project are being developed on a case-by-case basis i.e. temporary expansions to schools to meet immediate pressures, or the allocation of available places within existing schools. Further discussions are taking place between senior Education and Skills Funding Agency representatives and senior KCC staff and the Cabinet Member.

Evolution of Strategic Commissioning Approach - The rolling programme of reviews of contract management arrangements for major contracts is now embedded into Business As Usual and subject to regular reporting, while a review of the Council's Policy Framework has been undertaken and outcomes reported.

Health and Social Care Integration - Work relating to the revision of the Joint Strategic Needs Assessment will be completed by December 2017.

Information Governance - Outstanding actions from the Information Commissioner's Office audit are being considered by the Senior Information Risk Owner.

Management of Demand for Early Help and Specialist Children's Services - The assessment of the definition and implementation of a new way of delivering services to children young people of Kent has been completed with the support of the external transformation partner.

Safeguarding: Protecting Adults and Children - The audit of adult case files has now been completed. 80% of cases are graded as adequate or above. An overview report has been submitted to the Directorate Management Team (DMT) highlighting key findings. From a children's perspective, a post Ofsted inspection action plan has been agreed and is being implemented, while a review of cases of children at risk of child sexual exploitation is complete. A 3-year PREVENT training strategy has been approved.

Working with the Social Care Market - A strategic review of services for disabled children and young people is underway, while an analysis of Care Quality Commission ratings against categories and locations of care settings is being undertaken.

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From: Susan Carey, Cabinet Member for Customers, Communications and Performance

David Cockburn, Corporate Director for Strategic & Corporate Services and Head of Paid Service

To: Cabinet – 11th December 2017

Decision No: N/A

Subject: Corporate Risk Register

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: Governance and Audit Committee – 25th Jan 2018

Electoral Division: ALL

Summary: This paper presents the latest version of the Corporate Risk Register for the Authority, summarising the main changes since last presented.

Cabinet Members are asked to NOTE the report.

1. Background

- 1.1 The Corporate Risk Register is a 'living document' and is regularly reviewed and updated to reflect any significant new risks or changes in risk exposure that arise due to internal or external events; and to track progress against mitigating actions. It is subject to a more formal review each autumn.

2. Corporate Risk Register (appendix 1)

- 2.1 The latest version of the Corporate Risk Register is attached at appendix 1. It has been refreshed to reflect key themes arising from meetings with individual Corporate Management Team, Cabinet Members and Directorate Management Teams during the autumn, as well as the Chair of the Governance & Audit Committee. Comments arising from presentation of corporate risks to Cabinet Committees and the Governance & Audit Committee during the year have also been taken into account.
- 2.2 The meetings during the autumn demonstrated a strong consensus on what are seen as the main risks for KCC, both in relation to respective portfolios / directorates and wider KCC concerns. There remains a strong correlation between these views and risks already captured on directorate registers or the corporate risk register, which would indicate that the current risk

management process is robust. However, as always, the context of the risks continually changes, and as a result the corporate risk register has been revised to reflect the points made.

2.2 The main changes to the register since last presented to Cabinet are summarised below:

- CRR0001: Safeguarding – protecting vulnerable children. The risk score has reduced from 20 (High) to 15 (Medium) after the independent Ofsted inspection in spring 2017. However, all CMT and Cabinet Members were clear that there can be no room for complacency and there is ongoing commitment to continuous improvement.
- CRR0010: Unaccompanied Asylum seeking children (UASC). This risk had previously been reduced to its target level and while there are still some financial concerns associated with the ‘legacy’ cohort, it is proposed that this is managed at directorate level and will be escalated back up to corporate level if required.
- CRR0005: Kent and Medway Sustainability and Transformation Partnership. This risk has been significantly updated after comments from CMT and Cabinet Members. This risk is multi-faceted, with a number of different risk events highlighted. It will be necessary to review the controls listed and identify more in due course.
- CRR0011: Evolution of KCC’s Strategic Commissioning approach. This risk previously contained a number of broader elements relating to the management of change, but now focuses more specifically on the strategic commissioning ‘journey’. The risk is initially scored as ‘medium’.
- NEW RISK – Opportunities and risks associated with alternative service delivery models. This was previously included as part of the broader Strategic Commissioning Authority risk. However, it was felt that with KCC having started up several new wholly-owned companies with more working towards start-up, it is sensible to have a specific risk as part of the corporate risk profile.
- NEW RISK – Maintaining a healthy and effective workforce through significant change. Several CMT and Cabinet Members felt that there should be more prominence to workforce risk, which was previously featured as part of a wider managing change risk.

2.2.1 The significant majority felt that opportunities and risks related to BREXIT would, on balance, be best covered by feeding them into the corporate risks of most relevance as they arise, rather than as a standalone risk. However, this stance is subject to regular review. Key local issues raised related to borders and customs matters; ensuring local businesses are supported to adapt and explore international trading opportunities; wanting further clarity around immigration, employment status for EU nationals and the likely impact on labour markets to aid local planning; and the opportunity for local authorities to gain greater control and freedoms to reform public services.

2.2.2 As referred to above, several risks have also been updated as part of usual practice, to reflect contextual changes, new controls or new risk owners.

2.2.3 A number of risks are owned by the Corporate Directors for Adult Social Care and Health, and Children, Young People and Education. They will be reviewed again in the coming months as the two recent / new post holders have had time to further formulate a view of the risks and their management.

2.3 Further details of these risks, including controls and mitigating actions, are contained in appendix 1.

3. Monitoring and Review

3.1 The corporate risks led by each Corporate Director are presented to the relevant Cabinet Committees annually, alongside existing arrangements for presentation of directorate risk registers.

3.2 The corporate register is also presented to Governance & Audit Committee twice yearly for assurance purposes, and the Internal Audit function uses the register as one source of information to inform its audit plan for the coming year.

3.3 There is a particular focus on ensuring that key mitigating actions are identified and progress monitored. The risks within the Corporate Risk Register, their current risk level and progress against mitigating actions are reported to Cabinet quarterly via the Quarterly Performance Report.

4. Recommendation

4.1 Cabinet is asked to NOTE the refreshed Corporate Risk Register.

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KCC Corporate Risk Register

For presentation to Cabinet – 11/12/17

Corporate Risk Register - Summary Risk Profile

Low = 1-6
Medium = 8-15
High =16-25

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since July 2017
CRR0001	Safeguarding – protecting vulnerable children	15	15	↓
CRR0002	Safeguarding – protecting vulnerable adults	20	15	↔
CRR0003	Access to resources to aid economic growth and enabling infrastructure	16	12	↔
CRR0004	Civil Contingencies and Resilience	12	8	↔
CRR0005	Kent and Medway Sustainability and Transformation Partnership	16	9	↔
CRR0006	Resourcing implications arising from increasing complex adult social care need	20	12	↔
CRR0007	Integration of Early Help and Preventative Services and Specialist Children's Services to improve outcomes and manage demand	20	12	↔
CRR0008	Potential implications associated with significant migration into Kent	12	9	↔
CRR0009	Future financial and operating environment for local government	16	12	↔
CRR0011	Evolution of KCC's strategic commissioning approach	9	6	**
CRR0013	Delivery of in-year savings within agreed budgets	16	6	↔
CRR0014	Cyber-attack threats and their implications	16	12	↔
CRR0015	Managing and working with the social care market	20	9	↔
CRR0016	Delivery of new school places is constrained by capital budget pressures and dependency on the Education and Skills Funding Agency	20	12	↔
CRR0039	Information Governance – Introduction of General Data Protection Regulations	12	8	↔
CRR0040	Opportunities and risks associated with Alternative Service Delivery Models	9	4	NEW
CRR0041	Maintaining a healthy and effective workforce through significant change	8	8	NEW

*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Corporate Register. Therefore there will be some 'gaps' between risk IDs.

** Context of the risk has been changed, hence direct comparison of score not applicable.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Risk ID	CRR0001	Risk Title	Safeguarding – protecting vulnerable children			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Council must fulfil its statutory obligations to effectively safeguard vulnerable children. In addition, the Government's "Prevent Duty" requires the Local Authority to act to prevent people from being drawn into terrorism, with a focus on the need to safeguard children at risk of being drawn into terrorism.	Its ability to fulfil this obligation could be affected by the adequacy of its controls, management and operational practices or if demand for its services exceeded its capacity and capability. Failure to recruit and retain suitably experienced and qualified permanent staff. Failure to meet the requirements of the new "Prevent Duty" placed on Local Authorities.	Serious impact on vulnerable people. Impact on ability to recruit the quality of staff critical to service delivery. Serious operational and financial consequences. Attract possible intervention from a national regulator for failure to discharge corporate and executive responsibilities. Incident of serious harm or death of a vulnerable child.	Matt Dunkley Corporate Director Children, Young People and Education (CYPE) Responsible Cabinet Member(s): Roger Gough Children, Young People and Education Mike Hill (Lead Member for PREVENT)	Possible (3)	Major (5)	
Control Title					Control Owner	
Consistent scrutiny and performance monitoring through Divisional Management Team, District 'Deep Dives' and audit activity					Sarah Hammond, Interim Director Specialist Children's Services	
Independent scrutiny by Kent Safeguarding Children Board					Independent Chair Kent Safeguarding Children Board	
Manageable caseloads per social worker and robust caseload monitoring. Social work vacancies monitored with action taken to address as required.					Sarah Hammond, Interim Director Specialist Children's Services	
Active strategy in place to attract, recruit and retain social workers through a variety of routes with particular					Sarah Hammond, Interim	

emphasis on experienced social workers.	Director Specialist Children's Services / Amanda Beer, Corporate Director Engagement, Organisational Design & Development (EODD)
Multi-agency public protection arrangements in place	Patricia Denney, Assistant Director Safeguarding and Quality Assurance
Extensive staff training – Specialist Children's Services and Early Help and Preventative services are adopting the 'Signs of Safety' model of intervention, a standardised child-focused model of risk analysis, risk management and safety planning.	Sarah Hammond, Interim Director of Specialist Children's Services / Stuart Collins, Interim Director of Early Help Services
Regular reporting on safeguarding takes place quarterly for Directors and Cabinet Members, with an annual report for elected Members, to allow for scrutiny of progress.	Matt Dunkley, Corporate Director, CYPE
Prevent Duty Delivery Board (chaired by KCC) oversees the activity of the Kent Channel Panel, co-ordinating Prevent activity across the County and reporting to other relevant strategic bodies in the county (including reporting route to the Kent Safeguarding Children Board)	Anu Singh, Corporate Director, Adult Social Care and Health (ASCH)
Kent Channel Panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) in place.	Nick Wilkinson, Prevent and Channel Strategic Manager
Multi-agency risks, threats and vulnerabilities group focuses on PREVENT, gangs, Modern slavery, human trafficking and online safeguarding matters	Nick Wilkinson, Prevent and Channel Strategic Manager
Safeguarding and Quality Assurance Unit conducts audits, reviews of practice and provides challenge.	Sarah Hammond, Interim Director of Specialist Children's Services
Education Safeguarding Team in place	Graham Willett, Interim Director Education Quality & Standards
A revised Elective Home Education policy approved that includes interaction with children where there are welfare concerns and where other agencies have been involved with the family. Awareness raising taking place with other practitioners	Keith Abbott, Director Education Planning & Access/ Scott Bagshaw, Head of Admissions & Transport

Children's Development Plan, jointly owned by Specialist Children's Services, Early Help and Preventative Services and Children's Commissioning team, in place and updated to address recommendations arising from Child Sexual Exploitation (CSE) themed inspection and actions identified during a recent external review.	Sarah Hammond, Interim Director Specialist Children's Services	
Multi-function officer group helping to define key steps and approach to aid any future inquiries or investigations that may arise relating to alleged historical abuse	Matt Dunkley, Corporate Director, CYPE	
Multi-agency Crime and Sexual Exploitation Panel (MACSE) established to provide a strategic, county-wide, cross-agency response to CSE.	Matt Dunkley Corporate Director, CYPE (KCC lead)	
Three year PREVENT training strategy approved by the Corporate Management Team	Nick Wilkinson, Prevent and Channel Strategic Manager	
Action Title	Action Owner	Planned Completion Date
Implementation of actions set out in the Ofsted Practice Development Plan.	Sarah Hammond, Interim Director Specialist Children's Services	January 2018 (review)
Preparation for new multi-agency safeguarding arrangements in response to Children & Social Work Act requirements	Sarah Hammond, Interim Director Specialist Children's Services	March 2018
Preparatory work to ensure detailed understanding of requirements for Joint Targeted Area Inspections	Sarah Hammond, Interim Director Specialist Children's Services	January 2018

Risk ID	CRR0002	Risk Title	Safeguarding – protecting vulnerable adults			
Source / Cause of risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
<p>The Council must fulfil its statutory obligations to effectively safeguard vulnerable adults.</p> <p>The change from 'safeguarding alerts' to 'safeguarding enquiries' has led to a significant increase in the number of safeguarding concerns received.</p> <p>In addition, the Government's "Prevent Duty" requires the Local Authority to act to prevent people from being drawn into terrorism.</p>		<p>Its ability to fulfil this obligation could be affected by the adequacy of its controls, management and operational practices or if demand for its services exceeded its capacity and capability.</p> <p>Failure to meet the requirements of the new "Prevent Duty" placed on Local Authorities.</p>	<p>Serious impact on vulnerable people.</p> <p>Serious impact on ability to recruit the quality of staff critical to service delivery.</p> <p>Serious operational and financial consequences.</p> <p>Attract possible intervention from a national regulator for failure to discharge corporate and executive responsibilities.</p> <p>Incident of serious harm or death of a vulnerable adult.</p>	<p>Anu Singh Corporate Director Adult Social Care and Health (ASCH)</p> <p>Responsible Cabinet Member: Graham Gibbens, Adult Social Care Mike Hill (Lead Member for PREVENT)</p>	<p>Likely (4)</p> <p>Target Residual Likelihood Possible (3)</p>	<p>Major (5)</p> <p>Target Residual Impact Major (5)</p>
Control Title					Control Owner	
Multi agency public protection arrangements in place					Annie Ho, Acting Head of Adult Safeguarding	
Kent & Medway Safeguarding Adults Board in place with key agencies. The Board is now on a statutory footing following implementation of the Care Act.					Anu Singh, Corporate Director ASCH	
Consistent scrutiny and performance monitoring through divisional management teams, 'deep dives' and audit activity.					Divisional Directors / Annie Ho, Acting Head of Adult Safeguarding	
Regular reporting on safeguarding takes place for Directors and elected Members to allow for scrutiny of progress.					Anu Singh Corporate Director ASCH	

Safeguarding improvement plans in place for Older People and Physical Disability and Disabled Children, Learning Disability and Mental Health services	Anne Tidmarsh, Director OPPD / Penny Southern, Director DCLDMH	
Prevent Duty Delivery Board (chaired by KCC) oversees the activity of the Kent Channel Panel, co-ordinating Prevent activity across the County and reporting to other relevant strategic bodies in the county	Anu Singh, Corporate Director ASCH	
Multi agency risks, threats and vulnerabilities group focuses on PREVENT, gangs, modern slavery, human trafficking and online safeguarding matters.	Nick Wilkinson, Prevent and Channel Strategic Manager	
Kent Channel Panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) in place.	Nick Wilkinson, Prevent and Channel Strategic Manager	
Three year PREVENT training strategy approved by the Corporate Management Team	Nick Wilkinson, Prevent and Channel Strategic Manager	
Management Action Plan arising from recent internal audit – progress monitored regularly and reported to County Safeguarding Adults Group	Annie Ho, Acting Head of Adult Safeguarding	
Capability framework for safeguarding and the mental capacity act introduced	Annie Ho, Acting Head of Adult Safeguarding	
Kent and Medway Safeguarding Adults Board Learning and Development Competence Framework is reviewed annually	Annie Ho, Acting Head of Adult Safeguarding	
Action Title	Action Owner	Planned Completion Date
Plan to commission further independent audits of case files across all client categories to complement internal reviews and audits.	Annie Ho, Interim Head of Adult Safeguarding	June 2018
New framework for safeguarding practice being developed as part of the <i>Your Life, Your Wellbeing</i> transformation programme	Divisional Directors / Annie Ho, Acting Head of Adult Safeguarding	April 2018 (review)

Risk ID	CRR0003	Risk Title	Access to resources to aid economic growth and enabling infrastructure			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Council seeks access to resources to develop the enabling infrastructure for economic growth, regeneration and health.	Inability to secure sufficient contributions from development to support growth.	Key opportunities for growth missed.	Barbara Cooper, Corporate Director Growth, Environment and Transport (GET)	Likely (4)	Serious (4)	
However, in parts of Kent, there is a significant gap between the costs of the infrastructure required to support growth and the Council's ability to secure sufficient funds through s106 contributions, Community Infrastructure Levy and other growth levers to pay for it. At the same time, Government funding for infrastructure is limited and competitive and increasingly linked with the delivery of housing and employment outputs.	Funders do not recognise Kent priorities for investment.	The Council finds it increasingly difficult to fund KCC services across Kent (e.g. schools, waste services) and deal with the impact of growth on communities.		Target Residual Likelihood	Target Residual Impact	
It is currently unknown what, if any, sources of funding there may be to replace EU funding streams in the longer term.	Lack of resources to continuously shape and determine bids.	Kent becomes a less attractive location for inward investment and business.	Responsible Cabinet Member(s): Mark Dance, Economic Development Matthew Balfour, Planning, Highways, Transport & Waste	Possible (3)	Serious (4)	
Control Title					Control Owner	
Growth and Infrastructure Framework for Kent and Medway published, setting out the infrastructure needed to deliver planned growth					Katie Stewart, Director Environment Planning & Enforcement (EPE)	
Environment Planning & Enforcement and Economic Development teams working with each individual District					David Smith, Director	

on composition of infrastructure plans including priorities for the CIL and Section 106 contributions, from which gaps can be identified	Economic Development / Katie Stewart, Director EPE	
Coordinated approach in place between Development Investment Team and service directorates	David Smith, Director Economic Development	
Dedicated team in Economic Development in place, working with other KCC directorates, to lead on major sites across Kent.	David Smith, Director Economic Development	
Infrastructure Funding Group established and receives regular performance reports, potential issues for resolution and highlights funding gaps etc.	Barbara Cooper, Corporate Director, Growth, Environment and Transport	
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer Group	David Smith, Director Economic Development	
Strong engagement with South East LEP and with central Government to ensure that KCC is in a strong position to secure resources from future funding rounds	Dave Hughes, Head of Business and Enterprise	
Continued coordinated dialogue with developers, Districts and KCC service directorates	Nigel Smith, Head of Development	
KCC is actively engaged in preparation of local plans across Kent and Medway, responding to all consultations.	Tom Marchant, Head of Strategic Planning & Policy	
Local Transport Plan 4 produced and approved by County Council	Tom Marchant, Head of Strategic Planning & Policy	
Organisation Development plan is targeting gaps in resources to support bids.	GET Directorate Management Team	
Action Title	Action Owner	Planned Completion Date
Growth & Infrastructure Framework – interim refresh being conducted including reviewing key actions arising from the framework	Tom Marchant, Head of Strategic Planning & Policy	December 2017 (review)
Contribute to refresh of Strategic Economic Plan	Barbara Cooper, Corporate Director Growth, Environment and Transport	February 2018
Engage with stakeholders to draw up an agreed Enterprise & Productivity Strategy 2018-2050	David Smith, Director Economic Development	April 2018

Risk ID	CRR0004	Risk Title	Civil Contingencies and Resilience			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood, and impact, of high impact incidents and emergencies.</p> <p>This includes responses associated with the Counter-terrorism and Security Act 2015 (CONTEST).</p> <p>The Director of Public Health has a legal duty to gain assurance from the National Health Service and Public Health England that plans are in place to mitigate risks to the health of the public including outbreaks of communicable diseases e.g. Pandemic Influenza.</p> <p>Ensuring that the Council works effectively with partners to respond to, and recover from, emergencies and service interruption is becoming increasingly important in light of recent national and international security threats, severe weather incidents and the increasing threat of 'cyber attacks' (see risk CRR 0014).</p>	<p>Failure to deliver suitable planning measures, respond to and manage these events when they occur.</p> <p>Critical services are unprepared or have ineffective emergency and business continuity plans and associated activities.</p> <p>Lack of resilience in the supply chain hampers effective response to incidents.</p>	<p>Potential increased harm or loss of life if response is not effective.</p> <p>Serious threat to delivery of critical services.</p> <p>Increased financial cost in terms of damage control and insurance costs.</p> <p>Adverse effect on local businesses and the Kent economy.</p> <p>Possible public unrest and significant reputational damage.</p> <p>Legal actions and intervention for failure to fulfill KCC's obligations under the Civil Contingencies Act or other associated legislation.</p>	<p>On behalf of CMT: Barbara Cooper, Corporate Director Growth, Environment & Transport (GET)</p> <p>Responsible Cabinet Member(s): Mike Hill, Community & Regulatory Services</p>	<p>Possible (3)</p> <p>Target Residual Likelihood Unlikely (2)</p>	<p>Serious (4)</p> <p>Target Residual Impact Serious (4)</p>	

Control Title	Control Owner
Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Includes sub-groups relating to Health and Severe Weather	Mike Overbeke, Head of Public Protection (for Kent Resilience Team Activity)
The Director of Public Health works through local resilience fora to ensure effective and tested plans are in place for the wider health sector to protect the local population from risks to public health.	Andy Scott-Clark, Director of Public Health
Management of financial impact to include Bellwin scheme	Cath Head, Head of Finance (Operations)
Implementation of Kent's Climate Adaptation Action Plan	Carolyn McKenzie, Head of Sustainable Business and Communities
Local multi-agency flood response plans in place for each district / borough in Kent, in addition to overarching flood response plan for Kent	Mike Overbeke, Head of Public Protection
Winter Resilience Planning Group & action plan in place.	Mike Overbeke, Head of Public Protection
On-going programme of review relating to ICT Disaster Recovery and Business Continuity arrangements.	Michael Lloyd, Head of Technology Commissioning & Strategy
Kent Resilience Team in place bringing together personnel from KCC, Kent Police and Kent Fire and Rescue Service in an integrated and co-located team to deliver enhanced emergency planning and business continuity in Kent	Mike Overbeke, Head of Public Protection
Multi-Agency recovery structures are in place at the Strategic and Tactical levels & working effectively.	Katie Stewart, Director Environment Planning & Enforcement (EPE)
KCC and local Kent Resilience Forum partners have tested preparedness for chemical, biological, radiological, nuclear and explosives (CBRNE) incidents and communicable disease outbreaks in line with national requirements.	Andrew Scott-Clark, Director Public Health
Emergency planning training rolled out at strategic, tactical and operational levels. KCC Resilience Programme in place to deliver further training opportunities and exercises regularly conducted to test different elements of KCC emergency and business continuity arrangements with partners (e.g. Exercise 'Loki' and exercise 'Surge').	Katie Stewart, Director EPE

Senior Management on-call rota devised and agreed	Katie Stewart, Director EPE	
KCC Business Continuity Management Policy and overarching Business Continuity Plan in place, underpinned by business continuity plans at service level.	Katie Stewart, Director EPE	
Prevent Duty Delivery Board established to oversee the activity of the Kent Channel Panel, co-ordinate Prevent activity across the County and report to other relevant strategic bodies in the county	Anu Singh, Corporate Director ASCH	
Kent Channel panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) established at district and borough level.	Nick Wilkinson, Prevent and Channel Strategic Manager	
New Quality Assurance approach introduced for business continuity plans to emphasise service accountability. This includes the testing of interdependencies between KCC business continuity plans and those of 3 rd parties.	Katie Stewart, Director EPE	
Fire Safety Guidance provided by KCC reviewed and updated	Flavio Walker, Head of Health & Safety	
Local procedures have been and are being continually reviewed and refined for occasions the national threat level increases to critical. This includes an update of the Corporate Business Continuity Plan.	Katie Stewart, Director EPE	
Corporate Board is prioritising funding of essential works to improve security as part of the modernising of our estate	Rebecca Spore, Director of Infrastructure	
ICT resilience improvements are embedded as part of the ICT Transformation Programme.	Michael Lloyd, Head of ICT Commissioning & Strategy	
Action Title	Action Owner	Planned Completion Date
Exercise the procedures for a move in national threat level	Katie Stewart, Director EPE	April 2018
Implementation of new approach to Business Continuity Governance arrangements to enable increased focus on directorate Issues	Katie Stewart, Director EPE	January 2018
Contribute to the Kent Resilience Forum Local Authorities Emergency Planning group's updating of mutual aid arrangements with District Councils other councils across the region.	Fiona Gaffney, Head of Resilience and Emergency Planning and Kent Resilience Team Manager (KCC)	March 2018
Implementation of a more formalised team structure across the council for emergency planning, ensuring it is embedded as part of the corporate responsibilities of managers.	Barbara Cooper, Corporate Director GET / Amanda Beer, Corporate Director EODD	January 2018

Risk ID	CRR0005	Risk Title	Kent and Medway Sustainability and Transformation Partnership			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>The health & social care 'system' is under extreme pressure to cope with increasing levels of demand and financial constraints.</p> <p>National government policy for integration of health and social care as part of how to meet these challenges.</p> <p>NHS national policy is for health commissioners and providers to come together and develop place based plans. KCC is part of the Kent and Medway Sustainability and Transformation Partnership (STP). Sub-STP local planning and delivery arrangements are being developed through Accountable Care Partnerships (ACP).</p> <p>Development of NHS standard contract for Accountable Care Partnerships that could include public health and social care.</p> <p>Major NHS policy announcements made every 12-18 months.</p>	<p>Failure to maximise opportunities for appropriate health & social care integration and ensure changes achieve maximum benefit.</p> <p>Pressures within the acute health sector result in repercussions for social care and threaten successful implementation of joint working arrangements.</p> <p>Improved Better Care Fund monies earmarked for social care geared to addressing pre-determined NHS targets and priorities.</p> <p>Lack of 'system' leadership with unclear governance and decision-making arrangements around STPs ACPs.</p> <p>Inappropriate level of Local Authority involvement. STPs have no formal role for local authorities, except by local agreement.</p> <p>No changes to primary legislation. Current statutory responsibilities and duties remain and cannot be delegated, and are</p>	<p>Further deterioration in the financial and service sustainability of Health and Social Care system in Kent and Medway.</p> <p>Additional budget pressures transferred to social care as system monies are used to close acute and primary care service gaps.</p> <p>Legal challenge/judicial review of decisions and decision-making framework for integrated decisions.</p> <p>De facto transfer of LA commissioning and budgetary decisions to joint vehicles with NHS without appropriate safeguards. Existential challenge.</p> <p>Social care and public health service priorities determined by NHS, not KCC.</p> <p>Capitated provider contracts dominated by NHS budgets and</p>	<p>Anu Singh, Corporate Director Adult Social Care & Health (ASCH)</p> <p>Vincent Godfrey, Strategic Commissioner</p> <p>Responsible Cabinet Member(s): Paul Carter Leader of the Council</p> <p>Peter Oakford, Cabinet Member for Strategic Commissioning</p> <p>Graham Gibbens, Cabinet Member for Adult Social Care</p>	<p>Likely (4)</p> <p>Target Residual Likelihood Possible (3)</p>	<p>Serious (4)</p> <p>Target Residual Impact Significant (3)</p>	

inconsistent with LA statutory responsibilities. Failure to meet statutory duties around the sufficiency of the care market, care quality and safeguarding. Opportunity cost from spending time and resources on STP and system design which is subject to change from NHS England. Comprehensive plans to reform health services entail KCC Cabinet support for substantial variations of service in the NHS. Lack of understanding within KCC of NHS policy and regulatory environment; and vice versa, lack of understanding of local authority legislative, policy and democratic environment in NHS.

targets.
Focus on STP and ACP workstreams prevents more local and agile improvements/joint working being undertaken.
Erosion of long-term working relationships between NHS and local government.
Reputational damage to either KCC or NHS or both in Kent.

Control Title	Control Owner
KCC has a designated Cabinet Member Portfolio for Health Reform and Cabinet Member for Strategic Commissioning	Paul Carter, Leader of the Council
Regular internal STP co-ordination meetings chaired by the Leader	Paul Carter, Leader of the Council
Establishment of a Health Reform and Public Health Cabinet Committee to provide non-executive member oversight and input of KCC involvement in the STP	Ben Watts, General Counsel
Senior KCC political and officer representation on the STP Programme Board	Anu Singh, Corporate Director ASCH

Senior KCC level officer representation on the East Kent ACP, and emerging West, North and Medway ACP	Anu Singh, Corporate Director ASCH	
Senior KCC level officer representation across STP workstreams	Anu Singh, Corporate Director ASCH	
Action Title	Action Owner	Planned Completion Date
Paper to County Council providing a framework decision for KCC engagement in STP and assurances around future decision-making relating to STP issues	Ben Watts General Counsel/David Whittle, Director SPRCA	December 2017
Development of a joint KCC and Medway Health and Wellbeing Board for STP related matters/issues	David Whittle, Director SPRCA	January 2018
Engagement with the new NHS Strategic Commissioner for Kent and Medway and alignment of strategic commissioning intentions with KCC Strategic Commissioner	Vincent Godfrey, Strategic Commissioner	April 2018

Risk ID	CRR0006	Risk Title	Resourcing implications arising from increasing complex adult social care need			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Adult social care services across the country are facing growing pressures. Overall demand and cost for adult social care services in Kent continues to increase due to the complexity of presenting need, including increasing numbers of young adults with long-term complex care needs. This is all to be managed against a backdrop of reductions in Government funding, implications arising from the implementation of the Care Act, increases in Deprivation of Liberty Assessments and longer term demographic pressures.	Council is unable to manage and resource to future demand and its services consequently do not meet future statutory obligations and/or customer expectations.	Customer dissatisfaction with service provision. Increased and unplanned pressure on resources. Decline in performance. Legal challenge resulting in adverse reputational damage to the Council. Financial pressures on other council services.	Anu Singh, Corporate Director Adult Social Care and Health (ASCH) Responsible Cabinet Member(s): Graham Gibbens, Adult Social Care	Likely (4)	Major (5)	
				Target Residual Likelihood	Target Residual Impact	
				Possible (3)	Serious (4)	
Control Title			Control Owner			
Regular analysis and refreshing of forecasts to maintain the level of understanding of volatility of demand, which feeds into the relevant areas of the MTFP and the business planning process			Anu Singh, Corporate Director ASCH			
Continued drive to maximise the use of Telecare as part of the mainstream community care services			Anne Tidmarsh, Director OPPD/ Penny Southern, Director DCALDMH			
Continued support for investment in preventative services through voluntary sector partners			Anu Singh, Corporate Director ASCH / Vincent Godfrey, Strategic Commissioner			
Public Health & Social Care ensures effective provision of information, advice and guidance to all potential and existing service users, promoting self-management to reduce dependency			Andrew Scott-Clark, Director Public Health/ ASCH Divisional Directors			

Best Interest Assessments (BIA) training package in place to be delivered as part of a rolling programme twice yearly	Annie Ho, Acting Head of Adult Safeguarding	
Continual review and monitoring of demand in relation to Deprivation of Liberty assessments (DoLs) with external resources brought in as necessary.	Annie Ho, Acting Head of Adult Safeguarding	
Targeted use of additional social care monies received from Government	Anu Singh, Corporate Director ASCH	
Action Title	Action Owner	Planned Completion Date
Implementation of Kent Integration and Better Care Fund plan	Anu Singh, Corporate Director ASCH	September 2018 (review)
Implementation of 'Your Life Your Wellbeing' projects that deliver a whole pathway transformation: Safeguarding, Social Work, Purchasing, Pathways to Preventative Services (Promoting Wellbeing), Integrated Rehabilitation (Promoting Independence) and Outcomes Based Homecare (Supporting Independence).	Anu Singh, Corporate Director ASCH	June 2018 (review)

Risk ID	CRR0007	Risk Title	Integration of Early Help and Preventative Services and Specialist Children's Services to improve outcomes and manage demand			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Local Authorities continue to face increasing demand for specialist children's services due to a variety of factors, including consequences of highly publicised child protection incidents and serious case reviews, and policy/legislative changes.	Failure to maximise opportunities offered by integration of EHPS and SCS where appropriate.	Children's services performance declines as demands become unmanageable.	Matt Dunkley, Corporate Director CYPE	Likely (4)	Major (5)	
At a local level KCC is faced with additional demand challenges such as those associated with significant numbers of Unaccompanied Asylum Seeking Children (UASC). There are also particular 'pressure points' in several districts.	High volumes of work flow into early help and preventative services and specialist children's services leading to unsustainable pressure being exerted on them (recognising seasonal spikes such as end of term).	Failure to deliver statutory obligations and duties or achieve social value. Additional financial pressures placed on other parts of the Authority at a time of severely diminishing resources. Ultimately an impact on outcomes for children, young people and their families.	Responsible Cabinet Member(s): Roger Gough Children, Young People and Education	Target Residual Likelihood Possible (3)	Target Residual Impact Serious (4)	
These challenges need to be met as early help and preventative services and specialist children's services face increasingly difficult financial circumstances and operational challenges.						
Control Title			Control Owner			
The Early Help and Preventative Services Programme is working to ensure that vulnerable families can access the right support through intensive work in Early Help Units and Step Down Panels, open access services or through targeted casework.			Stuart Collins, Interim Director Early Help and Preventative Services			
Intensive focus on ensuring early help to reduce the need for specialist children's support services.			Matt Dunkley, Corporate Director CYPE			

Scoping of diagnostic work for children's services with aid of efficiency partner has been completed	Sarah Hammond, Interim Director Specialist Children's Services	
Early Help & Preventative Services have outlined priorities for service development and change, including ambitious targets to improve outcomes for children, young people and families	Stuart Collins, Interim Director Early Help & Preventative Services	
Kent Safeguarding Children Board 'threshold' document outlines the criteria required by partners when making a referral and have been working with partners to promote aid appropriate application.	Mark Janaway, Programme and Performance Manager	
Action Title	Action Owner	Planned Completion Date
Children and Young People's Service Integration Programme – implementation of integration pilots	Stuart Collins, Interim Director of Early Help and Preventative Services / Sarah Hammond, Interim Director Specialist Children's Services	June 2018
Implementation of Front Door Integration Project to better manage 'front door' referrals.	Sarah Hammond, Interim Director Specialist Children's Services	March 2018
Assess potential implications arising as a result of the Children and Social Work Act regulations e.g. increase in provision of support for care leavers up to 25	Sarah Hammond, Interim Director Specialist Children's Services	April 2018 (review)

Risk ID	CRR0008	Risk Title	Potential implications associated with significant migration into Kent			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Migration to Kent is not a new phenomenon and is an inevitable outcome of being a London-peripheral authority, symptomatic of differentials in housing markets across the country and the desirability of living in the county.	Arrival of significant numbers of vulnerable households into the county, particularly if migration is into concentrated areas.	Potential impact on community cohesion in parts of the county.	On behalf of CMT Matt Dunkley, Corporate Director CYPE	Possible (3)	Serious (4)	
Welfare reform policy changes combined with an overheating London housing market continues to drive London residents to more affordable temporary and permanent accommodation in Kent.	London Boroughs, utilising higher per-capita funding and large capital/reserve budgets to procure sites in Kent to ease their overspends on housing/homelessness.	Additional pressure on KCC services e.g. school admissions, demand for adults and children's social care, community safety, public health.	Anu Singh, Corporate Director ASCH	Target Residual Likelihood Possible (3)	Target Residual Impact Significant (3)	
Over the past year, a number of London Boroughs have procured large sites to place residents in temporary accommodation into Kent	Failure of KCC to plan with partners (Districts, Police, Health) to deal appropriately with potential consequences on Kent services.	Impact on availability of accommodation for Kent residents, placing more pressure on services such as Kent Support and Assistance Service (KSAS), and/or displacing them outside of the county.	Responsible Cabinet Member(s): Graham Gibbens, Adult Social Care Mike Hill, Community & Regulatory Services			
KCC needs to be prepared to manage the impact on local communities, and any significant additional pressure on KCC services.	Failure of London Boroughs to provide information about incoming vulnerable households e.g. those known to children's social services in accordance with statutory requirements and agreed protocols.		Roger Gough, Children, Young People and Education			
Control Title			Control Owner			
Welfare reform - ongoing analysis and tracking of impacts conducted by Strategy, Policy, Relationships & Corporate Assurance and Strategic Business Development & Intelligence teams plus external partners to give an indication of scale of implications of reforms, feeding into a multi-agency Welfare Reform Task & Finish Group (sub-group of the Joint Kent Chiefs) to direct any necessary co-ordinated action/response.			Vincent Godfrey, Strategic Commissioner/David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance (SPRCA)			

Kent Support and Assistance Service operating as the County's local welfare assistance scheme	Emma Hanson, Head of Strategic Commissioning Community Services	
A Steering Group consisting of Council Leaders, senior officers and housing leads from across all tiers of Local Government in Kent and Medway has been established to coordinate activity in response to London Boroughs' procurement of large sites for significant placements, including submitting amendments to the Homelessness Reduction Bill (now an Act), liaising with London Councils in aspiration of better collaboration, engaging with Kent MPs for them to take this issue forward at Government level, and exploring any potential for active market intervention / disruption.	Paul Carter, Leader of the Council (KCC Lead)	
Meeting held with Steering Group and Kent MPs in Westminster	David Whittle, Director SPRCA	
Revised Advice note to be issued to member associations by London Councils is to include the mass placements issue.	Chair of Housing sub-group, London Councils	
Action Title	Action Owner	Planned Completion Date
Key local stakeholders, including KCC, are meeting with London councils to discuss issues relating to 'bulk' placements into Kent, to build understanding and outline expectations from London and Kent perspectives.	David Whittle, Director SPRCA	December 2017
Work with local partners to understand and monitor potential local implications arising from implementation of the Homelessness Reduction Act.	Debra Exall, Strategic Relationships Adviser	April 2018 (review)

Risk ID	CRR0009	Risk Title	Future financial and operating environment for Local Government			
Source / Cause of risk	Risk Event	Consequence	Risk Owner (s)	Current Likelihood	Current Impact	
<p>The operating environment for local government is likely to continue to change during the coming years, presenting both opportunities and risks for the Council and its partners / service providers.</p> <p>Government funding is set to continue reducing over the medium term, especially in 2018/19 and 2019/20 in the final years of the current spending review and four year settlement. Thereafter there is more uncertainty and the 100% business rate retention scheme due to be implemented by 2020 may present opportunities but also threat to the Council.</p> <p>Continuing budget challenges will necessitate difficult decisions being made regarding the future of services.</p> <p>Limits on our ability to levy additional council tax without a referendum are also likely to remain for the foreseeable future.</p> <p>The Local Government, Cities and Devolution Act could have wide-ranging implications, including the potential for significant Local Government reorganisation.</p>	<p>Additional unfunded spending demands and continued public sector austerity measures threaten financial sustainability of KCC, its partners and service providers.</p> <p>In order to set a balanced budget the council is likely to have to continue to make significant year on year savings. This will only add to the unprecedented era of real term spending reductions which councils have faced since 2010.</p> <p>Quality of KCC commissioned / delivered services suffers as financial situation continues to worsen.</p> <p>Insufficient Government Grant available to provide sufficient number of school places.</p>	<p>Unsustainable financial situation.</p> <p>Potential for partner or provider failure – including sufficiency gaps in provision.</p> <p>Reduction in resident satisfaction and reputational damage.</p>	<p>On behalf of CMT:</p> <p>Andy Wood, Corporate Director Finance</p> <p>Responsible Cabinet Member (s): All Cabinet Members</p>	<p>Likely (4)</p> <p>Target Residual Likelihood Possible (3)</p>	<p>Serious (4)</p> <p>Target Residual Impact Serious (4)</p>	

The EU referendum result in 2016 and June 2017 General Election result has added additional uncertainty to the environment, meaning major legislative change is unlikely.		
Control Title	Control Owner	
Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process, including stakeholder consultation.	Andy Wood, Corporate Director Finance	
Processes in place for monitoring delivery of savings and budget as a whole.	Andy Wood, Corporate Director Finance	
KCC Strategic Statement 2015-2020 and annual report outline key strategic outcomes that the Authority aims to achieve during this period.	Paul Carter, Leader of the Council	
KCC Quarterly Performance Report monitors key performance and activity information for KCC commissioned or delivered services. Regularly reported to Cabinet.	Richard Fitzgerald, Performance Manager	
Ongoing oversight of implications relating to proposed Local Authority pension fund changes	Nick Vickers, Business Partner (external funding)	
Support being provided to the Leader of KCC in his role as Chair of the County Councils Network (CCN).	David Whittle, Director SPRCA	
Financial analysis conducted after each budget statement	Dave Shipton, Head of Finance(Policy, Planning & Strategy)	
Engagement with CCN, other local authorities and Government of potential opportunities and issues around devolution and public reform	David Whittle, Director SPRCA	
Action Title	Action Owner	Planned Completion Date
Work proactively with Government regarding how the new business rate retention scheme can be most effectively implemented	Dave Shipton, Head of Finance (Policy, Planning & Strategy)	December 2017 (review)
Engage with Government for a fair-funding needs formula for Grant distribution and tariffs/top ups under business rate retention	Andy Wood, Corporate Director Finance	January 2018 (review)
Engage with Government for a fair Basic Need allocation to meet the demand for school places	Keith Abbott, Director, CYPE	Up to March 2018

Risk ID	CRR0011	Risk Title	Evolution of KCC's Strategic Commissioning Approach			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Authority is developing a strategic commissioning approach, as it looks to transform and respond to the challenging local government environment.	Insufficient management capacity and / or capability in key skill areas to support sustained change.	Potential to fall short of achieving benefits if changes introduced are not fully embedded.	In collaboration with CMT: Vincent Godfrey, Strategic Commissioner	Possible (3)	Significant (3)	
It is a journey in changing the systems, culture and approach the organisation takes to achieving its strategic outcomes.	Lack of clarity over which activities that can be defined as strategic commissioning as distinct from the specification of service outcomes.			Target Residual Likelihood Unlikely (2)	Target Residual Impact Significant (3)	
The approach aims to meet the need for comprehensive, professional strategic commissioning advice to all directorates across the Authority and requires a whole council ethos, as well as clarity of responsibility and accountability.	Lack of buy-in to whole-council ethos to support the changes required.		Responsible Cabinet Member: Peter Oakford, Deputy Leader and Cabinet Member for Strategic Commissioning and Public Health			
Control Title				Control Owner		
Senior role of Strategic Commissioner appointed, reporting to the Head of Paid Service, to oversee the delivery of strategic commissioning expertise				David Cockburn, Head of Paid Service		
Building capacity and capability in commissioning is a key area of KCC's Organisation Development action plan				Julie Cudmore, Head of Organisation Development		
Cabinet Member role for Strategic Commissioning created				Paul Carter, Leader of the Council		
Rolling programme of reviews of contract management arrangements for major contracts embedded into Business as Usual and reported on regularly				Vincent Godfrey, Strategic Commissioner		

<i>Commissioning Success: A strategy to improve lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses through successful commissioning developed as part of the co-design process</i>	Vincent Godfrey, Strategic Commissioner	
KCC Commissioning Framework introduced to establish several core commissioning principles in everything we do as an authority	Vincent Godfrey, Strategic Commissioner	
A co-design approach has been taken to develop the Strategic Commissioning division and the way it works, with active involvement of stakeholders.	Vincent Godfrey, Strategic Commissioner / Amanda Beer, Corporate Director EODD	
KCC has established a Strategic Commissioning Division to strengthen commissioning capability, and lead and shape commissioning activity	Vincent Godfrey, Strategic Commissioner	
Action Title	Action Owner	Planned Completion Date
Restructure of the Strategic Commissioning division to develop a vehicle for achievement of business strategy	Vincent Godfrey, Strategic Commissioner	April 2018

Risk ID	CRR0013	Risk Title	Delivery of in-year savings within agreed budgets			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The ongoing difficult public finances situation and economic uncertainty continue to mean significant reductions in funding to the public sector and Local Government in particular, at a time when spending pressures on councils are increasing.	Robust plans to achieve the required savings are not developed in time to enable implementation and realisation of benefits.	Urgent alternative savings need to be found which could have an adverse impact on service users and/or residents of Kent.	On behalf of CMT: Andy Wood, Corporate Director Finance	Likely (4)	Serious (4)	
KCC has already made significant cost savings and still needs to make significant ongoing year-on-year savings in order to “balance its books”.	Plans are not aligned with Cabinet Member priorities.	Potential adverse impact on council transformation plans. Reputational damage to the council.	Responsible Cabinet Member(s): John Simmonds, Finance	Target Residual Likelihood Possible (3)	Target Residual Impact Moderate (2)	
Control Title				Control Owner		
Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process				Andy Wood, Corporate Director Finance		
Process for monitoring delivery of savings is in place, including a Budget & Programme Delivery Board to scrutinise progress.				Andy Wood, Corporate Director Finance		
Robust monitoring and forecasting of arrangements in place relating to the KCC budget as a whole				Andy Wood, Corporate Director Finance		
Procedures for appropriate consultation in place when decisions relating to changes in services are being considered				Diane Trollope, Head of Engagement & Consultation		
Controls and mechanisms remain robust				Andy Wood, Corporate Director Finance		
Indicative cash limits and savings targets allocated to Corporate Directors to allow early planning.				Corporate Directors and Director Group		
Six monthly update reports on progress against budgeted savings presented to Governance & Audit Committee				Corporate Directors and Director Group		

Continued engagement with the Home Office for a fair settlement for Unaccompanied Asylum Seeking Children (UASC), particularly Care Leavers	Matt Dunkley, Corporate Director, CYPE	
Action Title	Action Owner	Planned Completion Date
NOTE: Level of risk is expected to decrease during the year by effective operation of existing controls.		

Risk ID	CRR0014	Risk Title	Cyber-attack threats and their implications			
<p>Source / Cause of Risk</p> <p>The Council has a duty to protect personal and other sensitive data that it holds on its staff, service users and residents of Kent.</p> <p>KCC repels a high number of cyber-attacks on a daily basis, although organisations across all sectors are experiencing an increasing threat in recent times and must ensure that all reasonable methods are employed to mitigate them (within resource constraints), both in terms of prevention and preparedness of response in the event of any successful attack.</p> <p>KCC's ICT Strategy will move the Authority's technology to cloud based services. It is important to harness these new capabilities in terms of both IT security and resilience, whilst emerging threats are understood and managed.</p> <p>In information terms the other factor is human. Technology can only provide a level of protection. Our staff must have a strong awareness of their responsibilities in terms of IT and information security.</p>	<p>Risk Event</p> <p>Successful cyber-attack (e.g. 'phishing' scam) leading to loss or unauthorised access to sensitive business data.</p> <p>Significant business interruption caused by a successful attack.</p>	<p>Consequence</p> <p>Data Protection breach and consequent Information Commissioner's Office (ICO) sanction.</p> <p>Damages claims.</p> <p>Reputational Damage.</p> <p>Potential significant impact on business interruption if systems require shutdown until magnitude of issue is investigated.</p>	<p>Risk Owner(s)</p> <p>Amanda Beer, Corporate Director Engagement, Organisational Design & Development.</p> <p>Ben Watts, General Counsel and Senior Information Risk Owner (SIRO)</p> <p>Rebecca Spore, Director Infrastructure</p> <p>Responsible Cabinet Member(s):</p> <p>Eric Hotson, Corporate & Democratic Services</p>	<p>Current Likelihood</p> <p>Likely (4)</p> <p>Target Residual Likelihood</p> <p>Possible (3)</p>	<p>Current Impact</p> <p>Serious (4)</p> <p>Target Residual Impact</p> <p>Serious (4)</p>	

Control Title	Control Owner	
Systems are configured in line with best practice security controls proportionate to the business information being handled. Systems are risk assessed and reviewed to ensure compliance is maintained	Kathy Stevens, ICT Compliance and Risk Manager	
Staff are required to abide by IT policies that set out the required behaviour of staff in the use of the technology provided. These policies are reviewed on an annual basis for appropriateness.	Kathy Stevens, ICT Compliance and Risk Manager	
Continual awareness raising of key risks amongst the workforce and manager oversight	Internal Communications function / Michael Lloyd, Head of Technology Commissioning and Strategy // All Managers	
Electronic Communications User Policy, Virus reporting procedure and social media guidelines in place	Michael Lloyd, Head of Technology Commissioning and Strategy	
External reviews of the Authority's security compliance are carried out to maintain accreditation and confirm best practice is applied.	Kathy Stevens, ICT Compliance and Risk Manager	
Persistent monitoring of threats, network behaviours and data transfers to seek out possible breaches and take necessary action	Kathy Stevens, ICT Compliance and Risk Manager	
Data Protection and Information Governance training is mandatory and requires staff to refresh periodically. Progress rates monitored regularly.	Ben Watts, General Counsel	
Further training introduced relating to cyber-crime, cyber security and social engineering to raise staff awareness and knowledge	Michael Lloyd, Head of Technology Commissioning and Strategy	
Messages to encourage increased awareness of information security amongst staff are to be communicated to align with key implementation milestones of the ICT Transformation Programme.	Diane Trollope, Head of Engagement and Consultation	
Action Title	Action Owner	Planned Completion Date
Implementation of ICT Transformation Programme includes actions to further strengthen ICT resilience, with systems and software compliance with various UK Standards.	Michael Lloyd, Head of Technology Commissioning and Strategy	March 2018
Ensure robust procedures are in place to address breaches, including a retained specialist capability.	Kathy Stevens, ICT Compliance and Risk Manager	January 2018

Risk ID	CRR0015	Risk Title	Managing and working with the social care market			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
A significant proportion of adult social care is commissioned out to the private and voluntary sectors. This offers value for money but also means that KCC is dependent on a buoyant market to achieve best value and give service users optimal choice and control.	Care home and domiciliary care markets are not sustainable.	Gaps in the care market for certain types of care or in geographical areas meaning difficulty in placing some service users.	Anu Singh, Corporate Director ASCH, in collaboration with Vincent Godfrey, Strategic Commissioner	Likely (4)	Major (5)	
Factors such as 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.	Inability to obtain provider supply at affordable prices. Significant numbers of care home closures or service failures.	Providers choose not to tender for services at Local Authority funding levels or accept service users with complex needs.	Responsible Cabinet Member(s): Graham Gibbens, Adult Social Care Peter Oakford Strategic Commissioning and Public Health	Target Residual Likelihood Possible (3)	Target Residual Impact Significant (3)	
Control Title				Control Owner		
Risk based approach is applied to monitoring providers				Vincent Godfrey, Strategic Commissioner		
Opportunities for joint commissioning in partnership with key agencies (i.e. Health) being regularly explored, including joint work regarding the provision of dementia nursing beds.				Anu Singh, Corporate Director ASCH / Vincent Godfrey, Strategic Commissioner		
An Accommodation Strategy is in place, developed with partners and key stakeholders.				Vincent Godfrey, Strategic Commissioner		

Regular market mapping and price increase pressure tracking	Anu Singh, Corporate Director ASCH / Vincent Godfrey, Strategic Commissioner	
Regular meetings with provider and trade organisations	Vincent Godfrey, Strategic Commissioner	
Residential and Nursing Home contract monitoring: placement data gathered through the County Placement Team and twice weekly contacts with market re availability.	Anu Singh, Corporate Director ASCH / Vincent Godfrey, Strategic Commissioner	
Ongoing monitoring of Home Care market and market coverage. Commissioners and operational managers reviewing the capacity of the Home Care market with a view to developing a strategy to ensure market coverage.	Vincent Godfrey, Strategic Commissioner	
Commissioning and Access to Resources functions in place to ensure KCC gets value for money while maintaining productive relationships with providers	Anu Singh Corporate Director ASCH/ Vincent Godfrey, Strategic Commissioner	
Action Title	Action Owner	Planned Completion Date
Project to improve quality of care in independent sector, with further work to operationalise it.	Christy Holden, Head of Commissioning	March 2018
Implementation of key actions arising from the Accommodation Strategy	Christy Holden, Head of Commissioning	March 2018 (review)

Risk ID	CRR0016	Risk Title Delivery of New School Places is constrained by capital budget pressures and dependency upon the Education and Skills Funding Agency (ESFA)				
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>A significant expansion of schools is required to accommodate major population growth in the short term to medium term (primary age) and medium to long term (secondary age). The "Basic Need" capital grant from Dept of Education (DfE) will not fund the expansion in full.</p> <p>A funding gap to deliver the programme for schools will be created by cost pressures from higher than expected build costs, low contributions from developers and increases in pupil demand.</p> <p>Whilst the funding gap identified with the Kent Commissioning Plan has been closed, the delivery of the plan is highly dependent upon securing 15 Free Schools in Kent over the period and that the ESFA complete the Free School projects on time and to an appropriate standard.</p>	The expansion required may not be delivered, meaning KCC is not able to provide appropriate school places.	<p>The duty to provide sufficient school places is not met, which may lead to legal action against the council.</p> <p>Some children have to travel much further to attend a school, with a resulting impact on the transport budget.</p>	<p>Matt Dunkley, Corporate Director CYPE</p>	Very Likely (5)	Serious (4)	
			Responsible Cabinet Member(s):	Target Residual Likelihood	Target Residual Impact Significant	
			Roger Gough, Children, Young People and Education	Likely (4)	(3)	
Control Title				Control Owner		
The Kent Commissioning Plan contains the forecast expansion numbers and locations. A school expansion programme has been mapped, costed and kept under review.				Keith Abbott, Director Education Planning and Access		

The school expansion programme is under member scrutiny and review by relevant Education and Property programme boards/forums/committees.	Keith Abbott, Director Education Planning and Access	
CYPE capital monitoring mechanism with Member involvement now created	Education Planning and Access DivMT	
Policy and operations to secure sufficient developer contributions are overseen by Growth and Infrastructure Group.	Keith Abbott, Director Education Planning and Access/Katie Stewart, Director Environment, Planning and Enforcement	
A bid has been made for extra funding under the priority school building programme Phase 2	Keith Abbott, Director Education Planning and Access	
Negotiations have taken place with District Councils regarding allocation of contributions	Area Education Officers	
Close working with the ESFA and lobbying of the DfE/ESFA. This included raising the issue in the KCC response to the Education White Paper and the Leader raised this via the County Council Network.	Keith Abbott, Director Education Planning and Access	
Regular meetings with ESFA officials to monitor progress at individual project level and identify ways in which KCC can help progress these projects.	Keith Abbott, Director Education Planning and Access	
Action Title	Action Owner	Planned Completion Date
Further lobbying of the Secretary of State and Kent MPs	Keith Abbott, Director Education Planning and Access	March 2018 (review)
Contingency plans for alternative interim accommodation for each Free School project are being developed on a case-by-case basis i.e. temporary expansions to schools to meet immediate pressures, or the allocation of available places within existing schools	Keith Abbott, Director Education Planning and Access / Area Education Officers	March 2018 (review)

Risk ID	CRR0039	Risk Title	Information Governance – Introduction of General Data Protection Regulations (GDPR)			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Council is required to maintain the confidentiality, integrity and proper use of data and has a number of controls already in place to manage this.	Failure to prepare adequately for the introduction of the new regulations.	Information Commissioner's Office sanction (e.g. undertaking, assessment, improvement, enforcement or monetary penalty notice issued against the Authority).	Ben Watts, General Counsel and Senior Information Risk Owner (SIRO)	Possible (3)	Serious (4)	
In May 2018 General Data Protection Regulations (GDPR) come into effect that introduce significantly increased obligations on all data controllers, including the Council.	Information security incidents resulting in loss of personal data or breach of privacy / confidentiality.	Serious breaches under GDPR could attract a fine of €20m or 4% annual global turnover.	Responsible Cabinet Member:	Target Residual Likelihood	Target Residual Impact	
This will require significant preparation.		Increased risk of litigation.	Eric Hotson, Corporate & Democratic Services	Unlikely (2)	Serious (4)	
		Reputational damage.				
Control Title				Control Owner		
Management Guide on Information Governance in place, highlighting key policies and procedures.				Caroline Dodge, Team Leader Information Resilience & Transparency		
A number of policies and procedures are in place including KCC Information Governance Policy; Information Governance Management Framework; Information Security Policy; Data Protection Policy; Freedom of Information Policy; and Environmental Information Regulations Policy all in place.				Ben Watts, General Counsel and Senior Information Risk Owner (SIRO)		
Staff are required to complete mandatory training on Information Governance and Data Protection and refresh their knowledge every two years as a minimum.				Ben Watts, General Counsel and Senior Information Risk Owner (SIRO) / Amanda Beer, Corporate Director EODD		

Cross-directorate Information Governance Group in place to support the SIRO		Ben Watts, General Counsel and Senior Information Risk Owner (SIRO)
Information Resilience and Transparency team in place, providing business information governance support.		Caroline Dodge, Team Leader Information Resilience & Transparency
Action Title	Action Owner	Planned Completion Date
Finalise implementation of any outstanding actions arising from 2016 Information Commissioner's Office (ICO) audit.	Ben Watts, General Counsel and Senior Information Risk Owner (SIRO)	December 2017
Appoint a Data Protection Officer as a designated contact with the ICO.	David Cockburn, Head of Paid Service	January 2018
Review and update privacy notices to include legal basis (where applicable) and name/contact details of Data Protection Officer. Introduce new privacy notices as required for service areas where they don't currently exist	Caroline Dodge, Team Leader Information Resilience & Transparency	January 2018
Review and revise procedures to comply with new enhanced individual's rights / consider repercussions of Subject Access Requests free of charge and reduced timescales to deal	Caroline Dodge, Team Leader Information Resilience & Transparency	January 2018
Review and update procedures/protocols for investigating and reporting data breaches	Caroline Dodge, Team Leader Information Resilience & Transparency	January 2018

Risk ID	CRR0040	Risk Title	Opportunities and risks associated with alternative service delivery models				
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	Target Residual Likelihood	Target Residual Impact
<p>KCC has established a number of wholly-owned companies delivering a wide range of professional services that can bring benefits such as a change in culture and a more commercial approach to delivering services; more freedom to invest; the ability to secure new external clients; and the ability to grow the business and return a dividend to the Council as shareholder.</p> <p>As with any new company start up, there will also be risks to be managed.</p> <p>With the number of wholly-owned companies potentially increasing, the council has reached a cross-over point where the wider objectives of the shareholder (KCC) is of at least the same importance as the individual needs of the new companies.</p>	<p>Expected financial dividends not met or return on investment takes longer than planned to achieve.</p> <p>One or more company acts in a way that does not fit with KCC's values.</p> <p>Council attempts to manage or run individual companies rather than acting as shareholder to extract the maximum value and benefit for the council in terms of both financial return and delivery of our identified outcomes as the owner of the businesses.</p>	<p>Additional pressures on Council budget.</p> <p>Reputational damage.</p> <p>Companies may not be able to take advantage of commercial opportunities if decision-making is restricted.</p>	<p>KCC Shareholder Board</p> <p>Responsible Cabinet Member:</p> <p>Paul Carter, Traded Services and Health Reform</p> <p>Supported by:</p> <p>Richard Long, Cabinet Lead for Traded Services</p>	<p>Possible (3)</p> <p>Unlikely (2)</p>	<p>Significant (3)</p> <p>Moderate (2)</p>		
Control Title				Control Owner			
Governance: shareholder and company boards exist for KCC-owned companies with respective roles, with matters reserved for shareholder decision outlined.				Ben Watts, General Counsel			
Cultural and change factors are built into the planning for proposed creation of alternative service delivery models				Julie Cudmore, Head of Organisation Development			
KCC's Group Audit function conducts audits for KCC-owned companies				Robert Patterson, Head of Internal Audit			

Robust business cases developed for proposed new companies, subject to Member and Officer scrutiny – including consideration of market potential, governance arrangements etc.		Relevant Cabinet Member and Corporate Director.
Action Title	Action Owner	Planned Completion Date
Conduct review of KCC company governance and ownership.	Paul Carter, Leader of the Council / Richard Long, Cabinet Lead for Traded Services / David Cockburn, Head of Paid Service / Andy Wood, Corporate Director Finance / Ben Watts, General Counsel	April 2018

Risk ID	CRR0041	Risk Title	Maintaining a healthy and effective workforce through significant change			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
KCC's workforce makes a vital contribution to the delivery of the Council's strategic outcomes, through its energy, commitment and hard work.	Low morale or stress related to organisational change or other factors. Increased sickness levels.	Negative impact on productivity and levels of service.	Corporate Management Team	Unlikely (2)	Serious (4)	
Staff across the organisation need to be healthy, motivated and have the right skills to help the organisation develop.	Lack of depth / resilience of key personnel or teams. Increasing demands on staff leads to insufficient capacity.		Responsible Cabinet Member: Eric Hotson, Corporate and Democratic Services	Target Residual Likelihood Unlikely (2)	Target Residual Impact Serious (4)	
It is important that this continues through challenging times, with significant change becoming the new reality and further year-on-year efficiencies being required to meet difficult budgetary challenges.						
Control Title				Control Owner		
Annual staff survey (Employment Value Proposition – EVP) builds insight by looking at the perceived balance between what the organisation offers staff and what employees bring to the job				Amanda Beer, Corporate Director, EODD		
Wellbeing initiatives and health promotions for staff				Paul Royel, Head of Human Resources (HR) and Organisation Development (OD)		
Arrangements in place for active monitoring and response to absence				Paul Royel, Head of HR and OD		
Employee engagement strategy in place				Paul Royel, Head of HR and OD		
iResilience tools available				Amanda Beer, Corporate Director EODD		

Staff care services provide professional occupational health, counselling (Support Line); coaching and mediation services to help ensure staff are physically, emotionally and mentally well.	Mark Scott, Interim Head of Business Service Centre
Suite of key performance indicators being monitored as early warning indicators e.g. retention, absence	Amanda Beer, Corporate Director EODD
Directorate Organisation Development group shares best practice and facilitates communication on key OD issues	Julie Cudmore, Head of Organisation Development
Service redesigns take account of capacity and capability issues ensuring resources are allocated appropriately	Corporate Management Team

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By: Graham Gibbens, Cabinet Member for Adult Social Care
Anu Singh, Corporate Director of Adult Social Care and Health

To: Cabinet – 11 December 2017

Subject: **UPDATE ON THE PROGRESS IN REPORTING AND MANAGING DELAYED TRANSFERS OF CARE (DToC)**

Classification: Unrestricted

Previous Pathway of Paper: Corporate Board – 11 September 2017

Future Pathway of Paper: None

Electoral Divisions: All

Summary: Robust DToC monitoring takes place locally and weekly through a dashboard which details hospital positions and the accountability for the delays. This enables pressures and risks to be identified and dealt with quickly. This paper provides an update on work to improve the reporting and management of DToCs; as well as an update on the national position and provide assurance that agreed interventions are working.

Recommendations: Cabinet is asked to:

COMMENT and NOTE the robust performance dashboard that is being used both to report and to manage performance locally;

COMMENT and NOTE the impact of the interventions on social care delays and in some health delays, but note the ongoing pressures that are being managed;

COMMENT and NOTE the issues with the National and local reporting and the work to reduce this, through local teams and adopting a regional position; and

AGREE that a further paper on progress should be reported to Cabinet in February 2018.

1. Introduction

1.1 Following the Ministerial Written Statement to the House of Commons on 3 July 2017, where the Secretary of State for Health underlined the importance that the Government attaches to the NHS and local government working together to make faster and more significant progress on Delayed Transfer of Care (DToC), we have developed systems for managing performance, escalating risk and reporting.

1.2 Robust DToC monitoring takes place locally and weekly through a dashboard which details the hospital positions and the accountability for the delays. This enables pressures and risks to be identified and dealt with quickly.

- 1.3 Previous reports have set out current performance based on delayed days per 100,000 population aged 18+.The DToC position is decreasing and the direction of travel is generally positive and moving towards the nationally set target.
- 1.4 Local use of this data evidences what Health and Social Care are jointly doing to reduce delays.
- 1.5 We have taken an action to ensure that there is transparent corporate reporting on a hospital by hospital basis. This is to understand better where our interventions are working well. Furthermore, it has been agreed that there needs to be a clear distinction between the local and national picture, thus understanding whether the local health economy is working effectively.

2. Current position

- 2.1 The national targets for DTOC were set for September, and the national reporting for this was issued in the last two weeks.
- 2.2 As a reminder, the targets and our baseline position was:

Indicator	National target	Kent baseline position	National position
Number of people delayed per 100,000 population	9.4	14	15.3
Number of people delayed per 100,000 population – Social care responsibility	2.6	4.5	5.6
Number of people delayed per 100,000 population – Health responsibility	5.5	9	8.5
Number of people delayed per 100,000 population – Joint responsibility	1.2	0.5	1.2

- 2.3 In terms of our September position, there are two reporting approaches that need to be considered:
 - 1. Firstly, the national position which is based on submissions from Health Colleagues to NHS England. This data is collected and published six weeks later and is not helpful to assess and react to our current and ongoing pressures.
 - 2. Secondly, our local position which is agreed and managed on a weekly basis and is used for live reporting and interventions. This data is submitted on a weekly basis via ADASS to collate a regional position.
- 2.4 The data does not match; this is both a regional and a local issue. The reason for this relates to two main issues:

1. The counting of delays within the Local Authority Boundaries. For example, hospitals within Kent will support people from other local authorities. The hospital will count this as their delay, the council will not. This is determined by the Department of Health guidance and an issue that we are raising, as a region, through ADASS. This is problematic for North Kent and West Kent.
 2. The process, through health, of validating the delays as part of the submission. Whilst the delays data is agreed locally, there is a validation process that takes place after submission which compares the data with the health system. This validation process will sometimes amend the data. There has already been significant work undertaken with health and social care staff in East Kent to reduce this gap, and work has also started in the rest of the county. We will continue to monitor and report on this.
- 2.5 National results in the recent NHS publication saw the lowest number of delayed days counted in Kent ever recorded at 4,090 delayed days. Unfortunately this was short of our BCF planned target for September of 3,399 by 691.
- 2.6 However, looking at our locally collected data the difference is only 170 days (3,569 delayed days recorded for September locally). **This is 9.84 per 100,000 population.** Despite not meeting the planned target, there has been a reduction of 935 days since February and this is a testament to the work being done by our integrated teams across the county. If this trajectory continues then we are on track to achieve the rate of 9.3 per 100,000 per day by November (data published around 10 January).
- 2.7 A breakdown of the local data compared to the target is shown below where the key pressure areas are in East Kent and Dartford and Gravesham:

Responsible Authority	Provider Organisation	September 2017		
		Locally Collected Figures	BCF Target Breakdown	Difference
NHS DTOC Delayed Days	Dartford & Gravesham NHS Trust	509	403	106
	East Kent Hospitals U.F. Trust	1303	1032	271
	Kent & Medway Partnership Trust	63	50	13
	Kent Community Health F. Trust	118	93	25
	Maidstone & Tunbridge Wells Trust	346	274	72
	Medway Foundation Trust	93	74	19
	Virgin Care Services (NK Community)	107	85	22
	Out of Area (NHS data only)		0	0
Kent Total	2539	2010	529	
Social Care DTOC Delayed Days	Dartford & Gravesham NHS Trust	306	293	13
	East Kent Hospitals U.F. Trust	57	54	3
	Kent & Medway Partnership Trust	39	37	2
	Kent Community Health F. Trust	83	79	4
	Maidstone & Tunbridge Wells Trust	291	278	13
	Medway Foundation Trust	92	88	4
	Virgin Care Services (NK Community)	126	120	6
	Out of Area (NHS data only)		0	0
Kent Total	994	950	44	
Both DTOC Delayed Days	Dartford & Gravesham NHS Trust	0	0	0
	East Kent Hospitals U.F. Trust	1	12	-11
	Kent & Medway Partnership Trust	31	378	-347
	Kent Community Health F. Trust	0	0	0
	Maidstone & Tunbridge Wells Trust	4	49	-45
	Medway Foundation Trust	0	0	0
	Virgin Care Services (NK Community)	0	0	0
	Out of Area (NHS data only)		0	0
Kent Total	36	439	-403	
Total DTOG Delayed Days	Dartford & Gravesham NHS Trust	815	695	120
	East Kent Hospitals U.F. Trust	1361	1098	263
	Kent & Medway Partnership Trust	133	465	-332
	Kent Community Health F. Trust	201	173	28
	Maidstone & Tunbridge Wells Trust	641	601	40
	Medway Foundation Trust	185	162	23
	Virgin Care Services (NK Community)	233	205	28
	Out of Area (NHS data only)		0	0
Kent LA Total	3569	3399	170	

3.

3. Regular reporting and how it is used

3.1 **Appendix A** is the weekly dashboard that is automatically used to manage the impacts of delayed transfers of care across the county.

3.2 The dashboard has two critical parts to it:

1. The first is a **monthly summary** of the activity that has happened, all counted in delayed days, across all the hospital sites. This enables us to have an overview of where the key pressures are and who holds responsibility for them. This now includes the community hospitals and Mental Health

2. The second part to this is the **weekly operational statistics**. This information is fed from the local sites and is used, together with the data over the last four weeks to inform and support our staff to assess the impact of intervention work locally, but also to understand where there are risks starting to arise that will need joint working. This information is used daily and weekly with the hospital sites.

3.3 As a summary of the dashboard at Appendix A, the current performance position by hospital site is shown below which identifies the issues that are being tackled in relation to:

- **NHS delays:** Increasing pressures with Kent and Canterbury, the William Harvey and Queen Elizabeth, Queen Mother Hospitals, and some improvements at the Darent Valley Hospital
- **Social Care delays:** Improvements across all the hospitals but ongoing pressures at the Maidstone Hospital.

DTOC Days Attributed to NHS		30/06/2017	31/07/2017	31/08/2017	30/09/2017	31/10/2017	30/11/2017
Total DTOC Days Attributed to NHS	Darent Valley Hospital	539	315	437	509	462	377
	Medway Hospital	37	52	128	93	58	23
	Kent & Canterbury Hospital	721	565	754	763	738	733
	Queen Elizabeth Queen Mother	0	89	297	321	374	257
	William Harvey Hospital	89	81	147	219	329	334
	Maidstone Hospital	116	160	181	198	159	197
	Tunbridge Wells Hospital	189	134	182	148	167	116
	Virgin Care - NK Communities	0	0	0	107	176	136
	KCHFT - EK & WK Communities	0	0	0	118	91	92
	KMPT	0	0	0	63	114	64
	Kent Total	1691	1396	2126	2539	2668	2329

DTOC Days Attributed to Social Care		30/06/2017	31/07/2017	31/08/2017	30/09/2017	31/10/2017	30/11/2017
Total DTOC Days Attributed to Social Care (Including Half of both)	Darent Valley Hospital	143	236	413	306	139	73.5
	Medway Hospital	35	90	160	92	60	18
	Kent & Canterbury Hospital	76	90	99	54	62.5	60
	Queen Elizabeth Queen Mother	0	16	8	3	6	6
	William Harvey Hospital	0	7	11	0.5	4	7
	Maidstone Hospital	39	134	190	151	117	136.5
	Tunbridge Wells Hospital	196	148	131.5	142	185	108
	Virgin Care - NK Communities	0	0	0	126	50	56
	Kent Community Hospitals Total	0	0	0	83	59	56
	KMPT	0	0	0	54.5	103.5	59.5
	Kent Total	489	721	1012.5	1012	786	580.5

Total DTOC Days in Kent - Acute & Community		30/06/2017	31/07/2017	31/08/2017	30/09/2017	31/10/2017	30/11/2017
Total DTOC Delayed Days Acutes, Communities, KMPT Total	Darent Valley Hospital	682	551	850	815	601	461
	Medway Hospital	72	142	288	185	118	41
	Kent & Canterbury Hospital	797	655	853	817	802	798
	Queen Elizabeth Queen Mother	0	105	305	324	380	263
	William Harvey Hospital	89	88	158	220	333	344
	Maidstone Hospital	155	294	371	349	286	337
	Tunbridge Wells Hospital	385	282	317	292	356	224
	Virgin Care - NK Communities	0	0	0	233	226	192
	Kent Community Hospitals Total	0	0	0	201	150	148
	KMPT	0	0	0	133	229	152
	Kent Total	2180	2117	3142	3569	3481	2960

4. Recommendations

4.1 Cabinet is asked to:

COMMENT and NOTE the robust performance dashboard that is being used both to report and to manage performance locally;

COMMENT and NOTE the impact of the interventions on social care delays and in some health delays, but note the ongoing pressures that are being managed;

COMMENT and NOTE the issues with the National and local reporting and the work to reduce this, through local teams and adopting a regional position; and

AGREE that a further paper on progress should be reported to Cabinet in February 2018.

5. Report Author

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Appendix A – Live DTOC Monitoring

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Days	Medway Foundation Trust	1.6%	4.3%	5.1%	2.6%	1.7%	0.6%
	Virgin Care Services	0.0%	0.0%	0.0%	3.5%	1.4%	1.9%
	Kent Total	22.4%	34.1%	32.2%	28.4%	22.6%	19.6%
Both DTOC Delayed Days	Dartford & Gravesham NHS Trust	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
	East Kent Hospitals U.F. Trust	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%
	Kent & Medway Partnership Trust	0.0%	0.0%	0.0%	0.4%	0.3%	1.0%
	Kent Community Health F. Trust	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Maidstone & Tunbridge Wells Trust	0.0%	0.0%	0.1%	0.1%	0.4%	0.1%
	Medway Foundation Trust	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Virgin Care Services	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Kent Total	0.0%	0.0%	0.1%	0.5%	0.8%	1.7%	
Total DTOC Delayed Days	Dartford & Gravesham NHS Trust	31.3%	26.0%	27.1%	22.8%	17.3%	15.6%
	East Kent Hospitals U.F. Trust	40.6%	40.1%	41.9%	38.1%	43.5%	47.5%
	Kent & Medway Partnership Trust	0.0%	0.0%	0.0%	3.7%	6.6%	5.1%
	Kent Community Health F. Trust	0.0%	0.0%	0.0%	5.6%	4.3%	5.0%
	Maidstone & Tunbridge Wells Trust	24.8%	27.2%	21.9%	18.0%	18.4%	19.0%
	Medway Foundation Trust	3.3%	6.7%	9.2%	5.2%	3.4%	1.4%
	Virgin Care Services	0.0%	0.0%	0.0%	6.5%	6.5%	6.5%
Kent Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Key

↑	Decreased
↔	Remained the same
↓	Increased

Number of Delayed Days per week - Broken Down by Acute/ Community

Acute	Responsible Authority - Days	07/09/17	14/09/17	21/09/17	28/09/17	05/10/17	12/10/17	19/10/17	26/10/17	02/11/17	09/11/17	16/11/17	23/11/17
Darent Valley	DVH - DTOC Days - NHS	105	126	113	165	63	112	168	119	70	90	126	91
	DVH - DTOC Days - SC	109	93	97	7	55	28	35	21	21	21	7	14
	DVH - DTOC Days - Both	0	0	0	0	0	0	0	0	0	7	7	7
	DVH - DTOC Days - Att. to SC	109	93	97	7	55	28	35	21	21	24.5	10.5	17.5
	DVH - DTOC Days - Total	214	219	210	172	118	140	203	140	91	118	140	112
	% Attributable to social care	50.9%	42.5%	46.2%	4.1%	46.6%	20.0%	17.2%	15.0%	23.1%	20.8%	7.5%	15.6%
Medway	MED - DTOC Days - NHS	33	35	16	9	20	14	15	9	11	2	9	1
	MED - DTOC Days - SC	24	23	23	22	19	11	22	8	10	5	0	3
	MED - DTOC Days - Both	0	0	0	0	0	0	0	0	0	0	0	0
	MED - DTOC Days - Att. to SC	24	23	23	22	19	11	22	8	10	5	0	3
	MED - DTOC Days - Total	57	58	39	31	39	25	37	17	21	7	9	4
	% Attributable to social care	42.1%	39.7%	59.0%	71.0%	48.7%	44.0%	59.5%	47.1%	47.6%	71.4%	0.0%	75.0%
Kent & Canterbury	KCH - DTOC Days - NHS	167	180	197	219	172	172	200	194	222	177	167	167
	KCH - DTOC Days - SC	11	15	17	11	19	13	17	12	1	14	20	20
	KCH - DTOC Days - Both	0	0	0	0	1	0	0	2	1	1	4	4
	KCH - DTOC Days - Att. to SC	11	15	17	11	19.5	13	17	13	1.5	14.5	22	22
	KCH - DTOC Days - Total	178	195	214	230	192	185	217	208	224	192	191	191
	% Attributable to social care	6.2%	7.7%	7.9%	4.8%	10.2%	7.0%	7.8%	6.3%	0.7%	7.6%	11.5%	11.5%
Queen Elizabeth Queen Mother	QEQM - DTOC Days - NHS	62	74	88	97	86	61	107	120	85	79	41	52
	QEQM - DTOC Days - SC	0	1	0	2	4	2	0	0	0	6	0	0
	QEQM - DTOC Days - Both	0	0	0	0	0	0	0	0	0	0	0	0
	QEQM - DTOC Days - Att. to SC	0	1	0	2	4	2	0	0	0	6	0	0
	QEQM - DTOC Days - Total	62	75	88	99	90	63	107	120	85	85	41	52
	% Attributable to social care	0.0%	1.3%	0.0%	2.0%	4.4%	3.2%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%
William Harvey	WHH - DTOC Days - NHS	42	43	37	97	79	71	87	92	71	76	87	100
	WHH - DTOC Days - SC	0	0	0	0	0	0	4	0	0	1	2	1
	WHH - DTOC Days - Both	0	0	0	1	0	0	0	0	3	1	1	1
	WHH - DTOC Days - Att. to SC	0	0	0	0.5	0	0	4	0	1.5	1.5	2.5	1.5
	WHH - DTOC Days - Total	42	43	37	98	79	71	91	92	74	78	90	102
	% Attributable to social care	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	4.4%	0.0%	2.0%	1.9%	2.8%	1.5%
Maidstone	MAID - DTOC Days - NHS	43	60	52	43	37	26	53	43	55	43	70	29
	MAID - DTOC Days - SC	39	32	38	42	25	38	17	27	37	27	35	34
	MAID - DTOC Days - Both	0	0	0	0	10	0	3	7	0	7	0	0
	MAID - DTOC Days - Att. to SC	39	32	38	42	30	38	18.5	30.5	37	30.5	35	34
	MAID - DTOC Days - Total	82	92	90	85	72	64	73	77	92	77	105	63
	% Attributable to social care	47.6%	34.8%	42.2%	49.4%	41.7%	59.4%	25.3%	39.6%	40.2%	39.6%	33.3%	54.0%
Tunbridge Wells	TWH - DTOC Days - NHS	22	41	40	45	40	49	38	40	20	37	59	0
	TWH - DTOC Days - SC	28	47	37	28	31	53	47	50	40	42	26	0
	TWH - DTOC Days - Both	0	0	4	0	0	0	8	0	0	0	0	0
	TWH - DTOC Days - Att. to SC	28	47	39	28	31	53	51	50	40	42	26	0
	TWH - DTOC Days - Total	50	88	81	73	71	102	93	90	60	79	85	0
	% Attributable to social care	56.0%	53.4%	48.1%	38.4%	43.7%	52.0%	54.8%	55.6%	66.7%	53.2%	30.6%	
Kent Acutes Total	KENT - DTOC Days - NHS	474	559	543	675	497	505	668	617	534	504	559	440
	KENT - DTOC Days - SC	211	211	212	112	153	145	142	118	109	116	90	72
	KENT - DTOC Days - Both	0	0	4	1	11	0	11	9	4	16	12	12
	KENT - DTOC Days - Att. to SC	211	211	214	112.5	158.5	145	147.5	122.5	111	124	96	78
	KENT - DTOC Days - Total	685	770	759	788	661	650	821	744	647	636	661	524

Direction of Travel	Increased/ Decreased
↑	Decreased
↓	Increased
↔	Remained the same
↓	Increased
↑	Decreased
↓	Increased
↑	Decreased
↓	Increased
↔	Remained the same
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↑	Decreased
↔	Remained the same
↑	Decreased
↑	Decreased
↔	Remained the same
↑	Decreased
↑	Decreased

	% Attributable to social care	30.8%	27.4%	28.2%	14.3%	24.0%	22.3%	18.0%	16.5%	17.2%	19.5%	14.5%	14.9%
Kent Community Hospitals Total	Communities - DTOC Days - NHS	26	39	12	41	26	26	19	20	21	29	42	0
	Communities - DTOC Days - SC	7	27	8	41	26	7	6	20	7	16	33	0
	Communities - DTOC Days - Both	0	0	0	0	0	0	0	0	0	0	0	0
	Communities - DTOC Days - Att. to SC	7	27	8	41	26	7	6	20	7	16	33	0
	Communities - DTOC Days - Total	33	66	20	82	52	33	25	40	28	45	75	0
	% Attributable to social care	21.2%	40.9%	40.0%	50.0%	50.0%	21.2%	24.0%	50.0%	25.0%	35.6%	44.0%	

↓	Increased

KMPT Total	KMPT- DTOC Days - NHS	0	21	21	21	21	21	37	35	36	7	21	0
	KMPT- DTOC Days - SC	0	16	16	7	11	27	26	28	19	12	0	0
	KMPT- DTOC Days - Both	0	24	7	0	0	2	7	14	13	21	23	0
	KMPT- DTOC Days - Att. to SC	0	28	19.5	7	11	28	29.5	35	25.5	22.5	11.5	0
	KMPT- DTOC Days - Total	0	61	44	28	32	50	70	77	68	40	44	0
	% Attributable to social care		45.9%	44.3%	25.0%	34.4%	56.0%	42.1%	45.5%	37.5%	56.3%	26.1%	

DTOC Days Attributed to Social Care		07/09/17	14/09/17	21/09/17	28/09/17	05/10/17	12/10/17	19/10/17	26/10/17	02/11/17	09/11/17	16/11/17	23/11/17
Total DTOC Days Attributed to Social Care	Darent Valley Hospital	109	93	97	7	55	28	35	21	21	24.5	10.5	17.5
	Medway Hospital	24	23	23	22	19	11	22	8	10	5	0	3
	Kent & Canterbury Hospital	11	15	17	11	19.5	13	17	13	1.5	14.5	22	22
	Queen Elizabeth Queen Mother	0	1	0	2	4	2	0	0	0	6	0	0
	William Harvey Hospital	0	0	0	0.5	0	0	4	0	1.5	1.5	2.5	1.5
	Maidstone Hospital	39	32	38	42	30	38	18.5	30.5	37	30.5	35	34
	Tunbridge Wells Hospital	28	47	39	28	31	53	51	50	40	42	26	0
	Kent Total	211	211	214	112.5	158.5	145	147.5	122.5	111	124	96	78

↓	Increased
↓	Increased
↔	Remained the same
↔	Remained the same
↑	Decreased
↑	Decreased
↑	Decreased
↑	Decreased

% breakdown by Acute for DTOC days due to SC		07/09/17	14/09/17	21/09/17	28/09/17	05/10/17	12/10/17	19/10/17	26/10/17	02/11/17	09/11/17	16/11/17	23/11/17
% make-up of DTOC Days Attributed to Social Care	Darent Valley Hospital	51.7%	44.1%	45.3%	6.2%	34.7%	19.3%	23.7%	17.1%	18.9%	19.8%	10.9%	22.4%
	Medway Hospital	11.4%	10.9%	10.7%	19.6%	12.0%	7.6%	14.9%	6.5%	9.0%	4.0%	0.0%	3.8%
	Kent & Canterbury Hospital	5.2%	7.1%	7.9%	9.8%	12.3%	9.0%	11.5%	10.6%	1.4%	11.7%	22.9%	28.2%
	Queen Elizabeth Queen Mother	0.0%	0.5%	0.0%	1.8%	2.5%	1.4%	0.0%	0.0%	0.0%	4.8%	0.0%	0.0%
	William Harvey Hospital	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	2.7%	0.0%	1.4%	1.2%	2.6%	1.9%
	Maidstone Hospital	18.5%	15.2%	17.8%	37.3%	18.9%	26.2%	12.5%	24.9%	33.3%	24.6%	36.5%	43.6%
	Tunbridge Wells Hospital	13.3%	22.3%	18.2%	24.9%	19.6%	36.6%	34.6%	40.8%	36.0%	33.9%	27.1%	0.0%
	Kent Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

12wk avg.	
	30.0%
	9.8%
	10.2%
	0.9%
	0.7%
	23.4%
	25.1%
	100.0%

DVH - DTOC Days - Total	176	172	214	219	210	172	118	140	203	140	91	118
MED - DTOC Days - Total	66	102	57	58	39	31	39	25	37	17	21	7
KCH - DTOC Days - Total	166	211	178	195	214	230	192	185	217	208	224	192
QEQM - DTOC Days - Total	51	63	62	75	88	99	90	63	107	120	85	85
WHH - DTOC Days - Total	25	38	42	43	37	98	79	71	91	92	74	78
MAID - DTOC Days - Total	62	71	82	92	90	85	72	64	73	77	92	77
TWH - DTOC Days - Total	62	67	50	88	81	73	71	102	93	90	60	79

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