



Summons to and  
Agenda for a  
Meeting on  
**Thursday, 18th  
October, 2018**  
at **10.00 am**





DEMOCRATIC SERVICES  
SESSIONS HOUSE  
MAIDSTONE

Wednesday, 10 October 2018

To: All Members of the County Council

Please attend the meeting of the County Council in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 18 October 2018 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30pm.**

### **Webcasting Notice**

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present.

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

### **Voting at County Council Meetings**

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

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

### **A G E N D A**

1. Apologies for Absence
2. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda
3. Minutes of the meeting held on 12 July 2018 and, if in order, to be approved as a correct record **(Pages 5 - 14)**

In approving the minutes as a correct record Members are asked to note that the Appendix to the report on Members Allowances should have included an allowance for the Lead Member for Trading Services at the equivalent of Cabinet Member. This allowance was recommended by the Independent Member Remuneration Panel and agreed by the County Council on 13 July 2017.

4. Chairman's Announcements
5. Questions
6. Report by Leader of the Council (Oral)
7. Autumn Budget Statement **(Pages 15 - 34)**
8. Treasury Management Annual Review 2017/18 **(Pages 35 - 48)**
9. Kent Safeguarding Children Board – 2017/18 Annual Report **(Pages 49 - 98)**
10. Increasing Opportunities, Improving Outcomes - Strategic Statement Annual Report 2018 - Progress **(Pages 99 - 146)**
11. Proposed changes to Top Tier posts in Adult Social Care and Health Directorate **(Pages 147 - 150)**
12. Motion for Time Limited Debate  
Proposed by Mr Whybrow and Seconded by Mr Chittenden.

“Kent County Council believes that local plans, local planning and local democratic decisions, including control of local mineral and fossil fuel development, should remain with local authorities. The council rejects the continued centralisation of local decision-making at the expense of local determination.

As such, KCC rejects central government’s proposal, via a Written Ministerial Statement (WMS), for the exploration phase of hydraulic fracturing (fracking) to be allowed under Permitted Development (PD), thereby removing the need for planning permission. KCC also rejects the proposal to bring the production phase of fracking under Nationally Significant Infrastructure Projects (NSIP), to be decided centrally by government and the planning inspectorate, thus further removing decision-making from local councils.

Accordingly, the Council requests the Cabinet Member for Planning, Highways, Transport & Waste to respond to the government consultation by rejecting the changes proposed for PD and NSIP as inappropriate and with the view that local Minerals Planning Authorities should retain local control and primacy for all planning decisions at all stages for all types of oil and gas exploration.”

13. Member Development Strategy **(Pages 151 - 176)**
14. Governance and Audit Committee - Terms of Reference **(Pages 177 - 180)**



Benjamin Watts  
General Counsel  
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## KENT COUNTY COUNCIL

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MINUTES of a meeting of the Kent County Council held in the Council Chamber - Sessions House on Thursday, 12 July 2018.

### PRESENT:

Mr M J Angell (Chairman)  
Mrs A D Allen, MBE (Vice-Chairman)

Mr M A C Balfour, Mr P V Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P M Beresford, Mrs R Binks, Mr R H Bird, Mr T Bond, Mr A H T Bowles, Mr D L Brazier, Mr D Butler, Miss S J Carey, Mr P B Carter, CBE, Mrs S Chandler, Mr N J D Chard, Mr I S Chittenden, Mr N J Collor, Ms K Constantine, Mr G Cooke, Mrs M E Crabtree, Mr D S Daley, Mr M C Dance, Miss E Dawson, Mrs T Dean, MBE, Mr T Dhesi, Mr D Farrell, Mrs L Game, Mrs S Gent, Mr G K Gibbens, Ms S Hamilton, Mr P M Hill, OBE, Mr A R Hills, Mrs S V Hohler, Mr S Holden, Mr P J Homewood, Mr A J Hook, Mr E E C Hotson, Mrs L Hurst, Mr J A Kite, MBE, Mr B H Lewis, Mr R C Love, Mr G Lymer, Mr S C Manion, Mr R A Marsh, Mr J P McInroy, Mr P J Messenger, Mr D D Monk, Mr D Murphy, Mr M J Northey, Mr P J Oakford, Mr M D Payne, Mrs S Prendergast, Miss C Rankin, Mr H Rayner, Mr C Simkins, Mrs P A V Stockell, Dr L Sullivan, Mr I Thomas, Mr M Whiting, Mr M E Whybrow and Mr J Wright

IN ATTENDANCE: Mrs A Beer (Corporate Director Engagement, Organisation Design & Development), Mr D Cockburn (Corporate Director Strategic & Corporate Services), Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr M Dunkley CBE (Corporate Director for Children Young People and Education), Mr V Godfrey (Strategic Commissioner), Mr A Scott-Clark (Director of Public Health), Mr D Shipton (Head of Finance (Policy, Planning and Strategy)), Ms P Southern (Corporate Director, Adult Social Care and Health) and Mr B Watts (General Counsel)

### UNRESTRICTED ITEMS

#### **78. Apologies for Absence**

The General Counsel reported apologies from Mr Booth, Mrs Cole, Mr Cooper, Mr Gough, Mr Harman, Mr Horwood, Mr Koowaree, Mr Lake, Ida Linfield, Mr Long, Ms Marsh, Mr Pascoe, Mr Pugh, Mr Ridgers Mr Simmonds and Mr Sweetland .

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

(1) Mr Oakford declared a disclosable pecuniary interest in item 11 (Select Committee – Pupil Premium) as he and his wife were owners of a pre-school.

(2) Dr Sullivan declared an interest as her husband was employed by the County Council as an Early Help and Prevention officer.

(3) Mr Lewis declared an interest as his wife was employed by the County Council.

**80. Minutes of the meeting held on 17 May 2018 and, if in order, to be approved as a correct record**

RESOLVED that the minutes of the meeting held on 17 May 2018 be approved as a correct record.

**81. Chairman's Announcements**

**(a) Royal British Legion – Thank you**

(1) The Chairman announced that November 2018 would mark the 100<sup>th</sup> anniversary of the end of the first world war. To mark the momentous occasion, the Royal British Legion had launched a campaign to say 'Thank You'.

(2) The Chairman invited Jane Ayers (Community Fundraiser – West Kent) and Julie Ness (Community Fundraiser – East Kent) to address the Council and introduce two short films which had been produced to mark the centenary of the end of the first world war and to say "thank you" for the sacrifices made by that generation.

(3) Members commented on the films presented by the Royal British Legion and commended the work that had been carried out.

**(b) Birthday Honours List**

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

(5) He stated that he was delighted to inform Members that Lizzy Yarnold had received an MBE for services to winter Olympic sport and Richard Oldfield, Vice-Lord Lieutenant of Kent, had received an OBE for services to the Canterbury Cathedral Appeal and charity.

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

**(c) Chartered Trading Standards Institute – Hero award**

(7) The Chairman announced that Neil Butcher, Kent County Council Trading Standards Officer, had received the Hero Award from the Chartered Trading Standards Institute, for his exceptional work in tackling under-age drinking and alcohol-related antisocial behaviour. Mr Butcher had worked with great dedication to unite a range of partners and had helped set up two Community Alcohol Partnerships in Thanet and Herne Bay. He had obtained a grant from Kent Fire and Rescue for Community Alcohol Partnerships work and organised training for teachers from East Kent College by the Alcohol Education Trust.

**(d) 'Best large trade stand' at County Show**

(8) The Chairman announced that Kent County Council had been awarded first place for 'best large trade stand' at the Kent County Show. He said that 1,000 people had received support and advice from health advisors from Kent County Council and its partners, on how to lead a healthier lifestyle.

**(e) Penny Southern**

(9) The Chairman announced that Penny Southern, former Director of Disabled Children, Learning Disability and Mental Health, had been appointed as Corporate Director of Adult Social Care and Health in June 2018.

(10) Ms Southern was invited to briefly address the Council.

**(f) Death of Mr Alfred Mersh**

(11) The Chairman stated that it was with regret that he had to inform Members of the death of Mr Alfred Mersh, former Labour Member for Gravesend South between 2001 and 2005.

(12) The Chairman confirmed that Members would be given the opportunity to pay tribute to Mr Mersh at the next meeting of the County Council and that funeral arrangements would be circulated to Members as soon as they were available. .

**82. Questions**

In accordance with Procedure Rule 1.17(4), 10 questions were asked and replies given. A record of all questions put and answers given at the meeting are available [online](#) with the papers for this meeting.

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

(1) The Leader informed the Council that Mr Simmonds had resigned as Cabinet Member for Finance, due to ill health. On behalf of the County Council, he thanked Mr Simmonds for the extraordinary contribution that he had made to Kent County Council as the Cabinet Member for Finance. Mr Simmonds had brought his great knowledge, experience and understanding of the financial world and carried out his Cabinet role in very difficult and challenging times.

(2) Mr Carter stated that his report would focus on Kent County Council's Medium-Term Capital Programme.

(3) Mr Carter referred to the three year investment in the Medium-Term Capital Programme which equated to £790 million of investment in traditional areas such as schools maintenance, schools expansion and maintaining roads. Mr Carter was hopeful that Kent County Council could become more ambitious in the future in

relation to the Medium-Term Capital Programme. Whilst retaining a prudent approach It was important to take advantage of favourable terms from the Public Works Loan Board in relation to long term borrowing at very reasonable rates. Which could be applied to projects that would in-turn create income, add social value and initiate potential to make significant capital gains for Kent County Council. Mr Carter referred to the Kent History and Library Centre in Maidstone as an example of an enabling development and highlighted other suggested income-producing opportunities for Kent.

(4) Mr Carter highlighted the substantial need to deliver new care homes across Kent and expressed the view that by utilising the preferential rates within the Public Works Loan Board, there would be potential for additional money to be borrowed against the rental income stream which would flow from the project, adding social value whilst continuing to meet the ever-increasing rise in demand.

(5) Mr Carter commented on the remarkable facilities that Ashford Borough Council had delivered at Farrow Court and on the housing benefit stream that they were receiving. He suggested that Kent County Council could apply the same working principle to extra care housing in Kent and could invest in new towns and villages .. He referred to Kings Hill and the benefits of this investment. .

(6) Mr Carter referred to the new powers announced by Dominic Raab (former Housing, Communities and Local Government Minister) which would allow Councils to establish new towns and villages through development corporations, subject to approval by Government. This would allow local authorities to determine the location of new communities and the potential to harvest a significant proportion of land value capture. Kent County Council's Section 151 Officer would ensure that rigorous and robust business processes and plans were scrutinised to ensure that income would flow and capital growth would be available.

(7) Mr Carter concluded that Kent County Council should continue to explore options to increase the social value of the Kent County Council's capital investments, to increase income streams, to maximise capital receipts and capital growth and support the delivery of infrastructure against housing growth.

(8) Mr Bird, the Leader of the Opposition, expressed his best wishes to Mr Simmonds.

(9) Mr Bird said that he was pleased to see the LGBT flag raised at Sessions House from 22<sup>nd</sup> to 25<sup>th</sup> June which demonstrated that the County Council was open and inclusive.

(10) Referring to the Medium-Term Capital Programme, Mr Bird agreed with Mr Carter's comments and highlighted the importance of addressing the housing needs of vulnerable people living in Kent.

(11) Mr Bird referred to the Medium-Term Capital Programme and said that whilst remaining ambitious, it was important to continue to focus on addressing responsibilities such as road maintenance in Kent.

(12) Mr Bird suggested that there should be the opportunity for an informed debate in the autumn on the Capital programme.



(13) Mr Bird commented on Kent County Council's challenges for Kent in relation to Brexit and the significant financial pressures being faced by the County Council..

(14) Mr Farrell, Leader of the Labour Group, expressed his thanks to Mr Simmonds for his service to the Council and the Cabinet

(15) Mr Farrell stated that he would submit a written response to Mr Carter's oral report. ..

(16) Mr Whybrow, Leader of the Independents Group offered his best wishes to Mr Simmonds.

(17) Mr Whybrow referred to the importance of the Adult Social Care green paper and the frustration caused by its current delays from Central Government.

(18) In replying to the other Leaders' comments, Mr Carter reassured Members that whilst Kent had resolved that no more than 15% of the revenue budget would be spent in servicing debt related to the capital programme, it was important to focus on income streams that would reduce borrowing costs on the authority..

(19) Mr Carter referred to the exceptional progress that had been made in relation to negotiations between the Department for Education, the Education and Skills Funding Agency and Kent County Council, to receive additional funding to contribute to closing basic need funding gaps. It was essential that Kent County Council commissioned necessary contracts to deliver school places on time.

(20) Regarding the Fair Funding Review which would set new funding baselines for Kent County Council alongside the introduction of 100% business rate retention in 2019-20, Mr Carter stated that the consultation documents would be received in autumn 2018.

(21) Mr Carter referred Members to the consideration later in the meeting that an additional £10 million be invested in road maintenance in Kent to ensure that potholes were fixed, and a good quality surface dressing applied to increase the life expectancy of roads.

(22) In conclusion, Mr Carter expressed his views on the need for a greater investment from government for road maintenance to enable roads to be maintained to a reasonable and safe standard.

#### **84. Brexit Preparedness - Kent County Council Position**

(1) Mr Carter proposed and Mr Dance seconded the following recommendation:

“County Council is asked to ENDORSE Kent County Council’s position in relation to Brexit.”

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

“The Council calls on the UK Government to ensure that:

(a) Kent is not exposed to a ‘no deal’ Exit from the European Union and all steps necessary to avoid that shall be taken; and

(b) The proposed Exit Deal should be subject to a People’s Vote in the UK.

(3) Mr Hook moved and Mr Bird seconded the procedural motion “that the question be put”, the Chairman put this to vote and the voting was as follows:

For (51)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mrs R Binks, Mr T Bond, Mr D Brazier, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mr N Chard, Mr N Collor, Mr G Cooke, Mrs M Crabtree, Mr D Daley, Mr M Dance, Miss E Dawson, Mrs L Game, Mrs S Gent, Mr G Gibbens, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr E Hotson, Mrs L Hurst, Mr J Kite, Mr R Love, Mr G Lymer, Mr S Manion, Mr A Marsh, Mr J McInroy, Mr P Messenger, Mr D Murphy, Mr M Northey, Mr P Oakford, Mr M Payne, Mrs S Prendergast, Miss C Rankin, Mr H Rayner, Mr C Simkins, Mrs P Stockell, Mr I Thomas, Mr M Whiting, Mr J Wright.

Against (10)

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

Abstain (1)

Mr A Bowles.

*Procedural motion carried*

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

For (6)

Mr R Bird, Mr I Chittenden, Mr D Daley, Mrs T Dean, Mr A Hook, Mr M Whybrow.

Against (51)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mrs R Binks, Mr T Bond, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mr N Chard, Mr N Collor, Mr G

Cooke, Mrs M Crabtree, Mr M Dance, Miss E Dawson, Mrs L Game, Mrs S Gent, Mr G Gibbens, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr E Hotson, Mrs L Hurst, Mr J Kite, Mr R Love, Mr G Lymer, Mr S Manion, Mr A Marsh, Mr J McInroy, Mr P Messenger, Mr D Murphy, Mr M Northey, Mr P Oakford, Mr M Payne, Mrs S Prendergast, Miss C Rankin, Mr H Rayner, Mr C Simkins, Mrs P Stockell, Mr I Thomas, Mr M Whiting, Mr J Wright.

Abstain (5)

Ms K Constantine, Mr T Dhesi, Mr D Farrell, Mr B Lewis, Dr L Sullivan.

*Amendment lost*

(5) Following a debate, the Chairman put the motion as set out in paragraph (1) to vote and voting was as follows:

For (58)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mr R Bird, Mr T Bond, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mr N Chard, Mr I Chittenden, Mr N Collor, Mr G Cooke, Mrs M Crabtree, Mr D Daley, Mr M Dance, Miss E Dawson, Mrs T Dean, Mr T Dhesi, Mr D Farrell, Mrs L Game, Mrs S Gent, Mr G Gibbens, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr A Hook, Mr P Homewood, Mr E Hotson, Mr J Kite, Mr B Lewis, Mr R Love, Mr G Lymer, Mr S Manion, Mr A Marsh, Mr J McInroy, Mr P Messenger, Mr D Murphy, Mr M Northey, Mr P Oakford, Mr M Payne, Mrs S Prendergast, Miss C Rankin, Mr H Rayner, Mr C Simkins, Mrs P Stockell, Dr L Sullivan, Mr I Thomas, Mr M Whiting, Mr J Wright.

Against (1)

Mr M Whybrow.

Abstain (1)

Ms K Constantine.

*Motion carried*

(6) RESOLVED that Kent County Council's position in relation to Brexit, be endorsed.

## **85. Revenue Budget 2018-19 Update/ Highways Asset Management**

(1) The Chairman reminded Members that any Member of a Local Authority who is liable to pay Council Tax, and who has any unpaid Council Tax amount overdue for at least two months, even if there is an arrangement to pay off the arrears, must declare the fact that they are in arrears and must not cast their vote on anything related to KCC's Budget or Council Tax.

- (2) Mrs Crabtree moved and Mr Whiting seconded the following motion:

“

“Members are asked to approve an additional £4.6m draw down from reserves to support the £10.1m already committed and provide for a further £2.5m revenue spending on pot-hole repairs in 2018-19. Members are asked to note the £10m capital for road schemes will be facilitated over the 3 – 4 year programme of £794.7m”

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

For (62)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mrs R Binks, Mr R Bird, Mr T Bond, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mr N Chard, Mr I Chittenden, Mr N Collor, Ms K Constantine, Mr G Cooke, Mrs M Crabtree, Mr D Daley, Mr M Dance, Miss E Dawson, Mrs T Dean, Mr T Dhesi, Mr D Farrell, Mrs L Game, Mrs S Gent, Mr G Gibbens, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr A Hook, Mr P Homewood, Mr E Hotson, Mrs L Hurst, Mr J Kite, Mr B Lewis, Mr R Love, Mr G Lymer, Mr S Manion, Mr A Marsh, Mr J McInroy, Mr P Messenger, Mr D Murphy, Mr M Northey, Mr P Oakford, Mr M Payne, Mrs S Prendergast, Miss C Rankin, Mr H Rayner, Mr C Simkins, Mrs P Stockell, Dr L Sullivan, Mr I Thomas, Mr M Whiting, Mr M Whybrow, Mr J Wright.

Against (0) Abstained (0)

*Motion carried*

- (4) RESOLVED that:

- (a) an additional £4.6m be drawn down from reserves to support the £10.1m already committed and provide for a further £2.5m revenue spending on pot-hole repairs in 2018-19; and
- (b) it be noted that the £10m capital for road schemes will be facilitated over the 3-4 year programme of £794.7m.”

## **86. End of Year Performance Report 2017/18**

- (1) Miss Carey moved and Mr Kite seconded the following motion:

“That the County Council NOTE the Performance Report.”

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

For (48)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mrs R Binks, Mr T Bond, Mr A Bowles, Mr D Brazier, Miss S Carey, Mr P Carter, Mrs S Chandler, Mr N Chard, Mr N Collor, Mr G Cooke, Mrs M

Crabtree, Mr M Dance, Miss E Dawson, Mrs L Game, Mrs S Gent, Mr G Gibbens, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr E Hotson, Mrs L Hurst, Mr J Kite, Mr R Love, Mr G Lymer, Mr A Marsh, Mr J McInroy, Mr P Messenger, Mr D Murphy, Mr M Northey, Mr P Oakford, Mrs S Prendergast, Miss C Rankin, Mr H Rayner, Mr C Simkins, Mrs P Stockell, Mr I Thomas, Mr M Whiting, Mr J Wright.

Against (6)

Mr R Bird, Mr I Chittenden, Mr D Daley, Mrs T Dean, Mr A Hook, Mr M Whybrow.

Abstain (7)

Mr D Butler, Ms K Constantine, Mr T Dhesi, Mr D Farrell, Mr B Lewis, Dr L Sullivan, Mr M Payne.

*Motion carried*

(3) RESOLVED that the Performance Report 2017/18 be noted.

**87. Members Allowances Scheme 2018/19**

(1) Mr Angell moved and Mrs Allen seconded the following motion:

“That the County Council adopt the Members’ Allowances Scheme for 2018/19.”

(2) The motion as set out in paragraph (1) was agreed without formal vote.

(3) RESOLVED that the County Council adopt the Members’ Allowances Scheme for 2018/19.

**88. Select Committee - Pupil Premium**

(1) Mr Northey moved and Mr McInroy seconded the following motion: “That County Council is asked to:

(a) Thank the Select Committee for producing a useful report on a complex and challenging issue; and

(b) Recognise the valuable contribution of the witnesses and others who provided evidence to the Select Committee, and

(c) Comment on and endorse the report and recommendations of the Select Committee.”

(2) The motion as set out in paragraph (1) was agreed without a formal vote.

(3) RESOLVED that

- (a) the Select Committee be thanked for producing a useful report on a complex and challenging issue; and
- (b) the valuable contribution of the witnesses and others who provided evidence to the Select Committee be recognised, and
- (c) the Comments made by Members be noted and the report and recommendations of the Select Committee be endorsed

## **89. Amendments to the Constitution**

- (1) Mr Hotson moved and Mr Carter seconded the following recommendations:

“That the County Council:

- a) AGREE the adoption of the CIPFA/SOLACE 2016 Framework; and
- b) AGREE the changes to the Constitution as detailed in the report and recommend their adoption.”

- (2) The motion as set out in paragraph (1) was agreed without a formal vote.

- (3) RESOLVED that the CIPFA/SOLACE 2016 Framework and the changes to the Constitution as detailed in the report be adopted.

From: Paul Carter, Leader of the Council  
Peter Oakford, Deputy Leader and Cabinet Member for  
Finance & Traded Services

To: County Council – 18<sup>th</sup> October 2018

Subject: Autumn Budget Statement

Classification: Unrestricted

**Summary:** KCC's published Budget Book includes the Council's capital programme 2018-21, annual revenue budget 2018-19, and revenue Medium Term Financial Plan (MTFP) 2018-20. The final document (blue combed) was published on 31<sup>st</sup> March 2018 based on the budget approved by full Council on 20<sup>th</sup> February. Further one-off changes to the 2018-19 budget were approved at the County Council meetings on 17<sup>th</sup> May and 12<sup>th</sup> July.

KCC's 2018-20 MTFP is based on the four-year funding agreement from central government (up to 2019-20). The 2019-20 equation shows the financial challenge arising from rising spending demands and costs, reductions in Revenue Support Grant (RSG), phasing in of Improved Better Care Fund (iBCF), changes in other government grants, one-off business rate funding from the 2018-19 pilot, and the impact of limits on the Council's ability to raise council tax without a referendum. This combination means the Council will need to make further significant savings to comply with the statutory requirement to set a balanced budget. At the time the blue combed plan was published it was estimated that £49.8m of savings would be needed for 2019-20, of which £15m were still to be identified. The update in this report reveals a bigger savings requirement following refresh of spending demands, savings plans and council tax, and identifies strategies to close the gap.

The scale of forecast spending demands and grant reductions means that the consequential savings for 2019-20 are exceptionally challenging and comes after eight years of significant real terms reductions in spending. We have no detailed government spending plans beyond 2019-20 and are unlikely to have any indication of the Spending Review in time for the budget setting process. However, we will need to still make plans for 2020 and beyond, even if these are based on assumptions. The scale of challenge and future uncertainty mean it is important that the 2019-20 budget does not overly rely on one-off solutions and consequently the Council may not be able to continue to protect front-line services.

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

## **1. Introduction**

- 1.1 The MTFP sets out the overall national and local fiscal context, KCC's revenue and capital budget strategies, and KCC's treasury management and risk strategies. It also includes a number of appendices which set out the high level 3 year revenue budget plan, a more detailed one year plan by directorate, prudential and fiscal indicators, and an assessment of KCC's reserves. The budget plans in the MTFP set out all the significant changes from the current year including additional spending demands, changes to funding, and the consequential savings needed to balance the impact of these. This incremental approach to budgeting and financial planning is adopted by the vast majority of local authorities. This report includes the latest revisions to the revenue plans for 2019-20 and context for the capital programme.
- 1.2 The main purpose of this autumn budget statement is to give Members an early update on the likely budget equation i.e. rising demand/cost and reduction in government grants vs council tax and savings. In its simplest terms the latest update shows that the estimated challenge is £94m (£66m spending demands and £28m net reduction in government grant/retained business rates) and the latest proposed solution is £37m from council tax and £57m from savings (of which £16m still need plans to be identified). This update is shown as a revised high level summary published as appendix A(i) of the MTFP. The main purpose is so that Members can consider the extent to which rising demand/costs are unavoidable and the savings options which have to be considered to balance next year's budget.
- 1.3 This autumn budget statement also enables directorates to start the preparatory work so that savings can be delivered as early as possible. It is essential that we can achieve the maximum possible from savings in 2019-20 through early delivery to avoid exacerbating the challenge. In many cases possible savings will require detailed consultation and impact assessment meaning we can only provide outline amounts at this stage.
- 1.4 The final purpose of the autumn budget statement is to provide the basis for formal consultation on the Council's overall budget strategy and council tax proposals. The Council's constitution requires consultation on the budget before it is presented to County Council for final approval.
- 1.5 The statutory duty to set a balanced budget under section 32A of the Local Government Finance Act 1992 does not apply to this autumn budget report. This duty only applies to the forthcoming year's revenue budget at the time the County Council sets the council tax.
- 1.6 KCC has an good record of financial management. Not only have we been able to set a balanced budget each year as required by the legislation, but in each of the last 18 years we have ended the year delivering the budget and returning a small underspend. Achieving this is not without its own challenges, and inevitably spending demands arise during the year which we could not have foreseen, and some savings plans may be over or under delivered. A rigorous in-year budget monitoring regime ensures that variances are identified early, and



corrective action implemented including identifying the future years' implications for the MTFP. Robust medium-term financial planning and rigorous monitoring regime are the main factors which have enabled us to this maintain this record of financial management.

- 1.7 The latest budget monitoring report for 2018-19 (as at July) showed a forecast overspend of £6.7m after roll forwards. This is less than the reported overspend at the same time last year and we are confident that the spending pressures can be contained by further management action and more up to date forecasts as the year progresses. It is imperative that the 2018-19 budget is balanced, and we aim to deliver an underspend which could be rolled forward to provide additional short-term support to sustain services in 2019-20 pending the outcome from the 2019 Spending Review which would inform settlements for 2020-21 onwards.
- 1.8 Given the scale of the challenge for 2019-20 (£94m out of a net revenue budget of £958m) and future uncertainties it is vital that the budget that is set is not overly optimistic about what's achievable or provide inadequate provision for in-year eventualities such as forecast demand. There have been two high profile cases of counties which have run into severe difficulties due to inadequate financial planning and control (including one statutory intervention), several other authorities have sounded alarm warnings that they are facing similar problems. KCC must do all that it can to address the budget challenge in ways that do not risk our inclusion among these authorities, which as we have seen from recent cases can happen all too quickly.
- 1.9 Section 2 of this report includes an update on national economic context since the Chancellor's Autumn Budget, and the potential future changes to the local government funding arrangements. In summary the rate of inflation has initially fallen from its peak in November 2017, but not as fast as median forecast by the Office for Budget Responsibility (OBR), and has started to rise again since April. Economic growth has been close to the median forecast, but the net public sector deficit and total public debt, as a proportion of economy, are both lower. 2019-20 is the last year of the current four-year settlement for local government, the government has consulted about technical aspects of this settlement which did not include any changes which would benefit KCC. We are awaiting decision on business rate retention pilots and pools for 2019-20 which could increase the share of business rates to support the county's budget. We are also awaiting the full details of the additional social care funding announced on 2<sup>nd</sup> October and a response from the Home Office on the asylum grant. It is too early to make assumptions about the impact of 75% business rate retention or the Fair Funding review which will influence the distribution of retained business rates, both of which will take effect until 2020-21
- 1.10 There are no changes proposed to the published capital programme at this stage. We are considering new bids and any that are deemed suitable will be included in the final budget presented to County Council in February together with any associated revenue implications. However, the Council should be aware that the scope for additional capital funding is limited; grants are available for highways and schools although these are not always adequate, the scope to raise developer contributions and

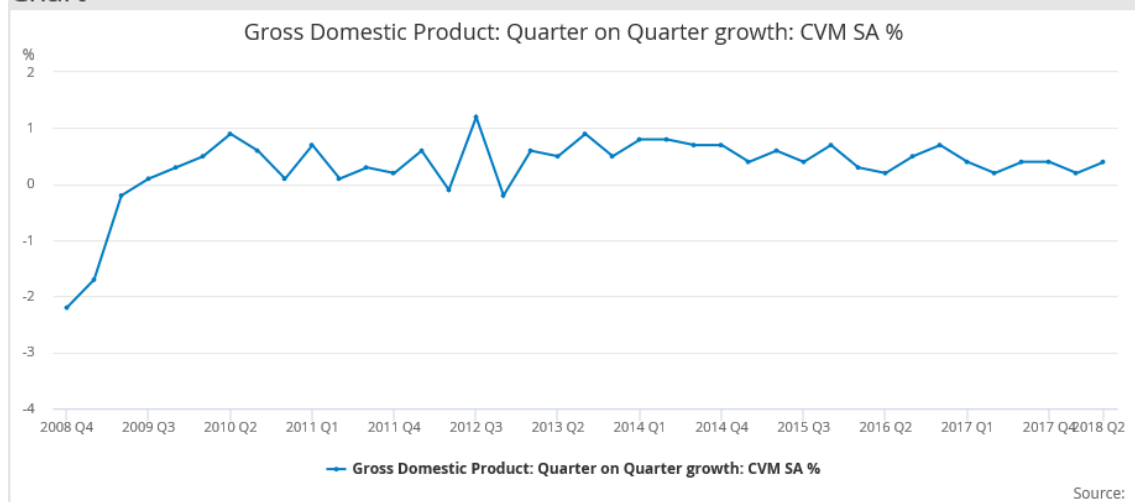
capital receipts is restricted, this leaves additional borrowing as the only viable mechanism which creates an added revenue budget pressure to service the debt (interest costs and repayment provision), and treasury management implications for cash balances and debt profile.

## **2. National Economic Context and Local Government Settlement**

- 2.1 The national economic context included in the published MTFP was based on the Chancellor's 2017 Autumn Budget. The Autumn Budget has replaced the March Budget as the government's main tax and spend policy statement. This switch aids financial planning as central government taxation and spending plans are announced earlier. The 2017 Autumn Budget is covered in depth in the National Financial and Economic Context section of the MTFP. The March statement is now simply an update and response to latest economic and fiscal forecasts.
- 2.2 The March 2018 statement showed higher tax receipt forecasts than the previous estimate in the Autumn Budget, leading to a lower forecast annual deficit. The March statement also included higher economic growth than previously forecast meaning that for the first time since the 2009 recession total debt is falling as a proportion of the whole economy. These two aspects mean that the Chancellor continues to be on course to exceed his fiscal targets (annual deficit no more than 2% of GDP, and total debt falling as % of GDP, by 2020-21).
- 2.3 The latest economic and fiscal forecasts show further encouraging signs with the largest monthly surplus reported for July 2018 since the millennium. We will not know the Government's response, particularly whether there will be a boost to public spending until the Autumn Budget 2018, which has now been confirmed will take place on 29<sup>th</sup> October. Should there be a boost for local government the detail would not be available until the provisional local government finance settlement likely to be announced early in December. In the meantime, the latest MTFP refresh in this report continues to be based on the indicative amounts for 2019-20 in the 2018-19 settlement i.e. unchanged from the published MTFP. Should there be a better settlement this would reduce the budget gap providing it does not come with conditions or additional spending requirements.

## Economic Growth

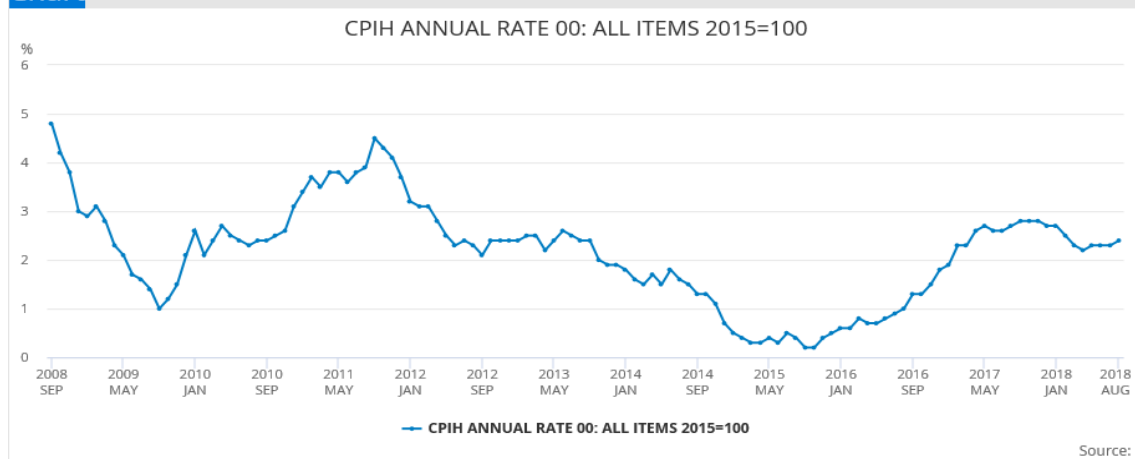
### Chart



2.4 The 2015 Spending Review (SR2105) assumed “flat-cash” for local government spending. Whilst this has improved a little due to subsequent changes in the settlement (most notably higher council tax referendum threshold and additional iBCF) it still means local government spending is not keeping pace with the growth in the overall economy and thus is falling in “real terms”. When measured against the actual spending pressures on local authority services the real terms reduction is much greater. It is important that the Council’s budget is viewed against this backdrop of falling spending in real terms.

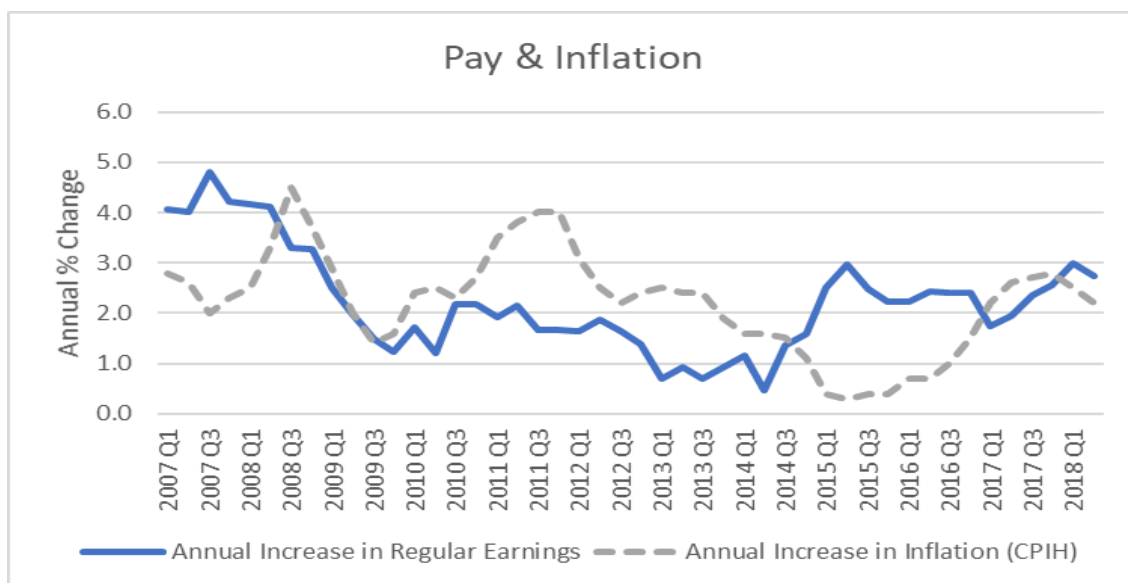
## Inflation

### Chart



2.5 The chart above shows the new preferred measure of inflation CPIH. We have explained CPI and CPIH in sections 2.65 to 2.72 of the blue combed MTFP and have not repeated this explanation in this report. Until recently the rate of inflation has been declining since it peaked at 2.8% in November 2017 (mainly due to the impact of fall in the value of the £ since the Brexit referendum having worked through into import prices over the preceding 16 months). However, since April 2018 we have seen inflation starting to creep up again from its low of 2.2%. This included an unexpected increase in August 2018 when many forecasters had been predicting a slight fall. These most recent increases have been attributed to fuel prices and seasonal fluctuations in some goods and services .

2.6 The rate of inflation is one of many variables which affects KCC's budget. The recent increases mean inflation is closer to wage growth in the whole economy. Wages growth in the whole economy has exceeded inflation in 2018, having previously lagged behind for several preceding quarters. Inflation and wages growth not only affect KCC staff but also have a much more significant impact on commissioned services many of which have automatic inflationary uplifts (others have negotiated increases which include an element for wage increases, most notably social care contracts).



2.7 Our conclusion from all the evidence is that despite encouraging signs on the public sector budget deficit and debt, and recent GDP performance, we should still remain prudent about the future economic prospects. Low consumer confidence coupled with a significant decline in the rate of retail sales growth and levelling off for consumer credit indicate we could be entering a period of stagnation in the near future. Whilst the better than forecast performance since last year's Autumn Budget allows the Chancellor some room for manoeuvre in this year's Autumn Budget it is more likely that any stimulus in public spending would be targeted for health rather than local government. Consequently, we have not made any assumptions about a better settlement for 2019-20 in this latest update.

2.8 County councils and the County Council Network have been lobbying that the current settlement is particularly hard for county councils as upper tier authorities. County councils have endured the largest percentage reductions in RSG per head of population, and the smallest increases in iBCF per head. At the same time county councils have faced significant demand and cost led spending pressures, and do not have the same capacity to raise alternative sources of income as single tier councils. As an absolute minimum we have been urging ministers to preserve the Social Care Support Grant which was added as a one-off measure in the 2017-18 settlement (from bringing forward reforms to the New Homes Bonus) and subsequently extended (albeit at a reduced level) in 2018-19.

- 2.9 The government has been undertaking a fundamental Fair Funding review of the distribution of funding between authorities. In our view this review is long overdue and offers a once in a generation opportunity to address significant deficiencies in the current distribution methodology (which could favour county councils). This review is not scheduled to make any changes to the distribution of funding until 2020 at the earliest. Even then changes to distribution would be subject to transitional damping and thus would be phased in over several years. To date this review has sought views via a call for evidence in 2017, and a consultation on the redesign of measuring relative spending needs in 2018. KCC has responded to both. We are anticipating further consultation with a final announcement expected sometime in 2019. We have been encouraged by progress so far, and we are optimistic that this will redress long terms concerns we have raised with the current settlement e.g. the withdrawal of RSG for legacy capital financing costs incurred under the previous supporting borrowing regime. We are also encouraged that the redistribution of funding should end up being simplified with a focus on specific formulas for the significant areas of spending, resulting in a more equitable distribution of retained business rates which better reflects current and future spending needs.
- 2.10 The government has also announced its intention to introduce 75% business rate retention from 2020-21 onwards. The additional retention would be fiscally neutral; authorities would no longer receive some grants and expenditure would be funded from retained business rate income. This too has been subject to an initial call for evidence and further consultation, both in 2017, although originally these were to support 100% retention. 100% retention would require primary legislation and has currently been shelved following the 2017 general election. 75% retention can be introduced via secondary legislation although no timetable has been published. 75% retention would not itself provide local authorities with any additional funding to redress the real terms reductions of recent years but would enable authorities to benefit from retaining additional future business rate growth.
- 2.11 In advance of additional business rate retention the government has approved a limited number of pilots. The first tranche in 2017-18 allowed six pilot areas to retain 100% of business rates in their local area (including growth) to support the devolution of additional responsibilities. A separate greater London pilot was subsequently approved during the year. An additional 10 areas were approved to pilot 100% retention in 2018-19. These 2018-19 pilots were slightly different in that they allowed pilot areas to retain only the growth and did not pilot additional devolution. The pilot areas were largely two-tier areas (including Kent and Medway area) and tested how authorities across a wider economic area could work together and use business rate growth to improve financial sustainability and promote future growth. The 2018-19 pilots will not automatically continue in 2019-20 and in July 2018 the Government published its prospectus inviting bids to pilot 75% retention.
- 2.12 Kent and Medway submitted a pilot bid for 2019-20. At this stage we have not made any assumption regarding whether this bid will be successful and have not included any additional retained business rate growth in the

updated MTFP. The updated plan also assumes a neutral impact from the Fair Funding review and 75% retention pending Government announcements. These are prudent planning assumptions.

- 2.13 The government announced that an additional £240m will be made available to authorities with adult social care responsibilities during the current year (2018-19). This will come in the form of a ring-fenced section 31 grant from Department for Health and Social Care (DoHSC), meaning it will come with conditions which will impact on how the grant is spent. At this stage we do not know the precise conditions, it is therefore too early to assess whether this can help to resolve the 2019-20 budget challenge. The grant will be allocated via a formula, KCC's share is estimated to be £6.2m.
- 2.14 We are still pursuing the Home Office for a better recognition of the costs of supporting unaccompanied asylum seeking children (UASC), and more pertinently the costs we incur to support them as care leavers. The Children and Social Care Act 2017 extended support for care leavers up to the age of 25. We contend that the Department for Education (DfE) have substantially underestimated the take-up of additional support by UASC care leavers. Bearing in mind the overall reduction in UASC numbers we believe that the Home Office has plenty of scope to address this issue without putting pressure on their budget. We have informed the Home Office that if additional funding for the National Transfer Scheme (NTS) Reception Centre at Millbank is not forthcoming this will close at the end of November 2018.
- 2.15 We are still awaiting Government announcements on the promised social care green paper. Social care accounts for by far the most significant proportion of spending for county councils. Any changes to social care funding and service expectations will have a significant impact on the MTFP. At this stage we have not included any assumptions in advance of the green paper other than the social care council tax levy would not be extended beyond 2019-20 and iBCF allocations would not be removed or changed. Once again these represent prudent planning assumptions.

### **3. KCC Revenue Budget Strategy**

- 3.1 The overall revenue strategy is unchanged from that set out in section 3 of the published MTFP. This continues to be based on quantifying the financial challenge arising from additional spending demands, reductions in central government grant and replacing the use of one-off solutions in the current year's budget. The strategy identifies the solution from council tax, the local share of business rate growth and savings/income. The equation for 2019-20 presented in the published 2018-20 MTFP was summarised as follows:

FINANCIAL CHALLENGE		SOLUTION		
	£'000		£'000	£'000
• Spending Demands	33,460.3	• Council Tax		23,161.9
• One-offs 2018-19	13,158.6	• Business Rates		-5,669.1
• Grant Reductions	32,100.4	• Savings		49,820.9
		- Identified	27,395.7	
		- Use of corporate reserves	7,450.0	
		- Unidentified	14,975.2	
		• Grant Increases		11,405.6
	<b>78,719.3</b>			<b>78,719.3</b>

3.2 Over the summer we have been working on refreshing the assumptions which underpin this equation. We have updated both forecast spending demands and identified savings. The latest equation is shown below. This shows higher forecast spending demands and identified savings. The latest update also increases the council tax assumptions (see paragraph 3.12).

FINANCIAL CHALLENGE			SOLUTION		
	£'000	£'000		£'000	£'000
• Spending Demands		52,850.6	• Council Tax		36,860.4
- realignment	-12,247.8		• Business Rates		-7,519.4
- unavoidable	28,233.7		• Savings		57,363.0
- contingent sums	27,909.0		- Identified	35,180.6	
- local decisions	8,955.7		- Use of reserves	5,750.0	
• One-offs 2018-19		13,158.6	- Unidentified	16,432.4	
• Grant Reductions		32,100.4	• Grant Increases		11,405.6
		<b>98,109.6</b>			<b>98,109.6</b>

3.3 The spending demands are split between amounts for:

- realignment (known variations during the current year which impact on 2019-20 including the negative impact of removing one-off spending agreed for 2018-19 (potholes, iBCF, etc.) as well as other issues which have already been identified from current year budget monitoring);
- unavoidable pressures (forecasts for contractual price increases, impact of legislation, commitments to fund the capital programme);
- contingent sums (estimates for future demand, non-contractual prices, estimated impact of contract retendering);
- local choices (Kent pay scheme, service enhancements).

These splits are designed to help members better understand the reasons for additional spending demands.

3.4 At this stage we have assumed the rate of inflation will return closer to the government 2% target and that current levels are influenced by seasonal factors identified by the ONS. We have also assumed that growth in the National Living Wage (NLW) will be in line with the forecasts from the Office for Budget Responsibility (OBR) (£7.83 to £8.20 in April 2019). Both these assumptions could be understated based on the analysis included in section 2 of this report, and these pressures could be higher when we come to publish the final draft budget in January. We have already included higher estimates for energy prices and transport contracts based on the impact of higher fuel prices. Demand forecasts are

based on population estimates and will be refined as we have better data on actual trends during the current year.

- 3.5 Savings are split between those where plans have been identified, use of reserves, and unidentified. Many of the identified amounts are provisional at this stage and are subdivided between efficiencies (doing the same job for less money), transformation (improving outcomes at lower cost), income generation, financing, and policy savings. The use of reserves is lower than the original plan due to the additional one-off monies for potholes agreed for 2018-19. This maintains a two-year S151 assurance on levels of reserves. This assurance took account of the late one-off funding changes for 2018-19 (increased locally retained business rates, council tax collection fund, and government grants). Any further drawdown from reserves would need to take account of revised assurance following evaluation of financial risks. This evaluation can only be completed for the final budget in January/February.
- 3.6 The identified savings in the updated table above include the following new savings:
- £5.750m further use of reserves outlined in paragraph 3.5
  - £3.400m of other financing savings from review of amounts set aside for Minimum Revenue Provision (MRP) and interest costs on outstanding debt
  - £2.225m from further transformation in social care and investment in trading companies
  - £6.135m further efficiency savings on staffing and commissioned services
  - £3.250m additional income from review of charging policies
- In addition to these there is £11.9m of savings which are a continuation and full year effect of actions agreed in previous budgets.
- 3.7 The updated 2019-20 plan includes a provisional amount of £7m which Corporate Management Team have advised as reasonable aspiration from a range of cross cutting themes which have been considered by service directors. Five themes were identified (reducing spending pressures, managing expectations, contract management, partnership working and raising additional income) and directors were asked to identify possible opportunities within these themes which would not require policy changes - effectively further efficiency/transformation savings. Rather than setting individual directorate targets, working groups were established with cross directorate representation. The groups were asked to challenge current budget assumptions and share examples of recent approaches to savings which could be applied to other services. As well as identifying a range of options which are feasible for 2019-20, the groups have also identified other opportunities which require further work and could lead to additional savings in the later years of the plan.
- 3.8 The equation still shows a sizeable unidentified gap for 2019-20 (with larger gaps in 2020-21 and beyond as shown in appendix 2). If we do not get a better settlement, this gap will need to be closed through further savings. This would require some significant policy savings which could impact on front-line services, and further could include areas of



discretionary spend and reducing spend on statutory services. Some of the policy areas being considered to close the £16m gap include:

- Reducing member grants
- Reviewing charging policies for Council services
- Further efficiency savings on Special Education Needs & Disability (SEND) transport
- Some reductions in Children's Centre budget
- Partnership funding for Community Warden Service (e.g. Parish Councils)
- Closing the NTS Reception Centre for unaccompanied asylum seeking children if this is not funded through the Home Office grant

3.9 Over the six years since 2013-14 KCC has budgeted for £471m of savings in response to the budget challenge. Of this 33% have been classified as efficiency savings, 29% from transformation and 23% from financing (including one-off use of reserves). Only 5% has been delivered from policy savings (changing the offer from front line and support services). The remainder has come from income and removing one-off spending. However, despite this challenging situation we have been able to maintain a range of discretionary services which make significant difference to the day to day lives of Kent residents and businesses (which we will endeavour to continue to support), such as:

- Young Persons Travel Pass (YPTP) - the only universal scheme for subsidised home to school transport for young people outside of major cities. This pass enables families of over 20,000 children to benefit from KCC subsidy of around half their home to school travel costs (est. approx. £300 benefit per child) and a further 4,000 low income families to receive a bigger subsidy (over £500 per child). A KCC total subsidy of £8.7m per annum
- Family Support Services – these provide a range of short breaks to support families with children with disabilities to enable parents to enjoy a break from caring and the children to have a safe inclusive play environment
- Adult Social Care – commission a range of services with the voluntary sector that provide a direct access to advice, information and support which builds resilience, maintains independence and avoids risk of isolation for a number of vulnerable people living in Kent
- Community Wardens – providing a first line of support for many vulnerable residents within their local communities
- Subsidised Bus Services – subsidies that help support bus routes servicing isolated communities and off-peak services which would otherwise be uneconomic for bus operators to maintain. A KCC total subsidy of £6.0m per annum
- Locate in Kent/Visit Kent – contributions which has help to attract new businesses and visitors into the county

3.10 The amounts we have included in the updated MTFP for un-ring-fenced government grants are unchanged from the Core Spending Power (CSP) calculation included in the 2018-19 settlement. Members should be aware that the CSP is a national comparison of the resources the Government plans to be available to individual authorities. The local elements (principally council tax and retained business rates) could be slightly different in individual authority plans e.g. we have slightly different council

tax assumptions in the draft MTFP. The CSP does not include ring-fenced specific grants from other government departments. The provisional settlement for 2019-20 included a £1.785m reduction in the ring-fenced grant for Public Health, reducing this grant from £67.584m in 2018-19 to £65.799m indicative for 2019-20. This is on top of £5.2m worth of reductions over the last 3 years. Spending on public health services has to be managed within this ring-fenced grant with no additional support from KCC.

CORE SPENDING POWER <sup>1</sup>					
Please select authority					
Kent					
Illustrative Core Spending Power of Local Government;					
	2015-16	2016-17	2017-18	2018-19	2019-20
	£ millions	£ millions	£ millions	£ millions	£ millions
Settlement Funding Assessment <sup>2</sup>	340.0	283.4	241.9	218.4	194.2
Compensation for under-indexing the business rates multiplier	2.5	2.5	2.6	4.1	5.6
Council Tax of which;	549.0	583.2	620.5	670.9	711.7
<i>Council Tax Requirement excluding parish precepts (including base and levels growth)</i>	549.0	572.0	596.9	627.1	658.9
<i>additional revenue from referendum principle for social care</i>	0.0	11.2	23.6	43.8	52.9
<i>Potential additional Council Tax from £5 referendum principle for all Districts</i>	0.0	0.0	0.0	0.0	0.0
Improved Better Care Fund	0.0	0.0	26.4	35.0	42.4
New Homes Bonus <sup>3</sup>	7.3	8.9	7.4	5.8	5.8
New Homes Bonus returned funding	0.6	0.4	0.4	0.0	0.0
Rural Services Delivery Grant	0.0	0.0	0.0	0.0	0.0
Transition Grant	0.0	5.7	5.7	0.0	0.0
The Adult Social Care Support Grant	0.0	0.0	6.2	3.9	0.0
<b>Core Spending Power</b>	<b>899.4</b>	<b>884.0</b>	<b>911.2</b>	<b>938.1</b>	<b>959.8</b>
Change over the Spending Review period (£ millions)					60.4
Change over the Spending Review period (% change)					6.7%
Please see the Core Spending Power Explanatory note for details of the assumptions underpinning the elements of Core Spending Power.					
<sup>1</sup> The figures presented in Core Spending Power do not reflect the changes to Settlement Funding Assessment made for pilot authorities. For information about pilots please refer to the Pilots Explanatory Note. For the Settlement Finance Assessment figures after adjustments for pilots please see Key Information for Local Authorities.					
<sup>2</sup> 2019-20 Settlement Funding Assessment has been modified to include a provisional tariff or top-up adjustment.					
<sup>3</sup> New Homes Bonus allocations for 2019-20 are for illustration purposes only. Actual payments will depend on housing delivery and are subject to change.					

3.11 The government published a technical consultation on the 2019-20 settlement over the summer although the only change proposed was to compensate those authorities which would otherwise have had a negative RSG (and effectively lose some of their business rate retention). KCC was not one of the authorities which would gain from this change (9 Kent districts would gain).

3.12 The latest draft MTFP assumes that the Council agrees to a general increase in council tax up to, but not exceeding, the anticipated 3% referendum threshold (the original published MTFP assumed 2%) and the final 2% tranche of the social care levy. These assumptions need to be set out in the budget communication and consultation campaign which we launched alongside the publication of this report. The updated MTFP also assumes there will be an in-year surplus on council tax collection of £7m and an estimated 1% increase in the tax base for 2019-20 from new housing. We will be notified of individual district estimates for collection fund and tax base later in the year.

3.13 The updated MTFP assumes that business rates (local share and top-up) will be increased through the national multiplier in line with the assumptions built into the CSP calculation. We are already compensated to reflect that this uplift is based on the CPI increase rather than Retail Prices Increases (RPI), as shown by the increase in compensation in the

2019-20 CSP above. If inflation is higher than the estimates in CSP our available funding could increase. We have not assumed any proceeds from a business rate pool or pilot for 2019-20 (these would be subject to ministerial approval in the provisional settlement in December). If either were approved this would increase KCC's funding from retained business rates and reduce the need for savings.

- 3.14 The publication of this Autumn Budget Statement marks the start of formal consultation on KCC's 2019-20 budget and council tax. Consultation is required under KCC's constitution. The consultation will be available on KCC's website for a period of 6 weeks, commencing on 11<sup>th</sup> October. Building on the success of last year's consultation we are continuing to use a social media campaign to highlight our budget strategy. The aim of the campaign is to encourage people to look at the budget information to better understand the challenge we face and engage with their views through responses to five questions.
- 3.15 The 2019-20 budget continues to be exposed to some significant financial risks and uncertainties. Although we have the certainty of a four-year grant settlement; the scale of the grant reductions, the magnitude of unfunded pressures, the uncertainty over the economic and fiscal climate, and the significant year on year savings over a sustained period since 2010-11 all contribute to the risks. We have always included an assessment of risks when determining the level of reserves, but since 2018-19 we have included a more detailed register of the main specific budget risks. A first draft of this register, based on an initial assessment through a peer review process with Cabinet Members and Corporate Directors, is attached as appendix 1 to this report.

#### **4. Use of Capital Receipts**

- 4.1 SR2015 allowed local authorities additional flexibility to use capital receipts to fund revenue costs to support delivery of future savings. This represented a significant departure from the previous requirements which restricted the use of receipts from asset sales to funding new capital investments.
- 4.2 KCC's 2017-18 budget and 2017-20 MTFP included the planned use of £5m of capital receipts to fund transformation projects over two years. We are required to report how such receipts have been applied and the anticipated savings to full Council or equivalent committee. Table 1 below shows the receipts which were applied in 2017-18 and those approved to date for 2018-19. A further £1.1m will be applied to other suitable projects in 2018-19. The full table will be included as an appendix to the 2019-20 Budget and MTFP.

Table 1

Use of capital receipts for transformation									
	cost		planned savings						
	2017-18	2018-19	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	Later years
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adults phase 3 transformation	1,989.7	355.0	-2,700.0	-2,722.6	-4,200.0	-2,200.0			
0-25 phase 2 transformation	386.6				-1,250.0	-1,250.0			
Kent Scientific Services - development of toxicology service (increase laboratory space & purchase of specialist instruments)	181.2	18.8			-14.0	-29.0	-29.0	-45.0	-45 per year
LED Street lighting - upgade of luminaires		750.0			-90.0	-90.0	-90.0	-90.0	-90 per year
Community Learning Service - temporary relocation to Tonbridge site during the development of Tunbridge Wells Culture Hub		200.0			-15.0	-15.0	-36.0	-39.0	-41 per year
	2,557.5	1,323.8	-2,700.0	-2,722.6	-5,464.0	-3,479.0	-29.0	-45.0	-176.0

4.3 At this stage there are no plans to use further receipts to balance the 2019-20 revenue budget on the basis that we already have an ambitious capital receipts target needed to fund the 2018-22 capital programme.

## 5. Authorities in Financial Difficulty

5.1 Over the last year we have seen increasing number of councils getting into financial difficulty. The highest profile of these was Northamptonshire where a statutory section 114 notice was issued in February 2018. A section 114 notice is issued by the Chief Financial Officer (CFO) under powers in the Local Government Finance Act where they judge that the authority is unable to set or maintain a balanced budget. Such notices are extremely rare and only issued in the gravest of circumstances. Once a notice has been issued the full Council must consider its response within 21 days. The extent of financial challenge for all authorities from the current settlement is such that we anticipate more councils getting into financial difficulty, and section 114 notices could become more regular.

5.2 In the case of Northamptonshire, the Secretary of State decided to intervene and called for an independent inspection. The inspectors conducted a thorough review and concluded that the Council had made a series of mistakes which had culminated in the section 114 notice. The findings included failure to heed earlier warnings, inadequate business cases to support major initiatives, inadequate compliance with statutory guidance on the use of capital receipts, inaccurate medium-term financial planning, inappropriate advice in setting and managing budgets, systemic failure to maintain and control expenditure, and inadequate governance. A second section 114 notice was issued in July 2018.

5.3 Several other authorities have also raised significant concerns about their ability to set or maintain a balanced budget for 2019-20 without radical action. KCC is not yet in this position but the MTFP outlook for the near future could see the Council start to exhibit similar signs to those

authorities which are now in difficulty. One of the most common causes is over reliance on use of reserves and one-offs to balance the budget and increasing levels of debt. To date KCC has avoided reducing reserves or increasing debt but we are still carrying a high level of legacy debt and have relatively modest reserves compared to other authorities. We must ensure that the 2019-20 revenue budget does not overly rely on reserves, that the reserves we have are appropriate to mitigate risks, and the capital programme does not require unsustainable levels of borrowing.

## **6. MTFP Updates**

- 6.1 This report includes an update to the high level multi-year view of the MTFP (appendix A(i) of the published plan). The updated plan for 2019-22 is shown in appendix 2 of this report. The full suite of MTFP appendices, including the detailed view of the final proposals will be included in the final draft plan due to be published in January and presented for approval at County Council in February.
- 6.2 Appendix 2 summarises the revised spending, funding and savings proposals and shows the remaining unidentified savings for 2019-20 compared to the original plan. The £16.4m unidentified for 2019-20 will largely need to be resolved from policy savings unless the Council receives a better than anticipated settlement from government, the business rate retention pilot/pool is approved, or council tax base/collection fund balances notified by districts are higher than we have estimated. The gap will need to be resolved when the final balanced budget is presented to County Council in February.

## **7. Robustness of Estimates and Adequacy of Reserves**

- 7.1 Under the Local Government Act 2003, the Section 151 officer (for Kent this is the Corporate Director of Finance) must formally give opinion as to the robustness of the budget estimates and the level of reserves held by the Council. As with the statutory duty to set a balanced budget this requirement does not apply to the autumn budget. However, we have set out below the tests which the Corporate Director applies when endorsing the budget estimates.
- 7.2 The estimates are produced from a challenging process with Cabinet Members, Corporate Directors and Directors resulting in agreement on the level of service delivery within the identified financial resources. In addition, the MTFP sets out the main budget risks, alongside the proposed management action for dealing with these.
- 7.3 The MTFP also clearly sets out the recommended strategy for ensuring adequate reserves. This is set in consideration of a number of key factors, such as our continued excellent record on budgetary control, the internal financial control framework, our strong approach to risk management and the expected level of General Reserves at 31<sup>st</sup> March 2019. The level of general reserves is in line with best practice as recommended by the

Chartered Institute of Public Finance and Accountancy (CIPFA) and the Audit Commission.

- 7.4 Many of the spending demands, funding assumptions and savings proposals are very early estimates at this stage and are likely to change by the time the final draft budget is published and approved by County Council in February. These uncertainties include the impact of inflation on the price we pay for goods and services, impact of demographics on the demand for services, delivery of a balanced budget in 2018-19 and the need to realign budgets in light of current year performance, economic factors, legislative requirements, phasing and timing of proposed savings, etc.
- 7.5 CIPFA has launched a draft Resilience Indicator for local authorities. This provides a useful broad dashboard indicator of the financial risks and mitigations within the budget approved for the current year. This indicator, together with further analysis of the ratio of debt to reserves, will be included in the 2019-20 Section 151 assessment.

## **8. Conclusion**

- 8.1 The updated MTFP has made some progress towards being able to set a balanced budget for 2019-20. However, a high number of uncertainties remain, although this is not unusual or unexpected at this stage in the annual budget cycle. The level of savings where no plans have yet been identified is a major concern. We will continue to work with Cabinet Members and Corporate Directors to find solutions in time for the final draft budget and MTFP which will be published in early January, following the anticipated announcement of the local government finance settlement in December. This autumn budget statement provides members with an update on the latest position and enables preparatory work and consultation on the overall strategy and council tax.

## **9. Recommendations**

The County Council is asked to:

- a) ENDORSE the application of capital receipts in 2017-18 and to date in 2018-19 to fund revenue costs as set out in table 1
- b) RECOGNISE the progress made towards setting a balanced budget for 2019-20 based on robust estimates and the remaining unidentified gap
- c) NOTE that Corporate Directors will need to be authorised to make the necessary arrangements to be able to deliver savings once the final budget has been approved in February
- d) NOTE that Cabinet and Corporate Directors need to develop further proposals to resolve the unidentified gap and resolve additional issues which may arise.

## **10. Background Documents**

10.1 KCC approved 2018-19 Budget and 2018-20 Medium Term Financial Plan

10.2 Budget consultation materials published on KCC website can be found at [www.kent.gov.uk/budget](http://www.kent.gov.uk/budget)

10.3 KCC responses to calls for evidence and consultation on the Local Government Finance Settlement, Fair Funding review, and business rate retention

## **11. Contact details**

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Relevant Acting Corporate Director:

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- 03000 419418
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## Budget Risk Register 2019-20

These are the main budget risks highlighted during the development of the 2019-20 Budget.

Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Financial Impact (if known) £m's
CYPE	High Needs Demand	Statutory responsibility for providing High Needs top up funding to schools, academies, colleges and independent provision.	Demand for top up funding for pupils with Special Educational Needs and Disabilities exceeds the annual DSG High Needs budget.	Alternative options need to be considered to stay within budget. Any change could have an adverse impact on schools, academies, colleges and independent providers. (Continuation of policy of not using general KCC reserves to top up DSG).	5 ?	£10m ?
CYPE	Asylum	The Council requires full reimbursement from Central Government for the cost of Asylum seeking children and care leavers.	Full reimbursement not received.		4	£2.3m (based on July mon)
ALL	Capital borrowing	Additional bids for capital funding	Insufficient capital funding available therefore requiring additional prudential borrowing	Nothing included in the MTFP for the impact on the revenue budget of repayment of borrowing & interest costs.	5 ?	£1.3m based on minimum statutory additional capital spend up to £8.4m based on all bids
ASCH	Sleep in Nights	Awaiting Supreme court ruling				£3m ?
ALL	Budget realignment	Currently forecasting overspend.	Overspend at Outturn which we have to right-size in order to set a legal budget		3	£8.5m after roll forward (June monitoring)
ALL	Capital Costs	Pre-Capital Works Expenditure.	Scheme doesn't proceed as planned and capital costs are transferred to revenue.	Unfunded Budget Pressure. Urgent alternative savings need to be found which could have an adverse impact on service users and/or Kent residents.	3	
ALL	Inflation	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending demands.	Inflation rises above the current MTFP assumptions.		3	£8.5m per 1% based on all commissioned spend or £3.5m per 1% based on contractual commitments
ALL	Demand	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending demands.	Demand for services exceeds the Budget available e.g. children's services, older people, waste, winter impact, public transport, coroners etc.		3	
ALL	Income	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust income estimates relating to savings plans.	Income is less than that assumed in the MTFP.		2	
S&CS	Operational Estate	Delays to the exiting of operational buildings due to operational service requirements.	KCC cannot reduce our asset base	Overspend due to non-delivery of savings target	2	
ALL	VAT Partial Exemption	KCC VAT Partial Exemption Limit almost exceeded.	Additional capital schemes which are hosted by KCC result in partial exemption limit being exceeded.	Loss of ability to recovery VAT and increased budget pressure.	2	£9.0m



## Appendix A (i) - High Level 2019-22 Revenue Plan

2018-19			2019-20		2020-21		2021-22	
£000s	£000s		£000s	£000s	£000s	£000s	£000s	£000s
	<b>932,976.8</b>	<b>Revised 2018-19 Base Budget</b>		<b>958,487.9</b>		<b>967,134.1</b>		<b>973,135</b>
		<b>Additional Spending Pressures</b>						
12,881.2		Net budget realignments from previous year	2,615.6		433.0		584.0	
11,343.7		Replacement of one-off use of reserves to fund base budget	13,158.6		13,375.9		4,000.0	
1,784.0		Reduction in Grant Funding	1,785.0					
24,638.4		Pay & Prices	25,489.3		26,441.8		24,058.1	
17,242.9		Demand & Demographic	17,913.0		15,831.1		15,831.1	
-6,895.0		Government & Legislative	-4,063.6		-168.0		9.0	
14,718.0		Service Strategies and Improvements	9,111.3		3,464.3		3,449.3	
	<b>75,713.2</b>	<b>Total Pressures</b>		<b>66,009.2</b>		<b>59,378.1</b>		<b>47,931.5</b>
		<b>Savings &amp; Income</b>						
		<u>Transformation Savings</u>						
-3,788.2		Adults Transformation Programmes	-4,594.8		-2,200.0			
-4,054.4		Other Transformation Programmes	-2,400.6		-3,535.9		-894.4	
-6,036.5		Income Generation	-4,530.5		-2,219.4		-2,214.9	
		Increases in Grants & Contributions	0.0		0.0		0.0	
		<u>Efficiency Savings</u>						
-6,402.4		Staffing	-2,331.3					
-980.5		Premises	-80.0		-110.0		-1,500.0	
-10,802.5		Contracts & Procurement	-3,584.1		-99.0			
-1,092.5		Other (incl thematic savings target)	-7,828.0					
-14,256.6		Financing Savings	-13,045.8					
-2,788.5		Policy Savings	-2,535.5		-378.1			
	<b>-50,202.1</b>	<b>Total Savings &amp; Income</b>		<b>-40,930.6</b>		<b>-8,542.4</b>		<b>-4,609.3</b>
	0.0	Unidentified		-16,432.4		-44,835.2		-22,323.9
	<b>958,487.9</b>	<b>Net Budget Requirement</b>		<b>967,134.1</b>		<b>973,134.6</b>		<b>994,132.9</b>
		<b>Funded by</b>						
37,640.1		Revenue Support Grant	9,487.1		4,743.6			
3,852.8		Social Care Support Grant						
133,568.9		Business Rate Top-Up Grant	136,111.6					
35,018.9		Improved Better Care Fund (incl additional Adult Social Care allocation announced in Chancellor's Spring 2017 budget)	42,379.7		42,379.7		42,379.7	
13,531.9		Other un-ringfenced grants	14,939.4		7,665.5		7,665.5	
59,048.9		Local Share of Retained Business Rates	51,282.2		191,141.7		194,964.6	
-247.3		Business Rate Collection Fund						
629,137.3		Estimated Council Tax Yield (including increase up to referendum limit)	655,573.1		676,843.1		698,762.1	
36,598.0		Social Care Levy	50,361.0		50,361.0		50,361.0	
10,338.4		Estimated Council Tax Collection Fund	7,000.0					
	<b>958,487.9</b>	<b>Total Funding</b>		<b>967,134.1</b>		<b>973,134.6</b>		<b>994,132.9</b>

(Figures subject to rounding)

The figures in this table reflect the assumption that in 19-20 we are no longer part of a business rates pool or pilot, therefore this reflects 50% business rates retention with KCC's share at 9%. There are also no assumptions regarding additional business rate retention or the consequential transfer of additional responsibilities from Government in 20-21 and 21-22

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By: Peter Oakford, Deputy Leader and Cabinet Member for  
Finance and Traded Services  
Dave Shipton, Acting Corporate Director of Finance

To: County Council – 18 October 2018

Subject: **TREASURY MANAGEMENT ANNUAL REVIEW 2017-18**

Classification: Unrestricted

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Summary: To report a summary of Treasury Management activities  
in 2017-18

Recommendation Members are asked to note the report.

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## **INTRODUCTION**

1. The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that Authorities report on the performance of the treasury management function at least twice yearly (mid-year and at year end). At KCC half yearly reports are made to Council and quarterly updates are provided to the Governance and Audit Committee.
2. The Council's Treasury Management Strategy for 2017-18 was approved by full Council on 9 February 2017.
3. The Council has both borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk during 2017-18:
  - a) Reports on the implications of treasury decisions and transactions;
  - b) Gives details of the outturn position on treasury management transactions in 2017-18;
  - c) Confirms compliance with its Treasury Management Strategy, Treasury Management Practices and Prudential Indicators.

## **EXTERNAL CONTEXT**

### **Economic commentary**

4. During 2017-18 the UK economy showed signs of slowing with latest estimates showing GDP, helped by an improving global economy, growing by 1.3%. Also the inflationary impact of rising import prices, a consequence of the fall in sterling, resulted in year-on-year CPI rising to 3.1% in November before falling back to 2.5% in March 2018. Consumers felt the squeeze as real average earnings growth, i.e. after inflation, turned negative before slowly recovering.

The labour market however showed resilience as the unemployment rate fell back to 4.2% in February 2018, remaining at that level in March.

5. The Bank of England's Monetary Policy Committee (MPC) increased the Bank Rate by 0.25% in November 2017 to 0.5%. It was the first rate hike in ten years, although in essence only a reversal of its August 2016 cut following the referendum result. The February Inflation Report indicated the MPC was keen to return inflation to the 2% target over a more conventional (18-24 month) horizon with 'gradual' and 'limited' policy tightening. It is now anticipated that the Base Rate may rise in August 2018.
6. Economic activity in the Eurozone gained momentum during the year although the central bank appeared some way off normalising interest rates. The US economy grew steadily and the Federal Reserve increased interest rates in December 2017 by 0.25% and again in March, raising the policy rate target range to 1.50% - 1.75%. The Fed is expected to deliver two more increases in 2018 and a further two in 2019. The possibility of a trade war following the imposition of tariffs on a broadening range of goods by the US, and retaliation by the EU and China, could result in inflation rising rapidly, warranting more interest rate hikes.
7. The increase in Bank Rate resulted in higher money market rates: 1-month, 3-month and 12-month LIBID rates averaged 0.32%, 0.39% and 0.69% over the 12 months and at 31 March 2018 were 0.43%, 0.72% and 1.12% respectively. The FTSE 100 rose, reaching yet another record high of 7,777 in early January 2018 before falling back to 7,056 at the end of March reflecting the global equity correction and sell-off.

### **Counterparty update**

8. The rules for UK banks' ring-fencing were finalised by the Prudential Regulation Authority and banks began the complex implementation process ahead of the statutory deadline of 1 January 2019. Given the uncertainty surrounding the banks' arrangements credit agencies placed the UK banks' long-term ratings on review and Arlingclose advised adjusting downwards the maturity limit for unsecured investments to a maximum of 6 months. The agencies have subsequently revised their ratings of the banks as they have completed their restructures.
9. The impact on KCC's counterparties and investments of the uncertain economic environment is being carefully monitored by officers and the Council's treasury advisors.

### **REGULATORY UPDATES**

#### **Implementation of the Markets in Financial Instruments Derivative (MiFID II)**

11. Following the introduction of MiFID II from 3 January 2018, local authorities were able to "opt up" to professional client status, providing that they met certain criteria including having an investment balance of at least £10 million, and the person(s) authorised to make investment decisions on behalf of the authority having at least a year's relevant professional experience. KCC has

met the conditions to opt up to professional status and has done so in order to maintain its MiFID II status prior to January 2018. The Council will continue to have access to products including money market funds, pooled funds, treasury bills, bonds, shares and to financial advice.

### **Revised CIPFA codes**

12. CIPFA published revised editions of the Treasury Management and Prudential Codes in December 2017 for implementation in 2018-19. The required changes from the 2011 Code are being incorporated into Treasury Management Strategies and monitoring reports.
13. The 2017 Prudential Code introduces the requirement for a Capital Strategy which provides a high-level overview of the long-term context of capital expenditure and investment decisions and their associated risks and rewards along with an overview of how risk is managed for future financial sustainability. Where this strategy is produced and approved by full Council, the determination of the Treasury Management Strategy can be delegated to a committee. The Code also expands on the process and governance issues of capital expenditure and investment decisions.
14. In the 2017 Treasury Management Code the definition of 'investments' has been widened to include financial assets as well as non-financial assets held primarily for financial returns such as investment property. These, along with other investments made for non-treasury management purposes such as loans supporting service outcomes and investments in subsidiaries, must be discussed in the Capital Strategy or Investment Strategy. Additional risks of such investments are to be set out clearly and the impact on financial sustainability is to be identified and reported.

### **New Ministry of Housing, Communities and Local Government (MHCLG) Investment Guidance and Minimum Revenue Provision (MRP) Guidance**

15. In February 2018 the MHCLG (Ministry of Housing, Communities and Local Government) published revised Guidance on Local Government and Investments and Statutory Guidance on Minimum Revenue Provision (MRP). The intention is that these changes come into force for the 2018/19 financial year.
16. Changes include a wider definition of investments to include non-financial assets held primarily for generating income return and a new category called "loans" (e.g. temporary transfer of cash to a third party, joint venture, subsidiary or associate). The Guidance also introduces the concept of proportionality, proposes additional disclosure for borrowing solely to invest and specifies additional indicators. Investment strategies must detail the extent to which service delivery objectives are reliant on investment income and a contingency plan should yields on investments fall.
17. The definition of prudent MRP has been changed and guidance on asset lives has been updated, applying to any calculation using asset lives. The new policy must be applied to the outstanding CFR going forward only.

## **LOCAL CONTEXT**

18. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, known as internal borrowing, in order to reduce risk and keep interest costs low.
19. At 31 March 2018 the Council was internally borrowed by £135.5m being the difference between its CFR and actual amounts borrowed from 3<sup>rd</sup> parties. Offsetting this balance against useable reserves and working capital, totalling £438.4m, generated a balance available for investment of £302.9m, an increase on 2017 of £21.4m.

## **BORROWING ACTIVITY**

20. At 31 March 2018 KCC held £942.6m of loans, a decrease of £22.9m on 31 March 2017.
21. The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective.
22. The benefits of internal borrowing are monitored regularly against the potential for incurring additional costs and the Council's Treasury Advisor, Arlingclose has assisted it with this 'cost of carry' and breakeven analysis. The Council's strategy has enabled it to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.
23. During 2017-18 PWLB loans totalling £32.0m were repaid while a further £11.1m was drawn of the loans agreed specifically to fund improvements to Kent's street lighting under the government's energy efficiency loans programme. At 31 March 2018 the Council had borrowed £28.5m of the total £40m funding agreed of which some £22m has been an interest free loan provided by Salix Ltd.
24. In August 2017 RBS decided to waive its options on a £10m loan agreed in December 2009, converting it into a fixed rate loan and assigning it to Phoenix Life Assurance Ltd. None of the other lenders exercised their options during the year. The Council is now holding £150m of LOBO loans where the lender has the option to propose an increase in the interest rate at set dates, following which KCC has the option to either accept the new rate or to repay the loan at no additional cost. £40m of these LOBOs have options in 2018-19.
25. The year-end borrowing position and the year-on-year change are shown in the table below

## Borrowing Position

	31 March 2017 Balance £m	2017-18 Movement £m	31 March 2018 Balance £m	Average Rate %	Average Life (yrs)
Public Works Loan Board	504.3	-32.0	472.3	5.5	17.2
Banks (LOBO)	160.0	-10.0	150.0	4.0	44.2
Banks (Fixed Term)	301.2	+19.1	320.3	4.1	37.3
<b>Total borrowing</b>	<b>965.5</b>	<b>-22.9</b>	<b>942.6</b>	<b>4.8</b>	<b>28.3</b>

## INVESTMENT ACTIVITY

26. KCC holds significant invested funds, representing income received in advance of expenditure plus balances and reserves. During 2017-18 the Council's average investment balance was £309m. The value of KCC's investments increased during the year by £15m to £297.7m. At 31 March 2018 55% of the Council's cash was internally managed with 45% invested in externally managed pooled investment funds. The year-end investment position and the year-on-year change are shown in the tables below.

Investment Counterparty	31 March 2017 Balance £m	2017-18 Movement £m	31 March 2018 Balance £m	Average Rate %	Average Life (yrs)
Banks and building societies	£68.6	(£51.6)	£17.1	0.78%	0.16
Marketable instruments (Covered Bonds)	£93.4	(£28.9)	£64.5	1.09%	1.42
Money Market Funds	£47.3	£32.5	£79.8	0.44%	0.00
Icelandic recoveries outstanding	£0.5	£0.0	£0.5	n/a	n/a
Icelandic deposits held in Escrow (incl interest)	£4.5	(£4.5)	£0.0		
Equity	£2.1	£0.0	£2.1		
<b>Internally Managed Investments</b>	<b>£216.4</b>	<b>(£52.4)</b>	<b>£164.0</b>	<b>0.74%</b>	<b>0.88</b>
<b>Externally Managed Investments</b>	<b>£66.3</b>	<b>£67.4</b>	<b>£133.7</b>	<b>4.16%</b>	
<b>Total Investments</b>	<b>£282.7</b>	<b>£15.0</b>	<b>£297.7</b>	<b>2.29%</b>	

27. Both the CIPFA Code and government guidance require KCC to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

28. In furtherance of these objectives and given the increasing risk and continued low returns from short-term unsecured bank investments, the Council has further diversified into higher yielding asset classes in 2017-18. Some £70m cash was moved out of unsecured bank deposits and covered bonds and invested in pooled funds, with £50m invested in equity funds, a further £10m invested in the CCLA property fund and £10m invested in a cashplus fund. KCC also increased its use of money market funds to support short term liquidity requirements.
29. As a result, investment risk was lowered, while the average rate of return has increased to 2.29%. The progression of credit risk and return metrics for KCC's investments are shown in the extract from Arlingclose's quarterly investment benchmarking in the table below.

#### Investment Benchmarking

	Credit Score	Credit Rating	Bail-in Exposure	WAM (days)	Rate of Return
31.03.2017	3.23	AA	55%	304	1.62%
31.03.2018	3.15	AA	53%	216	2.29%
Similar LAs	3.94	AA-	48%	879	1.31%
All LAs	4.24	AA-	55%	35	1.05%

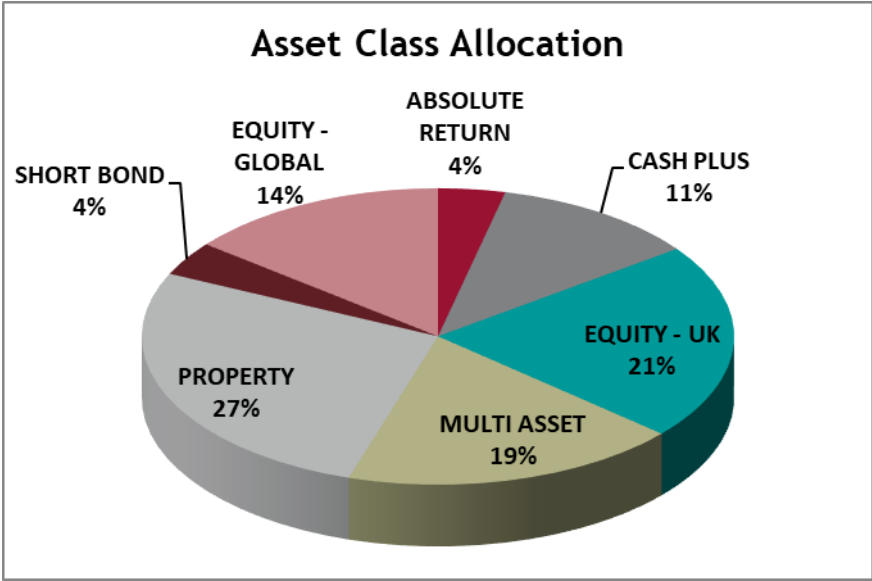
30. Details of the Externally managed pooled funds are shown in the following table. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives is regularly reviewed. In light of their strong income generation performance and KCC's latest cash flow forecasts, investment in these funds has been increased in the 2018-19 financial year.

#### Externally Managed Investments

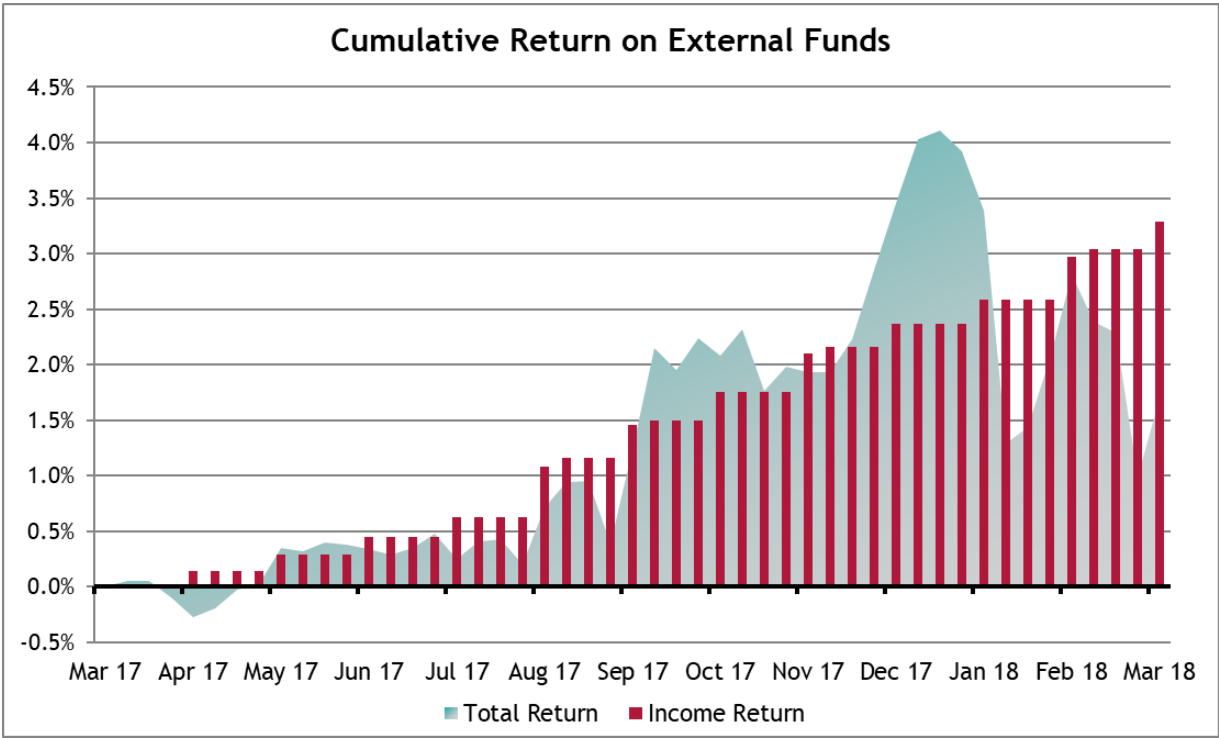
Investment Fund	Market Value 31 March 2017 £m	2017-18 Movement £m	Market Value 31 March 2018 £m	12 months return to 31 March 2018	
				Income	Total
CCLA Property Fund	25.4	10.8	36.2	4.43%	6.76%
Schroder Income Maximiser Fund		19.5	19.5	4.94%	4.77%
M&G Global Dividend Fund		9.9	9.9	2.98%	0.38%
Threadneedle Global Equity Institutional Income Fund		9.4	9.4	1.41%	-4.51%
Threadneedle UK Equity Income Fund		9.2	9.2	2.62%	-5.32%
Pyrford Global Total Return Sterling Fund	5.1	(0.2)	4.9	2.58%	1.80%
Fidelity Multi Asset Income Fund	25.8	(1.1)	24.7	4.09%	-0.16%
Cashplus / short bond fund	10.0	10.1	20.1	0.25%	0.34%
<b>Total Externally Managed Investments</b>	<b>66.3</b>	<b>67.4</b>	<b>133.7</b>	<b>3.29%</b>	<b>1.70%</b>



31. A breakdown of the external investments by asset class is as follows



32. The following chart tracks the returns earned on the External investments over the 12 months to 31 March 2018



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

34. Investments as at 31 March 2018 are shown in Appendix 2.

### **FINANCIAL OUTTURN**

35. The Council's total investment income for the year, including dividends received on the investment funds and equity, was £6.9m, 2.16% on funds held. The above benchmark return primarily reflects:

- a. Internally managed deposits made at an average of 0.70% compared to the average 7-day LIBID rate during 2017-18 of 0.22%. The higher return in particular reflects the investment in a diversified covered bond portfolio which earned £1.58m during 2017-18.
- b. The Council increased its investment in externally managed investment funds and total income received in the year from these investments was £3.56m.
- c. Interest income from loan facilities to Liberty Property and East Kent Opportunities of £833k and £1.24m respectively.
- d. Dividends received on the equity held in Kent PFI Holding Co Ltd of £449k.
- e. The realised exchange loss on the sale of ISK held in Escrow accounts with Icelandic banks and write-down of Icelandic bank debtor totalling £809k.

### **COMPLIANCE WITH PRUDENTIAL INDICATORS**

36. The Council confirms that it has complied with its Prudential Indicators for 2017-18, which were set as part of the Council's Treasury Management Strategy Statement. Details can be found in Appendix 1.

### **TREASURY ADVISOR**

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

### **RECOMMENDATION**

38. Members are asked to note the report.

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

**2017-18 Outturn Monitoring of Prudential Indicators****1. Estimate of Capital Expenditure (excluding PFI)**

	£m
Actuals 2016-17	238.519
Original estimate 2017-18	261.303
Actuals 2017-18	184.865

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

	2016-17 Actual £m	2017-18 Original Estimate £m	2017-18 Actual as at 31 March £m
Capital Financing Requirement	1,362.394	1,369.445	1,322.493
Annual increase / reduction in underlying need to borrow	14.135	-2.182	-39.901

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

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

Actual 2016-17	13.41%
Original estimate 2017-18	13.18%
Actual 2017-18	12.96%

**4. Operational Boundary for External Debt**

The operational boundary for debt is determined having regard to actual levels of debt, borrowing anticipated in the capital plan, the requirements of treasury strategy and prudent requirements in relation to day to day cash flow management. The operational boundary for debt will not be exceeded in 2017-18.

	Operational boundary for debt relating to KCC assets and activities		Operational boundary for total debt managed by KCC	
	Prudential Indicator £m	Position as at 31 March 2018 £m	Prudential Indicator £m	Position as at 31 March 2018 £m
Borrowing	980	907	1,018	943

Other Long-Term Liabilities	245	263	245	263
<b>Total</b>	<b>1,225</b>	<b>1,170</b>	<b>1,263</b>	<b>1,206</b>

## 5. Authorised Limit for external debt

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

	Authorised limit for debt relating to KCC assets and activities		Authorised limit for total debt managed by KCC	
	Prudential Indicator £m	Position as at 31 March 2018 £m	Prudential Indicator £m	Position as at 31 March 2018 £m
Borrowing	1,020	907	1,058	943
Other Long-Term Liabilities	245	263	245	263
<b>Total</b>	<b>1,265</b>	<b>1,170</b>	<b>1,303</b>	<b>1,206</b>

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

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

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

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

The Council has determined the following upper limits for 2017-18

Fixed interest rate exposure	100%
Variable rate exposure	50%

These limits have been complied with in 2017-18.

## 8. Upper limits for maturity structure of borrowings

	Upper limit	Lower limit	As at 31 March 2018
	%	%	%
Under 12 months	10	0	0
12 months and within 24 months	10	0	4.67

24 months and within 5 years	15	0	7.26
5 years and within 10 years	15	0	8.75
10 years and within 20 years	20	5	11.35
20 years and within 30 years	25	5	18.98
30 years and within 40 years	25	10	17.05
40 years and within 50 years	30	10	28.76
50 years and within 60 years	30	10	3.18

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

<b>Prudential Indicator</b>	<b>Actual</b>
<b>£m</b>	<b>£m</b>
260	210.2

## Investments as at 31 March 2018

## 1. Internally Managed Investments

## 1.1 Term deposits and Money Market Funds

Instrument Type	Counterparty	Principal Amount	Interest Rate	Maturity Date
Fixed Deposit	Close Brothers	£5,000,000	0.80%	05/09/18
Fixed Deposit	North Wales Police and Crime Commissioner	£5,000,000	0.95%	23/05/18
Fixed Deposit	Redditch Borough Council	£4,000,000	0.95%	29/05/18
Fixed Deposit	DMADF	£600,000	0.25%	16/04/18
Fixed Deposit	DMADF	£2,450,000	0.25%	03/04/18
<b>Total UK Bank Deposits</b>		<b>£17,050,000</b>		
Money Market Fund	Aberdeen Sterling Liquidity Fund	£9,982,827	0.42% (variable)	n/a
Money Market Fund	Deutsche Managed Sterling Fund	£9,993,729	0.44% (variable)	n/a
Money Market Fund	Federated (PR) Short-term GBP Prime Fund	£9,985,998	0.50% (variable)	n/a
Money Market Fund	HSBC Global Liquidity Fund	£9,976,594	0.33% (variable)	n/a
Money Market Fund	Insight Sterling Liquidity Fund	£9,922,941	0.39% (variable)	n/a
Money Market Fund	LGIM Liquidity Fund	£9,981,589	0.41% (variable)	n/a
Money Market Fund	SSgA GBP Liquidity Fund	£9,991,217	0.39% (variable)	n/a
Money Market Fund	Standard Life Sterling Liquidity Fund	£9,984,853	0.66% (variable)	n/a
<b>Total Money Market Funds</b>		<b>£79,819,748</b>		
<b>Equity and Loan Notes</b>	Kent PFI (Holdings) Ltd	£2,134,151		
<b>Icelandic Recoveries outstanding</b>	Heritable Bank Ltd	£366,905		

## 1.2 Bond Portfolio

Bond Type	Issuer	Adjusted Principal	Coupon Rate	Maturity Date
Fixed Rate Covered Bond	Bank of Nova Scotia	£4,987,436	0.88%	14/09/2021
Fixed Rate Covered Bond	Coventry Building Society	£3,079,278	1.93%	19/04/2018
Fixed Rate Covered Bond	Coventry Building Society	£5,142,465	1.73%	19/04/2018
Fixed Rate Covered Bond	Coventry Building Society	£2,061,088	1.52%	19/04/2018
Floating Rate Covered Bond	Coventry Building Society	£3,004,144	0.56%	17/03/2020
Fixed Rate Covered Bond	Leeds Building Society	£5,579,421	0.63%	17/12/2018
Fixed Rate Covered Bond	Leeds Building Society	£2,043,411	2.03%	17/12/2018
Fixed Rate Covered Bond	Leeds Building Society	£1,514,308	1.19%	17/12/2018
Floating Rate Covered Bond	Leeds Building Society	£5,000,000	0.74%	01/10/2019
Floating Rate Covered Bond	Lloyds - Bonds	£1,402,059	0.58%	18/07/2019
Floating Rate Covered Bond	Lloyds - Bonds	£2,503,664	0.90%	27/03/2023

Floating Rate Covered Bond	Lloyds - Bonds	£2,504,890	0.89%	27/03/2023
Fixed Rate Covered Bond	National Australia Bank	£3,002,504	1.10%	10/11/2021
Floating Rate Covered Bond	Nationwide Building Society	£2,149,563	0.82%	27/04/2018
Floating Rate Covered Bond	Nationwide Building Society	£3,428,245	0.70%	27/04/2018
Fixed Rate Covered Bond	Santander UK	£3,528,063	0.65%	14/04/2021
Floating Rate Covered Bond	Santander UK	£3,000,402	0.75%	29/05/2018
Floating Rate Covered Bond	Toronto-Dominion Bank	£5,452,902	0.95%	01/02/2019
Fixed Rate Covered Bond	Yorkshire Building Society	£3,094,680	1.55%	12/04/2018
Fixed Rate Covered Bond	Yorkshire Building Society	£2,054,403	1.98%	12/04/2018
<b>Total Bonds</b>		<b>£64,532,925</b>		.

<b>Total Internally managed investments</b>	<b>£163,903.730</b>
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## 2. Externally Managed Investments

	<b>Market Value at 31 March 2018</b>
CCLA Property Fund	£36,165,080
Pyrford Global Total Return Sterling Fund	£4,889,270
Fidelity Multi Asset Income Fund	£24,673,978
Schroder Income Maximiser Fund	£19,451,932
M&G Global Dividend Fund	£9,860,198
Threadneedle Global Equity Income Fund	£9,408,093
Threadneedle UK Equity Income Fund	£9,206,080
<b>Bond, Equity and Property Funds</b>	<b>£113,654,632</b>
Aberdeen Ultra Short Duration Sterling Fund	£10,078,768
Payden & Rygel Sterling Reserve Fund	£4,976,029
Royal London Cash Plus	£4,995,612
<b>Cashplus / Short Bond Funds</b>	<b>£20,050,408</b>
<b>Total Externally Managed Investments</b>	<b>£133,705,039</b>

## 3. Total Investments

<b>Total Investments</b>	<b>£297,608,770</b>
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By: Roger Gough, Cabinet Member for Children, Young People and Education  
Matt Dunkley, Corporate Director Children, Young People and Education  
Gill Rigg, Independent Chair of Kent Safeguarding Children Board

To: Kent County Council – 18<sup>th</sup> October 2018

Subject: Kent Safeguarding Children Board – 2017/18 Annual Report

Classification: Unrestricted

**Summary:** This attached annual report from Kent Safeguarding Children Board describes the progress made in improving the safeguarding services provided to Kent's children and young people from April 2017 until March 2018, and outlines the challenges ahead over the next year.

**Recommendation:** County Council is asked to COMMENT on the progress made and NOTE the 2017/18 Annual Report attached.

## 1. Introduction

(1) This report presents the 2017/18 Annual Report produced by Gill Rigg, the Independent Chair of Kent Safeguarding Children Board (KSCB) and is endorsed by members of that Board. Current Government statutory guidance contained in Working Together to Safeguard Children 2015, (superseded by Working Together 2018) issued by the Department for Education, sets out the requirement for Local Safeguarding Children Boards to produce and publish an Annual Report. This Report provides a rigorous and transparent assessment of the effectiveness of local multi-agency child safeguarding arrangements and has been designed for circulation to all stakeholders interested in the safeguarding of Kent's children and young people.

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

(3) The Annual Report includes the Board's response to the recommendations from the Ofsted Review of KSCB which was undertaken in March 2017 and lessons learned from Serious Case Reviews (SCR), multi-agency audits and child death reviews within the reporting period.

(4) Working Together 2015 (and 2018), specifies that once the Report is published, it should be submitted to the Chief Executive (where one is in situ), the Leader of the Council, the local Police and Crime Commissioner and the Chair of the Health and

Wellbeing Board. Within Kent, it has been the practice to present this Report to a meeting of the full Council.

## **2. The 2017/18 Annual Report**

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

(2) The Independent Chair of KSCB has continued to build on the work of the Board, its Business Group and sub groups. This report highlights the work of each of the Board's Sub Groups, exploring their achievements, challenges and next steps. The report acknowledges the significant improvement steps made throughout the year and recognises the challenges ahead.

(3) One of the key challenges for the period covered by this report has been the multi-agency response to the nationally and locally identified impact of Gangs on children and young people. This has resulted in the publication of a multi-agency, Kent and Medway Gangs Strategy and associated action plan. This is being overseen by the joint KSCB, Medway Safeguarding Children Board (MSCB) and Kent and Medway Safeguarding Adults Board's Risks Threats and Vulnerabilities Group (RTV).

(4) Having identified a significant increase in teenage suicides in Kent, the Board's Child Death Overview Panel and Case Review Group have commissioned a thematic review of teenage suicides. This involves working with children and young people's mental health service providers, schools and public health. This work will be fed in to national research being undertaken by the National Association of Independent Safeguarding Board Chairs as this is an issue that has been identified in other LSCB areas.

(5) In recognition of the demands being made on partner agencies in supporting the work of the LSCB (and other multi-agency Boards), KSCB are leading in the rationalisation of Board sub groups. Many of the Boards' workstreams are cross cutting and over the last year, more joined up working has been introduced. Examples being: the RTV Group, which draws together the issues from the perspective of adults and children in areas such as Gangs, Exploitation (not just sexual exploitation), Modern Slavery, Online Safeguarding and Extremism; the KSCB and MSCB joint Policy and Procedures Group; and the KSCB and MSCB Multi-Agency Sexual Exploitation Group (MASE). The Chairs of these groups report in to the respective Boards. Ongoing rationalisation work is also looking at the Health Safeguarding Group, the District Council Safeguarding Leads' Group and the Learning and Development Group.

(6) The Board's multi-agency Training Programme has continued to develop, with new training introduced on Adolescent to Parent Violence, Allegations Management, Level 3 Neglect and Information Sharing and Data Protection. Last year, over 11,000 E-Learning courses were completed and over 2,300 members of staff attended our multi-agency face to face training. Of special note is that KSCB Programme

Development Office was awarded the BASPCAN/NSPCC's inaugural 'Child Protection Trainer of the Year'

(7) With regard to the question: 'how safe are children in Kent?' the Report indicates, that during 2017/18, approximately 9,800 families (around 20,500 children and young people) were supported by Early Help Units (EHU). At the end of March 2017, there were 2,344 cases open to EHU. This equates to nearly 5,300 children and young people. In March 2018, 82.5% of EH cases were closed with outcomes achieved, up from 79.6% in March 2017.

(8) At year end, 2017/18, there were 2,393 children with Children In Need (CIN) plans in place. This is an increase of 86.

(9) As at the 31<sup>st</sup> March 2017, the number of children with a Child Protection Plan (CPP), was 1,491, an increase of 306 on last year. KSCB will continue to monitor this to see if this continues to be in line with those of our statistical neighbours. KSCB will make sure that the focus remains on ensuring that all agencies have a common understanding of thresholds for child protection intervention.

(10) The number of Children in Care, (CiC), excluding Unaccompanied Asylum Seeking Children (UASC), at year end was 1,655, a reduction of 238 from year end 2016-17. This is the second year of significant reductions. Excluding UASC, there were 1,274 CiC placed in Kent by other Local Authorities, a reduction of 45 on the previous year.

(10) At 31<sup>st</sup> March 2017, there were 233 UASC Children in Care in Kent. This is a decrease of 248, from 31<sup>st</sup> March 2015. This second year of reductions highlights the impact of the introduction of the National Transfer Scheme. The number of UASC transferred from Kent to other Local Authorities in 2017/18 was 139.

(11) KSCB is committed to publishing the findings from all Serious Case Reviews, (SCR). In 2017/18, the Board published 3 SCRs (Child B, Child C and Child E). In addition, work has continued on 3 SCRs (Child D, subsequently published in May 2018, and Child G, which will be published in the Autumn of 2018). The Board has commissioned one new SCR. The lessons from these and from other National SCRs have been embedded in the KSCB's multi-agency learning and development strategy and training programme. The Board has delivered a number of multi-agency SCR Workshops where the learning has been shared with frontline staff. The ongoing cascading of learning from SCRs remains one of the Board's key focus areas for 2018/19).

(11) In order to understand what is happening across different frontline settings in protecting children, during this reporting period, KSCB has undertaken 5 multi-agency audits, (Section 11, Neglect, Early Help, children who go missing and harmful sexual behaviour). An enhanced multi-agency audit programme has been implemented with the Quality and Effectiveness Group having a greater focus on topics identified as themes from previous audits and SCRs. The outcomes of these audits have been used to inform the KSCB training programme to ensure that learning is shared with frontline operational staff.

The annual report includes an annual report on a page, which is appended to this report.

### **3. Conclusions**

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

(2) Following the activity and achievements of the Board and its Sub Groups throughout the year, the Board is undertaking a review of its Strategic Priorities and Business Plan 2017/20. It plans to focus on fewer key priorities and provide wider evidence of the impact of its activity on frontline practice and safeguarding children and young people.

(3) With the publication of Working Together 2018 and the Children and Social Work Act 2017, which includes the abolitions of LSCB's, the Board is supporting the move towards the new arrangements of the Safeguarding Partners in the preparation for the smooth transition of the oversight of the County's safeguarding of children and young people from the LSCB to the new Safeguarding Partnership and the supporting Safeguarding Arrangements. Work is under way with strategic leads from the Local Authority, Police and Health Partners to provide details of the new arrangements ahead of the deadline of June 2019.

### **4. Recommendations**

(1) County Council is asked to:

- (a) COMMENT on the progress and improvements made during 2017/18, as detailed in the Annual Report from Kent Safeguarding Children Board
- (b) NOTE the 2017/18 Annual Report attached.

### **5. Background Documents**

None

### **6. Contact details**

Mark Janaway, Programme and Performance Manager  
Kent Safeguarding Children Board  
03000 417103  
[mark.janaway@kent.gov.uk](mailto:mark.janaway@kent.gov.uk)

## Achievements

- Significant progress has been made against the recommendations made in the Ofsted Review (March 2017)
- An increased range of multi-agency audits with improved practice noted across the county
- KSCB's Programme Development Officer being awarded the NSPCC Child Protection Trainer of the Year
- Published 3 Serious Case Reviews (SCR's) and delivered related action plans
- Delivery of 2 County SCR workshops

Themes from SCRs include:

- Parental alcohol and drugs use
- Greater awareness of and engagement with fathers / new / other adults in the family
- Staff participation in multi-agency meetings and the sharing of meeting papers
- Escalation of concerns where there are differing views as to the risks identified
- The need for ongoing reflective supervision of staff
- Hostile and resistant families, including disguised compliance and the need for professional curiosity
- Recognition and response to injuries to young immobile babies

These feature in the Board's priorities, for both learning and obtaining re-assurance from partners on how practice has improved.

## Performance and Data

- Approximately 9800 families (around 20,500 CYP) were worked with in Early Help Units.
- Cases stepped up from Early Help to Specialist Children's Services (SCS) has decreased from 8.3% in Mar 17 to 6.4% in Mar 18.
- The number of children with children in need plans during 2017/18 was 2393, an increase of 86 on the previous year.
- The number of children with child protection plans has increased by 306 to 1,491.
- 99.9% of child protection plans that year had been reviewed within timescale.
- The number of children who became subject of child protection plans throughout 2017/18 had been the subject of a plan previously has increased by 68.
- The number of Children in Care has reduced by 238 to 1,655.
- At year end, there were 1288 Children in Care placed in Kent by other Local Authorities

KSCB Training:

- Delivered 106 multi-agency training sessions with over 2,300 attendees
- Over 11,00 E-Learning courses completed E-learning
- KSCB's Programme Development Office being awarded BASPCAN/NSPCC's inaugural 'Child Protection Trainer of the Year'

## View from KSCB Members

- A strong strategic board promoting and embedding safeguarding priorities and legislation across the County
- Focused and structured with a good commitment from partners
- Functioning well and supportive of partners as well as right level of challenge.
- A well-managed, led and supported organisation which has been increasingly effective in safeguarding the children and young people in Kent
- There is a common purpose evident with good listening and broad contribution
- The relationships between the independent chair, manager and business group are strong and effective.
- Committed to constructive challenge and open discussion
- There needs to be improved learning as the themes from Reviews and Audits are recurrent
- There is a common purpose evident with good listening and broad contribution
- With the move to the new Safeguarding Arrangements, it gives us the chance to review clarity of purpose, structure and opportunities for streamlining. It will be an opportunity to review what works well, and what could work better.
- Greater public engagement in local safeguarding issues.

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# Annual Report 2017/18





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## Foreword by Independent Chair

Welcome to the annual report of Kent Safeguarding Children Board (KSCB). This annual report is currently a requirement of Working Together 2015, the statutory guidance, and the report is expected to identify the effectiveness of child safeguarding and promoting the welfare of children in Kent. The report covers the work of the Board in the financial year 2017-8 and aims to provide a transparent assessment of the state of safeguarding in Kent, identify the key challenges and successes of the Board over the year from 2017-8, and also identifies the key issues going forward.

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

I have had the privilege of being the Independent Chair of the Board since March 2014 and have seen a number of changes across all agencies in the past four years. I remain have been very impressed by the strong commitment and hard work by staff at all levels of organisations, who continue to work to make Kent a safer place for our children and young people. I would like to thank you for all that you do.

There have been changes at a senior level in three of the key agencies in 2017-8, but the work of the Board has not been impacted by this, and the transition was smooth. There are however, significant changes ahead in the next year.

There will be new Safeguarding arrangements, and partners as a result of the Children and Social Work Act 2017, and the requirement to have an LSCB will be abolished. The three safeguarding partners are the Chief Executive of the Local Authority, the Accountable Officer of a Clinical Commissioning group, and a Chief Officer of Police. They need to publish a plan as to how the new arrangements are going to work, and publish these by 29th June 2019, and implement them by 29th September 2019. There are some transitional arrangements in respect of reviews of serious cases and child deaths which are ongoing at the implementation date. There will be changes to the current serious case review process. The LSCB will work hard to ensure a smooth and effective transition to the new arrangements.

This report is intended for anyone with an interest in safeguarding children and young people in Kent. I hope this report provides a helpful insight and it will be of relevance and useful to anyone with an interest in safeguarding in Kent. I hope you find the report interesting and informative, and we would be pleased to hear from you if you have any thoughts, comments or questions on the report.

Gill Rigg  
Independent Chair - Kent Local Safeguarding Children Board  
3rd August 2018



## About Kent - Overview

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

There are currently estimated to be 1,540,400 people living within the Kent County Council area and the number of children living in Kent is 352,200 (22.9% of the total population).

74% of the Kent population live in urban areas with the remaining 26% living in rural communities (77% of the total land area).

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

Kent's population is largely of white ethnic origin. Children and young people from minority ethnic groups account for 18.3% of the total under 18-year-old population.

Using the Children in Low-Income Families Local Measure, 49,565 (15.5%) of children in Kent are living in poverty, a reduction of 3,730 on last year. This is above the regional average of 12.3% but below the England average of 16.6%.

(Figures have been obtained through the KCC Business Intelligence Statistical Bulletin)

### Local Authority

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

### Clinical Commissioning Groups (CCGs)

There are seven CCGs:

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

### Health providers in the County

- Kent Community Health Foundation Trust
- Sussex Partnership Foundation Trust (until September 2017) then North East London Foundation Trust - Children and Adolescent Mental Health (CAMHS) provider
- Kent and Medway Partnership Trust - Adult Mental Health provider
- Maidstone and Tunbridge Wells NHS Trust
- Dartford and Gravesend NHS Trust
- East Kent Hospital University Foundation Trust

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



## KSCB Objectives and Function

The objectives of the LSCB are set out in Section 14 of the Children Act 2004 and are:

- a. To co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- b. To ensure the effectiveness of what is done by each such person or body for those purposes.

Safeguarding and promoting the welfare of children is defined as:

- Protecting children from maltreatment
- Preventing impairment of children's health or development
- Ensuring that children are growing up in circumstances consistent with the provision of such effective care.

Regulation 5 of the Local Safeguarding Children Board's Regulations 2006 sets out the functions of the LSCB as follows:

- 1a) Developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies in relation to:
  - i) Action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
  - ii) Training of persons who work with children or in services affecting the safety and welfare of children;
  - iii) Recruitment and supervision of persons who work with children;
  - iv) Investigation of allegations concerning persons who work with children
  - v) Safety and welfare of children who are privately fostered;
  - vi) Co-operation with neighbouring Children's Services authorities and their Board partners;
- 1b) Communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;
- 1c) Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners, individually and collectively, to safeguard and promote the welfare of children in the area of the authority and advising them on ways to improve;
- 1d) Participating in the planning of services for children in the area of the authority; and
- 1e) Undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

Regulation 5 (2) relates to the LSCB Serious Case Review function and Regulation 6 which relates to the LSCB Child Death function.



## KSCB Membership, Key Roles and Structure

### The Independent Chair

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

### Partner agencies

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

### Designated professionals

The Designated Nurse member on the Board takes a strategic and professional lead on all aspects of the health service contribution to safeguarding children. Designated professionals are a vital source of professional advice. Across the range of KSCB activities, this designated role has continued to demonstrate its value during 2017/18.

### Lay Members

KSCB has two Lay Members. One has been in post for seven years and the second has been a member for 2 years. The role of the Lay Member is one required under The Apprenticeships, Skills, Children and Learning Act 2009 amended sections 13 and 14 of the Children Act 2004 which states that “the local authority must take reasonable steps to ensure that the LSCB includes two lay members representing the local community.” Working Together 2015 also highlights the role of Lay Member as: “Lay members will operate as full members of the LSCB, participating as appropriate on the Board itself and on relevant committees. Lay members should help to make links between the LSCB and community groups, support stronger public engagement in local child safety issues and an improved public understanding of the LSCB’s child protection work.” The lay members are much valued members of the Board.

A Structure Chart of the Board and its Sub Groups can be found at Appendix A. A full list of Board members for 2017/18 and their attendance at Board meetings can be found at Appendix B.

## Relationships with other Kent Strategic Boards

There is a clear expectation that Local Safeguarding Children Boards are highly influential strategic arrangements that directly influence and improve performance in the care and protection of children. There is also a clear expectation that this is achieved through robust arrangements with key strategic bodies across the partnership. During 2017/18, engagement continued with the Kent Health and Wellbeing Board (HWB) and stronger engagement has been developed with the Kent Safeguarding Adults Board (KSAB), the Kent Community Safety Partnership, the Kent and Medway



Domestic Abuse Strategy Group (which became the Kent and Medway Domestic Abuse and Sexual Violence Executive Group in October 2017) and the Corporate Parenting Board.

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

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

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



## KSCB Finance

### Partner agency contributions:

Agency	Projected contributions 2018-19
KCC Education and Young People's Services, including KCC Youth Offending Service (YOS)	£50,167
KCC Specialist Children's Services	£45,157
National Probation Service / Kent, Surrey and Sussex Community Rehabilitation Company	£8,276
Kent Police and Crime Commissioner	£45,934.00
CAFCASS	£550.00
Connexions (CXK)	£1,000.00
Kent CCGs (each) x 7	£8951.85
Health Providers (each) x 6	£8951.85
Total Health Contributions	£116,374.05
Kent Fire and Rescue Service	£5,000.00
District/Borough Councils (each) x 12	£1,500.00
Total Council Contributions	£18,000.00
<b>Total</b>	<b>£290,458.05</b>

### Headline budget figures for the financial year 2018-19:

INCOME	2018-19 total contributions
Balance b/f from 17/18	£143,433
KCC contributions	£95,324
External contributions	£194,134
Projected Training income	£40,000
<b>Total</b>	<b>£472,891</b>

PROJECTED EXPENDITURE	2018-19
KSCB	£360,000
Training*	£52,000
SCRs	£45,000
Independent Chair	£30,000
<b>Total</b>	<b>£487,000</b>

\*Training breakdown includes subscriptions to the E-Learning provider (£15k) and for the online training booking system (£5k)

### Projected overspend of **£14,109**

#### Changes in the budget from 2017-18 include:

- Additional income from District Councils (£1,500 per Council)
- Withdrawal of the KCC (SCS) Base Budget contribution of £103,000

#### Actions in place to address the overspend:

- Further reduction in the Training expenditure through greater use of free or low-cost venues
- Implementing an attendance charge for 'specialist' training courses (courses where KSCB incur expenses for the specialist trainer)
- Implementing an attendance charge for multi-agency themed seminars (based on the Board's priorities and issues from SCRs)
- Widening the Bespoke Training offer



## The State of Safeguarding in Kent

### Performance 2017/18

	April 2016 – Mar 2017	April 2017 – Mar 2018	
Number of <b>Children in Care (CiC)</b> :	1,893	1,655	-238
Number of children on a <b>Child Protection (CP) plan</b> :	1,185	1,491	+306
Number of children on a <b>CP Plan for a second or subsequent time</b> :	251	319	+68
Number of <b>Child in Need (CIN) plans</b> in place:	2,307	2,393	+86
Number of children in receipt of Early Help Services:	24,000 (approx.)	20,500 (approx.)	-3,500
Number of <b>contacts to Central Duty Team</b> :	32,288	39,252	+6,964
Number of <b>referrals to Specialist Children's Services</b> :	16,193	19,670	+3,477
Number of <b>SCS re-referrals</b> within 12 months:	4,970	5,744	+774
Number of <b>Private Fostering arrangements</b> :	27	35	+8
Number of <b>Unaccompanied Asylum Seeking Children (UASC) in care</b> :	481	233	-248
Number of <b>Other Local Authority (OLA) placements in Kent</b> :	1,319	1,274	-45

### Missing children

Number of <b>missing episodes</b> that started in the 2017-18 financial year:	6,090	7,135	+ 1,945
Of these, how many were <b>OLA CiC placed in Kent</b> :	1,330	1,288	-42

## The Kent Safeguarding Context

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

- During 2017/18, approximately **9800 families (around 20,500 CYP)** were worked with in Early Help Units.
- At the end of March 2018 there were **2344** cases open to Early Help Units. This equates to nearly **5256** children and young people aged 0-18. **83%** of cases are within the 20-week service standard. Between **479 and 762 cases** are closed every month, by targeting drift and ensuring close monitoring of all cases, case durations have halved.
- In March 2018 **82.5%** of cases were closed with outcomes achieved, up from **79.6%** in March 2017. Early Help aims to close at least **80%** of cases with outcomes achieved. This was nearly achieved every month throughout 2017 and first quarter of 2018, and in December 2017 and March 2018 the 80% target was exceeded. For unit cases initiated via an Early Help Notification (EHN), **84.6%** of cases are closed with outcomes achieved.
- The percentage of cases stepped up from Early Help to SCS has **decreased** from **8.3%** in March 2017 to **6.4%** in March 2018.



- **17%** of cases closed in SCS were stepped down to EHPS, which is a reduction on the previous year's figure of **20%**. Early Help is committed to ensuring a constant focus on case throughput and effectiveness and is able to take more step-downs from SCS as this is a key way in which Early Help can support the demands within SCS.

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

### **Children with Children in Need Plans**

The number of children with children in need plans during 2017/18 was 2393, an increase of 86 on the previous year.

### **Children with Child Protection Plans**

The number of children with child protection plans has **increased**; with the figure at the end of March 2018 at **1,491** children which is **306 higher** than this time last year.

At the end of November 2017, 1,501 children in Kent were subject to Child Protection Plans. The rate of children subject to a CP plan per 10,000 has increased over the last year by 35%. This increase is due to a combination of the increase in activity from the Front Door; the impact of the Neglect Strategy; and activity to raise awareness around the importance of identifying and conducting strategy discussions for children in need of protection.

### **Review of Child Protection Plans**

For protection plans to be effective, it is essential that they are reviewed at regular intervals to ensure they are addressing the presenting risk and safeguarding the family. This performance measure ensures that protection arrangements the child and family is exposed to is monitored, managed, and the level at which the family is supported reflects the presenting needs. This standard requires multi-agency commitment with a **target of 100%** of plans reviewed at the required interval set. At the end of March 2018, **99.9%** of child protection plans that year had been reviewed within timescale. **This was a significant achievement.**

### **Children subject to a Child Protection Plan for a Second or Subsequent Time**

The KSCB is keen to ensure that children are not failing to access the appropriate services they need when they are subject to a child protection plan which leads them to become subject to a plan for a second or subsequent time. The KSCB monitors the number of children placed on protection plans for a second or subsequent time.

The number of children who became subject of child protection plans throughout 2017/18 had been the subject of a plan previously has **increased by 68**.

### **Children in Care**

The number of Children in Care has **reduced by 238** to 1,655.

### **Privately Fostered Children**

The Safeguarding Board is required to ensure that it monitors and reviews the safety of Privately Fostered Children. Throughout this year the LSCB has received quarterly updates on the regularity





with which visits are made to these children. These visits are required in order to ensure the placements are monitored for its quality and stability. The KSCB requires the Local Authority to ensure that at least 85% of Privately Fostered Children receive a visit within the required timescales. The current achievement is a rate of **85.9%**, which is an improvement from April 16/17 when it stood at 83.9%.

### **Moving Forward**

One of the greatest challenges for the KSCB is the measurement of its performance and the ability to assess the impact of its work. The KSCB already maintains a robust and well document challenge log, but further to this, in 2017/18, the KSCB worked hard to develop a performance score card to reflect each of the strategic priorities. The score card is in the final stages of development and will be used to capture partnership information and reflect how the KSCB is performing against the agreed Local Priorities by utilising agency performance information and capturing the impact of the Board by assessing the quality, timeliness and effectiveness of the services it helps to coordinate.

### **Unaccompanied Asylum-Seeking Children (UASC):**

Some of the most vulnerable children in Kent have arrived arrive through the Port of Dover or through the Channel Tunnel each year seeking entry into the UK. Most young people arrive seeking asylum, whilst others have been trafficked for exploitation. Where the UK Border Agency identifies unaccompanied children, they pass responsibility for these children to Kent County Council and they become children in care.

The Government's National Transfer Scheme (a scheme to ensure that young people who present as UASC are appropriately placed around the Country rather than just with "the gateway" authorities i.e. where children and young people are first received), started in July 2016. By March 2018, 139 UASC dispersals had taken place from Kent to other Local Authorities.

The impact of Unaccompanied Asylum Seeking Children (UASC) remained significant during 2017/18. In April 2018 there were 233 UASC in the Care of the Local Authority. The number of UASC Care Leavers in the 2017-18 year was 685.

The demands on Specialist Children's Services, health partners, schools and district councils continue with the need for assessments to be undertaken and school places and housing being limited. The KSCB has regular updates from partners to provide re-assurance that emerging issues are identified and resolved.

This continues to be a serious concern as UASC are especially vulnerable to exploitation. The KSCB's Multi-Agency Sexual Exploitation (MASE) Group and the Risks, Threats and Vulnerabilities (RTV) Group continue to closely monitor progress across agencies in tackling this problem. This key priority will continue to feature on the Board's three-year Business Plan (2017-2020).

Due to high numbers of UASC in Kent a strong focus on learning from Parsons Green terrorist attack is in place to ensure the risks and vulnerabilities are continually assessed and managed.



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

At year end, there were **1288** CiC placed in Kent by other Local Authorities. This high number has been consistent for many years. This places significant pressure on public agencies responsible for supporting vulnerable children in Kent, including schools, police, health and Local Authority services.

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

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

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



## KSCB's Response to the Ofsted Recommendations:

The Ofsted Inspection covered the period of 2016-17 and the final report was published in June 2017.

### Ofsted Recommendations

1. Ensure that a comprehensive multi-agency dataset is in place to enable the Board to scrutinise local safeguarding performance.

#### Response:

The Quality and Effectiveness group have produced a comprehensive multi-agency dataset (regularly reviewed) which is being used to oversee, scrutinise and challenge local safeguarding performance. Agencies are beginning to provide evidence of the impact of the Board's scrutiny and challenge role, although more consistent evidence is still required.

2. Ensure that the Board has systems in place to monitor risks that have the potential to have an impact on the ability of agencies to safeguard and protect children.

#### Response:

Partners bring to the Board any agency risk that has the potential to have an impact on the ability of agencies to safeguard and protect children. These are included on the Board's Risk Register where the Board agrees that have the potential to have an impact on the abilities of agencies to safeguard and protect children. Agencies provide updates as to the actions taken to mitigate or address their agency's identified risks. These are then updated on the Board's Risk Register following each Board meeting.

3. Further develop a comprehensive programme of single and multi-agency audits to improve the scrutiny of safeguarding practice across partner agencies.

#### Response:

The Board to continue its comprehensive multi-agency audit programme. A follow up reporting programme is being developed to evidence how the outcomes of the audits have been used to improve practice. Reports on single agency safeguarding audits are to be presented to the QE Group, with analysis of strengths and areas for development. Follow up reports from agencies as to how the outcomes of the audits have been used to improve practice are reported to the QE Group.

4. Develop the annual report to ensure that it provides rigorous and transparent assessment and scrutiny of frontline practice, the effectiveness of safeguarding services and the work of the independent reviewing service, as well as learning from serious case reviews and child deaths.

#### Response:

Although there is still a greater requirement for the Sub Groups to report on the 'So What?', they have provided contributions to the Annual Report, evidencing significant activity. The Groups have reported being far more challenging to each other, with a shared and coordinated approach to undertaking the Board's business, e.g. the work of the Policy and Procedure Group working with the Risks, Threats and Vulnerabilities Group, and the Learning and Development Group's closer working with both the Case Review Group (on learning from SCRs and Case Reviews) and the Quality and Effectiveness Group (on learning from multi-agency audits).



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

**Response**

A multi-agency Neglect Strategy has been produced, signed off by the Board and launched with multi-agency partners.

The multi-agency Neglect Training programme has been developed and updated and proactive marketing has taken place to ensure that partner agencies are made aware of training

The Quality and Effectiveness Group undertook a Neglect audit, the outcome of which was shared with the Board and the associated learning included in the Neglect training programme.

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

**Response**

It is recognised that given the number of schools in Kent and the role that Ofsted itself takes in their inspection, the approach being taken by the Board's Education Safeguarding Sub Group is to focus on the settings not achieving good or outstanding and audit / work with these settings. The first round of reporting of this to the Board through the Education Safeguarding Group will take place next year.

Overall, the Board, having welcomed the constructive feedback from the Ofsted review, have used their recommendations as part of the Board's continued development. Feedback on progress on the recommendations has also been provided to the Health and Wellbeing Board.



## Learning from Serious Case Reviews

In 2017-18, the Board published 3 Serious Case Reviews, Child B, Child C and Child E. Briefing Papers for frontline staff have also been produced and these have been used to cascade the learning and ask challenging and reflective questions.

The Board had also continued working on the Child D SCR (published in May 2018) and Child G SCR (to be published in the Autumn of 2018). The Board has commissioned one new SCR. One case that was commenced as a SCR was re-classified following new information being received, (a Briefing Paper on this review will be published at the conclusion of the criminal proceedings). Between April 2018 and October 2018, the Board has commissioned a further 6 SCRs. It is envisaged that these will be concluded before the implementation of the new Safeguarding Arrangements in September 2019.

The themes and findings from these reviews, (published and awaiting publication), together with the themes and findings from Child Death Reviews and Multi-Agency Audits, were collated and form the backbone of the Board's Learning and Development Programme.

These themes include:

- The need for evidence of the child's voice/experience being used to inform service provision
- Parental alcohol and drugs use
- Greater awareness of and engagement with fathers / new / other adults in the family
- Staff participation in multi-agency meetings and the sharing of meeting papers
- Escalation of concerns where there are differing views as to the risks identified
- The need for ongoing and reflective supervision of staff
- Hostile and resistant families, including disguised compliance and the greater need for professional curiosity
- Recognition and response to injuries to young immobile babies

Learning from SCRs is identified in the early stages of agencies reviewing their own involvement with the children and families. This learning is made available to all agencies as soon as it is identified (without direct reference to the named SCR at that stage), in order that it can be shared with front line staff. Each agency is responsible for ensuring that learning is not only cascaded but embedded in practice. This is monitored by the Case Review Group, the Learning and Development Group and the Quality and Effectiveness Group.

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



## What Board Members Say

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

### Summary of the key themes and comments from the 1-1's with the KSCB Independent Chair and Board members 2017-8

#### 1. Leadership and Management

- A strong strategic board promoting and embedding safeguarding priorities and legislation across the County
- Focused and structured with a good commitment from partners
- Functioning well and supportive of partners as well as right level of challenge.
- A well-managed, led and supported organisation which has been increasingly effective in safeguarding the children and young people in Kent

#### 2. Challenge

- Committed to constructive challenge and open discussion
- There is constructive challenging. There could, however, be more challenge, and less passivity, but that is based on attending two meetings.

#### 3. Relationships

- The relationships between the independent chair, manager and business group are strong and effective.
- Good/very good relationships, working effectively

#### 4. Feedback mechanisms

##### **Very many positive examples were given**

- Well sighted and good feedback and accountability (this was mentioned by a range of partners, and many examples given)
- Significant SCR and sub group contribution
- Fully committed, as safeguarding is core business. Significant contribution at all levels.

#### 5. Current state of Safeguarding

- There is a common purpose evident with good listening and broad contribution
- Healthy co-operation amidst the "churn" within key agencies. Managed changes to senior managers in key agencies without difficulty
- Good but not joined up enough.
- All have an opportunity to speak and contribute.
- Well-known and respected by agencies

#### 6. Demand

- Significantly increasing demand, and a need to focus on Neglect / CSE / Gangs / Adolescent risk/Families arriving from other Local Authorities (LA)/significant numbers of Children Looked After placed by another Local authority.
- My personal perspective has widened; the span of issues is immense and increasing



## 7. Future arrangements

- Simplify across Kent and Medway
- Review clarity of purpose, structure and opportunities for streamlining. It will be an opportunity to review what works well, and what could work better.
- Think of other ways of managing resources and use other partners. The Board is doing a good job of steering the Board safely towards the new safeguarding arrangements. Keep it unchanged!
- Improved learning as the themes are recurrent
- I think that this is the right time to change the focus and priorities of the sub-groups
- Greater public engagement in local safeguarding issues.

## The Board and Business Group

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

The feedback from Board members indicates that they feel more informed of what is happening at the Sub Groups and it provides them with additional information on which to question and challenge partners.

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

The Board and Business Groups' Challenge Log has continued throughout the year and has provided evidence of the respect and joined up working by both Groups. At the end of this reporting period, the Board agreed that the need for a formal challenge log was no longer required as this was now 'business as usual' and members felt that challenge was imbedded in the Board's culture.



## Sub Group Reporting

The Board has continued with its more formal accountability and reporting structure. Board members, Group Chairs and members of each of the Groups have all reported a greater confidence in the joining up and coordination of cross Group activity.

### KSCB Sub Groups

The KSCB has 10 formal sub-groups:

- Quality and Effectiveness Group (QE)
- Case Review Group (CRG)
- Child Death Overview Panel (CDOP)
- Learning and Development Group L and D)
- Health Safeguarding Group (HSG)
- Education Safeguarding Group (ESG)
- Policy and Procedure Group (P and P)
- Multi Agency Sexual Exploitation Group (MASE)
- Risks, Threats and Vulnerabilities Group (RTV)
- District Councils' Safeguarding Leads' Group (DCSL)

The chairs of the sub groups are members of the Business Group and they ensure that there is a shared understanding of the roles and responsibilities of each group, with joined up and coordinated work undertaken.

Over the last 12 months, the sub groups have undertaken a review of their terms of reference and, where it was felt appropriate and in the interest of closer and more joined up working with other Boards' (Medway Safeguarding Children Board (MSCB), Kent and Medway Safeguarding Adults' Board (KMSAB) and the Kent and Medway Domestic Abuse and Sexual Violence Executive Group (KMDASVEG) sub groups, meetings have been rationalised.

Examples of this are:

- RTV                      joint KSCB, MSCB and KMSAB sub group
- P and P                joint KSCB and MSCB sub group
- MASE                   joint KSCB and MSCB sub group

This work is being further developed with the KSCB District Council Safeguarding Leads' Group for this to become a joint KSCB and KMSAB sub group and the Health Safeguarding Group moving towards a Kent and Medway children and adult's sub group. The KSCB Learning and Development Group is in early stage negotiations to work more closely with MSCB and the KMSAB (much of the KSCB E-Learning is already a cross Board training offer). There are also plans to have a closer link with the training related to the work of the KMDASVEG.

This rationalisation has a number of tangible benefits: a more joined up approach to multi-agency and cross discipline learning, and a reduction in the number of meetings attended by partner agency staff who work across Kent and Medway and across disciplines.

What follows are summaries of the sub groups' achievements, challenges going forward and how these challenges are going to be addressed.





## Quality and Effectiveness Group (QE)

### Key achievements of 2017-18

- QE has developed its understanding of the role of partners and partnership working through a clear programme and oversight of multi-agency audits.
- QE have overseen and conducted 6 audits, including conclusion of the Section 11 Audit, multi-agency audits in relation to Neglect, Early Help, Missing, Child Sexual Exploitation and harmful sexual behaviour. The outcomes have been feedback to the Board and the learning integrated in to the Board's Training Programme
- In response to the challenge from Ofsted to the KSCB in March 2017, we have adopted an approach where individual agencies report on their practice in relation to the key themes identified from each of the last 9 audits and the learning from recent KSCB and National serious case reviews. This is followed up with a discussion-based exercise during QE meetings where learning is shared and areas for development and training identified.
- Individual agencies provide the data that they already collate, and this is presented in a way that provides the overarching re-assurance that children and young people are being safeguarded.
- QE have recently developed a new multi-agency audit process which uses cases which have already been recently audited by either Specialist Children's Services (SCS) or Early Help and Preventative Services (EHPS) and then triangulating the role of each of the relevant KSCB partner agencies also involved in the case. This approach, which will be fully implemented in the 2018-19 audit programme, will enable us to look at the role of the partnership in working together to achieve better outcomes for children.

### The greatest challenges for the QE in 2018-19 and how the Group is planning to address them

- The changes at the new front door (the single reception point for requests for additional support from Children's Services) and how these will become communicated to and embedded in the working practice of partner agencies and how the effectiveness of the practice will be evaluated. These challenges will be addressed by:
  - Ensuring that members of QE are part of the front door steering and consultation groups to ensure good communication with partners and schools and
  - Ensuring the ongoing evaluation of the front door with formal reporting back to the KSCB.
- The changes to the new Emotional Health and Wellbeing service and how the new Children and Young Persons Mental Health service provision's (North East London Foundation Trust – NELFT) Single Point of Access (SPA) with interface with the front door into children's services. These challenges will be addressed by:
  - Working with the front door and NELFT SPA to ensure clear communication with all partners about the new relationship with the front door and the KCC threshold document and how this impacts on the provision of services for young people.
- Improving the understanding of a child's journey through the system. These challenges will be addressed by:
  - The development of the new integrated and joined up data set



## Case Review Group (CRG)

### Key achievements of 2017-18

- The Group received 14 formal case review notifications, 8 related to child deaths and 6 were as a result of serious injuries.
- The Board has published 3 Serious Case Reviews, these are available on the KSCB website - <http://www.kscb.org.uk/procedures/serious-case-reviews/kent-scrs>. More details can be found in the Learning from SCRs, Case Reviews and Child Death Reviews section of this Report.
- Briefing papers for the published SCRs have also been published and are being used by front line staff and managers to cascade the learning.
- In addition to the 1 SCR commissioned this year, there are two ongoing SCRs, and these are projected to be published later in 2018.
- There has been improved cross sub group working on disseminating the learning (Learning and Development) and assessing the impact on practice (Quality and Effectiveness) from SCRs/CRs.
- The Case Review Group and the Learning and Development Group delivered two SCR workshops last year where the Independent Authors presented the findings and learning from published SCRs.

### The greatest challenges for the CRG in 2018-19 and how the Group is planning to address them

- Management of the capacity of partner agency staff, particularly Health, to support the undertaking of the Serious Case Reviews and Local Case Reviews. This challenge is going to be addressed by:
  - Coordination of Health agencies by the Designated Nurses
- The ongoing monitoring and scrutiny of agency actions in relation to the recommendations from SCR and ensuring that lessons learnt are making an impact on service improvement. This challenge is going to be addressed by:
  - Undertaking peer reviews of agencies' submissions as to the actions they are taking in response to their own and the Board's recommendations. This will include evidence of service improvement as a result of their actions.
- The continuing challenge of disseminating the learning from the Reviews. This challenge is going to be addressed by:
  - Using different media, such as podcasts, to support the existing workshops, briefing papers and 'need to know' sessions.
- Following the publication of Working Together 2018, the new Child Safeguarding Practice Review Panel (CSPRP) has been established. This panel replaces the previous National Panel of SCR Experts. Alongside the new Panel, new SCR and Practice Review reporting processes are being introduced, with an expectation that the CSPRP will receive notifications in a more timely manner following the undertaking of new Rapid Reviews.
  - KSCB will review its existing processes and update them in line with the new requirements.



## Kent Child Death Overview Panel (CDOP)

### Key achievements of 2017-18

- All scheduled CDOP meetings have taken place.
- Kent's Safer Sleeping Campaign evaluated and evidence of positive changes in parental behaviour confirmed.
- The number of Sudden Unexpected Deaths in Infants (SUDI)Is reduced significantly from an average of 9 in each of the past 3 years to 5 this year, with only 1 involving co-sleeping. It is difficult to evidence the precise reason for this, but this being a potential impact of the preventative Thermometer card cannot be discounted.
- Together with the Board's Case Review Group, a thematic review of teenage suicides has been commissioned due to the identified increase in numbers of deaths (15 in two years).
- A new function has been developed within eCDOP to enable auditing of the time a case has taken from notification to Panel.
- Kent's eCDOP system is now in use by 57 out of the 90 CDOPs across the country, with NHS Digital procuring it for each of the London CDOPs.
- Kent's approach to the CDOP process has been identified as best practice and is now being replicated across London.
- Work has already commenced in Kent to address the requirements of the revised CDOP guidance published in October 2017.
- A programme of CDOP training sessions and briefings across Kent continue to raise awareness of child death in Kent.

### The greatest challenges for the CDOP in 2018-19 and how the Panel is planning to address them

- LSCBs are awaiting the publication of the new CDOP guidance following the move of CDOP from the Department of Education to the Department of Health.
- In order to comply with the revised CDOP guidance, Medway CDOP is required to merge with another CDOP so that a minimum of 60 cases a year are reviewed.
  - It has been agreed that a joint Kent and Medway CDOP should be established so core processes need to be agreed
  - A joint Kent and Medway eCDOP system must be operational by 1 April 2019
- The requirements of the revisions to the child death process represent significant change, both to the existing process and the local governance structure.
  - With no extra resource to achieve the necessary changes, this will be a challenge for KSCB which retains responsibility for CDOP until the new safeguarding partnership arrangements of Working Together 2018 are implemented
- A totally new set of processes and procedures are needed to underpin the new arrangements and the collaboration with Medway,
  - KSCB will be the lead partner to undertake this work



## Learning and Development Group (L and D)

### Key achievements of 2017-18

- KSCB Programme Development Office awarded BASPCAN/NSPCC's inaugural 'Child Protection Trainer of the Year'
- Cost of multi-agency offer is now fully covered by income from bespoke training
- New courses added to training offer, i.e. Adolescent to Parent Violence (APV), Safeguarding Refresher, Allegations Management and the role of the LADO, Child Neglect Level 3
- Safeguarding, Information Sharing, Data Protection and Consent course commissioned for all social care staff by Medway Council and realising income of approximately £15k
- Additional commissioning request by Medway for 2018/19
- Over 11,000 users completed KSCB e-learning
- Due to the success of the venue strategy, the use of free partner venues has increased realising cost savings
- The number of Associate Trainers has increased, proportionately reducing the number of external trainers needed, realising further financial efficiencies
- KSCB courses achieving minimum evaluation scores of at least 4/5
- Evidence of impact on practice confirmed by independent post-training feedback

### The greatest challenges for the L and D in 2018-19 and how the Group is planning to address them

- To develop new courses and update the existing sessions
  - L&D Group members to identify content owners (subject matter experts) to undertake this work
- Each of the District Councils to establish a team of Associate Trainers
- Improve the feedback from single agency trainers
  - Increase number of single agency training audit returns
- Implementation of a new e-learning suite
- Improve relationship with schools in respect of the KSCB learning offer
- Develop a marketing strategy in respect of bespoke offer,
  - Target, in the first instance, at those organisations subject to inspection across all 12 Districts
- Develop a closer working relationship with Kent and Medway Adult Safeguarding Board



## Health Safeguarding Group (HSG)

### Key achievements of 2017-18

- The Terms of Reference and membership were reviewed, and a regular Chair is now in place with good overall membership of the group
- A HSG work plan which has been put in place and is reviewed at every meeting
- An issues log has been implemented to review any current challenges risks in relation to safeguarding
- A summary of assurance in relation to key areas, including Modern Slavery declaration, Child Sexual Exploitation (CSE) champions, Neglect Strategy, Online Safeguarding and Child Sexual Abuse Pathway was undertaken and results presented to the
- The Health Reference Group (a health operational sub group to the HSG) was relaunched and regular updates have been provided to HSG
- There are regular updates from other KSCB sub groups and presentations from agencies and specialist topics, e.g. CSE Specialist Nurse, Female Genital Mutilation, gangs and serious case reviews

### The greatest challenges for the HSG in 2018-19 and how the Group is planning to address them

- Ensuring that health are prepared and able to play a core part in the development on the new local safeguarding arrangements as a result of the Children and Social Work Act 2017.
  - This will be included on the HSG work plan.
- With the number of Serious Case Reviews, Serious Adult Reviews and Domestic Homicides across Kent and Medway, and given the significant resources involved in undertaking these reviews, (particularly for providers who work across the whole county), a key challenge is capacity.
  - This will be overseen by the Designated Nurses and reported in to the HSG.
- A key challenge and priority is ensuring that the learning from Serious Case Reviews is shared and embedded and results in improved outcomes for children.
  - HSG will develop a plan to disseminate the learning from Serious Case Reviews in more accessible formats for front line professionals
- Ensuring that safeguarding and children are at the heart of the developing landscape within health including the STP and local care models we are able to evidence impact.
  - The Designated Nurses, as strategic safeguarding leaders across the health economy, will play a key role in driving the children's safeguarding agenda.
- Ensure that all health partners are responding to developing safeguarding challenges.
  - HSG will further develop the work plan and issues log over the coming year



## Education Safeguarding Group (ESG)

### Key achievements of 2017-18

- The Group has shifted from being an Early Help and Education sub group to become an Education sub group.
- In line with the Board's Ofsted recommendation, the Group has evaluated the current use of and availability of data which better informs the understanding of the risks posed to children and young people not in school.
- The focus of the Group has shifted to be more closely aligned with understanding the range of safeguarding risks which are present in the lives of children and young people who are not at school, including, but not exclusively, part time timetables (PTT), children missing education (CME), elective home education (EHE), permanent exclusions (P. Ex), fixed term exclusions (FTE), not in education training or employment (NEET).
- The Group has also looked at how the Board can achieve assurance that the 600+ schools in Kent are able to evidence an understanding and adherence to safeguarding practice and process. This has resulted in prioritising those schools who have been judged as 'inadequate' by Ofsted.

### The greatest challenges for the ESG in 2018-19 and how the Group is planning to address them.

- From September 2018, many of the education services currently provided by KCC will move into a Local Authority Trading Company (LATCO) – The Education People (TEP). Although TEP will be fully owned by KCC, it will present new challenges in the way that schools colleges and early years settings will engage with the Local Authority in relation to education issues.
  - The Chair of the Education sub group has been involved in the development of the contract specifications and is confident that the relationships are in place to ensure a smooth transition and clear understanding of roles and responsibilities across the two areas. Representatives from TEP are part of the Education sub group.
- There continues to be an issue for schools in relation to the migration of large numbers of families from London into temporary housing in Kent. Work is being undertaken at a very senior to address the associated risks of this migration into certain areas of Kent.
  - The school placement team continues to work closely with schools and settings to manage and mitigate any key risks to placement availability.
- A number of schools are increasingly reporting a negative influence emerging in their settings relating to gang association, affiliation or activity.
  - A countywide multi-agency Gangs Strategy and action plan have been produced. The associated activity will be overseen and monitored by the KSCB Risks, Threats and Vulnerabilities sub group
- Changes to the front door (into children's services) will bring challenges as to how the Local Authority ensures that schools, colleges and early years providers are informed and up-to-date with changes to referral pathways and practice within Children's Services.
  - The Assistant Director of services at the front door will continue to regularly attend the Education sub group to update on progress and outline how the service is engaging with schools, settings and partners to ensure that the new model is fully understood and implemented.



## Policy and Procedures Group (P & P)

### Key achievements of 2017-18

- Embedding the use of the Policy and Procedure Review Tracker which was developed in 2016/17. The Tracker has ensured the Kent and Medway P&P group have been able to develop a forward Workplan to review all KSCB, MSCB and multi-agency policies and procedures ensuring consistent accessibility. The Tracker has been developed to include the undertaking of Equality Impact Assessments (EqIA) which provides additional diversity assurance. The governance is overseen by the group.
- Improvements in the Group's processes have been made to ensure that all group members consult with appropriate members within their own agencies when developing new policies and updating and refreshing existing policies. The Group also ensures that professionals working within the specialist field of the specific policy/procedure are consulted.
- During 2017/18 the Group's work has included: Adolescent Risk Management (ARM) Procedures, Sexually Active Young People Procedures, Child sexual Abuse (CSA) Pathway, Multi-Agency Thresholds, MSCB and KSCB Neglect Strategy, Care of Unaccompanied Migrant Children and Child Victims of Modern Slavery, Criminal Exploitation of Children and Vulnerable Adults, Children Missing from Home and Care Procedures, Gangs Strategy and Pre-Birth Procedures.
- Consistent and committed partner membership of the group has been maintained during 2017/18. There is appropriate representation from Kent SCS and Early Help, KSS CRC and Medway Council including the Head of Safeguarding and Quality Assurance and the MSCB Business Manager. This has allowed for smaller task and finish groups to work on bespoke areas of work linked to the KSCB Business Plan with tighter timescales for completing work. During 2018/19, a representative is expected from Kent Police and an uplift in membership from Medway Council partners namely, probable representation from Medway NHS Foundation Trust.

### The greatest challenges for the P and P in 2018-19 and how the Group is planning to address them.

- Equality Impact Assessments: It is the intention of the Kent & Medway P&P to ensure that every policy and procedure has a EqIA.
  - The Tracker will assist in monitoring these and policies delegated to other Groups for review will need to ensure that there is an accompanying EqIA.
- Accountability:
  - The Chair of the Kent and Medway P&P will hold partners to account to ensure that all group members continue to consult with appropriate senior leaders of their respective agencies when developing new policies and/or reviewing and updating existing policies to avoid unnecessary drift. Escalation via the KSCB Business Group or MSCB Executive Group will be used where necessary.
- Working with other Board Groups:
  - The Kent and Medway P&P remains committed to working collaboratively with other KSCB sub groups and through the KSCB Business Group to review/update policies.
- Multi-agency Thresholds for KSCB and MSCB:
  - Both Boards have reviewed access to their children's services. Their respective Threshold documents will be launched during 2018/19. To accompany the launches, there will need to be partner briefings and support from Learning & Development.



## Multi-Agency Sexual Exploitation (MASE)

### Key achievements of 2017-18

- We have further developed our partnership working by merging the Kent and Medway MASE meetings. This is already paying dividends as learning was shared at the first joint meeting that removed duplication of work, which will save time and money providing and enhanced service to protecting children.
- The multi-agency Child Sexual Exploitation Team (CSET) team proudly received the National Working Group (NWG) National 'unsung hero' award for reducing CSE by Chief Constable Simon Bailey, the Nation Police lead for Child Protection. This was in recognition of their safeguarding of vulnerable children and preventing further victims from abuse. I would ask the board to recognise the hard work of the CSE Team.
- The CSET analyst prepares a regular intelligence document that is shared with the relevant agencies. Information shared across agencies continues to grow and has been assisted by the development of the electronic intelligence sharing process.
- The work of the CSE Champions continues to profile the work of MASE, including specific work around the national CSE awareness day.

### The greatest challenges for MASE in 2018-19 and how the Group is planning to address them.

- To urgently address the issue of inconsistency within the Kent Adolescent Risk Management (ARM) process. This is the 'tactical' arm of the strategic 'MASE' group and must be effective or it will undermine the whole process.
  - This is being addressed by joint Police and Specialist Children's' Services (SCS) management meetings and building on the SCS piloting of integrated support services for adolescents at risk. This is then to be shared with the KSCB Policy and Procedure sub group and the KSCB.
- Addressing the link between CSE and Gangs.
  - The multi-agency CSET team will shortly be jointed located with the Children and Youth Justice Team at Kent Police FHQ, which includes the Police gang advisor and trainer giving greater insight in to the problem.
- To build upon our recent merging of the Kent and Medway MASE meetings and develop further rationalisation of the Group's work.
  - This will be undertaken by closer liaison with the Risks, Threats and Vulnerabilities Group.





## Risks, Threats and Vulnerabilities Group (RTVG)

### Key achievements of 2017-18

- The Group reviewed its Terms of Reference and rationalised the membership to ensure that representation was at the right level and all the relevant agencies were included. The group widened its membership and agenda to include representatives from Medway agencies and services for vulnerable adults.
- The group now reports into the Kent and Medway Safeguarding Adults Board and Medway Safeguarding Children Board, as well as KSCB. This ensures that updates are cascaded to the wider workforce and there is a joined-up approach to safeguarding vulnerable people against emerging risks.
- Group meetings have featured three presentations from Kent Police, in relation to their structural changes and the implementation of Vulnerability Investigation Teams, Cyber Crime Protection and the Dark Web.
- The group continued to receive comprehensive updates at every meeting on the key issues of Prevent, UASC, Gangs and Modern Slavery and Trafficking.
- The group took on the responsibilities of the Missing Children Working Group, which dissolved the previous year. Missing Children data and policies have been discussed and scrutinised at every meeting.
- An Online Safeguarding Working Group has been set up, which meets quarterly and reports into the RTV group. This was created due to an increase in safeguarding concerns linked to online use, which also impacts on CSE, trafficking, radicalisation and other risks.
- A major achievement for the RTV group this year was to oversee the development of the Kent and Medway Gangs Strategy. This is a multi-agency commitment to tackling gangs and associated crime across Kent and Medway and will be an important step towards protecting vulnerable people.

### The greatest challenges for the RTVG in 2018-19 and how the Group is planning to address them.

- To ensure that trafficking and modern slavery are effectively tackled across Kent and Medway. The Kent and Medway Child Trafficking Procedures are due to be reviewed and the best representatives to work on this will be identified.
  - The group is focusing on identifying a lead within both KCC and Police to develop the local procedures on Modern Slavery and Trafficking, as well as providing updates to the group members to ensure that partner agencies are aware of the challenges facing Kent and Medway.
- The group have identified that many of the UASC population who arrived in Kent over the last few years have now reached 18 years old and have left the care system and entered adult services. This is an emerging risk across agencies in Kent and could impact on the Prevent agenda.
  - The Head of Care Leavers has been invited to a future meeting to explore the extent of the risks and impact on services. This will then be added as a standing item.
- Another task for the RTV group going forward is to effectively manage the Gangs Strategy Action Plan, by identifying data and intelligence to evidence impact.
  - The Gangs Strategy Action Plan will be a standing item on the agenda and appropriate timescales will be assigned to ensure actions are completed in a timely manner.



## District Council Safeguarding Leads' Group (DCSGLG)

### Key achievements of 2017-18

We have covered a wide range of topics learning from guest speakers and from each other; we have

- Developed case management arrangements to give greater focus to vulnerable people and facilitate local multi-agency vulnerability forums through our Community Safety Partnerships
- Reviewed our approach to addressing the needs of children and young people with a disability refreshing our policies in the light of expert advice
- Contributed to formulation of the Kent and Medway Gangs Strategy bringing local experience and signing up to actions to address prevention and managing the impact of gang activity
- Shared lessons learnt from Serious Case Reviews and identified where this impacts on our operational practice and where this needs to be changed or awareness raised
- Shared good practice between district councils including – self-harm guidance, taxi driver handbook
- Participated in training including for Serious Case Reviews, Individual Management Reviews, Front Door arrangements/thresholds for referrals
- Continued to share and build on our experience for managing the impacts of out of area placement of homeless or otherwise vulnerable families and with our endeavours to engage with placing authorities; this has included working with the KCC public health observatory to undertake analysis of the impact of out of area placements on health and other services; this has been done for Maidstone and the methodology can now be applied elsewhere in the county if needed

### The greatest challenges for the DCSGLG in 2018-19 and how the Group is planning to address them.

- Out of area placement of homeless and vulnerable families by London Boroughs with no or insufficient information being provided to the receiving authorities; we will continue to pursue dialogue particularly with London boroughs and especially through the Kent Housing Group and where the issues are particularly acute, strengthen district based multi-agency practitioners' groups to ensure good flow of information
- Clarity of practice for securing consent from families and ensuring that they have sufficient understanding of the extent of information sharing that occurs when a referral is made – in the context of General Data Protection Regulations (GDPR); we anticipate that training planning for the autumn will help resolve this
- Sufficient engagement at a local (district) level with respect to Gangs strategy; we will engage with the strategy lead at KCC to ensure that our wealth of local experience contributes positively to deliver of the strategy and evidence-based evaluation of it
- The operation of Adolescent Risk Management panels – we have raised this matter on a number of occasions and are aware that reviews and pilots are being undertaken; we anticipate being involved in the KCC planned consultation of future arrangements



## Additional Reports

### Independent Reviewing Officers (IRO) Report

All local authorities have a statutory duty to regularly review the care plan of children in their care within the legislative timescales as set out in the Care Planning and Case Review Regulations (2010). The appointment of an IRO for every looked after child is a legal requirement under section 118 of the Adoption and Children Act (2002) and the subsequent Review of Children's Cases Regulations (2004). The role of the IRO was strengthened in the Children and Young Person's Act (2008) and Care Planning, Placement Regulations and Case Review (2010).

The IRO service ensures that children looked after by the Local Authority have regular reviews to consider the care plan and placement. In the year April 2017 to March 2018, 5055 reviews were chaired by IROs. It is the role of the Independent Reviewing Officer to ensure that the child's views are taken into consideration.

The IRO service is part of KCC's Children, Young Persons and Education (CYPE) and sits within the Specialist Children's Services (SCS) Safeguarding and Quality Assurance Unit. The day to day running of the IRO Service is undertaken by two Quality Assurance Managers under the management of the Head of Service for Safeguarding and Quality Assurance who reports to the Assistant Director for Safeguarding and Quality Assurance.

The IRO Service has had a busy year, monitoring care plans for children in care, encouraging children and young people participation at review meetings, providing IRO oversight, escalating matters where there is delay or drift.

#### What is the service worried about?

- Some children and young people experience placement instability impacting on their ability to make and sustain relationships, attend and progress at school and achieve timely permanence. 11.3% of children in care experienced 3 or more placement moves after they became looked after. The majority of these children are aged between 12 and 17.
- The transition for care leavers has improved but needs to be further embedded using the pathway planning tools, including early discussion and liaison with 18 plus service/adult services/Disability service.
- Some children still experience several changes of Social Worker.
- Sufficiency of foster placement and alternative accommodation options for children and young people particularly in some parts of the county.
- Timely provision of assessment and education for children on Education Health and Care Plans (EHCP).
- Timely completion of pre- meeting reports and preparation for review meetings.

#### What's working well?

- The total number of reviews chaired by IROs in the year April 2017 to March 2018 was 5055 including initial and additional reviews following a placement change.
- There is clear evidence of IRO challenge to poor care planning and standards using both informal and formal Dispute Resolutions. This is an area where reflection on the value of challenge as a positive indicator of an active corporate scrutiny function has benefitted the organisation.



- During 2017/2018, there has been a continued drive within the county for young people to have consistent and coordinated support as they make the transition to independent living. Collaborative working arrangements between social work and the leaving care service are in place and it has been helpful and reassuring to young people to have their allocated Personal Assistants meet them before their 18th birthday and for a member of the leaving care service attend their review meeting prior to their 18th birthday.
- IRO oversight of care plans has increased with midway reviews/IRO oversight now formally recorded and monitored.
- The IRO service has continued to review and monitor UASC and that part of the National Dispersal Scheme.
- Between April 2017 and March 2018, the IRO service chaired 99.6% reviews within timescale. The IRO service has remained committed to ensure timely completion of all review meetings.
- 95.3% of children and young people participated in their review meetings.
- Children and young people are consistently encouraged to chair or part -chair their reviews.
- IROs have lead roles in key service areas including participation, exploitation, permanence and lifelong links.

#### **What needs to change?**

- Pre-meeting reports and consultation forms need to be completed in a timely manner showing the progress of the children based on an assessment of their needs.
- IROs minutes should be child centred and reflect the progress of the child and what needs to happen and by when.
- Continued improvement to early and good communication between the social worker and IRO before the review meeting and between meetings.
- Working collaboratively with social work teams, fostering service and partners in education and health to strengthen placements and achieve permanence.
- Ensure suitable and timely accommodation for young people leaving care.
- Sustaining consistent oversight and monitoring of care plans, challenging drift of delay in achieving permanence for children and young people.
- Reviewing invitation letters to children and young people, foster carers and parents to encourage attendance to reviews and participation.
- IROs will continue to contribute to permanency planning meetings and will be challenging the fostering service and professional networks around young people to strengthen placement stability for children and young people who have complex care needs.
- Learning from disruption meetings needs to be shared.
- The Service must focus on setting the consistent standards expected across the County and holding areas accountable for them if it is to continue to be taken seriously.
- Knowing the wishes and feelings of our children and young people and helping them to participate fully in their review has to remain a priority.
- The IRO, with the Social Worker, needs to encourage many more young people to actively chair and participate in their reviews.



## Child Protection Conference Chairs'

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

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

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

The Child Protection Chairs Service (CPCS) consists of two teams covering the South East and the North West (including Swale), which are coterminous with the operational social work areas. There are 19 Full Time Equivalent Child Protection Chair posts, and all carry an allocated case load. They have a quality assurance role in monitoring the effectiveness of social work input, the progression of the child protection plan and ensuring that statutory requirements are being adhered to.

The major development throughout 2017 and to date has been the continued adoption and embedding of the Signs of Safety model as the systemic tool underpinning children's social work in Kent and remains a central feature in the Child Protection Conference process. This has entailed the CPCS moving away from what was a "deficit" model in assessing parenting capacity to the Strengths-based model that Signs of Safety encapsulates.

### Key headlines:

- The CPCS chaired 2800 conferences in 2017/18, made up of Initial, Review and Transfer-in Conferences. This has been an increase of 438 conferences from last year.
- There has been a rise of 276 children on Child Protection Plans (CPP) from April 2017 through to end March 2018, an overall increase of 23.3 % following Ofsted inspection in 2017
- The CPCS can report that 99.9% of reviews are held within statutory timescales.
- During 2017/18, a total of 684 Children were invited to participate in Child Protection Conferences, of which 346 (50.1%) attended. 167 Children participated via SW (direct work and reports), 32 participated via professionals, 31 via notes of meetings with the CP Conference chair and, for the 116 remaining we do not have any evidence of their participation.

### What's working well?

- CP Conference chairs remain committed to the safety of children and have dealt with increased caseloads in line with the increase in children on CPP across the county.
- Accountability meetings continue to a productive interface with the district teams and provide a good forum for a healthy debate



- There has been a year on year increase in participation from children and young people from 18.1% in 2014/15 to 27.4% in 2015/16, 43.5% in 2016-17 and 50.1% in 2017-18.
- Parental participation within the child protection process has increased within the last year and our focus on gaining participation from fathers has resulted in an increase in attendance at Conference. 84.2% of Mothers who were invited attended conferences; this is a marginal increase from 83.6%. There has also been an increase in participation by fathers in conferences, 67.2% of invited fathers attended in 2017/18, compared to 65.5% of fathers attending in 2016/17.

#### **What needs to change?**

- Ongoing dialogue between district teams and Social Workers to improve timeliness of sharing of Social Workers sharing pre-meeting reports with parents. Kent's performance is at 74.8% of social work reports shared with parents in timescale. This is a decrease of 2.5% from last year. There is a need to demonstrate a continued drive in this area and address how parents can be best prepared to contribute fully to the conference process, equipped with relevant information as to why they are in the child protection forum, or how they have progressed or otherwise since the previous conference.
- There needs to be a renewed focus on timescale for the CPCS in completion of CP plans (77.5%) decrease of 2.5% from 2016/2017 and minutes (68.5%) decrease of 16.9% - this has been impacted on by an increase in children subject to CP plans, changes in the support provided for conferences.
- There needs to be continued focus and oversight by CP chairs in relation to monitoring progress of CP plans.
- Police restructure has impacted on quality of police reports and attendance at conferences. This has been raised with the police by the CPCS who subsequently attended a CP chairs county meeting.
- Restructure of minute takers service has impacted on timely invitations to conferences, distribution of minutes and there is work underway to address this to ensure quoracy and timely reports to conferences.
- The CP chairs Quality Assurance Audits, (QAA), completed after each conference, were affected by changes in the electronic recording system in February and March 18, which resulted in several QAAs being lost and has affected the data reporting for participation of agencies in conference. This issue has been resolved since the 1st of April 18 with work underway to embed this QA form into the SCS electronic recording system (Liberi).
- The CPCS continue to engage with the school nurse commissioner as their attendance has suffered due to changes in commissioning arrangements.
- The CP chairs intend to reintroduce Leads to engage with Agencies and improve participation and quality of information being brought into conference.



## Local Authority Designated Officer (LADO)

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

There may be concerns about workers who have:

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

In Kent, the LADO Service is carried out by four full time officer posts, supported by a manager and contact and referral officer support. LADO officers are senior social work qualified staff who have a background in child protection practice and management. One officer currently is acting up as LADO manager and an agency social worker has been assisting the team since October 2017. The team have tremendous administrative support who work tirelessly alongside the officers to maintain and ensure that the quality of LADO work and advice remains of the standard expected of the service.

In addition to the management and oversight of individual allegations, the team responded to requests from Ofsted for information towards inspection of residential provision in Kent; provided considerable consultation to providers, partners, members of the public, Ofsted and others on matters related to concerns about staff conduct and related procedure; chaired LADO evaluation meetings as a quality and assurance overview when concerns for foster carers have resulted in a substantiated or unsubstantiated outcome, and responded to frequent Freedom of Information and Subject Access Requests for data linked to the LADO role. The latter requests should not be underestimated in the amount of time that these take. The administrative support within the team has ensured that these requests met statutory timescales and were dealt with procedurally.

### Key headlines

- The total number of referrals to the LADO team for 2017-2018 was 2111. This is an overall increase of 114 referrals compared to last year's figures (an increase of 6%).
- The team has managed 669 formal allegations against the children's workforce in Kent. This represents an increase of 13 from the 656 recorded during the previous year.
- The team has managed 1386 LADO-related consultations. This represents an increase of 45 from the 1341 recorded in the previous year. These consultations mainly relate to staff conduct issues which, on consultation, have been designated as below the allegation threshold and passed back to employers to manage as practice or competence issues rather than formal allegations. Based on last year's consultation figures, the team has seen an increase in the use of consultation of 3%. It is predicted that this figure will continue to increase due to the continued raised awareness of the LADO service undertaken by the team and the willingness to be a point of consultation for agencies and employers.
- The LADO team may hold "information only" consultations where information is shared by LADOs from other areas alerting us to wider children's workforce staff that may be moving across borders where there is a level of concern
- The team have rolled out allegations management training for the local district teams and there remains a continued need for training across the wider partners in respect of the LADO process and function. Participation at key events such as the Education Safeguarding Team



conferences, Fostering Service Meetings and KSCB sub-groups is essential to provide presentations and information regarding the LADO role.

- This wider annual training programme will include on-going workshops and training as part of the training that the KSCB offer.

#### **What's working well?**

- The LADO team continues to have a close working relationship with the Central Referral Unit and this has improved the response times and threshold decisions being made in respect of referred allegations. This is also essential within the integration of the front door services to ensure that the right response is delivered at the right time in relation to allegations against those who work within the children's workforce across Kent.
- The LADO team have a more embedded professional relationship with the district teams and it is believed that raising the profile and the role of the LADO through allegation management training has contributed significantly to this.
- The LADO team have continued positive links with the Fostering Service and have built in internal reviews between the Head of Fostering and the LADO manager. These meetings are useful to both services and helps to cross reference cases held in both teams as to accuracy and response.
- The LADO evaluation meetings are an additional quality and assurance role offered by the LADO service.
- The LADO team have a "window on practice" around the county and can offer support and guidance to county wide colleagues both within the authority and with partner and commissioned services.

#### **What needs to change?**

- Whilst the referral form has been a positive change to the team's working practice, there continues to be a need for this to translate to the Allegation workspace on the Liberi. The referral form has now been created on Liberi but with limitations.
- The proposed new electronic administration system, eLADO, if accepted, will ensure that queries in relation to LADO cases are answered quickly and with total confidence and accuracy, as all information relating to a case is held securely in one place.
- Reduction in caseloads.
- The LADO team are currently in the early stages of looking at chairing strategy meetings in consultation with the Central Referral Unit when an allegation is raised against a professional.





## Private Fostering

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

Privately fostered children and young people may:

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

This year (April 17/18), Kent Specialist Children's Services (SCS) received 94 notifications of private fostering, with the highest number coming from schools. This notification rate is slightly higher than last year when Kent SCS received 90 notifications. 90 new arrangements started, with the highest number of children being of European origin, other than UK (50). 41 of the children were born in UK, which is a shift from last year when the majority of the privately fostered children were born in the UK. The majority of the new private fostering arrangements were for adolescents, with 71 children aged 14 or older. 15 were aged 10 or below.

Privately fostered children must be visited at a frequency of a minimum of 6 weekly (for those children in the first year of placement) and 12 weekly in second and subsequent years. Of the private fostering arrangements in Kent last year, visiting performance stood at 85.9% which is an improvement from April 16/17 when it stood at 83.9%.

More strategically, there has been a change in how privately fostered children are allocated to Social Workers throughout Kent for assessment and support. Whilst private fostering champions, (nominated senior practitioners and team managers), continue to offer support, guidance and advice to districts, proposed privately fostered children are now allocated for assessment in line with all other children referred to SCS. This is a shift from these assessments having been completed by specific nominated teams.

In addition, a new auditing process has recently been introduced with private fostering moving in line with the SCS monthly online auditing process. Four privately fostered children's cases will be audited per month with direct feedback being offered to allocated social workers and their managers. It is anticipated that this new approach will identify good quality assessments and identify areas where improvement is needed. Proposed Liberi changes have been agreed via the Liberi Operations group and will be implemented as soon as possible. These changes include a redesigned private fostering arrangement assessment record (PFAARs) which is more aligned to the signs of safety model.

The way in which private fostering training is delivered is also being re-designed with online multi-media training packages being written. Face to face training continues to be delivered with regular multi agency sessions via 90-minute KSCB 'need to know' sessions and also on an ad hoc basis within social work districts to improve the identification of privately fostered children and the quality of the proceeding assessments. Awareness raising continues to be a priority of SCS with plans for Private Fostering Week (July 18) being used to communicate with professional partners (via internal communications, letters, email shots etc.) and members of the public (via a press release).



## The Coming Year

In line with the Children and Social Work Act 2017, this will be last full year of Safeguarding Children Boards. Working Together 2018 has recently been published and will abolish the statutory function of the current LSCB's and move to the new Multi-Agency Safeguarding Arrangements. This gives the three Safeguarding partners, identified as the Local Authority Chief Executive, the Accountable Officer of a Clinical Commissioning Group and a Chief Officer of the Police, the responsibility for ensuring effective safeguarding, and developing the new arrangements. The plan for this will need to be in place by June 2019, with final implementation by the end of September 2019 at the latest. There are changes to how Serious Case reviews will be managed in future.

Over the transitional year, the Board and partner agencies will continue to work together and focus on fewer key priority areas. These priority areas are being discussed at the time of writing, however and each of the Board's sub groups are involved in this discussion.

We will strive to evidence the impact of the Board's activity, namely around improving front line practice through learning and development, listening to feedback on what works and what needs to improve and by sharing good practice across our partner agencies.

The Board will also play an essential role in supporting the development of the new Safeguarding Arrangements. We will ensure that appropriate consultation takes place with current partners and that the transition is as seamless as possible.



## Board membership

The Board met seven times in the period from April 2017 to March 2018. The Board is made up of senior representatives from all the main agencies and organisations in Kent concerned with protecting children.

Independent Chair	100%
Cabinet Member for Specialist Children's Services	84%
Lay Member Representation	100%
Kent County Council	
o Corporate Director, Children, Young People and Education	100%
o Director of Specialist Children's Services	100%
o Director of Public Health	84%
o Director of Early Help and Preventative Services	100%
Kent Police	100%
District Council Chief Executive Representation	84%
CXK	67%
NHS Clinical Commissioning Groups (CCG)	*50%
Designated Health Professional	100%
Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC)	84%
National Probation Service	100%

*\* There was a period of absence for this Board member which accounts for the lower level of attendance*



## KSCB Training Report

Kent Safeguarding Children Board continue to offer a comprehensive multi-agency training package available to all staff working with children, young people, and families in Kent. This offer comprises of:

1. Multi-agency (face to face) training
2. E-learning
3. Bespoke (chargeable) training hosted by the requesting organisation

This report gives a detailed breakdown of key element of the training offer.

### 1. Multi-Agency Training

**Table 1:** Courses

	2016-2017	2017-2018
Number of topics offered:	36	38
Number of half-day courses:	88	60
Number of full day courses:	23	27
Number of Need to Know Sessions:	20	17
Number of Learning events:	9	2
<b>Total number of courses held:</b>	<b>140</b>	<b>106</b>

**Table 1:** Due to changes to the KSCB training programme in 2017-18, the number of training courses was lower than that in the previous year. However, the range of topics has increased, i.e. two new courses developed.

**Table 2:** Attendance Breakdown

	2016-2017	2017-2018
<b>Overall Attendance:</b>	<b>3339</b>	<b>2361</b>
<b>Agency</b>		
Children's Homes	56	58
Childminders	14	10
District / Borough Councils	137	72
Early Year's Settings	394	340
Education	433	249
Fostering	75	80
Health	472	325
Housing	98	81
<b>Kent County Council</b>	<b>797</b>	<b>591</b>
Kent Fire	20	13
Kent Police	58	46
Prisons	4	8
Independent Organisations	119	110
Probation	51	25
<b>Voluntary and Community Organisations</b>	<b>611</b>	<b>353</b>
<b>Overall Total:</b>	<b>3339</b>	<b>2361</b>

**Table 2:** Attendance figures have reduced as a result of less courses being offered during this period and the impact of the increase in the number of KSCB Associate Trainers undertaking training within their own organisation. Kent Country Council have the highest number of attendees, closely followed by staff from Voluntary and Community organisations.



**Table 3:** Non-Attendance Breakdown

	2016-2017	2017-2018
<b>Overall non-attendance:</b>	394	198
<b>Agency</b>		
Children's Homes	15	7
Childminders	4	3
District / Borough Councils	10	0
Early Year's Settings	44	39
Education	55	19
Fostering	8	7
Health	57	31
Housing	16	9
Kent County Council	84	53
Kent Fire	0	0
Kent Police	14	2
Prisons	0	1
Independent Organisations	27	9
Probation	3	0
Voluntary and Community Organisations	57	28
<b>Overall Total:</b>	<b>394</b>	<b>198</b>

**Table 3:** Non-attendance figures have fallen by 50.2% in the last year. Kent County Council employees are the highest non-attendees, followed by those from Early Year's Settings. Non-attendance by Voluntary and Community staff has significantly improved

**Table 4:** District Breakdown

	District	2016-2017	2017-2018
<b>North Kent</b>	Dartford	0	0
	Gravesham	12	12
	Sevenoaks	3	1
	<b>Total:</b>	<b>15</b>	<b>13</b>
<b>East Kent</b>	Canterbury	31	17
	Swale	4	8
	Thanet	0	1
	<b>Total:</b>	<b>35</b>	<b>26</b>
<b>South Kent</b>	Ashford	19	11
	Dover	4	4
	Shepway	6	1
	<b>Total:</b>	<b>29</b>	<b>16</b>
<b>West Kent</b>	Maidstone	34	33
	Tonbridge and Malling	33	18
	Tunbridge Wells	0	0
	<b>Total:</b>	<b>67</b>	<b>51</b>
<b>Other</b>	Bexley	1	0
	Medway	1	0
	<b>Total:</b>	<b>2</b>	<b>0</b>

**Table 4:** Breakdown of the number of courses that have been delivered in each of the districts. The majority of courses have been delivered in the Maidstone district, as this is central for all and courses held here are well attended.



**Table 5:** Multi-Agency Course Evaluations

Number of Evaluation Forms Completed	Average Course Score	Average Trainer Score.
1537	4.5	4.6

**Table 5:** A total of 1537 evaluation forms have been completed, as a result of 65.1% of attendees completing their evaluation form after training. The number of evaluation forms completed continues to increase over time. All our courses and trainers are scored out of 5.

**Table 6:** Train the Trainer Courses

	2016-2017	2017-2018
<b>Number Held:</b>	8	6
<b>Subjects:</b>	<ul style="list-style-type: none"> <li>• FGM</li> <li>• WRAP (3)</li> <li>• Designated Staff</li> <li>• Introduction to Neglect</li> <li>• Information Sharing</li> <li>• KSCB Trainer</li> </ul>	<ul style="list-style-type: none"> <li>• Prevent</li> <li>• Designated Staff</li> <li>• KSCB Trainer (Accredited)</li> <li>• Safeguarding Refresher</li> <li>• Introduction to Neglect</li> <li>• Childhood Neglect</li> </ul>
<b>Total Trainers trained:</b>	108	60

**Table 6:** Breakdown of Train the Trainer events held since 2016, and the courses in which Trainers have been trained. The number of Trainers trained this year directly relate to the number of courses held.

**Table 7:** KSCB Trainers

Agency	2017-2018
Children's Homes	3
Childminders	0
District / Borough Councils	13
Early Year's Settings	25
Education	17
Fostering	4
Health	18
Housing	1
Kent County Council	39
Kent Fire	3
Kent Police	5
Prisons	0
Independent Services	8
Probation	4
Voluntary and Community Organisations	14
<b>Total Number</b>	<b>154</b>

**Table 7:** KSCB have recruited a significant number of multi-agency trainers to deliver its safeguarding training to partners in Kent. In December 2017, KSCB offered the first accredited Train the Trainer course. Eleven new trainers successfully achieved their Level 3 Award in Education and Training.



## 2. E-Learning

**Table 8**

	2016-2017	2017-2018
<b>Overall Completion:</b>	<b>10330</b>	<b>11733</b>
<b>Agency</b>		
Children's Homes	615	927
Childminders	81	82
District / Borough Councils	404	363
Early Year's Settings	1401	2459
Education	3138	2843
Fostering	1016	765
Health	703	483
Housing	76	67
Kent County Council	1523	1552
Kent Fire	158	88
Kent Police	0	0
Prisons	1	0
Independent Organisations	196	370
Probation	66	31
Voluntary and Community Organisations	952	1703
<b>Overall Completion:</b>	<b>10330</b>	<b>11733</b>

**Table 8:** Since 2016-17, E-Learning completion figures have significantly increased. There has been a greater take up by staff from Children's Homes; Early Year's Settings; Kent County Council; Voluntary and Community organisations and independent organisations.

## 3. Bespoke Training

**Table 9**

	2016-2017	2017-2018
<b>Overall number of sessions:</b>	<b>61</b>	<b>72</b>
<b>Course Breakdown</b>		
Child Protection: Basic Awareness	26	18
Safeguarding Refresher	0	3
Child Protection for Designated Staff	6	9
Child Sexual Exploitation	22	9
Information Sharing	1	24
Prevent	1	2
Working with Disabled Children	0	1
Online Safety	0	3
Domestic Abuse	0	2
FGM	1	1
Safeguarding Vulnerable Adults	3	0
Blended Learning – FGM/CSE/DA	1	0

**Table 9:** The total number of bespoke training events increased by 11 from the previous year. The number of Information Sharing courses have significantly increased due to local demand as a result of national changes to the Data Protection Act, i.e. the General Data Protection Regulations. KSCB's Programme Development Officer is a qualified GDPR Practitioner.

**Table 10:** District Breakdown

	District	2016-2017	2017-2018
North Kent	Dartford	3	2
	Gravesham	1	1
	Sevenoaks	6	0
	<b>Total:</b>	<b>10</b>	<b>3</b>
East Kent	Canterbury	2	8
	Swale	3	3
	Thanet	7	5
	<b>Total:</b>	<b>12</b>	<b>16</b>
South Kent	Ashford	13	13
	Dover	0	0
	Shepway	2	0
	<b>Total:</b>	<b>15</b>	<b>13</b>
West Kent	Maidstone	9	5
	Tonbridge and Malling	9	8
	Tunbridge Wells	4	2
	<b>Total:</b>	<b>22</b>	<b>15</b>
Other Local Authorities		2	25
		<b>2</b>	<b>25</b>

## Training Finance

**Table 11:** Bespoke Training

	2016-2017	2017-2018
<b>Income:</b>	£22100	£33049
<b>Expenditure:</b>	£5035.86	£2638.80
<b>Total Income:</b>	<b>£17,064.14</b>	<b>£30,410.20</b>

**Table 12:** Multi-Agency Training

	2016-2017	2017-2018
<b>Expenditure:</b>	£38,647.87	£24,721.42
<b>Estimated Non-attendance Income:</b>	<b>£25,050</b>	<b>£13,550</b>
<b>Total expenditure:</b>	<b>£13,597.87</b>	<b>£11,171.42</b>

**Tables 11 & 12:** The total expenditure for both bespoke and multi-agency training has reduced significantly due to increased use of new KSCB Trainers and Associate Trainers to deliver courses, reducing the number of external trainers commissioned. The total income from Bespoke Training shows an increase of £13,346 (78%) from the previous year. Expenditure on multi-agency training has been further reduced by the success of the 'free venue strategy' i.e. the use of partner venues instead of those for hire, realising savings of £11,500 (46%). The estimated income for multi-agency training directly relates to the number of non-attendees' penalty charges. KSCB's efforts to improve attendance have proved successful but have resulted in less income. (Note: this income can only be estimated due to the dependence on KCC Debt Recovery for successful retrieval of funds which can take some time.)





## **Financial Summary**

The position in respect of KSCB's training offer is very positive:

- The total cost of delivering 106 courses annually is £11,171, equating to approximately £105 per course.
- Each course accommodates 25 delegates, so the per capita cost of training is £4.20, which represents extremely good value for money.
- Bespoke income of £30,410 entirely covers the cost of the multi-agency training offer, (£11,171), with a surplus of £19,239.
- This surplus covers the net cost of one of the KSCB Training Administrators
- There are further efficiencies to be realised in the next reporting period.

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From: Paul Carter, Leader

To: County Council, 18<sup>th</sup> October 2018

Subject: ***Increasing Opportunities, Improving Outcomes - Strategic Statement Annual Report 2018 - Progress***

Summary: This report outlines the progress made over the last year towards the strategic outcomes set out in KCC's five year Strategic Statement (2015-2020), *Increasing Opportunities, Improving Outcomes*.

### **Recommendation(s):**

County Council is asked to:

- **Note and Comment** on the *Increasing Opportunities, Improving Outcomes* Strategic Statement Annual Report 2018.

## **1. Introduction**

- 1.1 KCC's five year Strategic Statement "*Increasing Opportunities, Improving Outcomes*" was agreed by County Council in March 2015. The strategic statement is outcome focused and identifies three strategic outcomes and twenty supporting outcomes.
- 1.2 This Annual Report provides a commentary on the progress we have made over the last 12 months towards delivering better outcomes for the residents, communities and businesses in Kent. We continue to make good progress across a wide range of outcomes, against a challenging financial backdrop. However, we recognise that achieving our outcomes is a medium to long term aim and in some cases, achievement is dependent on other organisations, requiring us to work in partnership to address whole system issues.
- 1.3 An Outcome Measures Performance Report is provided in Appendix A and provides the one- and three-year direction of travel and comparison against the national average for each of the outcome measures. Measures were agreed as part of the Strategic Statement and have been updated where necessary to remain relevant. The report includes the latest performance information for the academic year, calendar year, or financial year as appropriate based on nationally published sources.

## **2. Operating Environment**

- 2.1 Since 2010, we have faced substantial reductions in real terms funding and rising demand on Council services and have successfully delivered £591m of savings over the last seven years, delivering a balanced budget year on year. Despite this, we have continued to deliver crucial front-line services which deliver better outcomes for Kent's residents, communities and businesses, prioritised those services which matter most to our communities and made important progress transforming how we deliver those services to ensure

value for money. When times are tough it is more important than ever we spend wisely.

- 2.2 Against these financial constraints, it is especially positive that our performance across the majority of performance measures has 'improved' or 'maintained'.
- 2.3 Delivering the breadth and depth of our services, meeting the needs of our service users and progressing towards our outcomes would not be possible without the hard work and commitment of our staff. We have committed to investing in our staff to make sure we can respond to change and remain effective. We have set out our approach to enabling our workforce to meet business need and future requirements in our People Strategy. A key component of which is the development of our management capacity, including skills, knowledge and mind-set, over the medium term. Ensuring the resilience of our staff is crucial to delivering effective services. We are enhancing staff resilience through developing workforce capacity and capability to deliver business change and promoting our responsibilities through the new Health and Safety Policy Statement. We have also made significant progress, through staff and elected member training, in ensuring the Council's readiness for changes to how the Council processes data across the organisation and with our partners, providers and members of the public as a result of the new Data Protection Act 2018 and the General Data Protection Regulation (GDPR).
- 2.4 Over the last year we have made important improvements towards delivering more efficient and effective services. We are continuing to undertake a rigorous programme of contract reviews to promote better practice, enhance value for money through our contracting arrangements, and ensure every pound spent is delivering better outcomes. Our co-designed commissioning operating model, Commissioning Success, is ensuring we have the right capabilities including strong commercial leadership and judgement, evidenced based decision-making and analysis skills to deliver our vision. We have also continued to develop our traded services to enhance their growth potential. This includes launching Cantium Business Solutions in July bringing together HR, ICT and Finance back office services, and The Education People, launched in September 2018 which will continue delivering both traded and statutory education support services, increasing sustainability and enhancing the partnership between KCC and Kent schools. These changes will help ensure that every pound spent in Kent is delivering better outcomes and provide income to reinvest in our services.
- 2.5 We are working to make best use of our property estate, extracting maximum financial, operational and social value from our property portfolio and reinvesting receipts from disposal of surplus assets on our priorities. We are also enabling new developments that deliver sustainable infrastructure and increase land value capture through our ambitious Capital Programme. However, our reliance on Government grants limits our capital spending. The challenge is to refocus our priorities to maximise capital investment and growth.

- 2.6 We still have significant pressures on our revenue budget including from adult and children's social care demand and on our dedicated schools grant from government which does not reflect growing demand from pupils with special educational needs and disability. This is alongside substantial challenges to our capital programme including providing the additional school places to meet rapidly growing demand and maintaining our local road network and community assets. We also face uncertainty from Brexit with national plans still being developed. Depending on the outcome of UK/EU negotiations, KCC may face potential additional costs and resourcing demands in future. Our preparations for Brexit have included closely monitoring national developments and identifying local implementation issues and opportunities. We have positively engaged with national government alongside international, national and local partners to explore post-Brexit arrangements and lobbied for Kent's interests. Our July 2018 County Council report set out Kent's exceptional issues and called on the Government to take decisions at pace and provide additional funding as necessary.
- 2.7 We have sought innovative ways of meeting the financial challenge through our 100% business rate retention pilot with partners for 2018-19. This is demonstrating the benefits of collaborative working to support economic development and enhance Kent's financial sustainability. It is projected the pilot will generate an additional £20-£30m with funds used to address each authorities' financial sustainability and to support projects across three clusters – East, West and North Kent – to promote local business development and deliver housing growth and infrastructure improvements.
- 2.8 We are currently in the penultimate year of the four-year local government finance settlement which ends in 2019-20. Our Autumn Budget Statement sets out the progress we are making towards meeting the financial challenge in the coming year. We are also continuing to lobby Government for a fair funding settlement for counties which meets our growing demands, but are realistic that the next local government finance settlement from 2020/21 will continue to present a challenging financial picture.
- 2.9 Despite the financial pressures, over the last year the Council has made significant progress in achieving our outcomes. However, we have also faced particular challenges, many of which reflect persistent issues faced by the county over the medium term. The following sections provide a commentary on some of the achievements and challenges under each of the strategic outcomes.

### **3. Strategic Outcomes Progress**

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

We are working to ensure young people have a platform from which to flourish through strong and safe environments, good physical and mental health, have confident and ambitious outlooks and are equipped with the learning and skills to match. This will enable Kent's young people to have access to the education, work and skills opportunities necessary to enter the modern workplace and support Kent businesses to grow in an increasingly competitive local, national and international economy.

- **Raising Schools Standards** – Kent’s schools excellent track record in raising standards continues. 89% of Kent schools now have an Ofsted judgement of good or better, compared with 86% nationally, based on latest Ofsted reporting. This means that 200,373 pupils now attend a good or outstanding school in Kent, reflecting the improvement in school standards, particularly at primary school level, in the last 5 years.
- **Ensuring School Places for Kent Children** – We are working hard to ensure that every child and young person secures a good place at a primary or secondary school of their choosing, despite massively increasing demand. For the fifth consecutive year more children than ever applied for a place in a Kent secondary school. Despite this increase, 445 more Kent children secured their first preference of secondary school for September 2018. Similarly, almost 98% of children across Kent started their formal education at one of their chosen primary schools, which is an improvement on last year, and nearly 90% of children (15,426 children) received their first preference of primary school.
- **Improving Attainment** – The attainment of Kent children has continued to improve. The percentage of children achieving a good level of development at Foundation Stage has maintained our previous high performance levels and is above the 2017 national average. At Key Stage 2 66.4% of pupils met or exceeded the expected standard in Reading, Writing and Mathematics combined, based on provisional 2018 data. This is an improvement from 2017 and in line with the national average. Key Stage 4 performance, based on 2017 data, has maintained in line with national average on Attainment 8 and English Baccalaureate measures but is below the national average in Progress measures. We have maintained the percentage of pupils achieving a standard pass in English and Maths at Key Stage 4 which is better than the national average.
- **Reducing the Attainment Gaps – Whilst** we have improved or maintained our performance in three of the six performance measures associated with our supporting outcome for the attainment gap between disadvantaged young people and their peers to continue to close over the last year, we are performing below the national average in five of our performance measures. Outcomes improved for children in care and children in need at Key Stage 2 and have improved over three years for children in care at Key Stage 2 and Key Stage 4 and for children in need at Key Stage 2. The attainment gap for pupils eligible for free school meals at Key Stage 2 has maintained in the last year and we have also maintained the percentage attainment gap at Foundation Stage for the lowest achieving 20% of children over 1 and 3 years and remain better than the national average. However, attainment gaps remain wider than nationally across many measures partly due to the greater rise in attainment of their peers in Kent. To close the disadvantaged gap we are developing stronger collaborations with teaching schools to ensure best practice including ‘Pupil Premium toolkits’ utilised across primary and secondary schools and schools can benefit from training and support to reduce the impact of poverty on learning. This year Members also considered potential ways to improve the effectiveness of the Pupil Premium in raising the educational achievement of disadvantaged learners and narrowing the attainment gap in Kent through a dedicated Select Committee. A number of

recommendations were endorsed by County Council in July 2018 and are being taken forward.

- **Increasing Apprenticeships** – The percentage of 16 to 18-year olds who started an apprenticeship has maintained this year compared to last year, with a reduction seen nationally. The introduction of the Apprenticeship Levy has not yet had the expected impact of increasing apprenticeship numbers, with delays in the new required standards. However, we are continuing to encourage schools and employers to utilise the Apprenticeship Levy to attract new recruits and invest in their existing workforce. We are also working with key partners providing advice and enabling employers to advertise apprenticeship vacancies on the Ready to Work Kent website. The successful ‘Made in Kent’ campaign continues to support employers and young people. A more joined up approach between our Skills and Employability team and School Improvement is enabling greater collaboration between schools, post 16 providers and employers to ensure seamless progression pathways for all young people. However, despite our best endeavours the limited apprenticeship standards and providers seen nationally has hindered our ability to raise apprenticeship numbers across the county. We will continue to lobby government to address these national issues and increase the ability for young people to access apprenticeships in Kent.

We are also working to ensure KCC benefits from the Apprenticeship Levy. A benchmarking exercise in December 2017 with 10 local authorities of differing sizes and locations showed KCC had achieved the highest number of apprenticeship starts of those who responded, with 182 KCC members of staff starting apprenticeship training across 20 different subjects in 2017-18. Maximising use of the Levy to support staff development is a high priority for the administration and a key element of our efforts to develop organisational capability and resilience to meet future business need and support succession planning. We are involved in ‘trailblazer’ activity to support the development of apprenticeship standards in social work, occupational therapy, teaching, procurement and public health and are exploring opportunities to grow our existing graduate programmes though incorporating apprenticeship standards.

- **Launching The Education People** – We have launched the largest education support services trading company in England, wholly owned by a Council. The Education People will develop and improve education services in Kent by providing a one-stop shop for education support services. This exciting new venture will have a strong focus on school improvement services to help schools and early years providers raise standards and outcomes for all children and young people. Any surplus revenue generated will be reinvested in the service offer, developed in partnership with Kent schools.
- **Delivering Our Children’s Social Care Ambition** – We were awarded a ‘good’ Ofsted inspection judgement for our Children’s Services in March 2017. This placed us in the top third of local authorities nationally. We have already successfully addressed the Ofsted recommendations and are building on this progress by working to deliver a truly joined-up Children’s Service that improves the outcomes and life chances of children and young people in Kent and that will be recognised as ‘outstanding’ by Ofsted. The administration

continues to place a key focus on assuring the delivery of quality and effective children's services, strengthening the resilience of children, young people and their families, and continuing progress towards an 'outstanding' Ofsted judgement.

- **Improving Access to Support** – We have seen strong progress in keeping vulnerable families out of crisis and more children and young people out of KCC care. The number of Children in Care (excluding asylum, per 10,000 population aged under 18) has improved over the last 3 years, as has the percentage of referrals to children's social services which were re-referrals within 12 months and the percentage of Early Help cases closed with a positive outcome. We are building on these successes to improve support for children, young people and their families. This includes developing a new service offer, 'Change for Kent Children', which will ensure families are able to access the right service at the right time to address their needs. Support will be available at an earlier stage without recourse to statutory intervention and reduce escalating demand on children's services. Our 'single front door' for Early Help and Preventative Services and Children's Social Work will also allow partner agencies to prioritise requests for services as required, improving access to additional support and making better use of resources.
- **Supporting Children and Young People's Physical and Mental Health** – We have maintained our better than national average performance in the number of hospital inpatient episodes per 1,000 population aged 0 to 24 and the percentage of Year 6 children with a healthy weight which is in line with national average. This year we have also celebrated 10 years of the Kent School Games which saw over 7,000 young people aged from 4 to 18 compete. Many schools and community organisations are now delivering elements of the HeadStart programme, accessing the tools and resources available via the online Resilience Hub and taking advantage of training and funding. Young people are benefitting from greater support in their schools and communities and those engaged with the HeadStart programme are showing improvements in their resilience and emotional wellbeing. However, the number of children and young people waiting for CAMHS assessment has not improved over 1 year (based on 2017 data) and the average waiting time in weeks from referral to routine treatment for CAMHS has not improved over 1 and 3 years (also based on 2017 data). This performance reflects challenges seen nationally in delays in assessment due to gaps in provision or blockages in the pathway that children, young people and their families experience when accessing mental health services.

KCC remains committed to supporting and improving children and young people's mental health, emotional wellbeing and resilience. In September 2017 KCC, working with Kent's 7 clinical commissioning groups, jointly re-commissioned a new Child and Adolescent Mental Health service from North East London Foundation Trust (NELFT) requiring more effective, joined up and timely assessment and treatment. The KCC element of the service specifically focuses on children known to Early Help units, children in care and children who are on roll at the Kent Health Needs Education Service alternative education provision. However, we are not satisfied that the outcomes required are being delivered and are in urgent dialogue with NELFT to ensure the new service can be more fully accessed and children and young



people's needs addressed. We are expecting assurances from the provider on reaching and sustaining the required levels of performance.

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

We are working to deliver the infrastructure necessary to meet the needs of our growing communities and support Kent businesses to drive economic growth and deliver new jobs across the whole of Kent. Alongside this, we are ensuring social, cultural, and sporting opportunities are available and our environmental assets are protected, so Kent remains an attractive county in which to invest, live and work.

- **Delivering Infrastructure Improvements** – Between 2015/16 and 2020/21, £147m of funding is being allocated to infrastructure projects in Kent by the South East Local Enterprise Partnership (SELEP), of which £123m is intended for transport schemes. A number of significant projects have been completed over the last year utilising Government's Local Growth Funding (LGF), including a £4.2m investment in the Rathmore Road link in Gravesend and the completion of £5m of LGF improvements to Folkestone Harbour. Work has also begun on a new Kent and Medway Engineering, Design, Growth and Enterprise (EDGE) Hub facility in Canterbury, to support high value employment, growth and business investment. We also continue to maximise financial contributions towards our services from developers of new housing sites. In 2017-18, £60m was secured from Section 106 agreements towards providing additional infrastructure to mitigate increased demand on KCC services. The administration has an ambitious target of increasing the quantum to c.£75m by 2019-20.

Whilst we have delivered important infrastructure improvements over the last year, our refreshed Kent and Medway Growth and Infrastructure Framework (GIF) sets out the scale of growth in the county to 2031. Kent and Medway is expected to see 396,300 new people, 178,600 new homes and 170,300 new jobs with a total infrastructure cost of more than £16 billion. As the county grows, demand increases for new infrastructure and pressures increase on the existing infrastructure. With only 76% of the costs of meeting these infrastructure needs secured or expected, the Growth and Infrastructure Framework has identified a shortfall of £3.96 billion. We will continue to lobby government to ensure this funding is available and that Kent has the infrastructure necessary to support business and housing growth.

- **Investing in Highways Maintenance** – We have invested in highways maintenance in the last year to respond to the impact of severe weather and to keep Kent moving. 50,956 potholes have been repaired since March 2018, considerably more than the 36,843 potholes which were repaired between March 2017 and February 2018. This prioritisation is addressing the needs of our communities at a time when the ongoing maintenance of not only our highways but the wide range of our assets, including bridges, footways and traffic signals, is increasingly difficult alongside the pressures from unprecedented levels of growth at a time of reducing resources. Whilst we will continue to prioritise critical maintenance repairs, the growing asset

management backlog is a significant medium to long term challenge for both the country and Kent.

- **Subsidising Public Transport** – We support over 253,000 elderly and disabled residents with concessionary travel bus passes and funded more than 16.2 million concessionary travel journeys in the county. Through our unique Young Persons Travel Pass and 16+ Travelcard we supported 31,000 pass holders to make 10 million journeys. We also subsidised 126 non-profitable bus routes to serve isolated communities, carrying 3.8 million passengers. Whilst we have looked to reduce subsidised travel where there was low uptake at high cost, despite significant financial constraints to the local authority the administration continues to prioritise supporting accessibility for those without an alternative means of travel in rural areas, acknowledging the important impact this can have on social isolation. Between June and August 2018, we held a 'Big Conversation' including public meetings across Kent and an online questionnaire to develop innovative and sustainable ways of providing transport to isolated communities. Following a Bus Summit in October we will be implementing a number of pilot schemes in summer 2019.
- **Supporting Kent's Businesses** – Kent has seen a maintained percentage of business start-ups surviving for over 1 year, in line with the national average and an improving picture of new business registrations per 10,000 population aged 18 to 64 over both 1 and 3 years. Despite this strong improvement the number of new business registrations is below the national average. In 2017-18 Kent County Council has continued to deliver investment to small and medium sized businesses by providing loans and equity investments. The funding schemes have supported 41 companies and have provided funds worth £7,356,544. The companies have created 394 jobs and safeguard a further 53 jobs during the year. The funding schemes have been in operation since 2012 with over 4,100 jobs created and safeguarded.
- **Raising Skills and Employability** – Kent continues to see a challenge with regards to level 3 and level 4 skills. We have maintained the percentage of 19-year olds qualified to level 3 however this remains below the national average. The percentage point achievement gap for young people with Free School Meals qualified to level 3 at age 19 also remains behind than the national average. This is not only a challenge for young people but across the population with the percentage of population aged 16 to 64 with level 3 and 4 NVQ equivalent qualifications both below the national average. However, we are continuing to improve in terms of the ratio of Job Seeker claimant count rates, aged 18 to 24 compared to age 16 to 64 and the percentage of 16 to 17-year olds not in education, employment or training (NEETs). We have also maintained our performance in line with national average for the percentage of population aged 16 to 64 in employment and have improved the percentage of establishments reporting at least one skill shortage vacancy over the last year, now better than the national average.
- **Improving Quality of Life** – We continue to support social, cultural and sporting opportunities, including a comprehensive library offer both across the county and online with 52,246 more e-books & audio and 13,259 more magazines being accessed over the last year. The percentage of residents who report they have a high or very high level of life satisfaction has improved

over 3 years with maintained performance over the last year. The percentage who report a high level of anxiety has improved over 1 year in line with the national average. The percentage of people who think the natural and historic environment is in good / excellent condition has maintained over both 1 and 3 years and remains in line with the national average. The percentage of adults engaged in sports and physical activity at least twice in the last 28 days has also maintained over 1 year and is in line with the national average.

- **Increasing Housing Completions and Improving Affordability** - We have an ambition for all Kent's residents to live in the home of their choice and it is therefore encouraging that the net additions to dwelling stock and the number of additional affordable homes provided continues to increase. The stock of extra care housing units in the county has also been maintained this year following a significant increase since 2014. However, Kent faces similar housing challenges to those experienced nationally with the percentage of housing completions on previously developed land not improving over 3 years. Our geographical position and proximity to London also means affordability remains difficult with the median house price against median annual full-time wage continually increasing and remaining above the national average. We are working with the Kent Housing Group to support Kent's housing authorities to accelerate housing delivery and affordability, delivering cohesive infrastructure and investment plans through a Kent and Medway Housing Strategy 2018-2023. The strategy will set out a collective strategic ambition and approach and underpin a single conversation with Government departments, agencies and developers.

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

We are working to secure high-quality services for our residents and supporting choices for people to live independently in our local communities wherever possible. Where people who are less resilient need some support, we are committed to ensuring they can make informed choices so they are well supported, safe, socially included and treated with dignity and respect.

- **Developing a Sustainable Care Market** – We continue to work towards having a care market which is integrated, sustainable and responsive to changing needs. The resilience of Kent's care market is crucial to ensuring our older and vulnerable people receive quality care and remain safe, an important element of the County Council's safeguarding responsibilities and a key priority for the administration. We are working closely with care providers to develop a skilled and sustainable workforce, have developed a care sector workforce strategy, and have secured funding from the Sustainability Transformation Partnership Local Workforce Action Board to implement care sector workforce initiatives. We have also invested in the home care market to ensure workers are paid at the National Living Wage.
- **Avoiding Unnecessary Admissions to Hospital and Care Homes** – A key principle for our support and services is the aim to make the most of what people are able to do for themselves to reduce or delay their need for care and provide the best long-term outcome for people. Therefore, it is encouraging that 88% of adult social care contacts provided with advice or

equipment did not need ongoing support or comprehensive assessment and we have seen a 4% increase in Older People receiving homecare, allowing them to benefit from the greater independence of living at home rather than in residential care. The increasing number of Extra Care housing units over 3 years also supports people to remain independent for longer. We have maintained the number of older people receiving long term adult social care community services (per 1,000 population aged 65 plus) and have seen a continued positive trend in reducing supported admissions to permanent residential and nursing care per 1,000 population aged 65 and over, during the last 3 years. However, the number for those aged 18 to 64 has increased over one and three years. We have maintained the average number of hospital inpatient episodes per person aged 75 or over over the last year and Kent's performance remains better than the national average.

- **Delivering Reductions in Delayed Transfers of Care** – The number of people experiencing a delayed transfer of care from hospital continues to be a significant pressure seen across the country. The average number of delayed transfers of care from hospital per 100,000 population aged 18 or over in Kent has improved over the last year for both those where social care and NHS are responsible. For those where social care are responsible we are significantly better than the national average and have seen a 16% improvement over the last year. This shows the continued importance of collaboration between adult social care and the NHS hospital trusts and the effective use of the Better Care Fund which provides universal enablement and step-down services including community and residential care beds. We are working to ensure the utilisation of community hospital beds to support the delivery of increased numbers of intermediate care beds to bridge local care and acute hospitals, which should have an important impact on addressing delayed transfers of care. This runs alongside our analysis and refreshing of plans to ensure sufficient residential provision across the county which, along with enablement support and intermediate care, will help reduce delayed transfers of care further through short-stay provision as a step down from acute hospital stays.

NHS and Adult Social Care transformation continues to be a high priority, with Members and senior officers working together on the Sustainability and Transformation Partnership Programme Board and the Leader of the County Council chairing the Local Care Implementation Board. Through implementation of the STP vision for local care and prevention we will improve outcomes and achieve better value for money. With Medway Council we have launched a joint Kent and Medway Health and Wellbeing Board to support Health transformation, local care and prevention. New models of local care, including multi-disciplinary teams centred around GP practices, are being created allowing health and social care practitioners to integrate services to better meet the needs of individuals.

- **Promoting Choice and Control** – Promoting independence through greater choice and control is a key element of our adult social care vision. However, the percentage of adult social care service users who find it easy to find information about services, who are extremely or very satisfied with their care and support, who say services have made them feel safe and the percentage of adult service care service users who have adequate or better control over

daily life have not improved over 3 years. The Care Act 2014 was an important shift in the focus to promote wellbeing, meet an individual's needs and achieve outcomes that matter to them. This significant change has given us opportunities as well as challenges to develop a model of care with commissioners and providers of services focused around the individual's needs and their desired outcomes. Through working closely with service users, the wider adult social care sector and health partners, we are working to deliver the new model of care. This includes working to commission different information and advice from community and voluntary sector partners, a new Being Digital strategy and implementation plan are being developed to improve access to information online and in paper form, and we are working with NHS partners to address how access to information could be improved through single points of access. This will ensure provision meets public need, more people will receive good quality care at home thereby avoiding unnecessary admission to hospital and care homes, reduce duplication and realise efficiencies.

- **Supporting Adults with a Learning Disability into Employment – Kent Supported Employment** work with those individuals with a physical or sensory disability, a learning disability or Autism who are known to the Council and are referred to help support and empower them into paid employment or training. The service is ambitious in its engagement with employers on behalf of its customers, seeking the right job for the right person. Of the 52 clients with a learning disability currently supported by Kent Supported Employment 42% have moved into paid employment, 12% are carrying out work experience, and 10% have progressed into training. Overall, Kent Supported Employment has a success rate of 64% of clients, including clients who have autism, physical, sensory or learning disability, entering paid employment. The measure 'Percentage employment rate for adults with a learning disability' has not improved over 1 and 3 years and is worse than the national average. However, whilst the measure utilises Health and Social Care Information Centre data (ASCOF) which enables a comparison against the national average, it does not take in to consideration Kent Supported Employment's work with people with a physical disability, sensory disability or Autism and also does not reflect the numbers of people who are engaged in training or work experience which can often lead to paid employment.
- **Supporting People with Mental Health Issues to Live Well –** The score service users give for whether they feel they have seen mental health services enough for their needs has maintained over both 1 and 3 years but remains below the national average. We are helping address people's mental health support needs through moving services towards a greater focus on prevention and early support, for example through The Live Well Kent Community Mental Health and Wellbeing Service. Co-run by charities Porchlight and Shaw Trust, the Live Well Kent service provides services through a diverse range of community network providers and includes advice and support on housing, employment, accessing peer networks, participating in local community groups and the arts as well as environmentally based interventions. These focus on improving a person's mental and physical wellbeing, to help reduce isolation for those experiencing mental health issues. Our new Community Navigation Service from 2019, through an emphasis on social prescribing, will also help link people to sources of support within the community, providing health and social care professionals

with greater options that can operate alongside existing treatments or care packages to improve health and wellbeing.

- **Ensuring People with Dementia are Assessed and Treated Earlier** – The number of GP patients with diagnosed dementia has maintained over the last year following an increase since 2015. However, following good progress in increasing the number of dementia assessments for over 75s following emergency hospital admission in 2016 and 2017, we have seen a decrease since last year to below 2015 levels. Whilst the County Council has a limited ability to affect these indicators, we are supporting people living with dementia through commissioning a community navigation service which helps direct people through the health and social care systems and connects them to community-based support which we and our voluntary and community sector partners provide.

#### 4. Conclusions

- 4.1 The Annual Report is an important opportunity to reflect on our progress in achieving our ambitions for the county set out within the strategic statement (2015-2020), *Increasing Opportunities, Improving Outcomes*.
- 4.2 The report demonstrates the breadth of activity across the council and with our partners and providers to improve outcomes and provides a commentary on particular achievements and significant challenges over the last 12 months. The activity and achievements over the last year demonstrates the Council's progress towards achieving our strategic outcomes, particularly given the scale of the financial pressures on local government. It is also a sign of our continued ambitions for the county and our confidence in the role of the County Council in delivering efficient and effective services to achieve better outcomes for our residents, businesses and communities.
- 4.3 Where areas for improvement have been identified, work is underway to address these and will inform our priorities for 2019-20. These include:
- **Attainment Gaps** – Focus on improving the support for vulnerable pupils with schools, so that achievement gaps close for pupils on free school meals, children in care, young offenders and pupils with special educational needs and disabilities.
  - **Apprenticeships** – Promote apprenticeship opportunities for young people and adults across KCC, with schools and with employers, ensure KCC benefits from the Apprenticeship Levy and lobby government to increase the pace of roll-out of apprenticeship standards and providers.
  - **Children and Young People's Physical and Mental Health** – Progress urgent dialogue with our Child and Adolescent Mental Health service provider to improve access to support for young people.
  - **Skills and Employability** – Prior attainment is key to ensuring good progression post 16, with good passes at GCSE Maths and English crucial to successful progression to level 3. We aim to raise Kent's level 3 and level 4 skills by ensuring all young people having a good starting point and through creative delivery of post 16 Maths and English. We will also work to remove artificial barriers, allowing young people to access apprenticeships.

- **Housing Completions and Affordability** – Work with Kent Housing Group to accelerate housing delivery and affordability with cohesive infrastructure and investment plans.
- **Health and Social Care Integration** – Continue to drive forward implementation of the STP vision for local care and prevention and respond to the forthcoming NHS 10-year plan and adult social care green paper.
- **Choice and Control** – Deliver on our adult social care vision for greater choice and control through developing an operating model of care with commissioners and providers of services focused around the individual's needs and their desired outcomes.

## 5. Recommendation(s)

### Recommendation(s):

County Council is asked to:

- **Note and Comment** on the 'Increasing Opportunities, Improving Outcomes' Strategic Statement Annual Report 2018.

## 6. Background Documents

### Appendices:

- Appendix 1: Strategic Statement Outcome Measures Performance Report 2018

### Background Documents:

- *"Increasing Opportunities: Improving Outcomes": KCC's Strategic Statement 2015-2020*, County Council, March 2015.

## 7. Contact details

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# Increasing Opportunities, Improving Outcomes

## Kent County Council's Strategic Statement 2015-2020

### Outcome measures

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Publication date: October 2018

Produced by: Strategic Commissioning



## Measuring progress against outcomes

This appendix provides both a summary and graphical trend for each of the measures used to assess progress in achieving the outcomes set out in the Strategic Statement.

The summary shows an assessment of the direction of travel for each measure compared to the previous year, and also compared to the previous 2 or 3 years depending on how far back the data goes. There is also an assessment of performance compared to the national average, where applicable, based on the most recent period when both Kent and National figures were available.

## Methodology and terms used

For 1 year and 2/3 year direction of travel assessment:

**Improving**                      Positive movement of 4.5% or greater

**Maintaining**                    Positive or negative movement is less than 4.5%

**Not Improving**                Negative movement of 4.5% or greater

Assessment of performance compared to national average:

**Better**                            Kent is 4.5% or more better than national average

**In Line**                           Kent is less than 4.5% better or worse than national average

**Worse**                            Kent is 4.5% or more worse than national average

## Data quality

Data has been sourced from national data publications, often from Official National Statistics sources, where possible. As there is a time delay in publication of National Statistics, the most recent data point may be based on internal council information sources.

## Progress summary

Outcome 1: Children and young people get the best start in life			
Supporting Outcome	1 year Assessment	2/3 year Assessment	National Average
1.1 Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people			
1.11 Deaths of infants aged under 1 year per 1,000 live births	Not Improving	Not Improving	Better
1.12 Number of children aged under 16, killed or seriously injured in road traffic accidents	Improving	N/A	N/A
1.13 Hospital admissions for unintentional or deliberate injuries per 10,1000 population aged 0-14	Maintaining	Maintaining	Better
1.14 Percentage of children aged 0 to 15 in out of work benefit claimant households	Improving	Improving	Better
1.2 We keep vulnerable families out of crisis and more children and young people out of KCC care			
1.21 Number of Children in Care (excluding asylum) per 10,000 population aged under 18	Maintaining	Improving	Better
1.22 Percentage of referrals to children's social services which were re-referrals within 12 months	Maintaining	Improving	Worse
1.23 Percentage of cases closed by Early Help Units with outcomes achieved	Maintaining	Improving	N/A
1.3 The attainment gap between disadvantaged young people and their peers continues to close			
1.31 Percentage point gap in attainment of expected standard for children eligible for free school meals at Key Stage 2	Maintaining	Not Improving	Worse
1.32 Percentage point gap in attainment of expected standard for Children in Care at Key Stage 2	Improving	Improving	In Line
1.33 Percentage point gap in attainment of expected standard for Children in Need at Key Stage 2	Improving	Improving	Worse
1.34 Percentage point gap in attainment of a standard pass in English and Maths for children eligible for free school meals at Key Stage 4	Not Improving	Not Improving	Worse
1.35 Percentage point gap in attainment in attainment of a standard pass in English and Maths for Children in Care Key Stage 4	Not Improving	Improving	Worse
1.36 Percentage point gap in attainment in attainment of standard pass in English and Maths for Children in Need at Key Stage 4	Not Improving	Maintaining	Worse

Supporting Outcome	1 year Assessment	2/3 year Assessment	National Average
1.4 All children, irrespective of background, are ready for school at age 5			
1.41 Percentage of children achieving a good level of development at Foundation Stage	Maintaining	Maintaining	Better
1.42 Percentage attainment gap at Foundation Stage for the lowest achieving 20% of children	Maintaining	Maintaining	Better
1.43 Percentage of Early Years' settings on non-domestic properties with good or outstanding Ofsted inspection	Maintaining	Improving	In Line
1.5 Children and young people have better physical and mental health			
1.51 Percentage of Year 6 children with a healthy weight	Maintaining	Maintaining	In Line
1.52 Number of hospital inpatient episodes per 1,000 population aged 0 to 24	Maintaining	Maintaining	Better
1.53 Number of children and young people waiting for CAMHS assessment	Not Improving	Improving	N/A
1.54 Average waiting time in weeks from referral to routine treatment for CAMHS	Not Improving	Not Improving	N/A
1.6 All children and young people are engaged, thrive and achieve their potential through academic and vocational education			
1.61 Percentage of pupils achieving expected standard at KS2 in Reading, Writing and Maths	Maintaining	Better	In Line
1.62 Percentage of pupils achieving a standard pass in English and Maths at Key Stage 4	Maintaining	N/A	Better
1.63 Percentage of schools with good or outstanding Ofsted inspection	Maintaining	Improving	In Line
1.64 Percentage of young people who are offered their first or second choice secondary school	Maintaining	Maintaining	In Line
1.7 Kent young people are confident and ambitious with choices and access to work, education and training opportunities			
1.71 Percentage of 16 to 18 year olds starting an Apprenticeship	Maintaining	Maintaining	Worse
1.72 Ratio of Job Seeker claimant count rates, aged 18 to 24 compared to age 16 to 64	Improving	Improving	Worse
1.73 Percentage of 19 year olds qualified to level 3	Maintaining	Maintaining	Worse
1.74 Percentage point achievement gap for young people with Free School Meals qualified to level 3 at age 19	Maintaining	Not Improving	Worse
1.75 Percentage of 16 to 17 year olds NOT in education, employment or training (NEETs)	Improving	Improving	In Line
1.76 Number of first time entrants to the youth justice system per 100,000 population aged 10 to 17	Improving	Improving	Better

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

Supporting Outcome	1 year Assessment	2/3 year Assessment	National Average
2.1 Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing			
2.11 Mortality rate from preventable causes per 100,000 population all ages	Maintaining	Maintaining	Better
2.12 Percentage of eligible population aged 40 to 74 receiving a 5 year NHS health check	Maintaining	Not Improving	Better
2.13 Percentage of people setting a quit date who quit smoking	Not Improving	Not Improving	In Line
2.14 Percentage of population aged 16 and over with at least 150 minutes moderate intensity physical activity per week	Maintaining	Improving	In Line
2.2 Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure			
2.21 Net percentage of businesses who expect improved sales in next 12 months	Not Improving	Not Improving	Better
2.22 Percentage of establishments reporting at least one skill shortage vacancy	Improving	Not Improving	Better
2.23 Percentage of population aged 16 to 64 with level 3 NVQ equivalent qualifications	Maintaining	Maintaining	Worse
2.24 Percentage of population aged 16 to 64 with level 4 NVQ equivalent qualifications	Not Improving	Maintaining	Worse
2.25 Percentage of properties with access to superfast broadband (30 Megabytes per second)	Maintaining	Improving	In Line
2.3 All Kent's communities benefit from economic growth and lower levels of deprivation			
2.31 Percentage of population aged 16 to 64 in employment	Maintaining	Maintaining	In Line
2.32 Percentage of population aged 16 to 64 receiving Job Seekers Allowance or out of work Universal Credit	Not Improving	Not Improving	Better
2.33 Percentage of population aged 16 to 64 receiving welfare benefits	Improving	Improving	In Line
2.34 New business registrations per 10,000 population aged 18 to 64	Improving	Improving	Worse
2.35 Percentage of business start-ups which survive for over 1 year	Maintaining	Maintaining	In Line
2.36 Median gross weekly earnings (£s) full time workers workplace based	Maintaining	Improving	Worse

Supporting Outcome	1 year Assessment	2/3 year Assessment	National Average
2.4 Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities			
2.41 Percentage of residents who report they have a high or very high level of life satisfaction	Maintaining	Improving	In Line
2.42 Percentage of residents who report they have a high level of anxiety	Improving	Maintaining	In Line
2.43 Percentage of adults engaged in sports and physical activity at least twice in last 28 days	Maintaining	N/A	In Line
2.5 We support well planned housing growth so Kent residents can live in the home of their choice			
2.51 Net additions to dwelling stock and council tax base	Maintaining	Improving	N/A
2.52 Additional affordable homes provided (affordable rent and affordable ownership)	Improving	Improving	N/A
2.53 Housing Affordability Index (median house price / median annual full-time wage)	Not Improving	Not Improving	Worse
2.54 Stock of extra care housing units in county	Maintaining	Improving	N/A
2.6 Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors			
2.61 Percentage of housing completions on previously developed land	Maintaining	Not Improving	N/A
2.62 Percentage of people who use the natural environment for leisure or recreation at least once a fortnight	Maintaining	Maintaining	N/A
2.63 Percentage of people who think the natural and historic environment is in good/excellent condition	Maintaining	Maintaining	N/A
2.64 Percentage of people who use outdoor space for exercise/health reasons	Maintaining	Improving	In Line

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

Supporting Outcome	1 year Assessment	2/3 year Assessment	National Average
3.1 Those with long-term conditions are supported to manage their conditions through access to good quality care and support			
3.11 Adults receiving long term adult social care community services per 10,000 population aged 18 to 64	Maintaining	Improving	Worse
3.12 Supported admissions to permanent residential and nursing care per 10,000 population aged 18 to 64	Not Improving	Not Improving	Better
3.13 Percentage employment rate for adults with a learning disability	Not Improving	Not Improving	Worse
3.2 People with mental health issues and dementia are assessed and treated earlier and are supported to live well			
3.21 Score out of 10 for service users who feel they have seen mental health services enough for their needs	Maintaining	Maintaining	Worse
3.22 Number of dementia assessments for over 75s following emergency hospital admission	Not Improving	Not Improving	N/A
3.23 Number of GP patients with diagnosed dementia	Maintaining	Improving	N/A
3.3 Families and carers of vulnerable and older people have access to the advice, information and support they need			
3.31 Percentage of adult social care service users who find it easy to find information about services	Maintaining	Not Improving	In Line
3.32 Percentage of carers who find it easy to find information and advice about support & services	Improving	Maintaining	In Line
3.4 Older and vulnerable residents feel socially included			
3.41 Percentage of adult social care service users who have as much social contact as they would like	Maintaining	Not Improving	Better
3.5 More people receive quality care at home avoiding unnecessary admissions to hospital and care homes			
3.51 Older people receiving long term adult social care community services per 1,000 population aged 65 or over	Maintaining	Maintaining	Worse
3.52 Average number of hospital inpatient episodes per person aged 75 or over	Maintaining	Not Improving	Better
3.53 Supported admissions to permanent residential and nursing care per 1,000 population aged 65 and over	Maintaining	Improving	Better

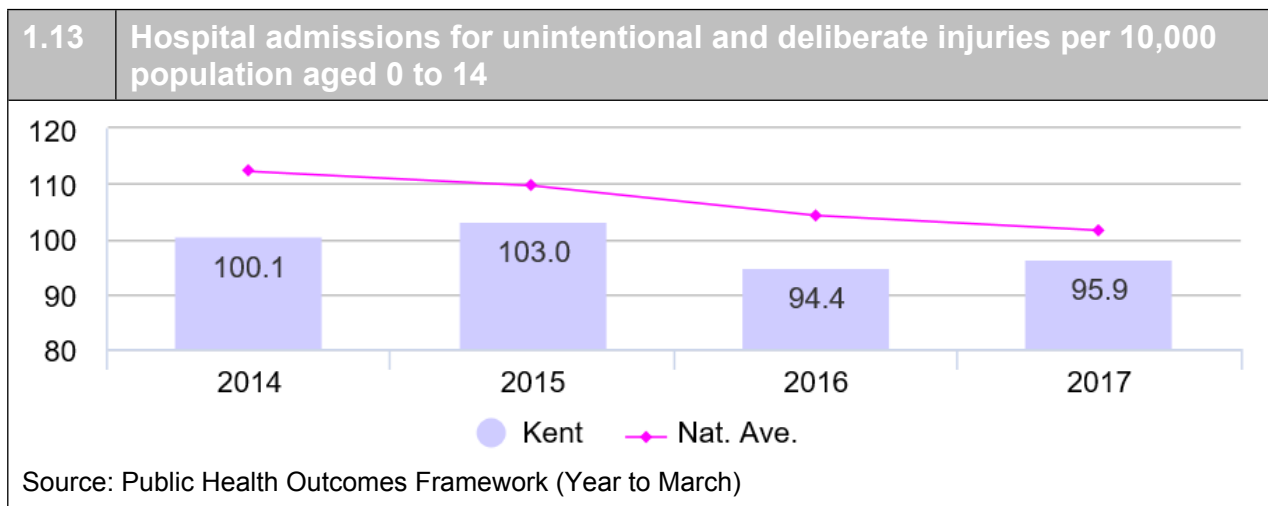
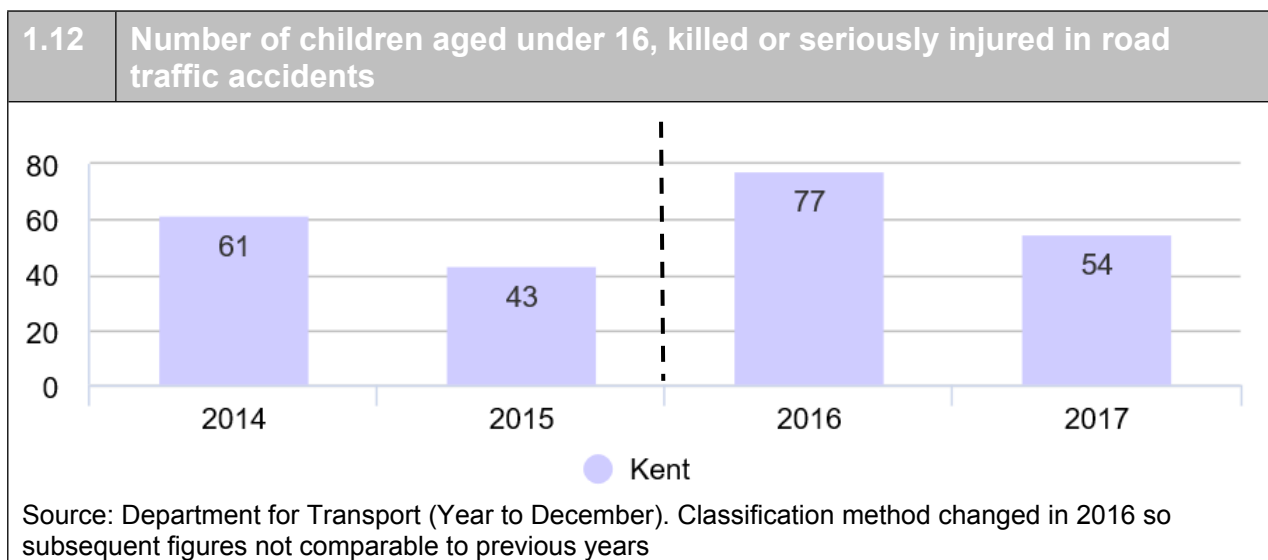
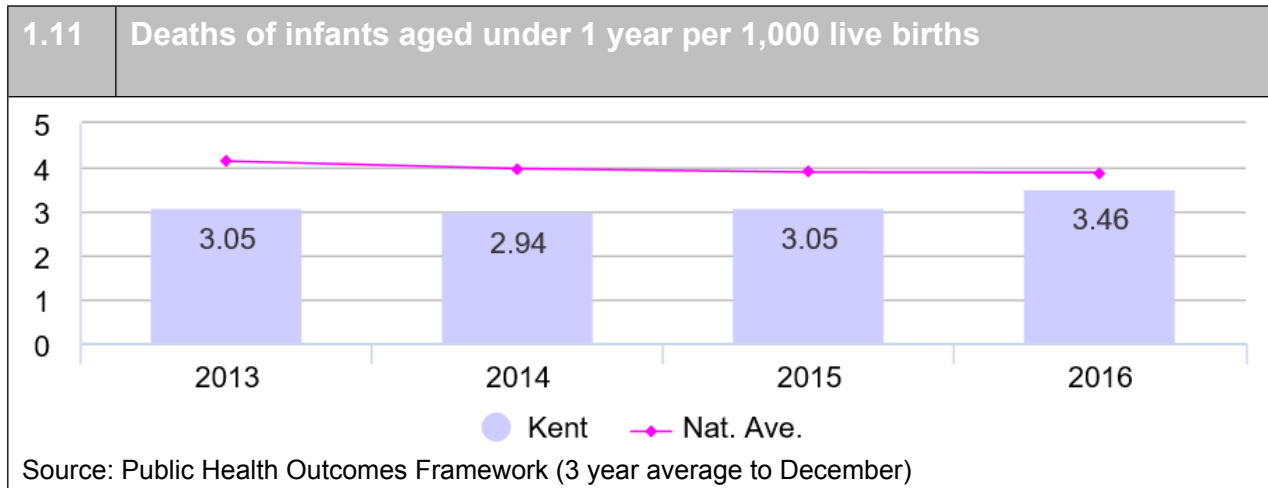
Supporting Outcome	1 year Assessment	2/3 year Assessment	National Average
3.6 The health and social care system works together to deliver high quality community services			
3.61 Percentage of adult social care service users who are extremely or very satisfied with their care and support	Maintaining	Not Improving	In Line
3.62 Percentage of adult social care service users who say services has made them feel safe	Maintaining	Not Improving	Worse
3.63 Average daily number of delayed transfers of care from hospital per 100,000 population aged 18 or over (Social Care or NHS)	Improving	Not Improving	In Line
3.64 Average daily number of delayed transfers of care from hospital per 100,000 population aged 18 or over (Social Care responsible)	Improving	Not Improving	Better
3.7 Residents have greater choice and control over the health and social care services they receive			
3.71 Percentage of adult service care service users who say they have adequate or better control over daily life	Maintaining	Not Improving	Better
3.72 Percentage of adult social care clients receiving long term community services with self-directed support	Maintaining	Improving	In Line



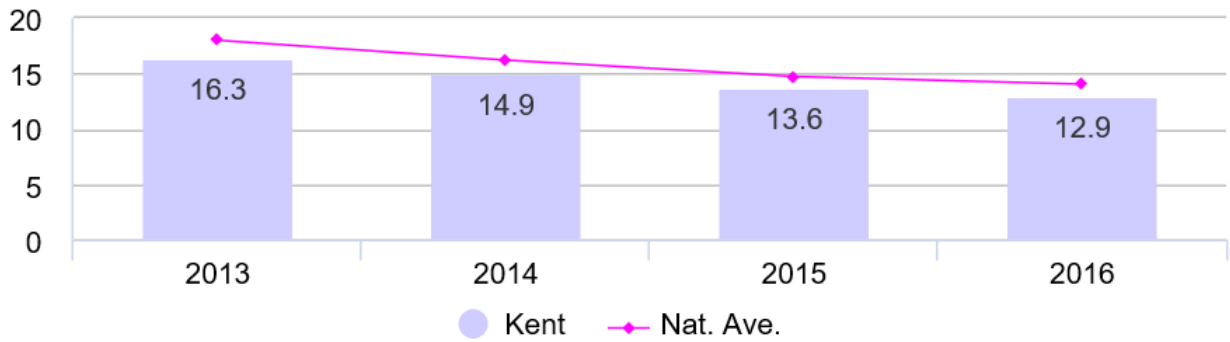
## Progress trend

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

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



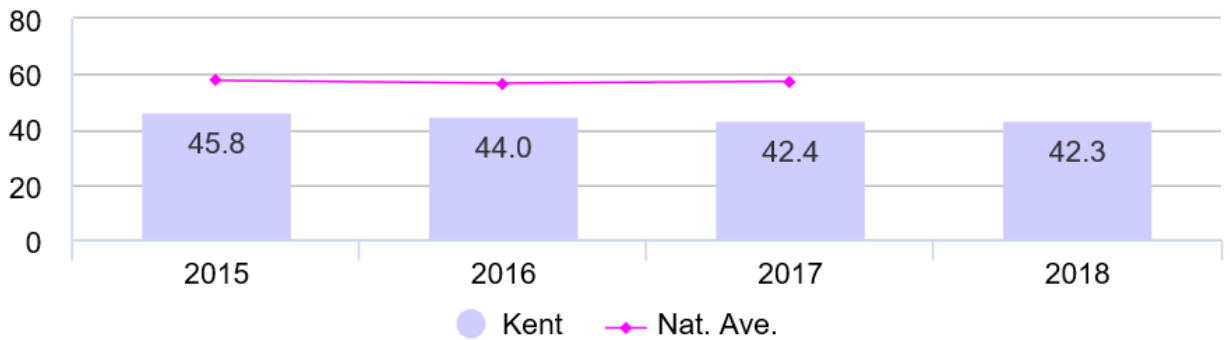
**1.14 Percentage of children aged 0 to 15 in out of work benefit claimant households**



Source: Department for Work and Pensions (May data)

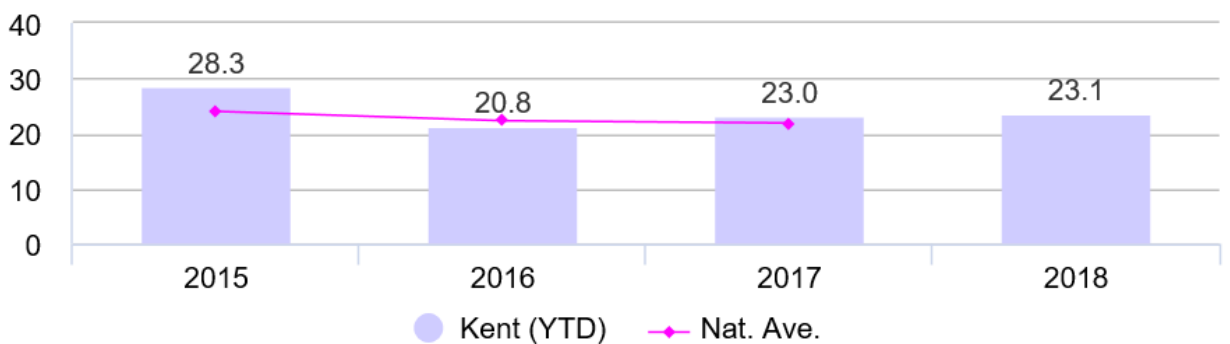
**1.2 We keep vulnerable families out of crisis and more children and young people out of KCC care**

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



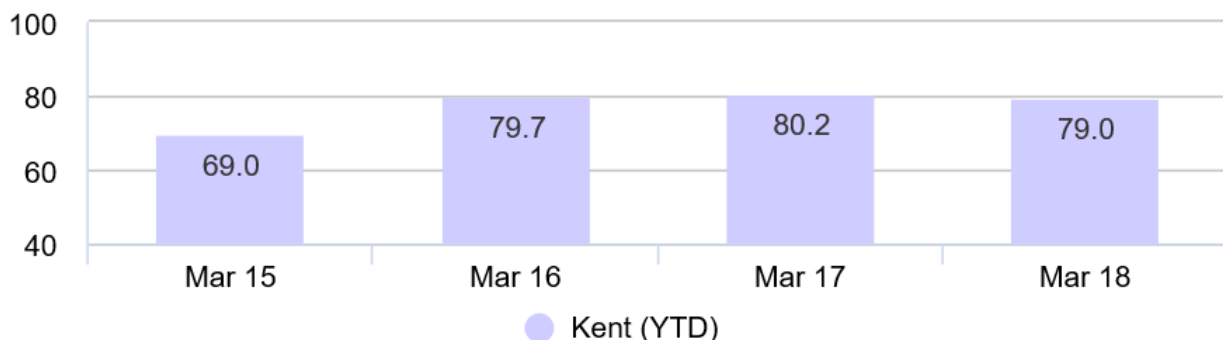
Source: Department for Education (March data)

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



Source: Department for Education (Year to March)

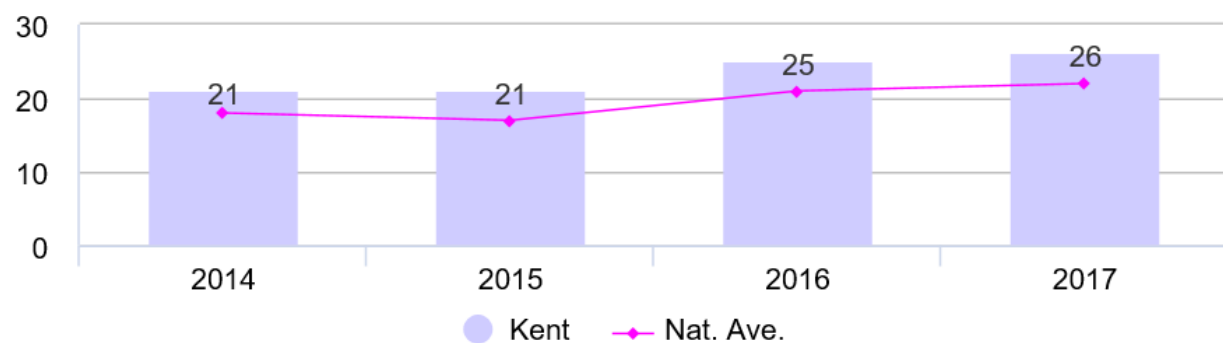
**1.23 Percentage of cases closed by Early Help Units with outcomes achieved**



Source: KCC Early Help Services (Year to March)

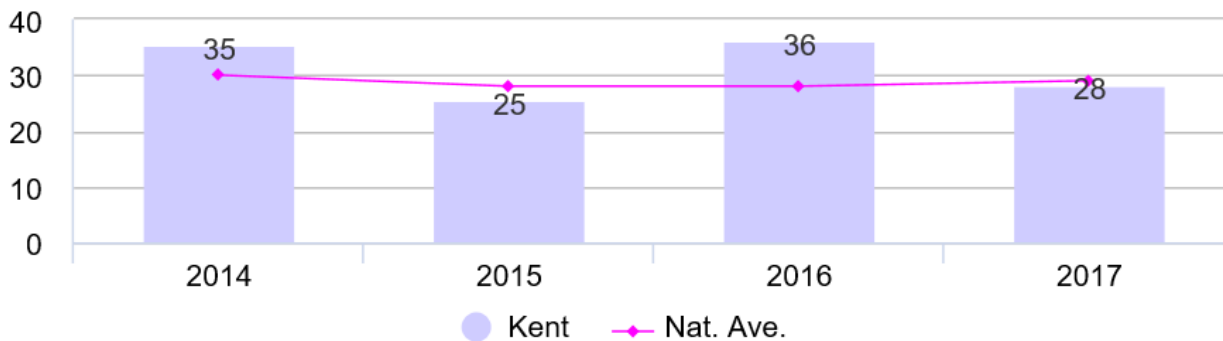
**1.3 The attainment gap between disadvantaged young people and their peers continues to close**

**1.31 Percentage point gap in attainment of expected standard for children eligible for Free School Meals at Key Stage 2**



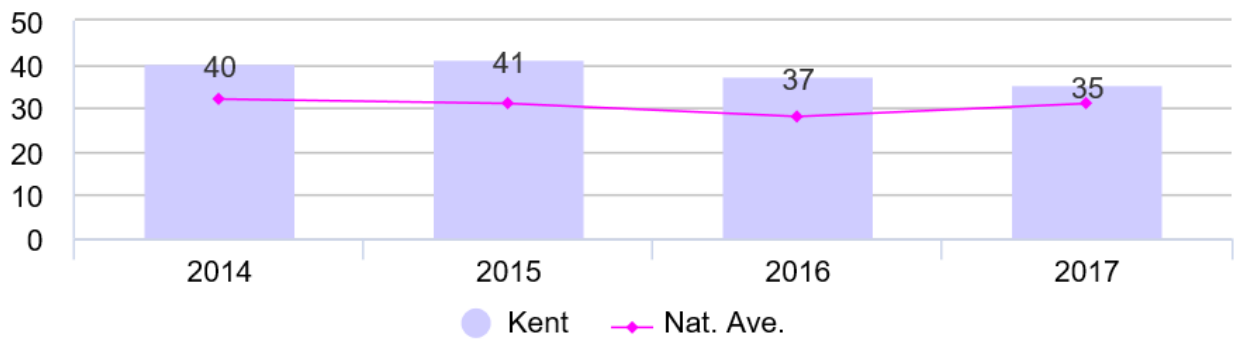
Source: Department for Education

**1.32 Percentage point gap in attainment of expected standard for children in care at Key Stage 2**



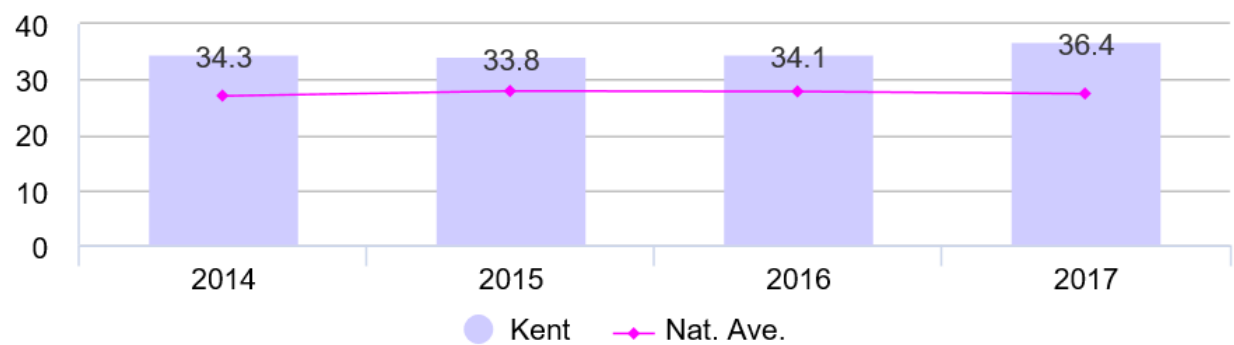
Source: Department for Education

**1.33 Percentage point gap in attainment of expected standard for children in need at Key Stage 2**



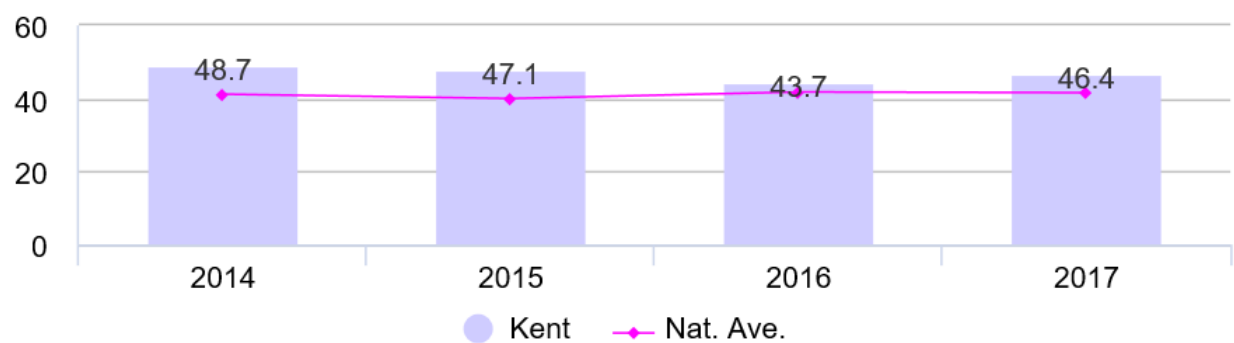
Source: Department for Education

**1.34 Percentage point gap in attainment of a standard pass in English and Maths for children eligible for Free School Meals at Key Stage 4**



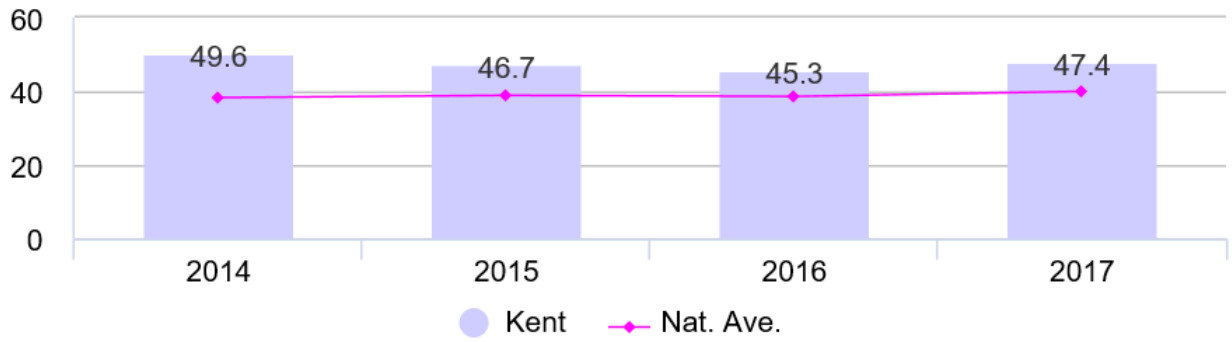
Source: Department for Education

**1.35 Percentage point gap in attainment of a standard pass in English and Maths for children in care at Key Stage 4**



Source: Department for Education

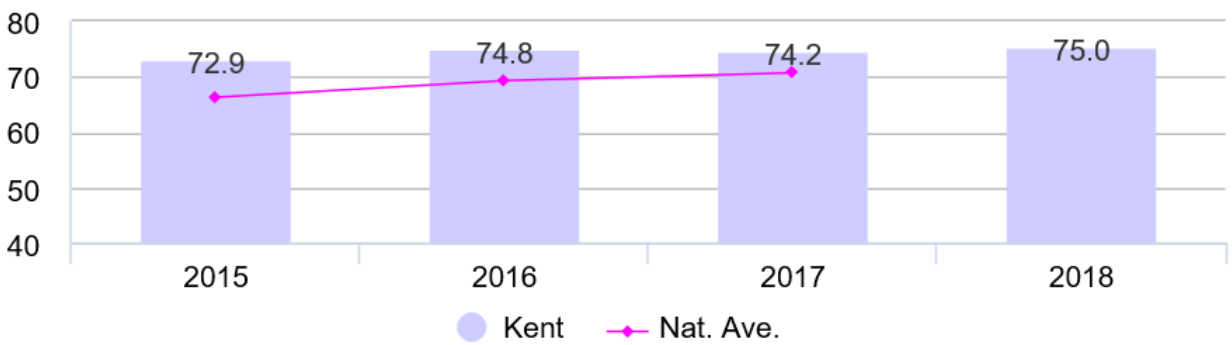
**1.36 Percentage point gap in attainment of a standard pass in English and Maths for children in need at Key Stage 4**



Source: Department for Education

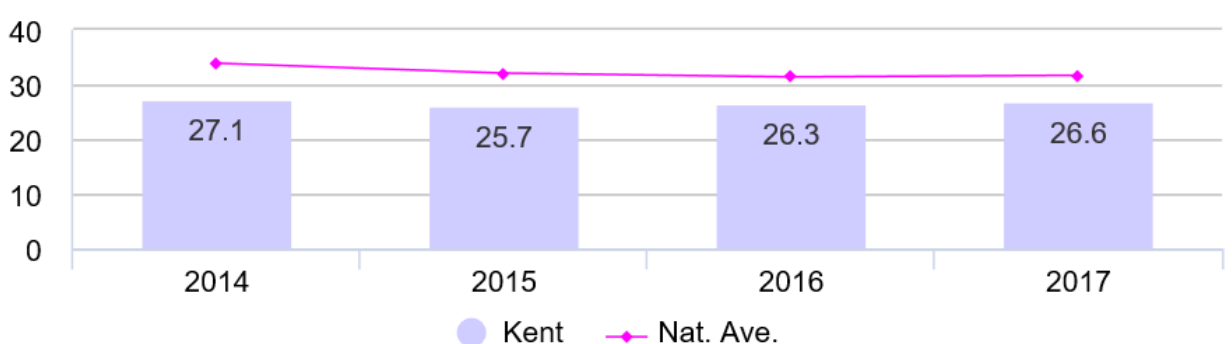
**1.4 All children, irrespective of background, are ready for school at age 5**

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



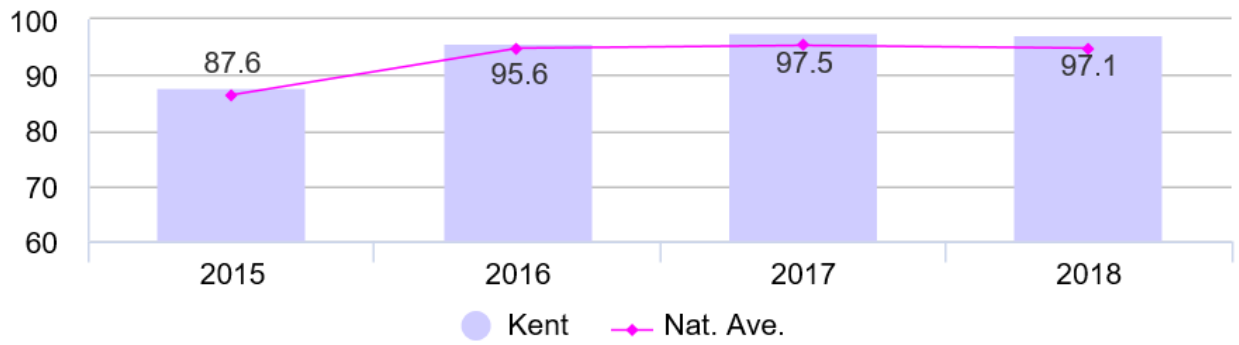
Source: Department for Education (June data).

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



Source: Department for Education (June data)

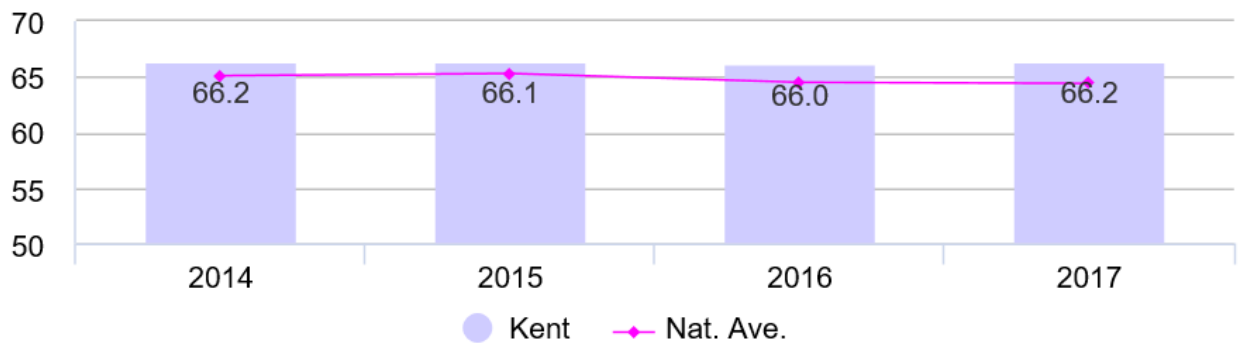
**1.43 Percentage of Early Years settings on non-domestic properties with good or outstanding Ofsted inspection**



Source: Ofsted (August data). 2018 is the March position.

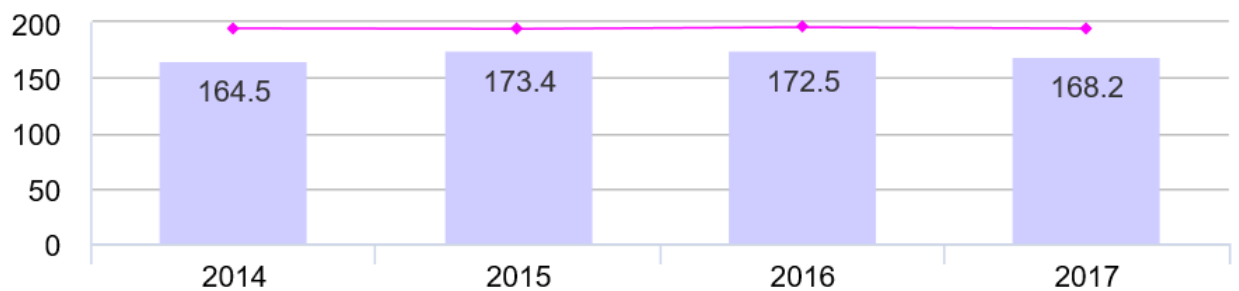
**1.5 Children and young people have better physical and mental health**

**1.51 Percentage of Year 6 children with a healthy weight**



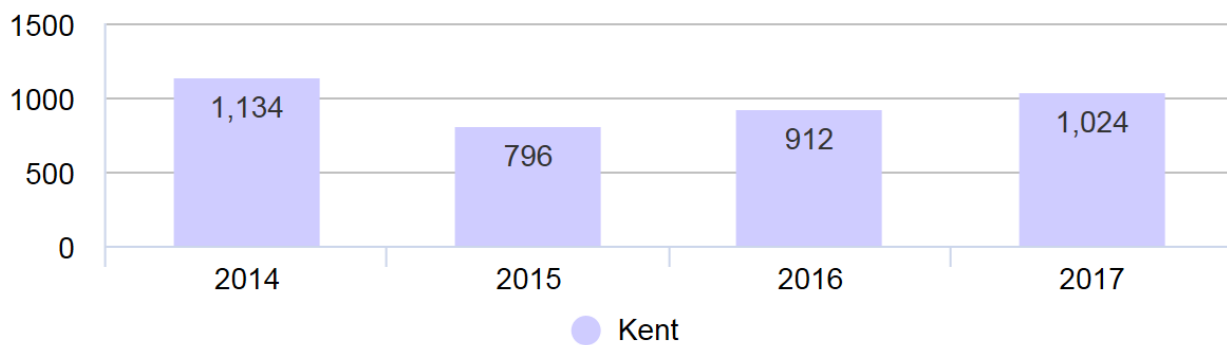
Source: Health and Social Care Information Centre (June data)

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



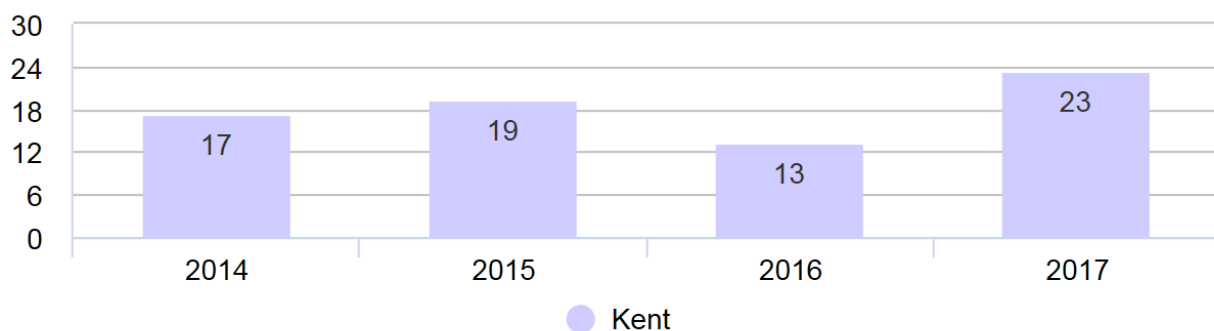
Source: Health and Social Care Information Centre (Year to March)

**1.53 Number of children and young people waiting for a CAMHS assessment**



Source: West Kent CCG (Quarter to March)

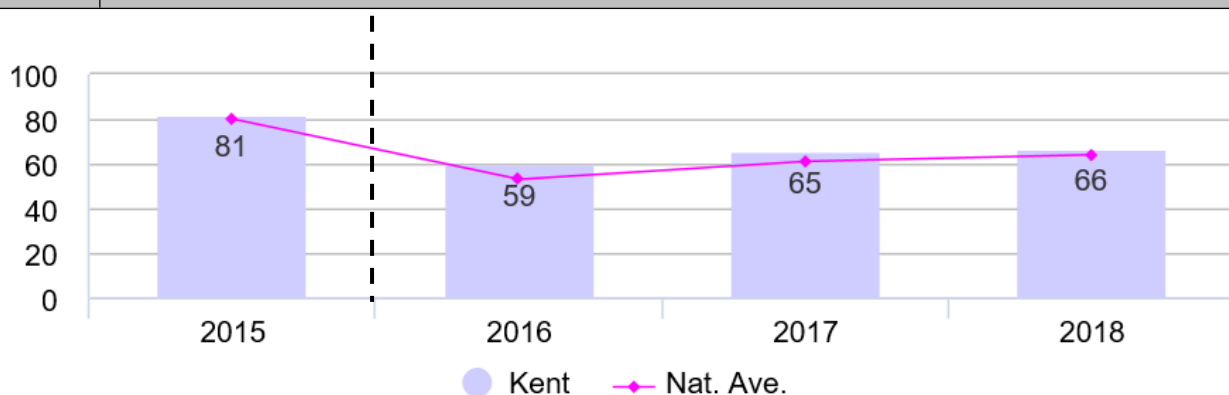
**1.54 Average waiting time in weeks from referral to routine treatment for CAMHS**



Source: West Kent CCG (Quarter to March)

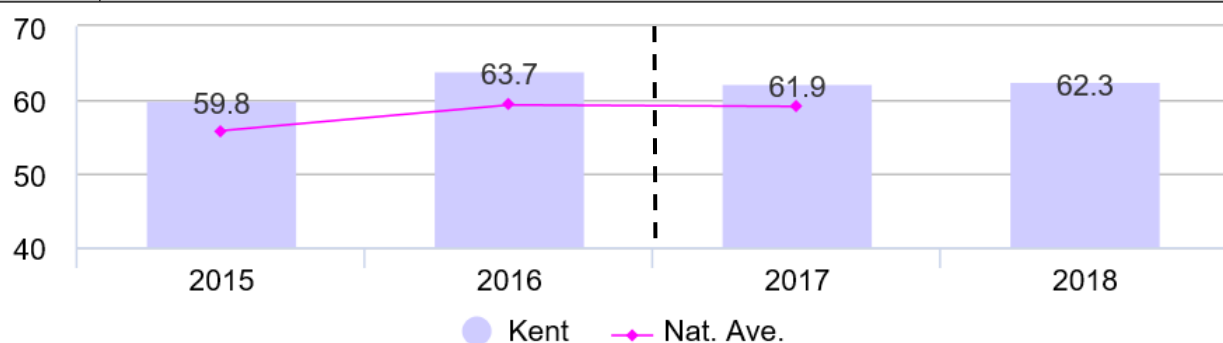
**1.6 All children and young people are engaged, thrive and achieve their potential through academic and vocational education**

**1.61 Percentage of pupils achieving expected standard at Key Stage 2 in Reading, Writing and Maths**



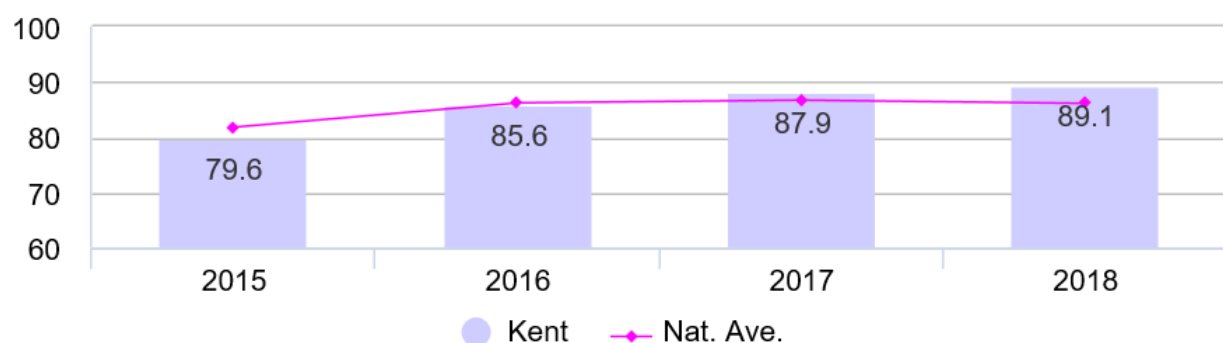
Scoring of tests and expected standard changed in 2016 so results are not comparable with previous years. Source: Department for Education (Academic year).

**1.62 Percentage of pupils achieving a standard pass in English and Maths at Key Stage 4**



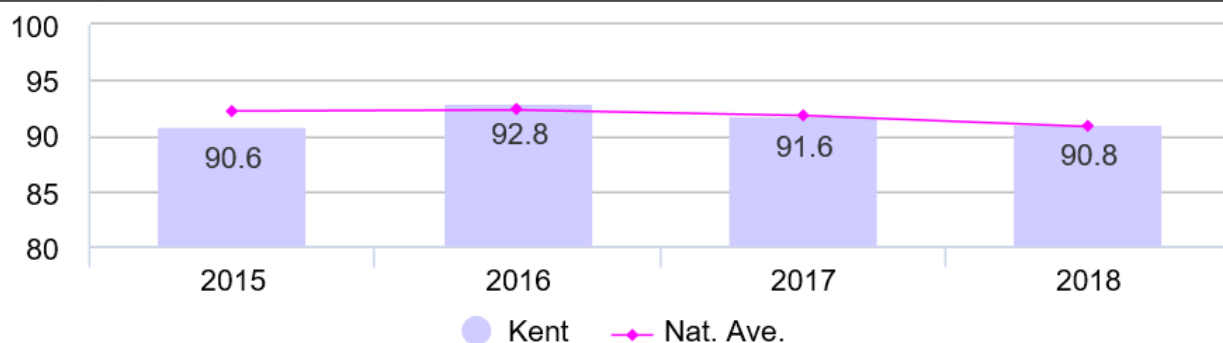
Methodology for calculating GCSE attainment changed significantly in 2017, so previous years are not directly comparable. Source: Department for Education to 2017, KCC for 2018 (Academic year)

**1.63 Percentage of schools with good or outstanding Ofsted inspection**



Source: Ofsted (August data). 2018 is March data. This uses the latest Ofsted reporting, which includes inspections of predecessor schools where they have not yet been inspected in their current form.

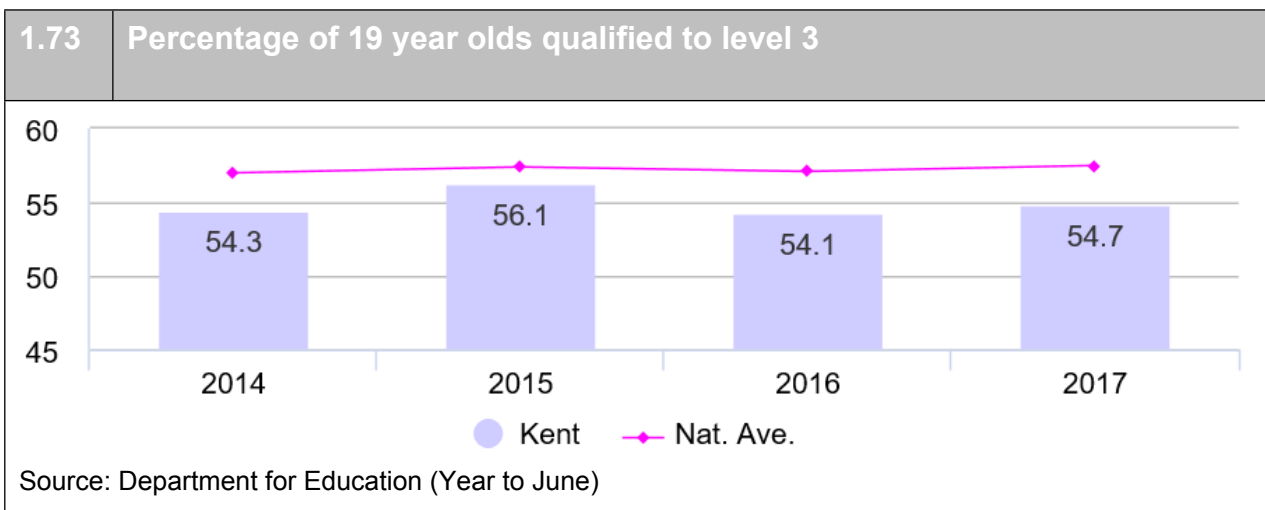
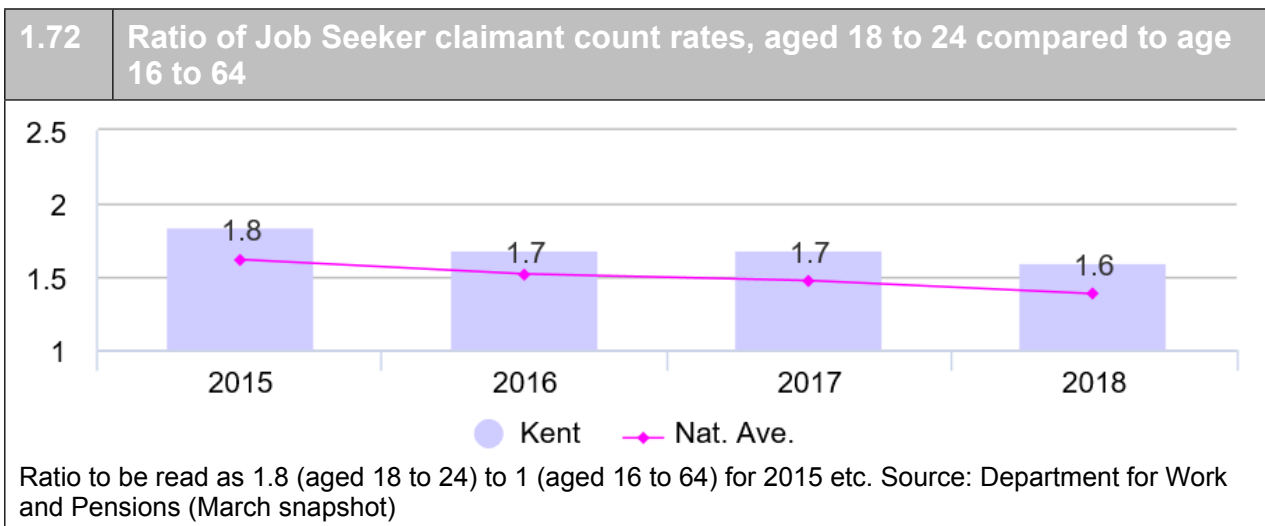
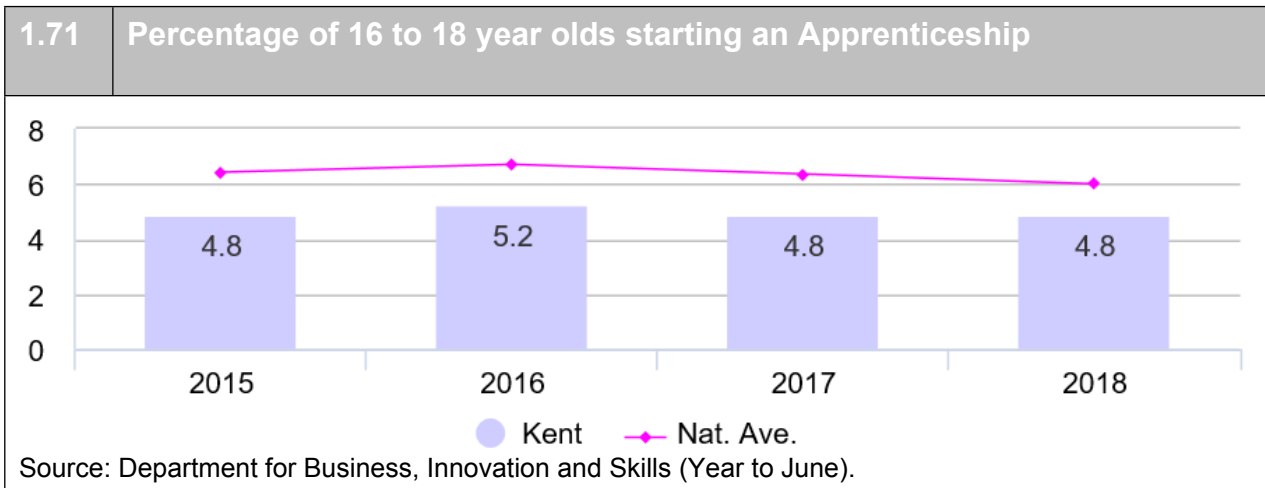
**1.64 Percentage of young people who are offered their first or second choice secondary school**



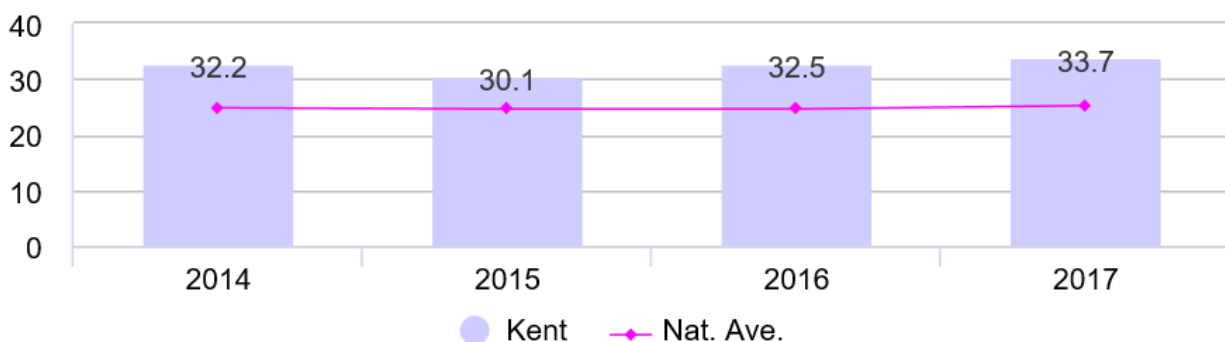
Source: Department for Education (Year of offer)



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

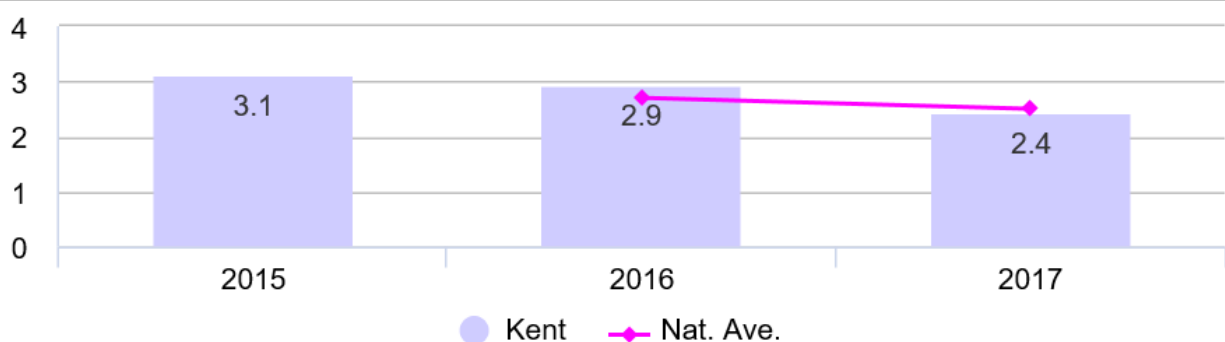


**1.74 Percentage point achievement gap for young people with Free School Meals qualified to level 3 at age 19**



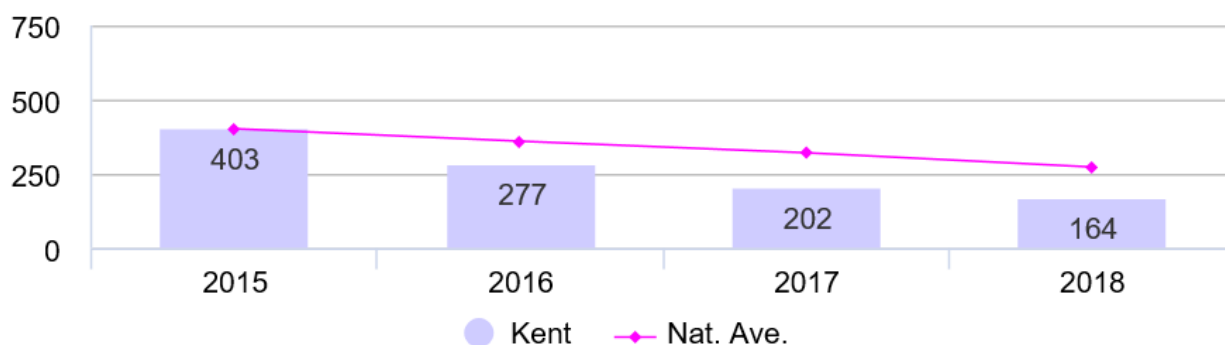
Source: Department for Education (Year to June)

**1.75 Percentage of 16 to 17 year olds not in education, employment or training (NEETs)**



Source: Children, Young People and Education, KCC (December snapshot)

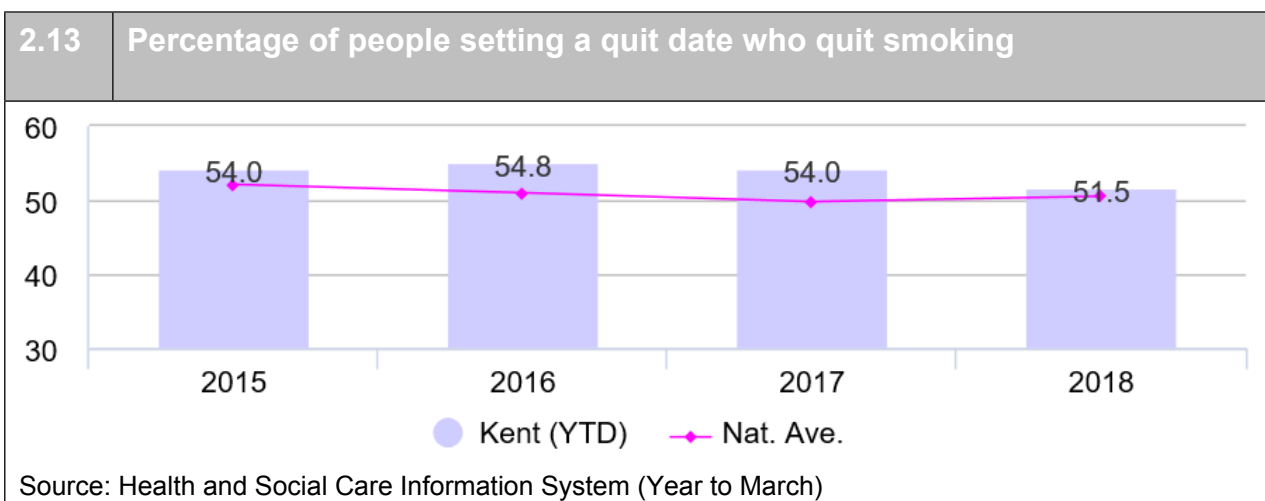
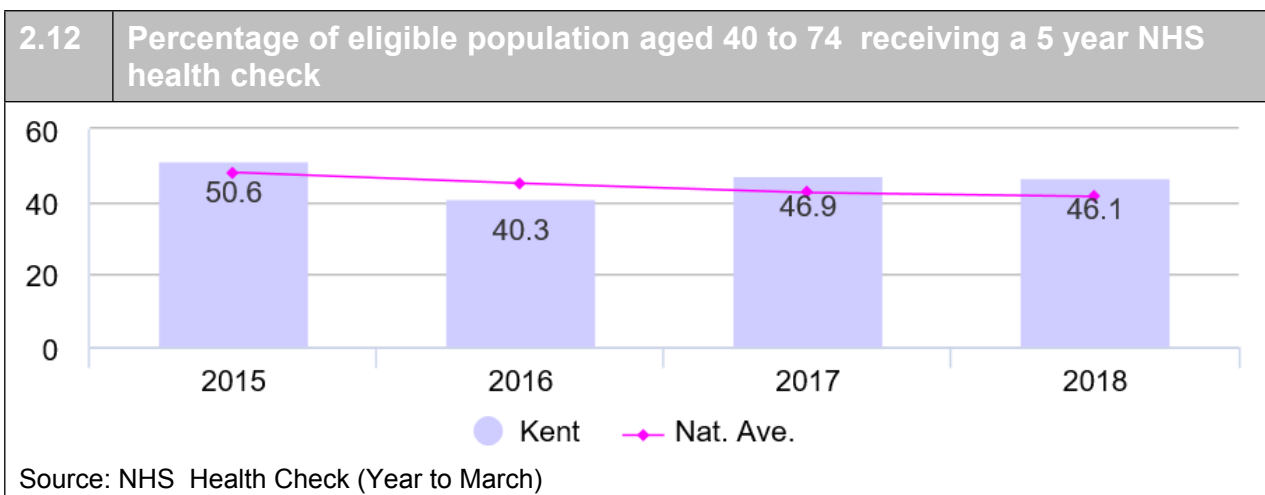
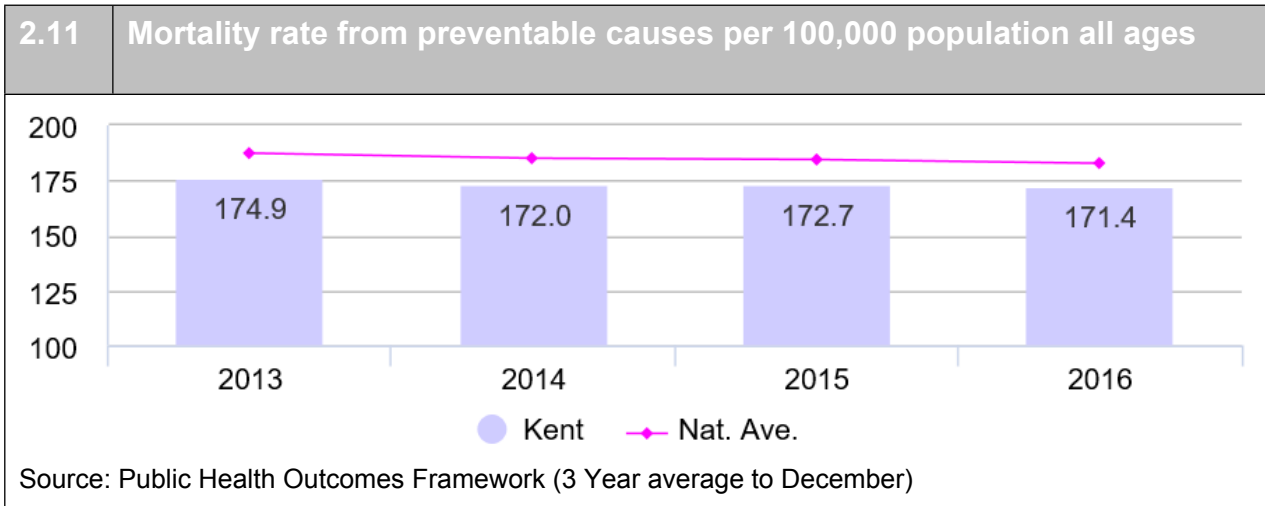
**1.76 Number of first time entrants to the youth justice system per 100,000 population aged 10 to 17**



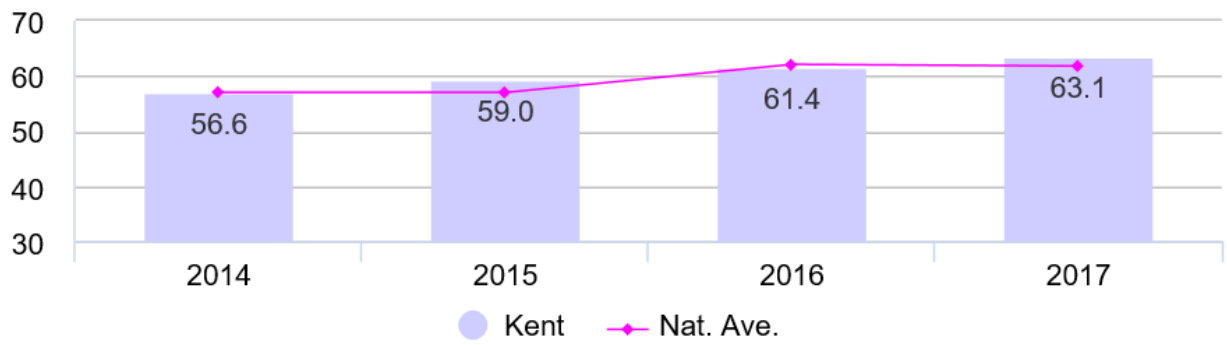
Source: Ministry of Justice (Year to March)

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

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



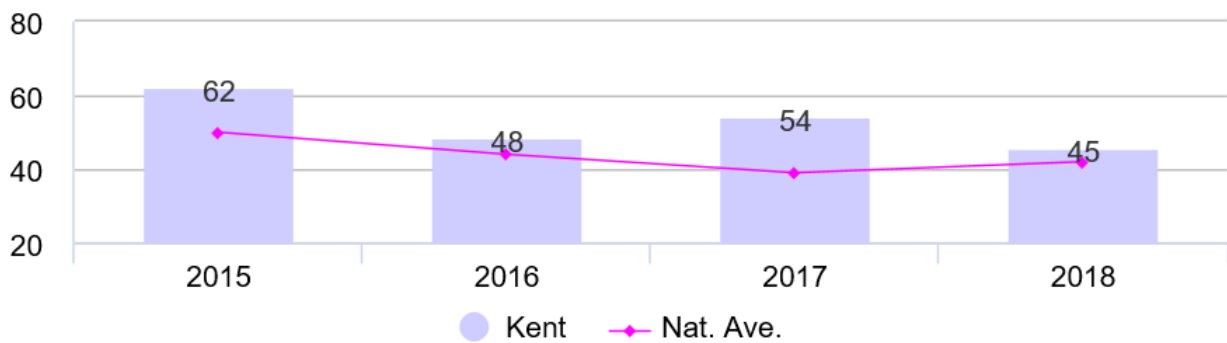
**2.14 Percentage of population aged 16 and over with at least 150 minutes moderate intensity physical activity per week**



Source: 2014-2015 Active People Survey, 2016-2017 Active Lives Survey (Year to December)  
 Sample survey, confidence interval for latest Kent result +/-1.6%

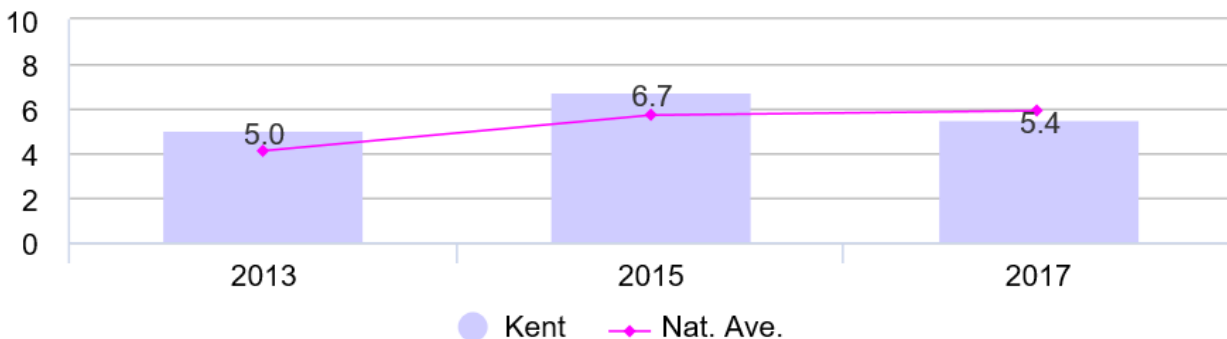
**2.2 Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure**

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



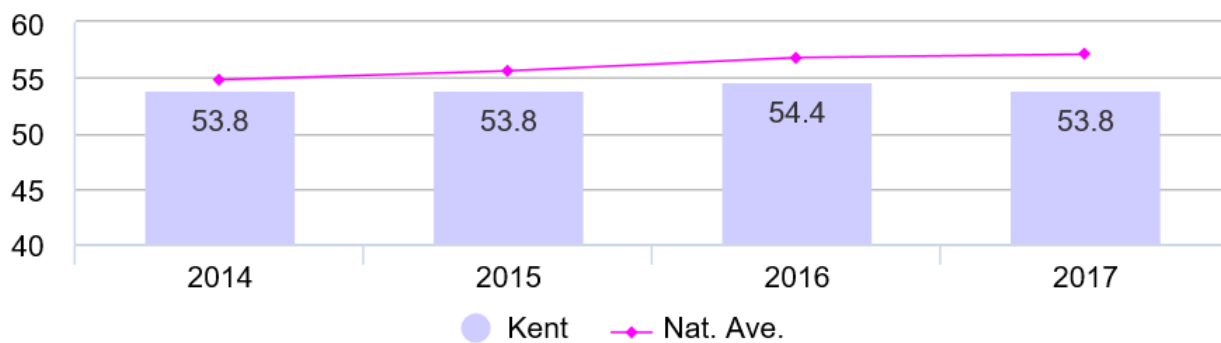
Source: Quarterly Economic Survey, Kent Invicta Chamber. National figure from BCC quarterly survey of Service industry. (Quarter to March)

**2.22 Percentage of establishments reporting at least one skill shortage vacancy**



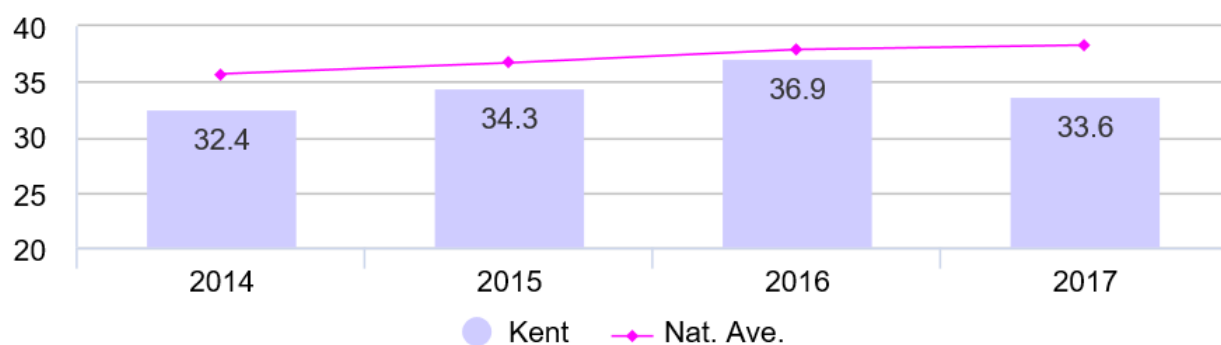
Source: UK Commission's Employer Skills Survey (UKCESS). Biannual survey.  
 Sample survey – confidence interval +/- 1.2%

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



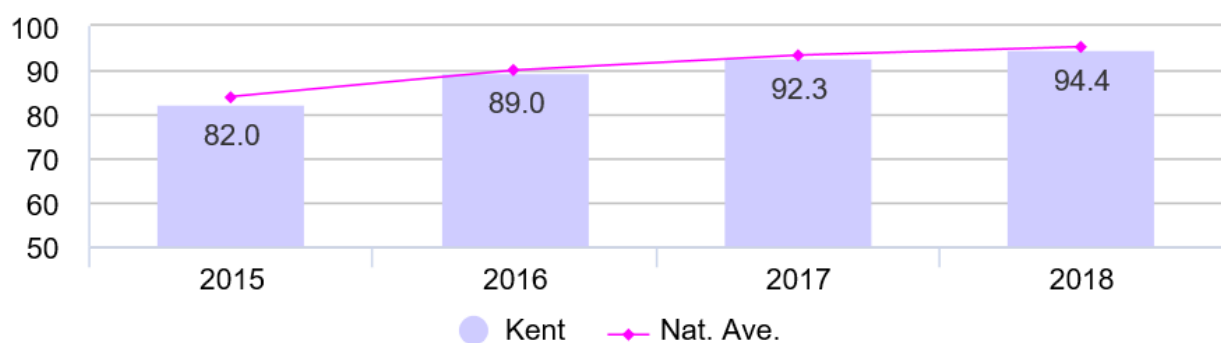
Source: ONS via Nomis (December data)  
 Sample survey, confidence interval for latest Kent result +/-2.3%

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



Source: ONS via Nomis (December data)  
 Sample survey, confidence interval for latest Kent result +/-2.2%

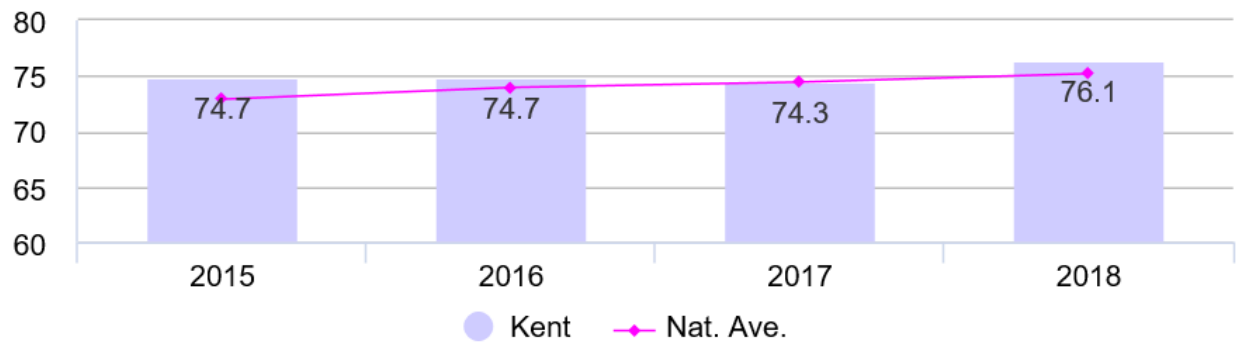
**2.25 Percentage of properties with access to superfast broadband (30 Megabytes per second)**



This indicator as reported by OFCOM defined superfast as 30 megabytes per second which is the EU definition. National UK targets from BDUK are set in relation to 24 megabytes and Kent achieved 94.9% for this provision in 2018. Source: Ofcom to 2016 and thinkbroadband.com for 2017, 2018

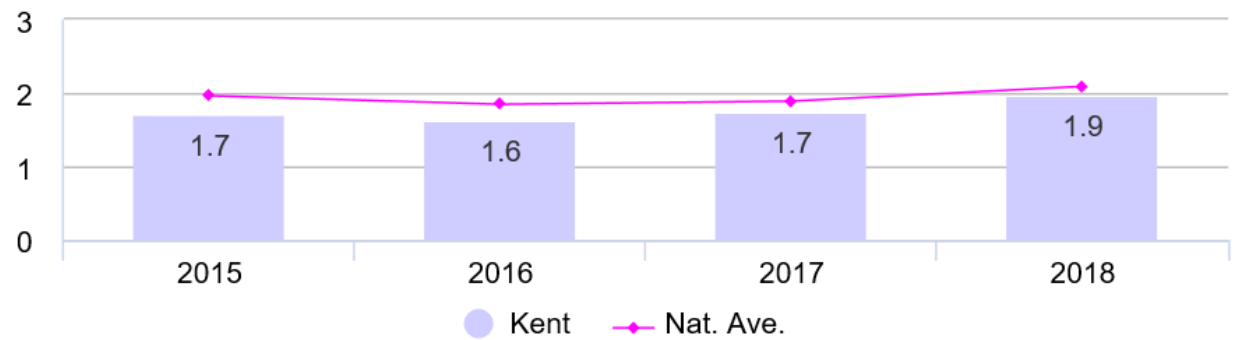
### 2.3 All Kent's communities benefit from economic growth and lower levels of deprivation

#### 2.31 Percentage of population aged 16 to 64 in employment



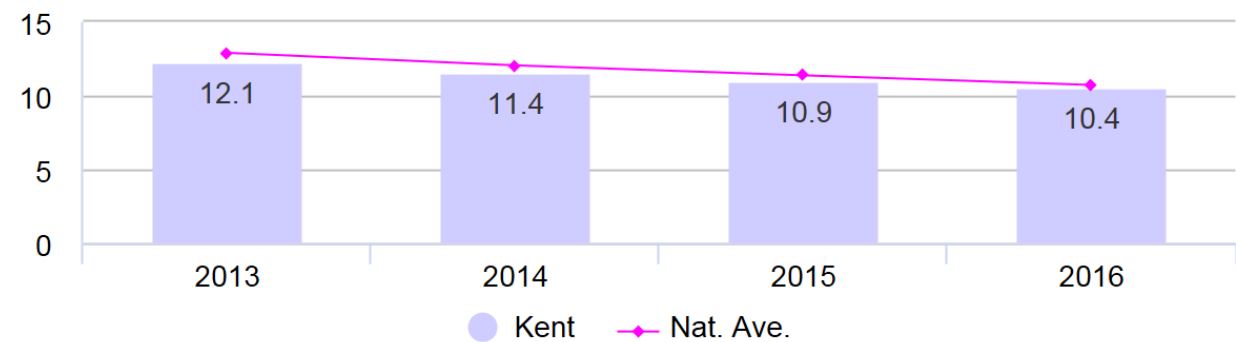
Source: ONS via Nomis (12 months to March)

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



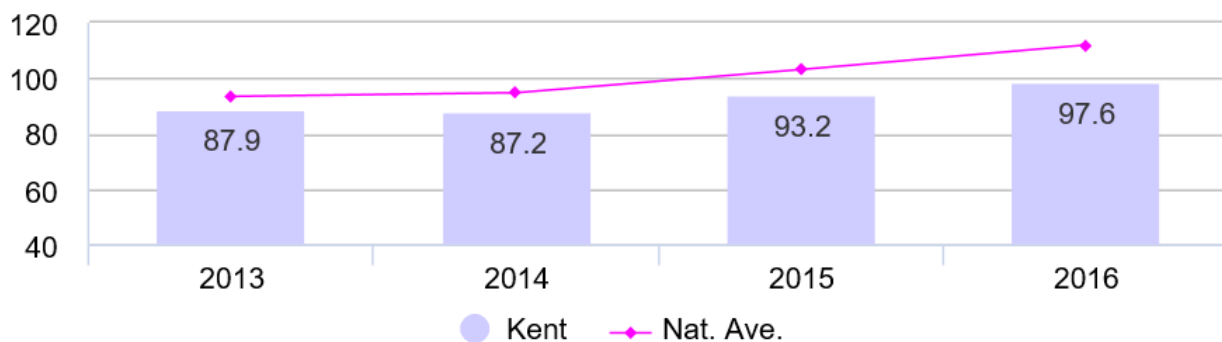
Source: DWP via Nomis (March data)

#### 2.33 Percentage of population aged 16 to 64 receiving welfare benefits



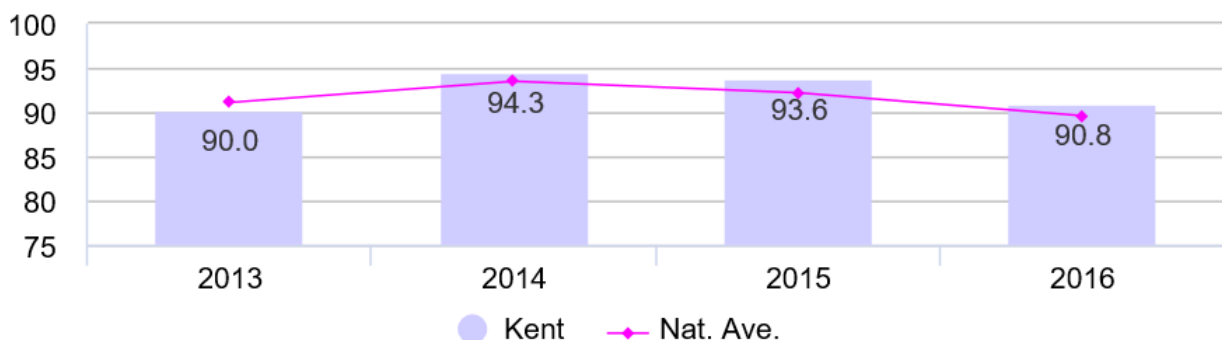
Source: DWP via Nomis (November data)

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



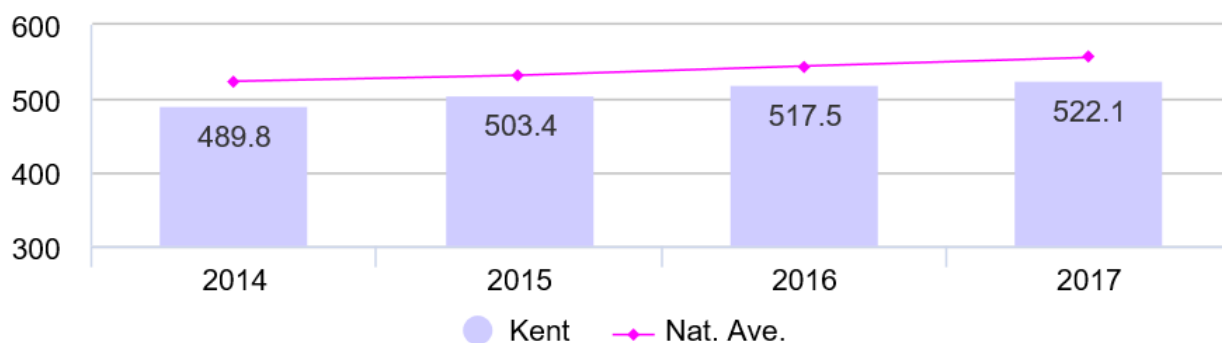
Source: ONS (Year to December)

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



Source: ONS (Year to December)

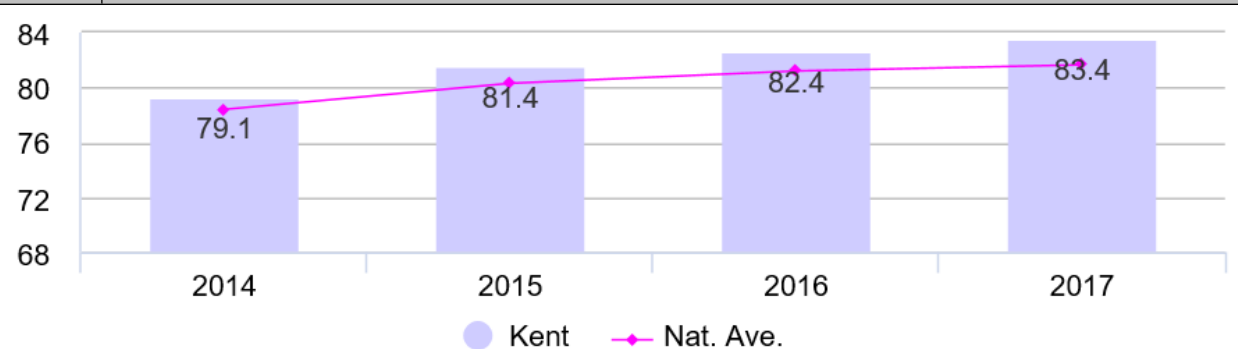
**2.36 Median gross weekly earnings (£s) full time workers workplace based**



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

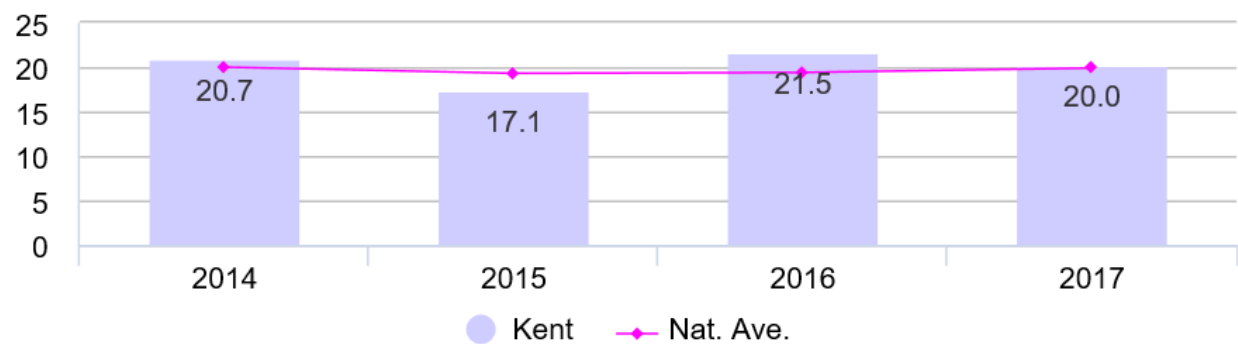
## 2.4 Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities

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



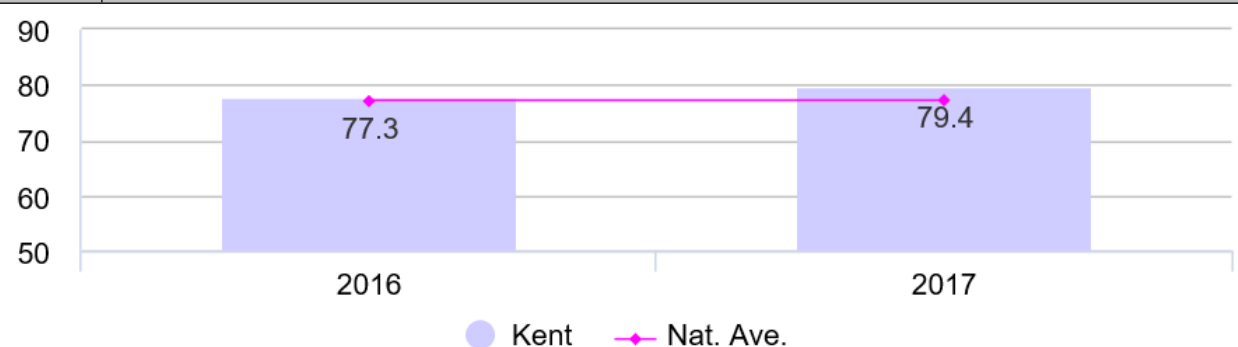
Source: ONS, Annual Population Survey (Year to March)

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



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

**2.43 Percentage of adults engaged in sport and physical activity at least twice in last 28 days**



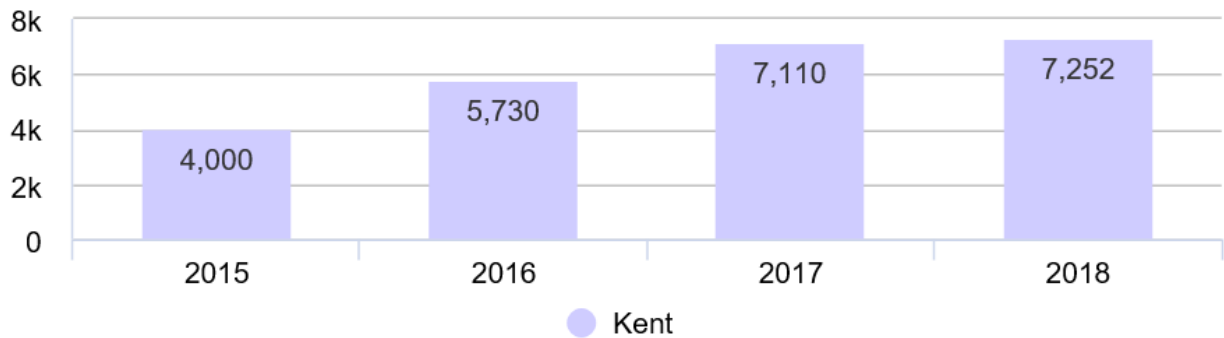
Source: Active People Survey, Sport England (Year to November)

Sample survey – confidence interval +/-1.4%



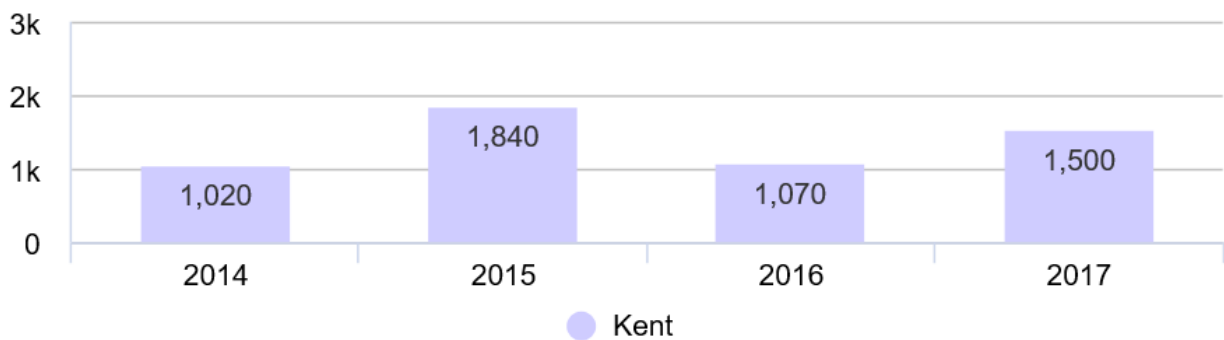
## 2.5 We support well planned housing growth so Kent residents can live in the home of their choice

### 2.51 Net additions to dwelling stock and council tax base



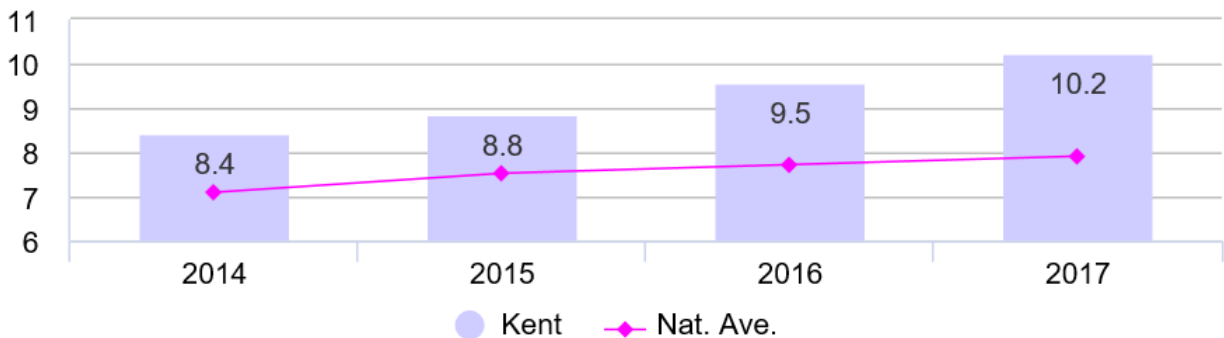
Source: Valuation Office (Year to March)

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



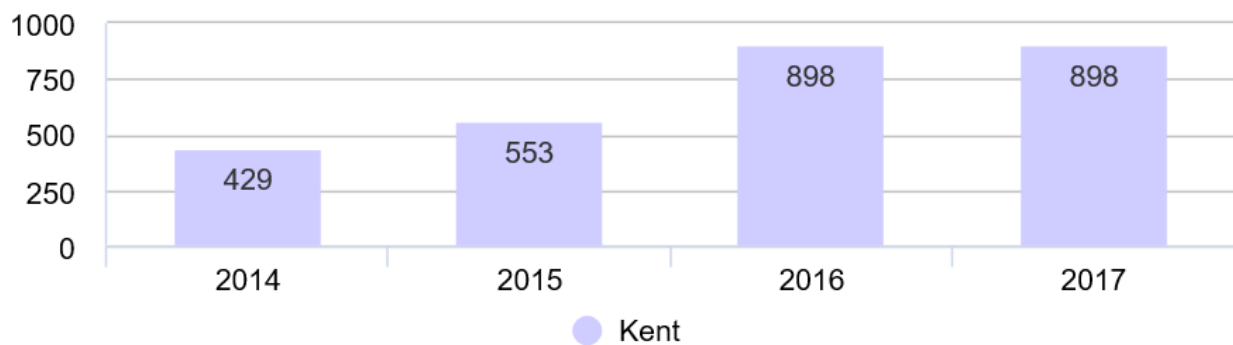
Source: DCLG (Year to December)

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



Source: ONS (December data)

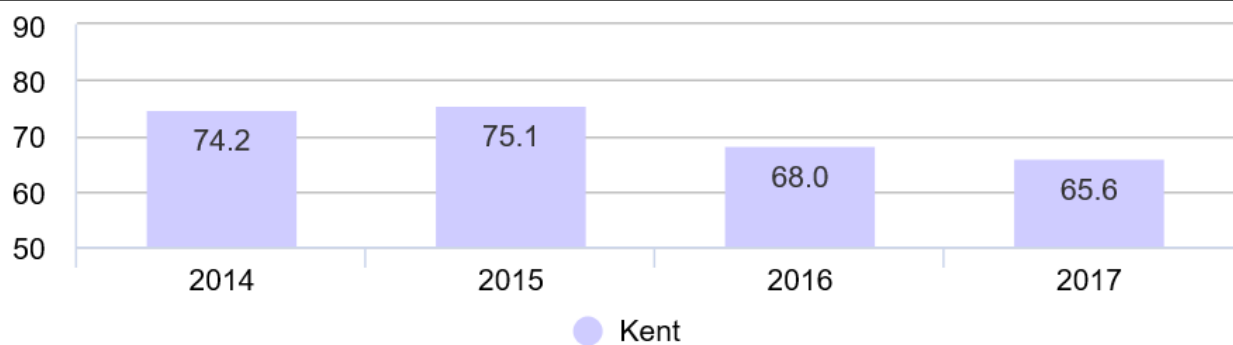
**2.54 Stock of extra care housing units in the county**



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

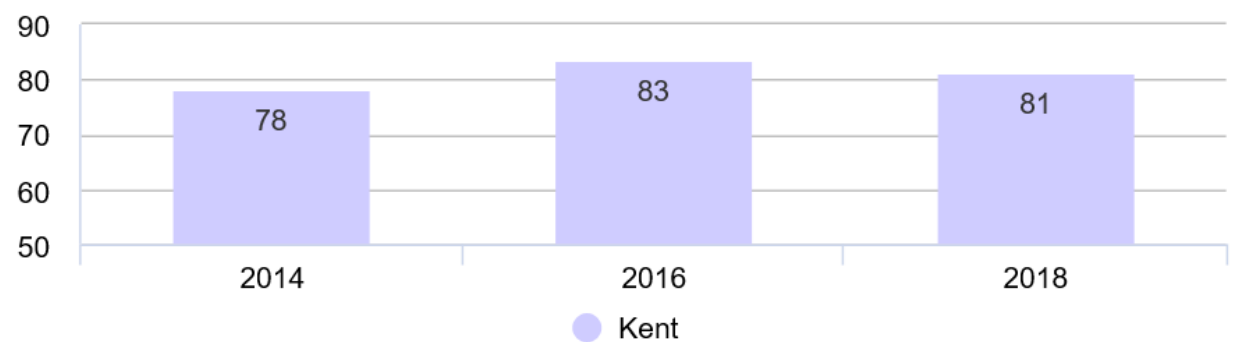
**2.6 Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors**

**2.61 Percentage of housing completions on previously developed land**



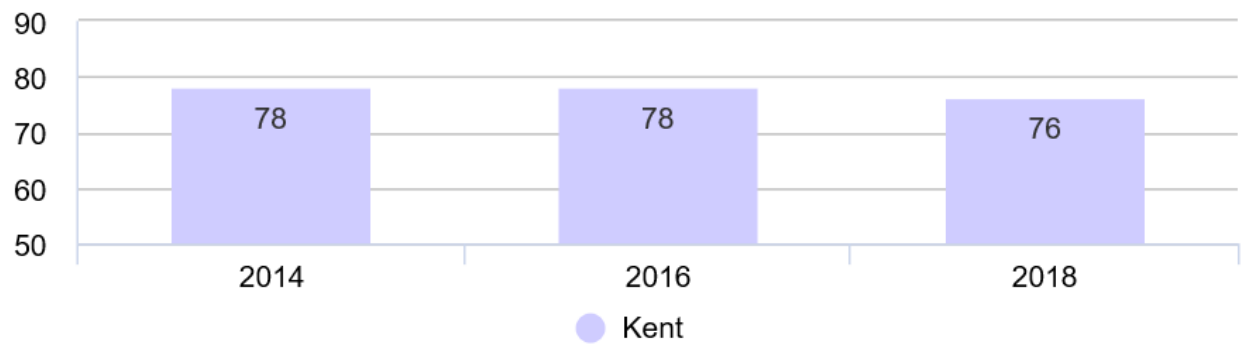
Source: Kent County Council Housing Information Audit (Year to March)

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



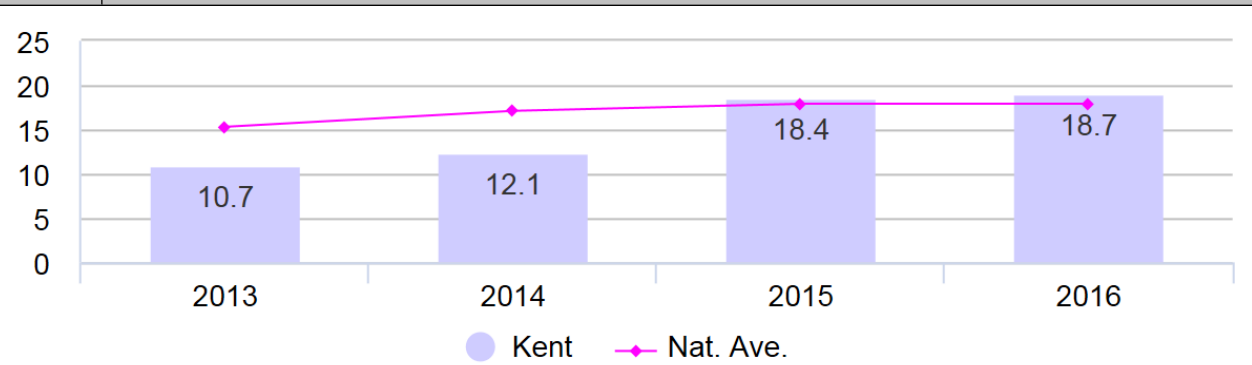
Source: Environment Perception Survey, KCC

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



Source: Environment Perception Survey, KCC

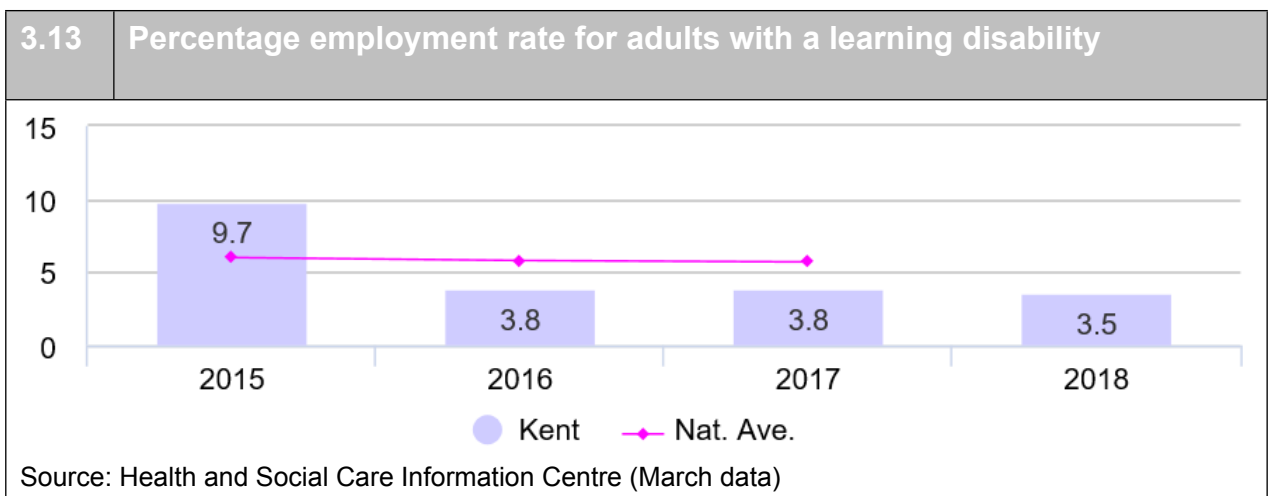
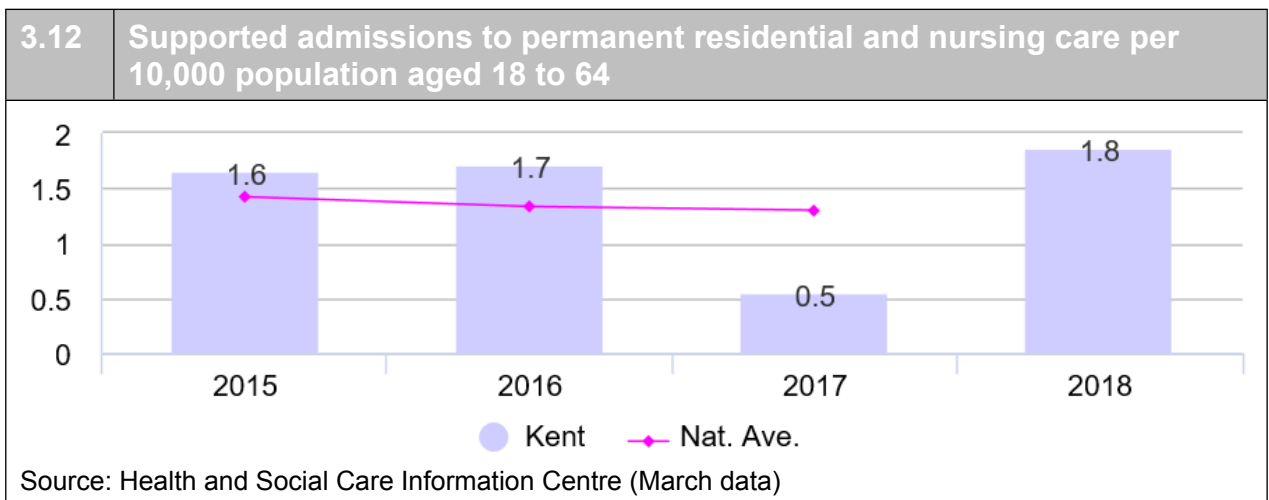
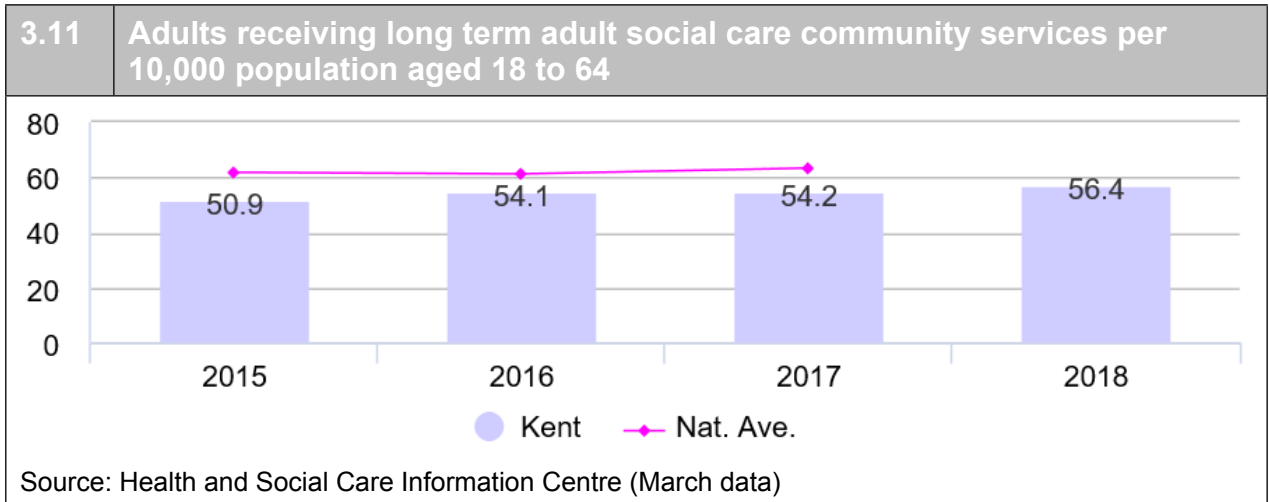
**2.64 Percentage of people who use outdoor space for exercise/health reasons**



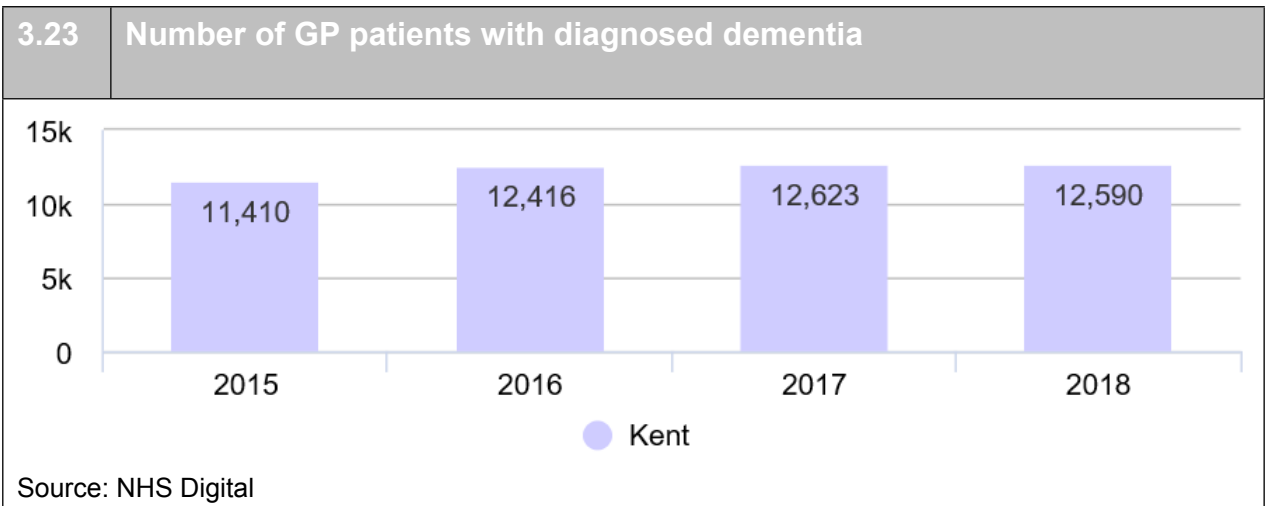
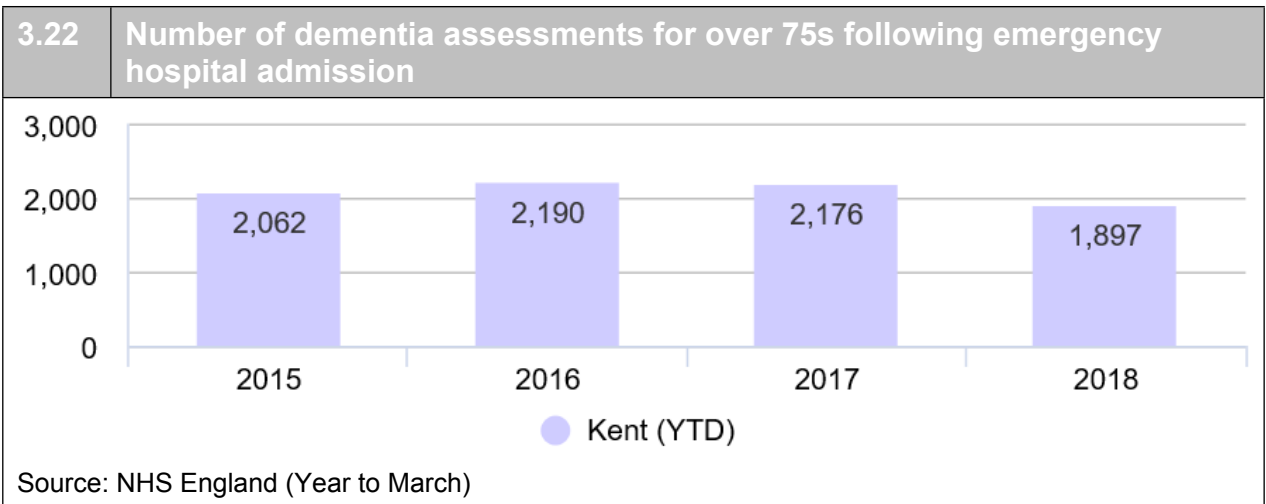
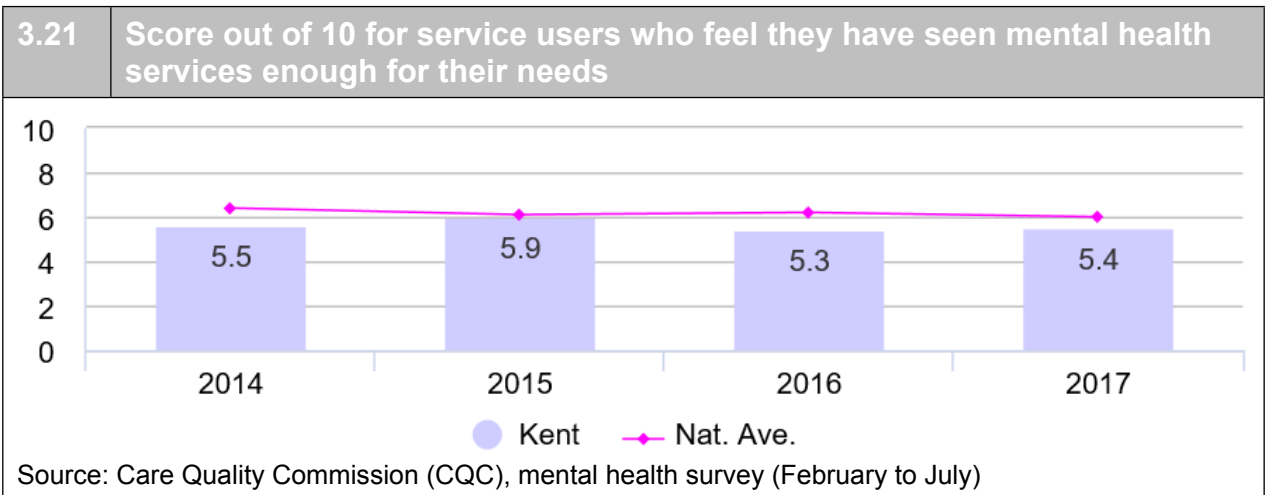
Source: Monitor of Engagement with the Natural Environment, Natural England (Year to February)

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

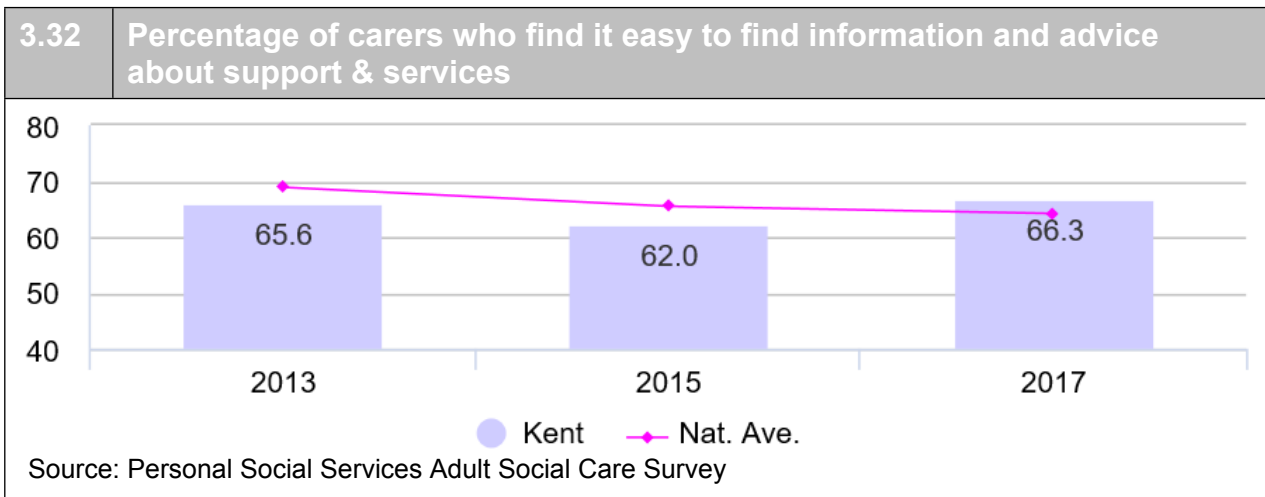
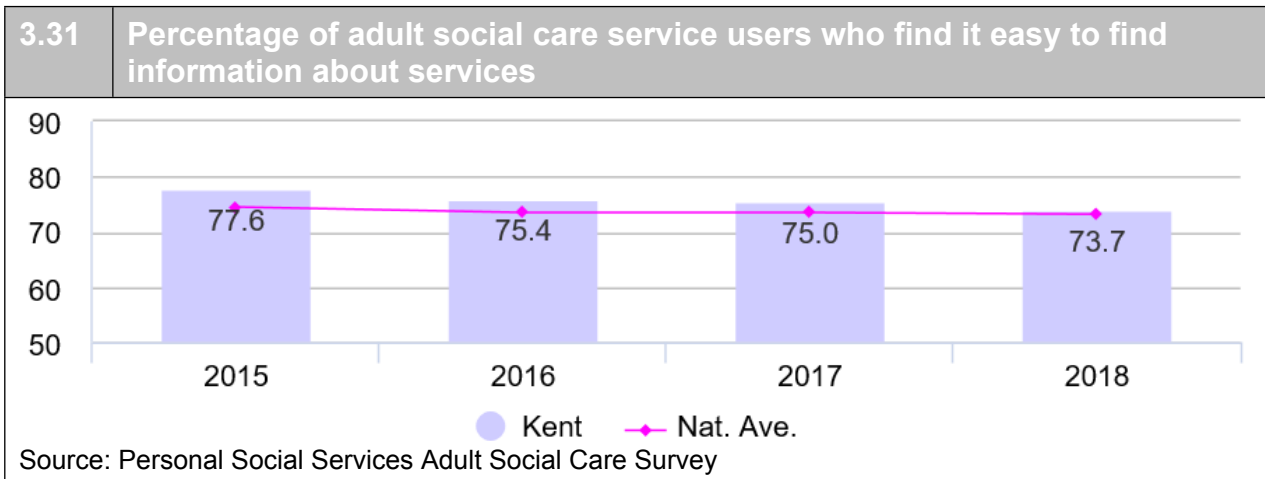
**3.1 Those with long-term conditions are supported to manage their conditions through access to good quality care and support**



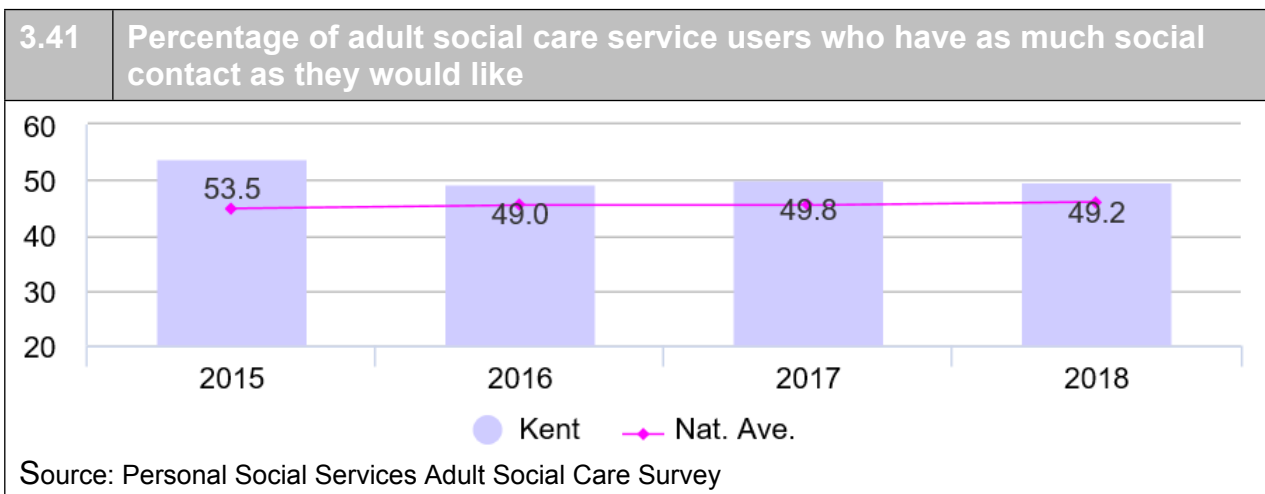
### 3.2 People with mental health issues and dementia are assessed and treated earlier and are supported to live well



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

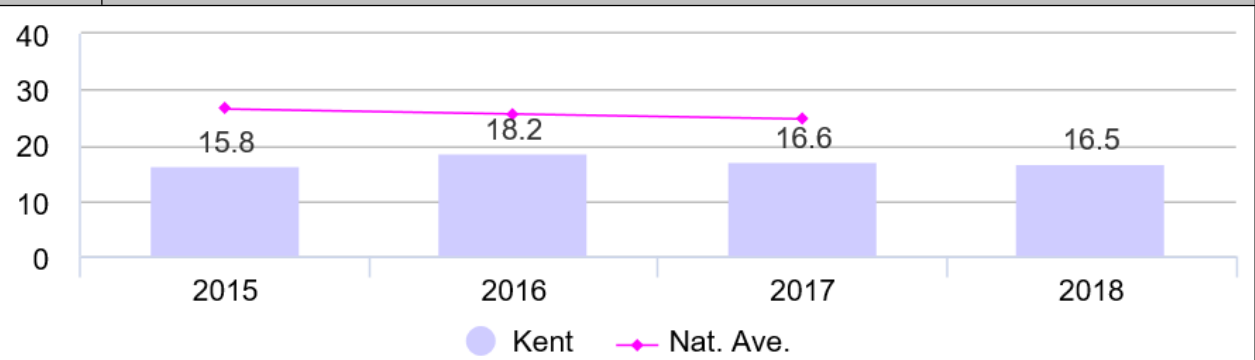


### 3.4 Older and vulnerable residents feel socially included



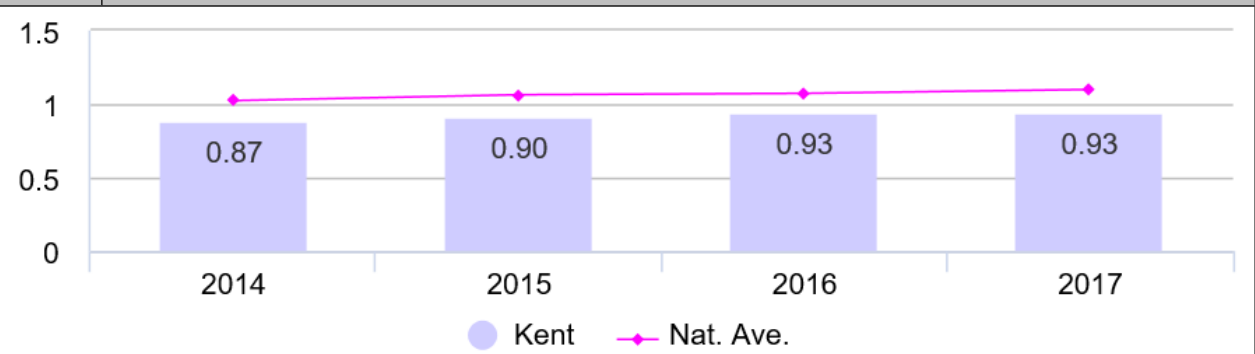
### 3.5 More people receive quality care at home avoiding unnecessary admissions to hospital and care homes

**3.51 Older people receiving long term adult social care community services per 1,000 population aged 65 or over**



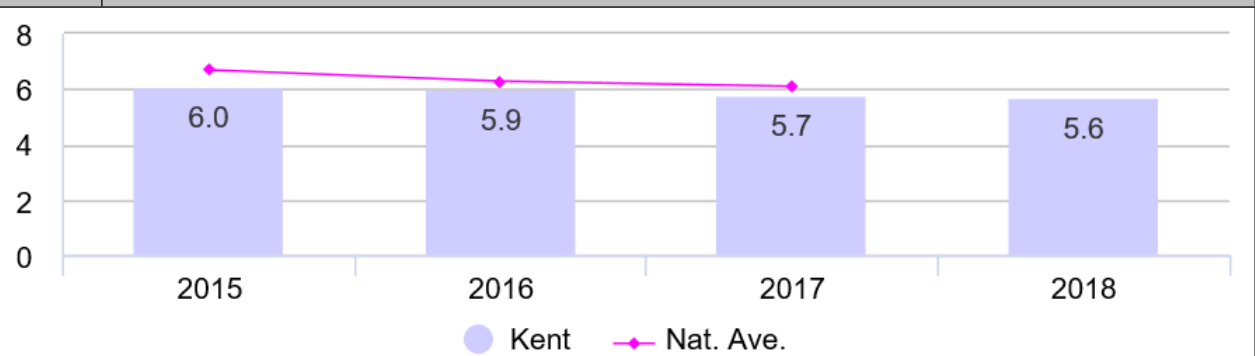
Source: Health and Social Care Information Centre (March data)

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



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

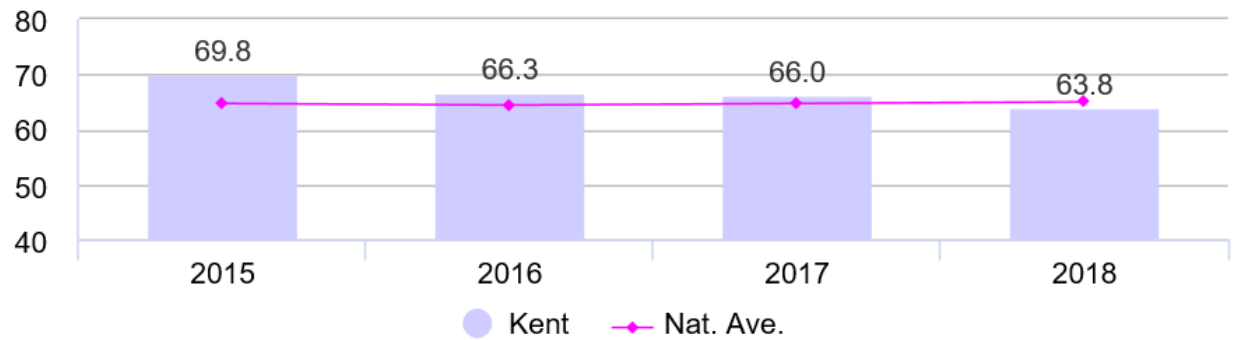
**3.53 Supported admissions to permanent residential and nursing care per 1,000 population aged 65 and over**



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

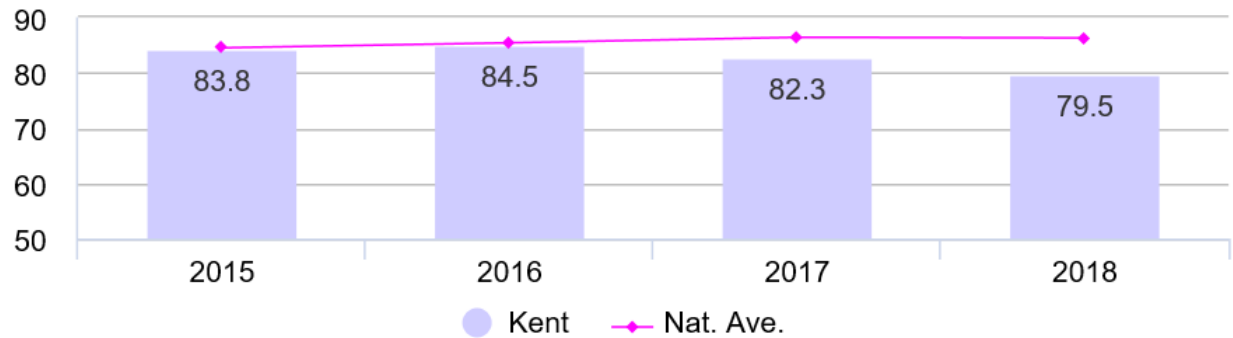
### 3.6 The health and social care system works together to deliver high quality community services

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



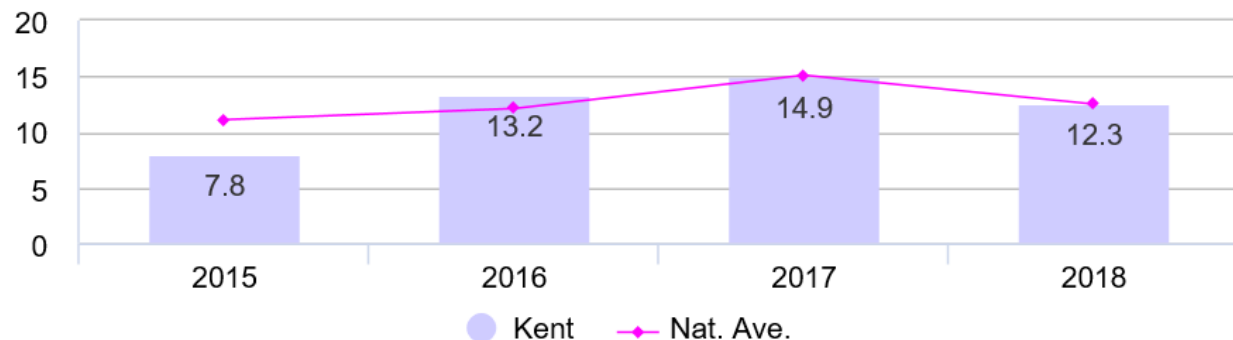
Source: Personal Social Services Adult Social Care Survey

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



Source: Personal Social Services Adult Social Care Survey

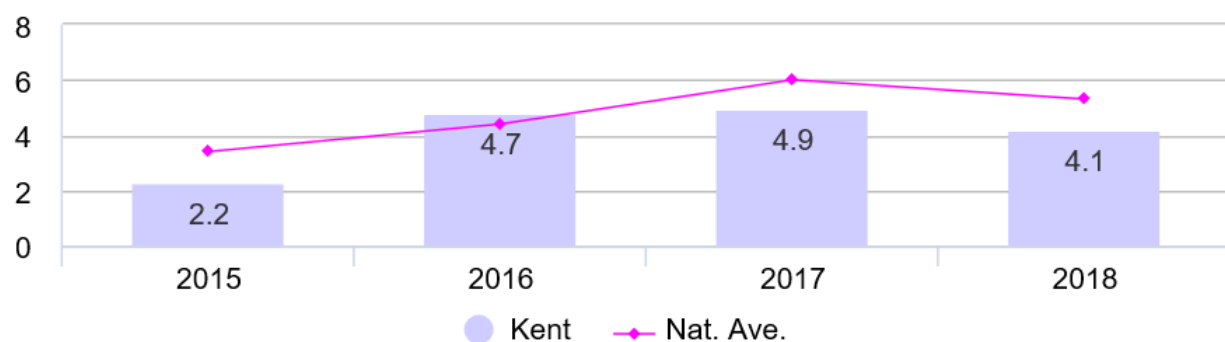
**3.63 Average daily number of delayed transfers of care from hospital per 100,000 population aged 18 or over (Social Care or NHS responsible)**



Source: NHS England (Year to March)



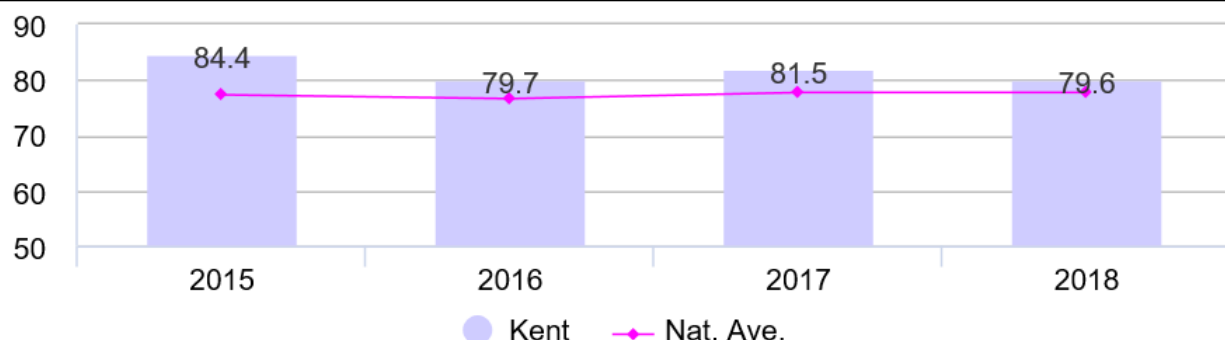
**3.64 Average daily number of delayed transfers of care from hospital per 100,000 population aged 18 or over (Social Care responsible)**



Source: NHS England (Year to March)

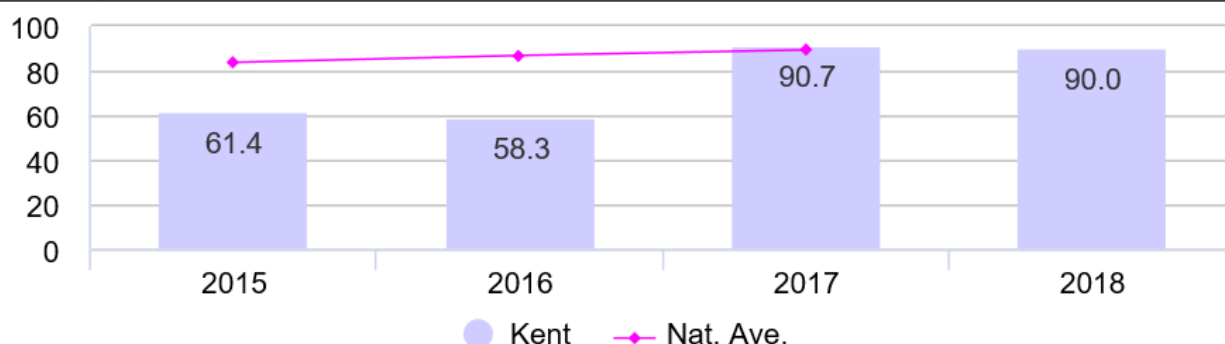
**3.7 Residents have greater choice and control over the health and social care services they receive**

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



Source: Personal Social Services Adult Social Care Survey

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



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

## **Changes to measures in 2018**

- 1.62 Percentage of pupils achieving a standard pass in English and Maths at GCSE, replaces Percentage of pupils achieving 5+ A to C GCSE including English and Maths, following changes to GSCE grading methodology.
- 2.43 - Percentage of residents satisfied with local sports provision is no longer collected in the Sport England survey. A new measure, “Percentage of population aged 16 or above engaging in sports at least twice in last 28 days”, is now being used under the same reference.
- 2.44 - Percentage of population aged 16 or above engaging in sports at least once a week, is also no longer collected.

From: Graham Gibbens – Cabinet Member for Adult Social Care and Public Health  
Penny Southern – Corporate Director of Adult Social Care and Health

To: County Council – 18 October 2018

Subject: Proposed changes to Top Tier posts in Adult Social Care and Health Directorate

**Classification: Unrestricted**

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**Summary:** This paper sets out proposed changes to the Adult Social Care and Health Directorate (ASCH) senior structure to implement and sustain new operating models to redistribute current activities in the ASCH. This includes the creation of two new Director roles to deliver statutory duties and Partnership working relating to wider responsibilities within the Kent and Medway Sustainable Transformation Partnership (STP).

**Recommendation:**

County Council is asked to **AGREE:**

- (a) The changes to the Director roles as outlined in section 3 above and the deletion of the current Director of OPPD and the Director of DCLDMH posts
  - (b) The introduction of 2 new director posts, Director of Operations and Director of Partnerships.
- 

**1. BACKGROUND**

- 1.1 The Adult Social Care and Health (ASCH) Directorate was established in April 2017, following approval at County Council on 26 January 2017. The Directorate incorporates Adult Social Care and Health Services and the Lifespan Disabled Children and Young People Service.
- 1.2 The previous Corporate Director of ASCH left in April 2018, and the Director of Disabled Children, Adult Learning Disability and Mental Health (DCALDMH) was formally appointed to the ASCH Corporate Director post in June 2018. This appointment has resulted in a vacant director post which is being covered by the Corporate Director and the Director of Older People and Physical (OPPD) with additional responsibilities being shared across the Wider Leadership Team, which consists of Assistant Directors and Heads of Service across the directorate.

- 1.3 The ongoing transformation programme to implement new operating models across ASCH, ensuring services are integrated and aligned to Local Care to deliver outcome focused care to individuals, is due to be completed by April 2019.
- 1.4 To make the best use of our resources and to meet the ambitions set out in KCC's Strategic Outcomes, a new ASCH structure has been designed following a detailed organisational design process. This process identified new operating models with four functions: Operations, Partnerships, Business Delivery and Service Provision. The proposed new senior structure will provide strategic leadership and management and deliver integration through the STP

## **2. DIRECTOR ROLES AND PROPOSED CHANGES**

- 2.1 There are a total of 3255 staff employed across the ASCH Directorate with a wide range of services and responsibilities:
- Assessment and related activity
  - Safeguarding
  - Social Work
  - Occupational Therapy
  - Supporting the wider market in Kent
  - Purchasing
  - Blue Badges
  - Case Management
  - Equipment
  - Mental Health Services including; Forensic and Approved Mental Health Professional (AMHP)
  - Autism and Sensory Services
  - Lifespan Pathway – Disabled Children and Young People
  - Lifespan Pathway - Integrated Community Learning Disability Teams
  - Deprivation of Liberty (DoLs)
  - Working with the voluntary sector
  - Public and Service user voice
  - Older People and Physical Disability Multi-Disciplinary Teams
  - Commissioned Services
  - Service Provision – integrated service provision centres, residential homes and short break residential services for disabled children and adults – enablement, community day services
  - Partnership working; Kent and Medway STP partners, Public Health, Private and voluntary sector, District and Borough Councils, Education providers

- S75 agreements e.g Alliance Contract for learning disability services

2.2 Retaining two directors (OPPD/DCALDMH) with their current range of responsibilities, does not meet the ASCH design criteria of no longer having client silos at a strategic level and strategic oversight to support integration and collaboration with partners.

### **3. PROPOSED CHANGES TO ROLES**

3.1 It is proposed to introduce two Director roles across the ASCH Directorate with responsibilities split by functions - Operations and Partnerships.

3.2 The Director of Operations will have responsibility for all ASCH assessment operational delivery and lead on commissioning requirements, relating to Adult Social Care and Health and specific services for Disabled Children and Young People and children with sensory disabilities. The job description is attached as Appendix 1

3.3 The Director of Partnerships will lead on sustainable relationships with all partner agencies through the ASCH contractual arrangements with the wider market, STP, Section 75 agreements and commissioning arrangements to influence the direction of the service. The job description is attached at Appendix 2

3.4 With the proposal to move from two Directors of Operations (DCALDMH/OPPPD) to one Director of Operations, who will be responsible for all client groups, the current ASCH Assistant Director roles have been reviewed and updated to reflect the change in accountability and responsibility at this level.

3.5 As part of the work on the new senior structure a new Business Delivery Unit is being designed. This unit will be integral to delivering the overall ASCH vision and strategic direction. A Head of Business Delivery Unit post has been developed and will be recruited to, this post will support the new director in delivering both ASCH and KCC strategic outcomes.

3.6 The proposed ASCH functional structure is attached at Appendix 3.

### **4. CONSULTATION**

There is one individual affected by the proposal to change the director level posts. Individual consultation has been undertaken with the Director of OPPD about the changes to the senior structure and the content of the new director roles. The detail of the job descriptions and accountabilities has been developed in consultation with the current postholder and they are supportive of the changes proposed

## **5. RECRUITMENT**

Subject to the agreed recommendations of Personnel Committee on 11<sup>th</sup> October 2018:

- 5.1 It is proposed to undertake a full recruitment process for the Director of Operations post which will commence in October 2018.
- 5.2 It is intended that internal and external selection processes will commence without delay for these posts.

## **6. FUNDING**

- 6.1 It is not anticipated there will be any budgetary implications for the new director posts as the realigned responsibilities will not impact on the current grade.
- 6.2 It is intended that the redesign of the new structure will be delivered with no additional costs

## **7. RECOMMENDATION**

County Council is asked to **AGREE**

- 7.1 The changes to the Director roles as outlined in section 3 above and the deletion of the current Director of OPPD and the Director of DCLDMH posts
- 7.2 The introduction of 2 new director posts, Director of Operations and Director of Partnerships.

### **Background papers:**

County Council: "County Council Directorate and Strategic Commissioning Structure" 26 January 2017.

**Amanda Beer**

**Corporate Director Engagement Organisation Design & Development**

**03000 415835**

From: **Eric Hotson, Cabinet Member for Corporate and Democratic Services**

**Benjamin Watts, General Counsel**

To: **County Council**

Subject: **Member Development Strategy**

Classification: **Unrestricted**

**Past Pathway of Paper: Member Development Steering Group**

**Summary:** The paper introduces the Strategic Member Development Plan for 2018-22.

**Recommendation(s):** The County Council is invited to comment on and formally adopt the plan and note the intention to move to external accreditation of the Plan in the future.

## **1. Introduction**

- 1.1 Elected Members have the lead role in ensuring the Authority continues to increase opportunities and improve outcomes for the residents, communities and businesses of Kent.
- 1.2 Ensuring that every Member has the knowledge, skills and behaviours required to function at a high level as Community Leaders, representing their electorate and undertaking their responsibilities as a Councillor in strategic functions, statutory responsibilities and regulatory roles remains a strategic priority.

## **2. Financial Implications**

- 2.1 Member Development is funded from the KCC training budget, the budget for the current financial year is £10,000.

## **3. Member development strategy and plan**

- 3.1 The South East Charter for Elected Member Development provides a robust, structured framework designed to help authorities enhance and hone member development. KCC gained 'Charter' status in 2010 and was successful in its application for Charter *Plus* status in 2014, retaining this following reassessment by the South East Charter for Elected Members in 2017.
- 3.2 The Member Development Steering Group (MDSG) meets monthly and includes a cross section of Members and Council Officers from Democratic Services and Organisation Development. MDSG is committed to supporting and developing Members and works closely with all Members to determine learning needs, encourage take-up of learning and development opportunities and evaluate the effectiveness of the Member Development Strategy.

- 3.3 The Strategic Member Development Plan has been drafted to reflect the views expressed by the Member Development Steering Group. It is very much a Member-Led document which has been supported by the advice of the relevant professional Officers. The aims of the Strategic Member Development Plan are to ensure every Member has access to the learning and development they require to perform their role and support their electorate as well as outlining the roles and responsibilities of Members in relation to personal development.
- 3.4 The Plan clearly sets out roles and responsibilities of Officers in the provision of good quality Member Development, and evaluation thereof, which in turn will act as an enabler for KCC to retain its Charter Plus status.
- 3.5 It is an ambition of the MDSG to build the necessary commitment, funding and support from Members to acquire external accreditation of the Member Development Plan, ideally before the County Council elections in 2021. To achieve this strategic aim, there would be a need for all Members to register and complete the programme, and, following successful completion of all development contained therein, Members would receive a Certificate issued by an awarding body to confirm their achievement.
- 3.6 The Strategic Member Development Plan, which can be found attached to this report, contains several appendices which provide Terms of Reference for the MDSG; recommended learning content; Personal Development Planning and the full Member Development Plan.

#### **4. Recommendation(s)**

**Recommendation** The County Council is invited to comment on and formally adopt the plan and note the intention to move to external accreditation of the Plan in the future.

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

Strategic Member Development Plan

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

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Relevant Director:

Ben Watts, General Counsel

Telephone number: 03000 416814

Email address: [Benjamin.Watts@kent.gov.uk](mailto:Benjamin.Watts@kent.gov.uk)



Kent County Council

# Strategic Member Development Plan 2018-2022

**Janet Hawkes**  
**Strategy & Commissioning Manager HR/OD EODD**

[Janet.hawkes@kent.gov.uk](mailto:Janet.hawkes@kent.gov.uk)

September 2018

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## Foreword



“In these days of increasing pressures, both fiscal and otherwise, on local authorities it is more important than ever that we have the best trained cohort of Members.

Member Development committees are a vital conduit between Officers, the administration and other Members of the Council to ensure that training being delivered is both timely and appropriate.

Elected Members need to respond to external issues such as changing societal and demographic needs, different ways in which public sector organisations work (i.e. partnerships) and changes in the legislation/law relating to local government.

Ensuring that every Member has the knowledge and skills required to function at a high level as Community Leaders, representing their electorate and undertaking their responsibilities as a Councillor in strategic functions and regulatory roles is a strategic priority.

Kent County Council is widely considered as being one of the strongest member-led councils in the country. Elected Members have a vital role in ensuring that we continue to play our part in increasing opportunities and improving outcomes for the residents, communities and businesses of Kent.

We would, therefore, encourage all Elected Members, even experienced Members, to fully participate in and take advantage of the range of development opportunities that are now available to you.

The **KCC Member Development Strategy** sets out our commitment to Member development, our approach and the learning and development opportunities that are available to you.”



**Andrew Bowles, MEMBER**  
**Chairman of the Member Development Steering Group,**  
**Kent County Council**

## Executive Summary

Kent County Council (KCC) is committed to providing high quality development to Elected Members. The Member Development Strategy ensures that every Member has access to the learning and development they need to effectively fulfil their roles, now and in the future. It is recognised that the role of Member is becoming ever more challenging and this strategy underpins the development available to Members to help them to act reasonably, lawfully and proportionately in their vital role representing residents and supporting communities.

The Member Development Steering Group (MDSG) ensures that development is Member-led and is accountable to the Council, supported and advised by Council Officers. Members too have a responsibility to identify their development needs and undertaking relevant training.

A comprehensive review of the Member Development offer has informed our approach to learning content, induction, member development sessions, training delivery, personal development planning and learning administration.

The forward-looking Member Development Plan has been drafted based on internal feedback and external best practice.

A structured approach to measuring the effectiveness of Member development will ensure that our approach and content are fit for purpose and meet Members' needs as well as the needs of the wider Council and the communities they serve.

The South East Charter Plus for Elected Member Development provides a robust, structured framework designed to help the authority enhance and hone member development. Kent County Council was first awarded Charter Plus status in September 2011 and the Member Development Strategy will enable accreditation retention.

It is an ambition of the MDSG to build the necessary commitment, funding and support from Members to acquire external accreditation of the Member Development Plan before the County Council elections in 2021.

## Background

Kent County Council (KCC) is committed to providing high quality development to Elected Members to enable them to effectively fulfil their roles, now and in the future.

All Elected Members have a responsibility to:

- Develop and maintain their knowledge of the Council's governance, constitution, structure, services, functions and statutory responsibilities
- Develop good working relationships with key Council officers
- Develop and maintain their knowledge of the partner organisations which deliver services to Kent
- Develop and maintain an understanding of the statutory responsibilities on Members personally, as a result of their role in decision making that affects the lives of Kent residents and visitors
- Act appropriately and at all times within the Member Code of Conduct
- Take accountability for their personal development needs and actively engage with and participate in learning and development opportunities
- Encourage the wider community to participate in the democratic process

An effective Member Development Strategy will enhance Members' abilities to meet their responsibilities.

KCC has attained the South East Charter Plus for Elected Member Development and is fully committed to the principles of the Charter. The Charter requires that KCC:

- Demonstrates a commitment to Member development
- Has a strategic approach to Member development
- Has a Member learning and development plan in place

## Aims

The aims of the Member Development Strategy are to:

- Ensure that every Member has access to the learning and development they need to perform their role and support their electorate
- Outline the roles and responsibilities of Members in relation to personal development
- Outline the roles and responsibilities of Officers in the provision of Member Development
- Secure the resources required to deliver the Member Development Strategy
- Promote the importance of learning and development for Members as key element of a Member-Led authority
- Maintain South East Charter Plus accreditation for Elected Member Development

Our Elected Members have agreed their ambition and strategic statement: **Increasing Opportunities, Improving Outcomes.** Members need to make a range of difficult decisions as the council continues to face the financial and demographic challenges ahead. The key role that Members have in relation to the strategic decision-making during that challenging time means it is vital that they are equipped with the skills and expertise to support them in that role.

Member development plays a vital part in achieving our shared goals. To achieve our aims, we will adhere to the following principles:

- Engage Members in the design of our approach
- Learning objectives will be aligned to the strategic objectives of the organisation
- Development planning will focus on the needs of individuals and build on existing knowledge and skills
- Learning will be designed to be both effective and efficient (make best use of times and resources)

The Member Development Steering Group will be responsible for the development and delivery of the Member Development Strategy, ensuring that Members retain ownership for learning strategy, design and delivery.

## **Roles and Responsibilities**

### **Member Development Steering Group**

Kent County Council is committed to supporting and developing its Members. The Member Development Steering Group ensures that development is member led and is accountable to the Council.

Kent's Member Development Steering Group has been reinvigorated and meets monthly. The Steering Group is comprised of Members and Officers who work closely with all Members to determine their learning needs, encourage the take up of learning and development opportunities and evaluate the effectiveness of the Member Development Strategy. The terms of reference for the Member Development Steering Group can be found in Appendix 1.

The Steering Group will:

- Ensure that all Members receive an adequate induction
- Engage with Members individually and collectively to identify their learning needs and priorities
- Receive briefings from the Monitoring Officer regarding relevant statutory and case law developments affecting Members
- Work in partnership with Officers to identify Member learning needs at an organisational level
- Work in partnership with Officers to build the Member Development Strategy, approach and learning content
- Promote the availability of learning and development opportunities
- Encourage member participation and take up of learning and development opportunities
- Promote knowledge sharing amongst Members
- Support the Council's commitment to retain the South East Charter Plus status
- Encourage and build the necessary commitment, funding and Member support to acquire external accreditation of the Member Development Plan ideally before the County Council elections in 2021.

### **Officer support**

Officers from Organisation Development and Democratic Services have responsibility for Member Development. They will:

- Advise and support the Member Development Steering Group
- Lead the review of the Member Development Strategy on an annual basis
- Devise and deliver a comprehensive induction for all Members
- Work in partnership with Members to identify individual learning and development needs
- Research and share insight on development opportunities and best practice
- Co-design and deliver an annual development plan for Members that meets the needs of individuals as well as the Council as a whole
- Support the promotion of available development opportunities
- Evaluate the effectiveness of the Member Development Strategy
- Lead and support the work to maintain the South East Charter Plus status
- Lead and support the work necessary to acquire external accreditation of the Member Development Plan.

## **Members**

Whilst the Member Development Steering Group and responsible Officers will offer relevant support, encouragement and resources for training and development, all Members have a personal responsibility to develop and maintain the knowledge and skills that are necessary for them to perform their role effectively.

It is incumbent on all Members to ensure that they act in compliance with the Council's Constitution, as agreed and amended by Members from time to time.



## **The Member Development Offer**

A comprehensive review of the Member Development offer has informed our approach to learning content, induction, Member development sessions, training delivery, personal development planning and learning administration.

### **Learning content**

Learning content has been organised into Core content – for all Members to enable them to perform their role effectively – and Elective content, a range of development opportunities designed to support Members, meeting their individual knowledge and skills requirements.

Members elect to undertake the learning and development activities that are most relevant to their role and their personal learning journey:

#### **Core**

- Induction programme
- Kent County Council – structure, function, strategic outcomes & partners
- Corporate Parenting
- Information Governance and Data Protection (GDPR)
- The KCC Constitution
- Social Media
- Corporate governance
- Committee governance
- Statutory committee governance
- Legislation
- Strategic commissioning
- Strategic engagement with District Councils
- Community Engagement and Leadership
- Member Support – including IT Support

#### **Elective**

- Chair/Leadership skills
- Personal skills
- Overview and scrutiny
- Additional specialist knowledge aligned to individual roles and responsibilities
- Recruitment & Selection

Examples of learning content can be found in Appendix 2. Learning content has been defined following a review of internal requirements and external benchmarking but will be regularly reviewed based on individual and organisational need.

### **Member Induction**

The induction programme is essential for all new Members of the Council and is recommended for refresher training for long term existing members to ensure knowledge and skills remain current. The overall aim is welcome Members and provide them with the skills and knowledge they need to

be able to quickly make an impact, supporting their communities and undertake their roles and responsibilities at an organisational level.

### **Member Development Sessions**

Previously, Kent scheduled weekly Tuesday Directorate briefings which were not always well attended. In future, it is proposed to replace these with less frequent, whole day Member Development Sessions, conference style that enable Elected Members to learn more about key services, policies, activities and outcomes in one programme, optimising members time.

The Member Development Sessions will be interactive, enabling Elected Members to ask questions and develop relationships across the Council, facilitating future Member/Officer collaboration. All materials will be hosted on the Delta Learning Management System to promote ease of access.

### **Training delivery**

A comprehensive review of training delivery has been undertaken to ensure that solutions are effective and fit for purpose. Training will be delivered through a variety of media:

- Face-to-face workshops and seminars delivered by internal and external experts
- E learning programmes
- Recorded Webinars
- Case studies / examples of best practice
- Attendance on External conferences and seminars as identified by members
- Training with districts and partner organisations
- Personal development planning discussions

Training delivery will also focus on making best use of Members' have limited time and capacity and ensuring equality of access. Suggestions for discussion include:

- Asking Members for their input into development scheduling
- Scheduling face-to-face development workshops to align with dates that Members will be coming into the Council for Cabinet Committee and other formal meetings to make attendance easier
- Repeating key sessions via recorded webinar as appropriate
- Offering face-to-face workshops at different days and times of the week to give Members as many opportunities as possible to attend training whilst meeting their other commitments
- Providing copies of materials, notes and presentations
- Making more use of e-Learning to deliver knowledge that does not require discussion or skills development and can be completed at a time that is convenient to individual Members
- Exploring why there hasn't been more take-up of e-Learning and addressing the resulting needs

### **Personal development plans**

The Member Development Steering Group will consider learning needs from an organisational perspective however, Members will also be encouraged to complete an individual personal development plan – see Appendix 3

Personal development planning is designed to help Members develop the knowledge and skills they require for their current role as well as supporting their future aspirations.

The personal development plan captures learning objectives, strengths, development areas, learning plans and outcomes. The personal development plan encourages individual reflection and prioritises learning needs. All Members will be offered a confidential, individual meeting to discuss their plan.

Individual development needs will be anonymised, collated and shared with the Member Development Steering Group. The Member Development Plan will therefore be informed by the needs of individual Members as well as organisational needs.

### **Learning administration**

All learning content will be hosted on Kent's Delta Learning Management System, making it easy for Members to access learning content at point of need. All learning administration – course booking, evaluation and management reporting – will also be managed through Delta.

We have also agreed the introduction of more formal protocols and processes to manage course bookings in line with the broader Council. Agreeing a minimum number of attendees for courses to be viable, and the ability to monitor course booking rates enables events to be promoted further and/or run-cancel decisions to be taken earlier, reducing waste. Full monitoring and evaluation data will be fed back to the Member Development Steering Group in order they have an informed view of development being accessed and its perceived value to members.

## Member Development Programme

In 2018, the following activities have already taken place/are scheduled to take place:

- Induction
- GDPR training
- Social media for members at two levels
- Corporate parenting
- EODD Briefing Day
- Individual Member attendance at Conferences
- Individual Member attendance at a range of development programmes to support individual knowledge requirements

The forward-looking Member Development Plan can be found in Appendix 4.

## Evaluation

It is important that we adopt a structured approach to measuring the effectiveness of Member development to ensure that it is fit for purpose and meets Members' needs.

Measurement sources will include:

- **Participation levels** – Are Members attending events and making use of learning content?
- **Member feedback** – Are learning and development interventions effective in meeting the stated learning outcomes? Are Members confident that they can put the knowledge and skills they have developed into practice?
- **Observation** – Are Members demonstrating the knowledge and skills identified in the agreed learning outcomes?
- **Impact against outcomes** – Is the development meeting the learning outcomes, are they proving effective in building identified skills and knowledge development?

The Member Development Steering Group will review evaluation data on a regular basis and take action as required. Evaluation data will also be used to inform regular reviews and updates of the Member Development Strategy.

## South East Charter Plus for Elected Member Development

### Making the most of member development

Any council that is serious about meeting the needs of its community must be committed to developing its councillors. Most authorities have some form of support programme in place. However, the approach and levels of commitment and effectiveness vary.

The South East Charter Plus for Elected Member Development provides a robust, structured framework designed to help the authority enhance and hone member development.

The charter is available for councils, police and fire authorities across London, Northern Ireland and the south-east and east regions of England. In the south-east, 18 councils have achieved the Charter status to date.

### Kent County Council Chartered Status

Kent County Council made a commitment to the South East Charter for Member Development in September 2007. The Council was granted the Charter in September 2010 and subsequently awarded Charter Plus status in September 2011. The Council has subsequently been successfully re-assessed for Charter Plus in 2014 and 2017.

### Process

There are 5 key stages towards obtaining and retaining chartered status:

- **Stage 1: Commitment to the Charter and an action plan.** The authority will undertake a self-assessment against the Charter criteria and, based on the self-assessment, will develop an action plan supported and approved by the accreditor.
- **Stage 2: Improving the development of councillors.** The authority works towards achieving the Charter and meeting the requirements of the action plan.
- **Stage 3: Assessment.** When an authority considers it has everything in place to demonstrate it has achieved the Charter, they will inform the accreditor who will make a judgement whether the authority is ready for assessment. An on-site assessment will be carried out by a trained team. A comprehensive report will then be sent to the authority following the assessment visit, outlining good practice, areas for improvement and whether it has achieved Charter status.
- **Stage 4: Awarding the Charter.** When the authority has been assessed and awarded Charter status, a certificate will be presented.
- **Stage 5: Reassessment.** Once awarded, the Charter has a 'lifespan' of three years, after which an authority will be required to submit details of how it has sustained the standard. The authority is then reassessed against the Charter. An informal review after 18 months is also carried out to check progress and identify any needs.

**NB** With KCC having retained its Charter Plus status in November 2017 we can expect an informal review around March/ April 2019

## Contact Details

For further information on Member Development, please contact **Janet Hawkes**, OD Strategy & Commissioning Manager, Organisation Development Team, HR/OD Engagement, Organisation Design & Development

Email: [janet.hawkes@kent.gov.uk](mailto:janet.hawkes@kent.gov.uk) HR/OD EODD

Telephone: Internal 410539 External 03000 410539 iPhone 07545422255

Or in person: Kent County Council Room 1.12A Sessions House Maidstone Kent ME14 1XQ

## **Appendix 1 - Member Development Steering Group Terms of Reference**

### **Purpose**

The Member Development Steering Group will oversee all Member Development at Kent County Council.

### **Membership**

The Member Development Steering Group will include a cross section of Members as well as Council Officers from Democratic Services and Organisation Development.

### **The Members**

- Mr Andrew Bowles MEM - Chair
- Mr Eric Hotson MEM
- Mr Gary Cooke MEM
- Mrs Ann Allen MEM
- Miss Emma Dawson MEM
- Mr Dara Farrell MEM
- Mrs Shellina Prendergast MEM
- Mrs Paulina Stockwell MEM
- Mr Rob Bird MEM
- Mr Martin Whybrow MEM
- Mr James McInroy MEM

### **Officers**

- Janet Hawkes – OD Strategy & Commissioning Manager
- Ben Watts – General Counsel and Monitoring Officer

Additional Officers will be engaged and asked to attend as necessary

### **Meeting Frequency**

The Steering Group will meet on a monthly basis

### **Terms of Reference**

- To develop and manage Kent County Council's Member Development Strategy
- To identify the development needs of Members – at an individual and Council level
- To develop, manage and evaluate the effectiveness of the Member Development Plan
- To provide direction and guidance on all Member development issues and opportunities
- To communicate and promote Member development opportunities
- To encourage Member engagement and participation in training and development
- To lead the retention of Kent County Council's South East Charter Plus for Member Development accreditation



## Appendix 2 – Recommended Learning Content

<b>Core</b>	
Induction	Statutory Committee specific induction
Role of the council	Information security, governance and GDPR
Overview of key services	Health, Safety and Wellbeing
Role of an elected member	Code of conduct
Member expenses and allowances	Equality
Financial policy, budget and treasury management	Antifraud and corruption
Procedural rules – debate, motions, tabling questions and decision making	Lone working
Media/social media policy	IT kit training
Social Media Training	Interactive workshop
Economic development & renewal	Corporate parenting
Procurement & contract management	Planning
Safeguarding	Strategic commissioning
Community engagement and leadership	Partnership working
Decisions for future generations	Spotlight on Directorates
Transformation and change	Getting the best from social media
<b>Elective</b>	
Chairing skills	Public speaking
Personal presence and impact	Effective writing
Influencing skills	Interpreting reports
Personal resilience and stress management	Digital awareness
Personal effectiveness and time management	Political awareness
Critical thinking and analysis	Scrutiny and challenge
Media training	Leadership skills
Recruitment and Selection	

## Appendix 3 – Personal Development Plan

<b>Name:</b>	
<b>Role:</b>	
<b>Additional Committee Membership/s:</b>	<i>Are you a member of a committee/s with statutory training requirements?</i>
<b>Plan Date:</b>	
<b>Strengths:</b>	<i>What knowledge/skills do you have to share?</i>
<b>Development needs:</b>	<i>What knowledge/skills do you wish to develop? What outcomes would you like from this development?</i>
<b>Learning Objectives:</b>	<i>How will you develop your knowledge/skills? Consider informal learning opportunities (mentoring, practice, shadowing) as well as formal (training courses, eLearning, workshops, seminars, webinars, books, guidelines)</i>

<b>Learning Outcomes:</b>	<i>What have you learned? How have you put your learning into practice? What value does it add?</i>
<b>Plan Review Date:</b>	

## Appendix 4 – Member Development Plan

Learning Method Key:

Workshop/Seminar



eLearning



Book/Guide/Article






















Coaching/Mentoring























All learning content and workshop bookings can be accessed through Delta.

Date	Participants	Title	Description	Learning Method
Month 1	Core – All	<b>Role of the council</b>	Learn about KCC’s strategy, values and strategic outcomes	
Month 1	Core – All	<b>Overview of key services 1</b>	Learn about the key services that KCC provides to Kent’s residents, communities and businesses	
Month 1	Core – All	<b>Role of an elected member</b>	Learn about the key roles and responsibilities of an elected member	
Month 1	Core – All	<b>Procedural rules – debate, motions, tabling questions and decision making 1</b>	Learn the procedures by which issues are raised, debated and decisions are made	
Month 1	Core – All	<b>Member expenses &amp; allowances</b>	Learn about allowable expenses and how to claim them	
Month 1	Core – All	<b>Financial policy, budget and treasury management</b>	Learn about KCC’s approach to financial policy and budget and treasury management.	

Month 1	Core – All	<b>Media/social media policy</b>	KCC recognises and embraces all forms of media including social media. This eLearning module provides guidance on how to use media safely and effectively.	
	Core - All	<b>Social Media</b>	Classroom workshops, delivered at two levels, to build skills, knowledge and expertise in getting the best from social media platforms	
Month 1	Core – All	<b>IT kit induction</b>	Receive 1:1 coaching on how to use you the IT kit that you are provided with	
Month 1	Core – All	<b>Information security, governance and GDPR</b>	This eLearning module ensures that you are aware of your responsibilities in relation to information security, information governance and processing personal data	
Month 1	Core – All	<b>Health, Safety and Wellbeing</b>	This eLearning module ensures that you are aware of your responsibilities in relation to health, safety and wellbeing as well as providing details of the support that is available to you	
Month 1	Core – All	<b>Code of conduct</b>	Member handbook – familiarise yourself with KCC’s code of conduct and expectations of behaviour	
Month 1	Core – All	<b>Equality</b>	This eLearning module ensures that you are aware of your responsibilities in relation to equality of opportunity, diversity and inclusion	
Month 1	Core – All	<b>Antifraud and corruption</b>	This eLearning module ensures that you are aware of your responsibilities regarding antifraud and corruption as well as how to raise any concerns	
Month 1	Core – All	<b>Lone working</b>	Learn how to work safely when working alone, for example when conducting constituent surgeries	
Month 1	Core - All	<b>Procedural rules – debate, motions, tabling questions and decision making 2</b>	Newly elected members are given the opportunity to learn how to navigate procedural by pairing them up with experienced members and/or committee secretariat	
Month 1	Core – All	<b>Overview of key services 2</b>	An opportunity to meet with representatives from our key services and learn more about their priorities and the issues that they face – format to be discussed and agreed	

Date of 1 <sup>st</sup> Meeting	Core – Health & Safety Committee Members	<b>Health &amp; Safety Committee Induction</b>	Learn about the statutory responsibilities and procedures relating to the health and safety committee from the committee chair/secretariat	
Date of 1 <sup>st</sup> Meeting	Core – Treasury Committee Members	<b>Treasury Committee Induction</b>	Learn about the statutory responsibilities and procedures relating to treasury committee from the committee chair/secretariat	
Date of 1 <sup>st</sup> Meeting	Core – Planning Committee Members	<b>Planning Committee Induction</b>	Learn about the statutory responsibilities and procedures relating to the planning committee from the committee chair/secretariat	
Date of 1 <sup>st</sup> Meeting	Core – Pension Committee Members	<b>Pension Committee Induction</b>	Learn about the statutory responsibilities and procedures relating to the pension committee from the committee chair/secretariat	
Month 1	Elective – Personal Skills	<b>Chairing skills</b>	For Chairs new to role or seeking to develop their skills. This interactive workshop will enable participants to learn about how to chair meetings effectively including encouraging contribution, managing time, making and recording decisions and managing conflict	
Month 1	Elective - Context	<b>Safeguarding</b>	Learn more about KCC's approach to safe guarding and your responsibility as members	
Month 1	Elective – Personal Skills	<b>Scrutiny and challenge</b>	How to use your political skills and understanding of the needs of local people to challenge and shape policy	
Month 2	Elective - Context	<b>Corporate Parenting</b>	Learn more about KCC's approach to corporate parenting and your responsibility as members	
Month 2	Elective - Context	<b>Recruitment &amp; Selection</b>	Delivery of our policy standard that recruitment panels, including Member panels, must include people trained in our recruitment and selection process	

Month 3	Elective – Personal Skills	<b>Personal presence and impact</b>	Learn the ingredients of personal presence and practice skills to improve personal impact	
Month 3	Elective - Context	<b>Economic development &amp; renewal</b>	Learn more about KCC's approach to economic development and renewal, strategy, key projects, issues, opportunities and outcomes	
Month 4	Elective - Context	<b>Procurement &amp; contract management</b>	Learn about KCC's approach to procurement and contract management, key contracts, issues, opportunities and outcomes	
Month 4	Elective – Personal Skills	<b>Influencing skills</b>	Learn about different influencing styles, when and how to use them to be a persuasive communicator	
Month 5	Elective - Context	<b>Local leadership</b>	Learn more about local leadership – what it is, why it's important in Kent, issues, opportunities and outcomes	
Month 5	Elective – Personal Skills	<b>Social Media training</b>	An interactive workshop designed to develop skills to handle media questions, develop key messages and manage the media effectively	
Month 6	Elective - Context	<b>Decisions for future generations</b>	Learn about the Welfare for Future Generations Act and how to apply the framework to decision making	
Month 6	Elective – Personal Skills	<b>Public speaking</b>	An interactive workshop designed to teach the core components of public speaking – content design and delivery - and provide participants with the opportunity to practice speaking with impact	
Month 7	Elective - Context	<b>Planning</b>	Learn more about KCC's planning policies, development strategy, key projects, issues, opportunities and outcomes	
Month 7	Elective – Personal Skills	<b>Digital awareness</b>	Learn more about how digital technology is transforming our services and opportunities for our residents, communities and businesses	
Month 8	Elective - Context	<b>Commissioning</b>	Learn about how KCC commissions products and services	

Month 9	Elective - Context	<b>Partnership working</b>	Learn more about partnership working – what it is, why it’s important in Kent, key partnerships, issues, opportunities and outcomes	
Quarterly	Elective - Context	<b>Spotlight on Directorates</b>	Regular workshops to enable Elected Members to learn more about KCC’s Directorates - their priorities, issues, opportunities, outcomes – and develop relationships for future collaboration	
On demand	Elective – Personal Skills	<b>Personal resilience and stress management</b>	Learn how to remain personally resilient and recognise and manage stress	
On demand	Elective – Personal Skills	<b>Personal effectiveness and time management</b>	Learn strategies to prioritise work, delegate, manage time and work effectively	
On demand	Elective – Personal Skills	<b>Critical thinking and analysis</b>	Learn tools and techniques to analyse and interpret information in order to make sound judgements	
On demand	Elective – Personal Skills	<b>Effective writing</b>	Learn the secrets of writing content that is impactful and concise	
On demand	Elective – Personal Skills	<b>Interpreting reports</b>	Learn tools and techniques to analyse and interpret reports	
On demand	Elective – Personal Skills	<b>Political awareness</b>	Learn about the political landscape that impacts and is impacted by KCC	
On demand	Elective – Personal Skills	<b>Digital awareness 2</b>	Access a range of IT training online to develop your IT knowledge and skills	



From: Mr Eric Hotson, Cabinet Member for Corporate and Democratic Services  
 Mr Benjamin Watts, General Counsel

To: County Council – 18 October 2018

Subject: Governance and Audit Committee – Terms of Reference

Classification: **Unrestricted**

**Summary:** To consider approving amendments to the Terms of Reference of the Governance and Audit Committee to incorporate the work of the Trading Activities Sub-Committee.

**Recommendation:** The Council is requested to approve the amendment of the Terms of Reference for the Governance and Audit Committee to include the responsibilities of the Trading Activities Sub-Committee and that the disbanding of the Trading Activities Sub-Committee be noted.

## 1. Introduction

1.1 At the 25 July 2018 meeting of the Governance and Audit Committee Members considered the annual report on the Committee's Terms of Reference.

## 2. Trading Activities Sub Committee

2.1 Given the growing portfolio of trading companies and the clear views expressed previously by Members of that Committee it was agreed that it was timely to move the responsibilities of the Trading Activities Sub-Committee to the main committee. This would provide the opportunity for all Members of the Governance and Audit Committee to be involved in the oversight of this important area.

## 3. Amendments to the Terms of Reference

3.1 In order to place the oversight for company governance into the Terms of Reference for the Governance and Audit Committee, the Committee agreed that the Trading Activities Sub-Committee should be disbanded and consequential changes be made to the Committee's Terms of Reference. These changes are reflected in the tracked changed version of the Terms of Reference that is appended to this report

## 4. Recommendation

**Recommendation** The Council is requested to approve the amendment of the Terms of Reference for the Governance and Audit Committee to include the responsibilities of the Trading Activities Sub-Committee, as set out in Appendix A, and that the disbanding of the Trading Activities Sub-Committee be noted.

## **5. Background Documents**

[Governance and Audit Committee – 25 July 2018 – item 29](#)

## **6. Contact details**

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## TERMS OF REFERENCE

### Governance and Audit Committee

*10 Members*

*Conservative: 7; Liberal Democrat: 1; Labour: 1; Independent: 1.*

The purpose of this Committee is to:

1. ensure the Council's financial affairs are properly and efficiently conducted, and
2. review assurance as to the adequacy of the risk management and governance framework and the associated control environment.

On behalf of the Council this Committee will ensure the following outcomes:

- (a) Risk Management and Internal Control systems are in place that are adequate for purpose and effectively and efficiently operated.
- (b) The Council's Corporate Governance framework meets recommended practice (currently set out in the CIPFA/SOLACE Good Governance Framework), is embedded across the whole Council and is operating throughout the year with no significant lapses.
- (c) The Council's Internal Audit function is independent of the activities it audits, is effective, has sufficient experience and expertise and the scope of the work to be carried out is appropriate.
- (d) The appointment and remuneration of External Auditors is approved in accordance with relevant legislation and guidance, and the function is independent and objective.
- (e) The External Audit process is effective, taking into account relevant professional and regulatory requirements, and is undertaken in liaison with Internal Audit.
- (f) The Council's financial statements (including the Pension Fund Accounts) comply with relevant legislation and guidance and the associated financial reporting processes are effective.
- (g) Any public statements in relation to the Council's financial performance are accurate and the financial judgements contained within those statements are sound.
- (h) Accounting policies are appropriately applied across the Council.

- (i) The Council has a robust counter-fraud culture backed by well designed and implemented controls and procedures which define the roles of management and Internal Audit.
- (j) The Council monitors the implementation of the Bribery Act Policy to ensure that it is followed at all times.
- (k) Ensure that there are effective governance arrangements in place for Kent County Council's wholly owned limited companies and trading vehicles
- (l) Receive and review the annual financial statements and dividend policies of any KCC limited companies and to consider recommending corrective action where appropriate
- (m) Review the establishment of new limited companies before the company commences trading and make recommendations to the Governance and Audit Committee and responsible Cabinet Member where appropriate in relation to:
  - i. Governance matters
  - ii. The financial impact of the proposed company on Kent County Council