



Summons to and  
Agenda for a  
Meeting on  
**Thursday, 17th  
October, 2019**  
at **10.00 am**





DEMOCRATIC SERVICES  
SESSIONS HOUSE  
MAIDSTONE

Wednesday, 9 October 2019

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, 17 October 2019 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 11.00 am.**

### **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 September 2019 and, if in **(Pages 5 - 12)** order, to be approved as a correct record
4. Corporate Parenting Panel - minutes for noting **(Pages 13 - 20)**  
Minutes of the meeting held on 25 July 2019.

5. Chairman's Announcements
6. Questions
7. Strategic Statement Annual Report 2019
8. Report by the Leader of the Council (Oral)

**(Pages 21 - 86)**

A handwritten signature in black ink, appearing to read 'B. Watts', with a stylized flourish extending to the right.

Benjamin Watts  
General Counsel  
03000 416814

## KENT COUNTY COUNCIL

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MINUTES of a meeting of the Kent County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 12 September 2019.

**PRESENT:**

Mrs A D Allen, MBE (Chairman)  
Mr G K Gibbens (Vice-Chairman)

Mr M J Angell, Mr M A C Balfour, Mr P V Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P M Beresford, Mr R H Bird, Mr T Bond, Mr A Booth, Mr A H T Bowles, Mr J Burden, Miss S J Carey, Mr P B Carter, CBE, Mrs S Chandler, Mr N J D Chard, Mr I S Chittenden, Mr J Clinch, Mr N J Collor, Ms K Constantine, Mr G Cooke, Mr P C Cooper, Mrs M E Crabtree, Mr D S Daley, Mr M C Dance, Miss E Dawson, Mrs T Dean, MBE, Mr D Farrell, Mr R W Gough, Ms S Hamilton, Mr P M Harman, Mr P M Hill, OBE, Mr A R Hills, Mrs S V Hohler, Mr S Holden, Mr P J Homewood, Mr A J Hook, Mr M J Horwood, Mr E E C Hotson, Mrs L Hurst, Mr J A Kite, MBE, Mr P W A Lake, Mr B H Lewis, Ida Linfield, Mr R L H Long, TD, Mr R C Love, OBE, Mr G Lymer, Mr S C Manion, Mr R A Marsh, Mr J P McInroy, Mr P J Messenger, Mr D D Monk, Mr M J Northey, Mr P J Oakford, Mr J M Ozog, Mr M D Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A M Ridgers, Mr C Simkins, Mrs P A V Stockell, Dr L Sullivan, Mr B J Sweetland, Mr I Thomas, Mr R J Thomas, Mr M Whiting, Mr M E Whybrow and Mr J Wright

IN ATTENDANCE: Mrs A Beer (Corporate Director of People and Communications), Mr D Cockburn (Corporate Director Strategic & Corporate Services), Mr M Dunkley CBE (Corporate Director for Children Young People and Education), Mr S Jones (Director of highways, Transportation and Waste), Mr A Scott-Clark (Director of Public Health), Ms P Southern (Corporate Director, Adult Social Care and Health) and Mr B Watts (General Counsel)

### UNRESTRICTED ITEMS

#### **157. Apologies for Absence**

The General Counsel reported apologies from Mrs Binks, Mr Butler, Mrs P Cole, Mr A Cook, Mrs Game, Ms D Marsh, Mr D Murphy and Mr D Pascoe.

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

(1) Dr Sullivan declared an interest, as her husband was employed by the County Council in the Early Help and Prevention Team.

(2) Miss Carey declared an interest in item 10 (Motion for Time Limited Debate) as her Mother in Law had a disabled person's bus pass.

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

**159. Minutes of the meeting held on 11 July 2019 and, if in order, to be approved as a correct record**

RESOLVED that the minutes of the meeting held on 11 July 2019 be approved as a correct record and they be signed by the Chairman.

**160. Chairman's Announcements**

No Chairman's announcements were made

**161. Questions**

In accordance with Procedure Rule 1.17(4), 5 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.

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

(1) The Leader updated the Council on events since the previous meeting and highlighted the good news relating to the funding of local government and schools.

(2) Mr Carter, the Leader of the Council, welcomed the recent announcement of additional Brexit funding by the Chancellor of the Exchequer, He expressed disappointment at the delayed implementation of a three-year settlement for local government. However, he appreciated that the settlement announced for 2020/21 had exceeded expectation.

(3) Mr Carter stated that the additional Brexit funding included the continuation of the existing grant regime for a further 12 months. This included the continuation of the troubled families programme, the Better Care Fund and additional winter monies, and amounted to approximately £59m for Kent. The settlement would enable councils across England to apply a maximum increase of 2% in Council Tax and, for those with adult social care responsibilities, an ability to charge an additional 2% social care precept.

(4) Mr Carter welcomed the recently announced additional funding in 2020-21 to further support special educational services and highlighted the importance of ensuring that every pupil had access to a suitable level of education and that no child was held back from reaching their full potential.

(5) Mr Carter referred to the significant rise in the number of Education, Health and Care Plans (EHCPs) since the changes to legislation in 2014, which had consequently led to a rise in placements of young people into Kent's maintained special schools. He stated that the government had announced a fundamental review of the consequences of the changes to the 2014 Act. The review would consider how the new system could provide the highest quality support that would enable children and young people with special education needs and disabilities (SEND) to thrive and prepare for adulthood, including employment. The review would be led by a government-appointed Commissioner, Tony McArdle, Chief Executive of Lincolnshire County Council.

(6) Mr Carter referred to governments announcement of an increase in the minimum guaranteed funding for both primary and secondary schools. Kent's Dedicated Schools Grant (DSG) would increase as a consequence of the additional funding, and post 16 funding would increase in 2020 by 4.8%, this would also apply to FE colleges.

(7) Mr Carter welcomed the funding allocated to Kent County Council from the Department for Transport to prepare Kent's roads to deal with congestion and disruption that could be caused by Brexit. He expressed disappointment that the Fair Funding methodology would not now be introduced until April 2021

(8) Mr Bird, the Leader of the Opposition, suggested that consideration be given to how climate change and environmental considerations could be better integrated into Kent's formal decision-making process.

(10) Mr Bird welcomed the recent announcement of additional Brexit funding and expressed his concerns in relation to potential future budget cuts and austerity.

(11) Mr Bird referred to the additional investment into special educational services and the post 16 funding and emphasised the importance of ensuring that FE colleges in Kent were well supported to ensure that every young person in Kent had the opportunity to succeed.

(12) Mr Bird referred to a recently published Healthwatch Kent report (The reality of Autism for families in Kent). This report included feedback from a Special Educational Needs Coordinator (SENCO) expressing concerns in relation to issues such as high-functioning autism not being addressed adequately, social matters being disregarded by schools, confusion regarding the referral process, and a lack of response from the provider when referrals were made. He expressed the view that NHS partners needed to work closely with Kent County Council in relation to SEND services to ensure that children and young people were supported and that sufficient resources were available.

(13) Mr Farrell, Leader of the Labour Group, welcomed the recent announcement of additional Brexit funding, further investment in per pupil funding, high needs funding and post 16 funding.

(14) Mr Farrell referred to the Written Statement of Action in response to Kent County Council's recent Ofsted and Care Quality Commission report for children with SEND. He expressed the view that there was a significant need for a SEND review, to identify demand and cost pressures, whilst considering inclusion within mainstream schools.

(16) Mr Farrell referred to a recent report from the National Audit Office which warned that large numbers of children with SEN in England were not being adequately supported in schools, and he reminded Members of their responsibilities in relation to school exclusion rates and EHCP's.

(17) In relation to the future of Kent's Highways Maintenance contract. Mr Farrell stated that all Kent residents would be affected, both in respect of cost and delivery.

(18) Mr Farrell emphasised the importance of continuing to, seek methods of income generation and evaluate trading company performance levels. He expressed the view that it might be time to consider the full effects of seeking to become a commissioning authority.

(19) Mr Whybrow, Leader of the Independents Group, commended Mr Carter for continuously lobbying government for additional funding for local governments. He welcomed the recent announcement of additional Brexit funding, a date for the Fair Funding Review and expressed his concerns in relation to austerity.

(20) Mr Whybrow emphasised the importance of investing in special educational services and reviewing the consequences of the changes to the 2014 Act to ensure that children and young people with SEND were supported.

(21) Mr Whybrow expressed his concerns in relation to the settlement which again enabled councils with adult social care responsibilities to apply an additional 2% social care precept. He did not consider this to be a long-term sustainable way of financing local government.

(22) Mr Whybrow acknowledged that the creation of the proposed Climate Emergency Select Committee was a positive step towards addressing climate emergency issues in Kent.

(23) In replying to the other Leaders' comments, Mr Carter referred to the Climate Emergency Select Committee and confirmed that the vast majority of Kent's strategic documents and policies supported environment protection.

(24) Mr Carter expressed his views in relation to the one-year settlement and the severe financial pressures that local government in England had been faced with over the years.

(25) Mr Carter referred to Kent's Highways Maintenance contract and the upcoming developments to the contract that would deliver good quality highways maintenance in Kent. He hoped that a briefing on the matter could take place before the next meeting of the County Council.

### **163. Brexit Preparedness - Kent County Council Update**

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

“County Council is asked to:

- (a) note the increased national preparations for a no-deal Brexit scenario;
- (b) note Kent County Council's further preparations for a potential no-deal Brexit scenario;
- (c) note Kent County Council's requests for Government action to resolve the outstanding issues as highlighted in the paper; and
- (d) confirm Kent County Council's Lead Brexit Officer as Barbara Cooper, Corporate Director, Growth, Environment and Transport.”

(2) Mr Jones, Director of Highways, Transport and Waste, was invited to give a brief Powerpoint presentation.



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

For (57)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mr T Bond, Mr A Booth, Mr A Bowles, Miss S Carey, Mr P Carter, Mrs S Chandler, Mr N Chard, Mr N Collor, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Mr M Dance, Miss E Dawson, Mr R Gough, Ms S Hamilton, Mr P Harman, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr M Horwood, Mr E Hotson, Mrs L Hurst, Mr J Kite, Mr P Lake, Mr R Long, Mr R Love, Mr G Lymer, Mr S Manion, Mr A Marsh, Mr J McInroy, Mr P Messenger, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mrs P Stockell, Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr M Whiting, Mr J Wright

Against (11)

Mr R Bird, Mr I Chittenden, Mr J Clinch, Ms K Constantine, Mr D Daley, Mrs T Dean, Mr D Farrell, Mr A Hook, Mr B Lewis, Ida Linfield, Mr M Whybrow

Abstain (1)

Dr L Sullivan

*Section (a) of motion carried*

(4) The Chairman put section (b) of the motion set out in paragraph (1) above to the vote and the 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 T Bond, Mr A Booth, Mr A Bowles, Miss S Carey, Mr P Carter, Mrs S Chandler, Mr N Chard, Mr N Collor, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Mr M Dance, Miss E Dawson, Mr R Gough, Ms S Hamilton, Mr P Harman, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr M Horwood, Mr E Hotson, Mrs L Hurst, Mr J Kite, Mr P Lake, Mr R Long, Mr R Love, Mr G Lymer, Mr S Manion, Mr A Marsh, Mr J McInroy, Mr P Messenger, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mrs P Stockell, Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr M Whiting, Mr M Whybrow, Mr J Wright

Against (6)

Mr R Bird, Mr I Chittenden, Mr D Daley, Mrs T Dean, Mr A Hook, Ida Linfield

Abstain (6)

Mr J Burden, Mr J Clinch, Ms K Constantine, Mr D Farrell, Mr B Lewis, Dr L Sullivan

*Section (b) of motion carried*

(5) The Chairman put section (c) of the motion set out in paragraph (1) above to the vote and the voting was as follows:

For (64)

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 Booth, Mr A Bowles, Miss S Carey, Mr P Carter, Mrs S Chandler, Mr N Chard, Mr I Chittenden, Mr J Clinch, Mr N Collor, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Mr D Daley, Mr M Dance, Miss E Dawson, Mrs T Dean, Mr R Gough, Ms S Hamilton, Mr P Harman, 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 P Lake, Ida Linfield, Mr R Long, Mr R Love, Mr G Lymer, Mr S Manion, Mr A Marsh, Mr J McInroy, Mr P Messenger, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mrs P Stockell, Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr M Whiting, Mr M Whybrow, Mr J Wright

Abstain (5)

Mr J Burden, Ms K Constantine, Mr D Farrell, Mr B Lewis, Dr L Sullivan

Against (0)

*Section (c) of motion carried*

(6) The Chairman put section (d) of the motion set out in paragraph (1) above to the vote and the voting was as follows:

For (70)

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 Booth, Mr A Bowles, Mr J Burden, Miss S Carey, Mr P Carter, Mrs S Chandler, Mr N Chard, Mr I Chittenden, Mr J Clinch, Mr N Collor, Mr G Cooke, Mr P Cooper, Ms K Constantine, Mrs M Crabtree, Mr D Daley, Mr M Dance, Miss E Dawson, Mrs T Dean, Mr D Farrell, Mr R Gough, Ms S Hamilton, Mr P Harman, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr A Hook, Mr P Homewood, Mr M Horwood, Mr E Hotson, Mrs L Hurst, Mr J Kite, Mr P Lake, Mr B Lewis, Ida Linfield, Mr R Long, Mr R Love, Mr G Lymer, Mr S Manion, Mr A Marsh, Mr J McInroy, Mr P Messenger, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mrs P Stockell, Dr L Sullivan, Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr M Whiting, Mr M Whybrow, Mr J Wright

Against (0), Abstain (0)

*Section (d) of motion carried*

(7) RESOLVED that:

- (a) the increased national preparations for a no-deal Brexit scenario be noted ;
- (b) Kent County Council's further preparations for a potential no-deal Brexit scenario be noted;
- (c) Kent County Council's requests for Government action to resolve the outstanding issues as highlighted in the paper be noted; and
- (d) Barbara Cooper – Corporate Director, Growth, Environment and Transport. be confirmed as " Kent County Council's Lead Brexit Officer

**164. Reform of the South East Local Enterprise Partnership (SELEP)**

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

"County Council is asked to note the Reform of the South East Local Enterprise Partnership (SELEP) report."

(2) Following the debate, the motion was agreed without a formal vote.

(3) RESOLVED that the Reform of the South East Local Enterprise Partnership (SELEP) report be noted.

**165. Treasury Management Annual Review 2018/19**

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

"County Council is asked to note this report."

(2) Following the debate, the motion was agreed without a formal vote.

(3) RESOLVED that the Treasury Management Annual Review 2018-19 report be noted.

**166. Motion for Time Limited Debate**

*Removal of peak time restrictions to the Disabled Person's Bus Pass"*

(1) Mr Chittenden moved and Ida Linfield seconded the following motion:

"This Council requests that the Head of Public Transport enter into negotiations with the bus operating companies with a view to removing the peak time restrictions under the terms and conditions of the English National Concessionary Travel Scheme (ENCTS) for both the Disabled Person's Bus Pass and Disabled Person + Companion Pass in Kent. The Council supports removing restrictions on disabled travel and asks the Cabinet Member to put the necessary measures in place with effect from April 2020, subject to approval of the necessary budget implications at the

County Council meeting in February and satisfactory outcomes from negotiations with bus operating companies.”

(2) Following the debate, the motion was agreed without a formal vote.

(3) RESOLVED that

this Council requests that the Head of Public Transport enter into negotiations with the bus operating companies with a view to removing the peak time restrictions under the terms and conditions of the English National Concessionary Travel Scheme (ENCTS) for both the Disabled Person's Bus Pass and Disabled Person + Companion Pass in Kent. The Council supports removing restrictions on disabled travel and asks the Cabinet Member to put the necessary measures in place with effect from April 2020, subject to approval of the necessary budget implications at the County Council meeting in February and satisfactory outcomes from negotiations with bus operating companies.

**167. Corporate Parenting Panel - minutes for noting**

RESOLVED that the minutes of the meeting of the Corporate Parenting Panel on 29<sup>th</sup> May 2019 be noted

**KENT COUNTY COUNCIL**

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**CORPORATE PARENTING PANEL**

MINUTES of a meeting of the Corporate Parenting Panel held in Sessions House on Thursday, 25 July 2019.

PRESENT: Mrs A D Allen, MBE (Chairman), Mr R H Bird (Substitute for Ida Linfield), Mr D L Brazier (Substitute for Mr M J Northey), Ms D Bride, Mr J Burden, Mr T Byrne, Ms S Dunstan, Mr R Graves, Ms S Hamilton, Mrs S Hammond, Mr A Heather, Mr G Lymer, Mr P Manning (Substitute for Mr T Doran), Mrs S Prendergast, Ms N Sayer and Ms C Smith

ALSO PRESENT: Mr R W Gough

IN ATTENDANCE: Mr M Dunkley CBE (Corporate Director for Children Young People and Education), Ms N Anthony (Head of Fostering, East), Ms R Calver (Service Manager for Transition, 18+ Leaving Care Service), Ms J Carpenter (Participation and Engagement Manager, Virtual School Kent), Mrs M Robinson (Management Information Unit Service Manager), Paul Startup (Head of Care Leavers 18 plus Service), Mr M Vening (Head of Fostering, West) and Miss T A Grayell (Democratic Services Officer)

**UNRESTRICTED ITEMS****165. Membership**

It was noted that Mr J Burden had joined the Panel in place of Ms K Constantine.

**166. Apologies and substitutes**

*(Item 1)*

Apologies for absence had been received from Julianne Bayford, Tony Doran, Lesley Game, Stuart Griffiths, Ida Linfield, Michael Northey and Sarah Vaux.

Rob Bird was present as a substitute for Ida Linfield, David Brazier for Michael Northey and Paul Manning for Tony Doran.

**167. Minutes of the meeting of the Panel held on 29 May 2019 (Takeover Day)**

*(Item 2)*

It was RESOLVED that the minutes of the Corporate Parenting Takeover Day on 29 May 2019 are correctly recorded and they be signed by the Chairman. There were no matters arising.

The Chairman advised the Panel that its minutes, once approved, would be submitted to the next County Council meeting to be noted.

## **168. Chairman's Announcements**

*(Item 3)*

The Chairman once again said how proud she was of the way in which the VSK Participation team had put together the Takeover Day and the way in which the young people taking part had conducted themselves.

## **169. Verbal Update from Our Children and Young People's Council (OCYPC)**

*(Item 4)*

1. Sophia Dunstan (Participation Support Assistant), Reece Graves (Senior Apprentice Participation Worker) and Tom Byrne (Apprentice Participation Worker) from the Virtual School Kent (VSK) Participation Team gave a verbal update on the work of the OCYPC, the Super Council and the Young Adult Council and forthcoming participation events. *The text of this update will be appended to these minutes.* They responded to comments and questions, including the following:-

- a) referring to work on 'the language of care', the Chairman said she found it sometimes difficult to understand the language used;
- b) the Chairman advised members of the Panel that they should always feel free to contact the VSK Participation team to find out about and link into work being done with children and young people in care;
- c) the Corporate Director of Children, Young People and Education, Matt Dunkley, suggested that there be a team which would work with adolescents. This was welcomed as giving an opportunity for young people to have input into what they thought should be the qualities of people working with adolescents and what were the most important aspects of such work. The Chairman added that elected County Council Members could also benefit from some training in this area to raise their understanding of work with adolescents. Dan Bride (Assistant Director, Adolescent and Open Access, West) undertook to write to Members about a training day she was organising in September 2019; and
- d) Mr Dunkley suggested that a co-production seminar would also be helpful, to allow members and young people to discuss together how the corporate parenting role of all elected County Council Members could be developed and clarified.

2. It was RESOLVED that the verbal updates be noted, with thanks.

## **170. Verbal Update by Cabinet Member**

*(Item 5)*

1. The Cabinet Member for Children, Young People and Education, Roger Gough, gave a verbal update on the following issues:-

***Update on Unaccompanied Asylum-Seeking Children (UASC)*** – there were currently 315 UASC under 18, more than the same time one year ago, and 893 over-18 UASC care leavers. The National Transfer Scheme was based on the principle of no local authority having any more than its share of the UASC in the country, which

was set at 0.07% of its population of children and young people. Kent's share on this basis would be 231 UASC. 137 UASC had arrived in the county so far in 2019, compared with 172 arrivals for the whole of 2018. Changes to the financial support available had been reviewed, which would help the rates of support available for 16-17-year olds but leave a shortfall of funding for care leavers, so the County Council would continue to press for a review of this area of funding. Government funding of £407,000 had been allocated to Kent from the Controlling Migration Fund. This could be spent on housing, emotional health and welfare services and language support for UASC.

**Housing-Related Support for young people** – the Council's policy on this had been reviewed early in 2019, to target key groups; children in care, care leavers and 16- and 17-year olds at risk of becoming homeless, who would previously have been housed in unregulated accommodation. New accommodation providers were being commissioned. Although there had been some problems, for example, Trinity Foyer closing, many issues were now resolved, and recent discussions with borough and district councils had been positive.

2. Mr Gough, Sarah Hammond (Director of Integrated Children's Services, East) and Mr Dunkley then responded to comments and questions, including the following:-

- a) asked what proportion of UASC care leavers stayed in Kent after leaving care, and with how many the Council was still in contact, Ms Hammond advised that the Council was in touch with 85.2% of UASC care leavers who had ever been in the care of the county. This figure would be reported to the Department for Education in the regular return. Of the 893 UASC care leavers, 345 were living outside the County Council's administrative area, but 254 of these were living in Medway. Because many UASC care leavers lived in Medway and the Canterbury area, money from the Controlling Migration Fund would be focussed on these areas. Mr Gough added that the services which the County Council was obliged to provide for care leavers up to the age of 25 had a take-up rate of 50% among citizen children but 100% among UASC care leavers;
- b) Nancy Sayer (Designated Consultant Nurse for Looked After Children) added that any increase in the number of UASC in the county also had an impact on NHS resources and its ability to meet its targets, for example, for initial health assessments. The East of Kent in particular had higher numbers of UASC. The NHS did not receive any additional Government funding to cope with increases in UASC numbers, and whenever the Council lobbied the Government for additional funding it would always be helpful to highlight this fact. Mr Gough undertook to address this issue with the new Immigration Minister, to seek to continue the progress which had previously been made in this area; and
- c) Mr Dunkley suggested that he write to the new Secretary of State for Education and the Children's Minister and invite them to attend a future meeting to see how the Panel engaged and worked with young people.

3. Mr Dunkley reported on a recent event on Lifelong Links which he and Chelsea Goodwin (Apprentice Participation Worker) had attended and the work Chelsea had undertaken to ensure that the language used in the literature was as clear as possible for children and young people to understand. The Panel thanked

and congratulated Chelsea on her commitment to this work and for her contribution to making the Lifelong Links project as easy as possible for young people to understand and relate to.

4. It was RESOLVED that the verbal update be noted, with thanks, and Chelsea Goodwin be thanked and congratulated on her commitment to this work and for her contribution to making the Lifelong Links project as easy as possible for young people to understand and relate to.

### **171. Challenge Card Update**

*(Item 6)*

1. Jo Carpenter (Participation and Engagement Manager, Virtual School Kent) and Caroline Smith (Assistant Director, Corporate Parenting) introduced the report and explained that research on the feasibility of a Council Tax exemption for care leavers had been completed and that work was continuing with district and borough councils and other services which also took a share of council tax, for example, Kent Police and the Kent Fire and Rescue Service. When this was complete, meetings would take place with commissioners in each area. Mr Gough added that he would be meeting the Police and Crime Commissioner shortly and would discuss the issue.
2. The Panel was reminded that, subsequent to the challenge card being discussed at a Panel meeting, a motion was tabled at and supported unanimously by the full Council. The scheme once again received the full support of the Panel and the work being undertaken to move it forward was welcomed. Mr Dunkley advised that he hoped the exemption could be established in time for the issue of Council Tax bills for the 2020/21 financial year.
3. It was suggested that the Panel Chairman and Cabinet Member write to all elected County Councillors who also served as district and borough councillors to urge them to promote and support the exemption at their local councils.
4. It was RESOLVED that the progress achieved on the current challenge card be welcomed and the Panel Chairman and Cabinet Member write to all elected County Councillors who also served as district and borough councillors to urge them to promote and support the exemption at their local councils.
5. The Panel Chairman then suggested a new challenge: that young people ask to be invited to a meeting of the Cabinet, at which they could ask each Cabinet Member about their portfolio and what they could do within that portfolio to promote the corporate parenting role. This was welcomed.

### **172. Performance Scorecard for Children in Care**

*(Item 7)*

1. Maureen Robinson (Management Information Unit Service Manager) introduced the report and explained that there had been very little change in performance since last reporting to the Panel, although there had been small reductions to some targets, including those relating to interviews with children and young people returning after episodes of being missing. Ms Hammond added that the Council did not take the decision to reduce performance targets lightly but had done so after feedback from young people that it was sometimes very difficult to talk



about their reasons for going missing and that the 72-hour deadline in the performance target was too early. More would be willing to talk about their reasons if they had longer to prepare.

2. Mrs Robinson and Ms Hammond responded to comments and questions from the Panel, including the following:-

- a) the adoption process in Kent seemed to be quicker than in other areas but was held up by the court process. Ms Hammond explained that the Family Division, a group of 20 High Court Judges, had a new President, Sir Andrew McFarlane, who had stated his commitment to ensuring that decisions made in adoption proceedings had taken account of any and all family members who could offer the child a home. Identifying and assessing each of these could take a lot of time. She confirmed that Kent's adoption process had a good reputation nationally;
- b) asked about a very recent increase in the number of children in care being frequently absent from school, Paul Manning (Deputy Head for Key Stage 5, Virtual School Kent (VSK)) explained that VSK was aware of this issue and was working closely with schools to address it. Ms Bride added that this was probably due to the time of year. As the end of the school year approached, some young people, particularly those not intending to go on to the next academic year, stopped bothering to attend school; and
- c) asked if these absences were more prevalent in primary or secondary schools, Ms Hammond undertook to look into this and suggested that this detail be included in the next scorecard.

3. It was RESOLVED that the information set out in the children in care scorecard be noted, with thanks, and future scorecards include detail of the percentage split of seasonal absences between primary and secondary schools.

### **173. Kent Fostering Service Annual Report 2018/2019 and Kent Fostering Service Business Plan 2019**

*(Item 8)*

1. Caroline Smith introduced the report and introduced Mark Vening, Head of Fostering, West, who had been appointed as part of the service restructure in April 2019. With Nicola Anthony, Head of Fostering, East, Ms Smith responded to comments and questions from the Panel, including the following:-

- a) the Chairman referred to the range of community events around the county which the fostering team had attended to promote the work of the fostering service and further the recruitment campaign;
- b) concern was expressed that the number of foster carers had fallen and that recent promotional events had not generated the interest hoped for. What might be needed was a more innovative approach. Ms Smith explained that a national shortage of foster carers had prompted a different approach to promotion and recruitment. The recent recruitment event in Maidstone, which had been jointly arranged with the Kent Adoption Service, Catch 22

and Medway Council, had been an experimental approach, however this did not attract the expected level of attendance. More smaller-scale drop-in events were being arranged, for example, using local libraries and coffee shops. Feedback from events had indicated that people would welcome smaller, local, informal opportunities to find out about fostering. Ms Anthony added that 28 new foster carers had been recruited so far this year, which was an increase on the same time last year;

- c) asked what proportion of foster carers had their own children, either younger or adult, and how the Council could reach those parents via promotions at schools, Ms Anthony advised that the majority of foster carers had older children but those with school-age children were being reached via initiatives with schools, for example, by including promotional material in the child's school book bag; and
- d) asked about the Sense of Belonging service, Ms Smith advised that, due to the popularity of this service, the Sense of Belonging team would be extended to include placement stability workers, which would increase the social workers' capacity to undertake follow-up work. Using a range of outdoor centres would help support placement stability.

- 2. It was RESOLVED that the information set out in the Kent Fostering Annual Report and Business Plan be noted, with thanks.

**174. Review of Corporate Parenting Pilot Scheme: Kent County Council acting as a rent guarantor for Care Leavers, including accommodation types**  
(Item 9)

1. Paul Startup (Head of Care Leavers 18+ Service) introduced the report and summarised the outcomes of the pilot of the rent guarantor scheme, which had run successfully for six months. There had been no defaulters and no rent arrears and hence no cost to the County Council. All those who had been helped by the pilot scheme were happily accommodated and staying put, except one who had left a university place for reasons unrelated to any accommodation issues. To help develop and promote the scheme, the service was seeking a Member Champion and to change the strategy to seek young people earlier who could benefit from the scheme, allowing them time to establish themselves and build a reputation and a good relationship with a landlord. An example of this was a shared housing scheme in Canterbury which trained young people in preparation for independent living.

2. The success of the pilot scheme was welcomed and Ms Sarah Hamilton volunteered to be the Member Champion.

3. Concern was expressed that the scheme would target and benefit young people who presented no risk in terms of defaulting on rent payments at the expense of those who were less stable but who still needed accommodation. Mr Startup assured the Panel that the assessment process in the scheme sought to avoid causing any stress to young people who were not ready to take on a tenancy by encouraging them to do so prematurely. It was important also to consider that anyone who was not sufficiently mature to commit to and manage a tenancy successfully would present a higher risk to the County Council as a potential defaulter. He emphasised, however, that the County Council was not excluding

young people on this basis but would provide training to prepare and support more young people towards being able to take on tenancies. He assured the Panel that anyone unable to secure a tenancy using the scheme was not at risk of becoming homeless. The County Council's range of accommodation options offered care leavers options to suit different abilities and preferences and sought to build their confidence to take on and manage their own accommodation, of whatever type. Ms Hammond added that, although the County Council had a duty to ensure that its care leavers were appropriately accommodated, it did not have a duty to provide that accommodation. She advised the Panel that the 26 young people who were part of the pilot scheme would not have been able to manage a tenancy otherwise as they had access to no other form of guarantee.

4. It was suggested that a further update on the development of the rent guarantor scheme be made to the Panel in six months' time.

5. It was RESOLVED that:-

- a) the review of the rent guarantor pilot scheme, and the information set out in the report about other types of accommodation, be noted;
- b) the rent guarantor scheme continue to be developed, with Ms Sarah Hamilton acting as a Member Champion of the scheme; and
- c) a further update report on the development of the scheme be made to the Panel in six months' time.

#### **175. Narrowing the attainment gap between Children in Care and their peers** *(Item 10)*

1. Paul Manning introduced the report in place of Tony Doran, Head Teacher, Virtual School Kent.

2. It was RESOLVED that the work of the Virtual School Kent in promoting the attainment and progress of its children and young people in care be noted and welcomed.

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From: Paul Carter, Leader

To: County Council, 17 October 2019

Subject: ***Increasing Opportunities, Improving Outcomes - Strategic Statement Annual Report 2019***

Summary: This report outlines the progress made 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 2019.

## **1. Introduction**

- 1.1 Our Strategic Statement, "*Increasing Opportunities, Improving Outcomes*", agreed by County Council in March 2015 set out our ambitions for the county by 2020. These focus on ensuring children and young people get the best start in life, Kent communities benefit from being in-work, healthy and enjoy a good quality of life, and older and vulnerable residents remain safe and supported to live independently.
- 1.2 Within the Strategic Statement a commitment was made to all elected members to deliver an Annual Report to County Council. This has provided an opportunity to reflect on our successes and areas for improvement and identify future priorities to drive progress towards the outcomes.
- 1.3 This Annual Report, provided in Appendix A, demonstrates the progress we have made over the last 12 months and since 2015 towards delivering better outcomes. It includes a commentary on each supporting outcome and provides an assessment of our direction of travel.
- 1.4 Against a challenging financial backdrop the County Council has taken significant actions to ensure effective and efficient services are continued to be delivered which achieve the Strategic Statement's overall aim to 'improve lives by ensuring that every pound spent in Kent is achieving better outcomes for Kent's residents, businesses and communities'. We continue to make good progress across a wide range of outcomes but also 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.
- 1.5 The 2019 Annual Report will be the last focused on the current Strategic Statement which ends in 2020 and provides an opportunity to reflect ahead of the development of the County Council's next 5-year plan from 2020.

## 2. Operating Environment

- 2.1 **Responding to the Financial Challenge:** Since 2010 KCC has faced an unprecedented financial challenge from a combination of rising spending demands, reductions in central government funding and freezes/limits on raising council tax. We have successfully responded with planned annual savings of £50.2m in 2018-19 and totalling £559m in the eight years since 2010. The sustained financial pressures have meant it has been imperative to demonstrate robust financial management, something we have a strong track record in accomplishing, **ensuring our limited resources are utilised as effectively as possible to make the biggest difference to people's lives.** Where necessary we have prioritised those services which will achieve our strategic outcomes and which matter most to Kent's residents and businesses.
- 2.2 **Developing our Commissioning Authority:** Since 2015 in response to the changing needs and expectations of our residents and businesses, alongside the financial challenge, we have made significant progress in embedding our strategic commissioning authority model. Through structural changes, including the creation of a strategic commissioning function, **we have placed the authority in a strong position to maintain a broad range of statutory and non-statutory quality, lower cost services, which can achieve our outcomes.** Our co-designed commissioning operating model strengthens our capacity and capability to effectively deliver, with the right capabilities including strong commercial leadership and judgement, evidenced based decision-making and first-rate analysis skills and improved commissioning standards and processes.
- 2.3 **Innovating across our services:** Over the last 5 years KCC has developed and matured our traded service arrangements. This has enabled them to successfully and sustainably deliver, hold providers to account and maximise income generation. Through enhanced growth potential the trading companies are able to explore potential markets and grow their future customer base to generate income for the benefit of the whole authority. We have established a holding company to ensure effective governance and now have a range of transactional ICT, HR and Finance services delivered for KCC through Cantium Business Solutions, launched in July 2019, and education services including early years and childcare, skills and employability and school improvement through The Education People (TEP), which launched in September 2018. **Our innovation across our internal services, our traded services, and our integration with partners, have improved our efficiency, effectiveness and delivery of our outcomes.**
- 2.4 **Recognising our staff:** The successes we have achieved since 2015 would not have been possible without **our staff's continued dedication to delivering high-quality services and excellent customer service.** At a time of significant change, we have invested in our staff supporting the development of our management capacity including skills, knowledge and mind-set, equipping our staff with the right tools, and supporting the resilience of our workforce. We have also responded to our 2018 Staff Survey to build on our successes and existing practice and to maximise future opportunities through targeted actions at both an organisational and directorate level.

### 3. Areas of Success

- 3.1 Over the last year and since the Strategic Statement was agreed by County Council in March 2015, Kent County Council has continued to deliver both core services and a broad range of support for our residents, communities and businesses. We have prioritised those services which matter most to our communities, which support better outcomes, and which offer value for money. Below are a number of key successes Kent County Council has achieved towards our three strategic outcomes:

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

- 3.2 **Transforming Children's Services:** The 'good' Ofsted judgement of our children's services in 2017 put Kent's children's services among the top 30% in the country. The County Council has continued to place a key focus on assuring the delivery of quality and effective children's services through the Change for Kent Children programme which has supported the development of a fully integrated approach to managing adolescent risk and the new 'Front Door' for all Early Help notifications and Social Care referrals which is ensuring families are able to access the right service at the right time to address their needs.
- 3.3 The driving ambition for the integration of all elements of children's social care and early help is to reduce escalating demand on children's services, better supporting children, young people and their families at an earlier stage, without recourse to statutory intervention. It is therefore positive that we have **reduced the number of children in care (excluding asylum)** and remained consistently below the national average. The percentage of **cases closed by Early Help Units with outcomes achieved has also significantly increased** from 69.0% in 2015 to 79.8% in 2019.
- 3.4 **Improving Schools Standards:** Kent schools have an excellent track record in raising standards. Since 2015 the percentage of **schools with good or outstanding Ofsted inspections has improved** significantly with the proportion of Kent schools with an Ofsted judgement of good or better now standing at 91%. This is a marked increase from 79.6% in 2015 and is above the national average. The **Early Years and Childcare Sector in Kent is also of high quality** with 97% of group provisions, 98% of childminders and 100% of standalone out of school childcare provisions currently judged by Ofsted to be good or outstanding.
- 3.5 **Raising Educational Attainment:** Educational attainment in Kent has continued to increase year on year. Following changes to Key Stage 2 standards in 2016 and Key Stage 4 in 2017, Kent has seen an **improvement in the percentage of pupils achieving the expected standard in Reading, Writing and Maths at Key Stage 2 and the percentage of pupils achieving a standard pass (grade 4 or higher) in English and Maths at Key Stage 4 has increased** and improved against our statistical neighbours.

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

- 3.6 **Delivering Infrastructure Improvements:** We have worked 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. The Kent and Medway Growth and Infrastructure Framework (GIF), the first of its kind in the country, provides a county-wide picture of the growth and infrastructure required. We have attracted **significant investment** into our county, **delivered vital Local Growth Fund projects, converted our streetlights to LED, and continued to maximise financial contributions towards our services from developers** of new housing sites. Kent's Broadband Delivery UK (BDUK) programme has also now **brought superfast broadband of at least 24mbps to 95.9% of homes and businesses**, many of which would otherwise have had no or slow broadband connectivity.
- 3.7 **Investing in Highways Maintenance:** We have invested **heavily in the county's highways** including through a **comprehensive annual 'Pothole Blitz' programme**. This has addressed the needs of our communities by prioritising pothole repairs, tackled the impact of severe weather and responded to the significant challenge of maintaining our ageing highways assets. The pothole blitz has seen over £15m in pothole repairs over the last two years. In 2018 KCC filled over 54,000 individual potholes and carried out over 267,000sqm of resurfacing. **Our road re-surfacing programme has also received substantial additional capital funding investment**, with KCC allocating £60m over the next two years. This doubles investment into road maintenance, trebles footway maintenance and will support implementation of a crash barrier update programme on main roads. KCC has also ensured that additional EU Exit preparedness funding from Government has been effectively spent including on improving Kent's transport infrastructure.
- 3.8 **Promoting Kent's Cultural and Sporting Offer:** KCC's Libraries, Registrations and Archives and Community, Learning and Skills provide a wide variety of opportunities for children and adults whether it be for personal development, pleasure or wellbeing. We have supported international artistic and sporting events across the county including the 2019 Turner Prize and 2020 Open Golf, have launched the Everyday Active campaign and continue to work with Kent's sports clubs to ensure high quality experiences. **The percentage of population aged 16 and over participating in regular physical activity and the percentage of adults engaged in sport and physical activity have increased** over recent years.
- 3.9 **Protecting and Improving our Environment –** We continue to deliver on our priorities set out in our Kent Environment Strategy. In March 2019, we **achieved our five-year target to reduce greenhouse gas emissions from our estate and services**, two years early, by reducing our emissions by 33% compared to a 2015 baseline. This is a positive step towards our commitment to achieve net zero emissions in the shortest possible timeframe. We have worked with the transport, business, schools and health sectors across Kent to secure funding and address key environmental challenges such as poor air quality. We have also set out clear aims to maintain and improve our county's environment through the multi-agency Kent and Medway Energy and Low Emissions Strategy, Kent's Plan Bee and the Kent Biodiversity Strategy.



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

- 3.10 **Enabling Independence:** Our ambition for older and vulnerable people is to help improve or maintain their wellbeing and for them to live as independently as possible. This forms a crucial element of our Adult Social Care Strategy and new operating model which focus on what people can do, not what they cannot do. Our Kent Enablement at Home Service, Kent Pathway Service and Kent Enablement and Recovery Service **support service users to continue living in their own homes.** We are also working with the NHS to commission additional enablement capacity and with providers to refresh the Accommodation Strategy to ensure the right provision in the right places. An important strategic priority within the revised Accommodation Strategy is increased provision of extra care housing and other similar models. This approach has **reduced Delayed Transfers of Care and freed up capacity within the Home Care provider market.**
- 3.11 **Promoting Choice and Control:** We are delivering on our adult social care vision for greater choice and control through focusing on the individual's needs and their desired outcomes. Since 2018, **the percentage of adult social care service users who are extremely or very satisfied with their care and support, who say services have made them feel safe, and who say they have adequate or better control over daily life have all significantly increased.** We continue to develop our services and work with service users, commissioners, providers and health partners to deliver the new model of care which ensures the most appropriate support at the right time to meet individual needs. We are also increasing engagement with older and vulnerable adults through user and stakeholder innovation forums for Local Care, are working closely with the voluntary sector to ensure a strong customer voice and are putting the ESTHER model at the centre of how we develop our services.
- 3.12 **Providing Advice, Information and Support:** We have improved our information and advice to service users, families and carers. **The percentage of adult social care service users who find it easy to find information about services and the percentage of carers who find it easy to find information and advice about support & services have both increased.** We have developed a new Being Digital Strategy and are reviewing the Area Management referral service, continuing to build the client support service, and are working with NHS and community and voluntary sector partners to improve information, advice and access points.
- 3.13 **Tackling Social Isolation:** **KCC provide a wide range of support to service users, residents and communities to help tackle social isolation.** This includes our unique Young Persons Travel Pass and 16+ Travelcard and support for non-profitable bus routes which serve isolated communities. We have seen an **increase in the percentage of adult social care services users who have as much social contact as they would like.** We are looking to develop our Voluntary and Community Sector policy into a 'civil society' strategy for Kent which will recognise the role of civil society in tackling social isolation and are taking forward the recommendations from the recent KCC Select Committee on Social Isolation and Loneliness.

## 4. Working with our Partners

- 4.1 The outcomes and performance indicators agreed within the Strategic Statement place an emphasis on Kent County Council working in partnership with our partners to address whole system issues. Below are a number of key areas where Kent County Council has driven progress:
- 4.2 **Supporting Kent's Businesses – KCC works closely with businesses, young people, education providers, business support organisations and strategic partners to increase employment and boost Kent business growth.** Despite challenging economic conditions beyond the County Council's control, KCC has secured additional funding and provided valued support to businesses including through our three Regional Growth Fund (RGF) Programmes: Expansion East Kent, Tiger and Escalate and the Kent and Medway Business Fund which is funded by loan repayments from our previous RGF schemes. Our three RGF programmes have invested over £55m and as of March 2019 created or safeguarded 4,399 jobs. The Kent and Medway Business Fund has committed £5.7m, creating 70 jobs and safeguarding 30 jobs to March 2019, with a further funding round in June 2019. We are also working to deliver the Case for Investment for the Thames Estuary Production Corridor to become Europe's most productive creative corridor and support economic growth. At a time where many local authorities have focused on core services, KCC has continued to support Kent's offer to businesses including through Visit Kent, Locate in Kent and Produced in Kent.
- 4.3 **Increasing Housing and Improving Affordability:** We have an ambition for all Kent's residents to live in the home of their choice and are working with the Kent Housing Group to support Kent's housing authorities to **accelerate housing delivery and affordability with an 'infrastructure first' proposition** to Government for investment in Kent and Medway. Whilst the county faces pressures from its South East location, Kent has delivered 22,010 net new dwellings over three years to 2017/18. This **outperforms all counties of larger or similar size** per 1,000 population, whether metropolitan or shire counties and including London and Greater Manchester. We are building on established and successful joint working arrangements between councils and partners for investment for accelerated growth supported by joint infrastructure planning and greater co-ordination with Government agencies. We continue to press for real policy change to maximise the funding secured, and **promote "good growth" in the Thames Estuary, Otterpool and Chilmington.**
- 4.4 **Delivering the Benefits of Health and Social Care Integration:** As a significant partner in the Kent and Medway Sustainability and Transformation Partnership we are working with the NHS and wider partners to address national challenges to build safe, high-quality, joined up and sustainable health and social care services. The Partnership is working together to build on local opportunities to redesign our health and social care system around the needs of our communities and more effectively use our collective resources. KCC is influencing the development of integrated services and ensuring that the delivery of social care becomes an integral part of or complements NHS services. Our work is already creating better joined-up services for frail, older people and people with complex needs. Through this

partnership approach we want to make changes to how we are organised and how we work together. The development of the Kent and Medway Integrated Care System, when all organisations involved in health and social care work together in new ways, has provided us with the opportunity to expand new models of care, including the creation of multi-disciplinary teams at Primary Care Network level which is enabling us to **bring together health and care provision** around GP practices. Together we have also made significant progress in developing local care which aims to move more care out of hospital and closer to home. Good progress has been made in working with our partners to reduce delayed hospital discharge by ensuring people have the right support at the right time. We are commissioning appropriate community services to enable people to return home with the right support, or remain in their own homes after a stay in hospital. **The average daily number of delayed transfers of care from hospital per 100,000 population aged 18 or over where KCC are responsible and where Social Care or NHS are responsible have decreased since 2017.** However, there remains more to do working across Health and Social Care to further realise the benefits of integration.

## 5. Areas for Improvement

5.1 Whilst Kent County Council has made progress or maintained performance across a wide range of outcomes and performance indicators, below are a number of areas which are national, long-term, challenges which require further action and collaborative work with partners to drive improvement:

5.2 **Reducing Attainment Gaps:** Narrowing attainment gaps for vulnerable learners across Kent has proved challenging. Overall pupil attainment in Kent is rising but the gap between disadvantaged children and their peers remains persistent. This is despite a considerable focus in recent years including actions from Select Committee reviews and close working with schools to promote best practice and effective use of the Pupil Premium. **KCC remains committed to accelerating efforts to close the gap and are working with local partners and national experts to drive progress.**

5.3 **Promoting Work, Education and Training Opportunities:** We have promoted training opportunities for young people and adults across the county and it is encouraging that **the percentage of population aged 16 to 64 with level 3 NVQ equivalent qualifications has increased** and those with **level 4 NVQ equivalent qualifications has also increased.** Following the introduction of the Apprenticeship Levy there has been slow implementation of new standards and providers nationally which has presented challenges outside of KCC's control. Although Kent saw a 24% decrease in apprenticeship starts between the introduction of the levy and September 2018, this was far below the national decrease of 46%. With greater availability of new standards and providers it is anticipated that the number of apprenticeship starts will increase and we hope to take advantage of the new Social work and Occupational Therapy degree level standards shortly. As new Apprenticeship training standards come on line, KCC will look for opportunities to convert existing programmes to Apprenticeship training both for graduates and to 'grow our own' graduates as part of our workforce planning activity, succession planning and to fill our skills gaps. The

Education People work with young people across the county to increase uptake, with a target to achieve over 7000 starts annually for 16-24 year olds by 2022. We also continue to encourage schools and employers to utilise the Apprenticeship Levy.

5.4 **Transforming SEND Provision:** Following an Ofsted and the Care Quality Commission joint inspection of the county's services for children and young people with special education needs and / or a disability, which identified a number of areas of weakness, immediate action has been taken including establishing an SEND Improvement Board to deliver a coordinated response and develop a joint improvement plan. **An Ofsted approved Written Statement of Action will drive a series of improvements alongside a new Local Area SEND Strategy to embed a culture of inclusion within Kent.** We remain committed to working in partnership to make the necessary improvements for children and young people with SEND and their families.

5.5 **Supporting Children and Young People's Physical and Mental Health:** KCC are seeking to support the mental health of vulnerable children and young people through the Children and Young People's Mental Health Service (CAMHS) contract which was re-commissioned with Kent's 7 clinical commissioning groups (CCGs) in 2017. KCC has worked with the provider, North East London Foundation Trust (NELFT), to ensure more effective, joined up and timely assessment and treatment. Whilst the **percentage of children and young people waiting less than 18 weeks for CAMHS treatment has decreased**, we have seen an increase in referrals into Kent's Children and Young People's Mental Health Service and in the number of children and young people waiting for CAMHS treatment. Work is continuing to improve the numbers of cases being taken as referrals and KCC, with Kent's CCGs, are considering ways to increase access across preventative services, with the aim of driving down need for higher level services and increasing access to evidence based Mental Health treatment.

## 6. Conclusions

6.1 The Annual Report demonstrates the breadth of activity and achievements across the council and with our partners and providers towards achieving our strategic outcomes. The County Council has played a vital role in achieving better outcomes for our residents, businesses and communities.

6.2 As we come to the end of the current Strategic Statement, we are in a strong position to build on our successes, address the challenges we face and continue to deliver crucial quality services, at low-cost, for our county going forward. The Annual Report's reflections will inform the development of the County Council's new 5-year plan from 2020.

## 7. Recommendation(s)

### Recommendation(s):

County Council is asked to:

- **Note** and **Comment** on the 'Increasing Opportunities, Improving Outcomes' Strategic Statement Annual Report 2019.

## 8. Background Documents

### Appendices:

- Appendix 1: Strategic Statement Annual Report 2019

### Background Documents:

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

## 9. Contact details

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*Increasing Opportunities, Improving Outcomes*

Kent County Council's Strategic Statement 2015-  
2020

Annual Report 2019



## Introduction

In March 2015 we launched our Strategic Statement – **Increasing Opportunities, Improving Outcomes**. Since then we have reported to County Council each year on progress towards our strategic and supporting outcomes.

The Strategic Statement has successfully provided strategic direction for the authority, with the Annual Report focusing on those areas where improvements have been delivered, good practice implemented, or whether further action is required. This report describes our progress over the last year to October 2019 and provides a longer-term assessment against key performance measures over the lifetime of the Strategic Statement.

Over the last 5 years we have delivered substantial financial savings, met unprecedented children's and adult social care demand pressures, and faced significant additional operating environment challenges. Against this, the improving or maintaining of our performance across the broad range of our services and outcomes is a significant achievement. As an organisation we continue to focus on improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses. However, achieving our outcomes is a medium to long term aim and in some cases the outcomes we want to achieve are outside our direct control and require us to work with our partners to address or influence whole system issues.

Reflecting on our progress continues to help focus our activities on those which are having the greatest impact and offer the most value for money. This final Annual Report also provides an opportunity to reflect ahead of the development of the County Council's next 5-year plan from 2020.

### **Measuring progress against outcomes**

The Annual Report seeks to take a well-rounded view of progress considering key performance measures against our 20 supporting outcomes alongside contextual information such as operating environment changes, commissioning activities and new or revised strategies and policies.

This report provides both a summary and a graphical trend for each of the measures used to assess progress in achieving the outcomes set out in the Strategic Statement. The assessment shows most recent data and a comparison to the previous 3 or 4 years depending on availability of the data. There is also a comparison to the national average, where applicable, in each performance measure graph when both Kent and National figures were available. We have reviewed the measures to ensure they remain relevant.

We have made a judgement on the performance direction of travel based on the following methodology:

#### For Longer-term direction of travel assessment:

For each outcome measure an assessment has been made of the longer-term direction of travel from the period immediately preceding the 2015-2020 strategic statement to date. In most cases this consists of 4-5 data points, with the period immediately preceding the



strategic statement being the 2014/15 academic or financial year, or the 2014 calendar year.

For each individual measure the longer-term direction of travel has been determined using **linear trend estimation**, a statistical technique that can determine if measurements exhibit an increasing or decreasing trend which is statistically significant.

Where there is 95% confidence in movement, the longer-term trend has been interpreted as either increasing or decreasing. Increasing and decreasing trends have been rated as either '**Improving**' or '**Not Improving**' depending on whether an increase is a positive or negative given the measure involved. In all other cases, these measures have been rated as '**Maintaining**'.

For 1 Year direction of travel assessment: - the most recent year compared to the preceding year:

- **Improving** - Statistically significant positive movement at the 95% level of confidence
- **Maintaining** - No statistically significant movement at the 95% level of confidence
- **Not Improving** - Statistically significant negative movement at the 95% level of confidence

Each graph shows whether "**Higher**" or "**Lower**" is a positive outcome for that particular measure.

### **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.

## Operating Environment

Since 2010, we have successfully responded to significant real terms funding reductions and rising demand for and cost of providing Council services. The Council has a tremendous financial track record and has delivered a small net surplus on its revenue budget in each of the last 18 years up to 2017-18. This is possible due to a robust approach to budget setting and medium-term financial planning, combined with a rigorous budget management and monitoring regime. Together these are designed to ensure the budget reflects the Council's core strategic objectives but at the same time builds in financial prudence and resilience.

In recent years, and for the foreseeable future, KCC has faced an enormous and unprecedented financial challenge. This challenge arises from a combination of rising spending demands, reductions in central government funding and freezes/limits on raising council tax. Combined, this has led the Council to plan annual savings of £50.2m in 2018-19 and totalling £559m in the eight years since 2010. The savings requirement for 2018-19 was less than in the preceding seven years as it was the first year we saw the net budget increasing on a like for like basis in cash terms. However, this cash increase should not be confused with real-terms increase and was nowhere near enough to fund rising demands and costs.

KCC, along with the vast majority of other councils, signed up to a 4-year funding settlement covering 2016-17 to 2019-20. This agreement was based on the 2015 Spending Review, which initially represented a flat cash settlement over the four years with reductions in 2016-17 and 2017-18 compared to 2015-16, followed by recovery in 2018-19 and 2019-20. This flat cash equation included the government settlement (redistribution of retained business rates, Revenue Support Grant (RSG), Improved Better Care Fund (iBCF), New Homes Bonus (NHB), Rural Services Delivery Grant and Transitional Grant) and council tax. Within this the government share reduced and council tax increased from a combination of increasing tax base (the effect of additional homes and changes in discounts), tax increases up to the referendum level and the social care council levy introduced for the first time in 2016-17. The 4-year agreement did not include any assumptions of retained business rate growth.

Since the original agreement there have been some additional grants announced. The redistribution of business rates and RSG have remained unchanged (including substantial reductions in RSG), but new grants have been announced to support social care (initially as a one-off for 2017-18 but later repeated again, albeit as a lesser amount, for 2018-19) funded by bringing forward reforms to NHB. More significantly additional enhancements to iBCF announced in the March 2017 Budget significantly increased the allocations for 2017-18 and 2018-19 to support reduced delayed transfers from health. Greater flexibility over the social care council tax levy was also introduced in 2017-18 allowing councils to levy an additional 6% over the three years 2017-18 to 2019-20 but with added flexibility to raise up to 3% in 2017-18 and 2018-19, rather than 2% per annum previously permitted. The council tax referendum threshold for 2018-19 was raised from 2% to 3%. KCC did not exercise this flexibility on social care levy but did agree to increase tax rates up to but not exceeding the new referendum level.

Kent and Medway was approved as one of ten areas to pilot 100% business rate retention in 2018-19. The additional retained business growth within the pilot was shared out between the 15 participating authorities according to the pilot agreement to improve the financial sustainability of individual authorities and to promote housing and commercial growth across 3 consortia areas. The business rate growth in the Kent and Medway pilot was significantly different to other years and provided valuable additional income for all Councils in the pilot, however unfortunately our joint bid for a further 2019-20 pilot was unsuccessful.

Meeting need is becoming increasingly challenging due to rising demand, increasing complexity and spending constraints across many services. The pressure from increasing demand for supporting children and young people with Special Educational Needs and Disability (SEND) has been identified as a key risk. Whilst we have taken actions locally including developing a detailed SEN Action Plan, delivery of which will be a key priority over the coming months, we cannot solve this challenge alone and are reliant on Government action. Despite investment in our road network including a comprehensive annual 'Pothole Blitz' programme, we also face a significant challenge in maintaining our ageing highways assets, with increasing customer demand and a growing backlog of required works.

Despite the financial constraints we have continued to deliver important front-line services, prioritising those services which support better outcomes for Kent's residents and businesses, matter most to our communities and offer value for money.

For 2019-20 we have introduced the Strategic Delivery Plan, a single business plan for the Council which seeks to drive delivery of KCC's most significant activity. Alongside delivery of its key activities, the Council has had to respond to significant external challenges including preparing intensively for the potential impacts of a no-deal Brexit on the county. We have developed robust internal arrangements to maintain our services as far as possible in a no-deal scenario and have worked closely with local and national partners to ensure the county has a high level of preparedness for potential disruption. We have also had to maintain high quality services at a time when national progress has been limited on key issues including a long-term financial settlement for local government, completion of the Fair Funding review, and publication of an Adult Social Care Green Paper.

Our Your Life, Your Wellbeing vision and strategy for adult social care was refreshed in October 2018 to respond to the changing environment by bringing together our change and improvement work into a single new operating model across adult social care. Over the last year the new operating model has been implemented to ensure we deliver our vision to help people to improve or maintain their wellbeing and to live as independently as possible. The new operating model focuses on what people can do, not what they cannot do. It is being delivered through services and care pathways that support integration and collaboration with partners and are aligned to Local Care to deliver outcome focused care to all individuals we support.

Phase 1 of the Change for Kent Children programme has implemented a new integrated practice framework and operating model, including two geographically-based Integrated Children's Services divisions which became operational in April 2019. The driving ambition

for the integration of all elements of children's social care and early help is to reduce escalating demand on children's services, better supporting children, young people and their families at an earlier stage, without recourse to statutory intervention. This includes providing better support for vulnerable children and young people by enabling swifter referral, assessment and access to appropriate support.

We have also progressed in becoming a strategic commissioning authority, improving our commissioning standards and processes, developing staff capability across the Council, and collaborative working between Strategic Commissioning and service directorates to ensure outcomes are delivered and relationships maximised.

We are maturing our traded service arrangements to ensure they can successfully and sustainably deliver, hold providers to account and maximise income generation. We have established a holding company to ensure effective governance and now have a range of transactional ICT, HR and Finance services delivered for KCC through Cantium Business Solutions, launched in July 2019, and education services including early years and childcare, skills and employability and school improvement through The Education People (TEP), which launched in September 2018.

We continue to invest in our workforce, recognising that we couldn't deliver high quality and cost-effective services without the experience, expertise and commitment of our staff. The 2018 Staff Survey identified the importance of recognising and rewarding staff performance and learning from good practice to build on our successes and existing practice and maximise future opportunities. Analysis from the new whole-KCC staff survey has supported targeted action planning at both an organisational and directorate level, aligning with our People Strategy, Leadership Capabilities and Engagement Strategy. We continue to promote the Leadership Capabilities including specific support for first line managers. 'Good conversations' have been promoted and encouraged, with the implementation of new tools for collaboration, such as the new KNet, and campaigns to support good management practice, learning and development and staff wellbeing.

The drive to deliver services better through innovation and added value has continued, including through making the best use of the tools and resources available and supporting our workforce to be flexible and adaptable to change. This includes creating an effective and efficient estate which provides value for money, reduces environmental impact and supports service transformation. To achieve this we are reviewing our property estate, making greater use of technology, and working with the Kent Estate Partnership and Health to deliver Public Estate transformation. We have also continued to ensure the resilience of KCC's wide ranging services including delivering a compliance programme responding to Grenfell, the Hackitt Review and Health and Safety reviews.

## Progress Summary

Outcome 1: Children and young people get the best start in life		
Supporting Outcome	1 Year Assessment	3-4 Year Assessment
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	Maintaining	Not Improving
1.12 Number of children aged under 16, killed or seriously injured in road traffic accidents	Maintaining	N/A
1.13 Hospital admissions for unintentional or deliberate injuries per 10,1000 population aged 0-14	Improving	Maintaining
1.14 Percentage of children aged 0 to 15 in out of work benefit claimant households	Improving	Improving
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
1.22 Percentage of referrals to children's social services which were re-referrals within 12 months	Not Improving	Maintaining
1.23 Percentage of cases closed by Early Help Units with outcomes achieved	Improving	Maintaining
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	Maintaining
1.32 Percentage point gap in attainment of expected standard for Children in Care at Key Stage 2	Maintaining	Maintaining
1.33 Percentage point gap in attainment of expected standard for Children in Need at Key Stage 2	Maintaining	Maintaining
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	Maintaining	Maintaining
1.35 Percentage point gap in attainment in attainment of a standard pass in English and Maths for Children in Care Key Stage 4	Maintaining	Maintaining
1.36 Percentage point gap in attainment in attainment of standard pass in English and Maths for Children in Need at Key Stage 4	Maintaining	Maintaining
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	Not Improving	Maintaining
1.42 Percentage attainment gap at Foundation Stage for the lowest achieving 20% of children	Maintaining	Maintaining
1.43 Percentage of Early Years' settings on non-domestic properties with good or outstanding Ofsted inspection	Maintaining	Maintaining

Supporting Outcome	1 Year Assessment	3-4 Year Assessment
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
1.52 Number of hospital inpatient episodes per 1,000 population aged 0 to 24	Not Improving	Maintaining
1.53 Number of children and young people waiting for CAMHS assessment (old provider)	Not Improving	Not Improving
1.54 Average waiting time in weeks from referral to routine treatment for CAMHS (old provider)	Not Improving	Maintaining
1.53a Number of children and young people waiting for CAMHS treatment (new provider)	Provider changed in September 2017, and new data not comparable with older. Graphs are included for reference below	
1.54a Percentage of children and young people waiting less than 18 weeks for CAMHS treatment (new provider)		
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	Improving	Maintaining
1.62 Percentage of pupils achieving a standard pass in English and Maths at Key Stage 4	Improving	N/A
1.63 Percentage of schools with good or outstanding Ofsted inspection	Maintaining	Improving
1.64 Percentage of young people who are offered their first or second choice secondary school	Not Improving	Maintaining
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
1.72 Ratio of Job Seeker claimant count rates, aged 18 to 24 compared to age 16 to 64	Maintaining	Improving
1.73 Percentage of 19 year olds qualified to level 3	Maintaining	Maintaining
1.74 Percentage point achievement gap for young people with Free School Meals qualified to level 3 at age 19	Improving	Maintaining
1.75 Percentage of 16 to 17 year olds not in education, employment or training (NEETs)	Not Improving	Maintaining
1.76 Number of first time entrants to the youth justice system per 100,000 population aged 10 to 17	Maintaining	Improving

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	3-4 Year Assessment
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
2.12 Percentage of eligible population aged 40 to 74 receiving a 5 year NHS health check	Not Improving	Maintaining
2.13 Percentage of people setting a quit date who quit smoking	Improving	Maintaining
2.14 Percentage of population aged 16 and over with at least 150 minutes moderate intensity physical activity per week	Maintaining	Improving
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
2.22 Percentage of establishments reporting at least one skill shortage vacancy	Maintaining	Maintaining
2.23 Percentage of population aged 16 to 64 with level 3 NVQ equivalent qualifications	Maintaining	Maintaining
2.24 Percentage of population aged 16 to 64 with level 4 NVQ equivalent qualifications	Maintaining	Maintaining
2.25 Percentage of properties with access to superfast broadband (30 Megabytes per second)	Improving	Improving
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
2.32 Percentage of population aged 16 to 64 receiving Job Seekers Allowance or out of work Universal Credit	Not Improving	Maintaining
2.33 New business registrations per 10,000 population aged 18 to 64	Not Improving	Maintaining
2.34 Percentage of business start-ups which survive for over 1 year	Maintaining	Maintaining
2.35 Median gross weekly earnings (£s) full time workers workplace based	Maintaining	Improving
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	Maintaining
2.42 Percentage of residents who report they have a high level of anxiety	Maintaining	Maintaining
2.43 Percentage of adults engaged in sports and physical activity at least twice in last 28 days	Maintaining	Maintaining

Supporting Outcome	1 Year Assessment	3-4 Year Assessment
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	Improving	Improving
2.52 Additional affordable homes provided (affordable rent and affordable ownership)	Maintaining	Maintaining
2.53 Housing Affordability Index (median house price / median annual full-time wage)	Maintaining	Not Improving
2.54 Stock of extra care housing units in county	Maintaining	Improving
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	Maintaining
2.62 Percentage of people who use the natural environment for leisure or recreation at least once a fortnight	Maintaining	Maintaining
2.63 Percentage of people who think the natural and historic environment is in good/excellent condition	Maintaining	Maintaining

<b>Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently</b>		
Supporting Outcome	1 Year Assessment	3-4 Year Assessment
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
3.12 Supported admissions to permanent residential and nursing care per 10,000 population aged 18 to 64	Improving	Maintaining
3.13 Percentage employment rate for adults with a learning disability	Maintaining	Maintaining
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
3.22 Number of dementia assessments for over 75s following emergency hospital admission	Not Improving	Maintaining
3.23 Number of GP patients with diagnosed dementia	Maintaining	Maintaining
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	Maintaining
3.32 Percentage of carers who find it easy to find information and advice about support & services	Maintaining	Maintaining



Supporting Outcome	1 Year Assessment	3-4 Year Assessment
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	Maintaining
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
3.52 Average number of hospital inpatient episodes per person aged 75 or over	Maintaining	Not Improving
3.53 Supported admissions to permanent residential and nursing care per 1,000 population aged 65 and over	Improving	Maintaining
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	Improving	Maintaining
3.62 Percentage of adult social care service users who say services has made them feel safe	Improving	Maintaining
3.63 Average daily number of delayed transfers of care from hospital per 100,000 population aged 18 or over (Social Care or NHS)	Not Improving	Maintaining
3.64 Average daily number of delayed transfers of care from hospital per 100,000 population aged 18 or over (Social Care responsible)	Maintaining	Maintaining
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	Maintaining
3.72 Percentage of adult social care clients receiving long term community services with self-directed support	Not Improving	Maintaining

## Supporting Outcome 1.1 – Kent’s communities are resilient and provide strong and safe environments to successfully raise children and young people

### Progress

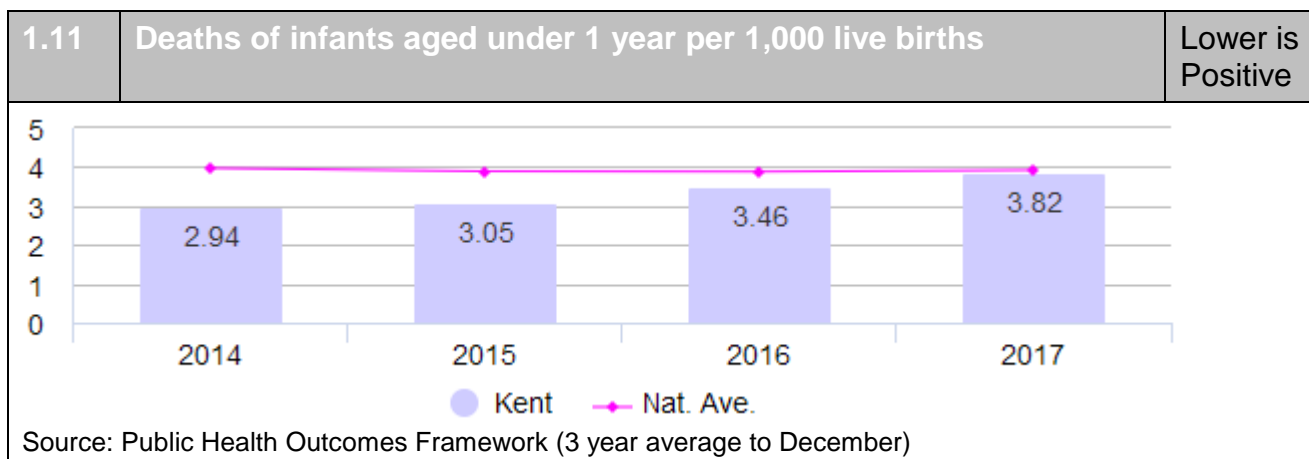
KCC has an important role working with children and young people, their families, and our partners to foster strong and safe community environments. KCC commissions and provides a range of parenting programmes to help children’s lives start well, alongside the introduction of the health visiting service mandated contacts and the embedding of signs of safety into KCC specialist children service practice. There are also a number of initiatives in place to address smoking in pregnancy, including the ‘What the Bump?’ campaign and specialist smoking cessation advisors who can provide support in clinics and at home.

Following a long-term decrease in infant mortality, there has been an increase since 2015 for both England and Kent. As a result of the Wood review, the Child Death Overview Panel process, which reviews each death of a child under 18, is changing and work has begun to move to the new arrangements. A national database has been developed that will allow further analysis of child deaths in the county.

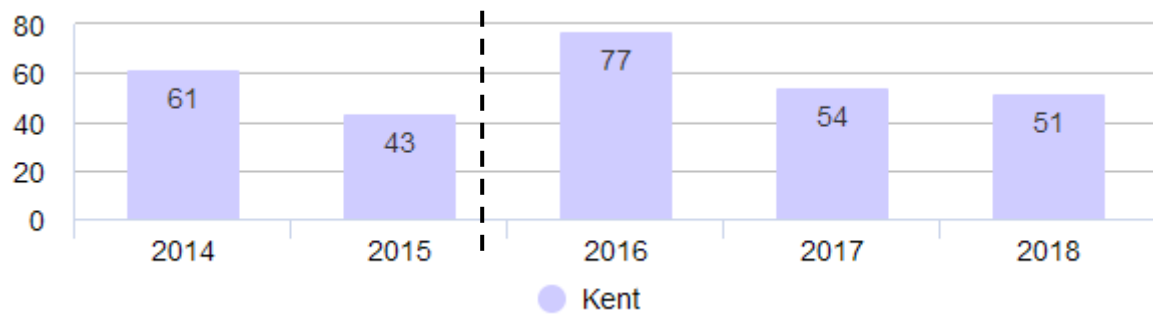
Our casualty reduction work continues across safety engineering activity and road safety education, training and publicity work, and we are part of the Kent and Medway Casualty Reduction Partnership involving Kent Fire and Rescue and Kent Police. In 2017 there were 554 recorded child road casualties of all injury types. Of these, there were no fatal incidents and 54 were serious, which is defined as requiring hospital treatment. 2018 data indicates a 12% reduction in all child casualties compared to 2017.

In order to be safe and resilient it is important that people have good quality access to psychological therapy and feel supported by their family, friends and community. A Suicide Prevention Plan and a Drug and Alcohol Strategy are in place in Kent. Further investigation into data for self-harm, intentional poisoning and hospital admission for mental illness is being conducted alongside the NHS and will inform the local Suicide Prevention Plan and substance misuse service commissioning.

### Performance

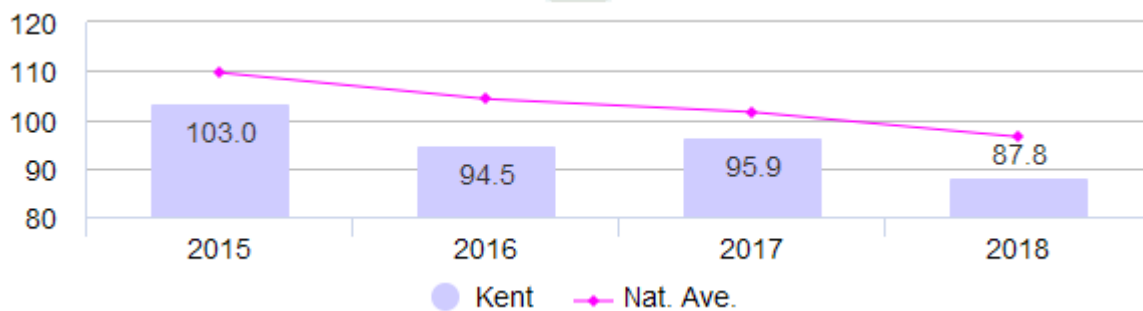


1.12	Number of children aged under 16, killed or seriously injured in road traffic accidents	Lower is Positive
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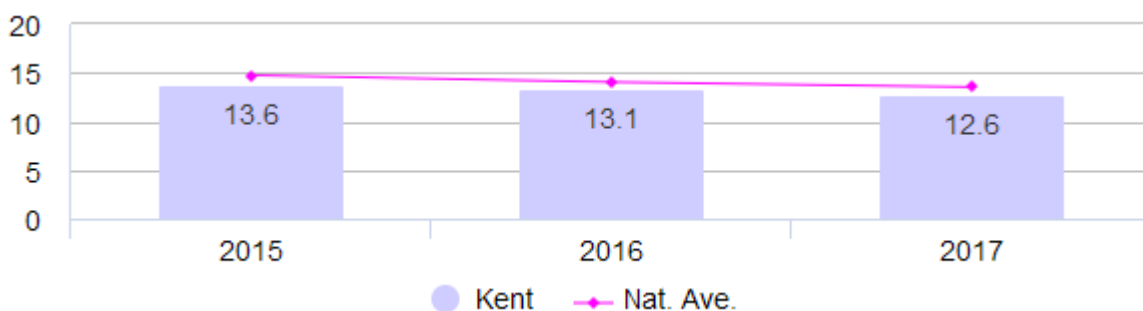
Source: Department for Transport (Year to December). Classification method changed in 2016 so subsequent figures not comparable to previous years

1.13	Hospital admissions for unintentional and deliberate injuries per 10,000 population aged 0 to 14	Lower is Positive
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Source: Public Health Outcomes Framework (Year to March)

1.14	Percentage of children aged 0 to 15 in out of work benefit claimant households	Lower is Positive
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Source: Department for Work and Pensions (May data)

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

### **Progress**

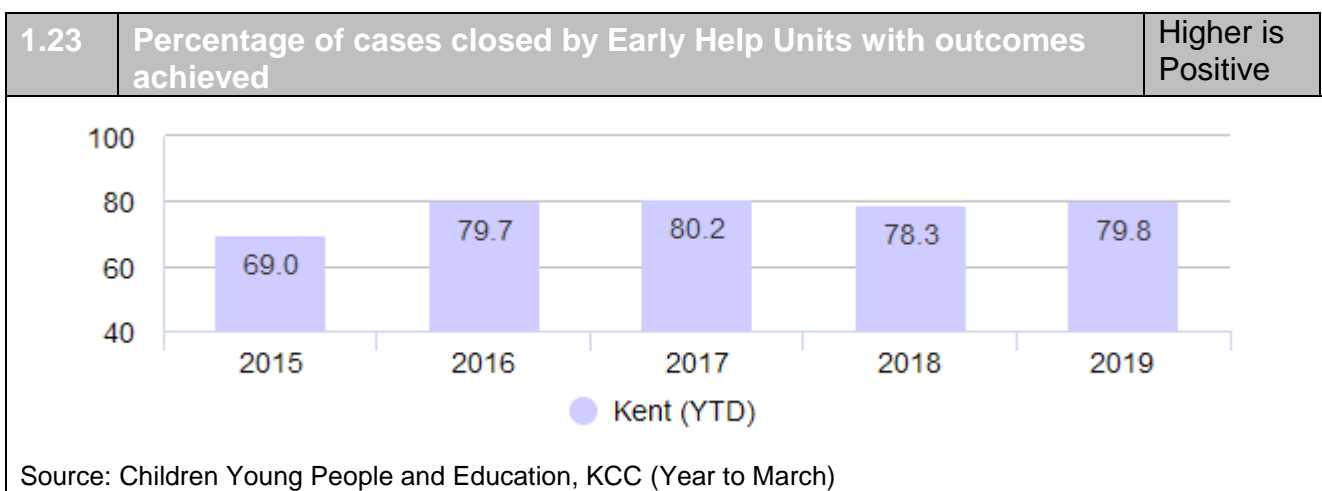
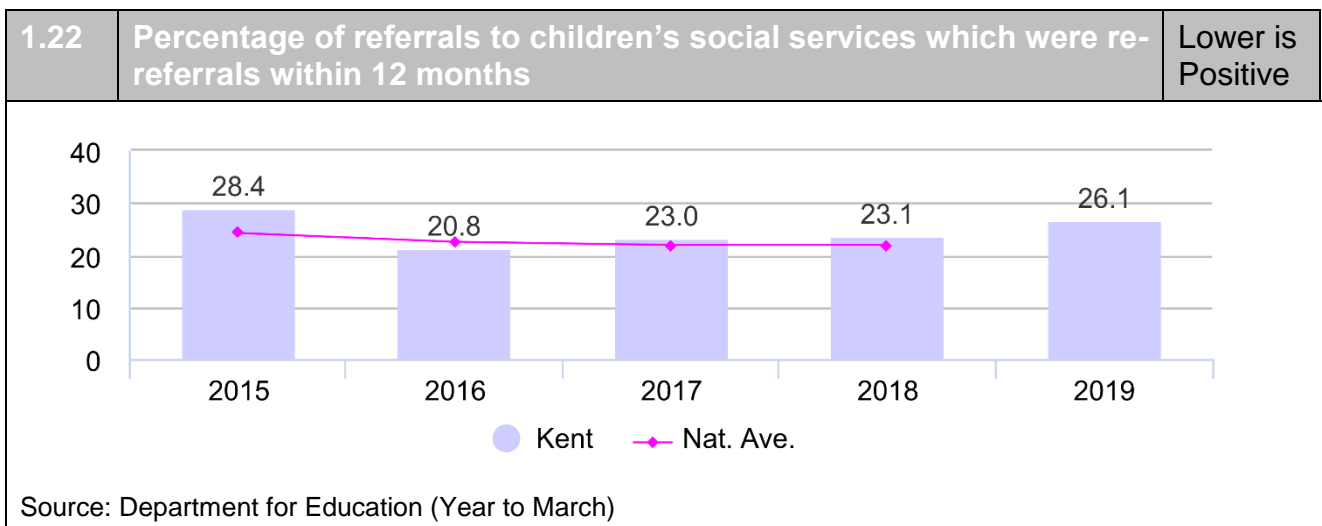
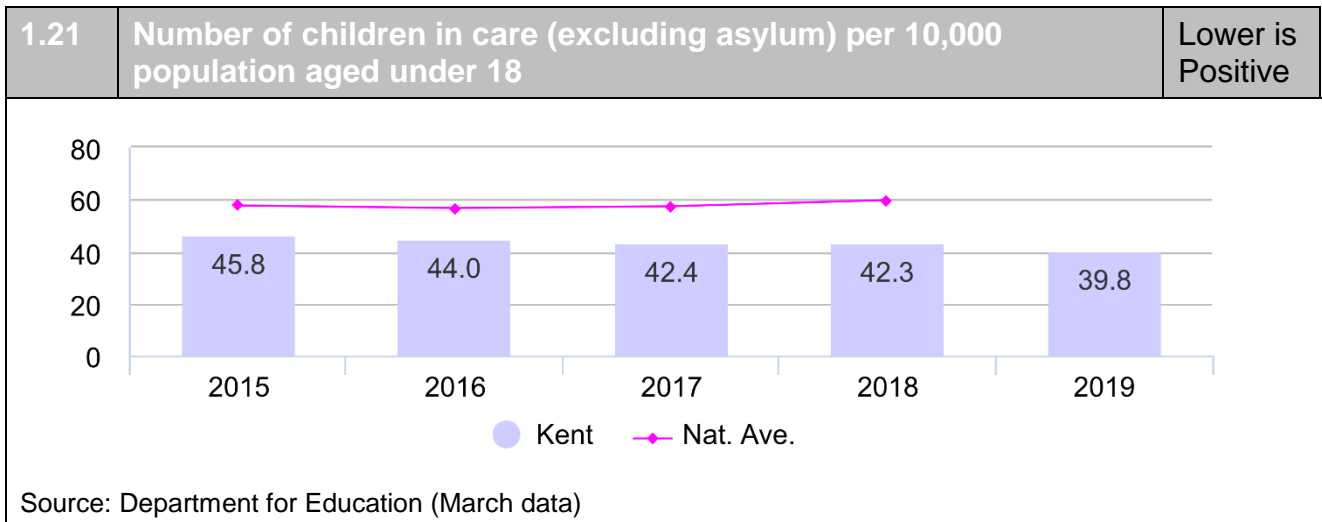
Over the last 5 years, KCC has made significant investment in prevention and intervention for children and young people on the edge of care. We are working to ensure joined up services are in place to support families at the right time and in the right place, including through listening and valuing children and young people's views. Following Kent Children's Services 'Good' Ofsted inspection rating in 2017, which placed Kent in the top third of local authorities nationally, the Change for Kent Children programme has supported the development of a fully integrated approach to managing adolescent risk and is ensuring improved pathways for families in need of support are easy to understand and access.

The number of children in care continues to reduce, with this downward trend now sustained for 5 consecutive years, remaining consistently below the national average. This is during a period of increasing demand when the overall caseload for children's social work services increased by 7.6% in Kent. The reduction in the number of children in care in 2018/19 is a reflection of the focus on early intervention and the success in seeking alternatives to care, such as an increase in the number of Special Guardianship Orders granted before children come into care and investment in preventative Early Help Services including our new Adolescent and Open Access Teams.

However, contacts proceeding to Early Help have increased with referrals for children's social care remaining close to national average. The development of the Front Door Service in 2018/19 merged the Central Duty Team and the Early Help Triage Team. The Front Door Service launched following the development of a new single referral form, the production of the Kent Support Levels Guidance and the development of a new system to efficiently progress referrals. This has enabled an optimum balancing of quantity of referrals and quality of work completed, supporting the smooth and timely transition of cases. The Front Door Service have worked hard to develop strong links with district social work teams and early help units, working collaboratively to achieve the best outcomes in a timely way for our children and families. In February 2019, Ofsted reported that KCC had appropriately acted on feedback since the full Inspection of Children's Services in 2017, which had judged services for children who needed help and protection to be requiring improvement. Ofsted found that the 'Front Door' service arrangements had been implemented well and were providing an efficient and effective service, with work progressing swiftly from referral to outcome and with most decisions about the level of help children need proportionate.

During the last year we have also developed our new Safeguarding Children Multi-agency Partnership arrangements, working in partnership with Kent Police and the Clinical Commissioning Groups (CCGs) in Kent. The arrangements which will safeguard and promote the welfare of all children who live in Kent were published in June 2019 and went live on 17 September 2019. This is an opportunity to coordinate and target the right services to children and families in Kent, ensuring the voice of the child is heard as part of our day to day operations.

## Performance



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

#### **Progress**

The attainment of disadvantaged pupils continues to improve in schools because leaders are focused on raising attainment for vulnerable groups and are accountable for the additional funding received through the Pupil Premium, a constant focus during Ofsted School Inspections. Encouragingly in 2018, the proportion of disadvantaged pupils who achieved the 'expected standard' in Reading, Writing and Mathematics combined at Key Stage 2 improved to 46% compared with 42% in 2017. This was in line with disadvantaged attainment nationally and placed Kent first amongst its statistical neighbours.

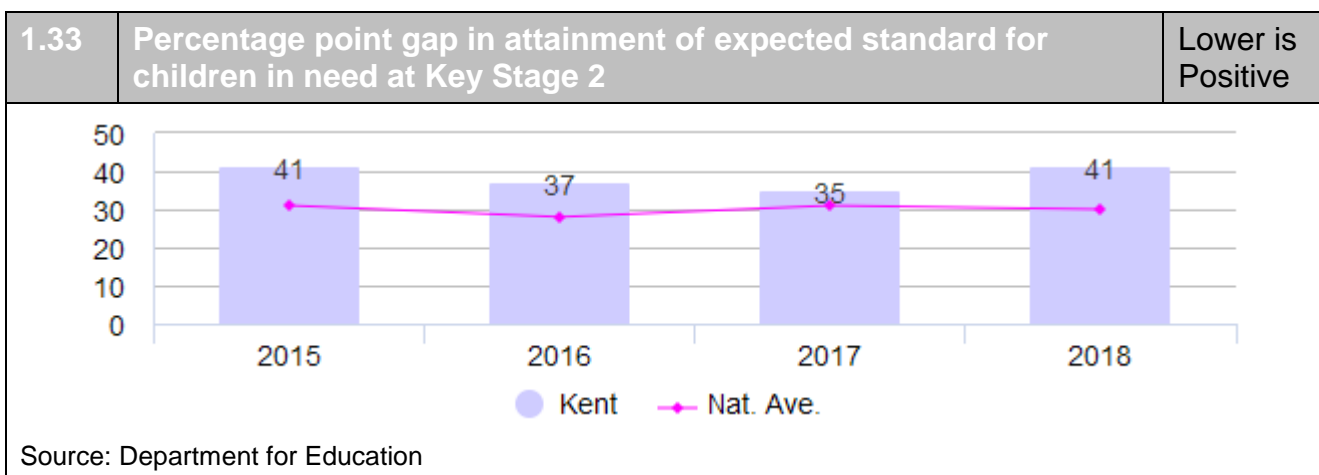
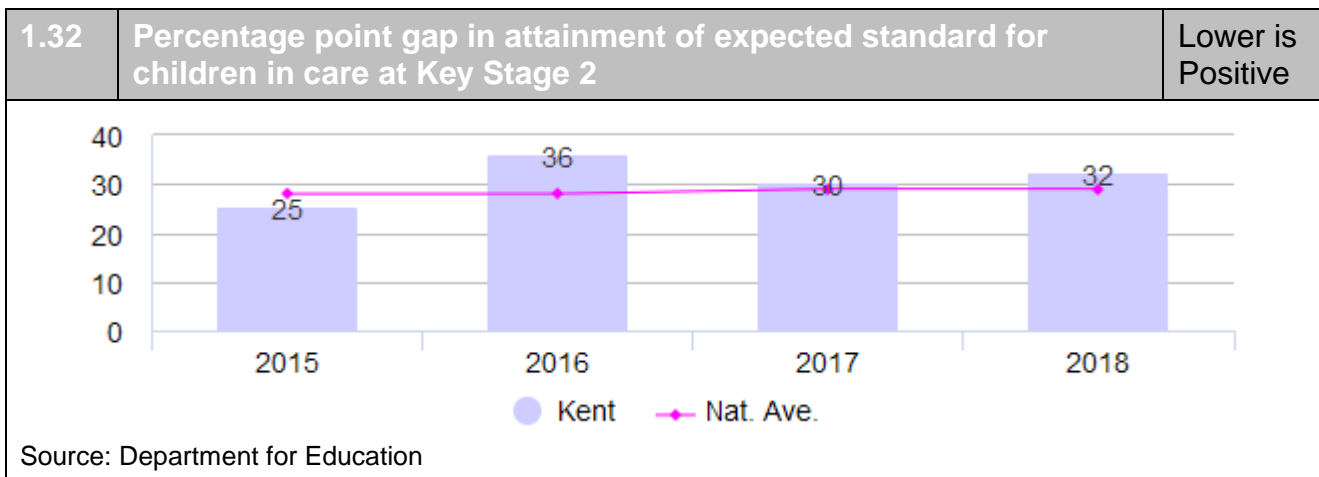
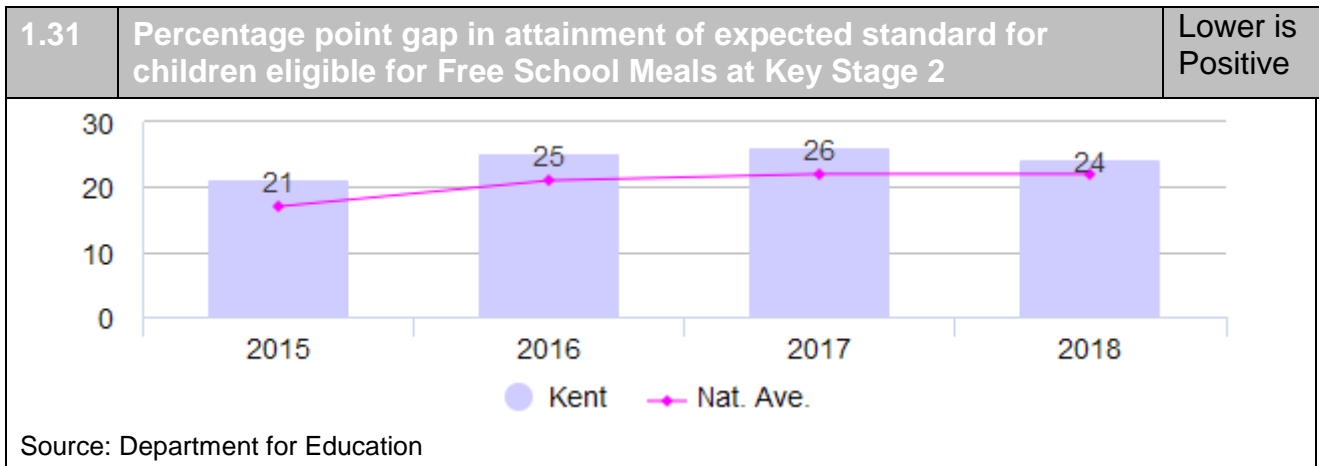
However, across the range of performance measures for disadvantaged children, including children eligible for Free School Meals, children in care and children in need at Key Stage 2 and Key Stage 4, the gap between disadvantaged pupils and their better-off counterparts remains a persistent challenge for Kent. Overall, pupil attainment in Kent is rising in primary and secondary schools, however the gap between disadvantaged pupils and their peers is not narrowing at a quick enough pace. Too many disadvantaged children and young people, particularly at Key Stage 4, are missing out on opportunities that are taken for granted by their more affluent peers.

This is despite a considerable focus in recent years, with schools increasingly using research findings from the Education Endowment Foundation to inform their resource planning and staff deployment as well as externally reviewing their provision for disadvantaged pupils through Pupil Premium reviews. The achievement of disadvantaged pupils is a focus for all visits to maintained school by School Improvement Advisers, working with Kent Association of Headteachers to support schools in identifying best practice locally and nationally. A revision of the Kent Pupil Premium Toolkit is planned for 2019/20 to reflect the changes to the Ofsted Inspection Framework and new Inspection Handbook.

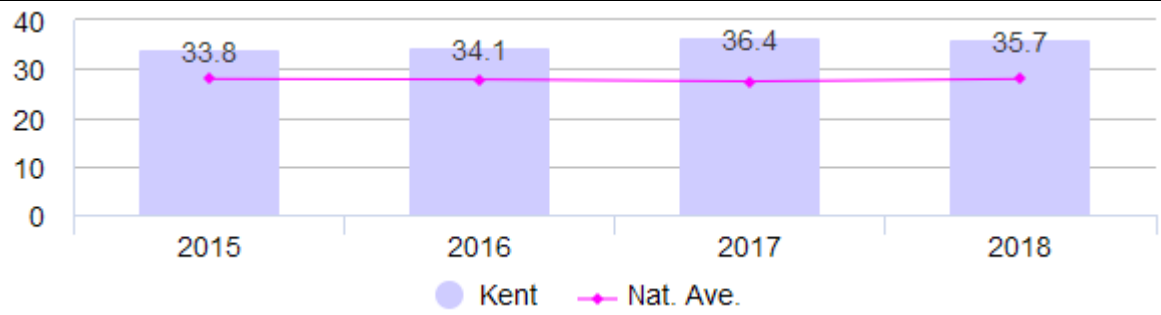
Key Stage 4 presents a particular challenge in the percentages of disadvantaged pupils in Kent achieving a grade 4 (standard pass) or higher and grade 5 or higher in English and Mathematics. Outcomes have improved in these measures for both cohorts, however, there has been a greater rate of improvement for other pupils and therefore the gap has widened.

Accelerating efforts to close the attainment gap for our vulnerable learners, particularly at Key Stages 2 and 4 by supporting schools to focus on raising their attainment and working in partnership with recognised national experts in this field, including Achievement for All and the Education Endowment Foundation, is now happening. Our interventions and collaborative work is designed to accelerate the closing of the gap, building on the recommendations of KCC's Select Committees on the Pupil Premium and Grammar Schools and Social Mobility.

## Performance

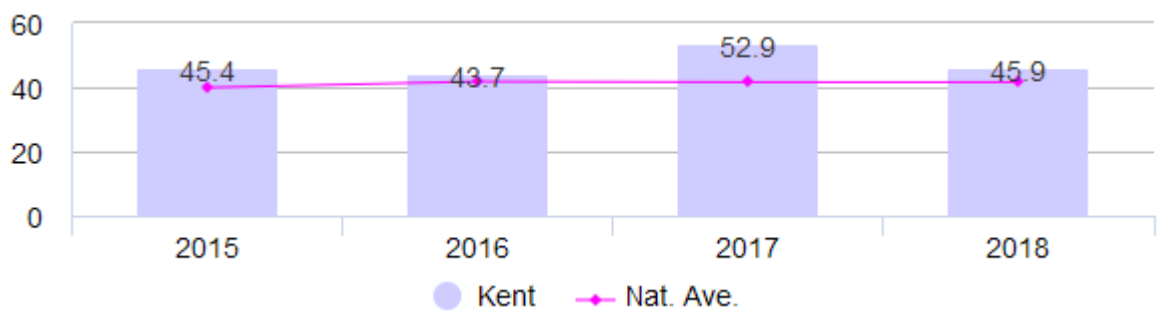


1.34	Percentage point gap in attainment of a standard pass in English and Maths for children eligible for Free School Meals at Key Stage 4	Lower is Positive
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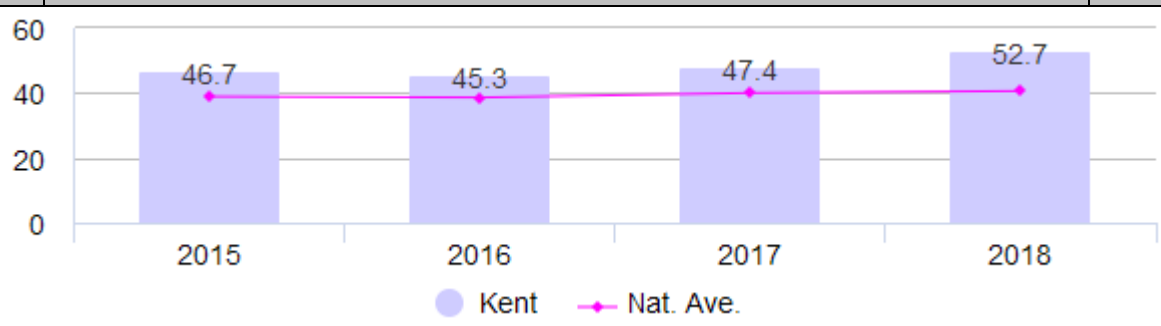
2014 and 2015 data uses 5 or more GCSEs passes at A\*-C including English and Maths. The new measure using English and Maths only was introduced in 2016. Source: Department for Education

1.35	Percentage point gap in attainment of a standard pass in English and Maths for children in care at Key Stage 4	Lower is Positive
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2014 and 2015 data uses 5 or more GCSEs passes at A\*-C including English and Maths. The new measure using English and Maths only was introduced in 2016. 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	Lower is Positive
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2014 and 2015 data uses 5 or more GCSEs passes at A\*-C including English and Maths. The new measure using English and Maths only was introduced in 2016. Source: Department for Education



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

### Progress

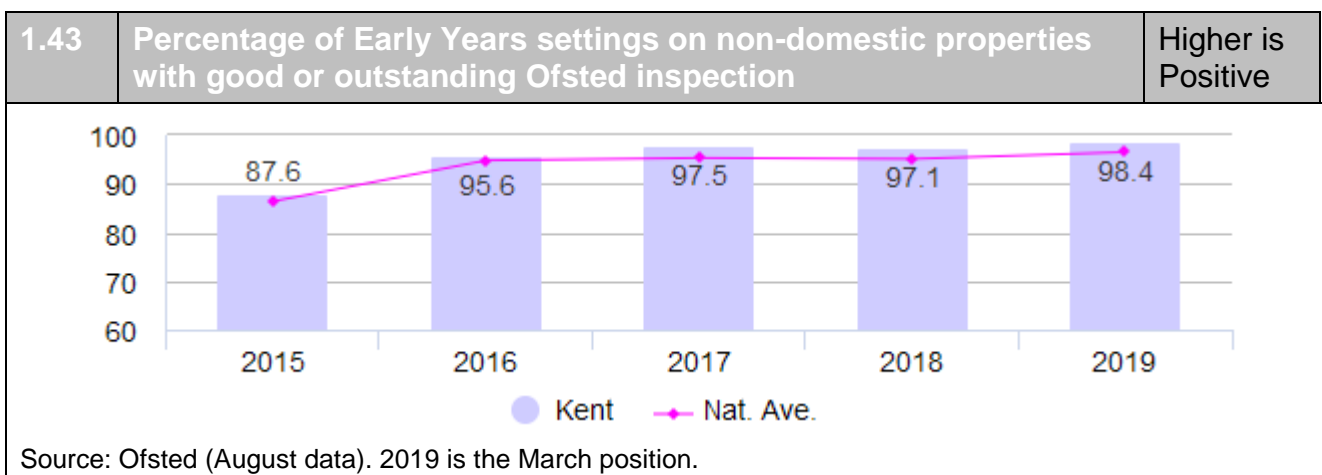
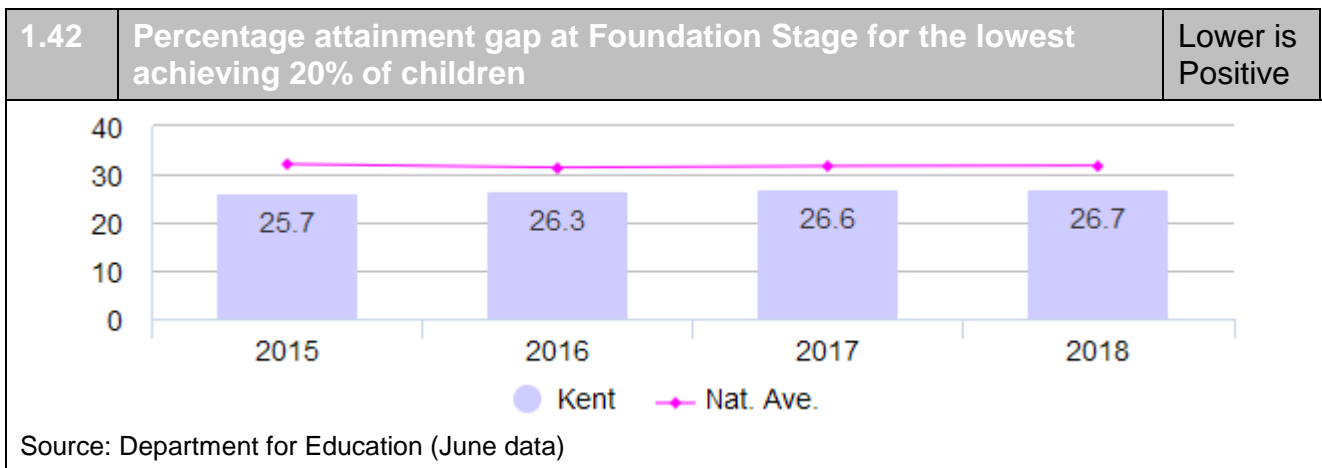
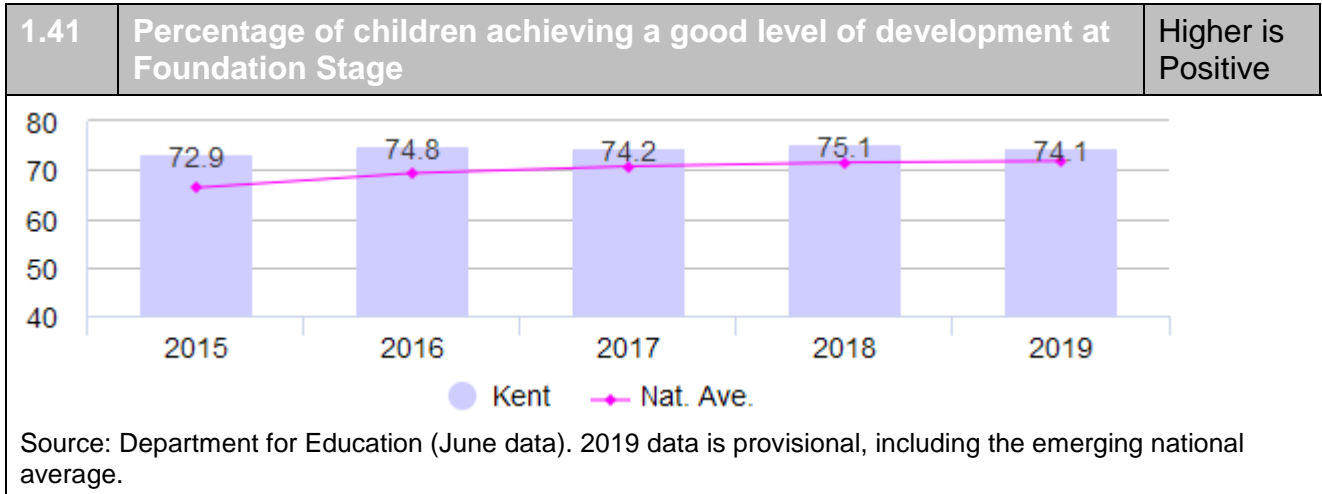
The Early Years and Childcare Sector in Kent is of high quality. Currently, 97% of group provisions, 98% of childminders and 100% of standalone out of school childcare provisions are judged by Ofsted to be good or outstanding. This measure (now a Key Performance Indicator for The Education People) has seen steady and significant improvement since 2014, with an overall increase of over 10% and is consistently higher than the national average. Sustaining this strong position whilst also increasing the percentage of outstanding provision across all provider types remains a key priority.

Across the county we have a strong supply of places for all Free Entitlements including the two year old entitlement, the universal entitlement for three and four year olds and the extended entitlement for the three and four year old children of eligible parents. However, the take-up for the 30 hours free childcare entitlement for eligible two year olds at the end of March was at 65%. A key aim is to work in partnership with Children's Centres to continue to increase the take up of Free Early Education places by eligible two-year-olds through local outreach and working with JobCentre Plus to increase the take up of all Free Entitlements. We are also participating in a Department for Education pilot of refreshed marketing materials and alongside this are reviewing our own marketing activity.

Children in Kent continue to do well overall in achieving a Good Level of Development at the end of the Early Years Foundation Stage. Kent has been consistently above the national average from 2015 to 2019. In 2019, Kent's provisional performance was 74.1% in comparison to a national average of 71.8%.

Integral to the overall Good Level of Development measure at the end of the Early Years Foundation Stage, a number of different achievement gaps are also calculated, including for the lowest achieving 20% of children. Whilst most other achievement gaps in Kent have narrowed since 2014 (e.g. the Gender and Free School Meals gaps), and whilst we continue to be below the national average (which is positive), the net narrowing of this achievement gap particularly since 2014 at 0.4% is disappointing. Whilst Kent's position is strong in comparison to nationally, there is still much work to be done to ensure that more children universally improve their attainment, and further narrow gaps in achievement for children who are vulnerable, so they may achieve their full potential. We are continuing to work with early years providers to increase the number of children achieving a Good Level of Development at the end of the Early Years Foundation Stage and narrow achievement gaps. We are participating in a Department for Education 'Early Years Professional Development Fund' programme. The programme aims to equip providers with a strong understanding of effective practice in improving pre-reception children's early language, literacy and numeracy to help improve outcomes for disadvantaged children. Kent has been allocated over £500k to support 'Early Years Continuing Professional Development Champions' to cascade their learning via a 'train-the-trainer' model to other practitioners in local partnerships. Further steps to increase the number of children achieving a Good Level of Development are being developed in the next iteration of the Early Years and Childcare Strategy due to be published in the Autumn.

## Performance



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

### Progress

We play an important role, working with schools and health partners, to enable children and young people to be resilient and support good mental health and wellbeing.

The percentage of Year 6 children with a healthy weight is higher in Kent than the national average, but childhood obesity is recognised as a significant public health issue both nationally and county-wide. We work with Kent Community Healthcare Foundation Trust to deliver health promotion messages to families and to provide health visitor and school public health services for young people in the county, including healthy eating advice. In 2019, KCC public health is designing a Whole System Approach to Obesity for the county, based on the work of Leeds Beckett University and Public Health England.

The number of hospital inpatient episodes per 1,000 population aged 0-24 years is consistently below the national average. There are many programmes in place to support the health and wellbeing of children and young people but there are times when secondary in-patient medical care is required. These inpatient episodes of care may be following an elective or emergency admission and will include those under 24 years of age who have been an inpatient on more than one occasion.

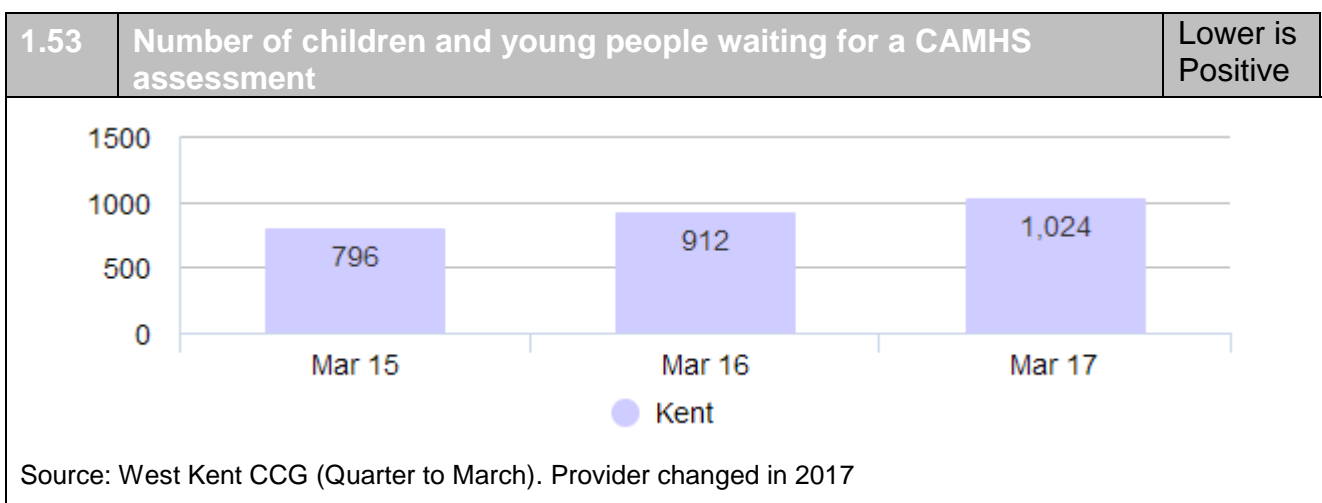
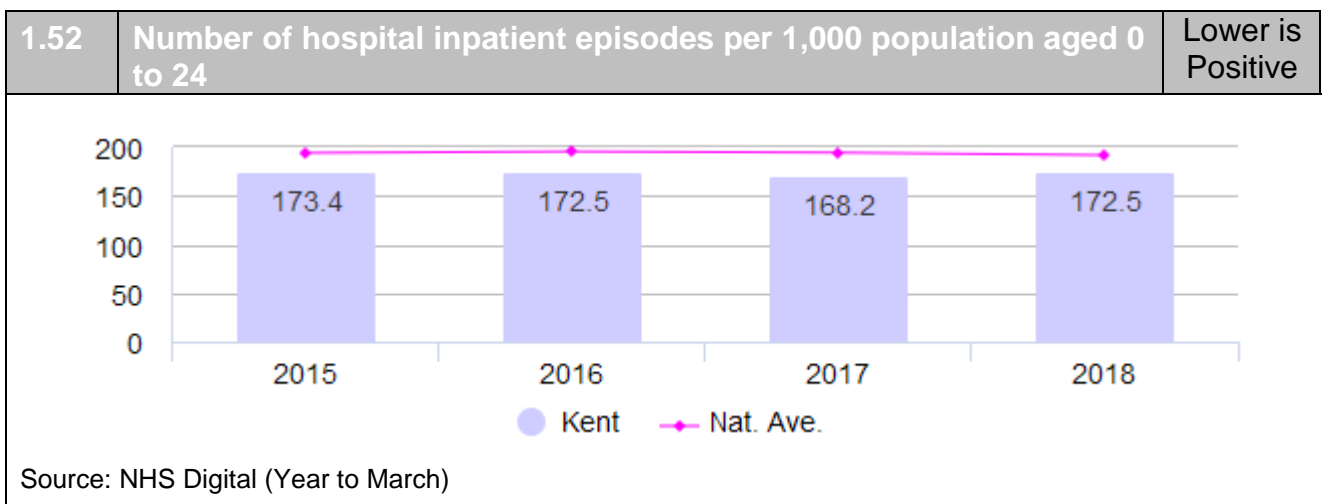
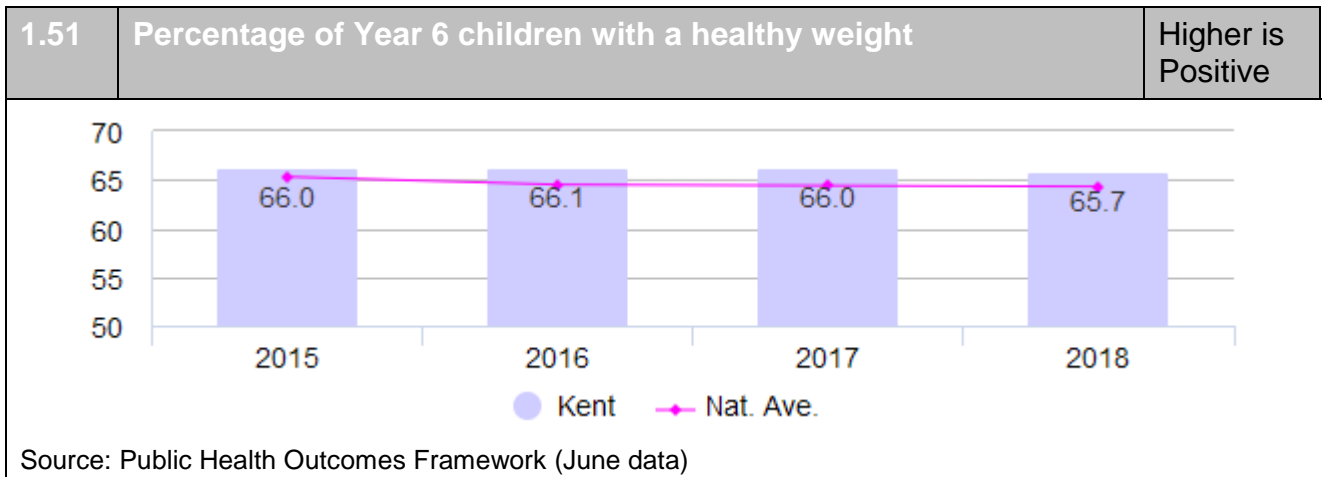
The HeadStart Kent programme provides a range of resources on the Kent Resilience Hub for young people, parents, carers and professionals to help increase the resilience of 10-16 year olds, an age when mental health conditions often start.

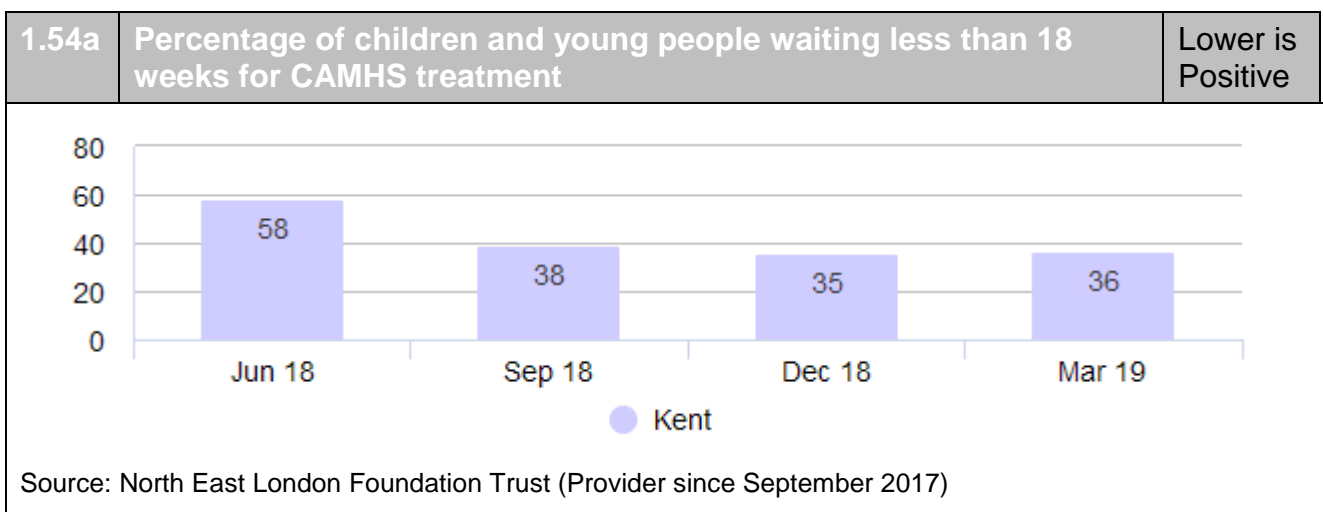
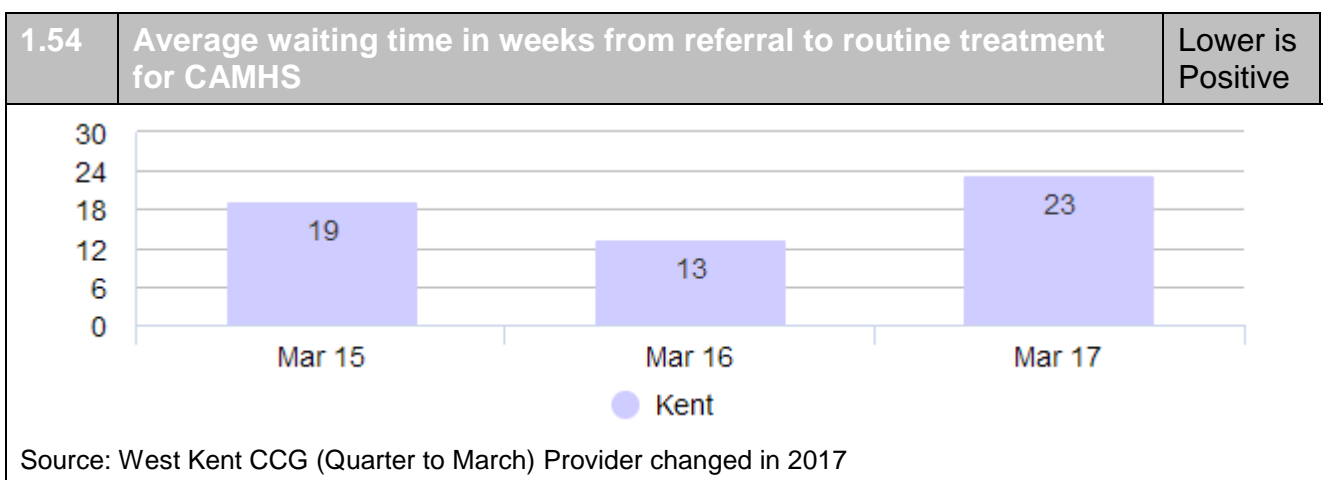
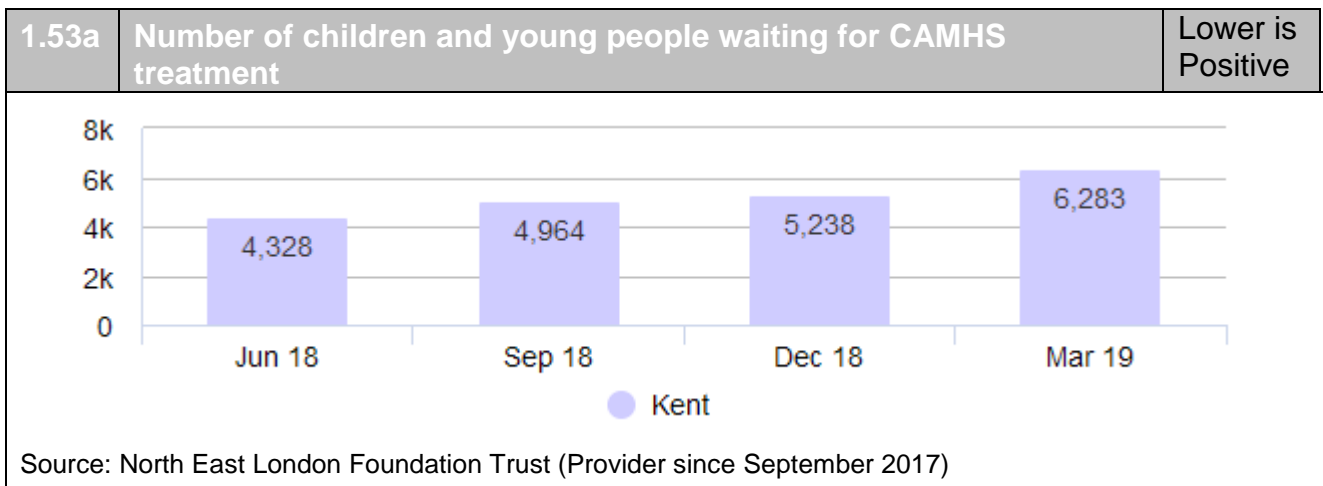
We continue to invest in the mental health service contract for children and young people delivered by North East London NHS Foundation Trust (NELFT). Despite increasing demand, access to service rates have increased with all seven Kent CCGs having a higher rate than England. In Kent, 47.7% of Children and Young People with a Mental Health condition had access to treatment, significantly higher than the national 36.1% and South East 43.6%.

The level of referrals into Kent's Children and Young People's Mental Health Service continues to rise with a 45% increase in Children and Young People waiting for treatment between June 2018 and March 2019. However, the number waiting in excess of 18 weeks before receiving treatment has shown a downward trajectory over the same period. The neurodevelopmental pathway continues to be a significant challenge for the service.

Following a slower than anticipated start, work is underway to improve the numbers of cases being taken as referrals on to NELFT's Early Help pathway from Early Help Units. Looking forward, KCC and Kent's CCGs will continue to consider ways to increase access across preventative services, with the aim of driving down need for higher level services, increase access to evidence based Mental Health treatment, and are working to fully understand local variations in access rates and the outcomes of interventions.

## Performance





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

### **Progress**

Whilst our strategic role in leading education locally has evolved in recent years, we continue to drive performance, maintain oversight of school standards and hold underperforming schools to account. In 2018, pupil attainment was above the national average for primary and secondary schools.

Following changes to Key Stage 2 standards in 2016, Kent has seen an improvement in the percentage of pupils achieving the expected standard in Reading, Writing and Maths, with the proportion of pupils who met or exceeded the expected standard above the national average in 2019. At Key Stage 4, the percentage of pupils achieving a standard pass (grade 4 or higher) and strong pass (grade 5 or higher) in English and Maths have increased from 2017 to 2018 and improved against our statistical neighbours. Kent is also very well placed against statistical neighbours on the Attainment 8 score per pupil where Kent is now placed 3<sup>rd</sup> and in line with the national average.

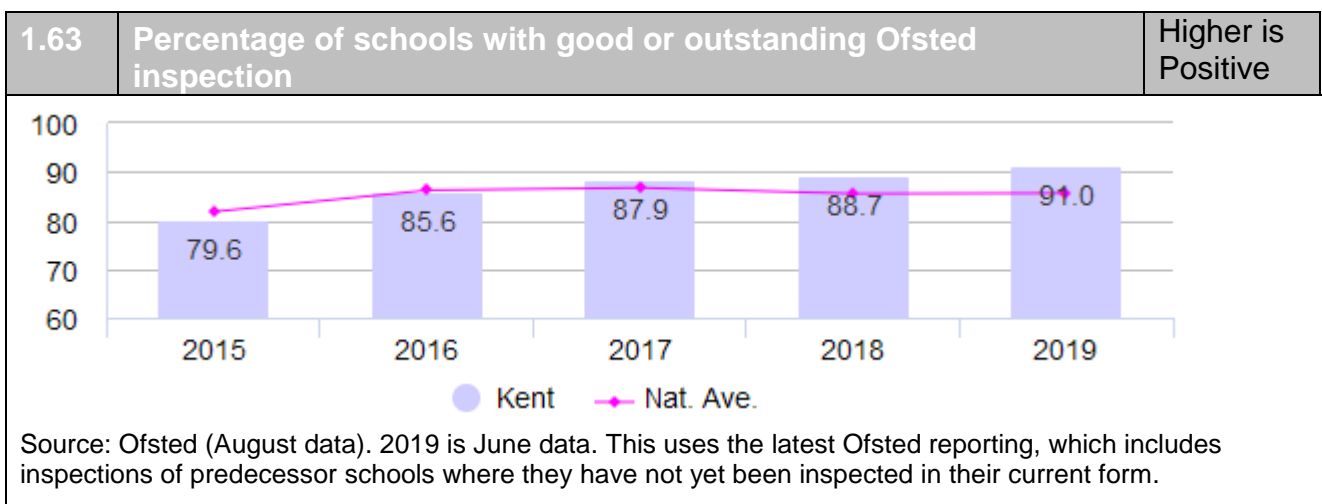
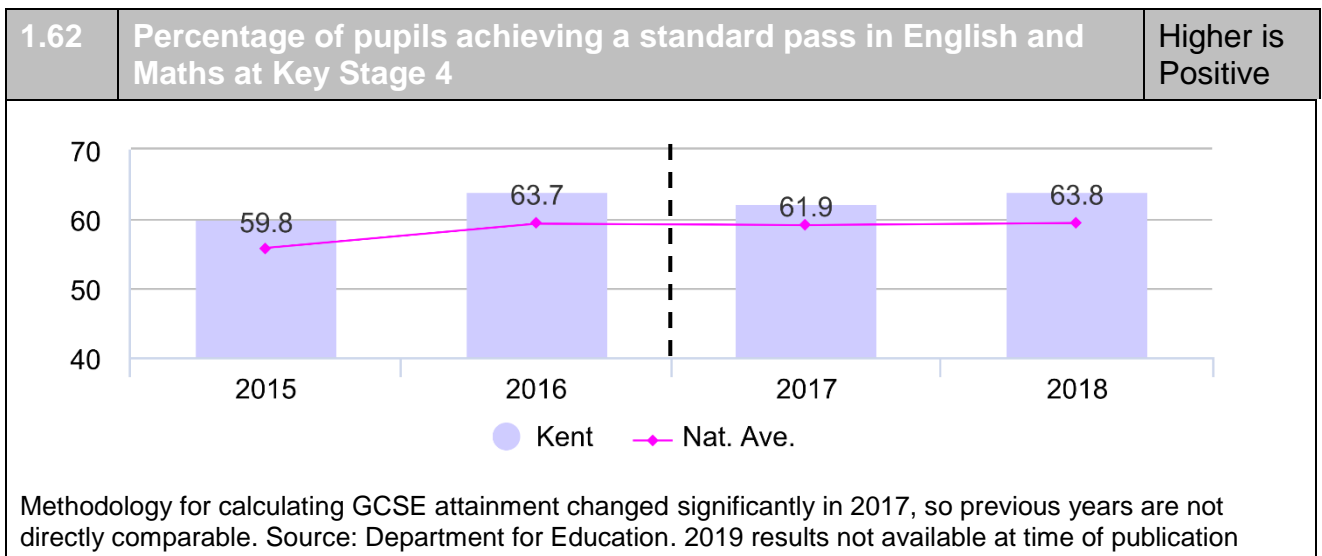
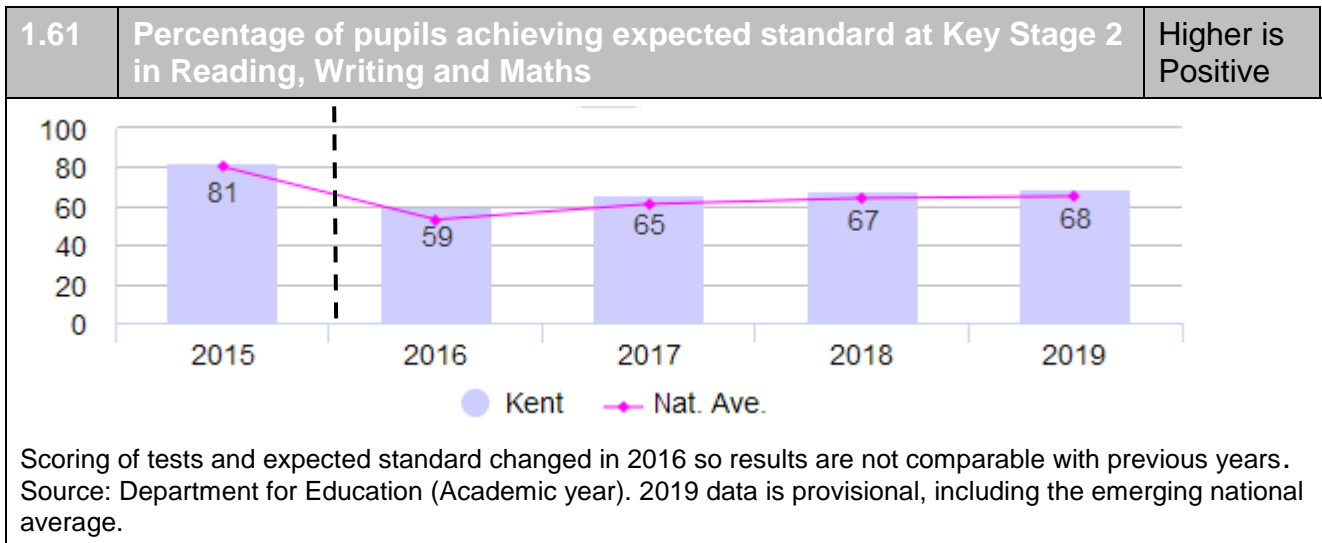
Since 2015 the percentage of schools with good or outstanding Ofsted inspections has improved significantly with the proportion of Kent schools with an Ofsted judgement of good or better now standing at 91%. This is a marked increase from 79.6% in 2015 and is above the national average. The Education People are continuing to work closely with all maintained schools and, through commissioned support from academy trusts, to secure ongoing improvements. Ensuring schools are well-prepared for the new Ofsted inspection framework in September 2019 has been a priority.

The percentage of young people offered their first or second choice secondary school continues to be high and in line with the national average. This is particularly positive given the diverse mix of schools available to Kent residents and the variety of external factors which can impact on school places. We are working with our schools, Academy sponsors and other education stakeholders to continue to meet parental preferences.

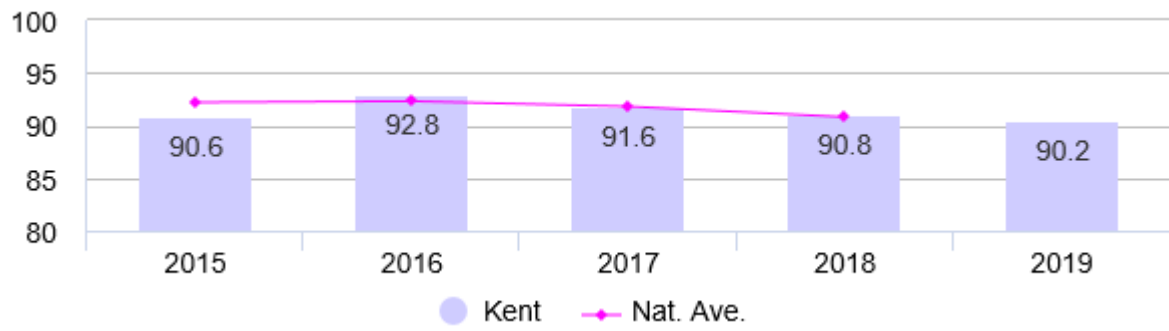
Alongside supporting academic achievement, we continue to seek to inspire children and young people to engage in education and learning through our summer reading challenge and Kent Libraries digital offer, which supplements technology skills such as coding and programming by encouraging learning and creativity in our children and young people.

During January / February 2019, Ofsted and the Care Quality Commission conducted a joint inspection of the county's services for children and young people with special education needs and / or a disability. The inspection identified some areas of significant weakness and immediate action has been taken including establishing an SEND Improvement Board to deliver a coordinated response by education, health and social care and develop a joint improvement plan. An approved Written Statement of Action will drive a series of improvements. In addition, a new Local Area SEND Strategy is being developed with the full participation of parents, schools, health and social care colleagues, which will be published in the academic year 2019-20. We are committed to working in partnership to make the necessary improvements for children and young people with SEND and their families.

## Performance



1.64	Percentage of young people who are offered their first or second choice secondary school	Higher is Positive
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Source: Department for Education, except 2019 from Children Young People and Education (Year of offer)



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

### Progress

Kent is ambitious and determined to ensure that Post-16 provision and routes through academic, vocational and work pathways are both accessible and of the highest quality.

Whilst the introduction of the Apprenticeship Levy and new frameworks have raised the quality of the standards and expectations for apprenticeship schemes, unfortunately we have seen reductions in Apprenticeship take up both in Kent and nationally. With many new standards now in place and an increase in the availability of providers it is anticipated that the number of apprentice starts will increase. Encouragingly, we saw an 11% increase in the number of apprenticeships starts across Kent from Quarter 1 to Quarter 2 2019/20. We are raising awareness and increasing opportunities through our Apprenticeship Action Plan, developing the offer on the Apprenticeship Kent website and designing a supported Apprenticeship programme for vulnerable learners including those with disabilities.

As a significant employer in the county, KCC is also seeking to maximise the number of staff accessing Apprenticeship training within KCC and schools. Progress has been made in raising the awareness and engagement with Apprenticeship standards, leading to increasing apprentices employed and KCC staff accessing apprenticeship training.

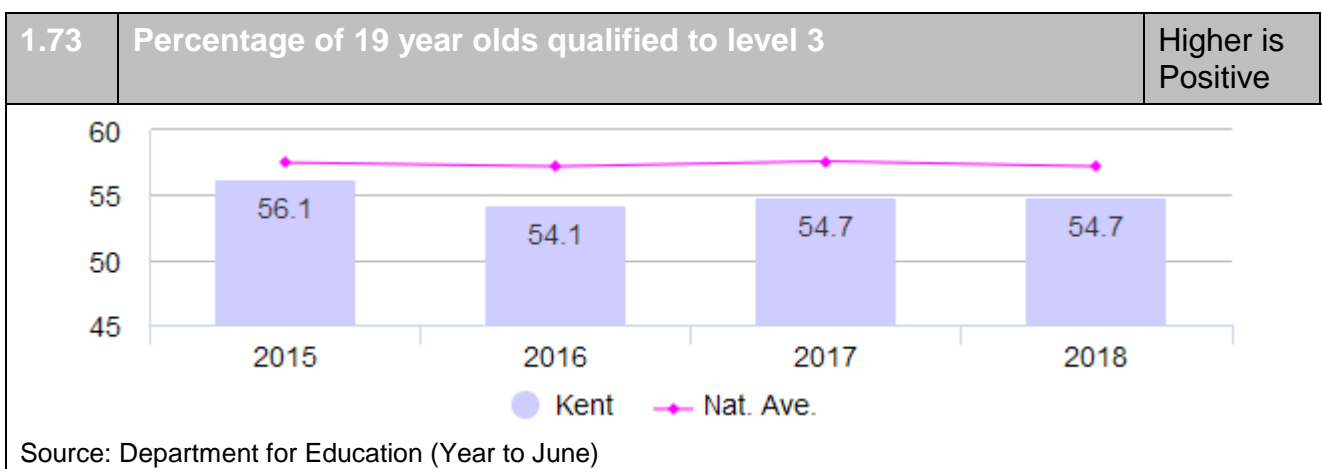
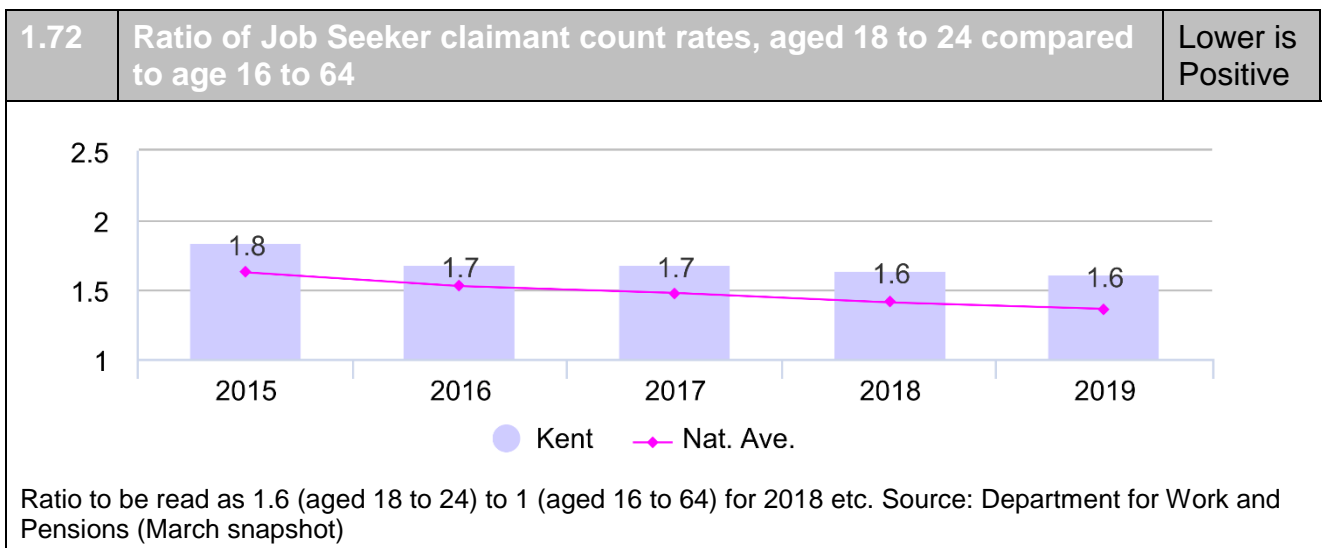
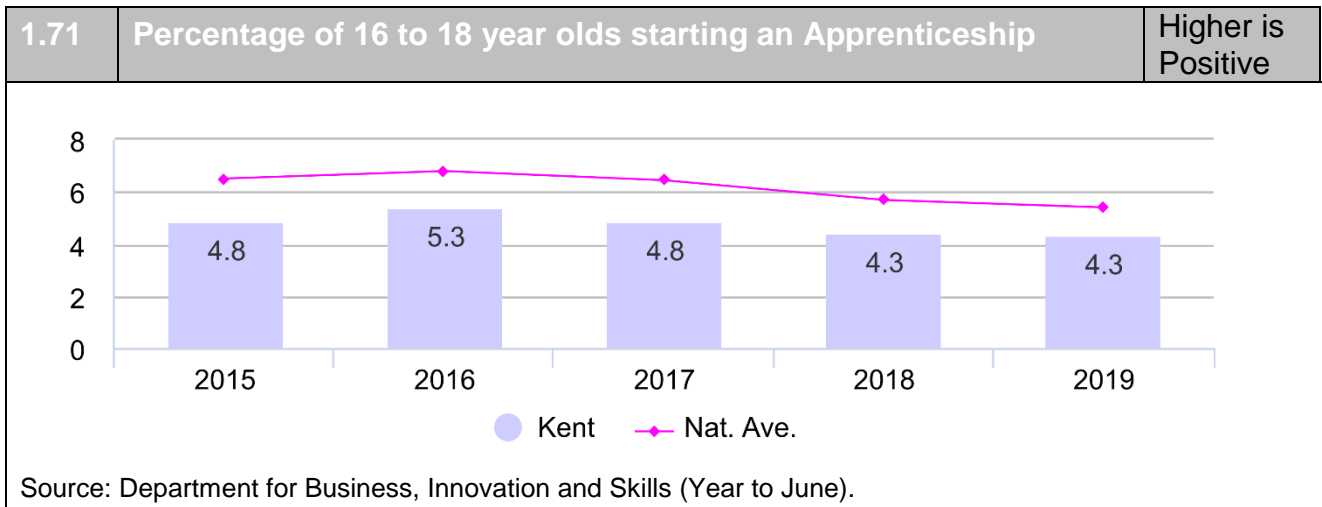
Kent students' A level Average Point Score per entry improved from 2017 to 2018, with the percentage achieving 3 A\*-A grades or better and percentage achieving grades AAB or better in line with national averages. However, the number of students taking Technical Levels in schools dropped from 726 in 2017 to 264 in 2018. The Average Point Score per entry achieved also declined to 32.74 from 37.61 in 2017. This is in line with the national declines in take up and outcomes and places Kent 3<sup>rd</sup> out of 11 statistical neighbours.

We are initiating a Post-16 review to facilitate better education, skills and training opportunities. The review aims to enable all young people to reach their potential and support Kent's economy to become more productive and embrace future technological challenges. The introduction of 'T Levels' and increasing provision of level 4 and 5 technical awards will help young people and industry to align their needs to the curriculum.

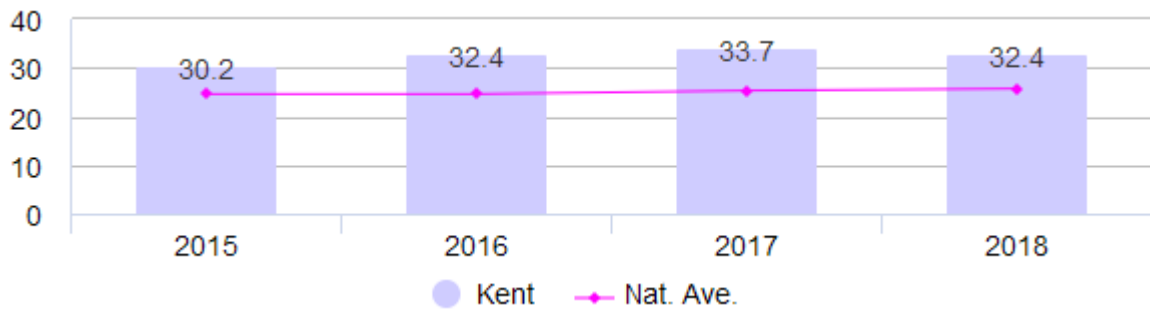
The Not in Education, Employment or Training (NEET) figure for Kent has increased slightly this year but remains in line with the national average which has also increased. This reflects a more challenging picture with a reduction in alternative training provider provision due to reduced funding streams. The combined NEET and Not Known figure, however, is at a 3 year low due to improvements in tracking and KCC support.

The number of first time entrants to the Youth Justice system is falling nationally but in Kent the reduction is faster and the baseline is lower than the national trend. Kent's re-offending rates are also lower than the England and Wales average. This reflects the early intervention approach of Kent's Early Help Service, including Youth Justice, and Kent Police which focusses on providing specialist support to all young people committing low level offences, offers of restorative justice to victims, and a focus on family and school relationships as well as the young person.

## Performance

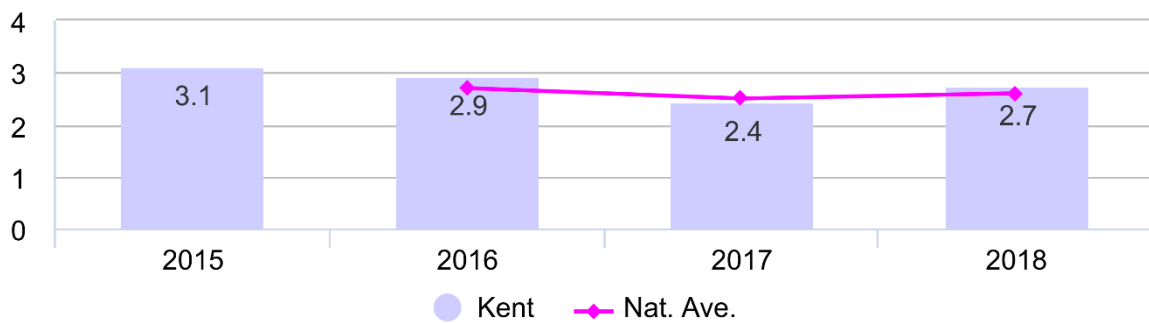


1.74	Percentage point achievement gap for young people with Free School Meals qualified to level 3 at age 19	Lower is Positive
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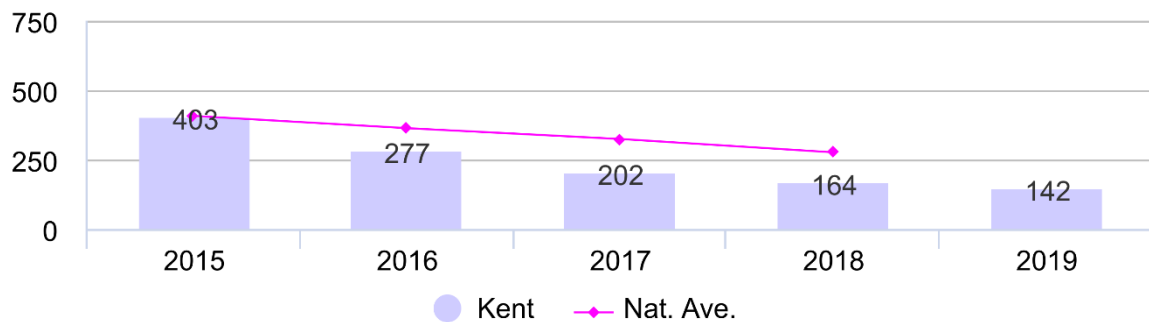
Source: Department for Education (Year to June)

1.75	Percentage of 16 to 17 year olds not in education, employment or training (NEETs)	Lower is Positive
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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	Lower is Positive
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Source: Ministry of Justice, except 2019 from Children Young People and Education, KCC (Year to March)

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

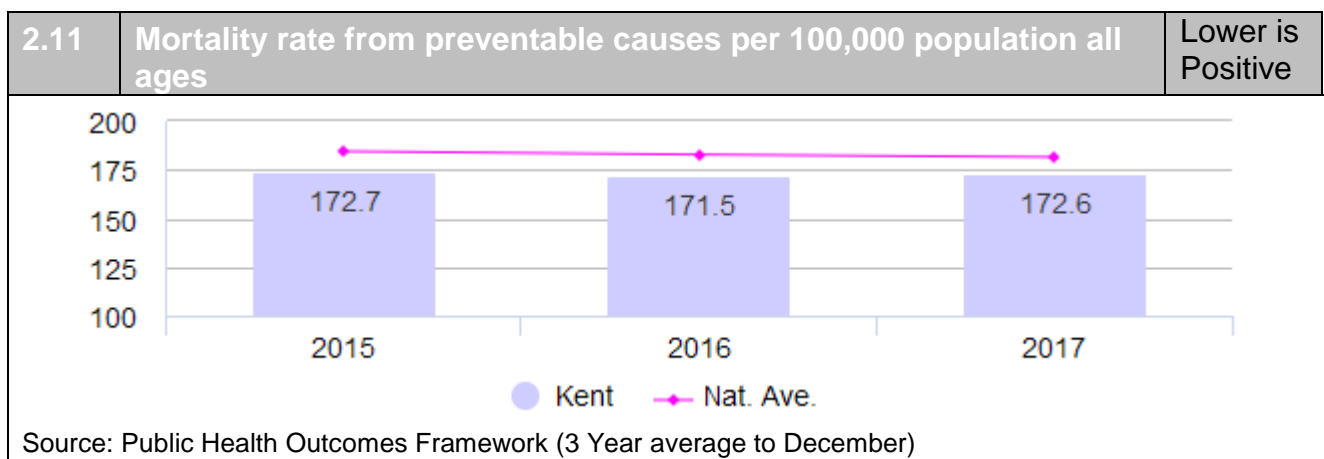
### Progress

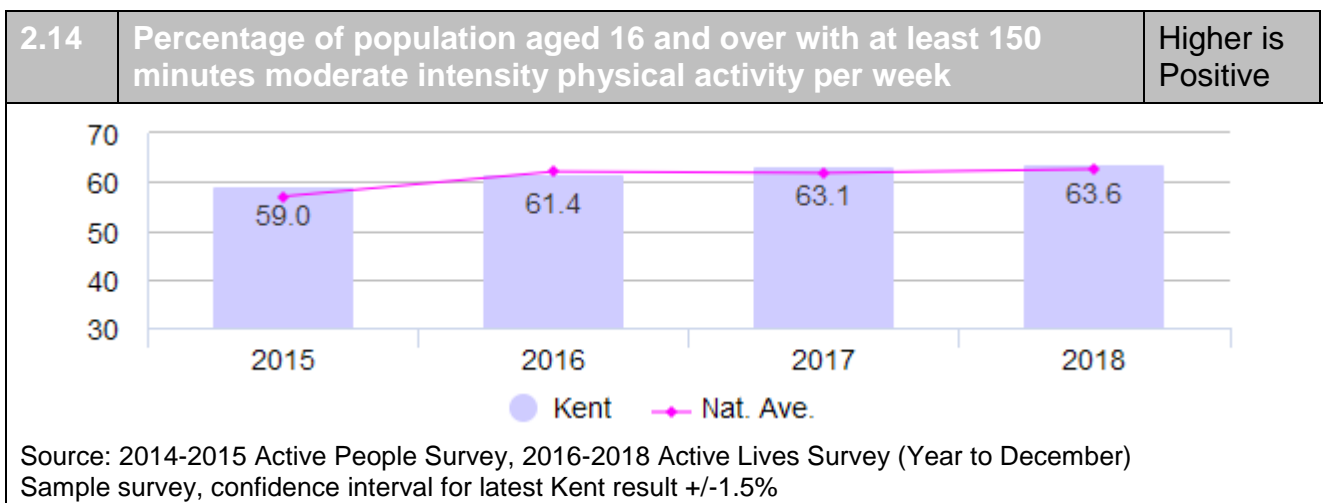
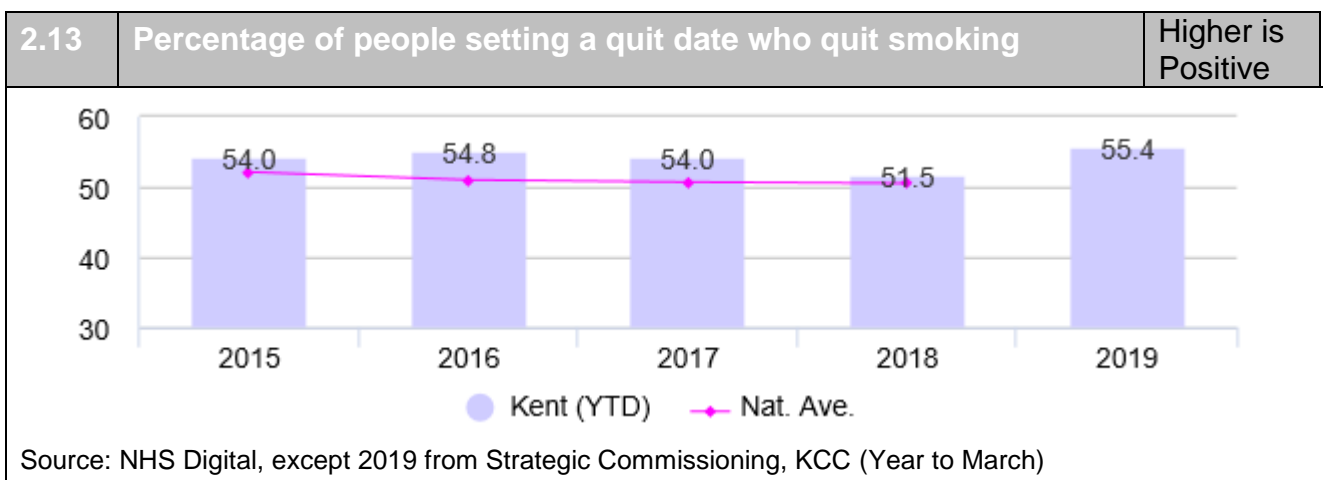
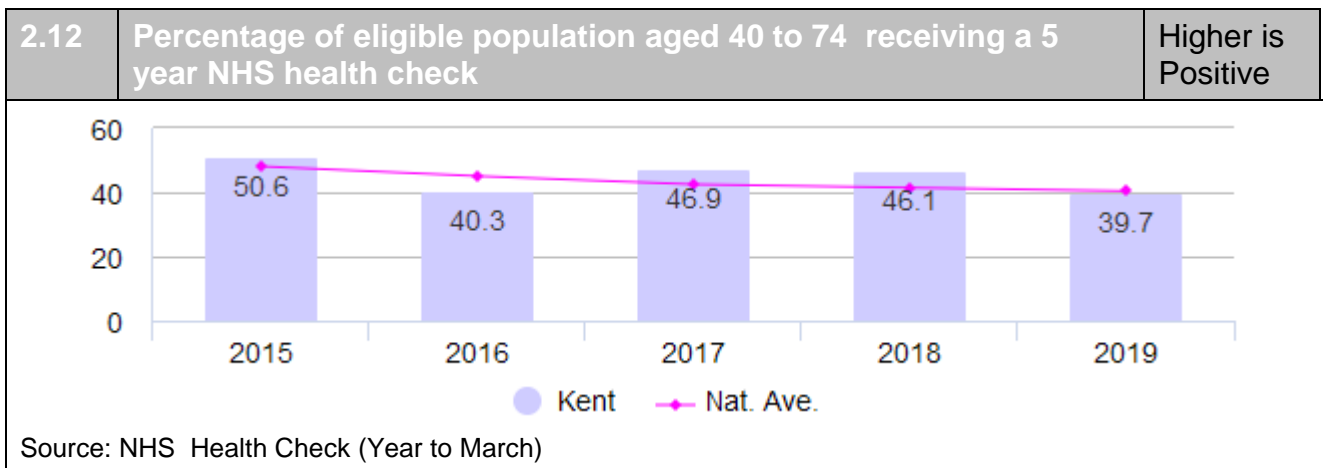
Kent County Council has a number of services and partnership activities that tackle both physical and mental wellbeing. These include public health prevention services which support people with poor mental health, promoting positive wellbeing and enabling greater resilience, and Folkestone Library’s ‘Living Words’ group which, supported by Kent County Council and NHS England, brought together people who had considered suicide to explore the moments they had chosen not to end their lives, as well as what kept them going through co-creating individual Living Words books and sharing stories.

The Prevention Workstream of the STP is working to address preventable mortality with a focus on smoking cessation, tackling alcohol misuse, achieving healthy weight, increasing physical activity and tackling communicable diseases. The percentage of people setting a quit date who quit smoking is consistently greater in Kent than the national average. In 2018, 6,198 smokers set a quit date and 3,189 successfully quit smoking. Kent Public Health are working with partners and the One You Kent service to increase the awareness of methods to quit smoking and to help people make the commitment to quit smoking. In Summer 2019 One You Ashford extended an initiative to new, larger premises, providing improved opportunities to advise people on healthy lifestyles and smoking cessation.

Launched this year, Everyday Active is a campaign led by our Active Sports Partnership ‘Kent Sport’ to encourage everyday moves that will make a real difference to our health. The campaign generated a large social media following and links with our Getting Active campaign which supports adults moving towards the Government target of at least 150 minutes of moderate intensity physical activity per week through a ‘matching’ quiz, activity finder, and ideas, training and resources to make your workplace officially a Healthy Workplace. The County Council and Kent Sport have also worked with our county’s sports clubs so that they are thriving and can offer high quality and safe experiences.

### Performance





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

### **Progress**

Over the last year we have delivered vital infrastructure improvements across the county including our LGF projects such as the A2500 Lower Road capacity improvement phase 1 in Sheerness and the A226 London Road/B255 St Clements Way project in Greenhithe. The A2500 Lower Road/Barton Hill junction scheme delivered a new roundabout to replace the existing traffic signal control junction to alleviate the pinch point on the principal 'A' road serving the Isle of Sheppey from its connection with the Strategic Road Network. The junction was acting as a barrier to the delivery of around 1500 new houses and jobs by 2031 which will be unlocked as a result of the junction improvement scheme. The A226 London Road/B255 St Clements Way scheme has increased the size and capacity of the roundabout and provided new bus lanes. As well as reducing congestion through increased capacity, the new bus lanes will also encourage the use of more sustainable modes of transport and assist in the planned expansion of the Fastrack bus service.

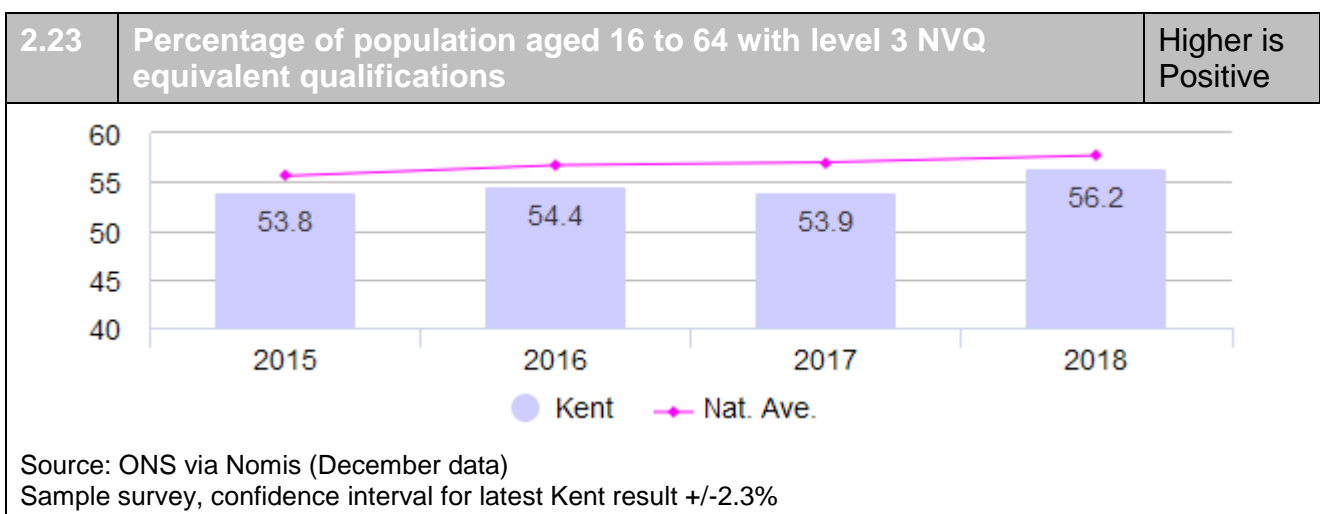
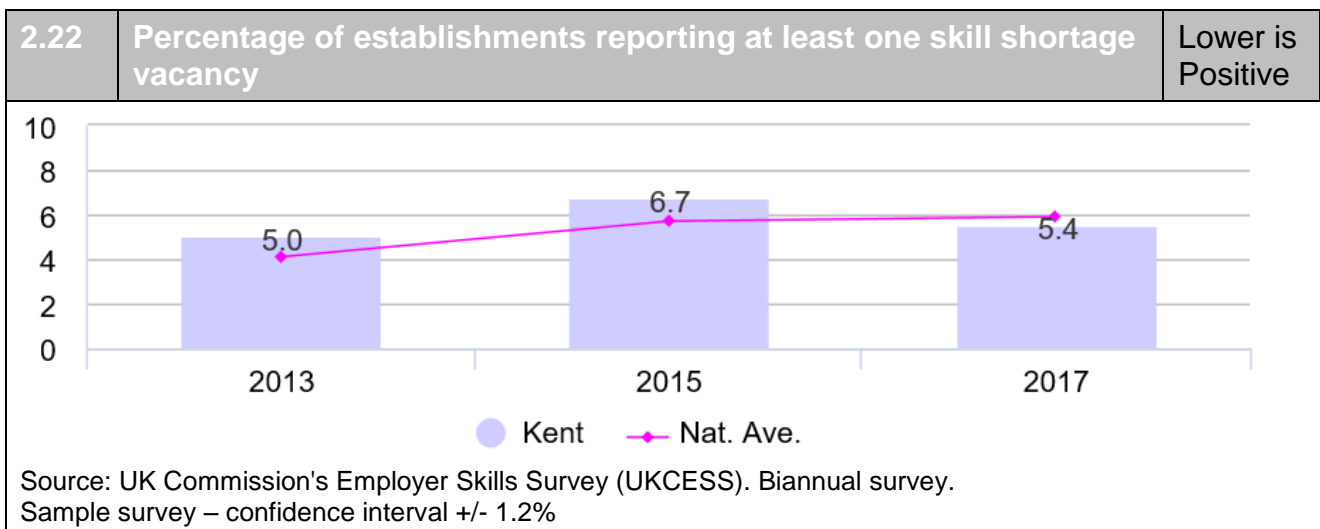
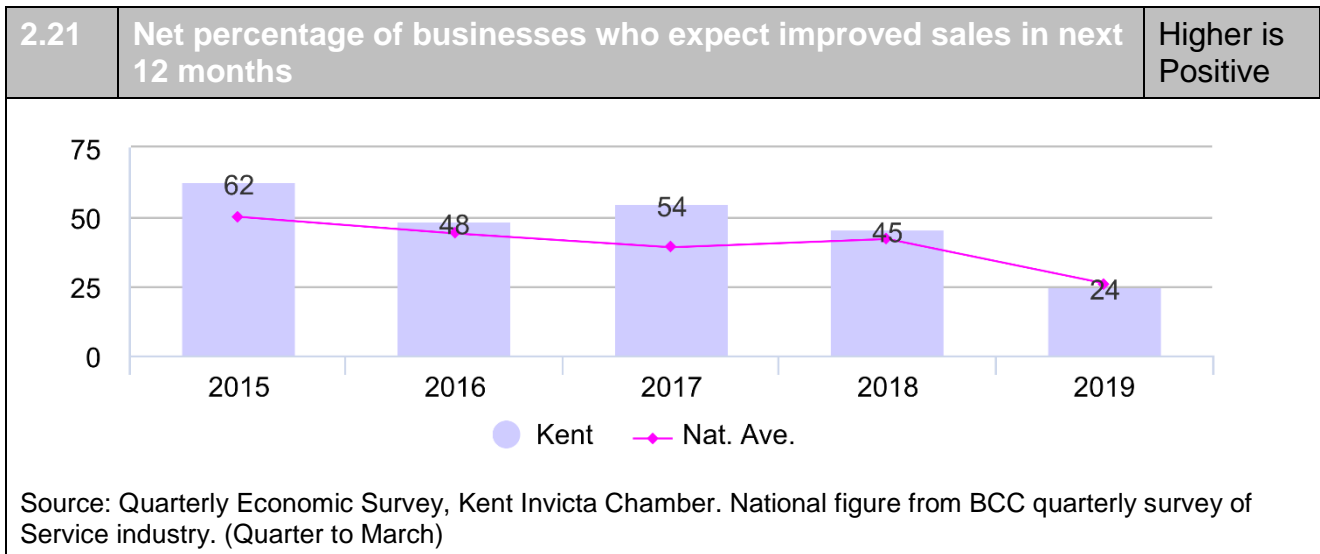
East Kent Opportunities is facilitating the commercial and residential development of its landholdings creating employment and housing opportunities across Thanet, including progressing the Eurokent/Newington Road scheme. This is expected to deliver a commercial development for 35 commercial units and create 150 FT jobs, the granting of detailed planning permissions for future commercial developments at Manston Business Park, commercial development land sales is expected to deliver up to 250 000 sqft of commercial space (including offices) and a further 500 FT jobs. The construction of over 90 workshop/commercial units, in the past year, for local SMEs is expected to create up to 350 FT local jobs.

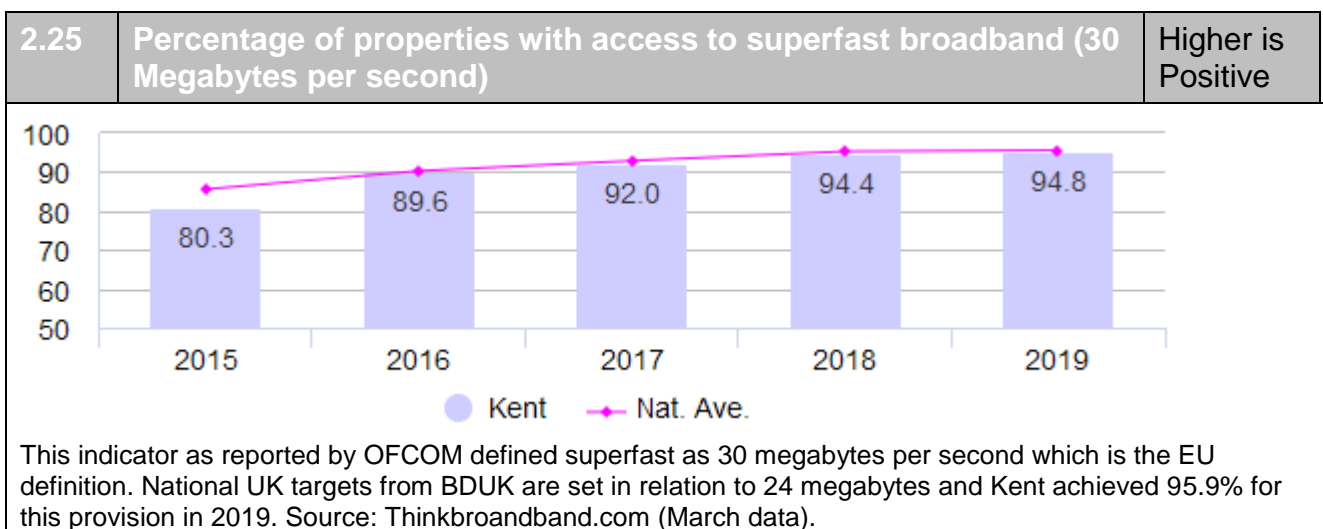
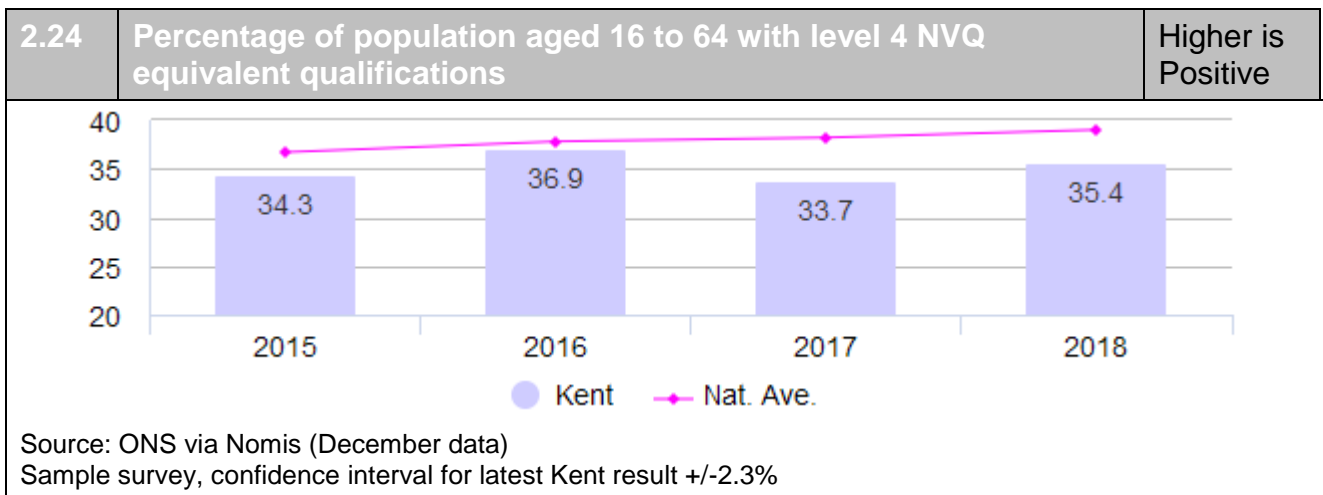
Kent's Broadband Delivery UK (BDUK) programme has now brought superfast broadband to over 138,250 properties which would otherwise have had no or slow broadband connectivity. Superfast broadband services of at least 24mbps are now available to 95.9% of homes and businesses in Kent. An additional £4.5 million has been made available to connect more homes and businesses with faster broadband services, with work due to commence later in the year.

The Kent and Medway Growth and Infrastructure Framework (GIF) provides a county-wide picture of growth and infrastructure and indicates the extent of the infrastructure challenge. It continues to be used to provide a robust evidence base as part of the "infrastructure first proposition" - to attract investment, engage partners and inform solutions to unlock housing growth.

KCC's Community Learning and Skills (CLS) delivers a wide and varied curriculum to meet the education, social and emotional aspirations of adults and young people and help raise their attainment. In particular CLS targets young people entering the world of work, adults seeking skills for employment, organisations seeking to improve the skills and potential of their staff, adults learning for personal development, pleasure and wellbeing, and families, especially those in Kent's disadvantaged neighbourhoods.

## Performance







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

### Progress

Kent County Council has been working closely with businesses, young people, education providers, business support organisations and strategic partners for several years to increase employment and boost Kent business growth.

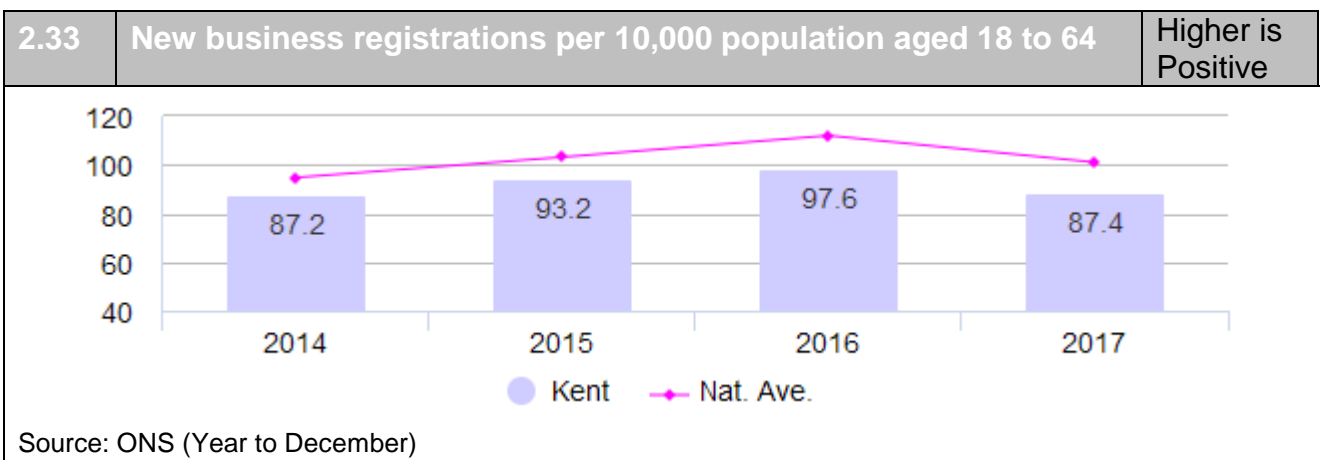
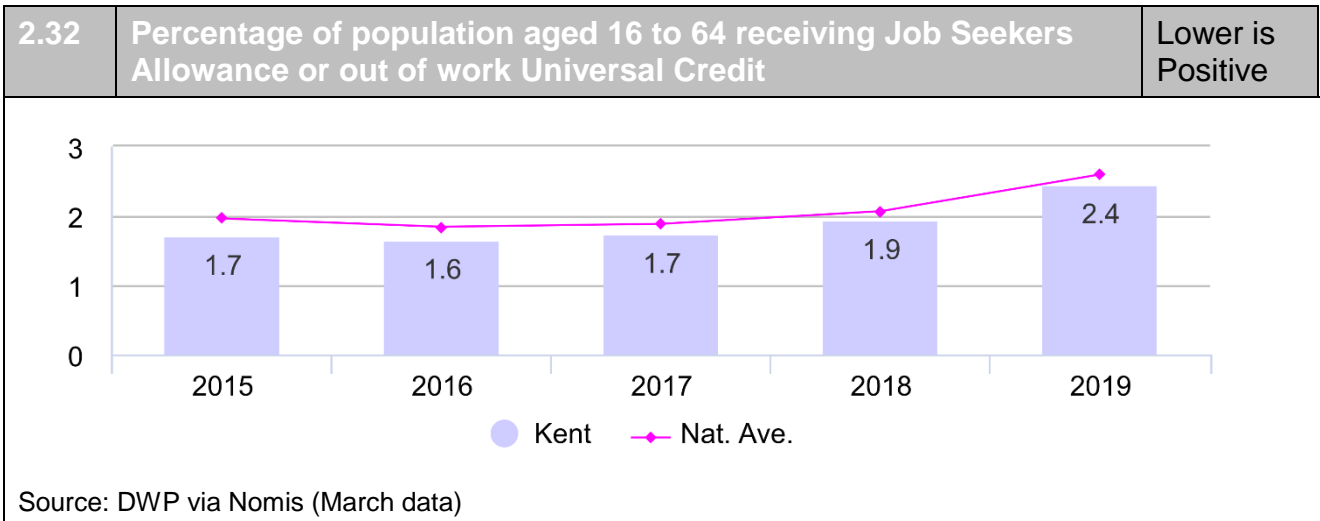
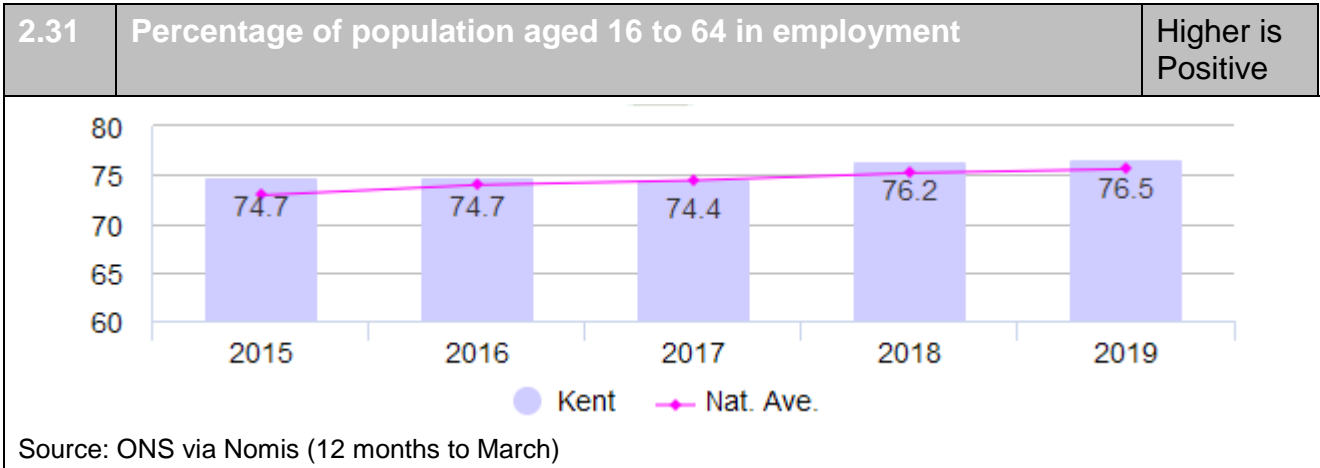
The Adult Skills Forums are working to coordinate provision and strategies to tackle youth unemployment and each district in Kent has a 16-18 District Employability Offer which provides clear progression routes into employment or apprenticeships and aims to prevent youth unemployment. During the academic year 2018-19, there have been approximately 70 offers across the districts involving 25 different providers. During this year the needs of over 500 young people have been met in a variety of programmes, which include traineeships, apprenticeships and employability full time programmes lasting for a year, together with 12 week engagement programmes including work experience, intensive mentoring and resilience courses.

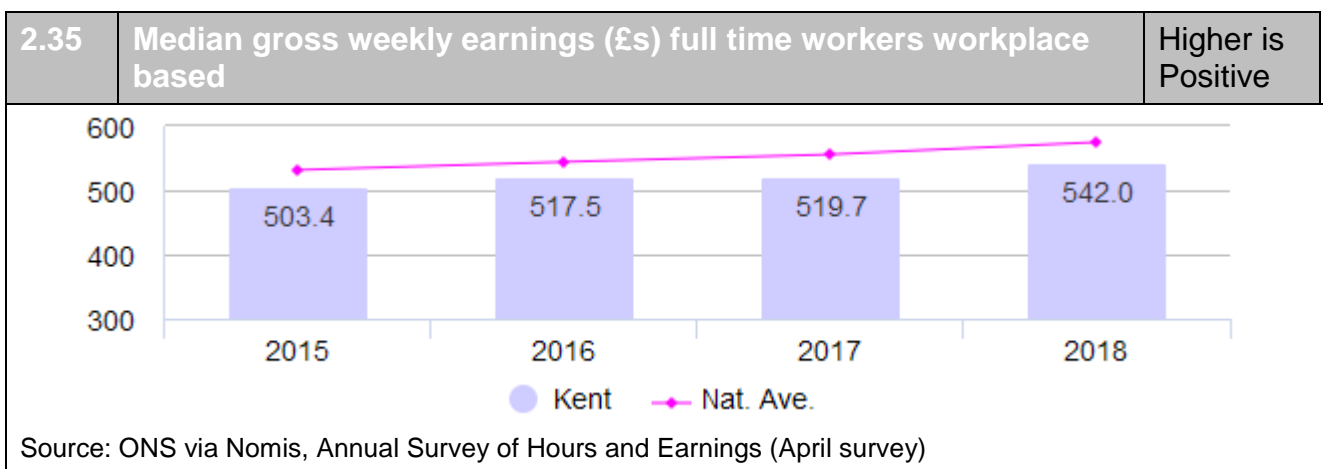
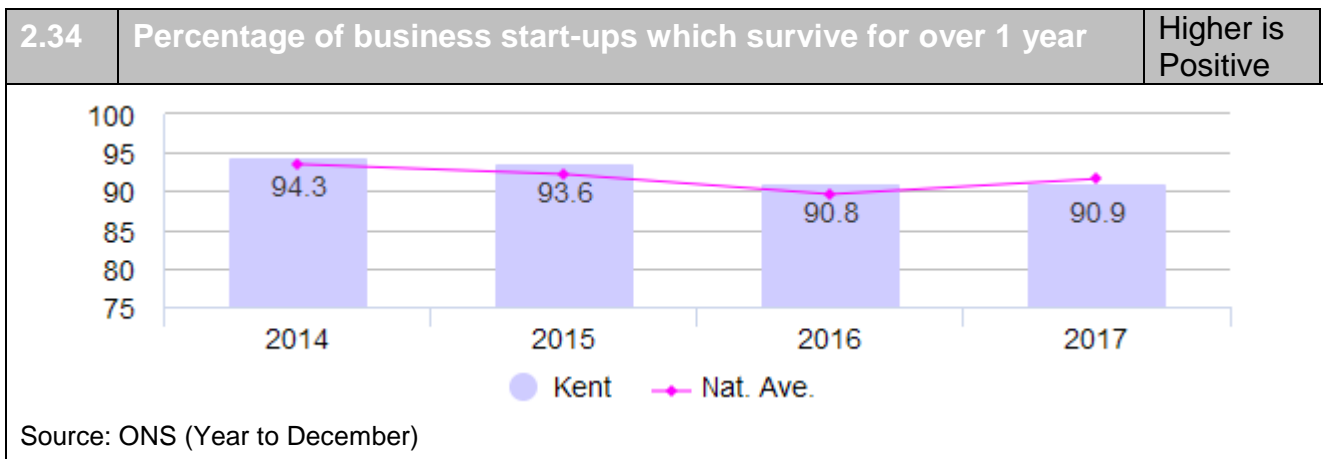
We have been working with partners to increase export levels and support Kent exporters under the 'Kent International Business' (KIB) umbrella programme. Support programmes include the bespoke, externally-funded Boost4Health programme which provides micro-financing for Kent Life Science companies to help with internationalisation. These services help potential and existing exporters ranging from product adaptation and market selection to identifying overseas business contacts and getting paid for products and services supplied. We are working with KIB partners to further unlock Kent's export potential and to provide additional public support where this adds value. This includes piloting an 'Export Manager' scheme by upskilling an existing employee or providing additional internal resource to work with companies to help develop the international side of the business and creating an Export Cluster of Kent food & drink companies to develop a consolidated, joint international offer.

We have supported local business through our three Regional Growth Fund Programmes: Expansion East Kent, Tiger and Escalate which have invested over £55m and as of March 2019 created or safeguarded a cumulative total of 4,399 jobs. The Kent and Medway Business Fund aims to deliver investment to businesses across Kent and Medway and is funded by loan repayments from our previous Regional Growth Fund schemes. It has committed £5.7m to 48 businesses in Kent and Medway, creating 70 jobs and safeguarding a further 30 jobs to March 2019. A further funding round took place in June 2019.

We have also secured additional funding including from the South East Local Enterprise Partnership funded Innovation Investment Loan scheme which has committed £6.4m to 20 businesses in Kent and Medway, creating 76 jobs and safeguarding a further 38 jobs. Our No Use Empty Scheme has benefited from 'Top-Up' loans from several districts and £1m from the Growing Places Fund to use empty commercial properties for alternative commercial or mixed use purposes. £3.7m from Low Carbon Across the South East (LoCASE) has provided funding for 379 Kent SMEs in the last year for business support.

## Performance





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

### **Progress**

In 2018-19 through the Arts Investment Fund we have supported 23 applications to deliver some 2,600 events Kent wide ranging from festivals, exhibitions, performances, film screenings and workshops across a variety of artforms including theatre, music, dance, writing and film. This created an estimated 300 jobs and 162 volunteer days. Lyric Arts, a project in partnership with local art producers, has also delivered artistic events across libraries in Dartford, Gravesham and Swale. This included sold-out Alice in Wonderland themed ballet performances, children's dance workshops, face painting and accompanying craft activities. Each district also held smaller craft and Baby Rhyme events.

We have been supporting England's Creative Coast which will see new artworks installed in coastal towns and been preparing for two internationally prestigious events: Turner Prize in Margate and the British Open Golf in Sandwich, which will be delivered in autumn 2019 and summer 2020 respectively. Both have taken years of planning to ensure that the events are hugely successful, attract visitors to the county and provide significant engagement opportunities for Kent residents. A key aim is that both leave a lasting legacy for ongoing social, cultural and sporting activities for all of our communities.

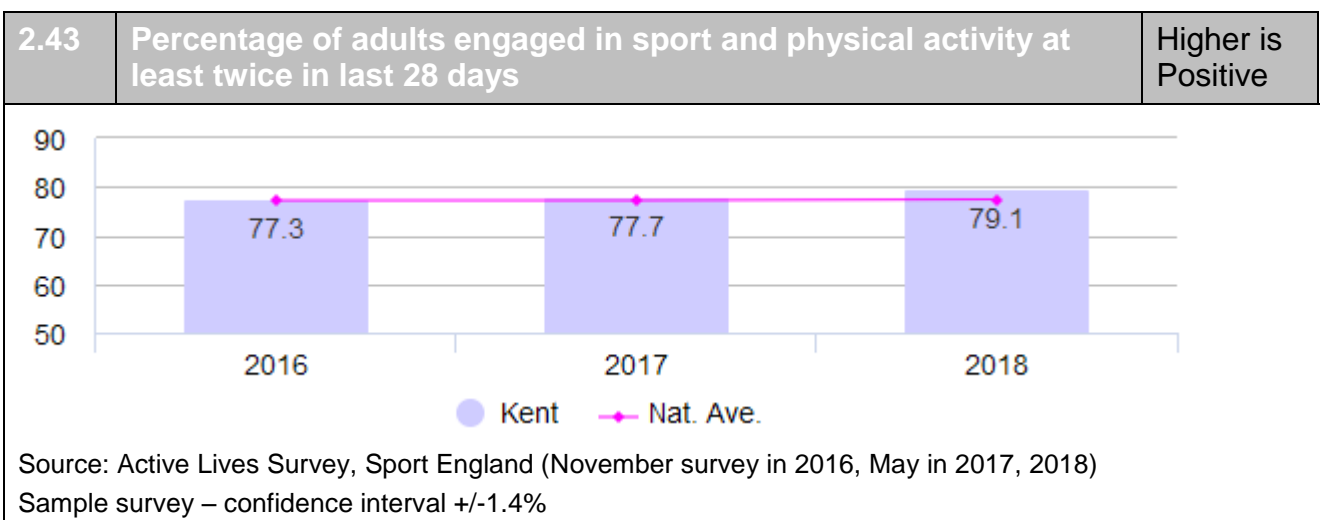
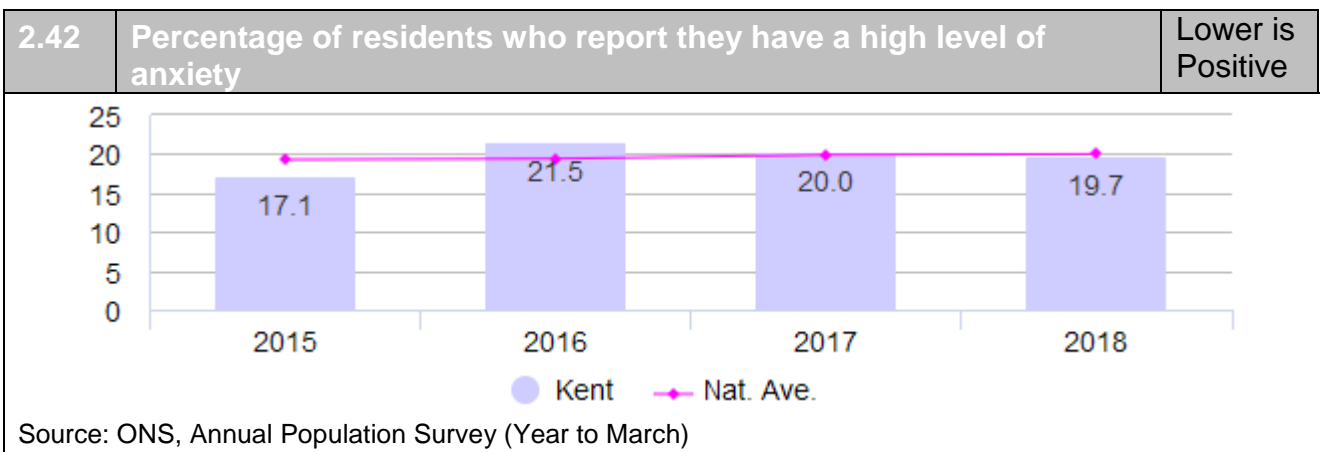
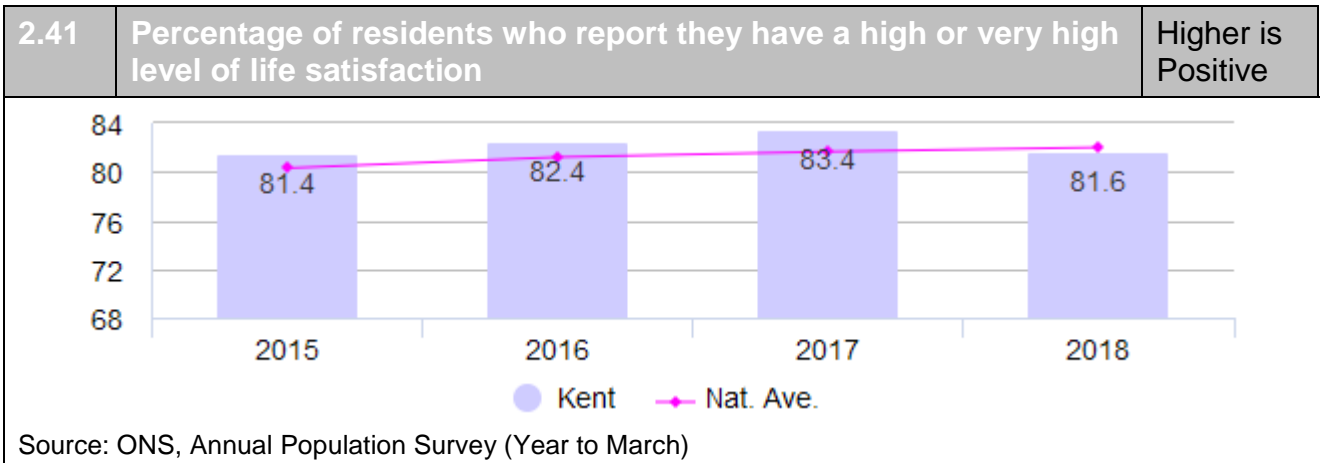
The Thames Estuary Production Corridor, through a partnership across London and the Estuary, will deliver the Case for Investment to become Europe's most productive creative corridor and support economic growth. A successful £4.3m bid to the DCMS Cultural Development Fund will deliver Phase 1 in Kent and Essex, with the potential for long-term investment delivering an estimated 50,000 jobs and in excess of £3.7bn GVA.

The Archives service has received national recognition for how it stores and preserves evidence of the county's heritage and history. The unique documents in our care reveal the fascinating stories of the people and places of Kent. Achieving accredited status demonstrates that Kent Archives has met clearly defined national standards relating to management and resourcing; the care of its unique collections and what the service offers to its range of users. In 2019, Kent Archives has also delivered a series of special events and talks, hosted at the Kent History and Library Centre and Archbishop's Palace in Maidstone. These have included local history talks led by experts and creative sessions.

We have piloted the Library Extra initiative at Deal, Higham, & Paddock Wood libraries, allowing customers to access the library outside of normal opening hours using technology assisted opening. This gives improved access to people who may work, study or have caring commitments. Customers can issue books and other items, pay charges, and access the public computers and Wi-Fi. This service is popular with community groups, reading groups and local history groups who meet during Library Extra opening hours.

Over the last year we have developed a raft of new or updated plans, strategies and framework, all designed to ensure that Kent residents have well maintained green space in which to enjoy leisure time, are safe, are able to move easily around the county, and have communities with ready access to the amenities they require.

## Performance



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

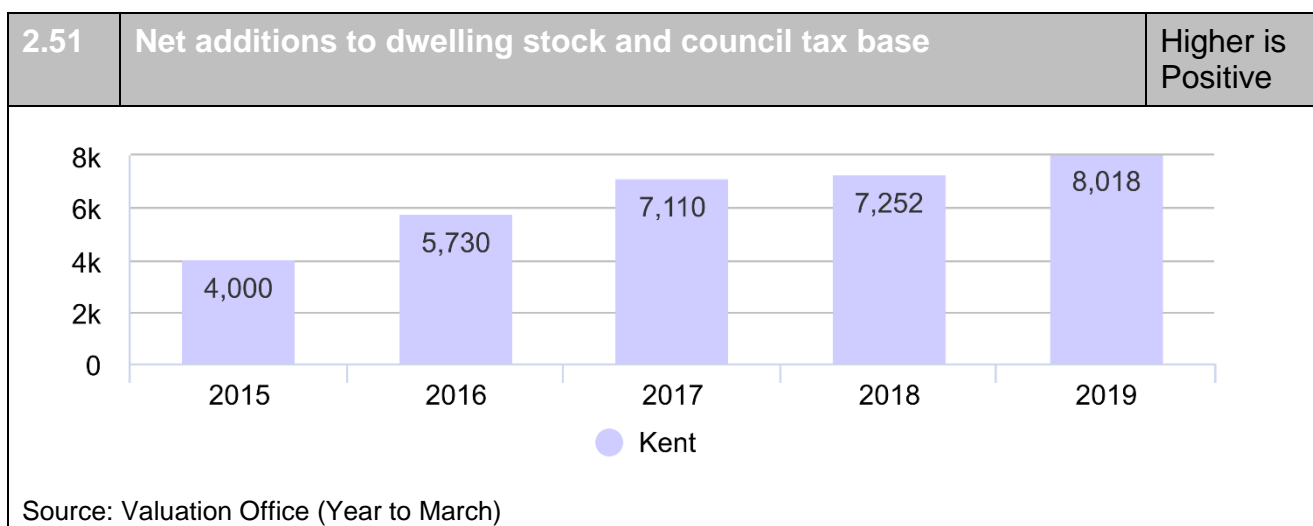
### Progress

New investment in infrastructure is vital to accelerate the delivery of high quality new homes in the most suitable locations and work continues with district councils to develop an ‘infrastructure first’ proposition to Government for investment in Kent and Medway.

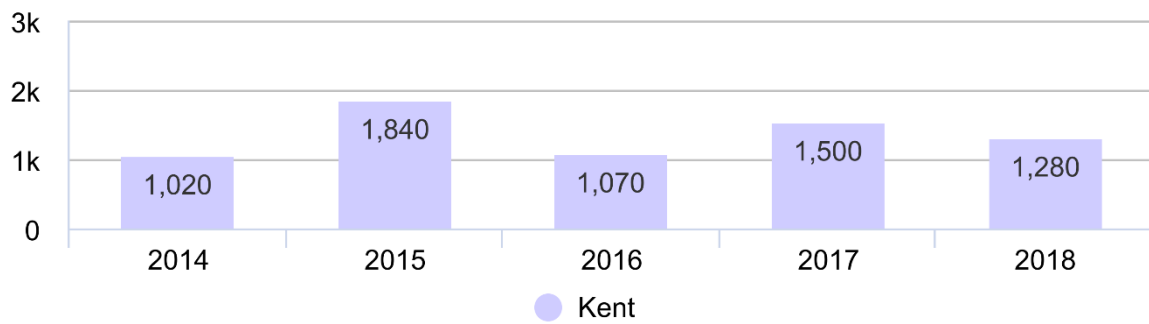
Already, housing delivery in Kent is amongst the highest of all shire counties and we are building on established and successful joint working arrangements between councils and partners. Major bids to the Housing Infrastructure Fund and Garden Communities programme have been successfully supported. We continue to press for real policy change to maximise the funding secured through land value capture and developer contributions, as well as promoting “good growth” in the Thames Estuary, Otterpool and Chilmington. At the heart of our emerging proposition to Government is the release of extant permissions (c64,000) to ensure homes are built on land already in the planning system, the return of empty homes back to use and the delivery of homes for older people, reflecting KCC’s Accommodation Strategy which will be published later this year.

Over the last year, working with the Kings Hill development partnership, we have delivered the entire Phase 3 road and service infrastructure, with a high quality landscaped environment for a further 1,000 homes including affordable homes and the potential to serve a 1,000 more homes. The award-winning No Use Empty initiative, helping to bring empty properties in Kent back into use, approved a record £5.9m interest free loans to homeowners in 2018/19 bringing the cumulative sum awarded to £29.8m. Combined with owner’s contributions, the total investment has reached £59.8m which has helped to create 1,000 homes. Working with our 12 district/borough councils No Use Empty has helped to return over 6,000 empty homes back into use through a range of interventions providing much needed quality housing in the County. The majority of renovation work is undertaken by local businesses and trades people helping to create/safeguard 900 jobs.

### Performance

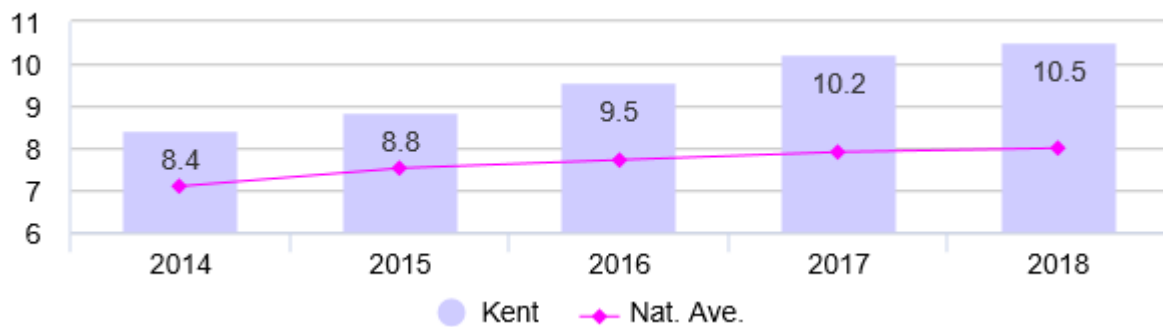


2.52	Additional affordable homes provided (affordable rent and affordable ownership)	Higher is Positive
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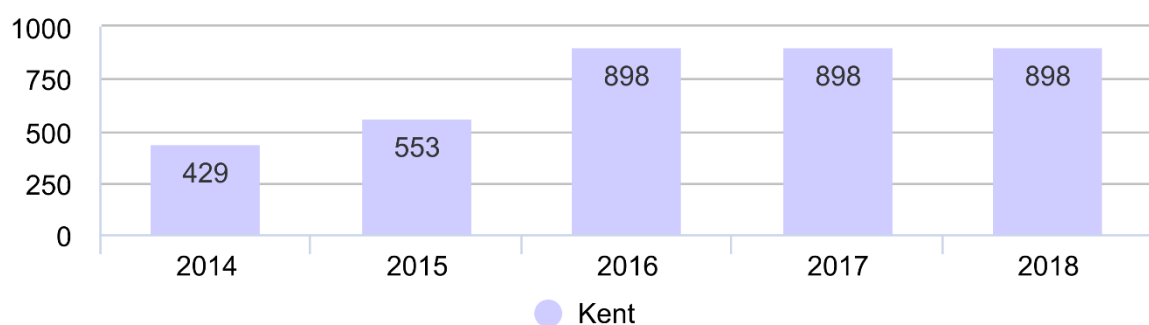
Source: DCLG (Year to December)

2.53	Housing Affordability Index (median house price / median annual full-time wage)	Lower is Positive
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Source: ONS (December data)

2.54	Stock of extra care housing units in the county	Higher is Positive
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Source: Strategic Commissioning, KCC (December data)

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

### Progress

Kent continues to have a natural environment recognised as of the highest quality nationally. This includes our country parks retaining their seven green flags, independently recognising sites are safe, stimulating, relaxing and managed to the benefit of its flora and fauna and, for the first time ever, KCC's Brockhill Country Park won the prestigious award of Best Country Park in South East England. This year the Kent Downs Area of Outstanding Natural Beauty marked its 50<sup>th</sup> year with twelve months of celebration, as well as preparing its next five year management plan as to how we continue to protect, enhance and ensure the continued enjoyment of our beautiful county. Our eight windmills and 4,286 miles of Public Rights of Way also gave scope to work with other organisations to maximise opportunities through continuing to develop the clean growth economy, eco-tourism and promote safe, informed and unhindered access to the environment. There continues to be a strong level of interest in the natural environment from Kent residents, which we have built on in 2019 through the Kent Year of Green Action campaign which was also the theme for the KCC stand at this year's County Show.

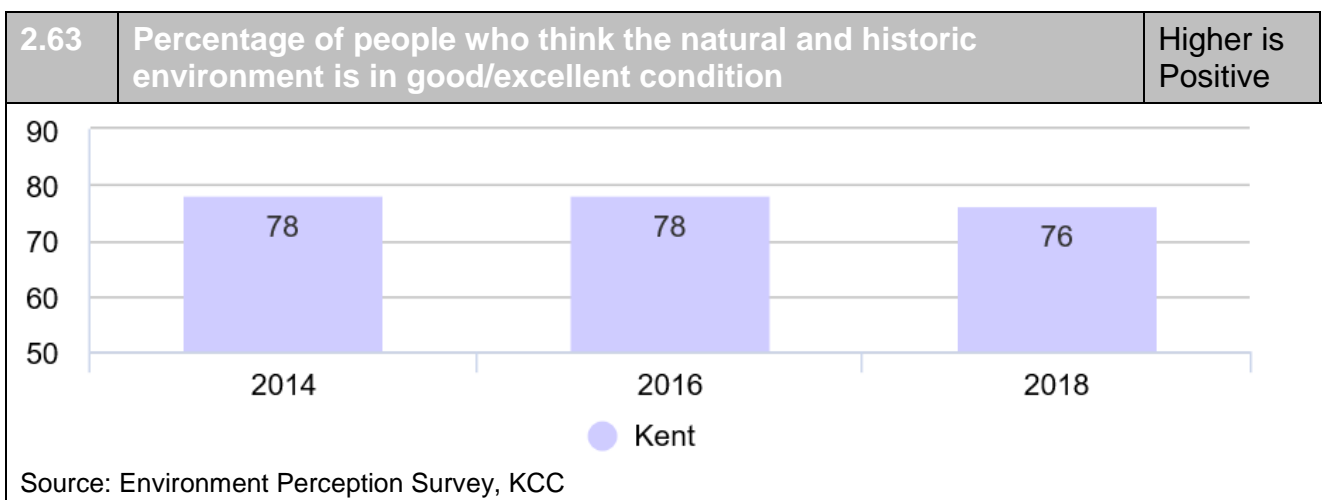
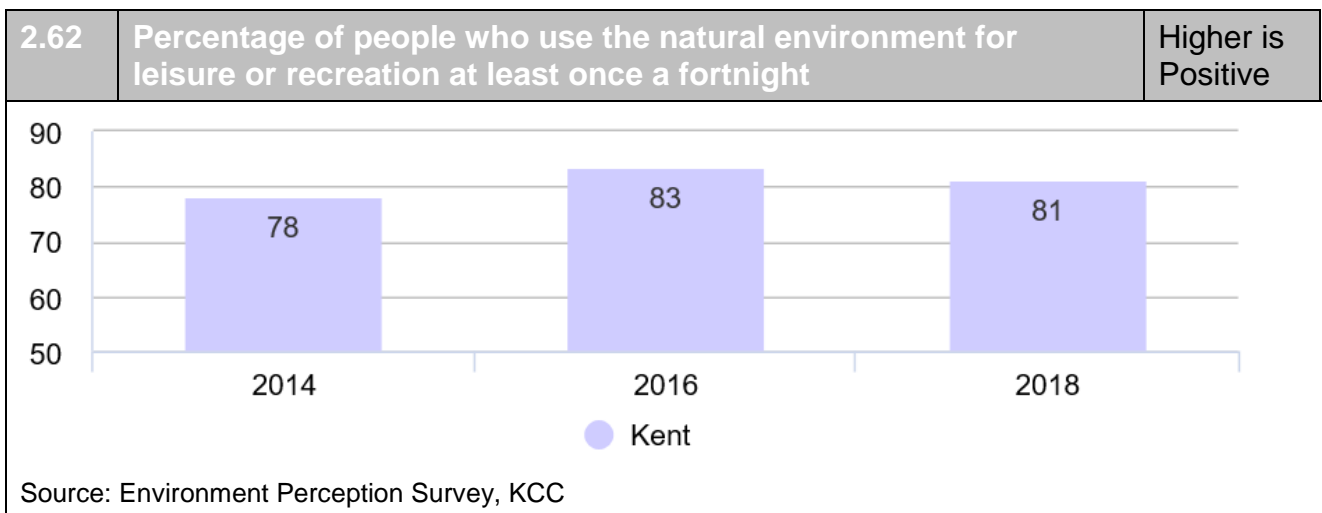
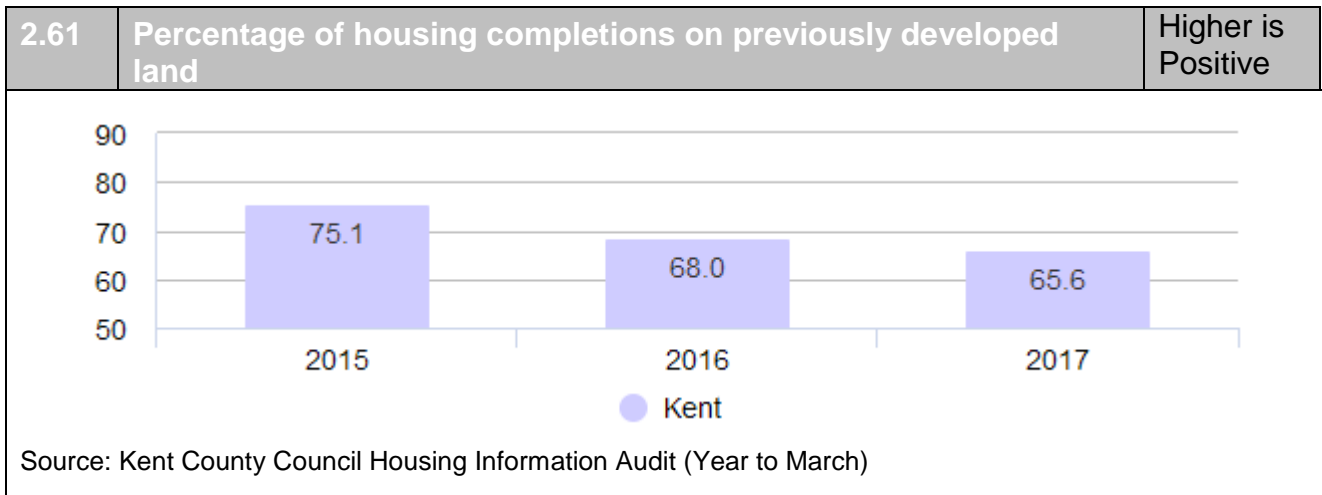
In March 2019, we achieved our five-year target to reduce greenhouse gas emissions from our estate and services, two years early, by reducing our emissions by 33% compared to a 2015 baseline. This is a positive step towards our commitment to achieve net zero emissions in the shortest possible timeframe. We have also worked with the transport, business and health sectors across Kent to address key environmental challenges such as poor air quality. We have continued some very innovative investigative projects into how Kent can achieve sustainable use and generation of resources, in particular energy and water through working with utilities, business and key high use sectors. We have also secured match funding to implement cost effective adaptation of schools, businesses and private homes to enhance their resilience to climate and environmental change.

We have developed a number of key strategies over the last year to ensure a well-managed natural environment for the future. The multi-agency Kent and Medway Energy and Low Emissions Strategy aims to deliver clean growth and eliminate poor air quality, reduce fuel poverty and deliver an affordable, clean and secure energy supply for Kent and Medway. Kent's Plan Bee provides an action plan that sets out how the County Council can make a greater contribution to slowing and reversing the decline of pollinators in Kent. The Kent Biodiversity Strategy aims to deliver, over a 25-year period, the restoration and creation of habitats that are thriving with wildlife and plants, ensuring the county's environments regain and retain good health.

We continue to play a key role in tackling the county's waste with the percentage of municipal waste diverted from landfill exceeding its target at 98%. Looking forward, we are progressing new waste partnership arrangements in East and West Kent, commissioning further capacity and maximising capital investment in essential waste infrastructure to meet future demand. In May 2019, KCC also committed £250,000 to assist district and borough councils in undertaking further fly tipping enforcement, improve communications between partners and to better inform both householders and businesses about fly tipping.



## Performance



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

#### **Progress**

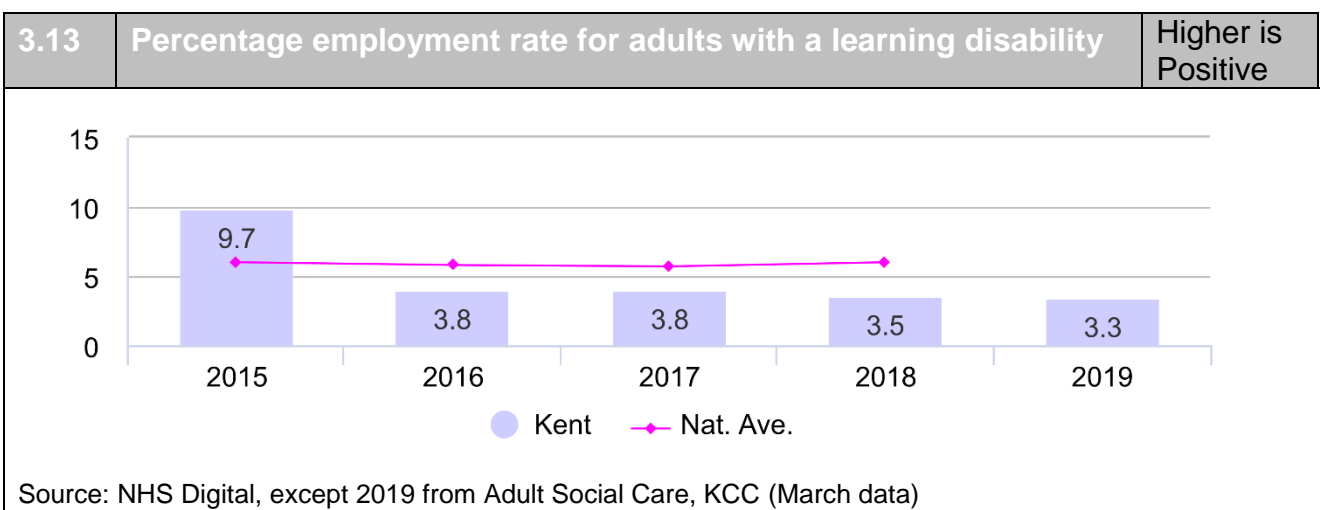
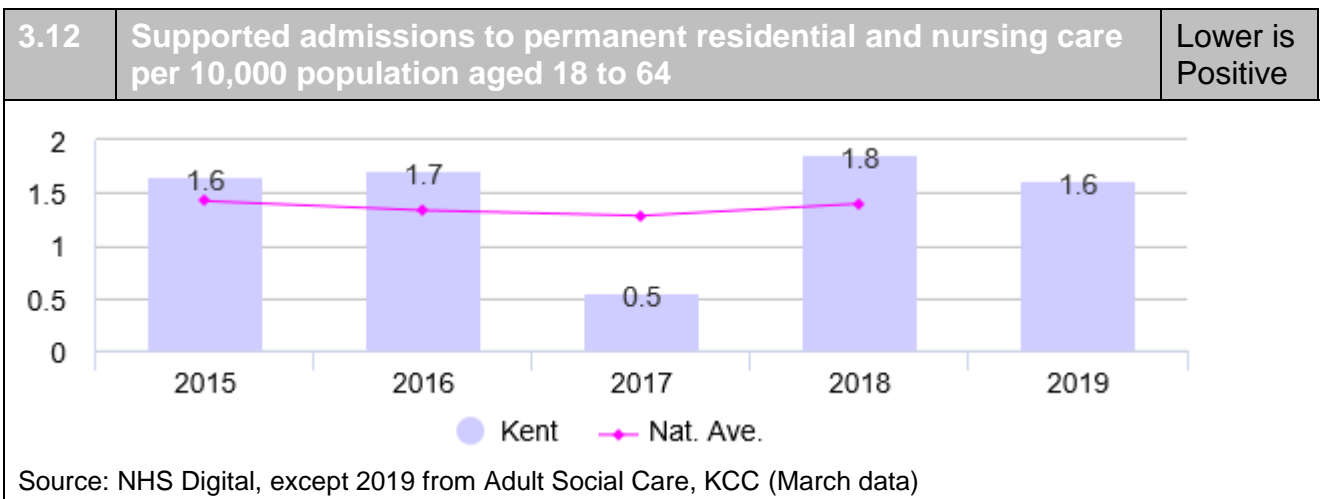
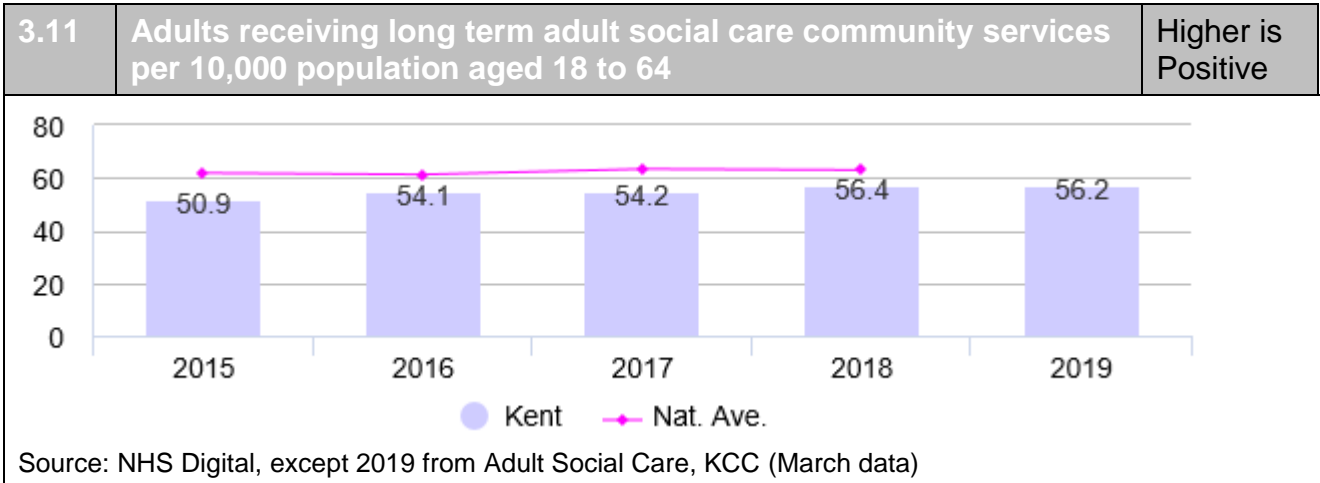
Ensuring an effective and efficient health and social care workforce across the county is a key element of supporting older and vulnerable adults with good quality care and support. The Design and Learning Centre for Clinical and Social Innovation, with funding secured through the Local Workforce Action Board, has developed the Hub to respond to workforce challenges. The Hub supports Kent's care sector to improve quality in care, identify recruitment and retention solutions, provide training opportunities and seek out innovation. The Hub works in partnership with Care Providers, Skills for Care, Kent Integrated Care Alliance (KICA), Health Education England, Kent and Medway Sustainability and Transformation Partnership and local NHS partners. The Hub has implemented a range of activities with the Care Sector to enable care workers to be more confident and competent in their role and deliver quality services. This has been achieved by developing skills through a training and development programme, including a leadership and management offer and access to a fully funded online training resource. The Hub has facilitated Nurse Associate opportunities for social care, with funding available through the KCC levy for non-levy paying nursing services.

The implementation of phase 1 of the Care and Support in the Home contract has brought together community based services within the home. Since April 2019 we have embedded the contract and have seen a reduction in the use of non-contracted providers across much of Kent. We are currently developing phase 2 of the Care and Support in the Home Contract for implementation in 2020 including the Discharge Support Services and Property Based Service provision such as Supported Living.

Over the last year we have also progressed the refresh of the Accommodation Strategy, which will ensure the right provision in the right places. This will support the commissioning of quality placements in response to rising demand and increasing complex needs which help people to live independently or receive the right care and support in extra care housing. To support the Accommodation Strategy and inform future commissioning we are analysing demand for additional Housing with Care units as an alternative to residential care.

Kent Supported Employment work with individuals with a physical or sensory disability, a learning disability or Autism who are referred to us to help support them into paid employment or training from age 16 plus. The service is ambitious in its engagement with employers on behalf of its service users, seeking the right job for the right person. Of the 57 service users with a learning disability currently supported, 26 individuals have moved into paid employment. Overall, service users who have autism, physical or sensory disability, referred to Kent Supported Employment have a success rate of 64% entering paid employment. We now have Trusted Assessor status allowing us to take self-referrals, this has allowed us to work directly with schools and with people before they leave education, helping to make a smooth transition from education to the world of work. We have been praised by BASE (British Association of Supported Employment), receiving two awards and acknowledged for our innovation regarding our work with local employers.

## Performance



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

#### **Progress**

We offer a variety of services and support for people living with Dementia and their families and / or carers. These include a 24-hour Dementia Helpline to offer practical and emotional support to the residents of Kent and a Dementia-friendly Kent website which hosts a variety of different information about events, activities, services and projects across the county. KCC also fund various meet and greet events across Kent, including Dementia Cafes, which offer opportunities to socialise and access support. KCC-hosted Dementia Peer Support Groups are specific sessions for people in the early to middle stages of their illness who want to share their experiences and advice. Other services include Advocacy, Dementia Outreach Workers, Support for Carers and the Alzheimer's and Dementia Support Services. We are also embedding our Dementia Friendly Communities work within all Adult Social Care and Health strategies and across KCC.

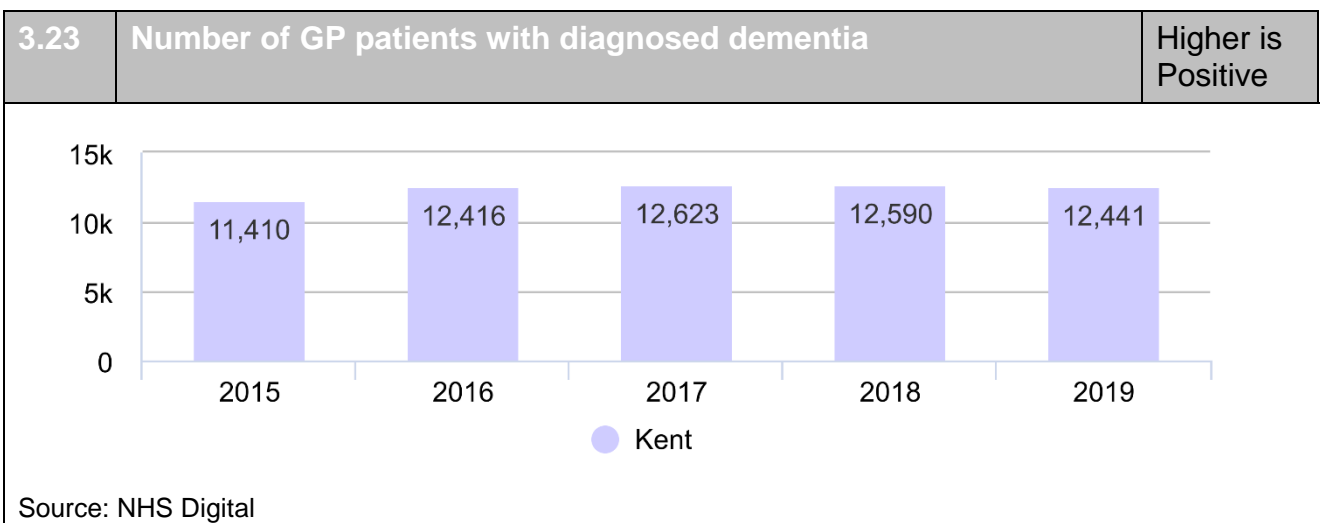
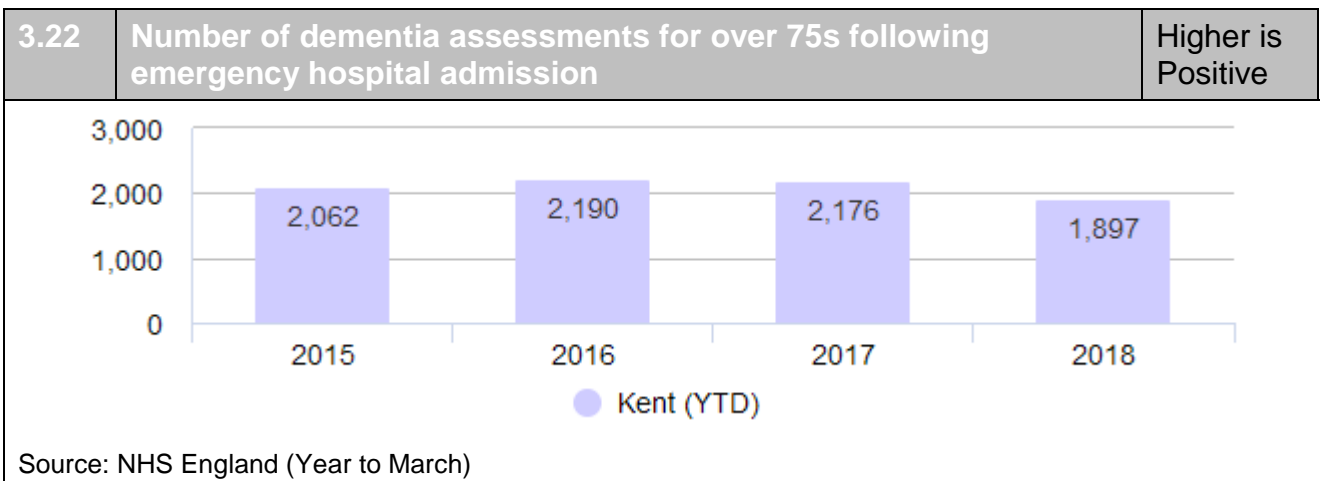
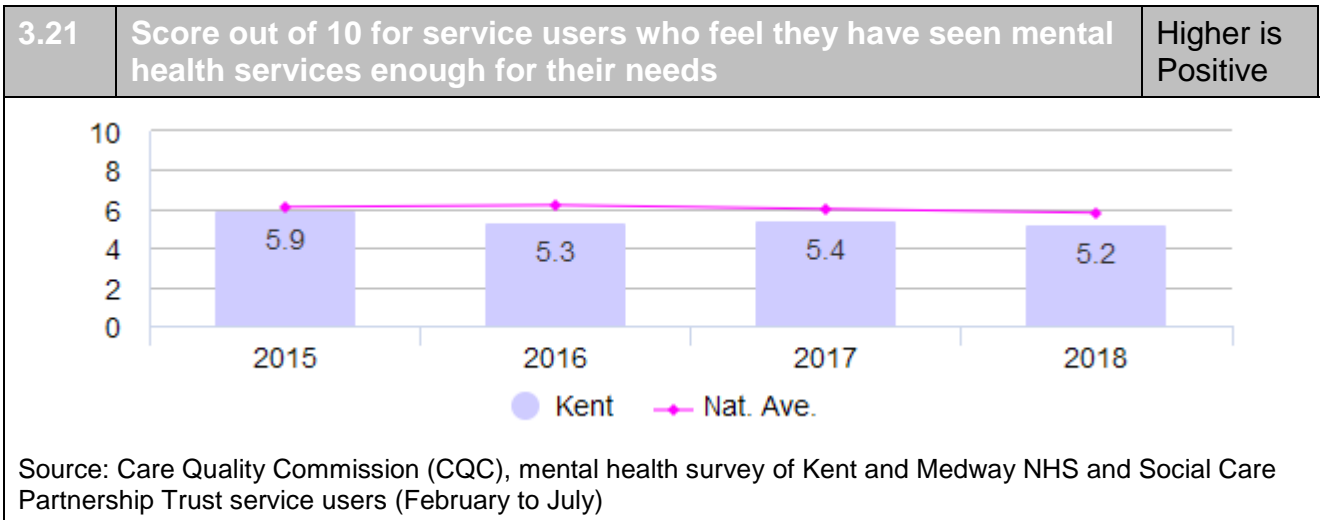
Hythe Library has become a Dementia Friendly Library, hosting a regular group for those living with Dementia and their carers, providing a variety of tailored activities, support information, and an opportunity to socialise with peers. The library has also successfully applied to become part of Kent's Dementia Friendly network, with all staff applying to become Dementia Friends with appropriate training, and adjustments made to the library to make it a more dementia friendly environment. As a result Hythe Library is now able to use the 'Working to Become Dementia Friendly' Recognition Symbol.

Working with NHS Thanet CCG through the East Kent Dementia Working Group, we have identified areas of improvement in East Kent for services supporting people with dementia. This includes opportunities to re-design existing dementia support and explore the potential to jointly commission and / or integrate health and social care services to support the delivery of key national and local priorities.

During 2018 the line management of mental health social care staff returned to KCC while maintaining co-location arrangements with KMPT colleagues. This has enabled an emphasis on the delivery of statutory social care responsibilities in a timely manner. Our mental health services now provide a single response across primary and secondary care and work in partnership with the range of statutory and third sector organisations which deliver primary and secondary mental health services. This development promotes continuity of care and consistency for people who use our services. Social work vacancy rates have significantly decreased, which also supports a timely response to referrals, and quality is being enhanced through a bespoke training programme and induction as well as a focus on staff wellbeing.

Our mental health services are in contact with Healthwatch to assist Healthwatch staff to understand the role of mental health social work and KCC to benefit from the monthly reports Healthwatch produce. These provide feedback from people regarding their experience and aspirations for mental health services in Kent to inform service and practice development. Discussions have begun regarding the possible use of targeted questions to help guide the ongoing development of KCC's mental health service.

## Performance



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

#### **Progress**

Older and vulnerable people, their families and carers may contact KCC for advice, information and support for a variety of reasons including seeking care options, signposting to other available support, requesting an assessment or equipment, or applying for a blue badge. It is positive that there has been an increase in the percentage of adult social care service users who find it easy to find information about services, up from 73.7% in 2018 to 77.1% in 2019.

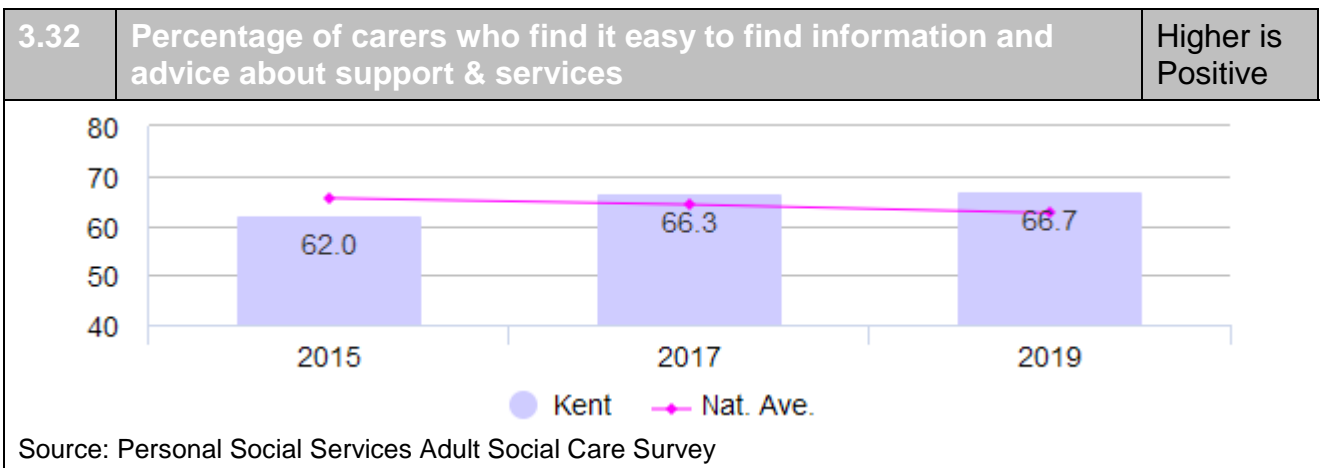
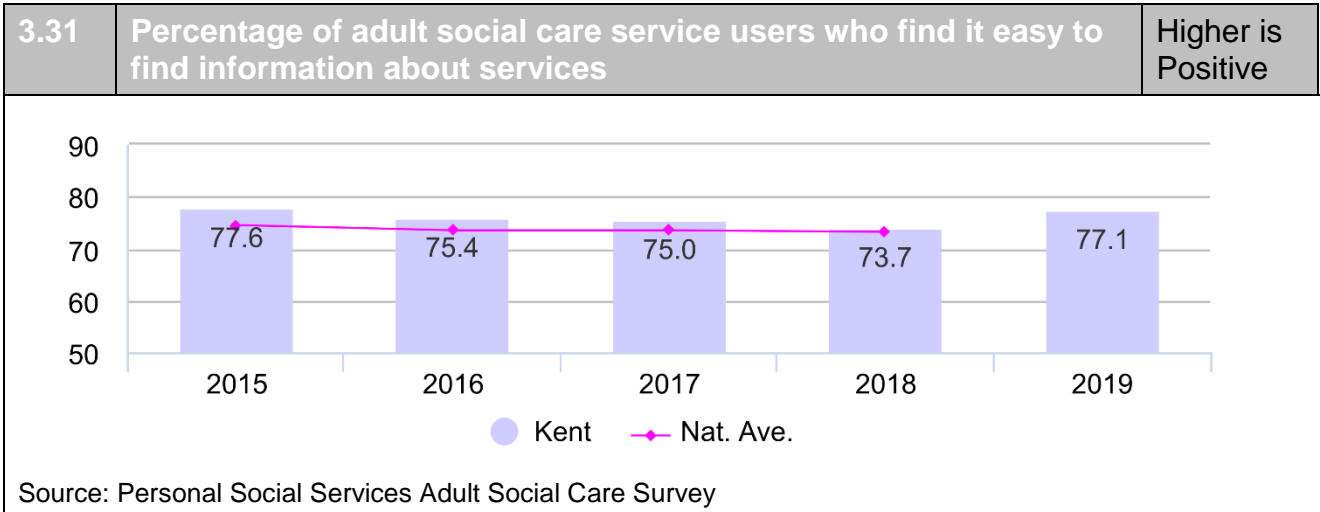
A number of our services are a 'first point of call' for enquiries including our customer contact through Contact Point (KCC's call centre) and digital channels which are provided by our strategic partnership with Agilisys. Approximately 117,000 calls were received related to Adult Social Care and 54,000 regarding Blue Badges. Satisfaction with Contact Point advisors and the percentage of phone calls answered were both above target in 2018/19.

Service users, families and carers are also increasingly looking for information and advice available online. In response, the Design and Learning Centre on behalf of KCC and the Kent and Medway Sustainability and Transformation Partnership (STP) is further developing a Carers app which was originally designed by the STP. The app is currently being tested with carers and will be launched autumn 2019. The product is simple and easy to use so carers can quickly refer to the app for advice to inform their decision making. The tool supports carers to recognise changes in an individual's condition by monitoring them and recognising any deterioration in their wellbeing along with providing standard training.

In August 2018, KCC's Older People and Physical Disability Services introduced a new operating model, building on the requirements of the Care Act with a particular focus on timely contact with new and known service users and carers. In 2019, priorities have included reviewing the Area Management referral service to build on advice and guidance to members of the public and to continue to build the client support service. We are also working through engagement in the Sustainability and Transformation Partnership to implement the Local Care model and drive forward the creation of multi-disciplinary teams at Primary Care Network level. This will lead to the better integration of health and care provision around GP practices and will improve service user experiences including the availability of information, advice and signposting.

The Kent Community Warden Service helps support vulnerable and older people in communities across Kent and those targeted by scammers through one to one support, practical interventions, advice and signposting where appropriate. In addition, the wardens deliver awareness training for residents, community groups and businesses in Kent. Working with Kent Trading Standards, Adult Social Care and Kent Police, Community Wardens are able to provide a range of information and advice, and provide packages of interventions and ongoing support where needed.

## Performance



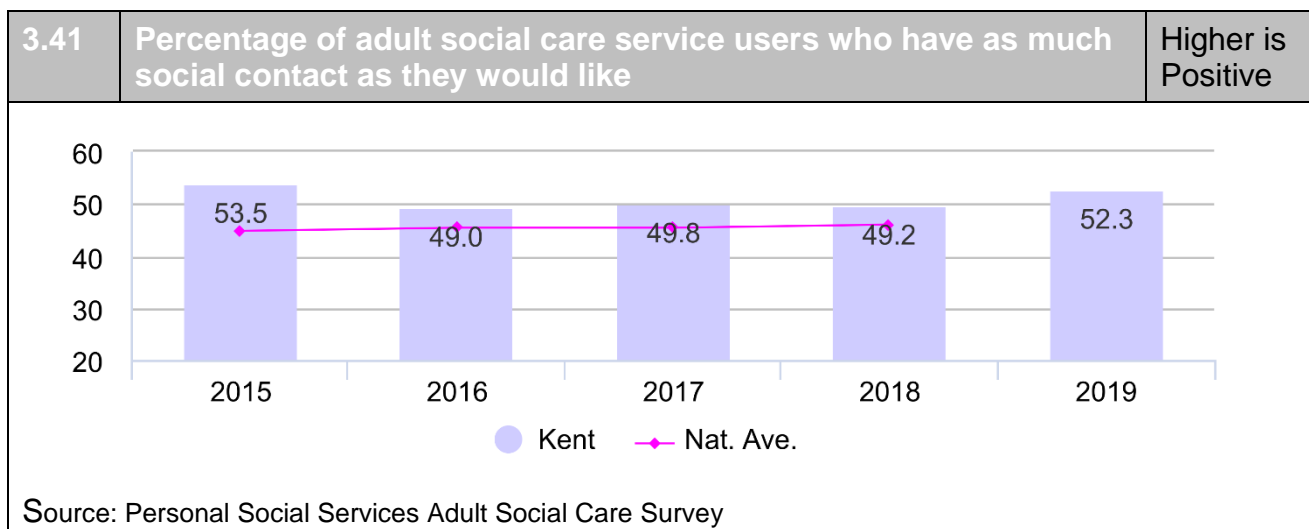
### 3.4 Older and vulnerable residents feel socially included

#### Progress

We support older and vulnerable residents to feel socially included in a variety of important ways including services and activities provided by our libraries. In 2018/19 32% of the outcome stories collected by staff demonstrated that libraries play a key role in combatting social isolation. During the year we had over 35,000 attendances at 73 Talk Time groups across the county which are mainly attended by the over 50s and offer an opportunity for people to meet, socialise and give each other support. The Kent Community Warden Service also support communities to set up activities and clubs which help to build social networks and are working with national and international partners as part of a 'Connected Communities' project to test of a new model for Community Wardens (Social Prescribing Plus). We are also exploring innovative and sustainable ways of providing transport to rural communities, maintaining and improving accessibility for those without alternative means of travel in rural areas. Launched in summer 2019 we are providing a series of year long pilots with routes in Dover, Maidstone, West Malling, Sevenoaks and Tenterden to help shape future delivery opportunities.

Over the last year we have seen an increase in the percentage of adult social care services users who have as much social contact as they would like from 49.2% in 2018 to 52.3% in 2019. However, we recognise there is more to do. The recent KCC Select Committee on Social Isolation and Loneliness made a number of recommendations and much like the government's loneliness strategy, highlighted the important role of a strong and vibrant civil society in tackling social isolation. We are currently reviewing our Voluntary and Community Sector (VCS) policy, agreed in 2015, and it is proposed that this will be developed into a 'civil society' strategy for Kent. Our future civil society strategy will not only reflect the future priorities for KCC in terms of supporting civil society to thrive and our relationship with the VCSE sector as a core part of this but will also recognise the role of civil society in tackling social isolation and set out the activity KCC will continue to support across the county in relation to civil society and in line with the strategy set out in Your Life Your wellbeing.

#### Performance





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

#### Progress

Our ambition for older and vulnerable people continues to be to help improve or maintain their wellbeing and for them to live as independently as possible. The support and services we commission or provide aim to prevent, delay or avoid people's need for social care or health support, promote independence and where people need ongoing support help keep them safe and avoid unnecessary stays in hospitals or care homes.

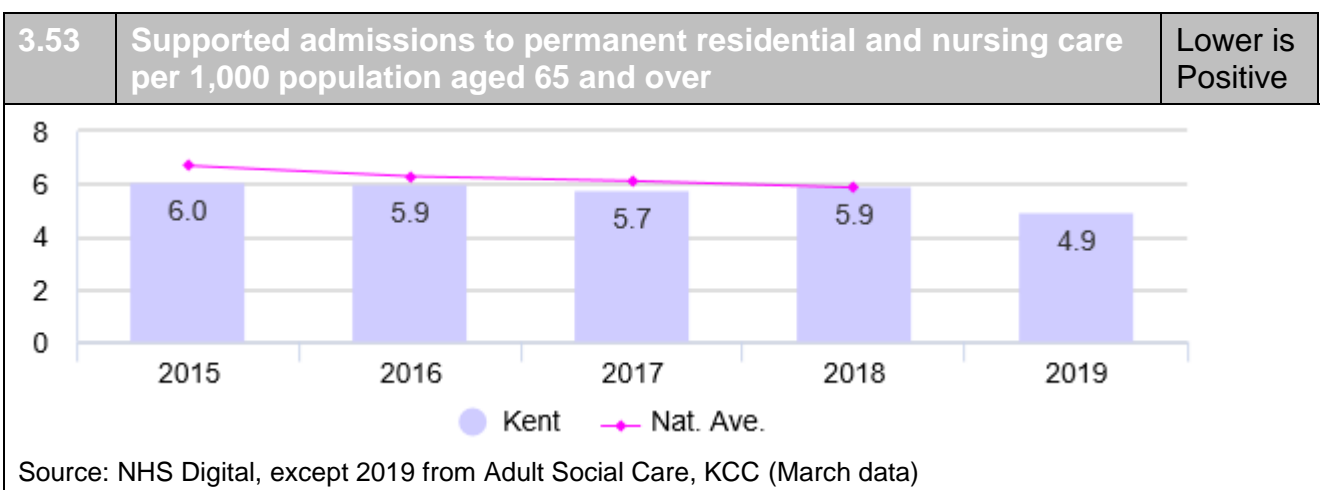
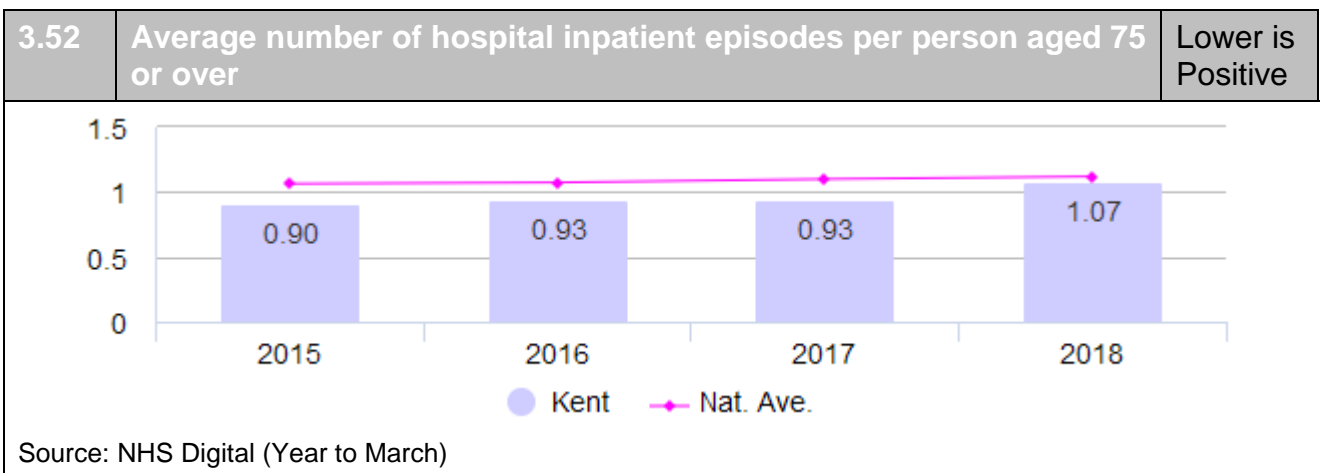
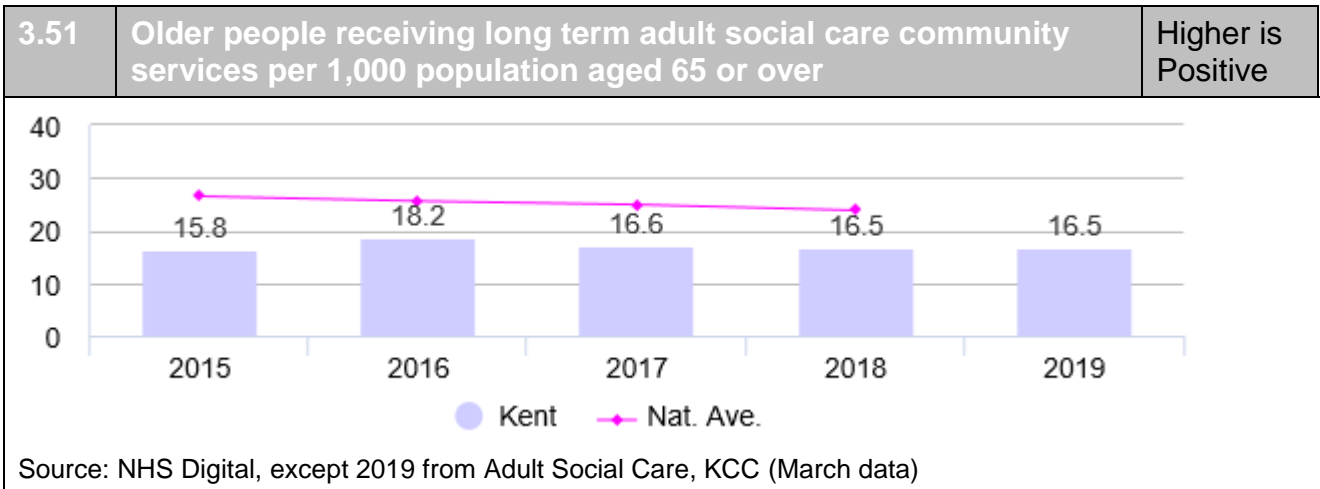
A crucial aspect of this ambition is providing enablement support so that service users are able to continue living in their own homes. Our Kent Enablement at Home service has been rated as good by the Care Quality Commission, including the delivery of quality services, and in a recent survey service users told us they valued the service, the focus on their outcomes, and of the dignity and respect demonstrated by the support workers. From April 2018 to March 2019 Kent Enablement at Home (KEaH) provided enablement for 9,932 service users across Kent. During that 12 month period, the service successfully enabled 5,259 (53%) of these individuals back to full independence in order that they did not require any ongoing long term care. An additional 694 of these service users were partially enabled during this period, reducing their need for ongoing services by 2,806 hours of care. The cost of these hours equates to an additional saving of £48,000 for KCC. The introduction of Occupational Therapists (OTs) within KEaH has also resulted in more people needing either a smaller package of care or no care, following enablement.

Working with the NHS we have commissioned additional capacity on top of our in-house Kent Enablement at Home, including Home First, Hilton's Discharge to Assess, and Virgin Care. The investment in schemes such as Home First Pathways and Discharge to Assess has resulted in more people supported to live at home with the appropriate wrap-around care. The provision of enablement worker, OT and Registered Practitioner support has reduced dependency and allowed service users and families increased choice and control. For service users discharged from hospital requiring intensive support, OTs are using their specialist knowledge to identify the appropriate level of support that is required to meet the person's needs. This approach has also reduced Delayed Transfers of Care and freed up capacity within KEAH and the Home Care Provider market.

Our Kent Pathway Service for people with learning disabilities provides intensive support tailored to an individual's needs to help improve their independence and wellbeing. The service continues to have increasing demand and has delivered in excess of £506k of cost avoidance and savings since April 2019. The Kent Enablement and Recovery Service helps people experiencing Mental Health problems to live as independently as possible. The service is currently piloting greater use of ICT which will enable care notes to be completed in 'real time' and allow individuals greater input into their care plans.

The Design and Learning Centre is rolling out the ESTHER model to create smoother and safer pathways and use providers' resources more efficiently. The model, which is person centred, aims to reduce hospital admissions and improve the skills of the workforce. So far 1,400 staff across Health and Social care have been ESTHER trained.

## Performance



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

#### Progress

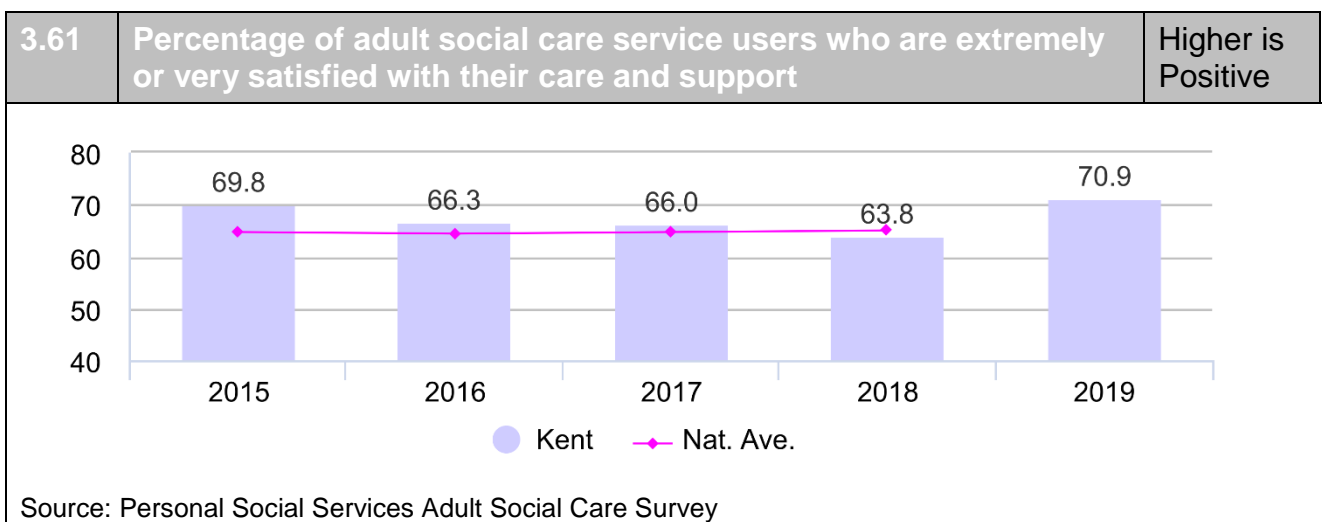
We are working through the Kent and Medway Sustainability and Transformation Partnership to create sustainable strategic relationships with NHS partners. Our engagement is helping KCC to influence the direction of integrated services and ensure the delivery of social care becomes an integral part of or complements NHS services. We are developing our approach to a Kent and Medway Integrated Care System and responding to the opportunities and challenges from the NHS Long Term Plan, Prevention Green Paper and forthcoming Adult Social Care Green Paper.

Working in partnership with Health, we are active members of the community based multi-disciplinary health and social care integrated teams, commissioning appropriate use of acute hospital beds to enable people to return home with the right support, or remain in their own homes, and managing winter pressures and high impact changes in a planned way, responding flexibly with limited resources. Whilst the average daily number of delayed transfers of care from hospital per 100,000 population aged 18 or over where both social care and NHS are responsible has increased, the average daily number where social care only are responsible has remained significantly down from 2016 and 2017.

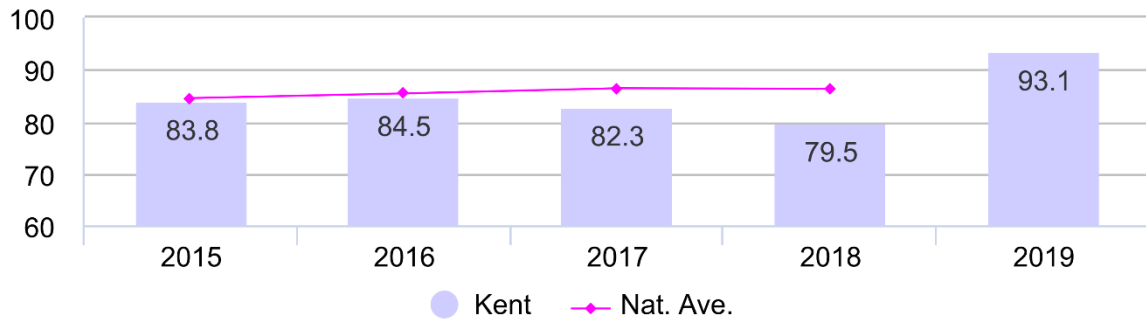
Now in its second year, the ‘Transforming Integrated Care in the Community’ project to pilot the Netherlands Buurtzorg model is being delivered with Health through the Design and Learning Centre. The project is taking a different approach to delivering community services through bringing systems together to help maximise people’s independence.

We have also seen a welcome increase in the percentage of adult social care service users who say services have made them feel safe. This follows a significant increase in safeguarding concerns as a result of changes in 2015, although safeguarding enquiries remain stable and the numbers of concerns are expected to level off as the new approach is embedded in practice. A priority going forward is to deal with concerns quicker and prevent them from progressing further if possible.

#### Performance

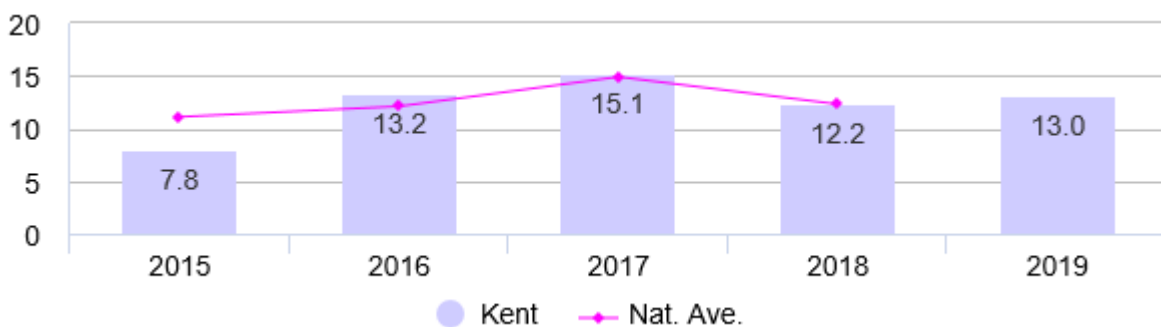


3.62	Percentage of adult social care service users who say services have made them feel safe	Higher is Positive
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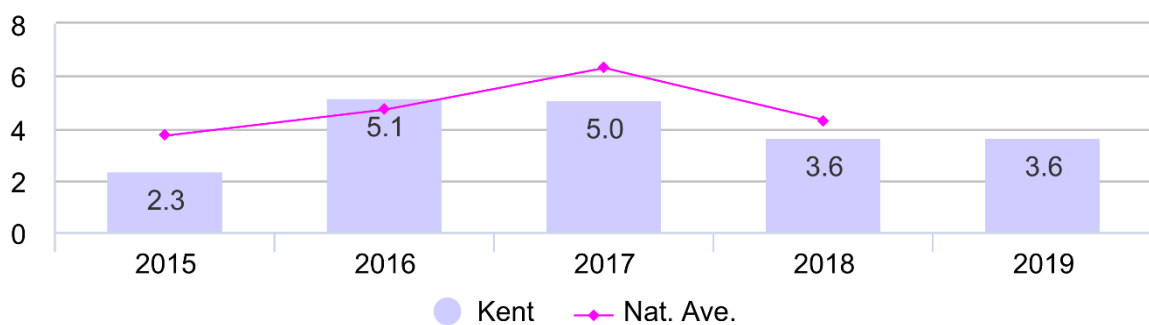
Source: Personal Social Services Adult Social Care Survey

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)	Lower is Positive
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Source: Adult Social Care Outcomes Framework (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)	Lower is Positive
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Source: Adult Social Care Outcomes Framework (Year to March)

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

#### **Progress**

The concepts of choice and control are enshrined within both the Care Act 2014 and our vision for services. We recognise that in supporting individuals to have choice over their lives we are fostering and supporting dignity and mutual respect. It is therefore encouraging that the percentage of adult service care service users who say they have adequate or better control over daily life has increased from 79.6% in 2018 to 84.6% in 2019. Our journey towards delivering service user led provision has evolved this year and we have continued to transform our services, working to ensure that service users receive the most appropriate support to meet their needs at the right time for them. Our implementation of Outcome Focused Practice within our Learning Disability Services has helped ensure a focus on what is important to individuals and their networks when we are working with them. Within our Older Persons Teams we have transformed our services to ensure that service users are directed to the right team straight away to meet their need. Teams have become more specialised in their nature and therefore can be more responsive and focused. Our local teams are better equipped to work alongside our health colleagues such as GPs or community nurses.

Our Adult Social Care assessment process supports individuals to identify their needs and what services and support is available to meet these needs. Following two years of a high percentage of adult social care service users receiving long term community services with self-directed support we have seen a decline from 90% in 2018 to 68.4% in 2019. This recent decline in self-directed support is likely attributed to many people preferring for their services to be provided via the Local Authority. As previously identified we continue to evolve as an authority that holds the client at the centre of our work and recognise for a number of reasons that Local Authority managed support maybe someone's preference, in these cases the local authority therefore takes on the responsibility of identifying a provider, using our quality measures and managing payments, for many users elevating a further challenge at a time where they are facing a challenge.

Choice and control is central to our commissioning activities with Locality Based Commissioners coordinating local discussions across multiple contracts to ensure consistency and strong local relationships to improve choice. We also provide Direct Payments to 4,068 adults and children. The preferred way to receive a Direct Payment is through the Kent Card which provides flexibility and control over how best to meet an individual's needs and supports the individual to be as independent as possible.

Increasing and improving engagement with older and vulnerable adults is crucial in giving them greater choice and control. We are doing this through developing user and stakeholder innovation forums for Local Care, continuing to develop our digital strategy to support access to advice and support online and will be shortly launching a Carers App to support those with caring responsibilities to have access to contemporary help and advice. We are also working closely with the voluntary sector to develop a culture of co-production to ensure a strong customer voice and putting ESTHER at the centre of how we develop our services.

## Performance

