



AGENDA

CABINET

Thursday, 5th January, 2023, at 10.00 am
Council Chamber

Ask for:
Telephone:

Emily Kennedy
Tel: 03000 419625
Email:
emily.kennedy@kent.gov.uk

UNRESTRICTED ITEMS

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

1. Apologies
2. Declarations of Interest
3. Minutes of the meeting held on 1 December 2022 (Pages 1 - 6)
4. Cabinet Member Updates
5. Provisional Local Government Finance Settlement
6. Quarterly Performance Report (Quarter 2 2022/23) (Pages 7 - 64)
7. Corporate Risk Register (Pages 65 - 134)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Benjamin Watts
General Counsel
03000 416814

Thursday, 22 December 2022

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KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Council Chamber on Thursday, 1 December 2022.

PRESENT: Mr R W Gough (Chairman), Mrs C Bell, Mr D L Brazier, Miss S J Carey, Mrs S Chandler, Mr P M Hill, OBE, Mr D Murphy, Mr P J Oakford and Mrs S Prendergast

UNRESTRICTED ITEMS**1. Apologies**

(Item 1)

There were no apologies for absence.

2. Minutes of the meeting held on 29 September 2022

(Item 3)

RESOLVED that the minutes of the meeting held on the 29 September 2022 were a correct record and that they be signed by the Chair.

3. Revenue and Capital Budget Monitoring Report (quarter 2)

(Item 4)

1. Mr Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services) introduced the report.
2. Mr Oakford said there was a projected revenue overspend of £60.9 million, an increase of £10.3 million since the last report. Mr Oakford then gave an overview which noted the seriousness of the situation, the causes attributed to the overspend, the use of the risk reserve and the significant management action required in response. Mr Oakford said that the projection had been one of the most challenging that the Council had faced, and difficult decisions would need to be made.
3. Mrs Bell (Cabinet Member for Adult Social Care and Public Health) said that a significant element of the overspend related to the Adult Social Care and Health directorate. Mrs Bell said that savings were to be made in part through the procurement of new models of care. Workforce and recruitment issues had delayed the delivery of the benefits arising from self-directed care. Delays to the procurement and lead-in time from the pilots had led to a slippage of £4.8 million of savings.

There had also been slippage in the delivery of the new operating model of Social Care, delayed from 2022 to 2023-24 due to the size and scale of the required restructure. Workforce and market pressures had further affected the delivery of savings with more people placed into short-term residential care with non-framework providers. Mrs Bell informed the committee of what

monitoring measures and management actions had been put in place to address the overspend. A range of areas were reviewed to minimise non-essential spending. The full extent of the savings to be achieved had yet to be quantified, but limited savings for 2022 were forecast, with greater savings intended to be found in 2023.

4. Miss Carey (Cabinet Member for Environment) noted the impact of waste on the budget. The income generated through recycling had been affected by market changes. Miss Carey noted that the Council had introduced measures encouraging the reduction of waste volumes and promoting reuse and recycling countywide.
5. Mrs Chandler (Cabinet Member for Integrated Children's Services) gave an overview on the recruitment, maintenance and use of agency staff for social workers in the county. A review was ongoing to see what new ways of working were possible, with attempts to reduce the reliance on fully qualified social workers whilst ensuring young people and families receive the same quality of support. Mrs Chandler noted there had been a small increase in younger children and unaccompanied minors not seeking asylum placed into care, which had increased the use of agency foster carers to the Council. A review of all placements was being undertaken.
6. Mr Brazier (Cabinet Member for Highways and Transport) said there had been an overspend of £1.7 million for highways asset management in quarter 2, which was attributed to the rising energy costs for street lighting and lighting tunnels. It was anticipated the overspend would be offset through income for street works and permits. The £2.2 million of savings from supported bus services had been delayed following a challenge but this was to be achieved in the next financial year. Another overspend had been seen with the delay in producing the Kent Travel Saver passes. £1.1 million was to be taken from reserves to offset this, with it due to be replenished through income generated in 2023-24.
7. Mr Love (Cabinet Member for Education and Skills) said that of the £15 million overspend in education, £14 million was from home-to-school transport. Mr Love said that spending per pupil was in line with national average or better with the costs arising from high demand. Repairs to school buildings and the use of mobile classrooms were other sources of overspending. The planning process was to be streamlined, to help reduce timescales and costs. The budget for community learning and skills was to be reviewed to ensure that it was sustainable.
8. Mr Hill (Cabinet Member for Community and Regulatory Services) noted that a small net underspend had been recorded.
9. Mr Murphy (Cabinet Member for Economic Development) reported that Economic Development was £16,000 under budget. A further £40,000 and £80,000 of savings had been identified.
10. Mrs Prendergast (Cabinet Member for Communications and People) noted that work was ongoing to identify non-essential spending.

11. The Leader said that although some flexibility had been built into the Budget, the rate of inflation had exceeded all expectations. Further work was to be undertaken to find further savings.

4. SEND - Ofsted / CQC Revisit and Transformation Programme

(Item 5)

Sarah Hammond (Corporate Director, Children's Young People and Education) was in attendance for this item

1. Mr Love (Cabinet Member for Education and Skills) introduced the report.
2. Mrs Hammond outlined the presentation (slides attached) on the Joint area SEND revisit Kent.
3. The Leader stated that the Council accepted the findings in the report and there would be an open and transparent review process. It was recognised that greater progress needed to be made on all nine identified areas of weakness.
4. Mr Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services) noted that the current number, and growth trajectory, of Education, Health and Care Plans (EHCPs), which were 20% higher in Kent than the national average, was unsustainable. It was parental perception that the only way to get support was by applying for EHCPs and it was recognised that this perception needed to change.
5. Mrs Hammond said work was to be undertaken with other authorities who had achieved success in their SEND services to learn from their experiences. Mrs Hammond said that parents had found it very difficult to get support without applying for an EHCP and this was to be addressed with wrap-around support being provided earlier where required. Transition periods for children were an area of anxiety for parents and targeted support was needed to address this.
6. RESOLVED to note the content of the report and the actions already underway in addressing the areas of weakness identified in the SEND revisit and to prepare to meet the requirements of the Safety Valve programme.

5. Developer Contributions Guide

(Item 6)

Colin Finch, Strategic Programme Manager (Infrastructure), and Victoria Thistlewood, Project Manager – Infrastructure, were in attendance for this item.

1. Mr Murphy (Cabinet Member for Economic Development) introduced the report. Mr Murphy noted that 178,000 new dwellings were expected to be completed in Kent by 2031, the necessary infrastructure was to be put in place alongside the developments. The Council must make use of developers' contributions, through Section 106 Community Infrastructure Levy and Section 278 Highways Obligations, as part of a wider corporate approach to funding

and delivery of this infrastructure. The updated Developer Contributions Guide reflected a number of new changes in legislation, policy, priorities and costs. Members were asked to approve a targeted public consultation to take place between December 2022 and 30 January 2023.

2. Mr Finch outlined amendments made to the published report.
3. RESOLVED to consider and endorse the recommendations as outlined in the report.

6. Kent and Medway Interim Integrated Care Strategy *(Item 7)*

Karen Cook, Head of Integrated Care System Engagement, David Whittle, Director of Strategy, Policy, Relationships and Corporate Assurance, and Dr Anjan Ghosh, Director for Public Health, were in attendance for this item.

1. The Leader introduced the report. The Council was required to introduce this strategy by the end of the calendar year. The process was launched at a well-attended event on the 28 October and was the result of work from several strategic partners.
2. Ms Cook noted that this was the first attempt and that amendments should be expected but the priorities of the strategy will not change. The strategy brought together partners to tackle the root causes of health inequalities. The next phase of work was engagement with the public, stakeholders and Members to inform the next iteration of the strategy. It was a legal requirement of the Integrated Care Partnership to produce the strategy. The Department for Health and Social Care had tasked the Partnership with finalising the report by the end of December 2022. Ms Cook said that the Strategy was evidence of the effectiveness of the Integrated Care Partnership.
3. Mr Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services) noted that the Strategy was needed due to pressures in NHS and Adult Social Care. Mr Oakford raised concerns about the need for a more productive working relationship between the Council and NHS partners.
4. The Leader remarked on the need to focus on the social determinants of health. Mr Gough said joined-up working was required to address the scale of the crisis.
5. Mrs Bell (Cabinet Member for Adult Social Care and Public Health) endorsed the use of an overarching strategy. Mrs Bell said that there was a need for wider engagement with people from across the county to fully understand what people wanted, and how to improve health and social care services in Kent.
6. Mrs Chandler (Cabinet Member for Integrated Children's Services) welcomed the clear narrative focus on integration, emphasis on health inequalities and the whole family.

7. Dr Ghosh stated that the intention was to engage widely and retrofit the information into the document during the next stage.
8. Mr Whittle noted that the process behind the strategy had enabled the rapid development of many key relationships which were to be important going forward.
9. RESOLVED to approve the Kent and Medway Interim Integrated Care Strategy

7. Reconnect: Kent Children and Young People - Evaluation of Programme
(Item 8)

David Adams, Reconnect Programme Director, was in attendance for this item.

1. Mrs Chandler (Cabinet Member for Integrated Children's Services) introduced the item. An overview of the Reconnect Programme was given. Several programmes and initiatives were mentioned that demonstrated how the aim of offering universal opportunities for children of all ages had been achieved. Multiple partners and agencies from across Kent were involved in the programme which reflected the major reach of the project. It was stated that the broad aims of the programme had been met, thanks to the support from Members. Mr Adams was thanked for his commitment to Reconnect and his role in its success.
2. Members noted the success of the Reconnect Programme and thanked all those involved.
3. RESOLVED to note the report.

8. High Needs Funding Update
(Item 9)

John Betts, Finance Consultant and Benjamin Watts, General Counsel were in attendance for this item.

1. Mr Betts outlined the report.
2. RESOLVED to note the recommendations as outlined in the report.

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From: Roger Gough – Leader of the Council
David Cockburn – Chief Executive Officer

To: Cabinet – 5 January 2023

Decision No: n/a

Subject: **Quarterly Performance Report, Quarter 2, 2022/23**

Classification: Unrestricted

Summary: The purpose of the Quarterly Performance Report (QPR) is to inform Cabinet about key areas of performance for the authority. This report presents performance to the end of September 2022 (Quarter 2, 2022/23).

Of the 37 Key Performance Indicators (KPIs) contained within the QPR, 17 achieved target (Green), 13 achieved and exceeded the floor standard but did not meet target (Amber). 7 KPIs did not meet the floor standard (Red).

Recommendation(s): Cabinet is asked to NOTE the Quarter 2 Performance Report.

1. Introduction

- 1.1. The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council. The report summary for Quarter 2, 2022/23 is attached at Appendix 1, and includes data up to the end of September 2022.
- 1.2. The QPR includes 37 Key Performance Indicators (KPIs) where results are assessed against Targets set at the start of the financial year.

2. Quarter 2 Performance Report

- 2.1. Results for KPIs compared to Target are assessed using a Red/Amber/Green (RAG) status.
- 2.2. Of the 37 KPIs included in the report, the latest RAG status are as follows:
 - 17 are rated Green - the target was achieved or exceeded (four fewer than the previous Quarter).
 - 13 are rated Amber – performance achieved or exceeded the expected floor standard but did not meet target (five more than the previous Quarter).
 - 7 are rated Red – performance did not meet the expected floor standard (one fewer than the previous Quarter).

2.3. The 7 indicators where the RAG rating is Red, are in:

- Customer Services
 - Percentage of phone calls to Contact Point which were answered.
 - Percentage of complaints responded to within timescale.
- Governance and Law
 - Percentage of Freedom of Information Act (Fol) requests completed within 20 working days
 - Percentage of Data Protection Act (DPA) Subject Access requests completed within statutory timescales.
- Children, Young People and Education
 - Percentage of Education, Health Care Plans (EHCPs) issued within 20 weeks.
 - Percentage of foster care placements which are in-house or with relatives and friends (excluding UASC).
- Adult Social Care
 - Percentage of new Care Needs Assessment delivered within 28 days

2.4 With regards to Direction of Travel, 2 indicators show a positive trend (three fewer than the previous Quarter), 30 are stable or with no clear trend, and 5 are showing a negative trend (the same as the previous Quarter).

3. Recommendation(s)

Cabinet is asked to NOTE the Quarter 2 Performance Report

4. Contact details

Rachel Kennard
Chief Analyst
Strategy, Policy, Relationships & Corporate Assurance
Telephone: 03000 414527
Rachel.Kennard@kent.gov.uk

David Whittle
Director of Strategy, Policy, Relationships & Corporate Assurance
Telephone: 03000 416833
David.Whittle@kent.gov.uk

Kent County Council

Quarterly Performance Report

Quarter 2

2022/23

Produced by: Kent Analytics
E-mail: performance@kent.gov.uk
Phone: 03000 416205



Key to KPI Ratings used

This report includes 37 Key Performance Indicators (KPIs), where progress is assessed against Targets which are set at the start of the financial year. Progress against Target is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of Direction of Travel (DoT) using arrows. Direction of Travel is based on regression analysis across the whole timeframe shown in the graphs.

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved
↑	Performance is improving (positive trend)
↓	Performance is worsening (negative trend)
⇒	Performance has remained stable or shows no clear trend

*Floor Standards are the minimum performance expected and if not achieved must result in management action.

Key to Activity Indicator Graphs

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

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

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

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

Executive Summary

17 of the 37 indicators are rated as Green, on or ahead of target (four fewer than last Quarter). 13 indicators reached or exceeded the floor standard (Amber) with 7 indicators not achieving the floor standard and so RAG rated Red (one fewer than last Quarter). 2 indicators were showing an improving trend (three fewer than last Quarter), with 5 showing a worsening trend (the same as last Quarter).

	G	A	R	↑	⇒	↓
Customer Services		1	2		3	
Governance and Law			2		2	
Growth, Economic Development & Communities	2				2	
Environment and Transport	4	2			6	
Children, Young People and Education	6	5	2	1	8	4
Adult Social Care	2	3	1		6	
Public Health	3	2		1	3	1
TOTAL	17	13	7	2	30	5

Customer Services – Having achieved target for a long period of time, Satisfaction with Contact Point advisors dropped one percentage point below target in the Quarter. The percentage of phone calls answered and the percentage of complaints responded to within timescale both improved, but not enough to reach their floor standards and so remain RAG rated Red.

<u>Customer Services KPIs</u>	RAG rating	DoT
% of callers to Contact Point who rated the advisor who dealt with their call as good	AMBER	⇒
% of phone calls to Contact Point which were answered	RED	⇒
% of complaints responded to within timescale	RED	⇒

Governance and Law - Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests responded to in timescale improved but remains below floor standard. Data Protection Act Subject Access requests completed within timescale fell further below its floor standard.

<u>Governance and Law KPIs</u>	RAG rating	DoT
% of Freedom of Information Act (Fol) requests completed within 20 working days	RED	⇒
% of Data Protection Act (DPA) Subject Access requests completed within statutory timescales	RED	⇒

Growth, Economic Development & Communities – The No Use Empty programme, which returns long term empty domestic properties into active use, improved to move back above target. The amount of Developer Contributions secured as a percentage of amount sought achieved 100%. The number of physical visits to Kent libraries continues to increase, and there was also an increase in books issued.

<u>Growth, Economic Development & Communities KPIs</u>	RAG rating	DoT
Number of homes brought back to market through No Use Empty (NUE)	GREEN	⇒
Developer contributions secured as a percentage of amount sought	GREEN	⇒

Environment & Transport – Two Highways KPIs were RAG rated Green. Potholes repaired within 28 days improved to 86% against a target of 90%, moving from a RAG rating of Red to Amber. Routine highway repairs completed within 28 days also improved, to one percentage point below target, and remains at Amber. Municipal Waste recycled or converted to energy continues to be above target, and reduction in Greenhouse Gas emissions is also ahead of target.

<u>Environment & Transport KPIs</u>	RAG rating	DoT
% of routine pothole repairs completed within 28 days	AMBER	⇒
% of routine highway repairs reported by residents completed within 28 days	AMBER	⇒
% of emergency highway incidents attended within 2 hours of notification	GREEN	⇒
% of satisfied callers for Kent Highways & Transportation, 100 call back survey	GREEN	⇒
% of municipal waste recycled or converted to energy and not taken to landfill – rolling 12 months	GREEN	⇒
Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes – rolling 12 months	GREEN	⇒

Education & Wider Early Help – Schools continue to exceed the inspection target, but Early Years settings remain below, although 96% are still rated good or outstanding. Completion of Education, Health and Care Plans (EHCPs) in timescale dropped for the first time in over 6 Quarters and remains below the floor standard. Pupils with EHCPs placed in independent or out of county special schools improved slightly to move above its floor standard. Permanent pupil exclusions is achieving the new more challenging target, but the trend remains negative. The number of first-time entrants to the youth justice system increased for the second consecutive Quarter and did not meet its floor standard.

<u>Education & Wider Early Help KPIs</u>	RAG rating	DoT
% of all schools with Good or Outstanding Ofsted inspection judgements	GREEN	⇒
% of Early Years settings with Good or Outstanding Ofsted inspection judgements (childcare on non-domestic premises)	AMBER	⇩
% of Education, Health Care Plans (EHCPs) issued within 20 weeks – rolling 12 months	RED	⇒
Percentage of pupils (with EHCP's) being placed in independent or out of county special schools	AMBER	⇒
% of pupils permanently excluded from school – rolling 12 months	GREEN	⇩
Number of first-time entrants to youth justice system – rolling 12 months	AMBER	⇒

Children's Social Care & Early Help – Four of the seven indicators met target, the same as in previous two Quarters. Percentage of case holding posts filled by permanent qualified social workers did not meet target and is on a negative trend. Percentage of Care Leavers in education, employment or training improved for the second consecutive Quarter, but remains below target. The Percentage of foster care placements which are in-house or with relatives, continues on a negative trend and is now below floor standard.

<u>Children's Social Care & Early Help KPIs</u>	RAG rating	DoT
Percentage of Early Help cases closed with outcomes achieved that come back to Early Help / Social Work teams within 3 months	GREEN	⇒
% of case holding posts filled by permanent qualified social workers	AMBER	⇩
% of children social care referrals that were repeat referrals within 12 months	GREEN	⇩
% of child protection plans that were repeat plans	GREEN	⇒
Average no. of days between becoming a child in care and moving in with an adoptive family – rolling 12 months	GREEN	⇒
% of foster care placements which are in-house or with relatives and friends (excluding UASC)	RED	⇩
% of care leavers in education, employment or training (of those KCC is in touch with)	AMBER	⇒

Adult Social Care – Two out of the seven KPIs met or exceeded target, a reduction of two from last Quarter, and were RAG rated Green. The proportion of clients receiving Direct Payments remains below target. The proportion of older people still at home 91 days after discharge decline to move below target. Long Term support needs of older people met by admission to residential and nursing care homes, increased and did not meet target. The proportion of new Care Needs Assessments delivered within 28 days, remains below floor standard. The cost of new support packages continues to increase, as does the number of people in Short-term beds.

Adult Social Care KPIs	RAG rating	DoT
% of people who have their contact resolved by ASCH but then make contact again within 3 months	GREEN	⇒
% of new Care Needs Assessments delivered within 28 days	RED	⇒
% of people receiving a long-term community service who receive Direct Payments	AMBER	⇒
Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	AMBER	⇒
Long Term support needs of older people (65 and over) met by admission to residential and nursing care homes, per 100,000	AMBER	⇒
% of KCC supported people in residential or nursing care where the CQC rating is Good or Outstanding	GREEN	⇒

Public Health – Three out of five KPIs are meeting or exceeding target. The Number of eligible people receiving an NHS Health Check – rolling 12 months is below target but remains on a positive trend. Number of mandated checks delivered by the health visiting service remains above target but is on a declining trend. The target for the Percentage of Live Well clients who would recommend the service to family, friends, or someone in a similar situation, decreased to one percentage point below its new target of 98%.

Public Health KPIs	RAG rating	DoT
Number of eligible people receiving an NHS Health Check – rolling 12 months	AMBER	↑
Number of mandated universal checks delivered by the health visiting service – rolling 12 months	GREEN	↓
% of first-time patients (at any sexual health clinics or telephone triage) who are offered a full sexual health screen	GREEN	⇒
Successful completion of drug and alcohol treatment	GREEN	⇒
% of Live Well clients who would recommend the service to family, friends or someone in a similar situation	AMBER	⇒

Customer Services	
Cabinet Member	Shellina Prendergast
Corporate Director	Amanda Beer

KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
		1	2		3	

Customer contact through Contact Point (KCC's call centre) is provided via a strategic partnership, whilst Digital services are provided by KCC.

The percentage of callers who rated their advisor as good, dropped one percentage point below target to 96%. Analysis suggests this was due to advisors not being able to confirm when people who had applied for Blue Badges would receive them, and some who find it difficult to contact parts of Adult Social Care.

The percentage of calls answered by Contact Point improved to 87% for the Quarter, but remains below the floor standard. Calls regarding the Travel Saver and School Transport peak in September, however, the main pressure with increased calls continues to be the Blue Badge Service, with lots of chaser calls due to the backlog in the KCC team dealing with applications. Staff attrition within the centre has been an issue previously, but this has slowed down a little and we are continuing to work in partnership with Agilisys to ensure a given level of service can be achieved despite the changing workforce and the cost-of-living crisis.

Contact Point received 7% more calls compared to the previous Quarter but 3% fewer calls than the same period last year. The 12 months to September 2022 saw a 3% increase in calls compared to the 12 months to September 2021. Quarter 2 tends to be the busiest Quarter in terms of call volumes.

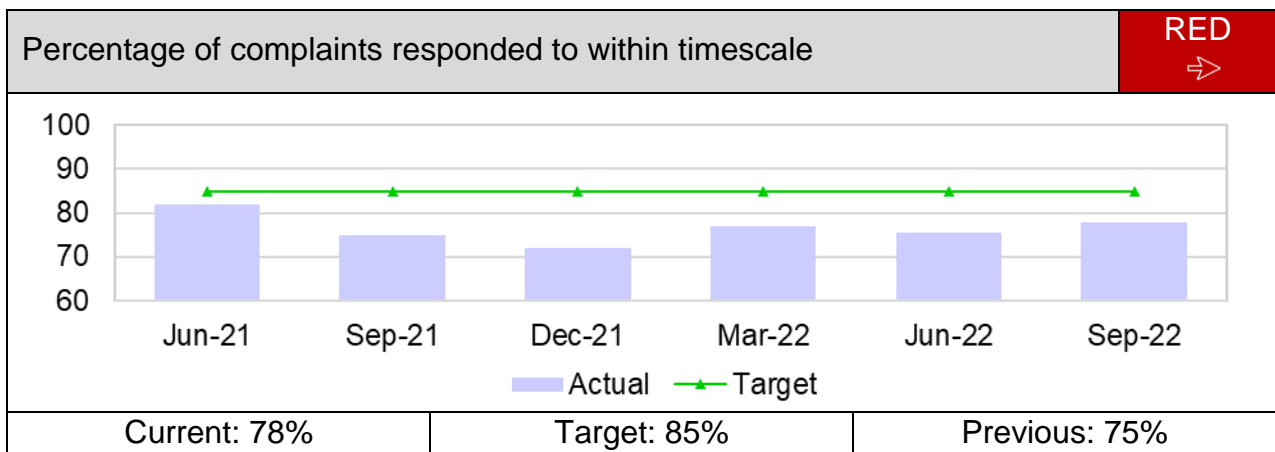
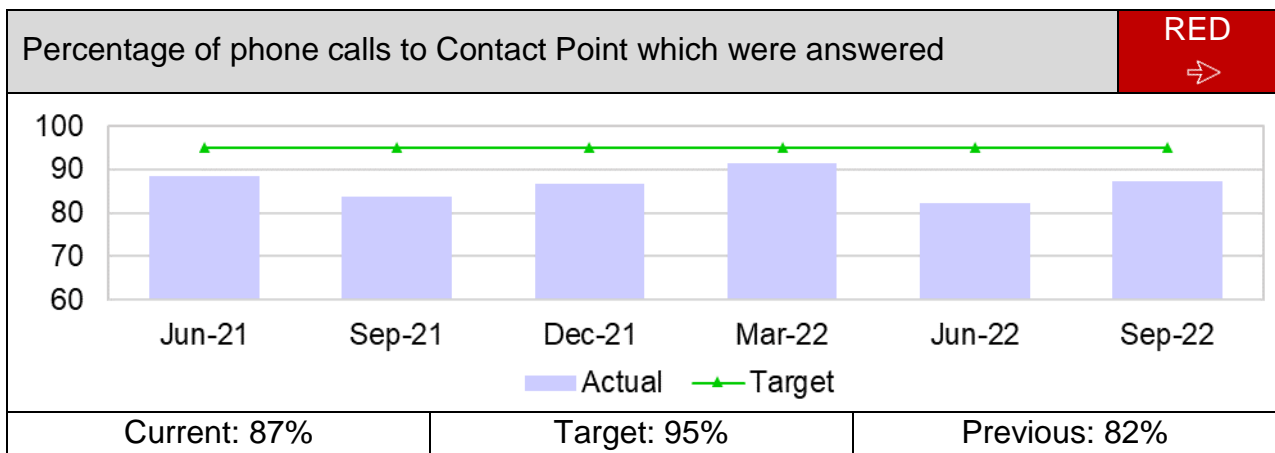
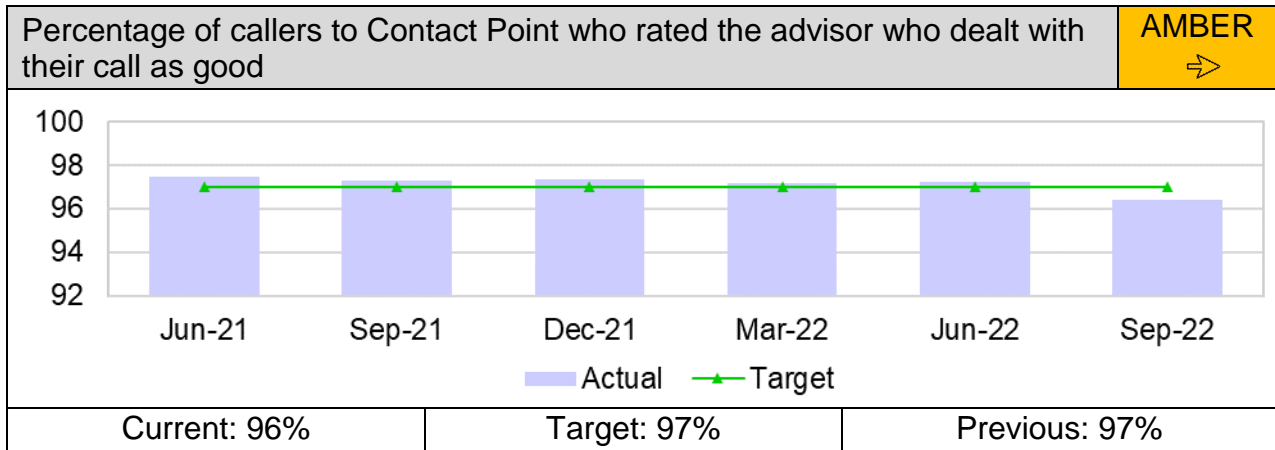
Average call time increased to 6 minutes 24 seconds, rising above the target of 5 minutes 45 seconds. This is likely due to newer call centre staff taking longer to answer queries, and increased use of the kent.gov website for more simple queries, with people calling for more complex issues.

Quarter 2 saw close to 2.4 million visits to the website, which is above expectations. Pages relating to Household Waste Recycling Centres continue to be the most popular, with visits regarding free bus transport for children and young families during the summer holidays also popular.

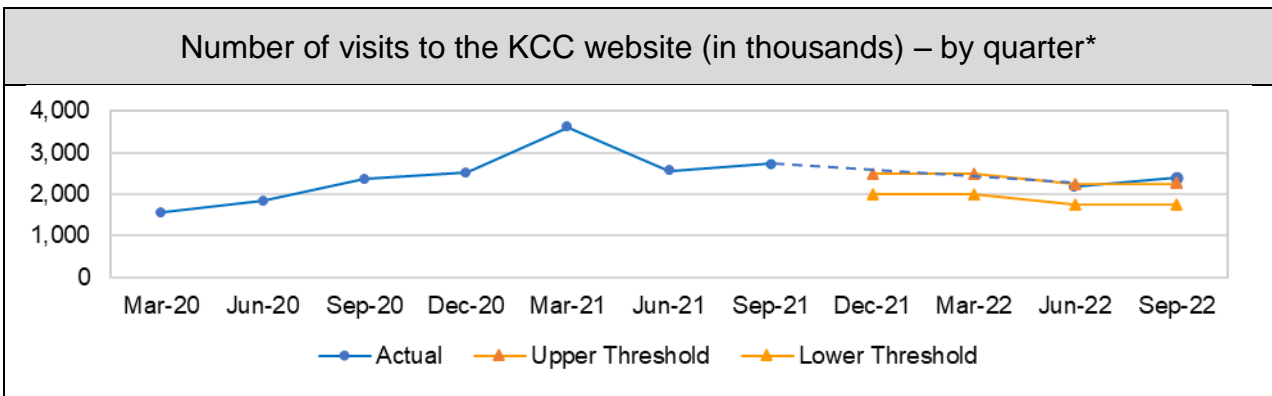
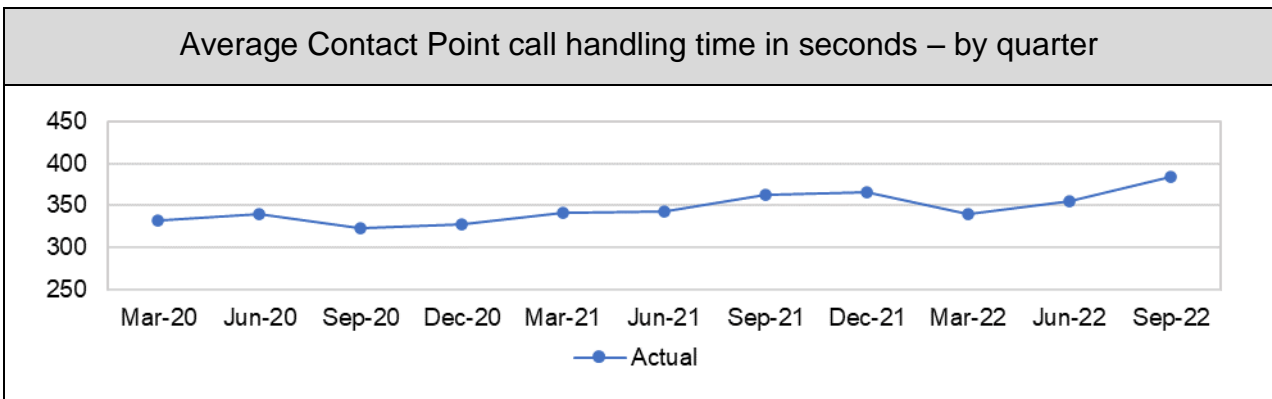
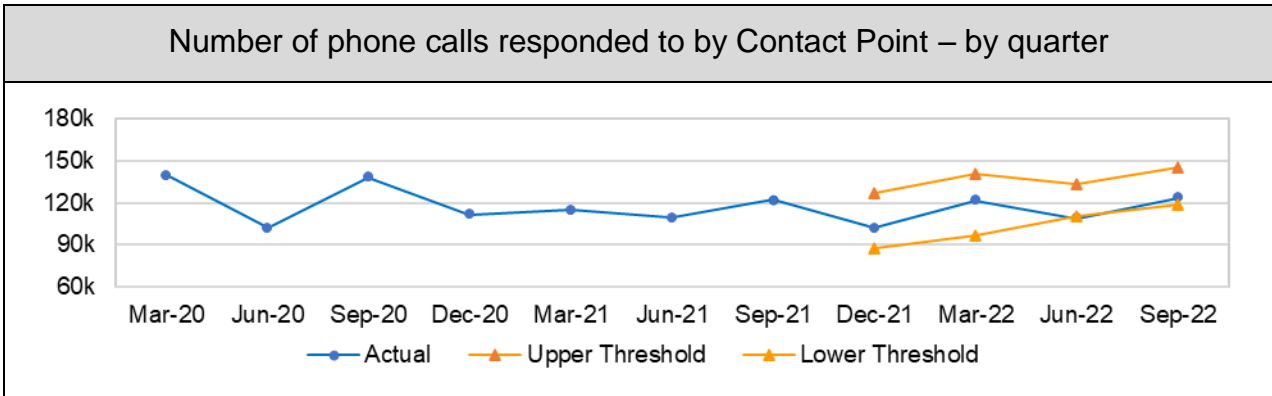
Quarter 2 saw an increase in the number of complaints received compared with the previous Quarter and on the same Quarter last year. Between July and September, 78% of complaints were responded to within timescales, so whilst this is an increase over Quarter 1, this indicator remains below the floor standard of 80%.

There was an increase in complaints received for Adult Social Care and Health, in part regarding delays to Blue Badge applications, which may have impacted performance in this Directorate. Children, Young People and Education, are still below target particularly within Special Educational Needs, where there is a concerted effort to work towards responding to a significant backlog of complaints.

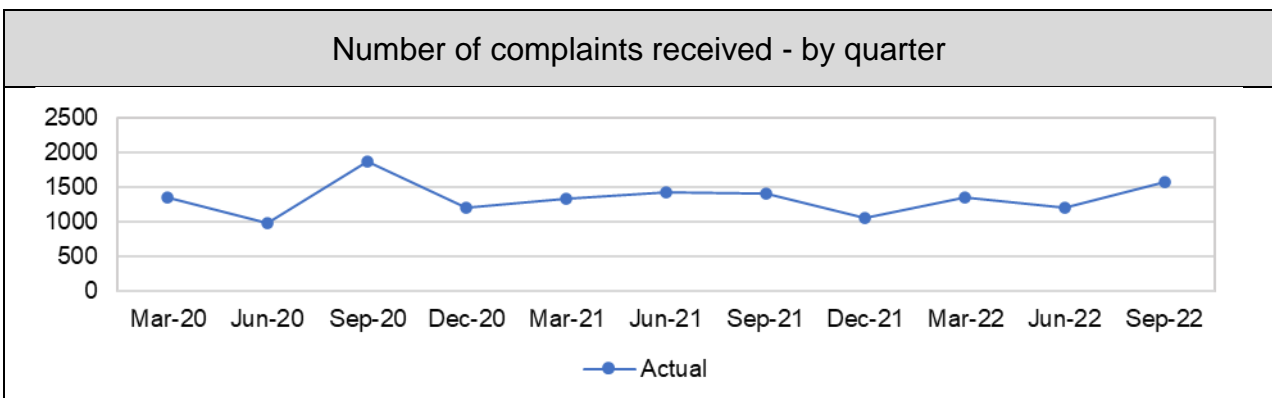
Key Performance Indicators



Activity indicators



* Due to a review of KCC's use of cookies on kent.gov.uk no visitor data was available from October until February. This information was reported again for the Quarter to June 2022.



Customer Services – Call Activity

Number of phone calls to Contact Point (thousands)

Contact Point received 7% more calls compared to the previous Quarter but 3% fewer calls than the same period last year. The 12 months to September 2022 saw a 3% increase in calls compared to the 12 months to September 2021.

Service area	Oct – Dec 21	Jan – Mar 22	Apr – Jun 22	Jul – Sep 22	Yr to Sep 22	Yr to Sep 21
Adult Social Care	25	27	28	28	108	114
Integrated Children's Services	18	19	19	20	75	73
Blue Badges	10	14	15	18	45	37
Highways	12	14	13	14	52	34
Waste and Recycling	9	9	11	13	52	64
Transport Services	8	10	9	9	27	21
Registrations	4	6	8	8	38	48
Libraries and Archives	7	7	7	7	28	32
Schools and Early Years	4	5	6	6	20	9
Adult Education	4	5	5	5	20	23
KSAS*	7	8	3	4	13	14
Driver improvement	4	4	3	4	15	13
Main line	3	3	3	3	22	16
Other Services	1	2	3	2	8	7
Kent together	0.4	0.5	0.3	0.2	1	3
Total Calls (thousands)	116	134	133	142	526	509

* Kent Support and Assistance Service

Numbers are shown in the 1,000's and may not add exactly due to rounding. Calculations in commentary are based on unrounded numbers.

Customer Services – Complaints Monitoring

Quarter 2 saw the number of complaints received increase from the previous Quarter by 31%, and by 12% on the same Quarter last year (Quarter 2, 2021/22). Over the last 12 months there has been a 2% decrease in complaints received compared to the same time previous year.

In Quarter 2, frequently raised issues included SEN provision and complaints relating to public transport, including cancellation of some services and perceived delays in issuing bus passes.

Service	12 mths to Sep 21	12 mths to Sep 22	Quarter to Jun 22	Quarter to Sep 22
Highways, Transportation and Waste Management	2,889	2,637	553	808
Adult Social Services	731	889	227	283
Integrated Children's Services	833	889	228	227
Libraries, Registrations and Archives	159	209	24	101
Education & Young People's Services	285	226	69	57
Chief Executive's Department and Deputy Chief Executive's Department	213	155	39	40
Environment, Planning and Enforcement & Economic Development	211	172	53	42
Adult Education	22	71	12	22
Total Complaints	5,343	5,248	1,205	1,580

Customer Services – Digital Take-up

The table below shows the digital/online or automated transaction completions for key service areas.

Transaction type	Online Oct 21 - Dec 21	Online Jan 22 - Mar 22	Online Apr 22 - Jun 22	Online Jul 22 - Sep 22	Total Transactions Last 12 Months
Renew a library book*	80%	80%	82%	81%	1,012,046
Report a Highways Fault	58%	58%	57%	57%	84,584
Book a Driver Improvement Course	85%	88%	87%	85%	31,622
Book a Birth Registration appointment	89%	86%	87%	87%	21,060
Report a Public Right of Way Fault	89%	91%	93%	93%	18,088
Apply for or renew a Blue Badge	68%	73%	74%	79%	17,672
Apply for a Concessionary Bus Pass	67%	70%	72%	74%	16,140
Highways Licence applications	100%	100%	100%	100%	7,346
Apply for a HWRC recycling voucher	99%	99%	99%	100%	5,331

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

Governance, Law & Democracy	
Cabinet Member	Shellina Prendergast
Corporate Director	David Cockburn

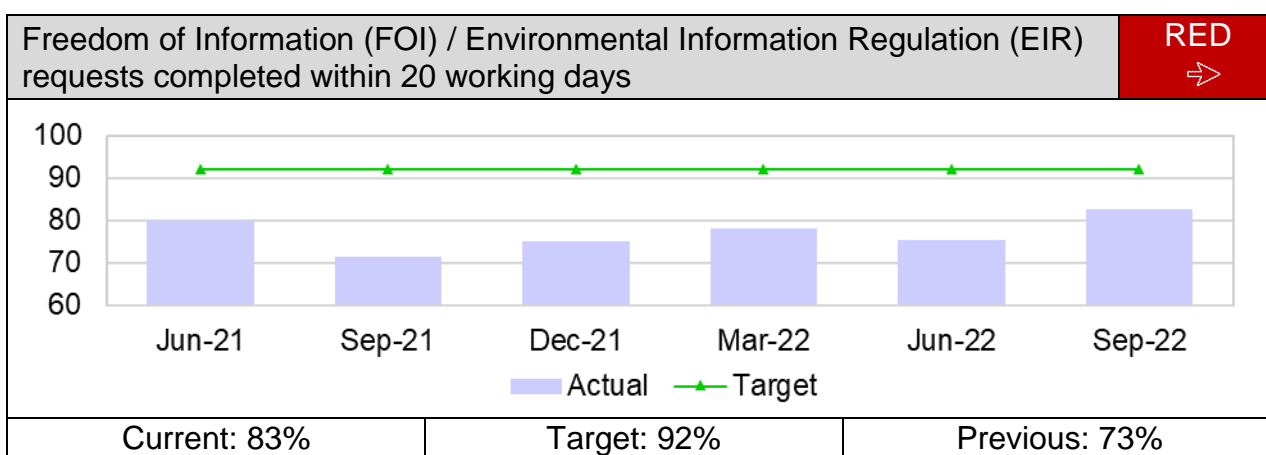
KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
			2		2	

Achievement of target for both Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests, and Data Protection Act Subject Access requests completed within timescales continues to be challenging.

Improvement was seen in this Quarter for FOI and EIR requests completed within timescale, with the KPI achieving its best performance since September 2020. However, all four Directorates and the two Corporate Departments are still performing below the floor standard. Between April to September, most requests were received by Growth, Environment and Transportation and Waste (76% completed in timescale), followed by Children, Young People and Education (78% completed in timescale), Deputy Chief Executive’s Department (84% completed in timescale), Chief Executive’s Department (79% completed in timescale), and finally Adult Social Care and Health, who had the fewest requests (68% completed in timescale).

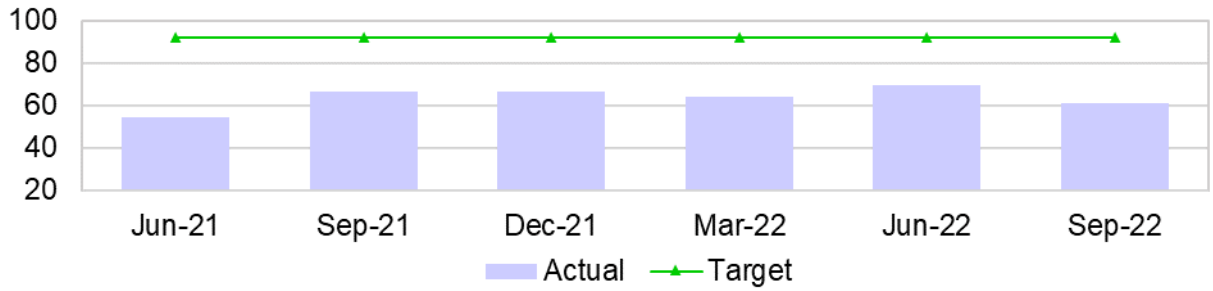
For Subject Access Requests (SARs), the majority of these come under the Children, Young People and Education Directorate, and in common with comments above, services are finding it challenging to prioritise these requests alongside day-to-day responsibilities. There continues to be the need for the acquisition and use of redacting tools for electronic records which can add significant time when responding to requests.

Key Performance Indicators



Data Protection Act Subject Access requests completed within timescales

RED



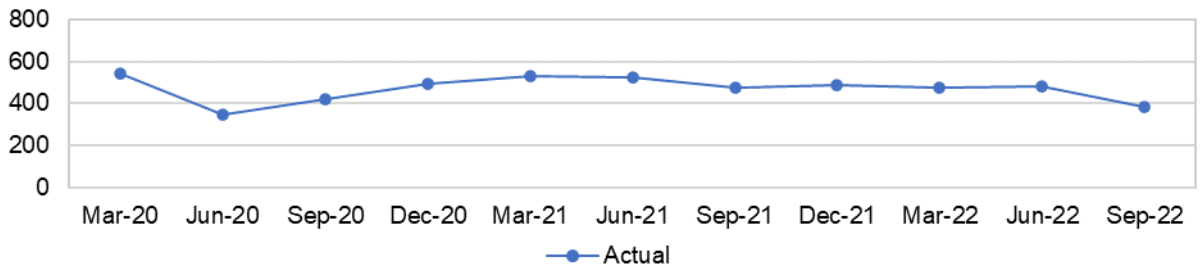
Current: 61%

Target: 90%

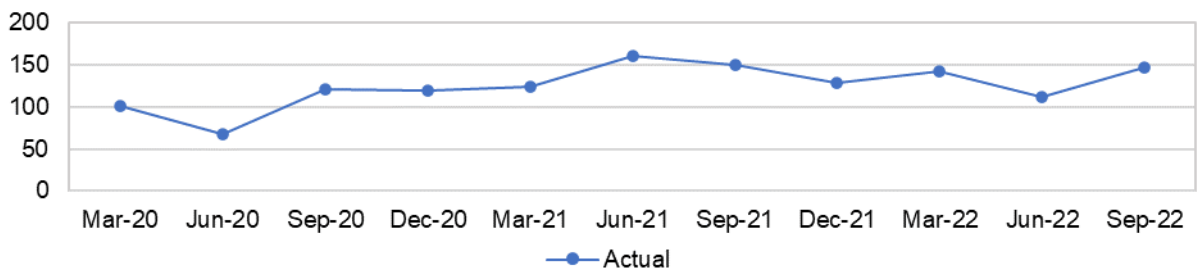
Previous: 72%

Activity indicators

FOI/EIR requests – by Quarter



Data Protection Act Subject Access requests – by Quarter



Growth, Economic Development & Communities	
Cabinet Members	Derek Murphy, Mike Hill
Corporate Director	Simon Jones

KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
	2				2	

Support for business

Kent's Regional Growth Fund (RGF) investments have continued to create and sustain employment opportunities during Quarter 2. The impact in terms of business failures and loss of jobs caused by the economic disruption from the Coronavirus pandemic on the Kent and Medway Business Fund (KMBF) loan recipients remains much lower than anticipated.

There has been a notable impact to businesses within our loan portfolio in regards to a slight decline in jobs created or safeguarded overall, and an increase in requests to revise repayment terms, as well as applications for funding. From the feedback provided by the companies, we believe that this is due to the rise in costs, particularly energy bills, on businesses, and the longer term impacts on the performance and liabilities of businesses following the end of the Covid pandemic and related business support schemes.

Since 2017 to the end of Quarter 1 of 2022/23, the KMBF has provided funding of £15.6m to 110 Kent and Medway businesses, creating 424 new jobs and safeguarding 131 further jobs. This is a relatively small reduction of 4.0 FTE in the job delivery of the scheme overall, against the normal trends of the scheme which has generally seen small net increases in job creation each Quarter.

In Quarter 3, (on 29 October 2021) the KMBF relaunched with a new secured loan scheme for Kent & Medway Businesses seeking loans between £100,000 and £500,000 with 50% match funding from private sources. To date 83 pre-applications to the value of £16.8m have been received; of these, 22 businesses have submitted full applications to the value of £4.83m, of which six have been approved to the value of £1.26m. The KMBF remains open to applications for funding from businesses in the Kent and Medway area.

A new scheme called "KMBF Small Business Boost" (KMBF SBB) opened to pre-applications on 29th July 2022, with a launch event taking place on 8th September 2022. The scheme offers 0% unsecured loans of between £26,000-£99,000 with at least 20-30% match funding from private sources. To date, 87 pre-applications to the value of £5.76m have been received, of these 16 have submitted full applications to the value of £1.30m, of which one has been approved to the value of £0.06m so far. The KMBF SBB remains open to applications for funding from businesses in the Kent and Medway area.

The KMBF management team continues to work with its equity partners, NCL Technology Ventures Ltd, and Newable Ventures Limited, to ensure that the innovative companies in which the KMBF has an equity stake receive specialist support and assistance.

The South-East Local Enterprise Partnership (SELEP) provided funding for the Innovation Investment Loan scheme which the KMBF team manages for Kent and Medway. Since 2017, £6 million of loans have been made to 18 businesses creating 138 Full-time Equivalent (FTE) jobs and safeguarding 63.43 FTE jobs.

Converting derelict buildings for new housing and commercial space

In Quarter 2, a record 186 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme bringing the total to 7,613 since the programme began in 2005. There is a healthy pipeline of new projects and on average there are 60 live projects at any given time. NUE processed nine new loan applications in Quarter 2, increasing the total NUE investment in converting derelict properties to £94.2m (£53.5m from KCC recycled loans and £40.7m from private sector leverage).

NUE were awarded £2.5m under the SELEP Growing Places Fund (GPF) to convert additional derelict properties from 2022/23. As at the end of Quarter 2, loans to the value of £817,000 have been approved which will fund 32 new homes.

GPF awarded a separate £2m for NUE Commercial Phase II. The target is to return 18 empty commercial units back into use and create 36 new homes by March 2023. One new project was approved in Quarter 2 increasing the number of projects supported to thirteen (covering Canterbury (2), Dover (2), Faversham, Folkestone (2), Herne Bay, Hythe, Margate, Ramsgate, Sheerness and Sittingbourne) and these will return 14 empty commercial units back into use and create 42 homes. NUE are making good progress to achieve the target for commercial properties and currently discussing two further projects.

A further £8m has been agreed by KCC Treasury raising the available financing for NUE loans to £24m to bring forward empty/derelict sites with planning permission for new builds. NUE has processed a total of 43 applications to the end of Quarter 2. The total value of loans awarded is £25.1m. This has been achieved by recycling £7m of loan repayments following the completion of 14 projects which have resulted in 64 new homes. The total number of new homes funded to date is 185 across 8 Kent districts. There is a strong pipeline of new build projects.

NUE has been shortlisted in the category for 'Council of the Year' – UK Housing Awards 2022, organised by Inside Housing and the Chartered Institute for Housing (CIH). Winners are announced in Quarter 3. One of the NUE team (former KCC Apprentice) has just gained a Level 2 certificate in Housing (CIH) and is about to embark on Level 3 (funded by NUE income generation).

Infrastructure projects

In Quarter 2 of 2022/23, The SELEP Accountability Board made the following decisions:

- Granting an extension to the Romney Marsh Employment Hub project, funded by £3.536m of Getting Building Fund (GBF). The project was originally scheduled to complete in March 2022, however, now has until January 2023 to complete. The delay to the project was caused by the Distribution Network Operator (DNO) (a company that owns and operates the electricity or gas infrastructure that connects properties to the national grid) taking longer than anticipated to approve the utility designs and the subsequent impact and lead in time to installing electrical substation switch gear.

- Removing one of East Sussex's projects and one of Essex's projects from the Getting Building Fund programme due to deliverability concerns. This has resulted in a further £3.3175m of GBF becoming available to be reallocated by SELEP to alternative, existing GBF projects. Kent County Council has submitted bids to SELEP for this additional GBF to be reallocated amongst the Thanet Parkway, Javelin Way, Discovery Park, and Techfort projects. The final decision on which projects will be selected by SELEP will be made in Quarter 3 of 2022/23.

Broadband

In Quarter 2, the broadband team are continuing to support Building Digital UK (BDUK) on the pre-procurement work for the Kent delivery phase of the Government's Project Gigabit Programme. The aim of this programme is to deliver gigabit-capable connections to areas that are not expected to benefit from connectivity upgrades by telecoms operators.

The Government's intention is that a single contract will be established to deliver these new connections across Kent and Medway. The procurement will be led by BDUK. Kent County Council's broadband team has been asked by BDUK to help support the local delivery across Kent

In their latest published update, BDUK are forecasting that the Kent and Medway project will cover approximately 109,000 properties and have announced that they plan to start the formal procurement in December 2022 and enter into a contract with a supplier for this in November 2023.

Funding Kent's Infrastructure

KCC has a statutory right to seek financial contributions for capital investment from developers of new housing sites. In Quarter 2, twelve Section 106 agreements were completed and a total of £9.3 million was secured. This represents 100% of the amount sought.

s.106 contributions secured £000s	Oct to Dec 2021	Jan to Mar 2022	Apr to Jun 2022	Jul to Sep 2022
Primary Education	6,675	4,047	575	3,714
Secondary Education	5,333	4,716	3,385	3,486
Adult Social Care	153	92	116	107
Libraries	80	170	70	160
Community Learning	25	41	13	35
Youth & Community	79	60	55	40
Waste	15	26	61	146
Highways	3,537	242	2,067	1,650
Total	15,897	9,395	6,342	9,339
Secured as % of Amount Sought	98%	65%	99%	100%

Kent Film Office

In the 2nd Quarter of 2022/23, the film office handled 147 filming requests and 131 related enquiries. 285 filming days were logged, bringing an estimated £4.5m direct spend into Kent & Medway. Highlights for the Quarter included, The Ballad Of Renegade Nell, Bridgerton S3, Dreamland & The Larkins Series 2.

Libraries, Registration and Archives

Quarter 2 saw increased demand for Libraries, Registration and Archives services, with library visitor and issue figures boosted by the successes of the Summer Reading Challenge, visitors drawn to the new Amelia cultural hub at Tunbridge Wells, continued high numbers of summer ceremonies, and more visitors coming to the Archive Search Room to carry out their research.

Library visitors across Quarter 2 were at 64% of the same period pre-pandemic in 2019/20, above the average of a benchmarking group. Visitors to The Amelia formed 10% of the LRA total, with over 74,700 visitors and over 1,100 new library borrowers.

Physical issues were at 82% of the pre-pandemic level which is exactly the same as the latest national average as reported by Libraries Connected. Total issues are now surpassing pre-Covid levels by 6% due to the continued boost provided by e-issues and the recovery of physical book issues. During Quarter 2, e-issues formed 35% of total issues.

The Gadgeteers Summer Reading Challenge, launched at the Kent Show, was again delivered both physically and virtually. This year's science-themed Challenge was a huge success, with children's physical issues climbing to 97% of pre-Covid levels. Over 18,500 children across Kent took part in the Challenge and nearly 9,600 read six books to complete and collect their certificates. There were over 1,500 attendances at free activities during the summer holidays, including four online activities with partners Zoolab and Fizz Pop Science.

Visitors to the Archive Search Room increased significantly during Quarter 2, with an average of 199 visitors per month representing growth of 38% on Quarter 1. Remote enquiries have also picked up and increased by 4% from Quarter 1, with over 1,500 enquiries answered by the team. The lunchtime talks remain popular, and the team have resumed tours of the Strong Room and outreach work such as the promotion of the Archive's vehicle licensing collections at the Aylesford Car Show in September.

Birth registrations have seen a rise of 5% from Quarter 1, with 4,449 appointments delivered, while death registrations remain fairly level, with 10 fewer registrations than in Quarter 1. Summer Ceremonies have remained high for this year, surpassing pre-Covid levels by 19%. A total of 2,923 ceremonies were delivered, which included the welcoming of 832 new citizens.

Customer satisfaction with Registration has risen from 94% in Quarter 1 to 95% in Quarter 2, which meets the target for 2022/23.

September was marked by the sad passing of Queen Elizabeth II, and LRA supported the national period of mourning by signposting customers to the books of condolence at County Hall and in district locations, and also hosting copies at Ashford and Dover Libraries, on all the mobile libraries and on some of our housebound rounds. The Queen's death was marked on the LRA social media pages, where photographs from the Archive collection of her visits to Kent were shared at County Council and via our social media.

The annual independent Customer Service Excellence assessment was carried out, and LRA emerged as fully compliant, with 27 Compliance Plus points which in the words of the Assessor "emphasises the strength and depth of [LRA's] management, staff, quality of service, and its innovation".

Active Kent and Medway

In Quarter 2, Graham Razey OBE was confirmed as the new Chair of Active Kent and Medway. Graham is the CEO of the East Kent Colleges Group and has a lifelong interest in Sport and Physical Activity.

Elsewhere, six organisations successfully secured investment in the August round of KCC Capital Sport Grant Awards and 24 Free Access for National Sports People (FANS) scheme members also received funding to support their training costs.

We continue to provide an array of workforce development opportunities from leadership and coaching qualifications to awareness training sessions for health and link workers to help them to have better conversations with people about the positive benefits sport and physical activity have on physical and mental wellbeing. Over 500 people attended workshops and events this Quarter.

Community Safety

Focus areas during Quarter 2 included the rising cost of living, with wardens assisting the setting up of Warm Banks / Hubs across the districts and assisting with the increasing demand on food banks. Wardens have also been giving advice to Ukrainian families in West Kent who are coming towards the end of their housing agreements with their hosts. In total, the Kent Community Warden Service undertook over 3,400 tasks in support of these activities during this Quarter.

The Kent Community Safety Team (KCST) held their fourth themed 'Domestic Homicide Review (DHR) lessons identified' online event in September. This event was held in partnership with the Kent and Medway Safeguarding Adults Board, themed around DHRs and Safeguarding Adults Reviews involving Carers. Over 140 attended with 100% of respondents rating it as excellent, very good or good. The fifth and final event in 2022 is to be held in November during Safeguarding Adults Awareness Week exploring the theme of harmful practices and cultural competence

The KCST also delivered a Community Safety Information Session in September for over 50 staff from partner agencies covering a range of topics including Hate Crime, Protection Against Stalking, Domestic Abuse Professional Champions, 16 Days of Action Against Domestic Abuse, **Objective scanning analysis response and assessment (OSARA)** problem solving model, Neighbourhood Policing update, Domestic abuse and suicide toolkit, Serious Violence Duty and Modern Slavery and Human Trafficking.

Explore Kent

Work in promoting active travel continued, alongside the Active Travel Interventions team 5 new promotional films were produced, including: [Whitstable Carer Communities by Bike](#), [The Big Bike Revival](#), [ReCYCLE Your Bike](#), [Kent School Streets - Southborough](#), [What is Active Travel?](#) Explore Kent also promoted recreational cycling including the newly launched [Cantii Way](#), a 150-mile route across East Kent, on traffic free paths and quiet roads, funded by the Experience project.

Promotion of enjoyment and respect of the Public Rights of Way network continued, including for the newly opened section of the England Coast Path: [Woolwich to Grain](#).

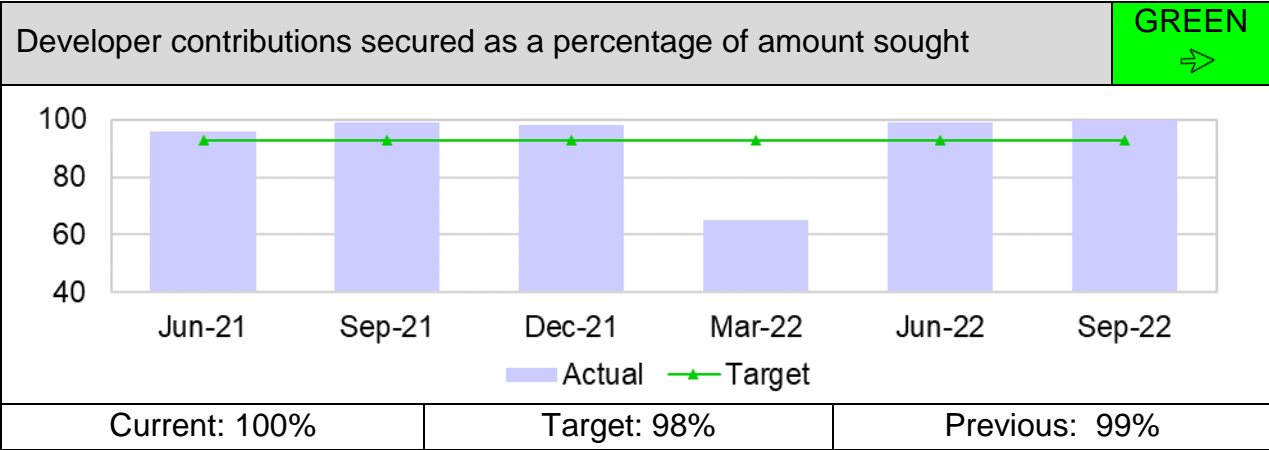
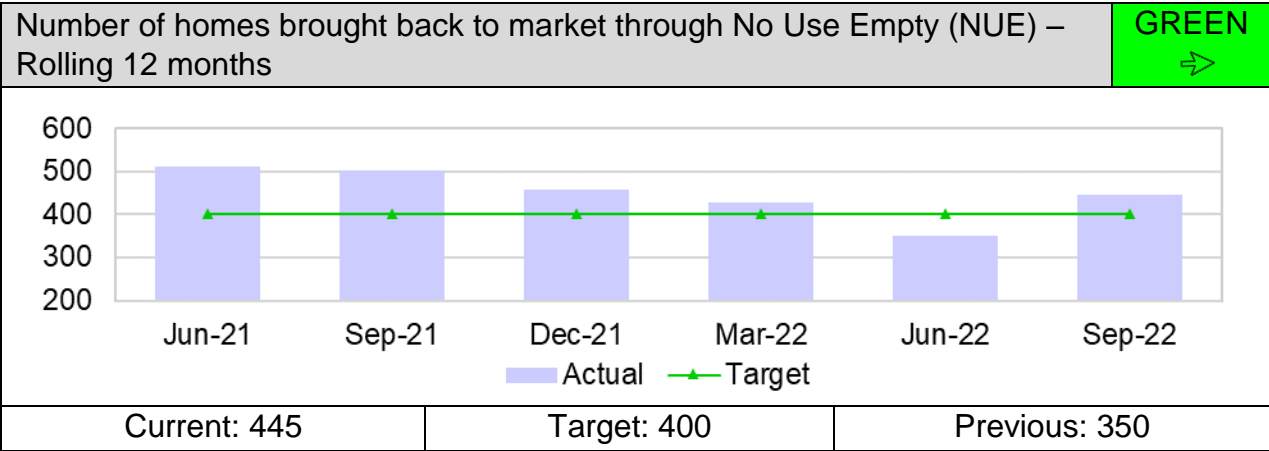
Explore Kent continued to promote the mental and physical health benefits of being active outdoors including working with the Active Kent and Medway [#Outdoors is Free](#) campaign providing information about free and low cost activities.

As well as people engaging more with Explore Kent on social media platforms, [ExploreKent.org](#) received a total of 101,000 visitors and 22,000 of our route guides were downloaded, similar numbers to Quarter 1.

Kent Country Parks

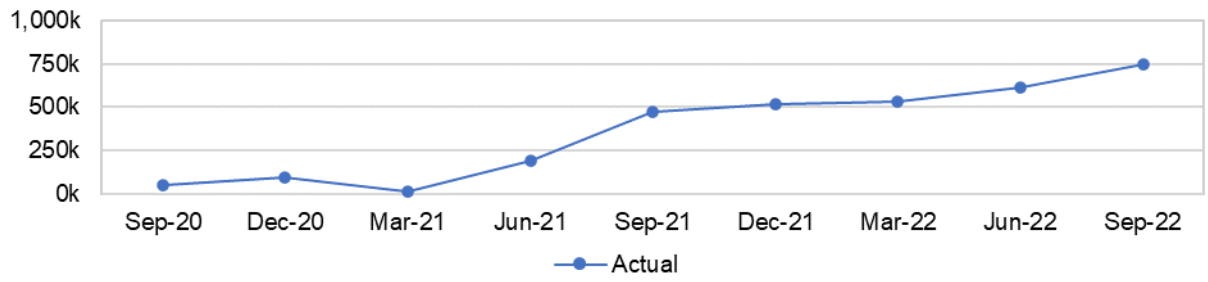
Kent County Council have completed the installation of the two further Changing Places toilet facilities at Lullingstone and Brockhill Country Parks. These mark the latest stage in the Parks’ focus on inclusion and accessibility. The Kent Country Parks Strategy public consultation was launched on October 4th.

Key Performance Indicators

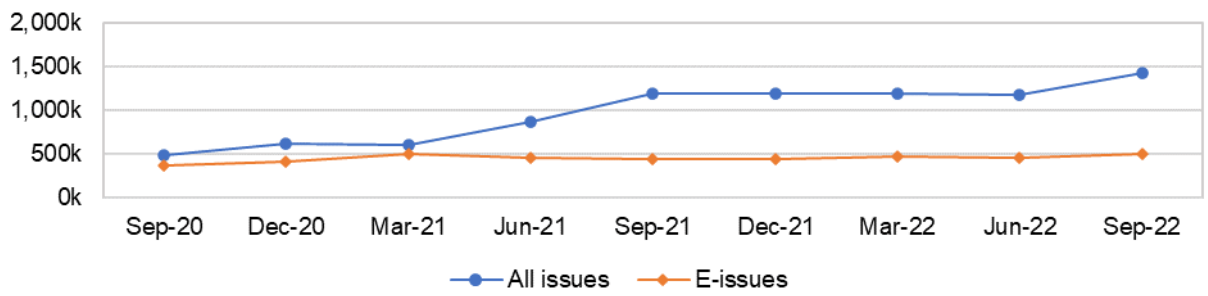


Activity indicators

Total number of physical visits to Kent libraries



Total number of book issues from Kent libraries



Environment and Transport	
Cabinet Members	David Brazier, Susan Carey
Corporate Director	Simon Jones

KPI Summary	GREEN	AMBER	RED	↑	→	↓
	4	2			6	

Highways

For Quarter 2, two of the Highways KPIs are RAG rated Green and two are rated Amber.

Attendance at Emergency Incidents within 2 hours of notification has remained on target at 98% (RAG rated Green). The Service received 523 reports of emergency incidents in Quarter 2, with the contractor Amey unable to attend to 12 within the 2-hour response time window. Several of those incidents which missed target were attended by a Highway Steward, Inspector or Police Officer whilst awaiting a response crew.

Pothole repairs completed in 28 days has improved since the last Quarter and is now at 86% (compared with 70% in Quarter 1), meaning an Amber RAG rating (target 90%). The service received 1,088 requests, with the contractor Amey missing the deadline on 155 occasions. The below target performance continues to be challenged at our Contract Board meetings which Amey, our term maintenance contractor, have put down to sudden and unexpected recruitment, resourcing and supply chain difficulties. We have also utilised the Pothole Blitz contractors to ensure timely completion of works. This situation is being monitored extremely closely by the Highways management team

Routine faults responded to in 28 days has dropped this Quarter to 89% narrowly missing the target of 90%. There were 11,249 faults reported, which is in line with expectations. Amey, our term maintenance contractor, continue to experience staff shortages coupled with rising costs in their supply chain. We are working closely with them to mitigate these problems and get this this measure back on track.

Permit requests to undertake works on Kent roads remain high with 75,005 Street works permits issued YTD. Co-ordination of all works on the highway remains pressured, particularly with a number of staff leaving this service area which is an ongoing concern. We are undertaking recruitment to fill vacant posts and to add additional resource.

Work is also in progress to develop an online application portal for Temporary Traffic Regulation Orders and Temporary Traffic Regulations Notices with a proposed go live April 2023.

The structures team are experiencing staff shortages and further measures are being put in place to support this area of the business Recruiting experienced staff is proving difficult particularly for structural engineers and arboricultural experts and this has been an issue for at least a year. This is an issue across the industry in the UK with many councils and consultants reporting similar experiences.

The monthly call back survey, where we call 100 highways customers whose enquiries have been closed in the last month, was temporarily paused in August and September at the request of the KCC contact centre (Agilisys). This was due to their need to prioritise calls to front line services, particular during busy periods in September. It will resume in October, but alternative options (e-forms) are also being considered.

The total number of customer contacts regarding highway issues in Quarter 2 increased to 46,056, with 17,489 of these identified as faults requiring action by front line teams, which remains below expectations. This is a reflection of the settled and warm weather Kent saw over the Summer. The remaining contacts are handled at first point by Agilisys using information provided by the Highways Service and on the KCC website. At the end of September there were 4,921 open enquiries (work in progress), which compares to 6,824 at the same time last year, reflecting the quieter period in some parts of the business.

Asset Management

In July 2021, KCC published its new Highways Asset Management Plan (HAMP) covering 2021/22 to 2025/26. It explains how effective and efficient highways asset management, as a key enabling service, facilitates the delivery of Kent’s strategic objectives. It also includes asset condition forecasts based on assumed levels of investment, what maintenance services Highways provides and what it does not, an assessment of associated risk and a five-year forward works programme. We have recently published a revised two-year programme covering 2022/23-2023/24 and will publish the revised programme for 2024/25-2026/27 shortly.

We are currently trialling a new strategic asset management tool that will enable members and officers to model the effect of different budgets and investment strategies more easily. It is also our intention to publish a mid-term HAMP update during 2023. Officers have developed a project plan and are currently implementing the various actions in the HAMP, focussing on increasing asset lifespans, reducing lifecycle costs and improving future maintainability. We are improving our knowledge of our highway assets and their condition and introducing new maintenance hierarchies.

Road Safety

The casualty figures for Quarter 2 show a decrease of 135 casualties compared to the same Quarter last year. Overall for this Quarter, total casualty figures are down by 251 and people Killed or Seriously Injured (KSI) are down by 52 when compared with the same Quarter in 2019/20 (pre-pandemic).

Month	July – September 2022				July – September 2021			
	Fatal	Serious	Slight	Total	Fatal	Serious	Slight	Total
July	3	58	323	384	5	77	355	437
August	4	47	276	327	8	63	303	374
September	2	46	293	341	3	77	296	376
Total	9	151	892	1,052	16	217	954	1,187

Kent Roads and National Highways in Kent.

The Vision Zero Safe System has five themes: Safe Roads and Streets, Safe Speeds, Safe Behaviour, Safe Vehicles and Post Collision Response. Throughout the Quarter, weekly partnership meetings involving representatives from Kent County Council, Kent Police, Kent Fire and Rescue Service, National Highways and Medway Council have taken place. These meetings discuss incidents, enforcement activity, educational interventions other aspects that support the above themes.

Presentations on Vision Zero were given at two Kent Association of Local Councils (KALC) Parish Council Seminars. The presentations introduced the Vision Zero concept and themes. It also highlighted how Parishes could incorporate Vision Zero aspects within their Highways Improvements Plans.

In support of the Safe Speeds theme, the Kent Safety Camera Partnership undertook speed enforcement using a combination of fixed and mobile cameras. The number of offences detected during the Quarter are detailed in the table below alongside numbers for the same Quarter in 2021.

Numbers of Offences			
July-September 2022		July-September 2021	
Kent	9,256	Kent	7,171
Medway	2,632	Medway	4,130
Total	11,888	Total	11,301

Bikeability continues to be very busy and we have trained over 1,700 children since the start of the financial year. Adult cycling has had a busy summer, including training people on the use of e-bikes. This has been very well received as we encourage people to think about active travel options. We continue to work with our School Crossing Patrols to ensure their safety and of the crossing users, our instructors who monitor and train the patrols are currently engaged in DBS rechecks on staff as well as upskilling the patrols in safety and conflict management.

Crash Remedial Measures & Local Transport Plan (LTP)

Delivery of the 2022/23 Crash Remedial Measures (CRM) and Local Transport Plan (LTP) programme is nearing completion with final highway schemes having been handed over to our contractor and final issues being resolved. The team will have handed over a combined value of £1.5m worth of highway improvement schemes, working at cluster sites and at areas of local concern to work to remedy highway safety risks.

The Active Travel team are working alongside a Member task and finish group to coordinate the district and borough walking and cycling plans into a strategic Kent Cycling and Walking Implementation Plan (KCWIP). With a strategic plan for interventions we will then be well placed to bid for funding from Active Travel England to improve the opportunities for safe walking and cycling in Kent. Further funding announcements are expected imminently.

Traffic Management

A programme of schemes within the Local Growth Fund (LGF) to improve the reliability of localised journey times are complete and post-scheme monitoring continues. The County Council has been successful with its application for new moving traffic enforcement powers. and work continues to prepare the new enforcement operation in the county. The current target is to commence enforcement on the highway at our first 6 locations from April 2023. We continue to develop processes for managing future moving traffic enforcement site requests and ensure these will be compliant with the criteria laid out by the DfT.

The service remains engaged with National Highways to identify opportunities for new or improved collaborative traffic management, for example, where National Highways can utilise KCC's electronic Variable Message Signs out of hours. We have also commenced work with National Highways to review agreed "diversion routes for emergency use" which includes a review of all the existing on-street signage. The first review of the A20 between Folkestone and Dover is nearly complete and we have requested the next phase of the project looks at the A2 approach to Dover.

Local Growth Fund (LGF) Transport Capital Projects

Through SELEP, KCC is managing £128m of Government funding from rounds 1 to 3 of the LGF. There are currently two schemes causing concern, Sturry Link Road and the Maidstone Integrated Transport Package.

For the Sturry Link Road project, following the granting of permission for the scheme by KCC Planning Committee in September 2021, the remaining £4.656m LGF allocated to the project was transferred to KCC in March 2022. This is still subject to the condition that the land acquisition is completed by 31st August 2023. The tender returns for the design and build contract costs are higher than anticipated, and negotiations are ongoing with the tenderers with a view to awarding the contract in December 2022. SELEP will continue to be updated on progress with regards to this scheme.

In regard to the Maidstone Integrated Transport Package, the scheme has been downgraded to medium/high risk by SELEP. The programme is progressing and the Armstrong Road junction improvements are currently being delivered on site. There is a risk that inflationary pressures will affect the remainder of the programme, which has been delayed to avoid conflict with the Bearsted Road (non-LGF) improvement scheme works. The scheme no longer needs to be reported separately to each Accountability Board meeting, however progress on the programme delivery will continue to be closely monitored by SELEP.

Transport Strategy

Work with National Highways on the Lower Thames Crossing continued with the start of work for the desktop study to develop local road mitigations funded by National Highways through a modification to the existing Planning Performance Agreement (PPA). The submission of the Development Consent Order (DCO) for the Lower Thames Crossing is expected by National Highways next Quarter. Work with National Highways also continued with the options development for Road Investment Strategy 3 (RIS3) pipeline schemes for Brenley Corner and A2 Lydden to Dover (public consultations on which are expected later in 2022 or early 2023).

Partnership working with Transport for the South East (TfSE) continued with the publication of the draft Strategic Investment Plan which went out to public consultation and KCC's response was agreed at the September Environment and Transport Cabinet Committee. This is alongside the work of the Transport Strategy team in developing a new Local Transport Plan 5 (LTP5) for Kent, progress on which was reported to County Council on 14 July. Further work on the new LTP5 is continuing alongside the government publishing its new guidance for local transport plans to ensure that KCC's draft plan is compliant. KCC has also received grant funding from the Department for Transport to develop its new LTP and procurement of the work to undertake a Strategic Environmental Assessment (SEA) of the plan was completed in this Quarter.

A response to Transport for London's consultation on a proposed extension to its Ultra Low Emissions Zone (ULEZ) up to the boundary of the Greater London Authority with Kent (and other neighbouring counties) was submitted following a discussion by Members at the Environment and Transport Cabinet Committee meeting in July.

Delivery of the Thanet Parkway railway station has continued to progress with the station and car park now substantially complete. Snagging inspections have been held in November as part of the handover process of the car park from Network Rail to Kent County Council. Network Rail are still working to open the station in May 2023 and work is ongoing for the upgrading of level crossings and signalling infrastructure required for the operation of the new station.

Public Transport

During the period, working in partnership with Kent bus operators, we delivered the Summer Reconnect Scheme. This delivered free travel over the school holidays for any child in year groups 6-13. In addition to this, low income and supported families received free family travel tickets. The scheme was well received and delivered 1.1 million journeys over the holidays. The scheme was funded with some pump priming from the DfT Local Transport Fund.

The Bus Enhanced Partnership Schemes for Kent has been introduced, offering a new framework and way of working with our bus operators.

Public Transport issued 25,000 Kent Travel Saver (KTS) 16+ passes this Quarter, supporting continued recovery of the use of buses at school times following the pandemic. This number is up on 2021/22 and shows a move back to buses but not quite at pre-pandemic levels.

The Client Transport team have processed over 2,500 requests for transport (i.e. change of school, address, or new applications) leading up to and beyond the start of the new academic year for SEN clients. It has been a largely successful start to a new academic year in the context of more requests than usual being received and some late into the summer period.

Following the request of the DfT to operators to identify the sustainable network from the end of October 2022 and the need for KCC to review these plans, Public Transport worked with operators to secure a significant number of school services until the end of the academic year in 2023. This was done through a combination of negotiation, funding from the KTS and the use of the DfT Local Transport Fund award.

Public Transport worked with operators, using the DfT Local Transport Funding, to protect elements of the Kent commercial bus network. Operators are facing significant challenges, with a drop in demand for services, the challenge of driver recruitment and operating costs rising by between 15-25%. This challenge will remain for the rest of the year.

Fastrack, operating in Dartford and Gravesham, continues to outperform year-on-year patronage levels pre-Covid, resisting the national trend for bus use.

Waste Management

The KPI target on diversion from landfill continues to be met, with 99.2% of waste over the last 12 months being recycled, composted, or used for energy generation. The 0.8% going to landfill includes asbestos, with landfill being the only approved way to dispose of this material.

The total volume of waste collected over the previous 12 months continues to reduce, although kerbside is still 5% above pre-pandemic levels, with HWRC volumes down 38%.

Natural Environment and Communities

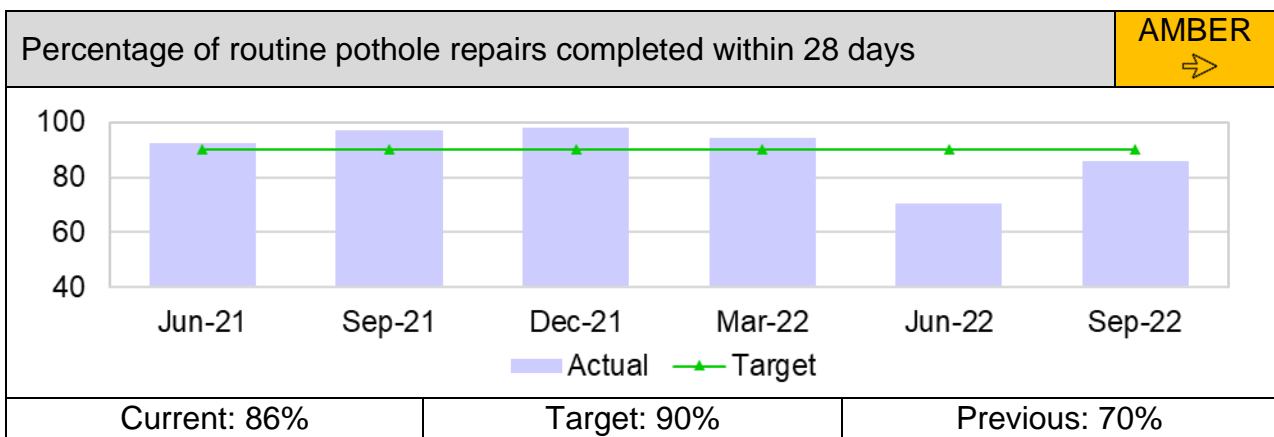
In September we secured £98,500 from the Local Authority Treescapes Fund, which will enable 15,824 trees to be established at 22 school sites and two NHS sites over the next two years. The project enables us to establish trees at many of the sites that came forward when we put out a call for interest in establishing school trees for the Queen’s Green Canopy, meaning many more schools will be joining Sandwich Junior School.

In July, the Kent Nature Partnership launched their landmark State of Nature in Kent report which provides an account of the county’s species and habitats, the pressures they face and the conservation efforts of the past number of years to address biodiversity decline.

Sustainable Business and Communities

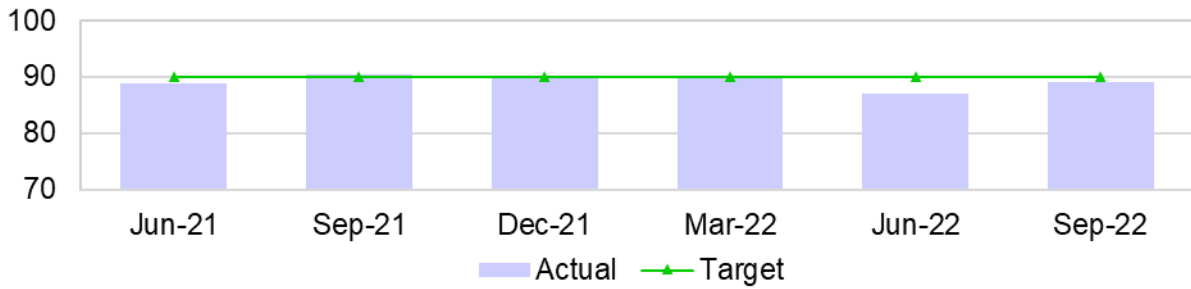
Up to June 2022, we have seen a significant reduction in greenhouse gas emissions due to the electricity recently generated by KCC’s Bowerhouse II solar farm. Our 94-acre solar farm in Somerset will deliver approx. 30% of KCC’s Net Zero carbon reductions. Our greenhouse gas emission reductions remain ahead of target for the Quarter, placing us in a strong position to deliver KCC’s Net Zero by 2030.

Key Performance Indicators



Percentage of routine highway repairs reported by residents completed within 28 days

AMBER
⇒



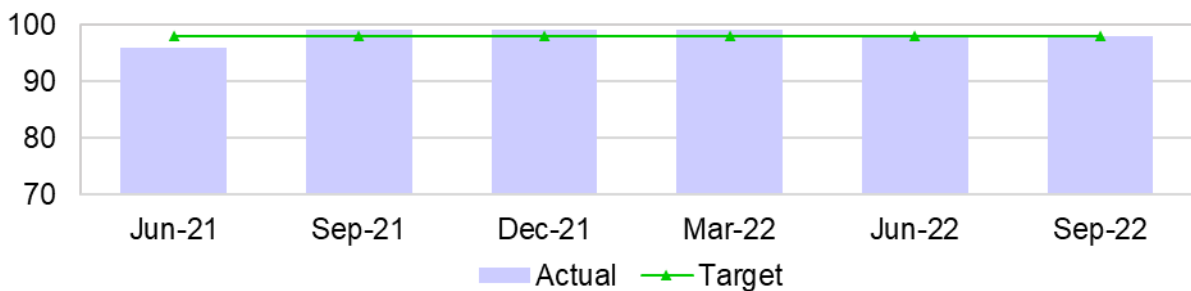
Current: 89%

Target: 90%

Previous: 87%

Emergency highway incidents attended within 2 hours of notification

GREEN
⇒



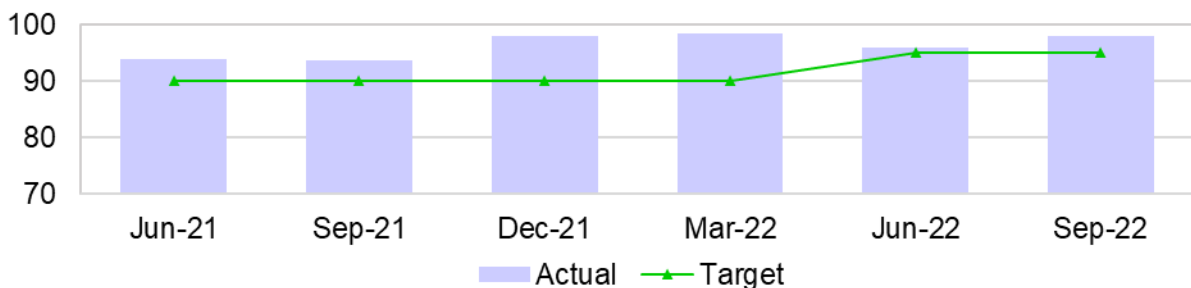
Current: 98%

Target: 98%

Previous: 98%

Percentage of satisfied callers for Kent Highways and Transportation, 100 call back survey

GREEN
⇒



Current: 98%

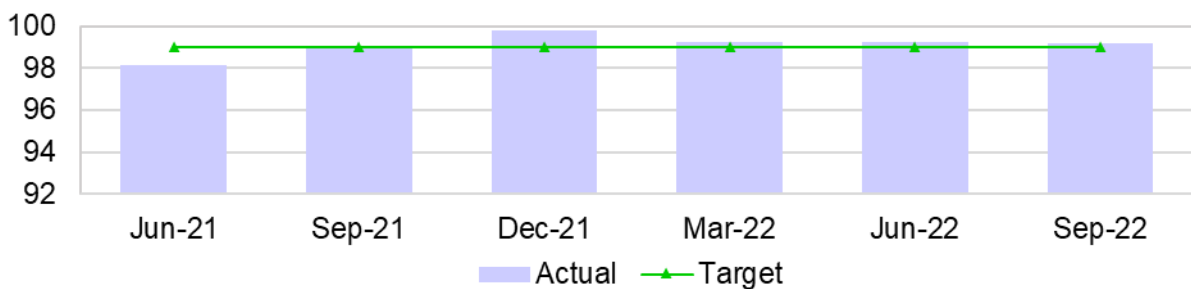
Target: 95%

Previous: 96%

NB: The September 2022 Quarter only includes results for July 2022, with the survey having been paused since then so the Contact Centre can prioritise incoming calls.

Percentage of municipal waste recycled or converted to energy and not taken to landfill – rolling 12 months

GREEN
⇒



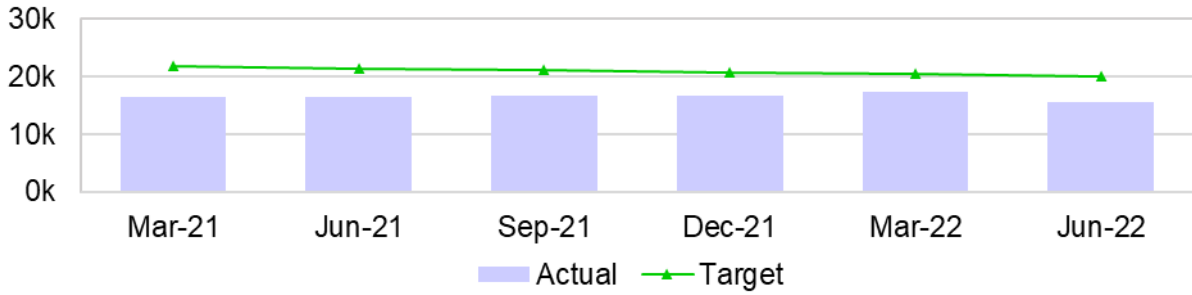
Current: 99.2%

Target: 99%

Previous: 99.2%

Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes – rolling 12 months

GREEN
⇒



Current: 15,605

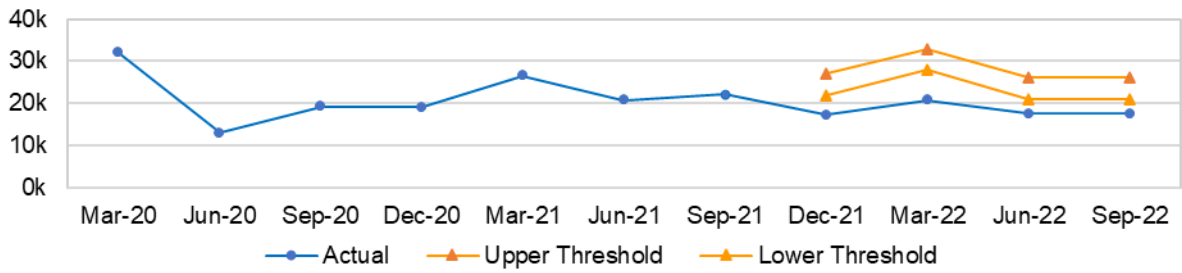
Target: 18,453

Previous: 17,353

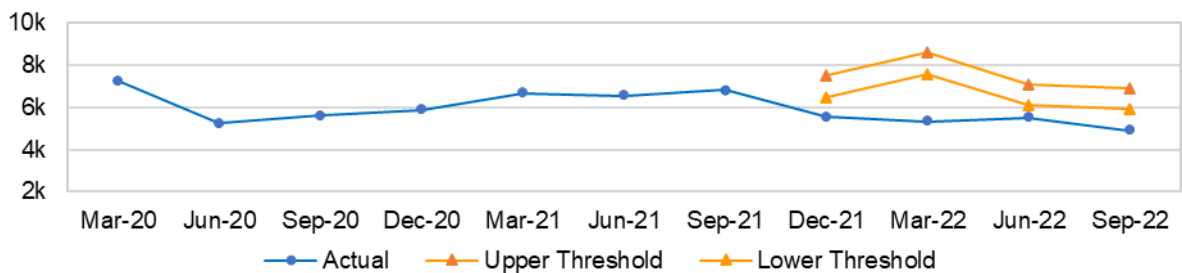
Reported one Quarter in arrears

Activity indicators

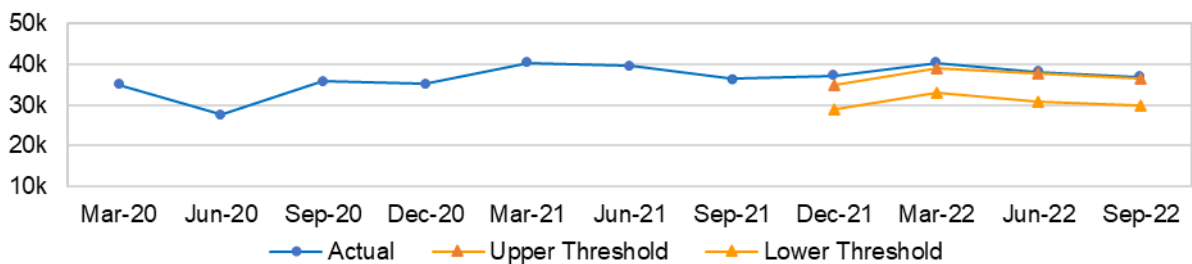
Number of Highways enquiries raised for action – by Quarter



Highways Work in Progress (active enquires/jobs)



Number of streetwork permits issued



Children, Young People and Education	
Cabinet Member	Rory Love, Sue Chandler
Corporate Director	Sarah Hammond

KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
	6	5	2	1	8	3

Schools

The 2022 Summer term saw the return of statutory end of year tests and assessments. In Key Stage 2, the percentage of pupils who achieved the expected standard in Reading, Writing and Maths in Kent was 58% equalling the national performance. At Key Stage 4 (GCSEs and equivalents) the attainment 8 score in Kent was 49.2 compared to the national figure of 48.8. The progress 8 score in Kent was below national with a score of -0.19 compared to -0.03 which means pupils made less progress than other pupils across the country who achieved similar results at the end of Key Stage 2.

Based on the latest inspection data as at the end of August 2022, 91% of schools in Kent (530 of the 581) were Good or Outstanding, compared to the national figure of 88%. The percentage of Primary schools judged as Good or Outstanding at 92% compares favourably to the national figure of 89%. 88% of Secondary schools were judged to be Good or Outstanding compared to 80% nationally. The percentage for Special schools, at 92%, was three percentage points higher than the national position. 83% of Pupil Referral Units (five out of six) were good or outstanding compared to the national figure of 87%. Inspection support from The Education People continues to be adjusted in line with the implementation of the Education Inspection Framework and include the key issues identified when schools are inspected and areas to follow up with deep dives such as curriculum concerns and safeguarding records. This information is used to help other schools prepare for their inspection.

Early Years

The latest inspection data for the percentage of Early Years settings rated Good or Outstanding is 96%, two percentage points below the target but equal to the latest published National figure.

The Education People continue to target, though Annual Conversations, all good and outstanding settings, but prioritising those due an Ofsted inspection to support them to retain a good or better Ofsted judgement, making clear recommendations where appropriate. Settings with a Requires Improvement or Inadequate judgement receive targeted and bespoke support, with support for plans of action and follow up visits as required.

3,084 two-year olds have been funded through the Free for Two (FF2) scheme in the 2022 Summer term equating to a 63.9% take up. This is an increase of 5.3 percentage points compared to the same period last year. The current position in the 2022 Autumn term is 2,790 children have been funded (57.8%), however this an incomplete term and the figures are expected to increase.

There have been the usual established regular communications with the Early Years and Childcare Sector as a whole, including the weekly topical blog, termly (six times annually) generic Early Years and Childcare Bulletin and ongoing contact with individual providers as appropriate and necessary. The Early Years and Childcare Service's Threads of Success training offer continues to be delivered on virtual platforms alongside increasing levels of face-to-face support, including continuing support for providers in relation to their implementation of the Early Years Foundation Stage.

SEND (Special Educational Needs and Disability)

Based on the rolling 12-month average to September 2022, 41.3% of Education, Health and Care Plans (EHCPs) were issued within 20 weeks excluding exceptions (1,001 out of 2,423). In the single month of September, performance was 26.0% with 60 plans out of 231 being issued within timescale.

Overall performance to date in 2022 in relation to completion of EHCPs within 20 weeks has been the highest since the Ofsted inspection in 2019. However, performance has deteriorated significantly in the last Quarter as a consequence of staff turnover and vacancies in the casework team. We are expecting this to be addressed through the current recruitment processes.

Revised criteria have been agreed to help manage EHC needs assessment requests and reduce inappropriate EHC plans which do not meet the criteria set out in the SEND code of practice. This has successfully reduced the number of EHC need assessments carried out for under-fives. These criteria are being rolled out across all age groups over the next 3-6 months.

At the end of September, 10.4% of pupils with EHCPs were placed in independent or out of county special schools.

Changes made to the phase transfer process this year (nursery to primary, primary to secondary, Year 11 to Sixth Form) are planned to reduce the number of children transitioning into specialist settings, support more children with EHCPs in mainstream settings, and ensure maintained special school places are targeted at those children with the most complex needs. This work is being replicated at phase transfer at early years and primary, and between secondary and post 16 provision. This strategy will contribute to reducing pupils placed in the independent sector over time.

This work is underpinned by the Countywide Approach to Inclusive Education, training for schools to develop capacity, the development of further Specialist Resourced Provision (SRPs) within mainstream schools, exploration of locality budgets, and a more rigorous process for decision making and agreement for independent placements.

Wider Early Help

Fifty-three pupils were permanently excluded during the rolling 12-month period to September 2022 (which equates to 0.02% of the school population); 20 were 'primary' phase and 33 'secondary' phase pupils. The previous comparative pre-Covid rolling 12-month figure (Oct 2018 to Sep 2019) was 36; 11 were 'primary' phase and 25 'secondary' phase pupils. Advisers from the PRU, Inclusion and Attendance Service (PIAS) continue to work closely with schools to find alternatives to permanent exclusion within the constraints of the statutory processes and DfE guidance. Permanent exclusion remains the very last resort for the most serious incidents and where all school resources, multi-agency intervention and services to promote inclusion within the setting have been exhausted. A deep dive of the 20 permanent exclusions from primary schools is underway.

The number of first-time entrants to the Youth Justice System in Kent continues to rise with the September rolling 12-month figure at 279, now above the target of 270. The Ministry of Justice have announced (October 2022) an investment in preventative youth justice to drive down the national rates of first-time entrants. December 2022 to March 2023 is a mobilisation period, in which we will be agreeing with partners and the County Youth Justice Board how to implement the programme to enhance our effectiveness with children on the cusp of the youth justice system. This should see, in the longer term, the recent increases reversed.

Early Help

At the end of September 2022, 2,335 families were open to Early Help units, providing support for 4,957 children and young people under the age of 18. This is a 16% reduction in the number of families supported compared to the end of the previous Quarter (2,776 families in June 2022).

The performance measure for 'Percentage of Early Help cases closed with outcomes achieved that come back to Early Help / Social Work teams within 3 months' was 13.5% for the rolling 12 months to September 2022, just a 0.1% change from the previous Quarter, and continuing to achieve the target of below 15.0%.

Children's Social Care - Staffing and Caseloads

The number of open cases (including those for care leavers above the age of 18) was 12,180 at 30th September 2022, a decrease of 313 (2.5%) children and young people when compared to end of the previous Quarter (12,493).

There were 5,437 referrals to children's social care services in the Quarter, a decrease of 7.7% when compared to the previous Quarter (5,889) and an increase of 17.5% compared to Quarter 2, 2021 (4,629). The rate of re-referrals within 12 months for the 12 months to September 2022 was 20.9%, an improvement upon performance in the previous Quarter of 21.4% and continuing to achieve the target of below 25.0%. This compares to the England average of 21.4% for 2021/22.

The percentage of case-holding social worker posts held by permanent, qualified social workers employed by Kent County Council (75.8%) was similar to the previous Quarter (75.9% for June 2022). This equates to a reduction of 0.9 of a full-time equivalent post. The proportion of case-holding social work posts filled by agency staff was 18.0%, which is an increase from the end of Quarter 1 when it was 15.5%. The average caseload for Social Workers in Children's Social Work Teams decreased by an average of 3.8 cases in the Quarter, from 28.3 cases in June 2022 to 24.5 cases in September 2022, remaining outside of the target of no more than 18 cases.

Child Protection

On 30th September 2022 there were 1,415 children subject to a child protection plan, an increase of 73 (5.4%) from the end of the previous Quarter (1,342). The rate per 10,000 children (aged 0-17) was 40.8, which remains below the last published rate for England of 42.1, at 31st March 2022. The percentage of children who were subject to a Child Protection Plan for a second or subsequent time increased from 21.6% in June 2022 to 22.2% in September 2022, continuing to remain within the target range of between 17.5% and 22.5%. This compares to an average for England of 23.3% (March 2022).

Children in Care

The number of citizen children in care increased by 52 (3.6%) in the Quarter, to 1,497. The number of unaccompanied asylum seeker children (UASC) in care decreased by 4 in the Quarter to 399, some of which will be awaiting transfer under the National Transfer Scheme. The number of children in care placed in Kent by other local authorities (OLA) decreased by 18 in the Quarter to 1,233.

Status	Dec 21	Mar 22	Jun 22	Sep 22
Citizen	1,380	1,403	1,445	1,497
UASC	361	362	403	399
Total	1,741	1,765	1,848	1,896
Gender				
Male	1,105	1,114	1,199	1218
Female	633	648	647	675
Non-binary	3	3	2	3
Age Group				
0 to 4	226	232	243	267
5 to 9	185	194	215	210
10 to 15	669	714	723	703
16 to 17	661	625	667	716
Ethnicity				
White	1,215	1,228	1,264	1,362
Mixed	94	103	104	109
Asian	60	54	45	39
Black	44	43	56	75
Other	328	337	379	311

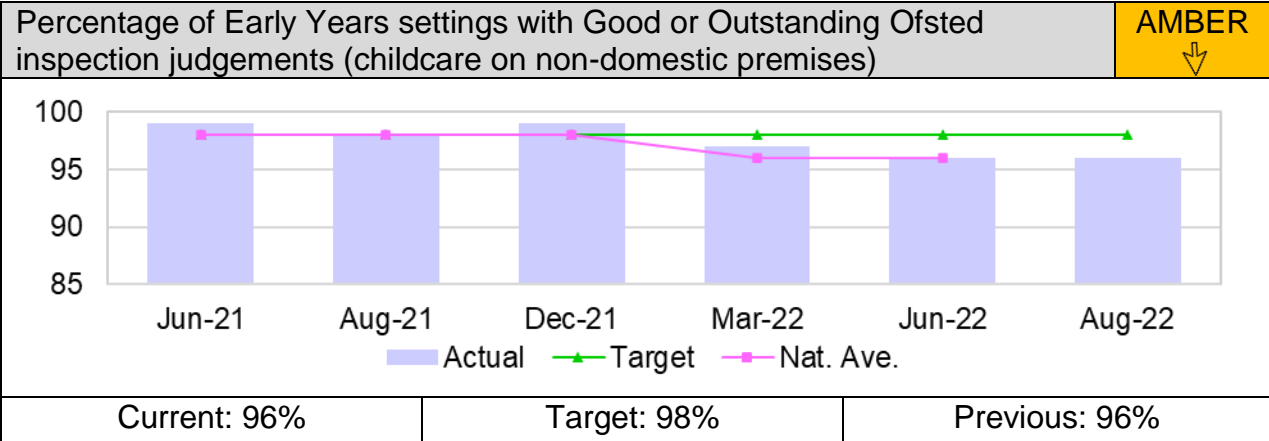
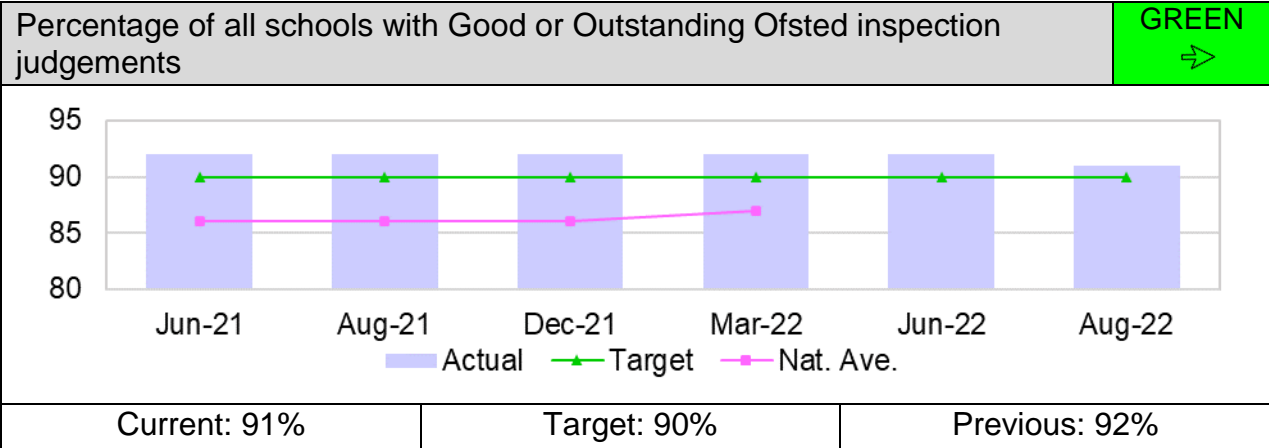
The percentage of Kent’s children placed in KCC in-house foster care or with family/friends reduced by 0.6 percentage points in the Quarter, from 75.4% at the end of June 2022 to 74.8% at the end of September 2022. This remains below the target of 85.0% and has now dropped below the floor standard of 75.0%. This is due to the increase in the number of children coming into care, and a reduction in the availability of in-house foster placements.

For children who were adopted in the last 12 months the average number of days between coming into care and moving in with their adoptive family continues to outperform the nationally set target of 426 days. The average number of days for Kent’s children at the end of September 2022 was 368 days, which is an improvement of the average of 426 days at the end of the previous Quarter.

Care Leavers

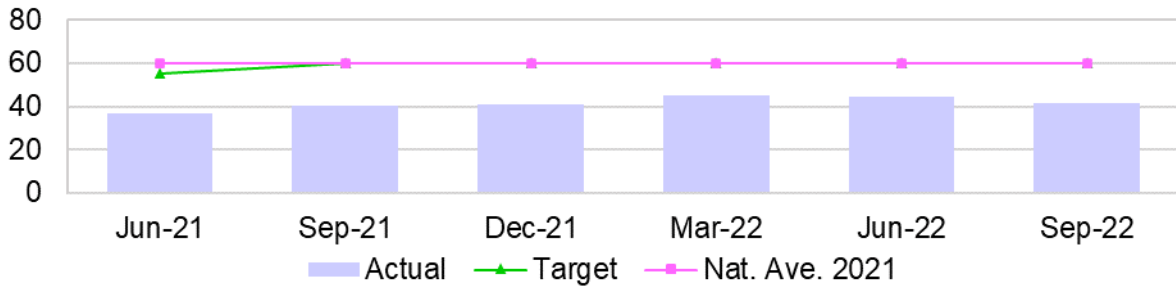
The number of care leavers at the end of September 2022 was 2,070 which is a reduction of 5 from the previous Quarter (2,075 in June 2022). Of these 2,070 care leavers, 1,002 (48%) were citizen care leavers and 1,068 (52%) were unaccompanied asylum-seeking young people. The percentage of care leavers in education, employment or training has improved during the Quarter, from 60.5% in June 2022 to 62.4% in September 2022, just below the target of 65.0%.

Key Performance Indicators



Percentage of Education, Health and Care Plans (EHCPs) issued within 20 weeks – rolling 12 months

RED
⇒



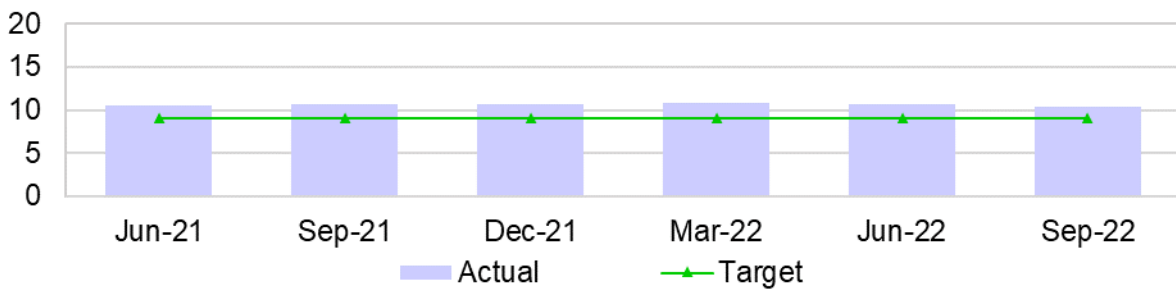
Current: 41%

Target: 60%

Previous: 45%

Percentage of pupils (with EHCP's) being placed in independent or out of county special schools

AMBER
⇒



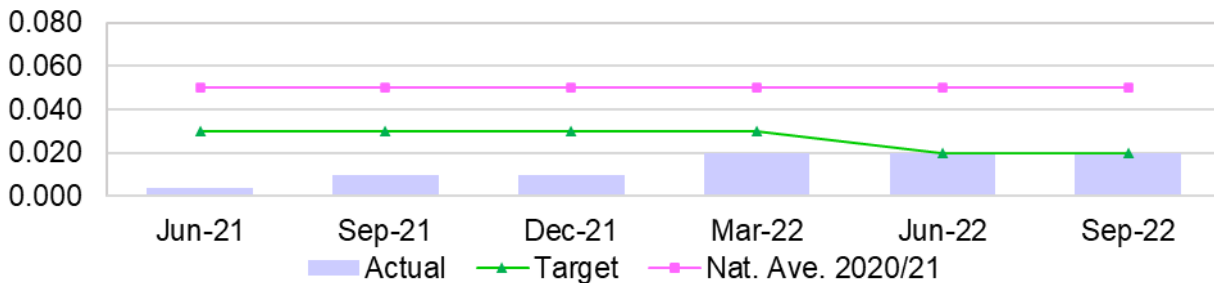
Current: 10.4%

Target: 9.0%

Previous: 10.6%

Percentage of pupils permanently excluded from school – rolling 12 months

GREEN
⇩



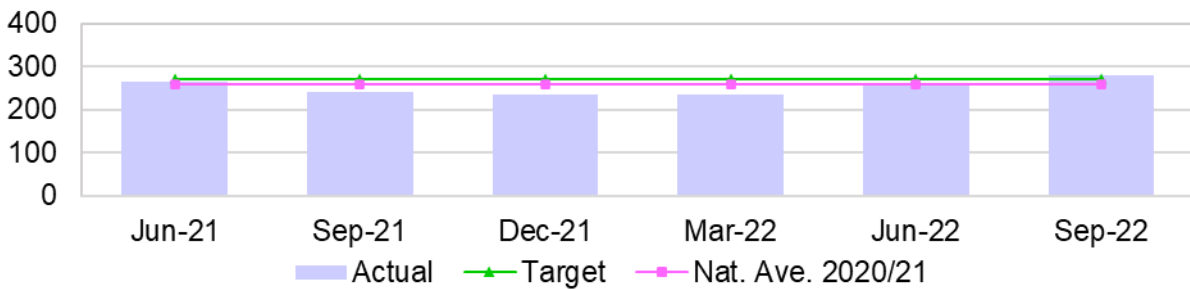
Current: 0.02%

Target: 0.02%

Previous: 0.02%

Number of first-time entrants to youth justice system – rolling 12 months

AMBER
⇒



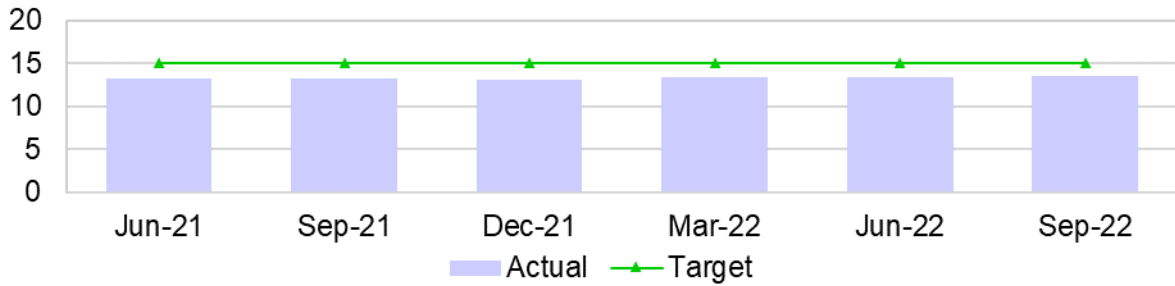
Current: 279

Target: 270

Previous: 256

Percentage of Early Help cases closed with outcomes achieved that come back to Early Help / Social Work teams within 3 months

GREEN



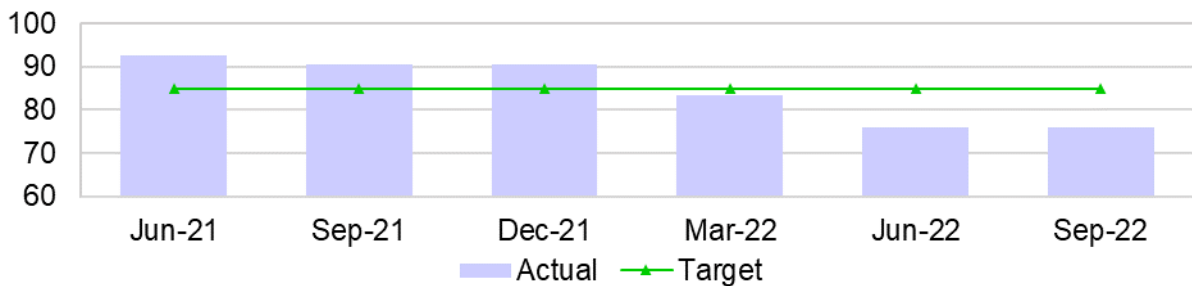
Current: 13.5%

Target: 15%

Previous: 13.4%

Percentage of case holding posts filled by permanent qualified social workers

AMBER



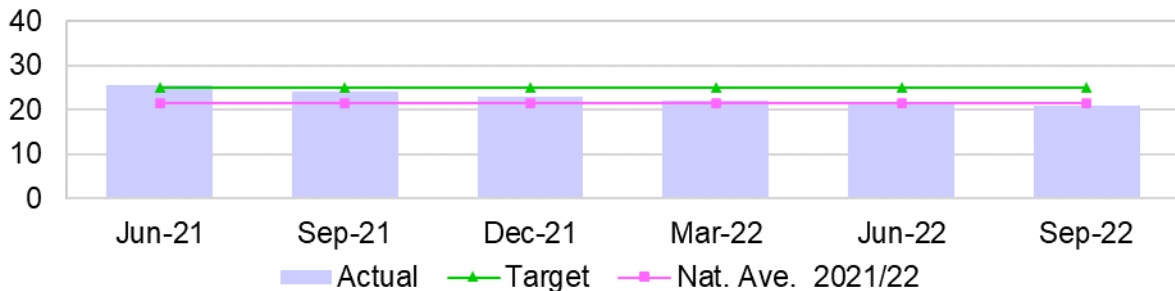
Current: 75.8%

Target: 85.0%

Previous: 75.9%

Percentage of children's social care referrals that were repeat referrals within 12 months

GREEN



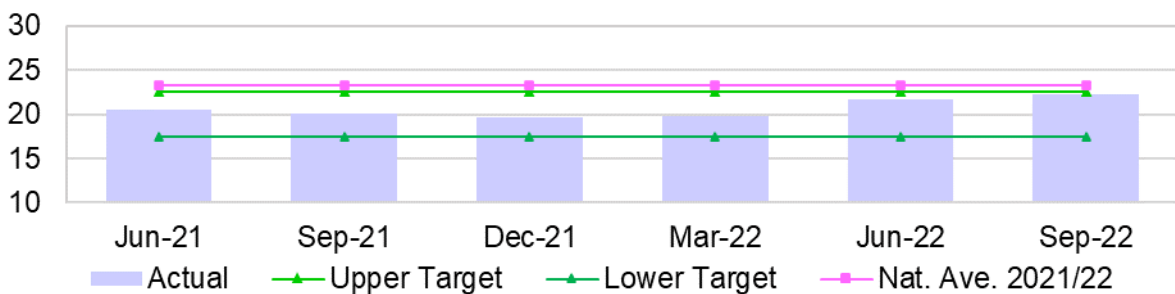
Current: 20.9%

Target: 25.0%

Previous: 21.4%

Percentage of child protection plans that were repeat plans

GREEN



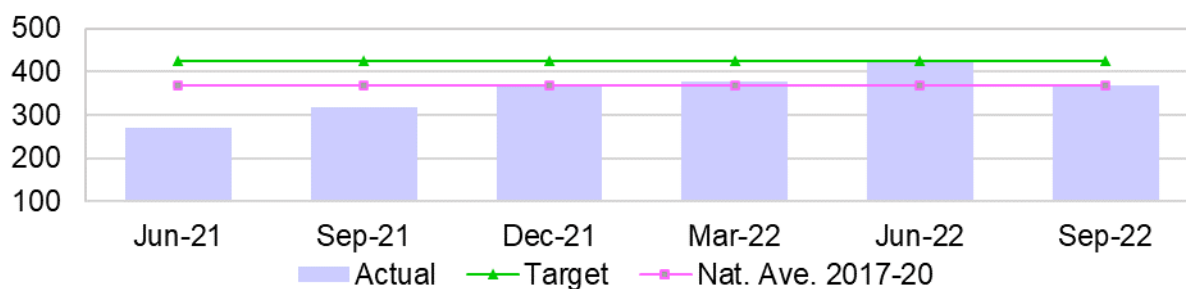
Current: 22.2%

Target: 17.5% - 22.5%

Previous: 21.6%

Average number of days between becoming a child in care and moving in with an adoptive family

GREEN



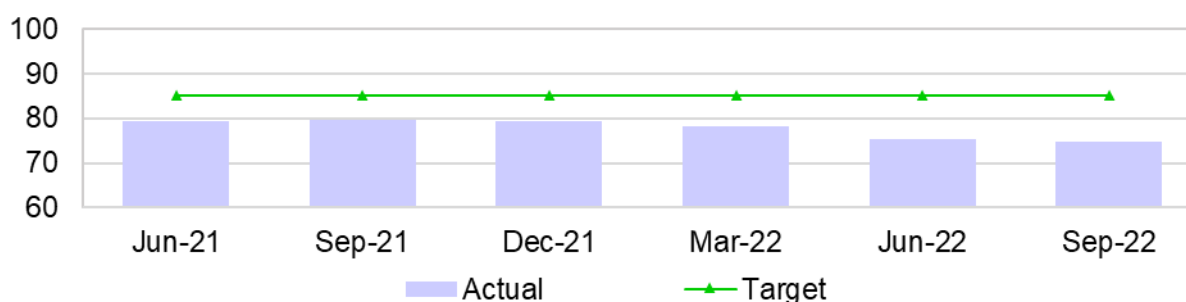
Current: 367.9

Target: 426

Previous: 426.2

Percentage foster care placements which are in-house or with relatives and friends (excluding UASC)

RED



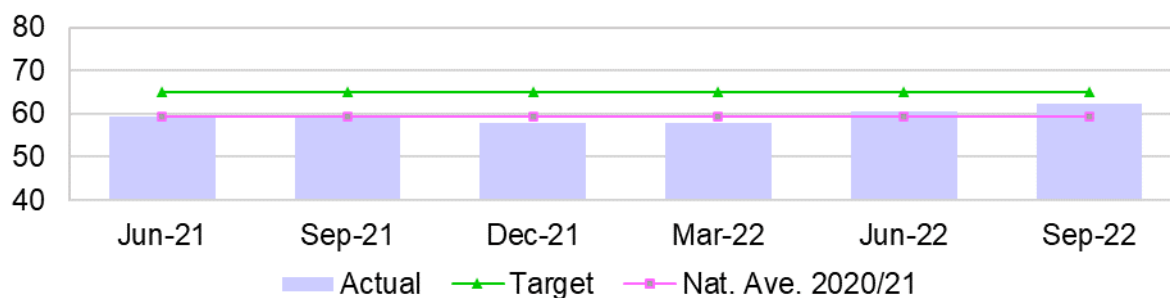
Current: 74.8%

Target: 85.0%

Previous: 75.4%

Percentage of care leavers in education, employment or training (of those KCC is in touch with)

AMBER



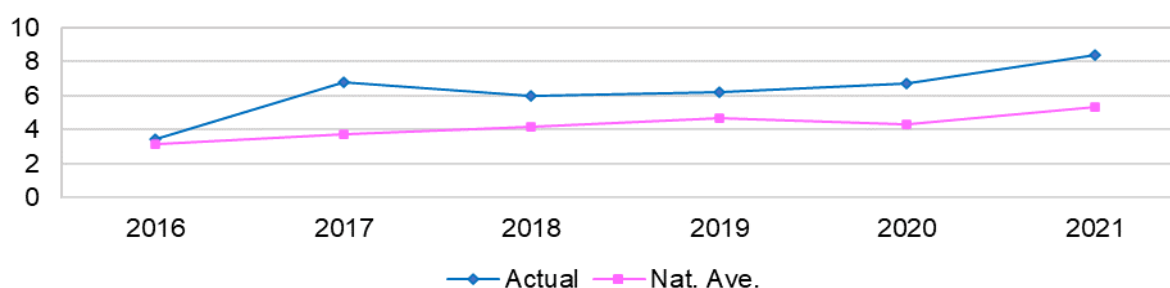
Current: 62.4%

Target: 65.0%

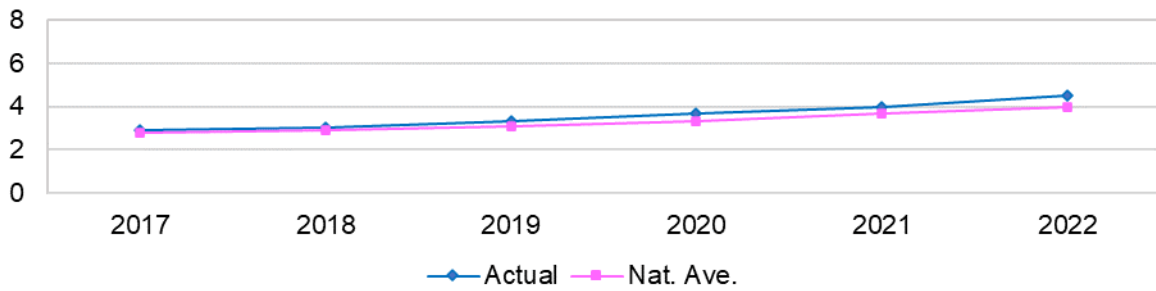
Previous: 60.5%

Activity indicators

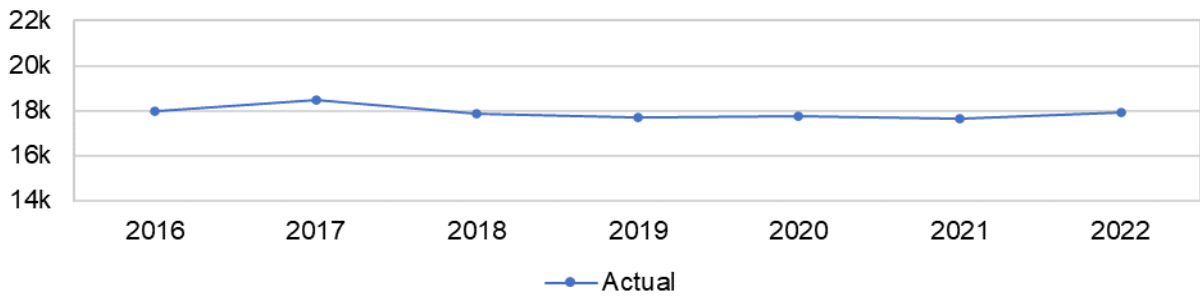
Number of initial requests for statutory assessment (for an EHC plan) per 1,000 population



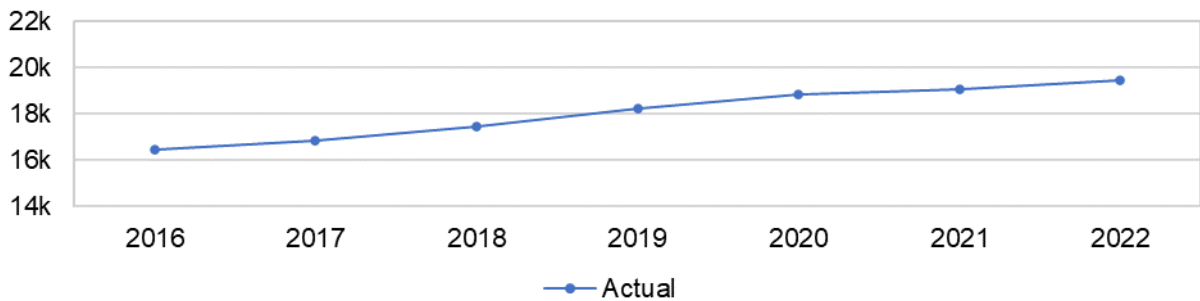
Percentage of pupils with an EHCP



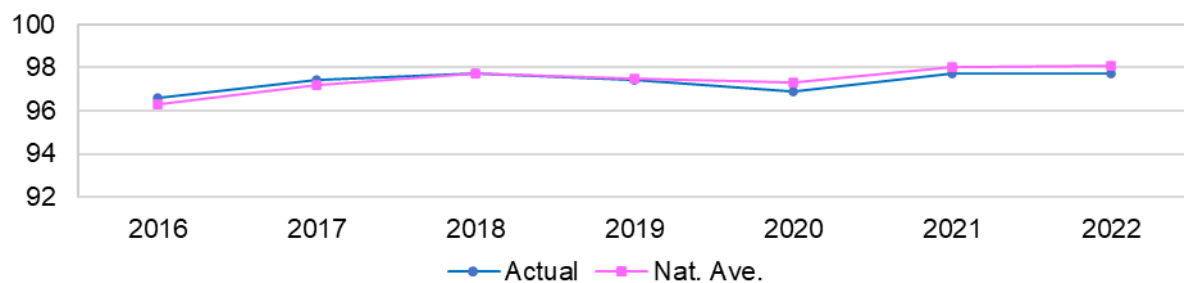
Number of pupils in Reception year (Kent state funded schools)



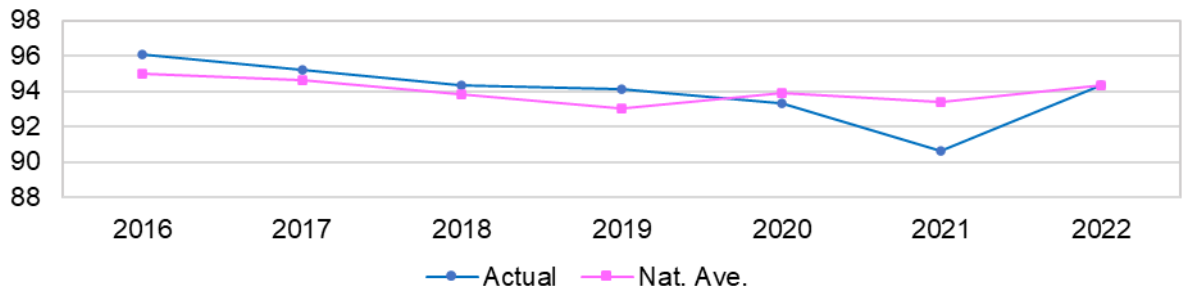
Number of pupils in Year 7 (Kent state funded schools)



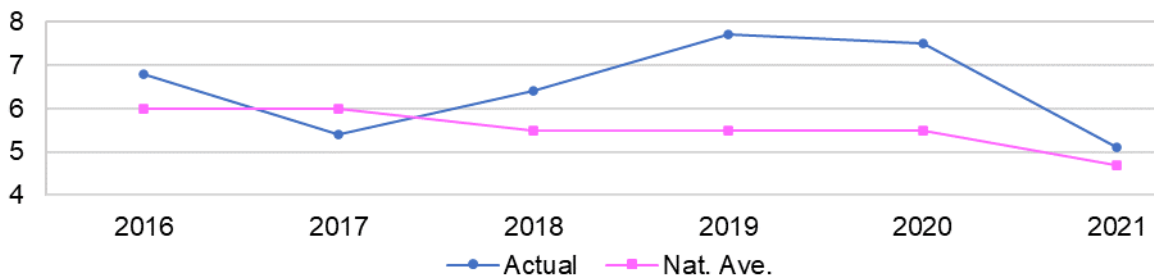
Percentage of Primary school applicants offered one of top three preferences



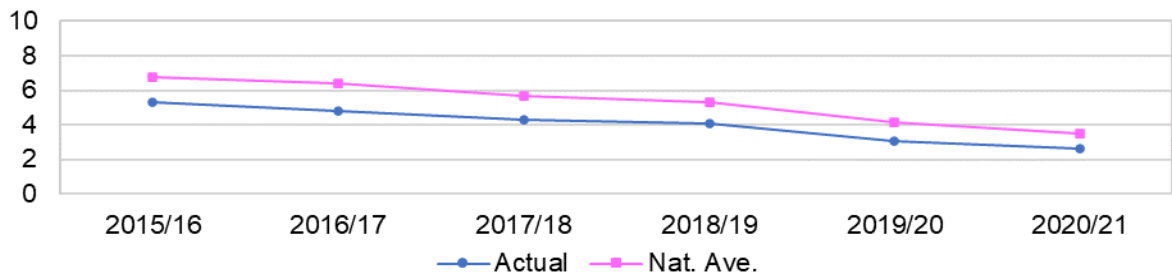
Percentage of Secondary school applicants offered one of top three preferences



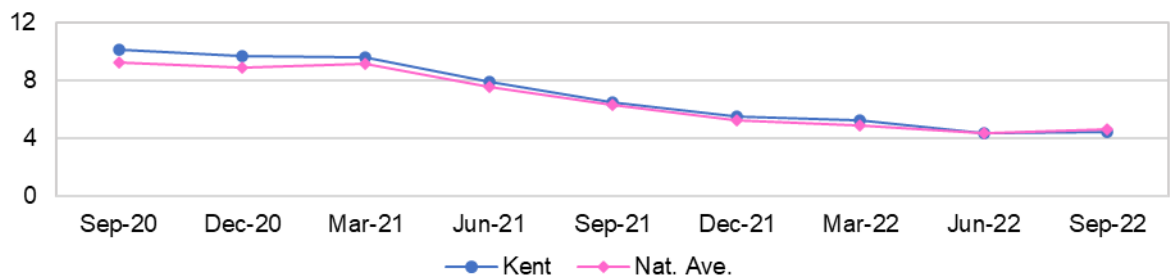
Percentage of 16-17 years olds Not in Education, Employment or Training (NEETs) or whose activity is Not Known



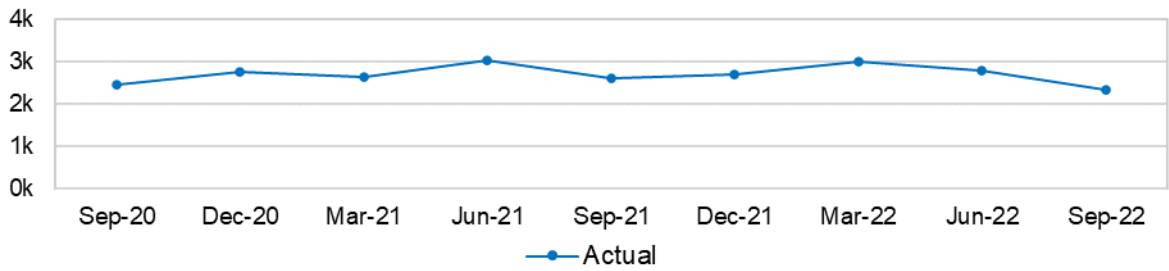
Percentage of 16-18 year olds who start an apprenticeship



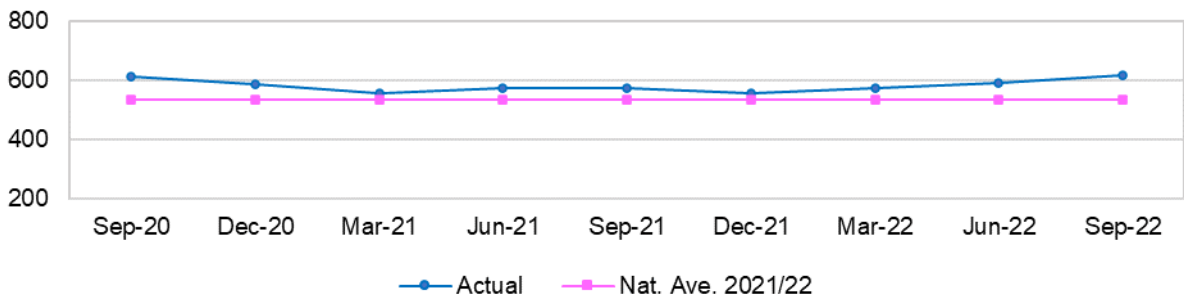
Percentage of 18-24 year olds claiming Universal Credit



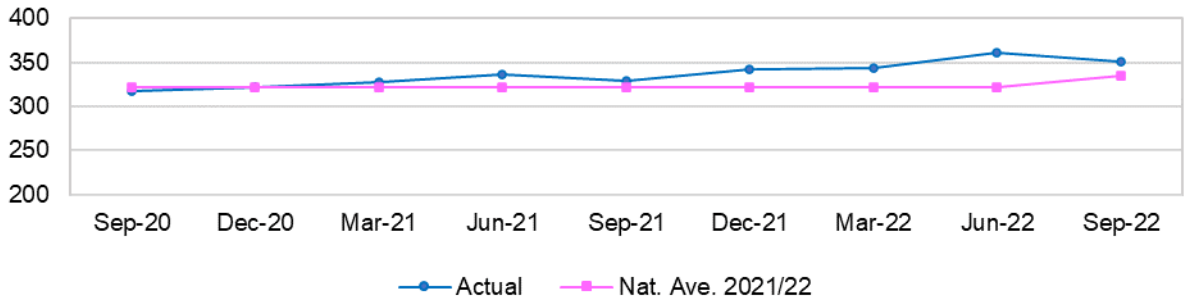
Number of open Early Help cases managed by Units



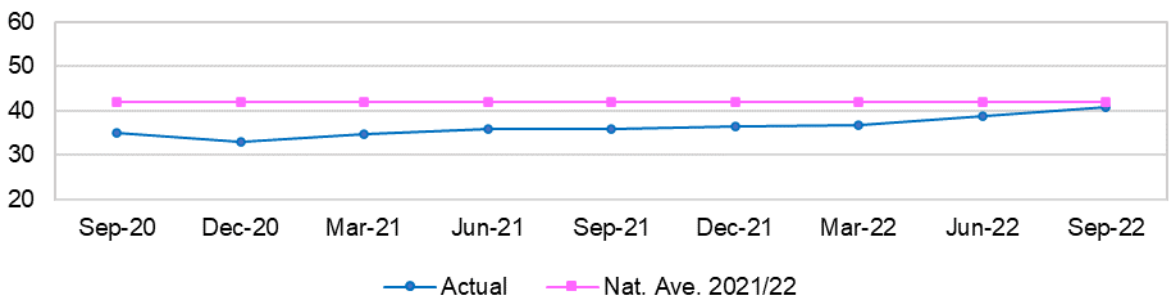
Rate of CSW referrals per 10,000 population aged under 18 – rolling 12 months



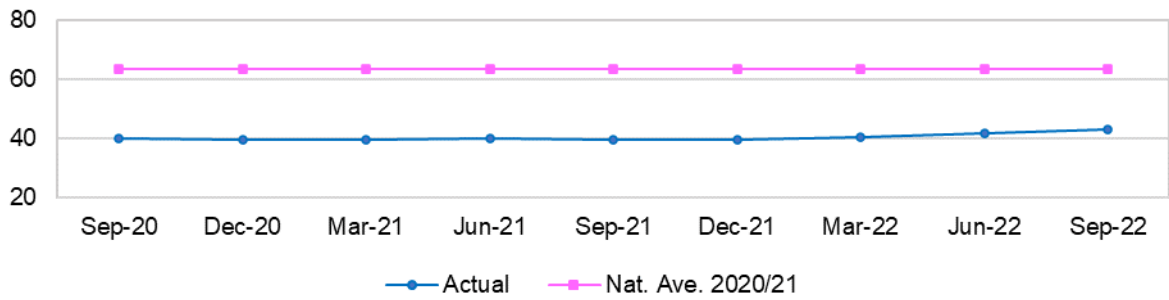
CSW caseload per 10,000 child population – snapshot at Quarter end



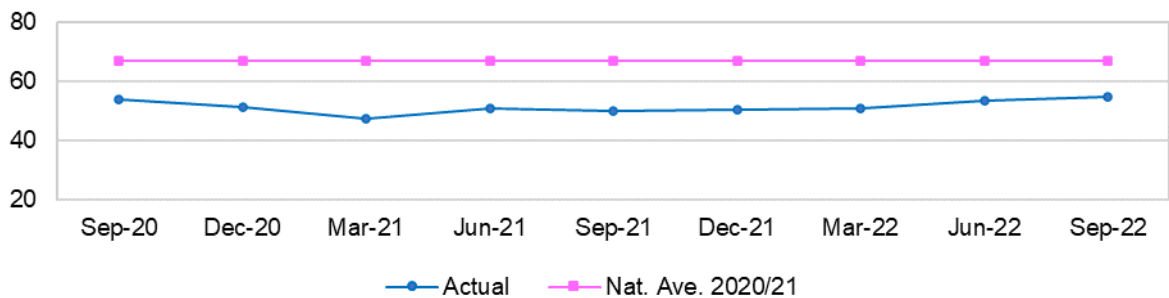
Rate of children with Child Protection Plans per 10,000 child population – snapshot at Quarter end



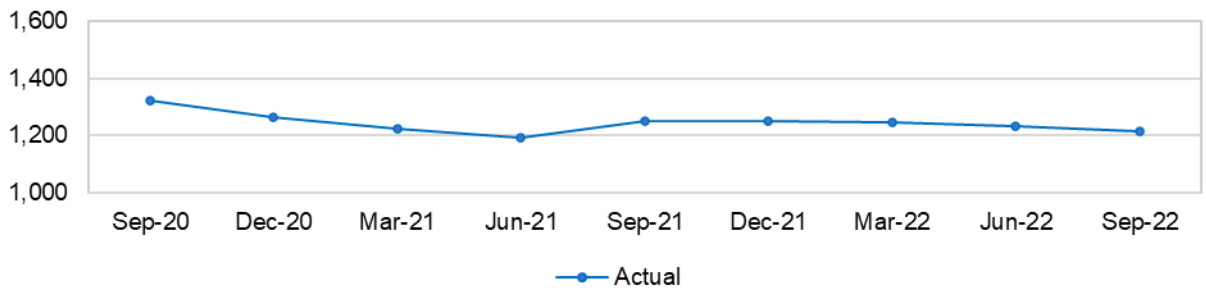
Rate of Children in Care (excluding UASC) per 10,000 child population – snapshot at Quarter end



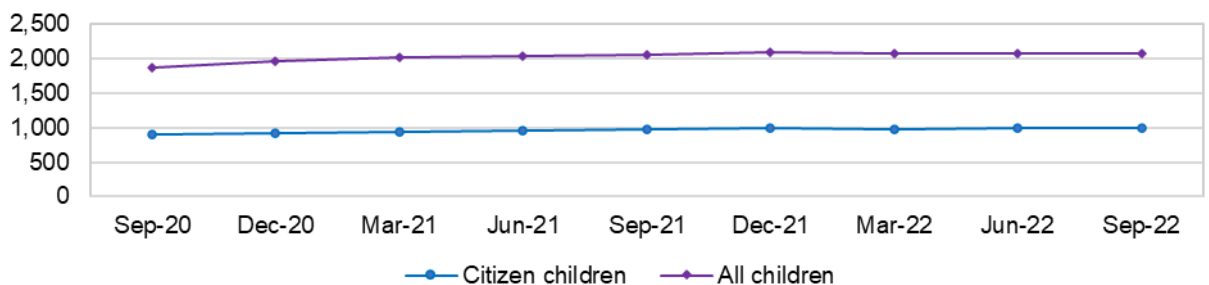
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at Quarter end



Number of other local authority children in care placed into Kent – snapshot at Quarter end



Number of care leavers as at Quarter end



Adult Social Care & Health						
Cabinet Member	Clair Bell					
Corporate Director	Richard Smith					
KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
	2	3	1		6	

Adult Social Care and Health (ASCH) saw a small increase in the number of people making contact in Quarter 2, at 21,852. ASCH are further building on a prevention approach to the front door, by developing the digital front door offer to enable people to manage their own care needs where possible. This work includes redesigning digital platforms to ensure people get the appropriate support in a timely fashion, and recruitment of digital technology workers. ASCH continues to ensure people have an effective and appropriate contact resolution, maintaining the KPI of only 9% making contact again within 3 months where the first contact was resolved with advice and information.

There was an increase in the number of new Care Needs Assessments (CNA) scheduled to be undertaken in Quarter 2, increasing by 4% from 4,725 to 4,926, and ASCH ended Quarter 2 with 2,777 to be completed. Over 4,700 CNAs were completed in Quarter 2, and this includes both those new CNAs as well as those which were incoming from previous quarters. Of the incoming CNAs in Quarter 1, 75% were completed within 28 days, which is below the target of 90% and floor standard of 80% (RAG Rated Red).

The time taken to complete a CNA is dependent on the person and their needs, however most CNAs can be completed within 28 days (Care Act compliance is that they are timely). ASCH continues to prioritise completing CNAs as part of its Performance Assurance Framework with new targets having been established that are individualised to each ASCH area and focus on completing those that have been open the longest whilst ensuring new CNAs are completed in a timely manner. Work to these targets commenced in November 2022.

Quarter 2 saw a 6% increase in the number of Carer's Assessments being delivered compared with Quarter 1; continuing an upward trend, with 1,166 assessments delivered by the commissioned Carers Organisations, who work with Carers on ASCH's behalf.

Where eligible for support, people receive a Care and Support Plan which details how a person will be supported and the services they may receive. ASCH had 16,667 people with an active Care and Support Plan at the end of Quarter 2. Not everyone will go on to need a support package (for example Residential care, Homecare, Supported Living) and ASCH had seen decreasing numbers of new support packages being arranged each quarter, but there has been a slight increase for Quarter 2. The majority of new packages are for Care and Support in the Home (CSiH). Whilst the numbers of new packages have decreased overall, the average weekly cost of the newly arranged packages has been increasing, indicating a rise in the cost of care and/or increases in the complexity of needs, both of which are being investigated.

When people have a Care and Support Plan in place and are receiving support from ASCH, they receive an initial 8-week review and then an Annual Review 12 months later. The number of people requiring an annual review on the last day of Quarter 2 was 4,945. Work on completing Annual Reviews is also being prioritised as part of the ASCH Performance Assurance process, with individualised ASCH area targets to increase the number of reviews completed having been set, and are being managed at an area team level, with a focus on those most overdue; examples of best practice are being shared amongst teams.

Where people need short-term enablement services, ASCH have the Kent Enablement at Home service (KEaH) which aims to keep people independent and in their home. In Quarter 2 there were over 1,500 people actively receiving this support. To address pressures both within the service and those in the wider social care market, KEaH is re-running a recruitment campaign which increased capacity earlier this year.

Some people require residential or nursing care on a short-term basis (either while their longer-term needs or circumstances are assessed, or to provide respite) and ASCH have continued to see increasing numbers of people in short term beds since the start of the pandemic, with over 1,400 people supported in this way in Quarter 2. Carer respite includes the use of short-term beds and continues to account for over 400 people this Quarter, equating to 31% of service activity.

As well as seeing more people in short term beds, ASCH are seeing people staying for longer, and this in turn is increasing the number, and rate, of people being admitted to long term residential or nursing care as their short-term stay turns to long term. It has also decreased the proportion of older people who were still at home 91 days after hospital discharge having had reablement services. Assessing those who have been referred to a short-term bed is being treated as a priority to ensure individuals receive the support required to limit their need to remain in these temporary arrangements. ASCH work in partnership with acute colleagues and commissioning to find solutions including winter pressures planning.

Long Term Support is provided either through community or residential/nursing care. ASCH have nearly 12,000 people in long term community services each quarter, which include people with Direct Payments, as well as those supported through Day Care, Supported Living and Homecare. A key priority for ASCH is to enable people to remain independent and in their own homes with clear personal choice of their support. Direct Payments are nationally recognised as an effective way of delivering these aims and for Quarter 2 this measure remains at 24%, where it has been for some time, and is RAG Rated Amber.

The numbers of people accessing support who have a Mental Health need continues to increase, with signs of a plateau in the figures earlier this year no longer holding; there were 1,263 people being supported by ASCH with a Mental Health need in Quarter 2. Supporting Independence Services/Supported Living remains the most prevalent service provision, and there was a small increase in the number of people with a Mental Health need receiving Care and Support in the Home in Quarter 2.

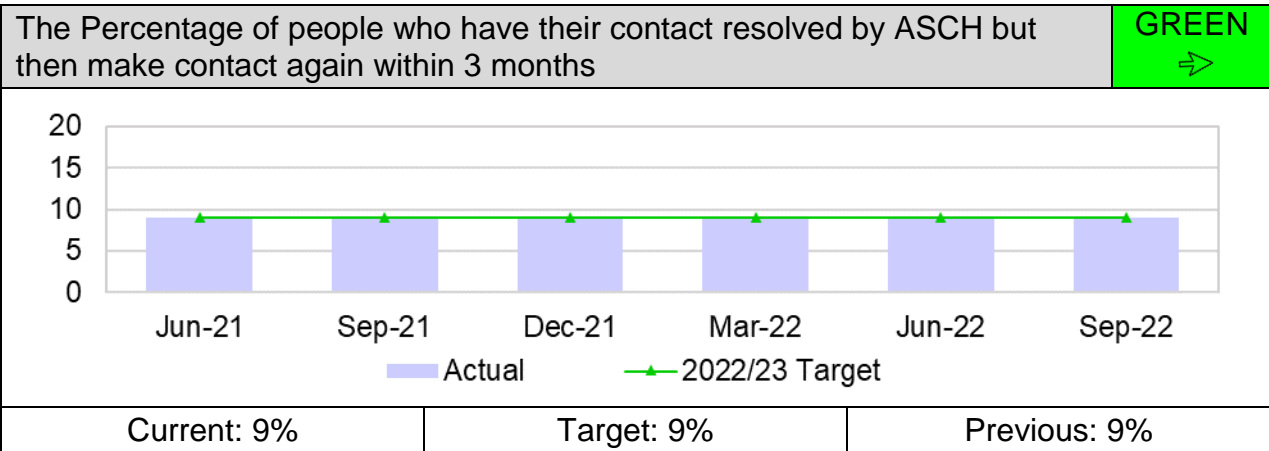
The KPI which reports on the percentage of people in residential or nursing care with a CQC rating of Good or Outstanding decreased to 80% in Quarter 2 (RAG Rated Green). Where providers are rated as Inadequate or Poor, Locality Commissioners provide advice and support to ensure that effective action plans are in place that respond to identified concerns and/or CQC findings and monitor these action plans as required. Where necessary contract suspensions are put in place to prevent further placements whilst improvements are being made, currently 14 care homes.

ASCH report two KPIs that are national Better Care Fund measures as well as being important measures for Adult Social Care nationally. For those people aged 65 and over, who are still at home 91 days after discharge from hospital, having received enablement, ASCH moved to below the target of 82% in Quarter 1 (RAG Rated Amber). This decrease correlates with the increases in those in short term residential or nursing beds and remaining in them for longer than 6 weeks. The second measure, the rate per 100,000 of people receiving long term support, aged 65 and over, by admission to residential and nursing care homes was also affected by the increases of people moving from short term to long term beds, and in Quarter 1 was above the target and RAG Rated Amber.

The number of Deprivation of Liberty Safeguards (DoLS) applications received in Quarter 2 decreased to 2,172 and follows an expected seasonal trend; Quarter 2 receives the lowest volume annually, with Quarter 3 and 4 expected to return to higher numbers, continuing an overall upward trend. There was a decrease in the number of applications completed, with 1,987 in Quarter 2 from 2,040 in Quarter 1. The number of completed applications vary Quarter on Quarter and is influenced by the capacity of the team and the volumes of urgent applications, Quarter 2 saw a higher proportion of urgent applications, which accounted for 84%, up from 78% in the previous quarter.

ASCH had 1,170 Safeguarding Enquiries open on the last day of Quarter 2, which is an increase of 12% on the previous quarter. The Safeguarding Teams had worked on over 2,500 active enquiries during the quarter and saw an increase of 5% in the numbers of Safeguarding enquiries started.

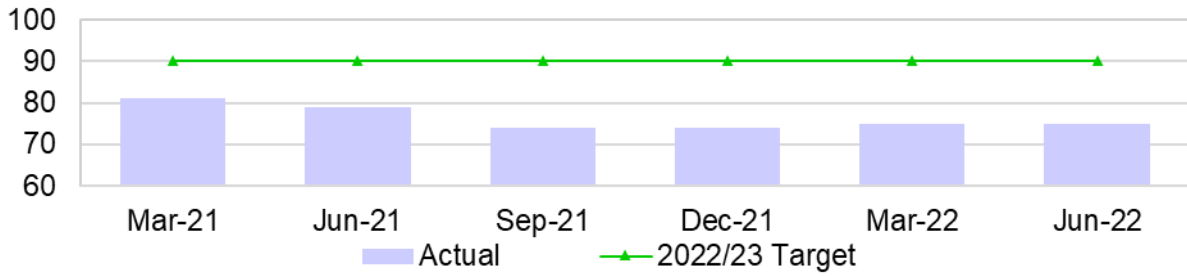
Key Performance Indicators



New Indicator in 2022/23 – target line for previous periods shown for comparison only

Proportion of new Care Needs Assessments delivered within 28 days
(reported one Quarter in arrears)

RED



Current: 75%

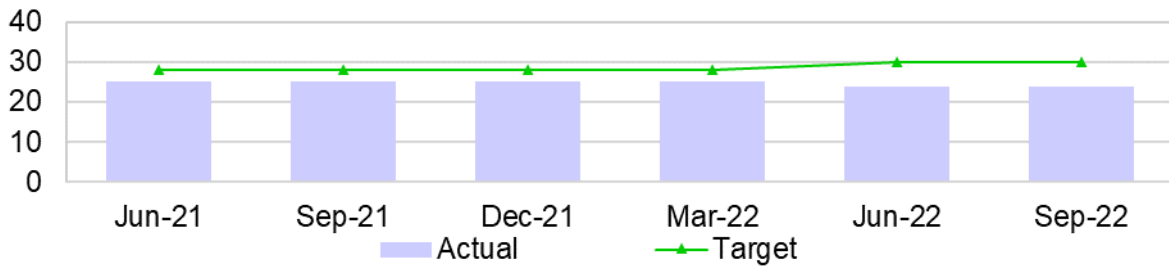
Target: 90%

Previous: 75%

New Indicator – target line for previous periods shown for comparison only. KPI Reported one quarter in arrears

Proportion of people receiving a long-term community service who receive
Direct Payments

AMBER



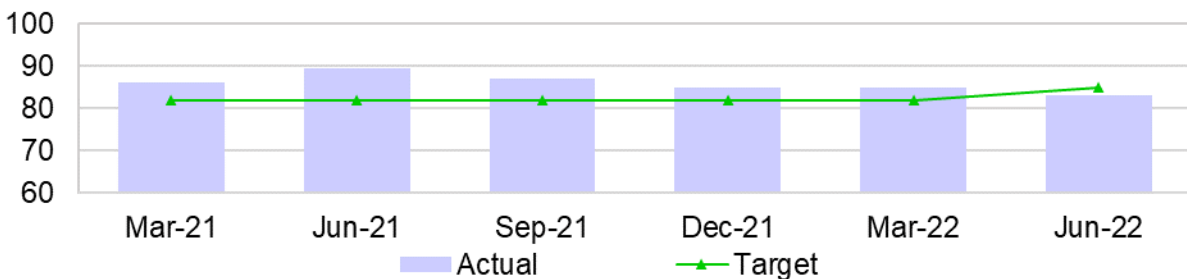
Current: 24%

Target: 30%

Previous: 24%

Proportion of older people (65+) who were still at home 91 days after
discharge from hospital into reablement / rehabilitation services

AMBER



Current: 83%

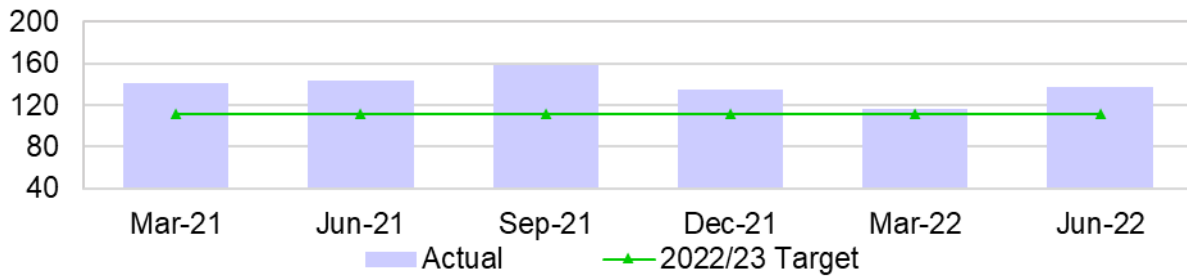
Target: 85%

Previous: 85%

Reported one quarter in arrears

Long Term support needs of older people (65 and over) met by admission to residential and nursing care homes, per 100,000 (Better Care Fund)

AMBER
⇒



Current: 138

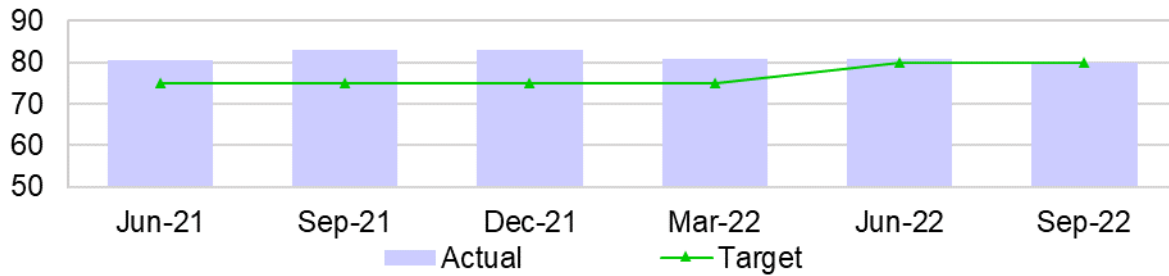
Target: 111

Previous: 117

New Indicator – target line for previous periods shown for comparison only. KPI Reported one quarter in arrears

Percentage of KCC supported people in residential or nursing care where the CQC rating is Good or Outstanding

GREEN
⇒



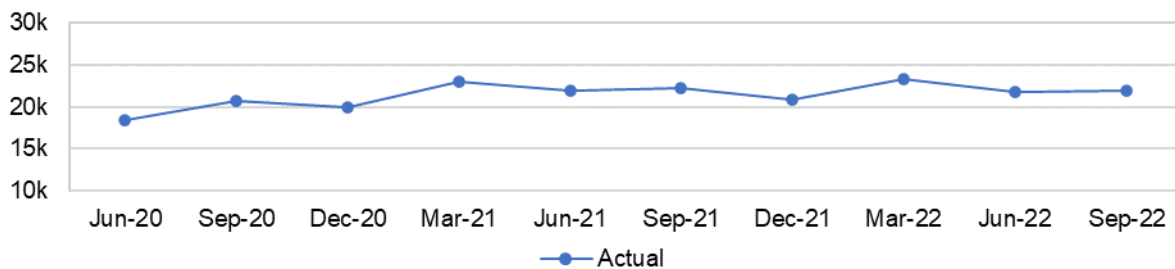
Current: 80%

Target: 80%

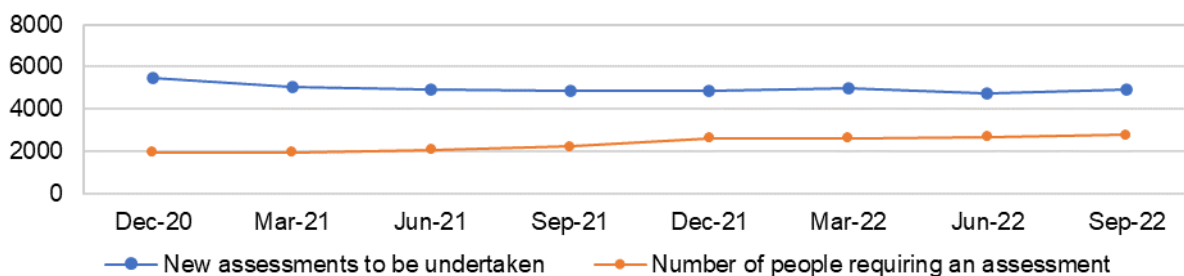
Previous: 81%

Activity indicators

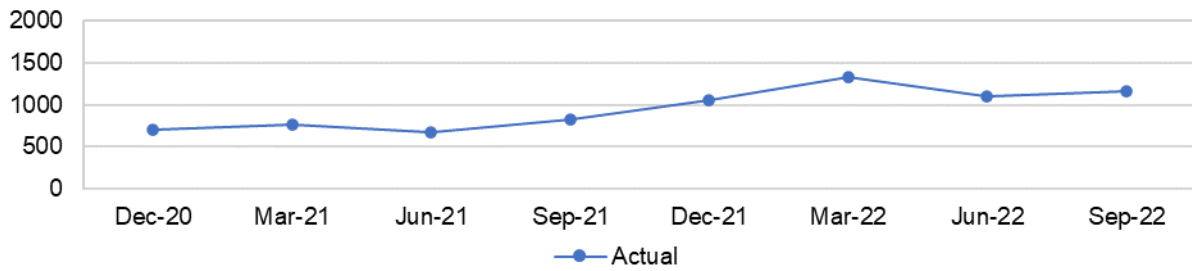
Number of people making contact with ASCH



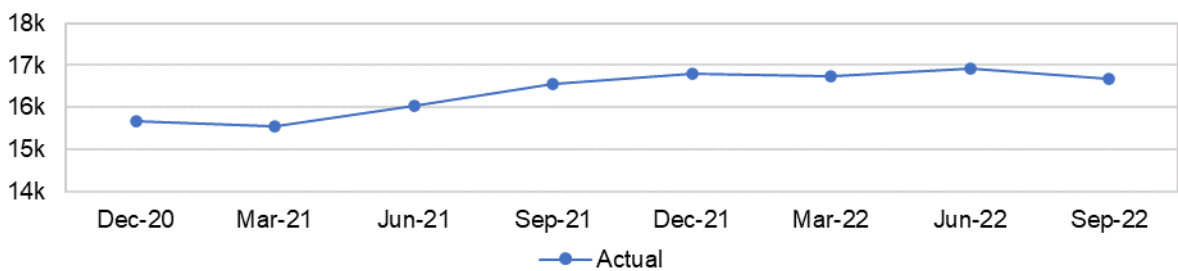
Number of new Care Needs Assessments to be undertaken and the number of people requiring a Care needs Assessment on the last day of the quarter



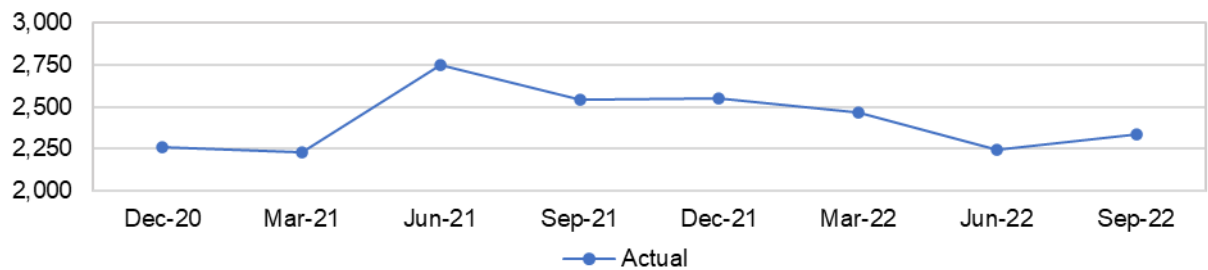
Number of new Carers assessments delivered



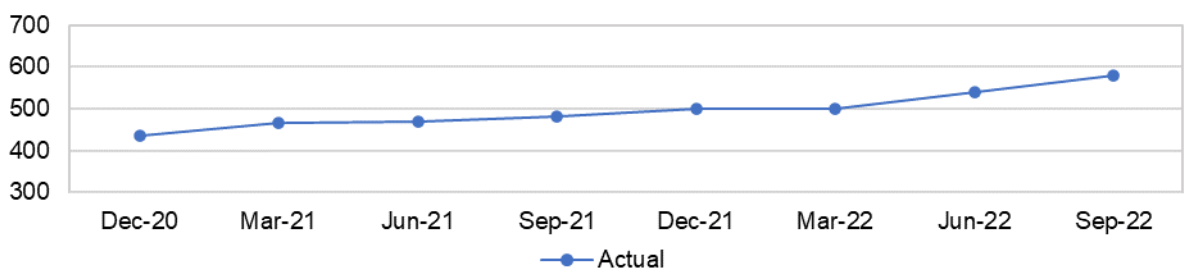
Number of people with an active Care & Support Plan at the end of the Quarter



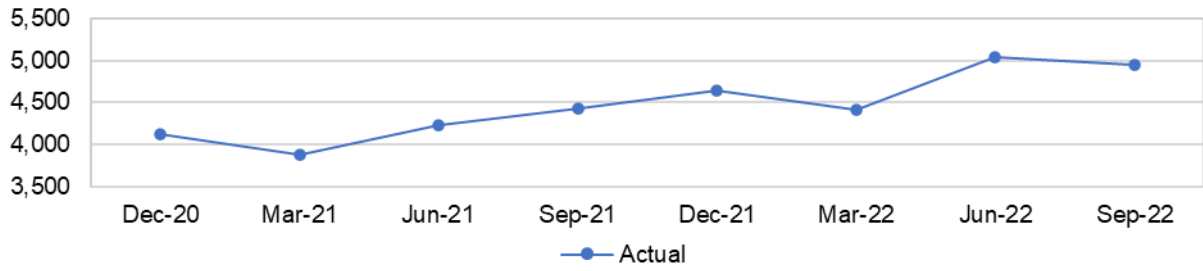
Number of new support packages being arranged for people in the Quarter



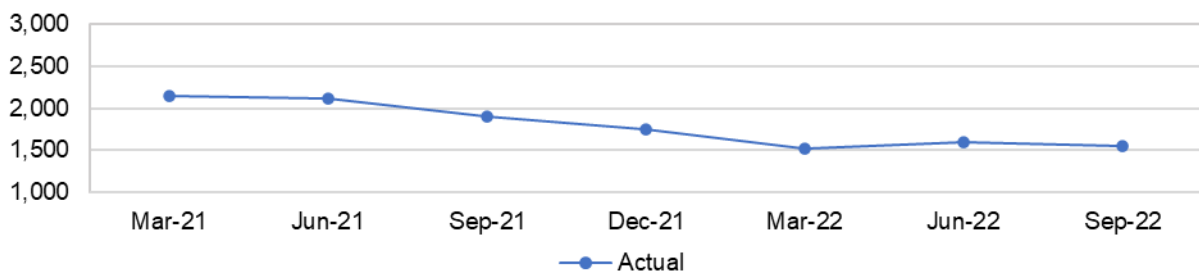
Average cost (£s per week) of new support packages arranged for people in the Quarter



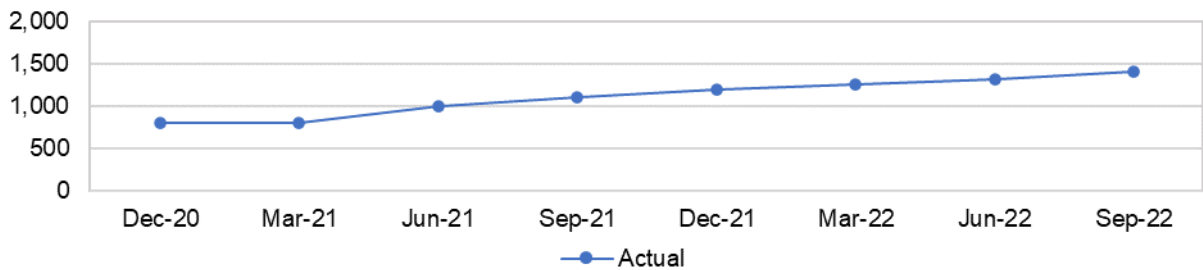
Number of people requiring an annual review to be completed on the last day of the Quarter



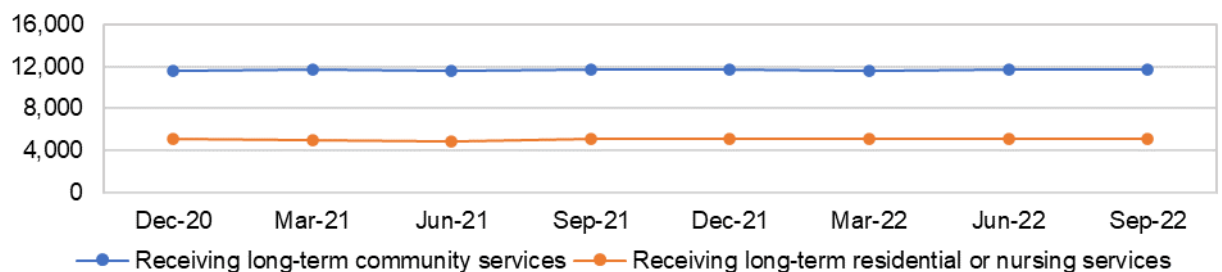
Number of people in Kent Enablement at Home (KeaH)



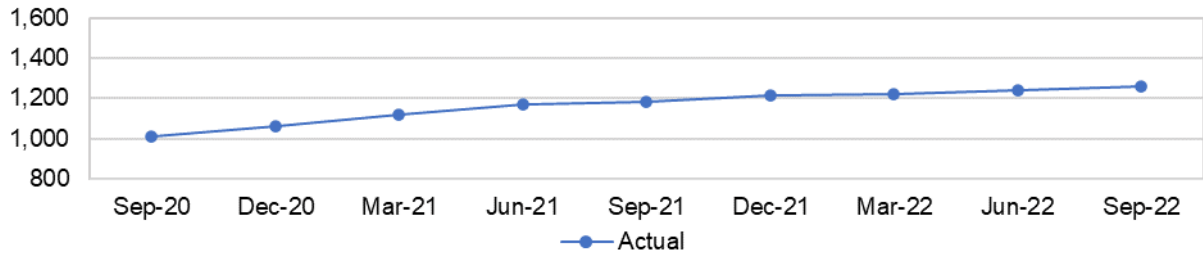
Number of people in Short Term Beds during the Quarter



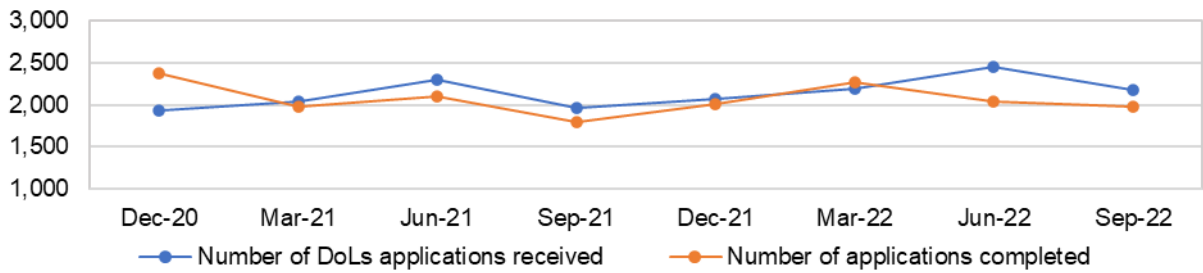
Number of people in Long Term Services



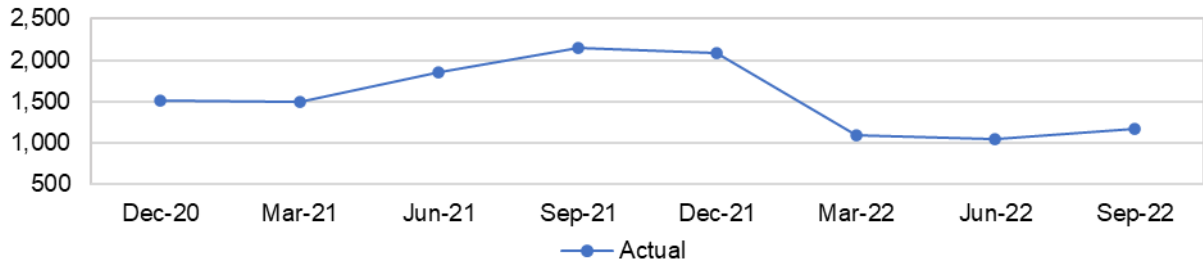
Number of People accessing ASCH Services who have a Mental Health Need



Number of DoLS applications received and completed



Number of safeguarding enquiries open on the last day of the Quarter



Public Health	
Cabinet Member	Clair Bell
Director	Anjan Ghosh

KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
	3	2	0	1	3	1

The number of eligible people receiving an NHS Health Check (12-month rolling) is below the target of 23,844, however it remains on an upward trend. In Quarter 2, 2022/23, there were 5,610 checks delivered representing a 25% increase compared to Quarter 2, 2021/22, demonstrating the continued growth of activity. In the current Quarter there were 24,229 1st invites issued, the highest number since before the pandemic. The NHS Health Check programme continues to focus on building activity to pre-pandemic levels. KCC and the provider are working to increase GP participation with efforts ongoing to bolster the capacity of the provider core team due to the number of non-providing GPs rising to 9.

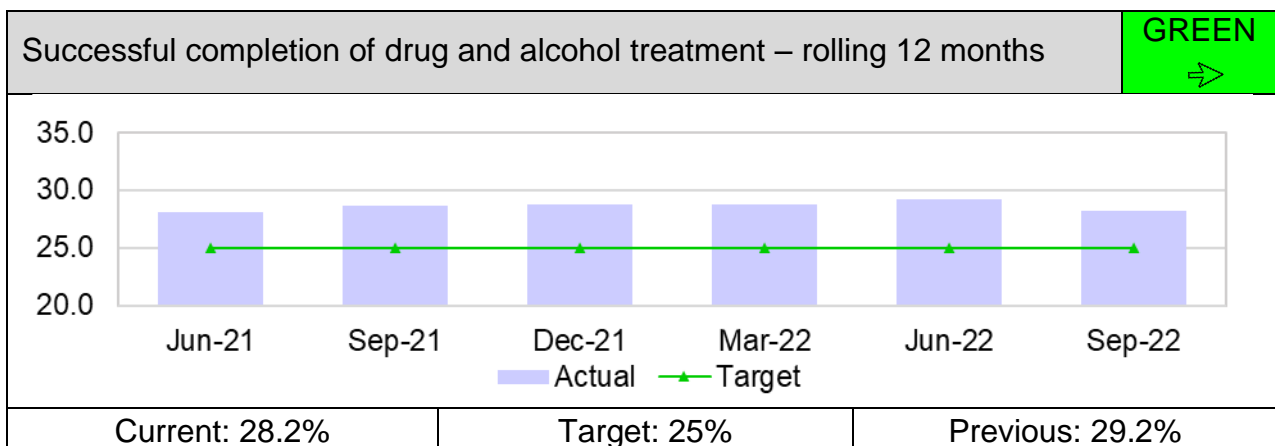
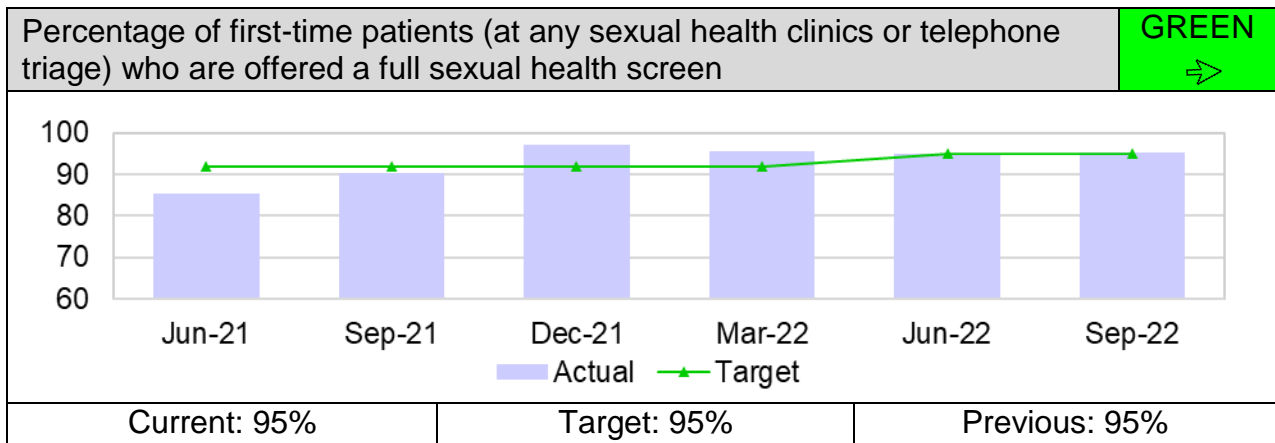
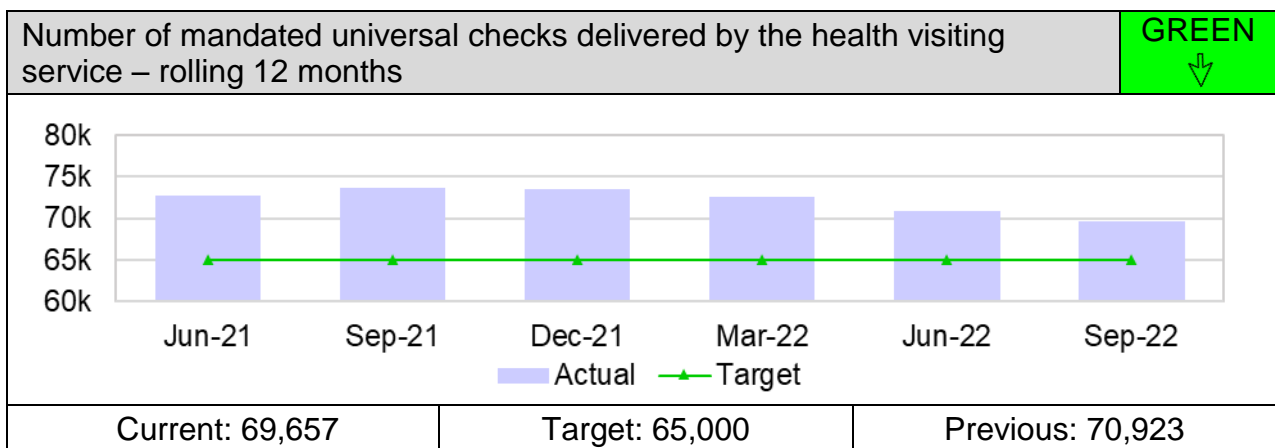
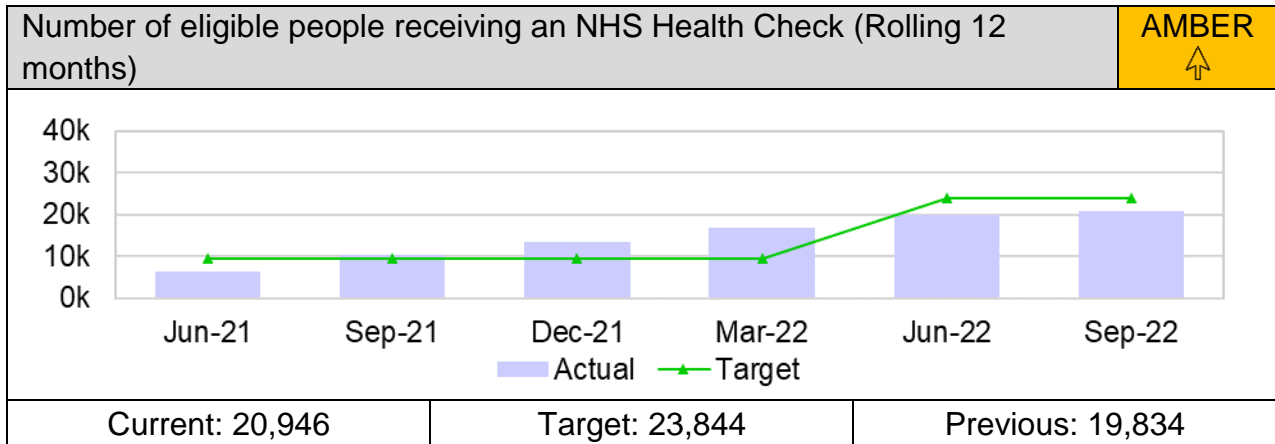
In Quarter 2, 2022/23, the Health Visiting Service delivered 17,454 mandated universal contacts. The service remains on track to meet the annual target of 65,000 mandated universal contacts. All five mandated contacts met or exceeded target. There was a slight increase in the number of Do Not Attend (DNAs) reported in September. The provider is obtaining feedback from service users to help improve the uptake of the review and reduce DNAs. Face-to-face delivery continues to steadily increase, now making up 62.6% of visits and up from 58.7% in the final Quarter of 2021/22. In addition to mandated contacts, 13,061 calls were received by the health visiting duty line in Quarter 2, showing further demand on the service. Despite challenging workforce circumstances, with national and local shortfalls in health visitors, Kent's Health Visiting Service performance remains above target

The Sexual Health Service continued to achieve the increased target of 95% for the percentage of first-time patients being offered a full sexual health screen during Quarter 2. This is despite the ongoing strain placed upon the service by the Monkeypox outbreak. Service users, where appropriate, continue to be directed initially to the Online Sexually Transmitted Infection (STI) testing service prior to booking a face-to-face appointment in the clinic for asymptomatic and some symptomatic cases. This has been a change since COVID-19 and is proving to be more effective and efficient, in that it is resulting in additional appointment slots being made available for treatment.

Community Drug and Alcohol Services continue to perform above target for the proportion of successful completions from drug and alcohol treatment. The number accessing treatment is stable and the services are working to ensure they are accessible to all individuals, including underserved groups.

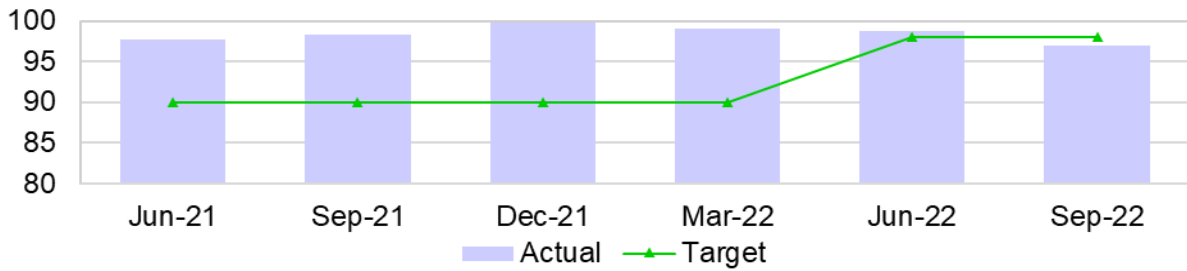
In Quarter 2, Live Well Kent (LWK) referrals increased compared to Quarter 1, with self-referrals remaining the largest source of referrals. The client satisfaction rates were slightly below the 98% target, at 97% for this quarter. Over the last year LWK staff have been sitting as a partner in several Community Mental Health Team triage meetings. This has proved beneficial and has created a good working relationship, enabling a more joined up pathway for mental health services. Live Well Kent and Medway won the 'Excellent Partnerships' award at the Kent Housing Awards in October.

Performance Indicators



Percentage of Live Well clients who would recommend the service to family, friends, or someone in a similar situation

AMBER →



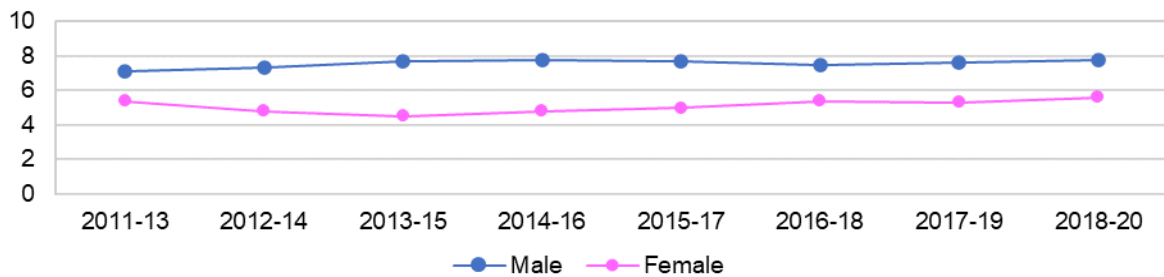
Current: 97.0%

Target: 98.0%

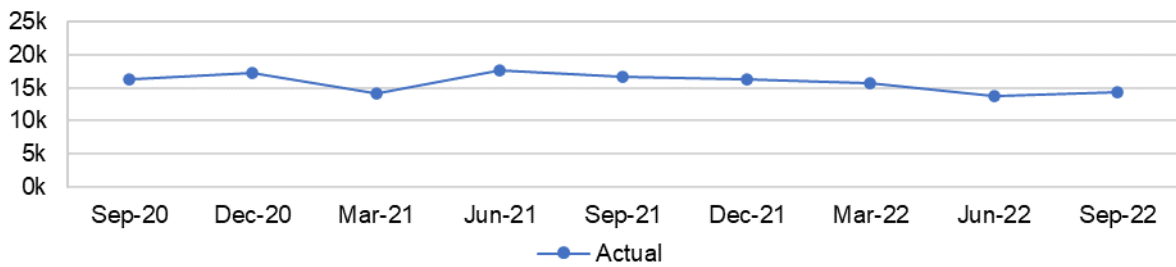
Previous: 98.7%

Activity indicators

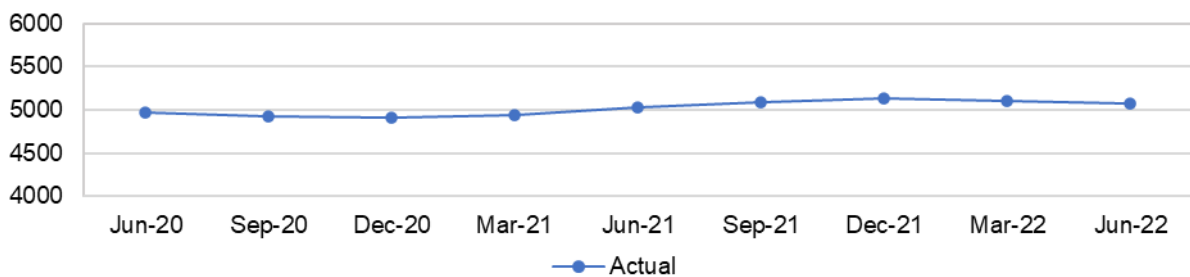
Life expectancy gap in years between least and most deprived areas



Number of attendances at KCC commissioned Sexual Health Clinics



Number of adults accessing structured Substance Misuse Treatment Services



Corporate Risk Register – Overview

A combination of the cost-of-living crisis, rising energy bills, inflation pressures and interest rates, all exacerbated by the war in Ukraine and global supply chain issues, mean that the council, its residents, service users and staff are facing significant challenges, which carry risk implications for the achievement of the Authority’s objectives.

The table below shows the number of corporate risks in each risk level (based on the risk score) in November 2022, compared with June 2022.

	Low Risk	Medium Risk	High Risk
Current risk level June 2022	0	4	16
Current risk level November 2022	0	4	16

RISK LEVEL REDUCED

CRR0001 – Safeguarding vulnerable children

Following the successful independent inspection of Children’s Services by Ofsted, and the subsequent rating of ‘Outstanding’ there has been a reduction in the risk rating for this risk. Further work is being conducted to address social worker caseloads. The risk rating is now at its target residual rating of 15, which is a medium risk.

MITIGATING ACTIONS

The Corporate Risk Register mitigations are regularly reviewed for their continued relevance and urgency, and new mitigations introduced as required.

Updates have been provided for 24 actions to mitigate elements of Corporate Risks that were due for completion or review up to the end of November 2022. These are summarised below.

Due Date for Review or Completion	Actions Completed/ Closed	Actions Partially complete	Actions subject to Regular Review
Up to and including November 2022	8	8	8

CRR0002: Safeguarding – protecting adults at riskRegular Review

Preparations for the introduction of new Liberty Protection Safeguards system under the Mental Capacity (Amendment) Act 2019 continue, including working with Health partners while waiting for a 'go live' date from Government which is expected in winter.

CRR0003: Securing resources to aid economic recovery and enabling infrastructureRegular Review

The Kent & Medway Business Fund (KMBF) offering funding of £100k-£500k and KMBF Small Business Boost offering £26k-99k, will remain open for pre-applications until 30 November 2022. From 1 December there will be a "pause" on taking in new pre-applications, but interest in the schemes will be captured via replacing the pre-application with an expression of interest form. The next phase of the Innovation Loan is being reviewed in partnership with Innovate Edge.

Regular Review

The Local Transport Plan 5 is in development and on track for approval by County Council in 2024.

CRR0009: Future financial and operating environment for Local GovernmentComplete

Paper and verbal presentation on the Impact of the 'Levelling Up' White Paper was delivered to Cabinet in March 2022, although given recent Government changes, this may require reviewing once any further information comes to light.

Regular Review

An Outcomes Based Budgeting approach is in development to strengthen links between outcomes and funding using robust analysis and evidence.

Regular review

Financial implications from the Government's Autumn Statement are being assessed.

CRR0014: Technological resilience and information securityPartially Complete

Microsoft Security and Compliance Package continues to be delivered in stages. Resource is required from our IT supplier to support the required changes which has presented some challenges to be able to deliver actions within expected time frames.

Partially Complete

Implementation of actions within a consolidated Security Action Plan. This is made up of a number of actions at different stages of completion. A progress update has been presented to the Corporate Management Team for oversight purposes and the Corporate Assurance and Risk Team is working with ICT to assess the residual risk exposure of actions still to be completed.

CRR0015: Managing and working with the social care marketComplete

Key performance information in relation to strategic commissioning arrangements will be shared with the Corporate Management Team on a regular basis, commencing November 2022.

Partially Complete

Work is ongoing to develop the micro provider market with partner Community Catalysts. Quarterly contract management reviews take place with our partner, including focus on performance against targets for both engagement and set up of new micro providers.

Complete

Triangulation of analytics, performance, and budget data to identify/confirm the level of appropriate provision for regulated/unregulated care has been undertaken.

CRR0039: Information GovernanceRegular Review

Data breach process are to be enhanced by an automated system. Changes include auto reminders to services where further information is required. More data will be available on service performance in relation to breach management and allow for timely escalation where appropriate, due for implementation in January 2023.

Partially Complete

The majority of services have completed data mapping exercises. Internal Audit have recently completed an authority wide assurance map for data mapping and will publish their draft report shortly.

Partially Complete

Implementation of actions from Home Information Governance and Records Management audit including redrafting of policies is underway, but not yet complete.

Partially Complete (cross-reference to Information Security risk)

Microsoft Security and Compliance Package continues to be delivered in stages. Resource is required from our IT provider to support the required changes which has presented some challenges in delivering actions within expected time frames.

CRR0042: Border fluidity, infrastructure and regulatory arrangementsRegular Review

KCC continues to lobby and apply for Government funding to support improving access to the Borders.

CRR0045: Maintaining effective governance and decision making in a challenging financial and operating environment for local governmentPartially complete

Amendments have been made to the County Council's constitution. There will be a review of decision making from a compliance perspective. This piece of work will be captured as part of the Annual Governance Statement activities.

CRR0053: Capital Programme Affordability (impacts on performance and statutory duties)

Not completed

1. Paper being drafted on current pressures and priorities to understand where issues are, to re-prioritise programme.
2. Review of prudential borrowing limit for next capital funding review, noting impact on revenue budget.
3. Devise emergency process for category 1s where not funded.

Changes to the Council's in-year financial position for both revenue and capital budget requires a change of approach to address the emerging issues. The listed actions will not be completed and will be superseded by new actions.

Regular Review

The County Council continues with extensive lobbying of Government in relation to capital funding.

CRR0055: Impacts of the 'People at the Heart of Care' Social Care Reform White Paper

Key performance information in relation to strategic commissioning arrangements will be shared with the Corporate Management Team on a regular basis, commencing November 2022.

CRR0055: Impacts of the 'People at the Heart of Care' Social Care Reform White Paper

Complete

Fair cost of care exercise has been completed, part of the process included verification and quality checks of data returned by participating providers.

Complete

A Market sustainability plan was submitted by the County Council by the deadline.

Following the recent announcements in the Government's Autumn Statement, next steps on progress with the Fair Cost of Care and Cap on Care exercises are to be decided.

Complete

The Practice Framework and Quality Framework to drive improvements to 'Be the best we can be' has been launched (CQC Assurance)

CRR0056: SEND and High Needs Funding

Partially complete

A recovery plan for high needs funding is being finalised with the Department for Education

CRR0057: Home to School Transport

Complete

Full Internal Audit investigation of what happened in Term 4, 2021/22 regarding home to school transport arrangements was completed and their findings reported to Governance and Audit Committee in September 2022. A management response has been prepared and reported in November 2022.

From: **Roger Gough, Leader of the Council**
David Cockburn, Chief Executive Officer

To: **Cabinet – 5th January 2023**

Decision No: **N/A**

Subject: **Corporate Risk Register**

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: Governance & Audit Committee

Electoral Division: ALL

Summary: This report updates Cabinet on the outputs from the latest, more formal refresh of KCC’s corporate risk profile, including the revised Corporate Risk Register.

Recommendation(s):

Cabinet Members are asked to NOTE the report.

1. Background

- 1.1 The Corporate Risk Register is a ‘living document’ and is regularly reviewed and updated throughout the year to reflect any significant new risks or changes in risk exposure that arise due to internal or external events; and to track progress against mitigating actions. It is subject to a more formal review each autumn, including conversations with Corporate Management Team and Cabinet Members and taking into consideration comments made by the Governance & Audit Committee.
- 1.2 The review process has taken place against a backdrop of continued uncertainty in the local government operating environment, with the Council facing implications relating to geo-political factors, the cost-of-living crisis, broader economic volatility, workforce shortages and cost inflation.
- 1.3 The refresh highlighted a strong consensus on what are seen as the main risks for KCC, both in relation to respective portfolios / directorates and wider KCC concerns. There remains a strong correlation between these views and

risks already captured on directorate registers or the corporate risk register, which would indicate that the current risk management process is robust. However, the context of the risks continues to evolve, along with the Council's responses.

2. Corporate Risk Register – summary of changes

2.1 Ahead of the formal refresh, two changes to the risk register had already been made:

2.1.1 CRR0056 – *SEND Delivery and High Needs Funding*. The previously separate SEND risks relating to the Council's response to the Written Statement of Action and High Needs funding have been merged due to the intrinsic link between funding and delivery. The risk has also been updated to reflect developments regarding the recent Ofsted / CQC revisit findings, Safety Valve mechanism and SEND Transformation Programme. The risk is currently rated at a maximum rating of 25.

2.1.2 A new High risk CRR0057 – *Home To School Transport* has been added due to the medium term concerns relating to increasing demand and market capacity constraints.

2.2 More recently, as a result of the refresh process, a number of changes have been made to the Corporate Risk Register, which are summarised below:

2.2.1 CRR0009 – *Future financial and operating environment for local government*. The risk was increased from 20 to the maximum rating of 25 due to having to absorb inflationary pressures, the significant in-year forecast overspend and medium-term financial budget pressures. The Autumn Statement has provided some additional funding towards spending growth pressures next year and reduces the budget gap, although the provisional local government finance settlement will contain the fine detail. Therefore, the risk rating will be reviewed again in the coming weeks once this has been analysed and the Council's budget conversations have progressed further.

2.2.2 CRR0051 – *Supporting the workforce transition to hybrid working*. This risk is being closed and a new risk has been entered onto the corporate register (CRR0058) that focuses more specifically on workforce recruitment and retention in relation to key roles across KCC. Notable consequences include workforce capacity challenges. The risk is rated as High.

2.2.3 CRR0045 – *Maintaining effective governance and decision making in a challenging financial and operating environment for local government*. The risk level is being increased slightly to reflect both the increasingly challenging financial environment (see above) and the subsequent pressure it puts on decision-making, as well as several areas being identified in the Council's Annual Governance Statement that require addressing.

- 2.2.4 CRR0014 – *Technological resilience and information security threats*. The risk is being de-scoped to focus solely on cyber and information security threats. This is due to key systems being moved to the cloud, which helps to improve resilience. The target residual rating for the risk has been raised to match the current level of 20. This is to reflect that despite continuing improvements to the council’s security environment, the risk level will remain high due to constantly evolving threats that require controls to remain effective and fit-for-purpose. The risk reflects controls of a technical nature as well as those that provide training and awareness raising of cyber threats for our workforce.
- 2.2.5 CRR0004 – *Simultaneous Emergency Response and Resilience* is being revised to outline mitigations that KCC is responsible for relating to preparedness as a Council for potential power rationing or outages during the upcoming winter months and an action relating to this has been added to the register. However, it has been noted throughout the refresh that the Council has been managing simultaneous incidents well as part of “business as usual” in recent times and therefore consideration will be given to reducing the risk to its target level in the coming months.
- 2.2.6 The impact rating for risk CRR0039 – *Information Governance* has reduced to reflect the Information Commissioner’s Office (ICO) revised approach to public sector enforcement, which focuses on increased use of the ICO’s wider powers, including warnings, reprimands and enforcement notices, with fines issued in only in the most serious of cases. This does not negate the need for the Authority to continue its rigorous efforts to mitigate information governance risks.
- 2.2.7 CRR0055 – *Impacts of the ‘People at the Heart of Care’ Social Care Reform White Paper* was added earlier in 2022, but as the key reforms have been delayed as part of the Autumn Statement, the corporate risk is being withdrawn and reassessed pending further information on their implementation. However, one area of reform still progressing is the Care Quality Commission (CQC) Assurance Framework, which may contain risks that require capturing at corporate or directorate level.
- 2.2.8 CRR0010 - *Provision for Unaccompanied Asylum-Seeking Children (UASC)* has been delegated to the CYPE directorate register with the continuation of the mandated National Transfer Scheme.
- 2.3 While 2.2.8 above mentions the more specific UASC situation, one key theme raised regularly throughout discussions with CMT and Cabinet Members was the broader refugee and asylum situation in Kent, including the various resettlement schemes in operation that the Council leads. This was in the context of potential community impacts and pressures on the Council’s services. While the cause of any impacts may not be within the Council’s control, there are still core responsibilities and duties that need to be met and associated risks managed. These are being considered with a view to entering as a specific risk on the corporate register if the aggregated risk exposure is deemed to warrant it. Otherwise, relevant risks will continue to be captured in the relevant risk profiles across the Authority.

2.4 More detail on the risks and their mitigations are contained in the Corporate Risk Register in appendix 1.

3. Monitoring and Review

3.1 The corporate risks led by each Corporate Director are presented to the relevant Cabinet Committees annually, alongside existing arrangements for presentation of directorate risks. This allows for more in-depth conversations about the risks with the relevant Risk Owner and Cabinet Member present.

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

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

4. Conclusions

4.1 The refresh process this year has taken place against a continued background of uncertainty, particularly in the external environment, with the Council severely impacted by supply chain and market factors, inflationary pressures and impacts of the cost-of-living crisis, meaning that there are still nearly as many 'High' rated risks as at the height of the Covid-19 pandemic.

4.2 One common theme arising was the need to regularly prioritise and re-prioritise given the increasingly challenging risk environment. This applies to the corporate risk profile, with most of the corporate risks now being rated as high. This requires further work to develop a deeper understanding of the drivers of each risk, the proximity of potential impacts, and the effective prioritisation and sequencing of mitigations, within resourcing constraints.

4.3 The refresh highlights again the complex and systemic nature of the risks KCC faces, which often involve management alongside partners and providers, meaning that some risks are only partly within our control to mitigate. This emphasises the importance of continual horizon scanning and scenario modelling, along with agility of response and resilience. It is also important to obtain clarity of ownership and accountability in relation to these types of risks.

4.3.1 The fact that a number of our corporate risks are not entirely within our gift to control or manage is demonstrated by the 'target' residual risk ratings that are listed against each risk. The majority of them are medium or high ratings, which is indicative of the fact that even with further mitigation, the Council will have to accept holding significant levels of risk going forward.

- 4.4 Several of the programmes and projects within the Council's Strategic Reset Programme aim to mitigate elements of our corporate risk profile. Therefore, it is important that there is visibility of any significant risks and issues that could affect their successful delivery.
- 4.5 As risks evolve and new risks emerge, there is the need to consider the continued effectiveness of controls and any further mitigations as appropriate.
- 4.6 The consideration of the aggregate picture of risk at a corporate level should aid thinking on how risk (including risk appetite) needs to feed into decision-making when setting priorities and allocating resources.

5. Recommendation

- 5.1 Cabinet Members are asked to NOTE the report.

Report Author:

Mark Scrivener, Corporate Risk & Assurance Manager

Email: mark.scrivener@kent.gov.uk

Relevant Director

David Whittle, Director of Strategy, Policy, Relationships and Corporate Assurance

Email: David.whittle@kent.gov.uk

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KCC Corporate Risk Register

For Presentation to Cabinet on 05/01/2023

Corporate Risk Register - Summary Risk Profile

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

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since July 2022
CRR0001	Safeguarding – protecting vulnerable children	Medium (15)	Medium (15)	↔
CRR0002	Safeguarding – protecting adults at risk	High (20)	Medium (15)	↔
CRR0003	Securing resources to aid economic recovery and enabling infrastructure	High (25)	High (16)	↔
CRR0004	Simultaneous Emergency Response and Resilience	High (20)	Medium (15)	↔
CRR0009	Future financial and operating environment for local government	High (20)	High (16)	↔
CRR0014	Cyber and information security resilience	High (20)	High (16)	↔
CRR0015	Managing and working with the social care market	High (25)	Medium (15)	↔
CRR0039	Information Governance	Medium (15)	Medium (9)	↓
CRR0042	Border fluidity, infrastructure, and regulatory arrangements	High (25)	High (16)	↔
CRR0045	Maintaining effective governance and decision making in a challenging financial and operating environment for local government	Medium (15)	Low (5)	↑
CRR0049	Fraud and Error	High (10)	Low (5)	↓
CRR0050	CBRNE incidents, communicable diseases and incidents with a public health implication – KCC response to and recovery from the impacts of the Covid-19 public health emergency	High (20)	Medium (15)	↔

CRR0052	Impacts of Climate Change on KCC Services	High (25)	High (16)	↔
CRR0053	Capital Programme affordability (impacts on performance and statutory duties)	High (25)	High (16)	↔
CRR0054	Supply Chain and market factors	High (20)	TBC	↔
CRR0056	SEND Delivery and High Needs Funding	High (25)	High (16)	Merged risk
CRR0058	Recruitment and Retention of the workforce	TBC	TBC	New Risk

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

** Risk rating to be reviewed after local government finance settlement is confirmed.

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

Likelihood & Impact Scales					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID	CRR0001	Risk Title	Safeguarding – protecting vulnerable children			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Council must fulfil its statutory obligations to effectively safeguard vulnerable children in a complex and challenging environment.	Failure to fulfil statutory safeguarding obligations.	Incident of serious harm or death of a vulnerable child.	Sarah Hammond, Corporate Director	Possible (3)	Major (5)	
In addition, the Counter Terrorism and Security Act 2015 sets out the Government’s “Prevent Duty” and requires the Local Authority to act to prevent people from being drawn into terrorism, with a focus on the need to safeguard children at risk of radicalisation.	Failure to meet the requirements of the “Prevent Duty” placed on Local Authorities.	Serious impact on vulnerable people.	Children, Young People and Education (CYPE)			
	Safeguarding risks are not identified to / by KCC in a timely fashion.	Impact on ability to recruit the quality of staff critical to service delivery.		Target Residual Likelihood	Target Residual Impact	
	Spike(s) in demand impact on robustness of controls	Serious operational and financial consequences.	Responsible Cabinet Member(s):	Possible (3)	Major (5)	
During Lockdown some children were absent from school and some partners were less visible, undertaking fewer home visits to vulnerable children, increasing demand on statutory children’s services. As a result, there has been an increase in the risk to children under 5. This has introduced uncertain impacts for children’s mental health and resilience and the potential for latent demand to build. We are starting to see more complex demand within the system as a result of a more complex working environment. There is also an		Attract possible intervention from a national regulator for failure to discharge corporate and executive responsibilities.	Sue Chandler, Integrated Children’s Services			Timescale to Target
			Rory Love, Education and Skills			At target
			Mike Hill (Lead Member for PREVENT)			

impact on absentee and non-attendance levels within schools.	
Control Title	Control Owner
Active strategy in place to attract, recruit and retain social workers through a variety of routes with particular emphasis on experienced social workers.	Sarah Hammond, Corporate Director Children, Young People and Education (CYPE) / Paul Royel, Director of HR and OD
Kent Safeguarding Children Multi Agency Partnership (KSCMP) arrangements in place, replacing the previous Kent Safeguarding Children Board. Includes, a Scrutiny and Assurance Framework, which is working with partners to address service visibility and demand issues.	Sarah Hammond, Corporate Director (CYPE) / David Whittle, Director SPRCA
Children's Assurance Board established to give assurance to the rest of the council, including safeguarding arrangements. Includes review of qualitative audit information and triangulates with quantitative picture	Sarah Hammond, Corporate Director (CYPE)
Consistent scrutiny and performance monitoring through Divisional Management Team, "Performance, Challenge and support" meetings and audit activity.	Sarah Hammond, Corporate Director (CYPE)
Multi agency Crime and Sexual Exploitation Panel (MACSE) provides a strategic, county wide, cross agency response to CSE	Sarah Hammond, Corporate Director (CYPE)
A revised Elective Home Education policy approved that includes interaction with children where there are welfare concerns and where other agencies have been involved with the family. Awareness raising taking place with other practitioners.	Craig Chapman, Head of Fair Access / Christine McInnes, Director of Education
Introduction and appointment of independent scrutineer as part of multi-agency safeguarding children arrangements	David Whittle, Director SPRCA
Communities of Practice introduced during the Covid-19 pandemic, offering support for practitioners, with over 100 practitioners attending weekly	Kevin Kasaven, Assistant Director Safeguarding and Quality Assurance
Multi-function officer group helping to define key steps and approach to aid any future inquiries or investigations that may arise relating to alleged historical abuse	Kevin Kasaven, Assistant Director Safeguarding and Quality Assurance

Safeguarding and Quality Assurance Unit conducts audits, reviews of practice, identifies themes and patterns for accountable managers to respond and provides challenge.	Kevin Kasaven, Assistant Director Safeguarding and Quality Assurance
Multi Agency Public Protection arrangements (MAPPA) in place	Kevin Kasaven, Assistant Director Safeguarding and Quality Assurance
Kent & Medway Prevent Duty Delivery Board (chaired by KCC) oversees the activity of the Kent and Medway Channel Panel, co ordinating Prevent activity across the County and reporting to other relevant strategic bodies in the county (including reporting route to the Kent Safeguarding Children Multi Agency Partnership). Currently chaired by KCC's Director of Adult Social Care and Health 2023.	Richard Smith, Corporate Director ASCH
Manageable caseloads per social worker and robust caseload monitoring. Social work vacancies monitored with action taken to address as required.	Sarah Hammond, Corporate Director Children, Young People and Education (CYPE)
'Deep Dive' activity undertaken to investigate vacancy rates for staff that reflects factors such as maternity leave	Sarah Hammond, Corporate Director Children, Young People and Education (CYPE)
Integrated practice model	Sarah Hammond, Corporate Director Children, Young People and Education (CYPE) / Stuart Collins, Director Integrated Services (Early Help and Preventative Services lead)
Extensive staff training - Quality Assurance Framework has been rolled out and Integrated Children's Services team has received mandatory training related to this	Sarah Hammond, Corporate Director Children, Young People and Education (CYPE) / Stuart Collins, Director

	Integrated Services (Early Help and Preventative Services lead)
Kent and Medway Channel Panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being radicalised) in place.	Nick Wilkinson, Prevent and Channel Strategic Manager
Joint Exploitation Group (Kent & Medway) children and adults focuses on PREVENT, gangs, Modern Slavery, human trafficking and online safeguarding matters. Reports to Kent and Medway Adults Safeguarding Board and KSCMP.	Nick Wilkinson, Prevent and Channel Strategic Manager
KCC cross directorate PREVENT group meets regularly and ensures the PREVENT duty is embedded across the organisation. Regular updates are provided to the Corporate Management Team. PREVENT training strategy in place and regularly reviewed.	Nick Wilkinson, Prevent and Channel Strategic Manager
The annual assurance statement is a self-declaration approved by the Head of Paid Service which captures the Authority's compliance with the requirements of the Counter Terrorism Act. Actions identified within the annual assurance statement are transferred to the Kent and Medway Action Plan. Kent and Medway Board for PREVENT have oversight of action progress.	Nick Wilkinson, Prevent and Channel Strategic Manager
Semi-regional PREVENT model of delivery across Kent & Medway developed	Nick Wilkinson, Prevent and Channel Strategic Manager
New adolescent risk management process agreed, and approach signed off.	Stuart Collins, Director Integrated Services (Early Help and Preventative Services lead)
Kent and Medway Gangs Strategy outlines the multi-agency approach to ending the criminal exploitation of vulnerable children and adults by gangs	Stuart Collins, Director Integrated Services (Early Help and Preventative Services lead)
Education Safeguarding Team in place as part of the contract with The Education People	Christine McInnes, Director of Education
"Section 11" audit conducted periodically to provide assurance that relevant agencies and individuals are cooperating to safeguard children and promote their welfare, with feedback and follow up. .	Jennifer Maiden-Brooks, Systems Improvement Manager, Kent Safeguarding Children Multi-Agency Partnership

Children's Services have been externally verified and rated as 'outstanding' by Ofsted in May 2022.

Sarah Hammond, Corporate Director
Children, Young People and Education (CYPE)

Action Title	Action Owner	Planned Completion Date
<p>Recommendations from recent Independent Local Authority Children's inspection to improve SMART planning and reduce drift in progressing children's plans. QA unit to develop a framework for a Child in Need (CIN) panel to be implemented across the districts. The framework would allow staff to better understand the experience of CIN which over the process of around 5 weeks would allow management oversight of all CIN creating clearer throughput of work.</p>	<p>Leemya McKeown Interim Assistant Director – Professional Standards and Quality Assurance</p>	<p>April 2023</p>
<p>Revitalise current process for managing frequent placement moves to include developing a flow chart and placement stability tool to identify placement fragility and provide the right support at the right time to avoid placement breakdown.</p>	<p>Leemya McKeown Interim Assistant Director – Professional Standards and Quality Assurance</p>	<p>February 2023</p>

Risk ID	CRR0002	Risk Title	Safeguarding – protecting adults at risk			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Council must fulfil its statutory obligations to effectively safeguard vulnerable adults, in a complex and challenging environment e.g., challenges relating to demand for services and consistent quality of care in the provider market.	Failure to fulfil statutory obligations.	Incident of serious harm or death of a vulnerable adult.	Richard Smith Corporate Director Adult Social Care and Health (ASCH)	Likely (4)	Major (5)	
The change from 'safeguarding alerts' to 'safeguarding enquiries' has led to a significant increase in the number of safeguarding concerns received. There has also been an increase in domestic abuse referrals.	Failure to meet the requirements of the "Prevent Duty" placed on Local Authorities.	Serious impact on vulnerable people.		Target Residual Likelihood	Target Residual Impact	
The Covid-19 pandemic and the associated 'lockdown' measures raised concerns of increases in hidden harm, self-harm and neglect resulting in impacted demand profiles.	Safeguarding risks are not identified to / by KCC in a timely fashion.	Serious impact on ability to recruit the quality of staff critical to service delivery.	Responsible Cabinet Member(s):	Possible (3)	Major (5)	
Social care services have made substantial adaptations to service delivery across the system.	Spike(s) in demand impact on quality of controls	Serious operational and financial consequences.	Clair Bell, Adult Social Care and Public Health			Timescale to Target
In addition, the Counter Terrorism and Security Act 2015 sets out the Government's "Prevent Duty" and requires the Local Authority		Attract possible intervention from a national regulator for failure to discharge corporate and executive responsibilities.	Mike Hill (Lead Member for PREVENT)			1-2 years

to act to prevent vulnerable people from being drawn into terrorism.	
Control Title	Control Owner
Locality Commissioners and operations teams regularly meet with Care Quality Commission to share intelligence	Simon Mitchell, Strategic Commissioning
Regular liaison between Director Adult Social Care and the Director of Care Quality Commission	Richard Smith, Corporate Director ASCH
Strategic Safeguarding and Quality Assurance team in adult social care and health leads on a strategic framework for policy, service development, strategic safeguarding and quality assurance	Sarah Denson, Assistant Director– Principal Social Worker
Kent and Medway Prevent Duty Delivery Board (chaired by KCC) oversees the activity of the Kent and Medway Channel Panel, co-ordinating Prevent activity across the County and reporting to other relevant strategic bodies in the county. Currently chaired by KCC's Director of Adult Social Care and Health until end of 2023.	Richard Smith, Corporate Director ASCH
KCC is a partner in multi-agency public protection arrangements (MAPPA) for managing sexual and violent offenders, a mechanism through which agencies can better discharge their statutory responsibilities and protect the public in a coordinated manner.	Richard Smith, Corporate Director ASCH
KCC contributes to the Multi-agency risk assessment conference (MARAC) process, which allows for the best possible safety planning for victims of domestic abuse who are considered to be at high risk of experiencing further significant harm/injury.	Jim Beale Assistant Director
KCC Safeguarding Competency Framework in place, including Mental Capacity Act requirements.	Sarah Denson, Assistant Director– Principal Social Worker
KCC Safeguarding Competency Framework reviewed to ensure currency and look for areas for improvement.	Sarah Denson, Assistant Director– Principal Social Worker
KCC is a member of the Kent & Medway Safeguarding Adults Board – a statutory service which exists to make sure that all member agencies are working together to help Kent and Medway's adults safe from harm and protect their rights. The Board has an independent Chair and its work carried out by a number of working groups.	Sarah Denson, Assistant Director– Principal Social Worker/David Whittle Director SPRCA

Kent and Medway Channel Panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) in place.	Nick Wilkinson, Prevent and Channel Strategic Manager
PREVENT training strategy in place and regularly reviewed.	Nick Wilkinson, Prevent and Channel Strategic Manager
Semi-regional PREVENT model of delivery across Kent and Medway developed.	Nick Wilkinson, Prevent and Channel Strategic Manager
KCC cross-directorate PREVENT group meets regularly and ensures the PREVENT duty is embedded across the organisation. Regular updates are provided to the Corporate Management Team.	Nick Wilkinson, Prevent and Channel Strategic Manager
Joint Exploitation Group (Kent & Medway) focuses on PREVENT agenda, gangs, modern slavery, human trafficking and online safeguarding matters reports to Adults Safeguarding Board and Children's Partnership.	Nick Wilkinson, Prevent and Channel Strategic Manager
The annual assurance statement is a self-declaration approved by the Head of Paid Service which captures the Authority's compliance with the requirements of the Counter Terrorism Act. Actions identified within the annual assurance statement are transferred to the Kent and Medway Action Plan. Kent and Medway Board for PREVENT have oversight of action progress	Nick Wilkinson, Prevent and Channel Strategic Manager
Quarterly safeguarding report brings together key information to enable scrutiny and performance monitoring for management teams and the Cabinet Member.	ASCH Divisional Directors
Safeguarding operating model aligns multidisciplinary safeguarding teams to the locality model	Sarah Denson, Assistant Director– Principal Social Worker
Quality Assurance Framework in place	Sarah Denson, Assistant Director– Principal Social Worker
Practice Framework in place	Sarah Denson, Assistant Director– Principal Social Worker
Programme of training events to support practitioners to develop knowledge and skills as part of continuing professional development. Manager training commenced July 2022.	Sarah Denson, Assistant Director– Principal Social Worker

Programme of training events to support practitioners to develop knowledge and skills as part of continuing professional development.	Sarah Denson, Assistant Director– Principal Social Worker	
Action Title	Action Owner	Planned Completion Date
KCC Safeguarding Competency Framework in place, including Mental Capacity Act requirements. Reviewing both frameworks in order to amalgamate and potentially have one all-encompassing framework	Sarah Denson, Assistant Director– Principal Social Worker	April 2023
Preparation for introduction of new Liberty Protection Safeguards system under the Mental Capacity (Amendment) Act 2019.	Maureen Stirrup, Head of Deprivation of Liberty Safeguards	January 2023
'Be the best we can be' Board will oversee quality of practice. Currently reviewing terms of reference with a view to commencing Autumn/Winter 2022	Sarah Denson, Assistant Director– Principal Social Worker	January 2023

Risk ID	CRR0003	Risk Title	Securing resources to aid economic recovery and enabling infrastructure			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>The economy in Kent & Medway has been impacted by the Covid pandemic, inflation and other world events, and the impacts could be disproportionate across the county (e.g., in coastal areas). To gain an understanding of the implications, an impact assessment has been conducted, which has led to the preparation of an Economic Strategy, which aims to act as a stimulus for improvement.</p> <p>The Council actively seeks to secure the resources/funding necessary to provide the infrastructure required to support growth, which often need to be bid for in very tight timescales and are increasingly subject to the drive to deliver economic impact, housing and employment outputs.</p> <p>At a local level there is often a significant gap between the overall costs of the infrastructure required and the Council's ability to secure sufficient funds through the current funding systems, including Section106 contributions, Community</p>	<p>The inability to secure sufficient funding, including contributions from development, to deliver the infrastructure necessary to support growth may require gap funding in order for KCC to fulfil its statutory duties.</p> <p>Deferral of developer contributions and / or elongated planning consents leads to delayed or compromised infrastructure.</p> <p>Whilst future details and guidance are awaited regarding the new Levelling Up and Regeneration Bill from Central Government, this presents significant financial risk dependent upon emerging policy.</p>	<p>Key opportunities for growth missed.</p> <p>The Council finds it increasingly difficult to fund services and match-fund infrastructure across Kent and fully mitigate the overall impact of housing growth on KCC services and, therefore communities.</p> <p>Kent becomes a less attractive location for inward investment and business.</p> <p>Our ability to deliver an enabling infrastructure becomes constrained.</p> <p>Reputational risk associated with delayed delivery of infrastructure required.</p> <p>Additional revenue costs incurred due to infrastructure delays and operational costs increasing.</p>	<p>Simon Jones, Corporate Director Growth, Environment and Transport (GET)</p> <p>Responsible Cabinet Member(s): On behalf of Cabinet:</p> <p>Derek Murphy Economic Development</p> <p>David Brazier Highways & Transport</p>	<p>V. Likely (5)</p> <p>Target Residual Likelihood Likely (4)</p>	<p>Major (5)</p> <p>Target Residual Impact Serious (4)</p> <p>Timescale to Target 3+ years</p>	

<p>Infrastructure Levy and other growth levers.</p> <p>The recent Levelling Up and Regeneration Bill introduces proposals to totally replace the existing 106 / CIL system with a new Infrastructure Levy. This may result in Local Planning Authorities as the Charging Authorities.</p>	
Control Title	Control Owner
Multi-agency Kent and Medway Employment Task Force has been established.	David Smith, Head of Business and Enterprise (KCC lead)
Single Monitoring System (SMS) is used to track individual s106 planning obligations from the Council's initial request for developer contributions through the issue of invoice for payment.	Nigel Smith, Head of Development / Stephanie Holt-Castle, Director Growth and Communities.
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer Group	David Smith, Head of Business and Enterprise (KCC lead)
Teams across the Growth, Environment and Transport directorate work with each individual District on composition of local infrastructure plans including priorities for the CIL and Section 106 contributions, to articulate needs for the demands on services	Nigel Smith, Head of Development (GET) / Stephanie Holt-Castle, Director Growth and Communities.
Local Transport Plan 4 produced and approved by County Council	Lee Burchill, Local Growth Fund Programme Manager
Government consultations on proposals for reform of the planning system in England considered and responded to.	Tom Marchant, Head of Strategic Planning and Policy
Economic Recovery Dashboard in place	Rachel Kennard, Chief Analyst

Kent and Medway Renewal and Resilience Plan Economic Impacts Evidence Base sets out a high-level assessment of the impacts of the Covid-19 crisis on the Kent and Medway economy to inform the Renewal and Resilience Plan for the next 12-18 months.	Rachel Kennard, Chief Analyst	
Responses are made to emerging Government Strategies	Stephanie Holt-Castle, Director of Growth and Communities	
Growth and Infrastructure Framework for Kent and Medway published, setting out the infrastructure needed to deliver planned growth.	Stephanie Holt-Castle, Director, Growth & Communities	
Action Title	Action Owner	Planned Completion Date
<p>Contribute to implementation of the Kent and Medway Economic Partnership's local Economic Strategy, key delivery principles of which are:</p> <ul style="list-style-type: none"> • Greener Futures (building a sustainable, lower carbon economy) • Open and Productive (supporting long term productivity growth in an economy that welcomes investment and trade) • Better Opportunities, Fairer Chances (ensuring that people are supported through recession and stand to gain from a more resilient economy in the return to growth). 	Stephanie Holt-Castle, Director of Growth and Communities	December 2022
The Kent & Medway Business Fund offering funding of £100k-£500k and KMBF Small Business Boost offering £26k-99k, will remain open for pre-applications until 30 November 2022. From 1 December there will be a "pause" on in taking new pre-applications, but we will capture interest in the schemes via replacing the pre-application with an expression of interest form. The next phase of the Innovation Loan is being reviewed in partnership with Innovate Edge.	David Smith, Head of Business and Enterprise (KCC lead)	March 2023
Kent Design Guide to be published – will influence and provide people with expectations and standards that we expect.	Simon Jones, Corporate Director GET	TBC
Growth and Infrastructure Framework to be published – will influence and provide people with expectations and standards that we expect.	Simon Jones, Corporate Director GET	March 2023 (review)

Developer Contributions Guide update – will influence and provide people with expectations and standards that we expect.	Simon Jones, Corporate Director GET	May 2023
Producing Local Transport Plan 5 and approval by County Council (draft plan for consultation)	Lee Burchill, Local Growth Fund Programme Manager	September 2023 (review)
Develop an Economic Strategy which states the priority activities and projects that are required to support economic growth and the economic infrastructure that is required; and will contain a funding/resources model for delivering change	David Smith, Head of Business and Enterprise (KCC lead)	March 2023 (review)
Identify the various funding opportunities available and develop a funding framework for accessing the right investment, for the right project, at the right time	David Smith, Head of Business and Enterprise (KCC lead)	March 2023 (review)

Risk ID	CRR0004	Risk Title	Simultaneous Emergency Response, Recovery and Resilience			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The County Council, along with other Category 1 Responders in the Kent, has a legal duty to undertake risk assessment and planning to reduce the likelihood and impact of major incidents and emergencies. This includes responses associated with the Government's Counter-terrorism Strategy (CONTEST). Ensuring that the Council works effectively with partners to plan for, respond to, and recover from, emergencies and service disruptions is becoming increasingly important in light of climate change impacts, national and international security threats, severe weather incidents, threats of 'cyber attacks' and uncertainties around implications of the future UK/EU relationship. Geo-political events may impact national energy supplies which could result in power outages across the County. The recovery from the Covid-19 pandemic is putting significant	Potential for failure of relevant planning, response and recovery contingencies when confronted by the complexity and scale of multiple emergencies. Critical services could be unprepared or have ineffective emergency and business continuity plans which would inhibit their ability to cope with simultaneous emergencies Disruption to supply chain hampers could negatively impact corporate business continuity and effective response to incidents. Focus on post UK/EU transition contingency planning could impact corporate capacity to progress other aspects of emergencies and resilience agenda. Future wave(s) of pandemic / winter pressures /cost of living challenges could place	Potential increased harm or loss of life if response is not effective. Serious threat to delivery of critical services. Significant harm to the natural and build environment of Kent. Increased financial cost in terms of recovery and insurance costs. Damage and disruption to local businesses and the Kent economy. Potential for public unrest and reputational damage. Legal actions and intervention for failure to fulfill KCC's obligations under the Civil Contingencies Act and/or other associated legislation.	On behalf of CMT: Rebecca Spore, Director of Infrastructure Responsible Cabinet Member(s): On behalf of Cabinet: Mike Hill, Community & Regulatory Services	Likely (4) Target Residual Likelihood Possible (3)	Major (5) Target Residual Impact Major (5) Timescale to Target 3+ years	

strain on organisational capacity and resources.	additional strain on capacity and resource.
Control Title	Control Owner
Management of financial impact to include Bellwin scheme	Cath Head, Head of Finance (Operations)
KCC contribute to its responsibilities as part of the Kent Resilience Team which is an integrated and co-located team to deliver enhanced emergency planning and business continuity in Kent	Andy Jeffery, KCC Manager, Kent Resilience Team
On-going programme of review relating to ICT Disaster Recovery and Business Continuity arrangements. ICT resilience improvements are embedded as part of the ICT Transformation Programme.	Dave Lindsay, Interim Head of ICT Strategy and Commissioning
KCC contribute to local multi-agency flood response plans that are in place for each district/borough in Kent, in addition to overarching flood response plan for Kent.	Andy Jeffery, KCC Manager, Kent Resilience Team
Local procedures have been and are being continually reviewed and refined for occasions the national threat level increases to 'critical'. This includes an update of the Corporate Business Continuity Plan.	Tony Harwood, Resilience and Emergencies Manager
KCC has a Major Emergency Plan that is refreshed regularly	Tony Harwood, Resilience and Emergencies Manager
Ensure business continuity governance arrangements focus on directorate issues and complement KCC's cross directorate resilience groups and forum	Tony Harwood, Resilience and Emergencies Manager
Emergency planning training rolled out at strategic, tactical and operational levels. Resilience and Emergency planning service business plan in place	Tony Harwood, Resilience and Emergencies Manager / Andy Jeffery
KCC and local Kent Resilience Forum partners have tested preparedness for chemical, biological, radiological, nuclear and explosives (CBRNE) incidents and communicable disease outbreaks in line with national requirements.	Tony Harwood, Resilience and Emergencies Manager / Anjan Ghosh, Director of Public Health / Andy Jeffery KCC Manager, Kent Resilience Team

Work programme implemented to deliver Kent County Council compliance with the Radiation (Emergency Preparedness and Public Information) Regulations 2019, including amendments to the Dungeness Offsite Emergency Plan	Tony Harwood, Resilience and Emergencies Manager
KCC Business Continuity Management Policy and overarching Business Continuity Plan in place, underpinned by business continuity plans at service level.	Rebecca Spore, Director Infrastructure
Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Includes sub-groups relating to Health and Severe Weather. KCC Strategic Prevent Lead is now chair of Kent Resilience Forum Delivery Board which reports into Kent Resilience Forum Executive Board.	Rebecca Spore, Director Infrastructure
KRF and KCC Command and Control structures planned and in place to deal with simultaneous events	Rebecca Spore, Director Infrastructure
Kent & Medway Prevent Duty Delivery Board established (chaired by KCC) to oversee the activity of the Kent Channel Panel, co-ordinate Prevent activity across the County and report to other relevant strategic bodies in the county	Richard Smith, Corporate Director ASCH
The Director of Public Health works through local resilience forums to ensure effective and tested plans are in place for the wider health sector to protect the local population from risks to public health.	Anjan Ghosh, Director of Public Health / Andy Jeffery, KCC Manager, Kent Resilience Team
Kent and Medway Channel Panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) established at district and borough level.	Nick Wilkinson, Prevent and Channel Strategic Manager
Ongoing development of a PREVENT counter-terrorism risk assessment	Nick Wilkinson, Prevent and Channel Strategic Manager
The annual assurance statement is a self-declaration approved by the Chief Executive/Head of Paid Service which captures the Authority's compliance with the requirements of the Counter Terrorism Act. Actions identified within the annual assurance statement are transferred to the Kent and Medway Action Plan. Kent and Medway Board for PREVENT have oversight of action progress.	Nick Wilkinson, Prevent and Channel Strategic Manager
Implementation of Kent's Climate Adaption Action Plan	Stephanie Holt-Castle, Director of Growth and Communities

Ensure all 13 key Emergency Plans are regularly updated and validated with exercises. Giving consideration to risks on the KRF Community Risk Register.	Tony Harwood, Resilience and Emergencies Manager / Andy Jeffery	
Ensure 24/7 Emergency Planning cover and response, including a 24/7 Duty Emergency Planning Officer (DEPO), Duty Director, and Recovery Director function, and fully equipped County emergency Centre (CEC)	Tony Harwood, Resilience and Emergencies Manager / Andy Jeffery	
Maintain and support relevant KRF and KCC groups, including KCC Horizon Scanning Group, Cross Directorate Resilience Forum, and Directorate Resilience Groups	Tony Harwood, Resilience and Emergencies Manager / Andy Jeffery	
Continued preparations for, and response to, implications of future UK/EU relationship in relation to border friction, regulatory change etc. (cross-reference to CRR0042)	Simon Jones, Corporate Director GET	
Action Title	Action Owner	Planned Completion Date
Engaging with the independent review of the Kent Resilience Forum. Clarity required on KCC's role, contribution and responsibilities as a partner within the KRF	Rebecca Spore Director Infrastructure	January 2023
Coordination of KCC preparations for potential power outages across the County ensuring continuity of front-line services	Tony Harwood, Resilience and Emergencies Manager.	January 2023

Risk ID	CRR0009	Risk Title	Future financial and operating environment for Local Government			
Source / Cause of risk	Risk Event	Consequence	Risk Owner (s)	Current Likelihood	Current Impact	
The Government Spending Review in October 2021 set out the 3-year picture for local government. However, the local government finance settlement announced in December 2021 only provided detailed allocations for 2022-23 to allow scope to update the data and methodology for allocations in later years. However, this is now unlikely to happen in the near future and we expect the majority of grants to be a roll forward although the new service's grant for 2022/23 was only initially confirmed for one year.	Forecast budget monitoring 2022/23 showed a £60.9m overspend for the year as at quarter 2 with the risk that initially further monitoring forecasts could show an increase in subsequent quarters. Levels of spending and growth pressures across services outstrip the Council's core spending power. Threatening the financial sustainability of KCC, its partners and service providers.	Unsustainable financial situation and potential drawdown from reserves, ultimately resulting in s114 notice. Failure to delivery statutory obligations and duties or achieve social value. Potential for partner or provider failure – including sufficiency gaps in provision. Reduction in resident satisfaction and reputational damage. Increased and unplanned pressure on resources. Decline in performance.	On behalf of CMT: Zena Cooke, Corporate Director Finance (Section 151 Officer) Responsible Cabinet Member(s): All Cabinet Members	Likely (4)	Major (5)	
Over the medium term the only additional funding for future spending growth within the settlement comes from council tax, other than for reforms to social care charging, where a separate grant was made available in the settlement for the reforms to social care charging (with further amounts outlined for 2023-24 and 2024-25), with uncertainty as to its sufficiency.	In order to set a balanced budget, the council is likely to have to continue to make significant year on year savings. Quality of KCC commissioned / delivered services suffers as financial situation continues to worsen. Continued delays and uncertainty surrounding review of local government funding impacts on KCC's	Legal challenge resulting in reputational damage to the Council. Impact on Council Tax.		Target Residual Likelihood Likely (4)	Target Residual Impact Serious (4)	Timescale to Target 1-2 years

The overall settlement for 2022-23 was insufficient to fully fund forecast demand and cost growth pressures facing services across the council (even after setting challenging targets to bear down on future cost growth).

Uncertainty also applies to services funded via ring-fenced specific grants. Of particular concern is the special educational needs and disability (SEND) provision funded by the Dedicated Schools Grant (DSG). The high needs block of DSG has not kept pace with the substantial increase in demand for SEND (see CRR0044) resulting in deficit accruing on DSG spending. The Council is now part of the DfE Safety Valve programme and, as part of this, will need to bring High Needs spending back into balance over the medium term and contribute to repaying the historic deficit.

There are a number of geopolitical uncertainties in the current environment which additionally impact on the financial and operating environment. As a result of economic uncertainty, there are

medium term financial planning.

inflation, interest rate and cost pressures that we need to manage, alongside decreased purchasing power.	
Control Title	Control Owner
Processes in place for monitoring delivery of savings and challenging targets to bear down on future cost growth, as well as the budget as a whole.	Zena Cooke, Corporate Director Finance (Section 151 Officer)
Regular analysis and refreshing of forecasts to maintain a level of understanding of volatility of demand and cost pressures, which feeds into the relevant areas of the MTFP and business planning process.	Richard Smith, Corporate Director ASCH / Sarah Hammond, Corporate Director CYPE / Simon Jones, Corporate Director GET
Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process, including stakeholder consultation.	Zena Cooke, Corporate Director Finance (Section 151 Officer)
Financial analysis conducted after each budget statement	Dave Shipton, Head of Finance (Policy, Strategy and Planning)
Ensure evidence of any additional KCC spend required to cover impacts relating to new burdens imposed, e.g., EU exit, Supporting Families grant.	Dave Shipton, Head of Finance (Policy, Strategy and Planning)
Continued engagement with Government regarding High Needs funding concerns	Sarah Hammond, Corporate Director (CYPE) / Christine McInnes, Director of Education / Dave Shipton, Head of Finance (Policy, Strategy and Planning)
Engagement with County Councils Network, Society of County Treasurers and other local authorities and Government of potential opportunities and issues around devolution and public service reform	David Whittle, Director SPRCA

KCC Strategic Statement and Strategic Reset Framework developed, outlining how the Council will operate in future, taking into account medium term implications of the Covid-19 pandemic and the challenging operating environment more broadly.	David Whittle, Director SPRCA / Amanda Beer, Deputy Chief Executive	
KCC Quarterly Performance Report monitors key performance and activity information for KCC commissioned or delivered services. Regularly reported to Cabinet.	Rachel Kennard, Chief Analyst, KCC	
Ongoing monitoring and modelling of changes in supply and demand in order to inform strategies and service planning going forward.	Rachel Kennard, Chief Analyst, KCC	
Assessing impact and responding to Government plans for the future of social care, including Health and Social Care Integration White Paper, including assessing and quantifying the costs of social care reforms to analyse sufficiency of additional funding over the medium term to cover the cost of the reforms.	Richard Smith, Corporate Director ASCH / Zena Cooke, Corporate Director Finance	
Verbal presentation and paper to Cabinet on the impact of the Levelling Up white paper.	David Whittle Director SPRCA	
Regular review of HM Treasury forecasts and Government planned spending levels for local government	Zena Cooke, Corporate Director Finance	
Action Title	Action Owner	Planned Completion Date
Outcomes Based Budgeting approach being developed to strengthen links between outcomes and funding, using robust analysis and evidence, with resource envelopes issued	Zena Cooke, Corporate Director Finance	April 2023 (review)
Robust plan to be developed urgently to reduce current year overspend in order to reduce potential calls on reserves and spending growth pressures in subsequent years.	Zena Cooke, Corporate Director Finance (Section 151 Officer)	December 2022
Robust plan for 2023/24 to be developed. To be implemented over the next 2-3 months.	Zena Cooke, Corporate Director Finance (Section 151 Officer)	January 2023
Quarterly budget meetings between Cabinet Member for Finance and Corporate Director for Finance with Cabinet Members and Corporate Directors as relevant.	Zena Cooke, Corporate Director Finance (Section 151 Officer)	January 2023

Officer directorate sessions with CEO and S151 Officer being developed to review latest budget situation and proposed actions.

Zena Cooke, Corporate
Director Finance (Section 151
Officer)

January 2023

Risk ID	CRR0014	Risk Title	Cyber & Information Security Resilience			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner(s)	Current Likelihood	Current Impact	
Malicious (intentional) actions against KCC from individuals, cyber criminals and state sponsored attacks.	Confidentiality, integrity and availability of data or systems is negatively impacted or compromised leading to loss of service, data breaches and other significant business interruptions.	Data Protection breach and consequent Information Commissioner's Office (ICO) sanction.	Lisa Gannon, Director of Technology	Likely (4)	Major (5)	
Human error leading to staff revealing information or taking actions which assist malicious actor in being able to affect systems or data, including responding to phishing emails and losing account credentials.		Damages claims. Reputational Damage. Potential significant impact on business interruption if systems require shutdown until magnitude of issue is investigated.	Ben Watts, General Counsel and KCC Data Protection Officer Paul Royel, Director HR/OD	Target Residual Likelihood Likely (4)	Target Residual Impact Major (5)	
Compromise of physical security controls and/or infrastructure including unauthorised access to data centres, network cables and natural disaster (flood, fires etc.)		Loss or corruption of data. Loss of key systems potentially impacting ability to deliver statutory services. Partners unable to discharge their duties Complaints	Responsible Cabinet Member(s): Peter Oakford, Finance, Corporate and Traded Services Shellina Prendergast Communications, Engagement, People and Partnerships			Timescale to Target At Target
Supply chain compromise including vulnerabilities in purchased equipment and supplier system breaches.						
Gaps in existing resources and capabilities, including technological controls and resource challenges in provider's operational teams.						

Control Title	Control Owner
Multiple layers of logical, physical and administrative security controls Defence in depth is a key cyber security concept that the Authority adheres to, involving multiple layers of security control for protection from various threats.	James Church ICT Compliance & Risk Manager
Security engagement, training and awareness. Ongoing program of security engagement, training and awareness, upskilling staff to reduce human error. This includes communications, e-learning and training for staff.	James Church ICT Compliance & Risk Manager
Supply chain risk management Program of activities to reduce supply chain risk, including tracking supplier security assurances.	James Church ICT Compliance & Risk Manager
Investment in and implementation of new controls and technologies including capabilities of M365 E5 licenses. Cyber security threats are constantly evolving and therefore new tools and capabilities are required to keep up and mitigate the risk.	Dave Lindsay Interim Head of Technology, Commissioning and Strategy
Frequent security audits, penetration tests and compliance submissions External review of security posture provides validation that our controls work and are being managed effectively.	James Church ICT Compliance & Risk Manager
Internal assurance programme including audits, risk assessment and vulnerability management Completion of internal audits and assurance audits to ensure cyber is being managed effectively. Continuing to action audit recommendations via the Consolidated Security Action Plan. Risk assessments completed on new implementations to ensure that cyber risks are highlighted and treated. Vulnerability management activities to identify and treat vulnerabilities in good time.	James Church ICT Compliance & Risk Manager
Data Protection and Information Governance training is mandatory and requires staff to refresh periodically. Progress rates monitored regularly.	Ben Watts, General Counsel and KCC Data Protection Officer / Paul Royel, Director HR/OD
Additional messages warning staff of cyber threats are being sent out regularly.	Diane Trollope, Head of Engagement and Consultation

<p>Messages to encourage increased awareness of information security amongst staff are communicated to align with key implementation milestones of the ICT Transformation Programme.</p>	<p>Diane Trollope, Head of Engagement and Consultation</p>	
<p>Action Title</p>	<p>Action Owner</p>	<p>Planned Completion Date</p>
<p>Cloud migration and reducing reliance on physical infrastructure Activities to migrate away from physical infrastructure to the cloud which has increased resilience and stronger physical security controls.</p>	<p>Dave Lindsay Interim Head of Technology, Commissioning and Strategy</p>	<p>January 2023</p>
<p>Commissioning and procurement processes include cyber standards and requirements Ensuring that new products and services are built with the Authority's minimum requirements for cyber security.</p>	<p>James Church ICT Compliance & Risk Manager</p>	<p>June 2023</p>

Risk ID	CRR0015	Risk Title	Managing and working with the social care market			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>The current social care system is under significant strain as a result of the increasing cost and complexity of demand for services and constrained local authority budgets.</p> <p>A significant proportion of adult social care is commissioned out to the private and voluntary sectors. This offers value for money but also means that KCC is dependent on a buoyant market to achieve best value and give service users optimal choice and control.</p> <p>The market has high vacancy levels, and high staff turnover rates. Factors such as the increase to the National Living Wage, inflationary pressures, mandated vaccinations, and a buoyant job market mean that the care market is under pressure to recruit and retain adequate numbers of staff.</p> <p>Recovery from the Covid-19 pandemic has added additional pressures, further threatening sustainability of the market.</p>	<p>Social Care market particularly domiciliary care is not sustainable.</p> <p>Inability to obtain the right kind of provider supply at affordable prices.</p> <p>Significant numbers of care home closures or service failures.</p> <p>Increases in hand backs of care</p> <p>Providers choose not to tender for services at Local Authority funding levels or accept service users with complex needs.</p>	<p>Gaps in the care market for certain types of care or in geographical areas meaning difficulty in placing some service users.</p> <p>Unable to offer care packages immediately leading to delays with discharging from Health Services</p> <p>Reduction in quality of care provided due to workforce pressures</p>	<p>Richard Smith, Corporate Director ASCH, in collaboration with Clare Maynard, Interim Strategic Commissioner</p> <p>Responsible Cabinet Member(s): Clair Bell, Adult Social Care and Public Health</p>	<p>V. Likely (5)</p> <p>Target Residual Likelihood Possible (3)</p>	<p>Major (5)</p> <p>Target Residual Impact Major (5)</p> <p>Timescale to Target 3+ years</p>	

<p>Latent demand and a reduction in access to health care has led to an increase in clients presenting with more complex needs. There is increased demand for care and support, and pressures arising from hospital discharges.</p> <p>Increase in use of individual contracts for care and support in the home. Using more independent providers than framework providers. Over reliance on independent providers with significant increase in spend.</p>	
Control Title	Control Owner
KCC is part of local and regional Quality Surveillance Groups that systematically bring together the different parts of the health and care system to share information, identify and mitigate risks to quality, including those relating to care providers.	Simon Mitchell, Strategic Commissioning
New contracts commenced relating to Disability and Mental Health Residential Care services.	Simon Mitchell, Strategic Commissioning
Ongoing monitoring of Home Care market and market coverage. Commissioners and operational managers review the capacity of the Home Care market with a view to developing a strategy to ensure market coverage.	Paul Stephens, Senior Commissioning Manager
Ongoing Contract Monitoring, working in partnership with the Access to Resources team	Clare Maynard, Interim Strategic Commissioner
Opportunities for joint commissioning and procurement in partnership with key agencies (i.e., Health) being regularly explored, including joint work regarding the provision of dementia nursing beds.	Clare Maynard, Interim Strategic Commissioner
Regular engagement with provider and trade organisations	Clare Maynard, Interim Strategic Commissioner

Older Persons Accommodation Strategy refreshed, which analyses demand and need and sets the future vision and direction for accommodation to support vulnerable Kent residents alongside the Adult Social Care Strategy - Your Life, Your Wellbeing	Richard Smith, Corporate Director ASCH
Ensuring contracts have indexation clauses built-in, managed through contract monitoring	Michael Bridger, Commissioning Standards Manager
Analytics function utilises data to inform decision making before moving commissioning activity forward.	Rachel Kennard, Chief Analyst
Care in the Home Services refresh completed bringing Supported Living Services under the Care in the Home Umbrella.	Paul Stephen, Senior Commissioning Manager
Care and Support in the Home Services contract combines homecare and community based supporting independence services.	Paul Stephens, Senior Commissioning Manager
Analytical work is being conducted on assessments and reviews in adult social care to help inform key commissioning activity, including winter planning and impact of Covid.	Rachel Kennard, Chief Analyst
Daily risk assessment for people in the community awaiting packages of care and short-term bed provision for those at high risk	Jim Beale, Assistant Director ASCH
Adult Social Care Pressures Plan 2022/23 - outlining the strategic and operational response to a range of factors including COVID-19, vacancies in the health and social care workforce, waiting lists for care and support, winter pressures and budgetary pressures.	Richard Smith, Corporate Director for Adult Social Care and Health
Community Support Market Position Statements to inform market shaping, oversight and sustainability are in place and regularly refreshed.	Clare Maynard, Interim Strategic Commissioner
Continue to work innovatively with partners, including health services, districts and boroughs, and providers to identify any efficiencies across the wider sector.	ASCH Divisional Directors
Contract for Discharge Services presented to Cabinet Committee and approved by the Cabinet Member.	Paul Stephens, Senior Commissioning Manager
Quarterly market pressure reports to ASCH DMT	Simon Mitchell, Strategic Commissioning
Pipeline prioritisation tool is in place for Strategic Commissioning projects, shared with DivMT and Director of Strategy Policy, Relationships and Corporate Assurance	Michael Bridger, Commissioning Standards Manager

Analytics of the current market, and potential future market to ensure appropriate provision for regulated/unregulated care. Three sets of performance data to be triangulated (Analytic/Performance Data/Budget)	Simon Mitchell, Strategic Commissioning	
Key performance information in relation to strategic commissioning arrangements will be shared with the Corporate Management Team on a regular basis, commencing November 2022.	Clare Maynard, Interim Strategic Commissioner	
Development of micro providers market with partner Community Catalysts. Quarterly contract management reviews take place including focus on performance against targets (engagement and set up).	Paula Parker, Head of Portfolio Management, ASCH	
Action Title	Action Owner	Planned Completion Date
Conversations around recommissioning of care and support in the home framework and home care framework have commenced – options paper being drafted, including lessons learned.	Paul Stephens, Senior Commissioning Manager	December 2022 (Review)

Risk ID	CRR0039	Risk Title	Information Governance			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>The Council is required to maintain the confidentiality, integrity and proper use, including disposal of data under the Data Protection Act 2018, which is particularly challenging given the volume of information handled by the authority on a daily basis.</p> <p>The Council has regulatory obligations into the management of SAR/FOI/EIR requests</p> <p>United Kingdom General Data Protection Regulations (UK GDPR) came into effect that have introduced significantly increased obligations on all data controllers, including the Council.</p> <p>The Covid-19 pandemic has introduced new risks e.g., staff adapting to new ways of working and increasing information security threats.</p> <p>There is insufficient resource available to undertake comprehensive oversight / assurance activity that provides assurance on compliance with existing information governance standards.</p>	<p>Failure to embed the appropriate processes, procedures and behaviours to meet regulations.</p> <p>Failure to meet regulatory reporting deadlines</p> <p>Information security incidents (caused by both human error and / or system compromise) resulting in loss of personal data or breach of privacy / confidentiality.</p> <p>Council accreditation for access to government and partner ICT data, systems and network is withdrawn.</p> <p>Cantium Business Solutions prioritises commercial work or does not undertake information governance compliance work in an appropriate and timely fashion.</p> <p>Providers processing KCC data fail to embed the appropriate processes and behaviours.</p>	<p>Information Commissioner's Office sanction (e.g., undertaking, assessment, improvement, enforcement or monetary penalty notice issued against the Authority).</p> <p>Increased risk of litigation.</p> <p>Reputational damage.</p>	<p>Ben Watts, General Counsel and Data Protection Officer in collaboration with David Whittle, Senior Information Risk Owner</p> <p>Responsible Cabinet Member(s):</p> <p>Roger Gough, Leader</p> <p>Shellina Prendergast Communications, Engagement, People and Partnerships</p> <p>Peter Oakford, Deputy Leader and Cabinet Member for Corporate and</p>	<p>V. Likely (5)</p> <p>Target Residual Likelihood</p> <p>Possible (3)</p>	<p>Significant (3)</p> <p>Target Residual Impact</p> <p>Significant (3)</p> <p>Timescale to Target</p> <p>1-2 years</p>	

<p>There is a critical dependency on the Council's Local Authority Trading Companies (CBS) and other material third parties to support Information Governance compliance for the KCC systems and network.</p> <p>KCC services' requirement for non-standard systems creates vulnerabilities.</p>	<p>Traded Services</p>
<p>Control Title</p>	<p>Control Owner</p>
<p>Staff are required to complete mandatory training on Information Governance and Data Protection and refresh their knowledge every two years as a minimum.</p>	<p>Ben Watts, General Counsel and KCC Data Protection Officer / Paul Royel, Director HR and OD</p>
<p>Senior Information Risk Owner for the Council appointed with training and support to undertake the role.</p>	<p>David Whittle, Director SPRCA</p>
<p>ICT Commissioning function has necessary working/contractual relationship with the Cantium Business Solutions to require support on KCC ICT compliance and audit.</p>	<p>Dave Lindsay, Interim Head of ICT Commissioning and Strategy</p>
<p>Caldicott Guardian appointed with training and support to undertake the role</p>	<p>Richard Smith, Corporate Director ASCH</p>
<p>A number of policies and procedures are in place including KCC Information Governance Policy; Information Governance Management Framework; Information Security Policy; Data Protection Policy; Freedom of Information Policy; and Environmental Information Regulations Policy all in place and reviewed regularly. Data Protection Officer in place to act as a designated contact with the ICO.</p>	<p>Ben Watts, General Counsel and KCC Data Protection Officer</p>
<p>Management Guide/operating modules on Information Governance in place, highlighting key policies and procedures.</p>	<p>Ben Watts, General Counsel and KCC Data Protection Officer</p>
<p>Privacy notices as well as procedures/protocols for investigating and reporting data breaches reviewed and</p>	<p>Caroline Dodge, Team Leader</p>

updated		Information Resilience & Transparency
Information Resilience and Transparency team in place, providing business information governance support.		Caroline Dodge, Team Leader Information Resilience & Transparency
Cross Directorate Information Governance Working Group in place.		Michael Thomas-Sam, Strategic Business Adviser Social Care
Corporate Information Governance Group established, chaired by the DPO and including the SIRO and Caldecott Guardian acting as a point of escalation for information governance issues and further escalation to the Corporate Management Team if required		Ben Watts, General Counsel and KCC Data Protection Officer
Action Title	Action Owner	Planned Completion Date
Cloud migration and reducing reliance on physical infrastructure Activities to migrate away from physical infrastructure to the cloud which has increased resilience and stronger physical security controls.	Dave Lindsay Interim Head of Technology, Commissioning and Strategy	January 2023
Data breach process to be enhanced by automated system, changes include auto reminders to services where further information is required. More data will be available on service performance in relation to breach management and also allow for timely escalation where appropriate	Ben Watts, General Counsel and KCC Data Protection Officer	January 2023
Working from Home Information Governance and Records Management audit implementation of recommendations	Ben Watts, General Counsel / David Whittle, Director SPRCA	December 2022 (review)
Each directorate is responsible for carrying out data mapping exercises to find out what personal data is held and to understand how the information flows through the organisation	Michael Thomas-Sam, Chair of Cross-Directorate Information Governance Working Group	March 2023 (completion of updates in outstanding areas)

Risk ID	CRR0042	Risk Title	Border fluidity, infrastructure and regulatory arrangements			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>Changes at the UK border with Europe means additional controls now exist on the movement of goods and people between the UK and the EU.</p>	<p>That changes in border customs, checking and processing routinely disrupt local communities and both the strategic and local road networks.</p>	<p>Significant slowdown in the existing flow of goods and people through the Kent Ports leads to long delays in accessing Dover Ports and Eurotunnel.</p>	<p>Simon Jones, Corporate Director GET</p>	<p>Very Likely (5)</p>	<p>Major (5)</p>	
<p>The UK Government and the EU have introduced new border controls and further changes are being introduced including the new Entry/Exit System (EES). KCC has been working with partners at a local and national level to assess potential implications for the county and prepare for various scenarios.</p>	<p>That the Government does not provide sufficient capital and revenue financial support to departments, agencies, local authorities and other infrastructure stakeholders necessary to address the necessary infrastructure, legislation and controls to ensure long term plan for frictionless border movements.</p>	<p>Impacts on major traffic routes as a result of Operation Brock and other mitigations for port delays and the consequential increase in local and pan-Kent road journey times, impacting on local residents and businesses.</p>	Responsible Cabinet Member(s):	Target Residual Likelihood	Target Residual Impact	
<p>KCC is reliant on coherent, coordinated governance and information across Government to aid the Local Authority and partners locally in planning their contingency arrangements and responding appropriately.</p>		<p>Significant detrimental impact on county's economic competitiveness, attractiveness for inward investment and quality of life for Kent residents.</p>	<p>David Brazier, Highways & Transport</p>	<p>Possible (4)</p>	<p>Serious (4)</p>	
		<p>Significant increase in imported goods subject to statutory checks by Trading Standards including consumer goods and animal</p>	<p>Mike Hill, Community & Regulatory Services</p>		Timescale to Target 1-2 years	

	feeds. Imported animals now subject to welfare checks at Border controls posts, breaches of welfare subject to investigation by Trading Standards. Shortages and delay may impact supply chains.
Control Title	Control Owner
KCC engagement with and support for the Kent Resilience Forum	Lisa Guthrie, Head of Kent Resilience Team
Regular engagement with senior colleagues in relevant Government Departments.	Simon Jones, Corporate Director GET
Several training exercises have taken place to prepare for various scenarios	Simon Jones, Corporate Director, GET / Tony Harwood, Resilience and Emergencies Manager
KCC involvement in Operation Fennel Strategic and Tactical Groups (multi-agency planning groups for potential disruption at Port of Dover and Eurotunnel).	Simon Jones, Corporate Director GET
Operation Fennel strategic plan in place	Simon Jones, Corporate Director GET
KCC Cross Directorate Resilience Forum reviews latest situation regarding transition impacts	Tony Harwood, Resilience and Emergencies Manager
KCC contribution to multi-agency communications in the 'response' phase, and leadership of communications in the 'planning' and 'recovery' phases	Christina Starte, Head of Communications
KCC services are continually reviewing business continuity arrangements, taking potential scenarios into consideration (cross-reference to CRR0004), with co-ordination via Directorate Resilience Groups	Service Managers
KCC membership of the Delivery Models Operational Group and associated working groups such as	Steve Rock, Head of Trading

Emergency Planning, Infrastructure etc.		Standards
Applying for Government funding to support improving access to the Borders.		Simon Jones, Corporate Director GET
Recruited additional staff for Port Team and animal health officers to provide capacity.		Steve Rock, Head of Trading Standards
Action Title	Action Owner	Planned Completion Date
KCC continues to make a case for further funding from the Department of Levelling Up, Housing and Communities and Department for Transport (DfT) for direct impact costs	Simon Jones, Corporate Director GET	December 2022 (review)
Working with Government to develop short, medium and long-term plans for border resilience looking at infrastructure and technological solutions.	Simon Jones, Corporate Director GET	March 2023
Preparation for impact of implementation of EES system.	Simon Jones, Corporate Director GET	May 2023

Risk ID	CRR0045	Risk Title	Maintaining effective governance and decision making in a challenging financial and operating environment for local government			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The continuation of a challenging financial and operating environment for Local Government (see risk CRR0009) will require difficult policy decisions to be made in a timely manner, which requires continued effective governance and decision making as well as robust internal control mechanisms. Examples from other local authorities has shown the impact that ineffective decision making can have on financial resilience. KCC's constitution explicitly references the demarcation of Member and Officer roles which consequently places dependency on the effectiveness of the member governance of the Council. Elected Members may require additional training and expertise to enable capability of effective challenge.	Members are unwilling or unable to agree necessary policy (service) decisions to deliver a legally balanced budget and sustainable medium-term financial plan (MTFP). Members agree a budget requiring unrealistic and undeliverable efficiency savings leading to significant in-year overspends. Statutory officers (S151, Monitoring Officer, Head of Paid Service) are required to use their powers to intervene or alert the Council to inappropriate/illegal decision-making.	Decisions challenged under judicial review on the appropriateness of the decision-making within KCC. Monitoring Officer / Head of Paid Service statutory report to Council. Reputational damage to the Council. S114 Notice issued by the S151 Officer.	David Cockburn, Chief Executive Officer Zena Cooke, Corporate Director Finance (s151 Officer) Ben Watts, General Counsel and Monitoring Officer Responsible Cabinet Member(s): Roger Gough, Leader of the Council Peter Oakford, Deputy Leader and Cabinet Member for Corporate and	Possible (3)	Major (5)	
				Target Residual Likelihood	Target Residual Impact	Timescale to Target
				V. Unlikely (1)	Major (5)	TBC

Traded Services	
Control Title	Control Owner
KCC's Strategic Statement agreed by County Council and published setting out objectives and priorities for the Council.	Roger Gough, Leader of the Council
Medium Term Financial Plan and Budget Book agreed by Full Council and support/briefings provided for all political groups by officers on budget development options	Zena Cooke, Corporate Director Finance (Section 151 Officer)
Effective internal audit arrangements in place and robust monitoring arrangements for the delivery of internal audit recommendations to Governance & Audit Committee	Zena Cooke, Corporate Director Finance (Section 151 Officer)
Appropriately detailed and timely financial monitoring reports considered by Cabinet and Cabinet Committees	Zena Cooke, Corporate Director Finance (Section 151 Officer)
Governance reviews from across the local government sector are analysed to identify any lessons learned and reported to relevant stakeholders, including Governance & Audit Committee.	Zena Cooke, Corporate Director Finance (Section 151 Officer)
Appropriate officer development and training programme in place and overseen by CMT	Paul, Royel, Director HR and OD
Appropriate and effective corporate risk management procedures in place for the Council	David Whittle, Director SPRCA
Informal governance arrangements authorised by the KCC Constitution have been published on KNet as a practical guide for how officers work with elected Members to help them support effective decision making for our service users, residents and communities.	David Whittle, Director SPRCA
Operating standards for KCC officers that support KCC's constitution published on KNet, signposting officers to essential policy information and additional guidance on specific topics, to help officers discharge their responsibilities effectively.	David Whittle, Director SPRCA
Key and significant decision-making process in place for Executive decisions and appropriately published Forward Plan of Executive Decisions	Ben Watts, General Counsel and KCC Data Protection Officer

Annual Governance Statement (AGS) arrangements in place with returns made across both senior and statutory officers	Ben Watts, General Counsel and KCC Data Protection Officer	
Democratic Services support effective Committee governance and scrutiny arrangements	Ben Watts, General Counsel and KCC Data Protection Officer	
Member and Officer codes of conduct in place and robustly monitored and enforced	Ben Watts, General Counsel and KCC Data Protection Officer	
Member development and training programme in place and overseen by Selection and Member Services Committee	Ben Watts, General Counsel and KCC Data Protection Officer	
Provision for Chief Officers to seek written direction from Executive Members within the KCC Constitution	Ben Watts, General Counsel and KCC Data Protection Officer	
Appropriate performance reporting of service and corporate performance to Cabinet, Cabinet Committee and Full Council	David Cockburn, CEO	
Transformation plans and/or business cases for strategic change underpinning MTFP shared with non-executive members through Cabinet Committees as part of the executive decision-making arrangements	David Cockburn, CEO	
Action Title	Action Owner	Planned Completion Date
Review of KCC Informal Governance arrangements and Operating Standards	David Whittle, Director SPRCA	March 2023
Implementation of activities to support move to Chief Executive Officer (CEO) Operating Model approved by County Council.	David Cockburn, CEO	April 2023

Risk ID	CRR0049	Risk Title	Fraud and Error			
<p>Source / Cause of risk</p> <p>As with any organisation, there is an inherent risk of fraud and/or error that must be acknowledged and proactively managed.</p> <p>The fraud threat posed during emergency situations is higher than at other times, and all public bodies should be attuned to the risks facing their organisations and the public sector. This is further impacted by inflation and the cost-of-living crisis.</p> <p>It is critical that management implements a sound system of internal control and always demonstrates commitment to it, and that investment in fraud prevention and detection technology and resource is sufficient.</p> <p>This includes ensuring that new emerging fraud/error issues are sufficiently risk assessed.</p>	<p>Risk Event</p> <p>Failure to prevent or detect significant acts of fraud or error from internal or external sources, in that within any process or activity there are:</p> <ul style="list-style-type: none"> - false representations are made to make a gain or expose another to a loss - failure to notify a change of circumstances to make a gain or expose another to a loss - abuses their position, in which they are expected to safeguard to make a gain or expose another to a loss. <p>Given the size and complexity of KCC, with a significant number of payments going to a wide range of suppliers and other public bodies, whom have a legitimate need to amend their bank details, that this process is used to submit a fraudulent change of bank details (mandate fraud) to KCC in order to divert funds.</p>	<p>Consequence</p> <p>Financial loss leading to pressures on budgets that may impact the provision of services to service users and residents</p> <p>Reputational damage, particularly if the public see others gaining services or money that are not entitled to, leading to resentment by the public against others.</p>	<p>Risk Owner</p> <p>On behalf of CMT:</p> <p>Zena Cooke, Corporate Director Finance (Section 151 Officer)</p> <p>Responsible Cabinet Member(s):</p> <p>Peter Oakford, Finance, Corporate and Traded Services</p>	<p>Current Likelihood</p> <p>Very likely (5)</p> <p>Target Residual Likelihood</p> <p>Very likely (5)</p>	<p>Current Impact</p> <p>Moderate (2)</p> <p>Target Residual Impact</p> <p>Minor (1)</p> <p>Timescale to Target</p> <p>TBC</p>	

Control Title	Control Owner
KCC is part of the Kent Intelligence Network (KIN), a joint project between 12 district councils, Medway Council, Kent Fire & Rescue and Kent County Council which analyses and data matches financial and personal information to allow fraudulent activity in locally administered services to be detected more proactively within Kent	Nick Scott, Operations Manager, Kent Intelligence Network / James Flannery, Counter-Fraud Manager KCC
Training and awareness raising is conducted periodically	James Flannery, Counter-Fraud Manager
An agreed Memorandum of Understanding is in effect with partners (District Councils, Police and Fire Service) outlining the minimum standards expected to be applied by collection authorities (District Councils) to address fraud and error relating to council tax and business rates. Additional work jointly funded to identify and investigate high risk cases based on each authority's share of the tax base.	Dave Shipton, Head of Finance (Policy, Strategy and Planning)
Internal Audit includes proactive fraud work in its annual audit plan, identifying potential areas where frauds could take place and checking for fraudulent activity.	Jonathan Idle, Head of Internal Audit
Whistleblowing Policy in place for the reporting of suspicions of fraud or financial irregularity	James Flannery, Counter-Fraud Manager
Preventing Bribery Policy in place, presenting a clear and precise framework to understand and implement the arrangements required to comply with the Bribery Act 2010.	James Flannery, Counter-Fraud Manager
Anti-fraud and corruption strategy in place and reviewed annually	James Flannery, Counter-Fraud Manager
Counter Fraud Manager liaises with CMT regarding all new policies, initiatives and strategies to be assessed for the risk of fraud, bribery and corruption through engagement with the Counter Fraud Team.	James Flannery, Counter-Fraud Manager
Systems of internal control which aim to prevent fraud and increase the likelihood of detection	Corporate Management Team
Fraud risk assessments have been developed by the Counter-Fraud team and are being considered by service directorates to aid awareness and facilitate appropriate mitigations.	James Flannery, Counter-Fraud Manager
Commissioning standards reviewed, including rules relating to "Spending the Council's Money", which have been clarified.	Clare Maynard, Interim Strategic Commissioner
KCC Counter Fraud & Trading Standards are a member of the Kent Fraud Panel to help inform current fraud trends and emerging risks that may impact KCC and its residents.	James Flannery, Counter-Fraud Manager

Participate in the National Fraud Initiative exercise every two years to identify any fraud and error within key risk areas.	James Flannery, Counter-Fraud Manager
Counter Fraud Action plan in place to manage resources in conducting reactive and proactive work across KCC.	James Flannery, Counter-Fraud Manager
Process maps are in place to inform Control Team on the correct process to request a change of bank details.	Mark Sage, Corporate Accountant
Training of staff involved in the updating of bank details is in place to inform them of the agreed process.	Mark Sage, Corporate Accountant
Guidance is available on the Finance Page on KNet to inform those who receive change of bank details on the agreed process and this is communicated to payment, commissioning and contract management teams across KCC.	Mark Sage, Corporate Accountant
Mandate fraud risks are communicated as part of the fraud awareness sessions.	James Flannery, Counter-Fraud Manager
Any queries received on missing payments from suppliers is cross checked against recent change of bank requests to alert a possible mandate fraud.	Mark Sage, Corporate Accountant
Response Plan is in place within the Control Team to deal with any actual mandate frauds that have been identified.	Mark Sage, Corporate Accountant
Communication of mandate fraud / cyber security to KCC supply chain.	Clare Maynard, Strategic Commissioner

Risk ID	CRR0050	Risk Title	CBRNE incidents, communicable diseases and incidents with a public health implication			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood, and impact, of high impact incidents and emergencies.</p> <p>The Director of Public Health has a legal duty to gain assurance from the National Health Service and UK Health Security Agency that plans are in place to mitigate risks to the health of the public including outbreaks of communicable diseases e.g., Pandemic Influenza, resurgence of Covid-19, and/or management of a potential twin-demic of seasonal flu and Covid-19.</p>	<p>Insufficient capacity / resource to deliver response and recovery concurrently for a prolonged period, including potential future wave(s) of Covid-19.</p>	<p>Potential increased harm or loss of life if response is not effective.</p> <p>Increased financial cost in terms of damage control and insurance costs.</p> <p>Adverse effect on local businesses and the Kent economy.</p> <p>Possible public unrest and significant reputational damage.</p> <p>Legal actions and intervention for failure to fulfil KCC's obligations under the Civil Contingencies Act or other associated legislation.</p>	<p>On behalf of CMT:</p> <p>Anjan Ghosh Director of Public Health</p> <p>Responsible Cabinet Member(s):</p> <p>Clair Bell, Adult Social Care and Public Health</p>	<p>Likely (4)</p> <p>Target Residual Likelihood</p> <p>Possible (3)</p>	<p>Major (5)</p> <p>Target Residual Impact</p> <p>Major (5)</p> <p>Timescale to Target</p> <p>1-2 years</p>	
Control Title			Control Owner			
Utilising data sets from ONS and UKHSA and local health partners to give a picture of Covid19 across Kent.			Anjan Ghosh, Director of Public Health			
<p>Director of Public Health now has oversight of the delivery of immunisation and vaccination programmes in Kent through the Health Protection Board</p> <p>Director of Public Health has regular teleconferences with the UK Health Security Agency UK Health Security</p>			Anjan Ghosh, Director of Public Health			

Agency office on the communication of infection control issues	
KCC and local Kent Resilience Forum partners have tested preparedness for chemical, biological, radiological, nuclear and explosives (CBRNE) incidents and communicable disease outbreaks in line with national requirements. The Director of Public Health has additionally sought and gained assurance from the local UK Health Security Agency office and the NHS on preparedness and maintaining business continuity	Anjan Ghosh, Director of Public Health
The Director of Public Health works through local resilience fora to ensure effective and tested local outbreak management plans are in place for the wider health sector to protect the local population from risks to public health.	Anjan Ghosh, Director of Public Health
Multiple governance – e.g. Health Protection Board, Kent Pandemic Response Cell	Anjan Ghosh, Director of Public Health
Local Outbreak Management Plan published, building on existing health protection plans already in place between Kent County Council, Medway Council, UK Health Security Agency, the 12 Kent District and Borough Council Environmental Health Teams, the Kent Resilience Forum, Kent and Medway Integrated Care Board and other key partners	Anjan Ghosh, Director of Public Health
vaccination rollout for both covid and flu supported, including autumn booster with focus on vulnerable staff and clients	Anjan Ghosh, Director of Public Health
Floor standards with a number of triggers have been agreed with the Corporate Management Team for guidance to be issued to staff when triggers met.	Anjan Ghosh, Director of Public Health
If all triggers are breached at a local level, the matter will be escalated to CMT and Health Protection Board to consider reinstating Kent Resilience Forum command structures for non-pharmaceutical interventions and further measures contingent on central government guidance.	Anjan Ghosh, Director of Public Health
Public Health infection prevention and control nurse attends Kent and Medway Infection Control Committee	Ellen Schwartz Deputy Director of Public Health

Risk ID	CRR0052	Risk Title	Impacts of Climate Change on KCC services			
<p>Source / Cause of risk Impacts of Climate Change, particularly in relation to extreme weather events on KCC and the services KCC provides or commissions.</p>	<p>Risk Event Risk of increasing duration, frequency and effects of various climate change related extreme weather events (such as heat, flooding and drought) leading to substantial loss of service or network, asset deterioration or failure. Continually increasing costs of dealing with the impacts of climate change on assets and services. Reputational damage due to customer dissatisfaction. Adverse impacts on KCC services – buildings (loss of stranded assets), staff (sickness and lower productivity), service users, and the public.</p>	<p>Consequence Loss of life, sustained deterioration of public health and increasing health inequalities across the county. Economic impacts from asset destruction/deterioration, service disruption and recovery costs of extreme weather events. Degradation and loss of Kent's key ecosystems, impacting the health and viability of our natural environment/protected areas and Kent's ability to effectively mitigate and adapt to climate change. Negative impact on Kent economy and wellbeing of Kent residents. Inability to keep public safe and moving around the network.</p>	<p>Risk Owner On behalf of CMT: Simon Jones Corporate Director, Growth Environment and Transport Responsible Cabinet Member Susan Carey Cabinet Member for Environment</p>	<p>Current Likelihood Very Likely (5) Target Residual Likelihood Likely (4)</p>	<p>Current Impact Major (5) Target Residual Impact Serious (4) Timescale to Target 3+ years</p>	

Control Title	Control Owner	
Environmental risk to be built into project work.	Tom Marchant, Head of Strategic Planning and Policy	
Kent Environment Strategy – actions re emissions reduction, travel, air quality – outputs – link to Net Zero 2050	Helen Shulver, Interim Head of Sustainable Business and Communities	
Strategic Statement – Priority 3 re: Environment	Matt Smyth, Director of Environment and Waste	
Highways flooding and drain response: <ul style="list-style-type: none"> • Plotted every drain in Kent to enhance asset inventory and improve customer service • Business as Usual responding to emergencies, carrying out CCTV surveys and maintaining other vital assets such as soakaways. 	Earl Bourner, Drainage Asset Manager	
Action Title	Action Owner	Planned Completion Date
Estate rationalisation and building in additional measures to reduce emissions.	Rebecca Spore, Director of Infrastructure	January 2023 (review)
Net Zero 2030 target – action plan for KCC Annual Report	Helen Shulver, Interim Head of Sustainable Business and Communities	March 2023 (review)
Adaptation Programme actions - Kent wide plan e.g. building differently, active travel, farming practices, flood management, partnership working – 2050 target. Consultation in September 2022.	Helen Shulver, Interim Head of Sustainable Business and Communities	December 2022 (review)
Highways flooding and drain response: <ul style="list-style-type: none"> • Cleanse all Highway drains on a countywide programme every 2 years, with frequency of drain cleaning depending on assessed risk. • Customer enquiries will be risk assessed and reactive works carried out on an ad hoc basis. 	Earl Bourner, Drainage Asset Manager	December 2022 (review)

Risk ID	CRR0053	Risk Title	Capital Programme Affordability (impacts on performance and statutory duties)			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>The affordability of the capital programme presents a number of risks to specific programmes, including Highways, Schools and the KCC Estate more broadly.</p> <p>The uncertainty includes capital expenditure funded by grants, many of which are crucial to delivery of statutory services, Ongoing investment to maintain and modernise our assets competes with the priority to protect frontline services from effects of public sector funding restraint.</p> <p>There are a number of geo-political uncertainties in the current environment which additionally impact on the financial and operating environment.</p> <p>The construction industry is experiencing acute inflation pressures, long material lead time and sporadic material supply. Directly linked to material and labour shortages. Current inflationary pressures are impacting on the capital programme significantly - £18m.</p>	<p>Impact on ability to meet operational requirements and/or statutory duties.</p> <p>Inability to invest in new infrastructure.</p>	<p>Business interruption due to increasing level of reactive / emergency repairs, or parts of estate decommissioned (in whole or partially if deemed unsafe)</p> <p>Health and safety incidents associated with asset degradation.</p> <p>Inability to meet statutory duties e.g. lack of appropriate school place provision.</p> <p>Property assets may not be maintained to a sufficient standard and may not be safe and fit for purpose leading to building closures.</p> <p>Assets not maintained sufficiently now will require future additional spend to maintain.</p> <p>Impact on financial borrowing.</p>	<p>On behalf of CMT:</p> <p>Zena Cooke, Corporate Director Finance (Section 151 Officer)</p> <p>Responsible Cabinet Member(s):</p> <p>Peter Oakford</p> <p>Cabinet Member for Corporate and Traded Services</p>	<p>Very Likely (5)</p> <p>Target Residual Likelihood</p> <p>Likely (4)</p>	<p>Major (5)</p> <p>Target Residual Impact</p> <p>Serious (4)</p> <p>Timescale to Target</p> <p>3+ years</p>	

<p>Expectations of key stakeholders on capital spend.</p> <p>Risks associated with changes in legislation related to developer contributions. This could lead to a requirement for significant forward funding.</p>		
Control Title	Control Owner	
Asset safety factors associated with our assets are considered during the budget setting process.	Zena Cooke, Corporate Director Finance (Section 151 Officer)	
An annual programme of planned preventative maintenance is undertaken at KCC sites by the relevant Facilities Management contract partners	Tony Carty, Head of Facilities Management	
Prioritisation of the most urgent works across KCC sites	Jo Taylor, Head of Project Management, Property division	
10-year capital programme published as part of the 22-32 capital programme. This identified projected costs for some of the rolling programmes and a separate section of potential stand-alone projects which are markers and will need to have a full business case and identified funding planned evaluated and agreed.	Cath Head, Head of Finance (Operations)	
Infrastructure is working with Area Education Officers to communicate to schools regarding their obligations for maintenance and their responsibilities for repairs under financial thresholds	James Sanderson, Head of Property Operations	
Following approval of the strategic outline case for the Future Assets Strategy (part of KCC's Strategic Reset Programme), business cases for each of the three workstream are being developed (Office Estate, Community Buildings, Specialist Assets).	Rebecca Spore, Director of Infrastructure	
Action Title	Action Owner	Planned Completion Date
External funding bid for 'priority school build programme' (DfE) has been submitted, awaiting outcome.	James Sanderson, Head of Property Operations	December 2022 (review)
Lobbying central Government re capital grants relating to Highways.	Haroona Chughtai, Director Highways and Transportation	December 2022

Extensive lobbying of Government in relation to capital funding.

Zena Cooke, Corporate
Director Finance

January 2023 (review)

Risk ID	CRR0054	Risk Title	Supply Chain and market challenges			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Competition and availability of workforce and materials for both KCC and its suppliers.	Interruptions / disturbances within supply chain.	Material third parties / key suppliers are unable to provide services leading to KCC not meeting statutory requirements.	On behalf of CMT:	Likely (4)	Major (5)	
Economic uncertainty, for example interest rates, and the impact of inflation on existing and future contracts.	Suppliers unable to meet required levels of service or not provide all services.	Financial loss leading to pressures on budgets that may impact the provision of services to service users and residents	Clare Maynard, Interim Strategic Commissioner	Target Residual Likelihood	Target Residual Impact	
Sustainability of suppliers in some markets, and whether they have sufficient resilience to still deliver when impacted by internal/external risks whether they be operational or financial.	Incorrect or fraudulent payments made.	Reputational damage, particularly if the public see others gaining services or money that are not entitled to, leading to resentment by the public against others.	Responsible Cabinet Member(s):	TBC	TBC	Timescale to Target
Fraud and Error – fraud within supply chains or errors with payments to suppliers.	Suppliers becoming insolvent.		Roger Gough, Leader of the Council			1-2 years
Serious and Organised Crime – inadvertently contracting with Organised Crime Groups within supply chains.	Loss of/access to KCC data		Peter Oakford, Finance, Corporate and Traded Services			
Changes to the regulatory environment, including environmental impacts.						

Suppliers within the chain lack sufficient controls to manage data effectively and keep it safe.

Visibility of route to source.

There are a number of geo-political uncertainties in the current environment which additionally impact on the financial and operating environment. For example, the supply chain challenges as a result of global lockdowns, rising inflation and the war in Ukraine.

Inconsistent/ineffective application of contract managements processes across the organisation.

Control Title	Control Owner
Commissioning Standards Tools and templates – including terms and conditions in place for the organisation to ensure consistency of process	Michael Bridger, Commissioning Standards Manager
Robust checking of suppliers during tender stage and continuing to look at market intelligence on suppliers and market sectors	Strategic Commissioning Management Team
Commissioning Support Unit providing support to Commissioners around compliance and standards	Clare Maynard, Interim Strategic Commissioner
Ongoing review of providers' performance and financial sustainability through effective contract management and working closely with the Performance and Analytics unit to ensure evidence is provided to support decision making.	Strategic Commissioning Management Team
Spending the Council's Money (procurement policy)	Clare Maynard, Interim Strategic Commissioner

Training programmes in place for commissioning and contract management	Michael Bridger, Commissioning Standards Manager	
Review of terms and conditions of main contracts to ensure arrangements for UKGDPR, Modern Slavery Action requirement etc are sufficient.	Michael Bridger, Commissioning Standards Manager	
Contract Management Review Group (CMRG) relaunched to periodically review a selection of contracts for compliance purposes and to identify best practice/process improvements	Michael Bridger, Commissioning Standards Manager	
Working group set up to review risk of Serious and Organised Crime in supply chain procedures.	Natalie Liddiard, Intelligence and Standards Manager	
Officers are working with providers to help with costs, including accessing grants for energy efficiencies, energy deals through Commercial Services, and advice on reviewing general operating costs	Relevant Service / Contract Managers	
Proposal to review Strategic Commissioning key performance information and supply chain issues with Corporate Management Team on a regular basis.	Clare Maynard, Interim Strategic Commissioner	
Inflation clauses are written into some but not all contracts commissioned via Strategic Commissioning. Corporate Finance have been provided with data as to where inflation clauses exist Where impact of inflation on contracts is being managed by negotiation and reported to Finance Business Partners.	Clare Maynard, Interim Strategic Commissioner	
Providers encouraged to register their premises with energy companies to ensure that if there is a loss of power, they will have same energy privileges as hospitals.	Clare Maynard, Interim Strategic Commissioner	
Action Title	Action Owner	Planned Completion Date
Review of the 'Spending the Council's Money policy to ensure it is fit for purpose	Clare Maynard, Interim Strategic Commissioner	January 2023
Post implementation review of the Commission Standards Tools and Templates.	Michael Bridger, Commissioning Standards Manager	January 2023
Working group set up to review risk of Serious and Organised Crime (SOC) in supply chain and update procedures accordingly.	Natalie Liddiard, SOC Coordinator	March 2023

Risk ID	CRR0056	Risk Title	Special Educational Needs and Disabilities (SEND) Delivery and High Needs Funding			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Kent local area inspection by Ofsted and the CQC for children with SEND took place in January 2019. This inspection found nine significant areas of weakness across the local area which resulted in a Written Statement of Action being issued.	Insufficient improvement in areas identified within Ofsted timescales and children with SEND do not meet sufficient progress within the available financial resource.	Adverse impact on outcomes for vulnerable young people. Dissatisfaction from families.	Sarah Hammond, Corporate Director CYPE	Very Likely (5)	Major (5)	
In September 2022, the Local Area was revisited by Inspectors from both Ofsted and the CQC, who found that the area had not made sufficient progress in addressing any of the significant weaknesses.	Inability to manage within budget and reduce accumulated deficit on Dedicated Schools Grant reserve.	Potential for legal action if statutory time limits or processes are not met.		Target Residual Likelihood	Target Residual Impact	Timescale to Target
This has now reverted to the DfE and NHSE for consideration of next steps. An Accelerated Progress Plan (APP) will be required to be formalised by the Local Area against which Outcome and Impact based KPIs will be scrutinised and addressed.		Continued funding of deficit on the DSG reserve by net surplus balances in other reserves becomes unsustainable, impacting on the financial resilience of the Council.	Responsible Cabinet Member(s): Rory Love, Education & Skills	Likely (4)	Serious (4)	3+ years
In addition, the demand for Special Educational Needs and Disability (SEND) support						

is rising and at a much faster rate than the school age population, and the Council's Dedicated Schools Grant (DSG) budget is overspending on the High Needs Block and has a forecast deficit of £140m on the DSG reserve for 31st March 2023.

The Council is now part of the DfE Safety Valve programme and as part of this, will need to bring High Needs spending back into balance over the medium term and contribute to repaying the historic deficit.

Corresponding pressure on some of KCC's non-DSG SEND related budgets e.g. SEN Home to School Transport, is also being experienced.

Consequently, meeting the needs of children and young people with SEND within available resources is becoming ever more challenging.

The ability to forecast costs in future years is difficult.

Control Title	Control Owner
Continual lobbying of Government on two matters; increased funding in both the short and medium term, and structural changes to government policy to help reduce the demand i.e., via County Council Network, Association of Directors' of Children's Services. Includes provision of evidence of the impact of the High Needs pressures on the quality of education children receive, schools, other providers and the Local Authority.	Roger Gough, Leader of the Council / Rory Love, Cabinet Member, Education and Skills / Sarah Hammond, Corporate Director (CYPE)
As required by the DfE, a recovery plan is produced (if the LA is either in deficit or if there is a significant reduction in their surplus) outlining how KCC can bring in-year spending in line with in-year funding, and options for how the accumulated deficit could be repaid. To be presented to the Schools' Funding Forum and approved by the Council's Section 151 Officer.	Zena Cooke, Corporate Director Finance (Section151 Officer) / Christine McInnes, Director of Education
SEND Transformation Board in place, with responsibility for coordinating activity and tracking progress across the five identified workstreams in the Written Statement of Action, reporting into the Improvement Board.	Sarah Hammond, Corporate Director CYPE (KCC lead)
Local area SEND Strategy developed in collaboration with partners, which goes beyond the Written Statement of Action to enable sustained improvement and transform Kent's SEND offer.	Sarah Hammond, Corporate Director CYPE (KCC lead)
Kent Joint SEND vision established	Sarah Hammond, Corporate Director CYPE (KCC lead)
SEND Improvement Board established, meeting monthly, to ensure collaborative working across education, health and social care, to have a strategic overview of services and drive the operational workstreams that have been developed to address each area of significant weakness.	Sarah Hammond, Corporate Director CYPE (KCC lead)
Robust programme management in place, ensuring appropriate integration between workstreams and delivery plan.	Sarah Hammond, Corporate Director CYPE (KCC lead)
0-25 Health and Wellbeing Board is the strategic board for children's services that oversees delivery of these services in Kent. A new joint governance with health has been established from November 2020.	Sarah Hammond, Corporate Director CYPE (KCC lead)

Action Title	Action Owner	Planned Completion Date
Implementation of SEND Accelerated Progress Plan Inclusion workstream to better address the relationship between learner need, outcomes, provision and cost in addition to reviewing externally commissioned arrangements including independent providers, home tuition and therapy service, to ensure Value for Money.	Sarah Hammond, Corporate Director CYPE	March 2023 (review)
County Approach to Inclusive Education – approach to reduce number of children requiring EHCPs and Special Schools by developing more inclusive mainstream schools across the County.	Christine McInnes, Director of Education	March 2023 (review)
To agree a financial recovery plan with the DfE.	Zena Cooke, Corporate Director Finance / John Betts	December 2022
SEND Improvement Programme, which includes delivery of requirements detailed in the Kent Accelerated Progress Plan, covering three key workstreams relating to: <ol style="list-style-type: none"> 1) Health related, Systems, Post-16 and Alternative Provisions 2) Inclusion, Early Years and Mainstream 3) Parental Engagement, SEN process and structure, and Communication Strategy 	Sarah Hammond, Corporate Director CYPE	April 2023 (review)

Risk ID	CRR0057	Risk Title	Home to School Transport			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Home to School transport is available for SEND children with specific criteria in place. This requires close collaboration between services across the Council to ensure children are assessed and contractual arrangements for transport are put in place and communicated in a timely manner. There are multiple points of Governance across multiple business delivery points and multiple directorates.	Capacity risk of insufficient vehicles to take assessed children to school, along with lack of available drivers in driver/taxi sector.	Not meeting statutory duties or fulfilling parent / carer expectations regarding provision of appropriate access to education for all children.	Sarah Hammond, Corporate Director CYPE	Likely (4)	Serious (4)	
	Financial risk due to increased financial pressures and increased costs for service providers, with a forecast overspend of £8.2m in this financial year.	Implications on demand for school places.	Simon Jones, Corporate Director GET	Target Residual Likelihood	Target Residual Impact	
	Increased pressure on Officer time in relation to demand for school places.	Reputational damage if children not provided with transport in sufficient timescales.	Responsible Cabinet Member(s):	Unlikely (2)	Significant (3)	
As children transition between schools, there are additional pressure points where schools and parents need to keep the Local Authority up to date of any changes to ensure the relevant teams are aware of new applicants and/or changes to current arrangements in sufficient time.	Reputational risk linked to insufficient communications and expectation management.		Rory Love, Education & Skills		Timescale to Target	
It is anticipated that Home to School Transport will be impacted by any changes to			David Brazier, Highways and Transportation		TBC	

<p>subsidised bus routes from October 2022 onwards.</p> <p>Early Help and Care Plan (EHCP) numbers are currently rising across Kent (link to CRR0056), putting additional demand on resources and capacity in the market.</p>		
Control Title	Control Owner	
Home to School Transport Board in place which is now meeting monthly, chaired by Cabinet Member for Education and Skills.	Sarah Hammond, Corporate Director CYPE	
Increase in resource within the relevant teams.	Simon Jones. Corporate Director GET	
Ongoing identification work of all children with an EHCP, currently open to social work or early help, who have not applied for transport. The relevant social workers due to contact all parents to offer support.	Sarah Hammond, Corporate Director CYPE	
Action Title	Action Owner	Planned Completion Date
Management Action Plan coming out of Internal Audit Review, overseen by Governance and Audit Committee	Sarah Hammond, Corporate Director CYPE	March 2023 (review)
Work to improve inclusion and for more children to be educated in their local school, including Accelerated Progress Plan and Safety Valve work.	Sarah Hammond, Corporate Director CYPE	March 2023 (review)
Communications Strategy drafted.	Sarah Hammond, Corporate Director CYPE	January 2023 (review)
Automation of the process where possible, including consideration of implementation of Travel Service Optimiser (TSO)	Simon Jones. Corporate Director GET / Sarah Hammond, Corporate Director	March 2023 (review)

CYPE		
End to end process review	Simon Jones, Corporate Director GET / Sarah Hammond, Corporate Director CYPE	March 2023 (review)

Risk ID	CRR0058	Risk Title	Recruitment and retention of the workforce			
Source / Cause of risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
Attracting, and retaining staff continues to be reported as a challenge across directorates.		Insufficient staff to meet service demands	Impact on productivity (could be positive or negative)	On behalf of CMT	TBC	TBC
Risks relating to the workforce equate to a third of total risks being monitored by KCC		Inability to progress service development	Impact on delivery of statutory functions.	Paul Royel – Director of HR OD	Target Residual Likelihood	Target Residual Impact
Rolling turnover rate has increased in 2021/22, reaching 14% in March 22 compared to 9% March 2021. Turnover rates for Q1 and Q2 2022 are higher than national averages for the sector.		Impact on budgets from use of agency staff/contractors to fill roles.	Lack of experienced staff with specialist skills	Responsible Cabinet Member(s): Shellina Prendergast Communications, Engagement, People and Partnerships	TBC	TBC
There is a need to ensure that a suitably qualified, skilled and experienced workforce is in place to deliver services.			Loss of corporate memory		Timescale to Target TBC	
National skills shortages in key areas, such as social work, driving, and technical roles for example surveyors, and public health consultants are adding to difficulties with filling vacancies and increasing competition between employers.			Reliance on interim and agency staff			
The proximity of Kent to London presents challenges regarding pay structure. Employers in			Low staff morale			
			Impact on delivery of projects to expected time scales			
			Reputational damage			

<p>London may offer improved pay offers to attract those into key roles.</p> <p>Buoyant market for the workforce opportunities to work remotely provide applicants with greater flexibility and choice of workplace</p>		
Control Title	Control Owner	
Regular engagement with recognised trades unions.	Paul Royel, Director HR and OD	
People Strategy for 2022-2027 approved by Personnel Committee	Paul Royel, Director HR and OD	
KCC's Organisation Design principles have been refreshed to ensure they remain fit for purpose.	Paul Royel, Director HR and OD	
Promoting even more regular communications between managers and their teams while working remotely via "Good Conversations" tools etc.	Diane Trollope, OD and Engagement	
KCC's values, behaviours and culture embedded by managers, linked to KCC Strategic Reset programme.	Diane Trollope, OD and Engagement	
Annual workforce profile report for the Personnel Committee gives detailed analysis on staffing levels and provides comparator information on previous years	Paul Royel, Director HR and OD	
Action Title	Action Owner	Planned Completion Date
Communication, implementation and measurement of the impact of the People Strategy.	Paul Royel, Director HR and OD	December 2022 (review)

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