



AGENDA

CABINET

Thursday, 9th January, 2025, at 2.00 pm
Council Chamber, Sessions House,
County Hall, Maidstone

Ask for:
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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 28 November 2024 (Pages 1 - 16)
 4. Cabinet Member Updates
 5. Provisional Local Government Finance Settlement 2025-26 (Pages 17 - 24)
 6. Quarterly Performance Report, Q2 2024-2025 (Pages 25 - 94)
 7. Corporate Risk Register (Pages 95 - 148)
 8. English Devolution White Paper
- To follow

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

Tuesday, 31 December 2024

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KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 28 November 2024.

PRESENT: Mr R W Gough (Chairman), Mr N Baker, Mrs C Bell, Mrs S Chandler, Mr D Jeffrey, Mr R C Love, OBE, Mr D Murphy, Mr P J Oakford, Mr D Watkins and Mr R J Thomas

IN ATTENDANCE: Dr A Ghosh (Director of Public Health), Mrs S Hammond (Corporate Director Children, Young People and Education), Mrs A Beer (Chief Executive), Mr J Betts (Interim Corporate Director Finance), Alesbrook (Financial Hardship Programme Manager), Mr R Ellis (Director of Integrated Commissioning), Mr S Jones (Corporate Director of Growth, Environment and Transport), McKay (Acting Chief Accountant), Shulver (Head of Environment) and Mr M Smyth (Director of Environment and Waste)

UNRESTRICTED ITEMS**68. Apologies**

(Item 1)

No apologies were received.

69. Declarations of Interest

(Item 2)

No declarations of interest were received.

70. Minutes of the Meeting held on 26 September 2024

(Item 3)

RESOLVED that the minutes of the meeting on 26 September 2024 were a correct record and that they be signed by the Chair

71. Cabinet Member Updates

(Item 4)

1. Mr Watkins, Cabinet Member for Adult Social Care and Public Health, provided an update on the following:
 - (a) On 21st November Mr Watkins attended the House of Commons to co-chair the launch of the Social Care Commission for Assistive Technology (ATech); a project overseen by Policy Connect. The commission ran alongside the Kent and Medway Digital Skills Innovation in Healthcare Project which was funded by the Local Skills Improvement Fund and aimed to improve digital skills and the use of technology in the health and care sector by delivering training to both incoming and existing care

professionals. The project included the establishment of six assistive technology learning hubs in colleges across Kent and Medway. Mr Watkins visited the hub based at Canterbury college and commented on the impressive range of technology available within the training suite. The Commission would also look at ways in which service users could be best supported to adopt the technology which would assist people in living independent and healthier lives for longer. The implementation of ATech across the country would be supported by policy roundtable events, interviews and the review of specialist literature and data to ensure fully informed recommendations were presented to policy makers at all levels of Government. The Commission was sponsored by Kent County Council, Medway Council and Kent Further Education. Much of the work correlated to that of Kent County Council's in-house service, Technology Enabled Lives, which had made good progress since its launch. The progression of assistive technology would help to alleviate a significant part of the budgetary pressures faced by the Council.

(b) Mr Watkins, alongside the Kent Integrated Care Alliance, continued to lobby Government regarding the significant additional costs for social care services and the impact that this would have on the social care budget; most notably the increase in employer National Insurance Contributions, which would absorb much of the £600m grant funding announced by Government for 2025-26. Funding for services was already incredibly difficult and the financial challenge would continue until the Government provided adequate social care funding to local authorities.

(c) Mr Watkins paid thanks to all those involved in the Care Quality Commission (CQC) Assurance visit that took place at the end of September and awaited receipt of the report.

(d) A number of visits had taken place throughout the autumn, including:

- Fusion Healthy Living Centre in Maidstone
- Southfield Short Break Centre
- Drug and alcohol treatments service providers, including Change Grow Live in Folkestone, and the Forward Trust in Ashford
- One You shop on Ashford High Street
- Ebbsfleet Garden City
- Revival Cafe in Whitstable
- Blackburn Trust in Maidstone and the Tenterden Social Hub

Mr Watkins expressed his thanks to all those involved in facilitating the visits which provided an opportunity for valuable discussions.

(e) Furthermore, Mr Watkins attended:

- Dementia Friendly Kent Awards on 21st October,
- Kent Care Awards on 13th September

- Kent and Medway Health and Care Symposium at the Guru Nanak Gurdwara in Gravesend on 31st October

Mr Watkins expressed his thanks to all those involved in the events

(f) The following consultations had been launched:

- [Proposed changes to wellbeing services in the community](#) – 26th November to 27th January 2025
- [Postural Stability Service](#) – 6th November to 17 December 2024

2. Mrs Chandler, Cabinet Member for Integrated Children’s Services, provided an update on the following:

(a) On 18th November the Department for Education (DfE) published a policy statement titled ‘Keeping Children Safe, Helping Families Thrive: Breaking Down the Barriers to Opportunity.’ The statement sets out government’s commitment to keeping families together. Mrs Chandler drew attention to the commentary within the paper regarding independent care providers and the rebalancing of the system towards preventative work, of which further information was eagerly awaited. There had also been an indication of additional funding and continued support for Family Hubs, which was very welcome. Further details were yet to be announced.

(b) On the 14th of November, Kent County Council hosted a visit to the two new reception centres, accompanied by the Minister for Children and Families, Janet Daby, and the Minister of State at the Home Office, Dame Angela Eagle, alongside senior leaders from Home Office and Department for Education. It was a positive visit, with ministers impressed by how the centres were operating.

Discussions were also held on improvements to the National Transfer Scheme (NTS) and the need for a national response to accommodate newly arriving Unaccompanied Asylum Seeking Children (UASC).

Kent County Council had six reception centres in operation that provided temporary homes for UAS children, all of which had been successfully registered with Ofsted either as a children's home (for those aged under 16) or supported accommodation (for those aged 16 or 17).

The Home Office incentivised funding between May and October 2024 had improved the NTS transfer times for children; however, work would continue with the Home Office to confirm future arrangements to ensure that the NTS was equitable and effective for all UAS children and the Local Authority.

(c) Mrs Chandler attended the National Agenda and Reforms Conference and Kent Academy Social Care Awards on the 24th October. The conference

included guest speakers, the Chief Social Worker for Children and Families, and the National Director of Ofsted, all of whom who gave their perspective on the national reforms. The awards recognised the great work that had been undertaken across the county by children's services.

(d) Mrs Chandler attended the annual Foster Carer Award ceremony and paid tribute to all those who won this year's awards, which highlighted the extraordinary work undertaken by Kent's Foster Carers every day.

(e) Our Children and Young People in Care Council won first place at the Coram National Voice Awards 2024 for a project called Listen Up, a short film about the importance of listening to the voices of children and young people.

(f) Kent County Council had also won the National Leaving Care Benchmarking Forum, Team of the Year award for the 18 plus food bank project.

(g) The Corporate Parenting Christmas Appeal had been launched in partnership with the Young Lives Foundation with a target of reaching £25,000, which if achieved would provide each care leaver with a £10 voucher and offer 50 young adult care leavers the chance to attend and share a Christmas Day dinner. Details could be found on [The Young Lives Foundation fundraising page](#) and would be circulated to Members and staff over the coming days.

3. Mr Love, Cabinet Member for Education and Skills, provided an update on the following:

(a) Mr Love reported on his attendance at recent events which included:

- The opening of the new sport and teaching block at the Borden Grammar School in Sittingbourne
- The Newly Appointed Headteacher Welcome Event, jointly run by Kent County Council and the Kent Association of Leaders in Education (KALE)
- The KALE annual conference in Ashford, joined by the Leader, Mr Gough
- The School Funding Forum held in October where Mr Ben Cooper, Executive Headteacher of Swalecliffe Community Primary School, was formally appointed at the Forums new Chair.

(b) The procedures that had been put in place by the SEND Strategic Improvement and Assurance Board to support the SEND improvement programme had delivered the required outcomes. Reporting arrangements had therefore reduced to a business as usual basis. Mr Love paid thanks to the independent Chair for the work and support provided over the last eighteen months.

- (c) Mr Love advised that since the last performance report presented to Cabinet, the completion of Education Health and Care Plans (EHCPs) issued within 20 weeks had significantly improved with three out of four being issued within timescale and the oldest case being 26 weeks old. Mr Love commented on the Council's achievements and provided assurance that the reforms, which had been recognised and endorsed by the Minister for Children and Families, would continue to be delivered at pace.
4. Mr Baker, Cabinet Member for Highways and Transport, provided an update on the following:
- (a) The Pothole Blitz had concluded on 31st October. During its operation contractors had delivered 229,622 square metres of patching.
- (b) Preparations had commenced as part of the winter service launch, including the deployment of gritters and teams would continue to be placed on standby to ensure that Kent's roads remained safe and accessible through the removal of debris and excess water caused through increased drainage pressure.
- (c) Announcements had been made from Government on additional bus funding which would enable Kent County Council to support buses for an additional year, however, details were yet to be received. Mr Baker noted that whilst the funding was welcomed, it would probably only provide the Council with the ability to maintain the current network. The anticipated White Paper from Government on an Integrated Transport Strategy would help to inform the former bus funding announcement and details were eagerly awaited.
- (d) The European Entry/Exit System (EES) which was due to come into force in November had been delayed due to concerns of readiness raised by several EU member states, including France, Germany and the Netherlands. There had been no further announcement on the new proposed date of implementation; however, Mr Baker noted the benefits of delay to Kent in ensuring that the discussions remained focused on improved accessibility in and out of Dover when delays do occur as a result of the EES.
- (e) The second parish seminar of the year was conducted in person (the first time in a number of years) and was well attended by both the parish and town council representatives. Mr Baker commented on the importance of strong working relationships with local tiers of government and the positive discussions that stem from those relations. Mr Baker noted that future seminars would look to take the form of workshops to share best practice and to review ways in which this could be rolled out across the county.
- (f) The consultation for the Local Transport Plan 5 had closed and was due to be presented to Full Council in December 2024. The document clearly

captured Kent County Council's vision for the future in terms of what was needed in Kent in light of the unprecedented amount of change expected. It provided the basis for discussions to be held with the Department for Transport (DfT) and others on modes of transport and how to keep the road networks flowing.

5. Mr Murphy, Cabinet Member for Growth and Economic Development, provided an update on the following:

(a) The No Use Empty Scheme had recently gained media attention through the BBC One Show and Radio Kent. Furthermore, following a letter to Matthew Pennycook, Minister in Housing, the team were invited to give a presentation on the No Use Empty Scheme to Government policy advisors who wished to explore how the scheme could be applied to manage empty housing. Ealing and Bedfordshire councils had also approached Kent County Council to enquire about the scheme in hope of finding a solution to 6000 empty properties. Kent County Council had also been invited to attend as guest speakers at the National Empty Homes Conference in Birmingham in May 2025.

Since 2005 there had been 8,501 properties brought back into life through the scheme which included commercial and residential, which has accommodated housing for over 3000 people. The Tridax units at Dover had also supported 110 jobs and was the Council's largest development to date.

(b) Mr Murphy and the Leader were due to host David Maenaut, General Representative of Flanders in the United Kingdom, following the recent visits from Flanders officials and business representatives, including the Governor of West Flanders, earlier this year, to discuss increased trade alongside cultural and research links between Kent County Council and the Flanders region.

(c) Mr Murphy had also recently attended and presented at an international conference in Dunkirk which focused on sustainable growth within the tourism, residential and industrial sectors. The presentation was well received and it was noted that Kent County Council had been the only political representative present.

(d) A meeting of the Straits Committee was held in Ghent on the 25th and 26th November. Part of those discussions included the possibility of Kent County Council receiving unspent Interreg funding. Furthermore, Mr Murphy announced that a joint Straits Committee Eurostar declaration, which would include the frequency of trains through Lille, would be issued in due course. Assurance was also provided regarding the continuation of projects to address the issue of water management.

(e) Mr Murphy was due to attend the UK-France Local Government Forum on the 12th and 13th December, hosted by Leeds City Council. The forum was

an opportunity to exchange views, including topics of cross-border cooperation and fluidity between countries, with presentations due to be conducted by Dr Abigail Taylor, Research Fellow at the City Region Economic Development Institute (City-REDI) at the University of Birmingham, whose research involved cross-border relationships and international relations. Travel for the event was paid for via grant from the British Embassy in Paris

- (f) The Kent and Medway Business Fund (KMBF) had received 19 successful applications for small business loans since July 2024, amounting to £1.35m that had been given to small businesses in Kent, across a number of sectors.
 - (g) On 21st November, the Leader and Mr Murphy attended the Kent Invicta Chamber of Commerce annual dinner. Mr Mark Quinn was presented with the Outstanding Contribution to Kent Award for his incredible work for both charities and businesses within Kent.
6. Mrs Bell, Cabinet Member for Community and Regulatory Services, provided an update on the following:
- (a) The Libraries, Registration and Archives Service had successfully retained its customer service excellence standard following a four day assessment. The independent assessor praised the staff's enthusiasm, local knowledge, and ability to innovate and connect with diverse communities. The organisation was described as providing a gold star service with a positive working culture that valued both staff and residents. Mrs Bell congratulated the service for their outstanding report.
 - (b) Kent Libraries continued to participate in the Warm Welcome Campaign, which offered safe and inclusive spaces for residents during the winter season, especially needed due to the high cost of living and changes to the winter fuel allowance. The initiative had received public recognition, including coverage by ITV Meridian who attended Margate Library.
 - (c) Mrs Bell was joined by Lord Michael Bichard, Chairman of National Trading Standards, on a visit to Kent County Council's Trading Standards Ports Team in Dover. The visit provided an opportunity to demonstrate the critical work being done to protect Kent's borders, including efforts undertaken to prevent illegal vape imports. The visit to the Port of Dover also exposed the challenges faced by the team on a daily basis in the interception of dangerous products. Lord Bichard requested that a report on the issues be provided that could be used to support discussions at a national level.
 - (d) Mrs Bell attended the launch of the Local Vape Action Project in Tunbridge Wells. This initiative, led by the legitimate vape supply industry through the Independent British Vape Trade Association, was focused on ensuring that only legal, safe vape products were sold and that under age sales were prevented. Tunbridge Wells was selected as the trial location due to its

unique characteristics, including a large number of vape shops and a high concentration of young people who congregated in the area after school hours. The launch attracted strong media attention with coverage from Kent Online and ITV Meridian. If successful, the initiative would be rolled out nationwide, setting a benchmark for ensuring safety and legality in the vape industry.

(e) Mrs Bell expressed her delight in presenting the John Downton Awards on 21st November and said that quality of the work produced by young people from schools across the county was truly outstanding and inspiring. The exhibition was on display in the Stone Hall in Sessions House Maidstone.

7. Mr Jeffrey, Cabinet Member for Communications and Democratic Services, provided an update on the following:

(a) The Winter Campaign had launched with e-newsletters due to go out on a fortnightly basis containing information and advice on how to stay healthy and warm, travel safely and how to get support with heating and food.

(b) Kent County Council held its Be a Councillor event, with 90 representatives in attendance from a number of political parties. The event focussed on the crucial role that Members play and utilised information that was readily available through the Local Government Association. Mr Jeffrey paid tribute to the team who coordinated the event and whose work was critical in making the event a success. The information from the event was also available as a webinar for future candidates and would be used to shape the Council's future induction programme for the new cohort of members from May 2025. The induction programme would provide a comprehensive overview of how the Council operates, the role of Members and how to be the most effective democratic body moving forward.

(c) On the issue of democracy and governance, the working party had met on a number of occasions over the past year and had, in the past week, culminated in a series of recommendations which would be presented to the Selection of Member Services Committee and County Council in December 2024. Mr Jeffrey thanked the political group leaders and all participants for their collaboration and openness to explore the Council's governance, which had resulted in suggestions for a better way of working.

(d) The deadline for Combined Member Grants had ended with 180 grant applications made within the past few months which would support 180 community groups and organisations. The Member Hub would be working hard to ensure all grants were in place before the end of the calendar year.

(e) Mr Jeffrey provided an update on the following engagement work:

- Proposed Changes to Wellbeing services in the Community consultation – closing date 27th January

- Modifications to the Kent Minerals and waste Local Plan consultation – closing date 28th November
 - Postural Stability Service consultation – Closing 17th December
 - In terms of engagement, a popular initiative had been the On-street electric vehicle (EV) charging points; since launched there had been 350 pins added to the map to allow residents to nominate their street or area for a public EV charging point.
 - Over 700 residents had also completed the survey which assessed their views and experience on current pharmacy services, which would help inform the development of the new Pharmaceutical Needs Assessment. The consultation was due to close on 13th December.
 - Other engagement included the National Highways and Transport Survey, which was due to run until the end of February 2025.
 - The Family Hubs Awareness Survey was due to run until the end of March 2025
 - Making Space for Nature, which would inform the Council's Local Nature Recovery Plan was ongoing.
8. Peter Oakford, Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services provided an update on the following:
- (a) A statement was due to be released imminently during the House of Commons meeting (28th November) entitled 'Local Government Finance' and was anticipated to be the Policy statement in advance of the Local Government's provisional settlement which was due to be announced at the end of December 2024. Details would be shared in due course.
 - (b) Mr Oakford paid tribute to the Property team who had been set a £12m revenue target from the disposal of assets declared surplus for the Council, who were instead on target to achieve £22m. The sale of properties no longer used by the Council allowed reinvestment into the Council's capital programmes.
 - (c) Work was underway to upgrade Oracle, the Council's information technology platform. Mr Oakford thanked all those involved and recognised the additional work undertaken by staff to deliver the new system which would enable increased efficiency in the Council's financial reporting.
 - (d) Congratulations were also expressed to the Kent County Council Audit Team, who won the Excellence in Public Sector Audit Award at the Public Finance Awards Ceremony. Mr Oakford noted the tremendous work undertaken by all staff across the Council; however, he wished to pay tribute to those whom he worked closely with.

9. The Leader noted that since the last meeting of the Cabinet held in September, Kent County Council, along with Medway Council, had submitted an expression of interest in relation to the Government's devolution agenda. Whilst the approach to be adopted by Government remained unclear, the expression of interest was submitted along with a range of documents contributed by District and Borough councils, including a covering letter signed by 14 Leaders across Kent and Medway, and was both consistent and inclusive in its approach. The Leader thanked all those involved for their contributions.

The Leader thanked the Cabinet Members for their updates.

72. 24/00089 - Revenue and Capital Budget Monitoring Report - September 2024-25
(Item 5)

John Betts (Interim Corporate Director Finance) Cath Head (Head of Finance Operations) and Joe McKay (Acting Chief Accountant) were in attendance for this item.

1. Mr Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services) introduced the report which set out the revenue and capital budget monitoring position as at September 2024-25 (Quarter 2). The forecast revenue outturn position was an overspend of +£26.8m (excluding schools), which represented 1.9% of the revenue budget. The forecast outturn position had increased by £10.5m compared with the forecast position in June 2024-25 (Quarter 1). The largest overspend was within Adult Social Care & Health (+£32.5m), of which £22.7m related to savings which could not be delivered in year, but the majority of which would be delivered in future years. The remaining £9.8m of the overspend related to other service-related pressures, largely driven by the increase in the cost (both complexity and inflationary) to deliver social care placements from providers. Similar challenges were faced by other upper-tier local authorities with 81% reported to be on course to overspend on their adult social care budget in the current financial year. Work would continue within the ASCH directorate to reduce the forecast overspend as far as possible. Panels remained in place to ensure that social care need was being met in the most cost effective manner and this was reviewed by senior management. There were three particular workstreams in train with external consultants who were working closely with Adult Social Care and Health front line staff to identify more effective working to deliver cashable savings and reduce the forecast overspend trajectory for 2024-25. Non-delivery of savings would have a significant impact on the future year's budget. Any overspend was a concern for the authority and presented a risk for the Council's future financial sustainability. It was critical that the overspend for the Council was managed down to as near a balanced position as possible, as any overspend weakened the Council's financial sustainability going forward. Reserves were a one-off solution; however, they continued to be used without the ability to replenish them. The capital programme spent to date was £123.3m, representing 28.9 % of the total

approved budget. The directorates were projecting a £90m underspend against budget for the full year. This was split between a £14.4m real variance and £104m of rephasing. Of the rephasing, £41m was prudential borrowing funding, with the remainder funded from grant or external funding. Mr Oakford commented on those areas where there were underspends, primarily those reported within the Children, Young People & Education Department, and gave recognition to the work undertaken to not only reduce the spend but deliver savings.

2. The Leader noted the significant reduction in pressures compared to the financial position for 2023-2024 which was as a result of tremendous areas of progress, as evidenced within the SEND reforms. However, the savings which were due to be met within the Adult Social Care and Health remained a significant pressure for both Kent County Council and the sector as a whole and every effort would be made to help reduce those pressures. Difficult decisions would continue to be taken to contain budgetary tensions at a time when reserves were low and which also needed to be replenished.
3. Further to comments and questions from Members it was noted:
 - That until Government recognised the need for reform or structural change to address the financial pressures, the issues would continue.
 - Whilst there were many aspects not within the Local Authority's direct control, it was important to retain sight of those areas that were, with particular emphasis on SEND whereby an improved quality of service had been achieved through the Council's own initiatives, and savings had also been delivered. Thanks were offered to all staff involved in helping to deliver the SEND reforms as this ensured funding could be better utilised in the future for those who needed it most. The quality of service was dependent on the finance available in order to sustain it.
 - Tribute was paid to staff within the Children's, Young People and Education Directorate for the significant amount of work undertaken to deliver the projected savings and remain within budget. In particular, the high degree of support provided to families which in turn had helped to reduce the number of children in care, and thereby reduced budgetary pressures. However, an area which continued to create financial challenge was the residential and semi-independent placements for children. Whilst significant work had been done to ensure relevant contributions were received for the 18-25 cohort (which would positively impact on the Adults budget going forward), the cost of care for Looked After Children continued to rise despite all efforts to reduce this.
 - Work continued to reduce the pressure within the Adult Social Care Directorate. Of the £54m savings programme, £32m was projected to be met with £22m still outstanding. A majority of those savings were set

to be delivered in the 2025-26 financial budget. Reasons for delay included challenges attributed to partnership working and conflicting financial priorities

4. RESOLVED That Cabinet:

- (a) NOTE the forecast revenue overspend of £26.8m (excluding Schools) and the actions being taken to mitigate the forecast overspend
- (b) NOTE the forecast overspend on Schools' Delegated Budgets of £29.1m.
- (c) NOTE the forecast capital underspend of £90.1m.
- (d) NOTE the progress on the delivery of savings.
- (e) AGREE the Capital budget changes.
- (f) NOTE the Reserves, Treasury Management and Prudential Indicators monitoring

73. 24/00094 - Adoption of the Kent County Council Environment Plan
(Item 6)

Matthew Smyth (Director for Environment and Circular Economy) and Helen Shulver (Head of Environment) were in attendance for this item.

1. Mr Thomas (Cabinet Member for Environment) introduced the KCC Environment Plan which had been designed to unify and enhance the organisation's environmental and sustainability efforts. The plan was framed around six goals and aimed to support environmental, growth, and health outcomes without imposing additional financial burdens. The actions listed in the plan had corresponding target outcomes which would be reported on annually at the Environment and Transport Committee to ensure that progress was monitored and maintained. Mr Thomas noted that the plan had no end date as it was intended to be a live document and one which could be embedded across a number of areas within the Council. The Plan had been presented to the Environment and Transport Cabinet Committee where the feedback received focussed on increased means of monitoring. Mr Thomas provided assurance that the team along with the Cross-Party Member Working Group would continue to explore and adopt improved monitoring systems.
2. Further to comments and questions from Members it was noted:
 - The Environment Plan would require organisation wide support to ensure that the actions and activity were considered within all operations across the Council.
 - In regard to highways, it was noted that urban intensification had created the issue of waterways becoming polluted with sewage. This was largely due to outdated legislation which needed to be updated to take account of the changing environmental issues. It was therefore crucial that national policy continued to be lobbied and scrutinised to ensure that global matters were being addressed at a local level.

- The Environment Plan relied on the participation and cooperation of landowners. A significant amount of work had been done in recent years to strengthen the Council's connections with the rural communities, specifically in relation to environmental schemes and that work would continue. However, it was noted that the government's recent budget announcements regarding funding for landowners may impact participation levels going forward.

Members noted the environmental achievements in 2023-24 as outlined in the report and said that it provided credibility to the Council in its ability to demonstrate what has been done to date and what improvements were intended to be made going forward, specifically in relation to the work planned to be undertaken with communities and partners. Members noted the considerable achievement of Kent County Council as the third lowest County Council in England in terms of municipal waste sent to landfill; an accomplishment which evidenced the ambition and goals of the Council and provided communities in Kent with assurance that all efforts would continue to enhance environmental growth and sustainability.

- The Environment Plan would help to address the quality of seawater pollution which impacted enormously on the tourism sector and residents' ability to use local facilities.
3. Mr Thomas thanked Members for their comments and paid tribute to the team for all their work. Mr Thomas also provided members with an update on the work undertaken by the Council in building a dedicated team for its 'Making Space for Nature in Kent and Medway' project which would work with partners and communities to develop a tailored nature recovery strategy for Kent and Medway. The team had been working closely with farmers as a crucial partner in the delivery of some of those projects and Mr Thomas provided assurance that all efforts would be maintained in both sustaining and building those relations
 4. RESOLVED that Cabinet endorse the proposed decision by the Cabinet Member for Environment :
 - (a) To adopt the Kent Environment Plan on behalf of Kent County Council.
 - (b) To delegate authority to the Corporate Director of Growth, Environment and Transport in consultation with the Cabinet Member for Environment to refresh and/or make revisions to the Strategy as appropriate during the lifetime of the strategy.
 - (c) To delegate authority to the Corporate Director of Growth, Environment and Transport to take relevant actions, including but not limited to finalising the terms of, and entering into required contract or other legal agreements, as necessary to implement the decision as shown at Appendix A.

74. 24/00095 - Adoption of the Kent County Council Climate Change Adaptation Plan 2025-2028
(Item 7)

Matthew Smyth (Director for Environment and Circular Economy) and Helen Shulver (Head of Environment) were in attendance for this item.

1. Mr Thomas (Cabinet Member for Environment) introduced the report on the Climate Change Adaptation Plan which set out how Kent County Council would start to adapt its assets and services to climate change between 2025 and 2028. Findings from the Climate Change Risk and Impact Assessment for Kent and Medway and activity and input from divisions across KCC had shaped the aim, objectives and actions that defined the Climate Change Adaptation Plan. Actions listed in the action plan had corresponding target outcomes which would be reported on annually at the Environment and Transport Cabinet Committee. As with the Environment Plan, the actions within the Climate Change Adaptation Plan would be delivered by base funded staff from services involved; however, match funding, or in-kind funding would be required to further progress outcomes.
2. Further to comments and questions from Members it was noted:
 - Members welcomed that the Climate Change Adaptation Plan recognised the context of those issues which were presently impacting Kent's residents, including the closure of the Road of Remembrance caused through extensive embankment landslip. The Plan helped to build both the awareness and resilience required to help the Council in its future approaches.
 - It was noted that the Council had already had to make changes to its programme of work due to conditions brought about by climate change. For instance, in relation to highways, verges had caused increased issues due to wetter summers and mild winters. The use of technology and identifying trends was therefore key in helping to identify possible upcoming challenges caused through climate change
 - It was noted that a report was presented to Health Reform and Public Health on 19th November on the [Implications of Climate Change for Public Health](#). It focussed on climate as being one of the wider determinants of health impacting particularly on more deprived communities and groups. These changes were prevalent in Kent now and it was therefore crucial that Kent had a comprehensive adaptation strategy. The work was welcomed by Members.
3. RESOLVED that Cabinet endorse the proposed decision by the Cabinet Member for Environment :
 - (a) To ADOPT the Kent County Council Climate Change Adaptation Plan 2025-2028.

- (b) To DELEGATE authority to the Corporate Director of Growth, Environment and Transport in consultation with the Cabinet Member for Environment to refresh and/or make revisions to the Strategy as appropriate during the lifetime of the strategy.
- (c) To DELEGATE authority to the Corporate Director of Growth, Environment and Transport to take relevant actions, including but not limited to finalising the terms of, and entering into required contract or other legal agreements, as necessary to implement the decision as shown at Appendix A.

75. Financial Hardship Programme
(Item 8)

Lucy Alesbrook (Financial Hardship Programme Manager), Victoria Lawrence-Rose (Programme Officer, Financial Hardship Programme) and John Betts (Interim Corporate Director Finance) were in attendance for this item.

1. The Leader introduced the report which provided a high-level overview of the support provided in response to the ongoing financial pressures, focussing in particular on the work being funded by the Helping Hands Scheme, and the delivery of the Department of Work and Pensions' Household Support Fund. The report also outlined the work delivered through these schemes to support the uptake of Pension Credit in the county. The Leader thanked the officers for their tremendous hard work which had enabled the programme to operate beyond its initial timeline, March 2025, but also the exceptional degree of work that had been undertaken in response to the government's announcements in relation to the Winter Fuel Payments and the work that had been done within this area to raise awareness and provide help to eligible residents.
2. Ms Alesbrook (*Financial Hardship Programme Manager*), and Ms Lawrence-Rose presented a series of slides which provided an update on the Financial Hardship Programme, including an overview of the Impact Report.
3. Further to comments and questions from Members it was noted:
 - Members paid tribute to the team for their outstanding work which supported residents in hardship, along with the excellent material provided as part of the report which brought case studies to life. It was essential that all efforts continued to ensure funding was received from Government to support the work being done as part of the Helping Hands Scheme. It was an incredible achievement to date.
 - Comments were made in regard to the government's decision to withdraw the winter fuel allowance which would have a detrimental impact on millions of pensioners. And whilst a considerable amount of promotional work had been undertaken to increase awareness and provide help to those who would be eligible for Pension Credit, there remained a large number of households which would potentially miss

out on receiving additional funding. The concern remained around those people who were not aware of their entitlement.

- Members commented on the collaborative effort of the scheme which also complemented the work undertaken within the voluntary sector.
 - In response to the allocation of the Household Support Fund, it was confirmed that early open discussions would be held with districts and boroughs as to the amount they receive. A decision would then be taken locally as to how the districts and boroughs provide funding to residents. Some would choose to provide funding directly to residents where details were known, others worked closely with the voluntary sector. There was a huge array of activity around the funding mechanisms used and Ms Alesbrook confirmed that a further report would be circulated to Members outside of the meeting with further detail.
4. The Leader noted the evolution of the Household Support Fund since its commencement and assurance was provided that funding would be used to both target and enhance the resilience and resources of Kent's residents. The Leader confirmed that the Financial Hardship programme would be brought back to Cabinet at a later date.
 5. RESOLVED that Cabinet note the report.

From: Peter Oakford, Deputy Leader and Cabinet Member for Finance,
Corporate and Traded Services

To: Cabinet 9th January 2025

Subject: **Provisional Local Government Finance Settlement 2025-26**

Classification: Unrestricted

Summary:

This report sets out the detail in the Provisional Local Government Finance Settlement (PLGFS) 2025-26 which was published on 18th December 2024. As in recent years the settlement is presented as core spending power (CSP) taking into account assumed council tax proceeds (assumed taxbase growth and council tax increases up to referendum limits) and the main grants for local government with Ministry of Housing, Communities and Local Government (MHCLG). This shows the total available funding in 2025-26, a comparison with 2024-25 and thus increase in CSP. CSP is not real spending power as it takes no account of spending requirements (these are shown in the budget plans and compared to available funding). The available funding towards net revenue budget comprises the grants in CSP, council tax precept (tax base notification from districts and KCC decision on council tax rate), retained business rate growth (including pool proceeds), and estimated collection fund balances.

Recommendations:

Cabinet is asked to NOTE the provisional settlement including the additional grants and grant reductions compared to assumptions in the draft budget published in October before the Autumn Budget statement.

Cabinet is asked to agree to delegate finalising any response to the settlement to the Deputy Leader and Cabinet Member for Finance.

1. Core Spending Power

- 1.1 Table 1 over the page sets out the core spending power for KCC and England as published in the settlement announcement. Where cells are shaded out this reflects either new grants (for which there is no comparison) or where grants have ceased or have been subsumed within broader grants.

Table 1	2025-26 Provisional		2024-25 Final	
	Kent £'m	England £'m	Kent £'m	England £'m
Council Tax	993.9	38,311.8	935.7	36,153.5
Grants				
Settlement Funding Assessment (incl. RSG)	222.0	16,841.0	215.8	16,562.7
Social Care Grant	137.1	5,924.0	117.0	5,044.0
Market Sustainability & Improvement Fund	27.0	1,050.0	27.0	1,050.0
Improved Better Care & Discharge Funds	61.7	2,639.8	61.7	2,639.8
Recovery Grant	0.0	600.0		
Children's Social Care Prevention Grant	6.2	250.0		
Business Rate Compensation (under-indexation only)	40.5	2,698.9	38.8	2,581.3
New Homes Bonus	1.9	290.0	2.1	290.8
Services Grant			1.3	87.4
Rural Services Delivery Grant			0.0	110.0
Funding Floor/Minimum Funding Guarantee	0.0	121.5	0.0	268.6
Domestic Abuse Safe Accommodation Grant	4.0	160.0	3.2	129.7
Rolled in Grants (inc. Extended Rights to HtST)			3.6	64.3
Total Grants	500.5	30,453.7	470.5	28,828.6
Total Core Spending Power	1,494.4	68,765.5	1,406.1	64,982.1

1.2 The overall increase in KCC's core spending power over 2024-25 is 6.28%. This is less than the average of 6.54% for social care authorities which have the flexibility to increase council tax up to 5% (single and upper tiers). The larger increases for some authorities is due to the targeting of new grants (particularly Recovery Grant and Children's Social Care Prevention Grants) using deprivation and Council Tax equalisation which results in larger increases for some authorities. Listed below are those authorities with 9% or more increase in core spending power:

- Liverpool (9.5%)
- Manchester (9.5%)
- Salford (9.3%)
- Newham (9.1%)
- Knowsley (9.1%)
- Leeds (9.1%)
- Blackpool (9.1%)
- Bolton (9.0%)
- Kingston upon Hull (9.0%)
- North East Lincolnshire (9.0%)
- Birmingham (9.0%)

2. Comparison with Grant Assumptions in Draft 2025-26 Budget

2.1 Table 2 compares the assumptions in KCC's draft budget published on 29th October 2024 with the provisional settlement announcement.

Table 2	PLGFS £'m	Draft Budget £'m	Change £'m
Settlement Funding Assessment - RSG	15.7	12.2	+3.5
SFA – Business Rate Baseline inc. top up	206.3	210.5	-4.2
Social Care Grant	137.1	117.0	+20.1
Market Sustainability & Improvement Fund	27.0	21.7	+5.3
Improved Better Care & Discharge Funds	61.7	61.7	0.0
Children's Social Care Prevention Grant	6.2		+6.2
New Homes Bonus	1.9		+1.9
Services Grant		1.3	-1.3
Domestic Abuse Safe Accommodation	4.0	* 3.2	+0.8
Grants rolled in	0.0	3.7	-3.7
Total Grants in CSP (exc Business Rate Compensation)	460.0	431.3	+28.7
Business Rate Compensation	40.5	52.7	**tbc
Total Grants in CSP	500.5	472.6	** tbc

* in 2024-25 this was a ring fenced grant outside of core spending power

** notification from government will follow after the budget has been approved so unable to confirm impact at this stage

2.2 The grants rolled into Revenue Support Grant (RSG) include the following:

- Extended Rights to Home to School Transport (KCC share in RSG £3.665m)
- Transparency Code Grant (KCC share in RSG £0.013m)
- Electoral Integrity Grant (only allocated to single/lower tier authorities)
- Tenant Satisfaction Measures Grant (only allocated to selected single/lower tier authorities)
- Islands Grant (Isle of Wight and Isles of Scilly only)

2.3 Excluding these grants in RSG the SFA is £0.2m less than assumed in the draft budget. The draft budget assumed:

- the indexation of RSG was assumed to be 3.3% (based on the Office for Budget Responsibility (OBR) forecast for Quarter 3 2024 CPI as at November 2023). The actual indexation in the settlement based on the published September CPI is 1.67%.
- the indexation of business rate baseline in Settlement Funding Assessment (SFA) was assumed to be 3.2% (based on the estimated increase in the small business rates multiplier using the OBR forecast for Quarter 3 2024 CPI as at November 2023). The actual indexation in the settlement is 1.17% but this includes the impact of freezing the small business rates multiplier for which we receive compensation grant. The actual indexation in the settlement including compensation for under-indexing the business rates multiplier based on published September CPI is 1.69%.

3. New and Increased Grants

- 3.1 Social Care Grant has increased nationally by £880m, this is £200m more than the amount in the policy statement published on 28th November 2024 (which itself was £80m more than the amount announced in Autumn Budget on 30th October 2024). The social care grant is allocated to all social care authorities (single tier and upper tier). The total increase for KCC is £20.1m on a grant of £117m for 2024-25. £640m of the increase has been allocated through the existing adult social care relative needs formula (ASC RNF) with KCC receiving £16.4m (2.56% of national share), and £240m of the increase on the element used to equalise for 2% ASC council tax precept with KCC receiving £3.7m (1.54% of national share).
- 3.2 The Recovery Grant is a new allocation of £600m. The grant is targeted based on assessed needs compared to ability to raise resources through council tax. The grant is only available to London boroughs, metropolitan districts, unitary authorities and upper and lower tier shire counties and districts. Those authorities where assessed needs are higher than ability to raise resources receive a share, whereas those authorities where resources exceed assessed needs receive nothing. KCC falls into this latter group and receives none of this grant. The assessed needs for Recovery Grant are based on population weighted by the average index of multiple deprivation (IMD) for the local authority area. Each authority is given a score based on their share of the national total. A similar score based on national share is calculated using each authority's band D equivalent taxbase after discounts, exemptions and council tax support. Those authorities where the needs score is higher than the resources score are allocated a pro-rata share of the grant based on the difference.
- 3.3 Recovery Grant allocations are capped at 3% of 2024-25 core spending power and subject to a minimum de minimis level of £10,000. The balance from applying the cap and de-minimis thresholds is redistributed to other qualifying authorities. The largest shares of the £600m are for Birmingham (£39.3m out of overall CSP of £1,457.6m), Liverpool (£20m out of overall CSP of £729.6m) and Manchester (£19.7m out of overall CSP of £718.2m). The only county council to qualify for a share is Lancashire (£5.0m out of overall CSP of £1,225.2m).
- 3.4 The Children's Social Care Prevention Grant is a new allocation of £250m. This will be uplifted to £263m in the final settlement. The grant is allocated to all social care authorities (single tier and upper tier). The provisional allocation for KCC in 2025-26 is £6.2m. The grant is allocated according to a new interim relative needs formula (RNF) based on research commissioned by MHCLG and DfE as outlined in more depth in the following paragraphs. As with other social care grants the formula includes an RNF element and equalisation adjustment to reflect ability to raise council tax.
- 3.5 The new interim multi-level Children and Young Persons RNF model includes characteristics at individual child level (age, sex, ethnicity and eligibility for free school meals) and local factors (deprivation, parents with low qualifications, children with poor health, children in overcrowded households, population density and travel time to urban centres). The C&YP RNF methodology also includes a new area cost adjustment (ACA) which as well as taking account of labour costs and business rates (as used in previous ACA) also includes a measure for accessibility to

services. These new measures for RNF and ACA build on the options identified in the previous Fair Funding review.

- 3.6 The approach to resource equalisation for the Children's Social Care Prevention grant is a little different. £175m (70%) of the new funding is allocated solely via RNF/ACA, the remaining £75m (30%) is allocated on the similar equalisation principles as social care grant. The equalisation compares the amount a council would raise from 1% increase in council tax with £75m allocated through the RNF/ACA methodology. Those councils where the notional 1% is more than the RNF/ACA amount receive no share of the £75m. The £75m is then scaled to the remaining authorities based on the difference between their £75m share on RNF/ACA and the notional 1% council tax.
- 3.7 The provisional announcement does not include a demonstration of the methodology at individual authority level. Our working assumption is that KCC's allocation is based solely on a share of the £175m RNF/ACA and KCC is one of those councils that receives no share of the £75m. We anticipate there will be more clarity in the final settlement. Nonetheless, at £6.2m KCC's is the second largest allocation with only Birmingham (£11.1m) receiving more. Other examples demonstrate that relative to KCC's size there are many councils that receive proportionately more e.g. Manchester (£5.7m), Liverpool (£5.3m).

4. Grants Ceasing or Reducing

- 4.1 The Services Grant was introduced in the 2022-23 settlement in recognition of increased spending pressures on vital services at every level across local government. The grant included recognition of increases in employer's National Insurance contributions to fund social care reforms. The grant was initially £822m in 2022-23 nationally and was allocated according to each council's Settlement Funding Assessment. It was initially announced as a one-off and funding would not be included in the baseline for transitional support under potential future system changes.
- 4.2 The overall value of the Services Grant was reduced to £483.3m in 2023-24 (with around half of the reduction attributed to the cancellation of the increases in employer's National Insurance contributions) and further reduced to £87.4m in 2024-25 settlement. KCC's allocations were £13.0m in 2022-23, £7.6m in 2023-24 and £1.3m in 2024-25. In the Council's responses to previous provisional settlement we have noted that the Services Grant was originally intended to provide temporary assistance ahead of wider funding reforms but that in reality the grant has been used a balancing item and cut to fund other grants within the settlement. This again seems to be the case, further hindering medium-term financial planning.
- 4.3 The Rural Services Delivery Grant was first introduced in the 2014-15 settlement. The grant was targeted to those authorities in the quartile with the highest population sparsity. KCC has never received a share. In the Council's response to previous provisional settlements we have commented that the grant was targeted to a relatively small number of extremely rural authorities and did not adequately recognise the impact of delivering services in counties with a large geographic area and diverse communities.

4.4 The Minimum Funding Guarantee was first introduced in 2023-24 settlement. This provided additional funding to any local authority where the increase in CSP from grants and assumed council tax up to the referendum level was less than 3% to ensure a minimum increase. The minimum increase was upped to 4% in the final 2024-25 settlement. The minimum guarantee increased funding nationally by £113.3m in 2023-24 and £268.6m in 2024-25. The minimum guarantee has been replaced with a funding floor for 2025-26 which ensures the CSP for 2025-26 cannot be less than CSP for 2024-25 (the 2024-25 CSP includes any funding received through the minimum guarantee even though for 2025-26 this has been removed). This provides a degree of transitional protection for some authorities and the funding floor providing £121.5m in 2025-26 settlement. In the Council's response to previous provisional settlements we have commented that the calculation was too simplistic and was more aimed at a simple headline than to reflect genuine spending need and undermines the functioning of other elements within the settlement.

5. Other Announcements in Provisional Settlement

5.1 The Council Tax referendum thresholds have been confirmed in provisional settlement as follows:

- Upper and single tier authorities up to but not equal to or exceeding 5%, comprising 2% for adult social care and 3% for other services
- Lower tier councils up to but not equal to 3% or more than £5 on band D charge, whichever is greater
- Police and Crime Commissioners more than £14 on the band D charge
- Fire and Rescue authorities more than £5 on the band D charge
- Referendum principles do not apply to Mayoral Combined authorities or town and parish councils

5.2 Council tax bills will be simplified and the adult social care levy will no longer need to be shown separately and bills will just show the overall charge for the Council. The Government intends to publish a consultation in 2025 to consider other options to improve transparency of council tax billing and support taxpayers to manage their household finances with a default option to pay over 12 months. The simplification of bills is a matter for billing authorities, not precepting authorities such as Kent CC. A default option to pay council tax over 12 months may have a negative impact on district council cash flows, ultimately reflected in the Collection Fund (from which the county council may then receive a lesser share). The impact of this is not likely to be known for a year.

5.3 The government has confirmed that £515m of new funding will be made available to local authorities to support with the costs of the increase in employer's National Insurance contributions. An amount will be set aside for combined authorities and county combined authorities and the balance allocated to authorities pro rata to net current expenditure from the 2023-24 revenue outturn return (RO). Provisional allocations have not yet been published pending finalisation of this data. The funding will be un-ringfenced and allocated in addition to CSP (and thus in addition to the funding floor).

5.4 The New Homes Bonus grant will continue for one more year. As in 2024-25, allocations will be based on the change in the number of homes reported on tax

base returns (CTB1) between 2023-24 and 2024-25 above the baseline of 0.4%, with supplements for homes brought back into use and affordable homes. As in 2024-25 there are no legacy payments. In two tier areas the reward is split 80% to the district and 20% to the county.

- 5.5 The Exceptional Financial Support framework continues to be available to support councils in financial difficulty. Under this framework the government will consider requests for bespoke referendum principles from councils seeking exceptional financial support. Requests from councils will be considered on a case-by-case basis and will only be agreed only in exceptional circumstances.
- 5.6 The settlement confirms that every authority in England will receive a share of the accumulated £100m surplus currently held in the business rates levy account. Individual allocations of this funding will be published at the final settlement early next year.
- 5.7 The settlement does not provide any additional certainty over the statutory override on DSG High Needs deficits. The current override expires on 31st March 2026. The consultation sets out the government's intentions to set out plans next year for reforms to the SEND system which will include how the government will support authorities to deal with historic and accruing deficits which in turn will inform any future decision on the override. This uncertainty presents a considerable obstacle to providing a medium-term assurance on the Council's financial viability.
- 5.8 The settlement proposes that the current statutory override which disapplies part of International Financial Reporting Standard 9 (IFRS9) is not extended beyond March 2025. IFRS9 requires provision is made in budgets for unrealised gains and losses on pooled investment funds. The override allowed authorities to record the impacts of fair value movements of pooled investment funds in an unusable reserve. Changing the accounting mechanisms so that gains and losses are recognised in the revenue account could have large (and unpredictable) variances at year end that would not help medium term financial planning.
- 5.9 The provisional settlement confirms the government's commitment to Funding Reforms from 2026-27 to fundamentally improve local authority funding based on a new assessment of need and resources. These reforms will build on the framework set out in the previous Government's abandoned review of relative needs and resources (originally, the Fair Funding review). The settlement also confirms the business rates retention system will be reset and as part of the funding reforms will consider how the business rates retention system could better and more consistently support strategic authorities to drive business growth.

6. Consultation

- 6.1 The provisional settlement is open for consultation until 15th January. The consultation seeks views on the distribution and consolidation of grants, council tax referendum principles and ceasing the override on IFRS9. In the Council's response we intend to highlight that deprivation is not the only driver of this Council's' inescapable cost increases, nor necessarily the key indicator of which councils (generally) are under the most financial distress. Demand for and rising cost of council services, including costs arising from market failure across adult and

children's social care and special educational needs services are key factors that are pushing councils to the financial brink. If the settlement does not address these pressures for all councils, then there will be little option but to reduce services next year, including in social care, whilst increasing council tax in order to balance the budget.

7. Conclusions

7.1 The provisional settlement provides some limited, positive news in that there is an overall increase in the level of funding being made available, over and above the assumptions made in the draft budget published on 29th October. However, there is an expectation about where this money will be spent (for example, the Children's Social Care Prevention Grant) and that undermines local decision making. There has also been a clear policy shift by central Government away from county areas and into urban areas (as reflected in the distribution of the Recovery Grant) and this has not benefitted the County Council. The settlement is just for one year, so it has not supported longer term planning, although the direction of travel towards multi year settlements is welcome. The proposed use of new funding will be reflected in the budget update report to Cabinet later this month.

8. Contact details

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Background documents

Below are click-throughs to reports, more information, etc.
Click on the item title to be taken to the relevant webpage.

- 1 [KCC's Budget webpage](#)
- 2 [Provisional Local Government Finance Settlement Announcement](#)

From: Roger Gough – Leader of the Council
Amanda Beer – Chief Executive Officer

To: Cabinet – 9 January 2025

Decision No: n/a

Subject: **Quarterly Performance Report, Quarter 2, 2024/25**

Classification: Unrestricted

Summary: The purpose of the Quarterly Performance Report (QPR) is to inform CMT and Cabinet about key areas of performance for the authority. This report presents performance to the end of September 2024 (Quarter 2, 2024/25).

Of the 40 Key Performance Indicators (KPIs) contained within the QPR, 16 achieved target (Green), and 15 achieved or exceeded the floor standard but did not meet target (Amber). Eight KPIs did not meet the floor standard (Red), and one has no data at time of publication.

Recommendation(s): Cabinet is asked to NOTE the Quarter 2 Performance Report and the actions being taken to address areas where performance is not as targeted.

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, 2024/25 is attached at Appendix 1, and includes data up to the end of September 2024.
- 1.2. The QPR includes 40 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 40 KPIs included in the report, the latest RAG status are as follows:
 - 16 are rated Green (one fewer than the previous Quarter) - the target was achieved or exceeded.
 - 15 are rated Amber (one more than the previous Quarter) – performance achieved or exceeded the expected floor standard but did not meet target.
 - Eight are rated Red (the same as the previous Quarter) – performance did not meet the expected floor standard.
 - One of the new KPIs for 2024/25 has no data at time of publication.

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

- Customer Services
 - 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 (Education & Skills)
 - Percentage of Education, Health Care Plans (EHCPs) issued within 20 weeks
- Children, Young People and Education (Integrated Children's Services)
 - Percentage of case holding posts filled by permanent qualified social workers
 - Percentage of foster care placements which are in-house or with relatives and friends (excluding UASC)
 - Number of foster households
 - Percentage of care leavers in education, employment or training (of those KCC is in touch with)

2.4. With regards to Direction of Travel, 11 indicators show a positive trend (the same as the previous Quarter), 22 are stable or with no clear trend (one more than the previous Quarter), and six are showing a negative trend (one fewer than the previous Quarter).

3. Recommendation(s)

Cabinet is asked to NOTE the Quarter 2 Performance Report and the actions being taken to address areas where performance is not as targeted.

4. Contact details

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Kent County Council

Quarterly Performance Report

Quarter 2

2024/25

Produced by: Kent Analytics
E-mail: performance@kent.gov.uk
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Key to KPI Ratings used

This report includes 40 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 or exceeded
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

In Quarter 2, 2024/25, 16 of the 40 indicators are rated as Green, on or ahead of target (one fewer than last Quarter). 15 indicators reached or exceeded the floor standard and are rated Amber (one more than last Quarter), with eight indicators not achieving the floor standard and so RAG rated Red (the same as last Quarter). There remains no data for one of the new KPIs at the point of publication. Eleven indicators were showing an improving trend (the same as last Quarter), with six showing a worsening trend (one fewer than last Quarter).

The performance indicators giving greatest concern remain closely aligned with the services where the financial strains and demand are most acute (particularly Special Educational Needs and Disabilities, children in care placements and Adult Social Care). This affirms that the right indicators are being used to assess performance, with KPI results reflecting the areas of greatest challenge. Due to this being a reflective report on the last Quarter, performance may not always correspond to what people are experiencing at the current time, particularly when demand fluctuates on a seasonal basis, such as for Highways indicators.

	G	A	R	↑	⇒	↓
Customer Services	1	1	1		3	
Governance and Law			2		2	
Growth, Economic Development & Communities	1	1			2	
Environment and Transport	5	1		2	4	
Children, Young People and Education <i>(Education & Skills)</i>	3	3	1	4	2	1
Children, Young People and Education <i>(Integrated Children's Services)</i>	2	2	4		4	4
Adult Social Care	1	5		2	4	
Public Health*	3	2		3	1	1
TOTAL	16	15	8	11	22	6

* No Quarter 2 data was available for one new KPI in Public Health

Customer Services – Satisfaction with Contact Point advisors met target. The percentage of phone calls answered dropped to one percentage point below target, and so is RAG rated Amber. The percentage of complaints responded to within timescale improved for the second quarter running but remained below floor standard and so still RAG rated Red.

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

Governance and Law - Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests responded to in timescale, and Data Protection Act Subject Access requests completed within timescale, remain below floor standards, with requests increasing for the latter.

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

Growth, Economic Development & Communities – The number of properties brought back into active use through the No Use Empty programme remained above target. The amount of Developer Contributions secured as a percentage of amount sought dropped below target but remained above the floor standard.

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

Environment & Transport - Only one Highways KPI failed to meet target which was emergency incidents attended within timescale, and this was just one percentage point below. Municipal Waste recycled or converted to energy, continues to be above target, and the reduction in Greenhouse Gas emissions also remains ahead of target and on trend towards net zero.

Environment & Transport KPIs	RAG rating		DoT
	Latest	Previous	
% of routine pothole repairs completed within 28 days	GREEN	GREEN	↑
% of routine highway repairs reported by residents completed within 28 days	GREEN	AMBER	⇒
% of emergency highway incidents attended within 2 hours of notification	AMBER	AMBER	⇒
% of public enquiries for Highways maintenance reported online	GREEN	GREEN	⇒
% of municipal waste recycled or converted to energy and not taken to landfill – rolling 12 months	GREEN	GREEN	⇒
Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes – rolling 12 months	GREEN	GREEN	↑

Education & Skills – Schools and Early Years settings continue to exceed their inspection judgement targets, with both on an improving trend. Completion of Education, Health and Care Plan (EHCP) assessments in timescale remains well below floor standard, but improved on the previous quarter as predicted in the last report. Annual EHCP reviews waiting over 12 months is ahead of target and continue to be on an improving trend. Pupils with EHCPs who are placed in independent or out of county special schools is on an improving trend is now above floor standard. Permanent pupil exclusions remains on its floor standard, and is on a negative trend. The rate of first-time entrants to the youth justice system has improved but remains Amber rated.

Education & Skills KPIs	RAG rating		DoT
	Latest	Previous	
% of all schools with Good or Outstanding Ofsted inspection judgements	GREEN	GREEN	↑
% of Early Years settings* with Good or Outstanding Ofsted inspection judgements	GREEN	GREEN	↑
% of Education, Health Care Plans (EHCPs) issued within 20 weeks – rolling 12 months	RED	RED	⇒
% of annual EHCP reviews waiting over 12 months	GREEN	GREEN	↑
% of pupils (with EHCP's) being placed in independent or out of county special schools	AMBER	RED	↑
% of pupils permanently excluded from school – rolling 12 months	AMBER	AMBER	↓
Rate of first-time entrants to youth justice system – rolling 12 months	AMBER	AMBER	⇒

* Childcare on non-domestic premises

Integrated Children's Services – Two of the eight indicators met target, the same as the previous quarter. The two Amber and four Red KPIs continue to reflect the financial and workload pressures within the services. Of the four Red KPIs, only one improved on the previous quarter (the percentage of case holding posts filled by permanent qualified social workers), with the other three all worsening and on negative trends.

<u>Integrated Children's Services</u>	RAG rating		DoT
	Latest	Previous	
% of Early Help cases closed with outcomes achieved that come back to social care teams within 3 months	AMBER	AMBER	↓
% of case holding posts filled by permanent qualified social workers	RED	RED	⇒
% of children social care referrals that were repeat referrals within 12 months	GREEN	GREEN	⇒
% of foster care placements which are in-house or with relatives and friends (excluding UASC)	RED	RED	↓
Number of foster households	RED	RED	↓
% of care leavers in education, employment or training (of those KCC is in touch with)	RED	AMBER	↓
Percentage of reviews completed within timescale by the Strengthening Independence Service (18-25)	AMBER	AMBER	⇒
Percentage of Learning Disability Young People in Settled Accommodation	GREEN	GREEN	⇒

Adult Social Care – One KPI is rated Green for the latest quarter, and five are Amber. Of the Amber KPIs, two have an improving direction of travel and none are on a worsening trend.

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

Public Health – Three out of five KPIs are exceeding target. The number of mandated checks delivered by the health visiting is below target and remains on a declining trend. The number of adults accessing structured substance misuse treatment is below target but on an improving trend. There are still data retrieval issues for one of the new KPIs this year, and no data was available at the time of reporting. The percentage of Live Well clients who would recommend the service to family, friends or someone in a similar situation, is above target.

Public Health KPIs	RAG rating		DoT
	Latest	Previous	
Number of eligible people receiving an NHS Health Check – rolling 12 months	GREEN	GREEN	↑
Number of mandated universal checks delivered by the health visiting service – rolling 12 months	AMBER	AMBER	↓
% of all new first-time patients (at any clinic) receiving a full sexual health screen (excluding online referrals)	No Data	No data	N/a
Number of Adults accessing structured substance misuse treatment during a rolling 12-month period	AMBER	AMBER	↑
Successful completion of drug and alcohol treatment	GREEN	GREEN	↑
% of Live Well clients who would recommend the service to family, friends or someone in a similar situation	GREEN	GREEN	⇒

Customer Services						
Cabinet Member	Dylan Jeffrey					
Corporate Director	Amanda Beer					
KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
	1	1	1		3	

Customer contact through Contact Point (KCC’s call centre) is provided via a strategic partnership, whilst Digital services are provided by KCC. In Quarter 2, the percentage of callers who rated their advisor as good continued to meet the target of 97%. The percentage of calls which were answered by Contact Point dropped to 89%, one percentage point below target. There continued to be a backlog of Blue Badge applications in Quarter 2, creating additional calls as people made contact for an update. In addition, an unforeseen issue with the Adult Education website meant students could not enrol online and were instead calling to do so, with these calls being of long duration due to enrolment details being taken; the issue with the website was resolved in early September.

For the activity indicators on average speed of answer, this remains quicker than expectations for calls to all services at 1 minute 54 seconds, with the average speed of answer for priority services at 50 seconds remaining within the expected range. Average call handling time at 6 minutes 56 seconds remains higher than the target of 6 minutes 4 seconds.

Contact Point received 12% more calls compared to the previous quarter but 4% fewer calls than Quarter 2 last year. The 12 months to September 2024 saw a 7% decrease in calls compared to the 12 months to September 2023.

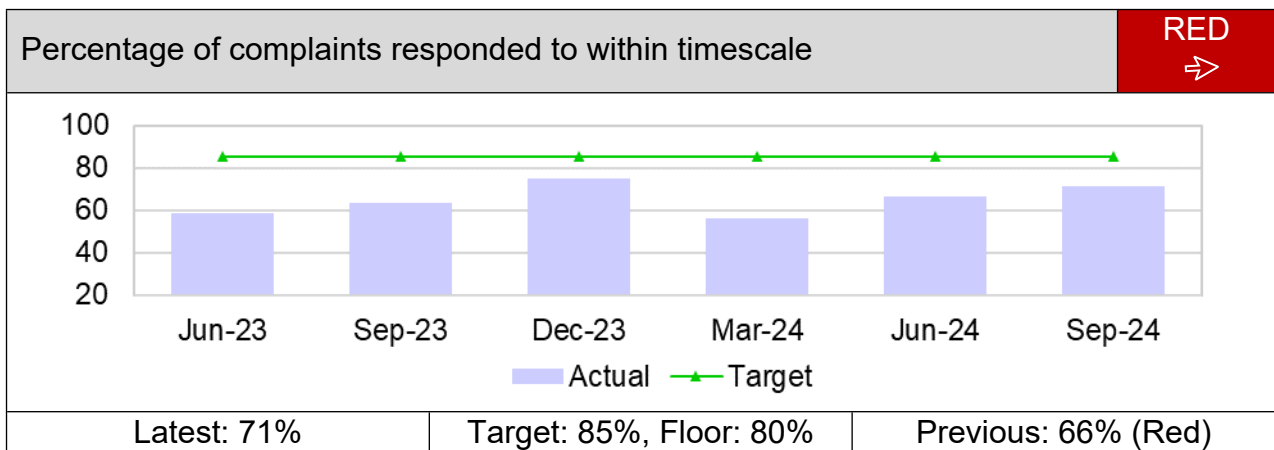
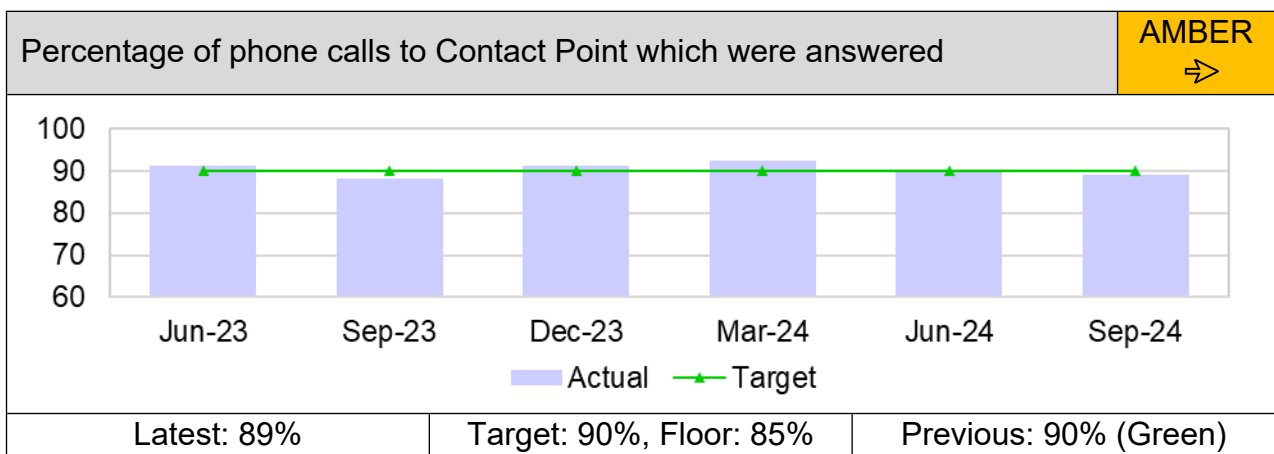
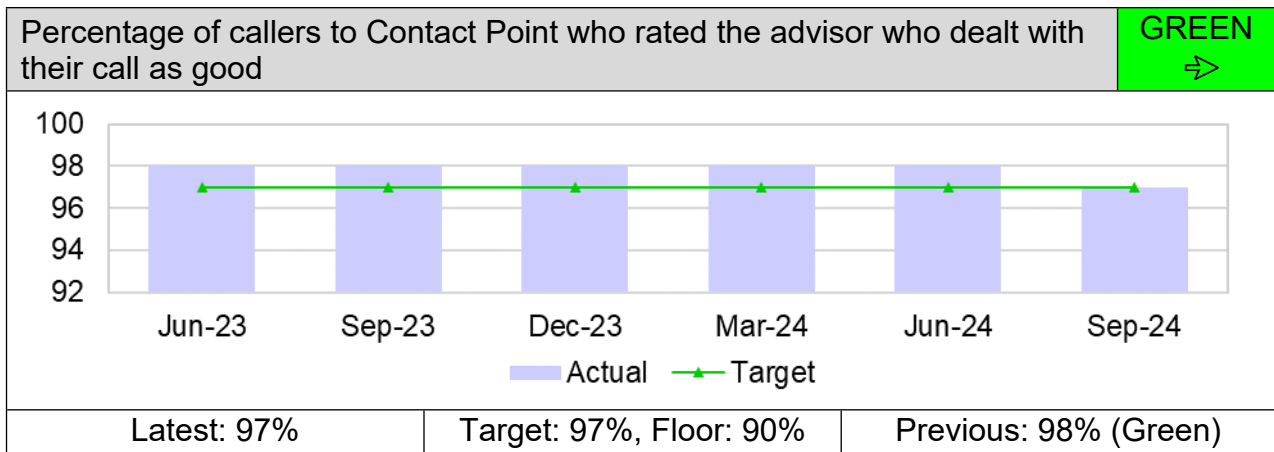
The number of visits (sessions) to the kent.gov.uk website was 8% lower than the same quarter the previous year. The biggest declines in visits were associated with school transport and bus travel; this may have been due to various issues of public interest in bus services last year which produced additional web visits to these pages.

Quarter 2 saw a 1% decrease in the number of complaints received compared with the previous Quarter but a 12% increase on the same Quarter last year. Between July and September, 71% of complaints were responded to within timescales. This is an increase on last Quarter’s performance of 66%.

The volume of complaints being responded to within the backlog in the SEN department is high, which is having an adverse impact on performance; however, older cases are being prioritised and the backlog is being cleared.

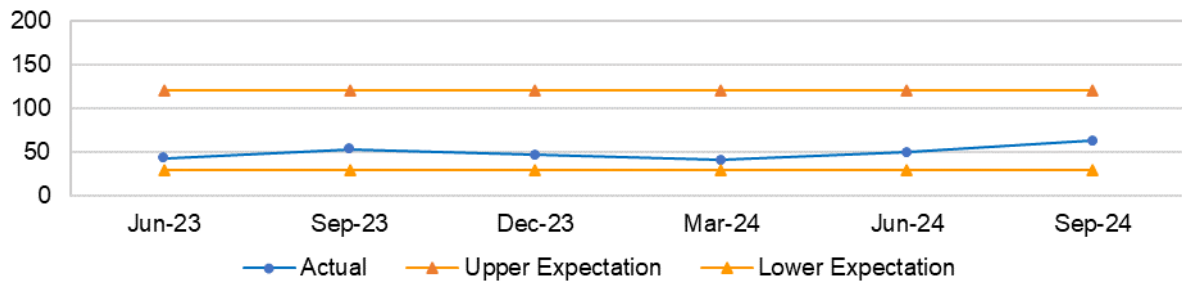
In terms of Directorate performance, most complaints were received by the Growth, Environment and Transport Directorate who responded to 87% within timescale (meeting target), Chief Executive’s Department and Deputy Chief Executive’s Department, together achieved 76%, Adult Social Care and Health 70%, and Children, Young People and Education 30%, including complaints relating to SEN with 6% of these responded to within timescale.

Key Performance Indicators

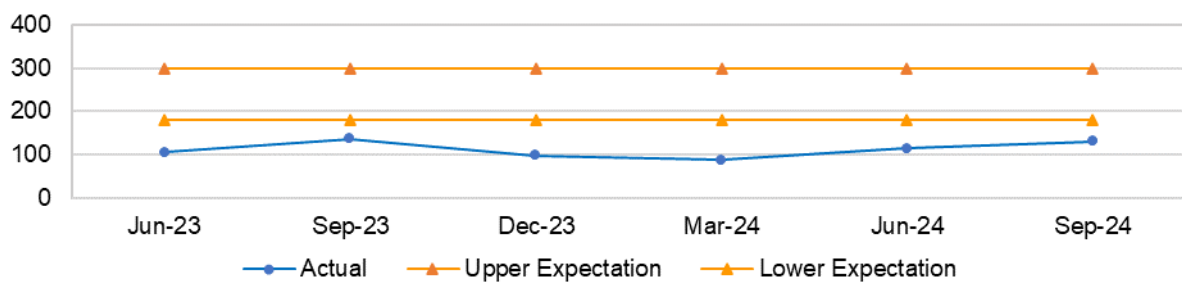


Activity indicators

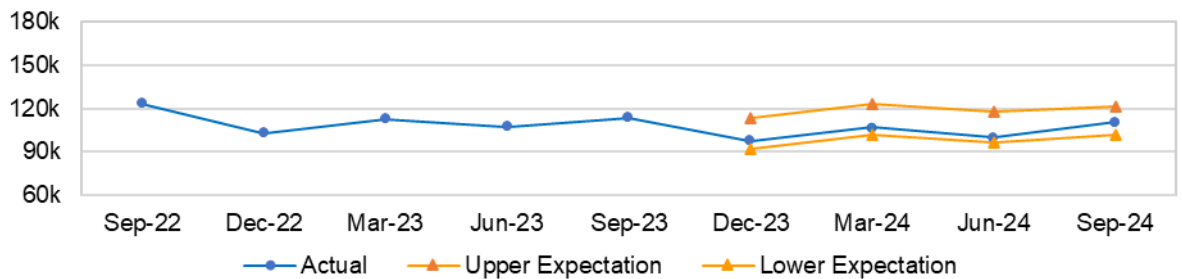
Average speed of answer (ASA) by Contact Point in seconds – **priority services**



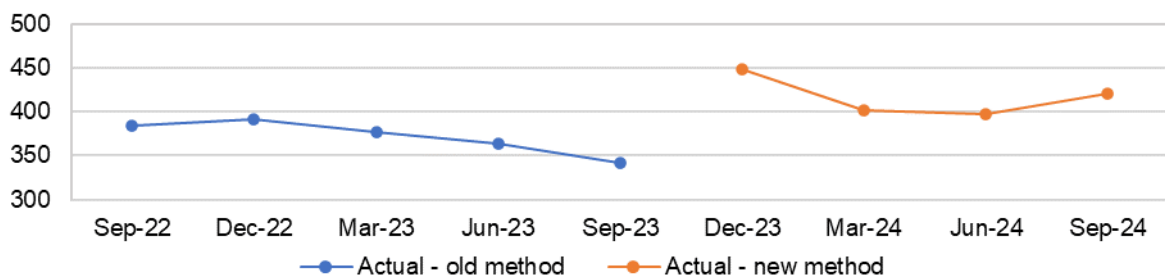
Average speed of answer (ASA) by Contact Point in seconds – **all services**



Number of phone calls responded to by Contact Point – Quarterly

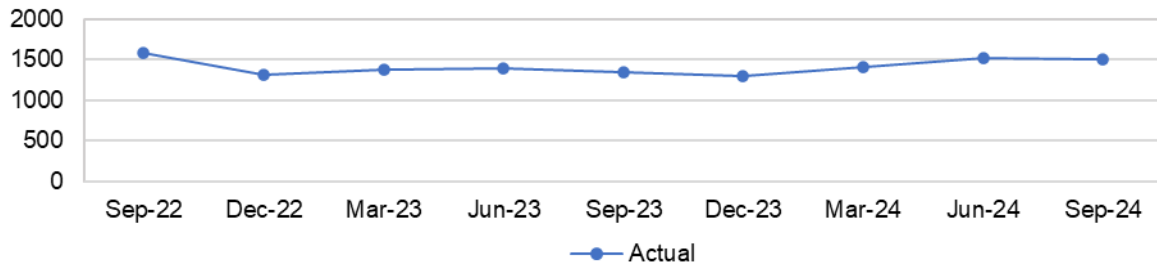


Average Contact Point call handling time in seconds – Quarterly

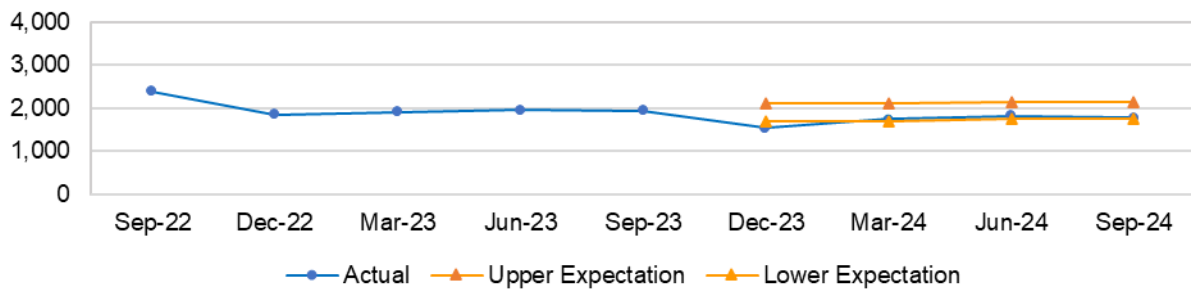


Agilisys changed the way call handling time was recorded from November 2023, by adding a set automatic aftercall time (the period of time immediately after completing the contact with a customer but where more work is required to finalise the transaction: e.g. entering details such as comments about the conversation, follow-up actions, etc). This will contribute to increased handling time in the Quarters from December 2023.

Number of complaints received - Quarterly



Number of visits (sessions) to the KCC website (in thousands) – Quarterly



Customer Services – Call Activity

Number of phone calls to Contact Point (thousands)

Contact Point received 12% more calls compared to the previous Quarter but 4% fewer calls than Quarter 2 last year. The 12 months to September 2024 saw a 7% decrease in calls compared to the 12 months to September 2023.

Service area	Oct - Dec 23	Jan – Mar 24	Apr – Jun 24	Jul – Sep 24	12m to Sep 23	12m to Sep 24
Adult Social Care	23	26	24	25	103	99
Integrated Children's Services	19	18	18	19	72	76
Blue Badges	9	10	12	13	43	43
Highways	15	16	13	13	59	59
Transport Services	7	7	6	12	50	32
Schools and Early Years	8	9	8	9	23	33
Waste and Recycling	5	5	8	8	30	27
Adult Education	4	5	3	7	20	17
Libraries and Archives	5	6	5	6	25	21
Registrations	5	6	5	5	31	22
Main line	3	3	3	3	15	12
Driver improvement	2	2	2	2	13	9
Other Services	1	2	2	2	7	8
KSAS*	2	2	2	1	11	7
Total Calls (thousands)	107	116	111	125	501	465

Figures may not add up to totals due to rounding.

* Kent Support and Assistance Service

Customer Services – Complaints Monitoring

Quarter 2 saw the number of complaints received decrease from the previous Quarter by 1% but increase by 12% on the same Quarter last year. Over the 12 months to September 2024 the number of complaints received is similar to the 12 months to September 2023 (just 6 cases more to Sept 24).

In Quarter 2, frequently raised issues included SEN provision, Public Transport and Blue Badges. As usual, services dealing with children returning to school, i.e. transport provision and SEN support, saw an increase in cases during September.

Service	12 mths to Sep 23	12 mths to Sep 24	Quarter to Jun 24	Quarter to Sep 24
Highways and Transportation	2,905	2,571	679	642
Adult Social Services	954	1,053	254	318
SEN	595	639	191	162
Environment and Waste	144	402	174	107
Integrated Children's Services	531	364	97	103
Growth & Communities (inc Libraries, Registrations and Archives)	222	263	64	74
Education & Young People's Services	29	154	20	55
Chief Executive's Department and Deputy Chief Executive's Department	216	152	36	39
Adult Education	53	57	6	12
Total Complaints	5,649	5,655	1,521	1,512

Customer Services – Digital Take-up

The table below shows the digital/online or automated transaction completions for key service areas where there are ways to complete other than online.

Transaction type	Online Oct 23 - Dec 23	Online Jan 24 – Mar 24	Online Apr 24 – Jun 24	Online Jul 24 – Sep 24	Total Transactions Last 12 Months
Renew a library book*	84%	83%	80%	83%	1,046,186
Report a Highways Fault	65%	74%	70%	64%	122,827
Book a Driver Improvement Course	87%	91%	91%	91%	46,558
Apply for or renew a Blue Badge	81%	84%	86%	88%	21,761
Book a Birth Registration appointment	91%	91%	92%	92%	17,940
Apply for a Concessionary Bus Pass	78%	78%	76%	78%	17,142
Report a Public Right of Way Fault	89%	88%	87%	87%	6,873
Apply for a HWRC recycling voucher	99%	99%	100%	99%	5,560

Governance, Law & Democracy

Cabinet Member	Dylan Jeffrey
Corporate Director	Amanda Beer

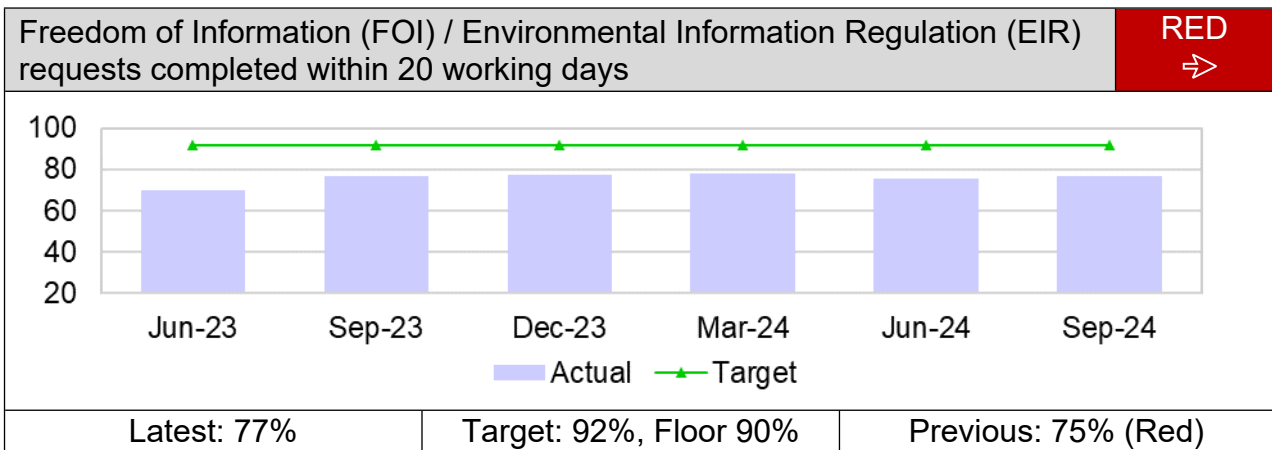
KPI Summary	GREEN	AMBER	RED			
			2		2	

The completion within timescale of both Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests, and Subject Access requests made under Article 15 of the General Data Protection Regulations, remained below their floor standards.

The percentage of FOI / EIR requests completed has not met target for several years. With regards to performance in Quarter 2, no Directorate achieved target, with the best performing being the Growth, Environment and Transport Directorate with 82% completed in timescale, they also had the highest number of requests (228). The number of requests each month continues to be at some of the highest levels seen since the Freedom of Information Act was introduced in 2005. It's possible that some requests are follow-ups to requests already made outside of the FOI framework which have not been responded to.

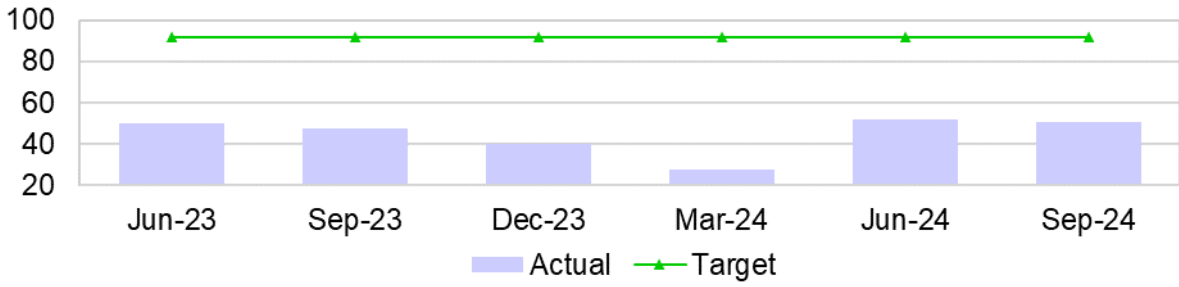
For Subject Access Requests (SARs), 82% of these came under the Children, Young People and Education Directorate. Reasons for delays in responding to requests include complexity of some requests, resourcing issues, and the lack of redacting tools in some teams. The volume of requests each month are also above numbers usually received, again this could be due to members of the public going down a more formal response route for concerns they have.

Key Performance Indicators



Subject Access requests, made under Art 15 of the General Data Protection Regulations, completed within statutory timescales

RED



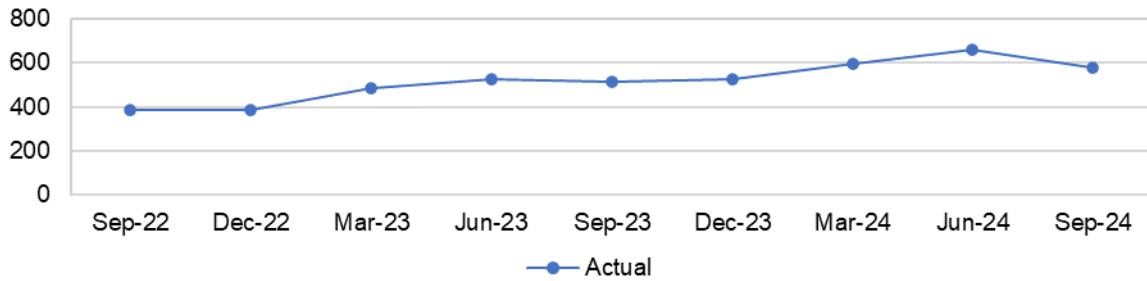
Latest: 51%

Target: 90%, Floor 85%

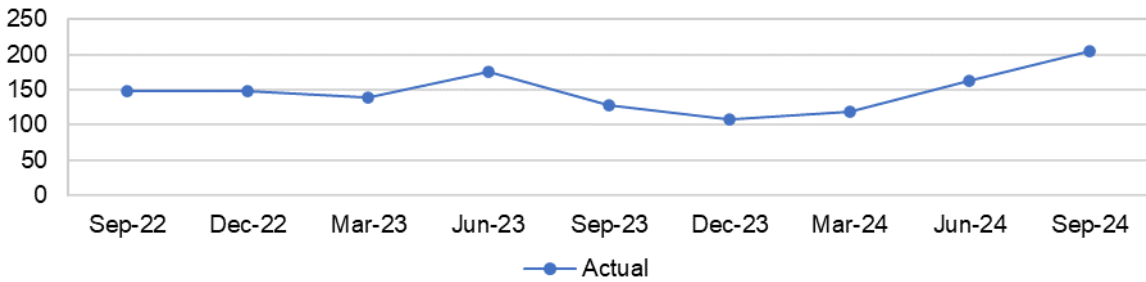
Previous: 52% (Red)

Activity indicators

FOI/EIR requests responded to – by Quarter



Data Protection Act Subject Access requests responded to – by Quarter



Growth, Economic Development & Communities

Cabinet Members	Derek Murphy, Clair Bell
Corporate Director	Simon Jones

KPI Summary	GREEN	AMBER	RED			
	1	1			2	

Support for Business

KCC continued to use funds from the Government’s Regional Growth Fund (RGF) to create and sustain employment opportunities in Kent.

The Quarter 1 (Apr-Jun), 2024/25 monitoring cycle of the Kent and Medway Business Fund (KMBF) recorded a net increase of 31.0 FTE jobs since the previous quarter (Jan - Mar 2024), which is a notable increase since the small reduction of 2.0 FTE jobs in the quarter before. In the year to the end of Quarter 1, the total net increase in job creation is 115.41 FTE, covering both jobs created and safeguarded. This increase may be reflective of the first applications made after the re-opening of the KMBF in November 2023 now being paid and entering the monitoring cycle and the main investments supported by the KMBF taking place.

Since the reopening of the KMBF Loan Schemes on 21st November 2023 until 30th June 2024, 252 pre-applications have been received to a value of over £25.8m.

Approximately 56.4% of pre-applications were not approved and therefore not invited to submit a full application during this period. There are a variety of reasons for those pre-application rejections; the most common being a lack of information being provided by the applicant to assess their proposals for business growth; a lack of innovation, contribution to net zero and/or impact on local supply chains; and the inclusion of ineligible expenditure. These could have been resolved by applicants reviewing the Guidance Notes. It should be noted that many rejected applicants, utilised the feedback provided positively and resubmitted a second Pre-Application, which they are permitted to do and have been subsequently approved. The Business Investment Team have taken remedial action to address this pre-application failure rate and are measuring its impact regularly.

At the time of writing this report, 53 pre-applications are still active and 17 full applications to the value of £3.2m are currently being processed, with a further 13 pre-applications invited to submit a full application to a value just over £1.3m. The remaining 10 pre-applications are at various stages within the pre-application assessment process. The Kent & Medway Investment Advisory Board (IAB) have had six companies present to it so far with six approved to the value of £1.38m, though of these, two approved applicants later declined their loan offer. The Kent & Medway IAB Sub-Group (SBB) have had twenty-six companies present to them to date with twenty-one approved and five rejected. The total value of the SBB approved applications is £1.64m. The total value of investments approved to date and either paid or in the process of being paid by the KMBF across both schemes is £2.08m for eight applications.

Economy

During Quarter 2, the formal transfer of responsibilities from the South East Local Enterprise Partnership (SELEP) to KCC continued to be delayed. The Economy Team continued to work with SELEP and Medway Council to prepare for taking on new responsibilities including ongoing monitoring of legacy capital programmes, contract management for the Kent & Medway Growth Hub. It is now hoped that the full transfer of responsibilities to Kent & Medway as the Functional Economic Area will conclude in Quarter 3, 2024/25 to include responsibility for strategic economic planning, business representation and managing government programmes where directed. A Phase 1 Implementation Plan for the Kent & Medway Economic Framework has now been produced and work is underway to deliver a number of activities that support the framework's 21 action areas.

Developer Investment Team

Quarter 2 continued to see low levels of planning applications received at a total of 23 for the three months. Twelve s106 legal agreements have been completed securing £8.2m with a 93.2% success ratio against the amounts originally requested. Larger applications included in this quarterly report are at High Knocke Farm, Dymchurch, (132 dwellings), Ufton Court Farm, Sittingbourne (290 dwellings) and Land East of New Haine Road (240 dwellings). The team are noticing increasing levels of applications being received with viability assessments as financial pressures on the market increase. The slightly reduced KPI success ratio is largely attributed to a viability site at the former Benenden hospital in Tunbridge Wells. The planning committee at Tunbridge Wells determined that affordable homes should be prioritised over other contributions, reducing the level of contributions KCC will receive for education. Officers have negotiated two clauses in the s106 which could recoup the education contributions in the event that viability is improved when the new homes are sold.

No Use Empty

In Quarter 2, a total of 119 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme, bringing the total over the last six months to 257, and the total since the programme began in 2005 to 8,501.

The total NUE investment in converting derelict properties has increased to £106.5m (£61.3m from KCC recycled loans and £45.2m from private sector leverage). A further nine new applications were received during Quarter 2 adding to the twelve reported last Quarter making a total of twenty-one applications for loan support. Thirteen of these are approved and in contract. Eight more are approved and awaiting final legal completion and registration of security.

NUE were awarded £2.5m under the SELEP Growing Places Fund (GPF) to convert additional derelict properties which is fully allocated. The target is to return 18 empty commercial units back into use and create 36 new homes. A total of 18 projects have been approved at the end of Quarter 2 and these will return 23 empty commercial units back into use (15 completed) and create 52 homes (48 completed).

KCC Treasury have made available a further £4m for NUE to bring forward empty/derelict sites with planning permission for new builds, making a total investment of £28m. Following the recycling of £17.7m loan repayments, at the end of Quarter 2, the number of new homes funded is 243 across eight Kent districts. A further eight applications are currently being progressed which if all were approved would deliver an additional 43 new homes. There remains a strong pipeline of projects across all NUE schemes.

Planning Applications Group

To ensure that development is delivered in a timely manner, planning application decisions are monitored against nationally set performance targets and returns made quarterly. For Quarter 2, 2024, all applications were determined within the prescribed timescale.

Kent Minerals and Waste Local Plan

Good progress has been made on the Local Plan which was submitted for independent examination by an Inspector appointed by the Secretary of State in May 2024, with public hearings held in September 2024. The Plan sets out the planning strategy for the determination of planning applications for mineral and waste management development in the county and balances the need for waste infrastructure and raw construction materials, with their environmental and amenity impact. The Local Plan sets out how and where waste will be managed and how minerals will be provided for up to 2039. All development requires reliable minerals supply and effective waste management, and so this Plan and the supporting Kent Minerals Sites Plan are of crucial importance to ensuring growth in Kent and to ensuring Kent makes a practical and sustainable contribution to the waste management and mineral requirements of other areas. The Inspector's decision on the Local Plan is anticipated late 2024/early 2025. Work on the Mineral Sites Plan is progressing separately with detailed technical assessment work currently being undertaken. This work is necessary to inform whether a hard rock site should be allocated or not.

Active Kent and Medway

Over the summer Active Kent & Medway was delighted to be involved in Heart of Kent Hospice's Shaun the Sheep Trail, utilising it as a platform to promote the multitude of benefits to health and wellbeing of exploring your local neighbourhood, KCC's fantastic Country Parks and open spaces. The trail saw 10,500 App downloads and a fantastic 26,000 miles tracked, and contributed more broadly in visitor spend to the local economy in Maidstone as well as raising £265,000 for the Hospice.

In June, following a successful pilot, we launched our Everyday Active Schools Programme. Since then, 21 Primary Schools have signed up and accessed the programme induction. Everyday Active has been developed in support of a whole school approach to encourage children to be active not just in their PE lessons but throughout the school day. Further information can be found here [Everyday Active Schools - ActiveKent](#).

In September we delivered our first Club & Community roadshow in Folkestone – with a focus on workforce and volunteering. Further events are planned for November and February.

Libraries, Registration and Archives (LRA)

There were over 861,500 visits to Kent Libraries during Quarter 2, which is a 3% increase on the same quarter last year. Over 18,400 children took part in this year's Marvellous Makers Summer Reading Challenge, with more than 9,200 children completing the Challenge by reading six books during the summer holidays and maintaining their reading levels ready for their return to school in September. Just under 300 events and activities linking in with the Challenge took place across Kent's Libraries, encouraging children to not only complete the Challenge but also explore their creative ability. The varied programme of activities devised by library staff and volunteers included junk modelling, kite making, Lego sessions and drawing workshops with the Marvellous Makers official illustrator, Natelle Quek.

Issues, including prison issues, eBook and eAudio have decreased by 2% on the same quarter last year. This breaks down into a 5% decrease in physical issues, but a 10% increase in eBook and eAudio issues as the popularity of these formats continues to rise.

Quarter 2 is the busiest period for the Ceremonies teams, and this year was no exception with a 3% increase in ceremonies on the same period in 2023/24 with 2,983 ceremonies completed. The number of marriage and civil partnership ceremonies have risen by 1% on the same quarter last year, while an increase of 63% in the number of citizens being welcomed to the UK at both Oakwood House and Danson House reflects the growth in demand for not only the group sessions but the increasingly popular individual ceremonies.

While the number of death registration appointments has decreased by 5% on the same quarter last year, births have increased by 3% with a total of 4,327 appointments delivered during Quarter 2. Customer satisfaction with the Registration Service during this quarter was 96%.

After an extremely busy Quarter 1, the Archive service experienced a quieter period in Quarter 2, with a 14% decrease on visitors to the Search Room on the same period last year, and a 7% decrease in remote enquiries. Although this is being investigated, there is no obvious reason for this drop. The lunchtime talks remain popular, with good attendance each time, and the service has been promoted at various events in the last quarter. Kent History and Library centre in partnership with the Nepalese Community hosted the Hope dress exhibition which was visited by just under 600 people. The aim of the Hope Project is to bring communities together through engagement with inclusive arts, and the exhibition helped establish good links with the Nepalese community while helping to raise awareness of the Archive service.

At the end of September Kent LRA underwent the annual assessment for the Customer Service Excellence award. The Assessor visited a number of sites including a prison library, register office, several libraries and a mobile library, and spoke to a large number of staff across the service both front of house and behind the scenes, as well as Cabinet Member Clair Bell and LRA's Senior Management Team. LRA was again successful in achieving Customer Service Excellence, being fully compliant in all the required criteria and maintaining 24 Compliance Plus points which indicate a recognition of best practice. The Assessor was particularly impressed with the longevity of staff working within the service, and the creativity, dedication and local knowledge to ensure services were tailored to the local communities they serve.

The Assessor reported that *'Taken as a whole service approach, the real story here is the extraordinary effort made by KLRA to value staff across a very large service which encompasses many different areas and communities of widely differing characteristics'*.

Community Safety

Focus areas during this period for the Kent Community Warden Service (KCWS) continued to be the cost of living; assisting with food banks and supporting residents to access grants and funds. This includes signposting residents that are still eligible for Winter Fuel Payments and planning reintroduction of warm hubs with partners, (which have the additional benefit of providing social connections). Wardens are also assisting residents and communities in relation to homelessness, environmental and financial crime (fraud and loan sharks), anti-social behaviour and scams. A number of multi-agency community events and activities were also held over the summer holidays.

The service has been making preparations for the implementation of its new geographical allocation policy, which will see changes to where wardens focus their work moving forward.

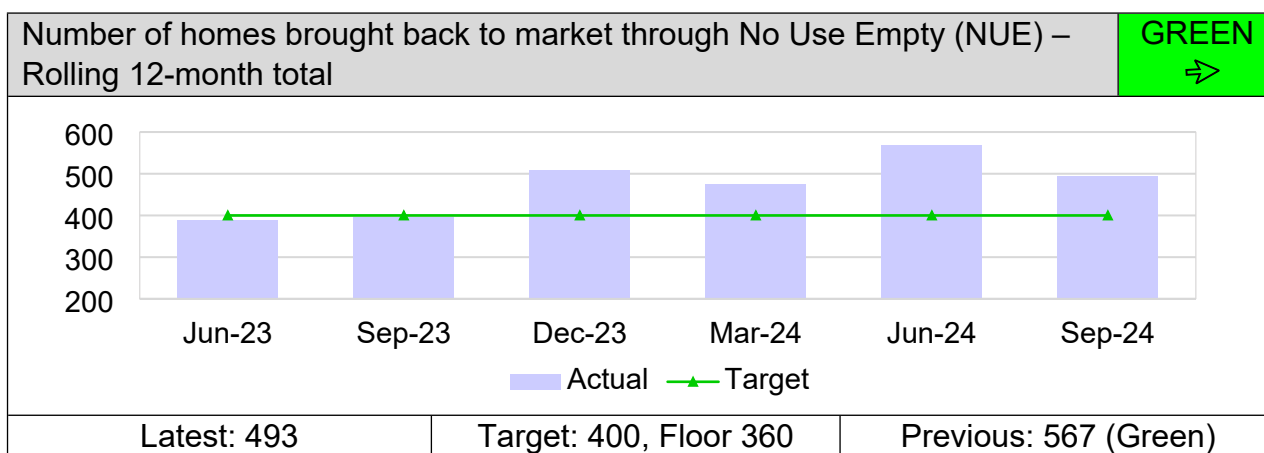
Wardens continue to deliver the social prescribing model, 'Positive Wellbeing', across the service as part of their wider offer of support to residents and communities.

The Kent Community Safety Trust (KCST) also delivers virtual Community Safety Information Sessions via MS Teams for community safety partners across the county. These are brief lunch-time sessions with a focus on one or two main topics each time. A total of two sessions have taken place during Quarter 2 with over 90 people in attendance covering a number of focus areas including stalking, emerging risks of lithium ion batteries, gangs, Independent Sexual Violence Advocacy service and an introduction to the KCC Serious Organised Crime team.

Gypsy Romany Traveller Residents Service

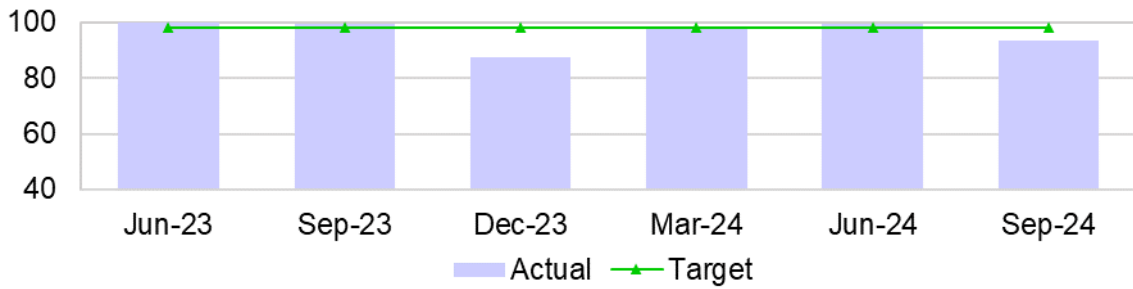
The Department for Levelling up, Housing and Communities funded Site Improvement Project is now complete, and all seven sites have been finished. The works have significantly improved the standard and quality of the sites for all residents, and the investment has resulted in a noticeable reduction in the number of reactive maintenance reports, tasks for landlords and items that are not working as they should.

Key Performance Indicators



S106 developer contributions secured as a percentage of amount sought

AMBER



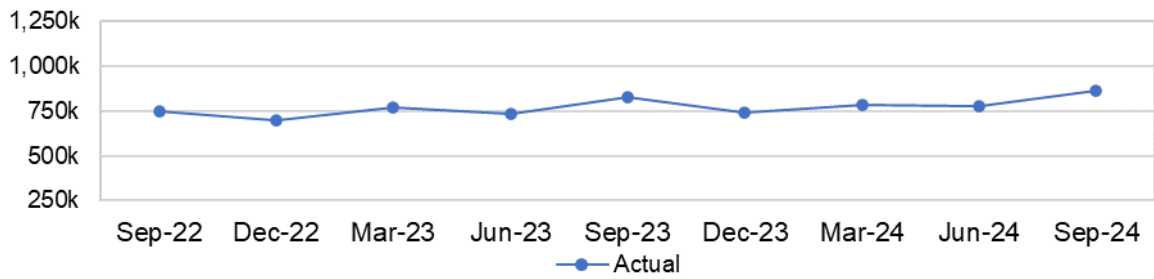
Latest: 93.2%

Target: 98%, Floor 85%

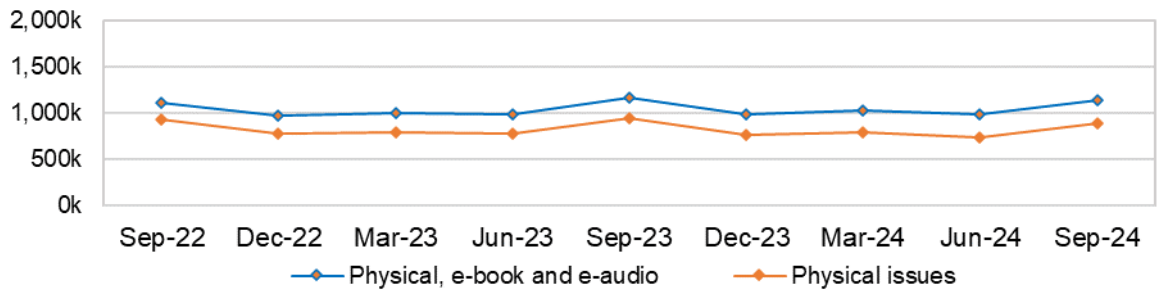
Previous: 99.6% (Green)

Activity indicators

Total number of physical visits to Kent libraries



Total number of book issues from Kent libraries



Environment and Transport

Cabinet Members	Neil Baker, Rob Thomas
Corporate Director	Simon Jones

KPI Summary	GREEN	AMBER	RED	↑	→	↓
	5	1		2	4	

Highways

In Quarter 2, the RAG ratings for the four Highways KPIs show three Greens and one Amber. Highways teams and front-line staff continue to work at high capacity.

Potholes repairs

We continue to achieve faster responses to customer enquires since the introduction of KCC Highways staff completing minor and urgent repairs. Unsettled weather with variable temperatures and persistent showers continued this Quarter, especially with September being recorded as the third wettest September on record, and demand was above the expected range. The number of potholes repaired within 28 days this quarter was 3,238 out of 3,345 which resulted in a performance of 97%, a Green RAG rating. This is a significant improvement from this time last year which met the timescale in only 82% of cases. **The Pothole Blitz programme continues to successfully decrease the backlog and we monitor the performance of Amey through the Contract Board and the Strategic Partnership Board to ensure continued improvements in service delivery.**

Emergency incidents

Attendance at Emergency Incidents within two hours of notification was a Green RAG rating for the months of July and August, but for the quarter the target of 98% was again missed by just one percentage point (Amber RAG rating). The service attended 377 callouts with 10 missing the target attendance time by just a few minutes but with all incidents made safe. **Data continues to show the introduction of dedicated crews at each depot, has improved response times. We continue to work with Amey to drive this area to target.**

Routine Faults

The total number of faults reported for repairs this quarter is 14,228, of which 12,970 were completed on target giving 91% (Green RAG rating). The service continued to complete more jobs than would normally be expected and **we continue to discuss and pilot strategies on how to improve performance at both the Contract Board and the Strategic Partnership Board.**

Public Enquiries reported online

The total number of customer contacts regarding highway issues in Quarter 2 was down on last year's totals with 41,297 (compared to 45,283 for the same period last year). 19,843 of these were identified as faults requiring action by front line teams (compared to 20,957 for the same period last year) and whilst both are down on last year, they remain at expected volumes for a typical summer.

At the end of Quarter 2, there were 5,968 open enquiries (work in progress) which compares to 7,861 at the same time last year, reflecting the decreased workload in several parts of the business which is normal during this quarter, but still represents a significant drop from where this has been over the last 12 months.

Online fault reporting

Use of the online fault reporting tool remains high with 64% of all enquiries in Quarter 2 coming directly from the public via the tool which is a similar level to the same period last year. Work to encourage more online reporting has been ongoing for several years and we have seen an increased take up of just under 20 percentage points when compared to the same quarter in 2019. This has also led to a 35% reduction in calls to the highway's helpline over the same period. Work on a new reporting tool (My Kent Highways) has been delayed and we continue to investigate alternative solutions.

Street Works

Pressure on the teams remains high with ongoing high levels of emergency works. CityFibre is soon to commence roll out of Building Digital UK (BDUK) project to provide superfast broadband to rural and hard to reach areas which will increase the volume of closures on the network. Streetworks teams will be working closely with CityFibre to reduce impacts.

Road Safety

The casualty figures for Quarter 2, show an overall decrease of 356 casualties compared to the same quarter the previous year and a decrease of 487 compared with the same quarter in 2019/20 (pre-pandemic). For those casualties that were killed or seriously injured (KSI), these were up by four overall compared to the previous year and down by twelve compared to the same quarter pre-pandemic.

Quarter 2											
2024/25				2023/24				2019/20			
Fatal	Serious	Slight	Total	Fatal	Serious	Slight	Total	Fatal	Serious	Slight	Total
9	191	616	816	19	177	976	1172	12	200	1091	1303

Safer Active Journeys Team

Bikeability training across Kent continues to be in high demand as we close the second quarter of delivery for the year, the total number of children taking part has increased on this time last year, which is positive progress. The number of live school crossing patrol sites in September was 83, with 19 current vacancies out for recruitment. The team are focusing on ways to improve sites such as securing funding for upgrading to programmable school warning lights and also continuing to monitor our school crossing patrol sites to support wellbeing of our frontline staff and their working environment.

Active Travel Intervention Team

We are working closely with districts and boroughs on their Local Cycling and Walking Infrastructure Plans, with ten out of twelve completed. There are two School Streets¹ in place with expansion planned into a further two schools. The Kent Cycle Mapping Project has identified and verified the entire cycle network in Kent. This found that there are over 1.1 million kilometres of cycle routes in the county, with KCC having responsibility to maintain close to 90% of these.

¹ A School Street is a road outside a school with a temporary restriction on motorised traffic at school drop-off and pick-up times.

A number of feasibility studies have been undertaken to scope out the next active travel routes / zones. The number of completed School Travel Plans has increased significantly over the past three years, and the School Capital Grant to install active travel capital schemes (e.g. scooter / bike racks), EV charging points and welly sheds, is continuing to be widely supported.

The Active Travel Infrastructure Team have two live projects in Cheriton and Faversham to provide walking, wheeling and cycling improvements with a third scheme in Sevenoaks about to start construction.

Safer Speeds and Enforcement

Work undertaken as part of the KCC Vision Zero programme supports the five elements of the Safe System:

- Safer Roads and Streets
- Safer Speeds
- Safer Behaviours
- Safer Vehicles
- Post Collision Response

Over the latest quarter, Vision Zero Teams have worked on a number of projects in support of these elements. The trial temporary average speed system scheme at two sites has concluded its operations. The cameras have been removed from site and we are awaiting the final ATC installation before a report into this trial is produced for KCC to consider whether it will continue. Work continues to secure a new contract for maintenance and equipment of cameras after 31st August 2025. A new average speed camera system is due to be installed on the A20 at Farningham as a result of investigations following a series of speed related personal injury crashes. Work is due to start on this high profile job on the 4th of November.

Kent Police reviewed images collected in a recent trial of artificial intelligence technology to combat distracted driving offences. This concluded that this could be something to be used in the future for enforcement when processes and legislation allow, and a further meeting has been arranged with another supplier to continue momentum on this new type of offence detection.

Kent Driver Education

This quarter started with a lower level of client demand due to the holiday period but has now increased with 1,102 courses delivered, compared to 1,054 for the same period last year. Our Monitors/Instructors are now in the final stages of completing the `train the trainer` process for the new National Speed Awareness Course (NSAC24) which goes live on the 4th of November. Trainer recruitment has closed and the service is in the onboarding stage with nine trainers. As ADIs (Approved Driving Instructors) they will support the delivery of the on-road element of the Safe and Considerate Driving Courses which is being re-introduced following withdrawal during the Covid pandemic.

Safer Road Users

In Quarter 2, the Team delivered the following:

- 'Road Safety Club' (RSC) intervention to 4,220 Primary School Pupils across 42 different schools.
- Community Police Officers and PCSOs have been trained by the team to extend the delivery of RSC to more schools.
- At secondary schools our delivery of the new 'Distractions' Road Sense programme in Year 7 continued, reaching 2,129 pupils during this quarter. The pilot delivery of the new 'Good Decisions' Road sense programme for Year 9 pupils also continued this quarter, reaching 1549 pupils.
- Our Young Driver and Passenger programme, delivered to schools and colleges reached 918 young people (Years 12 & 13) during the quarter.
- Three Mature driver presentations were delivered to 143 experienced drivers within Kent communities.

Crash Remedial Measures & Local Transport Plan (LTP)

The 2024/25 Crash Remedial Measures (CRM) Cluster Site programme has now been set up with schemes being programmed for delivery throughout this financial year. These CRM schemes range from minor signing and lining improvements to junction redesigns. The schemes have been designed at specific locations around the County where engineering solutions have been assessed to be able to reduce risk of collisions occurring.

In addition to the Cluster Site programme, the Highway Improvements Team (HIT) are also carrying out analysis of routes and junctions that have been identified as 'high risk' by a series of factors that identify them as having a higher than 'normal' level of collisions compared with similar sites. Schemes are progressed through the design and associated engagement process for delivery next financial year. This cluster, junction and route review work forms a suite of Crash Remedial Measures (CRM) carried out by the authority in line with our Vision Zero approach.

The team have recently completed delivery of two of the planned larger scale Local Transport Plan projects over summer 2024, these are the new signalised crossing on A226 Rochester Road Gravesend outside St John's Catholic Primary School, and the new zebra crossing on St Stephens Hill Canterbury outside The Archbishop's Secondary School.

The Highway Improvements Team (HIT) are also working with elected officials, members and parishes to assist them in delivering items that have been prioritised within their local Highway Improvement Plans. The HIT is currently tasking their small but focussed Community Engagement teams to support parishes in their efforts to realise highway improvements their communities are promoting. A high number of Parishes are now engaging with the HIT to develop their own prioritised Highways Improvement Plans.

In July 2024 the team issued the first newsletter to go to all Parishes and this will be produced on a seasonal basis to seek to build upon our positive engagement with our parishes.

The team continue to support Speedwatch activity, school travel plans and business grants. The team have continued with regular dialogue to look at targeting their enforcement efforts based on representations received and also based on speed data we regularly collect. A bi-monthly meeting now takes place with Kent Police, the Kent Police Speedwatch Co-ordinator and officers in the Highway Improvements Team where Speedwatch results are reviewed and discussed.

The Active Travel team are continuing to work with the member walking and cycling group and assist districts and boroughs with their walking and cycling plans to develop a Kent-wide Cycling and Walking Implementation Plan (KCWIP). The team are continuing to deliver the remaining schemes funded under Tranches 2, 3 and 4 of the Active Travel Capital Grant Fund and the more recently funded Tranche 4e, where KCC was awarded funding to improve the much used Aylesford Towpath.

Active Travel England have granted £1.2m revenue funding to support capability building activities that will enable authorities to undertake ambitious and inclusive active travel programmes. This fund is being used to support local district and borough plans but also to deliver training and education about safe active journeys for residents of Kent.

Traffic Management

Enforcement of Moving Traffic Offences commenced at Beaver Rd, Ashford on 23rd of September, with circa 300 warning notices issued in the first week. After three weeks, there has been a drop in contraventions by around 25% and Penalty Charge Notices have started to be issued to drivers who continue to contravene the restriction, despite receiving a warning notice to encourage behaviour change. Our second site at Sackville Crescent in Ashford has been delayed due to adjacent roadworks and diversion routing and enforcement is now anticipated to go live in December when the Streetworks are complete. Future potential enforcement locations are posted on our Moving Traffic Enforcement consultation hub on the Let's Talk Kent consultation page.

The Network Innovation team are working on developing Kent's strategy for the delivery of on-street charging infrastructure. Kent's application has just been approved and the team have secured over £12m capital funding from the Government's Local Electric Vehicle Infrastructure (LEVI). This will support the delivery of electric vehicle chargers for those residents without access to off-street parking and driveways. Once the relevant approvals are signed for the grant, the team can move forward with procurement for the concession contract to deliver on-street charging solutions.

Local Growth Fund (LGF) Transport Capital Projects

Through SELEP (South East Local Enterprise Partnership), KCC is managing £128m of Government funding from rounds one to three of the LGF. There are currently two high risk projects, Sturry Link Road and the Maidstone Integrated Transport Package. For Sturry Link Road project, the design and build contract has been signed and the contractor is progressing with the detail design. For Maidstone ITP, construction commenced on the Coldharbour Roundabout in February, and the scheme is likely to complete in December 2024.

Transport Strategy

Bus Service Improvement Plan (BSIP) & Bus Connectivity Assessment

Using BSIP funding received in 2023/24, KCC committed to deliver three major bus priority schemes in Dartford, Dover and a wider scheme supporting the Stagecoach Thanet Loop service. All schemes have been approved and will be delivered on the ground by the end of 24/25. Following a successful bid to Government's Zero Emission Bus Regional Areas (ZEBRA), the team secured £9.5m for thirty-three electric buses for KCC's Fastrack operation, making the service a fully zero emission network with all set for deployment by April 2025.

Kent Travel Saver (KTS) - 2024/25

The application process for the KTS went smoothly again this year, with the majority of passes delivered to schools on time. At a small number of schools, there were delivery issues, but this was quickly resolved. Overall, the number of KTS applications was 19,208, of which 13,005 were full cost, 2,810 were low income, 365 sibling and 3,028 were free passes provided to those in care/carers/care leavers. Overall, the number of applications is down on last year, by 242, which probably reflects the increase in the cost of the pass and some families changing to operator provided tickets, where they are cheaper.

Resource Management & Circular Economy

The KPI target on diversion of waste 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 total volume of waste collected continues to increase, due to increased volumes at HWRCs, but remains within expectations overall. Kerbside waste volumes are 9% above pre-pandemic levels with HWRC volumes increasing, but still 26% below pre-pandemic. The total volume of waste collected is similar to pre-pandemic levels.

Energy and Climate Change

The greenhouse gas emission target for Quarter 1 has been met with a total of 10,985 tCO₂e of greenhouse gas emissions compared with the target of 11,024 tCO₂e. Electricity generated by KCC's Bowerhouse II, and Kings Hill solar farms are having a very positive impact on offsetting KCC's emissions and overall emissions currently remain ahead of the target. KCC and our traded companies still need to continue to progress the reduction of estate and vehicle emissions to ensure we remain on track to meet our Net Zero 2030 target.

The Solar Together Kent collective-buying initiative is run by iChoosr and promoted by all Kent District Councils, Medway Council and Kent County Council. Together, the Spring and Autumn 2024 campaigns have seen over 6,370 Kent residents register their interest. From the Spring 2024 registrations, more than 470 in-person home surveys have been conducted, with over 320 installations of solar PV and battery storage already complete. Overall, the initiative has facilitated almost 3,200 installations since 2020, leveraging more than £29.1m of resident investment in renewable energy across Kent. In the first year after each installation since 2020, these solar PV systems are estimated to help households avoid over 3,000 tonnes CO₂e in total, with expected system lifetimes of around 25 years.

Natural Environment and Coast

Kent & Medway Local Nature Recovery Strategy (LNRS)

Development of the LNRS continues as scheduled with the following delivered in Quarter 2:

- Priorities and potential measures for the strategy have been finalised.
- Potential measures have been mapped and draft maps reviewed with over 175 stakeholders at five workshops around the county.
- Draft maps have also been reviewed with local planning authorities at dedicated one to one meetings.
- Evening meetings for farmers and landowners were held to discuss draft maps.
- The species shortlist has been finalised and discussed further at a workshop, where potential priority species and flagship species were identified by over 65 stakeholders.
- Artwork depicting the visions of the strategy have been completed and exhibited.
- Work is now focused on finalising the strategy and maps.

All project outputs and further information can be found at www.makingspacefornature.org.uk

Biodiversity Net Gain (BNG)

In addition to work to support the county's planning authorities in discharging the requirements for BNG and continuing training for planning officers and members, we have also been considering what is needed next in terms of support and guidance. Looking at what are the practical challenges facing the delivery of BNG and what would benefit from a strategic, county-wide approach. Proposals for next steps are to be discussed with planning authorities.

All BNG resources can be found at [Biodiversity Net Gain for Kent and Medway | Making Space For Nature Kent](#).

The ecological advice service continues to provide support to all Local Planning Authorities on their development management, with advice increasingly required in respect of BNG following the extension of requirements to all sites.

Plan Bee

Work on KCC's pollinator action plan recommenced over the summer, following the successful recruitment of a new officer for the post. Work is focussing on picking up on efforts to further improve the management of the KCC estate for the benefit of pollinators and develop a survey and monitoring programme.

In July results of the Kent No Mow May campaign were published. This year we received 324 pledges from residents and organisations seeing a 19% increase from 2023. It is estimated that over 14 hectares of land was pledged for No Mow May. Various Kent County Council departments actively participated in No Mow May this year. These departments included country parks, waste and recycling, KCC estates, and highways. Collectively, they preserved approximately 300 hectares of wildflower-rich grassland

Plan Tree

In July, Plan Tree attended the Woodland Creation Accelerator Fund (WCAF) conference in Birmingham. KCC are achieving good results, with only a couple of WCAF recipients managing to plant in higher numbers.

Work continues on the post planting and maintenance claims processes for each year of rounds 1, 2, and 3 Local Authority Treescape Fund (LATF). In August, ahead of schedule, we completed the site selection, project planning and procurement for 11,000 trees across 15 sites through the final year of round 3 LATF.

We received the LATF1 'final maintenance and beat-up survey' for year 1 planting (2021/22) with Ashford Borough Council. It has been mutually agreed that we will plant an additional substitute site to mitigate losses from planting sites where it is evident that survival rates of over 75% have not been achieved.

We had formal confirmation that the Forestry Commission had assessed our application to round 4 LATF and have awarded funding (£300K). Preparation is underway for another 13,630 trees to be delivered over the 2024/25 planting season.

Over the summer the search continued for elm tree planting sites targeting surviving colonies of the White-letter Hairstreak and Large Tortoiseshell butterflies. Among others, disease resistant elm trees have been allocated to the East Kent Downs Farmers, Gravesham Borough Council, Tonbridge and Malling Borough Council, Tunbridge Wells Borough Council, Medway Council and landowners along the Royal Military Canal.

In September, Plan Tree submitted an Expression of Interest for the Elm Heritage Kent project to the National Lottery Heritage Fund (£250K and over).

The Kent and Medway Plan Tree Partnership steering group advised that deer numbers in Kent are impacting habitats and species including the Nightingale, with an action to set up a Deer Monitoring working group.

We are starting to see significant tree planting from our service contractors meeting their social value commitments with KCC.

Explore Kent

Explore Kent's digital channels which promote the great outdoors, continued to see strong engagement. From July to September Explore Kent had over 22.5k followers on X, over 6.5k followers on [Instagram](#), over 11k followers on [Facebook](#), 159 followers on [LinkedIn](#) and 465 followers on [TikTok](#). Our website [explorekent.org](https://www.explorekent.org) has had a total of 139,046 visitors and 10,918 of our route guide downloads.

In July, Explore Kent coordinated the Green Social Prescribing Network. Drawing together partners from health, social prescribing, and green space providers, who are interested in developing green social prescribing initiatives across the county and promoting the wellbeing benefits of green and blue space. Around 38 partners were represented at the network. The priority work strands for the network are Mapping and Increasing Opportunities, Accessing Funding, Training and Capacity building, and Providing Clear Referral Pathways.

Explore Kent introduced their first [Active Kent and Medway Activity Challenge](#) with the [‘King Charles III England Coast Path’ initiative](#). This challenge encouraged the public to track their walking and wheeling activities throughout the summer, promoting physical activity, the use of the Public Rights of Way network, and the exploration of Kent’s blue and green spaces. To motivate participants, prize draws from Shepherd Neame, Quiz Trails, and English Heritage were offered. The challenge was widely promoted through social media and internal communications and attracted 65 active participants.

Explore Kent introduced new [Facebook](#) and [Instagram](#) channels for the South East Coast Path. These platforms aim to promote the Kent and East Sussex Coast Path, encouraging residents to explore and enjoy its health benefits. Since the launch, paid advertisements have been implemented, resulting in 943 followers on Facebook and 292 followers on Instagram.

Kent Country Parks (KCP)

There was a full programme of events over the summer and trails across 6 parks. Improvements have been made at Shorne with the installation of an easy access pond dipping platform and 15 fishing swims replaced at Shorne Woods to improve accessibility for all.

The proposed North Kent Woodland and Downs National Nature Reserve progressed through the first two phases of Natural England panels and we eagerly anticipate full designation in March 2025.

A new partnership with a local cooperative to undertake local carbon offsetting by sponsoring the Shorne Woods veteran trees has been set up. KCP has achieved 7 Green Flag awards, 6 South & South East in Bloom gold awards.

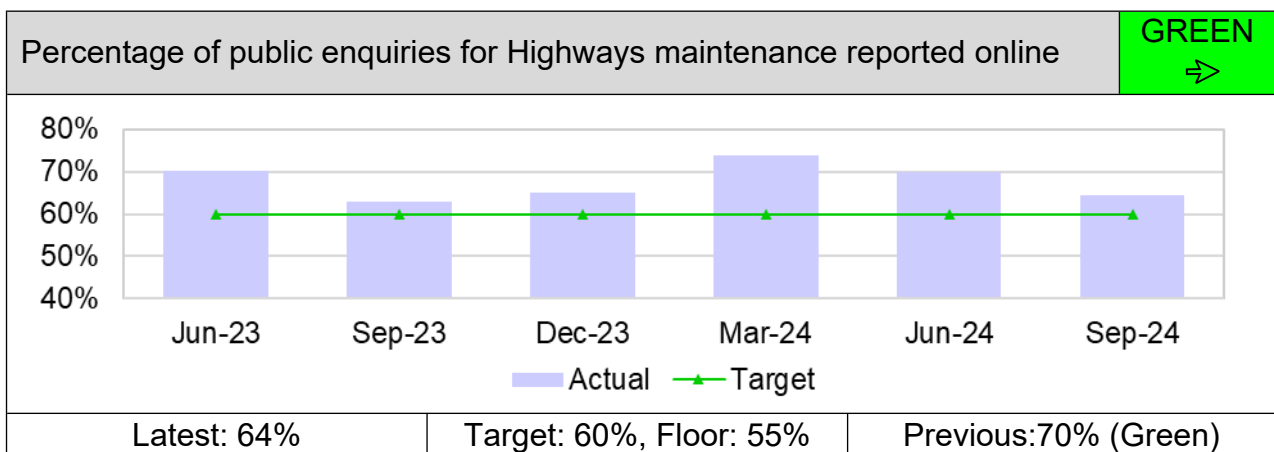
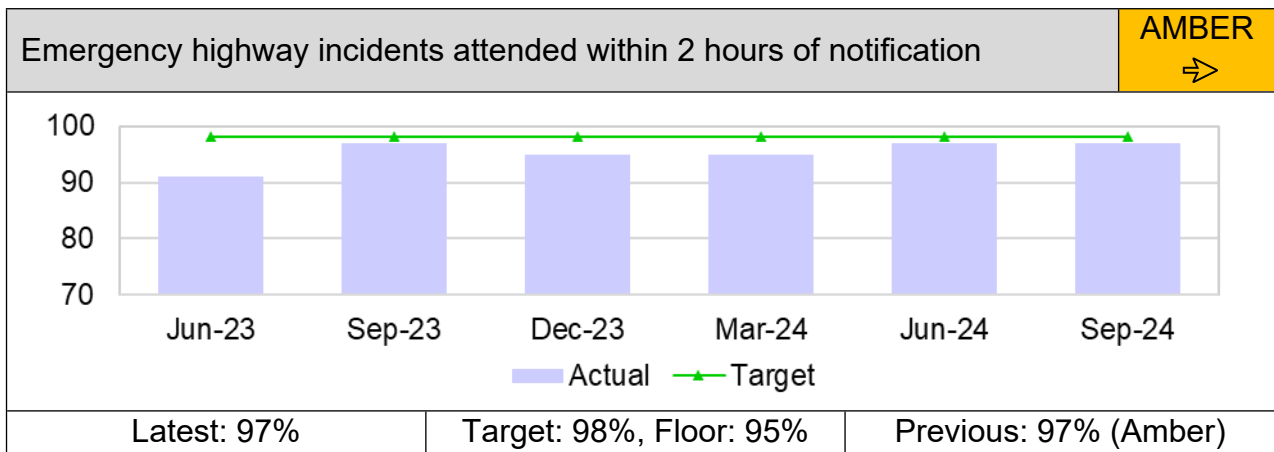
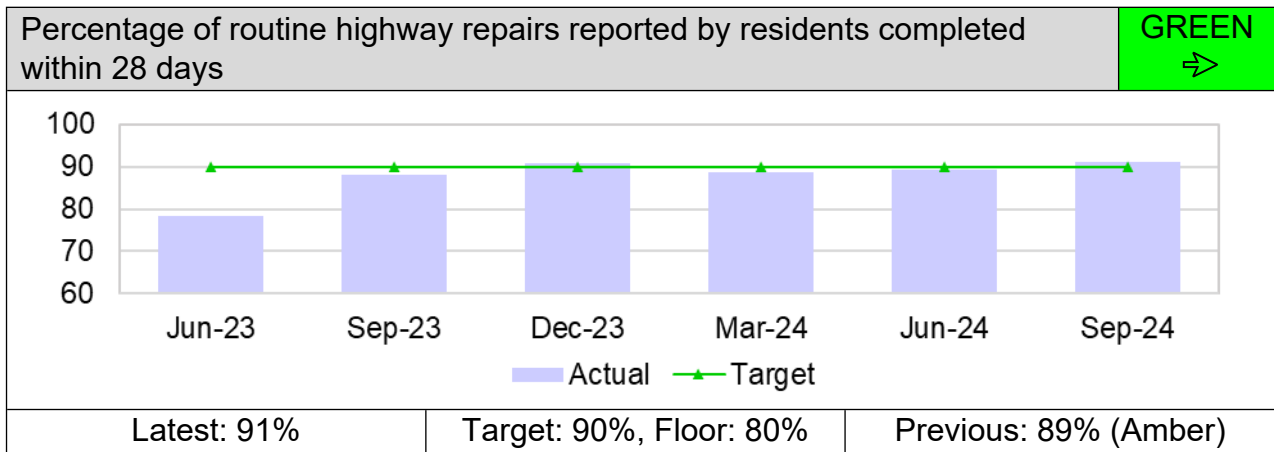
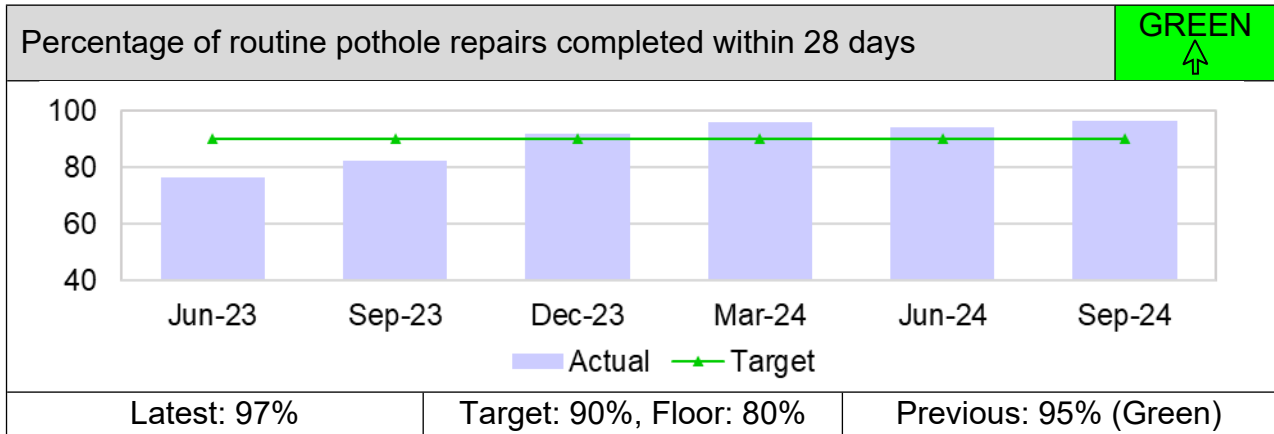
Countryside Management Partnerships (CMPs)

CMPs are busy delivering educational and community events across Kent and Bexley, including Forest School training, school sessions, Ecology Island health and wellbeing activities as well as numerous habitat and landscape projects. A new contract is in place to help manage Hambrook marshes, Canterbury. River and pond restoration projects have been delivered by all 6 CMPs and CMPs continue to work with the two National Landscape Units, KCC teams, the Environment Agency and Natural England to deliver their priorities.

Schools in Canterbury and Ramsgate had their grounds greened up by the Kentish Stour Countryside Project as part of a National Scheme and through working with the Internal Drainage Board on a 170k project the North/South Streams near Northbourne, Deal have had leaky dams put in place to raise water levels, slow the flow and re-wet peat.

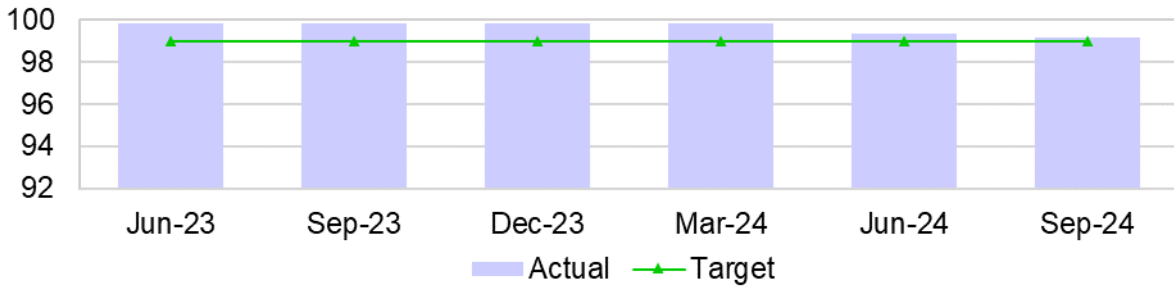
Financial pressures are challenging with increasing costs needing to be met from project income and delivery agreements. Plans are in place to relocate Medway Valley Countryside Partnership due to significant rent increases; this will develop a new working relationship at Trosley Country Park and open up opportunities for more community and education delivery.

Key Performance Indicators



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

GREEN
⇒



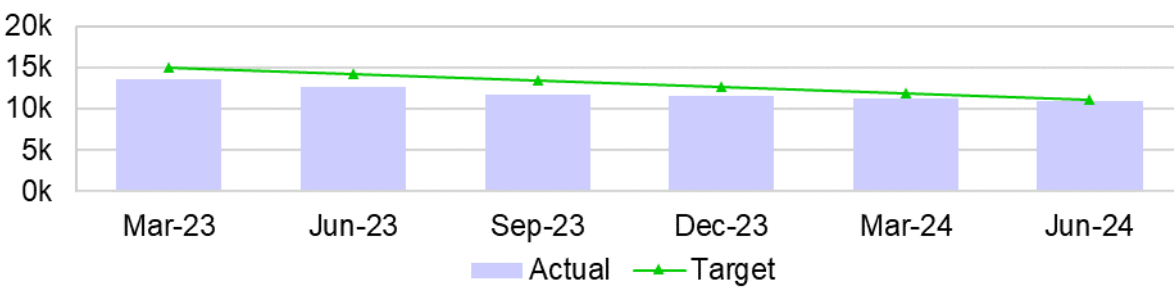
Latest: 99.2%

Target: 99%, Floor: 95%

Previous: 99.4% (Green)

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

GREEN
↑



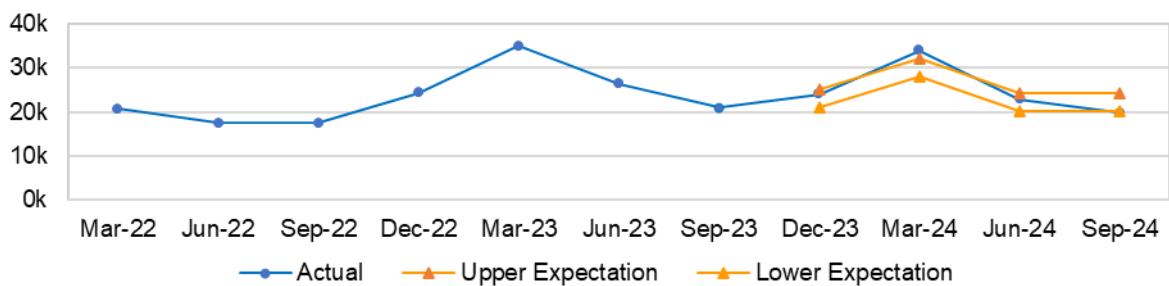
Latest: 10,985

Target: 11,024, Floor: 12,126

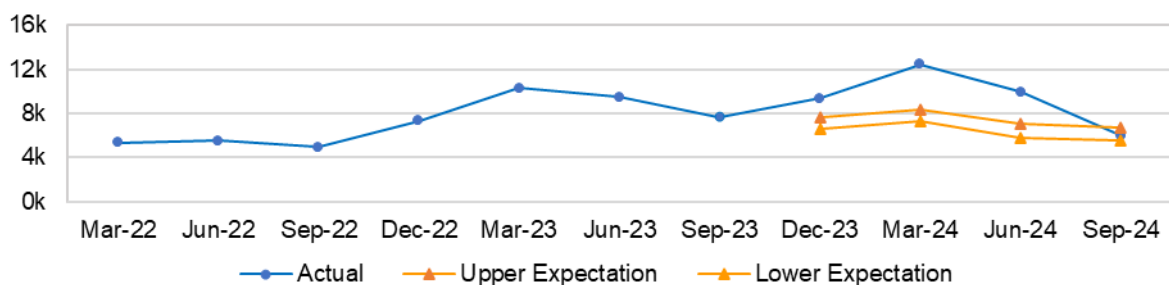
Previous: 11,251 (Green)

Activity indicators

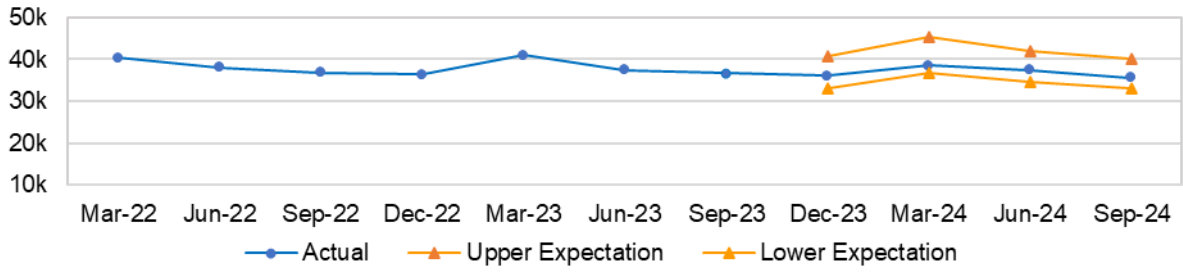
Number of Highways enquiries raised for action – by Quarter



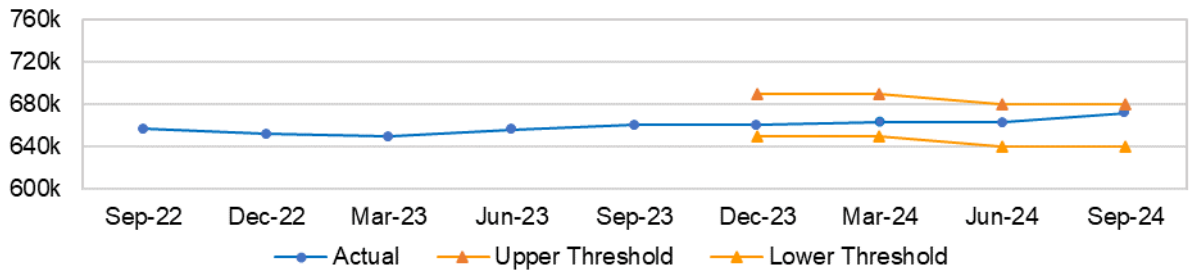
Highways Work in Progress (active enquires/jobs)



Number of street work permit requests



Total municipal waste tonnage collected – rolling 12 months



Children, Young People and Education (*Education and Skills*)

Cabinet Members	Rory Love, Sue Chandler
Corporate Director	Sarah Hammond

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

Schools

Based on the inspection data as at the end of August 2024, 92% of schools in Kent (543 of the 593) were Good or Outstanding, compared to the national figure of 90%. The percentage of Primary schools judged as Good or Outstanding at 92% equal to the national figure. 88% of Secondary schools were judged to be Good or Outstanding which compares favourably to 84% nationally. The percentage for Special schools, at 93%, was two percentage points higher than the national position of 91%. Five out of six (83%) Alternative Provision schools were good or outstanding (86% nationally).

From September 2024, inspections of state funded schools will no longer include a judgement on overall effectiveness as the government believe “reductive single headline grades fail to provide a fair and accurate assessment of overall school performance across a range of areas and are supported by a minority of parents and teachers. For inspections this academic year, parents will see four grades across the existing sub-categories: quality of education, behaviour and attitudes, personal development and leadership & management. This reform paves the way for the introduction of School Report Cards from September 2025, which will provide parents with a full and comprehensive assessment of how schools are performing and ensure that inspections are more effective in driving improvement.”²

Communication around SEND support, processes and activity continue to be signposted to headteachers through headteacher briefings and newsletters. Senior advisers engage with the wider SEND team through priority school meetings or where there is a “Team Around the School.”

In primary schools, common areas for development include achievement at greater depth, maths, and Grammar Punctuation and Spelling (GPS). There continues to be a comprehensive traded offer available to all schools including bespoke maths and GPS support. In secondary schools unvalidated data collected by Management Information in the summer indicates that the 2024 outcomes for Kent schools remain broadly in line with national attainment figures. Provisional data will be published by the DfE in November and will be reported in Quarter 3 of the QPR.

Early Years

The percentage of Early Years settings rated Good or Outstanding is 99% (522 settings out of 529), one percentage point above the target and one percentage point higher than the national average of 98%.

² [Single headline Ofsted grades scrapped in landmark school reform - GOV.UK](https://www.gov.uk/government/news/single-headline-Ofsted-grades-scrapped-in-landmark-school-reform)

For early years group settings, The Education People (TEP) continue to support all good and outstanding settings through Annual Conversations but prioritises those due an Ofsted inspection to assist them in retaining a Good or better Ofsted judgement, making clear recommendations where appropriate and offering the 'Securing Good' programme to those in their inspection and not meeting at least Good Ofsted grade descriptors. 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. New settings are also offered support in readiness for their first inspection. The percentage of all providers deemed by Ofsted to be good or outstanding continues to be very high.

In the 2024 Summer term, the take-up of Free for Two claims against those potentially eligible on the Department for Work and Pensions (DWP) list was 67.8% with 2,784 children being funded. This is a small increase on last year when the take-up figures for Summer 2023 were 65.2%.

Established and regular communications and interactions with the Early Years and Childcare Sector continue, including quarterly meetings with the Provider Association, the scheduled termly (six times annually) generic Early Years and Childcare Bulletin, with communications in-between these being sent when appropriate and necessary with ongoing contact with individual providers as required. Three times annually, a county-wide round of briefing and networking sessions are offered. Although not actually in Quarter 2, these were held in June and October. The Early Years and Childcare Service's Threads of Success training offer continues to be delivered principally on virtual platforms, as recruitment and retention challenges continue to make it very difficult for providers to attend face-to-face training, even when this is funded and therefore free for providers to attend.

The Early Years and Childcare Service, working in partnership with KCC Management Information (MI) and Finance, continue to implement the Government's New Free Entitlements and Wraparound Provision initiatives. In the Summer term, 7,465 codes had been issued to working parents of children aged between 9 months to two-years, of which, 7,146 have been validated by KCC, meaning a validation rate of 96%, in line with national figures.

SEND (Special Educational Needs and Disability)

Based on the rolling 12-month average to September 2024, 26% of Education, Health, and Care Plans (EHCPs) were issued within 20 weeks excluding exceptions (811 out of 3,127). As recent performance rapidly improves, the rolling 12-month average will also improve but with a lag. In the single month of September 64% of plans (126 out of 197) were issued within timescale.

The percentage of annual EHCP reviews waiting over 12 months is 34%, sixteen percentage points better than the target of 50%.

The Percentage of pupils with EHCPs being placed in independent or out of county special schools is now at 10.3%, which is now just above the floor standard, and the lowest figure since December 2022.

Previous reports have highlighted that the strategic approach to stabilising the EHCP assessment process would temporarily suppress improvement in 20-week percentage outcomes, but that this would be a short-term measure, with a significant shift as the plan took effect. Historic failure under the old team structure to finalise assessment decisions for all necessary pupils resulted in assessment teams carrying around double the expected workload, with a much larger proportion of outdated assessments being left incomplete. As work focussed on clearing these backlogs, while also ensuring that new backlogs did not develop, every case completed on time was masked by numerous older cases, which dragged KPI levels down despite the focus being more beneficial to pupils in the system. The overall impact was that while team output nearly tripled over the last year, 20-week percentages remained stubbornly low.

When the service was facing its biggest pressures, some of the most overdue assessments were well over two years old, but, this has now been effectively managed, with no cases over 29 weeks old by the end of Quarter 2, and only 7.1% of all cases over the 20-week statutory timescale. We are anticipating for this number to continue to fall.

Improvements are not limited to the assessment process, with large improvements in Annual Review timeliness and Phase Transfer delivery using the same principles outlined above.

Wider Early Help

In the 12-month period to September 2024, 103 pupils were permanently excluded which equates to 0.04% of the school population. 24 were 'primary' phase pupils and 79 'secondary' phase pupils. The current level of pupils excluded is the highest it has been for 9 years in Kent, although at 0.04% is still well below the 2022/23 national average for England of 0.11%. Dartford district accounted for 19 of the 103 pupils excluded across the County in the rolling 12-month period to September 2024, followed by Tonbridge and Malling with 16 and Sevenoaks with 14 pupils excluded.

In the first month (September) of the new Academic term 2024/25, there were eight 'permanent exclusions, five fewer than September 2023. Of the 8 exclusions, one was issued to a 'primary' phase pupil (3 last year) and 7 to 'secondary' phase pupils (10 last year).

Kent PRU and Attendance Service (KPAS) continues its work regarding suspensions and permanent exclusions. Common themes are identified, and additional processes developed to support schools to ensure all interventions are exhausted and exclusion remains a last resort as detailed in the DfE guidance on suspensions and exclusions issued in August 2024. This includes the development of practices such as an inclusion intervention checklist, the appropriate use of directions off-site (alternative provision) and using inclusion champions to support schools.

In addition, KPAS supports the work of CATIE (Countywide Approach to Inclusive Education). This includes the inclusive leadership programme, core training offer, whole school nurture approach provided by Nurture UK and Special School outreach work delivered by the Specialist Teaching and Learning Service (STLS) and Local Inclusion Forum Team (LIFT).

KPAS provides regular training to governing boards and academy trustees across the county's schools to ensure all cases of permanent exclusion are thoroughly scrutinised, as well as promoting the use of timely data to address cases where suspensions are occurring on a regular basis. The link Education Improvement Advisors (EIAs) support schools by:

- Providing advice on the DfE exclusion guidance and processes as well as behaviour policies.
- Sharing ideas as well as signposting to resources and services who may be able to support schools and pupils in promoting inclusion where behaviour is a concern.
- Attending meetings in schools with parents (and partner agencies where involved) about individual pupils experiencing suspensions or at risk of permanent exclusion.
- Delivering training to governors and senior leaders on responsibilities in relation to exclusions set out in the DfE guidance.

During the academic year 2023/24, 67 permanent exclusions were either withdrawn or the pupil was reinstated by school leaders. EIAs represent KPAS at a range of forums such as the Local Inclusion Forum Team (LIFT), LIFT Executive, In Year Fair Access panels and District Contextual Safeguarding Meetings.

Most recent published DfE figures from 2022/23 academic year highlight that permanent exclusions and suspension rates (per 100 school population) in Kent schools remain well below equivalent levels nationally, within the Southeast region and in comparison to our statistical neighbours.

The KPI measuring First-Time Entrants to the Youth Justice System changed from the number of first-time entrants to a rate per 100,000 as of Quarter 1, 2024/25 to allow for comparison with national data. In Kent in September, the rate was 190 (rolling 12-month figure) which equates to 302 young people. This is the lowest level reported since March 2023 although the target of 180 per 100,000 was not met and the measure is therefore RAG-rated Amber.

There is a national trend in the increase of first-time entrants into the youth justice system. The Kent partnership have remained focussed on providing appropriate alternatives, increasingly using the diversionary "Outcome 22" by the Police. This intervention offers whole-family, holistic and needs-led diversionary intervention, predominantly by Adolescent Early Help. Due to the delay in national data reporting, we have yet to see the impact of the introduction of Outcome 22 on performance.

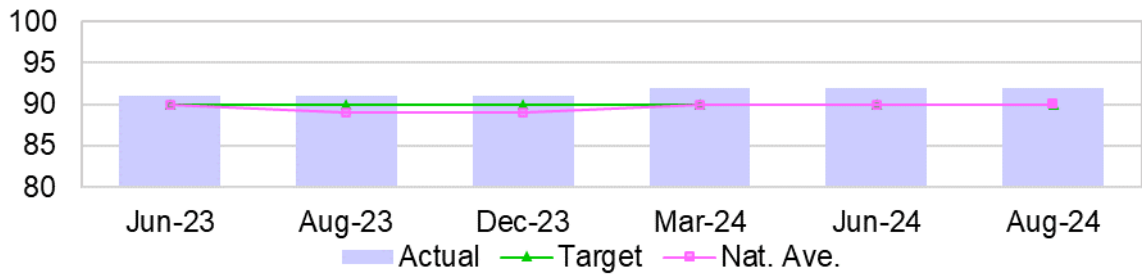
Kent continues to deliver the 'Turn around' intervention programme to promote a suitable education, training or employment offer for children on the cusp of entering the youth justice system. Nationally, the criteria have been made more flexible, to allow Turnaround to work with children who are also open to children's social services as a 'child in need'.

The Kent police youth justice team are now present in Youth courts across the county and work with youth justice practitioners and the courts to identify children who can be diverted away from statutory youth justice court outcomes and instead receive diversionary outcomes. This is a new initiative that was initially piloted at Medway Youth Court.

Key Performance Indicators

Percentage of all schools with Good or Outstanding Ofsted inspection judgements

GREEN
↑



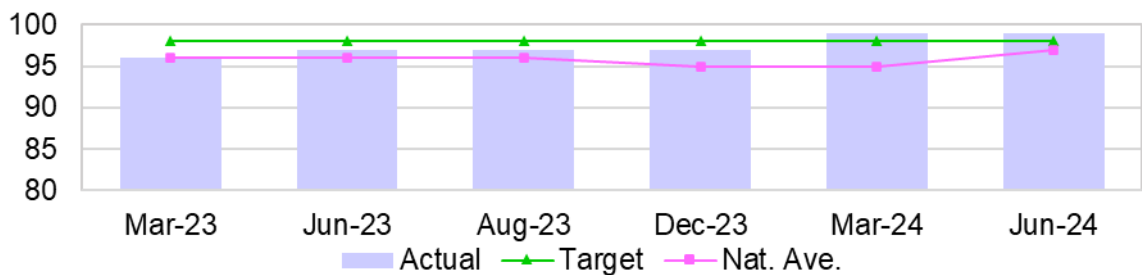
Latest: 92%

Target: 90%, Floor: 87%

Previous: 92% (Green)

Percentage of Early Years settings with Good or Outstanding Ofsted inspection judgements (childcare on non-domestic premises)

GREEN
↑



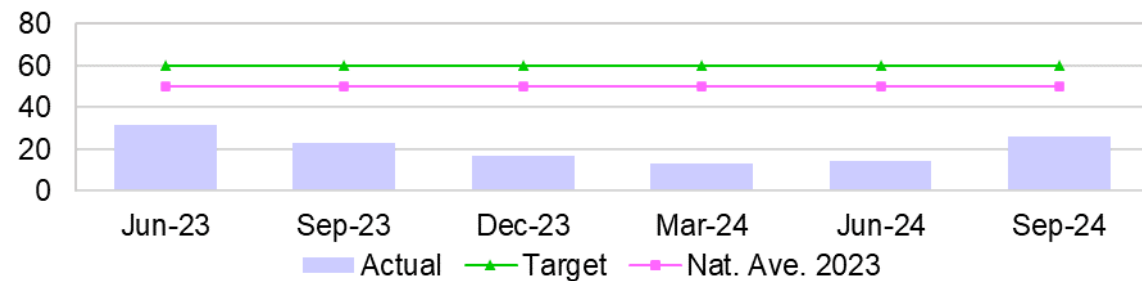
Latest: 99%

Target: 98%, Floor: 93%

Previous: 99% (Green)

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

RED
⇒



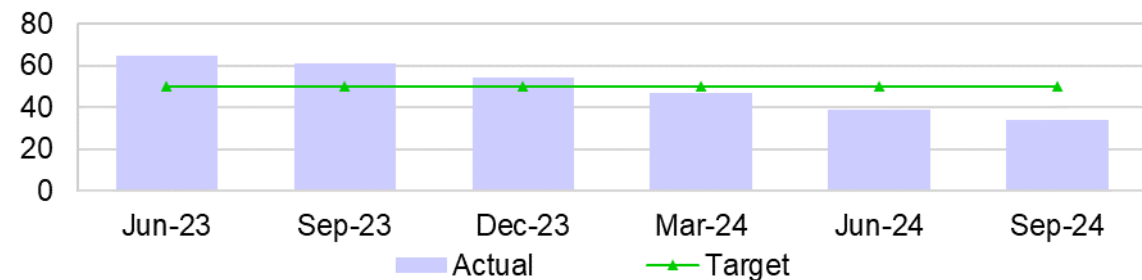
Latest: 26%

Target: 60%, Floor: 55%

Previous: 14% (Red)

Percentage of annual EHCP reviews waiting over 12 months

GREEN
↑



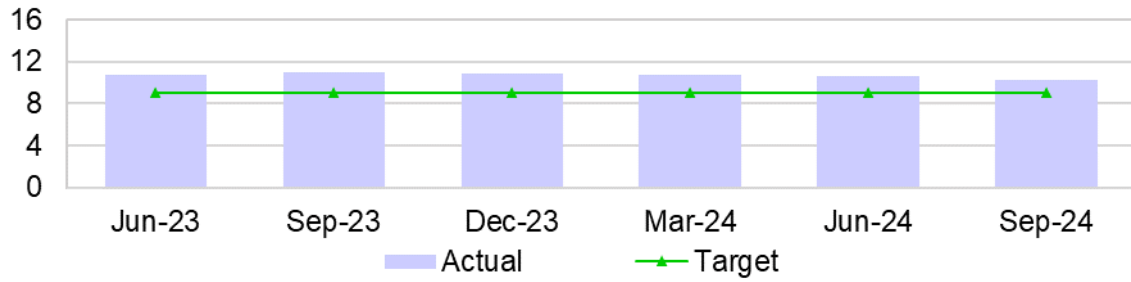
Latest: 34%

Target: 50%, Floor: 60%

Previous: 39% (Green)

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

AMBER
↑



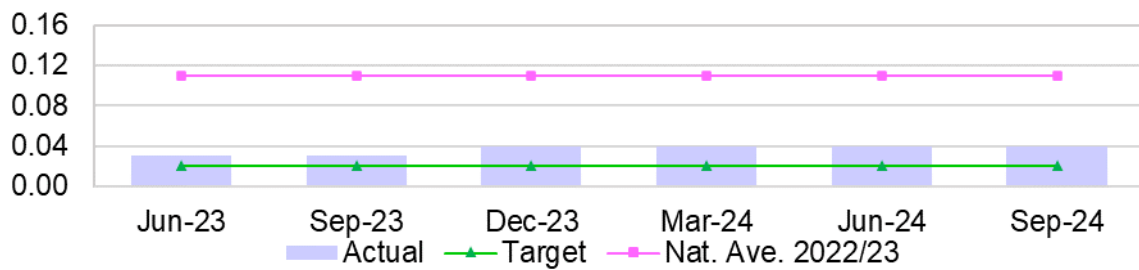
Latest: 10.3%

Target: 9.0%, Floor: 10.5%

Previous: 10.6% (Red)

Percentage of pupils permanently excluded from school – rolling 12 months

AMBER
↓



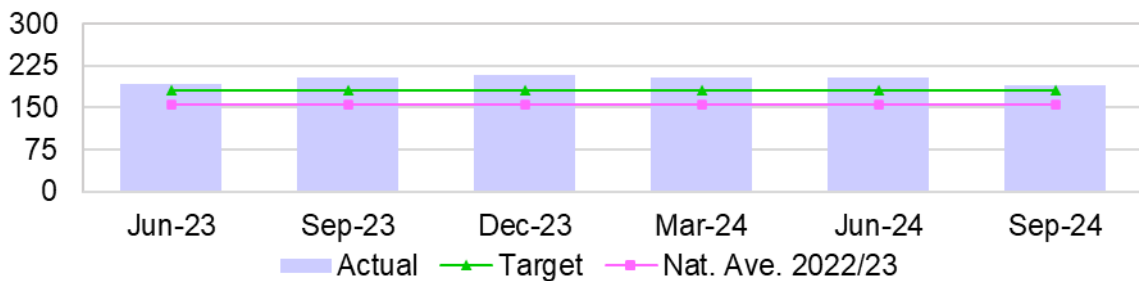
Latest: 0.04 %

Target: 0.02%, Floor: 0.04%

Previous: 0.04% (Amber)

Rate of first-time entrants to youth justice system per 100,000 (aged 10-17) – rolling 12 months

AMBER
⇒



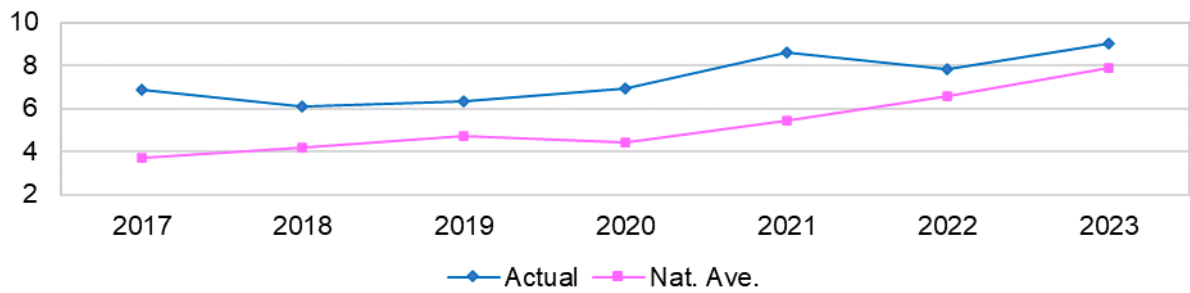
Latest: 190

Target: 180 Floor: 240

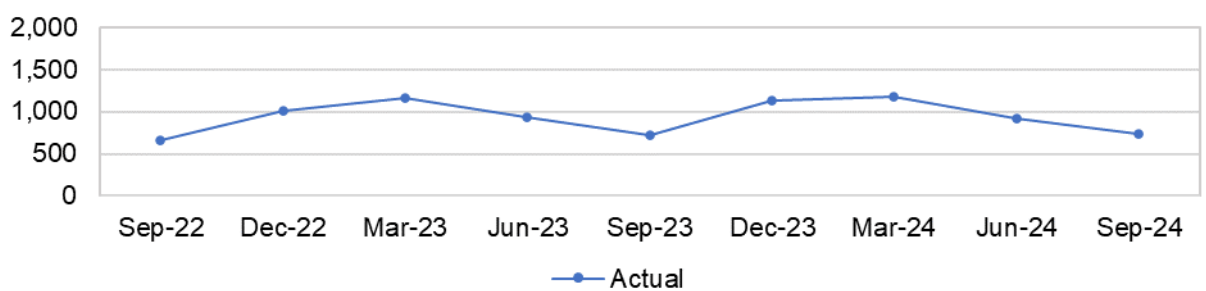
Previous: 205 (Amber)

Activity indicators

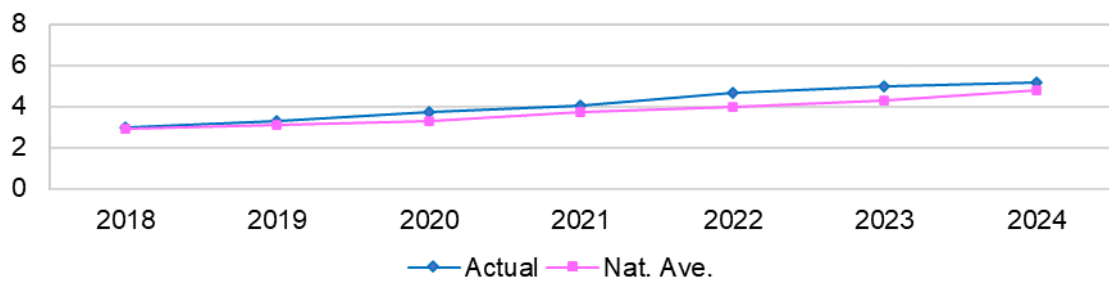
Number of initial requests for statutory assessment (for an EHC plan) per 1,000 population



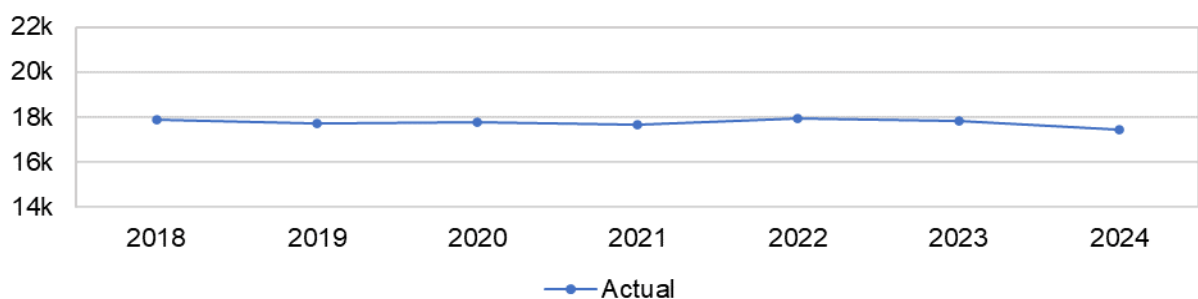
Number of initial requests for statutory assessment for an EHC plan (Quarterly)



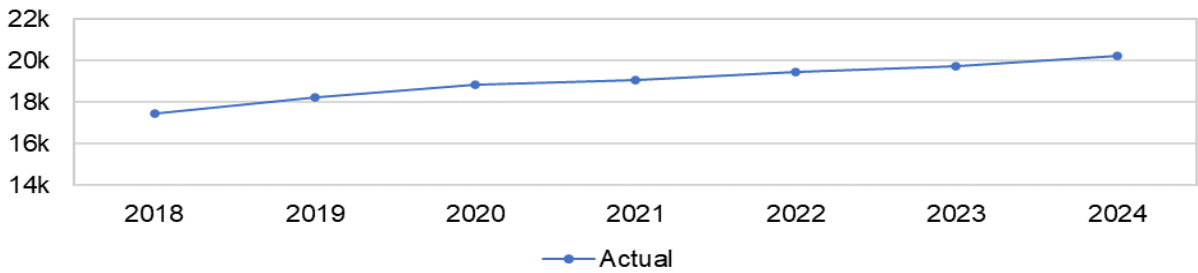
Percentage of pupils with an EHCP



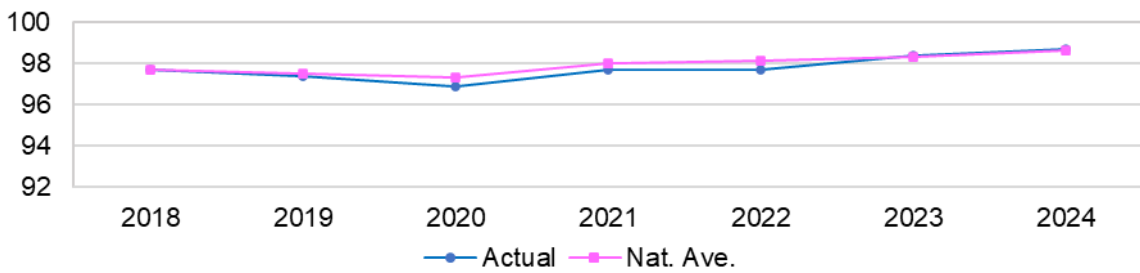
Number of pupils in Reception year (Kent state funded schools)



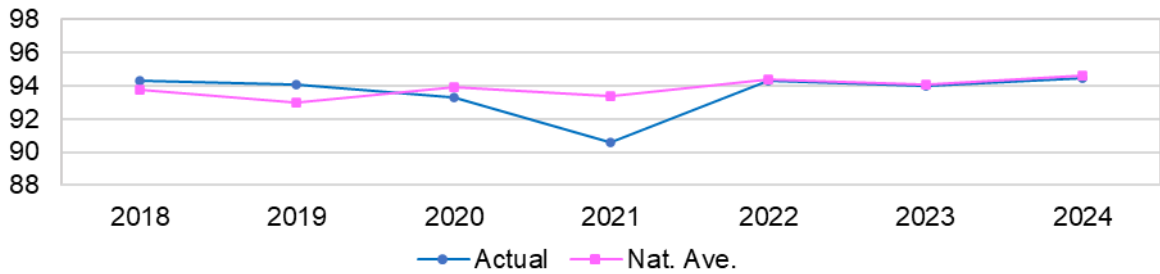
Number of pupils in Year 7 (Kent state funded schools)



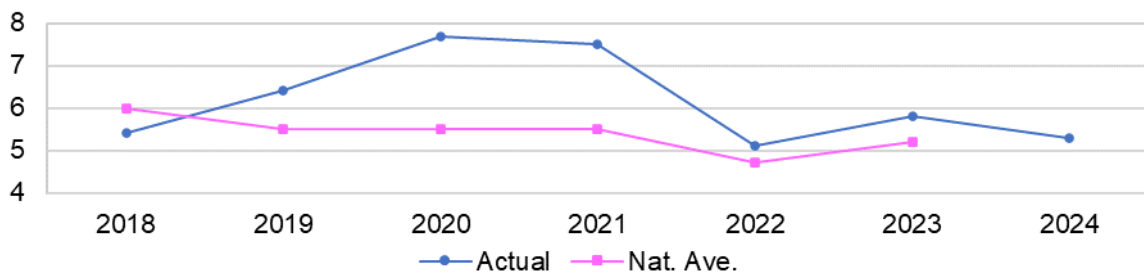
Percentage of Primary school applicants offered one of top three preferences



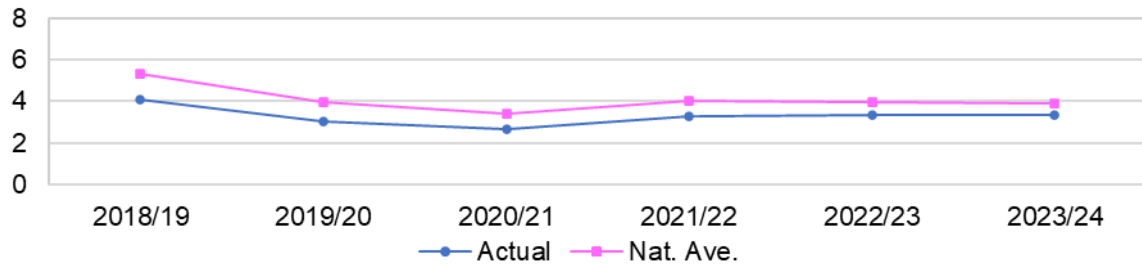
Percentage of Secondary school applicants offered one of top three preferences



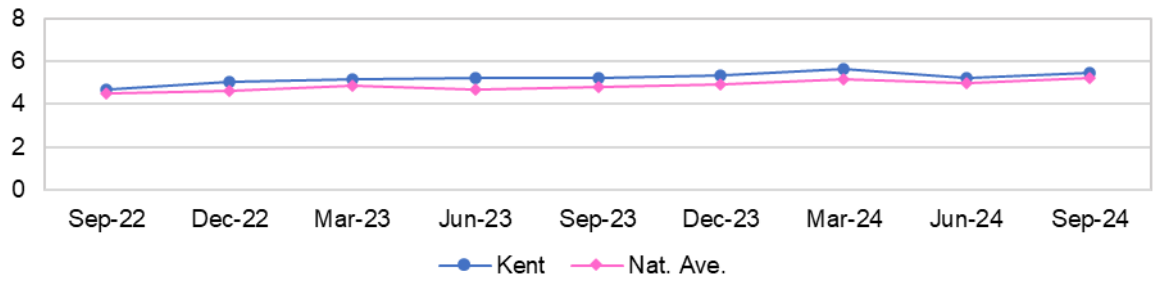
Percentage of 16-17 years olds Not in Education, Employment or Training (NEETs) or whose activity is Not Known



Percentage of 16-18 year olds who start an apprenticeship



Percentage of 18-24 year olds claiming Universal Credit



Children, Young People and Education (*Integrated Children's Services*)

Cabinet Members	Sue Chandler
Corporate Director	Sarah Hammond

KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
	2	2	4	0	4	4

Early Help

At the end of September 2024, there were 2,100 family cases open to Early Help units, providing support for 4,157 children and young people under the age of 18. This is a 17.4% reduction in the number of families supported when compared to the end of the previous Quarter (2,542), and 7.7% fewer families than Quarter 2 last year (2,275).

The performance measure for 'Percentage of Early Help cases closed with outcomes achieved returning to Early Help or Children's Social Work teams within 3 months was 15.2%, a reduction of 0.3% from the previous Quarter (15.5%) and just outside the target of 15.0% or below.

Children's Social Care - Staffing and Caseloads

On 30th September 2024, the number of open cases (including those for care leavers above the age of 18) was 10,854, a reduction of 355 children and young people when compared to the end of the previous Quarter (11,209).

There were 5,871 referrals to children's social care services in the Quarter, a 0.8% reduction when compared to the previous Quarter (5,920) and 7.7% lower than Quarter 2 last year (6,362). The rate of re-referrals within 12 months for the 12 months to September 2024 was 23.4%, compared to 23.2% the previous Quarter, continuing to achieve the target of below 25.0%. This compares to the England average of 22.4% for 2023/24.

The percentage of case-holding social worker posts held by permanent qualified social workers employed by Kent County Council (74.7%) has improved from 71.8% in June 2024, remaining just below the floor standard of 75.0%. Excluding the UASC Service, performance is 76.4% which would be Amber. **Management actions being taken regarding the recruitment and retention of Social Workers include: the recruitment of newly qualified social workers, 40 of which started in September 2024; a focus on reducing caseloads and administrative burdens to assist with the retention of social workers; and participation in the Frontline programme which funded 20 Social Work Apprenticeships along with Kent's own Step-up to Social Work Apprenticeship programme.**

The average caseload for Social Workers in Children's Social Work Teams was 20 children in September 2024, above the target caseload of no more than 18 children but a reduction from the previous quarter when the average caseload was 22 children.

Child Protection

On 30th September 2024, there were 1,095 children subject to a child protection plan, a reduction of 34 children from the end of the previous Quarter (1,129). The rate per 10,000 children (aged 0-17) was 32.6, which remains below the last published rate for England of 41.6 (31st March 2024).

Children in Care

The number of non-UASC children in care decreased by 10 in the Quarter to 1,434. The number of unaccompanied asylum-seeking children (UASC) in care increased by 79 to 555, with some of these young people awaiting transfer to another local authority under the National Transfer Scheme. The number of children in care placed in Kent by other local authorities (OLA) decreased by 45 children over the Quarter to 1,271.

Status	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24
Non-UASC	1,314	1,466	1,460	1,444	1434
UASC	803	531	480	476	555
Total	2,117	1,997	1,940	1,920	1,989
Gender					
Male	1,514	1,329	1,273	1,266	1,327
Female	600	666	664	651	660
Non-binary	3	2	3	3	2
Age Group					
0 to 4	175	253	239	237	247
5 to 9	189	231	235	227	232
10 to 15	717	665	655	647	628
16 to 17	1,036	848	811	809	882
Ethnicity					
White	1,235	1,344	1,330	1,318	1308
Mixed	99	109	112	106	113
Asian	26	23	26	26	32
Black	194	110	114	141	104
Other	563	411	358	329	432

The percentage of Children in Care (excluding UASC) placed in KCC in-house foster care or with family/friends has remained below the floor standard of 75.0%. Performance for this measure was 72.7% for the 12 months to September 2024, compared to 73.7% at the end of the previous quarter. **Performance against this measure is impacted by the availability of in-house foster placements, which is a national issue. Alongside this there are currently 40 in-house foster beds being used for newly arrived unaccompanied children under the age of 16, being cared for whilst waiting transfer on the National Transfer Scheme. As additional unaccompanied children's residential provision opens, the number of foster beds will be reduced, which should give more local capacity to place children, with the plan to see improvement in this target from December 2024. Kent Fostering is part of a cluster of Local Authorities who received DfE funding to support a national approach to the recruitment and retention of Local Authority Foster Carers. A national recruitment hub Fostering South East launched on 8th July 2024, which will be followed by national recruitment activity, encouraging people to foster for their Local Authority. Additional DfE funding has been secured to develop the Mockingbird Scheme, which will be part of a support package to retain our existing foster carers. This is due to go live in November 2024.**

An additional performance measure regarding the number of fostering households has been added for this reporting year to reflect the priority of recruiting and retaining foster carers. As of 30th September 2024, there were 612 approved households and the target for this measure has been set at 700 households. **Actions being taken to increase the number of fostering households include increased information events, recruitment stands at large community events, including PRIDE events, specific campaigns using social media and use of the “refer a friend” payment, to encourage existing foster carers to support recruitment of family and friends to join Kent Fostering. Part of the recruitment strategy will be to look to our existing KCC staff group, to promote becoming a foster carer and completing the initial work on whether KCC can become a “Fostering Friendly” employer. The service is at the initial stages of developing a “Create a Room” project, to support existing approved foster carers to create an additional bedroom for fostering, through supporting either dividing an existing room, converting a garage, or having a small extension or loft conversion.**

From 1st April 2024, Kinship assessment and support services were centralised, with both functions moving into the fostering service to improve the offer to all types of kinship carers including Special Guardians and Kinship (Connected Person) Foster Carers. The aim of the new service is to increase the numbers of children safely placed with family and friends within their community network and reduce those needing a mainstream foster placement.

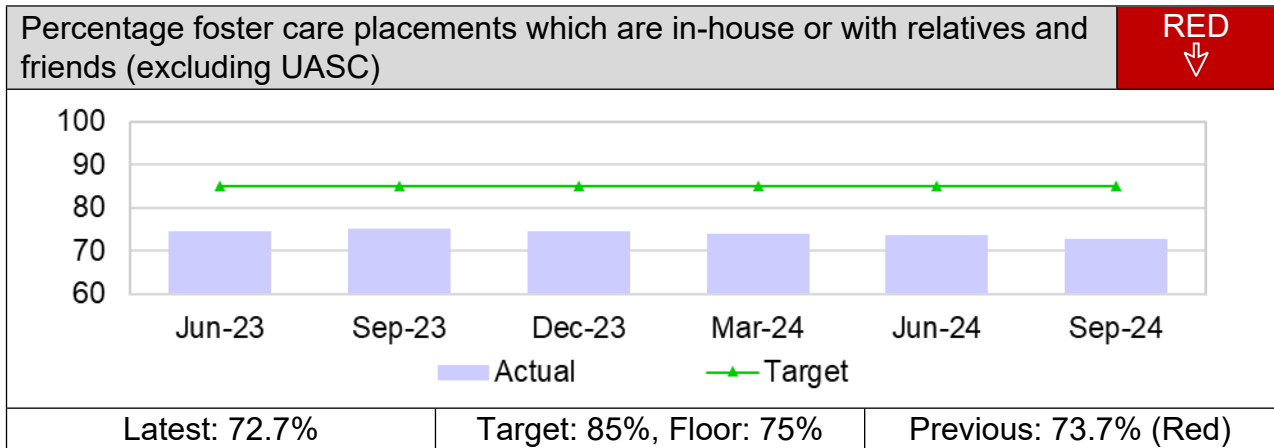
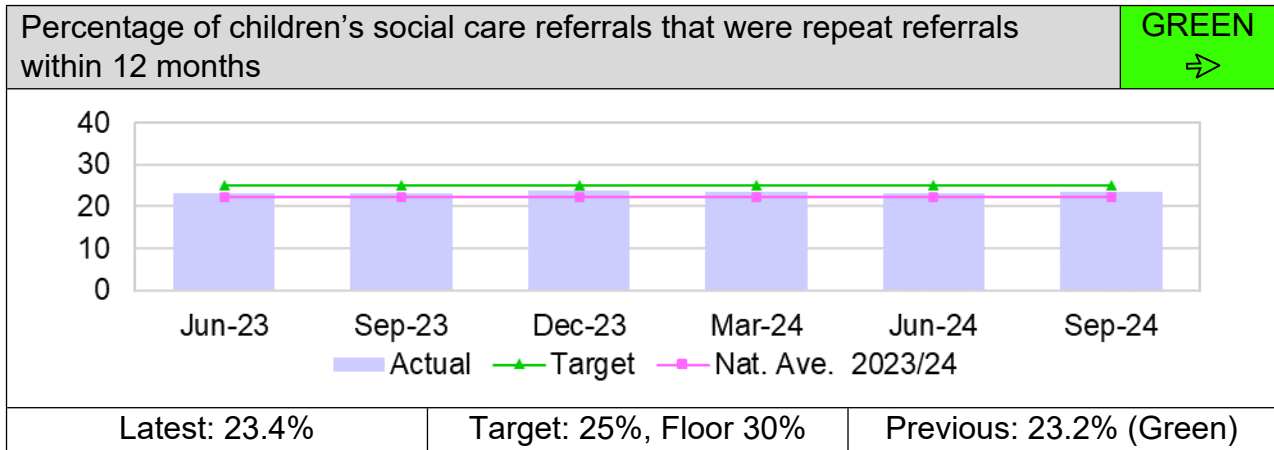
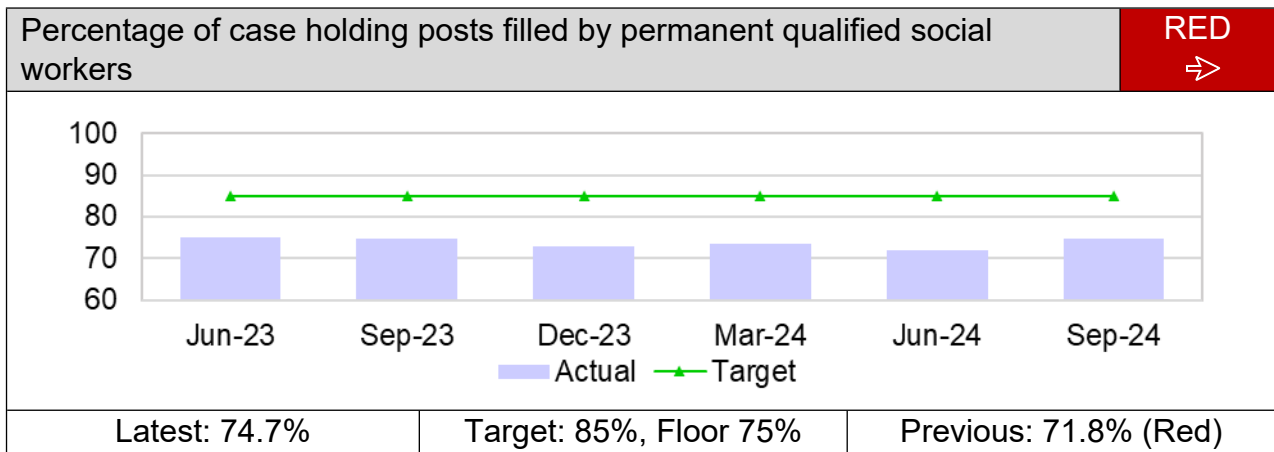
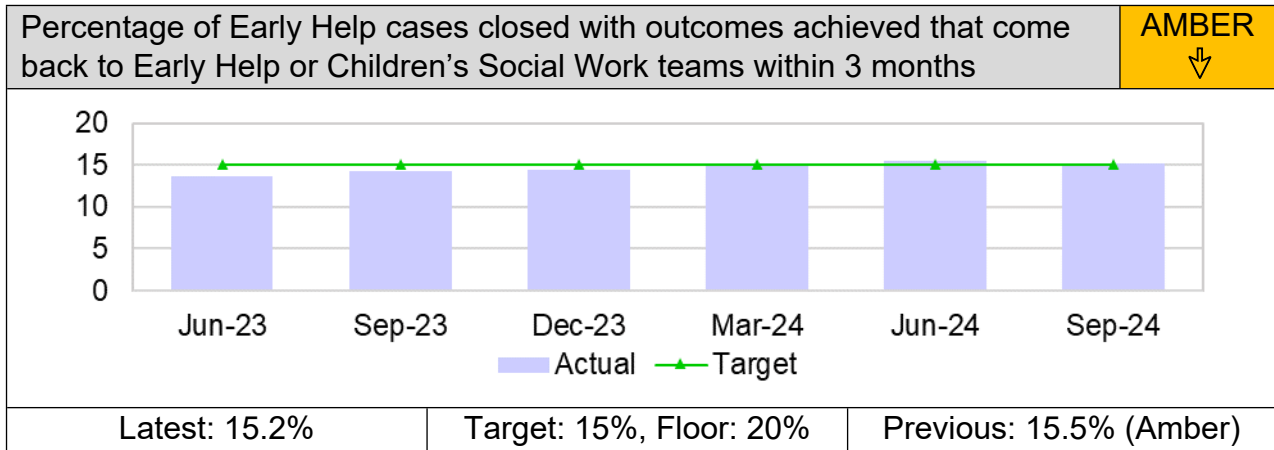
Care Leavers

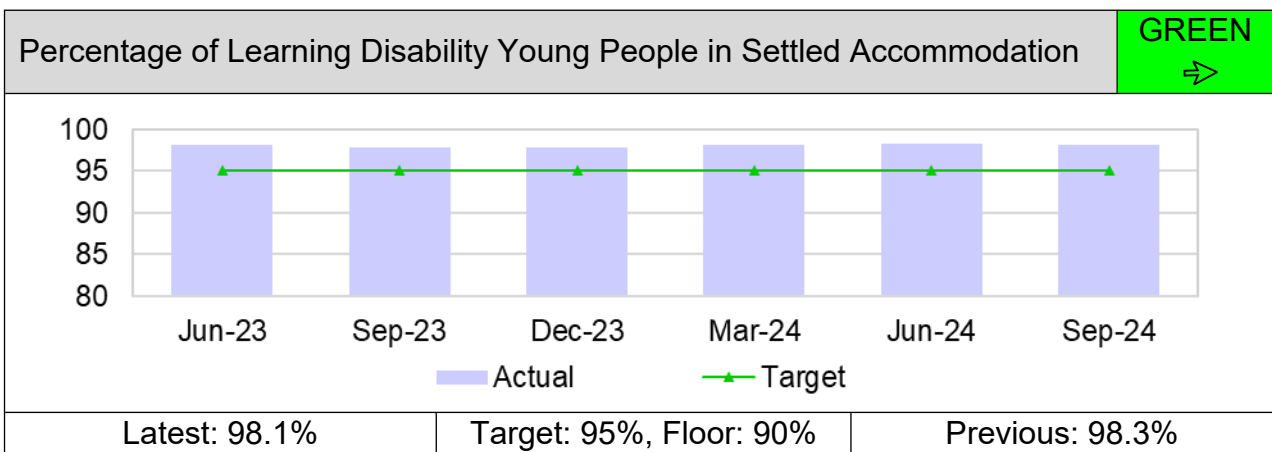
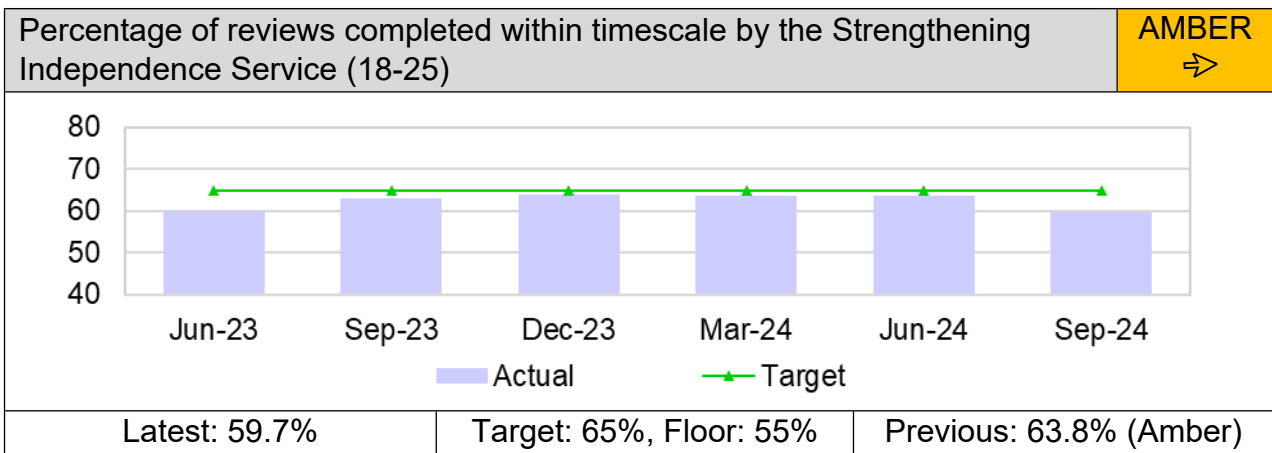
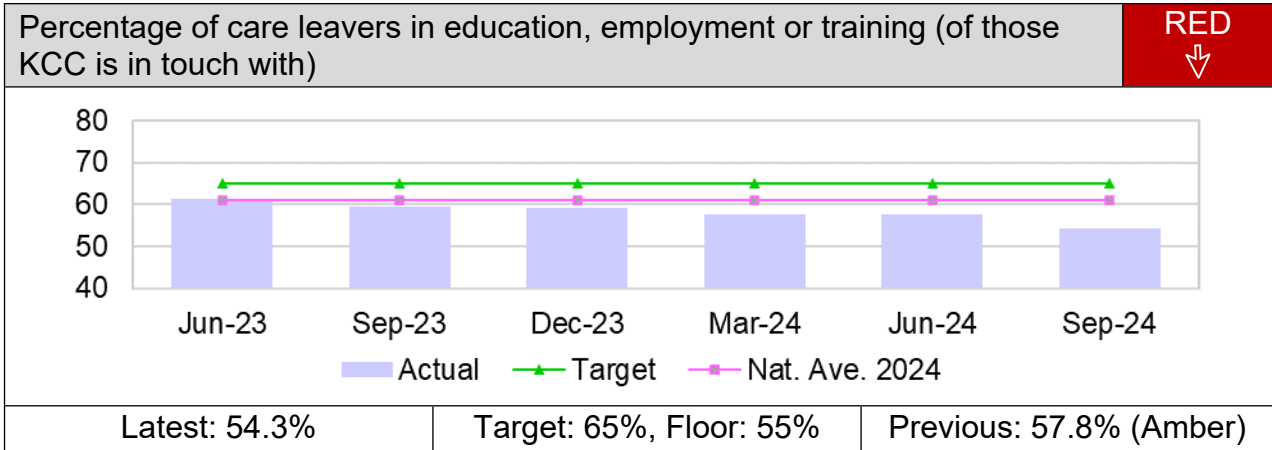
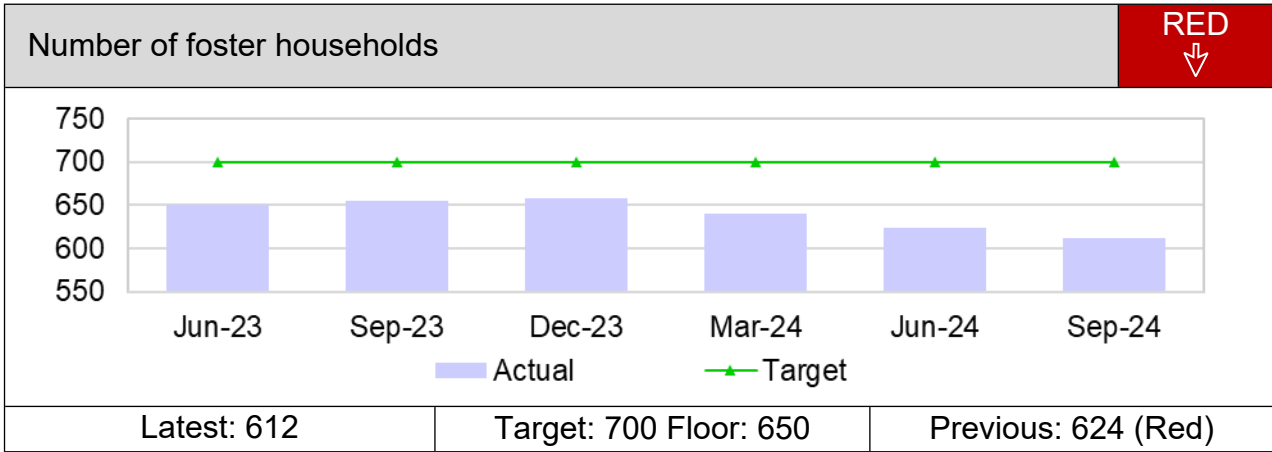
The number of care leavers at the end of September 2024 was 2,013 – an increase of 1 from the previous Quarter. Of the 2,013 care leavers, 1,019 (50.6%) were non-UASC care leavers and 994 (49.4%) were UASC. The percentage of care leavers in education, employment or training, at 54.3%, remained below the target of 65.0%. A number of our unaccompanied young people remain without status, having entered the country after 23rd July 2023 and impacted by the Immigration Bill (2023). This cohort of unaccompanied care leavers, with no status, are not able to remain in education or gain employment when they reach the age of 18, which impacts upon the overall numbers in education, training and employment. The Home Office have confirmed unaccompanied children who entered the country during this period, will have their applications prioritised, which should then lead to an improvement against the target.

Strengthening Independence Service

Two additional measures have been added to this report for 2024/25 to cover the Strengthening Independence Service within CYPE and their support for 18–25-year-olds with a disability. For the 12 months to September 2024 the percentage of reviews completed within timescale was 59.7%, a decrease from the performance at the end of Quarter 1 (63.8%) and below the Target of 65.0%. The percentage of young people with a learning disability in Settled Accommodation is 98.1%, exceeding the 95.0% Target.

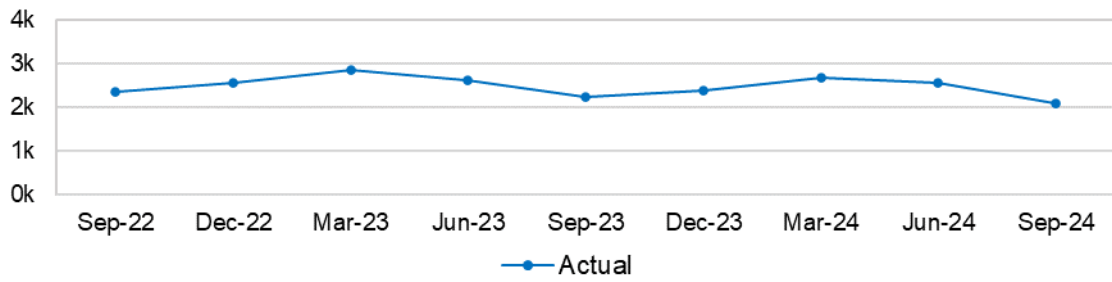
Key Performance Indicators



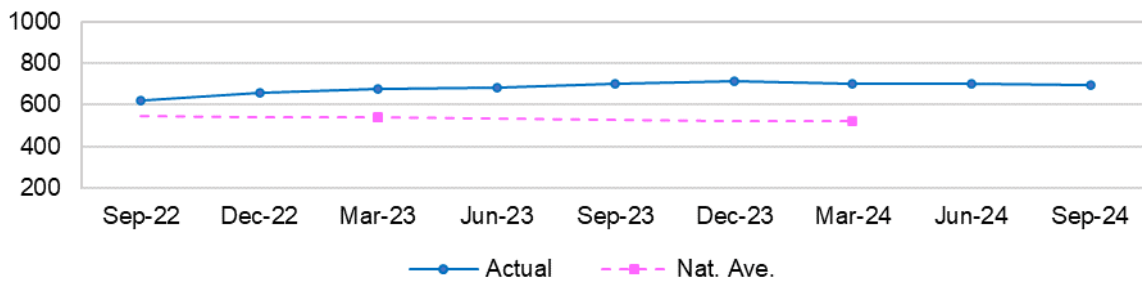


Activity indicators

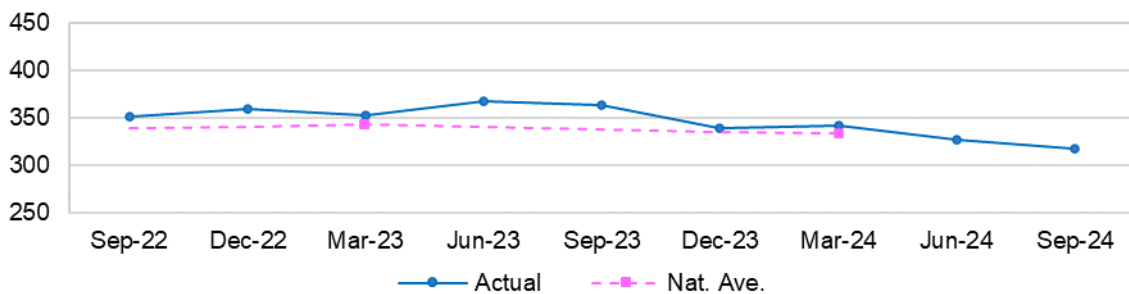
Number of open Early Help cases managed by Units



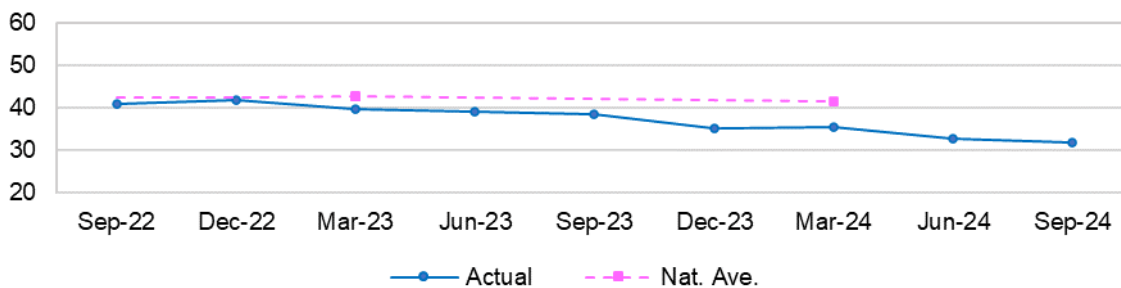
Rate of CSW referrals per 10,000 population aged under 18 – rolling 12 months



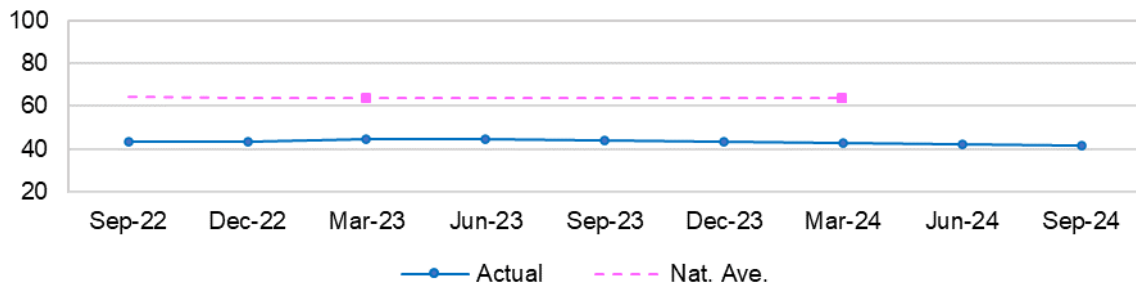
CSW caseload per 10,000 child population – snapshot at Quarter end



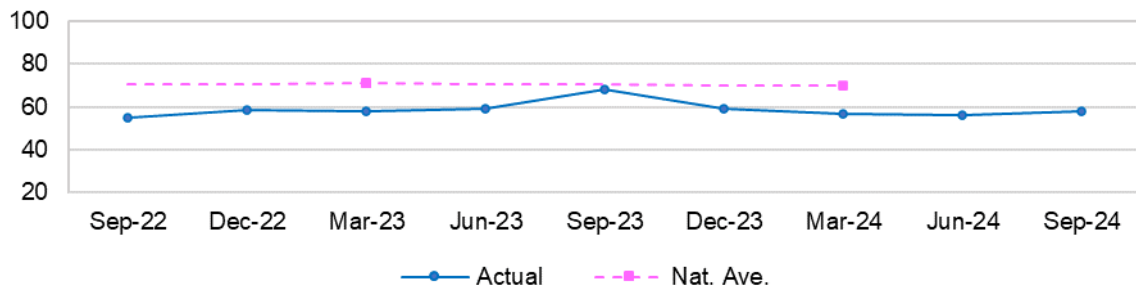
Rate of children with Child Protection Plans per 10,000 child population – snapshot at Quarter end



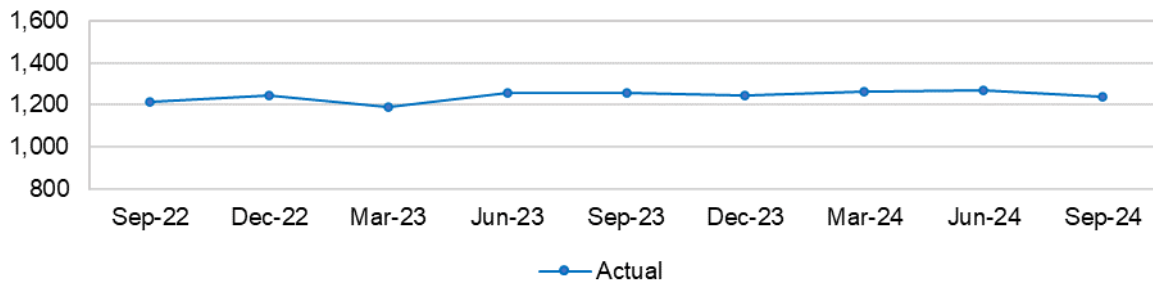
Rate of Children in Care (excluding UASC) per 10,000 child population – snapshot at Quarter end



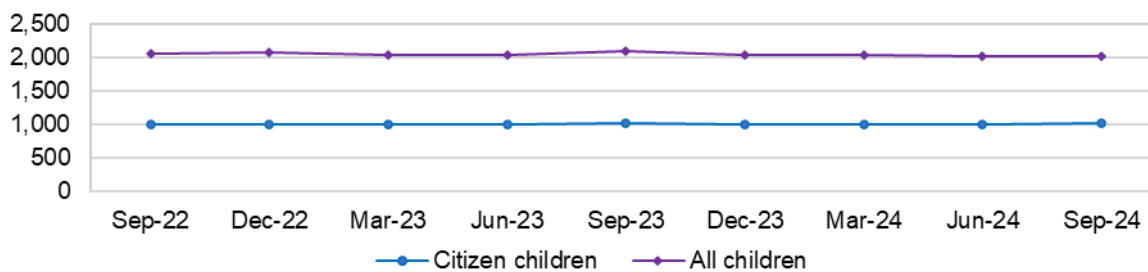
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at Quarter end



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

Cabinet Member	Dan Watkins
Corporate Director	Richard Smith

KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
	1	5		2	4	

Contacts

In Quarter 2, 20,991 people made contact with adult social care. When someone makes contact, adult social care will endeavour to resolve that contact. The percentage of people who had their contact resolved but then made contact again within 3 months (ASCH 1) increased by 2 percentage points to 6% in Quarter 2; this is above the target of 5% but below the floor standard of 9%, meaning the measure has moved from a RAG rating of Green to Amber.

Adult social care continues to design and shape our decision-making processes for those making contact, especially the first contact, and are working to implement an understanding of the journey travelled for people who have a recurring contact; this will enable us to pick up on emergent themes and address any gaps in delivery. Training and skills are being developed around professional curiosity and on conversations at the first stage to ensure people’s needs are met. Adult social care are also working closely with our communities and partners to embed a prevention first approach.

Assessments

In Quarter 2, 4,688 Care Needs Assessments were completed by adult social care, which was higher than those proposed within the quarter (4,569), meaning the number of assessments needing to be completed at the end of Quarter 2 had reduced.

75% of Care Needs Assessments were completed within 28 days in Quarter 2 (ASCH 2), this is a 4% increase when compared to the same period in 2023/24. This measure meets the floor threshold of 75% and remains RAG rated Amber.

Adult social care remains committed to, and prioritises, carrying out Care Needs Assessments promptly and actions are in place to meet incoming Care Needs Assessments, as well as re-assessments. Targeted activity has been data driven by the use of Power BI reports. Individual staff members have targets, balanced with other work which needs to be delivered.

Carer’s assessments are carried out by adult social care and commissioned carers organisations. In Quarter 2, 910 assessments were requested to be undertaken and 879 were delivered. Quarter 2 saw the highest amount of assessment requests since the beginning of the last financial year.

Work has commenced to re-commission the service and as part of this the assessment pathway will be revised. The Carer Strategy Group provides oversight of this activity and has a robust action plan. The introduction of practice assurance panels has also improved the visibility of carer needs.

Care and Support Plans

After completing a Care Needs Assessment, people assessed with eligible care and support needs receive a Care and Support Plan. This plan outlines the support they will receive and the types of services available to them. At the end of Quarter 2, 16,922 people had an active care and support plan. Among them, 919 individuals aged 18-25 were supported by the Strengthening Independence Service in the Children, Young People and Education Directorate. When services are required to meet a person's needs, a support package is arranged. In Quarter 2, 2,172 new support packages were arranged, compared to 2,157 in Quarter 1. However, these figures may change as the client recording system is updated in the coming weeks. The average weekly cost of a new support package decreased from £761 to £719.

Reviews of the Care and Support Plan (C&SP)

2,186 six-to-eight-week reviews of the care and support plan were completed in Quarter 2, with the number requiring completion on the last day of the quarter falling by 16%. 2,399 annual reviews of a care and support plan were completed, a slight increase on the previous quarter. The number of people requiring an annual review to be completed on the last day of the quarter fell for the third consecutive quarter. There continues to be targeted work by all the operational teams to complete reviews when they become overdue, with a particular focus on 6-8 week reviews.

Enablement

The number of people starting Kent Enablement at Home (KEaH) continues to rise quarter-on-quarter. 14% more people started using the service in Quarter 2 and 1,963 people received the service in total in the quarter.

Sometimes whilst a person's long-term needs are assessed they will be placed in a short-term service in a residential or nursing setting. In Quarter 2, 1,369 people were in a short-term bed, an increase from the previous quarter. There was an 8% increase in the number of people starting a short term residential or nursing service in the quarter. Ensuring people only stay in a short term residential or nursing bed for as long as they have the need to is a priority for adult social care and the focus is on ensuring people return to their home as soon as possible.

Hospital Discharge Pathway

In the latest quarter, 83% of older people (65 or over) were still at home 91 days after discharge from hospital into reablement services. This measure continues to perform above a floor standard of 80% but below the 85% target.

Direct Payments

If a person has eligible needs, a Direct Payment can be offered to them. This can help them to maintain their independence and give them clear control over their support. In Quarter 2, 26% of people were in receipt of a Direct Payment with adult social care (ASCH 3). This proportion has remained the same as the last quarter. This measure remains RAG Rated Amber with a target of 30%.

Residential and Nursing care

There are occasions where a person who is aged 65 or older will have their needs met by long term admission to a residential or nursing care home (ASCH5). In Quarter 2, 562 per 100,000 population were admitted, moving this from Amber to Green. Please note that this is likely to move as changes and updates are made to the client recording system and new information is received by adult social care.

The Making a Difference Everyday principals aim to support people to remain in their own homes. Practitioners are exploring alternative options to long-term residential or nursing care, for example, the use of new technology in people's homes. Adult social care continues to see hospital discharges convert to longer term placements, and often these people have a significant level of need associated with a health condition. When this is the case, health funding is explored where appropriate.

The Care Quality Commission (CQC) inspect residential and nursing homes in Kent and offer ratings on their findings. In Quarter 2, 76% of people supported by KCC in residential or nursing care were in a setting that was rated either 'Good' or 'Outstanding'. This measure continues to be RAG Rated Amber.

There are currently five Learning Disability, Physical Disability and Mental Health (LDPDMH) residential homes with a Level 3 contract sanction preventing further placements, and three Older Persons residential care homes with a Level 3 contract suspension preventing further placements.

Ongoing monitoring of care homes with identified concerns is in place to support providers to deliver on action plans to improve the quality of the home and the CQC rating. It is important to note that when a care home has completed their action plan and made necessary improvements, there can be a delay in CQC reinspecting the home and reviewing the rating.

Mental Health needs

There continues to be an increasing trend of people accessing adult social care and health services who have a mental health need. However, the increase in the most recent quarter is less than that seen in previous quarters.

Increases in requests for support for those with mental health needs continue. The needs presented vary and include those with co-existing conditions, and younger adults who require the support of the multi-disciplinary team to coordinate support.

Deprivation of Liberty Safeguards (DoLS)

The number of Deprivation of Liberty Safeguards (DoLS) received increased to 2,672, and remain historically high. 2,303 applications were completed in the quarter, a 15% increase on the same quarter last year.

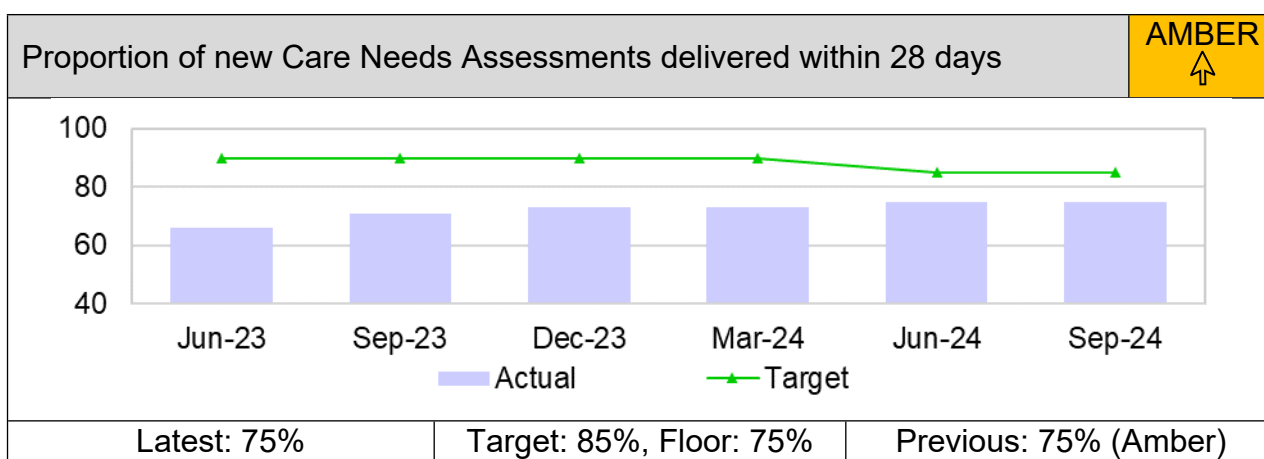
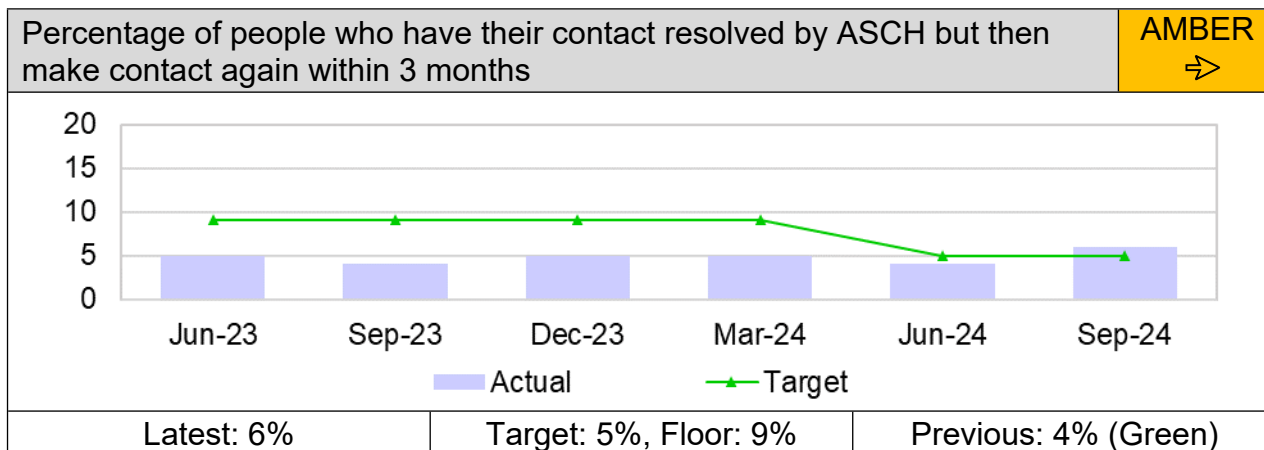
In Quarter 2, 2,679 DoLS applications were received, 28% higher than the same quarter last year. The upward trend has continued and, to manage the demand, adult social care have introduced a further model of sustainability for those people who are in receipt of their 4th or 5th DoLS. In addition, a plan for Quarter 3, regarding resources for Authorising DoLS applications, has been developed together with a targeted piece of work focusing on the front door and applications presented. Those findings will be reviewed, and actions identified for the senior leadership to consider. Furthermore, in Quarter 3, people who are waiting for an assessment are being monitored, during a period of close working between adult social care and Care Homes over a 3-week period. Findings will be reviewed and action identified.

Safeguarding

When someone is concerned about an adult being at risk of abuse or neglect a safeguarding concern may be raised. In Quarter 1, 5,471 safeguarding concerns were received, the largest number in over 2 years. If a concern meets the requirements for a Section 42 Enquiry, an enquiry is commenced. Despite the rise of incoming demand, the number of safeguarding enquiries open at the end of Quarter 2 was 21% lower than the previous quarter; this was due to focused work on resolving ongoing longer safeguarding enquiries and the positive impact of the Area Safeguarding Hubs, whose principal function is to work on Safeguarding Concerns, allowing the community teams to focus on Safeguarding Enquiries.

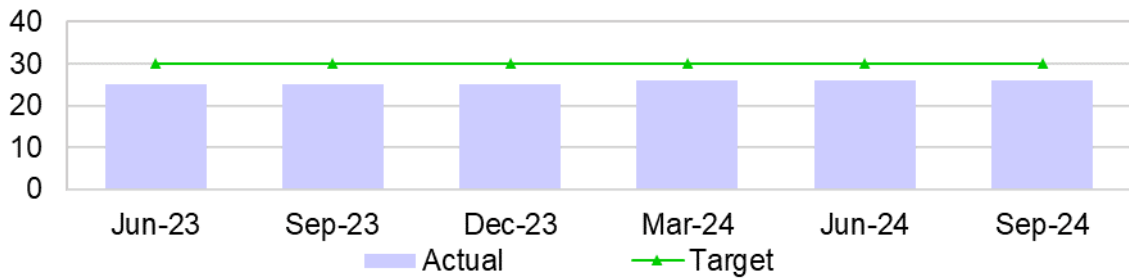
The level of risk to a person is assessed once a safeguarding enquiry is concluded. Quarter 2 saw the proportion of enquiries where risk was 'removed' increase by 2 percentage points. The proportion of enquiries where risk 'remained' also rose by 2 points, with risk 'reduced' falling by 4. When the risk remains, a plan is established to ensure all safety measures are implemented, helping the person at risk stay as safe as possible.

Key Performance Indicators



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

AMBER
↑



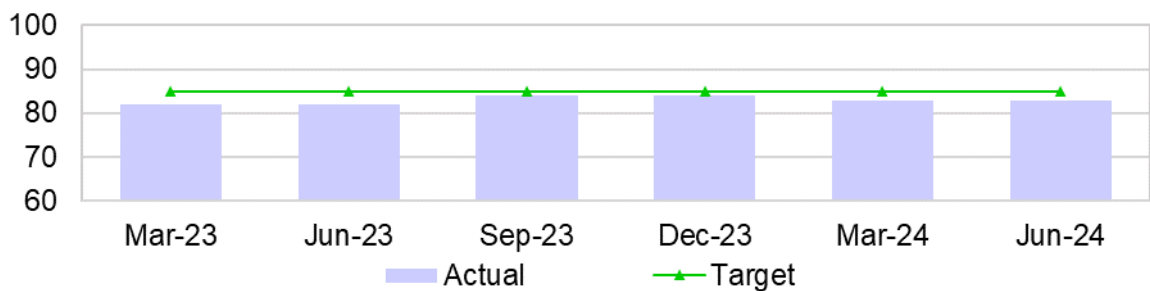
Latest: 26%

Target: 30%, Floor: 24%

Previous: 26% (Amber)

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

AMBER
⇒



Latest: 83%

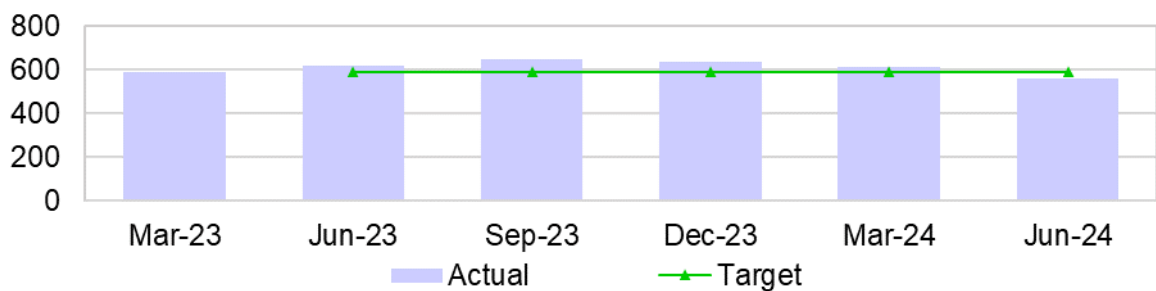
Target: 85%, Floor: 80%

Previous: 83% (Amber)

Reporting is based on the date in the Quarter that the hospital discharge occurs, with the 91 days commencing from that point.

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)

GREEN
⇒



Latest: 562

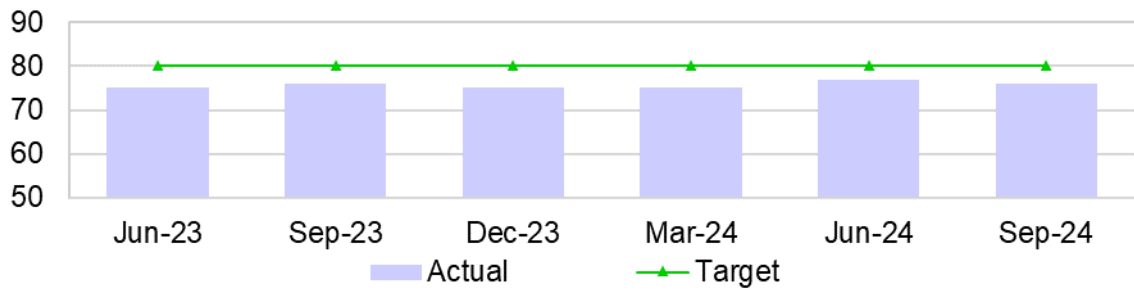
Target: 588, Floor: 617

Previous: 615 (Amber)

To ensure consistent comparison with previous Quarters by removing seasonality, this KPI has been reported on a 12-month rolling basis since June-23, and one Quarter in arrears

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

AMBER ⇒



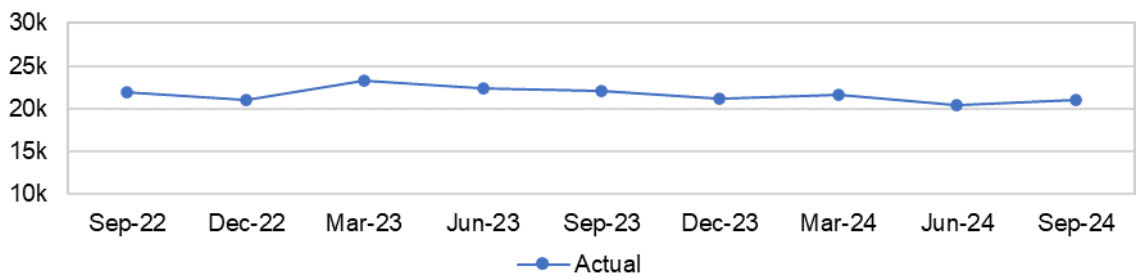
Latest: 76%

Target: 80%, Floor: 75%

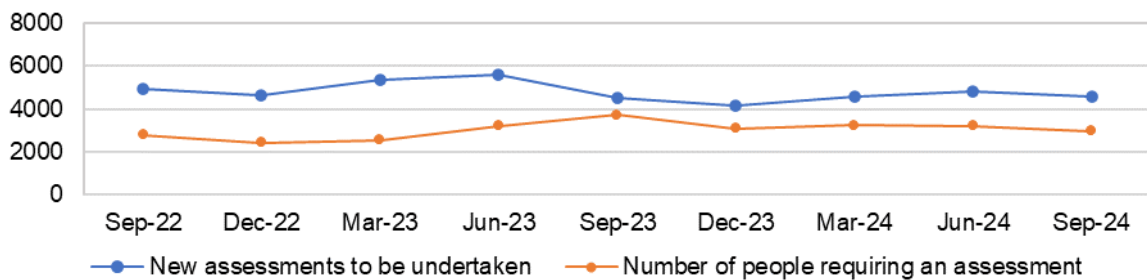
Previous: 77% (Amber)

Activity indicators

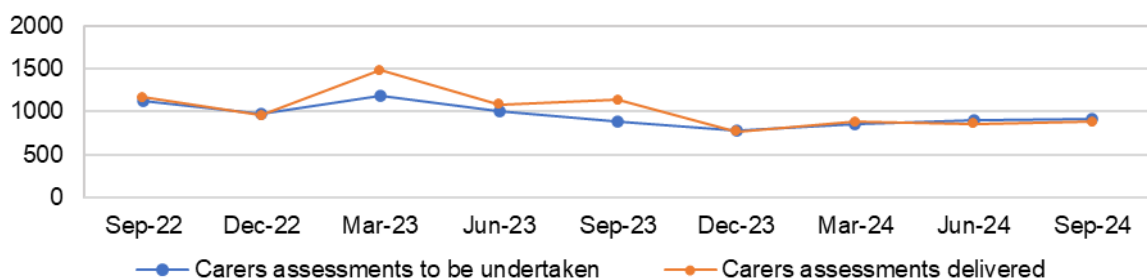
Number of people making contact with ASCH



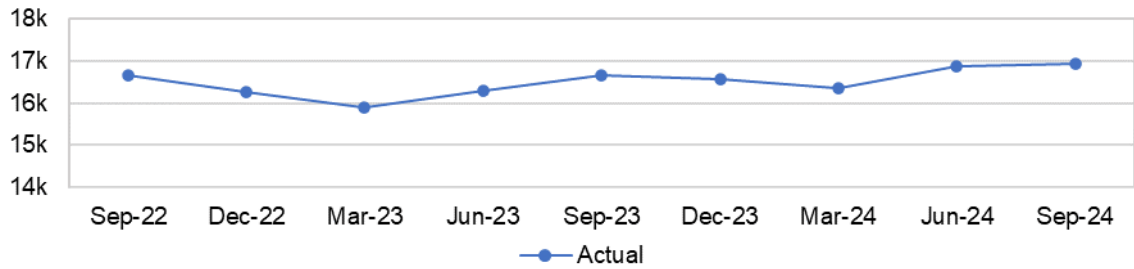
Number of new Care Needs Assessments to be undertaken and the number of people requiring a Care needs Assessment on the last day of the quarter



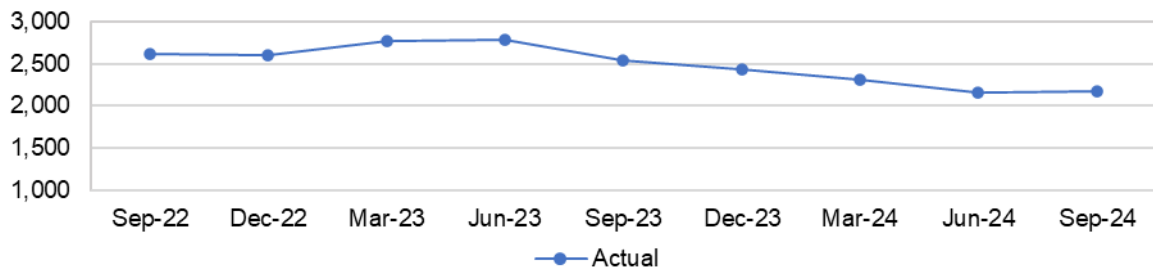
The number of new Carers' assessments to be undertaken and the number delivered



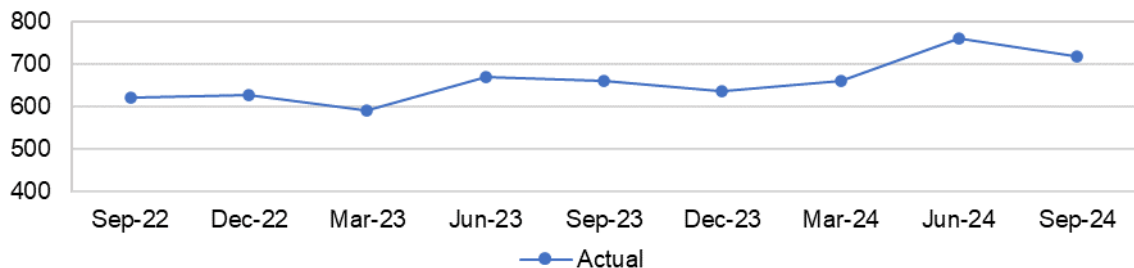
Number of people with an active Care & Support Plan at the end of the Quarter



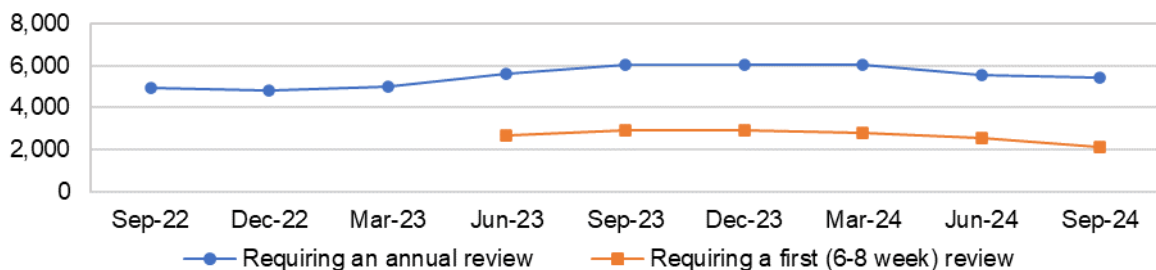
Number of new support packages being arranged for people in the Quarter



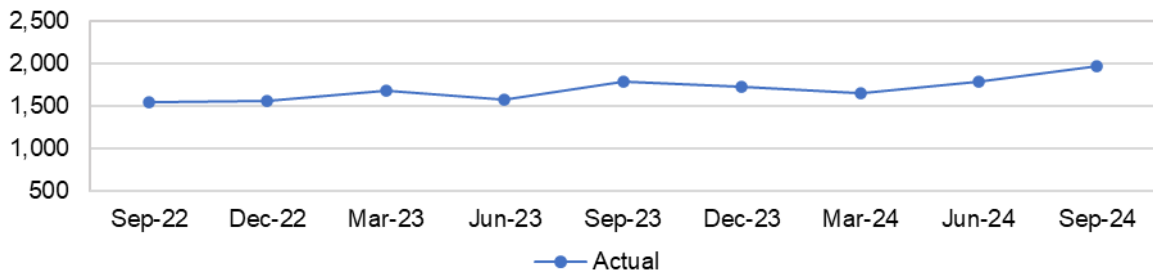
Average cost (£s per week) of new support packages arranged for people in the Quarter



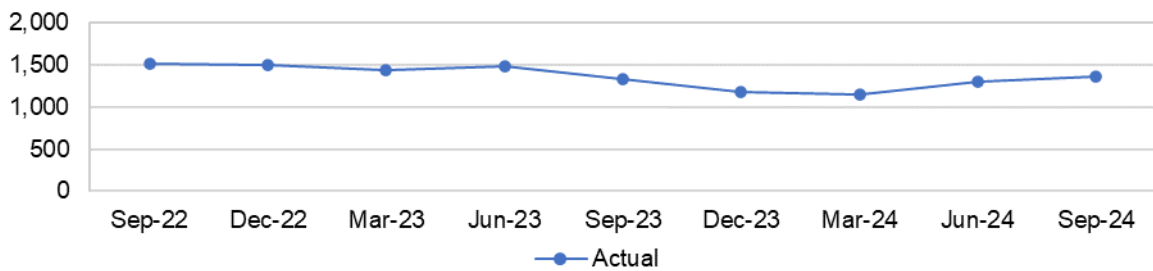
Number of people requiring a review to be completed on the last day of the Quarter



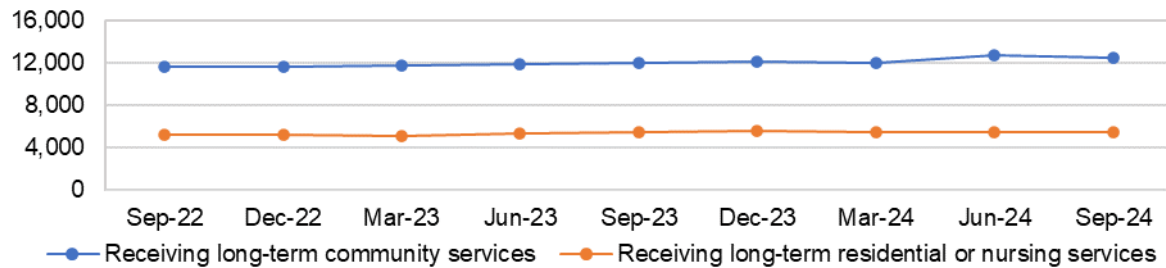
Number of people in Kent Enablement at Home (KeaH)



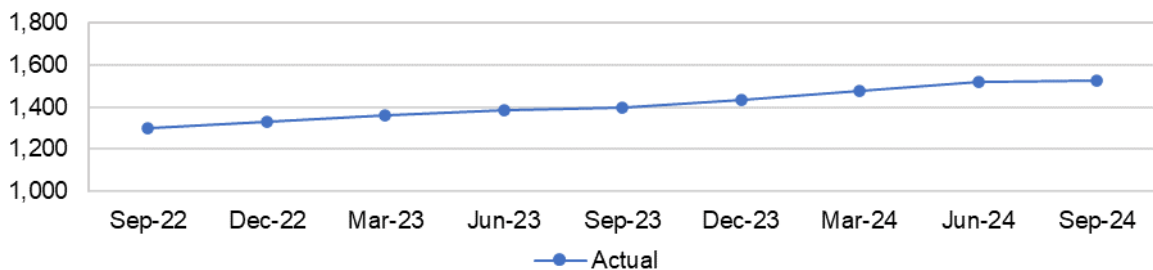
Number of people in Short Term Beds during the Quarter



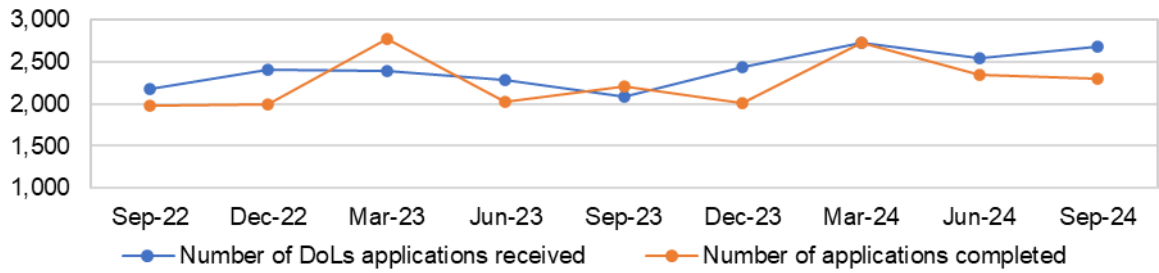
Number of people in Long Term Services



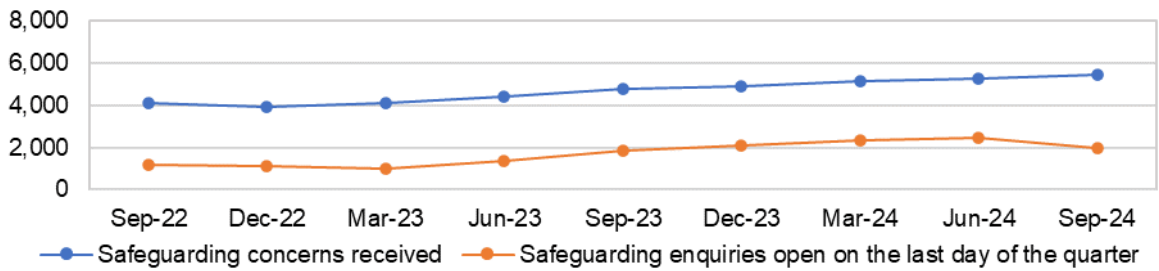
Number of People accessing ASCH Services who have a Mental Health Need



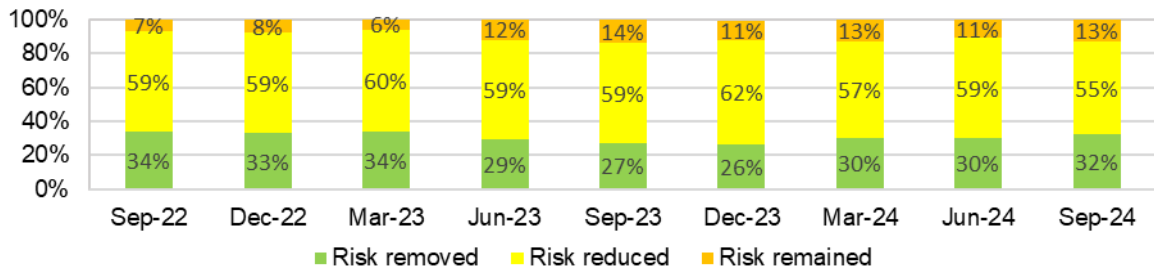
Number of DoLS applications received and completed



Number of safeguarding concerns received and enquiries open



Outcome of concluded Section 42 Safeguarding Enquiries where a risk was identified



Public Health						
Cabinet Member	Dan Watkins					
Director	Anjan Ghosh					
KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
	3	2		3	1	1

NHS Health Checks

In Quarter 2, there were 8,462 NHS Health Checks delivered to the eligible population (33,194 on a rolling 12-month basis). This represents a slight reduction of 0.6% (-54) from the 8,516 checks delivered in the previous quarter, however an increase of 8.9% (+695) from the 7,767 checks delivered in the same quarter last year. The workplace health checks pilot is now underway and the provider (Randox Health) have been commissioned to deliver an additional 3,800 NHS Health Checks and Cardiovascular Disease Checks in Kent workplaces by the end of March 2025.

Health Visiting

In Quarter 2, the Health Visiting Service delivered 16,979 government mandated early years universal health and wellbeing reviews – an increase of 3.6% (+588) compared to the previous quarter (16,391). Three of the five mandated contacts met or exceeded target. The proportion of antenatal contacts delivered this quarter was 40%, slightly higher than Quarter 1 (36%) but below the 50% target. In addition, the proportion of new birth visits delivered within 10–14 days at 93.8%, was slightly below the 95% target. With regards to the overall KPI in QPR, over the last 12 months, the service delivered 66,746 (86.5% of those due) mandated health and wellbeing reviews, slightly lower than the same period last year (67,949; 88.0% of those due). Therefore, the service performed slightly below the annual target of 68,000.

Despite being below our internal target this quarter, KCC has excelled in health visiting performance compared to other local authorities (LA) in the South East region, according to the most recent available data (Q4 2023/204) from the Office for Health Improvement and Disparities (OHID). Indeed, during this period Kent was the best performing local authority in the South East region for the delivery of New Birth Visits within 14 days, demonstrating a commitment to timely support for new families. Additionally, Kent performs strongly compared to the South East region in the delivery rates for the 6–8 week reviews (4th of 18 LAs), 12-month reviews (4th of 18 LAs) and the 2–2½ year reviews (1st of 18 LAs), highlighting a consistent dedication to monitoring and supporting child development at early stages.

Sexual Health Service

In Quarter 2, the Integrated Sexual Health Services data was not available at the time of reporting due to one of the providers experiencing unforeseen data extraction issues after having mobilised to a new system. The system issue is impacting the ability to report on the complete suite of sexual health data requested by KCC. The provider is seeking solutions with the systems provider but in the meantime KCC are exploring other ways to obtain the data. Activity in other sexual health services includes 11,251 kits being ordered from the Online STI Testing Service, which represents a 6% (+722) increase compared to the previous quarter. Elsewhere, Outreach teams continue to target under-served people in the community and are reaching a range of demographics across Kent.

Drug and Alcohol Services

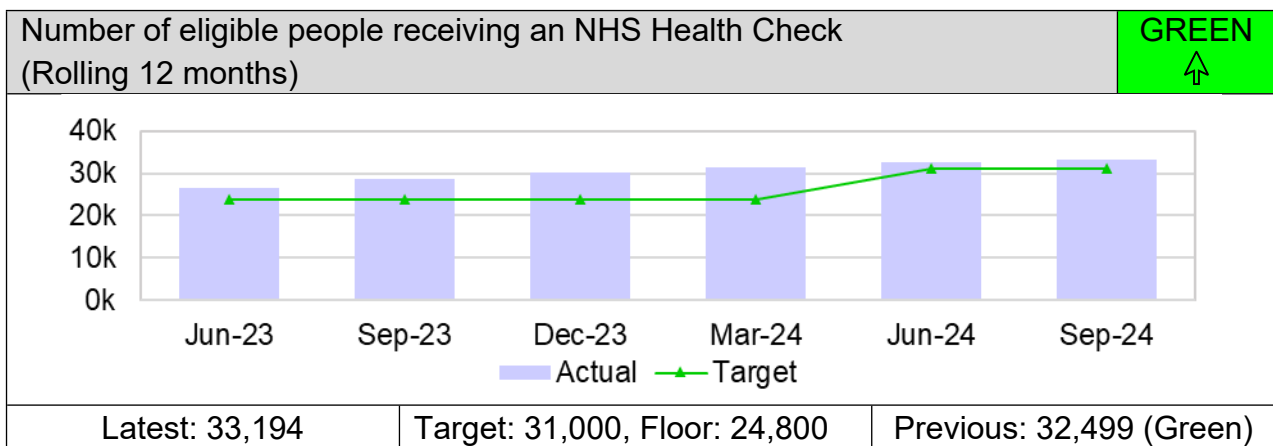
In the current quarter the number of people supported by Community Drug and Alcohol Services in Kent continues to improve. Whilst there have been concerns regarding the downward trend in the number of opiate users being supported, both adult service providers in Kent have implemented unmet need plans to focus on this area.

In Quarter 2, Community Drug and Alcohol Services continued to perform above target for successful completions from drug and alcohol treatment (27%). Additionally, successful completion rates indicate that performance targets have almost been achieved in all substance groups except for those people who use non-opiate drugs, which is consistently significantly below target; this may be due to the increased number of non-opiate users accessing structured treatment whilst the providers are still experiencing recruitment challenges. However, specific non-opiate pathways have recently been refined to ensure that these people have a treatment plan specifically tailored to their needs.

Live Well Kent and Medway

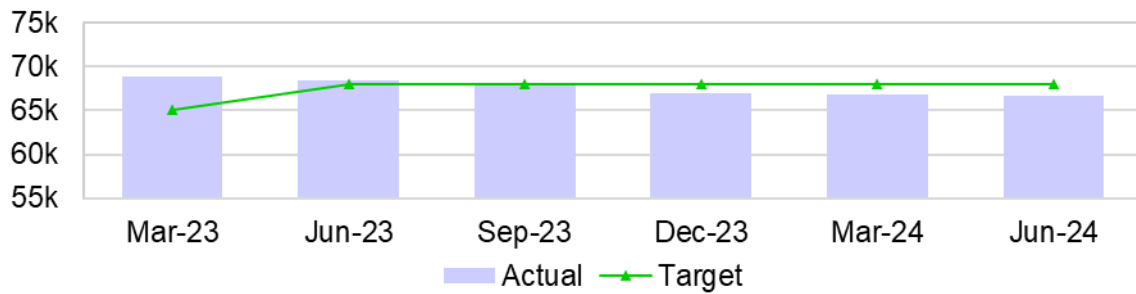
Live Well Kent & Medway (LWKM) continues to see high demand whilst maintaining strong outcomes. In this quarter, 95% of people completing the exit survey reported improvements in their personal goals and 91% maintained or improved their SWEMWBS (i.e. wellbeing) score. The mobilisation of Mental Health Together (Community Mental Health Transformation) continues to be a key focus area for the service and recently LWKM attended and were panellists as part of a 'Question and Answer' Panel at meet and greet/introductory events hosted by Kent & Medway NHS and Social Care Partnership Trust.

Performance Indicators



Number of mandated universal checks delivered by the health visiting service (Rolling 12 months)

AMBER
↓



Latest: 66,746

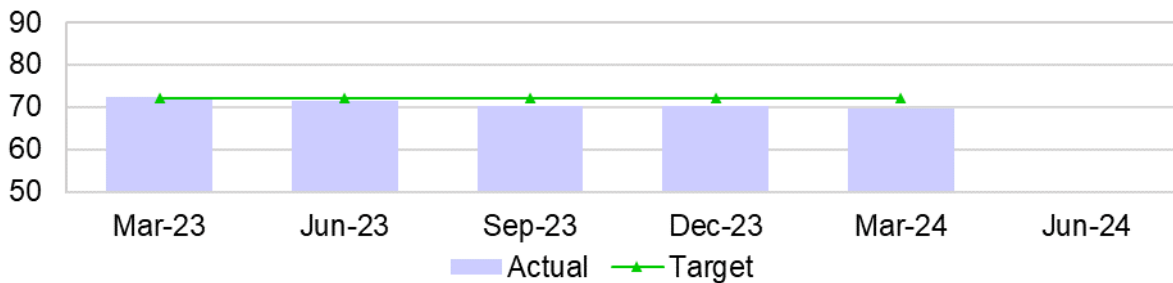
Target: 68,000, Floor: 54,400

Previous: 66,724 (Amber)

*A reporting error identified by the provider has resulted in a revision to figures back to Jun-23.

Percentage of all new first-time patients (at any clinic) receiving a full sexual health screen (excluding online referrals)

TBC



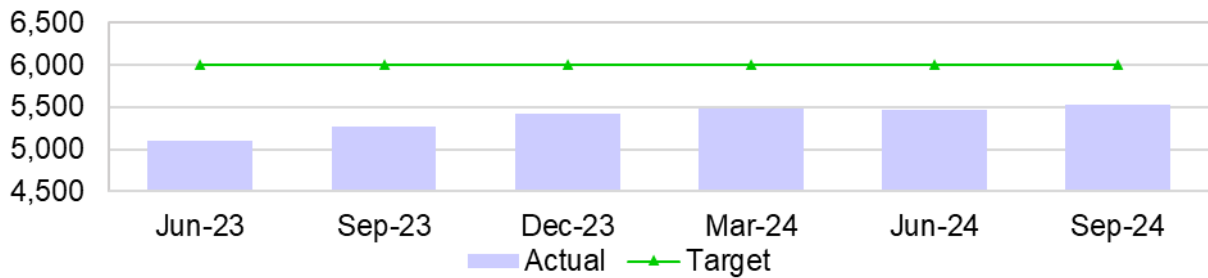
Latest:

Target: 72%, Floor: 58%

Previous:

Number of Adults accessing structured substance misuse treatment during a rolling 12-month period

AMBER
↑



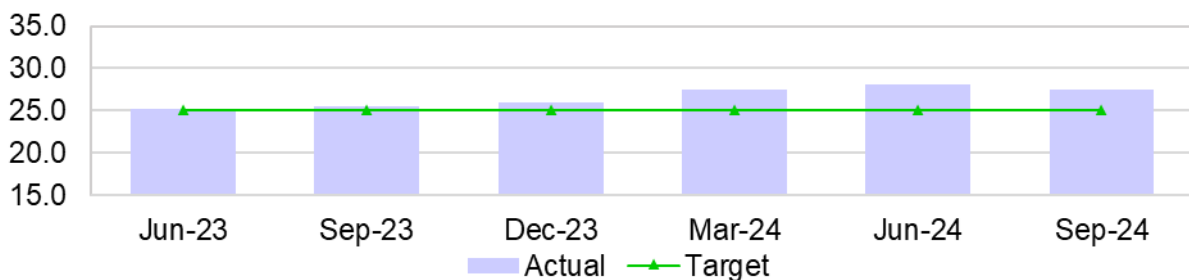
Latest: 5,534

Target: 5,998, Floor: 5,000

Previous 5,473 (Amber)

Successful completion of drug and alcohol treatment – rolling 12 months

GREEN
↑



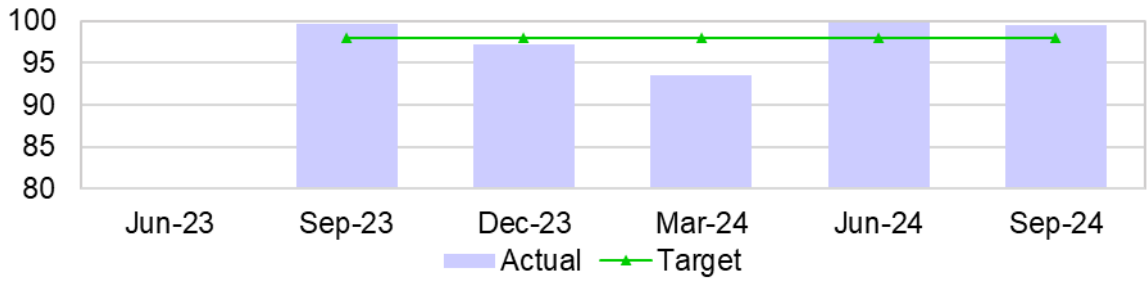
Latest: 27.4%

Target: 25%, Floor: 20%

Previous: 28.2% (Green)

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

GREEN
⇒



Latest: 99.6%

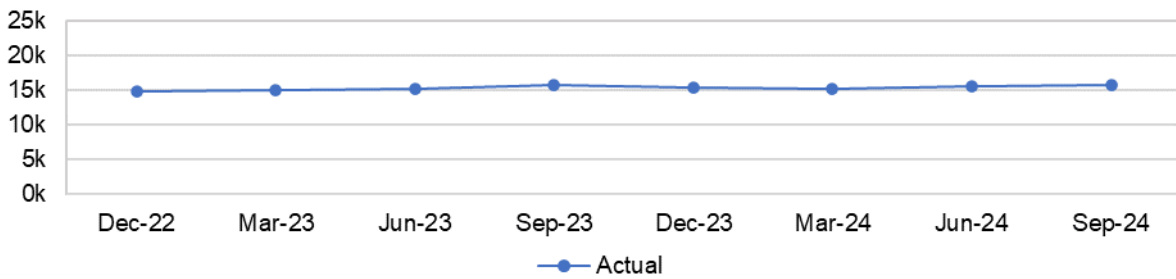
Target: 98%, Floor: 91%

Previous: 99.8% (Green)

The transfer of clients due to a new service contract necessitated a data reset for the exit survey completions. As a result, data is not available for Jun-23.

Activity indicators

Number of attendances at KCC commissioned Sexual Health Clinics



Corporate Risk Register – Overview

The Council, along with the local government sector, continues to operate in an increasingly difficult financial and operating environment, which carries significant 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 2024, compared with August 2024.

	Low Risk	Medium Risk	High Risk
Current risk level August 2024	0	4	13
Current risk level November 2024	0	3	13

Key Changes during last Quarter

RISK DE-ESCALATED: CRR0060 - Unidentified Reinforced Autoclaved Aerated Concrete (RAAC) in Schools and Corporate Estate. The remainder of the 'corporate landlord estate' has been surveyed, with no additional instances of RAAC discovered. Therefore, the risk has been de-escalated to the Infrastructure divisional risk register, with any ongoing remedial works in the school estate being monitored as an operational risk.

The more formal, annual refresh of the Corporate Risk Register is in progress, with any changes to feature in the quarter 3 report.

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 21 actions to mitigate elements of corporate risks that were due for completion or review up to November 2024. These are summarised below.

Due Date for Review or Completion	Actions Completed / Closed	Actions Partially complete	Actions subject to Regular Review	Actions Outstanding
Up to and including November 2024	8	6	6	1

CRR0003: Securing resources to aid economic recovery and enabling infrastructure

Complete

Implementation Plan for Kent & Medway Economic Framework (KMEF)

A Phase 1 implementation plan has been implemented for Kent & Medway Framework with Kent & Medway Economic Partnership sub-groups and local stakeholders for taking forward the ambitions and action areas set out in the framework, including developing a prioritised economic and infrastructure projects pipeline, to focus and secure future funding resource and inform government of priorities.

Regular Review

KCC's role as Accountable Body for the Kent & Medway Functional Economic Area

Following completion of the Phase 1 implementation plan for the Kent & Medway Framework, use will be made of KCC's new role as Accountable Body for the Kent & Medway Functional Economic Area (post LEP landscape) to liaise with key government departments to make the case for specific funding allocations to tackle barriers to growth.

Partially Complete

Producing Local Transport Plan 5 (LTP5) and approval by County Council

The draft LTP5 was presented at County Council on 23rd May 2024 for noting and agreement that a vote of its adoption would be made at County Council following a summer public consultation exercise. There is an all-Member briefing on 9th December 2024 with an update of the main results of the 2024 consultation on the draft LTP5 and the changes that have been made. The briefing is being provided ahead of the County Council meeting on 19th December when it is anticipated the draft Plan will be put to the Council for a vote on adoption. The briefing is further to an all Member Briefing provided on 12th July 2024 prior to the 2024 consultation on the draft Local Transport Plan.

CRR0009: Future financial and operating environment for Local Government

Action Closed

Development of Outcomes Based Budgeting Approach

The Section 151 Officer withdrew this action and replaced it with a new action, to develop better scrutiny of spending bids and more detailed savings plans, to improve the overall robustness of the budget setting process, thereby improving financial resilience.

CRR0015: Sustainability of the Social Care Market

Complete

A Quality Monitoring Team within the ASCH Commissioning service has been successfully recruited to. Officers are currently undergoing training.

The ASCH Commissioning Intentions document 2022 - 2027 is in place and describes how the Council plans to create person-centred and flexible care and support options which address the challenges and opportunities adult social care faces. It supports the delivery of the 'Making a difference every day' strategy 2022-2027. The 'Commissioning Intentions' document is currently under review by key stakeholders from across the Council with the aim of socialising the document, understanding its purpose, and consideration of any additions and/or updates that need to be made.

CRR0015: Sustainability of the Social Care Market (Continued)

Partially Complete

External Consultant Report work has commenced and the completion date has been extended to end of December.

CRR0039: Information Governance

Complete

CRR0039/037 Microsoft Copilot DPIA

Data Protection Impact Assessment (DPIA) is in draft and is supported with a matrix detailing the type of data and its usage. KCC testing of Microsoft Copilot is moving into its second phase, and the DPIA remains a live document and will be updated accordingly.

Action Outstanding

Annual Governance Statement (AGS) Action Plan

A report regarding the AGS and specifically data and governance linked to information asset owner responsibilities is due to be presented to the corporate management team. A revised date is to be advised by the Data Protection Officer.

Partially Complete

Data Mapping Exercise

The data capture form is complete and will be shared with Information Governance leads prior to communicating to the wider organisation, with an anticipated launch date of December 2024.

CRR0042: Border fluidity, infrastructure and regulatory arrangements

Regular Review

Planning with Government

The organisation is continuing to communicate with Government, in order to develop short, medium and long-term plans for border resilience, looking at infrastructure and technological solutions.

Regular Review

Preparation for impacts

The organisation continues to prepare for two separate but interconnected schemes that will affect non-EU citizens travelling to most EU countries; of the EU Entry/Exit System (EES – implementation date TBC) and the EU European Travel Information and Authorisation System (ETIAS). Regular presentations are being given to Members on potential impacts relating to people and goods as a result of implementation of the EU Entry/Exit System. The due date for this action has again been extended due EES being delayed and no formal implementation date being set.

CRR0045: Maintaining effective governance and decision making in a challenging financial and operating environment

Partially Complete

Implementation of actions identified within 2022/23 Annual Governance Statement report

Of the 24 actions agreed, 20 are on track or already delivered, three will be delivered but have been delayed, and one has been amended, to be delivered another way.

CRR0052: Impact of climate change on KCC services

Partially Complete

Adaptation Programme actions

A KCC Climate Change Adaptation Plan 2025-2028 and KCC Environment Plan have been developed for adoption by the Council. These were presented to Environment & Transport Cabinet Committee in November 2024, ahead of proposed Cabinet Member decision in December 2024.

CRR0053: Capital Programme Affordability (impact on assets, performance and statutory duties)

Complete

Premises officers (Schools) (Due 30.09.2024)

Recruitment of 2 Premises Officer posts is complete. These officers will visit schools and support them with forecasting maintenance budgets.

CRR0056: SEND and High Needs Funding

Regular Review

Implementation of SEND Improvement Programme

The outcome of the Department for Education's latest review of the local Accelerated Progress Plan (APP) was formally shared in July 2024. Following the publication of the outcome of the April 2024 review of the local area Accelerated Progress Plan (APP) the Children's Minister lifted the improvement notice on 6th August 2024, citing the considerable progress made, alongside strengthened capacity, strong governance and a renewed commitment from senior leaders and improved partnership working across the local area. The Minister noted that there is 'further progress to be made' and that government officials and NHS England will continue to support progress through regular attendance at the Improvement Board and six-monthly reviews.

Safety Valve Agreement: In 2024/25, the Council is expecting to receive a further £9m from the DfE, the third tranche of the £140m safety valve commitment, with the Council required to contribute a further £14m from reserves. This additional funding, along with the extra funding from the DfE and the Council in previous years will have reduced the accumulated deficit from an estimated £220m to £89.3m as at 31st March 2025.

CRR0059: Significant failure to deliver agreed budget savings and manage demandPartially Complete**Maximise scope of effective scrutiny by all Members**

The review of decision-making has been completed and is planned to soon be taken to Scrutiny Committee. The Governance Working Party has now been implemented and has met regularly. The group originally anticipated reporting to County Council in May 2024 but will now report in December 2024 and May 2025.

CRR0063: Capacity to accommodate and care for Unaccompanied Asylum Seeking children (UASC)Regular Review**Home Office and DfE Negotiations**

Following intensive negotiations taking place with Home Office and Department for Education funding was provided to KCC until March 2025 to bring additional buildings online to accommodate new UASC to support them until their transition on to the National Transfer Scheme (NTS). Funding was also utilised to secure foster placements and supported accommodation until the buildings are ready. Negotiations are to continue with the Home Office and Department for Education to make significant changes to the NTS, future modelling currently shows that there will be a gap. If no significant changes are made to the NTS there may be a need for further funding; a case is being prepared to show how additional funding might be used.

Closed**Commissioning of new reception centre**

This action has been superseded, as KCC has since been acquiring and developing a group of reception centres for newly arriving UASC, rather than focusing on a new centre.

CRR0064: Risk of Failing to Deliver Effective Adult Social Care ServicesRegular Review

Adult Social Care and Health (ASCH) have set out transformation and sustainability business plans which sets out the actions to be taken to (a) prevent, reduce, and delay needs for care and support at the first point of contact through new models of care and support, and (b) drive our approach to new models of care and support (sustainability) following individual reviews. ASCH is working with both Children's Services and a transformation partner to deliver a number of objectives.

Complete

External support has been commissioned to undertake activities associated with statutory safeguarding enquiries and is due to commence this month. This is in addition to external support commissioned to support locality teams with completion of first reviews.

Complete

Adult Social Care Connect (changes to front door process) has been effective from 14th October 2024, focusing on developing strength-based care act assessments at first point of contact.

From: **Roger Gough, Leader of the Council**
Amanda Beer, Chief Executive Officer

To: **Cabinet – 9th January 2025**

Decision No: **N/A**

Subject: **Corporate Risk Register**

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: Governance & Audit Committee – 23/01/25

Electoral Division: ALL

Summary: This report updates Cabinet on the outputs from the latest, more formal review of KCC’s corporate risk profile, including the 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 the Corporate Management Team, Cabinet Members and the Chair of the Governance & Audit Committee.
- 1.2 Once again, the review process has occurred in the midst of an extremely challenging and uncertain operating environment, with KCC, along with the local government sector as a whole, experiencing significant uncertainty and organisational pressures.
- 1.3 The risk landscape is always evolving. During the course of the process, several additional events occurred, including the new Government’s first Autumn Budget Statement, the delay to the introduction of the European Union’s Entry / Exit System (EES) and subsequently, the publication of the

English Devolution White Paper and provisional Local Government Finance Settlement, which all need to be factored in to KCC's risk profile.

- 1.4 There has been continued 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.
- 1.5 As part of the refresh, particular attention was paid to key themes such as budgetary pressures; partnerships and local "system-based" risks; senior level continuity; workforce pressures; and asset management.
- 1.6 Several positive developments were highlighted that demonstrated risks being managed well, including the work to support and accommodate unaccompanied asylum seeking children; independently recognised improvements in delivery of the Special Educational Needs and Disabilities (SEND) agenda; coping with home to school transport pressures; and taking some difficult decisions to support the financial sustainability of the Council.

2. Corporate Risk Register - summary of changes

- 2.1 There are 16 risks on the corporate risk register after this process, which is 7 less than reported to Cabinet at this time last year. This is partly due to the clarification of criteria for what goes on and what comes off the corporate register and key events passing, but also recognises risks that have been managed well and have been de-escalated to directorate or divisional level. The main changes to the register summarised below:

WITHDRAWN RISK

- 2.2 CRR0061: Care Quality Commission (CQC) Assurance has been removed from the corporate register for now, reflecting the fact that the first inspection under the Local Authority Assurance Assessment Framework took place at the end of September. This risk will be reviewed again once the outcome is known, as this will indicate whether there are further risks to be captured and at what level within the organisational hierarchy.

DE-ESCALATED RISK

- 2.3 Ahead of the formal refresh, the risk relating to potential unidentified Reinforced Autoclaved Aerated Concrete (RAAC), CRR0060, had already been removed from the corporate risk register, although a risk will remain at Infrastructure

divisional level that relates to potentially unsafe building materials that require investigation, rather than focusing on specific defective materials.

NEW RISK

- 2.4 CRR0065: Implementation of Oracle Cloud Programme. This is a critical programme for the organisation, replacing the current outdated infrastructure. It is a large and complex programme, which carries with it significant inherent risk. There have been reports in the public domain about other implementations that have been fraught with difficulties, so it is important that this organisation-wide risk features on the Corporate Risk Register for visibility and that the programme demonstrates robust governance, change and programme management, especially at a time where organisational capacity is stretched, with several major change activities in train.

RISK REDUCTION

- 2.5 CRR0063: Capacity to accommodate and care for Unaccompanied Asylum-Seeking Children (UASC). This is an area of risk where significant progress has been made to reduce the level of risk faced by the Council, working in partnership with external agencies such as the Home Office and Department for Education. Now that funding agreements are in place, accommodation has been sourced to receive those coming into our care, and improvements in the operation of the National Transfer Scheme (NTS) are being experienced, the risk rating has been reduced from High to Medium. However, it is recognised that certain factors e.g. volumes arriving in Kent and ongoing effectiveness of NTS, are still outside of the Council's direct control and will therefore require continued vigilance.
- 2.5.1 CRR0042: Border fluidity, infrastructure, and regulatory arrangements. The risk has reduced slightly from its maximum rating (although still High) due to the significant work that has been undertaken to plan for service impacts on KCC and providers, as well as the Council contributing to the work of the Local Resilience Forum with partners in preparation for the previous implementation date of 10th November 2024. KCC continues to work on preparedness and awaits further information on any revised implementation date and approach, which will instigate a further review of this risk.

REVISED RISKS

- 2.6 CRR0052: Adaptation of KCC Services to Climate Change impacts. The Council has recently adopted its Adaptation plan, which was the main mitigation previously listed against this risk. Successful delivery of the plan will not be without risk, particularly as it will rely in part on securing external funding, as well as being delivered by staff across the organisation that are required to embed the work into their day-to-day operations in a time of considerable resource constraint. The Adaptation Plan has a 3-year time horizon, which has

precipitated a review of the risk and its rating, which now stands at Medium level.

2.6.1 CRR0056 SEND Delivery Improvement and High Needs Funding shortfall.

This risk encompasses delivery of improvements identified in previous SEND inspections and outlined in the SEND Improvement Notice, as well as the funding challenges faced by KCC (and the sector more broadly) relating to the shortfall in High Needs funding. While it has made sense previously to combine the two aspects due to the intrinsic link between them, there are different drivers for the risks, and also different ratings. From an improvement perspective, there is significant progress being made, evidenced by the Improvement Notice being removed, but financial concerns and the imperative of meeting Safety Valve targets are still prevalent in their own right. Therefore, the two elements will be separated out for future reporting.

2.6.2 CRR0053: Capital Programme Affordability (impacts on assets, performance and statutory duties) – the refresh conversations re-emphasised the fact that

funding of the capital programme is an issue and a source of risk rather than a risk in itself. Much of the focus was understandably on asset management and degradation of assets over time, whether that relates to the KCC property estate, or community based assets such as highway infrastructure. Therefore, the risk is being retitled and will be rearticulated to reflect that.

2.7 A risk has been drafted for entry onto the Integrated Commissioning divisional risk register in Adult Social Care and Health relating to the four major contracts currently progressing through the commissioning process, totalling over £600m in current spend. It focuses on risk of not delivering the required activity within expected timescales. Given the scale of spend and challenges associated with the recommissioning activity, there is the potential for the risk to feature on the corporate risk register, if the delivery risk is deemed to be high.

2.8 Several risks remain at their maximum ratings, including those relating to the financial and operating environment of the council (CRR0009); significant failure to bring forecast budget overspend under control within budget level assumed (CRR0059); and sustainability of the social care market (CRR0015). Particular concerns have been raised regarding the latter risk, with the Budget Statement announcement of increases in employer National Insurance contributions and the National Living Wage impacting on social care providers.

2.9 The English Devolution White Paper was published on 16th December 2024 and this will lead to wide ranging changes for the local government sector. As more detail becomes known, the council's risk profile will be regularly reviewed to ensure it reflects implications arising and that transition risks are identified and managed.

2.10 More detail on the risks and their mitigations are contained in the Corporate Risk Register in appendix 1, which will be revised further with Risk Owners to take into account the revisions proposed above.

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 conversation and scrutiny of the risks and their management with the relevant Risk Owner and Cabinet Member present.
- 3.2 The detailed 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 has taken place against a continually challenging background in the Council's financial and operating environment. Many key themes arising last year are still valid, particularly the need to regularly prioritise (and de-prioritise where necessary) activity given the increasingly challenging risk environment and constraints such as workforce capacity.
- 4.2 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.
- 4.3 Several of the programmes and projects within the Council's Strategic Reset Programme (SRP) 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. The Risk & Delivery Assurance function is working closely with the SRP Team and others to offer support, advice and guidance to these programmes as they progress, as well as assessing delivery risk.
- 4.4 As risks evolve and new risks emerge, there is the need to consider the continued effectiveness of controls and any further mitigations that may be required.
- 4.5 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, Head of Risk & Delivery Assurance

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Relevant Director

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

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Corporate Risk Register - Summary Risk Profile – January 2025

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

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since Summer 2024
CRR0003	Securing resources to aid economic recovery and enabling infrastructure	High (20)	High (16)	DECREASE
CRR0009	Future financial and operating environment for local government	High (25)	High (16)	↔
CRR0014	Cyber and information security resilience	High (20)	High (20)	↔
CRR0015	Sustainability of the social care market	High (25)	Medium (15)	↔
CRR0039	Information Governance	Medium (15)	Medium (9)	↔
CRR0042	Border fluidity, infrastructure, and regulatory arrangements	High (20)	High (16)	DECREASE
CRR0045	Maintaining effective governance and decision making in a challenging financial and operating environment	High (20)	Medium (10)	↔
CRR0049	Fraud and Error	Medium (10)	Low (5)	↔

CRR0052	Adaptation of KCC Services to Climate Change impacts	Medium (12)	Medium (9)	REVISED RISK
CRR0053	Asset Management and Degradation and associated impacts, linked to Capital Programme affordability	High (25)	High (16)	↔
CRR0056	SEND Delivery Improvement and High Needs Funding shortfall <i>(NOTE: Risk assessment to be split between delivery improvement and funding)</i>	High (25)	High (16)	↔
CRR0058	Capacity and capability of the workforce	High (16)	Medium (9)	↔
CRR0059	Significant failure to bring forecast budget overspend under control within budget level assumed	High (25)	Medium (9)	↔
CRR0063	Capacity to accommodate and care for Unaccompanied Asylum-Seeking (UAS) Children	Medium (12)	Medium (12)	DECREASE
CRR0064	Delivery of Effective Adult Social Care Services	High (20)	Medium (15)	↔
CRR0065	Implementation of fit-for-purpose Oracle Cloud System	Medium (10)	Low (5)	NEW

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

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)

APPENDIX 1: KCC Corporate Risk Register

Risk Register - Corporate Risk Register

Current Risk Level Summary

Green	0	Amber	5	Red	11	Total	16
		2	-17			2	-17

Current Risk Level Changes

0	1	1	0	5
0	0	1	1	5
0	0	0	1	0
0	0	0	0	1
0	0	0	0	0

Risk Ref	Risk Title and Event	Assigned To	Last Review date	Next Review
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CRR0009	Future financial and operating environment for Local Government	John Betts	18/10/2024	18/01/2025
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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.

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 medium term financial planning.

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
The Government's Autumn Budget 2023 statement only included very high-level public spending plans and no individual department plans beyond 2024-25, and the Local Government Finance Settlement only covered 2024-25 with no indicative allocations for subsequent years. This means that the forecasts for later years	Unsustainable financial situation and potential drawdown from reserves, ultimately resulting in s114 notice.	High 25 Major (5)		• Developing better scrutiny of spending bids and more detailed savings plans, to improve the overall robustness of the budget setting process, thereby improving financial resilience.	John Betts	A -Accepted	31/01/2025	High 16 Serious (4)
	Failure to delivery statutory obligations and duties or achieve social value.	Very Likely (5)		• 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.	John Betts	Control		Likely (4)
	Potential for partner or provider failure – including sufficiency gaps in provision. Reduction in resident satisfaction and reputational damage.			• Quarterly budget meetings between Cabinet Member for Finance and Corporate Director for Finance with Cabinet Members and Corporate Directors as relevant.	John Betts	Control		

Risk Register - Corporate Risk Register

<p>are speculative, consequently planning has to be sufficiently flexible to respond accordingly. Even so, it is clear that 2024-25 and the medium term to 2026-27 are likely to continue to be exceptionally challenging and will require significant spending reductions. Even though overall net cash is increasing, this is not sufficient to keep pace with forecast spending demands. There is also no certainty that additional central government funding to address spending pressures in social care will be baselined/continued for future years. The level of savings required in 2024-25 and over the medium term continues to be higher than in recent years driven largely by growth in spending rather than cuts in funding, representing a new and very specific challenge. A significant financial risk for the Council is</p>	<p>Increased and unplanned pressure on resources.</p> <p>Decline in performance.</p> <p>Legal challenges resulting in reputational damage to the Council.</p> <p>Impact on Council Tax.</p>		<ul style="list-style-type: none"> • Forecasts for future spending growth to be revised as necessary once estimates become more certain and only finalised in controllable budgets once uncertainties have been resolved. John Betts • Regular "Star Chamber" budget reviews involving the Chief Executive Officer, section 151 Officer and Corporate Directors to scrutinise progress against agreed budget savings. John Betts • Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process, including stakeholder consultation. John Betts • Regular review of HM Treasury forecasts and Government planned spending levels for Local Government. John Betts • KCC Strategic Reset Programme established and reprioritised to focus on key budget delivery programmes. Amanda Beer • Budget Recovery Strategy - Securing Kent's Future - set, to address the in-year and future years' financial pressures the council is facing and the specific and broader action that can be taken to return the council to financial sustainability. Roger Gough • Financial analysis conducted after each Chancellor of the Exchequer Budget Statement to review potential implications for future local government settlements. Dave Shipton • Ensure evidence of any additional KCC spend required to cover impacts relating to new burdens imposed. Dave Shipton 	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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Risk Register - Corporate Risk Register

<p>the continuing and increasing underlying deficit and accumulated debt on the High Needs Block of Dedicated Schools Grant (DSG), a forecast total of £85m as at 31st March 2025 (including contributions from KCC and DfE).</p> <p>Implications arising from the 2024 Autumn Budget Statement are being assessed, with further detail confirmed in the December 2024 Provisional Local Government Finance Settlement. An English Devolution White Paper was published at the end of 2024, which signals significant changes to the operating environment for the local government sector.</p>			<ul style="list-style-type: none"> • Engagement with CCN, Society of County Treasurers and other local authorities and Government of potential opportunities and issues around devolution and public service reform • Ongoing policy analysis of the devolution agenda and devolution deals agreed by the government • Regular monitoring and oversight of progress against KCC's 'Safety Valve' agreement with the Department for Education (DfE). • KCC Quarterly Performance Report monitors key performance and activity information for KCC commissioned or delivered services. Regularly reported to Cabinet. • Ongoing monitoring and modelling of changes in supply and demand in order to inform strategies and service planning going forward. • Regular analysis and refreshing of forecasts to maintain a level of understanding of volatility of demand which feeds into the relevant areas of the MTFP and business planning process. • Assessing impact and responding to Government plans with the potential for significant financial implications for the Council, including adult and children's social care, charges to waste collection arrangements etc. 	<p>David Whittle</p> <p>David Whittle</p> <p>Sarah Hammond</p> <p>Matthew Wagner</p> <p>Matthew Wagner</p> <p>Corporate Directors CD</p> <p>Corporate Directors CD</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	

Risk Register - Corporate Risk Register

Risk Ref	CRR0053	Risk Title and Event	Assigned To	Last Review da	Next Review			
Asset Management and Degradation and associated impacts, linked to Capital Programme affordability			John Betts	18/10/2024	18/01/2025			
<p>Impact on ability to meet operational requirements and/or statutory duties. Increase in maintenance backlogs. Emergency works on essential sites are prioritised to avoid serious health and safety incidents, with knock-on impacts for non-priority sites.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>The affordability of the capital programme presents a number of risks to specific programmes, including Highways, Schools and the KCC Estate more broadly. 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. There are a number of geo-political uncertainties in the current environment which additionally impact on the financial and operating</p>	<p>Business interruption due to increasing level of reactive / emergency repairs, or parts of estate decommissioned (in whole or partially if deemed unsafe). Health and safety incidents (potentially serious) associated with asset degradation. Inability to meet statutory duties e.g. lack of appropriate school place provision. Non-priority sites may not be maintained to a sufficient standard and may not be safe and fit for purpose leading to building closures. Assets not maintained sufficiently now will require future additional spend to maintain with the possibility of reactive costs which may create a revenue pressure. Delays result in additional inflationary costs.</p>	<p>High 25 Major (5) Very Likely (5)</p>		<ul style="list-style-type: none"> Papers to Secretary of State seeking approval to increase school financial thresholds 	Joanne Taylor	A -Accepted	30/04/2025	High 16
				<ul style="list-style-type: none"> 10 year 24-34 capital programme published. 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	Control		Serious (4) Likely (4)
				<ul style="list-style-type: none"> Lobbying of Government in relation to capital funding. 	John Betts	Control		
				<ul style="list-style-type: none"> Review of current policy of no new external borrowing agreed in principle with senior Members, with potential impact on the capital programme from 2026/27. 	John Betts	Control		
				<ul style="list-style-type: none"> Asset safety factors associated with our assets are given priority during the budget setting process. 	John Betts	Control		
				<ul style="list-style-type: none"> An annual programme of planned preventative maintenance is undertaken at KCC sites by the relevant Facilities Management contract partners 	Tony Carty	Control		

Risk Register - Corporate Risk Register

<p>environment. 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. Expectations of key stakeholders on capital spend. Risks associated with changes in legislation related to developer contributions. This could lead to a requirement for significant forward funding. The level of borrowing to fund the capital programme is not sustainable and the impact on the revenue budget is significant.</p>	<p>Funding annual rolling programmes from borrowing is unsustainable. Reputational damage as a result of building closures or any impact on service delivery</p>			<ul style="list-style-type: none"> • Health and Safety Team in place in advisory capacity to ensure compliance with Government and HSE guidelines. Maria Kelly • Premises Officers in place to visit schools and support them with forecasting maintenance budgets. Joanne Taylor • The most urgent works will be completed on the agreed, prioritised sites. Joanne Taylor • Infrastructure works with Assistant Education Directors to communicate to schools regarding their obligations for maintenance and their responsibilities for repairs under financial thresholds Joanne Taylor • External funding bid for 'schools rebuilding programme' (DfE) was submitted, and successful for Birchington Primary School. Joanne Taylor • Review of KCC estate – Future Assets Programme. Business cases for each of the three workstreams are being developed (Office Estate, Community Buildings, Specialist Assets) with associated consultations. Rebecca Spore • Lobbying central Government re capital grants relating to Highways. Haroona Chughtai 	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		

Risk Register - Corporate Risk Register

Risk Ref	CRR0059	Risk Title and Event	Assigned To	Last Review da	Next Review			
		Significant failure to bring forecast budget overspend under control within budget level assumed	John Betts	18/10/2024	18/01/2025			
Risk of significant adverse variance to the level of savings and income agreed in KCC's budget.								
Spending growth pressures significantly exceeds forecasts.								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>The Council is under a legal duty to set a balanced and sustainable budget and maintain adequate reserves such that it can deliver its statutory responsibilities and priorities.</p> <p>The latest revenue forecast position for 2024-25 was an overspend of £22.8m (excluding schools), based on Q2 data.</p> <p>The most significant overspend in 2024-25 relates to adult social care.</p> <p>Urgent action is required to bring revenue spending down to a sustainable level, both within the current financial year and over the medium term (see CRR0009) to safeguard</p>	<p>The level of reserves as % of revenue and sustainability of reserves based on recent levels of drawdown put the council at the top of the lower quartile of county councils.</p> <p>Council reserves further depleted below a sustainable position.</p> <p>Impact on service delivery.</p> <p>More imminent danger of financial failure – ultimately issuing of s114 notice by Corporate Director Finance (s151 Officer).</p> <p>Negative impact on MTFP three year plan.</p>	<p>High</p> <p>25</p> <p>Major (5)</p> <p>Very Likely (5)</p>		<ul style="list-style-type: none"> To maximise scope of effective scrutiny by all Members, there has been a review of meetings and agendas to ensure appropriate focus on core activity on the budget, key decisions and performance relating to "Securing Kent's Future", including regular finance update reports to Cabinet, Scrutiny Committee and Policy and Resources Committee. Council's Budget Strategy, linked to Securing Kent's Future, confirmed at County Council Budget meeting in February 2024 and confirms key principles to abide by. Any adverse variations to agreed savings / income are swiftly identified with compensating actions agreed with management. Section 151 Officer meeting weekly with the Leader, Deputy Leader (Cabinet Member for Finance), Chief Executive Officer and Monitoring Officer to provide progress updates. Finance and performance monitoring progress reports will be considered at Cabinet meetings to ensure the focus on Securing Kent's Future remains until the council's financial position is stabilised. 	<p>Benjamin Watts</p> <p>John Betts</p> <p>John Betts</p> <p>John Betts</p> <p>John Betts</p>	<p>A -Accepted</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	<p>28/02/2025</p>	<p>Medium</p> <p>9</p> <p>Significant (3)</p> <p>Possible (3)</p>

Risk Register - Corporate Risk Register

the council's financial resilience and viability.

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- Budget monitoring will continue to include a full report on all budgets on a quarterly basis with exception reports in the intervening months focussing on the largest and most volatile areas of spending. John Betts Control
- Savings delivery plans and monitoring processes in place. John Betts Control
- Analysis and enhancements to financial reporting introduced to better identify the underlying drivers for the main budget variances and the impacts and dependencies of management action and policy choices to reduce the forecast overspend. John Betts Control
- Quarterly budget meetings between Cabinet Member and Finance and Corporate Directors John Betts Control
- The Council's Financial Regulations (and delegation levels within), "Spending the Council's Money" and Code of Corporate Governance, to ensure they remain fit for purpose in the current environment. John Betts Control
- Robust delivery plan information has been developed for 2024/25 – milestones, risks, dependencies etc, and will be reported to Strategic Reset Board. Dave Shipton Control
- Analytics function used to undertake detailed analysis of the main areas of overspend. Matthew Wagner Control
- Equality Impact Assessment screening will be completed for any alternative and / or additional savings necessary under the recovery plan. Corporate Management Team Control

Risk Register - Corporate Risk Register

			<ul style="list-style-type: none"> • Budget Recovery Plan - Securing Kent's Corporate Future - being developed to address in-year forecast overspend and outline a pathway to future financial sustainability. This includes focusing predominantly on the material spending areas of council activity and those with the greatest forecast variances from the approved budget. • Any adverse variations to agreed savings / income are swiftly identified with compensating actions agreed with management. • Resource Accountability Statements signed off by Corporate Directors. 	<p>Corporate Management Team</p> <p>Control</p> <p>Corporate Management Team</p> <p>Control</p> <p>Corporate Management Team</p> <p>Control</p>		
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Risk Register - Corporate Risk Register

Risk Ref	Risk Title and Event	Assigned To	Last Review date	Next Review
CRR0015	Sustainability of the Social Care Market	Richard Smith	11/10/2024	24/01/2025

Social Care market is not sustainable.
 Inability to obtain the right kind of provider supply at affordable prices.
 Significant numbers of care home closures or service failures.
 Increases in hand backs of care
 Providers choose not to tender for services at Local Authority funding levels or accept service users with complex needs.

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
Local Authorities have a statutory duty to provide a viable and sustainable social care market to meet the needs of the local population who meet Care Act eligibility. The main risks associated with care market instability are: Financial – As a result of the increasing cost and complexity of demand for services and constrained local authority budgets compounded by recent inflation and the Autumn Budget announcement of increases in employers' National Insurance contributions and the National Living Wage. Workforce – recruitment and	Gaps in the care market for certain types of care or in geographical areas meaning difficulty in placing some service users. Unable to offer care packages immediately leading to delays with discharging from Health Services Reduction in quality of care provided due to workforce pressures Significant numbers of care home closures or service failures.	High 25 Major (5) Very Likely (5)		• Consider how the cost of care assessment is built into recommissioning approach. Review the recommendations regarding future contract models and implement where appropriate. Review the recommendations regarding joint commissioning and further develop.	Simon Mitchell	A -Accepted	30/12/2024	Medium 15 Major (5) Possible (3)
				• Quality monitoring team in place	Paula Parker	Control		
				• 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	Control		
				• Daily risk assessment for people in the community awaiting packages of care and short term bed provision for those at high risk	Mark Albiston	Control		
				• KCC linked to ADASS South East and KICA monitoring of overseas worker issues	Richard Ellis	Control		
				• Engagement with Integrated Care Board around joint commissioning opportunities	Richard Ellis	Control		

Risk Register - Corporate Risk Register

<p>retention are difficult across all grades in adult social care. Turnover is higher than other sectors. Providers struggle to compete with other sectors such as retail.</p> <p>There are particular challenges in Kent in home care. Overseas workers have created some additional capacity but changes in social care visa rules excluding families has reduced applications from overseas care workers. The social care visa route also attracted operators seeking to exploit that rather than support the sector. There has been an increased risk of exploitation and overseas workers have been displaced when operators have had their licences revoked. This has created a lot of additional work for ASCH in ensuring that the needs of those that draw on care and support continue to be met.</p>			<ul style="list-style-type: none"> • Regular engagement with provider and trade organisations Richard Ellis • 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 • Pipeline prioritisation tool is in place for Strategic Commissioning projects, shared with DivMT and Director of Strategy Policy, Relationships and Corporate Assurance Chris Wimhurst • Analytics function utilises data to inform decision making before moving commissioning activity forward. Matthew Wagner • Use of a fee negotiation tool (carecubed) to support fee uplift conversations with providers Simon Mitchell • ASCH Commissioning Intentions 2022 - 2027 - describes how we plan to create person-centred and flexible care and support options which address the challenges and opportunities adult social care faces. It supports the deliver of 'Making a difference every day' strategy 2022-2027 Simon Mitchell • 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. Simon Mitchell 	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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Risk Register - Corporate Risk Register

Page 113			<ul style="list-style-type: none"> • Ongoing Contract Monitoring, working in partnership with the Access to Resources team • 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. • New contracts commenced relating to Disability and Mental Health Residential Care services. • Contract for Discharge Services presented to Cabinet Committee and approved by the Cabinet Member. • Ensuring contracts have indexation clauses built-in, managed through contract monitoring • Continue to work innovatively with partners, including health services, districts and boroughs, and providers to identify any efficiencies across the wider sector. 	Simon Mitchell	Control		
				Simon Mitchell	Control		
				Simon Mitchell	Control		
				Simon Mitchell	Control		
				Michael Bridger	Control		
				ASCH Divisional Directors	Control		

Risk Register - Corporate Risk Register

Risk Ref	CRR0056	Risk Title and Event	Assigned To	Last Review da	Next Review		
		SEND Delivery Improvement and High Needs Funding shortfall	Sarah Hammond	16/10/2024	16/01/2025		
<p>Insufficient improvement in areas identified within Ofsted timescales and children with SEND do not meet sufficient progress within the available financial resource.</p> <p>Inability to manage within budget and reduce accumulated deficit on Dedicated Schools Grant reserve.</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
<p>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. 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. In March 2023 an Improvement Notice was issued to KCC. An Improvement Plan (Accelerated Progress Plan - APP) will be required to be formalised by the Local</p>	<p>Adverse impact on outcomes for vulnerable young people.</p>	<p>High 25 Major (5)</p>		<ul style="list-style-type: none"> • Delivery of SEND Improvement Programme, which includes delivery of requirements detailed in the Kent Accelerated Progress Plan. • KCC has entered into a "Safety Valve" agreement with the Department for Education (DfE), enabling Kent County Council (KCC) to receive funding over a 5-year period to substantially fund the accumulated deficit on the Dedicated Schools Grant (DSG) High Needs Block (HNB). The agreement requires commitment to areas of review and improvement identified by Department for Education (DfE) to bring in year spend in line with the in-year budget by 2027/28. A financial contribution from the Council is also expected. 	Sarah Hammond	A -Accepted	<p>High 16 Serious (4) Likely (4)</p>
	<p>Dissatisfaction from families.</p>	<p>Very Likely (5)</p>			John Betts	Control	
	<p>Potential for legal action if statutory time limits or processes are not met.</p>						
	<p>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.</p> <p>Should the Secretary of State not be satisfied with the Council's progress at any stage, she may choose to invoke her statutory powers of intervention (s497A Education Act 1996) to direct the Council to take any further actions deemed necessary to</p>						

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<p>Area against which Outcome and Impact based KPIs will be scrutinised and addressed.</p> <p>In addition, there has been a significant increase in the number of children receiving Special Educational Needs and Disability support and the Council's Dedicated Schools Grant (DSG) budget is overspending on the High Needs Block.</p> <p>The Council is now part of the DfE Safety Valve programme and as part of this will need to bring High Needs spending back in to 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.</p>	<p>secure the improvements required in SEND services.</p>		<ul style="list-style-type: none"> 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. The Council has produced for approval by the Department for Education (DfE) and NHS England (NHSE) an Improvement Plan (Accelerated Progress Plan) to deliver appropriate and sustainable improvement, covering the areas identified in the Ofsted and CQC revisit report of 9 November 2022, as well as recommendations made by the Department. 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. 	<p>Roger Gough</p> <p>Sarah Hammond</p> <p>Sarah Hammond</p>	<p>Control</p> <p>Control</p> <p>Control</p>	
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<p>The ability to forecast costs in future years is difficult.</p>			<ul style="list-style-type: none"> 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. 	<p>Sarah Hammond</p>	<p>Control</p>	
			<ul style="list-style-type: none"> Robust programme management in place, ensuring appropriate alignment between project workstreams and overall programme delivery arrangements. 	<p>Sarah Hammond</p>	<p>Control</p>	
			<ul style="list-style-type: none"> KCC SEND Transformation Strategic Board in place, with responsibility for coordinating activity and tracking improvement progress, reporting into the partnership Strategic Improvement and Assurance Board. 	<p>Sarah Hammond</p>	<p>Control</p>	
			<ul style="list-style-type: none"> Kent and Medway Children and Young People's Programme Board joint governance mechanism with Health partners (sub-group of Integrated Care Board) 	<p>Sarah Hammond</p>	<p>Control</p>	
			<ul style="list-style-type: none"> Independently chaired Strategic Improvement and Assurance Board established, including representation from the Local Authority (including Members and cross directorate colleagues), Health, Learning and Teaching settings, representatives of parents and carers, and where appropriate young people. 	<p>Sarah Hammond</p>	<p>Control</p>	

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Risk Ref	Risk Title and Event	Assigned To	Last Review da	Next Review
CRR0045	Maintaining effective governance and decision making in a challenging financial and operating environment.	Amanda Beer	11/10/2024	31/01/2025

Members are unwilling or unable to agree necessary policy (service) decisions within required timescales 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.

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
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	Decisions challenged under judicial review on the appropriateness of the decision-making within KCC.	High		• 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	John Betts	Control	Medium
	Monitoring Officer / Head of Paid Service statutory report to Council.	20		• Effective internal audit arrangements in place and robust monitoring arrangements for the delivery of internal audit recommendations to Governance & Audit Committee	John Betts	Control	10
	Reputational damage to the Council.	Major (5)		• Appropriately detailed and timely financial monitoring reports considered by Cabinet and Cabinet Committees	John Betts	Control	Major (5)
	S114 Notice issued by the S151 Officer.	Likely (4)		• Governance reviews from across the Local Government sector are analysed to identify any lessons learned and reported to relevant stakeholders, including Governance & Audit Committee.	John Betts	Control	Unlikely (2)
				• Appropriate officer development and training programme in place and overseen by CMT	Paul Royel	Control	
				• Regular review of KCC Operating Standards and any necessary amendments are approved by CMT	Amanda Beer	Control	

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<p>effectiveness of the member governance of the Council.</p> <p>In October 2023 the External Auditors issued a report on governance arrangements at the Council, which identified 22 recommendations including around strategic arrangements for delivering priorities, effective challenge to and scrutiny of decisions and the Councils structure, systems and behaviours.</p> <p>The External Auditors referred to their October 2023 report in their Annual Report of 2022/23, raising a key recommendation in regard to significant weaknesses in arrangements for governance, and noted that the same recommendation had been made in 2021/22. This was supported by findings in the Monitoring Officers annual governance statement who has noted that</p>			<ul style="list-style-type: none"> • Budget Recovery Strategy - Securing Kent's Future - set, to address the in-year and future years' financial pressures the council is facing and the specific and broader action that can be taken to return the council to financial sustainability. • Appropriate performance reporting of service and corporate performance to Cabinet, Cabinet Committee and Full Council • Appropriate and effective corporate risk management procedures in place for the Council • 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. • 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. • Regular reporting to Governance & Audit Committee of implementation of the actions identified within Annual Governance Statements, and actions raised at Governance and Audit Committee, in addition Members and key stakeholders have access to PowerBi suite which captures all actions and progress to date. 	<p>Roger Gough</p> <p>David Whittle</p> <p>David Whittle</p> <p>David Whittle</p> <p>David Whittle</p> <p>Benjamin Watts</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	
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<p>improvements need to be made if governance is to be effective, in both the 2021/22 and 2022/23 reports.</p> <p>The external auditor stated that that there have been areas of improvement during the year including workshops, review of written governance processes and a Member development survey, however they also concluded that the culture, behaviours and standards should also keep pace with improvement work.</p>			<ul style="list-style-type: none"> • Key and significant decision-making process in place for Executive decisions and appropriately published Forward Plan of Executive Decisions Benjamin Watts Control • Annual Governance Statement (AGS) arrangements in place with returns made across both senior and statutory officers Benjamin Watts Control • Democratic Services support effective Committee governance and scrutiny arrangements. Benjamin Watts Control • Member and Officer codes of conduct in place and robustly monitored and enforced Benjamin Watts Control • Member development and training programme in place and overseen by Selection and Member Services Committee Benjamin Watts Control • Completion of the activities required, including the review of the Constitution, to ensure that the Chief Executive Officer (CEO) has a fit for purpose support and governance structure (as agreed by the County Council) to continue the effective discharge of duties. Benjamin Watts Control • Following the publication of the 2021/22 AGS, a dedicated team was assembled within the Governance, Law and Democracy function to improve the awareness and application of governance and decision making across the council. Benjamin Watts Control • Provision for Chief Officers to seek written direction from Executive Members within the KCC Constitution Benjamin Watts Control 		
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Risk Ref	CRR0014	Risk Title and Event	Assigned To	Last Review da	Next Review			
Cyber & Information Security Resilience			Lisa Gannon	13/12/2024	13/03/2025			
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.								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>Malicious (intentional) actions against KCC from individuals, cyber criminals and state sponsored attacks.</p> <p>Supply chain compromise including third party data transfers, vulnerabilities in purchased equipment and supplier system breaches.</p> <p>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.</p> <p>Compromise of physical security controls and/or infrastructure including unauthorised access to data centres, network</p>	<p>Data Protection breach and consequent Information Commissioner’s Office (ICO) sanction. Damages claims. Reputational Damage. Potential significant impact on business interruption if systems require shutdown until magnitude of issue is investigated. Loss or corruption of data. Loss of key systems potentially impacting ability to deliver statutory services. Partners unable to discharge their duties. Complaints</p>	<p>High</p> <p>20</p> <p>Major (5)</p> <p>Likely (4)</p>		<ul style="list-style-type: none"> Reviewing visibility of the Group's risk profile regarding cyber security, to provide reassurance that the use of any shared resources or other interdependencies from a cyber perspective are continually understood. Data Protection and Information Governance training is mandatory and requires staff to refresh periodically. Progress rates monitored regularly. Supply chain risk management program including keeping an inventory of all ICT suppliers and third party data transfers, cyber requirements built into procurement, regular assurance of supplier security to ISO 27001 and Cyber Essentials, and regular risk assessments carried out to identify supply chain risks. 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. 	<p>James Church</p> <p>Paul Royel</p> <p>James Church</p> <p>James Church</p>	<p>A -Accepted</p> <p>Control</p> <p>Control</p> <p>Control</p>	<p>31/03/2025</p>	<p>High</p> <p>20</p> <p>Major (5)</p> <p>Likely (4)</p>

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<p>cables and natural disaster (flood, fires etc.)</p> <p>Gaps in existing resources and capabilities, including technological controls and resource challenges in provider's operational teams.</p>				<ul style="list-style-type: none"> • Frequent security audits, penetration tests and compliance submissions External review of security posture provides validation that our controls work and are being managed effectively. • 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. • Cyber standards and risk assessment have been included into the central ICT commissioning framework • 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. • 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. 	<p>James Church</p> <p>James Church</p> <p>James Church</p> <p>James Church</p> <p>James Church</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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			<ul style="list-style-type: none"> • Data Protection and Information Governance training is mandatory and requires staff to refresh periodically. Progress rates monitored regularly. • Additional messages warning staff of cyber threats are being sent out regularly. • Messages to encourage increased awareness of information security amongst staff are to be communicated to align with key implementation milestones of the ICT Transformation Programme. 	<p>Benjamin Watts</p> <p>Diane Christie</p> <p>Diane Christie</p>	<p>Control</p> <p>Control</p> <p>Control</p>		
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Risk Ref	CRR0003	Risk Title and Event	Assigned To	Last Review da	Next Review			
Securing resources to aid economic growth and enabling infrastructure			Simon Jones	18/10/2024	18/01/2025			
<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. Deferral of developer contributions and / or elongated planning consents leads to delayed or compromised infrastructure.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<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 Framework for the County, which aims to act as a stimulus for improvement. 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</p>	<p>Key opportunities for growth missed. 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. Kent becomes a less attractive location for inward investment and business. Our ability to deliver an enabling infrastructure becomes constrained. Reputational risk associated with delayed delivery of infrastructure required. Additional revenue costs incurred due to infrastructure delays and operational costs increasing.</p>	<p>High 20 Major (5) Likely (4)</p>		<ul style="list-style-type: none"> Formulate countywide transport policy and strategy with Member Task & Finish Group and Cabinet. 	Lee Burchill	A -Accepted	31/12/2024	High 16
				<ul style="list-style-type: none"> Make use of KCC's new role as Accountable Body for the Kent & Medway Functional Economic Area (post LEP landscape) to liaise with key government departments to make the case for specific funding allocations to tackle barriers to growth. 	Steve Samson	A -Accepted	31/03/2025	Serious (4) Likely (4)
				<ul style="list-style-type: none"> Kent Design Guide to be published – will influence and provide people with expectations and standards that we expect. 	Tom Marchant	A -Accepted	31/03/2025	
				<ul style="list-style-type: none"> Multi-agency Kent and Medway Employment Task Force has been established. 	David Smith	Control		
				<ul style="list-style-type: none"> Kent & Medway Economic Framework delivered against. 	Steve Samson	Control		
				<ul style="list-style-type: none"> Specific business support packages, including the Kent & Medway Business Fund, Recover Pivot & Scale, Kent & Medway Growth Hub etc. 	Steve Samson	Control		
				<ul style="list-style-type: none"> Strong engagement of private sector through Kent and Medway Economic Partnership (KMPE), Business Advisory Board, Kent Developer Group, KMPE Sector Groups, Team Kent work etc. 	Steve Samson	Control		

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<p>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 Section 106 contributions, Community Infrastructure Levy and other growth levers. Government spending cuts and evolving priorities may result in essential infrastructure programmes being delayed or cancelled. Central Government has recently indicated that it is minded to cease funding for post-LEP responsibilities in 25-26 and much new funding for growth programmes is being targeted at MCA areas rather than counties - this presents significant financial risk dependent upon</p>			<ul style="list-style-type: none"> • Kent & Medway Economic Framework Steve Samson Control A Phase 1 implementation plan has been implemented for Kent & Medway Framework with KMEP sub groups and local stakeholders for taking forward the ambitions and action areas set out in the framework including developing a prioritised economic and infrastructure projects pipeline to focus and secure future funding resource and inform government of priorities. • Monitoring of socio economic data and trends and development of responses to changed economic trends through Kent & Medway Economic Dashboard and new KMEP work stream data sets. Steve Samson Control • New contracts put in place to support the visitor economy and inward investment services to attract businesses to the county and bring in additional revenue for local companies. Steve Samson Control • 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 Tom Marchant Control • Government consultations on proposals for reform of the planning system in England considered and responded to. Tom Marchant Control • The KCC Developer Contributions Guide has been updated and adopted. Tom Marchant Control 			
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emerging policy.			<ul style="list-style-type: none"> • Infrastructure Mapping Platform being piloted in East Kent before countywide rollout, setting out the infrastructure needed to deliver planned growth. Tom Marchant • 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 Stephanie Holt-Castle • Regular dialogue with government departments and responses made to emerging Government strategies. Stephanie Holt-Castle 	Control		
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Risk Ref	CRR0042	Risk Title and Event	Assigned To	Last Review da	Next Review		
Border fluidity, infrastructure and regulatory arrangements			Simon Jones	01/10/2024	01/01/2025		
<p>That changes in border customs, checking and processing routinely disrupt local communities and both the strategic and local road networks.</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 a long term plan for frictionless border movements.</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
<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>The UK Government and the EU have introduced new border controls and further changes are being introduced including the new Entry/Exit System (EES) and European Travel Information and Authorisation system (ETIAS).</p> <p>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>KCC is reliant on coherent, coordinated governance and information across</p>	<p>Significant slowdown in the existing flow of goods and people through the Kent Ports leads to long delays in accessing the Port of Dover and Eurotunnel.</p> <p>Impacts on strategic traffic routes as a result of Operation Brock and other traffic management measures, leading to an increase in local and pan Kent road journey times, impacting communities and businesses.</p> <p>Significant detrimental impact on the county's economic competitiveness, attractiveness for inward investment and quality of life for Kent residents.</p> <p>Significant increase in imported goods subject to statutory checks by Trading Standards including consumer goods and animal feeds.</p>	<p>High</p> <p>20</p> <p>Major (5)</p> <p>Likely (4)</p>		<ul style="list-style-type: none"> Preparation for impacts of two separate but interconnected schemes that will affect non-EU citizens travelling to most EU countries; implementation of the EU Entry/Exit System (EES) system and the EU European Travel Information and Authorisation System (ETIAS). 	Andy Jeffery	A -Accepted	<p>Medium</p> <p>12</p> <p>Serious (4)</p> <p>Possible (3)</p>
				<ul style="list-style-type: none"> KCC contributes to the Kent & Medway Resilience Forum Operation Fennel strategic plan 	Toby Howe	Control	
				<ul style="list-style-type: none"> Working with Government to develop short, medium and long-term plans for border resilience looking at infrastructure and technological solutions. 	Toby Howe	Control	
				<ul style="list-style-type: none"> Regular presentations to Cabinet Committee on potential impacts relating to people and goods. 	Simon Jones	Control	
				<ul style="list-style-type: none"> Regular engagement with senior colleagues in relevant Government Departments. 	Simon Jones	Control	
<ul style="list-style-type: none"> Several training exercises have taken place to prepare for various scenarios and to ensure staff competency is maintained, including Exercise Barra and Exercise Jura. 	Andy Jeffery	Control					

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Page 127	<p>Government to aid the Local Authority and partners locally in planning their contingency arrangements and responding appropriately.</p> <p>Imported animals now subject to welfare checks at Border controls posts, breaches of welfare subject to investigation by Trading Standards.</p> <p>Shortages and delay may impact supply chains. Interruption and effect on business services, both statutory and discretionary, such as:</p> <p>Adult's and children's social care workers being able to reach necessary areas. Care homes in the affected areas. Officers and Community Wardens working in affected areas and those officers who live in affected areas but deliver face to face services. Critical infrastructure including schools, KCC buildings and other KCC responsible areas.</p>			<ul style="list-style-type: none"> • KCC are leading on the Kent and Medway Resilience Forum which undertakes EES planning work. 	Andy Jeffery	Control		
				<ul style="list-style-type: none"> • Government funding to support improving access to the borders. 	Andy Jeffery	Control		
				<ul style="list-style-type: none"> • KCC are part of the KMRF EES Strategic and Tactical Planning Groups (multi agency planning groups for potential disruption at Port of Dover and Eurotunnel). These groups plan work across KMRF to prepare for the impacts of EES and KCC lead on this work. 	Andy Jeffery	Control		
				<ul style="list-style-type: none"> • A KCC EES planning structure has been implemented which manages EES on behalf of CDRF. 	Andy Jeffery	Control		
				<ul style="list-style-type: none"> • Regular and ongoing testing and review of internal KCC business continuity and response plans 	Andy Jeffery	Control		
				<ul style="list-style-type: none"> • KCC contribution to multi-agency communications in the 'response' phase, and leadership of communications in the 'planning' and 'recovery' phases 	Christina Starte	Control		
				<ul style="list-style-type: none"> • KCC services are continually reviewing business continuity arrangements, taking potential scenarios into consideration, with co-ordination via Directorate Resilience Group. 	Service Managers	Control		

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Risk Ref	CRR0064	Risk Title and Event	Assigned To	Last Review da	Next Review
		Risk of Failing to Deliver Effective Adult Social Care Services	Richard Smith	11/10/2024	24/01/2025

Impact on outcomes for people who draw on care and support and unpaid carers

Potential that people will come to harm and the Council will be unable to ensure that their safeguarding statutory duty under S.42 of the Care Act 2014 will be fully met.

Non-compliance with Care Act 2014, the Mental Health Act 1983, the Mental Capacity Act 2005 and associated legislation, and the regulatory requirements of the Care Quality Commission.

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk		
<p>The Council is at risk of failing to deliver effective Adult Social Care services and there is the potential to not meet requirements of statutory services under the Care Act 2014, the Mental Health Act 1983, the Mental Capacity Act 2005 and associated legislation, and the regulatory requirements of the Care Quality Commission.</p> <p>The Council has been impacted by:</p> <ul style="list-style-type: none"> - continual reduction in Central Government funding - Demographic changes - Increased demand for services - Demand led statutory services which can be 	<p>Failure to fulfil our duty of care could result in serious harm or detriment or in extremely rare cases death to a person with significant impact on families, carers and support networks. This could in turn result in prosecution, having to pay compensation and a negative impact on the reputation of the Council.</p>	<p>High 20 Major (5) Likely (4)</p>		<ul style="list-style-type: none"> • ASC will set out plans for redesign and redeployment of workforce around two key areas of practice: (a) prevention, early intervention, and short term support (b) long term support and adult safeguarding. 	Mark Albiston	A -Accepted	01/04/2025	<p>Medium 15 Major (5) Possible (3)</p>	
	<p>Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care</p>				<ul style="list-style-type: none"> • ASC SMT have established monthly meetings with connect2Kent to ensure we proactively monitor the timely deployment of key interim personal into statutory front line roles. This started about 6 months ago and an ongoing arrangement. 	Mark Albiston	Control		
	<p>A loss of trust in the Council's ability to safeguard people who live in Kent.</p> <p>Overspending on the</p>				<ul style="list-style-type: none"> • ASC have developed comprehensive performance management tools that help identify and targeted weekly action to reduce the length of time people are having to wait for CNA's, reviews, open safeguarding concern, open safeguarding risk assessments, open safeguarding enquiries. Weekly emails (for action) are sent to assistant directors and monitored through governance and assurance meetings. (already in place and ongoing) 	Mark Albiston	Control		

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<p>difficult to predict</p> <ul style="list-style-type: none"> - Increasing costs due to increasing complexity of health and social care needs. - Increasing costs due to cost of living pressure/inflation/interest rates/utilities. - increasing costs from social care market providers - recruitment and retention of staff - recovering from the impacts of the Covid-19 pandemic on the sector, including the NHS Recovery Plan 	<p>budget which may impact the wider council.</p>			<ul style="list-style-type: none"> • Adult Social Care Connect (changes to our front door) will be rolled out from 14th October 2024 with a focus on developing strength based care act assessments at first point of contact • Safeguarding adults' improvement plan agreed by DMT in September 2024 and progress will be monitored by DMT • ASC have commissioned a managed service to undertake targeted statutory safeguarding enquiries focus on people with longest wait times • ASC have commissioned a managed service to undertake an initial 650 targeted reviews in TSCK and West Kent. • Minimum targets for completed CAN's and reviews per full time worker per week have been established and this is supported by a forward look productivity tool to evidence how ASC will reduce the number of people and time they have to wait for an assessment of their needs, and or review (in place since April 2024) • ASC have set out transformation and sustainability business plans which sets out the actions we will take to (a) prevent, reduce, and delay needs for care and support at the first point of contact through new models of care and support (b) drive our approach to new models of care and support (sustainability) following individual reviews. These have been in place since April and are due for mid-point review. 	<p>Mark Albiston</p> <p>Mark Albiston</p> <p>Mark Albiston</p> <p>Mark Albiston</p> <p>Mark Albiston</p> <p>Mark Albiston</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	
<p>Review Comments</p>							

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Risk Ref	CRR0058	Risk Title and Event	Assigned To	Last Review da	Next Review
		Capacity and capability of the workforce	Paul Royel	22/11/2024	22/02/2025

Workforce capacity challenges - insufficient staff to meet service demands.

Capacity pressures within the management, and leadership teams potentially impacting time for reflection and decision making.

Impact on budgets from use of agency staff/contractors to fill roles to support service delivery.

There is a risk that services may not have the capacity to deal with the additional demand and associated cost pressures or may have to reduce quality to meet the need.

Complaints from Kent residents

Lack of depth / resilience of key personnel or teams.

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>KCC is experiencing increasing demand for services due to whole system pressures which placing pressure on the existing capacity of the workforce.</p> <p>As a result of the complexity and volatility of issues being faced in the organisation capacity in within the management, and leadership teams is stretched.</p> <p>Increasing complexity of issues being faced by KCC require capable</p>	Adverse impact on productivity	High		<ul style="list-style-type: none"> Review of pay strategy to ensure it remains competitive and sustainable for the future. 	Ian Allwright	A -Accepted	31/03/2025	Medium
	Negative impact on performance and / or delivery of statutory functions or services.	16 Serious (4)		<ul style="list-style-type: none"> Exit and retention surveys in place to identify drivers for both leavers and for those who chose to stay 	Diane Christie	A -Accepted		Serious (4)
	Lack of experienced staff with specialist skills	Likely (4)		<ul style="list-style-type: none"> Targeted advice, support and interventions available via HR business partners for areas of particular recruitment / retention concern relating to key roles. 	Paul Royel	Control		Possible (3)
	Reliance on interim and agency staff potentially impacting stability of teams and consistency of service.			<ul style="list-style-type: none"> Workforce planning and appropriate career development and succession planning mechanisms in place. 	Paul Royel	Control		
	Inability to progress service development.			<ul style="list-style-type: none"> Delivery of the People Strategy for 2022-2027 approved by Personnel Committee 	Paul Royel	Control		
	Low staff morale and			<ul style="list-style-type: none"> KCC's Organisation Design principles set out and periodically refreshed and monitored to ensure they remain fit for purpose. 	Paul Royel	Control		

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<p>and experienced officers with potentially different skill sets.</p>	<p>negative impact on wellbeing, potentially leading to burn out.</p>		<ul style="list-style-type: none"> • Workforce profile report for the Personnel Committee gives detailed analysis on staffing levels and provides comparator information on previous years – now being provided more regularly to Personnel Committee for Member oversight and scrutiny. 	<p>Paul Royel</p>	<p>Control</p>	
<p>The financial position of the Council limits the ability to manage in spikes operational demand by way of recruitment.</p>	<p>Loss of discretionary effort/goodwill. Impact on delivery of projects to expected time scales.</p>		<ul style="list-style-type: none"> • Communication, implementation and measurement of the impact of the People Strategy. 	<p>Paul Royel</p>	<p>Control</p>	
<p>To support capacity, use of agency staff is increasing.</p>	<p>Employer and Service Reputational damage</p>		<ul style="list-style-type: none"> • Delivery of the Change Support Hub to provide suite of tools, knowledge, models, videos and change related resources to support leaders, managers, staff, and project delivery teams. The aim of the Change Hub is to aid employees to build change understanding and skills at a time right for them, to support the delivery of KCC ambitions through its many change programmes. 	<p>Janet Hawkes</p>	<p>Control</p>	
<p>Newly qualified professionals in services require adequate time and support from senior officers, which has secondary capacity impacts.</p>	<p>Negative impact on budgets and savings plans</p>		<ul style="list-style-type: none"> • Delivery of Management Development activities to provide clarity and guidance for KCC managers on their responsibilities and accountabilities, including focus on key areas, such as digital, hybrid, equality, inclusiveness. 	<p>Janet Hawkes</p>	<p>Control</p>	
<p>Impacts of supporting secondments on teams and services with limited capacity or on difficult to resource roles.</p>			<ul style="list-style-type: none"> • Regular staff survey conducted, followed by facilitation of engagement and action plans with senior management. Includes predictive analytics to explore key drivers of intention to leave to enable appropriate responses to develop. 	<p>Diane Christie</p>	<p>Control</p>	
<p>As well as national skills shortages in key areas, attracting suitably qualified, skilled and experienced staff, and retaining them to ensure sufficient capacity and capabilities to deliver</p>			<ul style="list-style-type: none"> • Promoting even more regular communications between managers and their teams while working remotely via "Good Conversations" tools etc. 	<p>Diane Christie</p>	<p>Control</p>	

Risk Register - Corporate Risk Register

<p>services continues to be reported as a challenge across directorates. This is influenced by internal and external factors such as the financial position of the Council, local and national elections and the subsequent political uncertainty.</p>			<ul style="list-style-type: none"> • Communications and engagement campaigns will be delivered to support the implementation and embedding of People Strategy priorities. In particular, building awareness, understanding and use of our employee package will support staff retention. • Implementation of action plans arising from latest staff survey (conducted November 2023) 	<p>Kirsty Ireland</p> <p>Corporate Management Team</p>	<p>Control</p> <p>Control</p>		
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Risk Register - Corporate Risk Register

Risk Ref	CRR0039	Risk Title and Event	Assigned To	Last Review da	Next Review
Information Governance			Benjamin Watts	16/12/2024	16/03/2025
<p>Failure to embed the appropriate processes, procedures and behaviours to meet regulations. Failure to meet regulatory reporting deadlines. KCC is currently not meeting reporting requirements for FOI requests. Information security incidents (caused by both human error and / or system compromise) resulting in loss of personal data or breach of privacy / confidentiality. Council accreditation for access to government and partner ICT data, systems and network is withdrawn. Providers and or suppliers processing KCC data fail to embed the appropriate processes and behaviours. Poor data quality negatively impacts AI algorithms</p>					

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<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. The Council has regulatory obligations into the management of SAR/FOI/EIR requests 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>Information Commissioner’s Office sanction (e.g., undertaking, assessment, improvement, enforcement or monetary penalty notice issued against the Authority). Serious breaches under UK GDPR could attract a fine. Increased risk of litigation. Reputational damage. Bias presenting in AI algorithms impacting outcomes and decision making Loss of trust in automated decisions</p>	Medium		<ul style="list-style-type: none"> Implementation of action identified within the 2023/24 consolidated annual governance action plan – Information Asset Owners assurance on data controls within the supply chain ICT Commissioning function has necessary working/contractual relationship with the Cantium Business Solutions to require support on KCC ICT compliance and audit. Supply chain risk management program including keeping an inventory of all ICT suppliers and third party data transfers, cyber requirements built into procurement, regular assurance of supplier security to ISO 27001 and Cyber Essentials, and regular risk assessments carried out to identify supply chain risks. 	Benjamin Watts	A -Accepted	31/01/2025	Medium
		15			Lisa Gannon	Control		9
		Significant (3)						Significant (3)
		Very Likely (5)			James Church	Control		Possible (3)

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<p>The Covid-19 pandemic has introduced new risks e.g., staff adapting to new ways of working and increasing information security threats. There is insufficient resource available to undertake comprehensive oversight / assurance activity that provides assurance on compliance with existing information governance standards. There is a critical dependency on the Council's Local Authority Trading Companies (CBSP) and other material third parties to support Information Governance compliance for the KCC systems and network. KCC services' requirement for non-standard systems creates vulnerabilities. Failure to manage data lawful when using automated decision making via algorithms</p>			<ul style="list-style-type: none"> • Data breach process enhanced by automated system, changes included auto reminders to services where further information is required. More data is available on service performance in relation to breach management and also allow for timely escalation where appropriate Peter Healey • Senior Information Risk Owner for the Council appointed with training and support to undertake the role. David Whittle • Caldicott Guardian appointed with training and support to undertake the role Richard Smith • Overarching policy for use of Artificial Intelligence is in place and has been communicated to the wider organisation Benjamin Watts • Staff are required to complete mandatory training on Information Governance and Data Protection and refresh their knowledge every two years as a minimum. Benjamin Watts • KCC are not meeting required deadlines for FOI returns. Paper to CMT regarding causes and requirements of services, Benjamin Watts • 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. Benjamin Watts 	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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			<ul style="list-style-type: none"> • Implementation of recommendations from working from home and records management audits. 	Benjamin Watts	Control		
			<ul style="list-style-type: none"> • Management Guide/operating modules on Information Governance in place, highlighting key policies and procedures. 	Benjamin Watts	Control		
			<ul style="list-style-type: none"> • 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 	Benjamin Watts	Control		
			<ul style="list-style-type: none"> • Privacy notices as well as procedures/protocols for investigating and reporting data breaches reviewed and updated 	Caroline Dodge	Control		
			<ul style="list-style-type: none"> • Information Resilience and Transparency team in place, providing business information governance support. 	Caroline Dodge	Control		
			<ul style="list-style-type: none"> • The data capture mapping capture form is in place. Policy guidance requires Information Governance leads to review data maps with the services on a bi annual basis, or as and when a new DPIA is created reflected on the data map. 	Hannah Rumball	Control		
			<ul style="list-style-type: none"> • Data Protection Impact Assessment (DPIA) is supported with a matrix detailing the type of data and its usage. KCC testing of Microsoft Copilot is moving into its second phase, and the DPIA remains a live document and will be updated accordingly. 	Hannah Rumball	Control		
			<ul style="list-style-type: none"> • Cross Directorate Information Governance Working Group in place. 	Hannah Rumball	Control		

Risk Register - Corporate Risk Register

Risk Ref	CRR0052	Risk Title and Event	Assigned To	Last Review da	Next Review		
		Adaptation of KCC Services to Climate Change impacts.	Simon Jones	18/12/2024	18/03/2025		
<p>There is a risk that a failure to adapt KCC services to climate change leads to adverse impacts on and increased costs to the Council, as a result of damage to or loss of physical and financial assets, staff sickness and lower productivity, transport disruption, and others.</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
<p>A lack of adaptation by the Council services (including those delivered and commissioned by KCC) to climate change as a result of inadequate planning and a lack of resourcing.</p>	<p>KCC bears significant financial costs due to the destruction/deterioration of its assets and services. Services responsible for the safety and wellbeing of staff and the general public are placed under greater demand for their services, resulting in greater expenditure and lower productivity. Kent's residents experience a decline in the quality of services that KCC provides across the county, leading to customer dissatisfaction and reputational damage.</p>	<p>Medium</p> <p>12</p>	<p>25</p> <p>↓</p>	<ul style="list-style-type: none"> • Delivery of the KCC Climate Change Adaptation Plan (including service level climate change adaptation risks and incorporating climate adaptation into project and BAU activity delivery, etc.). • Building environmental risks into KCC project work and the delivery of the KCC Environment Plan. • Delivery of KCC's Net Zero Plan (2030). • Strategic Statement – Priority 3 re Environment • Delivery of the Kent Environment Strategy and Energy and Low Emissions Strategy. • Estate rationalisation and building in additional measures to reduce emissions. • ISO 14001 accreditation (the international standard for Environmental Management Systems) implemented and maintained 	<p>Helen Shulver</p> <p>Helen Shulver</p> <p>Helen Shulver</p> <p>Matthew Smyth</p> <p>Matthew Smyth</p> <p>Rebecca Spore</p> <p>Matthew Williams</p>	<p>A -Accepted</p> <p>A -Accepted</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	<p>9</p> <p>Significant (3)</p> <p>Possible (3)</p>
		<p>Significant (3)</p> <p>Likely (4)</p>	<p>-13</p>				
Review Comments	<p>18/12/24 - reviewed and update with Ben Hudson and David Bennett. Risk refocused on the adaption plan actions and impacts on the organisation and risks that can be mitigated against.</p> <p>18/12/2024</p>						

Risk Register - Corporate Risk Register

Risk Ref	CRR0063	Risk Title and Event	Assigned To	Last Review da	Next Review		
		Capacity to accommodate and care for Unaccompanied Asylum-Seeking (UAS) Children	Sarah Hammond	16/10/2024	16/01/2025		
<p>In the event of a significant increase of UAS children arriving in Kent there may be insufficient resource to provide suitable social work assessment capacity, placements and support for UAS children in a timely fashion. An increase in the required establishment of staff in terms of social work and reception centres has been agreed and recruitment in underway in line with the timelines for the opening of additional reception centres.</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
<p>In recent years, large numbers of unaccompanied children have arrived in the UK and claimed asylum. Because almost all of these children enter the UK in Kent, KCC is the local authority responsible for accommodating and looking after them in the first instance, in addition to those who already live in its area.</p> <p>In July 2023 the High Court ruled that KCC must accommodate and look after all UAS children arriving into the County, pending transfer to other local authorities under the National Transfer Scheme. This has resulted in KCC being required to expand their social work and reception centre</p>	<p>Impacts on vulnerable children (both UAS children and potential knock-on impacts for Kent looked after children). Risks KCC being unable to fulfil its statutory responsibilities to all children effectively. Significant additional budget pressures on the Authority, impacting on its financial resilience. However, this impact is reducing as funding has been secured from the Home Office and DfE (revenue and capital). Legal consequences. Reputational damage.</p>	Medium	16	<ul style="list-style-type: none"> Additional support has been secured from the Home Office and Department for Education in the form of additional funding (capital and revenue) to ensure the cost to accommodate and look after all UAS children arriving to Kent is fully funded by central government. Central government revenue funding is informed by KCC's estimated costs, with a proportion based on fixed costs to protect KCC from fluctuations in demand across a given year. There is close ongoing communication with the Home Office and DfE. The Council has utilised / re purposed available buildings to increase accommodation capacity. UAS Steering Group in place to coordinate support efforts across the organisation meeting on a fortnightly basis. The steering group brings together key representatives across the organisation including social work, finance, analytics, HR and infrastructure. 	Roger Gough	Control	Medium
		12 Serious (4)	↓ -4		Possible (3)		Rebecca Spore
					Sarah Hammond	Control	Possible (3)

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services to meet this ruling as it presents numerous pressures on an already stretched service, and for the council as a whole.

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- Intensive negotiations continue with Home Office and Department for Education following the receipt of funding up to March 2025. Negotiations are focusing on the significant changes needed to the NTS as future modelling has shown there will be a gap in the future without these. The alternative is significant changes aren't made is that more buildings will be required to ensure suitable placements are provided for unaccompanied children, in line with our statutory responsibilities. As part of the ongoing negotiations KCC is preparing a case to show how additional funding might be used.
- Transport arrangements have been put into place to ensure children and young people can be efficiently transported from the Kent Intake Building to their KCC placement ahead of the final destination under the National Transfer Scheme, which the Home Office is responsible for providing the transportation to.
- UAS child numbers are continually monitored and reviewed to assess capacity and aid planning. An emergency response plan is in place between KCC, Home Office and Department for Education (DfE) which includes an early warning system that notifies the Home Office and DfE when capacity fills up.

Sarah Hammond

Control

Alex Stringer

Control

Alex Stringer

Control

			<ul style="list-style-type: none"> • Best endeavours are being applied to ensure assessments are completed for every child that arrives in port and find appropriate placements, despite resourcing challenges. • Recruitment of required social care staff to ensure there is sufficient staffing in place in terms of operational delivery. A proportion of posts will be permanent and a proportion will be filled by agency staff to enable flexibility and adaptability in line with demand. • Registering of reception centres with Ofsted to meet regulations. • Recruitment of required reception centre staff to ensure there is sufficient staffing in place ahead of new reception centers opening. The recruitment and start dates for new staff is being planned to enable to robust induction ahead of the centre formally opening. A proportion of posts will be permanent and a proportion will be filled by agency staff to enable flexibility and adaptability in line with demand. • Fostering placements (in-house and independent) have been block commissioned to ensure placements for UAS children who are under 16. 	Alex Stringer	Control		
				Alex Stringer	Control		
				Alex Stringer	Control		
				Alex Stringer	Control		
				Alex Stringer	Control		

Risk Register - Corporate Risk Register

<p>further impacted by inflation and the cost-of-living crisis. 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. This includes ensuring that new emerging fraud/error issues are sufficiently risk assessed.</p> <p>As part of the Economic Crime and Corporate Transparency Act (ECCT), a new corporate criminal offence of 'Failure to Prevent Fraud' has been introduced. The offence is intended to hold large organisations to account if they profit from fraud. Under the offence, large organisations may be held criminally liable where an employee, agent, subsidiary, or other "associated</p>			<ul style="list-style-type: none"> • 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. This supports the work of the KIN. • Multiple layers of logical, physical and administrative security controls. <p>Linked to CRR0014 Cyber Security Corporate Risk.</p> <ul style="list-style-type: none"> • KCC reserves the right to carry out a dip sample of due diligence vetting checks in partnership with contract managers to verify declarations of non-involvement. • Scheme of Delegation - compliance with Delegation Matrix and Spending the Council's Money • Commissioning standards reviewed, including rules relating to "Spending the Council's Money", which have been clarified, to ensure relevant controls are in place to mitigate e.g. declarations of interest for procurement fraud, authorisation levels etc. • Clear process within relevant Commissioning Departments for procurement under the PCR threshold 	<p>Dave Shipton</p> <p>James Church</p> <p>Clare Maynard</p> <p>Clare Maynard</p> <p>Clare Maynard</p> <p>Clare Maynard</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	
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person”, commits a fraud intending to benefit the organisation.

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- With supplier consent, within the Tender Selection Questionnaire and subsequent contract Terms and Conditions, Clare Maynard Control
 - Communication of mandate fraud / cyber security to KCC supply chain. Clare Maynard Control
 - 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 Control
 - Mandatory training - Data Protection and Information Governance training is mandatory and requires staff to refresh periodically. Benjamin Watts Control
- Linked to CRR0014 Cyber Security Corporate Risk.
- Communication, including messaging to encourage increased awareness of information security amongst staff. Diane Christie Control
- Linked to CRR0014 Cyber Security Corporate Risk.
- Whistleblowing Policy in place for the reporting of suspicions of fraud or financial irregularity James Flannery Control
 - Training and awareness raising is conducted periodically and is included in the Counter-Fraud action plan. James Flannery Control
 - 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 Control
 - Anti-fraud and corruption strategy in place and reviewed annually James Flannery Control

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			<ul style="list-style-type: none"> • Counter Fraud Action plan in place to manage resources in conducting reactive and proactive work across KCC. James Flannery • Control • Participate in the National Fraud Initiative exercise every two years to identify any fraud and error within key risk areas. James Flannery • Control • 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 • Control • Mandate fraud risks are communicated as part of the fraud awareness sessions. James Flannery • Control • Systems of internal control which aim to prevent fraud and increase the likelihood of detection e.g. financial controls such as authorisation of payments and spend. Corporate Management Team • Control • The Corporate Management Team is required to engage the Counter Fraud Team regarding all new policies, initiatives and strategies as per the anti-fraud and corruption strategy, and have relevant fraud risk assessments and mitigating controls in place on specific fraud risks associated with their areas. Corporate Management Team • Control 		

Risk Register - Corporate Risk Register

Risk Ref	CRR0065	Risk Title and Event	Assigned To	Last Review da	Next Review			
Implementation of fit-for-purpose Oracle Cloud system.			Simon Jones		10/03/2025			
Oracle Cloud system not fit-for-purpose.								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>This is a critical programme for the organisation, replacing the current outdated infrastructure. It is a large and complex programme, which carries with it significant inherent risk. There have been reports in the public domain about other implementations that have been fraught with difficulties, so it is important that this organisation-wide risk features on the Corporate Risk Register for visibility and that the programme demonstrates robust governance, change and programme management, especially at a time where organisational capacity is stretched, with several major change activities in train.</p>	<p>1. Most impact on finance - unable to carry out month/year end, paying suppliers/providers/clients and staff and receive payments in to the Authority. 2. Services unable to carry out operational duties. 3.Costs to the Oracle Cloud programme will increase as resources to the programme extended. 4. Reputational impact to the Authority. 5.Increased costs will impact the MTFP and Securing Kent's Future.</p>	Medium		<ul style="list-style-type: none"> Transition / change management planning to be completed. 	Ramzan Amin	A -Accepted	28/03/2025	Low
		10		<ul style="list-style-type: none"> Agree date of 'change freeze' across all applications that interface with Oracle 	Simon Jones	A -Accepted	20/12/2024	5
		Major (5)		<ul style="list-style-type: none"> Oracle Cloud Board Members to ask their respective areas to ensure that the programme is aware of any proposed changes to the current Oracle System or associated 3rd party systems to enable the programme to impact assess as otherwise it could result in additional costs. 	Simon Jones	A -Accepted	20/12/2024	Very Unlikely (1)
		Unlikely (2)		<ul style="list-style-type: none"> Right skills in place to carry out User Acceptance Testing (UAT). 	Ramzan Amin	A -Proposed	31/01/2025	
				<ul style="list-style-type: none"> Programme Team to provide Internal communications with regular updates and key messages so that information is given in a timely matter. 	Ramzan Amin	A -Proposed	28/03/2025	
				<ul style="list-style-type: none"> UAT phases - control points for sign off. 	Ramzan Amin	Control		
				<ul style="list-style-type: none"> Build & Functional Test phases for each module built in to the programme with sign off required at end of each 'build' phase. 	Ramzan Amin	Control		
		<ul style="list-style-type: none"> Pre UAT & Training schedule as part of the programme. 	Ramzan Amin	Control				
				Owner of control sits with the Service Implementation partner who sit outside of KCC.				

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			<ul style="list-style-type: none">• Cloud readiness assessment (with Service Leads) phase undertaken to map out current processes and how these will fit to the new system taking on board 'ADOPT not ADAPT'	Simon Jones	Control		
Review Comments							

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