AGENDA

CABINET

Thursday, 8th January, 2026, at 2.30 pm
Council Chamber

Ask for: **Georgina Little**
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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 by Members in items on the agenda
3. Minutes of the Meeting held on 19 November 2025 (Pages 1 - 20)
4. Cabinet Member Updates
5. Provisional Local Government Finance Settlement
6. Quarterly Performance Report, Quarter 2, 2025/26 (Pages 21 - 94)
7. Corporate Risk Register (Pages 95 - 156)

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
Deputy Chief Executive
03000 416814

Tuesday, 30 December 2025

KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Council Chamber on Wednesday, 19 November 2025.

PRESENT: Mr B Collins, Mrs B Fordham, Ms L Kemkaran, Mr P King, Mrs C Palmer, Mr D Wimble and Mr P Osborne

ALSO PRESENT: Mrs G Foster (Substitute for Miss D Morton), Mr C Hespe (Substitute for Mr M Fraser Moat) and Mrs M Lawes (Substitute for Mr P Webb

IN ATTENDANCE: Dr A Ghosh (Director of Public Health), Mrs S Hammond (Corporate Director Adult Social Care and Health), Mrs A Beer (Chief Executive), Mr B Watts (Deputy Chief Executive), Mrs C Head (Head of Finance Operations), Mr J Betts (Interim Corporate Director Finance), Mr S Jones (Corporate Director of Growth, Environment and Transport), Mrs J Dixon-Sherreard (Policy Manager), McKay (Acting Chief Accountant), Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Ms C McInnes (Corporate Director Children, Young People and Education) and Mrs G Little (Democratic Services Officer)

UNRESTRICTED ITEMS

114. Apologies
(Item 1)

Apologies were received from Miss Morton, Mr Webb and Mr Fraser-Moat. The following Deputy Cabinet Members attended the meeting to provide updates on their respective portfolios, Mrs Foster, Mrs Lawes and Mr Hespe.

115. Declarations of Interest by Members in items on the agenda
(Item 2)

No declarations of interest were received.

116. Minutes of the Meeting held on 25 September 2025
(Item 3)

RESOLVED that the minutes of the meeting on 25 September 2025 were a correct record and that they be signed by the Chair

117. Cabinet Member Updates
(Item 4)

1. **Mrs Foster Deputy Cabinet Member for Adult Social Care and Public Health) provided an update on the following:**

(a) Members were informed that the Corporate Director of Adult Social Care had recently left the authority to join Nottingham City, closer to his home. He was acknowledged as one of the longest-serving Directors of Adult Social Services at Kent County Council, having joined shortly before the Covid pandemic. Mrs Foster expressed her thanks and wished him well for the future.

(b) It was also noted that the interim Corporate Director of Adult Social Care, Sarah Hammond, had been warmly welcomed. It was reported that, despite the initial challenges of her first weeks, including overseeing the recent Ofsted inspection, Mrs Hammond had made a strong start, and officers had responded positively.

(c) Visits had been undertaken to both commissioned organisations and in-house services, which continued to deliver exceptional work. The Cabinet Member and Deputy Cabinet Members had observed a range of initiatives, from technology-enabled living solutions such as sensors and falls mats supporting independence and safety, to therapeutic activities including bread baking. Vits were also undertaken to integrated care centres, each working towards the shared goal of helping people return home sooner and providing vital respite for carers when caring responsibilities become overwhelming.

(d) Several key decisions had been taken in recent months, including the conclusion of the Transformation Programme for Public Health, resulting in services becoming more targeted and efficient. It was reported that close partnership working with the NHS continued, and the first meeting of the Kent Health and Wellbeing Board under the current administration had been held. The Board was identified as a key forum for driving ideas and change, particularly in alignment with the NHS 10-year plan. Members were informed that the Board brought together district councils and wider system partners, and that an invitation would be extended to the voluntary, community and social enterprise sector to join in the future to ensure their voice remained central in shaping health and wellbeing across Kent.

(e) The formal introduction of a new integrated brokerage service within hospital discharge hubs across all acute trusts was announced. This was highlighted as a major achievement following months of collaboration. Mrs Foster thanked the team for their work over the past six months. The new approach would ensure every person leaving hospital was assessed and directed to appropriate care in the right setting and at the right cost, improving discharge times, outcomes, and coordination between health and social care.

(f) Maidstone had recently hosted the Baton of Hope, the UK's largest suicide prevention initiative, as part of its tour of Kent. The event was described as an important opportunity to raise awareness, support those affected by suicide, and promote hope and connection. It was noted that many participants concluded the day at Dreamland in Margate, celebrating achievements and honouring loved ones lost. The event had been a moving occasion for families, friends, and communities

(g) The Accommodation Market Position Statement (MPS) went to the Adult Social Care cabinet Committee on 12th November 2025. The MPS set out Kent County Council's strategic direction for the future of housing and care for adults who drew on social care, whilst also recognising the needs of young people transitioning to adulthood and care leavers. It was highlighted that accommodation was an area where Kent County Council needed to play a shaping role, but could not act alone. The Council would continue working closely with district councils, housing associations, developers, and care providers to ensure people had the right home in the right place with the right support. It was acknowledged that demand was rising and, while further work was required, there was a clear opportunity to expand modern, accessible housing, particularly extra care homes, to help people live independently for longer. The MPS was a call to partners to invest, collaborate, and innovate in shaping the future of housing and care across Kent.

(h) Safeguarding Awareness Week was taking place from 17 to 23 December. At special request, members were invited to attend training sessions on this topic. It was emphasised that safeguarding was everyone's responsibility and that this was an important opportunity to refresh understanding and strengthen commitment to protecting vulnerable adults and children across Kent.

2. Mrs Mary Lawes (Deputy Cabinet Member for Communities) provided an update on the following:

(a) The Community Safety Team had organised and hosted a domestic homicide learning event focused on the impact on mothers who were separated from their children. Over 170 professionals had attended, including 20 from community safety partnerships outside Kent, and the feedback had been excellent. It was also reported that all Community Wardens were undergoing training in youth engagement. The training focused on effective engagement around antisocial behaviour within communities, which was regarded as a positive initiative.

(b) The Dartford and Gresham Community Warden Team had delivered its Water Smart Programme in partnership with local organisations. The programme provided free water safety training for local children in the area.

(c) The Committee noted that Trading Standards had been very active during the recent period. The team had worked hard in the lead-up to the fireworks season to ensure the safe storage and sale of fireworks. Two videos on fireworks safety had been shared on the Council's social media channels, one of which featured Mr Webb, Cabinet Member for Community and Regulatory Services. It was also reported that the Trading Standards Port Team had hosted a visit to the Port and Sevington, which had provided valuable insight into their operations and highlighted the excellent work carried out by the team.

(d) Trading Standards had supported the National Crime Agency in an operation in Kent targeting premises linked to organised crime and money laundering. Illicit tobacco, vapes, nicotine pouches, and counterfeit La Boo-Boo dolls had been seized. It was further reported that, following a detailed investigation by Trading Standards, a four-week trial at Maidstone Crown Court had resulted in three defendants being convicted of fraud relating to solar panels.

(e) The Trading Standards Team had dismantled a major counterfeiting operation in and around the Dartford area. Over £300,000 worth of counterfeit goods, including cigarettes, tobacco, clothing, cosmetics, and perfumes, had been removed from the marketplace. The perpetrator had been sentenced to nine months' imprisonment, suspended for 18 months, and 150 hours of unpaid community work.

(f) Trading Standards had launched the Acid Aware campaign to tackle the rising threat of acid attacks. It was reported that the UK ranked fourth highest for acid attacks and that Kent was the fourth most affected area in England, with 31 corrosive substance attacks recorded in 2023. The campaign, developed by Trading Standards in collaboration with Growth, Communities, Innovation and Business Intelligence, aimed to support retailers in complying with the law and empower communities to identify and report suspicious sales of corrosive substances. The campaign had been very well received.

(g) Senior Coroner, Mrs Harding, had attended the High Sheriff Service at Canterbury Cathedral. The service had provided an annual opportunity for judges and those administering justice to come together to pray for guidance, wisdom, and humility in discharging their duties, and had been addressed by Lord Reid, President of the Supreme Court. It was also reported that Kent Ambassadors had visited the facilities at Oakwood House in Maidstone to learn about the Coroner Service and the facilities provided there.

(h) Kent Scientific Services had hosted a delegation of Kent Ambassadors at Oakwood House to learn about the Coroner Service and the facilities available to support bereaved families. It was also reported that Kent Scientific Services had hosted a visit from a delegation of scientists and officials from the Association of South Asian Nations, who sought to understand the scientific methods used in the UK to support food and feed controls.

(i) Mr Webb, Cabinet Member for Community and Regulatory Services, along with Mrs Lawes, Deputy Cabinet Member for Communities attended the Dover Discovery Centre to view the new library being built there. The facilities were described as incorporating the historic ruins surrounding the Centre and providing modern features, including quiet spaces for reading alongside areas designed for family-friendly interaction. The visit had been regarded as highly informative and impressive.

(j) The consultation period and proposals for Folkestone Library had closed on 31 October. It was reported that Kent County Council was now reviewing the bids received, including proposals from Creative Folkestone, ahead of a planned decision in early 2026. Announcements regarding the outcome were expected in January 2026.

(k) Mrs Lawes noted that it had been a busy period for library projects, with three further building projects underway at Temple Hill, Cranbrook, and Sittingbourne libraries. All three libraries were currently closed while works were carried out to co-locate Family Hub services. Once complete, the libraries would deliver a wider range of services from a single building, enabling Kent County Council to dispose of buildings no longer required. It was reported that funding for these developments had been secured through contributions. All three sites were expected to reopen in early 2026. Stanhope Library had already been completed, and further co-locations at Cliftonville and Queensborough were expected to be delivered.

(l) Libraries had achieved Customer Service Excellence accreditation. Both Mr Webb and Mrs Lawes had observed the passion, knowledge, and innovative approaches demonstrated by library staff to attract and engage visitors. The award and accompanying report had highlighted the outstanding commitment of staff.

2.1 Further to questions and comments from Members the discussion included the following

(a) A question was raised by Mr Collins, Deputy Leader, who expressed pleasure at the progress on libraries and asked for confirmation that recent reports suggesting the Council intended to close libraries were incorrect. In response, Mrs Lawes confirmed that the reports were not correct.

3. Mr Paul King (Cabinet Member for Economic Development and Coastal Regeneration) provided an update on the following:

(a) With regard to international rail, following Kent County Council's successful hosting of the Growing Kent event in late September at Ashford and Ebbsfleet stations, attended by over 100 stakeholders including the Minister for Rail and potential operators, the Office of Rail and Road granted Virgin Trains access to Temple Mills International Depot in October. This opened the possibility of competition and future stopping services. Virgin indicated that, if Ashford and Ebbsfleet international stations were reopened, they would include Kent stops. Stakeholder support was noted as essential.

(b) The Leader had attended the HS1 All-Party Parliamentary Group (APPG) meeting, where the Office of Rail and Road's recent decision regarding Temple Mills depot was discussed, along with next steps for reopening Ashford and Ebbsfleet stations. It was further reported that, following the APPG meeting, the Department for Transport's Head of International Rail

confirmed that the DfT, Home Office, and Border Force would join a working group to support the reinstatement of international rail services to Kent stations.

(c) The Kent Property Market Report 2025–26 had been launched. It was reported that Kent County Council officers had worked in partnership with Caxtons Property Consultants to produce the report, stepping in at short notice following the closure of Locate in Kent. The launch event at Ashford International Hotel had been attended by over 250 property and development professionals and included a keynote speech from Praxis, which had recently acquired 500,000 square feet of commercial office space in Kings Hill, the largest deal in Kent for over a decade. It was noted that logistics and distribution were key growth sectors.

(d) Following the administration of Visit Kent and Locate in Kent in September, officers led by the Head of Economy, Steve Sampson, had worked to establish a new in-house visitor and inward investment service. It was reported that the team was now being onboarded, with immediate priorities and long-term plans focused on promoting tourism and attracting business. This work was being delivered with limited resources and with support from colleagues in Medway, leveraging expertise to maintain Kent's profile.

(e) The Straits Committee, formed five years ago with support from the British Embassy and partners in the Netherlands, Belgium, France, and Kent County Council, had assisted in launching the Cross-Channel Geopark Festival earlier in November to support a UNESCO status application, which had recently been submitted. It was reported that Mr Wimble, Cabinet Member for Environment, had attended the festival and that Mr King had attended his first Straits Cabinet meeting in Pas-de-Calais last week. Following this, a ministerial letter had been sent to the Department for Levelling Up, Housing and Communities requesting the return of Interreg 2 Seas funding to KCC. It was also noted that a delegation from West Flanders, including wine growers with economic interests, was visiting Kent in recent days to explore opportunities in the wine industry, including a visit to the NIAB Wine Innovation Centre.

(f) Earlier in October the Leader and Mr King had visited the NIAB East Malling Research Station and met with industry representatives and farmers to discuss the importance of hard and soft fruit production. It was reported that Kent was a national and global leader in agricultural technologies, and discussions focused on innovation, skills, and employment opportunities within Kent's leading agricultural sector.

(g) An update was provided on the Kent and Medway Business Fund (KMBF). It was reported that the fund offered interest-free loans ranging from £26,000 to £600,000 to businesses demonstrating growth, productivity, job creation, and innovation. Since its relaunch in November 2023, 66 loans totalling £8.24 million had been approved. At the most recent board meeting, 10 businesses had loans approved amounting to nearly £1 million.

(h) With regard to the No Use Empty (NUE) programme, it was reported that Mr King had visited sites in Dover and Thanet where projects funded by NUE had brought empty homes, new builds, and commercial units back into use. A total of 128 properties had been returned to use in the quarter. NUE had also been authorised to borrow an additional £6 million from the Kent and Medway Business Fund (KMBF) to support workspace creation. Further visits to projects in Folkestone and Herne Bay were planned.

(i) The Connect to Work scheme, launched on 30 June, had 395 participants from Kent and Medway. To date, nine jobs had been secured and seven clients retained employment. Stakeholder engagement, particularly within the health sector, continued to boost referrals. The scheme was designed to support individuals with long-term health conditions, disabilities, and disadvantaged groups, including ex-offenders.

(j) An update was provided on the Skills Bootcamp. Since July, nearly 200 learners had enrolled across more than 20 courses in construction, rail, health, and social care. Providers included SALT Training, Engaged Train Support, and a social enterprise camp. Engaged Train Support delivered construction bootcamps at the Lower Thames Crossing, with the first cohort starting on 13 November. The Deputy Cabinet Member for Economic Development, Jamie Henderson, visited the site last week. To date, 15% positive outcomes were achieved, including new jobs, promotions, and contracts, and 50 interviews were scheduled for other learners.

(k) An update was provided on Broadband and digital infrastructure. Following the ministerial letter, a meeting had been held with BDUK and CityFibre, the service delivery partners. The discussion had focused on residents' concerns regarding transparency on project timelines, particularly when committing to broadband contracts. It was noted that the process was complex, with challenges and commercial sensitivities limiting information sharing. BDUK only covered areas not taken up by major providers such as Sky and Virgin. Residents' frustrations had been raised, and the need for clearer information had been emphasised. A Code Checker tool showing build plans and timelines had been identified, though implementation was expected to take time. Pressure on BDUK to improve delivery and communication was to continue.

4. Mr David Wimble (Cabinet Member for Environment), provided an update on the following:

(a) The *Kent Environment Portfolio* update reported significant achievements. Drapers Windmill had achieved Grade II status, recognising its historic and architectural importance. This upgrade reflected decades of partnership between Drapers Windmill Trust and Kent County Council. MEP and Windmill had reopened to the public in September following major restoration, led by the Lord Lieutenant of Kent, Lady Colgrain. Davison's Mill in Stelling Minnis also had its sails restored this summer, coinciding with Heritage Open Day on 21 September.

(b) Eight country parks had retained the prestigious Green Flag Award, and six parks achieved gold at the South and South East in Bloom Competition, with Grove Ferry crowned Country Park of the Year.

(c) Reuse shops had been launched at New Romney and Allington, reducing waste and supporting local charities. Allington alone saved 10,000 tonnes of waste in two weeks, demonstrating the impact of the circular economy.

(d) The food waste campaign had saved over £260,000, with bin stickers driving a 20% increase in food waste recycling. Plans were in place to expand this initiative countywide.

(e) Household Waste Recycling Centres continued to deliver excellent service, with 96% of 6,469 users satisfied and 74% able to book a slot on the same day. Future plans included increasing booking flexibility and extending opening hours.

(f) The Cross Channel Geopark partnership with Northern France had submitted its application to become the world's first UNESCO Global Geopark spanning a sea border. The milestone was celebrated with a festival at Dover Castle on 7–8 November, which was well attended and showcased Kent's leadership in cultural and environmental innovation.

(g) The *Solar Together Kent and Medway* scheme had installed over 3,730 rooftop solar systems, delivering nearly 17 megawatts of clean energy and 270 retrofit batteries, avoiding 3,800 tonnes of carbon emissions in one year.

(h) Preparations were underway to plant 6,000 new trees, supported by a £40,000 Tree Council grant. Additionally, £150,000 had been secured through Growing Kent and Medway to boost food, farming, and drink innovation.

4.1 Further to questions and comments from Members the discussion included the following:

(a) In response to whether a levy would be introduced on the Kent road network, Mr Wimble advised that work had continued on proposals for a lorry levy to align Kent with European counterparts. Kent experienced a far greater impact on road infrastructure, with approximately 18,000 lorries passing through channel ports daily, causing significant damage. The approach was not intended as a simple tax but as a strategic measure to redirect funds toward highways. France had introduced a similar levy, charging €0.15 per kilometre for lorries. Discussions had taken place with government ministers and agencies to build a business case and convey the right message. While implementation was not expected in the near future, a clear direction of travel was anticipated within 12–18 months.

5. Mrs Beverley Fordham (Cabinet Member for Education and Skills) provided an update on the following:

(a) Significant changes had continued across the education landscape, including mainstream and special educational needs (SEND). The Government's White Paper remained delayed; however, initiatives and policies were to be progressed as planned.

(b) No feedback had been received regarding the Swanley SEND School build, which appeared to have been paused. The need for additional capacity remained urgent, as demand for places continued to grow. Mrs Fordham confirmed plans to contact Kent MPs to secure support for progressing the build, stressing that children could not wait for government decisions and that additional provision was essential.

(c) The Government introduced a new Ofsted inspection framework, replacing the previous single-word ratings such as "Outstanding" or "Good." At the Head Teachers' Welcome Event, detailed guidance was provided on the new system, which assessed schools across six areas, each scored on a five-point scale. These areas included inclusion, attendance, behaviour, and wellbeing. Mrs Fordham highlighted the importance of parents understanding the new criteria to make informed decisions about schools.

(d) The Government had introduced a new post-16 education framework, which aimed to improve pathways for young people transitioning from school into employment, training, or further education. Mrs Fordham expressed strong interest in this sector, noting its importance for creating meaningful opportunities for young people. As part of engagement activity, visits had been made to schools, special schools, and post-16 establishments, including North Kent College alongside Social Care colleagues. During these visits, digital tools and new resources introduced to support career development were reviewed. These innovations were considered exciting and capable of opening up new career opportunities for young people. Mrs Fordham indicated plans to work closely with colleges to promote these opportunities and raise awareness among students. Colleges had received significant investment, aligning with the economic portfolio's focus on growth sectors such as construction, digital technology, agriculture, and care. These developments provided important pathways for young people; however, capacity remained insufficient to meet demand. The Council was therefore reviewing countywide options to identify additional pathways and ensure provision for those leaving school, particularly for students who did not achieve the required grades for sixth form or college entry. Mrs Fordham highlighted the national and local challenge of NEET (Not in Education, Employment, or Training) figures, which continued to rise. Work was underway to address this by exploring alternatives for young people requiring extra support, particularly at Level 1 and Level 2. The 16+ Pathway Group was actively working with schools, colleges, and community partners to develop local solutions. As a strategic authority, the Council was developing a 16+ Strategic Framework to ensure every young person could access appropriate opportunities within their communities. This framework aimed to improve outcomes, support aspirations, and reduce future negative impacts on social care. Mrs Fordham emphasised the importance of collaboration and innovation to deliver better pathways for young people.

(e) The high needs budget remained in overspend, and work was underway to reduce this over the next two years. A new open framework for contracts had been developed to improve strategic alignment, cost control, and placement decisions across SEND and post-16 provision. The framework aimed to strengthen relationships with independent providers and deliver better outcomes for young people while ensuring fiscal responsibility. A supplier launch was scheduled for December to share details and support engagement.

5.1 Further to questions and comments from Members the discussion included the following:

(a) It was asked whether anything could be done locally to address the significant overspend on SEND, given uncertainty around future government funding. It was confirmed that the issue was national and budget details were still awaited. However, even with additional funding, the priority remained on improving outcomes for children. Work was also focused on local provision, including rolling out approximately 55 Special Resource Provisions over the next two to three years. A streamlined process for delivery had also been developed to accelerate implementation. These provisions aimed to meet needs locally, reduce travel costs, enable school collaboration, and improve cost control. This approach would reduce reliance on independent placements, improve quality oversight, and help manage costs, contributing to reducing the overspend.

6. Mrs Christine Palmer (Cabinet Member for Integrated Children's Services) provided an update on the following:

(a) On 20 September, the first visit was made to the Kent County Council Youth Group. Members were welcomed and shown initiatives currently underway. The group was in the process of electing a new Youth Council, with voting due to conclude at the end of the week. Ballot boxes were scheduled to be collected on Monday, and results would follow shortly. The new Youth Council administration would select its priorities at its first meeting. A meeting was also held with staff facilitating the Youth Council. Due to increasing interest from Cabinet Members, it was agreed that a pre-attendance form may be introduced in the new year to manage visits and ensure appropriate arrangements.

(b) On 21 September, Mrs Palmer attended the Virtual School Under-16s Awards at Kingswood Activity Centre, Ashford, alongside other KCC councillors. This was the first opportunity to observe the strong relationships between foster families, carers, and kinship carers with looked-after children under 16. The event highlighted the vital role and commitment of foster carers in supporting young people.

(c) On 30 September, a visit was made to St Peter's House in Broadstairs, where many social workers are based. The visit provided an opportunity to meet frontline staff and discuss challenges, including the shortage and retention of social workers in Kent. It was noted that a previous cap on apprenticeship training, due to limited qualified mentors, was now being

reviewed with the aim of lifting it to allow more apprenticeships and improve retention. This was expected to reduce reliance on agency staff. Staff also requested reinstatement of desk space removed during COVID, as more employees wished to return to office working. This matter was being considered.

(d) On 9 October, Mrs Palmer attended the launch of *Run*, a film produced in collaboration with 90 authorities nationwide to promote fostering and recruit foster families. The film, described as hard-hitting, highlighted the transformative impact of fostering on young people's lives and formed part of the Council's recruitment campaign. The film was available on YouTube for public viewing. Work was ongoing to incorporate fostering recruitment branding into councillor communications, including letters and emails, to further support the campaign.

(e) On 10 October, Mrs palmer attended the Big Mental Health Conversation at Detling Showground, hosted by members of the Kent Youth Council. The event successfully addressed the challenges of youth mental health and featured stalls promoting support for carers, young carers, and peer-to-peer assistance among young people. The day was considered highly inspiring and highlighted the importance of open dialogue and accessible support services.

(f) A visit was made to the Family Hub in Swanscombe, which highlighted the vital role of family hubs in providing preventative support for new parents and helping children progress through school. The hub also played an important role in early identification of special needs or developmental delays, ensuring timely intervention and support.

(g) The Ofsted inspection had been completed, and the draft response was awaited. Mrs Palmer expressed thanks to all staff involved, noting the significant work and information gathering required to showcase the positive achievements of Children and Young People's Services. Further updates would follow upon receipt of the draft report.

(h) On 14 November, the Cabinet Member opened the Foster Carer, Kinship Carer, and Supported Homes Awards at a hotel in Maidstone, attended by the Leader and Chairman. The event was described as highly emotional, with stories highlighting the exceptional commitment of foster families and the vital role they play in supporting children and young people.

(i) Two of the four children's homes planned to return in-house had completed purchase. Planning applications were submitted to Swale and Ashford Borough Councils, and progress was being monitored.

(j) Discussions had taken place with Ingrid Crisan (Director of Operational Integrated Children's Services) regarding restorative justice. Interest had been shown by voluntary sector organisations in providing more meaningful and rewarding activities for young people entering the youth justice system. The aim was to introduce alternatives that promoted wellbeing and achievement, moving beyond traditional tasks such as litter picking and graffiti removal.

(k) Peacock House was undergoing renovation and was scheduled to open next year as one of the new reception centres.

6.1 Further to questions and comments from Members the discussion included the following:

(a) The Leader commented on the Foster Carer and Kinship Caring Awards held on 14 November, describing the event as deeply moving and highlighting the extraordinary commitment and sacrifices made by foster carers in supporting vulnerable children. The Leader emphasised that such carers should be celebrated year-round. The Leader also noted the popularity of the Youth Council and confirmed interest in attending a future session. Additionally, it was suggested that the film *Run* be shown at the next all-member meeting to raise awareness and support its promotion.

(b) Clarification was sought regarding Peacock House, with concerns about misinformation suggesting the centre was already in use and occupied. It was confirmed that Peacock House was not yet operational and was scheduled to open in the new year. Individuals seen at the site were builders carrying out renovation work.

7. Mr Peter Osborne (Cabinet Member for Highways and Transport) provided an update on the following:

(a) The Bus Service Improvement Plan had been rolled out, making bus travel across Kent easier and quicker. Targeted subsidies ensured 150 essential routes continued to operate, supporting access to work, school, and training. The Kent Travel Saver became more affordable, benefiting over 27,000 families. Smarter Transport initiatives saved £2.5 million for children, young people, and education.

(b) In Highways, a new online pothole reporting system was launched, improving navigation and progress tracking.

(c) The EU Entry/Exit System was implemented smoothly at Eurotunnel and the Port of Dover.

(d) The Road Safety and Active Travel Team delivered 56 council meetings, 33 funded schemes, and significant investment in safer roads through Highways Improvement Plans, supported by KCC and parish contributions. Education programmes reached thousands, from young children to mature drivers, and the Summer Drink Drive Campaign engaged 1.4 million people.

(e) Under Major Projects and Repairs, Galley Hill restoration was underway, with options for a new bridge or embankment being explored. Assessments continued at the Road of Remembrance in Folkestone following the cliff collapse. Works at Bearsted were progressing well, and improvements at Bluebell Hill were moving forward. The Rapid Electric Vehicle Charger Project launched this month.

(f) With a £67 million budget, Highways Maintenance achievements included repairing 22,000 potholes, patching the equivalent of 35 Wembley stadiums, resurfacing 210,000 square metres, and treating 825,000 square metres of road.

(g) the Highways Term Maintenance Contract with Ringway Infrastructure Services Ltd was signed, commencing 1 May 2026. This long-term competitive contract was key to delivering highway improvements. Thanks were extended to all involved, with special recognition for Officer Mr L. Borner for his exceptional efforts.

7.1 Further to questions and comments from Members the discussion included the following:

(a) It was asked how long the 50mph speed limit on the A299 would remain in place, noting the impact on travel times for those regularly using the route. It was confirmed that the speed limit had been reduced from the national limit to 50mph over nine miles to ensure public safety, adding approximately three minutes to journeys. The road required major works estimated at tens of millions of pounds, which were currently unfunded. Efforts were ongoing to work with the Department for Transport to secure funding, and lobbying would continue.

8. Mr Chris Hespe (Deputy Cabinet Member for Finance and Cross-Cabinet Activity) provided an update on the following:

(a) Mr Hespe noted that the Department of Local Government Efficiency (DoLGE) continued to go from strength to strength and highlighted key areas of work. Thanks were extended to finance colleagues, the Chief Executive, and senior staff for their support and commitment to achieving best value for every pound spent by the County Council.

(b) The Group had worked to stabilise KCC's budget following a challenging financial position, which included £732m of debt, daily interest payments of £84,000, a £20m overspend, and a growing adult social care budget. A savings and income target of £121m had been allocated for the year. Significant progress had been made, with the immediate challenge being the current year's budget while preparing for future years.

(c) Kent's first commercial strategy had been produced, with a major company engagement event planned for January. A training module for staff involved in contracts and procurement was being rolled out, and the Contract Management Review Group had been reconvened with a stronger focus and regular meetings. More Council spend was now directed to Kent-based businesses compared to the previous year, aligning with the new strategic statement, *Reforming Kent*.

(d) On 13 November, the Policy and Resources Cabinet Committee received a paper outlining DoLGE's remit, activities, and governance, and agreed six-monthly progress reporting. The Group had reviewed all budget lines and examined areas of spend for efficiency improvements, including home-to-

school transport, non-attributable costs, LATCos, and adult social care. Several recommendations for savings in the current year would be implemented shortly under delegated authority.

(e) Adult social care remained the biggest challenge, and a solid foundation for future prioritisation had been established with the new Strategic Director. DoLGE had contributed to planning for the 2026–27 budget and beyond, discussing savings and efficiency proposals with Cabinet Members. Future spend avoidance actions had been taken to enable re-prioritisation of work benefiting residents, including initiatives on Net Zero and the strategic headquarters.

(f) The Group had also shaped KCC's local government reorganisation proposals to avoid significant tax rises for residents and businesses, and supported rescinding the Climate Emergency Declaration to allow energy proposals to be considered on business case strength and enable SME participation in contracts.

8.1 Further to questions and comments from Members the discussion included the following:

(a) The question was asked as to whether there any expectation of central government funding or assistance with the cost of transition to LGR, or would this be borne by either the council taxpayer or council revenues. Mr Hespe confirmed that the current position was that no funding had been allocated by central government for the transition or for any long-term additional costs arising from LGR. These costs could be considerable and were expected to be met through existing resources and reserves. Meeting these costs could therefore involve reducing services, restructuring service delivery, depleting reserves, or a combination of these measures. This was why the County Council's proposal for Option 1A, which had the lowest costs and was the most economically viable, was considered the sensible solution for Kent.

9. Mr Brian Collins (Deputy Leader) provided an update on the following:

(a) Mr Collins, reflected on the progress made since May, noting the significant improvements achieved in just over six months. He observed the enthusiasm of Members regarding future plans and long-term benefits for residents, while acknowledging that savings and cuts remained necessary. Mr Collins expressed appreciation to officers for their support and guidance, which had enabled this progress.

(b) He highlighted the challenging financial position inherited from the previous administration, including £732m of debt, which had already been reduced by £67m and was expected to reach £80m by year-end. This reduction would lower interest payments and allow more funds to remain in the revenue budget for services.

(c) Mr Collins emphasised that Adult Social Care (ASC) continued to present the greatest budgetary challenge. He noted that if ASC were excluded, most departments were on or close to budget, with only minor overspends.

He called on opposition Members to work collaboratively and join efforts to secure increased central government funding for ASC, which was a national issue with demand rising by around 10% annually.

(d) He reported that recent discussions with Mrs Hammond, in her position as Interim Corporate Director for Adult Social Care had been constructive, identifying opportunities for savings and efficiencies. While further details would follow, progress was being made and should be recognised. Mr Collins concluded by urging all Members to focus on residents' needs rather than party politics and reiterated that, despite challenges, the Council was performing well overall.

9.1 Further to questions and comments from Members the discussion included the following:

(a) The Council had recently identified an unpaid Adult Social Care debt of around £73m, two-thirds of which related to residential care invoices. It was asked whether a review had been undertaken to enforce stricter collection measures, noting the unfairness for families who pay on time. Mr Collins, confirmed that the issue had been discussed and that procedures were in place to recover the majority of the debt. He stressed the need for fairness, noting that those who had agreed to pay should honour their commitments. While enforcement would not involve evictions or seizure of goods, the Council would take steps to ensure debts were collected. Further details would follow.

The Leader thanked the Cabinet Members for their updates.

118. 25/00095 - Revenue and Capital Budget Forecast Outturn Report - Quarter 2
(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 Collins (Deputy Leader of Kent County Council) introduced the report that provided details of the Council's financial position as at the end of September 2025-26, which included progress against savings targets within the revenue budget, capital cash limit changes made between Q1 and Q2 and monitoring updates for reserves, treasury management and prudential indicators. Mr Collins, reported that the forecast outturn variance was a £46.5m overspend, representing 3% of the overall budget. He stated that the scale of the overspend was unprecedented, posed a critical risk to the Authority's financial resilience, and required urgent action. Due to the exceptional position, additional commentary had been provided in the report outlining actions being implemented across the Authority and specific measures within the Adult Social Care and Health Directorate to address the overspend in the current financial year. The most significant overspend was in Adult Social Care and Health, totalling £50.9m, driven by savings no longer expected to be achieved and service-related pressures, particularly in older people's residential and home care services. This

reflected ongoing financial challenges in the adult social care sector nationally. Further overspends were forecast in Children, Young People and Education, mainly due to high-cost packages for looked-after children with disabilities, partially offset by underspends in home-to-school transport. There was a small overspend in Growth, Environment and Transport, primarily due to the English National Concessionary Scheme, and underspends in the Chief Executive's Department, Deputy Chief Executive's Department, and non-attributable costs. Savings for the year totalled £121m, with £98m expected to be delivered in 2025–26, representing 81% of the target. The schools' delegated budgets position largely reflected demand for special educational needs support and was funded by the Dedicated Schools Grant, with a government announcement expected later in the year. The Capital Forecast Outturn position showed a £35.4m underspend against budget, comprising a £26.2m real variance and a £61.6m rephasing variance. Mr Collins noted that these figures were based on forecasts from the previous administration and stated that, given the circumstances, progress was being made.

2. Mr Betts added that the financial challenge was exceptional and that plans were in place to reduce the overspend as far as possible. Actions were detailed in the report and were being monitored regularly to minimise the impact on reserves and improve the position for the next financial year.

3. Further to questions and comments from Members the discussion included the following:

   (a) It was noted that these statutory costs were placing significant strain on councils nationally and that central government should assume greater responsibility. Mr Collins, agreed with the points raised and stated that the Council must provide statutory services, but acknowledged this was a national problem that should not rest solely with local authorities. He warned that without increased government funding, councils would face difficult choices, including cutting essential services or considering significant council tax increases, though no decision had been made. Mr Collins noted that if Adult Social Care were excluded, the Council's financial position would appear much stronger. He urged government to deliver the delayed Fair Funding Review and increase grant payments, stressing that additional funding for Adult Social Care was essential for all councils.

4. RESOLVED that Cabinet agree to:

a) NOTE the revenue and capital forecast outturn position for 2025-26 as detailed in the report, and accompanying appendices

b) NOTE the implementation of actions to mitigate the revenue overspend, both within Adult Social Care & Health specifically and across the authority

c) AGREE the revenue and capital budget adjustments detailed in the report

119. 25/00101 - KCC's Strategic Business Case for Local Government Reorganisation in Kent and Medway
(Item 6)

David Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Jenny Dixon-Sherreard (Strategy Manager, Strategy, Policy, Relationships & Corporate Assurance) were in attendance for this item

1. The Leader introduced the item, presenting the final version of Kent County Council's Strategic Business Case for Local Government Reorganisation (LGR) in Kent and Medway for Cabinet approval, prior to submission to Government by the 28 November deadline.

2. The Leader reiterated that KCC had not sought LGR but, as Government was progressing with the process, the Council had a responsibility to ensure any reorganisation delivered maximum benefit for Kent residents and minimised risk.

3. The Strategic Business Case proposed a single Kent and Medway Council with devolved area assemblies as the most viable option. This model was identified as the lowest cost to implement, the fastest to achieve payback, the highest net saver, and the fairest to communities. The proposal maintained Kent's integrity as a single county, avoided risks associated with fragmenting critical services such as social care, and preserved the scale needed to manage pressures linked to Kent's border location.

4. It balanced strategic capacity with local responsiveness and offered a modern approach to meaningful engagement and representation. The Leader acknowledged that the LGR process was not perfect and would require compromises but confirmed that, based on evidence from internal work and joint discussions with Kent council leaders, the single unitary model set out in the Strategic Business Case remained the most viable option for Kent and Medway.

5. Mr Whittle recorded his thanks to Mrs Dixon-Sherreard, the Policy and Strategy team, Kent Analytics, Financial Strategy, MRX, and other teams for their work in developing KCC's Strategic Business Case for Local Government Reorganisation (LGR). He noted that the process, which began last December, had been complex and significant, given its long-term impact on services and residents.

6. He highlighted that KCC had met all Government expectations, working jointly with Kent council leaders and facilitating the LGR workstream. The Strategic Business Case was transparently cross-comparable with other options and based on a shared evidence base, including financial assessments. Members had been fully briefed throughout, with updates to the Cabinet Committee, party groups, and County Council.

7. Mr Whittle confirmed that Option 1A remained the most viable proposal, offering the lowest implementation cost, fastest payback (3.3 years), and highest cumulative savings (£457m over 10 years). He contrasted this with other options, which had significantly higher costs and longer payback periods.

He stressed that the financial case was particularly strong given current pressures and that the chosen option would affect the sector's long-term sustainability.

8. If approved, the business case would be submitted to the Ministry of Housing, Communities and Local Government (MHCLG), after which the process would be led by Government through consultation, decision-making, and legislation. Mr Whittle suggested Cabinet consider sharing the business case with other departments, such as the Department for Education, Department for Transport, and the Home Office, due to potential wider impacts.

9. Mrs Dixon-Sherreard reported that the business case had been finalised for Cabinet approval following completion of resident and stakeholder engagement reports. She confirmed that headline findings remained consistent with interim results previously presented to the Cabinet Committee and County Council.

10. She explained that a late agreement among Kent and Medway councils on the data sets for population and electorate figures required recalculation of councillor numbers to ensure comparability across all proposals. This adjustment increased the number of councillors from 118 to 122 and resulted in a slight rise in predicted member allowance costs, which was reflected in the business case.

11. Sections identified as unclear during feedback had been clarified, and appendices collated to provide full transparency. These included the options appraisals, engagement reports, KPMG's financial assessment, and the proposed community engagement toolkit. Mrs Dixon-Sherreard noted that the designed version of the business case, published as a supplementary paper, was identical in content to the original version aside from formatting improvements.

12. Mrs Dixon-Sherreard expressed thanks to colleagues across multiple teams, including Policy and Strategy, Finance, MRX, Growth and Communities, Democratic Services, and Directorate Management Teams, for their contributions. It was noted that the development of the business case demonstrated KCC's capacity and capability to work collaboratively and respond effectively to complex challenges within tight timescales.

13. Further to questions and comments from Members the discussion included the following:

    (a) Thanks were expressed to the Leader and officers for the extensive work undertaken on the Strategic Business Case for Local Government Reorganisation (LGR). He noted that the report was comprehensive and acknowledged that most Members had not sought LGR. Concerns however were raised that many members of the public were unaware of the process and its potential financial impact through council tax.

    (b) There was a risk to critical services such as foster care and fire and rescue, as dividing these into multiple unitaries would dilute service quality and increase costs due to loss of economies of scale.

(c) Support for Option 1A was reiterated as the least financially risky and most workable solution for Kent taxpayers, despite the view that LGR was unnecessary.

(d) Option 1A reflected Kent's unique geography and social diversity, balanced strategic capability with local accountability, avoided disaggregation risks for services such as SEND and Adult Social Care, and maintained economies of scale. It was the least disruptive option and the most economically viable, with the lowest transition costs and fastest payback period.

(e) With regard to addressing concerns about local democracy, it was explained that the proposal included strong community engagement processes and dedicated staff within each assembly area. Kent remained positive about future devolution, though no timetable had been provided by Government. The business case was bold, compelling, and focused on securing best value for Kent residents.

(f) Mr Watts noted that Members, in considering the decision before them, had been given full opportunity to review and debate the proposals through Cabinet Committee discussions and County Council. He confirmed that concerns raised during the process were clearly set out in the proposed Record of Decision and had been considered by Members. Mr Watts placed on record that the decision had been made with due regard to those concerns, ensuring transparency for any future review of how the decision was reached.

14. RESOLVED that Cabinet agree to:

(a) APPROVE the KCC Strategic Business Case for Local Government Reorganisation in Kent and Medway;

(b) DELEGATE authority to the Chief Executive, in consultation with the Leader of the Council, to take the required actions to submit the finalised Strategic Business Case submission to Government by the 28 November deadline.

(c) DELEGATE authority to the Chief Executive to take other necessary actions, including but not limited to negotiating and entering into contracts or other legal agreements, as required to implement the decision

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From: Linden Kemkaran – Leader of the Council

Amanda Beer – Chief Executive Officer

To: Cabinet – 8 January 2026

Decision No: n/a

Subject: **Quarterly Performance Report, Quarter 2, 2025/26**

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 2025 (Quarter 2, 2025/26).

Of the 39 Key Performance Indicators (KPIs) contained within the QPR, 20 achieved target (Green), and 14 achieved or exceeded the floor standard but did not meet target (Amber). Five KPIs did not meet the floor standard (Red).

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 detailed report for Quarter 2, 2025/26 is attached at Appendix 1, and includes data up to the end of September 2025.

1.2. The QPR includes 39 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 39 KPIs included in the report, the latest RAG status are as follows:

- 20 are rated Green (three more than the previous quarter) - the target was achieved or exceeded.
- 14 are rated Amber (two fewer than the previous quarter) – performance achieved or exceeded the expected floor standard but did not meet target.
- 5 are rated Red (one fewer than the previous quarter) – performance did not meet the expected floor standard.

2.3. The five 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 (FoI) requests completed within 20 working days
  - Percentage of Data Protection Act (DPA) Subject Access requests completed within statutory timescales
- Environment and Transport
  - Percentage of routine highway repairs reported by residents completed within 28 days
- Children, Young People and Education (Integrated Children's Services)
  - Percentage of foster care placements which are in-house or with relatives and friends (excluding UASC)

2.4. With regards to Direction of Travel, eight indicators show a positive trend, 25 are stable or with no clear trend, and six are showing a negative trend.

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

2025/26

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

Key to KPI Ratings used

This report includes 39 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 KPI graphs (six quarters).

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, 2025/26, **20** of the 39 indicators are rated as Green, on or ahead of target, **14** indicators reached or exceeded the floor standard and are rated Amber, with **five** indicators not achieving the floor standard and so RAG rated Red. Eight indicators were showing an improving trend, with six showing a worsening trend.

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	2		1		3	
Governance and Law			2	1	1	
Growth, Economic Development & Communities	1	1			1	1
Environment and Transport	5		1	1	4	1
Children, Young People and Education (*Education & Skills)*	2	4		2	4	
Children, Young People and Education (*Integrated Children's Services)*	2	4	1	2	3	2
Adult Social Care	4	3			5	2
Public Health	4	2		2	4	
TOTAL	**20**	**14**	**5**	**8**	**25**	**6**

Customer Services – Satisfaction with Contact Point advisors continues to meet target. The percentage of phone calls answered remains ahead of target. The percentage of complaints responded to within timescale is unchanged and remains below floor standard and so is RAG rated Red.

Customer Services KPIs	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	GREEN	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 declined and remains below its floor standard, and Data Protection Act Subject Access requests completed within timescale also remains below its floor standard.

Governance and Law KPIs	RAG rating		DoT
	Latest	Previous	
% of Freedom of Information Act (FoI) 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 improved to move back to meeting its target, and so is RAG rated Green. The amount of Developer Contributions dropped slightly below its target, giving an Amber RAG rating.

Growth, Economic Development & Communities KPIs	RAG rating		DoT
	Latest	Previous	
Number of homes brought back to market through No Use Empty (NUE)	GREEN	AMBER	⇩
Section 106 developer contributions secured as a percentage of amount sought	AMBER	GREEN	⇨

Environment & Transport - Three out of the four Highways' KPIs met their targets and so are RAG rated Green. The one which didn't meet target was also below its floor standard and so is RAG rated Red, this was routine highway repairs reported by residents completed within 28 days. Municipal Waste recycled or converted to energy continued to exceed its target, and Greenhouse Gas emissions produced by KCC is once again ahead of its target and RAG rated Green after being Amber last quarter.

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	RED	AMBER	⇩
% of emergency highway incidents attended within 2 hours of notification	GREEN	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	AMBER	⇧

Education & Skills – The percentage of Early Year's settings with Good or Outstanding Ofsted judgements improved to move ahead of target. Completion of Education, Health and Care Plan (EHCP) assessments in timescale remained above target. Annual EHCP reviews waiting over 12 months improved to move ahead of its new floor standard. Pupils with EHCPs who are placed in independent or out of county special schools remains ahead of its floor standard. Permanent pupil exclusions remains on its floor standard. The rate of first-time entrants to the youth justice system remains ahead of its target.

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

Integrated Children's Services – Two of the seven indicators met target. The KPI on permanent qualified social workers, improved as expected to move above its floor standard. The two fostering KPIs one of which is Red and the other Amber, reflect a national issue regarding foster care. with the other Red regarding permanent qualified social workers, likely to improve with expected staff increases during Quarter 2. The final two Amber KPIs are partly influenced by government legislation.

Integrated Children's Services	**RAG rating**		**DoT**
	Latest	Previous	
% of Early Help cases closed with outcomes achieved that come back to social care teams within 3 months	**GREEN**	GREEN	⇧
% of case holding posts filled by permanent qualified social workers	**AMBER**	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	**AMBER**	AMBER	⇩
% of care leavers in education, employment or training (of those KCC is in touch with)	**AMBER**	AMBER	⇨
Percentage of National Transfer Scheme (NTS) Referrals made within 2 working days of Referral to KCC	**AMBER**	AMBER	⇨

Adult Social Care – The Adult Social Care KPIs are little changed from the previous quarter. Three of the seven KPIs continue to be RAG rated Green and the remaining four are rated Amber, with no KPIs rated Red again this quarter.

Adult Social Care KPIs	**RAG rating**		**DoT**
	Latest	Previous	
% of people who have their contact resolved by ASCH but then make contact again within 3 months	**GREEN**	GREEN	⇨
Proportion 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	**GREEN**	AMBER	⇨
Long Term support needs of **older** people (65 and over) met by admission to residential and nursing care homes,	**GREEN**	GREEN	⇩
Long Term support needs of **adults** (18-64 years old) met by admission to residential and nursing care homes,	**GREEN**	GREEN	⇨
% of KCC supported people in residential or nursing care where the CQC rating is Good or Outstanding	**AMBER**	AMBER	⇨

Public Health – The RAG ratings for the KPIs are unchanged from the previous quarter with four out of the six KPIs exceeding target The number of adults accessing structured substance misuse treatment is below target but on an improving trend. Sexual health screening is little changed and remains below target.

Public Health KPIs	**RAG rating**		**DoT**
	Latest	Previous	
Number of eligible people receiving an NHS Health Check – rolling 12 months	**GREEN**	GREEN	⇨
Percentage of mandated universal checks delivered by the health visiting service – rolling 12 months	**GREEN**	GREEN	⇧
% of all new first-time patients (at any clinic) receiving a full sexual health screen (excluding online referrals)	**AMBER**	AMBER	⇨
Number of Adults accessing structured substance misuse treatment during a rolling 12-month period	**AMBER**	AMBER	⇧
Successful completions 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	Linden Kemkaran
Corporate Director	Amanda Beer

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
	2		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 remained above target.

The activity indicator on average speed of answer remains quicker than expectations for calls to all services at 1 minute 40 seconds, with the average speed of answer for priority services at 34 seconds being at the lower end of expectations. The average call handling time of 6 minutes 26 seconds is slightly quicker than an aim of 6 minutes 30 seconds.

Contact Point received 11% more calls compared to the previous quarter but 5% fewer calls than Quarter 2 last year. The 12 months to September 2025 also saw a 5% decrease in calls compared to the 12 months to September 2024, continuing the long-term trend of fewer calls as people have increasingly used the kent.gov website instead of calling contact point.

The recorded number of visits (sessions) to the kent.gov.uk website was impacted by an outage to Google analytics meaning no data was recorded for a period of 6 days in September. However, even after taking this into account, visits would still have likely been lower than expected over the quarter. The most visited pages continue to be those relating to Household Waste Recycling Centres which accounted for over 40% of visits to the website.

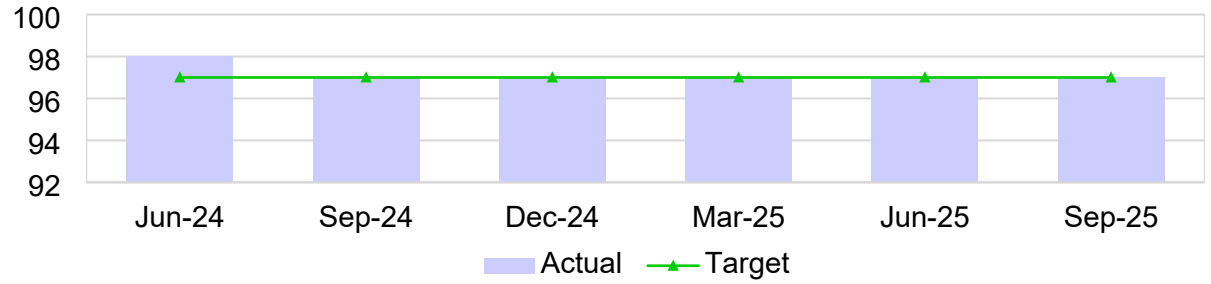
In Quarter 2 complaint volumes increased by 20% on the previous quarter, with an increase of 15% on the same quarter last year. The 12 months to September saw a decrease of 3% compared to the previous year. Volumes of complaints usually do rise in Quarter 2 as September sees significant activity when schools return from the summer holidays.

In terms of Directorate performance, the majority of complaints were received by the Growth, Environment and Transport Directorate who responded to 88% within the target timescale of 20 working days, the Chief Executive's Department and Deputy Chief Executive's Department, together achieved 84%. ASCH responded to 47% of complaints within timescale, however it must be noted that any agreed extensions to investigate complex cases, although agreed with the customer, will be recorded as late. CYPE responded to 39% of complaints within timescale.

In Quarter 2, collectively we responded to 71% of complaints in the timescale of 20 working days, which was the same as Quarter 2 last year. The complaints team continues to work with services and managers to support their teams in responding to complaints, particularly where there are backlogs.

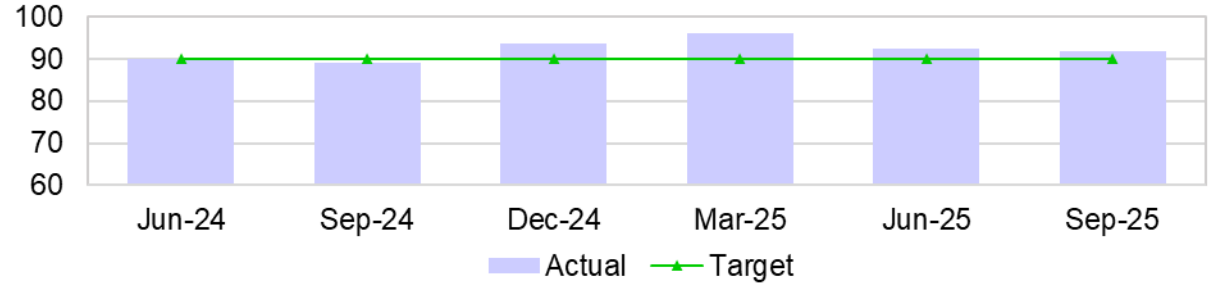
Key Performance Indicators

Percentage of callers to Contact Point who rated the advisor who dealt with their call as good	GREEN ⇨



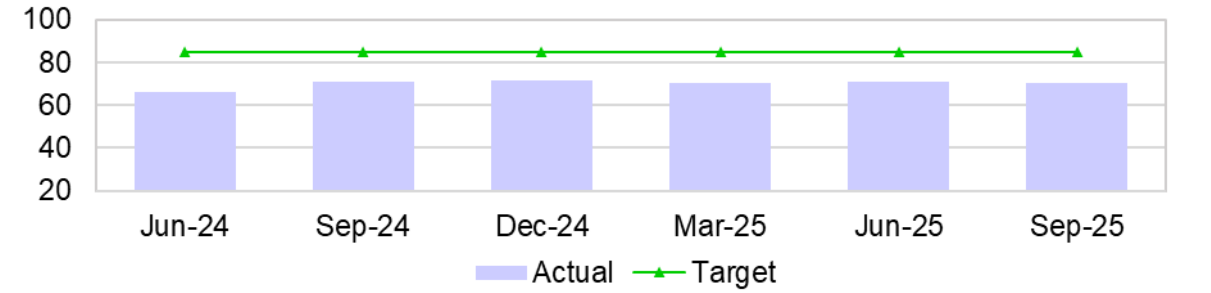
Latest: 97%	Target: 97%, Floor: 90%	Previous: 97% (Green)

Percentage of phone calls to Contact Point which were answered	GREEN ⇨



Latest: 92%	Target: 90%, Floor: 85%	Previous: 92% (Green)

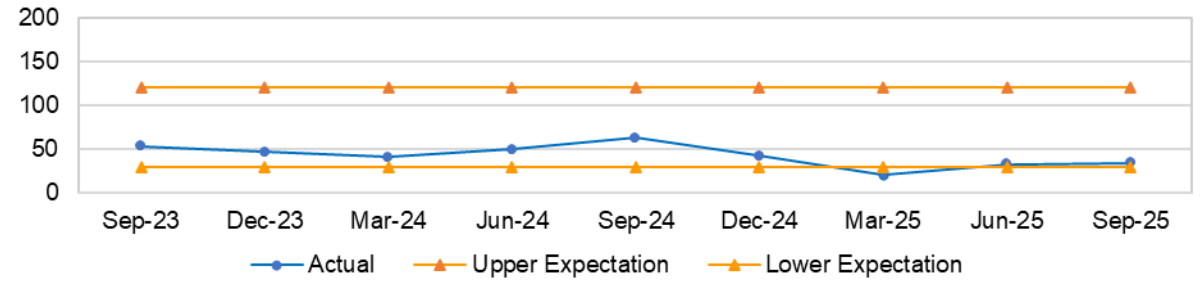
Percentage of complaints responded to within 20 working days	RED ⇨



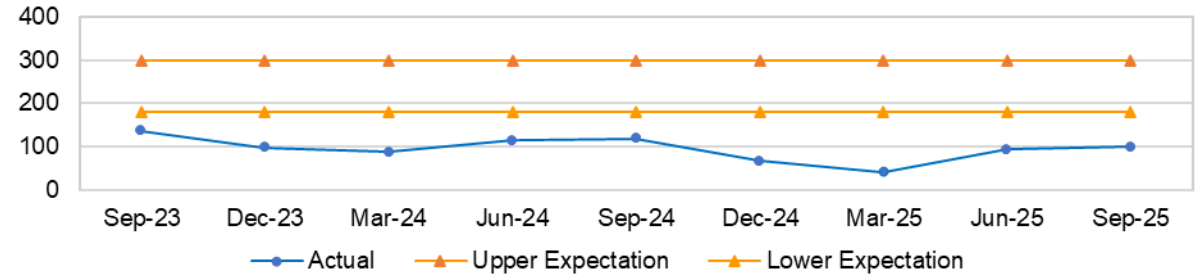
Latest: 71%	Target: 85%, Floor: 80%	Previous: 71% (Red)

Activity indicators

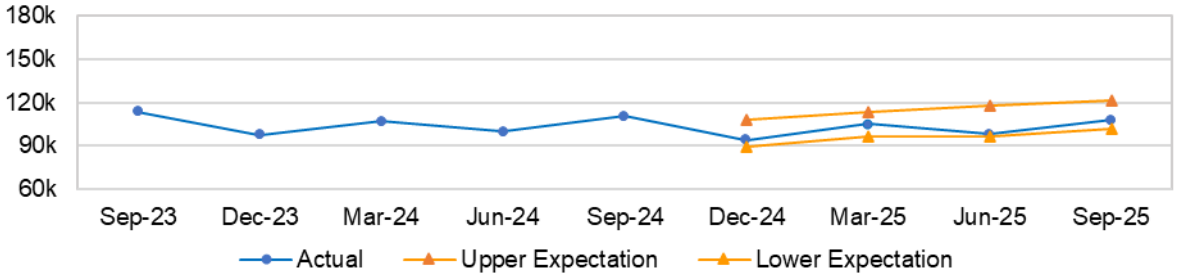
Average speed of answer (ASA) by Contact Point in seconds – **priority services**

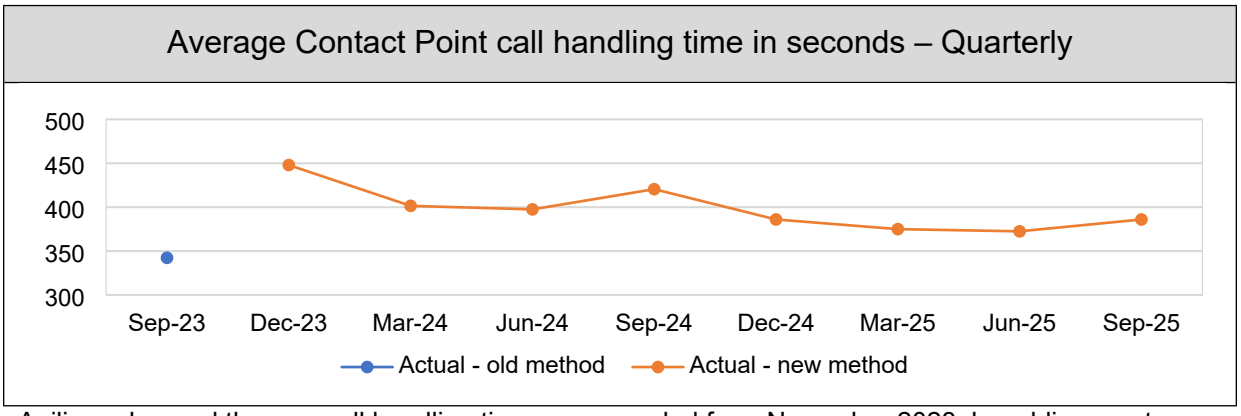


Average speed of answer (ASA) by Contact Point in seconds – **all services**

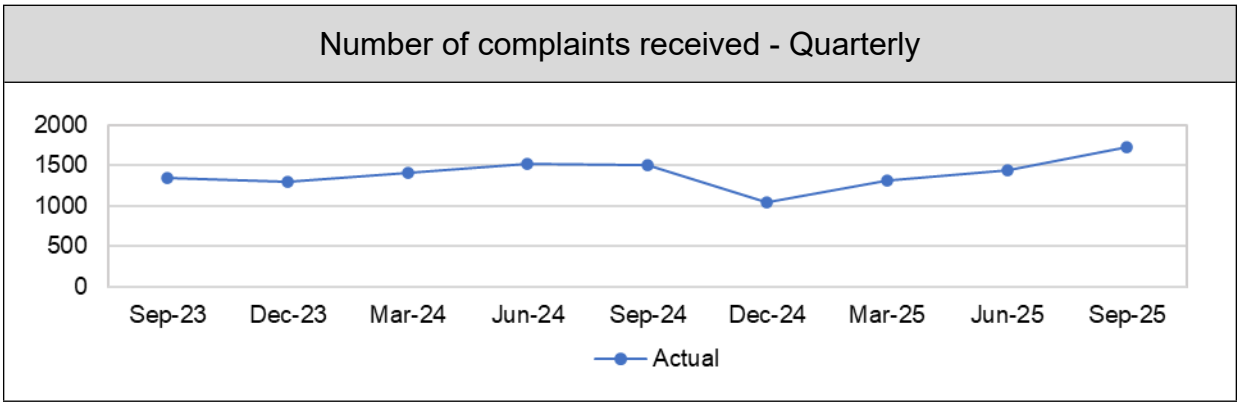


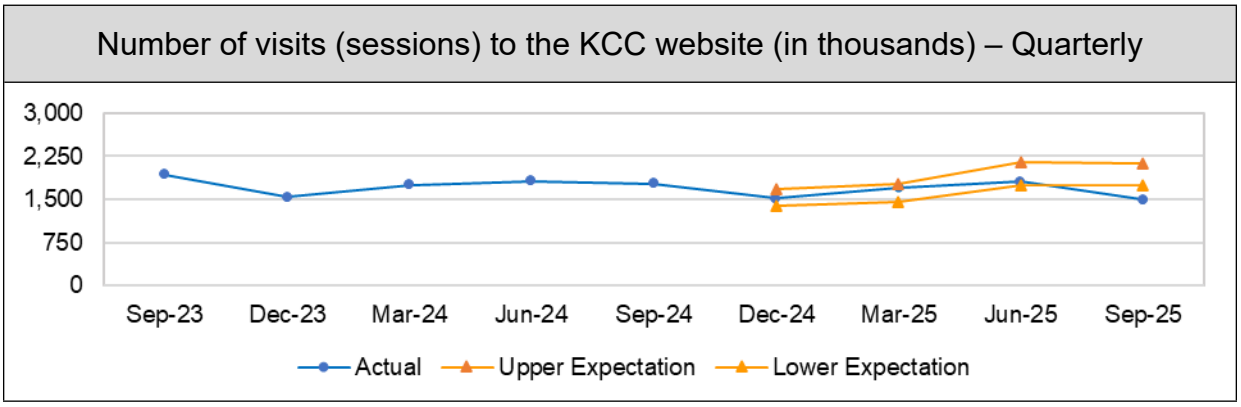
Number of phone calls responded to by Contact Point – Quarterly





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 has contributed to increased handling time in the Quarters from December 2023.





NB: The Sep-25 data point is lower by between 130k to 150k due to an outage of Google analytics for a week in September.

Customer Services – Call Activity

Number of phone calls to Contact Point (thousands)

Contact Point received 11% more calls compared to the previous Quarter but 5% fewer calls than Quarter 2 last year. The 12 months to September 2025 also saw a 5% decrease in calls compared to the 12 months to September 2024.

Service area	Oct – Dec 24	Jan – Mar 25	Apr – Jun 25	Jul – Sep 25	12m to Sep 24	12m to Sep 25
Adult Social Care	24	27	26	27	98	102
Integrated Children's Services	19	18	18	20	75	75
Highways	11	11	11	13	57	47
Transport Services	9	9	9	11	33	31
Waste and Recycling	5	6	9	8	27	28
Schools and Early Years	6	8	7	8	32	29
Blue Badges	6	7	6	8	44	35
Libraries and Archives	6	6	6	6	21	21
Registrations	5	5	5	5	22	23
Adult Education	3	3	3	5	19	13
Main line	3	3	2	4	12	13
Driver improvement	2	2	2	2	8	8
Other Services	1	3	2	2	6	7
KSAS*	1	1	1	1	6	3
Total Calls (thousands)	**101**	**110**	**107**	**118**	**460**	**435**

Figures may not add up to totals due to rounding.

* Kent Support and Assistance Service

Customer Services – Complaints Monitoring

In Quarter 2 complaint volumes increased by 20% on the previous quarter, with an increase of 15% on the same quarter last year. The 12 months to September saw a decrease of 3% compared to the previous year.

Volumes of complaints usually do rise in Quarter 2 as September sees significant activity when schools return from the summer holidays. Services that saw an increase include Education, following the Kent Test (sat on 11 September this year), and Highways & Transportation, with complaints arising from issues with school transport as children go back to school. This includes issues with both SEND transport and school bus services.

A further increase in complaint volumes was seen for the LRA service, (up from 44 last quarter to 137), this was largely related to an issue regarding book placements in libraries.

Service	12 months to Sep 24	12 months to Sep 25		Quarter to June 25	Quarter to Sep 25
Highways and Transportation	2,571	2,211		570	720
Adult Social Care & Health	1,053	1,067		293	277
Integrated Children's Services	364	504		141	164
SEN	639	630		188	183
Environment and Waste	402	397		146	106
Growth & Communities (incl. Libraries, Registrations and Archives)	263	333		65	168
Education & Young People's Services	154	174		14	70
Chief Executive's Department and Deputy Chief Executive's Department	152	128		31	42
Adult Education	57	46		0	2
Total Complaints	**5,655**	**5,490**		**1,448**	**1,732**

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 24 – Dec 24	Online Jan 25 – Mar 25	Online Apr 25 – Jun 25	Online Jul 25 – Sep 25	Total Transactions Last 12 Months
Renew a library book*	85%	83%	83%	83%	1,016,636
Report a Highways Fault	64%	73%	68%	65%	100,905
Book a Driver Improvement Course	87%	88%	91%	90%	49,958
Apply for or renew a Blue Badge	87%	92%	89%	91%	21,510
Apply for a Concessionary Bus Pass	78%	78%	78%	79%	18,785
Book a Birth Registration appointment	91%	92%	92%	93%	18,127
Report a Public Right of Way Fault	88%	88%	87%	85%	6,620

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

Governance, Law & Democracy

Cabinet Member	Brian Collins
Corporate Director	Amanda Beer

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
			2	1	1	

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.

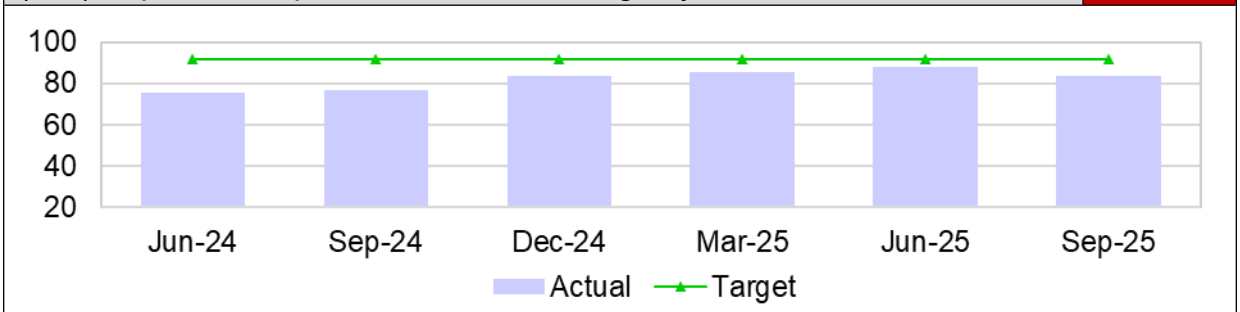
The percentage of FOI / EIR requests completed within timescale decreased on the last quarter, but is still ahead of its performance for the same quarter last year. The number of requests responded to is well above the expected level **with a particularly steep increase this quarter**. All Directorates have achieved performance of over 80% this year, with the best performing being the Chief Executive's Department with 90% completed in timescale. The highest number of requests completed (478) has been in the Growth, Environment and Transport Directorate.

For Subject Access Requests (SARs), performance improved slightly on the previous quarter. The majority of requests come under the Children, Young People and Education Directorate, with this being 77% of all requests this year. The majority of overdue requests relate to SEN, and the total number of requests remains historically high. Resources have been moved within the Information, Resilience and Transparency team to help improve this KPI. The Information Commissioner's Office is currently monitoring KCC's performance.

Reasons for response delays for both KPIs, aside from the high volume of requests, remain much the same as previously reported, including lack of resources and redacting tools in various teams across KCC.

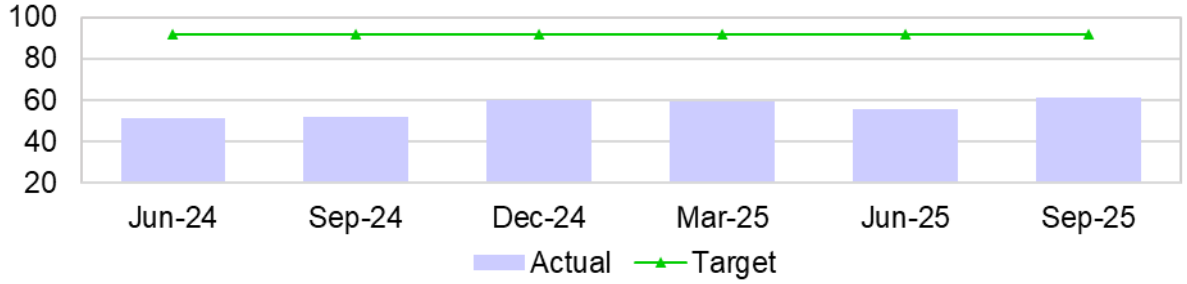
Key Performance Indicators

Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests completed within 20 working days		RED ⇧



Latest: 84%	Target: 92%, Floor 90%	Previous: 88% (Red)

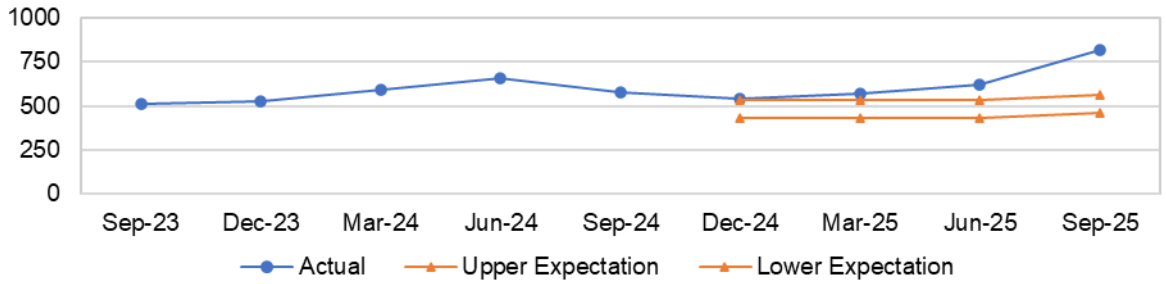
Subject Access requests, made under Article 15 of the UK General Data Protection Regulation, completed within statutory timescales	RED ⇨



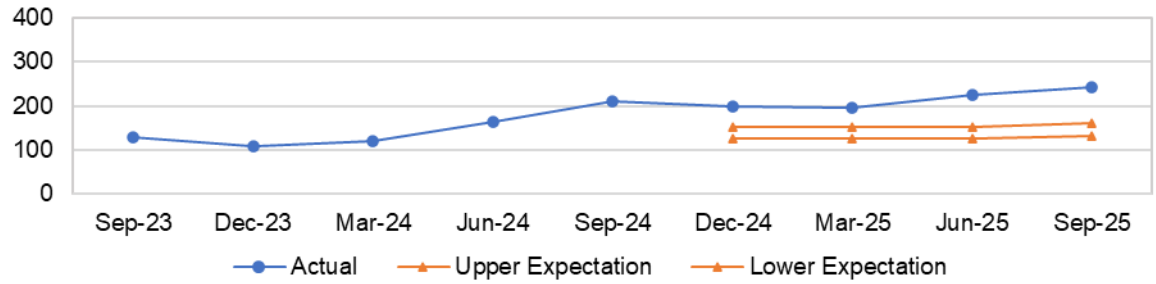
Latest: 61%	Target: 90%, Floor 85%	Previous: 56% (Red)

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	Paul King, Paul Webb
Corporate Director	Simon Jones

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
	1	1			1	1

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, 2025/26 (Apr-Jun) monitoring cycle is now complete as this is reported a quarter in arrears.

The Quarter 1, 2025/26 monitoring cycle of the Kent and Medway Business Fund (KMBF) recorded a net increase of 30.97 FTE. In the 12 months to March 2025, the total net increase in job creation is 53.41 FTE, an increase of 16.21 FTE since last quarter covering both jobs created and safeguarded. Companies have reported in their monitoring returns that the uncertainty in the markets and potential impact of tariffs on global markets has affected some of their growth plans and investments, as well as the previously reported impact of the UK Government budget as businesses have fed back that the additional national insurance and other increased costs have impacted on their ability to retain and hire new staff. The Quarter 2, 2025/26 (July-Sept 2025) Monitoring cycle has just commenced and will be included in the next report.

At the time of writing, 63 pre-applications are still active and 26 full applications to the value of £2.28m are currently being processed, with a further 18 pre-applications invited to submit a full application to a value just over £1.63m. The remaining 15 pre-applications are at various stages within the pre-application assessment process of which there has been a recent substantial increase, due to marketing activity. The Kent & Medway Investment Advisory Board (IAB) have reviewed 14 applications and presentations to it so far, with 14 approved to the value of £4.07m. Of the 14 approved, three approved applicants later declined their loan offer.
The Kent & Medway IAB Sub-Group (SBB) has had 52 companies present to them to date with 45 approved and seven rejected. The total value of the SBB approved applications is £3.3m. 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 £7.38m for 58 applications.

Economy
Kent & Medway Growth Hub: KCC continued to manage the contract for the Kent & Medway Growth Hub and monitoring performance from the current provider (Kent Invicta Chamber of Commerce) whose contract ended in July 2025. A procurement exercise was concluded, and a new provider, Smarter Society has been awarded the contract and commenced delivery on 1st August which ensured no break in service for local businesses. The service supported 597 businesses, with 429 businesses receiving light touch support (up to 1 hour), 131 receiving medium touch support (1 to 12 hours) and 37 receiving high intensity support of over 12 hours during Quarter 2.

Visit Kent***:*** KCC continued to manage the contract of the visitor economy service and performance from the current provider (Visit Kent) until 3 September 2025 when the organisation went into liquidation. Figures up to the end of July showed 468 businesses supported. Work commenced at pace at the end of Quarter 2 to consider options for retaining a visitor economy service for Kent & Medway and a new delivery model is being planned for launch during Quarter 3.

Locate in Kent: KCC continued to manage the contract of the inward investment service and performance from the current provider (Locate in Kent) until the organisation commenced a voluntary liquidation process in September 2025. Before this, the service successfully completed 27 projects: 9 new to Kent and Medway projects (relocation/expansion into Kent & Medway) creating 284 jobs; and 18 Grow on Spaces (relocation/expansion) creating 385 jobs and protecting 616 jobs. Work commenced at pace at the end of Quarter 2 to consider options for retaining an inward investment service for Kent & Medway and a new delivery model is being planned for launch during Quarter 3.

Kent & Medway Economic Framework: The Economy team continued to oversee the implementation of a range of activities supporting the framework including:

- Supporting the roll-out of the Made Smarter South East to help manufacturers to adopt new technologies. Businesses were alerted to the imminent expansion of the Made Smarter Programme to the Professional and Business Services Sector. So far 14 Kent businesses have signed up to receive support from the programme.
- Continuing work on the ‘Bring Back Eurostar’ campaign, including the organisation of a media event in September which attracted local and national media and potential interested operators.
- Supporting the Strategic Partnership for Health & Economy and drafting the action plan that will sit underneath the Kent & Medway Work & Health Strategy.
- Leading the development of the Get Kent & Medway Working Plan, which was completed on schedule by the end of July.
- Supporting young entrepreneurs with mentoring through the work of the Kent Foundation
- Supporting Kent’s Rural Economy through the work of Produced in Kent (supporting local agri-food businesses)

Connect to Work***:*** The new Kent & Medway supported employment programme formally launched on 30 June. KCC is the accountable body and was among the first four of 41 areas nationally to launch this government programme which is worth £34m to Kent & Medway over five years and will support 9,119 people into work. By the end of September, the programme had received 513 expressions of interest, 304 programme starts and 6 people securing first earnings i.e. commencing employment.

Skills Bootcamps: Thanks to additional construction funding we've received and allocated, along with increased learner numbers on some existing courses, we've expanded our capacity. Originally contracted for 561 learners, we now have places for 647 learners across the six Lots. Over half of these places are in construction. Of the 647 total places, we are currently at almost 200 places filled.

Capital programmes:
KCC is responsible, as accountable body, for monitoring two Getting Building Fund capital projects which are making use of one-off SELEP legacy funding awarded in 2023. One of the projects experienced unexpected delays so a decision was taken recently to transfer funding from the Maidstone Business Suite Phase 2 project to the Bearsted Road highways improvement scheme.

The Economy team has continued to make preparations to launch a new round of 'Growing Places Fund' capital loan programme which should launch in Quarter 4 with a call for proposals.

Developer Investment Team
During Quarter 2, a total of 37 planning applications were received, being close to the expected average.

A total of 11 s106 legal agreements have been completed securing £4.97m with a 96.9% success ratio against the amounts originally requested. The reduction in the success ratio relates to issues of four applications in Ashford, where the County Council were not an included party to the s106 agreements completed by the Borough. The issue has been raised with the Borough to reassert the need for KCC to review planning agreements prior to completion and that the Borough should be securing the advised necessary level of financial contributions.

There are two larger scale applications included in this quarter; Land South of Old Thanet Way, Whitstable (440 dwellings) and Land at Ham Road, Faversham (250 dwellings), which was allowed through appeal. All KCC's requests were once again endorsed by the planning inspectorate through the Ham Road application.

The main public inquiries being dealt with earlier in the year are drawing to conclusion. The s106B appeal inquiry for Chilmington Green (up to 5,750 homes) ran until the 2nd May; the decision was expected imminently at time of reporting. Officers also continue to be involved in the appeal for the Highsted Park application, East of Sittingbourne (two applications totalling 8,400 homes). The application was called in by the Secretary of State prior to it being determined by Swale Borough Council. The appeal concluded at the end of October, with the inspector considering all of KCC requests for conditions to be appropriate. The decision will not be expected until mid-2026. Finally, the Northside Harbourside, Gravesend (3,500 flats) appeal is concluded, although work continues on securing the suitable s106 agreement. The decision for this will again not be expected until next year.

No Use Empty
In Quarter 2, the No Use Empty (NUE) Programme enabled 128 long-term empty properties to be made fit for occupation, bringing the total number of homes returned to use since the programme's launch in 2005 to 8,901.

The total investment through the No Use Empty (NUE) programme in converting derelict properties has now reached £117.6m — comprising £66m from KCC recycled loans and £51.6m leveraged from the private sector. As of Quarter 2, nineteen loan applications were received, with fifteen approved and in contract. The remaining four have also been approved and are currently with the legal team for final completion and registration of security.

KCC Treasury has made available £28m for NUE to bring forward empty/derelict sites with planning permission for new builds. Following the recycling of £26.7m loan repayments at the end of Quarter 2, the number of new homes funded is 318 across ten Kent districts with 24 business units in Dover. A total of six new projects were approved at the end of Quarter 2 and with the legal team for final completion and registration of security. There remains a strong pipeline of projects across all NUE schemes.

NUE's largest new build scheme to date is at Beerlings Farm, Haine Road, Ramsgate. This development comprises 17 new homes, including a mix of detached bungalows, terraced houses, and semi-detached properties. The visit continued with a tour of Ramsgate town centre, featuring Monkton Place — a disused, linked detached workshop/warehouse now nearing completion as seven two-bedroom apartments just off the High Street. The tour also included a former residential care facility in Westgate-On-Sea, which has received planning permission for conversion into 12 self-contained flats: four one-bedroom and eight two-bedroom units.

On 11th September, NUE attended the Growth, Economic Development and Communities Cabinet Committee, where approval was granted for a key decision allowing NUE to borrow up to £6 million from the Kent & Medway Business Loan Fund. This funding will utilise currently uncommitted resources to provide short-term secured loans aimed at creating new commercial workspace across Kent. KMBF and NUE are now preparing promotional materials to support the launch of this initiative.

Libraries, Registration and Archives (LRA)
The number of visits to Kent's Libraries continues to increase, rising by 2.6% in Quarter 2 compared to the same period in 2024/25. Visits in Quarter 2 were particularly boosted by the popularity of this year's Summer Reading Challenge, Story Garden. Designed to inspire in children a love of reading, nature, and exploring the great outdoors, the initiative also aimed to keep children reading throughout the summer holiday to ensure they were as ready as possible for school in September. Over 18,000 children across Kent took part in the Challenge, a 6% increase on take up last year, and over 10,000 children completed the Challenge by reading six books and receiving their medal and certificate. This represents a 14% increase on last year's completion rate.

Summer Reading Challenge activities to fuel the imagination kept children engaged throughout the summer holidays and all helped support an impressive 27% increase in overall event attendance compared with Quarter 2 last year. Children and families came together at free, sustainable events to create colourful decorations for their gardens, plant seeds, make beehives and bird feeders, and learn about nature and the environment. Partners such as Kent's Family Hubs, Community Learning and Skills, Explore Learning and Animate Arts also delivered a multitude of activities in libraries to inspire creativity and support learning.

Physical issues dipped by just 0.8% compared to Quarter 2 last year. The success of the Summer Reading Challenge in inspiring children to keep up their reading through the summer resulted in an increase of 2.5% in children's issues in comparison with Quarter 2, 2024/25. After experiencing a technical glitch in Quarter 1, eBook and eAudiobook issues are now back on track, rising by 10% compared with last year. This means that when taking physical and eIssues overall, total issues have increased by 1.5% compared with last year.

It was another busy summer for the Ceremonies teams who delivered over 2,800 ceremonies during Quarter 2. While this represents a decrease in ceremonies of 5% on Quarter 2, 2024/25, this is in part due to fewer numbers of citizens being referred by the Home Office, which means that fewer ceremonies are required and equally there is less demand for individual ceremonies.

3,773 death registration appointments were completed, representing an increase of 7% on Quarter 2 last year, equivalent to 242 additional appointments. Birth registrations increased by 1% on Quarter 2, 2024/25. Customer satisfaction with registration reached 97% for Quarter 2, exceeding the service target of 96%.

The Archive Search Room continued to draw in more researchers, recording 96 additional visits compared with Quarter 2 last year, an increase of 14%. With remote enquiries remaining steady, the Archive Team responded to over 2,250 enquiries altogether, over 150 above their quarterly target. The team continue to promote the Kent collection through tours of the Archive, the popular lunchtime talks and a visit for students with special education needs, who participated in a workshop on the second world war.

This busy time of year culminated with the annual visit of the Assessor for the Customer Service Excellence Award, now held by Kent LRA for 25 years. The Assessor visited 10 libraries, a prison library, Sevenoaks Museum, Kent Archives and Oakwood House, and spoke with teams across the service. Kent LRA retained the Customer Service Excellence standard, and earned an additional Compliance Plus point, recognising outstanding performance and best practice, and bringing LRA's total to 25 Compliance Plus points. This additional point was awarded in recognition of LRA's work with a broad spectrum of demographic groups. In the Assessor's words, he met *"lots and lots of fabulous people – the enthusiasm across such a big county is extraordinary. Very, very impressive".*

Strategic Planning

The Strategic Planning team have continued to work with Local Planning Authorities, building relationships and enabling Duty to Co-operate meetings. They have co-ordinated responses to a number of strategic planning applications, neighbourhood plans, Crown Developments and also Local Plans, ensuring that KCC's services are well represented, through planning, across the County.

Work is also continuing on the Infrastructure Mapping Platform (IMP). This is a digital platform, being developed, to deliver an accessible and interactive spatial view of Kent-wide planned housing growth and infrastructure data. This is now completing phase 2 which included data and infrastructure across the whole of the County. The team are looking to enter phase 3 of its development and are currently considering how to take this forward.

Active Kent and Medway (AK&M)
We have been working with Sport England to secure funding for place-focused work in Swale and Medway - additional investment to that already secured for Thanet and Gravesham earlier in the year. The funding is designed to stimulate systemic change and create long lasting impact on communities, making it easier for them to be active in their everyday lives. Initially the investment will enable us to recruit additional capacity to support this work and to deliver tangible pilot projects within our least active communities.

We have also delivered three targeted school games events, providing opportunities for children and young people to both participate and help with the facilitation of sporting festivals. Alongside this, our primary focused Everyday Active Schools has seen seven more schools onboarded - bringing the current number to 56. An impact report for this programme and a video have also been produced. Everyday Active Schools Impact Report 2025. https://youtu.be/s6RiOWGXqOA

The AKM team has been working closely with colleagues in Public Health towards the launch of a new programme - Forever Active - to support active aging, which will be launched towards the end of the year. Forever Active Kent - ActiveKent

Work also continues to promote our flagship Everyday Active campaign at events across the county directly and through the champions network. Through this scheme we are currently supporting a GP referral programme and are continuing to identify similar local opportunities.

Community Safety
Kent Community Warden Service (KCWS)
During this period, the Kent Community Warden Service (KCWS) focused on assisting with food banks and helping residents access grants and funds. KCWS has provided advice to vulnerable individuals on health and security in warmer weather, addressing topics such as staying safe in the heat and minimising risks associated with open windows or doors. Wardens have been working with communities giving talks and advice on scams and doorstep criminals who often target the elderly and vulnerable by offering high cost, low quality garden work or home repairs.

Wardens have also worked with a wide range of partners on multi agency events, offering a wide range of services to address community need. Wardens have also assisted in tackling a rise in reported low level crime and ASB over the summer months, identifying, reporting and finding solutions to community issues.

Wardens are also assisting residents and communities in relation to Mental Health, loneliness and isolation, homelessness, environmental and financial crime (fraud and loan sharks). Wardens continue to deliver the social prescribing model, ‘Positive Wellbeing’, as part of their wider offer of support to residents and communities.

The service continues to embed the new service model and establish within the newer deployment areas under KCC’s geographical allocation policy (GAP). A small number of parish councils have taken up the offer of a sponsorship arrangement to fund warden services within their area which would not otherwise be prioritised by the GAP. The sponsorship is allowing KCC to increase the service’s capacity beyond its budget limitations.

Domestic Abuse Related Death Reviews (DARDRs)
The Kent Community Safety Team (KCST) is currently managing and coordinating 22 DARDRs (formerly known as Domestic Homicide Reviews), on behalf of the Kent Community Safety Partnership (KCSP) which are at various stages of the process, and in addition there is some limited engagement with two out of area DARDRs.

The case of Safta 2022 was published in August and the full overview and executive summary reports for this case, and others, can be found on the KCC DARDR web pages.

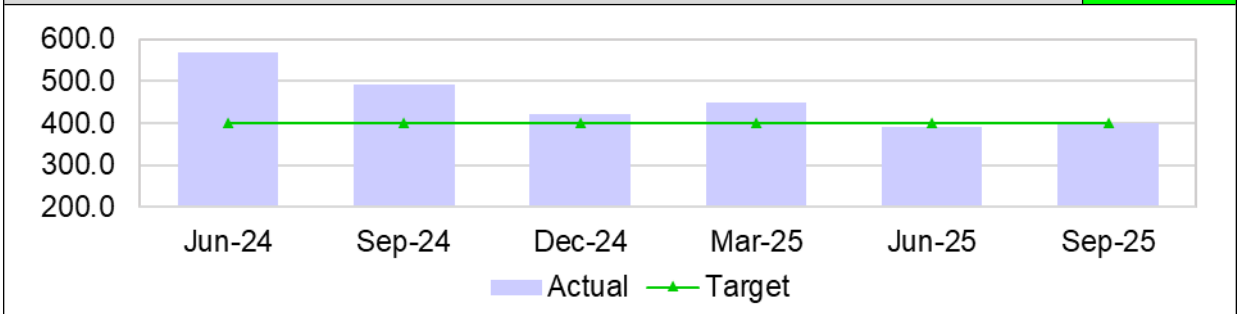
Kent Community Safety Team (KCST)
As part of the KCST's role in sharing good practice and facilitating joint working, the team produces and circulates monthly E-Bulletins with the latest community safety updates and any relevant news, publications, and legislation which is circulated to over 200 practitioners across the county.

The KCST also delivers virtual Community Safety Information Sessions (CSIS) 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. Two sessions took place during Quarter 2 covering various topics including sexual assault referral centre (SARC), multiagency risk assessment conference (MARAC) Hub, dangerous dogs and the Kent and Medway suicide and self-harm prevention strategy. Over 60 professionals attended the two sessions during Quarter 2 with 100% of responding attendees rating the event as excellent or very good.

The team have been working with partners on behalf of the KCSP to identify a range of projects to be funded through the PCC's Crime Reduction Grant.

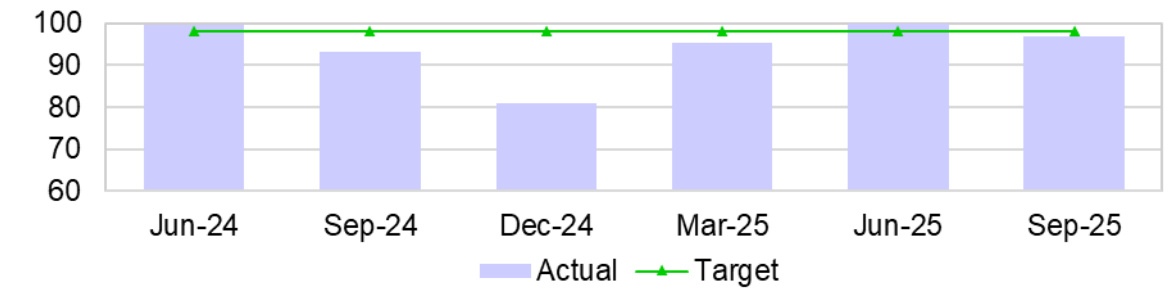
Key Performance Indicators

Number of homes brought back to market through No Use Empty (NUE) – Rolling 12-month total		GREEN ⇩



Latest: 400	Target: 400, Floor 360	Previous: 391 (Amber)

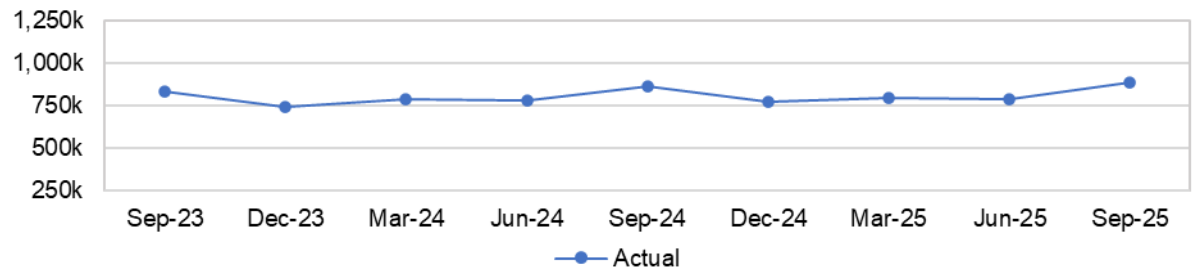
S106 developer contributions secured as a percentage of amount sought		AMBER ⇨



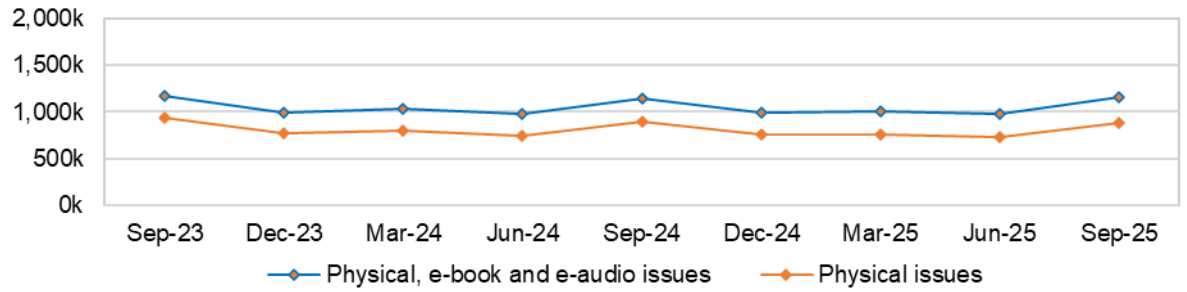
Latest: 96.9%	Target: 98%, Floor 85%	Previous: 100% (Green)

Activity indicators

Total number of physical visits to Kent libraries



Total number of book issues from Kent libraries



Environment and Transport

Cabinet Members	Peter Osborne, David Wimble
Corporate Director	Simon Jones

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
	5		1	1	4	1

Highways
In Quarter 2, the RAG ratings for the four Highways KPIs were as follows: 3 Green ratings for Pothole Repairs, Enquiries Made Online and Emergency Incident Response, and 1 Red rating for Routine Faults.

Pothole Repairs
The service has successfully completed **91%** of repairs within the target timescale earning a Green RAG rating. A total of 3,615 potholes were due for repair with 3,287 of these completed in time. **A combination of empowering KCC highways staff to handle minor and urgent repairs directly, working lighter evenings and longer working days along with additional resources working on our Reforming Kent's Roads programme, has helped improve productivity, and attributed to the success of this service.**

Emergency Incidents
This quarter the service received a Green RAG rating with **98%**, following 523 incidents attended within timescale from a total of 536. **Dedicated crews at each depot as well as regular Contract Board meetings have contributed to the rating.**

Routine Faults
This quarter received a Red RAG rating with **77%**. Despite this, results gradually improved during the quarter with the month of September reaching 80% of faults completed on time. **We continue to work with area managers to trial out new initiatives to address late faults in each district.**

Public Enquiries
The total number of customer contacts regarding highway issues in Quarter 2 was up slightly on last year's totals with 42,934 (compared to 41,371 for the same period last year). 21,051 of these were identified as faults requiring action by front line teams (compared to 19,843 for the same period last year), both are in line with typical volumes for this time of year, despite there being two storms during this period, and the service going live with the new pothole reporting system (My Kent Highways) in September.

At the end of Quarter 2, there were 6,415 open enquiries (work in progress) which compares to 5,968 at the same time last year, reflecting a slight increase in workload in several parts of the business.

Online Fault Reporting

Use of the highways online fault reporting tool remains high with **65%** of all enquiries in Quarter 2 coming directly from the public via the tool, compared to 64% at the same time last year.

Work to encourage more online reporting has been ongoing for several years and we have seen a large increase in take-up when compared to the same quarter in 2019/20 when it was around 47%. This has also contributed to a near halving of the number of calls to the highway's helpline over the same period. Work on an improved fault reporting tool called My Kent Highways (using KCC's existing platform called Granicus) was rolled out for potholes in September. Streetlighting and drainage will be following before the year end. It is anticipated that all Highways & Transportation enquiries will be using the new system by the Summer of 2026.

Street Works

Pressure from utilities companies on the teams remains high with ongoing high levels of emergency works. We have seen an increase in the volume of emergency road closures overall, largely due to increase both in KCC's own repair and maintenance works and the increase in leakage repairs from water companies. In Quarter 2, 2025/26 there were **2,502** emergency closures, compared to **2,036** emergency closures last quarter, which is approximately a **23%** increase.

Road Safety

The casualty figures for Quarter 2 show a similar number of casualties compared to the same quarter the previous year and a decrease of 359 compared with the same quarter in 2019/20 (pre-Covid). For those casualties that were killed or seriously injured (KSI), these were down by 14 compared to the previous year and up by 29 compared to the same quarter in 2019/20. The highest contributory factor causing these is "not looking properly", with only one Serious record given as "possible poor or defective road surface" from the attending officer.

Quarter 2											
2025/26				**2024/25**				**2019/20**			
Fatal	**Serious**	**Slight**	**Total**	**Fatal**	**Serious**	**Slight**	**Total**	**Fatal**	**Serious**	**Slight**	**Total**
9	223	712	944	9	237	709	955	12	191	1100	1303

(Based on the latest data received from Kent Police, some of which has yet to be reviewed and validated)

Safer Active Journeys Team

Bikeability training continued to see high demand across Quarter 2, with nearly 4,000 Year 6 children having taken part in the core Level 1 and 2 training, and a further 1,600 participating in other cycle training courses.

Following a very busy spring and summer which saw the team supporting a number of partnership events, we have recorded an increase in adults engaging with our cycling programmes – with over 80 learn to ride sessions, 30 confident cycling sessions, and over 100 people trialling e-bikes. The feedback we receive from these sessions is often very complimentary, Our school offer includes free places for Living Streets and Walk Once a Week to schools in areas where we have active travel initiatives happening. The end of school year report for our current schools showed an overall increase from 56% to 77% in walking and wheeling all the way to school since schools joined the scheme.

The School Crossing Patrol team remains busy with monitoring and training new and existing patrols across Kent. A recent highlight was Marion Pettit, the patrol at Dartford Primary Academy, receiving The Dartfordian Award for services to road safety and education.

Active Travel Intervention Team
At St Peter's Methodist Primary in Canterbury and Brunswick House in Maidstone, further engagement is ongoing with residents and school communities regarding the School Streets initiative. This work seeks to better understand the impact of School Streets and ensure the schemes meet the needs of those they serve.

District and Borough councils have started commissioning consultants to deliver the Consolidated Active Travel Fund's revenue allocation, focusing on capability building activities. These activities include scheme planning and design, network mapping, and comprehensive engagement and consultation across a variety of schemes and initiatives. This collaborative approach aims to strengthen Kent's active travel infrastructure and support more sustainable journeys.

We recently hosted a highly successful Active Travel Members "Work and Walk" workshop, titled "Creating Streets for Everyone." The event featured lively and insightful discussions on making walking, wheeling, and cycling viable choices for all residents. Participants explored both the barriers and enablers present on Kent's highways, helping to shape future strategies for inclusive active travel.

Our team has been present at a number of community events to encourage opportunities for walking, wheeling, and cycling. Notably, the launch of the Sevenoaks East-West scheme saw an excellent turnout from local residents, demonstrating strong community interest in active travel initiatives.

The Cycle Mapping project is now nearing completion, providing valuable insights for future infrastructure development. In addition, the ten-year active travel plan prioritisation model is ready for testing, ahead of further engagement with Districts and Boroughs. These initiatives are key to ensuring Kent's active travel network continues to grow and evolve in alignment with community needs.

Active Travel Funded Infrastructure
Active Travel funded projects are continuing to be developed through the design and construction phase. There are also several S106 Developer contribution schemes at various phases of development such as Kent Street road widening near Kings Hill, Tonbridge & Malling which is nearing completion. Monitoring and evaluation of completed, existing and proposed schemes is a significant area of work for the team.

Safer Speeds and Enforcement Team
The Kent and Medway Safety Camera Partnership continues to add value to road safety risk mitigation, and all camera sites within the Kent jurisdiction remain in operation with the completion of annual inspections across the County imminent. Work continues to secure a new contract for safety camera equipment and maintenance after 31st of August 2025, and although delayed slightly, will not affect the operations of the cameras or partnership. The final contracts and specifications were due to be sent to contractors shortly at time of reporting. A speed campaign targeting young male drivers is due to launch end October/early November.

The team continued to deliver minibus assessments and training, mostly to school minibus drivers.

An inaugural meeting of the Kent Fleet Forum is planned, for online delivery, on 30th October. It will deliver key messages to businesses who have fleets of vehicles and discuss how improving driving standards can improve overall efficiencies for their business. The forum intends to open the floor to discussion with Kent businesses and hopes to cover the challenges of operating a fleet on Kent's highways. Officers will be on hand to explain how KCC manage its roads and works using a Safe System methodology.

Kent Driver Education Team
As was the case in the last quarter, demand for courses continues to grow. In recent months the increase in demand has averaged at over 15% when compared with the same period in 2024/2025.

Last year we delivered 1,102 courses to 11,544 clients. This year, for the same period, we delivered 1,185 courses to 14,773 clients with almost 6,000 clients in August alone.

We are in the process of adding the Holiday Inn Hotel, Sittingbourne to our list of course venues to assist with the increase in demand for course spaces and are exploring options for further venues that meet the UKROEd required standards to add to the existing list of six venues.

Recruitment of self-employed NDORS Licenced Trainers is going well and to date six additional trainers have been offered contracts.

A formal decision to extend the service delivery and bring this in line with the Memorandum of Understanding (March 2030) that we have with Kent Police, was taken following approval at the Environment and Transport Cabinet Committee in September.

Safer Road Users Team
Despite Quarter 2 straddling the summer holidays the team still managed to deliver the following:
Education
- Road Safety Club (RSC) intervention delivered to 6,425 Primary school pupils.
- The Train the Trainer partnership saw police staff delivering our assemblies at one primary school, with 721 pupils reached.
- Road Sense Programme delivery to Years 7 and 9 pupils at 11 secondary schools, reaching a total of 3,849 pupils.
- Young Driver & Passenger Course received by years 12 and 13, reaching 1,615, Post 16 pupils.
- Key Road Safety messages delivered to an SEN group from 10 secondary school pupils.
- Three Mature Road User sessions delivered, reaching 206 older road users.

Events
These included attendance at library sessions across 3 different districts, Freshers' fares events across the County, the Kent International Jamboree at County showground, Kent Fire and Rescue Service open day in Tonbridge, British Super Bikes, Heritage Sprint, Tractorfest, Family Hub engagement, and Heli-day.

Online Campaigns
- Speak Out, young driver and passenger campaign with a reach of over 550k in September
- Summer Drink Drive campaign with a reach of over 1.4m
- Organic social media reach of approximately 1.7m

Pre-school
During the summer the team created their new pre-school offering, designed for childminders and nursery setting to use as an introduction to road safety.

Crash Remedial Measures & Local Transport Plan (LTP)
Delivery of the 2025/26 Crash Remedial Measures (CRM) and Local Transport Plan (LTP) programme has now begun. The team have 29 locations where schemes are being delivered based on previous years' cluster analysis. The team are also carrying out the annual analysis of the previous year's cluster sites; this identified 80 sites around the County where there are patterns of crashes resulting in personal injury. The team carries out detailed accident investigation work, looking at causation factors and seeking to identify engineering schemes that will mitigate these identified risks.

While some Local Highway Authorities primarily use Stats 19 crash records to assess road safety, in Kent we take a broader view. We incorporate contextual incident data and apply our safe systems approach to better understand risks at specific locations. This helps us identify effective interventions to reduce the number of people killed or seriously injured

In addition to the Cluster Site programme, the Highway Improvements Team (HIT) also carry 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. There are five routes in this year's
programme.

The team are steadily delivering CRM sites identified last year and have recently completed a junction improvement at York Street roundabout, Dover and another scheme at Tram Road, Folkestone which consisted of enhancements to a zebra crossing. As well as ordering and delivering schemes this year, they are working hard designing schemes identified this year, for delivery next.

Whilst continuing to prioritise the locations around the County where the most crashes are occurring, work is being undertaken with local communities and parishes to deliver locally needed highway improvement measures. Approximately 90% of parishes now have prioritised 'Highway Improvement Plans' (HIPs) that encourage joint working and a focus on local priorities identified by local communities. This enables a more efficient use of officer time in responding to consensus improvements rather than individual requests. Officers meet regularly with Parishes and local County Council members on this approach.The Team continues to produce a quarterly newsletter which is sent to all Parish Councils and Members, and was recently given high praise by the Kent Association of Local Councils.

The team continues to support Speedwatch activities, school travel plans, and business grants. They also maintain regular dialogue to help target enforcement efforts, using both community representations and speed data to guide their approach. 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.

Traffic Management

Enforcement of Moving Traffic Offences have now operated for up to 12 months across nine locations. A bus gate in Clive Road, Gravesend remains our busiest location as well as that in Beaver Road, Ashford. Overall Penalty Charge Notices have reduced with increased driver compliance from 3,000 issued in June to 1,910 issued in September. At the end of August, our first bus lane enforcement also went live as part of the Fasttrack network in Dartford. The six-month warning notice period (rather than using Penalty Charge Notices) only remains in force at two locations out of our nine active sites. Installation of new signs and, shortly, camera equipment is underway to 'take over' the enforcement of the public realm from Tunbridge Wells Borough Council, with a target 'go live' date of 1st December. 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, having been awarded 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. The team are nearly at the end of the procurement process with contract award expected imminently and first installations of LEVI funded chargers anticipated early 2026.

Local Growth Fund (LGF) Transport Capital Projects

KCC is now the Accountable Body for £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 (ITP). 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, a review of the design for the remaining schemes and available budget including developer contributions is ongoing.

Transport Strategy

All Local Transport Authorities continue to await an expected three-year Bus funding settlement from Government which is now due before Christmas. This would provide funding enabling KCC to deliver initiatives within the Kent Bus Service Improvement Plan and allow the continued support of the bus network. Meanwhile, the team continue to deliver initiatives using the funding received to date with improvement to information and infrastructure all expected to be delivered by March 2026.

The Summer holidays are a very busy time for our Home to School transport teams who undertake replanning and procurement exercises relating to expiring contracts and changes to clients, as well as having to arrange transport and issue passes for new students ready for the start of the new school year. As a result of the work of the teams, expiring contracts were all replanned and replaced, producing significant efficiencies and all children who applied for transport or for our Travel Saver scheme on time had their transport or passes in place for the start of the term.

Resource Management & Circular Economy

The KPI target on diversion of waste from landfill continues to be met, with 99.6% of waste over the 12 months to August 2025 being recycled, composted, or used for energy generation. The total volume of waste collected is within expectations overall. Kerbside waste volumes are 7% above pre-pandemic levels with HWRC volumes 22% below pre-pandemic. The total volume of waste collected is close to pre-pandemic levels.

Energy and Climate Change

The greenhouse gas emission target for Quarter 1, 2025/26 has been met with total greenhouse gas emissions of 9,612 tCO2e compared to a target of 10,072 tCO2e.

Although we have seen slight increases in consumption for KCC managed sites, non-KCC managed sites and our Traded Services, there has been an overall reduction of emissions from electricity due to the reduction in the UK Electricity emission factor for 2025. The contributions that the solar farms are having in reducing KCC's emissions also continue to be positive.

All Kent and Medway Local Authorities, including Kent County Council (KCC), continue to promote the iChoosr Solar Together opportunity. The collective purchasing model allows households and Small and Medium-sized Enterprises (SMEs) to access competitive pricing and vetted installers for solar PV systems, battery storage and electric vehicle chargers.

The registration period for the Spring 2025 phase closed and installations continued in Quarter 2. More than 3,700 residents registered their interest in this phase, over 600 of whom paid for a home survey. 216 installations of low-carbon technology were completed by September, estimated to avoid nearly 200 tonnes CO2e in the first year after installations. Spring 2025 installations will continue to the end of the current calendar year while the registration period for the Autumn 2025 phase will close in November.

Natural Environment and Coast

Kent & Medway Local Nature Recovery Strategy (LNRS)

Work continued on the finalisation of the LNRS and preparation for publication. This included updating the Strategy following the Making Space for Nature Board meeting at the end of June, which examined the findings of the Public Consultation. These changes were included in a pre-publication review document which, under LNRS guidelines were shared with the supporting authorities for a 28-day period. There were no objections following this, so the Strategy moved forward into a design phase ahead of publication – planned for November. A considerable amount of work was also done updating the mapping and making it more user-friendly. A launch event was set for 28 November and has been promoted. This will be an opportunity to thank those involved and demonstrate LNRS delivery mechanisms. At the time of reporting, this event was already nearly fully booked.

Biodiversity Net Gain (BNG) and Ecological Advice Service

Work continues in supporting the county's local planning authorities in discharging the requirements for BNG and providing them with ecological advice on development management. All BNG resources can be found at Biodiversity Net Gain for Kent and Medway | Making Space For Nature Kent.

Kent's Plan Bee

The three documents, Pollinators of Kent, Kent's Plan Bee Blueprint for Council Action Plans and the Community Pollinator Toolkit, were published and Pollinators of Kent and the Community Pollinator Toolkit were made available from Kent's Plan Bee pollinator action plan - Kent County Council. These were publicised through 14 public events during the reporting period, as well as through social media platforms of KPB and other organisations.

Work has continued on baseline assessments of wildflower diversity and abundance across the estate. This will not only allow us to determine the outcomes of the Plan Bee actions but also revise these actions where necessary and, where successful, look to replicate at other locations. This data will also aid Country Parks' teams in reporting on SSSI status to Natural England. A poster campaign to encourage volunteer surveying of bumblebees in KCC country parks and other public amenity sites across the county has been moderately successful and will be repeated. Data from volunteer surveying by the Highways team for the national Pollinator Monitoring Scheme has been uploaded for 2023-2025, greatly increasing the contribution of Kent to this data set.

May saw the annual promotion of No Mow May through Plan Bee's communications channels. Sign-up to the initiative will be reviewed and reported on in due course.

Kent Plan Tree

Following the announcement that there would be no further funding through the Woodland Creation Accelerator Fund and the Local Authority Treescape Fund, work in this quarter has looked for other funding options to ensure the momentum of delivery against the Plan Tree targets can continue. However, funds are limited both in extent and money available.

Two applications have been submitted to The Tree Council:

- Trees Outside Woodland Fund (£39,557) – to plant around 6,000 whips and 100 standard fruit trees
- Network Rail Community Tree Planting Fund (£9,998) – to plant approximately 250 Dutch Elm Disease Resistant Elm Cultivars to continue the Elm Heritage Kent project.

The team has also supported Hextable Parish Council and Tunbridge Wells & Rusthall Commons to submit funding bids to The Tree Council and Tunbridge Wells Borough Council respectively, for their own tree planting projects.

The team has also been visiting planting sites to survey survival of trees – not only to monitor success rate but also to identify how many new trees need to be planted to mitigate this loss (as per the requirements of the tree grants). Re-planting sites need to be identified for some of the failed areas.

Approximately 1,000 trees will need to be replanted as a result of failures due to vandalism, poor grounds maintenance and natural loss. Three schools have applied for free trees from the Woodland Trust to mitigate their losses, reducing the number of trees that the team need to replant to around 500.

Visits also included aftercare and maintenance work at a number of sites that were experiencing difficulties, with many sites suffering larger than expected losses this year due to the prolonged dry, hot weather.

Work to identify planting sites suitable for potential funding has been ongoing, working with a range of partners including Canterbury City Council, Medway Council and Dartford Borough Council. Project plans are being developed ready for the funding being approved.

The team is partnering with Butterfly Conservation on a project funded by Folkestone & Hythe District Council Green Grant to replant Elm trees on the Royal Military Canal at West Hythe. The plans are in progress for planting this winter.

The team supported Gravesham Borough Council (GBC) to deliver a tree seed gathering event at Camer Park, as part of a trial for GBC to start growing their own tree stock from local sources. Approximately 15 volunteers attended the event and several hundred seeds were collected and processed for propagating. The aim is for the new trees to be replanted back at Camer Park.

The Plan Tree team have been asked to work with the Straits Committee to collaborate on the conservation of native heritage trees – work will commence on this later in the year and into 2026.

Kent Plan Sea
Work has commenced on drafting an outline Plan Sea for consideration by partners in October. The intention is to establish a framework for marine nature recovery that allows the extension of the LNRS to the marine waters of Kent. Stakeholder networks have been established during the LNRS planning phase and some priorities have already been put forward for consideration. A literature review is being written, and the Plan's direction will be steered with stakeholder input during a workshop held in October.

Ecological Advice Service
Work has continued in providing ecological advice to all the Local Planning Authorities in Kent. 895 consultation responses were provided during this quarter and oft those responses 96 required consideration for Biodiversity Net Gain.

Kent Country Parks (KCP)
We are delighted that KCPs scooped six Gold Awards at this year's South & South East in Bloom Awards – Shorne Woods, Lullingstone, Brockhill, Pegwell Bay, Trosley and Grove Ferry. Even better was that Grove Ferry won Country Parks of the Year for its category.

Summer was busy with visitors and events with plenty of positive feedback. £85k of DEFRA funding has been secured for Trosley to improve path surfacing and access for visitors. We are hoping to secure additional funding for another Changing Spaces toilet.

Countryside Management Partnerships (CMP)
CMPs have been busy delivering projects across the county with a large variety of partners. Kentish Stour Countryside Project are in the final stages of preparing a Stage 1 landscape Heritage Lottery Fund bid for the Stour Valley. If successful this will fund an 18-month development stage which will lead to a stage 2, 5 year project application.

Explore Kent
Explore Kent's digital presence continued to grow steadily across all platforms during Quarter 2 as follows:

- Instagram: 7,322 followers
- Facebook: 11,654 followers
- LinkedIn: 324 followers

The website explorekent.org recorded over 84,000 views and 6,700 route guide downloads. Southeast Coast Path channels also saw positive engagement with 1,160 Facebook followers and 420 Instagram followers.

Throughout the quarter, popular areas of interest among website visitors included:

- locations for bluebell walks,
- paddleboarding and watersports,
- information on the King Charles III England Coast Path,
- resources related to public rights of way.

Health and Nature Network

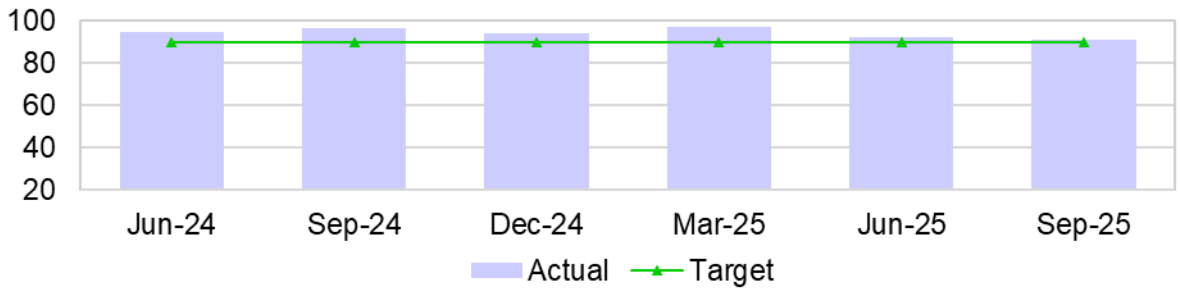
During Quarter 2, the network began recruiting for a new Health and Nature Officer role, which is being funded by Public Health. The network has also been awarded £100k to deliver a health and nature fund, and training to increase capacity for health and nature interventions across Kent.

Explore Kent Projects include:

- Development of a 4-mile walking guide for Swanscombe, featuring marshland, nature reserves, and green spaces: Swanscombe Peninsula Trail - Explore Kent, through funding from the King Charles III England Coast Path (KCIIIECP).
- Launching of the KCIIIECP Coast Path Challenge in August to promote outdoor activity. Prizes were sponsored by Shepheard Neame, Chatham Dockyard, Quiz Trails, and English Heritage. Total distance walked was 2,256km.
- Collaboration on a DEFRA-funded accessibility project, producing presenter-led videos and creating three new accessible walking routes along the coast, set to launch in Quarter 3.
- Presenting at the Active Kent & Medway Annual Conference, highlighting the Southeastern Customer and Community Improvement Fund project in Gravesham, which aimed to connect diverse communities to the coast path via rail stations.
- Promotion of the Junior Cycle Challenge over the summer, with children earning certificates for cycling distances between 5km and 10km.
- Engagement of partners to identify top walking and cycling routes, hidden gems, and cycle-friendly attractions. These insights will inform new itineraries launching in Spring to encourage outdoor recreation.

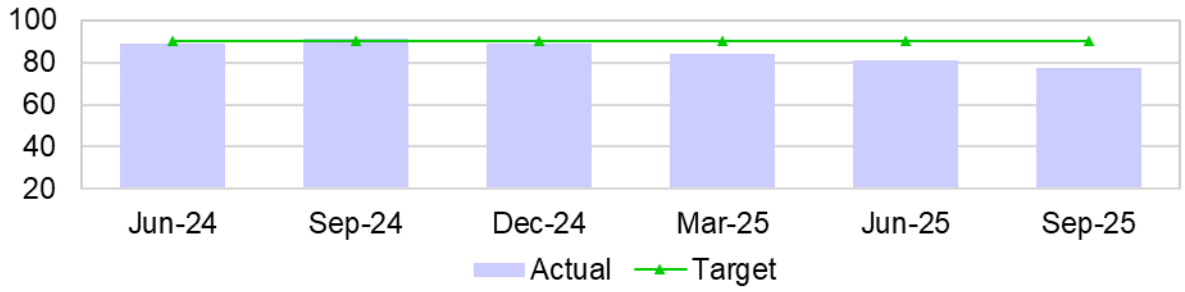
Key Performance Indicators

Percentage of routine pothole repairs completed within 28 days		GREEN ⇨



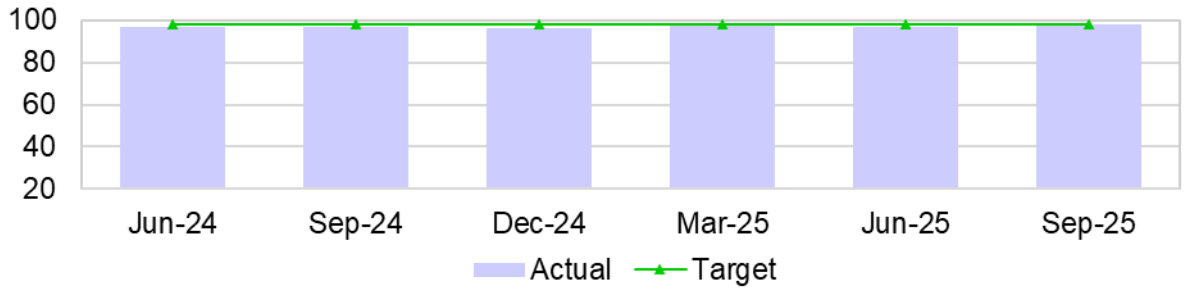
Latest: 91%	Target: 90%, Floor: 80%	Previous: 92% (Green)

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



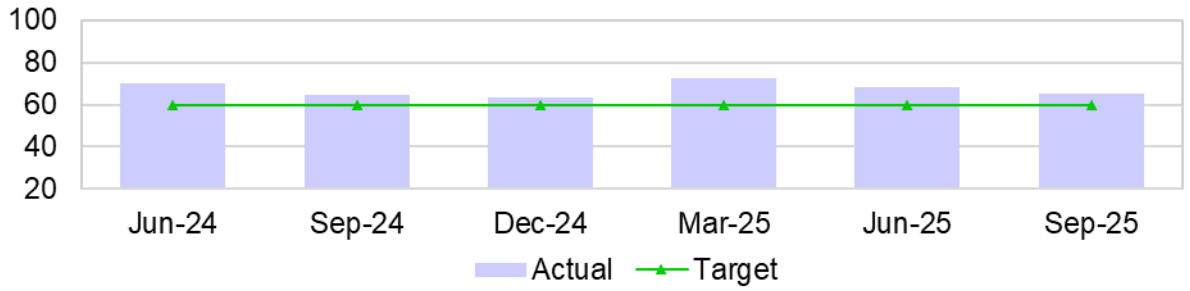
Latest: 77%	Target: 90%, Floor: 80%	Previous: 81% (Amber)

Emergency highway incidents attended within 2 hours of notification		GREEN ⇨



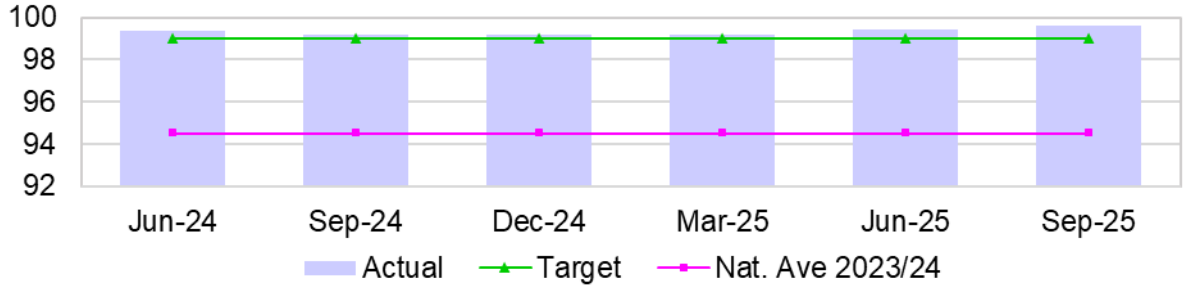
Latest: 98%	Target: 98%, Floor: 95%	Previous: 97% (Amber)

Percentage of public enquiries for Highways maintenance reported online	GREEN ⇨



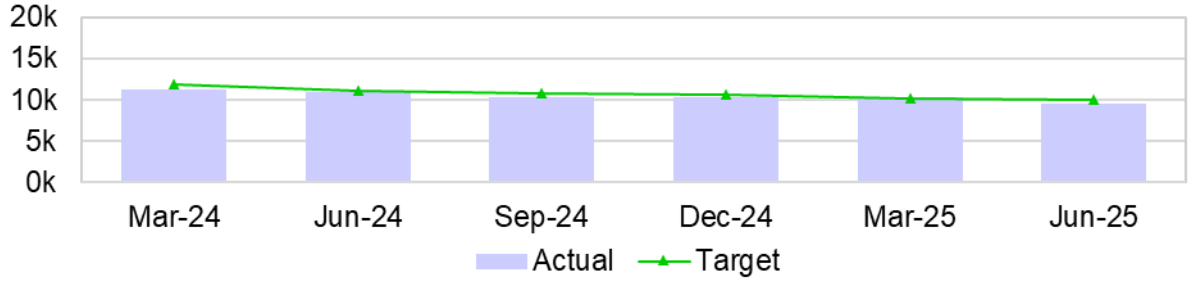
Latest: 65%	Target: 65%, Floor: 60%	Previous: 68% (Green)

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



Latest: 99.6%	Target: 99%, Floor: 95%	Previous: 99.4% (Green)

Greenhouse Gas emissions from KCC's overall estate and operations (excluding schools) in tonnes – rolling 12 months	GREEN ⇧

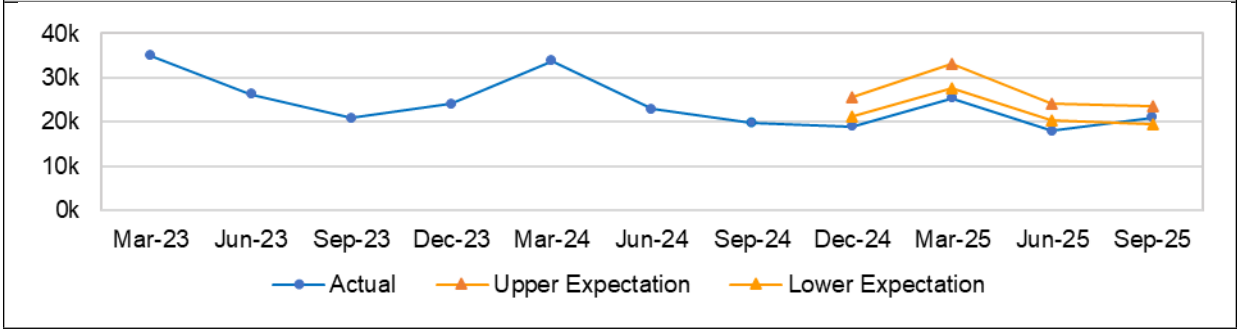


Latest: 9,613	Target: 10,072, Floor:	Previous: 10,252 (Amber)

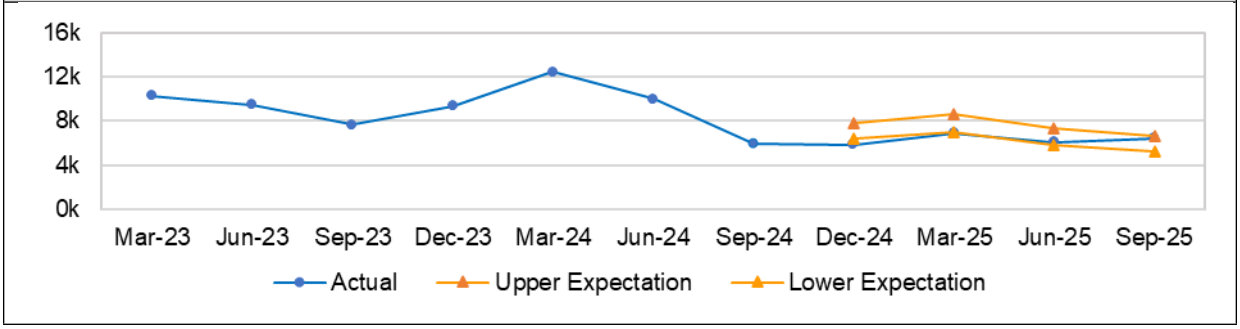
This KPI is reported a quarter in arrears due to the time needed to collect and process data

Activity indicators

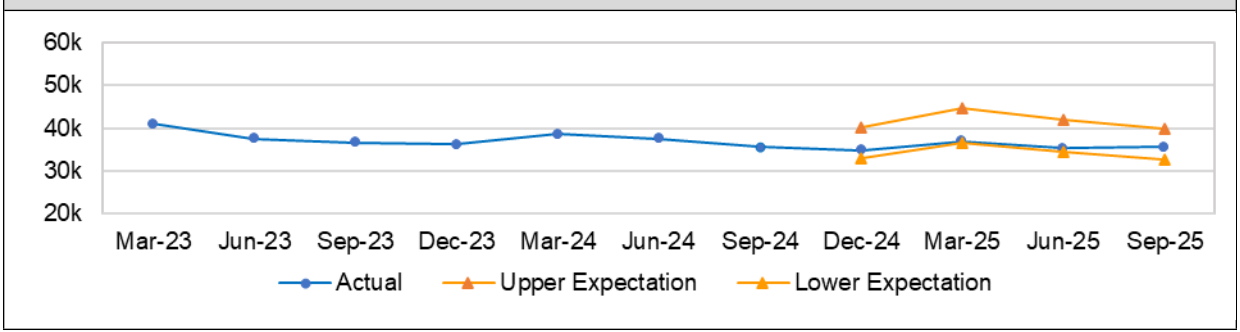
Number of Highways enquiries raised for action – by Quarter



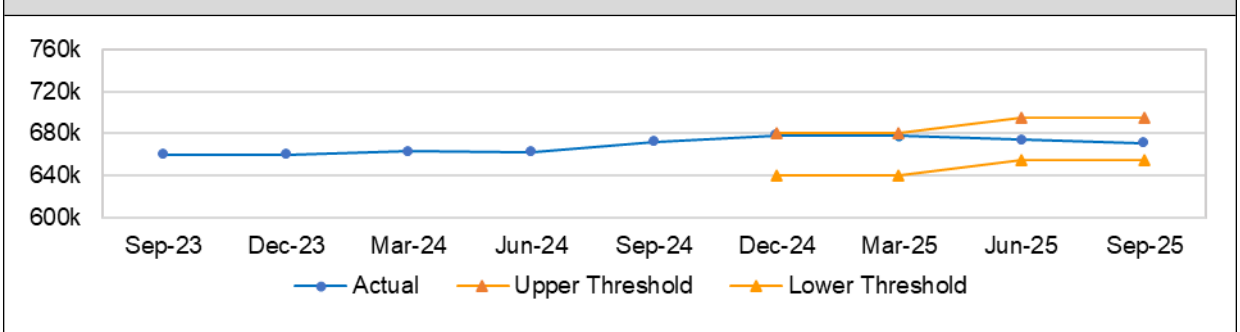
Highways Work in Progress (active enquires/jobs)



Number of street work permit applications and change requests submitted



Total municipal waste tonnage collected – rolling 12 months



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

Cabinet Members	Beverley Fordham
Corporate Director	Christine McInnes

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
	3	3		2	4	

Schools
Ofsted inspections are undergoing significant changes, with a move away from overall effectiveness judgments and a greater focus on specific areas like quality of education, behaviour and attitude, personal development, and leadership and management. Full inspections will replace ungraded inspections, and monitoring arrangements are also being revised. These changes aim to provide a more detailed and nuanced view of school performance. Changes came into effect in November 2025 with inspections paused until then. Report cards are replacing the previous judgement areas and grades and are based on a 5-point scale for different evaluation areas with a short summary of the inspectors' findings.

As of September 2025, The Education People (TEP) are now only responsible for school improvement for primary schools, with funding for core support to secondary and special schools having ceased in terms of school visits. Responsibility for school improvement relating to finance, attendance, and SEND have been passed over to the Assistant Directors for Education (ADE), as have Ofsted complaints. Communication around SEND support, processes and activity continue to be signposted to headteachers through TEP funded headteacher briefings and newsletters. Senior advisers engage with the wider SEND team through priority school meetings, weekly ADE meetings and where there is a 'Team Around the School'. Summary data showed that common areas for development in primary schools include achievement in 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. The maths adviser has developed a bespoke maths project. Senior advisers have mapped which schools can access support from the maths hub, identifying schools that may benefit from support but are not able to access hub support. There is individual contact with these schools to encourage engagement in the Raising Attainment in Maths project

Early Years
Ofsted inspections of Early Years Providers have not changed, with the overall effectiveness outcome grade remaining. In Kent, 99% (519 out of 525) of childcare settings on non-domestic premises are graded good or better, which is one percentage point above national.

In the 2025 Summer term, the take up of Free for Two claims against those potentially eligible on the Department for Work and Pensions (DWP) list decreased to 55.0% with 2,171 children being funded compared to 67.8% last summer.

During Quarter 2, the Early Years and Childcare Service continued to focus on the implementation of the recommendations from the KCC Early Years Review, Area Three: Implement the Revised Model of Universal Support, and Area Four: Develop Ordinarily Available Provision.

The vast majority (86%) of Professional Conversations for early years group settings were completed by the end of September by the Early Years Quality Advisers. The Childminding Quality and Sufficiency Team continues to offer support to over 830 childminders across the county who are registered to care for early years children and those of school age requiring wraround care. During September 2025, they completed 127 contacts.

The universal support offer now emphasizes ongoing, tailored assistance from each provider's assigned adviser, based on their specific context and identified development needs. All advisers have supported settings with understanding and accessing the Professional Resource Group (PRG) when reflective discussions indicate that additional targeted or specialist support is appropriate.

The Early Years and Childcare Service's Threads of Success training programme remains primarily virtual, as ongoing recruitment and retention challenges continue to limit providers' ability to attend in-person sessions, even when fully funded.

SEND (Special Educational Needs and Disability)
Based on the rolling 12-month average to September 2025, **66%** (1,026 out of 1,566) of Education, Health, and Care Plans (EHCPs) were issued within 20 weeks excluding exceptions. In the single month of September, 44% of plans (82 out of 185) were issued within timescale.

The rolling 12-month average continues to remain well above national averages, although it has seen a regression since the last quarter. This was predominantly as a result of limited capacity within the Education Psychology service, who have been undertaking significant work to meet this demand. While internal monitoring is suggesting that this bottleneck has now been successfully addressed, the unavoidable lag as older cases are now cleared will likely supress this KPI for one further reporting quarter. SEN Officers are engaging directly with DfE colleagues to ensure this area is being actively monitored and appropriately managed.

The proportion of annual reviews waiting less than 12 months has seen a small improvement from 63% in the previous quarter to **66%,** although it remains below the newly increased target of 75%. Internal reorganisation of casework teams into dedicated Phase Transfer and Annual Review teams has been completed, with some smaller scale recruitment activity to fully transition this area of the service away from agency support. This redistribution will allow the new teams to focus on either the year-long statutory function of Phase Transfer or the rolling transactional Annual Review workload; previously, staff were required to continually balance both requirements, often at the expense of Annual Review completion. This adjustment is anticipated to provide sufficient dedicated capacity to see this KPI continue to improve.

The percentage of pupils with EHCPs being placed in independent or out of county special schools, at 10.3% remains higher than the target of 9.0%. As previously reported, Kent continues to feel the effect of the delayed provision of two new special schools, leading to a continued over-reliance on independent specialist provision to compensate. Both schools were anticipated to open in September 2026 but have been delayed beyond September 2027 due to various issues concerning the proposed sites and DfE agreeing Heads of Terms (the initial agreement). This area is therefore likely to remain below target for the foreseeable future.

Wider Early Help

Ninety-six pupils were permanently excluded during the rolling 12-month period to 30th September 2025, which equates to 0.04% of the school population and remains significantly below the latest DfE published national average of 0.13% (2023/24). Thirty-three were issued to 'primary' phase pupils and sixty-three to 'secondary' phase pupils. Dartford (25), Sevenoaks (12) and Tonbridge and Malling (12) were the districts with the highest number of pupils permanently excluded from school.

In the first month of the new Academic Year twelve pupils were permanently excluded from school compared to 8 the previous year.

KPAS continues its work regarding suspensions and permanent exclusions. Common themes are identified and additional processes developed to support schools to ensure all alternative 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.

Exclusion Intervention Advisors (EIAs) provide 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. More recently, EIAs have been promoting Trauma Informed Behaviour Policies and delivered several training sessions to In-Year Fair Access Panels, Governing Bodies and at Headteacher meetings.

The First-Time Entrants to the Youth Justice System in September 2025 was 172 per 100,000 (rolling 12-month figure) which equates to 279 young people.

Kent Youth Justice and Adolescent Early Help continue to embed and develop, with Kent Police, a range of effective and appropriate prevention and diversion interventions for children who can be dealt with out of court.

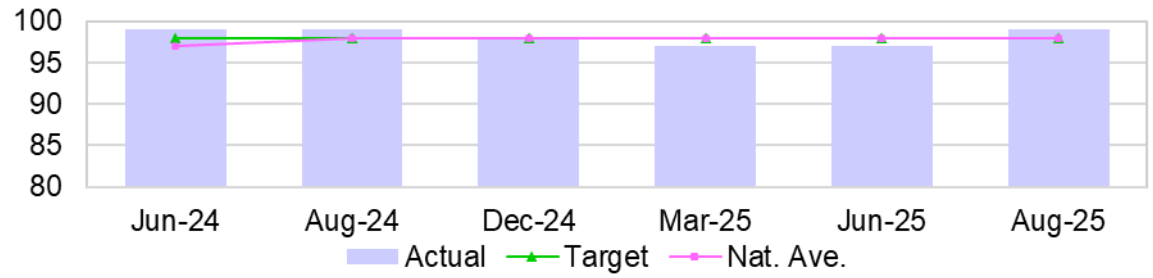
Over the past five quarters, there has been a sustained reduction in first-time entrants; however, Quarter 2 saw a slight increase. As noted previously, a revised national Police Child Gravity Matrix has been introduced alongside a new Kent Out of Court screening process. These changes mean that more outcomes for children are now determined by a multi-agency decision-making panel following a robust assessment, rather than through informal resolutions issued by Kent Police.

The more robust out-of-court resolutions can include outcomes that make some children 'first-time entrants.' While these new processes have contributed to the recent increase, the full impact of deferred outcomes has yet to be realised, and this is expected to drive a future decrease in first-time entrants. During this transitional phase of implementing and embedding these approaches in Kent, it remains unclear which processes will have the greatest influence on the overall trend.

The monitoring of first-time entrants is part of the performance framework of the Kent County Youth Justice Board. Consequently, the recent increase will be presented at the December board, and the impact of the policy and processes will continue to be monitored.

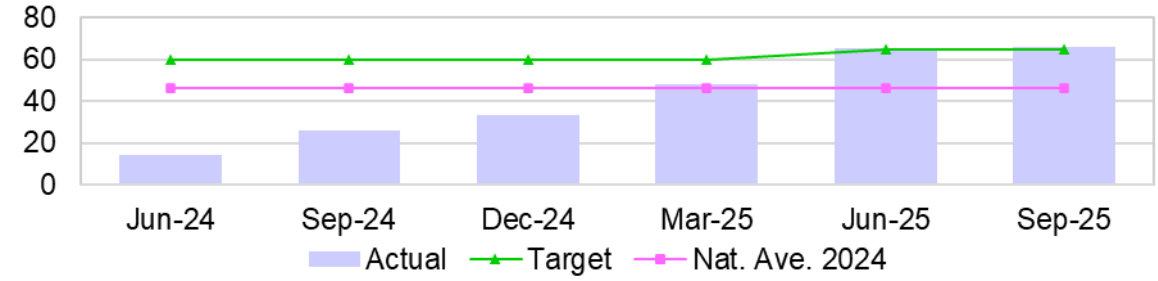
Key Performance Indicators

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



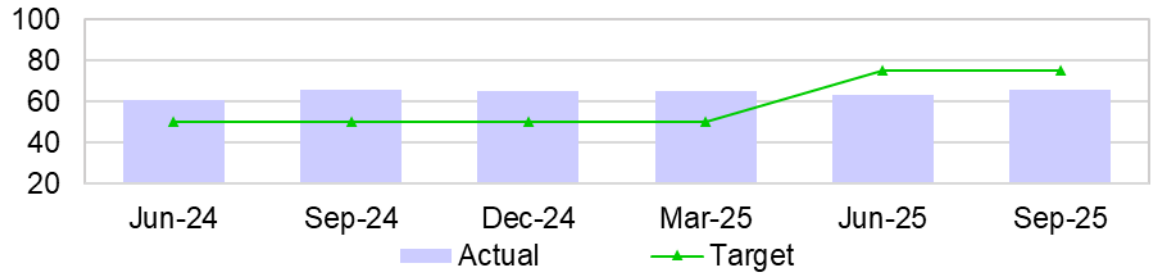
Latest: 99%	Target: 98%, Floor: 93%	Previous: 97% (Amber)

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



Latest: 66%	Target: 65%, Floor: 55%	Previous: 66% (Green)

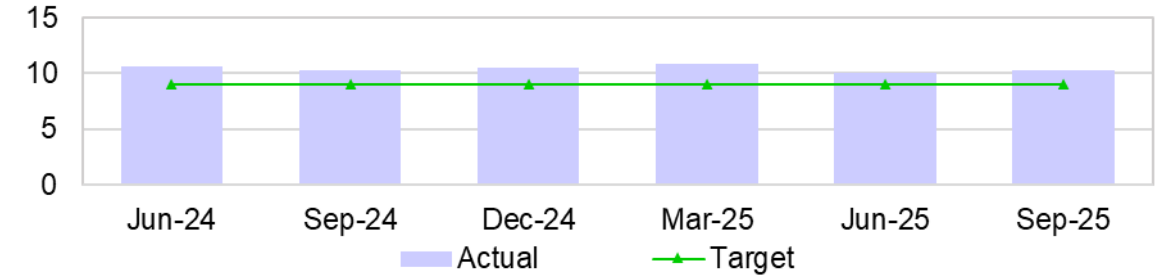
Percentage of annual EHCP reviews waiting less than 12 months	AMBER ⇨



Latest: 66%	Target: 75%, Floor: 65%	Previous: 63% (Red)

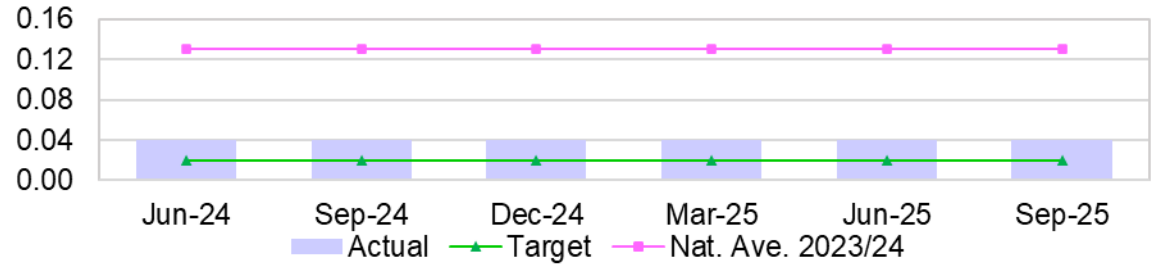
This KPI previously reported on reviews waiting **more** than 12 months (the inverse to that now shown)

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



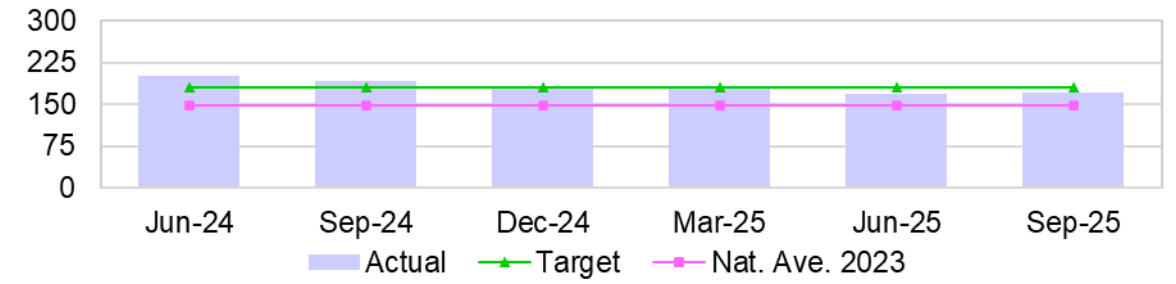
Latest:10.3%	Target: 9.0%, Floor:	Previous: 10.1% (Amber)

Percentage of pupils permanently excluded from school – rolling 12 months	AMBER ⇨



Latest:0.04%	Target: 0.02%, Floor: 0.04%	Previous: 0.04% (Amber)

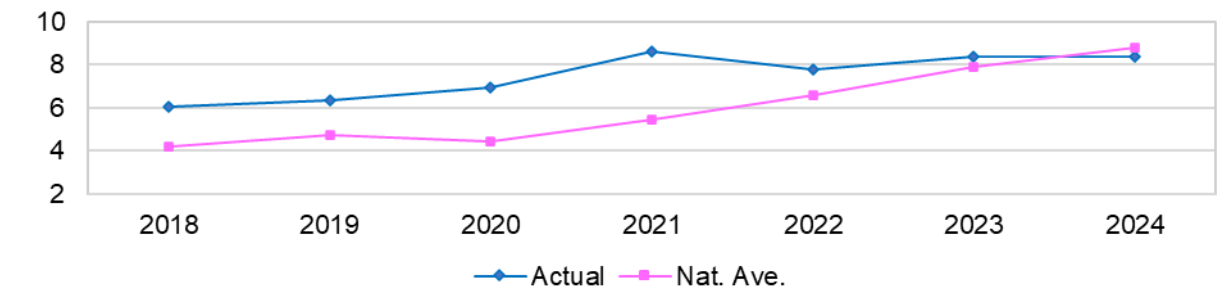
Rate of first-time entrants to youth justice system per 100,000 (aged 10-17) – rolling 12 months		GREEN ⇧



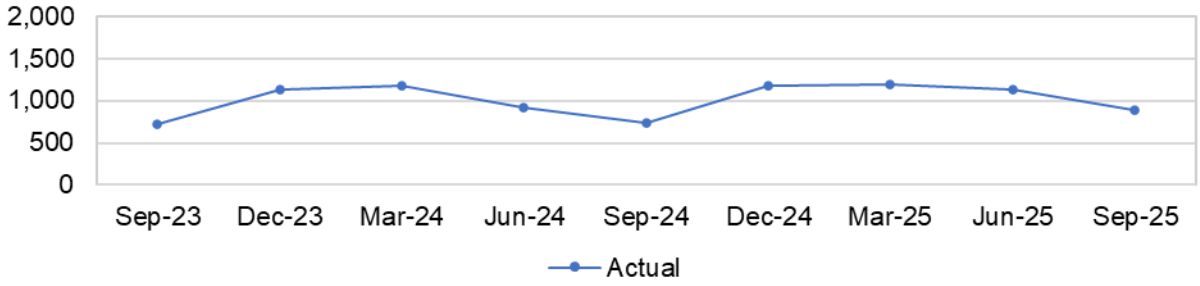
Latest: 172	Target:180 Floor: 240	Previous: 169 (Green)

Activity indicators

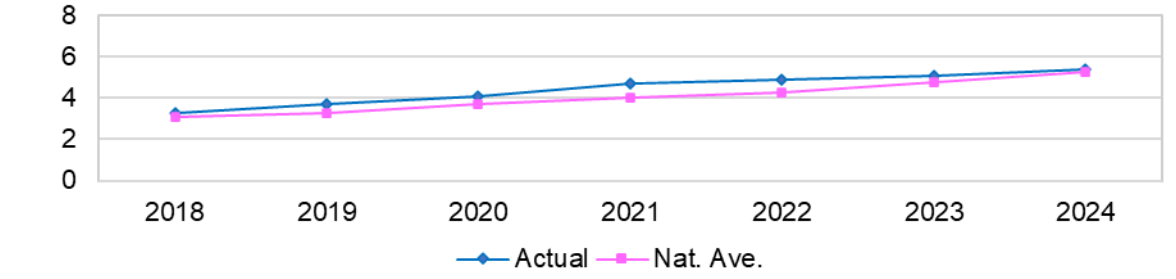
Number of initial requests for statutory assessment (for an EHC plan) per 1,000 aged 0-25



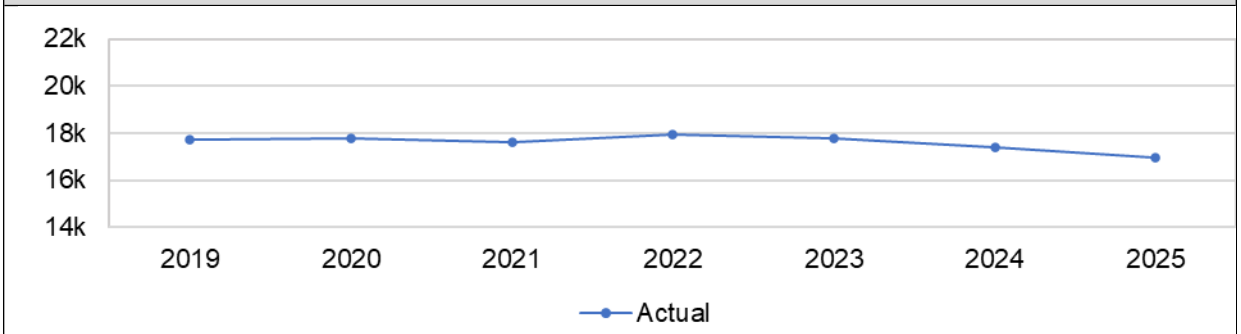
Number of initial requests for statutory assessment for an EHC plan (Quarterly)



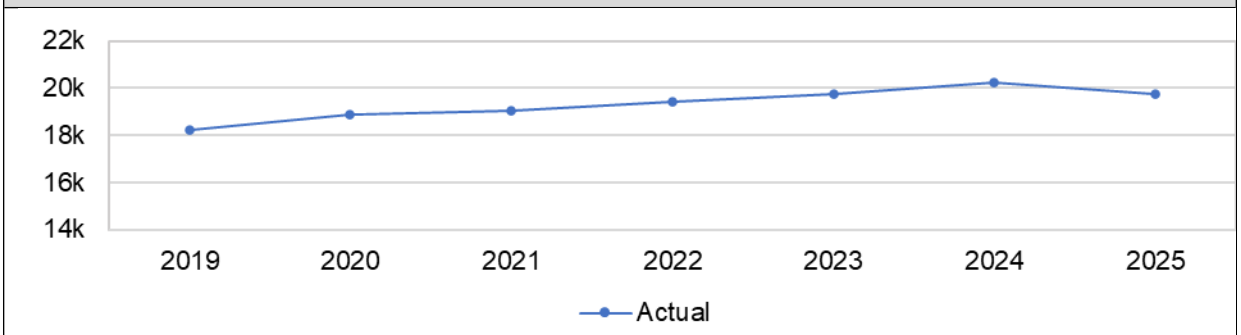
Percentage of pupils with an EHCP



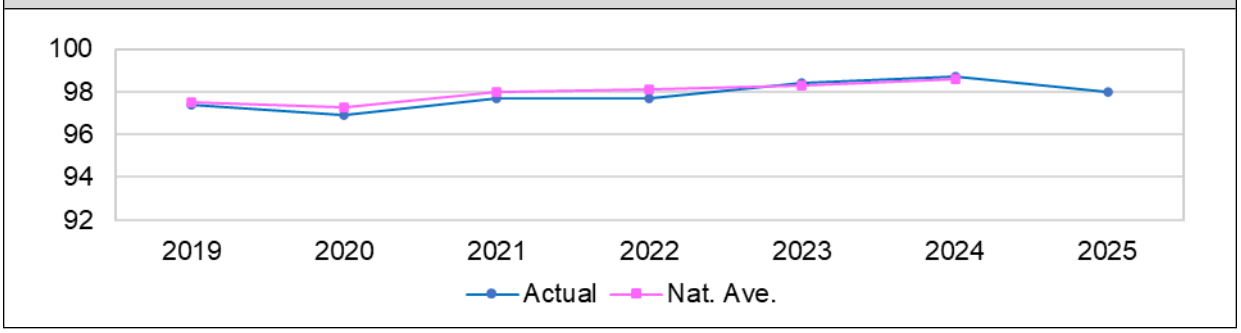
Number of pupils in Reception year (Kent state funded schools)



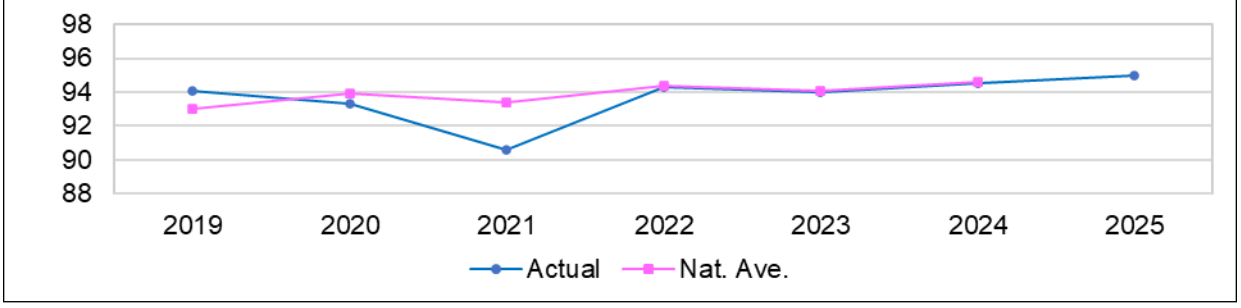
Number of pupils in Year 7 (Kent state funded schools)



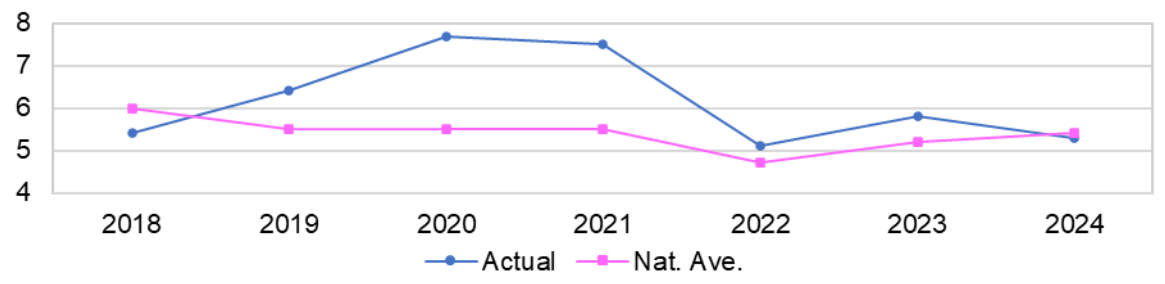
Percentage of Primary school applicants offered one of top three preferences



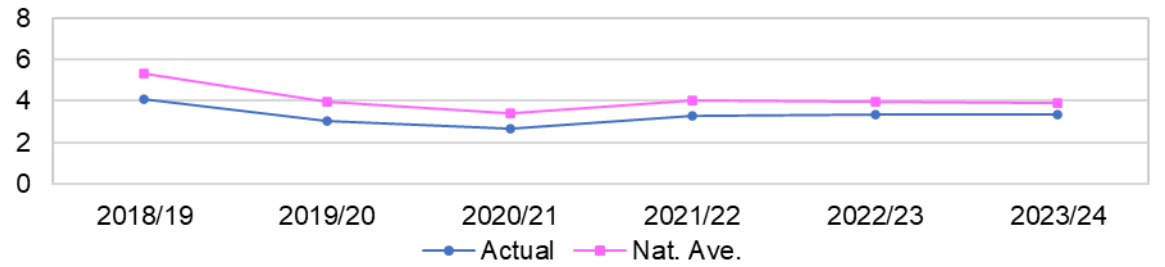
Percentage of Secondary school applicants offered one of top three preferences



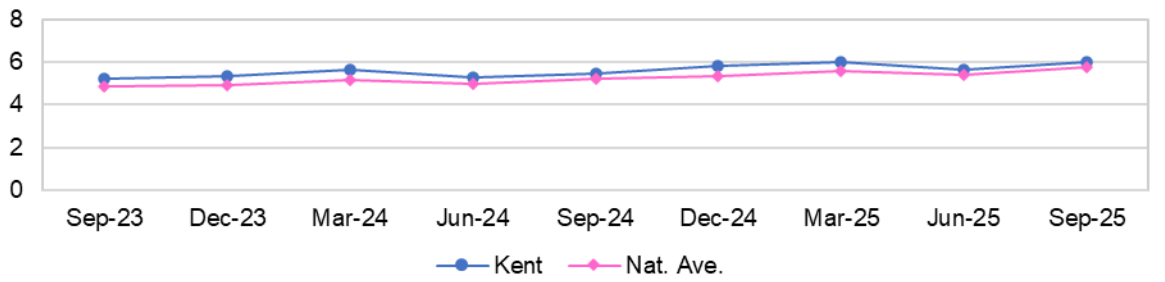
Percentage of 16-17 years olds Not in Education, Employment or Training (NEETs) or whose activity is Not Known



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	Christine Palmer
Corporate Director	Sarah Hammond

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
	2	4	1	2	3	2

Early Help
At the end of September 2025, there were 2,009 family cases open to Early Help units, providing support for 4,257 children and young people under the age of 18. This is a 3.2% decrease in the number of families supported when compared to the end of the previous Quarter (2,075), and 4.9% fewer families than September 2024 (2,112).

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 **14.3%,** compared to 14.5% in the previous quarter, continuing to achieve the target of 15.0% or lower.

Children's Social Care - Staffing and Caseloads
On 30th September 2025, the number of open cases (including those for care leavers above the age of 18) was 11,202, a decrease of 84 children and young people when compared to the end of the previous Quarter (11,286).

There were 6,009 referrals to children's social care services in the quarter, a 3.7% increase when compared to the previous Quarter (5,794) and 2.4% lower than Quarter 2 last year (5,869). The rate of re-referrals within 12 months for the 12 months to September 2025 was **21.9%**, compared to 22.0% the previous Quarter, continuing to achieve the target of 25.0% or lower. This compares to the latest England average of 22.6% for 2024/25.

The percentage of case-holding social worker posts held by permanent qualified social workers employed by Kent County Council is **77.9%** an improvement from 73.3% the previous quarter and now above the floor standard of 75.0**%.** Previous data indicates a seasonal trend for Social Worker numbers at certain points of the year which is aligned with the cycle of recruitment with the completion of The Approach to Social Work and Social Work Step-Up programmes along with a new intake of Newly Qualified Social Workers.

Child Protection
On 30th September 2025, there were 1,165 children subject to a child protection plan, a reduction of 9 children from the end of the previous Quarter (1,174). The rate per 10,000 children (aged 0-17) was 32.8, which remains below the last published rate for England of 40.6 (31st March 2025).

Children in Care
The number of non-UASC children in care increased by 12 in the Quarter to 1,462. The number of unaccompanied asylum-seeking children (UASC) in care increased by 92 to 530, with some of these young people awaiting transfer to another local authority under the National Transfer Scheme (NTS). The percentage of NTS Referrals made within 2 working days of a referral to KCC was **87.5%**, against a target of 90.0%.

Status	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25
Non-UASC	1431	1411	1442	1450	1462
UASC	476	540	448	438	530
Total	1907	1951	1890	1888	1992
Gender					
Male	1248	1287	1206	1207	1306
Female	656	661	680	678	683
Non-binary	3	3	4	3	3
Age Group					
0 to 4	245	247	272	270	280
5 to 9	230	220	226	232	234
10 to 15	617	627	615	615	604
16 to 17	815	857	777	771	874
Ethnicity					
White	1305	1268	1272	1286	1285
Mixed	114	110	120	117	118
Asian	26	30	32	31	34
Black	106	137	175	181	219
Other	356	406	291	273	336

The number of children in care placed in Kent by other local authorities (OLA) increased by 14 children over the Quarter to 1,240.

The percentage of Children in Care (excluding UASC) placed in KCC in-house foster care or with family/friends remains below the floor standard of 75.0%. For the 12 months to September 2025 performance for this measure was **69.3%** compared to 70.9% 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. Since the legal judgement of July 2023 requiring KCC to safely accommodate and care for all UAS children who arrive in Kent and are awaiting transfer on the National Transfer Scheme, some of KCC's fostering capacity has been used for this. The opening of Children's homes in Kent for UASC has freed up in-house fostering beds previously used for UASC. There are currently 20 in-house fostering beds still available for the UASC scheme; this is reviewed monthly with a plan to reduce further during the winter months when UASC demand usually reduces. This change in availability should lead to a gradual improvement in performance.

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 recruitment hub, Fostering Southeast, launched on 8th July 2024, followed by national recruitment activity encouraging people to foster for their Local Authority. Additional DfE funding was secured to develop the Mockingbird Scheme - part of a support package to retain our existing foster carers. The scheme, which sees hub foster carers supporting other foster carers, launched in October 2024 and three Mockingbird 'constellations' are now live in South Kent, West Kent and East Kent. A fourth for North Kent is being explored but is dependent on the availability of ongoing funding. DfE funding for the Recruitment Hub is agreed for the rest of 2025/26.

As part of the Placement Sustainability Project the service is at the initial stages of developing a "Create a Room" Scheme, to support existing approved foster carers to create an additional bedroom for fostering. This has been combined with a project focusing on adaptations to foster carers homes to support foster carers to consider caring for disabled children with an aim to match five children currently living in residential care with a fostering family.

As of 30th September 2025, there were **593** approved fostering households, 81 of whom are approved Kinship Foster Carers. On Thursday 9th October 2025, Kent County Council's Fostering Service, as part of a partnership with 90 other Local Authorities across the UK, premiered 'The Run', a short film designed to inspire and motivate people to become foster carers for their council. The film was shown on the big screen at The Ashford Cinema in Elwick place and attended by foster carers, fostering staff and those interested in finding out more about fostering for Kent. The film can be accessed on https://www.kentfostering.co.uk/introduction-to-fostering/what-is-fostering

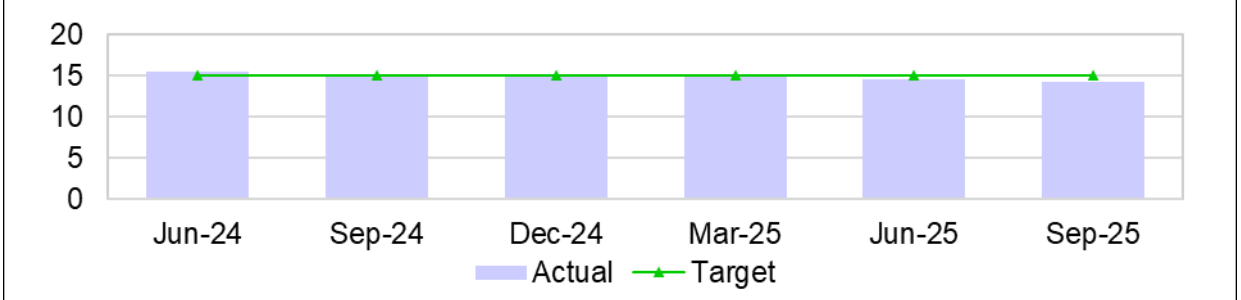
Care Leavers

The number of care leavers at the end of September 2025 was 2,021, an increase of 23 from the previous Quarter. Of the 2,021 care leavers, 1,042 (51.6%) were non-UASC care leavers and 979 (48.4%) were UASC. At **56.5%**, the percentage of care leavers in education, employment or training remained below the target of 65.0%. The service has held a range of events focusing on a Future Aspirations Programme to improve the number of care leavers in Education, Training and Employment. This will continue to be the focus for National Care Leavers Month in November 2025, with a number of activities planned within the community to promote opportunities for care leavers.

A number of our unaccompanied young people remain without status (asylum claim not yet settled), 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, impacting upon the overall numbers in education, training and employment. The Home Office confirmed unaccompanied children will have their applications prioritised.

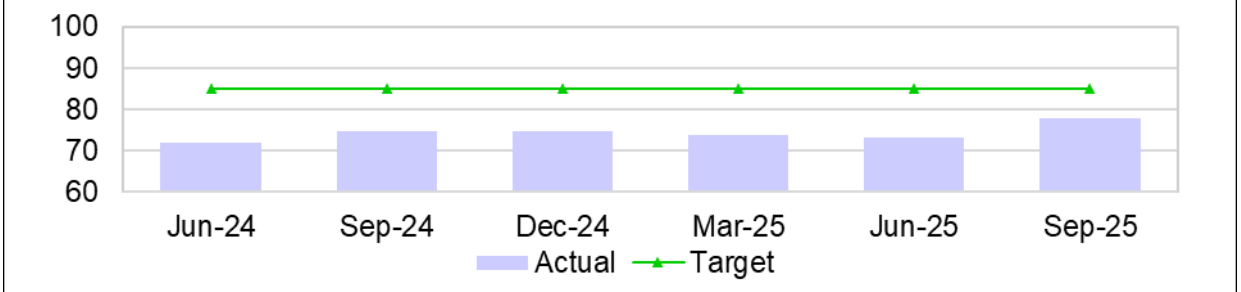
Key Performance Indicators

Percentage of Early Help cases closed with outcomes achieved that come back to Early Help or Children's Social Work teams within 3 months	GREEN ⇧



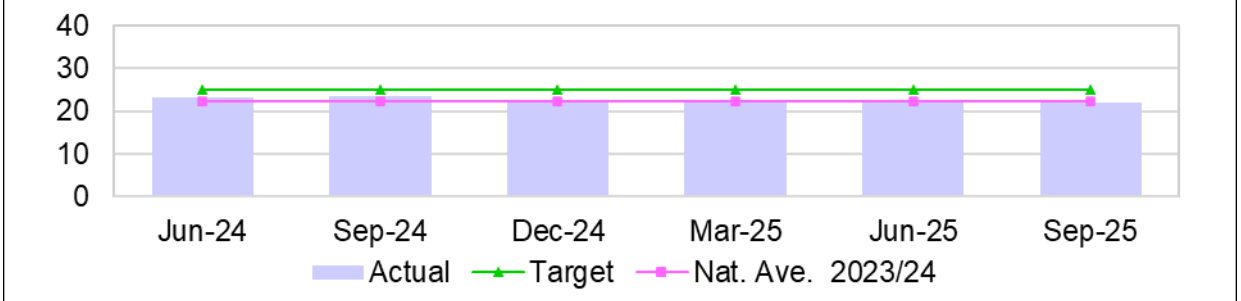
Latest: 14.3%	Target: 15%, Floor: 20%	Previous: 14.5% (Green)

Percentage of case holding posts filled by permanent qualified social workers	AMBER ⇨



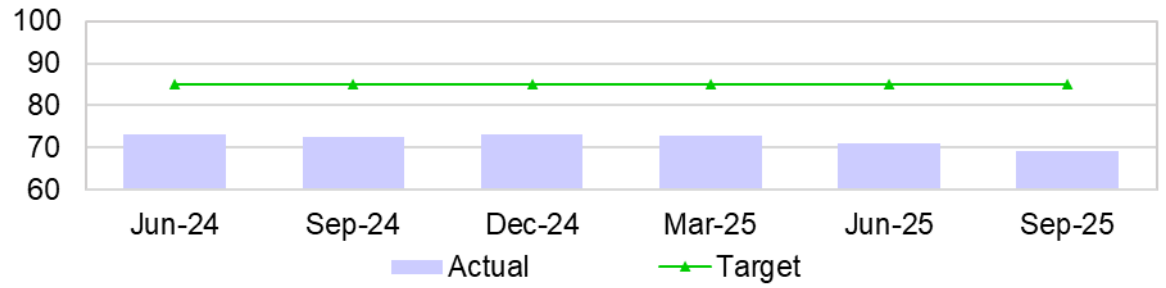
Latest: 77.9%	Target: 85%, Floor 75%	Previous: 73.3% (Red)

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



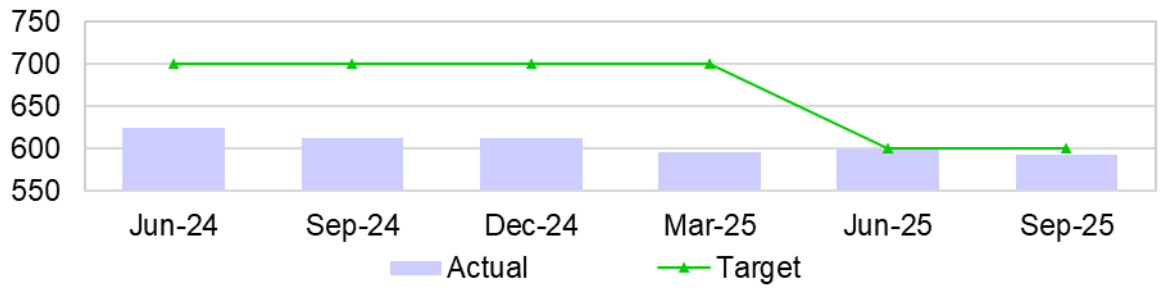
Latest: 21.9%	Target: 25%, Floor 30%	Previous: 22.0% (Green)

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



Latest: 69.3%	Target: 85%, Floor: 75%	Previous: 70.9% (Red)

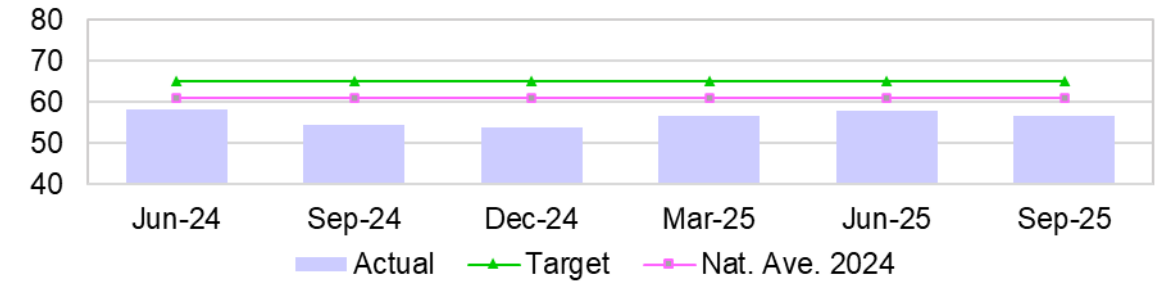
Number of foster households		AMBER ⇩



Latest: 593	Target: 600 Floor: 550	Previous: 599 (Amber*)

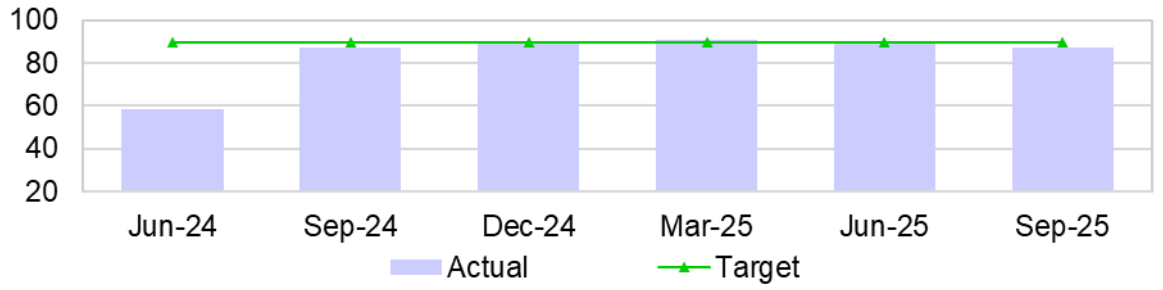
* Based on Floor of 650 in 2024/25

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



Latest: 56.5%	Target: 65%, Floor: 55%	Previous: 57.8% (Amber)

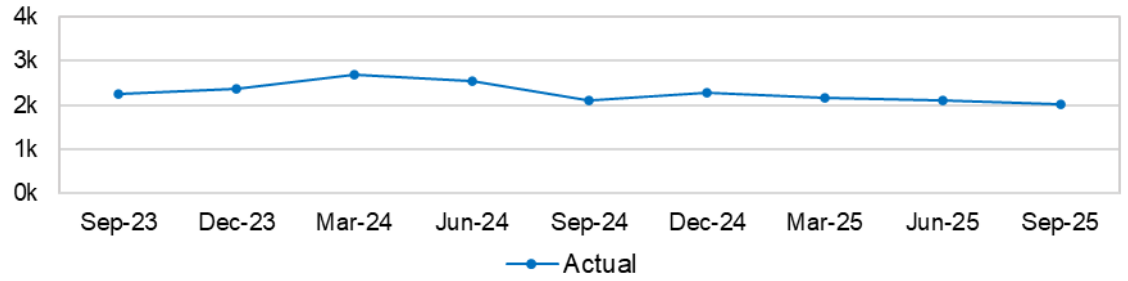
Percentage of National Transfer Scheme (NTS) Referrals made within 2 working days of Referral to KCC	AMBER ⇨



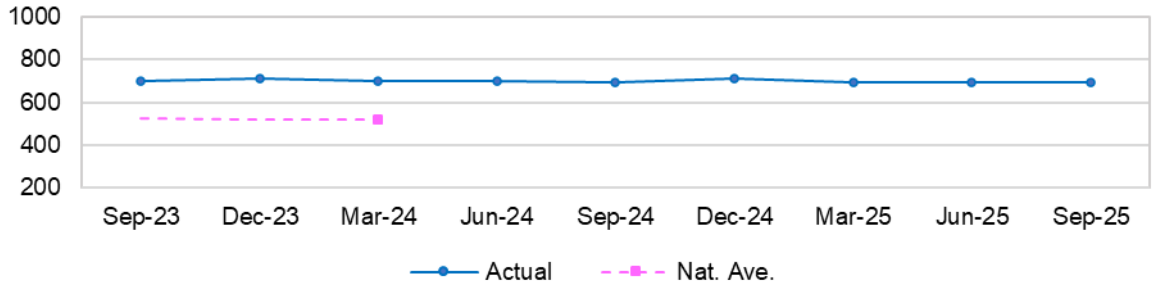
Latest: 87.5%	Target: 90%, Floor: 80%	Previous: 89% (Amber)

Activity indicators

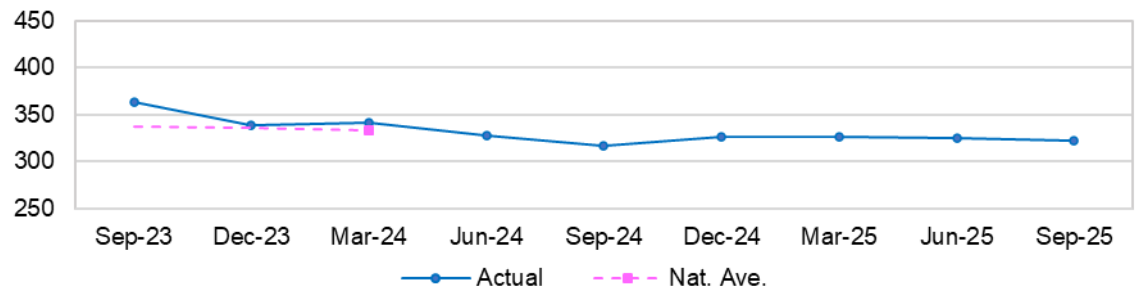
Number of open Early Help cases managed by Units



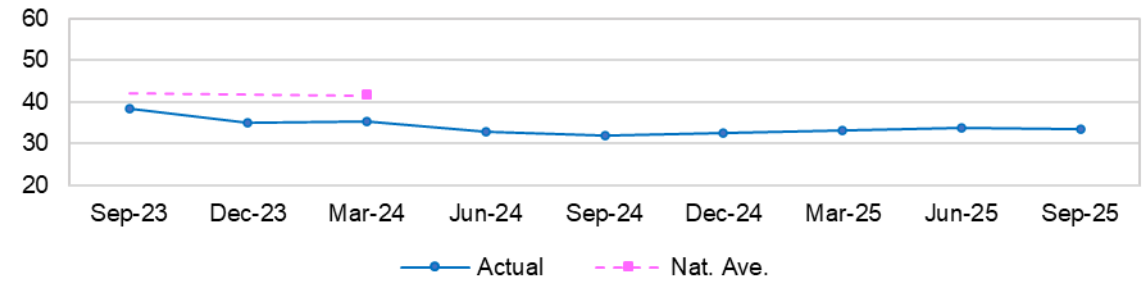
Rate of CSW referrals per 10,000 population aged under 18 – rolling 12 months



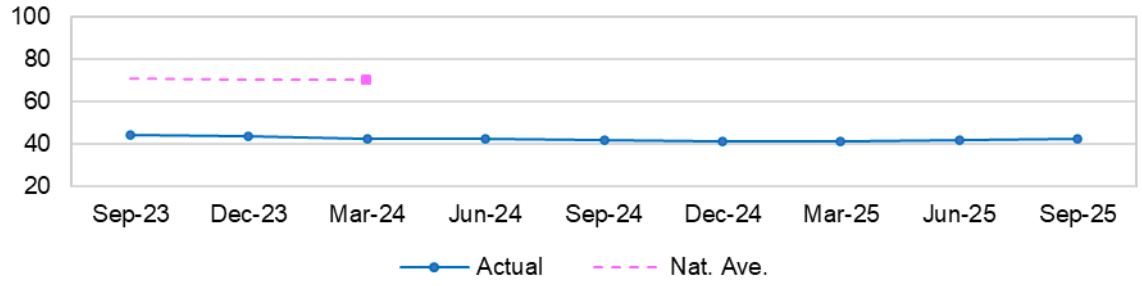
CSW caseload per 10,000 child population – snapshot at Quarter end



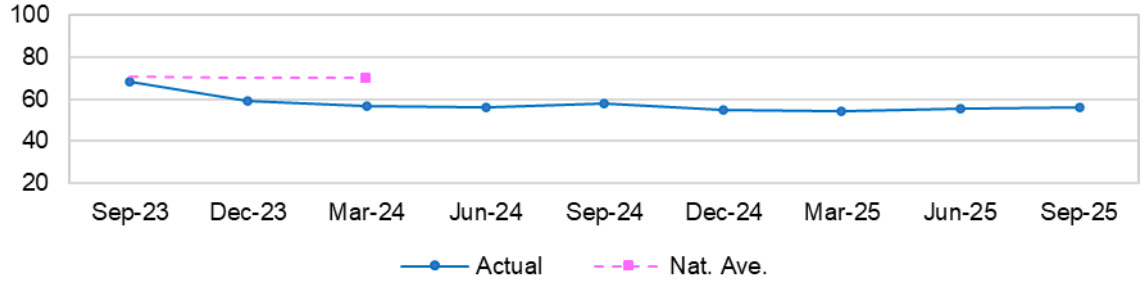
Rate of children with Child Protection Plans per 10,000 child population – snapshot at Quarter end



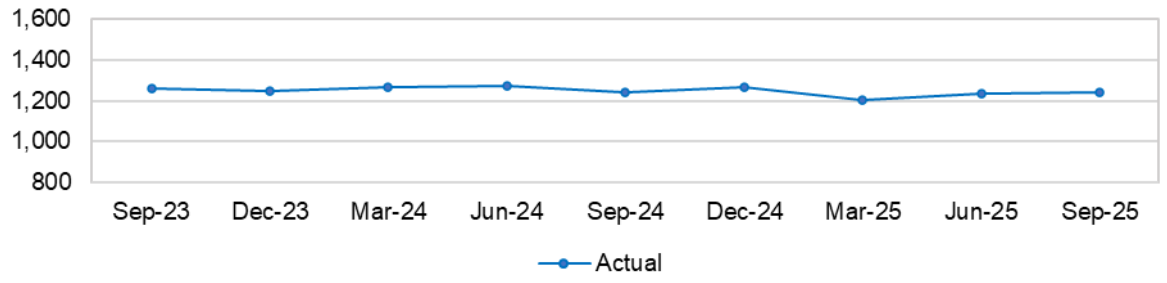
Rate of Children in Care (excluding UASC) per 10,000 child population – snapshot at Quarter end



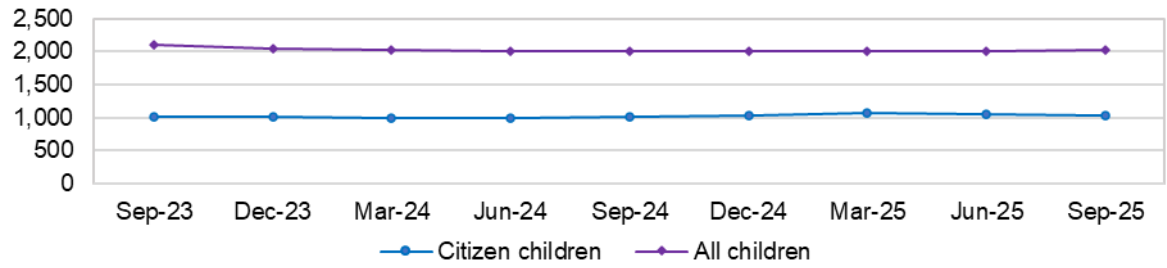
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at Quarter end



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	Diane Morton
Corporate Director	Sarah Hammond

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
	4	3			5	2

Contacts
When a person makes contact with adult social care for the first time, they will be assisted by one of four area-aligned Adult Social Care Connect Teams, who will look to offer advice and guidance to those people making contact, and signpost them to available resources in their local area where appropriate. In Quarter 2, 8,441 people made contact with Adult Social Care Connect, a 12% increase on the previous quarter and the highest volume seen for over 2 years. Contacts saw the highest activity in July, with 3,368 people making contact, 19% more compared to July 2024.

One of the key aims of the Adult Social Care Connect Team is to avoid the contact being 'repeated' by ensuring that the person's queries are met with the appropriate solution. In Quarter 2, only **3%** of contacts were from people who had made contact in the previous 3 months, the same percentage seen in the previous two quarters. The measure continues to be RAG rated Green, below its target of no more than 5%.

Assessments
After a contact is received a person may be assessed as needing to have a Care Needs Assessment (CNA), which is carried out to ascertain their eligibility under the Care Act for further support from the local authority. In Quarter 2, 4,320 requests for CNAs were made, continuing an ongoing downward trend. In the same period, 4,326 assessments were completed, meaning the number of people with an incomplete assessment fell slightly. The number of people with an incomplete assessment is 500 fewer than in the same quarter last year.

When completing a CNA, adult social care aim to complete the assessment within 28 days. On occasion, completion of an assessment may take longer while we work with the person to establish their care needs and for the person to be confident and happy with the outcome. In Quarter 2, **77%** of CNAs were delivered within 28 days the highest proportion seen in the last two years. Although a 2 percentage point increase in comparison to Quarter 1, the measure remains RAG rated Amber as it is below the 85% target.

There are three externally commissioned carers' organisations across Kent who support carers with carrying out carers' assessments and offering information, advice and guidance (IAG) to those who care for for others. In Quarter 2, 735 referrals were received by carers' organisations and 1,138 carers were supported with an assessment or IAG (includes people referred in previous quarters). This quarter saw a 58% increase in completed carers' assessments compared to Quarter 1.

Care and Support Plans (C&SP)
If a person is assessed as being eligible for care and support as a result of their CNA, they will receive a care and support plan that details how their unmet needs are to be met. This plan is a written record of what is included in their care and is agreed and signed by the person in receipt of support. At the end of Quarter 2, 17,065 people had an active care and support plan. This figure has remained at around 17,000 for the past six quarters.

As part of their care and support plan, it may be assessed that a person's needs are best met through the provision of a package of care. This can be arranged in a variety of ways including through a Direct Payment (DP), a homecare service or in a residential or nursing home setting. In Quarter 2, 2,761 new packages of care were arranged at an average weekly cost of £1,012. The annual price uplift given to providers each April leads to a sharper increase in averages between financial years. Just over a quarter of new packages in Quarter 2 were short term beds (26%), followed by homecare (21%) and direct payments (14%).

Reviews of the Care and Support Plan
Once a new service has started, this will be reviewed at six to eight weeks and then an annual review is carried out. This is to ensure the care in place is appropriate and the person's assessed needs are being met. The number of people awaiting an initial review fell again in Quarter 2 to 1,238 (42% lower than same quarter last year); the number of people waiting for their annual review also fell to 4,681. The number of reviews completed remained at a high level in Quarter 2 – 17% higher than the same quarter last year.

Enablement
Adult social care offers enablement services which are designed to work closely with the individual on setting personalised goals which will enable them to remain independent at home with no further support. These services are delivered through the Kent Enablement at Home (KEaH) service and the Kent Enablement Service (KES). During Quarter 2, 3,520 people engaged with these services. Demand for KEaH services has continued to increase for the 6th consecutive quarter, with 2,521 people receiving the service in Quarter 2. Meanwhile KES has seen a slight decrease when compared to Quarter 1, with 999 people.

For people who may not be able to receive enablement at home or may require a further period of assessment for long-term provisions, their needs can be met through short-term support (six to eight weeks) in a residential or nursing setting, referred to as a short-term bed. This offer is mostly utilised for people on a hospital discharge pathway to minimise the risk of them being readmitted to hospital. At the time of reporting, there were 1,479 people in a short-term bed in Quarter 2.

Hospital Discharge Pathway
In Quarter 1, adult social care saw a 2 percentage point increase in the number of people, over the age of 65, who remained at home 91 days after discharge from hospital into enablement/ rehabilitation services[1]; meaning, this measure has now reached the 85% target and is RAG rated Green (this measure is shown as a quarter in arrears due to the 91 day reporting period).

[1] This measure is shown as a quarter in arrears due to the 91-day reporting period.

Direct Payments
In some cases, to meet a person's individual care and support needs, a Direct Payment is the best way for adult social care to support a person in maintaining their independence and giving them full control over the care they receive. In Quarter 2, the percentage of people in receipt of a Direct Payment continued at 25%. This is above the floor standard and remained RAG rated Amber.

Residential and Nursing care
If it is assessed that a person's needs can no longer be met in their own home, they may require long term support in a residential or nursing service. For adults aged 18 to 64, **17.7 per 100,000** of the population met this criteria in Quarter 2, which is a slight increase on the previous quarter. Meanwhile, for older people (65 years and older) **558 per 100,000** of the population had their long-term support needs met by admission to a residential or nursing care home. Both of these measures remain RAG rated Green in Quarter 2.

In order to provide services, all residential and nursing homes are required to register with the Care Quality Commission (CQC), which has the responsibility for inspecting and rating all registered homes. In Quarter 2, **75%** of people placed by adult social care in those homes had been rated Good or Outstanding by CQC. This is the second consecutive quarter where the measure has met the floor threshold and has been RAG rated Amber.

Mental Health needs
People accessing adult social care with a mental health need continues its upward trajectory. Currently, the majority of people presenting with a mental health need are supported through a Supporting Independence Service (SIS) package of support.

An increasing number are supported in their own home with a Homecare provision – with 101 people in receipt of their care in this way at the end of Quarter 2 compared to 70 in the same quarter last year.

Deprivation of Liberty Safeguards (DoLS)
Deprivation of Liberty Safeguards (DoLS) are legal protections under the Mental Capacity Act 2005 designed to ensure that those lacking mental capacity to consent to their care are not unlawfully deprived of their liberty when in a hospital or a care home setting. In Quarter 2, the DoLS Team received a further 2,469 applications bringing the current financial year total to 5,087 which is 3% less than the same period last year. The team has completed a further 2,179 DoLS applications during the quarter, bringing the overall total for the financial year to 4,427.

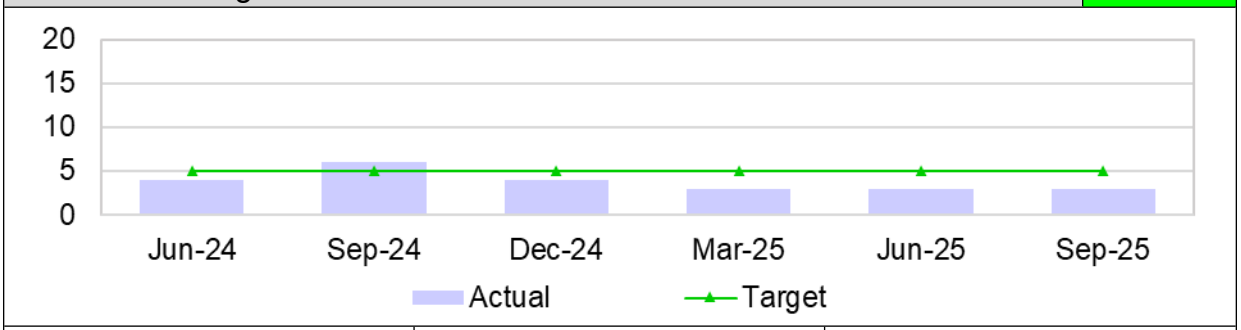
Safeguarding
If someone is concerned about themselves or someone else being at risk of abuse or neglect, they are able to raising a safeguarding concern to adult social care. Since the start of the financial year, adult social care has received 12,531 concerns out of which 6,400 have come in during Quarter 2. This figure marks yet another highest total for a single quarter and continues an increasing trend for incoming concerns.

If it is assessed that the risk outlined in the concern meets the Section 42 criteria, a safeguarding enquiry will be carried out. A total of 1,360 concerns were converted into enquiries by the end of Quarter 2. Despite the increasing number of incoming concerns, this quarter marks the second consecutive decrease in the number of new enquiries, with a reduction of almost 2% when compared to Quarter 1.

Upon completion of a Section 42 enquiry, adult social care is required to assess the identified safeguarding risk status to the person. The proportion of those whose risk was removed (30%), risk reduced (57%) or risk remained (13%) have remained consistent when compared to previous quarters.

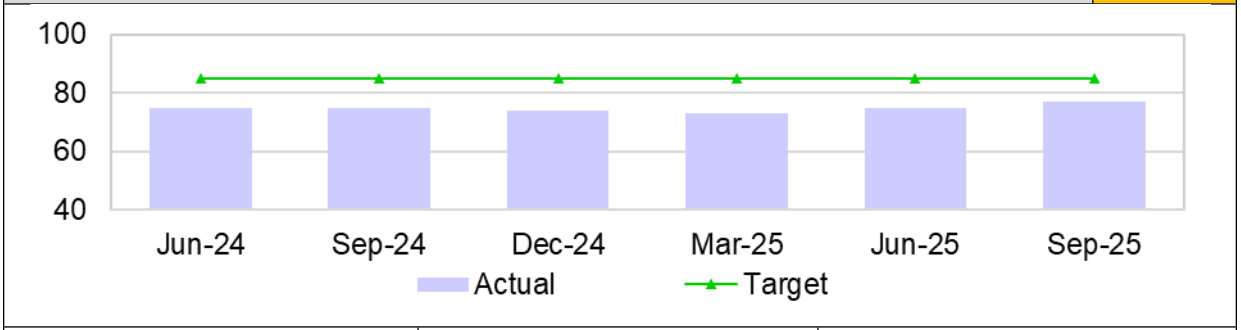
Key Performance Indicators

Percentage of people who have their contact resolved by ASCH but then make contact again within 3 months		GREEN ⇨



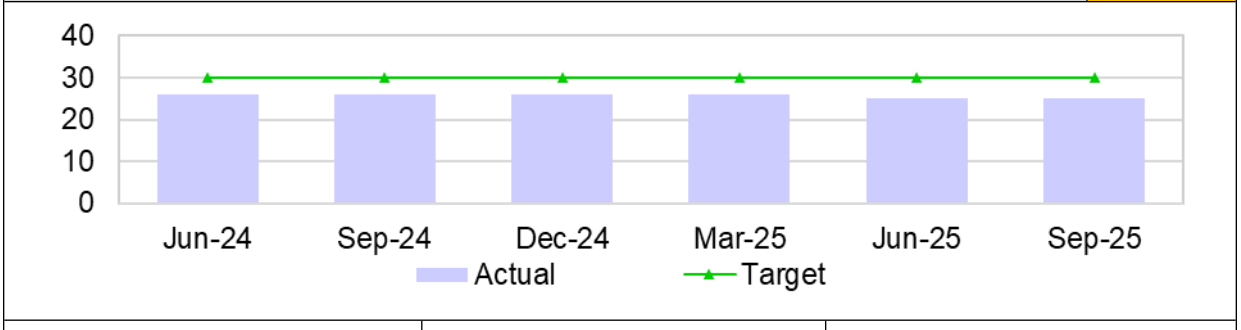
Latest: 3%	Target: 5%, Floor: 9%	Previous: 3% (Green)

Proportion of new Care Needs Assessments delivered within 28 days		AMBER ⇨



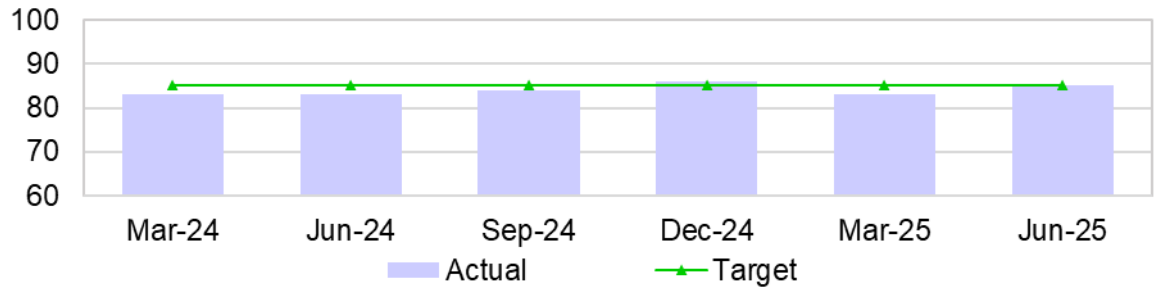
Latest: 77%	Target: 85%, Floor: 75%	Previous: 75% (Amber)

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



Latest: 25%	Target: 30%, Floor: 24%	Previous: 25% (Amber)

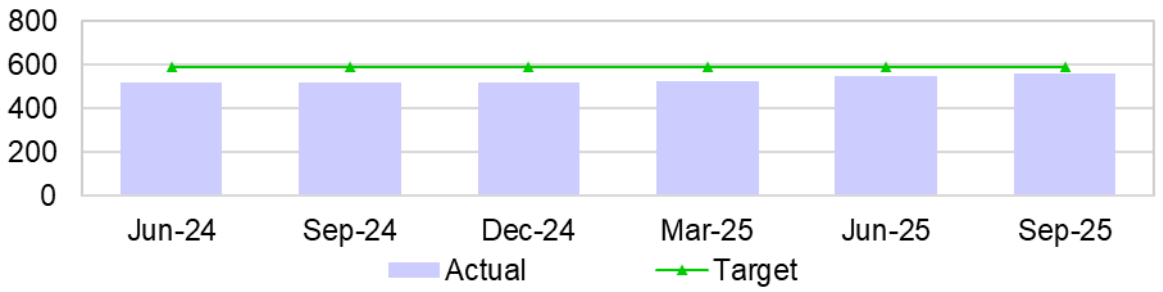
Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	GREEN ⇨



Latest: 85%	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.

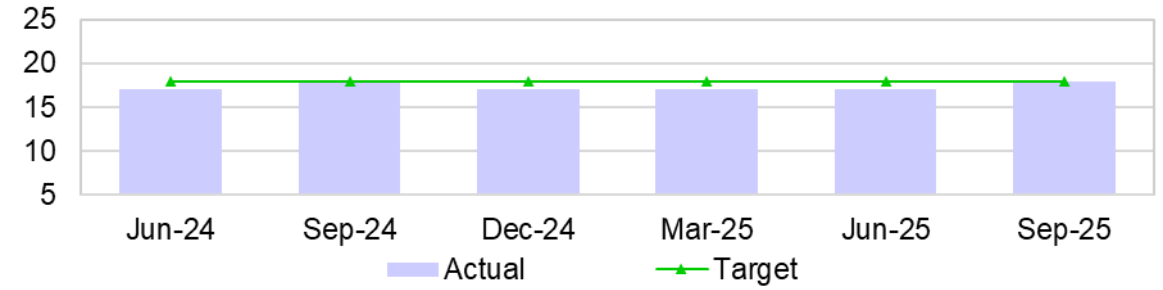
Long Term support needs of **older people** (65 and over) met by admission to residential and nursing care homes, per 100,000 – rolling 12	GREEN ⇩



Latest: 558	Target: 588, Floor: 617	Previous: 546 (Green)

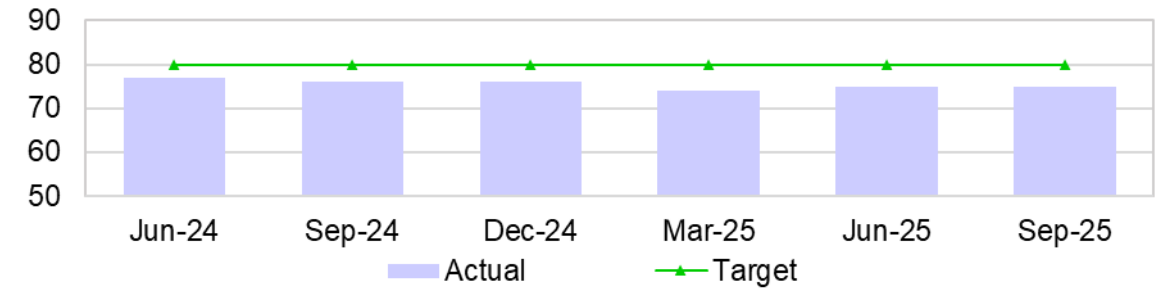
Following the introduction of the Client Level Data return, the data used for this measure has been updated to more accurately reflect the figure reported to the NHS

Long Term support needs of **adults** (18-64 years old) met by admission to residential and nursing care homes, per 100,000	GREEN ⇨



Latest: 17.7	Target: 18, Floor: 22	Previous: 17.4

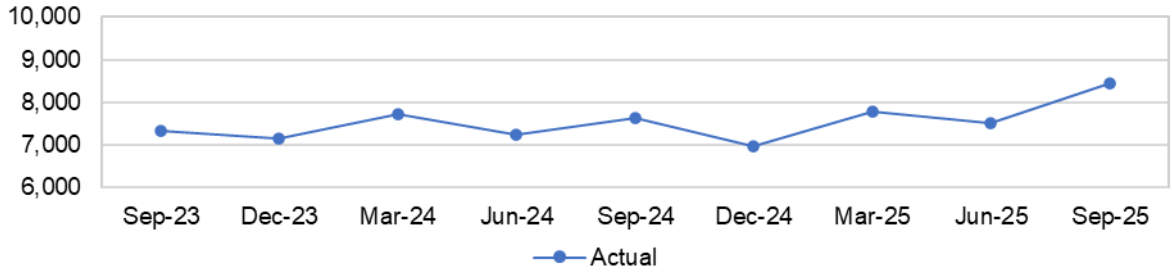
Percentage of KCC supported people in residential or nursing care where the CQC rating is Good or Outstanding	AMBER ⇨



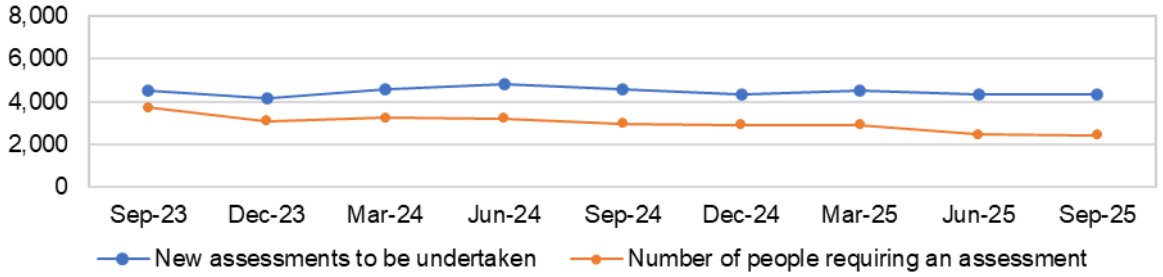
Latest: 75%	Target: 80%, Floor: 75%	Previous: 75% (Amber)

Activity indicators

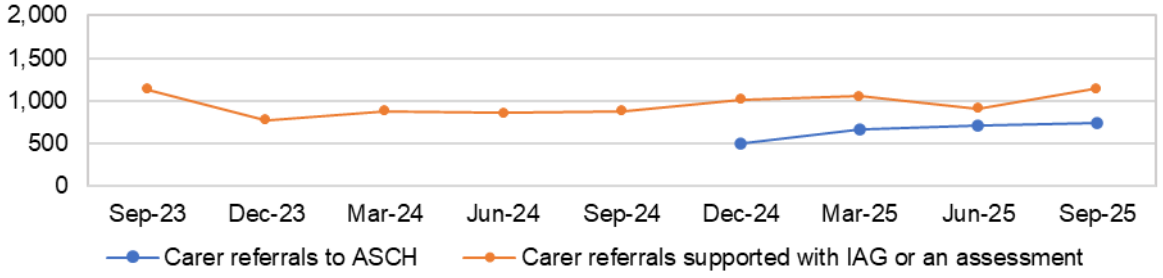
Number of people making contact with ASC Connect



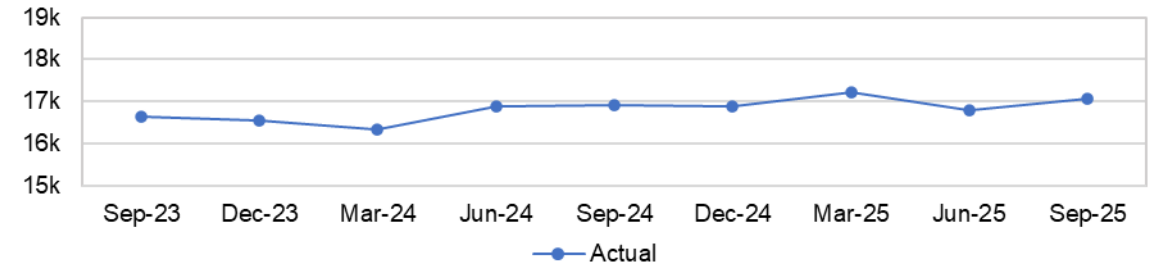
Number of new Care Needs Assessments to be undertaken and the number of people requiring a Care needs Assessment on the last day of the quarter



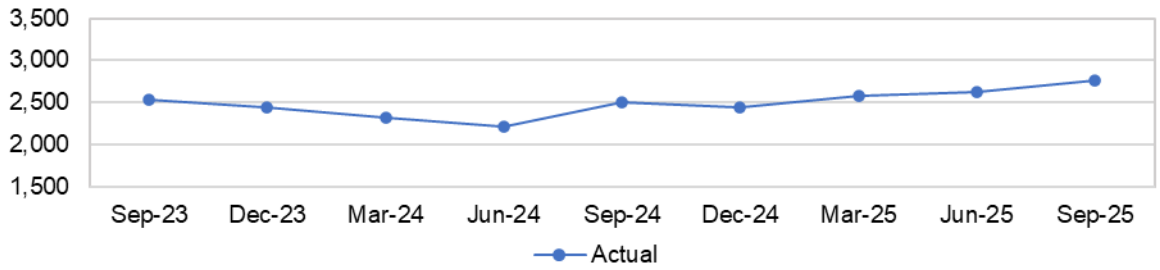
Number of carer referrals to ASCH and those that are supported with Information, Advice and Guidance (IAG) or an assessment



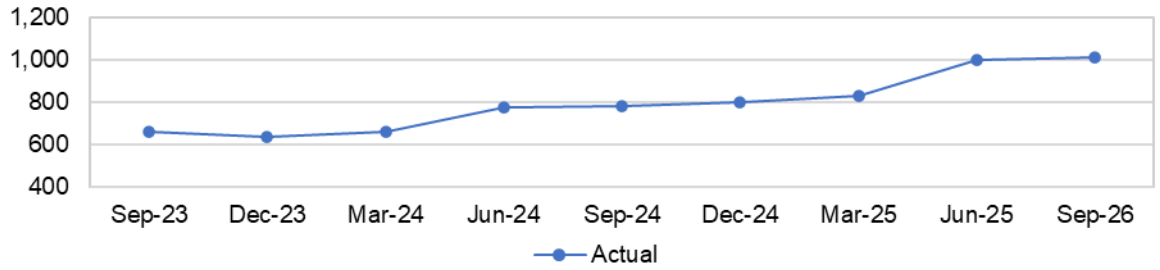
Number of people with an active Care & Support Plan at the end of the Quarter



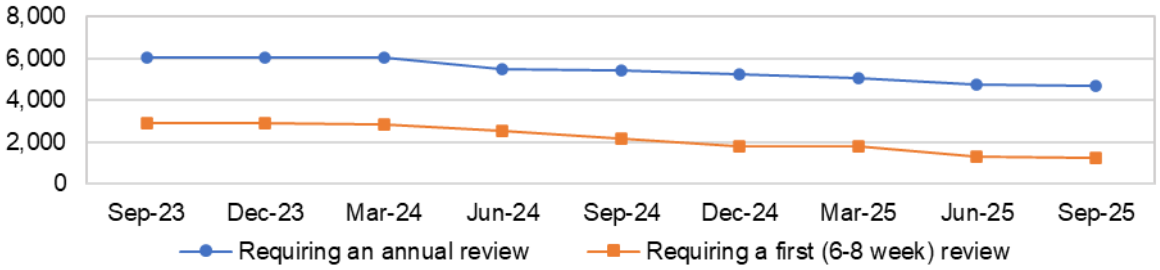
Number of new support packages being arranged for people in the Quarter



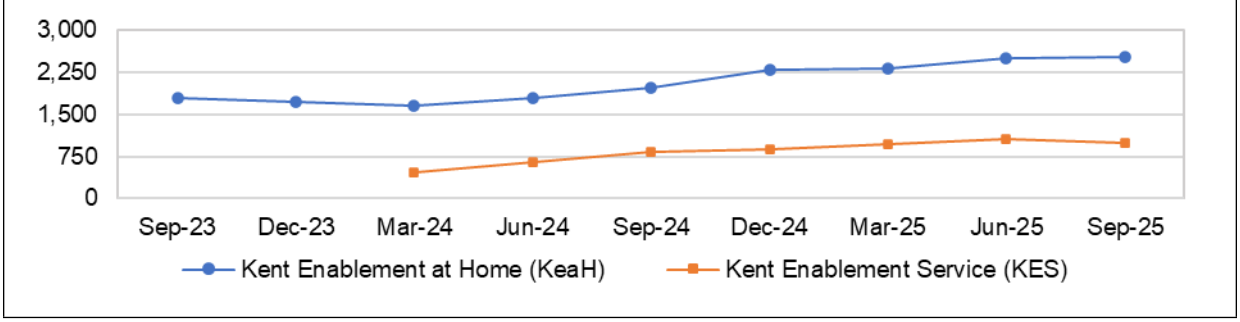
Average cost (£s per week) of new support packages arranged for people in the Quarter



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

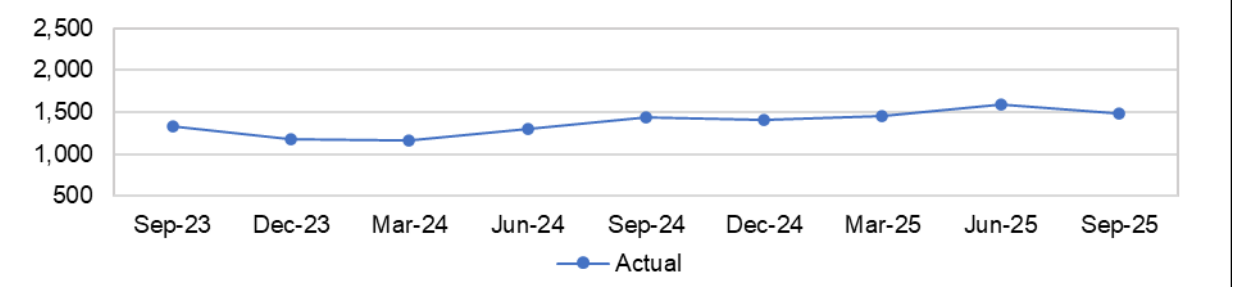


The number of people in a KCC community enablement service

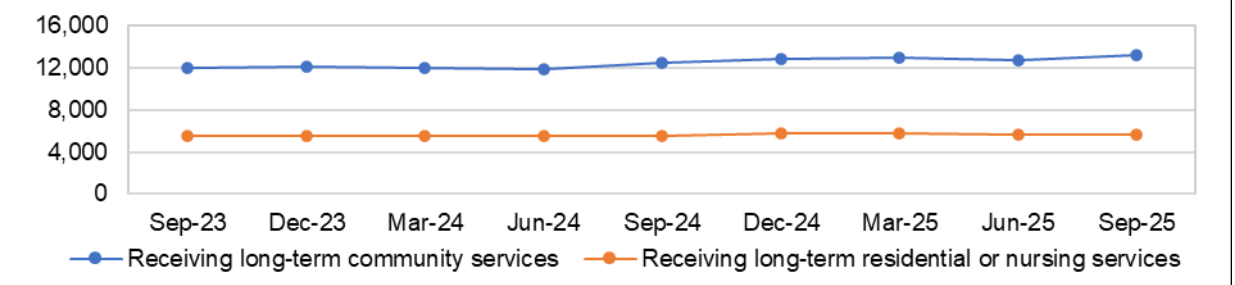


KES operational from Mar-24 onwards

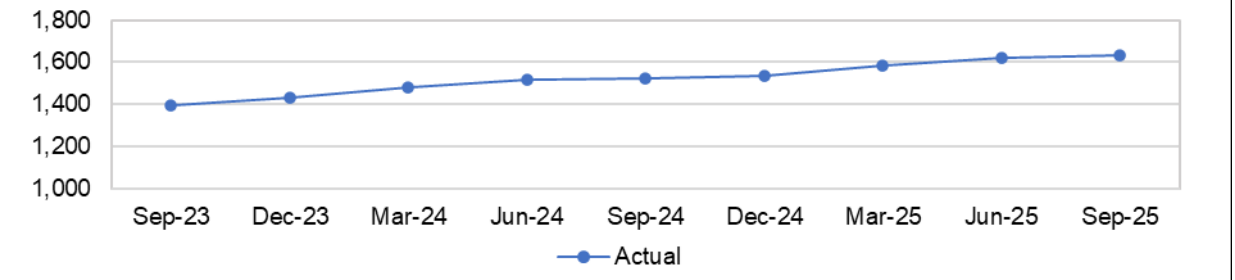
Number of people in Short Term Beds during the Quarter



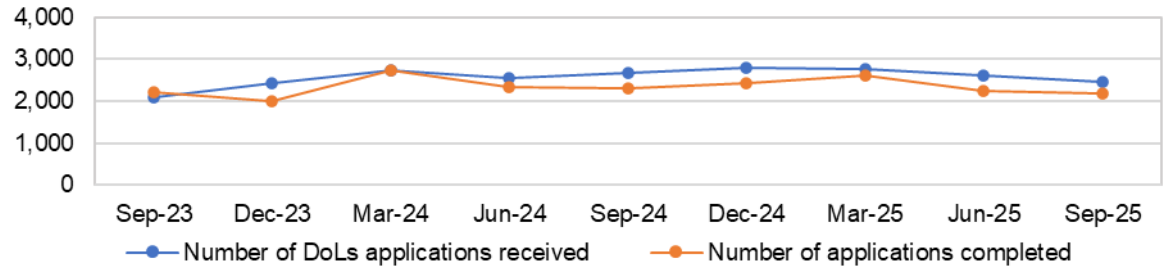
Number of people in Long Term Services



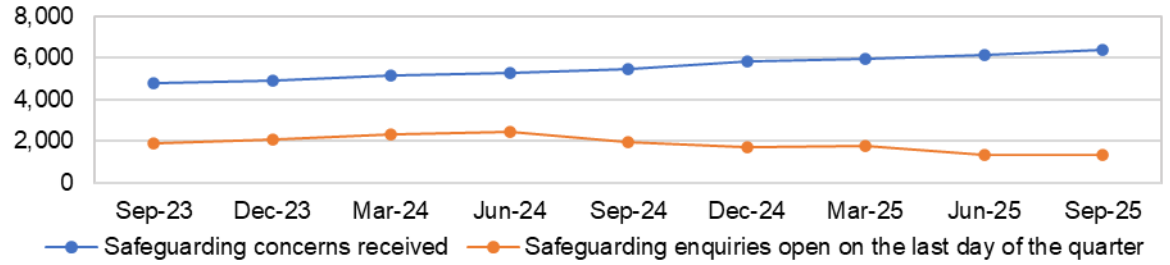
Number of People accessing ASCH Services who have a Mental Health Need



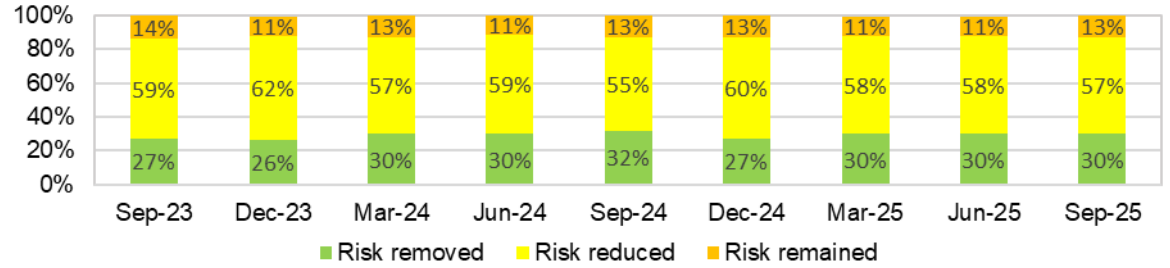
Number of DoLS applications received and completed



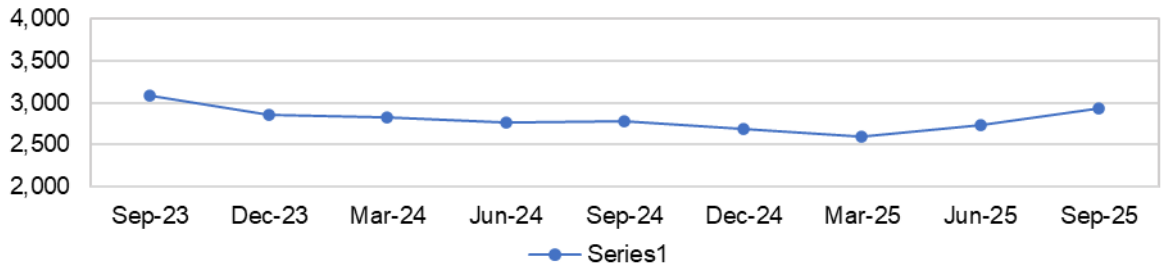
The number of incoming safeguarding concerns, and open enquiries on the last day of the quarter



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



The number of Occupational Therapy assessments completed



Public Health

Cabinet Member	Diane Morton
Director	Anjan Ghosh

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
	4	2		2	4	

NHS Health Checks
In Quarter 2, there were 6,998 NHS Health Checks delivered to the eligible population in Kent. This represents a decrease of 11% (871 fewer checks) compared to the 7,869 checks that were delivered in Quarter 1. GPs transitioned from letter-based invitations to SMS messages during this quarter and KCC will continue to monitor delivery and the impact of SMS invitations on uptake. Previous pilot programmes have highlighted the importance of SMS message wording in influencing engagement. Should uptake not meet expectations, the SMS invitation wording will be reviewed and refined to improve effectiveness. The programme is on track to invite the entire eligible population for 2025/26, with 23,046 first invites sent out this quarter. In total, 45,944 (50%) of the eligible population have been invited to an NHS Health Check in the current year to date.

Health Visiting
In Quarter 2, the Health Visiting service completed 16,994 out of 19,469 scheduled health and wellbeing reviews, achieving a completion rate of 87%. Over the past 12 months, 66,846 of 76,127 (88%) were completed, exceeding the 86% target. This reflects consistent performance in recent quarters and demonstrates the service's ongoing commitment to supporting families in early years.

Four of the five mandated health and wellbeing reviews met or exceeded their respective targets. Antenatal contacts – delivered face-to-face, online, or by telephone, or via antenatal information letters – met the 97% target. However, the proportion of antenatal contacts excluding antenatal information letters was 47%, falling short of the 50% target. The antenatal contact serves as the initial touchpoint of the Healthy Child Programme, delivered through Health Visiting. The service takes a risk stratified approach, prioritising antenatal contacts for families assigned to a targeted or specialist caseload. Commissioners continue to monitor antenatal performance closely, with improvement action plans in place.

Sexual Health Service
Kent County Council commissions several organisations to deliver statutory sexual health services, including free sexually transmitted infection (STI) testing and treatment, access to a broad range of contraception, and the provision of information and advice to support sexual health and wellbeing across Kent.

In Quarter 2, 98% of first-time patients were offered a full sexual health screen, and 63% accepted – below the 72% target, resulting in an Amber RAG rating. KCC has worked with providers to identify barriers to achieving this target, holding a dedicated workshop and collaborative meetings between providers. Solutions from these sessions will be implemented shortly with the aim of improving performance.

During Quarter 2, 15,925 clinic appointments were attended, 11,501 home testing kits were ordered through the online STI testing service, and 2,815 packs of condoms were issued to under-25s through the Kent Condom Programme. In addition, 844 issuances of Emergency Oral Contraception for under-30s were processed through Community Pharmacies, and 2,095 Long Acting Reversible Contraception (LARC) procedures were reported by General Practice. This demonstrates the continued strong demand for sexual health services.

The Sexual Health service continues to develop its strategic approach, which will incorporate recommendations from the 2024 Kent Sexual Health Needs Assessment. Transformation of the Sexual Health services remains a key priority for the commissioning team. Short-term projects include the opening of a new sexual health clinic in Dover and the planning of a mobile sexual health clinic for west Kent.

Drug and Alcohol Services

The Adult Community Drug and Alcohol services data for Quarter 2 had not been released at the time of reporting. The latest available data (Quarter 1, 2025/26) shows that **28%** of people (1,608 out of 5,656) successfully completed treatment in the 12-month rolling period to June 2025, meeting the increased 28% target.

Regarding the substance groupings, the service is currently meeting the targets for successful completions among *alcohol only* users. The successful completion rate for *alcohol and non-opiate* users, *other non-opiate* users and *opiate* users are currently slightly below target. However, the substance group targets are ambitious, and were all increased for 2025/26. In relation to each of the three pathways where Kent is missing its internal targets, both treatment progress and successful completions exceed national (England) performance.

In Quarter 1, the number of people accessing structured treatment (rolling 12-months) for the *alcohol and non-opiate*, *alcohol only*, and *non-opiate* pathways have met the respective targets. The *opiate* pathway is not meeting the recently increased target. The number of people accessing opiate treatment continues to be an area of focus, which is addressed during contract monitoring meetings between commissioners and providers. Should the targets continue not to be met, commissioners may look to implement improvement plans.

The services continue to conduct testing and support clients into treatment for hepatitis C. Micro-elimination of hepatitis C has now been achieved across Dover, Folkestone and Hythe, and Ashford. Continued work will focus on sustaining the progress achieved to date, and undertaking an analysis of current data in order to identify the requisite level of investment and testing required to consistently achieve these outcomes across Kent.

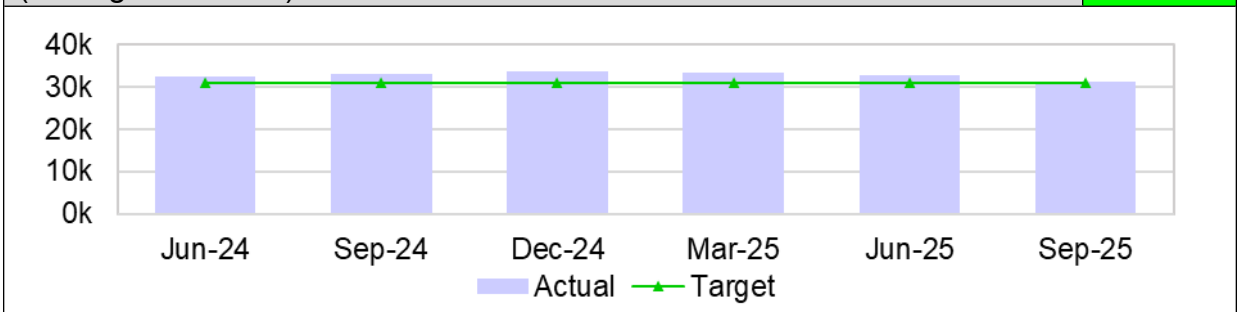
Live Well Kent and Medway

In Quarter 2, Live Well Kent and Medway received 1,978 referrals countywide, representing an increase of 8% compared to the same quarter of the previous year. The service remained responsive to demand, with 99% of eligible referrals contacted within two working days. Exit survey completion rates also increased and greater than 90% of respondents reported improvements with regard to their personal goals, demonstrating strong engagement with the service. Wellbeing outcomes remained high, with 90% of people showing improved or maintained wellbeing scores using the DIALOG Scale.

Employment support continued to deliver results, with the number of job starts and job sustainments exceeding target in several areas. The network remains responsive to increasing complexity, with a growing proportion of people presenting to the service with high needs.

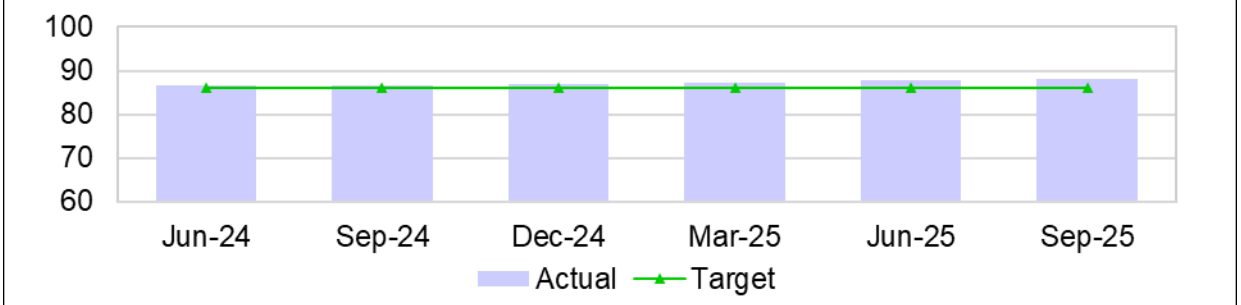
Performance Indicators

Number of eligible people (aged 40-74) receiving an NHS Health Check (Rolling 12 months)		GREEN ⇨



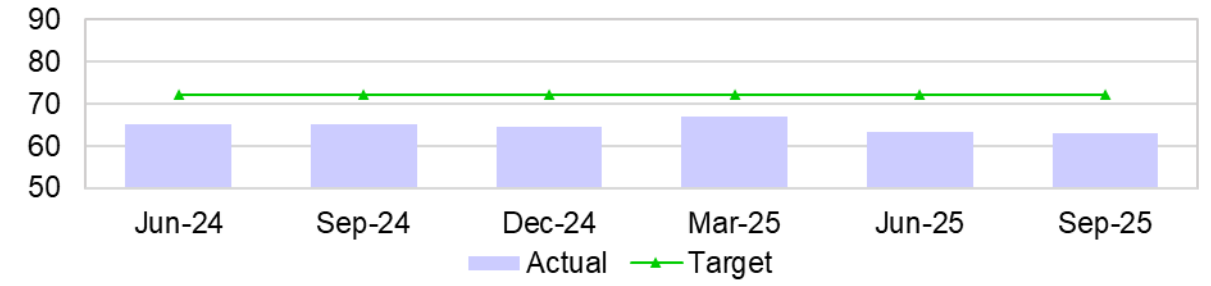
Latest: 31,326	Target: 31,000, Floor: 24,800	Previous: 32,840 (Green)

Percentage of mandated health and wellbeing reviews delivered by the health visiting service of those due (Rolling 12 months)		GREEN ⇧



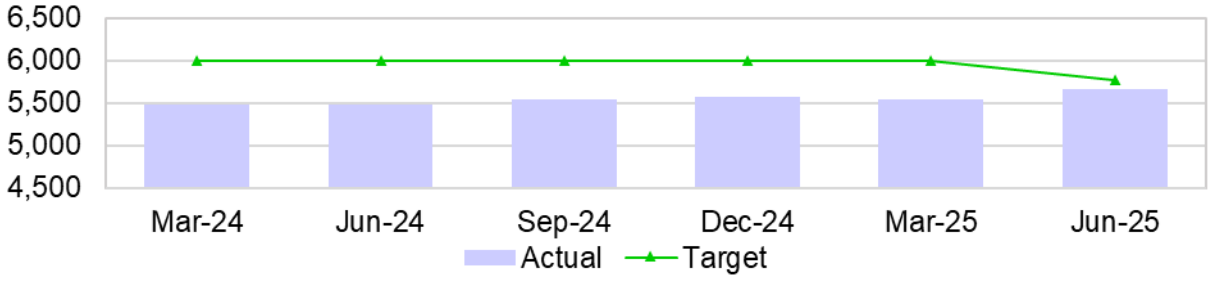
Latest: 88%	Target: 86%, Floor: 70%	Previous: 88% (Green)

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



Latest: 63%	Target: 72%, Floor: 58%	Previous: 63% (Amber)

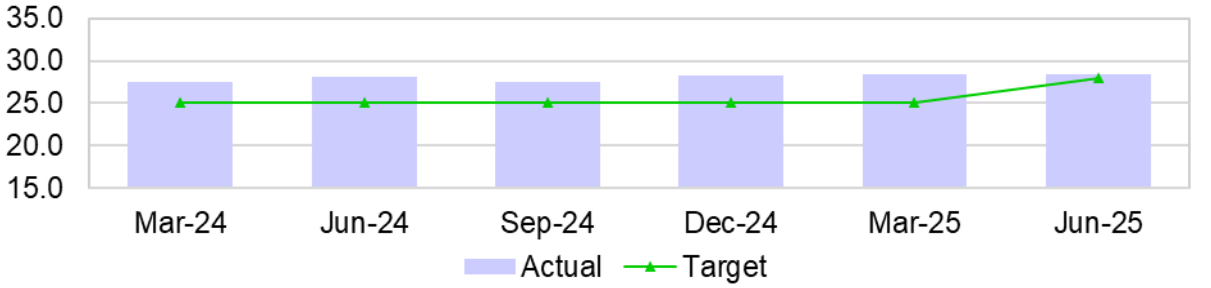
Number of Adults accessing structured substance misuse treatment during a rolling 12-month period	AMBER ⇧



Latest: 5,656	Target: 5,770, Floor: 4,616	Previous: 5,543 (Amber)

No data for Sep-25 available at time of reporting

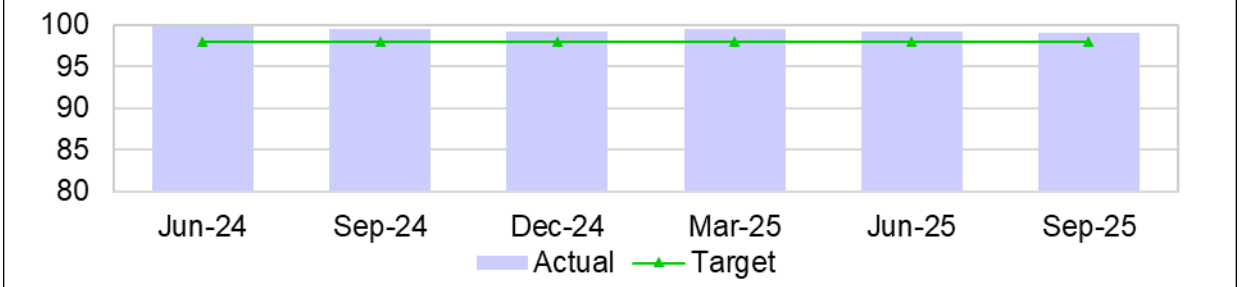
Percentage of successful completions of drug and alcohol treatment – rolling 12 months	GREEN ⇨



Latest: 28%	Target: 28%, Floor: 22.5%	Previous: 28% (Green)

No data for Sep-25 available at time of reporting

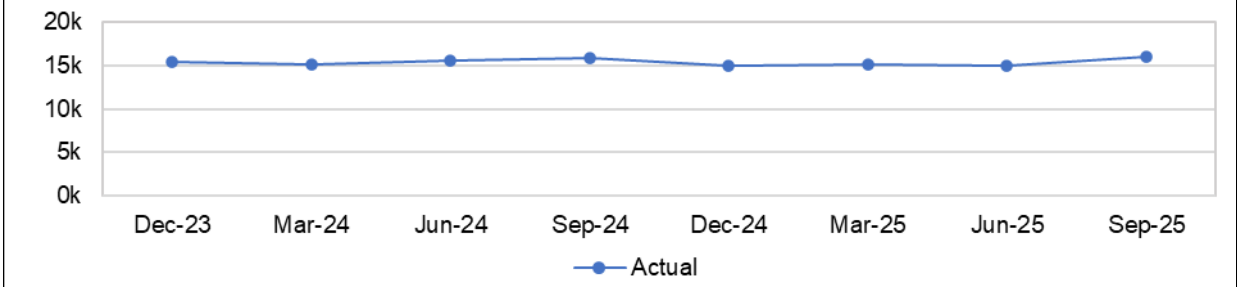
Percentage of Live Well clients who would recommend the service to family, friends, or someone in a similar situation		GREEN ⇨



Latest: 99.4%	Target: 98%, Floor: 91%	Previous: 99.2% (Green)

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 2025, compared with August 2025.

	Low Risk	Medium Risk	High Risk
Current risk level November 2025	1	5	12
Risk level August 2025	0	5	13

KEY CHANGES DURING LAST QUARTER

CRR0042 - border fluidity, infrastructure and resilience, in relation to the introduction of the European Union's Entry / Exit System (EES). Risk reduced from High to Low. KCC has conducted a significant amount of work with partners at a local and national level to assess the potential implications for the county and prepare for various scenarios. A phased implementation approach to EES has been adopted by the EU, and further modelling at national level has been conducted. EES checks have commenced at a 10% level starting with freight traffic and are due to increase to 100% checks for all traffic over the following 6 months to April 2026. The current risk rating is applicable for day one of implementation and will be reviewed as the percentage of checks increases.

Corporate Risk Register Refresh - the more formal, annual refresh of the corporate risk register is in progress, which will result in additional mitigating actions being added to the register for monitoring in future reports.

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 7 actions to mitigate elements of corporate risks that were due for completion or review up to November 2025. 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 2025	1	4	2	0

CRR0009: Future financial and operating environment for Local Government (High)
Partially Complete Developing better scrutiny of spending bids and more detailed savings plans, particularly relating to Adult Social Care, to improve the overall robustness of the budget setting process, thereby improving financial resilience. We expect to see this in more detailed and robust savings plans being put forward in January 2026, through the usual budget setting process. (Previous target date 30/11/25. Target date now 31/01/26).

CRR0014: Cyber Information Security Resilience (High)
Complete Data Protection and Information Governance training is mandatory and requires staff to refresh periodically. Progress rates monitored regularly. Partially Complete Cyber security to be added to the mandatory Information Governance training by end of December 2025.

CRR0039: Information Governance (Medium)
Partially Complete Services are completing data mapping processes for their respective areas in order to ensure an up-to-date record of processing activities. Relevant data is being migrated into a central list that can be accessed, reviewed and updated regularly by the relevant teams. The new process is due to go live in April 2026.

CRR0052: Adaption of KCC Services to Climate Change impacts (High)
Regular Review **Delivery of the KCC Climate Change Adaptation Plan** Delivery of the KCC Climate Change Adaptation Plan will be monitored regularly and will include service level climate change adaptation risks and incorporate climate adaptation into project and BAU activity. Regular Review **Organisation-wide environmental risk management** The Environment team will be continuing to support the organisation to build environmental risks into KCC project work and the delivery of the KCC Environment Plan.

CRR0064: Risk of Failing to Deliver Effective Adult Social Care Services (High)
Partially Complete The directorate is working with partners such as Partners in Care and Health, and Care and Health Improvement Advisors on the development of a robust workforce strategy, sharing insights from national good practice and lessons learned elsewhere. This work is in progress from October to December 2025 in line with CQC Improvement Plan timelines.

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From: **Brian Collins, Deputy Leader**

Amanda Beer, Chief Executive Officer

To: **Cabinet – 8th January 2026**

Decision No: **N/A**

Subject: **Corporate Risk Register**

Classification: **Unrestricted**

Past Pathway of Paper: **N/A**

Future Pathway of Paper: **Governance & Audit Committee – 28/01/26**

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 is 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 and Cabinet Members.

1.2 Once again, the review process has occurred in the midst of a 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 have occurred, including: the Government's Autumn Budget Statement; the phased introduction of the European Union's Entry / Exit System (EES) on 12th October; submission to Government of business

cases for local government reorganisation in two-tier areas; the Government's Fair Funding review; the provisional local government finance settlement was released in mid-December; and the County Council has approved its new Strategic Statement. All of these events are being 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.

2. Corporate Risk Register - summary of changes

2.1 There are 18 risks on the corporate risk register, plus one draft risk. The main changes to the register since last reported to Cabinet are summarised below:

NEW RISK

2.2 CRR0066: ASCH Recommissioning Programme: A risk was escalated to the corporate risk register early in 2025 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 importance of delivering the required outcomes to an affordable level, the risk now features on the corporate risk register.

INCREASED RISK

2.3 CRR0059: Risk of significant adverse variance to the level of savings and income agreed in KCC's budget. The risk rating remains High and had previously reduced during Spring from the maximum rating after the County Council set its budget in February. However, latest financial monitoring has shown a significant in-year forecast overspend, mostly in the Adult Social Care and Health directorate, therefore the rating has increased back up to the maximum level.

RISK REDUCTION

2.4 CRR0042: Border fluidity, infrastructure, and regulatory arrangements. The EU's Entry / Exit System (EES) was introduced on 12th October 2025. KCC has been working with partners at a local and national level to assess potential implications for the county and prepare for various scenarios. The risk rating

had previously reduced once it was clear that a phased approach would be employed by the EU and further scenario modelling had been conducted at national level. EES checks commenced at a 10% level starting with freight traffic, and are scheduled to increase to 100% checks for all traffic over the coming months. The risk rating on day one of implementation was assessed as Low, although January sees the introduction of EES checks for passenger traffic, which increases the likelihood of longer queues at channel ports and therefore the current risk rating has been increased to Medium. This will be regularly reviewed as the percentage of checks increases. The risk will stay on the corporate register until at least that point.

2.4.1 CRR0045 – maintaining effective governance and decision-making in a challenging financial and operating environment. The risk rating had reduced in early 2025 due to progress being made against recommendations from previous external auditor reports. The risk has been revised further to take account of the most recent KCC Annual Governance Statement.

REVISED RISK

2.5 CRR0009 – Future Financial and Operating Environment for Local Government. The Government has announced a multi-year settlement to run from 2026-27 to 2028-29. This is part of the Fair Funding Review 2.0. Details of the settlement for local authorities were due to be announced in the provisional local government finance settlement, which at time of writing was expected imminently. This risk, and any others of relevance, will be reviewed once these details are known and have been analysed.

DRAFT RISK

2.6 CRR0069: Local Government Reorganisation (LGR). The Council has a dedicated committee for Devolution and LGR that has been providing space for debate about the LGR process. This has highlighted risks, issues and opportunities. An LGR corporate risk has been drafted to capture the key risks from a KCC perspective at this stage and will be regularly reviewed as the process moves forward.

2.7 More detail on the risks and their mitigations are contained in the Corporate Risk Register in appendix 1, with the draft corporate risk on LGR in appendix 2.

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 works 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 is asked to NOTE the report.

Appendices:

Appendix A - Corporate Risk Register - Summary Risk Profile – December 2025

Appendix 1 - KCC Corporate Risk Register

Appendix 2 – Draft Risk

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
Email: David.whittle@kent.gov.uk

Corporate Risk Register - Summary Risk Profile – December 2025

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

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since January 2025
CRR0009	Future financial and operating environment for local government	High (25)	High (16)	⇔
CRR0053	Asset Management and Degradation and associated impacts, linked to Capital Programme affordability.	High (25)	High (16)	⇔
CRR0015	Sustainability of the social care market	High (25)	Medium (15)	⇔
CRR0059	Significant failure to bring forecast budget overspend under control within budget level assumed	High (25)	Medium (9)	⇔
CRR0014	Cyber and information security resilience	High (20)	High (20)	AT TARGET
CRR0003	Securing resources to aid economic recovery and enabling infrastructure	High (20)	High (16)	⇔
CRR0064	Delivery of Effective Adult Social Care Services	High (20)	Medium (15)	⇔
CRR0068	Delivery against Safety Valve agreement	High (20)	Medium (12)	REVISED RISK
CRR0058	Capacity and capability of the workforce	High (16)	Medium (9)	⇔
CRR0052	Adaptation of KCC Services to the impacts of a changing climate	High (16)	Medium (9)	REVISED RISK

CRR0045	Maintaining effective governance and decision making in a challenging financial and operating environment	High (16)	Medium (8)	DECREASE
CRR0066	ASCH Recommissioning Programme	High (16)	Medium (8)	NEW RISK
CRR0039	Information Governance	Medium (15)	Medium (9)	⇔
CRR0063	Capacity to accommodate and care for Unaccompanied Asylum-Seeking (UAS) Children	Medium (12)	Medium (12)	AT TARGET
CRR0067	SEND Delivery Improvement	Medium (12)	Medium (8)	REVISED RISK
CRR0049	Fraud and Error	Medium (10)	Low (5)	⇔
CRR0065	Implementation of fit-for-purpose Oracle Cloud System	Medium (10)	Low (5)	⇔
CRR0042	Border fluidity, infrastructure, and regulatory arrangements	Medium (9)	Low (6)	DECREASE
CRR0069	Local Government Reorganisation – risk being drafted	TBC	TBC	

*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

Kent County Council kent.gov.uk

Risk Register - Corporate Risk Register

	Green	Amber	Red	Total
Current Risk Level Summary	0	6	12	18
Current Risk Level Changes		1 ↗ 3	1 ↗ 5	2 ↗ 8

0	1	1	0	4
0	0	0	4	4
0	0	1	2	0
0	0	0	0	1
0	0	0	0	0

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	Cath Head	15/12/2025	15/03/2026

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.

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
Assets not being invested in sufficiently or adequately maintained now will require future additional spend to maintain with the possibility of reactive costs which may create a revenue pressure. Ongoing investment to maintain and modernise our assets competes with the priority to protect frontline services from effects of public sector funding	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	High 25 Major (5) Very Likely (5)		• Papers to Secretary of State seeking approval to increase school financial thresholds • 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. • Lobbying of Government in relation to capital funding. • 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.	Joanne Taylor Cath Head Cath Head Cath Head	A -Accepted Control Control Control	31/03/2026	High 16 Serious (4) Likely (4)

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restraint. The level of borrowing to fund the capital programme and the impact on the revenue budget is significant. The uncertainty includes capital expenditure funded by grants, many of which are crucial to delivery of statutory services. There are a number of geo-political uncertainties in the current environment which additionally impact on the financial and operating environment. Inflationary pressures impact 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	be maintained to a sufficient standard and may not be safe and fit for purpose, leading to building closures. Delays result in additional inflationary costs. Funding annual rolling programmes from borrowing is unsustainable. Reputational damage as a result of building closures or any impact on service delivery.			• Asset safety factors associated with our assets are given priority during the budget setting process. • An annual programme of planned preventative maintenance is undertaken at KCC sites by the relevant Facilities Management contract partners • Lobbying central Government re capital grants relating to Highways. • Premises Officers in place to visit schools and support them with forecasting maintenance budgets. • The most urgent works will be completed on the agreed, prioritised sites. • Infrastructure works with Assistant Education Directors to communicate to schools regarding their obligations for maintenance and their responsibilities for repairs under financial thresholds • External funding bid for 'schools rebuilding programme' (DfE) was submitted, and successful for Birchington Primary School. • Health and Safety Team in place in advisory capacity to ensure compliance with Government and HSE guidelines. • Review of KCC estate – Future Assets Programme.	Cath Head Tony Carty Simon Jones Joanne Taylor Joanne Taylor Joanne Taylor Joanne Taylor Jonty Tindall Rebecca Spore	Control Control Control Control Control Control Control Control Control		

significant forward funding.							

Risk Ref	CRR0009	Risk Title and Event	Assigned To	Last Review da	Next Review
		Future financial and operating environment for Local Government 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.	Dave Shipton	15/12/2025	15/03/2026

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
In recent years, Government have provided single yearly financial settlements. Confirmation has now been received of multi-year settlements from 2026-27 onwards and we await the announcement of the Government's Fair Funding 2.0 review, which will change the distribution of funding across the country. This means that the forecasts for later years are speculative, consequently planning has to be sufficiently flexible to respond accordingly. 2025-26 and the medium term to	Unsustainable financial situation and potential drawdown from reserves, ultimately resulting in need to request Exceptional Financial Support from Government, or issue a section 114 notice. Failure to deliver statutory obligations and duties or achieve social value. Potential for partner or provider failure – including sufficiency gaps in provision. Reduction in resident satisfaction and reputational damage. Increased and unplanned pressure on resources.	High 25 Major (5) Very Likely (5)		• Continuing 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. • KCC Strategic Reset Programme established and reprioritised to focus on key budget delivery programmes. • Financial analysis conducted after each Chancellor of the Exchequer Budget Statement to review potential implications for future local government settlements. • 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. • Ensure evidence of any additional KCC spend required to cover impacts relating to new burdens imposed.	Dave Shipton Amanda Beer Dave Shipton Dave Shipton Dave Shipton	A -Accepted Control Control Control Control	31/01/2026	High 16 Serious (4) Likely (4)

2027-28 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 2025-26 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 challenge. A significant financial risk for the Council is the continuing and increasing underlying deficit and accumulated debt on the High Needs Block of Dedicated	Decline in performance. Legal challenges resulting in reputational damage to the Council. Impact on Council Tax.			• 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.	Dave Shipton	Control		
				• Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process, including stakeholder consultation.	Dave Shipton	Control		
				• KCC have submitted a response to the Government published consultation titled 'The Fair Funding Review 2.0'. This consultation proposes significant changes to the grant funding system for English local government.	Dave Shipton	Control		
				• Regular review of HM Treasury forecasts and Government planned spending levels for Local Government.	Dave Shipton	Control		
				• Engagement with CCN, Society of County Treasurers and other local authorities and Government of potential opportunities and issues around devolution, local government reorganisation and public service reform.	David Whittle	Control		
				• KCC Quarterly Performance Report monitors key performance and activity information for KCC commissioned or delivered services. Regularly reported to Cabinet.	Matthew Wagner	Control		
				• Ongoing monitoring and modelling of changes in supply and demand in order to inform strategies and service planning in key areas going forward.	Matthew Wagner	Control		
				• Regular monitoring and oversight of progress against KCC's 'Safety Valve' agreement with the Department for Education (DfE).	Christine McInnes	Control		

Schools Grant (DSG). 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, including local government reorganisation.				• 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, changes to waste collection arrangements etc.	Corporate Directors CD Corporate Directors CD	Control Control		

Risk Ref	CRR0059	Risk Title and Event	Assigned To	Last Review da	Next Review
		Risk of significant adverse variance to the level of savings and income agreed in KCC's budget.	Dave Shipton	15/12/2025	15/03/2026

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
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. The most significant savings requirements are in adult social care. Urgent action is required to ensure revenue spending is at a sustainable level, both within the current financial year 2025-26 and over the medium term (see CRR0009) to safeguard the council's financial resilience and viability.	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. Council reserves further depleted below a sustainable position. Impact on service delivery, as urgent additional savings are required to be found. More imminent danger of financial failure – ultimately requesting Exceptional Financial Support from Government, or issuing of section114 notice by Corporate Director Finance (s151 Officer). Negative impact on MTFP.	High 25 Major (5) Very Likely (5)	20 ↗ 5	• Finance and performance monitoring progress reports will be considered at Cabinet meetings. • Delivery plan information has been developed for 2025/26, particularly with ASCH – milestones, risks, dependencies etc, and will be reported to Strategic Reset Board. • Data is collected and analysed to benchmark against other Local Authorities. • 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. • Savings delivery plans and monitoring processes in place. • 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.	Dave Shipton Dave Shipton Dave Shipton Dave Shipton Dave Shipton Dave Shipton	Control Control Control Control Control Control		Medium 9 Significant (3) Possible (3)

Page 110				• 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.	Dave Shipton	Control		
				• Analytics function used to undertake detailed analysis of the main areas of overspend.	Matthew Wagner	Control		
				• Regular Strategic Reset Programme (SRP) engagement with Directors following approval of delivery plans in April 2025. Monthly presentation of delivery plan monitoring and exceptions to the SRP Programme Board for April to June and then to be reviewed.	Elizabeth Sanderson	Control		
				• Equality Impact Assessment screening will be completed for any alternative and / or additional savings necessary under the recovery plan.	Corporate Management Team	Control		
				• Any adverse variations to agreed savings / income are swiftly identified with compensating actions agreed with management.	Corporate Management Team	Control		
				• Resource Accountability Statements signed off by Corporate Directors.	Corporate Management Team	Control		

Risk Ref	CRR0015	Risk Title and Event	Assigned To	Last Review da	Next Review
		Sustainability of the Social Care Market 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.	Sarah Hammond	27/11/2025	27/02/2026

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)		• Market support team in place • 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). • Daily risk assessment for people in the community awaiting packages of care and short term bed provision for those at high risk • KCC linked to Association of Directors of Adult Social Services (ADASS) South East and Kent Integrated Care Alliance monitoring of overseas worker concerns. • Engagement with Integrated Care Board around joint commissioning opportunities • Regular engagement with provider and trade organisations • Analytics function utilises data to inform decision making before moving commissioning activity forward.	Kate Silver Kate Silver Mark Albiston Helen Gillivan Helen Gillivan Helen Gillivan Matthew Wagner	Control Control Control Control Control Control Control		Medium 15 Major (5) Possible (3)

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. 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.				• Accommodation Market Position Statement has been developed, it analyses demand and need and sets the future vision and direction for accommodation and support for people in Kent.	Sarah Challis	Control		
				• Use of a fee negotiation tool (carecubed) to support fee negotiations with providers	Simon Mitchell	Control		
				• 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 delivery of 'Making a difference every day' strategy 2022-2027	Simon Mitchell	Control		
				• 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	Control		
				• Ongoing Contract Monitoring, working in partnership with the Access to Resources team	Simon Mitchell	Control		
				• KCC is part of local and regional Quality Surveillance Groups that systematically bring together the different parts of the health and care system to share information, identify and mitigate risks to quality, including those relating to care providers.	Simon Mitchell	Control		
				• Ensuring contracts have indexation clauses built-in, managed through contract monitoring	Michael Bridger	Control		

				• Continue to work innovatively with partners, including health services, districts and boroughs, and providers to identify any efficiencies across the wider sector.	ASCH Divisional Directors	Control		

Risk Ref	CRR0014	Risk Title and Event	Assigned To	Last Review da	Next Review
		Cyber & Information Security Resilience 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.	Lisa Gannon	13/11/2025	13/02/2026

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
Malicious (intentional) actions against KCC from individuals, cyber criminals and state sponsored attacks. Supply chain compromise including third party data transfers, vulnerabilities in purchased equipment and supplier system breaches. 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. Compromise of physical security controls and/or infrastructure including unauthorised access to data centres, network	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	High 20 Major (5) Likely (4)		• Review visibility of Group Risk profile regarding cyber security, to provide reassurance that the use of any shared resources or other inter-dependencies from a cyber perspective are continually understood.	James Church	A -Accepted	31/12/2025	High 20 Major (5) Likely (4)
				• Cyber security to be added to the mandatory IG training as agreed with GLD.	James Church	A -Accepted	31/12/2025	
				• 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 Plus, and regular risk assessments carried out to identify supply chain risks.	James Church	Control		
				• Security engagement, training and awareness. Ongoing program of security engagement, training and awareness, upskilling staff to reduce human error. This includes communications, e-learning and training for staff.	James Church	Control		
				• Frequent security audits, penetration tests and compliance submissions External review of security posture provides validation that our controls work and are being managed effectively.	James Church	Control		

cables and natural disaster (flood, fires etc.) Gaps in existing resources and capabilities, including technological controls and resource challenges in providers' operational teams.				• Multiple layers of logical, physical and administrative security controls Defence in depth is a key cyber security concept that the Authority adheres to, involving multiple layers of security control for protection from various threats.	James Church	Control		
				• Cyber standards and risk assessment have been included into the central ICT commissioning framework	James Church	Control		
				• Internal assurance programme including audits, risk assessment and vulnerability management Completion of internal audits and assurance audits to ensure cyber is being managed effectively. Continuing to action audit recommendations via the Consolidated Security Action Plan. Risk assessments completed on new implementations to ensure that cyber risks are highlighted and treated. Vulnerability management activities to identify and treat vulnerabilities in good time.	James Church	Control		
				• Investment in and implementation of new controls and technologies including capabilities of Microsoft M365 E5 licenses. Cyber security threats are constantly evolving and therefore new tools and capabilities are required to keep up and mitigate the risk. Microsoft	James Church	Control		
				• Data Protection and Information Governance training is mandatory and requires staff to refresh periodically. Progress rates monitored regularly.	Benjamin Watts	Control		

				• 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.	Diane Christie Diane Christie	Control Control		

Risk Ref	CRR0003	Risk Title and Event	Assigned To	Last Review da	Next Review
		Securing resources to aid economic growth and enabling infrastructure 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.	Simon Jones	06/10/2025	06/01/2026

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
The economy in Kent & Medway has been impacted by various global events, and the impacts could be disproportionate across the county (e.g. in coastal areas). The Kent & Medway Economic Framework was developed and aims to act as a stimulus for sustainable and inclusive economic growth. The Council actively seeks to secure the resources/funding necessary to provide the infrastructure and programmes required to support growth but these are often difficult to secure. At a local level there is often a significant gap	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, business and tourism. Our ability to deliver an enabling infrastructure becomes constrained. Reputational risk associated with delayed delivery of infrastructure required. Additional revenue costs incurred due to	High 20 Major (5) Likely (4)		• Kent Design Guide to be refreshed to ensure consistency with national policy and legislation supporting the delivery of high quality design in new development.	Tom Marchant	A -Accepted	31/03/2026	High 16 Serious (4) Likely (4)
				• Local Transport Plan 5 approved by County Council and due to commence.	Lee Burchill	Control		
				• Multi-agency Kent and Medway Employment Task Force continues to operate to tackle skills gaps, evidenced by the Local Skills Improvement Plan and support current and future labour market needs through developing the 'Get Kent & Medway Working Plan' and delivering the new 'Connect to Work' and 'Skills Bootcamps' programmes to help reduce economic inactivity and support local employers to tackle skills gaps.	Steve Samson	Control		
				• Specific business support packages, including the Kent & Medway Business Fund, Recover Pivot & Scale, Kent & Medway Growth Hub signposting, advice and events etc.	Steve Samson	Control		

between the overall costs of the infrastructure required and the Council's ability to secure sufficient funds through the current funding systems, including Section106 contributions, Community Infrastructure Levy and other growth levers. Government spending restraint and evolving priorities may result in essential infrastructure programmes being delayed or cancelled. Central Government is now targeting funding for local growth programmes at Mayoral Combined Authority areas rather than counties. This now presents a significant risk of lack of financial resource for several years to support economic development activity in Kent & Medway, with the county being excluded from government funding resources.	infrastructure delays and operational costs increasing.			• Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board, Kent Developer Group, KMEP Sector Groups, Team Kent work etc.	Steve Samson	Control		
				• Kent & Medway Economic Framework 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. A new round of Growing Places Fund (capital loans) is being prepared to support projects that contribute to economic growth with a view to launching a first call for projects during 25-26.	Steve Samson	Control		
				• Kent & Medway Economic Framework Implementation Plan progressed.	Steve Samson	Control		
				• 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		

The challenge is becoming more acute with organisations such as Visit Kent and Locate in Kent going into liquidation due to significant cuts in public funding over the years.				• Work to restore visitor economy and inward investment services to continue to promote the county to visitors, to attract businesses to the county and bring in additional revenue for local companies. Regular contract monitoring and reporting to ensure businesses are supported.	Steve Samson	Control		
				• Lobbying government through the Kent & Medway Economic Partnership and other stakeholders to highlight Kent & Medway's exclusion from Growth programmes and funding.	Steve Samson	Control		
				• Ensure that KCC continues to take a strategic leadership role for the Kent & Medway Functional Economic Area and to liaise with key government departments to make the case for specific resource allocations to tackle barriers to growth in Kent (& Medway) despite Kent not being part of the Devolution Priority Programme.	Steve Samson	Control		
				• Teams across the Growth, Environment and Transport directorate work with each individual District on the preparation of an Infrastructure Delivery Plan including priorities for spending CIL receipts (where applicable) and Section 106 contributions to mitigate the impact of growth on County Council infrastructure and services.	Tom Marchant	Control		

Page 120				• Respond to Government consultations on proposals to reform the planning system in England, including the measures set out within the Planning and Infrastructure Bill and its provisions relating to the new duty to prepare Spatial Development Strategies.	Tom Marchant	Control		
				• Infrastructure Mapping Platform has been successfully piloted in East Kent and will now be delivered across Kent and Medway setting out the infrastructure needed to deliver planned growth.	Tom Marchant	Control		
				• The KCC Developer Contributions Guide has been updated and adopted.	Tom Marchant	Control		
				• Regular dialogue with government departments.	Stephanie Holt-Castle	Control		
				• MasterGov (DEF Software) is used to track developer contributions from the Council's initial request for developer contributions through to the issue of invoice for payment and provides the evidence base to support the annual preparation of the Infrastructure Funding Statement.	Stephanie Holt-Castle	Control		

Risk Ref	CRR0064	Risk Title and Event	Assigned To	Last Review da	Next Review
		Risk of Failing to Deliver Effective Adult Social Care Services 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.	Sarah Hammond	27/11/2025	27/02/2026

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
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. The Council has been impacted by: - continued central government funding restraint - Demographic changes - Increased demand for services - Demand led statutory services which can be	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. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care A loss of trust in the Council's ability to safeguard people who live in Kent. Overspending on the	High 20 Major (5) Likely (4)		• ASCH is undertaking further work to align our workforce with the strategic ambitions set out in Making a positive difference every day, securing Kents future, the delivery of new models of care and support, and deliver financially sustainable ASCH offer in Kent.	Sarah Hammond	A -Accepted	31/12/2025	Medium 15 Major (5) Possible (3)
				• ASCH have developed delivery plans linked to individual Director of Operations and Assistant Directors Key area of accountability and delivery.	Mark Albiston	Control		
				• ASCH have enhanced governance and assurance arrangements which focus on delivery to plan and recovery actions when delivery is not to plan.	Mark Albiston	Control		
				• ASCH have commissioned additional capacity to support the delivery of Adult Safeguarding via a time limited peripatetic team, and statutory reviews in the locality of Thanet and South Kent Coast.	Mark Albiston	Control		
				• ASCH has restructured the roles and responsibilities of the two Directors of Operations to provide clarity on the accountabilities around short- and long-term support.	Sarah Hammond	Control		

difficult to predict - 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	budget which may impact the wider council. Regulatory Intervention			• ASCH have restructured the roles and responsibilities of Assistant Directors to align service and strategic delivery with the key accountabilities of the two Directors of Operations • ASCH have aligned delivery plans with the quality improvements identified from Kent's CQC assurance visit.	Sarah Hammond Sarah Hammond	Control Control		

Risk Ref	CRR0068	Risk Title and Event	Assigned To	Last Review da	Next Review
		Delivery Against Safety Valve Agreement Inability to manage within budget and reduce accumulated deficit on Dedicated Schools Grant reserve and the statutory override on the deficit is lifted Failure to meet the terms of the Safety Valve agreement.	Christine McInnes	30/10/2025	30/01/2026

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
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. Continued funding of the deficit on the DSG reserve by net surplus balances in other reserves is unsustainable, and a continuance of the situation would negatively impact the financial resilience of the Council. Consequently, meeting the needs of children and young people with SEND within available resources is becoming ever more challenging and the ability to forecast costs in future years is difficult.	In the event Kent County Council fails to adequately address the Dedicated Schools Grant deficit, including failing to meet the terms of the Safety Valve agreement, there would be: Major Financial Risk: Inability to manage within budget and reduce accumulated deficit on Dedicated Schools Grant reserve would result in adverse impact on the financial resilience of Kent County Council. Major Service Provision Risk: Children with SEND do not meet sufficient progress within the available financial resource. Adverse impact on outcomes for vulnerable children and young people. Significant Reputation Risk: Dissatisfaction from families and other stakeholders.	High 20 Major (5) Likely (4)		• 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.	Dave Shipton	Control		Medium 12 Serious (4) Possible (3)
				• 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.	Christine McInnes	Control		

Funding has not kept pace with the rise in demand and three quarters of local authorities have deficits in their DSG grant budget as a result of High Needs cost pressures. The long term outcomes for young adults with SEND and having had an EHCP remain negatively unremarkable when benchmarked against the costs of maintaining those EHCPs. 55% of all ECHPs ceased for 20-25 year olds were stepped down due to the young adult not wishing to continue with education or training AND not being in work, Higher Education training or apprenticeship. To address the situation, Kent County Council entered the DfE Safety Valve programme March 2023 covering the financial years 2022-2023 to 2027-2028. The Council will need to bring High							

Needs spending back into balance over the medium term and contribute to repaying the historic deficit.							

Risk Ref	CRR0045	Risk Title and Event	Assigned To	Last Review da	Next Review
		Maintaining effective governance and decision making in a challenging financial and operating environment. 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.	Amanda Beer	10/11/2025	10/02/2026

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) requires difficult policy decisions to be made in a timely manner, which means continued effective governance and decision making is critical, 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	Decisions challenged under judicial review on the appropriateness of the decision-making within KCC. Monitoring Officer / Head of Paid Service statutory report to Council. Reputational damage to the Council. Section 114 Notice issued by the Section 151 Officer.	High 16 Serious (4) Likely (4)		• 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 • Effective internal audit arrangements in place and robust monitoring arrangements for the delivery of internal audit recommendations to Governance & Audit Committee • Appropriately detailed and timely financial monitoring reports considered by Cabinet and Cabinet Committees • Appropriate performance reporting of corporate performance to Cabinet, Cabinet Committees 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.	Dave Shipton Dave Shipton Dave Shipton David Whittle David Whittle David Whittle	Control Control Control Control Control Control		Medium 10 Major (5) Unlikely (2)

dependency on the effectiveness of the member governance of the Council. Previous external auditor reports have highlighted recommendations relating to governance arrangements at the council, for which the External Auditor acknowledged the hard work undertaken by KCC to establish improved governance, including arrangements to support effective decision making and internal assurance. They also commented that further work is needed to complete the improvement journey, for which an action plan is being implemented. A large number of new members have been inducted following the May 2025 local elections, with further training plans developed.				• Informal governance arrangements authorised by the KCC Constitution have been published on KNet as a practical guide for how officers work with elected Members to help them support effective decision making for our service users, residents and communities.	David Whittle	Control		
				• 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.	Benjamin Watts	Control		
				• 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, providing an overview of the state of the authority's governance and the controls that are in place to manage key governance risks.	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		

				• Dedicated team in place within the Governance, Law and Democracy function to improve the awareness and application of governance and decision making across the council.	Benjamin Watts	Control		
				• Governance reviews from across the Local Government sector are analysed to identify any lessons learned and reported to relevant stakeholders, including Governance & Audit Committee.	Benjamin Watts	Control		
				• Provision for Chief Officers to seek written direction from Executive Members within the KCC Constitution	Benjamin Watts	Control		
				• Appropriate officer development and training programme in place and overseen by CMT	Diane Christie	Control		

Risk Ref	CRR0058	Risk Title and Event	Assigned To	Last Review da	Next Review
		Capacity and capability of the workforce	Amanda Beer	10/11/2025	10/02/2026

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
KCC is experiencing increasing demand for services due to whole system pressures which placing pressure on the existing capacity of the workforce. 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. Increasing complexity of issues being faced by KCC require capable	Adverse impact on productivity Negative impact on performance and / or delivery of statutory functions or services. Lack of experienced staff with specialist skills Reliance on interim and agency staff potentially impacting stability of teams and consistency of service. Inability to progress service development. Low staff morale and	High 16 Serious (4) Likely (4)		• Post implementation review of pay strategy to ensure it remains competitive and sustainable for the future.	Kerena Hunter	A -Accepted	30/04/2026	Medium 12 Serious (4) Possible (3)
				• Review spans and layers of management in order to make sure we have the right people in the right places doing the right things.	Kerena Hunter	A -Accepted	30/04/2026	
				• Promote learning opportunities including the coaching network, webinars and networking opportunities.	Diane Christie	A -Accepted	30/04/2026	
				• Promote the reward and recognition mechanism in place as part of communications about our new Pay Strategy, including individual recognition for exceptional work and the employee package.	Diane Christie	A -Accepted	30/04/2026	
				• Review our good conversation tool to look in more depth about the way career development conversation can be supported.	Kirsty Ireland	A -Accepted	30/04/2026	

and experienced officers with potentially different skill sets. The financial position of the Council limits the ability to manage in spikes operational demand by way of recruitment. Newly qualified professionals in services require adequate time and support from senior officers, which has secondary capacity impacts. Impacts of supporting secondments on teams and services with limited capacity or on difficult to resource roles. 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 services continues to be reported as a challenge across directorates. This is	negative impact on wellbeing, potentially leading to burn out. Loss of discretionary effort/goodwill. Impact on delivery of projects to expected time scales. Employer and Service Reputational damage Negative impact on budgets and savings plans			• Implementation of action plans arising from latest staff survey. • Workforce planning and appropriate career development and succession planning mechanisms in place. • Delivery of the People Strategy for 2022 2027 approved by Personnel Committee • 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. • KCC's Organisation Design principles set out and periodically refreshed and monitored to ensure they remain fit for purpose. • Communication, implementation and measurement of the impact of the People Strategy. • 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. • Targeted advice, support and interventions available via HR business partners for areas of particular recruitment / retention concern relating to key roles.	Corporate Management Team Kerena Hunter Kerena Hunter Kerena Hunter Kerena Hunter Kerena Hunter Diane Christie Diane Christie	A -Accepted Control Control Control Control Control Control Control	27/03/2026	

influenced by internal and external factors such as the financial position of the Council, local and national elections and the subsequent political uncertainty.				• 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.	Diane Christie	Control		
				• Exit and retention surveys in place to identify drivers for both leavers and for those who chose to stay	Diane Christie	Control		
				• 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.	Diane Christie	Control		
				• Promoting even more regular communications between managers and their teams while working remotely via "Good Conversations" tools etc.	Diane Christie	Control		
				• 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.	Kirsty Ireland	Control		

Risk Ref	CRR0052	Risk Title and Event	Assigned To	Last Review da	Next Review
		Adaptation of KCC services to the impacts of a changing climate. There is a risk that a failure to adapt KCC services to a changing climate 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.	Simon Jones	25/11/2025	25/02/2026

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
Seasonal weather events and increased severe weather incidents, including periods of prolonged dry weather and a lack of water and increased risks of flooding during periods of high rainfall. A lack of adaptation by the Council services (including those delivered and commissioned by KCC) to a changing climate as a result of inadequate planning and a lack of resourcing.	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.	High 16 Serious (4) Likely (4)		• 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. • The KCC Strategic Statement focuses on adapting to changes in our weather, stronger environmental stewardship, visible improvements and a focus on the resident. • Delivery of various strategies, including the Kent Environment Strategy, Energy and Low Emissions Strategy, Local Nature Recovery Strategy and Water Resources Plan. • Estate rationalisation and building in additional measures to reduce the risk of impact from a changing climate. • ISO 14001 accreditation (the international standard for Environmental Management Systems) implemented and maintained	Liz Milne Helen Shulver Matthew Smyth Matthew Smyth Rebecca Spore Matthew Williams	Control Control Control Control Control Control		Medium 12 Serious (4) Possible (3)

Risk Ref	CRR0066	Risk Title and Event	Assigned To	Last Review da	Next Review
ASCH recommissioning programme			Helen Gillivan	14/11/2025	14/02/2026

Commissioning activity not delivered within expected timescales

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
The current contractual arrangements for Older Persons Residential & Nursing; Care & Support in the Home; LD/PD/MH residential care; and Supported Living do not meet the services needs nor its ambitions. For example, they do not give sufficiency of supply, leading to use of off-framework providers with loss of control of quality and price; there is overuse of care home placements because alternatives do not meet needs; and there is a disconnect between the commissioning intentions and operational practice. Care Act duties sit with KCC, not providers, who can choose whether to accept a person into their care or not, which creates a power imbalance. Whilst local authority is	All contract extensions have been exhausted (except LDPDMH which is listed as an action). If work is not delivered on time, then the current contracts would need to be extended further which would require Member approval. If this is not approved, then spot-purchasing arrangements would have to be utilised to ensure continuity of care; this could result in additional costs to the service, as spot-purchased providers are usually more expensive than a contracted provider.	High 16 Serious (4) Likely (4)		• Seek approval from the Cabinet Member for Adult Social Care to extend the LDPDMH Residential Contract to align with the new start date of the Supported Accommodation contract in June 2027. Paper to be presented to Cabinet Committee in January 2026 for endorsement.	Helen Gillivan	A -Proposed	31/01/2026	Medium 8 Serious (4) Unlikely (2)
				• A forward plan is being developed to support decision making around new contract lengths so ASCH can stagger future recommissioning and procurement activity to reduce the pull on resources.	Helen Gillivan	A -Proposed	28/02/2026	
				• Continuing with the micro enterprise market development work to create more diverse supply and alternative workforce	Kate Silver	Control		
				• Open framework approach to allow more new providers to join	Helen Gillivan	Control		
				• Pricing models are being developed closely with colleagues in Finance and Commercial and Procurement Division. Benchmarking with neighbouring authorities will be undertaken to ensure Kent is offering a pricing model that is representative of other comparable local authorities.	Helen Gillivan	Control		
				• Reinforce the right to transfer packages of care from providers who choose not to join the framework	Helen Gillivan	Control		

half of the sectors income source, providers may choose to work with the NHS and private fee payers only. The timescales to deliver these large programmes of work concurrently present capacity challenges for the Commissioning team, Commercial and Procurement Division to support the activity and systems/arranging support for the mobilisation. The Council's financial position means efficiencies need to be achieved through recommissioning of contracts. This needs to be balanced against provider sustainability and ensure the pricing models offer a fair price to Providers and an affordable price to the Council.				• Resource has been assigned from the Transformation and Delivery Team and Innovation and Partnerships to support the recommissioning activity.	Helen Gillivan	Control		
				• The recommissioning activities are complex and potentially high risk and therefore part of the Council's Strategic Reset Programme (SRP) and so receive support to ensure they are delivered successfully. Regular progress updates are provided to the Strategic Reset Programme Board.	Helen Gillivan	Control		
				• Engagement with the care sector and people with lived experience regarding specifications and proposed contract terms.	Helen Gillivan	Control		
				• Risks with a financial impact are to be quantified to demonstrate the risk budget that is required if any project risks materialise.	Helen Gillivan	Control		
				• Activities in place to restrict the use of off framework placements: Provider order of approach Finance monthly monitoring Exceptions are agreed by Assistant Directors	Helen Gillivan	Control		
				• Additional Commissioner posts, funded by SRP Reserves, are in post and supporting the recommissioning activity.	Helen Gillivan	Control		
				• Timelines for recommissioning activity have been developed with colleagues in Commercial and Procurement Division and a 3 month gap between each procurement exercise (for the big 3 contracts) has been put in place.	Helen Gillivan	Control		

				• Risk management advisory group established and chaired by Risk and Delivery Assurance Manager. This provides assurance, guidance and challenge on the risk management approach across recommissioning activity. Risks will be reported into ASCH DMT and SRP Board and fed into the Corporate Risk Register.	Helen Gillivan	Control		
				• An overarching recommissioning Business Processes, Systems and Mobilisation Group has been established to better prepare for the work required to mobilise the new contracts. This group will ensure resource requirements are understood and planned in advance.	Helen Gillivan	Control		

Risk Ref	CRR0039	Risk Title and Event	Assigned To	Last Review da	Next Review
		Information Governance Failure to embed the appropriate processes, procedures and behaviours to meet regulations. Failure to meet regulatory reporting deadlines. 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	Benjamin Watts	29/10/2025	29/01/2026

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
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. There is insufficient	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	Medium 15 Significant (3) Very Likely (5)		• Services to complete data mapping process for their respective areas • 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. • 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 • Senior Information Risk Owner for the Council appointed with training and support to undertake the role. • Caldicott Guardian appointed with training and support to undertake the role	Information Asset Owners James Church Peter Healey David Whittle Sarah Hammond	A -Accepted Control Control Control Control	01/04/2026	Medium 9 Significant (3) Possible (3)

resource available to undertake comprehensive oversight / assurance activity that provides assurance on compliance with existing information governance standards. There is a dependency on the Council's Local Authority Trading Companies (CBS) and other material third parties to support Information Governance compliance for the KCC systems and network. KCC services' requirement for non-standard systems creates vulnerabilities. Failure to manage data lawfully when using automated decision making via algorithms.				• Overarching policy for use of Artificial Intelligence is in place and has been communicated to the wider organisation	Benjamin Watts	Control		
				• 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	Control		
				• IG policies and procedures have been consolidated supported by communications. Policies reviewed regularly. Data Protection Officer in place to act as a designated contact with the ICO.	Benjamin Watts	Control		
				• Management Guide/operating modules on Information Governance in place, highlighting key policies and procedures.	Benjamin Watts	Control		
				• 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		
				• Privacy notices as well as procedures/protocols for investigating and reporting data breaches reviewed and updated	Caroline Dodge	Control		
				• Information Resilience and Transparency team in place, providing business information governance support.	Caroline Dodge	Control		

				• The data capture mapping 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		
				• 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		
				• Cross Directorate Information Governance Working Group in place.	Hannah Rumball	Control		
				• ICT Commissioning function has necessary working/contractual relationship with the Cantium Business Solutions to require support on KCC ICT compliance and audit.	Sverre Sverreson n	Control		

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 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.	Christine McInnes	30/10/2025	30/01/2026

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
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. 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 services to meet this ruling as it presents	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.	Medium 12 Serious (4) Possible (3)		• The Council has utilised / re purposed available buildings to increase accommodation capacity.	Rebecca Spore	Control		Medium 12 Serious (4) Possible (3)
				• 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.	Alex Stringer	Control		
				• 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.	Alex Stringer	Control		
				• Best endeavours are being applied to ensure assessments are completed for every child that arrives in port and find appropriate placements, despite resourcing challenges.	Alex Stringer	Control		
				• Registering of reception centres with Ofsted to meet regulations.	Alex Stringer	Control		

numerous pressures on an already stretched service, and for the council as a whole.				• Recruitment of required reception centre staff to ensure there is sufficient staffing in place ahead of new reception centres 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.	Alex Stringer	Control		
				• Fostering placements (in-house and independent) have been block commissioned to ensure placements for UAS children who are under 16.	Alex Stringer	Control		
				• UAS Steering Group coordinates support efforts across the organisation. The steering group brings together key representatives across the organisation including social work, finance, analytics, HR and infrastructure.	Christine McInnes	Control		
				• 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.	Christine McInnes	Control		

Risk Ref	CRR0067	Risk Title and Event	Assigned To	Last Review da	Next Review
		SEND Delivery Improvement Insufficient improvement in areas identified within Ofsted timescales and children with SEND do not meet sufficient progress within the available financial resource. Insufficient resources and focus on the new inspection framework. Failure to maintain effective and continued delivery progress against the APP.	Christine McInnes	30/10/2025	30/01/2026

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
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 the weaknesses as set out in their letter dated 9 November 2022. An Improvement Notice was subsequently issued 31 March 2023. Concurrent to this event KCC was also in discussion with the DfE regarding participating	In the event the Kent local area fails to continue to adequately mitigate weaknesses identified in its special educational needs and disability (SEND) provision there would be: Serious Service Risk: Adverse impact on outcomes for vulnerable children and young people. Serious Compliance Risk: Should the Secretary of State not be satisfied with the Council's progress at any stage, they may choose to invoke statutory powers of intervention (s497A Education Act 1996) to direct the Council to take any further actions deemed necessary to secure the improvements required in SEND services. Potential for legal action if statutory time limits or processes are not met.	Medium 12 Serious (4) Possible (3)		• Delivery of SEND Improvement Programme, which includes delivery of requirements detailed in the Kent Accelerated Progress Plan. • The Council has been working to a Department for Education (DfE) and NHS England (NHSE) approved 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.	Christine McInnes Christine McInnes Christine McInnes	A -Accepted Control Control	14/01/2026	Medium 8 Serious (4) Unlikely (2)

in a financial recovery programme, known as Safety Valve, as a potential approach to addressing the growing actual and projected overspend in the High Needs Funding Block. To address the identified weaknesses an Improvement Plan (Accelerated Progress Plan - APP) was formalised by the Local Area September 2023 against which Outcome and Impact based KPIs are being scrutinised and addressed. Progress against APP actions has been made and the Improvement Notice was lifted August 2024 on the understanding that the provision of SEND services remains a priority. Progress continues on outstanding APP actions which are subject to regular review and DfE oversight. The Government have indicated that they are not going to pause or	Significant Reputation Risk: Dissatisfaction from families and potential for adverse press at a national and local level for a prolonged period.			• 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.	Christine McInnes	Control		
				• Robust programme management in place, ensuring appropriate alignment between project workstreams and overall programme delivery arrangements.	Christine McInnes	Control		
				• KCC SEND Transformation Strategic Board in place, with responsibility for coordinating activity and tracking improvement progress, reporting into the Kent SEND Partnership Board.	Christine McInnes	Control		
				• Kent and Medway Children and Young People's Programme Board joint governance mechanism with Health partners (sub-group of Integrated Care Board)	Christine McInnes	Control		
				• Independently chaired Kent SEND Partnership Board in place, 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.	Christine McInnes	Control		

suspend the new inspection framework for SEND. This risk for Kent is that the focus remains on the previous nine areas of weakness which are at odds with the new inspection framework. This could result in insufficient resource being directed to addressing the key issues in the new framework.							

Risk Ref	CRR0065	Risk Title and Event	Assigned To	Last Review da	Next Review
		Implementation of fit-for-purpose Oracle Cloud system. Oracle Cloud system not fit-for-purpose.	Simon Jones	16/10/2025	16/01/2026

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
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.	1. Impact on finance - unable to carry out month/year end, paying suppliers/providers/clients and staff and receive payments in to the Authority. 2. Impact on HR - unable to run payroll and pay staff expenses, phase 2 effects every KCC employee. 3. Services unable to carry out operational duties. 4. Costs to the Oracle Cloud programme will increase as resources to the programme extended. 5. Reputational impact to the Authority.	Medium 10 Major (5) Unlikely (2)		• Right skills in place to carry out User Acceptance Testing (UAT).	Lisa Gannon	Control		Low 5 Major (5) Very Unlikely (1)
				• UAT phases - control points for sign off (payroll has a single pass/fail criteria).	Lisa Gannon	Control		
				• Build & Functional Test phases for each module built in to the programme with sign off required at end of each 'build' phase.	Lisa Gannon	Control		
				• Pre UAT & Training schedule as part of the programme.	Lisa Gannon	Control		
				• Any additional spend required for the programme to be discussed at the Oracle Cloud Programme Boards and approved by the SRO.	Simon Jones	Control		
				• Agree date of 'change freeze' across all applications that interface with Oracle	Simon Jones	Control		
				• 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		
				• 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	Control		

				• Programme Team to provide Internal communications with regular updates and key messages so that information is given in a timely matter. • Transition / change management planning to be completed.	Ben Sherreard Ben Sherreard	Control Control		

Risk Ref	CRR0049	Risk Title and Event	Assigned To	Last Review da	Next Review
		Fraud and Error	Dave Shipton	15/12/2025	15/03/2026

Failure to prevent or detect significant acts of fraud or error from internal or external sources, in that within any process or activity there are risks that:
- false representations made to make a gain or expose another to a loss
- failure to notify a change of circumstances to make a gain or expose another to a loss
- abuses of position, in which they are expected to safeguard to make a gain or expose another to a loss.

Given the size and complexity of KCC, with a significant number of payments going to a wide range of suppliers and other public bodies, whom have a legitimate need to amend their bank details, that this process is used to submit a fraudulent change of bank details (mandate fraud) to KCC in order to divert funds.

Compromise of physical security controls and/or infrastructure including unauthorised access to ICT systems could lead to fraudulent access and/or use of data.

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
As with any organisation, there is an inherent risk of fraud and/or error that must be acknowledged and proactively managed. The fraud threat posed during emergency situations is higher than at other times, and all public bodies should be attuned to the risks facing their organisations and the public sector. This is further impacted by inflation and the cost-of-living crisis. It is critical that management implements a sound	Financial loss leading to pressures on budgets that may impact the provision of services to service users and residents. Reputational damage, particularly if the public see others gaining services or money that are not entitled to, leading to resentment by the public against others. Potential legal challenge. Reputational damage. Poor service delivery. Potentially enabling Serious Organised Crime.	Medium 10 Moderate (2) Very Likely (5)		• KCC is part of the Kent Intelligence Network (KIN), a joint project between 12 district councils, Medway Council, Kent Fire & Rescue and Kent County Council which analyses and data matches financial and personal information to allow fraudulent activity in locally administered services to be detected more proactively within Kent • 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.	Nick Scott Dave Shipton	Control Control		Low 5 Minor (1) Very Likely (5)

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 concerns are sufficiently risk assessed. 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 person", commits a fraud intending to benefit the organisation.				• Multiple layers of logical, physical and administrative security controls. Linked to CRR0014 Cyber Security Corporate Risk.	James Church	Control		
				• 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.	Clare Maynard	Control		
				• Scheme of Delegation - compliance with Delegation Matrix and Spending the Council's Money	Clare Maynard	Control		
				• Procurement 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.	Clare Maynard	Control		
				• All tendering specification now include a requirement for the tenderer to provide details on what procedures they have in place to prevent fraud from occurring within the contract, both in the service delivery and invoicing into KCC. Support in evaluating these procedures will be obtained from the Counter Fraud Team as part of the overall evaluation process.	Clare Maynard	Control		
				• Clear process within relevant Commissioning Departments for procurement under the PCR threshold	Clare Maynard	Control		
				• 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		
				• Mandatory training - Data Protection and Information Governance training is mandatory and requires staff to refresh periodically. Linked to CRR0014 Cyber Security Corporate Risk.	Benjamin Watts	Control		
				• Communication, including messaging to encourage increased awareness of information security amongst staff. Linked to CRR0014 Cyber Security Corporate Risk.	Diane Christie	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.	James Flannery	Control		
				• 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		
				• Counter Fraud Action plan in place to manage resources in conducting reactive and proactive work across KCC.	James Flannery	Control		

Page 150				• 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 Ref	CRR0042	Risk Title and Event	Assigned To	Last Review da	Next Review
		Border fluidity, infrastructure and resilience That changes in border customs, checking and processing routinely disrupt local communities and both the strategic and local road networks. That the Government does not provide sufficient capital and revenue financial support to departments, agencies, local authorities, infrastructure stakeholders and responding agencies required to address the necessary infrastructure, legislation and controls to ensure a long term plan for frictionless border movements.	Simon Jones	08/12/2025	08/03/2026

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
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. 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). KCC has been working with partners at a local and national level to assess potential implications for the county and prepare for various scenarios.	Significant slowdown in the existing flow of goods and people through border controls leads to long delays at Port of Dover and Eurotunnel. Impacts on the strategic & local road networks 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. Significant detrimental impact on the county's economic competitiveness, attractiveness for inward investment and quality of life for Kent residents. Shortages and delays may impact local / national	Medium 9 Significant (3) Possible (3)	6 ↗ 3	• Update elected members regularly, including committee briefings. • Engagement with Government departments at a strategic level, regarding EES and long-term border resilience. • Work with KMRF partner agencies to update & maintain multi-agency plans & capabilities relating to border disruption. • Established an internal meeting structure, linked to the Cross Directorate Resilience Forum, to ensure KCC is prepared for EES implementation, including business continuity. • Ensure the KCC Resilience Training & Exercising Programme covers the testing of EES plans / capabilities. • Work with Government departments to secure funding to support EES preparations / response. • Coordinate planning & preparations for EES implementation with KMRF partners, in KCC's role as lead agency for EES (planning & response).	Simon Jones Simon Jones Andy Jeffery Andy Jeffery Andy Jeffery Andy Jeffery Andy Jeffery	Control Control Control Control Control Control Control		Low 6 Significant (3) Unlikely (2)

KCC is reliant on coherent, coordinated governance and information across Government to aid the Kent & Medway Resilience Forum (KMRF) locally in planning our contingency arrangements and responding appropriately. KCC continues to work with KMRF partners and government on EES, for which phased implementation began on 12th October 2025. EES checks commenced at a 10% level starting with freight traffic, and increasing to 100% checks for all traffic over the following 6 months. The current risk rating is applicable for day one of implementation and will be reviewed as the percentage of checks increases.	supply chains. Interruption and effect on business services, both statutory and discretionary, such as: • Adult's / children's social care staff making visits in affected areas. • Operation of care homes. • KCC staff living / working in affected areas. • Critical KCC infrastructure, including schools, offices (including where KCC staff work in another agency's buildings), and other parts of the KCC estate.			• Work with central Government, National Highways, and ports to develop short, medium and long term plans & capabilities for border resilience, including infrastructure and technological solutions.	Andy Jeffery	Control		
				• An internal EES comms plan is in place, including communication with staff via direct and group email, KNet and the various meeting structures. This will include the planning and response to any impacts, and covers general information, business continuity and ensuring managers are aware of all necessary actions to support their teams.	Diane Christie	Control		
				• Update & maintain the following EES external comms plans & capabilities: - KMRF EES Communications Strategy (reviewed monthly) - KMRF Media and Comms Plan (reviewed annually) - Driver Welfare Comms Plan (reviewed twice a year) - Media and Comms Group (set up as required)	Christina Starte	Control		
				• Ensure business continuity plans are up-to-date to minimise disruption to service delivery.	Service Managers	Control		

APPENDIX 2: Draft Risk

Risk Register - Corporate Risk Register

Current Risk Level Summary	Green	0	Amber	1	Red	0	Total	1
Current Risk Level Changes								

0	0	0	0	0
0	0	0	0	0
0	0	0	0	1
0	0	0	0	0
0	0	0	0	0

Risk Ref	*CRR0069*	Risk Title and Event	Assigned To	Last Review da	Next Review
		DRAFT RISK: Implementation of Local Government Reorganisation (LGR)	Amanda Beer		29/03/2026

Insufficient capacity to deliver the transition within available resources and to time, alongside delivery of KCC's Medium Term Financial Plan and ensuring service continuity.

Lack of clarity regarding the legal responsibility for leading implementation until a Ministerial decision is made.

Lack of clarity or agreement regarding the funding model, apportionment and costs, required to support LGR implementation.

Disagreement regarding future service design of new local government structures e.g. shared services

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
On the 28th November 2025, business cases for LGR were submitted to government by local authorities, as per statutory invite. A KCC Strategic Business Case was developed through detailed internal analysis, independent financial modelling, and active participation in the joint Kent and Medway LGR process.	Quality of KCC service delivery impacted ahead of vesting day of successor authorities. Continuity of services impacted, before or during transition. Further strain on KCC finances.	Medium 15 Major (5) Possible (3)		• Continued commitment from KCC to be open, pro-active and transparent while working with partner authorities as the LGR process evolves • Prioritisation of work to ensure key information required for LGR is ready accessible when required and of good quality e.g. asset registers. • Coordinated implementation planning within KCC and a consistent approach in the joint work.	David Whittle David Whittle David Whittle	Control Control Control		Medium 10 Major (5) Unlikely (2)

This included a joint options appraisal (completed by KPMG on behalf of Kent Council Leaders) and through an internal options appraisal conducted by KCC. Options taken forward by partners all involve disaggregation of countywide services such as social care and highways, with recognised safety, service quality and resilience and financial concerns, and vulnerabilities inherent in any mitigating structures proposed (such as social care partnerships). There are particular concerns around how EU border-related pressures in Kent can be managed when key services are disaggregated, including managing the arrival of UAS children and traffic management, which require countywide coordination and scale. LGR preparation is happening while there							

are continued financial and operating challenges for KCC and the local government sector (see CRR0009), and Government has stated that funding to support LGR must be found at local level. The timescales for implementation are ambitious for change of such scale and complexity and there is a significant dependency on the form of the Structural Change Order that will dictate how much of the implementation happens. There is precedent from Surrey that KCC may be required to lead the joint implementation work with other Kent and Medway councils, adding to capacity pressures and delivery complexity. Existing councils will not technically be decision makers for future service design and structures, this responsibility falls to the successor, unitary							

authority/ies.							