

Kent County Council

Quarterly Performance Report

Quarter 2

2020/21

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Key to KPI Ratings used

This report includes 35 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) through the use of arrows. Direction of Travel is now based on regression analysis across the whole timeframe shown in the graphs, and not, as previously the case, on the movement from the last quarter.

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

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

Key to Activity Indicator Graphs

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

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

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

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

Executive Summary

21 of the 35 indicators are rated as Green, on or ahead of target, the same as the previous quarter. 11 indicators reached and exceeded the floor standard (Amber) with 3 indicators not achieving the floor standard (Red). 5 indicators were showing an improving trend, with 8 showing a worsening trend.

	G	A	R	↑	↔	↓
Customer Services	2	1			3	
Economic Development & Communities	2				2	
Environment and Transport	4	2		1	5	
Children, Young People and Education	7	6	1	3	5	6
Adult Social Care	3	2			4	1
Public Health	3		2	1	3	1
TOTAL	21	11	3	5	22	8

Customer Services - Satisfaction with Contact Point advisors achieved target, and the percentage of phone calls answered continues to exceed target. The percentage of complaints responded to within timescale improved but remained below target, and the number of complaints received increased. Visits to the KCC website continue to increase.

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

Economic Development & Communities – The No Use Empty programme, which returns long term empty domestic properties into active use, continues to exceed its rolling 12 months target. The amount of Developer Contributions secured achieved 100% of the total sought for the second quarter in a row. Visits to libraries have started again.

Economic Development & Communities KPIs	RAG rating	DoT
No. of homes brought back to market through No Use Empty (NUE)	GREEN	↔
Developer contributions received as a percentage of amount sought	GREEN	↔

Environment and Transport – Three of the four indicators for Highways and Transport remained above target. Emergency incidents attended within 2 hours of notification dropped to 97%, missing the 98% target. This was due to some issues with the use of new ICT equipment in July. The target for Waste diverted from landfill fell below target due to maintenance work at Allington Energy from Waste plant. Greenhouse Gas emissions continue to trend downwards, achieving target.

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

Education and Wider Early Help – Due to Ofsted suspending school inspections until 2021 there is no update for State funded schools or Early Years settings which are rated Good or Outstanding, both were meeting target at the end of March 2020. Completion of Education, Health and Care Plans (EHCPs) in timescale improved but remains below the floor standard. Permanent pupil exclusions and first-time entrants to the Youth Justice System both remain ahead of target.

<u>Education & Wider Early Help KPIs</u>	RAG rating	DoT
% of all schools with Good or Outstanding Ofsted inspection judgements (data to March 20)	GREEN	↔
% of Early Years settings with Good or Outstanding Ofsted inspection judgements (childcare on non-domestic premises) (data to March 20)	GREEN	↔
% of Education, Health Care Plans (EHCPs) issued within 20 weeks – rolling 12 months	RED	↔
% of pupils permanently excluded from school – rolling 12 months	GREEN	↑
No. of first-time entrants to youth justice system – rolling 12 months	GREEN	↓

Children's Integrated Services – Three of the nine indicators met target, with the other six achieving the floor standard. Five of those missing target are also showing a negative direction of travel. The number of children in care decreased slightly, but the number of care leavers increased.

<u>Children's Integrated Services KPIs</u>	RAG rating	DoT
Percentage of front door contacts where the final decision is made within 3 working days	GREEN	↑
Percentage of Early Help cases closed with outcomes achieved that come back to Early Help / Social Work teams within 3 months	AMBER	↓
% of case holding posts filled by permanent qualified social workers	GREEN	↔
% of children social care referrals that were repeat referrals within 12 months	AMBER	↓
Percentage of child protection plans that were repeat plans	AMBER	↓
Average no. of days between becoming a child in care and moving in with an adoptive family – rolling 12 months	GREEN	↑
% of children in care with 3 or more placements in the last 12 months	AMBER	↓

<u>Children's Integrated Services KPIs</u>	RAG rating	DoT
% of foster care placements which are in-house or with relatives and friends (excluding UASC)	AMBER	↔
% of care leavers in education, employment or training (of those KCC is in touch with)	AMBER	↓

Adult Social Care – Short-term services which lead to lower or no ongoing support, and the proportion of clients receiving direct payments, both decreased and did not meet target. The other three indicators all exceeded target, including the proportion of adults with a learning disability who live in their own home or with family, which was below target last quarter.

<u>Adult Social Care KPIs</u>	RAG rating	DoT
Proportion of people who have received short term services for which the outcome was either support at a lower level or no ongoing support	AMBER	↔
Proportion of clients receiving Direct Payments	AMBER	↓
The proportion of adults with a learning disability who live in their own home or with their family	GREEN	↔
Proportion of KCC clients in residential or nursing care where the CQC rating is Good or Outstanding	GREEN	↔
Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	GREEN	↔

Public Health – NHS Health Check delivery continues to be affected by Coronavirus but health checks have now re-started. Health visiting for mandated checks continues to increase and exceeded target, with the service delivered both online and face to face. The sexual health service is currently unable to report accurately on its KPI due to Coronavirus, and there is no update for Quarter 2. The other two indicators exceeded target despite having to move away from face to face appointments.

<u>Public Health KPIs</u>	RAG rating	DoT
Number. of eligible people receiving an NHS Health Check – rolling 12 months	RED	↓
Number. of mandated universal checks delivered by the health visiting service – rolling 12 months	GREEN	↔
% of new first-time attendances at sexual health clinics who take up the offer and are screened for chlamydia, gonorrhoea, syphilis, and HIV	RED	↔
Successful completion of drug and alcohol treatment	GREEN	↑
% of Live Well clients who would recommend the service to family, friends or someone in a similar situation	GREEN	↔

Customer Services	
Cabinet Member	Shellina Prendergast
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. Satisfaction with Contact Point advisors, and the percentage of calls answered by Contact Point both met target.

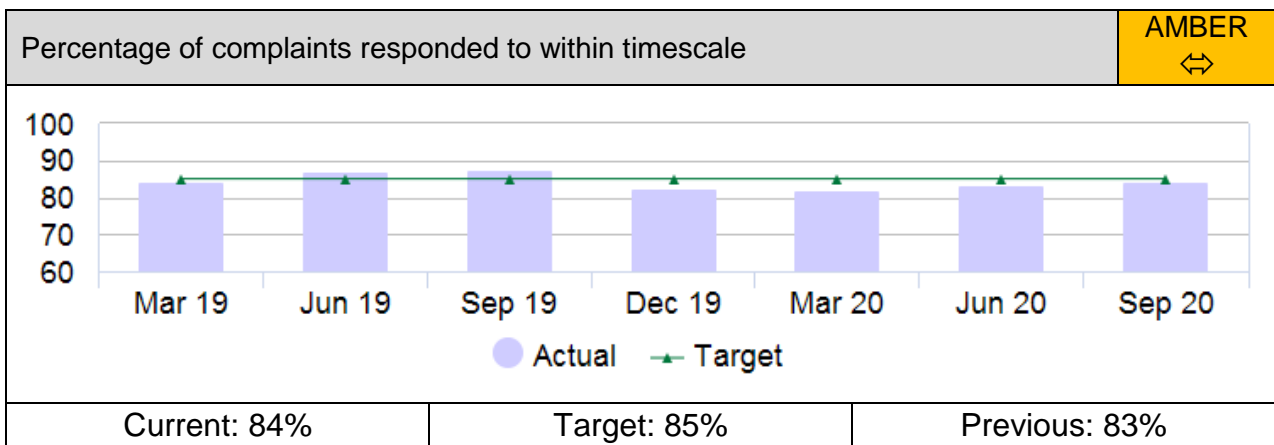
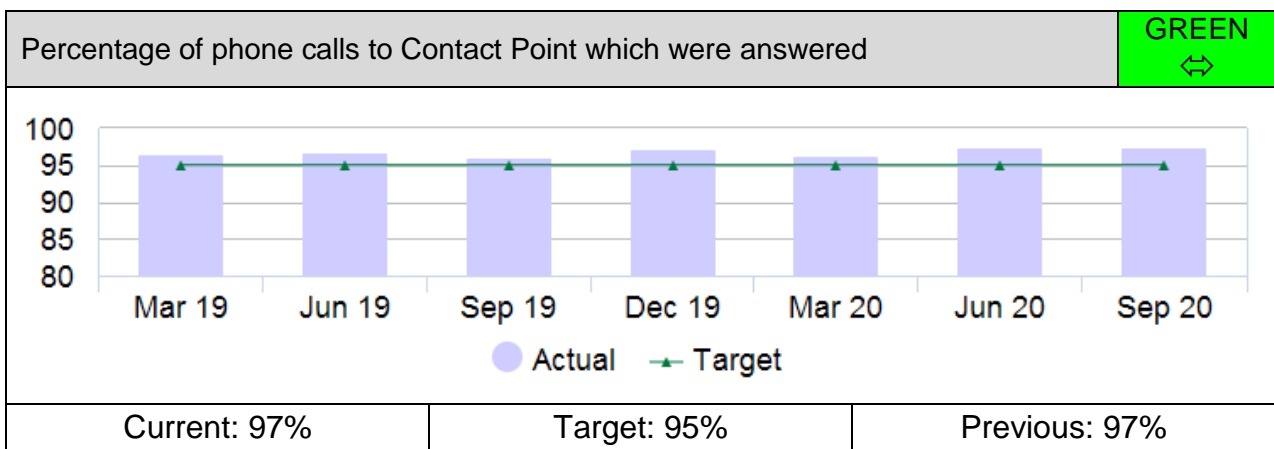
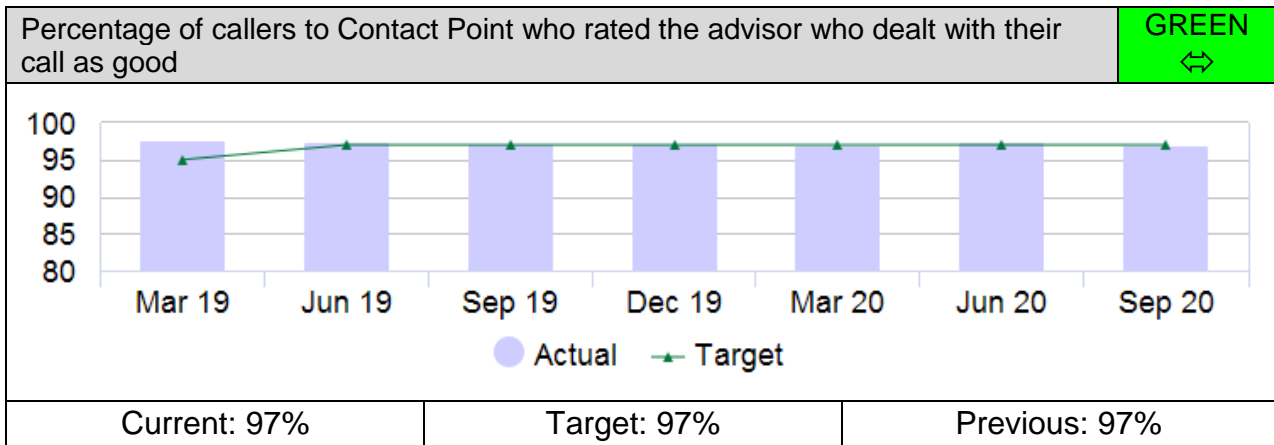
Contact Point received 35% more calls than the previous quarter, which was affected by lockdown, but 7% fewer calls than the same period last year. The 12 months to September 2020 saw 7% fewer calls than in the 12 months to September 2019 as there continues to be a shift to online communication.

Average call time reduced to 5 minutes 24 seconds, remaining ahead of the target of 5 minutes 45 seconds.

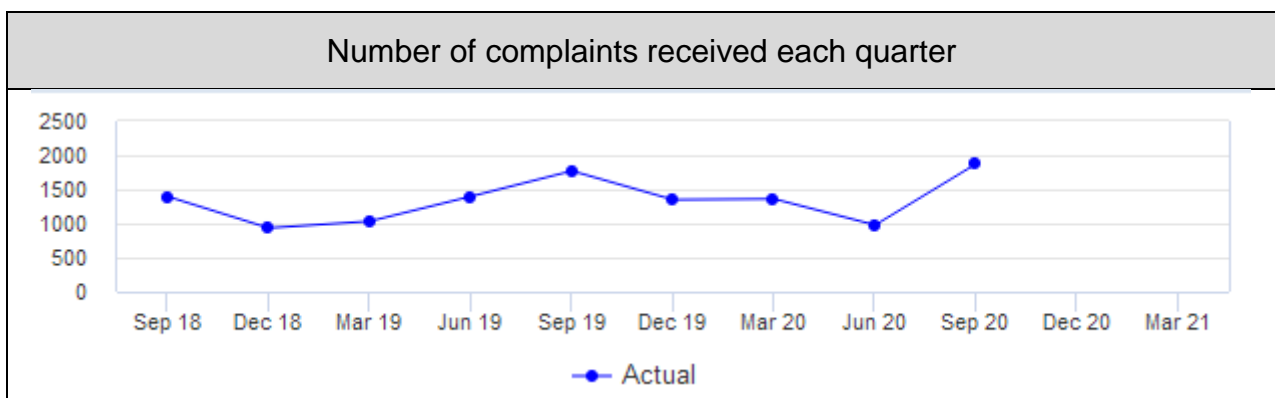
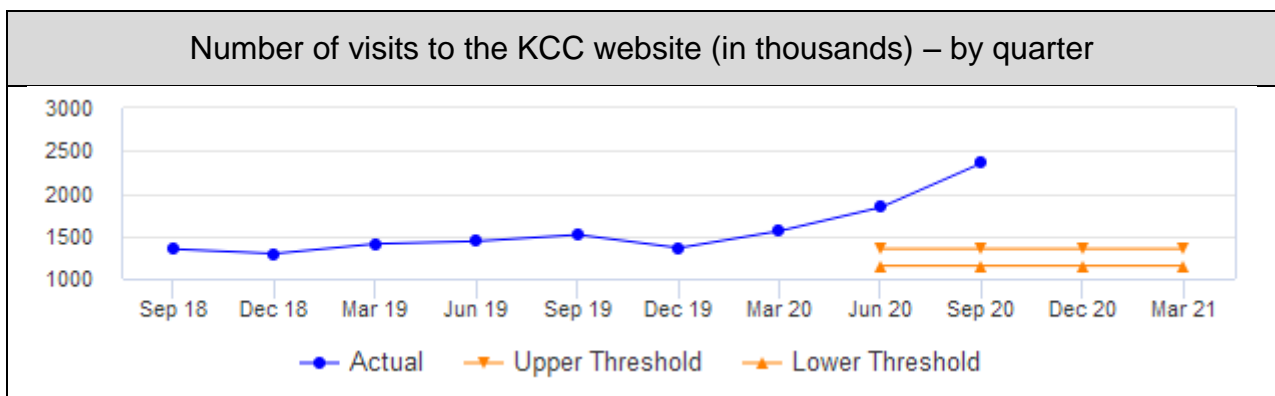
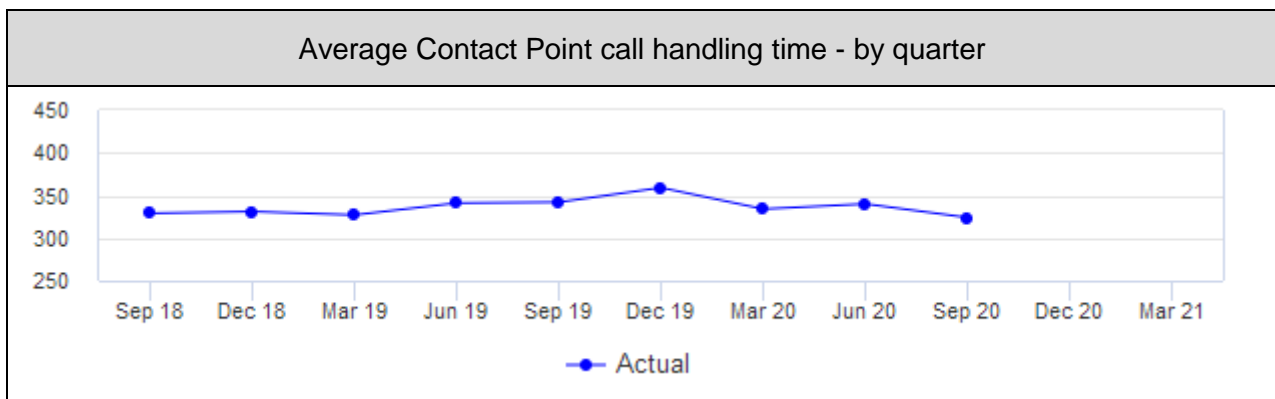
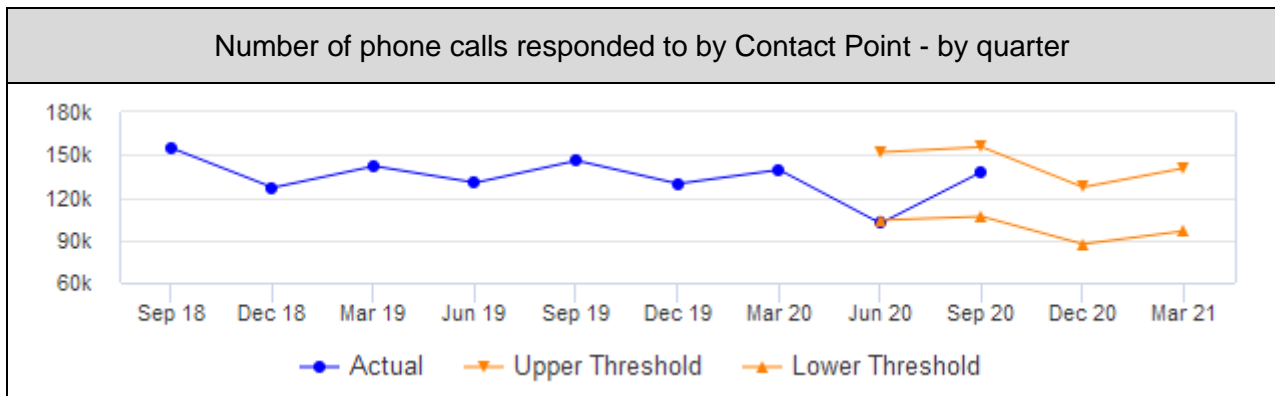
Visits to the KCC website continue to increase. The majority of the increase relates to waste and recycling, with individual household waste recycling centre (HWRC) web pages receiving between two to five times as many visits than the same period the previous year. Country parks pages have also seen a 200% increase in web traffic since last year. Other pages with significant increases included Library services, such as eBooks, eMagazines and Audiobooks, as well as the new Select and Collect service. Birth and Death registration page visits were also higher, as were pages relating to Free School Meals, Kent Test and Kent Travel Saver.

There were 1,886 complaints received between July and September, an increase of 93% on the previous quarter. 84% of complaints were responded to within 20 working days which is an increase, but it remains below the 85% target. During lockdown there was a significant decrease in feedback received but the lifting of restrictions led to the Council needing to revise access to certain services or to offer alternative solutions. This Quarter there was a significant uplift in complaints for Highways, Transportation and Waste Management. These are largely attributed to: access to HWRCs for which customers now need to book slots in advance, active travel fund trials, and the goodwill payment for those customers who purchased travel passes last year.

Key Performance Indicators



Activity indicators



Customer Services – Call Activity

Number of phone calls to Contact Point (thousands)

Contact Point received 35% more calls than the previous quarter which was affected by lockdown, but 7% fewer calls than the same period last year. The 12 months to September 2020 saw 7% fewer calls than in the 12 months to September 2019.

Service area	Oct – Dec 19/20	Jan - Mar 19/20	Apr – Jun 20/21	Jul – Sep 20/21	Yr to Sep 20	Yr to Sep 19
Adult Social Care	29	32	28	31	120	126
Highways	18	20	8	20	66	75
Specialist Children's Services	20	20	17	16	73	80
Transport Services	10	10	3	15	38	49
Waste and Recycling	3	4	16	15	38	15
Libraries and Archives	9	9	1	11	29	36
Blue Badges	13	14	8	9	44	54
Registrations	8	8	5	6	27	30
Schools and Early Years	6	8	4	6	23	30
Speed Awareness	6	7	2	4	20	22
Other Services	1	2	1	3	8	6
General	4	4	3	2	12	13
KSAS*	2	3	2	2	10	8
Adult Education	4	5	1	2	12	22
Kent Together	-	-	5	1	6	0
Total Calls (thousands)	134	146	105	142	527	568

* Kent Support and Assistance Service

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

Customer Services – Complaints Monitoring

There has been a significant increase in the volume of complaints received following the lifting of lockdown restrictions. The number of complaints received in this quarter is 93% higher than the previous quarter and 7% higher than the corresponding quarter last year. Over the last 12 months there has been an 8% increase compared to the previous year.

During lockdown there was a significant decrease in feedback received but the lifting of restrictions led to the Council needing to revise access to certain services or to offer alternative solutions.

This Quarter there was a significant uplift in complaints for Highways, Transportation and Waste Management. These are largely attributed to: access to Household Waste and Recycling Centres for which customers now need to book slots in advance, active travel fund trials, and the goodwill payment for those customers who purchased travel passes last year.

Service	12 mths to Sep 19	12 mths to Sep 20	Quarter to Jun 20	Quarter to Sep 20
Highways, Transportation and Waste Management	2,760	3,026	524	1,216
Adult Social Services	852	1018	174	218
Specialist Children's Services	492	571	147	173
Education & Young People's Services	342	297	16	79
Libraries, Registrations and Archives	370	267	19	93
Strategic and Corporate Services	145	103	23	32
Environment, Planning and Enforcement & Economic Development	95.3	205	70	66
Adult Education	86	62	4	9
Total Complaints	5,142	5,549	977	1,886

Customer Services – Digital Take-up

The table below shows the digital/online or automated transaction completions for Key Service Areas.

Transaction type	Online Oct 19 - Dec 19	Online Jan 20 – Mar 20	Online Apr 20 – Jun 20	Online Jul 20 – Sep 20	Total Transactions Last 12 Months
Renew a library book*	79%	77%	**	74%	564,482
Report a Highways Fault	57%	56%	55%	52%	100,793
Book a Speed Awareness Course	74%	76%	85%	85%	30,966
Apply for a KCC Travel Saver (Rolling 12 months)	76%	73%	70%	95%	21,042
Book a Birth Registration appointment	77%	80%	89%	87%	18,620
Apply for or renew a Blue Badge	64%	70%	81%	81%	15,298
Apply for a Concessionary Bus Pass	39%	43%	71%	74%	8,088
Report a Public Right of Way Fault	76%	65%	88%	84%	6,951
Highways Licence applications	83%	83%	84%	97%	6,311
Apply for a HWRC recycling voucher	97%	97%	100%	99%	4,680

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

** No data available due to lockdown

Economic Development & Communities	
Cabinet Members	Mike Whiting, Mike Hill
Corporate Director	Barbara Cooper

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	2				2	

Support for business

Kent's Regional Growth Fund (RGF) investments have continued to create and sustain employment opportunities. The extent of the impact caused by the economic disruption of the Coronavirus pandemic (in terms of business failures and loss of jobs) on the Kent and Medway Business Fund (KMBF) loan recipients has still not fully emerged, with the positive effect of the government support schemes in reducing business failures and protecting jobs still to be evaluated.

The KMBF had committed £10.4m to 76 businesses in Kent and Medway by the end of March 2020. In Quarter 2 the scheme has created 164 new jobs and safeguarded a further 60 jobs. These investments are intended to support 739 new and safeguarded jobs over the next 3 years.

A new KMBF funding round was launched in August 2020 consisting of three strands: Recovery Loans (£50k-£100k), Capital Investment Loans (£50k-£100k) and Large Loans (£101k-£500k) – with a total allocation of £6m. Funding approvals will be made in Quarter 3.

The South East Local Enterprise Partnership (SELEP) funded Innovation Investment Loan scheme, managed by KCC over the period 2015-2018, has so far committed £6.2 million to 19 businesses in Kent and Medway, creating 54 new jobs and safeguarding a further 70 jobs, to the end of September 2020.

To mitigate the impact of the Coronavirus pandemic, KCC agreed to offer all loan recipients a one-year repayment holiday until March 2021. KCC Economic Development has continued to play a leading role in financing and establishing, with the support of the Kent districts, the Coronavirus Business Support Helpline operated by Kent Invicta Chamber of Commerce.

KCC is working with its equity partner, NCL Technology Ventures, to ensure that the innovative companies in which KCC has an equity stake, receive specialist support and assistance.

An online Coronavirus questionnaire is building understanding of the needs of local companies and the Kent economy. For example respondents have been asked for their opinions on the types of future support that would be helpful in present circumstances; the most popular are: Access to finance, Specific Business Advice, Advice on financial business planning and Adoption of new Technology / Digitisation. This questionnaire will be continually reviewed and used to inform the next round of KMBF.

Converting derelict buildings for new housing

In Quarter 2, 101 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme, bringing the total to 6,667 since the programme began in 2005. NUE had processed 20 loan applications by September increasing the total NUE investment to £67.4 million (£35 million from KCC recycled loans and £32.4 million from public/private sector leverage).

NUE submitted individual business cases to GPF round 3: NUE Commercial Phase II (request £2m) and further investment into the main NUE scheme (£2.5m). These are due to be considered by SELEP in February 2021.

Following the approval of £12m from Treasury, NUE have processed 9 loans (value £5.4m) to bring forward empty/derelict sites which have planning permission to create new housing. A total of 46 new units are currently supported, an increase of 16 since last quarter. NUE have 8 more potential projects to research (new builds) with an indicative value of £5m.

The Cabinet Member for Economic Development visited 3 NUE projects in Dover on 29 September 2020: refurbishment of the Beacon Church which on completion will provide 9 new homes, a commercial unit which now hosts 2 businesses, and to a new build project which created 5 family sized homes, of which 4 are sold subject to completion.

Infrastructure projects

In Quarter 2, the following capital funding awards were made by the SELEP Accountability Board:

- The award of £500,000 of Local Growth Fund (LGF) to support the delivery of the A2/A251 junction improvements project, as part of the Kent Strategic Congestion Management Programme. This project will involve the conversion of the existing priority junction into a single-controlled junction with pedestrian provision.
- The award of £4m of LGF to support the delivery of the phase 2 of the Kent and Medway Medical School Project (bringing the total LGF award by SELEP to £8m for phases 1 & 2). The Project will deliver a new undergraduate training facility, shared by University of Kent and Canterbury Christ Church. 107 undergraduates per cohort will train to become doctors, rising to 214 undergraduates in 2029/30.
- The award of £1.684m of LGF to support the delivery of the East Malling Advanced Technology Horticultural Zone Project. The project supports the installation of new utility services to the NIAB EMR site and enables the construction of a low-carbon energy centre and 1,200m² of new state-of-the-art glasshouses. These glasshouses will be used to further research and development into how to improve horticultural yields and reduce waste.
- The award of £2.29m of Getting Building Funding (GBF) to support the delivery of the Digitally Connected Rural Kent and Medway Project. This project will enable broadband connections to businesses and residents that are unable to access connectivity of 30 Mbps or above, within postcode areas in the 'final 4%' that are not served by the rollout of existing schemes. These postcodes are in rural areas across Kent and Medway (*see broadband section for more details*).

- The award of £3.47m Growing Places Funding (GPF) by way of a loan to support the delivery of the Green Hydrogen Generation Facility project in Herne Bay. The loan facilitates the construction of a green hydrogen generation facility on an old unused BMX park site near the existing waste recycling facility in Herne Bay. It will be the largest zero carbon hydrogen production system in the UK and will be powered by the offshore windfarm. The GPF funding will be used to purchase equipment for hydrogen production facility (electrolysers and compressors), specialised tube trailers for storage and distribution of hydrogen and hydrogen refuelling systems.
- The award of £0.6m of GPF by way of a loan to support the delivery of the Wine Innovation Centre project in East Malling. The loan facilitates the construction of a state-of-the-art wine research facility which will be capable of housing a modern fruit press, fermentation tanks, and the enabling infrastructure.
- £13m of Capital Skills Funding has been allocated to Kent between 2015-21 to support the further education sector. This has been invested into capital projects on college campuses (including the building and refurbishment of college facilities and the purchasing new equipment).

Broadband

BDUK Project

KCC has been working with the Government's broadband agency, Building Digital Delivery UK (BDUK), to improve broadband connectivity since 2012. As a result of this work, 96% of homes and businesses in Kent now have access to a superfast broadband service of at least 24mbps. The project has been extended with Openreach contracted to deliver full fibre (fibre-to-the-premise) connections to over 5,000 rural homes and businesses in Kent that currently have a sub-superfast broadband service (less than 24mbps). The infrastructure build for these new connections continues despite Coronavirus and over 139,500 homes and businesses have benefited from the Kent BDUK project to date.

Broadband Vouchers

The Kent Voucher Top-Up Scheme offers funding of up to £2,500 for residential properties and £3,500 for business properties applying to the Government's Rural Gigabit Voucher Scheme. There are now 42 community projects that have been awarded Kent top-up vouchers, with over £596,000 of KCC funding having been allocated to enable these projects. Over 80 further projects are currently under development.

KCC has also been awarded over £2 million under the 'Getting Britain Building' Fund to trial a new higher value top voucher. This new scheme will provide up to £7,000 of funding through the Government's Rural Gigabit Voucher Scheme to obtain a gigabit capable broadband connection. It is anticipated that this scheme will benefit circa 600-800 homes and businesses in some of Kent and Medway's hardest and most expensive to connect rural areas.

Funding Infrastructure

KCC has a statutory right to seek financial contributions for capital investment from developers of new housing sites. In Quarter 2, 16 Section 106 agreements were completed and a total of £8.7m was secured.

s.106 contributions secured £000s	Oct to Dec 2019	Jan to Mar 2020	Apr to Jun 2020	Jul to Sep 2020
Primary Education	4,518	7,892	1,006	5,249
Secondary Education	3,494	2,641	895	3,243
Adult Social Care	31	146	27	67
Libraries	105	330	21	69
Community Learning	22	130	8	38
Youth & Community	11	70	10	36
Total	8,181	11,209	1,966	8,702
Secured as % of Amount Sought	82%	99%	100%	100%

Kent Film Office

In the 2nd quarter of 2020/21, the Film Office handled 178 filming requests and 131 related enquiries. 99 filming days were logged bringing an estimated £197K direct spend into Kent.

Libraries, Registration and Archives (LRA)

During Quarter 2 the focus for Kent LRA was recovery, which entailed a careful, considered approach to re-establishing physical services, ensuring that safety of customers and staff was paramount. Running parallel to this was the continued development and promotion of digital offers, including the virtual delivery of the Summer Reading Challenge.

The first customer-facing services to return were birth registrations from 17th June, and by the end of Quarter 2 the majority of over 4,000 births unable to be registered during lockdown were completed. Death registrations continue to be delivered over the telephone. Ceremonies resumed from 4th July in Coronavirus secure locations and taking a social distancing approach, although numbers are relatively low with many couples having re-booked for 2021 or later as a result of reduced guest numbers and the uncertainty of still being in a pandemic.

On 13th July 12 libraries were opened across the county, offering a Select and Collect service and pre-booked slots on the PCs and Wi-Fi. On 24th and 25th August a further 12 libraries were opened for socially distanced book browsing and PC usage, and throughout September another 7 libraries opened for browsing, while the initial 12 libraries extended services to incorporate browsing as well as the Select and Collect service.

Mobile Libraries returned from 15th September, also offering a Select and Collect service, visiting stops at the usual location and times, but running on a 4 weekly cycle instead of fortnightly.

The Archive Search Room reopened on 18th August with a reduced, social distancing offer of 4 bookable sessions per day. The Archive team continue to maintain online enquiries which are increasing month on month.

In terms of the digital offer, use of e-Resources has expanded, with an 81% increase on e-Issues against the same reporting period last year. Both e-Books and e-Newspapers have increased by 91%, while e-Audiobooks have increased by 66% and e-Magazines by 30%.

Virtual Library & Archive events and activities continue, although at a reduced rate due to staff returning to delivering customer-facing services. The Silly Squad Summer Reading Challenge was delivered virtually and saw over 2,400 children in Kent taking part by reading a chosen number of books.

Following an external assessment in September, LRA was successful in maintaining its Customer Service Excellence standard, acquiring 3 additional Compliance Plus ratings which reflect best practice. The assessor was particularly complimentary about LRA staff and their speedy response and adaptability to the changing circumstances caused by the Coronavirus 19 pandemic.

Resilience and Emergency Planning Service (REPS)

Quarter 2 has seen continued wide-ranging engagement by the service with both KCC and Kent Resilience Forum (KRF) pandemic response and recovery. Planning to ensure the County Council is well prepared for the increased risk that winter brings, as well as any local impacts from Transition from the EU, was also intensified. Exercise Lundy III on 22nd September specifically tested KCC and KRF planning to deal with any local impacts which may arise from the end of transition 31st December 2020.

Notable incidents requiring response interventions from the service in this quarter included responses to the very hot weather and associated thunderstorms experienced during July and August which resulted in localised intense deluges causing surface water flooding and landslips. September saw Operation Stack implemented on two occasions and a subsidence event near Aylesford threatened water supply to local residents and Maidstone hospital.

Community Safety

The Kent Community Warden Service (KCWS) has continued to identify, support and reassure those vulnerable people most in need. Efforts have also been focused on supporting communities to adapt to the changing restrictions. This has included providing advice around social distancing and related guidelines. KCWS undertook over 4,000 tasks during this period and were able to deliver across their full range of objectives.

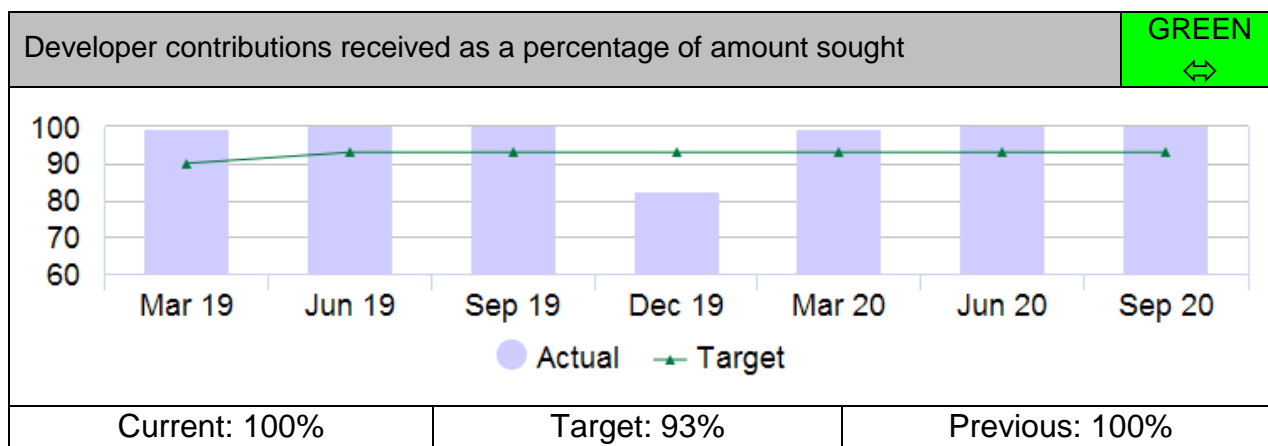
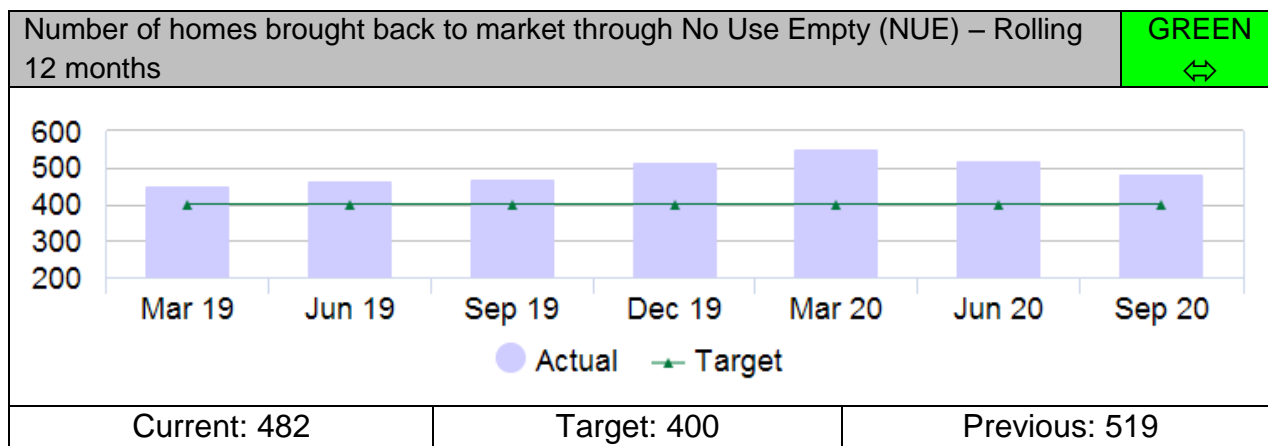
The Kent Community Safety Team (KCST) is currently managing 18 domestic homicide reviews (DHRs) on behalf of the Kent Community Safety Partnership (KCSP) that are at various stages of the process. The KCST submitted three cases to the Home Office for quality assurance and two reports were published in July with the learning from these being shared with partners.

Sport and Physical Activity

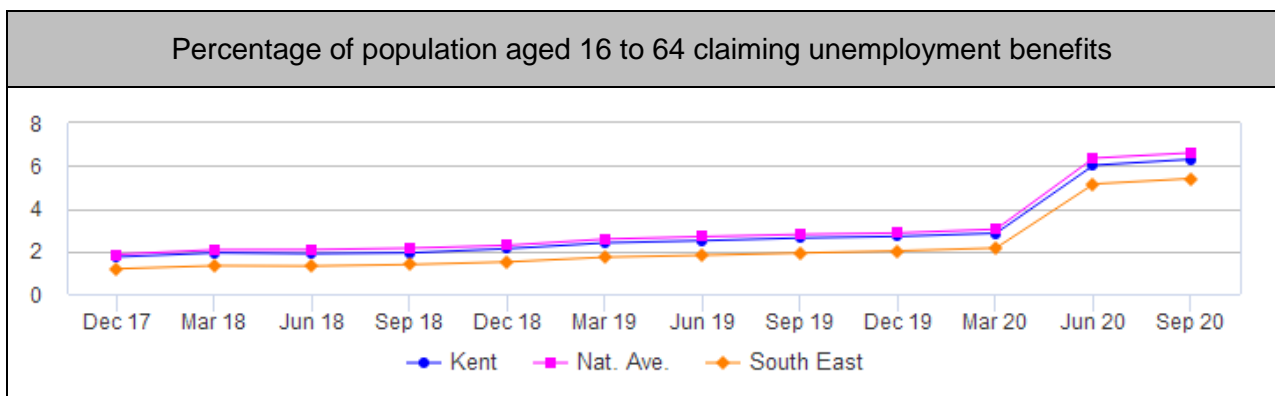
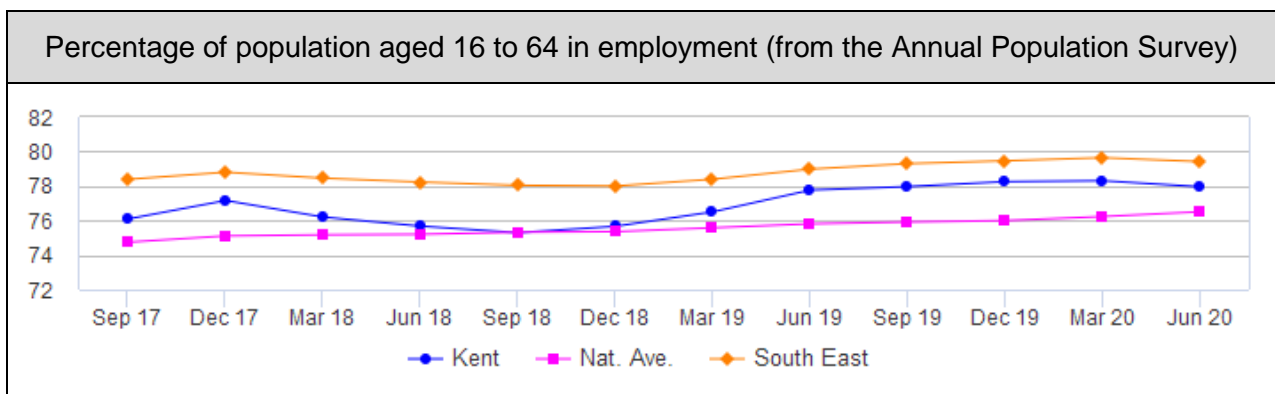
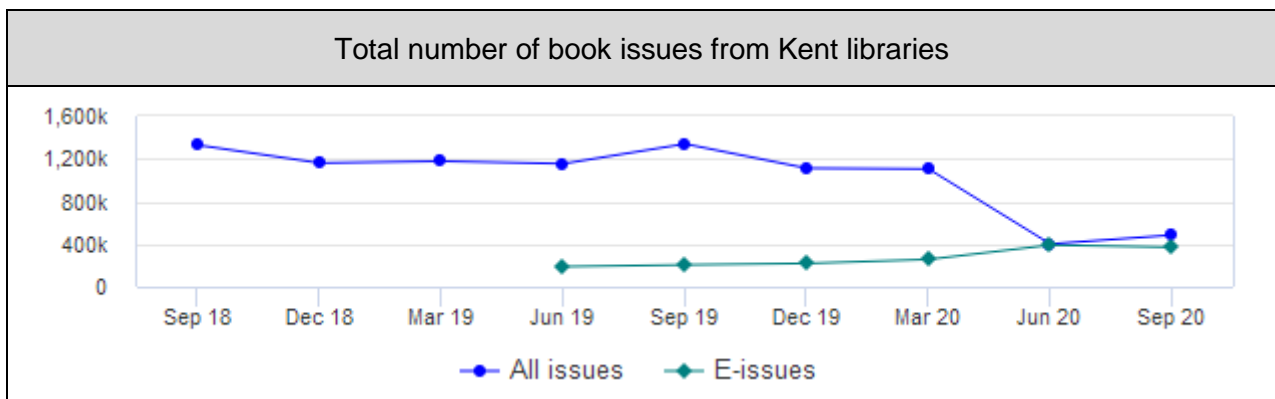
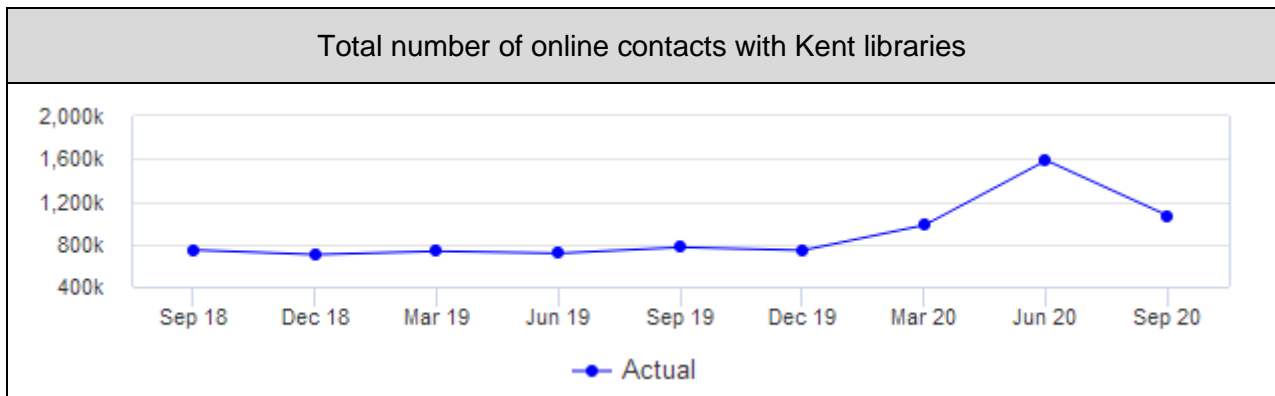
During Quarter 2, the service has secured over £250,000 of external funding to help support local organisations to reduce the physical activity inequality gap amongst underrepresented and vulnerable groups. Other support provided to the local sports

sector and to encourage residents to be active to benefit their physical and mental health, included: delivering virtual physical activity competitions and challenges, and providing guidance, resources and online training opportunities. In addition, the Everyday Active website has been tested with health professionals to ensure that it helps them to have productive conversations about physical activity.

Key Performance Indicators



Activity indicators



Environment and Transport	
Cabinet Members	Michael Payne, Susan Carey
Corporate Director	Barbara Cooper

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

Highways

Highways staff and contractors continue to ensure roads and footways are as safe as possible whilst adapting to the impact of Coronavirus. Performance has been maintained above target for all but one highway KPI. Response to 2-hour emergency incidents is at 97% against a target of 98%. This was due to the introduction of a new approach to manage and administer highway works. The contractor (Amey) provided all crews with mobile tablet devices to electronically record arrival and completion dates/times and provide before and after photographs. They have adopted the same system as KCC so there is now a full end to end process of enquiry-to-fix in one system and this will deliver significant benefits in the future. This led to some data and user errors that have contributed to the Amber result. The target was missed for July only and results are back on track for August and September.

New enquiries and faults raised for action by customers in this quarter increased to 19,191 which is slightly under the normal seasonal demand. The number of open customer enquiries increased to 5,618 this is also still slightly below usual seasonal expectations. So far this year the demand from utility companies to access and open Kent roads led to 63,347 permits requested and this is up on the 59,678 at the same time last year.

The Live Labs project which commenced in June 2019 will embed digital technology in everyday service delivery in a meaningful way that communities can engage with and understand. Due to the Coronavirus pandemic and the potential impact on the programme, funding has been extended to November 2021. New contractual arrangements with Commercial Services have been agreed for the provision of a complete end to end fleet management service of 165 vans and cars. There has been progress on the delivery of new key contracts for Urban Grass, Shrubs, Hedges Maintenance Contract and Road Asset Renewal. The 2020/21 Winter Service Policy has been published as well as the operational plan that includes changes in national guidance and lessons learnt from the previous winter.

Highways services continue to be fully operational and it is expected that a full delivery of programmes will be achieved during 2020/21

Casualty Reduction.

Since lockdown has been eased, traffic levels have been returning to normal and collisions in which someone is killed or seriously injured (KSI collisions) look to be returning to the 3-year (2017–19) trend. There have been a reported 130 KSI Collisions this Quarter on Kent's road network (excluding motorways and other roads managed by Highways England) which, when all crash records are received, is likely to be near the 3-year average of 159 KSI collisions

The Road Safety team have launched 3 campaigns - Inappropriate Speed, Stop Drink Driving, and Speak Out campaigns, the latter encourages passengers to speak out

about poor driving. The Road Safety Club continue to develop online courses but are also starting to go back to school for delivery. Minibus courses restarted in September using a new e-learning package. The Cycle training team began courses over the summer and are also starting to deliver Bikeability in schools.

Public Transport

At the beginning of September, schools across Kent re-opened. Based on government guidance, capacity on buses has been reduced to 50% for those services open to the public and to 70% for those designated for school students only. Uptake of the Kent Travel Saver/16+ is 70% of normal levels. This means that there have been capacity issues across the network, which the service has sought to address through work with operators and schools. Solutions have been found through re-allocation of resources, moving different vehicle types to different routes, and by providing additional vehicles (funded by government). An additional 120 vehicles have been provided by existing operators and coach operators. Approximately 25,000 students are currently being transported to school/college by bus.

Journey Time Reliability/Congestion Strategy

A programme of schemes within the Local Growth Fund (LGF) to improve the reliability of localised journey times continues. Areas of less reliability are identified and assessed to determine if improvements can be engineered. Despite coronavirus, Officers continue to progress interventions. One key signalised junction refurbishment in Dover has been completed with another commencing shortly, permitting the implementation of new traffic signal technology, MOVA, to improve junction efficiency.

There is continued engagement with Highways England to work collaboratively to tackle congestion issues where the Kent network interacts with the Strategic Road Network. Camera enforcement of yellow box markings at A282 J1B in Dartford is expected to be operational in the coming months and will help reduce congestion at this key part of the network.

Local Growth Fund Transport Capital Projects

Through SELEP, KCC are managing £127 million of Government funding from rounds 1, 2 and 3 of the Local Growth Fund (LGF) allocated for projects within Kent. There are currently 2 'Red' schemes causing concern, Sturry Link Road and Maidstone Integrated Transport Project.

For the Sturry Link Road project, SELEP Accountability Board agreed in September 2020 that the £4.791m remains ringfenced until the Accountability Board scheduled for 20th November 2020, to allow planning consent to be secured. Additionally, KCC will need to provide written confirmation by 12th February 2021 to confirm that the funding package is in place for the project to enable the release of the £4.791m for the delivery of the Project beyond 31st March 2021. The Maidstone Integrated Transport Project has encountered difficulties due to Coronavirus, and as such, a request will be made to the next Accountability Board to release the remaining LGF for the delivery of the Project beyond 31st March 2021.

SELEP received confirmation from government in August that the remaining third of LGF (totalling £25.9m) would be released. The Growth Deal expires on 31st March 2021 but SELEP will advise accordingly on how they intend to manage the financial position at the end of this final year. It is likely this will take the form of capital swaps into local authorities' own capital programmes.

Waste Management

The target for 99% of municipal waste to be recycled or converted to energy and not taken to landfill was missed by 1% due to delayed maintenance work at Allington Energy from Waste plant. This is entirely due to the pandemic, whereby planned works scheduled for March / April had to be postponed. This has resulted in increased repairs & maintenance due to the infrastructure operating for longer than the optimal time.

This impact has been compounded by increased volumes of residual waste collected at the kerbside and reduced levels of garden waste. The increase in residual waste is disproportionately higher than the volume of recycling and composting. Many people working from home are discarding their normal levels of waste at home rather than in the workplace. There have been significant drops in composted waste, most likely explained by the very hot weather through August.

Canterbury City Council introduced its chargeable garden waste collection services which accounted for an even higher decline in the garden waste for composting. This will continue to be the status through winter months as the garden waste declines further. All Districts have dropped recycling rates, when compared with the same period last year, with the lowest performer dropping from 24.1% down to 21.6% and the highest from 51.0% to 46.8%.

Overall volumes of waste, usually converted to energy, has increased in volume by nearly 2,500 tonnes per month. However, due to maintenance works, delayed by lockdown and travel restrictions, the Allington Energy from Waste plant has provided a restricted service. This will result in increased landfill rates in the next quarter, although some residual waste was successfully diverted to alternate energy plants in the South East.

Residents are paying fewer visits to the HWRCs. In August, 69% of available booking slots were utilised. When compared with the same period last year, HWRCs are receiving 60% of normal volumes. Generally, greater volumes of waste are collected at the kerbside, with recent volumes being about 10% higher compared to normal years. The overall effect is that the service is forecast to receive 24,000 less tonnes than those originally budgeted of 686,338. However, increases in kerbside collected waste are generally more costly to dispose of, and as such, corresponding financial savings are not forecast at this time

At the Environment & Transport Cabinet Committee in September, Members considered a report showing that, historically, Waste Management has not been included in requests for Developer Contribution funding. Over the past year the service has been compiling 'The Case for Waste' to provide an evidence base and methodology for collecting these contributions for waste infrastructure investment, in advance of being included in the overall 'Developer Contribution Guide' consultation to be undertaken by KCC Economic Development in the coming months.

Countryside Management Partnerships

Partnerships have resumed their project and partner delivery across the county, including volunteering. The pond creation and great crested newt (GCN) project with Natural England (NE) has seen 38% of ponds with GCN recordings. This exceeds the 15% GCN recording target set by NE.

Natural Environment and Coast

A 12-month staff secondment from Kent Wildlife Trust to the Natural Environment & Coast team commenced in July, to assist in the delivery of action under Kent's Plan Bee. Initially this work will focus on working with Highways and Property to identify where improvements to management and maintenance can be made for the benefit of pollinators; and the development of a Plan Bee framework for districts in the county to adapt and adopt for their own pollinator action plan. Also underway for Plan Bee this quarter was preparatory work for a virtual summit to launch the KCC Pollinator Action Plan, which will be hosted on 16th November.

Consultants were appointed in August to undertake an assessment of natural solutions for climate change in Kent. The work will provide the evidence and rationale to demonstrate where the greatest opportunities exist and therefore, ultimately, enable decisions on where interventions and investment would most effectively be targeted to deliver not just climate change mitigation and adaptation but also ecological and societal benefits. This evidence will be used to inform KCC's future natural solutions framework.

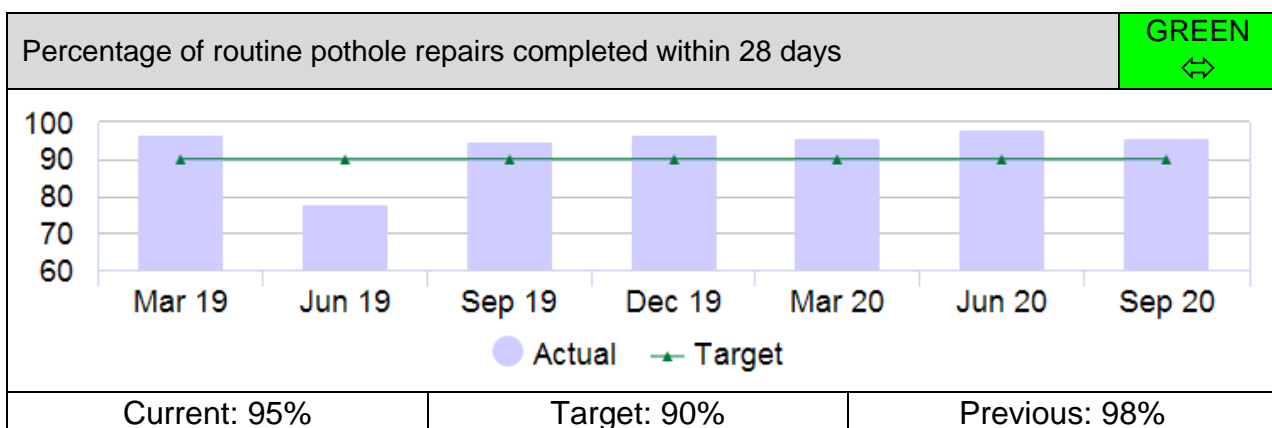
Transport Strategy

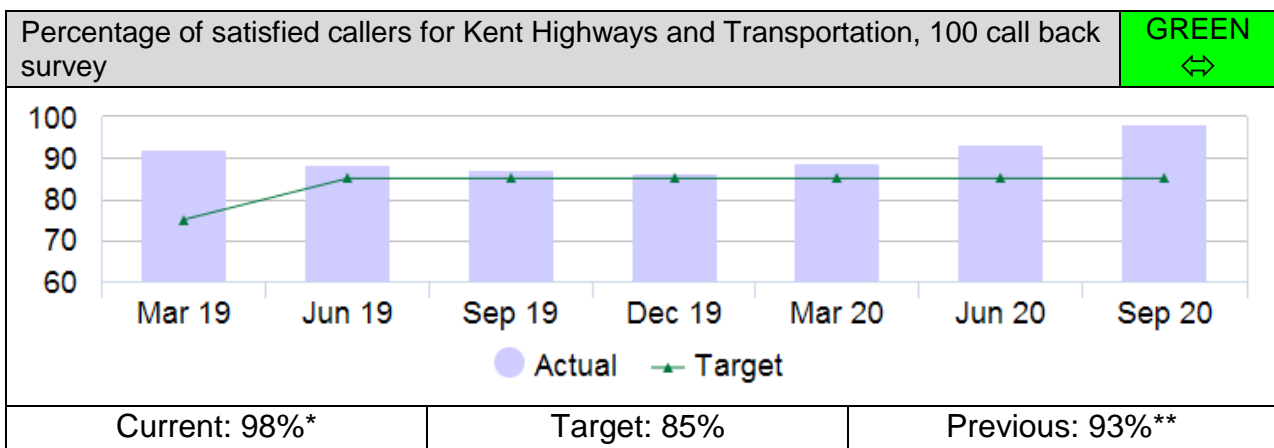
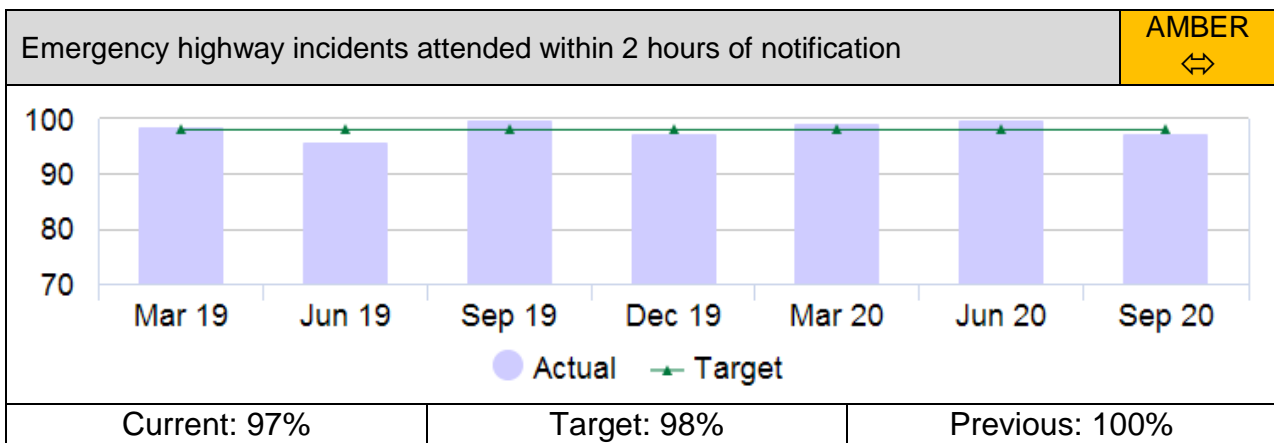
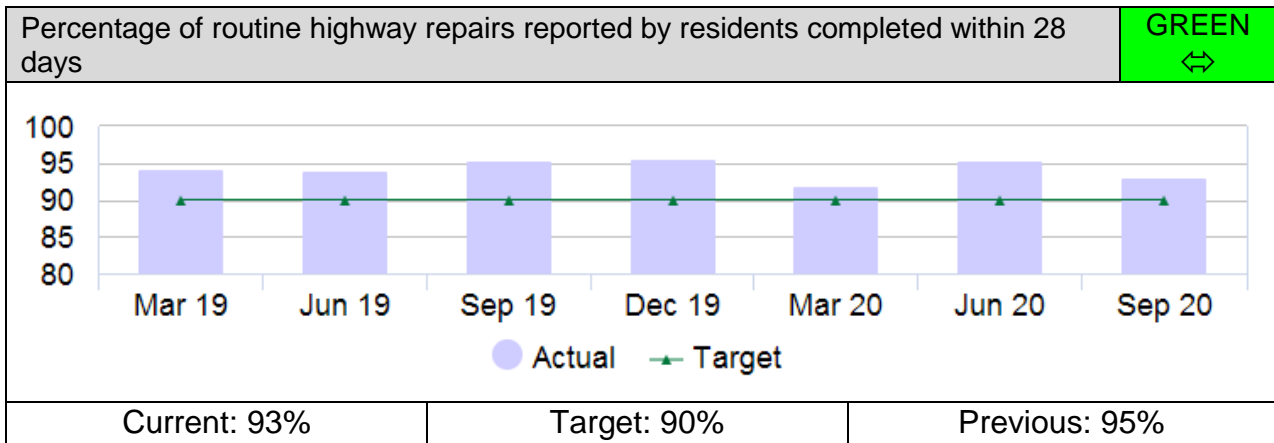
Thanet Parkway railway station was granted planning consent on 2nd September by KCC's Planning Applications Committee. The archaeological excavation of the site has now commenced before construction starts next year. The consultation on a new Rail Strategy for Kent was launched in September and was publicised through this year's Kent Rail Summit, which was held virtually as a webinar due to Coronavirus restrictions and was attended by over 100 delegates. A further consultation on the Lower Thames Crossing (a design refinement consultation) was conducted by Highways England in August which KCC responded to, ahead of the submission of the Development Consent Order (DCO) which is expected in October.

Sustainable Business and Communities

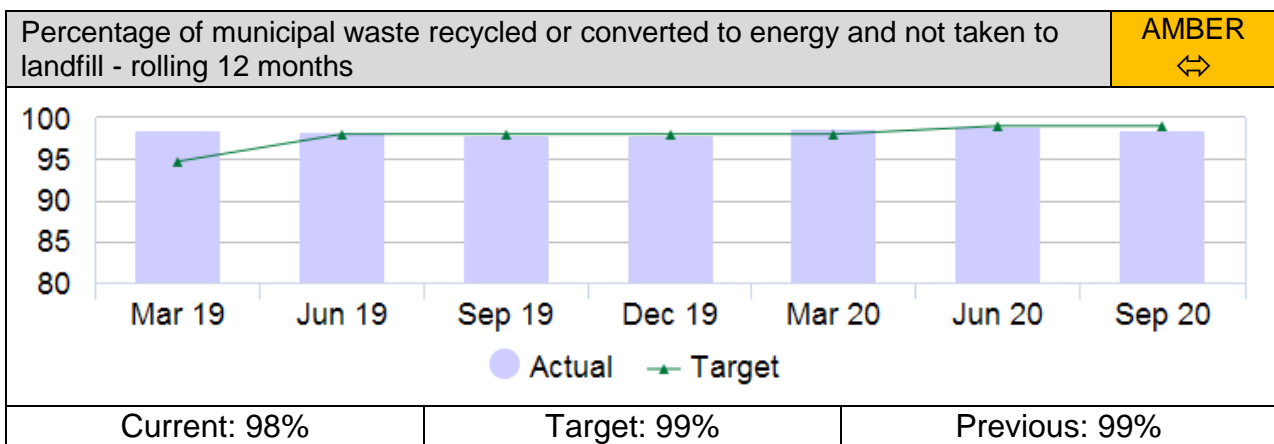
Quarter 1 has seen a reduction in emissions, most significantly from reduced staff travel and closure of many buildings due to Coronavirus. Based on the trend prior to this, it is estimated that the likely BAU (Business as Usual) position in June would have been slightly above the targeted level, with the following quarter likely to meet or exceed target. This review also gives confidence that by March 2021 the stretch target would be achieved even without the effect of Coronavirus, with the emissions reduction programme continuing to provide a strong pipeline of energy, efficiency, and solar projects.

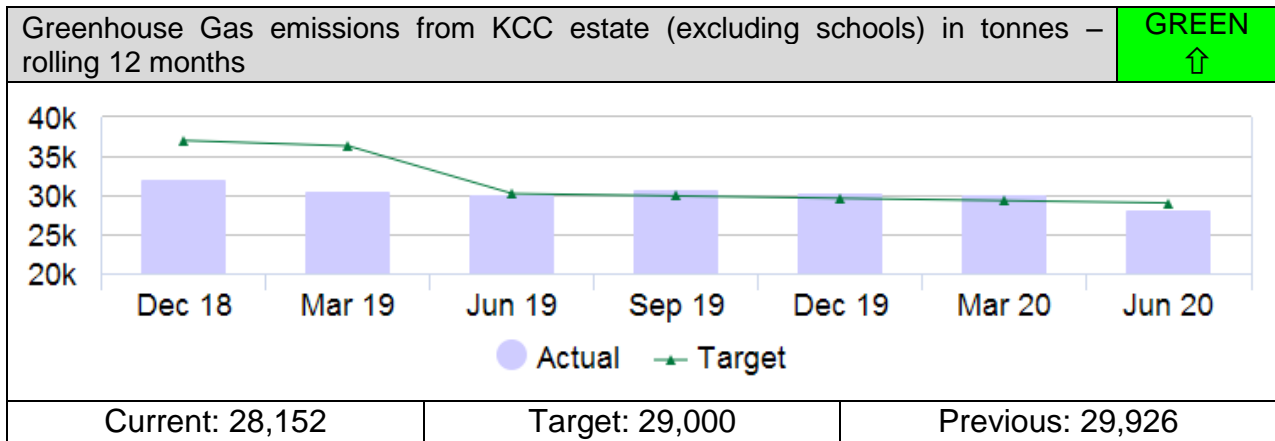
Key Performance Indicators



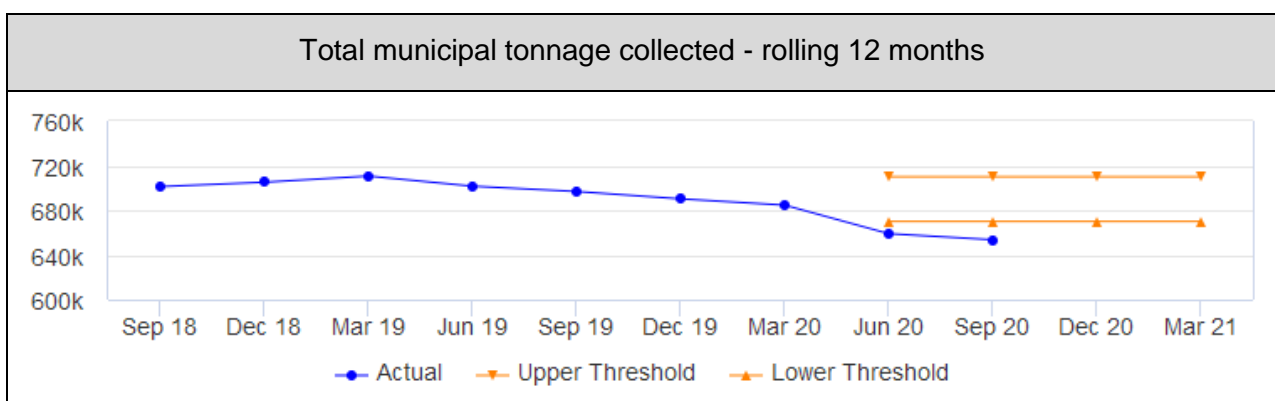
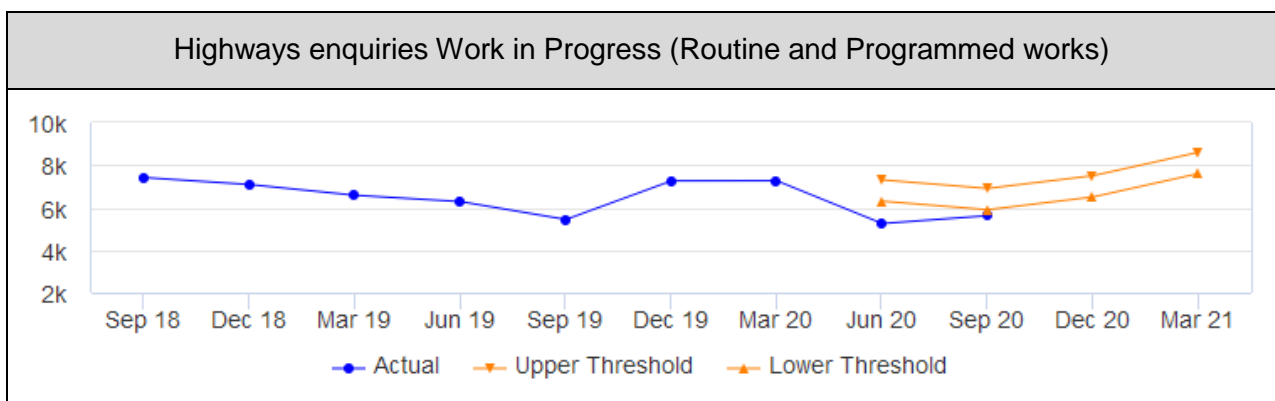
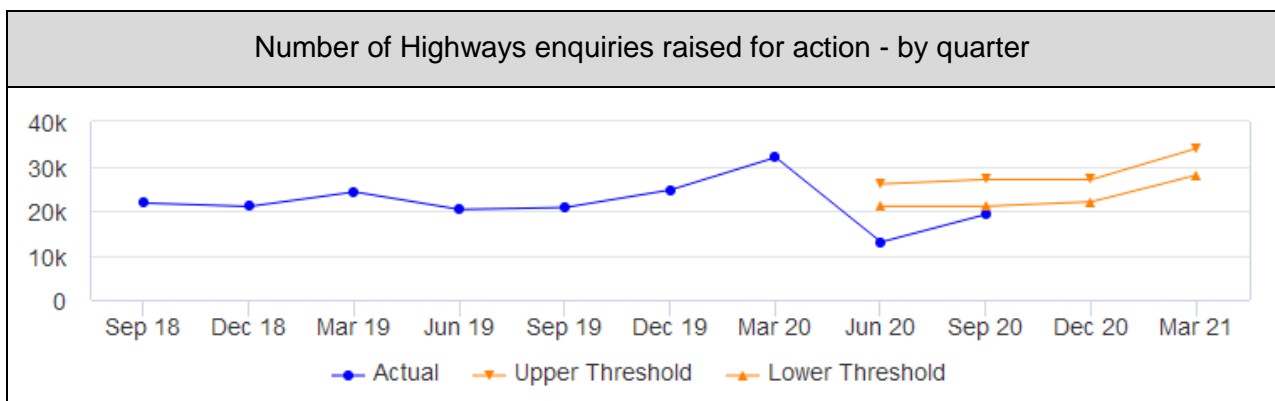


*July and August figures only; **June figures only





Activity indicators



Children, Young People and Education	
Cabinet Member	Richard Long, Sue Chandler
Corporate Director	Matt Dunkley

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	7	6	1	3	5	6

Schools

From Friday 20 March, all educational settings were closed to everyone except the children of critical workers and vulnerable children due to the coronavirus outbreak. The Department for Education (DfE) cancelled all exams and assessments that would have taken place in the Summer term. There are no results for Early Years Foundation Stage, Key Stage 1, Phonics and Key Stage 2. Students who were due to sit GCSE or A level, AS level or exams this summer were awarded their centre assessment grade or a calculated grade, whichever was the higher.

The DfE will not hold schools/colleges to account on the basis of exams and assessment data from summer 2020, and they have stated that the data should not be used by others, such as Ofsted, local authorities, academy trusts, etc to hold schools/colleges or teachers to account. The DfE will not be publishing, or sharing, institution-level school/college accountability measures. Therefore, the Local Authority has no attainment data to report on this Summer.

Ofsted inspections were halted during the partial closure of schools with plans for them not to resume until at least January 2021. Therefore, the latest Ofsted data available for schools based on their last inspection is from March 2020 when 91% of schools in Kent (530 of the 580) were Good or Outstanding, compared to the national figure of 86%. The percentage of Primary schools judged as Good or Outstanding at 92% compares favourably to the national figure of 88%. 87% of Secondary schools were judged to be Good or Outstanding compared to 76% nationally. The percentage for Special schools at 96% was six percentage points higher than the national position.

The Local Authority continues to receive daily updates on schools' attendance levels. On 30th September 2020, out of the 423 who returned data to the DfE, 416 were fully open. Seven schools (4 primary, 2 secondary and 2 special) were not fully open due to suspected or confirmed Coronavirus cases and staff shortages.

The impact of Coronavirus and subsequent lockdown of schools removed the ability of advisers to deliver on-site support in July, on-site and face to face training also ceased during the quarter. For many schools, Coronavirus continues to impede learning and progress for children, particularly those with SEND and disadvantage, such as looked after children, or those eligible for free school meals. A significant amount of time was spent working on KCC's Coronavirus guidance and pupil return toolkits for schools. In July, recruitment of senior leaders remained an issue with potential candidates committing to remain in their current schools during lockdown. As a result, it has been challenging to fill any interim or substantive vacancies. The School Improvement service was swift to adapt support into a series of virtual visits. Throughout July, advisers continued to have regular, often daily or weekly, contact with schools, providing high levels of ad hoc virtual and telephone support as required. Additional intervention funding was secured to deliver a program of targeted support. This

includes a “recovery curriculum” program of support and a wide range of “closing the gap” resources and toolkits. This package was front loaded in September focussing on the areas of risk outlined above.

School Places and Admissions

For admissions in September 2020, 88% of parents secured their first preference primary school, and 78% of families secured their first preference for secondary school places, both are one percentage point lower than last year.

The net change to the total number of places being offered for September 2020 entry was an increase of 139 Year 7 places and an increase of 83 Year R places.

Early Years

The percentage of Early Years settings which were rated Good or Outstanding was equal to the target of 98%.

3,002 two-year olds have been funded through the Free for Two scheme equating to a 56.7% take up. This is a decrease of 3.8 percentage points compared to the same period last year.

The Early Years and Childcare Service has continued to support the Early Years and Childcare Sector through the Coronavirus pandemic, acting on Department for Education (DfE), Public Health England (PHE) and Ofsted advice and guidance. Supply and demand are being regularly monitored which has shown that supply in general has continued to meet demand. Whilst it is early days, the childcare market in Kent at the moment seems to be recovering reasonably well, notwithstanding any longer-term sustainability issues and the possibility of further lockdowns. There have been regular communications with the Early Years and Childcare Sector as a whole, including a weekly ‘Early Years and Childcare COVID-19 Blog’ and a now monthly (previously termly) more generic Early Years and Childcare Bulletin, as well as ongoing supportive contact with individual providers. The Early Years and Childcare Service’s Threads of Success training offer has been converted almost entirely to virtual platforms.

Skills and Employability

There has been a focus on ensuring young people have secured a place in education, employment or training for September. All Kent schools, colleges, and training providers have been consulted. In September 2020, the percentage of year 11 and 12s that had a September Guarantee was 91.2% compared to 90.4% the previous year.

Activities undertaken during this time have included: communication with all Year 11s and selected year 12s via text and postcard around GCSE results day; additional capacity added to the NEET support Service via the Skills and Employability Service’s bookable telephone advice service, and those young people in education identified as being at risk of becoming NEET were tracked and supported over the summer. In July and August, the NEET percentage was higher than the previous year, though only by 0.5%. Those looking for employment have had to compete in a very difficult job market.

Plans are being drawn up for the transfer from CXK of the NEET Support Service to The Education People. In conjunction with this, the County NEET Action Plan is being reviewed with the other young people’s services involved in the NEET Interdependencies Group. This is an opportunity to radically rethink how to operate the

service, streamline processes and increase the support available for vulnerable young people, particularly those with an EHCP. The new action plan will be ready for November 2020.

SEND (Special Educational Need and Disability)

On 1 May 2020 some aspects of the law on education, health and care (EHC) needs assessments and plans, changed temporarily to give local authorities, health commissioning bodies, education settings and other bodies who contribute to these processes, more flexibility in responding to the demands placed on them by Coronavirus. This included the temporary amendment of the regulations that specify timescales that apply to local authorities, health commissioning bodies and others relating to EHC needs assessments and plans. This flexibility expired in September and Kent continues working to meet the 20-week timescale wherever possible.

Based on the rolling 12-month average 31% of EHCPs were completed within 20 weeks (661 out of 2,109). This is an increase of two percentage points since last quarter. Data for the single month of September is 33%.

Work is taking place as part of the SEND improvement programme to develop quality assurance of EHCPs, including an increased understanding of what good looks like, and to improve Educational Psychology (EP) timescales in statutory advice by reviewing triage and assessment processes, and building capacity in the Service. This is an important development as every single Educational Healthcare Plan (EHCP) requires an EP assessment. The percentage of EP reports submitted within 6 weeks has increased from 4% in April to 43% in September and the number of unallocated statutory assessments has decreased from 501 to 324 in the same time period.

Wider Early Help

There were 24 permanent school exclusions in the last academic year 2019/20, 19 fewer than in 2018/19. Of these, 12 were from primary schools and 12 from secondary schools. At 0.01% of the school population, the 0.03% target was achieved, and is better than the latest published national average of 0.10%.

The number of first-time entrants to the Youth Justice system has increased for the fourth consecutive quarter from 188 in September 2019 to 240 in September 2020 but remains below the target of 290.

Front Door

An additional measure has been added into the 2020/21 KCC Quarterly Report to cover performance of the Front Door for Intensive Children's Services. The performance measure is "Percentage of front door contacts where the final decision is made within 3 working days" which has been set to ensure timeliness in this initial stage of decision making. Performance as of 30th September 2020 was 93.9%, which is above the Target of 90.0% and an improved position from 30th June 2020 when it was 90.6%.

Early Help

At the end of September 2020 there were 2,456 families open to Early Help units, providing support for 5,049 children and young people under the age of 18 (including unborn). Whilst this is a 37% increase in the number of families being supported compared to the end of June 2020 (1,798), it is now in line with the number of families

who were being supported pre-Coronavirus, which was 2,554 families as at 31st March 2020.

The performance measure on outcomes achieved has been replaced by a new performance measure, "Percentage of Early Help cases closed with outcomes achieved that come back to Early Help / Social Work teams within 3 months". At the end of the second quarter performance was 15.1% which is just above the 15.0% Target.

Children's Social Work (CSW) - Staffing and Caseloads

After decreasing slightly in Quarter 1 (10,661) the number of open cases at the end of Quarter 2 was 10,978 which is just above the pre-Coronavirus caseload of 10,909 (31st March 2020). This equates to a rate of 323 per 10,000 children (aged 0-17) in Kent and remains below the rate for England which was 334 as at 31st March 2019.

There were 5,170 referrals to children's social care services in the quarter, an increase of 16% when compared to the previous quarter, but closer to the number received during the same period for 2019 (5,477). The reduction in Quarter 1 can largely be attributed to a reduction in referrals from schools and Kent Police during the Coronavirus pandemic. During this time Kent Police changed their referral process to only refer tier 3 and 4 domestic abuse cases and this process has remained in place. The number of referrals from education settings is expected to rise during quarter three following a return to education for most children and young people.

The rate of re-referrals within 12 months changed very little between Quarter 1 and 2, from 29.5% to 29.6%. The rate of referrals is currently being reviewed, with additional audit activity and analysis being undertaken during Quarter 3 to better understand the reasons for the higher rates.

The percentage of case-holding social worker posts held by permanent qualified social workers increased in the quarter, from 89.9% in June 2020 to 93.0% in September 2020 and has continued to remain above the target of 85.0%. The increase in the number of social workers employed by KCC has led to a reduction in the percentage of case-holding social work posts filled by agency staff, from 14.7% at the end of Quarter 1 to 13.9% at the end of Quarter 2.

At 20 cases, the average caseload for Social Workers in children's social work teams remains above the target level of 18. This remains at the same level as the previous quarter.

Child Protection

As at 30th September 2020 there were 1,199 children subject to a child protection plan, a decrease of 38 from the end of the previous quarter (1,237). The rate per 10,000 children (aged 0-17) was 35.2, which remains below the last published rate for England, which was 43.7 as at 31st March 2019. The percentage of children who were subject to a Child Protection Plan for a second or subsequent time was 24.0% at the end of Quarter 2, which is little changed from the previous Quarter (23.7%), and remains outside of the target range of between 17.5% and 22.5%.

Children in Care

The number of citizen children in care decreased by 11 in the last quarter, to 1,378. The number of unaccompanied asylum seeker children (UASC) in care decreased 23 to 474, however KCC has not accepted responsibility for new arrivals into Kent since 18th August 2020. The number of children in care placed in Kent by other local authorities (OLA) increased during the quarter, from 1,297 to 1,324.

Status	Dec 19	Mar 20	Jun 20	Sep 20
Citizen	1,414	1,388	1,389	1,378
UASC	440	423	497	474
Total	1,854	1,811	1,886	1,852
Gender				
Male	1,191	1,168	1250	1215
Female	663	643	636	637
Age Group				
0 to 4	196	188	193	187
5 to 9	192	193	199	205
10 to 15	740	716	714	706
16 to 17	726	714	780	754
Ethnicity				
White	1,284	1,241	1,245	1,228
Mixed	91	94	94	99
Asian	71	85	101	98
Black	107	112	120	124
Other	301	279	326	303

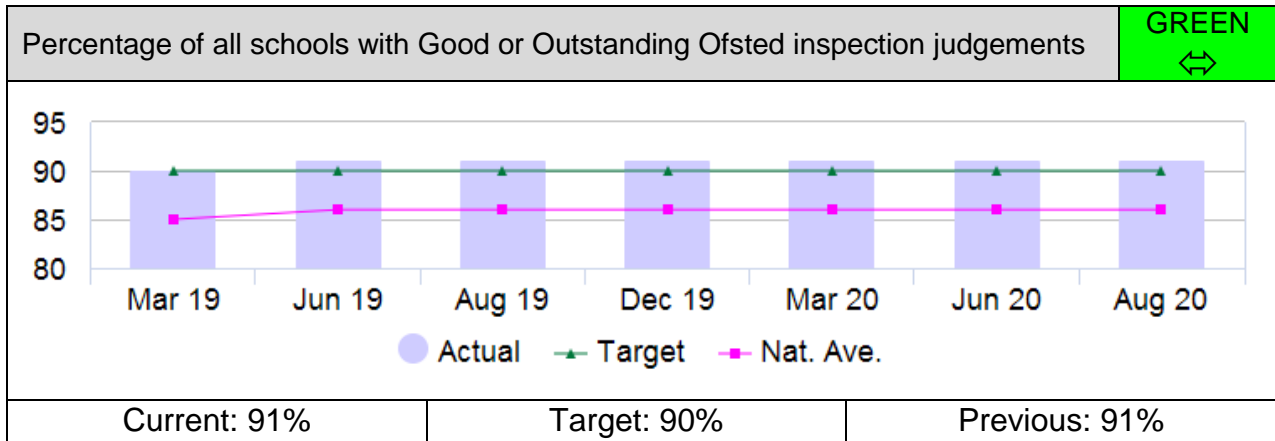
The percentage of Kent children placed in KCC in-house foster care or with family/friends is now 80.1%, compared to 80.3% the previous Quarter, and remains below the 85.0% target. Performance against placement stability of 3 or more placements in a 12-month period has decreased in the last quarter, from 10.6% to 12.0%. This compares to the latest published England average of 10.0% (2018/19).

For children who were adopted in the last 12 months the average number of days between coming into care and moving in with their adoptive family continues to outperform the nationally set target of 426 days. The average number of days for Kent children at the end of September 2020 was 310 days, compared to 336 at the end June 2020.

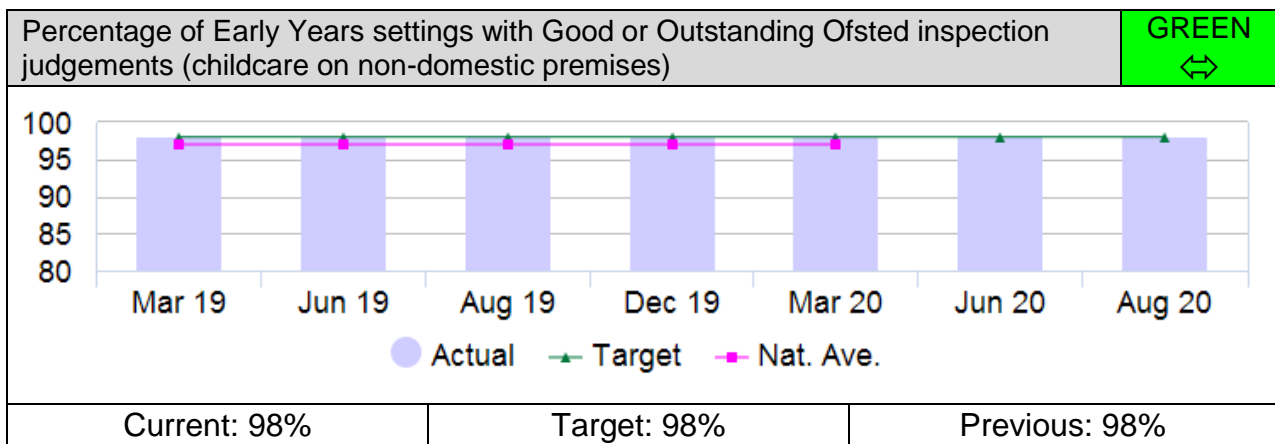
Care Leavers

The number of care leavers at the end of September 2020 was 1,872 which is an increase of 58 from the previous quarter. Of these, 901 were citizen care leavers and 971 were unaccompanied asylum-seeking young people. The percentage of care leavers in education, employment or training is 60.4%, which is a 1.0% reduction from June 2020 and remains below the 65.0% target.

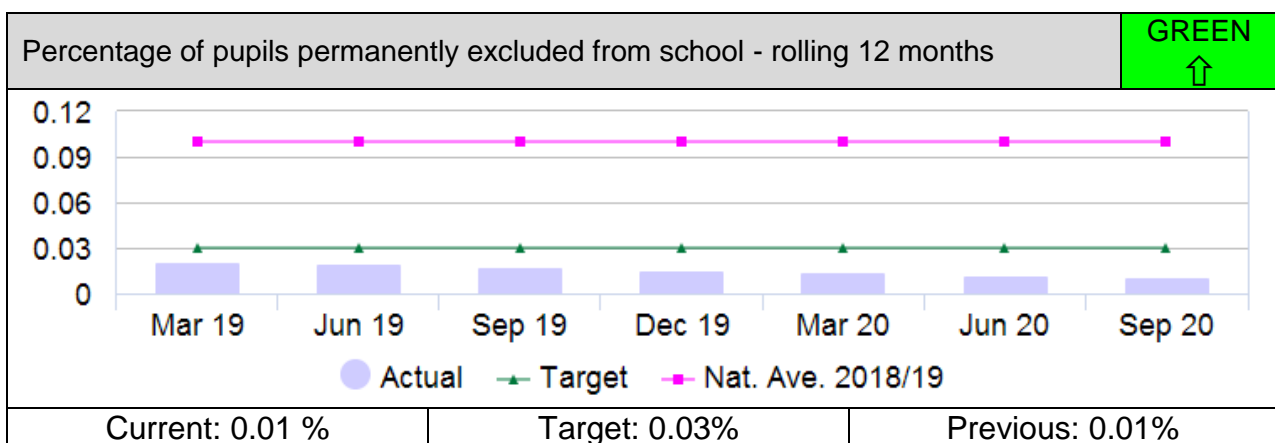
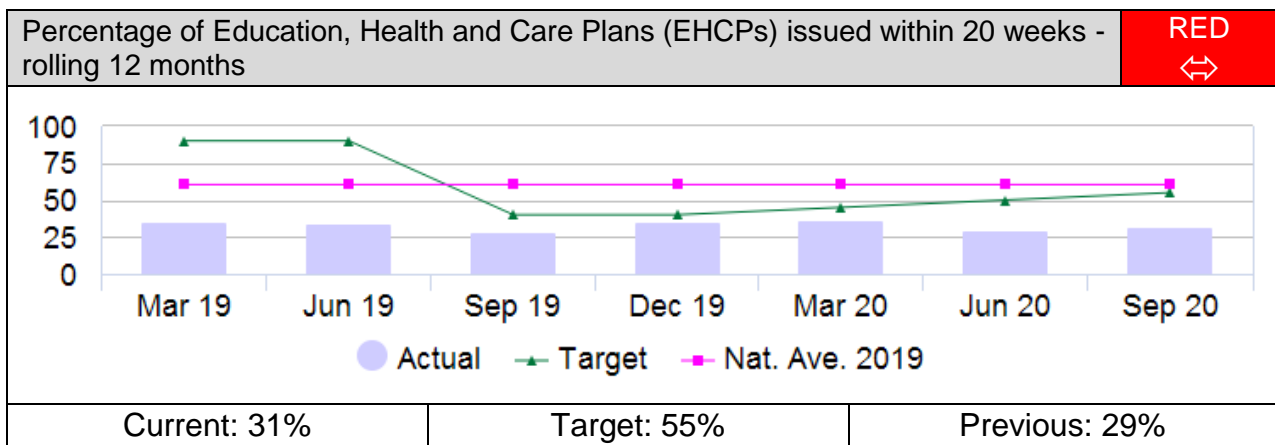
Key Performance Indicators

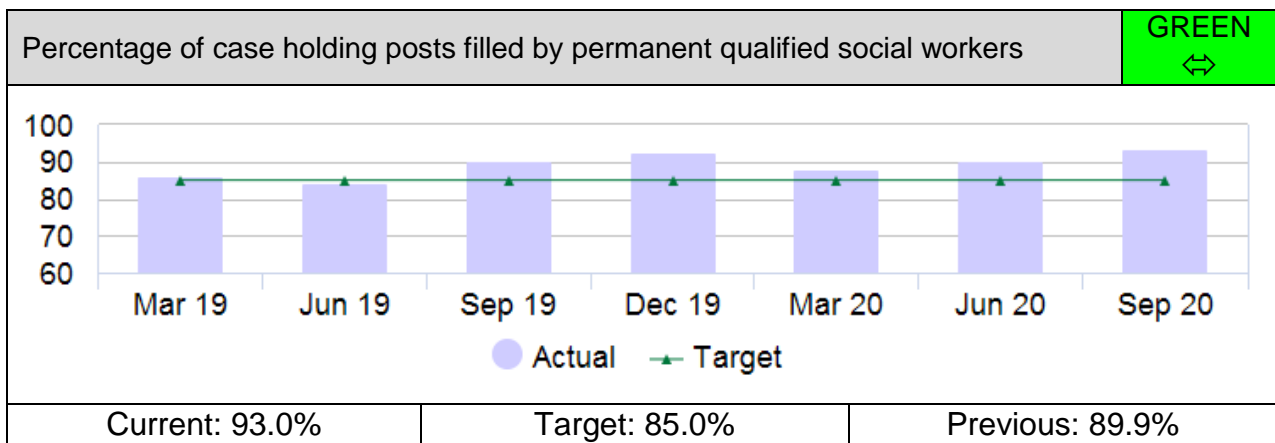
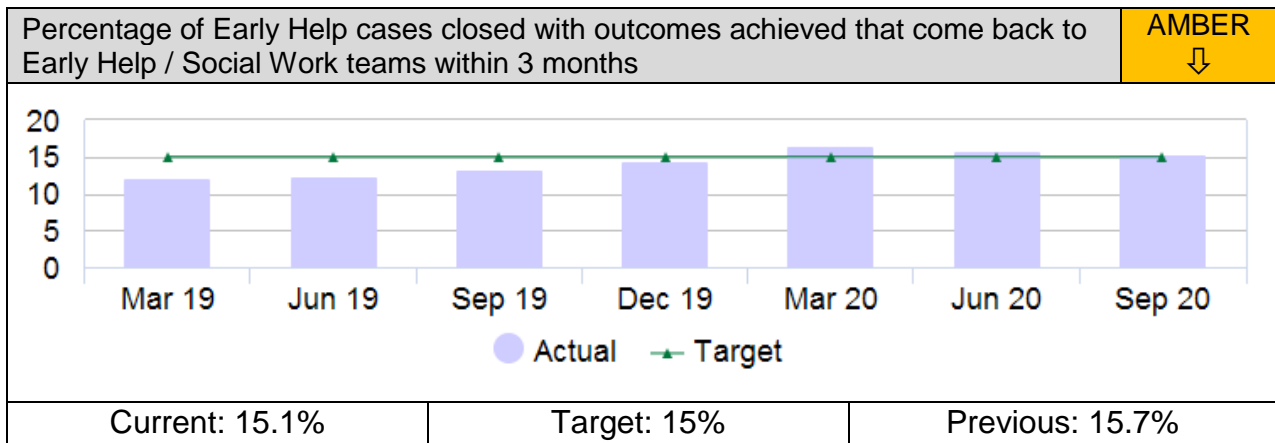
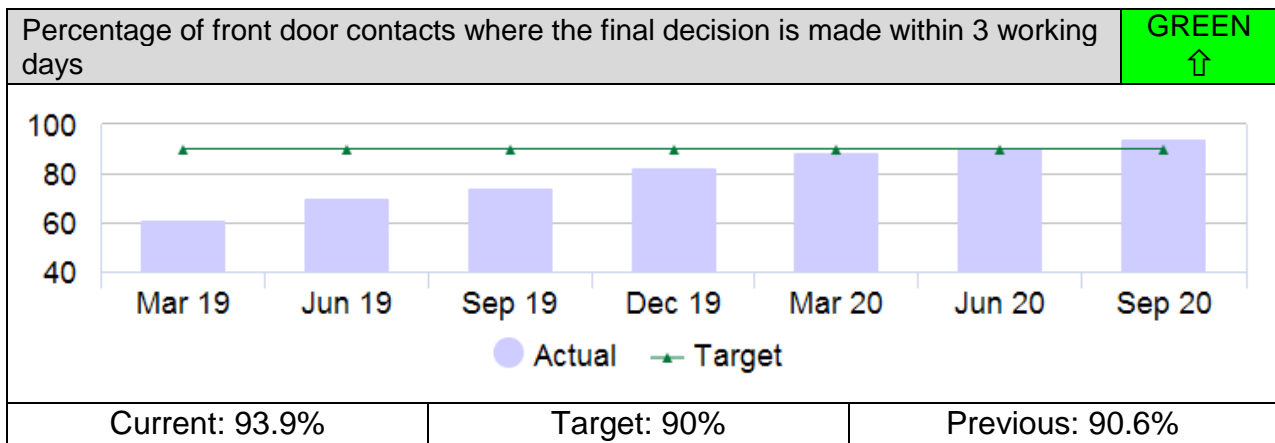
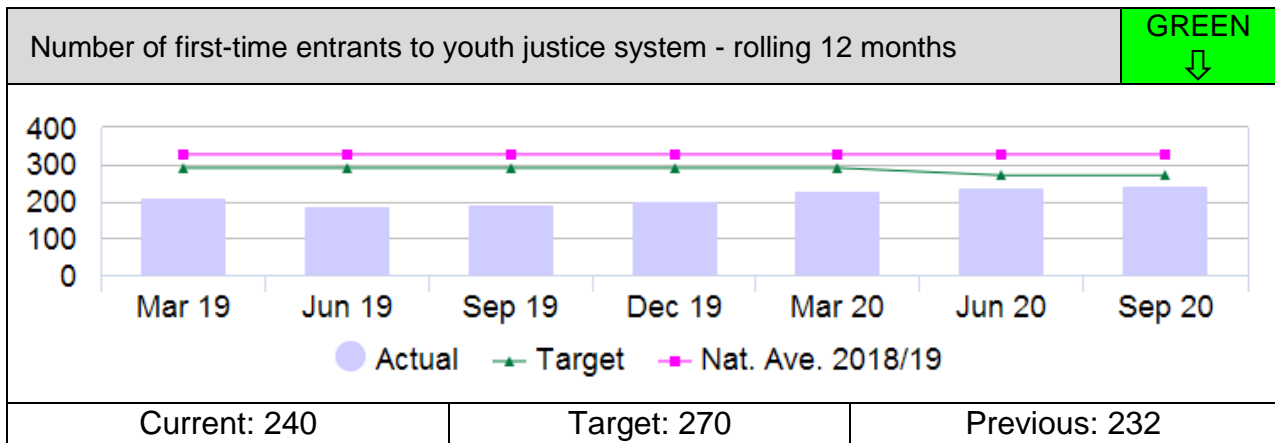


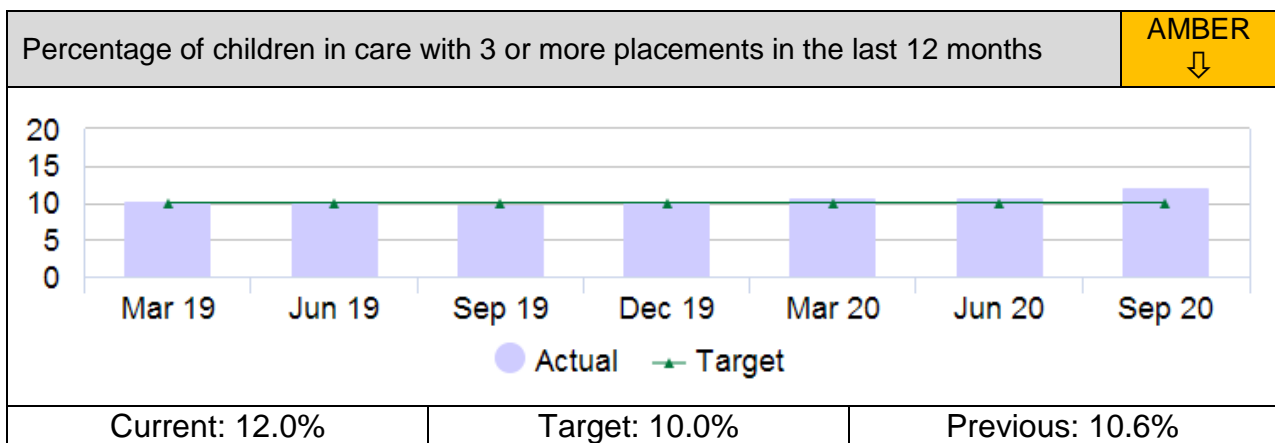
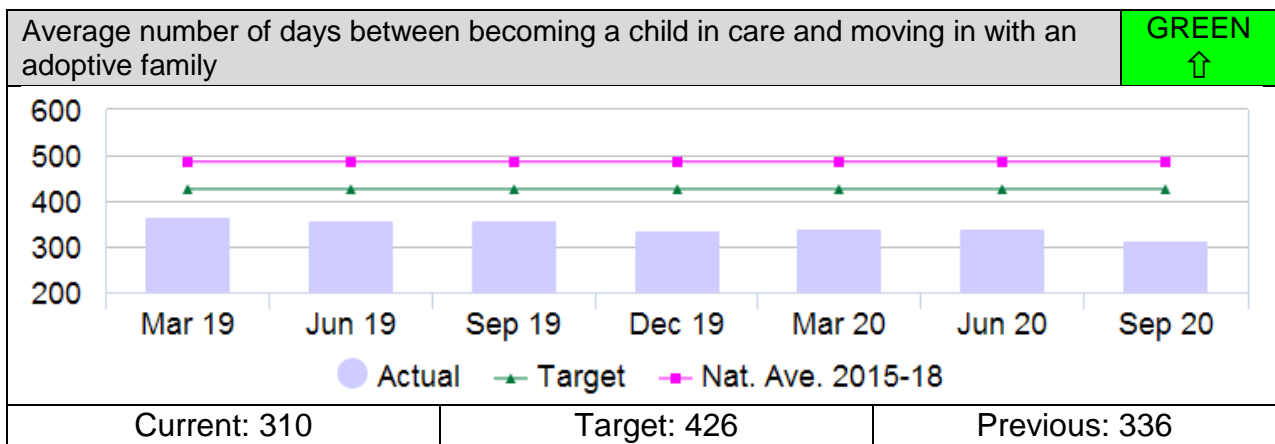
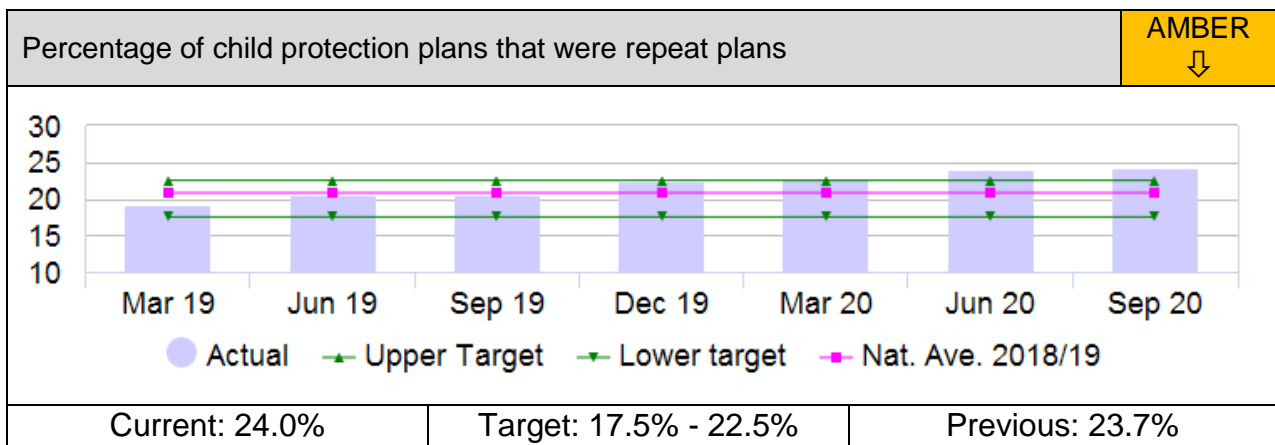
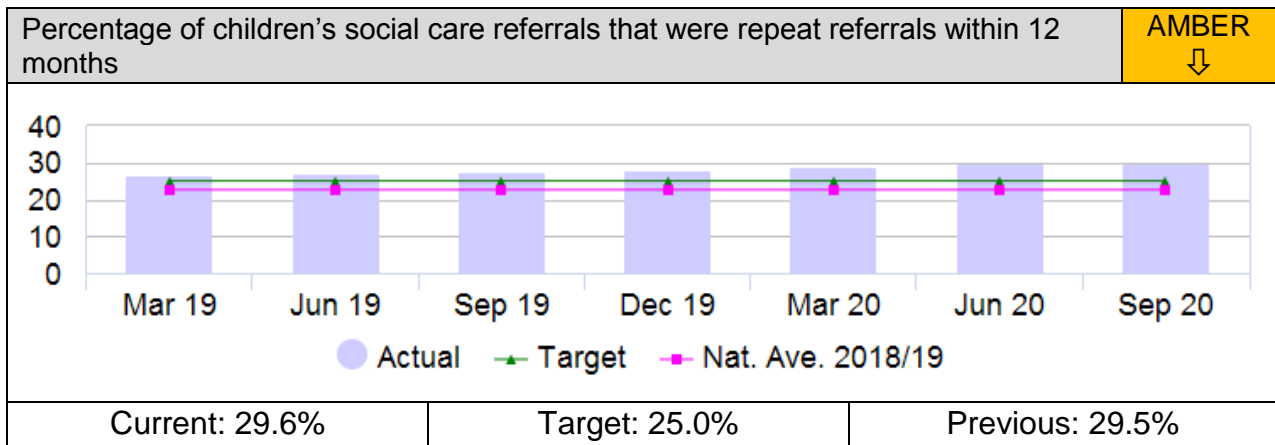
Inspections suspended since March 2020

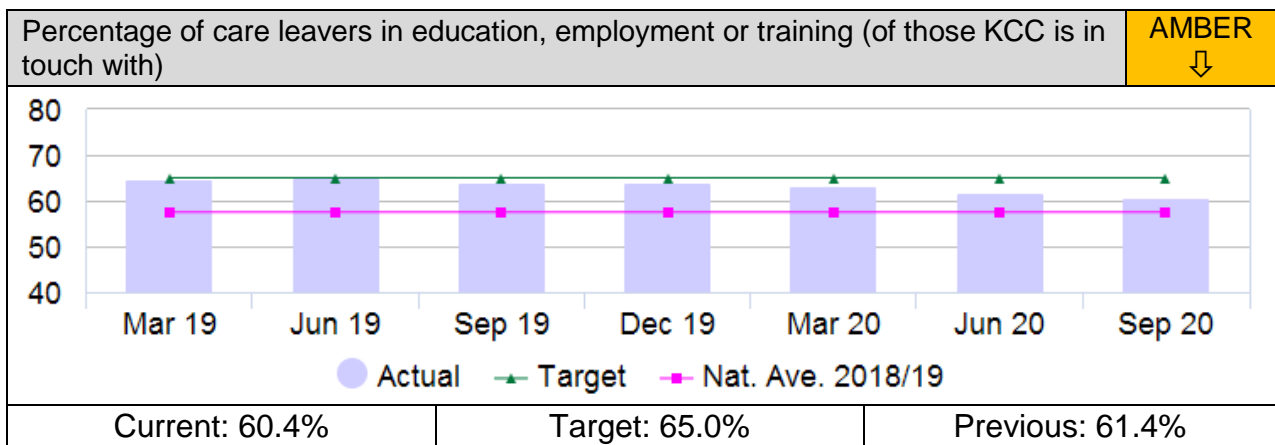
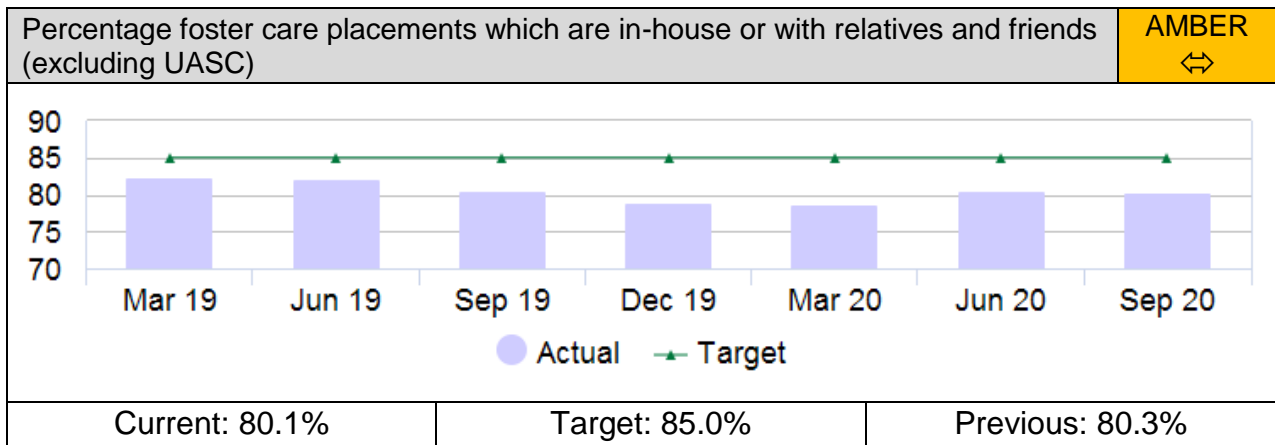


Inspections suspended since March 2020

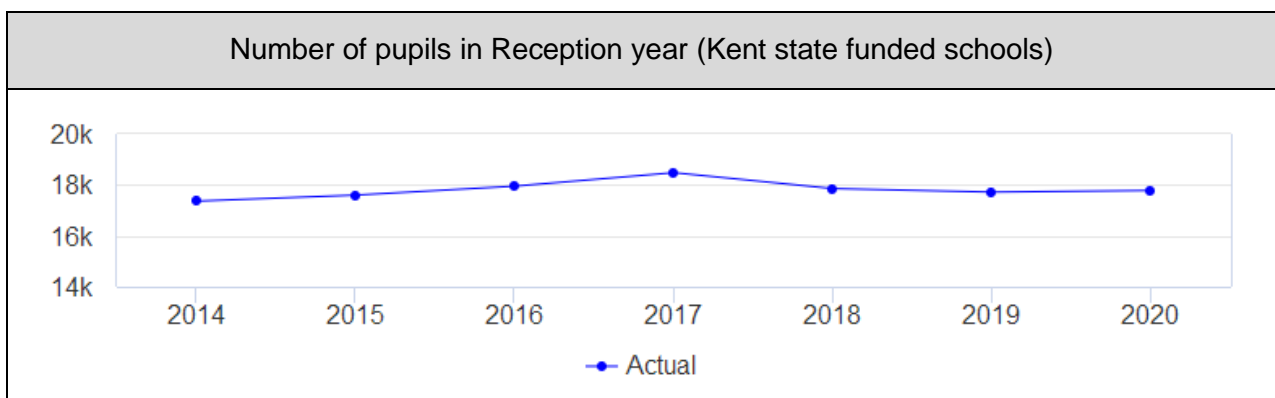
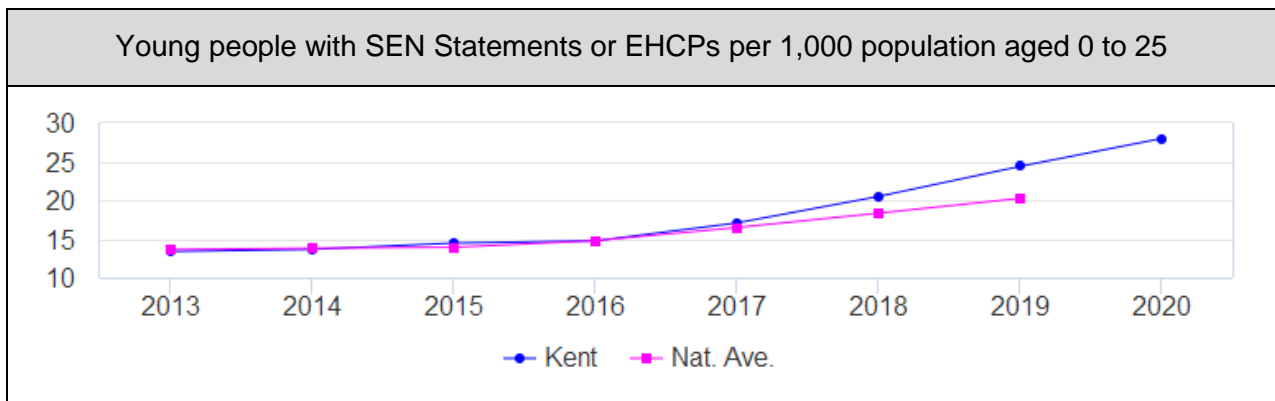




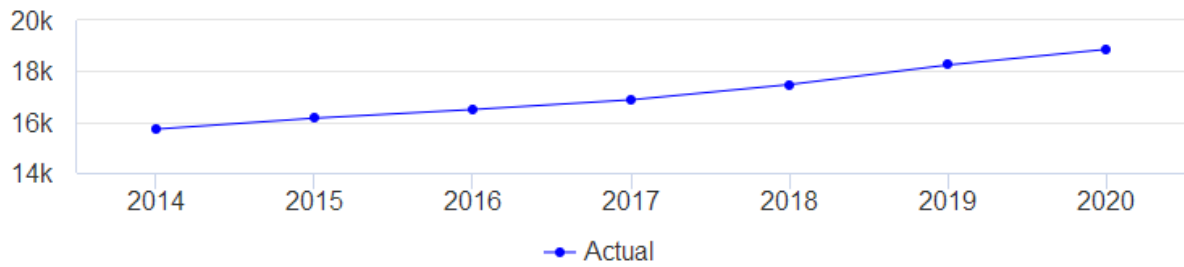




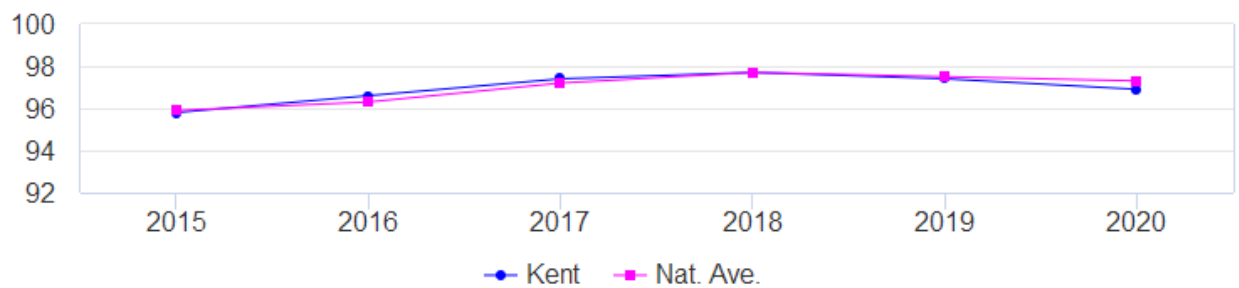
Activity indicators



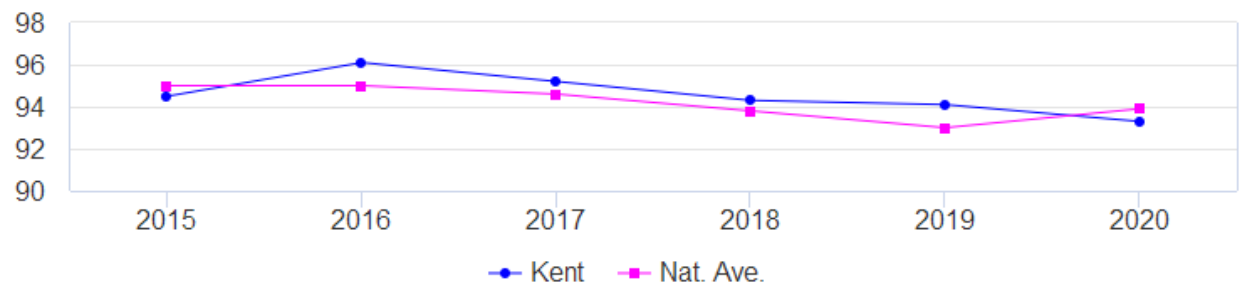
Number of pupils in Year 7 (Kent state funded schools)



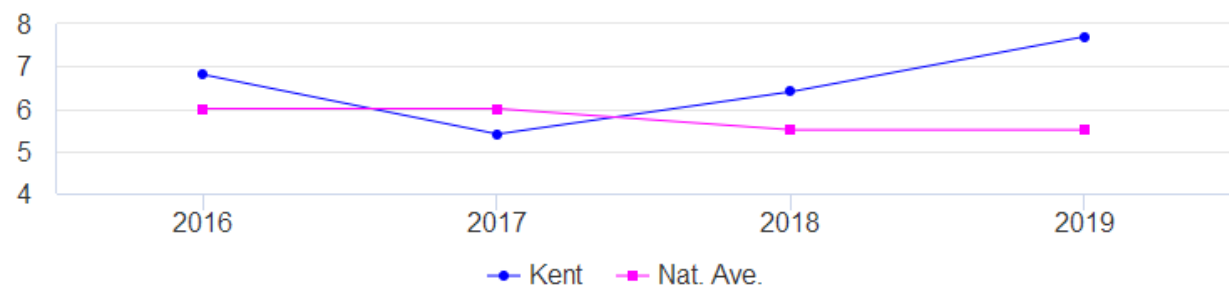
Percentage of Primary school applicants offered one of top three preferences



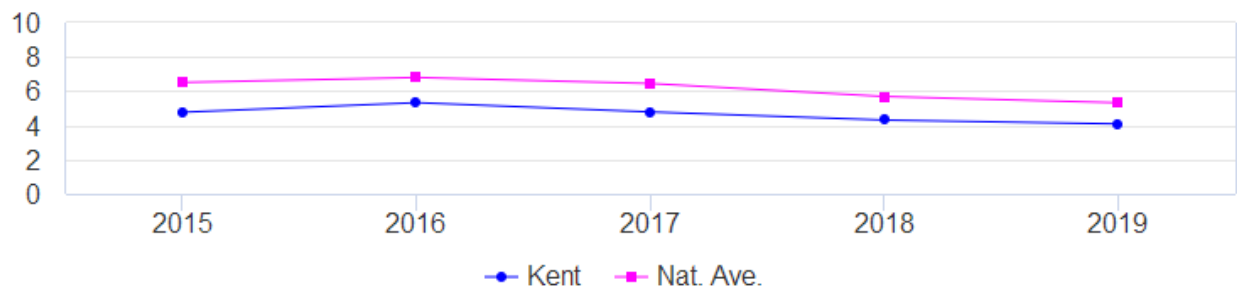
Percentage of Secondary school applicants offered one of top three preferences



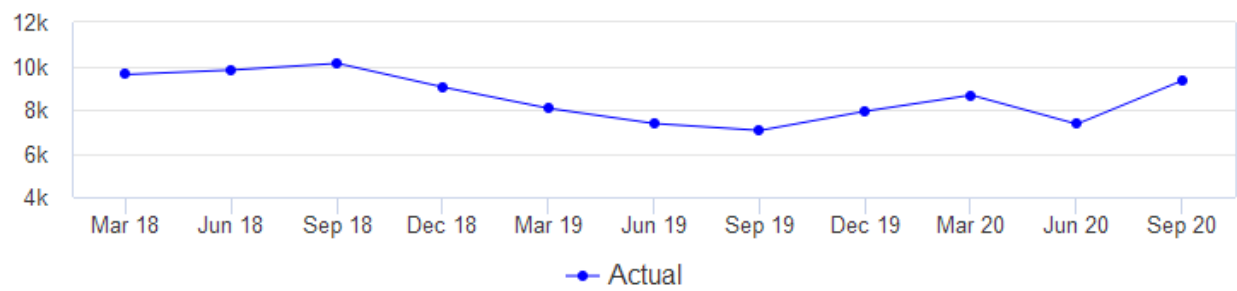
Percentage of 16-17 years olds Not in Education, Employment or Training (NEETs) or whose activity is Not Known



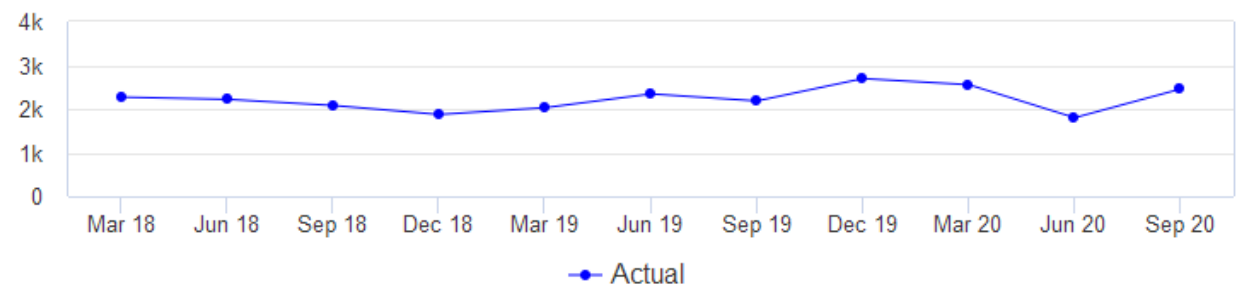
Percentage of 16-18 year olds who start an apprenticeship



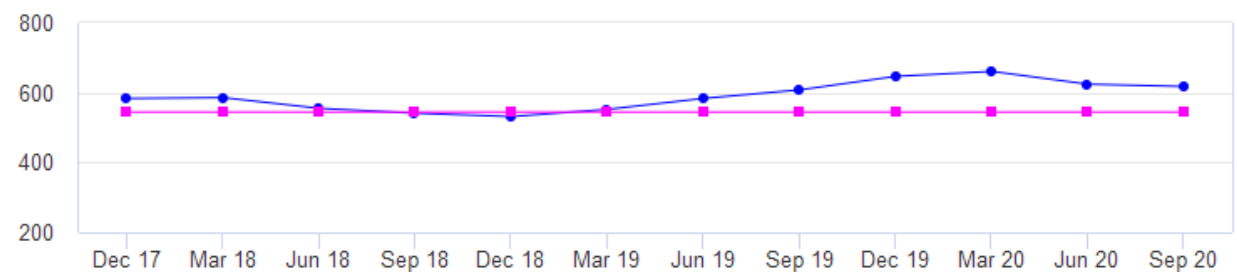
Number of contacts processed in the Front Door which proceeded to Early Help – rolling 12 months



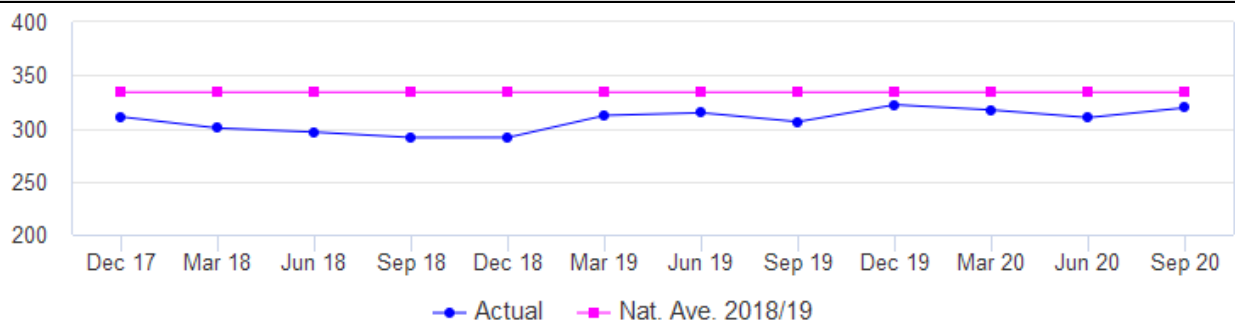
Number of open Early Help cases managed by Units



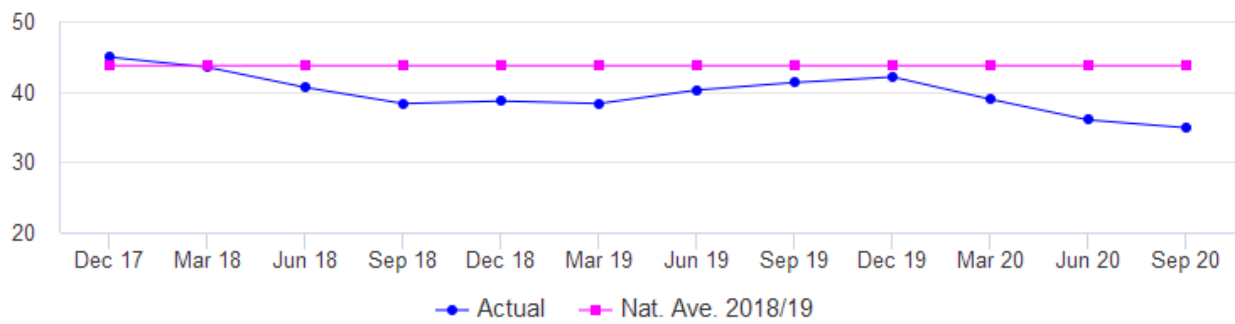
Rate of CSW referrals per 10,000 population aged under 18 – rolling 12 months



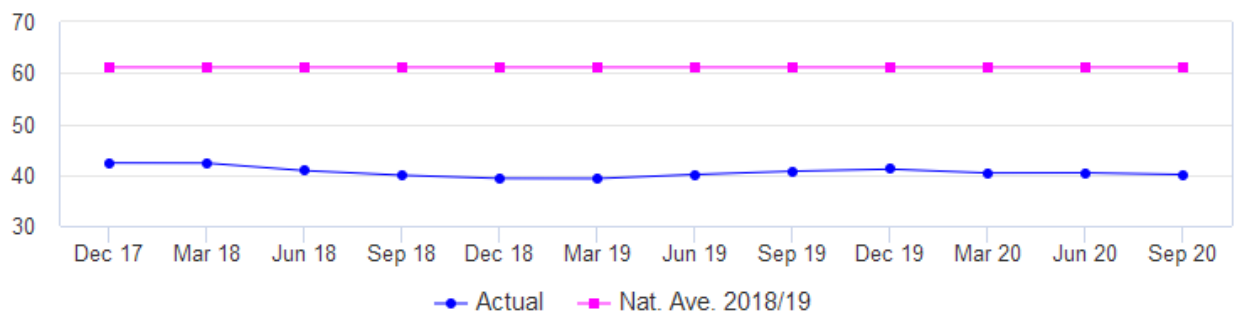
CSW caseload per 10,000 child population – snapshot at quarter end



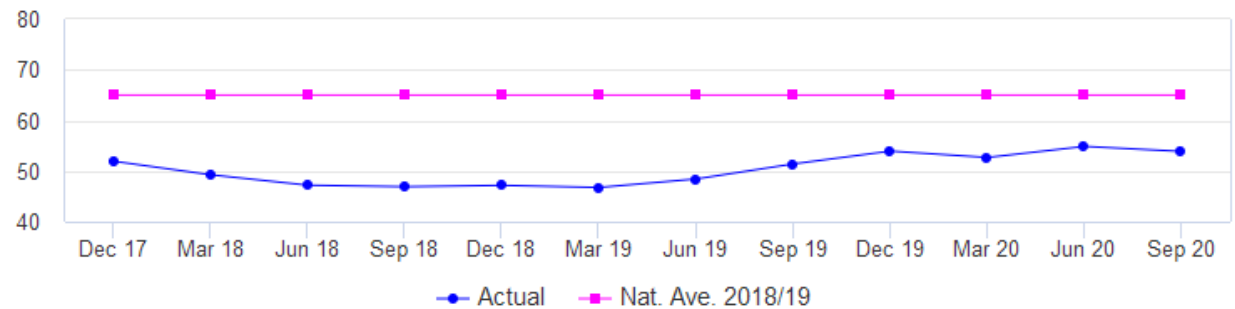
Rate of children with Child Protection Plans per 10,000 child population – snapshot at quarter end



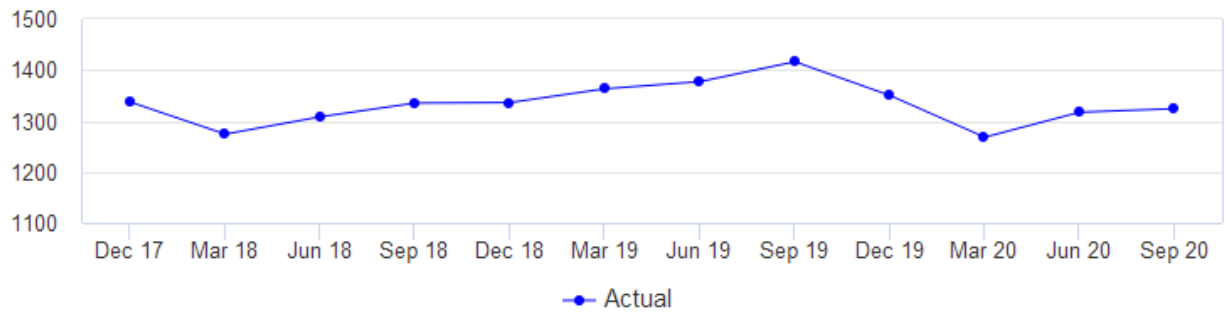
Rate of Children in Care (excluding UASC) per 10,000 child population – snapshot at quarter end



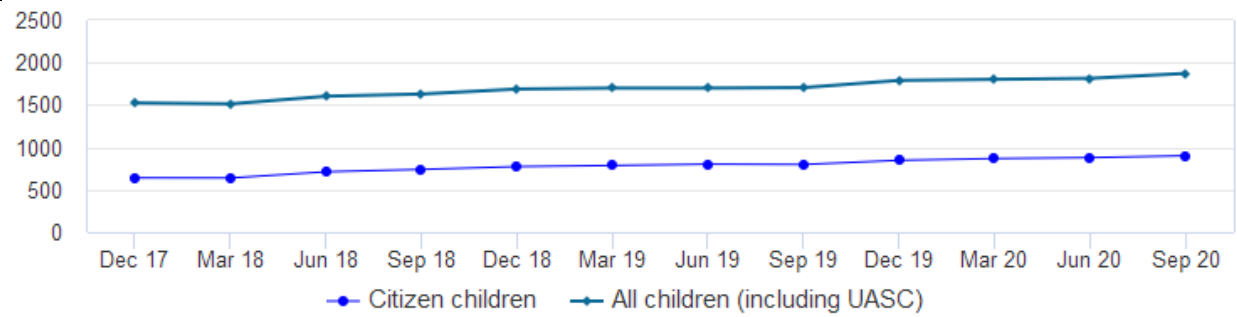
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at quarter end



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	Clair Bell
Corporate Director	Richard Smith

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

Key Performance Indicators

Adult Social Care & Health (ASCH) continue to assess the immediate and long-term impact of the Coronavirus pandemic on services and clients. Changes seen in Q1 2020/21, which saw a lower number of contacts with ASCH and decreases in those accessing long-term services, are starting to return to previous levels in Quarter 2 2020/21, albeit ASCH are seeing changes to the overall profile of services delivered.

Over 1,300 clients received short-term services in Quarter 2 2020/21, which is a 13% increase on the previous quarter, 795 clients did not require long term care following receipt of this service. The significant increase in the number of clients receiving services through short term pathways includes those being discharged from hospitals due to the Coronavirus pandemic. This increase indicates that clients with a wider range of needs are now accessing short term pathways which impacts on the overall performance of the short term services indicator. ASCH Directors and the Senior Management Team are closely monitoring this service area and are implementing appropriate actions with NHS partners.

The number and proportion of clients in ASCH receiving Direct Payments decreased in Quarter 2 2020/21. Adult Social Care and Health Services are keen to promote the use of Direct Payments to ensure clients benefit from the choice and control over the support they receive. The 'Making a Difference Every Day' programme will therefore include work to promote the use of Direct Payments.

The proportion of KCC clients in residential or nursing homes with a CQC rating of Good or Outstanding, where the rating is known to KCC and the home has been inspected, was 76% in Quarter 2 2020/21. There are many factors that contribute to where clients are placed in Kent, many of which are market focused. KCC commissions approximately 33% of all the care homes beds in the Older Person's care home market in Kent, 48% of Learning Disability beds, 35% of Physical Disability beds and in Mental Health it is 62% (all can vary slightly from quarter to quarter).

Where KCC have clients in homes which Require Improvement or are Inadequate, steps are taken by commissioners to risk assess the situation and use a proportionate contract management approach. For example, a number of providers who have been rated as Requires Improvement will have contract sanctions until evidence of improvement is provided. For those rated as Inadequate, the Council will consider issuing Poor Practice 3 (the contract is suspended and no further placements are made). During Quarter 2, the Council served notice on one provider who was unable to improve the quality of care required by the Council.

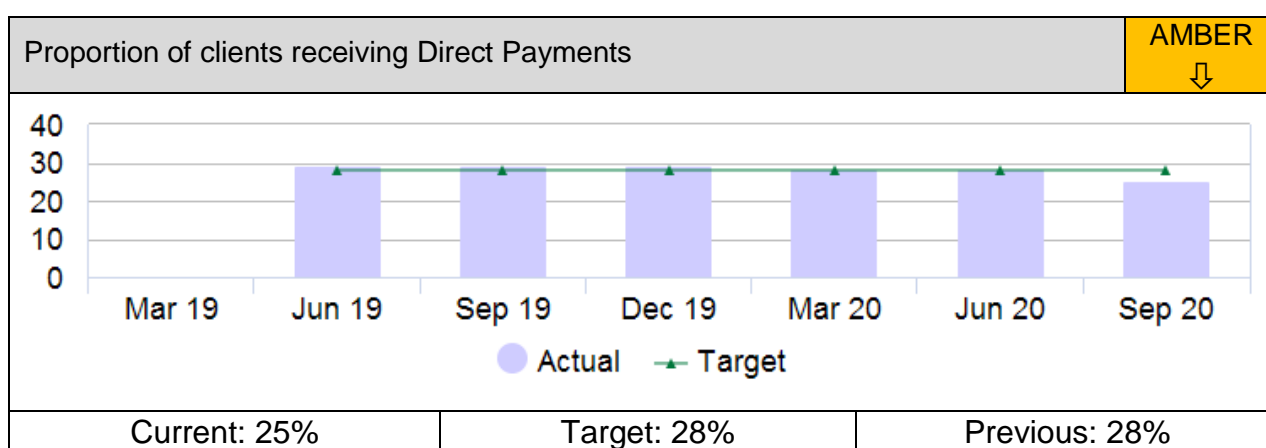
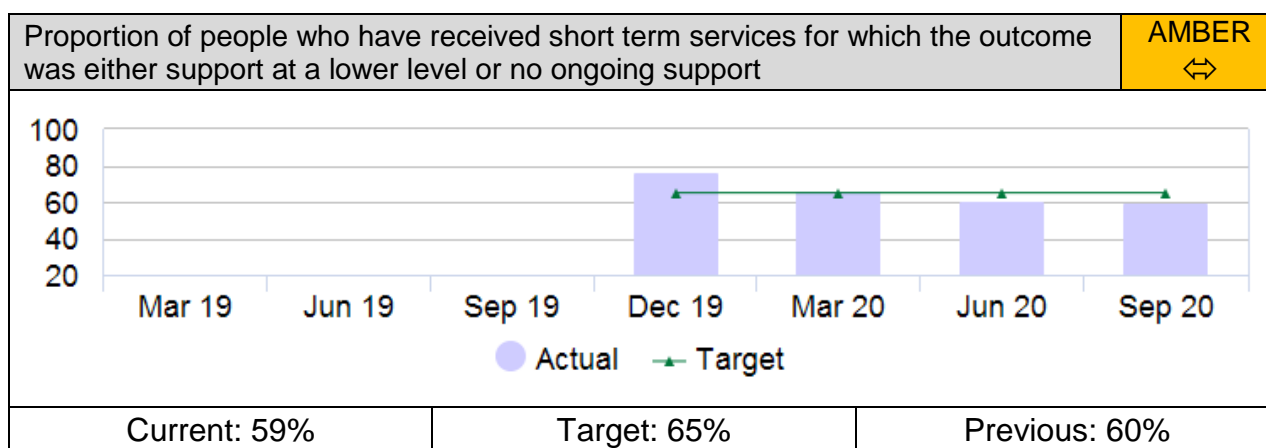
CQC suspended inspections for four months during the Coronavirus pandemic and the number of CQC inspections in Quarter 2 2020/21 were low. CQC prioritised their inspections on homes where they have very serious concerns. Whilst CQC are

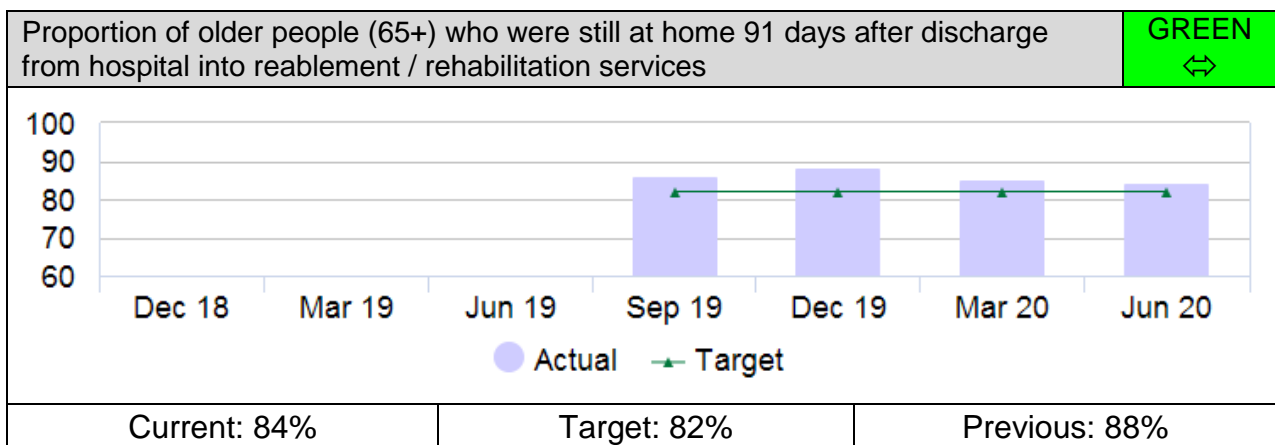
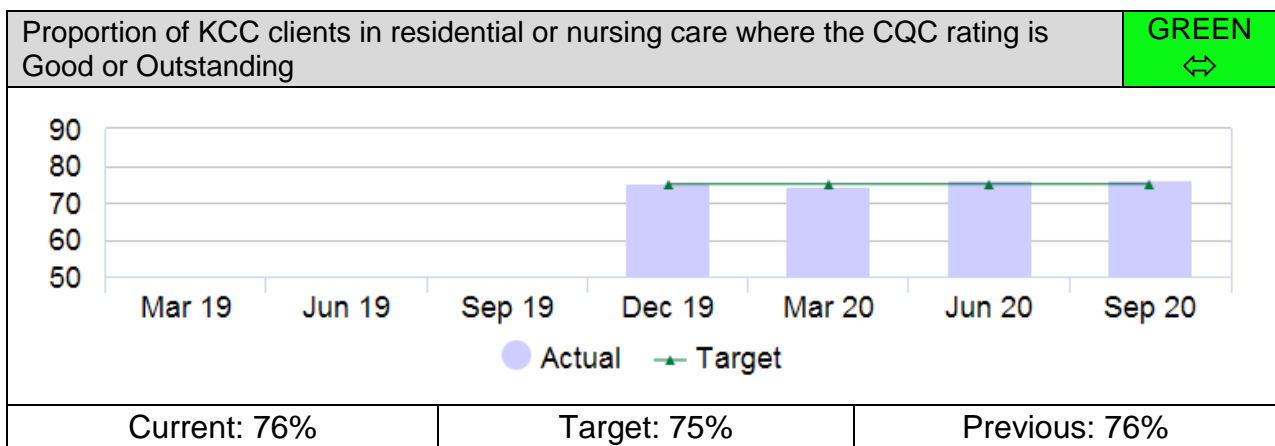
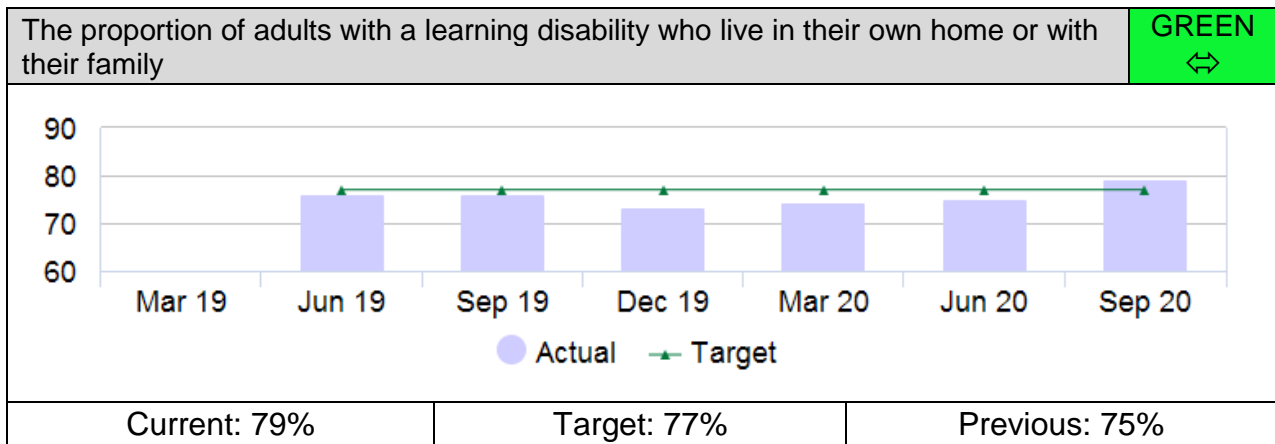
completing only “focussed” and not “comprehensive” inspections, provider ratings cannot be changed until CQC resume comprehensive reviews and Government guidance on visits to care homes will need to be changed to enable this.

When care homes close or KCC ends a contract, the commissioners work in close partnership with the provider and stakeholders including the CCG, CQC and family members. Family members are given explanations for the closure, and KCC work in partnership with residents and their next of kin to choose which care home they will move to. All residents receive an assessment to ensure there is an up-to-date understanding of needs and requirements, with care home options based on this.

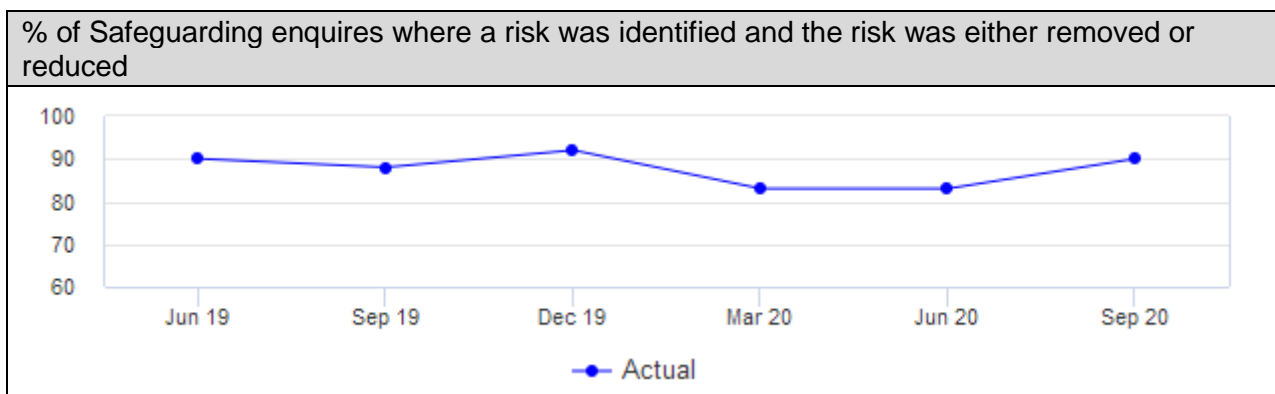
The most recently available figures for the proportion of older people (65+) who were still at home 91 days after discharge from hospital having received enablement services was 84% in Quarter 1 2020/21. Performance on this measure remains above the target of 82%.

Key Performance Indicators

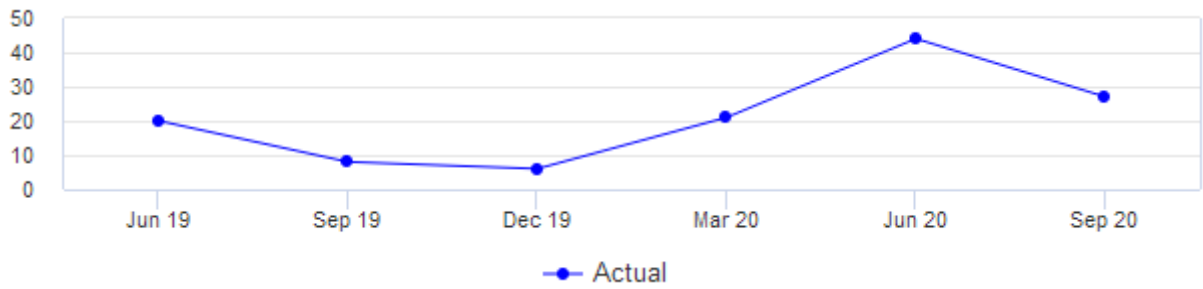




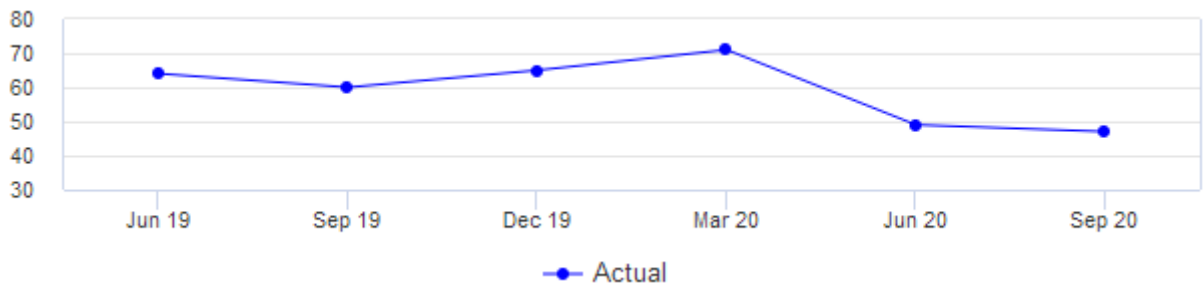
Activity indicators



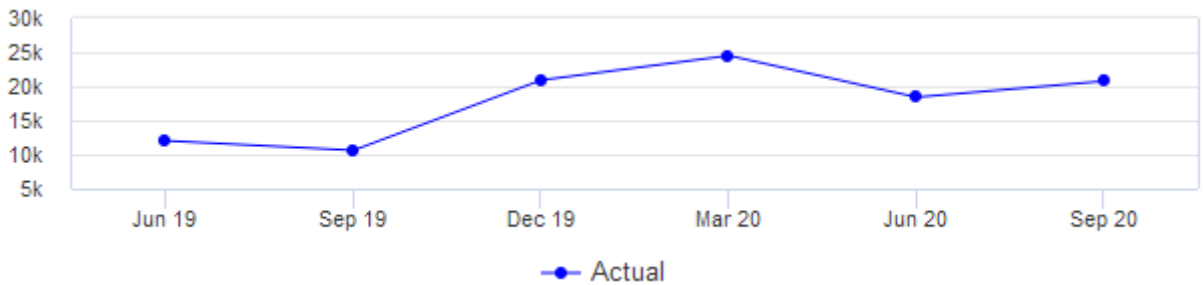
% of carers who are receiving services, and who had an assessment or review during the year



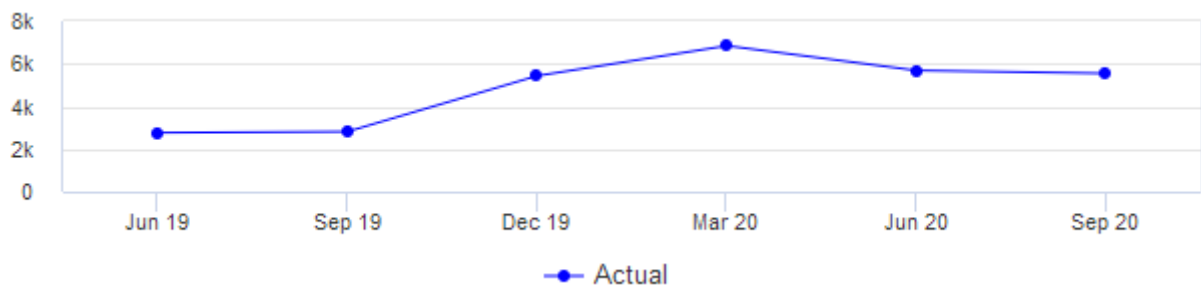
Proportion of complaints upheld (upheld and partially upheld)

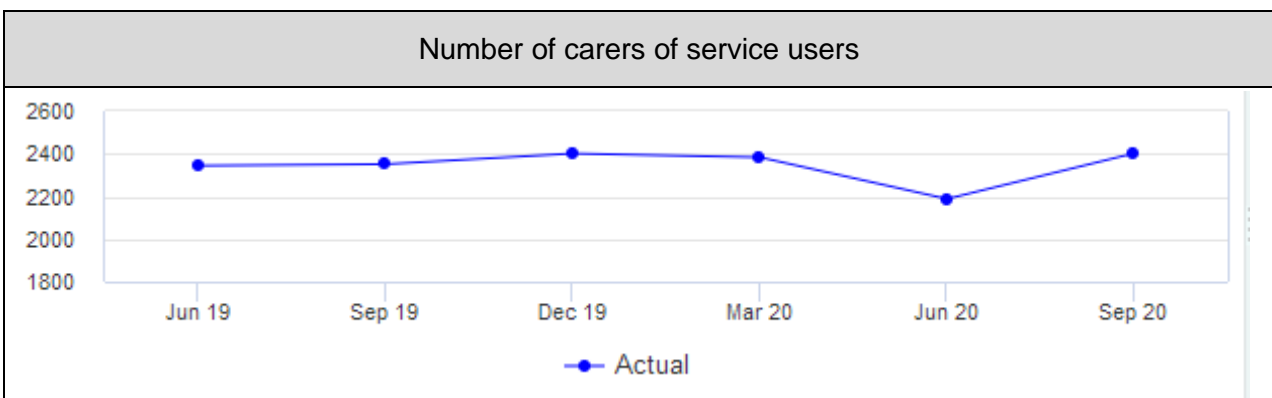
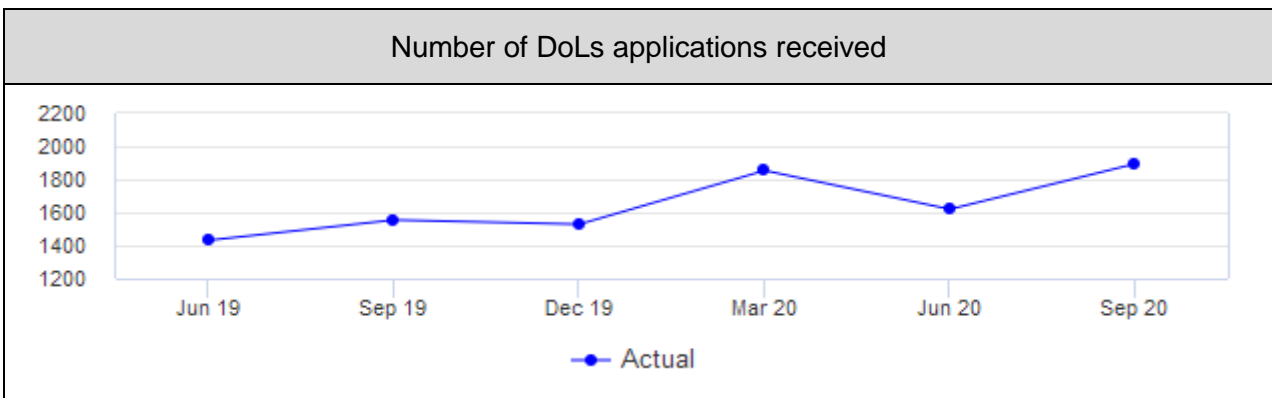
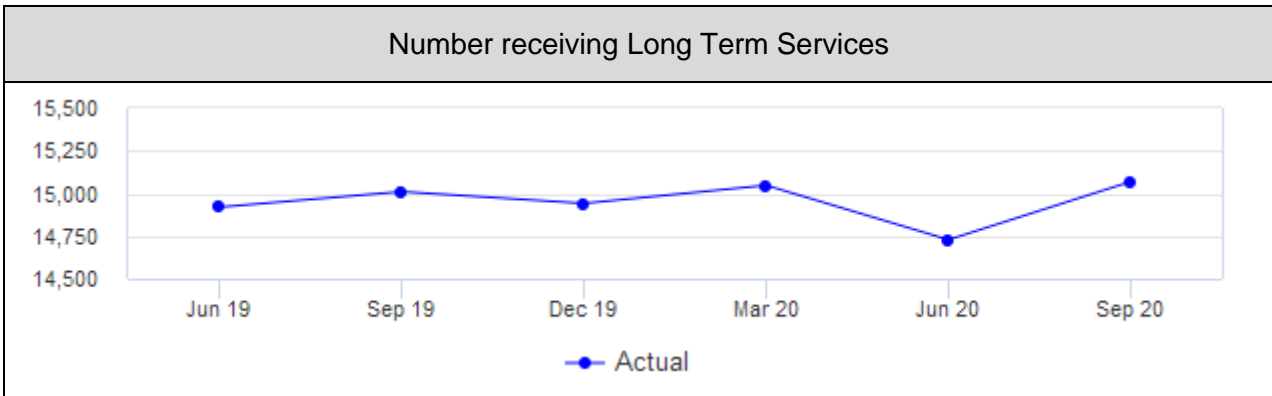
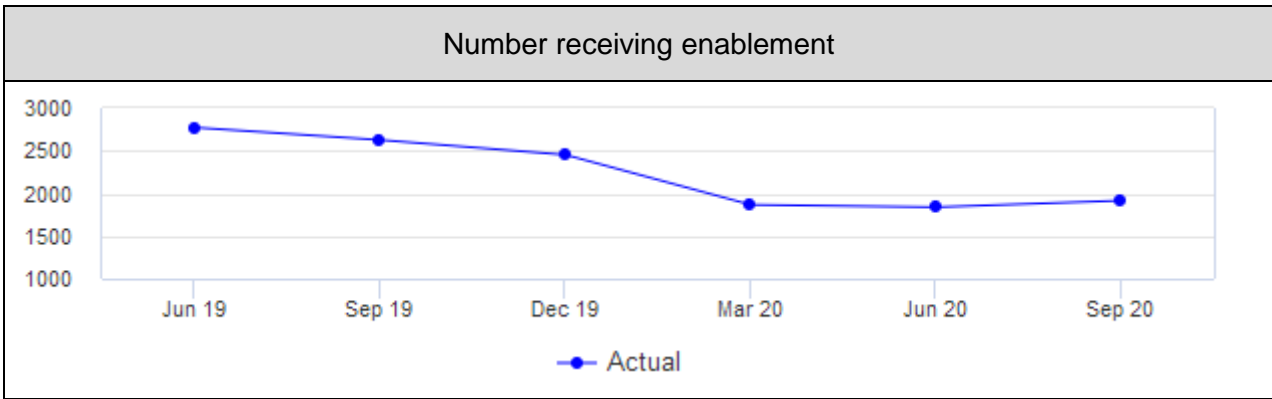


Number of people making contact with ASCH



Number of assessments delivered (Care Needs Assessment)





Public Health	
Cabinet Member	Clair Bell
Director	Andrew Scott-Clark

KPI	GREEN	AMBER	RED	↑	↔	↓
Summary	3		2	1	3	1

The NHS Health Check Programme was halted in March due to the Coronavirus pandemic, in line with National guidance, and did not deliver during Quarter 1. The service is now on a careful and managed roll-out from Quarter 2 onwards, where invites have started to be issued and a small number of Health Checks have been delivered. Around a third of contracted GP practices have come forward to confirm that they are able to restart services and, although performance is below where it usually would be at this point, the numbers are steadily increasing.

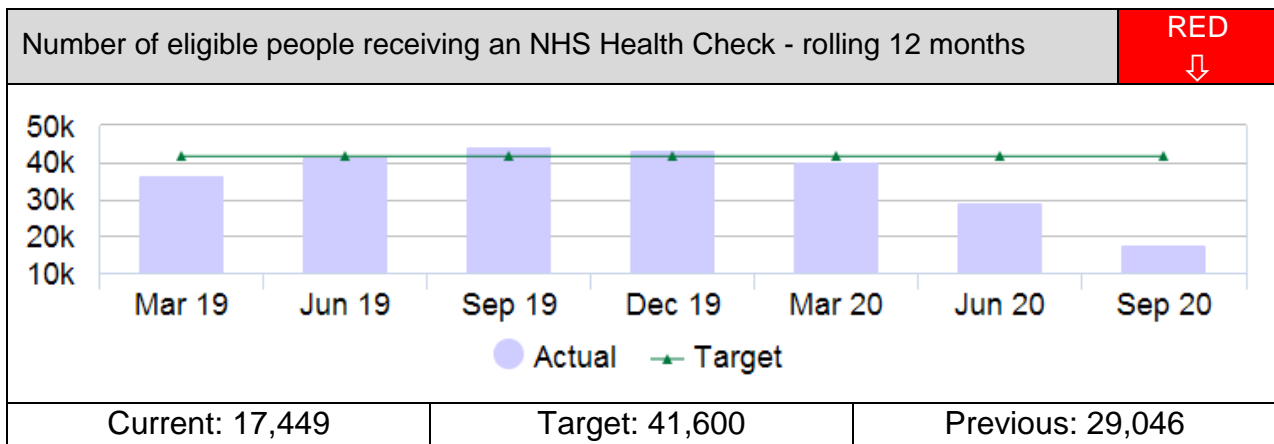
The Health Visiting Service has continued to increase the number of mandated universal contacts delivered. Antenatal contacts were part of the nationally focused service offer during the Coronavirus pandemic and saw a significant increase in delivery at 76% for Quarter 1, and 70% for Quarter 2. Since August 2020 new birth visits have been predominantly delivered at home, and the service has continued to deliver the other 3 mandated contacts either virtually or face to face. Families have been risk assessed, based on vulnerabilities and on need, for face to face contact to be delivered in clinics or at home.

The sexual health service is currently unable to report accurately on the KPI due to changes in the pathway for testing in response to the Coronavirus pandemic. The available data only includes clients who are seen face to face and does not include those clients who are directed to online testing. It is unlikely that can be resolved, and so discussions are taking place with the provider on potential alternative indicators that will provide a robust measure of performance. Services have adapted to Coronavirus and through the new triage process are able to direct clients to the most appropriate form of care. Online requests for sexual health tests have increased with 3,816 tests requested through the service in September which is more than double the amount at the start of 2020/21.

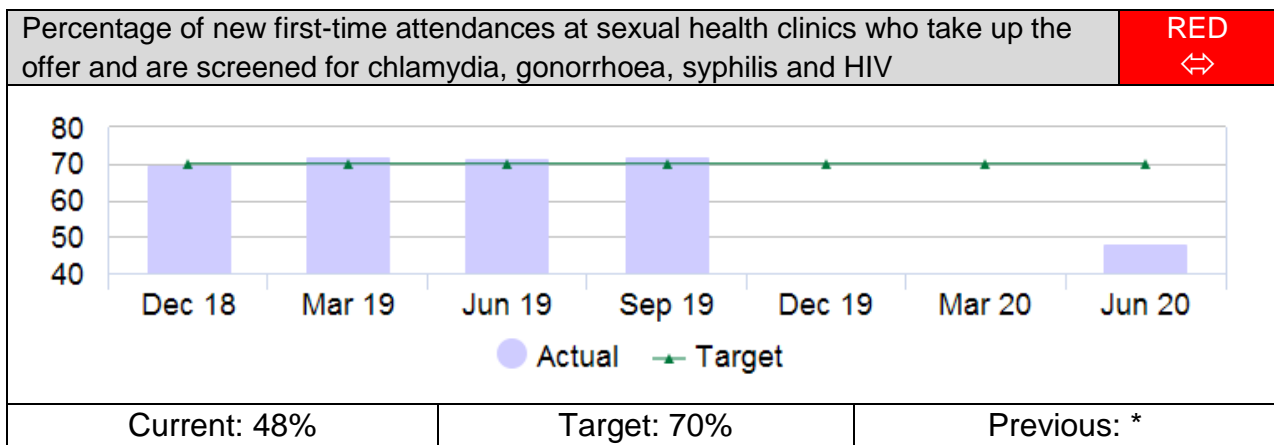
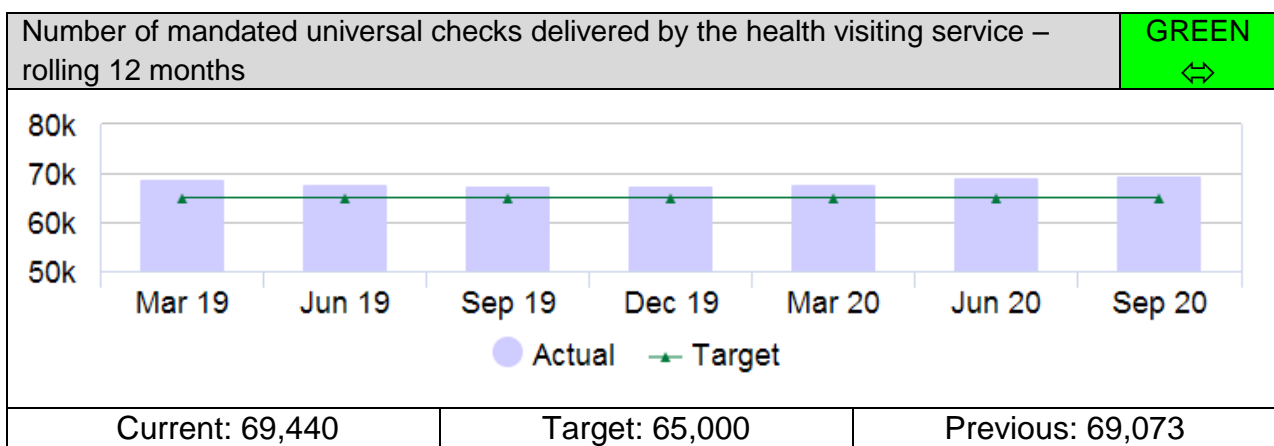
The Community Drug and Alcohol providers have continued to run effective services. This involved switching from face to face appointments to phone calls where appropriate and continuing to keep community hubs open to allow staff to respond to people coming to those services. Evidence shows that the new way of working by providing some interventions remotely, has reduced the number of people missing appointments. For Quarter 2, 27% of individuals completed treatment successfully over a rolling 12-month period which is above the target of 26%.

Live Well Kent Services ceased face to face appointments during the pandemic and moved over to phone or online sessions. During this period, service user satisfaction rates have maintained above target performance, with 99.4% of people indicating that they would recommend the service to family, friends or someone in a similar situation.

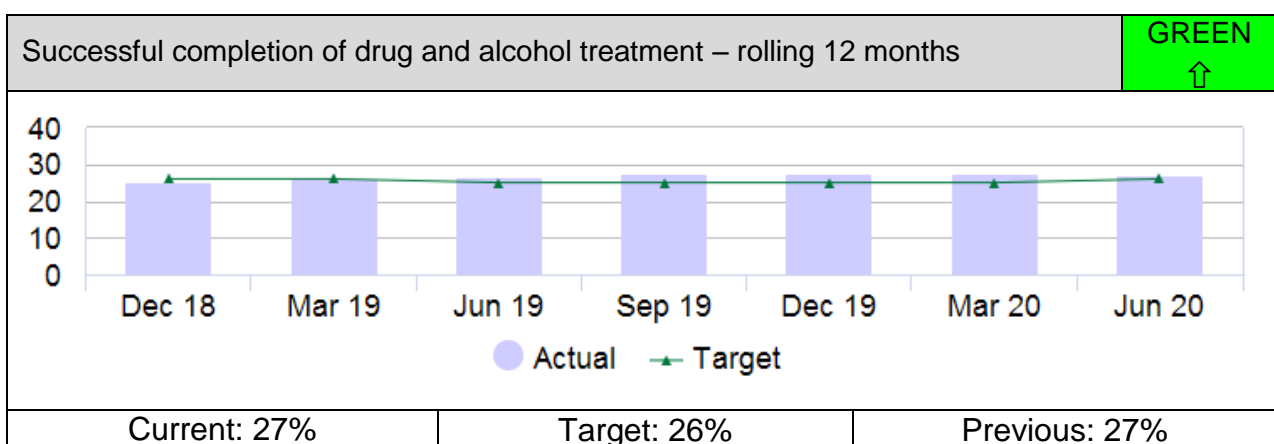
Performance Indicators

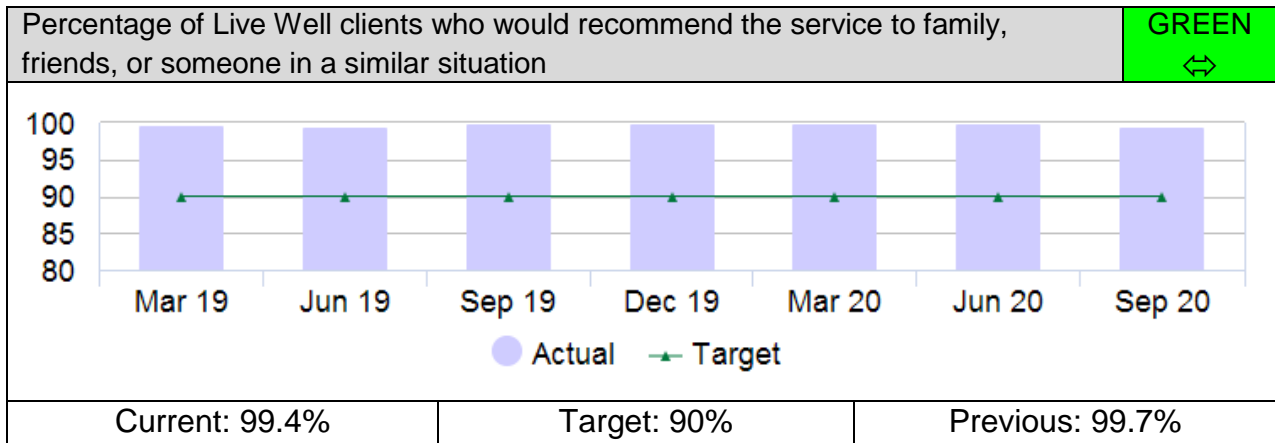


Trend based on last 6 periods

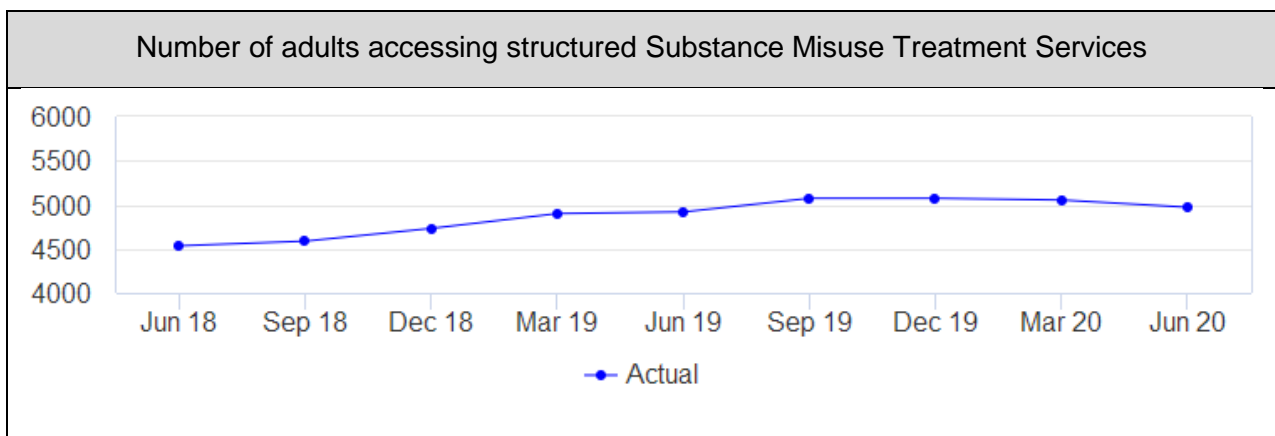
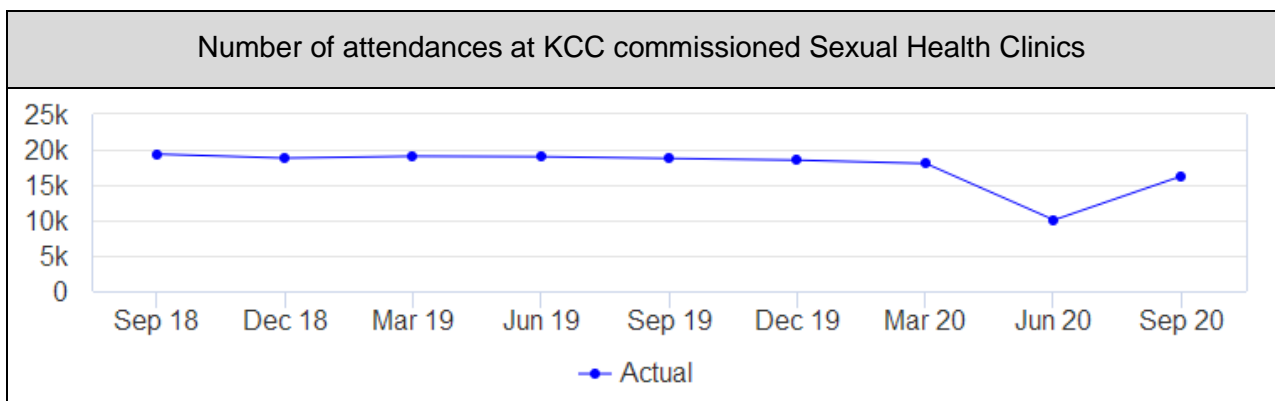
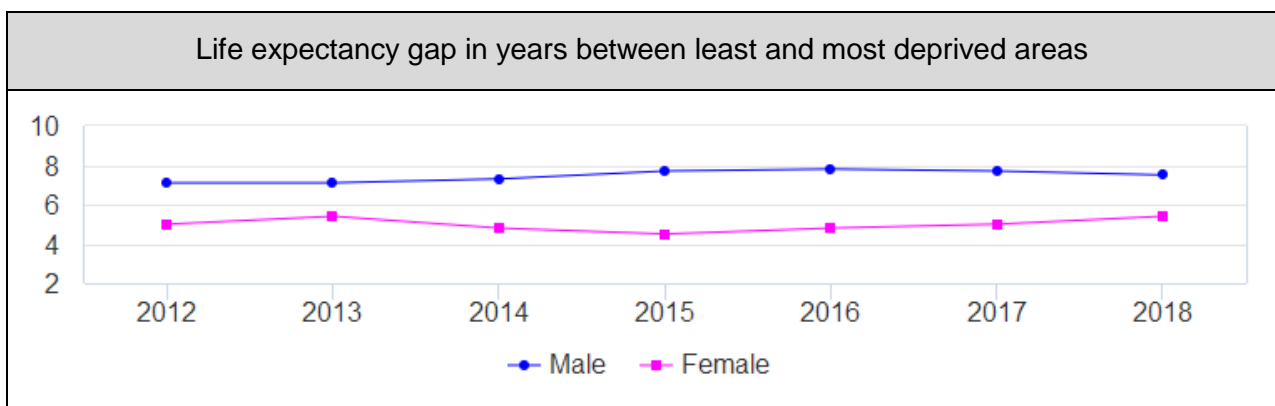


* Data for December 19 and March 20 is embargoed





Activity indicators



Corporate Risk Register – Overview

The coronavirus public health emergency continues to have a profound impact on the risk environment that the council is operating in, particularly with national restrictions being re-introduced during November to cope with the “2nd wave” of the virus and Kent and Medway being placed into Tier 3 restrictions from the 2nd December. The Council is an integral part of the county’s response to the pandemic and is leading local recovery efforts via the multi-agency Local Resilience Forum. The pandemic, as well as introducing new risks, has compounded existing challenges.

The table below shows the number of corporate risks in each risk level (based on the risk score) in December 2020, compared with September 2020.

	Low Risk	Medium Risk	High Risk
Current risk level September 2020 *1 risk had a score TBC	0	2	19
Current risk level December 2020 *1 risk has a score TBC	0	1	19

CHANGES DURING LAST QUARTER

As a result of coronavirus impacts, the Corporate Risk Register underwent significant revision during the summer of 2020. As the pandemic continues, the risk profile has not changed greatly in the past few months. However, a few changes have been made relating to the following areas:

RISK LEVEL INCREASED

CRR0051: Maintaining or Improving workforce health, wellbeing and productivity throughout Coronavirus response and recovery – The Coronavirus pandemic has required the council’s workforce to substantially adapt the way it operates and delivers services at short notice. This brings with it opportunities to accelerate programmes of change, improve productivity, wellbeing and promote our employer brand, but also, in the short term at least, risks that require close monitoring and management. The workforce has been working tirelessly to respond to the pandemic, adapting working practices either to operate services remotely or in a covid-secure way. A significant majority of the workforce has been working remotely for 8 months and the recent Work and Wellbeing “pulse check” survey indicates that our staff are showing tremendous resilience. However, there are potential wellbeing concerns for public service user facing staff, particularly in areas of high infection rates, as we enter a challenging winter period. The Corporate Management Team will ensure continual engagement with staff to monitor the situation and respond appropriately, putting in place further interventions as necessary to supplement pre-existing support to aid health and wellbeing.

RISK LEVEL REDUCED

CRR0014: Cyber-attack threats and their implications - the risk remains high, but the likelihood has been reassessed downwards slightly due to increased resilience being built into KCC's infrastructure during the past six months, with further work ongoing. Continued vigilance is essential, as the Council, along with other organisations countrywide, continues to repel significant volumes of cyber threats daily.

RISK REMOVED FROM CORPORATE REGISTER

CRR0040: Financial, governance and service delivery risks associated with KCC's Local Authority Trading Companies. This risk was initially added to the register several years ago as the individual companies were being formed. Since then, holding company arrangements have been implemented and from a governance perspective, the council retains control as 100% shareholder to mitigate governance risks. The risk level was previously raised in summer 2020 from a financial perspective, due to the potential loss of income for these companies because of Covid-19 disruption. While this may be the case, this is not of the same scale as other financial pressures presented by Covid-19. A HoldCo (Holding Company) transformation project is being scoped as part of the KCC Strategic Reset Programme and the risk is being delegated to the Strategic & Corporate Services directorate register for monitoring and review.

MITIGATING ACTIONS

As part of the refresh of the Corporate Risk Register during summer 2020, existing mitigations were reviewed for their continued relevance and urgency, and new mitigations introduced as required. In a constantly evolving risk environment, this has continued. As is to be expected, the response to, and recovery from, the Coronavirus pandemic is being managed, both at KCC level and with partners, alongside UK/EU Transition preparedness activity. Updates to risk mitigations can be summarised as follows:

- CRR0050 - CBRNE incidents, communicable diseases and incidents with a public health implication – KCC response to and recovery from the impacts of the Coronavirus public health emergency. KCC, with partners, has been working to ensure the national lockdown and tiered local restrictions are effectively implemented and enforced across the county, as well as managing outbreaks in vulnerable settings with the local Public Health England team. A local Test and Trace system went live on 27th November in the county to support the national system and KCC and partners are working to support the preparations for mass vaccination rollout.
- CRR0003 – Securing Access to Resources to aid economic recovery and enabling Infrastructure: As part of the Kent & Medway Economic Renewal and Resilience Plan, a multi-agency Kent and Medway Employment Task Force has been established and a Kent & Medway employment action plan developed. These are part of a broader range of actions in the plan that will be kept under review given the continuing pandemic and its implications. In relation to proposals to amend planning regulations, the Council has responded to relevant consultations.

- CRR0042 - Post-Transition border systems, infrastructure and regulatory arrangements. During the coming weeks, a series of multi-agency exercises are being conducted to finalise preparations ahead of 1st January 2021.
- CRR0004: Simultaneous Emergency Response, Recovery and Resilience: A work programme has been delivered to ensure Kent County Council compliance with the Radiation (Emergency Preparedness and Public Information) Regulations 2019, including amendments to the Dungeness Offsite Emergency Plan. A multi-agency exercise will be conducted to test its adequacy by autumn 2021.
- CRR0009: Future Financial and Operating Environment: The County Council approved a budget amendment for 2020-21 in September. This included forecast additional spending, delays to planned savings and forecast income losses due to Covid-19; underspends occurring as a result of lockdown; additional un-ringfenced and specific grants announced from Government; additional non Covid-19 spending; and further savings to be delivered during the remainder of the year to maintain a balanced budget. Work is now focusing on assessing implications of the one-year Government Spending Review. In addition, a KCC Interim Strategic Plan has been developed, setting out priorities for the council for the coming year. This sits alongside the development of a Strategic Reset Framework for KCC, outlining how the council will operate in future, considering implications of the Coronavirus pandemic.
- CRR0047 – Adequacy of support for children with Special Educational Needs and Disabilities (SEND) – response to Written Statement of Action. A local area SEND Strategy has been developed in collaboration with partners, which goes beyond the Written Statement of Action to enable sustained improvement and transform Kent’s SEND offer. Public consultation is due to complete at the end January 2021 with launch of new strategy in April.
- CRR0001 and CRR0007: Children’s Demand and Safeguarding risks: The Analytics function had previously modelled potential latent demand for children’s services caused by the coronavirus pandemic to inform service resource planning. Further analysis is now taking place to review changes to demand profiles.
- CRR0014: Cyber-threats and their implications: Given the increasing dependency on ICT, the Council is utilising an upgraded licensing agreement with Microsoft to enhance the security of KCC’s infrastructure, as well as offering other benefits. Several security enhancements have already been implemented, with further work continuing during the coming months. An action plan in response to findings from an independent security review is being delivered, which is regularly monitored by the Council’s Strategic Technology Board.
- CRR0051 - Maintaining or Improving workforce health, wellbeing and productivity throughout Coronavirus response and recovery – The Corporate Management Team is utilising feedback from the second *Work and Wellbeing* staff survey to engage with managers across the organisation and explore solutions and devise next steps as we head into a challenging winter period.