

Kent County Council

Quarterly Performance Report

Quarter 3

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

20 of the 35 indicators are rated as Green, on or ahead of target, 1 less than the previous quarter. 11 indicators reached or exceeded the floor standard (Amber) with 4 indicators not achieving the floor standard (Red), 1 more than the previous quarter. 7 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		2	4	
Children, Young People and Education	8	5	1	3	6	5
Adult Social Care	3	2		1	3	1
Public Health	3		2	1	2	2
TOTAL	20	11	4	7	20	8

Customer Services - Satisfaction with Contact Point advisors and the percentage of phone calls answered both missed target by 1 percentage point. The percentage of complaints responded to within timescale decreased in the last quarter and was below floor standard. 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	AMBER	⇒
% of phone calls to Contact Point which were answered	AMBER	⇒
% of complaints responded to within timescale	RED	⇒

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 also achieved target. The number of books issued from libraries has increased for the second quarter in a row.

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 at or above target. Emergency incidents attended within 2 hours of notification remained at 97%, narrowly missing the 98% target for the second quarter in a row. The target for Waste diverted from landfill remained one percent below target, due to maintenance work at the Allington Energy from Waste plant which continued into October. 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 remained below the floor standard. Permanent pupil exclusions remains 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. Four of those missing target are also showing a negative direction of travel. The number of children in care decreased, but the number of care leavers continues to increase.

<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	GREEN	⇒
% 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 increased but did not meet target, and the proportion of clients receiving direct payments continued on a downward trend. The other three indicators all exceeded target.

<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 although a limited number of checks were possible in Quarter 3. Health visiting for mandated checks exceeded target and has an upward trend, with the service delivered both online and face to face. The sexual health service is still unable to report accurately on its KPI due to Coronavirus, and there is no update for Quarter 3. 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.

Percentage of callers who rated the advisor as good, was below target by 1 percentage point. 65 callers gave a negative response, 321 neutral, and 10,630 positive responses over the Quarter. No service or call type received particularly high numbers of dissatisfied callers, so it is unclear why performance fell in the Quarter. The target was achieved in the month of December, and there are no reasons why the target cannot be met going forward.

Calls answered also dropped to 1 percentage point below target, with December being a particularly challenging month. Very high call volumes were experienced by the out of hours service on several occasions, including during adverse weather on 4th December and Storm Bella on 27th-28th December. Answer rates were also affected by the implementation of the Kent Local Tracing Partnership for Covid-19 test and trace calls. This service was implemented at the very end of November and to enable this to be set up as quickly as possible and ensure a high-quality service, it was agreed that existing staff would conduct the calls, which took them away from their normal duties and adversely affected the answer rate. New advisors have since been recruited to replace and expand this service.

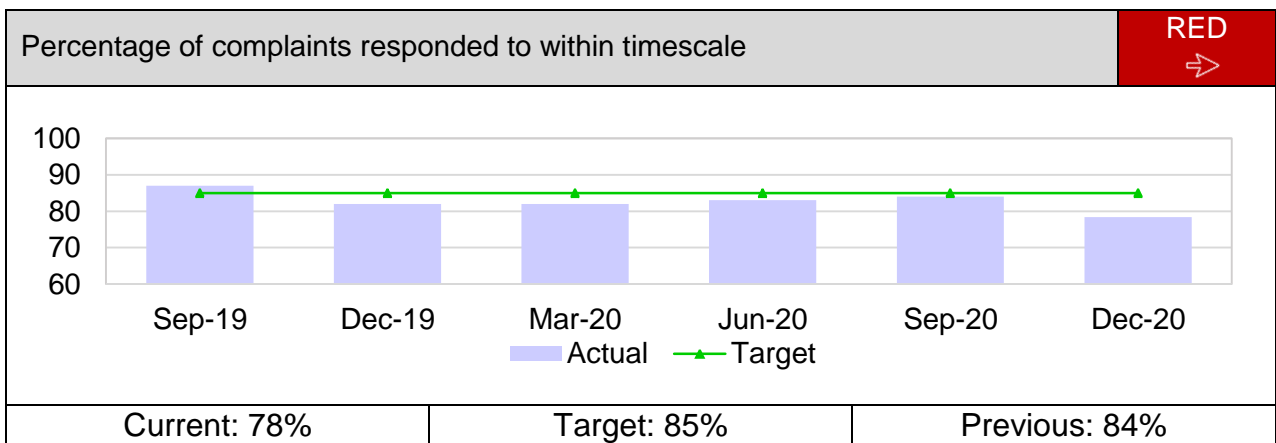
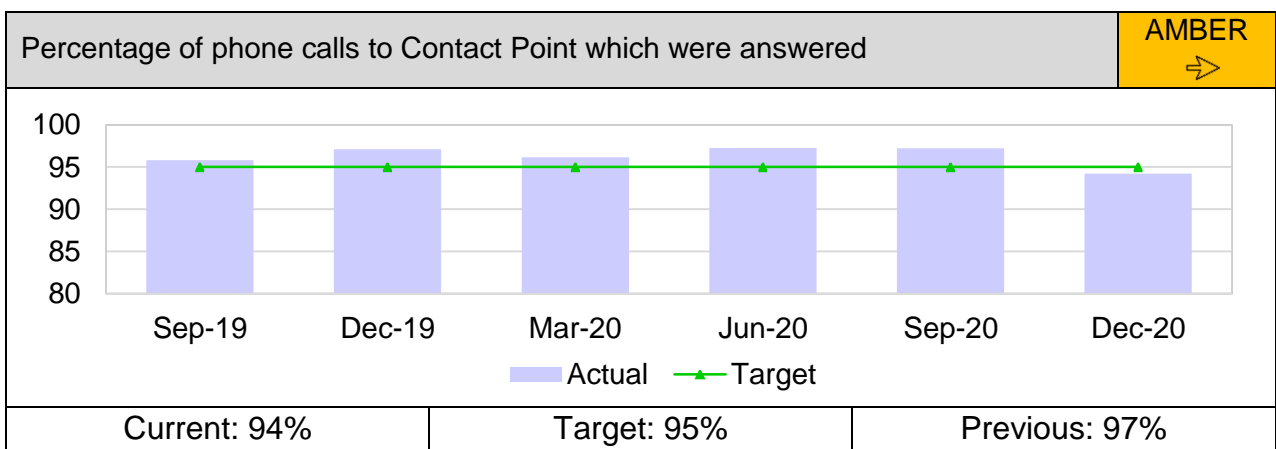
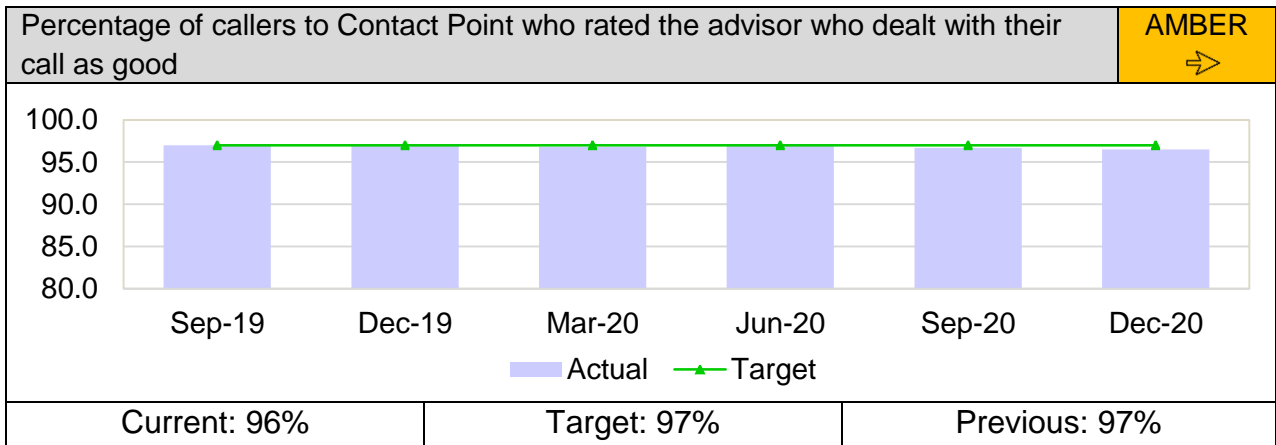
Contact Point received 17% fewer calls than the previous quarter and 12% fewer calls than the same period last year. The 12 months to December 2020 saw 10% fewer calls than in the 12 months to December 2019.

Average call time increased to 5 minutes 36 seconds, remaining within the target of 5 minutes 45 seconds.

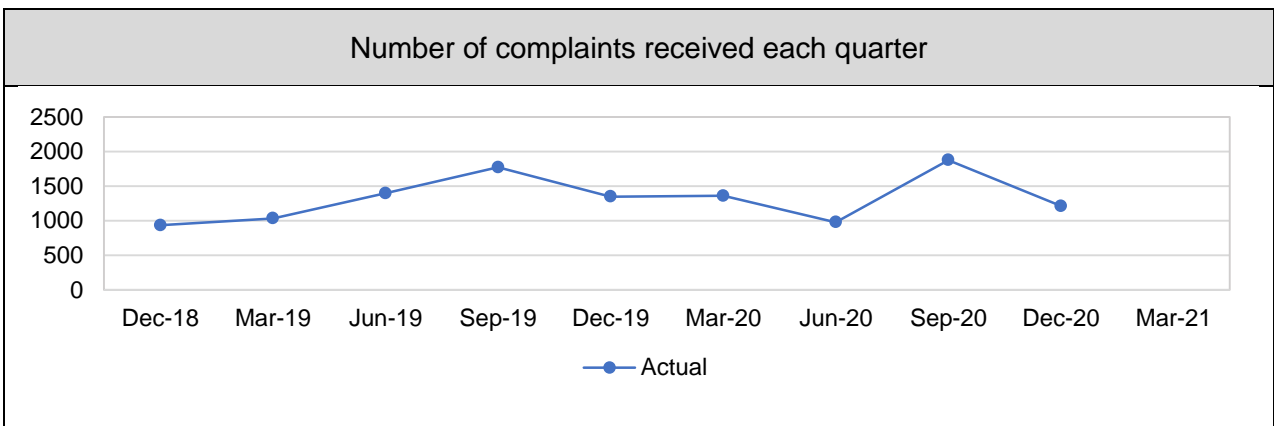
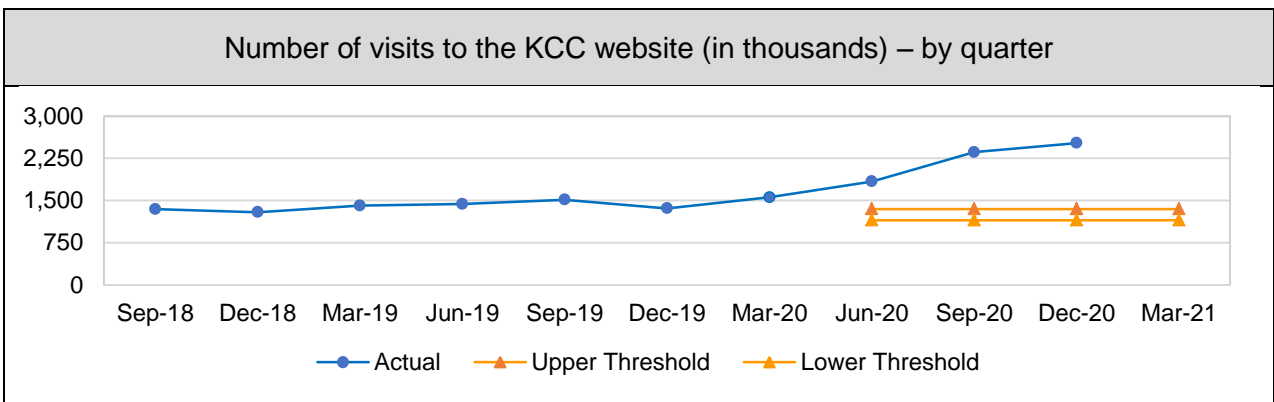
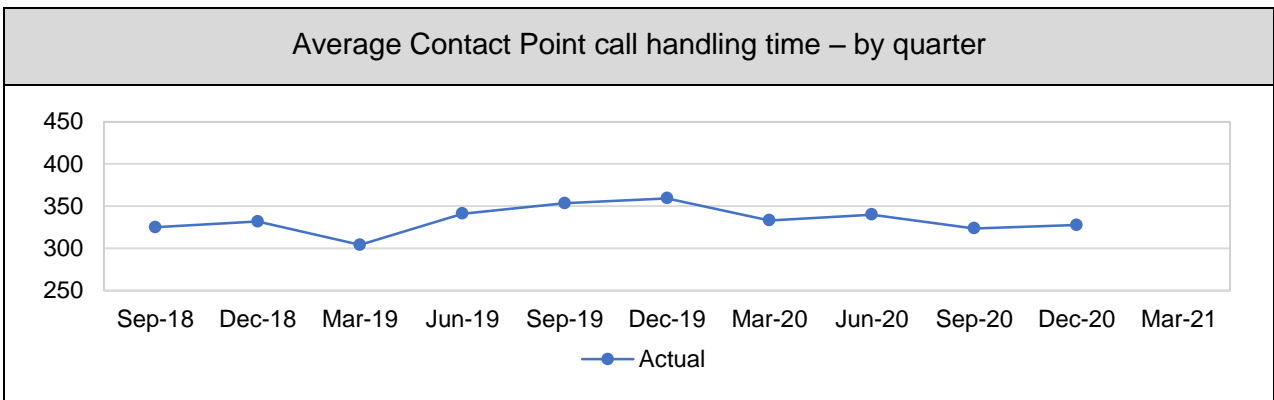
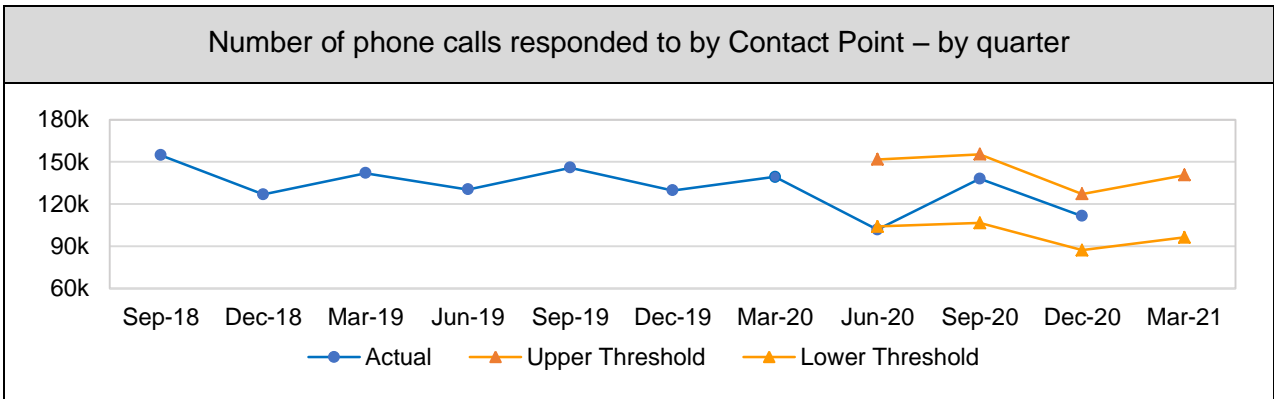
Visits to the KCC website continue to increase well above expected levels. Pages relating to Coronavirus had a high volume of visits, especially pages relating to cases in Kent which gets a significant amount of repeat traffic. House Waste Recycling Centre pages also continue to be frequently visited, with content accessed including what can be recycled, where it can be done, and how to book a visit.

The Quarter to September saw a significant increase in the volume of complaints received following the lifting of lockdown restrictions. Responding to these complaints had a knock-on effect in the Quarter to December with workloads remaining high for teams. 78% of complaints were responded to within 20 working days, which is below the 85% target. The volume of cases, coupled with complexity of some complaints and staff availability, has resulted in difficulties meeting the target this Quarter.

Key Performance Indicators



Activity indicators



Customer Services – Call Activity

Number of phone calls to Contact Point (thousands)

Contact Point received 17% fewer calls than the previous quarter and 12% fewer calls than the same period last year. The 12 months to December 2020 saw 10% fewer calls than in the 12 months to December 2019.

Service area	Jan – Mar 20	Apr – Jun 20	Jul – Sep 20	Oct – Dec 20	Yr to Dec 20	Yr to Dec 19
Adult Social Care	32	28	31	27	117	125
Highways	20	8	20	22	70	76
Specialist Children’s Services	20	17	16	11	64	81
Waste and Recycling	4	16	15	10	44	16
Schools and Early Years	8	4	6	9	26	29
Libraries and Archives	9	1	11	8	29	36
Blue Badges	14	8	9	8	39	55
Transport Services	10	3	15	6	34	50
Registrations	8	5	6	5	24	30
KSAS*	3	2	2	4	12	9
Other Services	2	1	3	3	9	6
Speed Awareness	7	2	4	2	16	22
General	4	3	2	2	11	13
Adult Education	5	1	2	1	9	21
Kent Together	-	5	1	1	7	0
Total Calls (thousands)	146	105	142	119	512	570

* 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

The number of complaints received in this quarter has returned to a more normal level, following a steep increase last quarter. Over the last 12 months there has been an 2% decrease compared to the previous year. Despite receiving fewer complaints at the beginning of the financial year, volumes are returning to normal annual levels. The significant increase in the previous quarter has continued to impact teams' ability to respond within timescale.

In this Quarter, KCC received complaints relating to public transport for school children, along with other complaints relating to temporary measures implemented due to Covid-19, including Cycle lanes and Household Waste Recycling Centres.

Service	12 mths to Dec 19	12 mths to Dec 20	Quarter to Sep 20	Quarter to Dec 20
Highways, Transportation and Waste Management	3,027	3,000	1,216	661
Adult Social Services	921	951	218	193
Specialist Children's Services	544	589	173	169
Education & Young People's Services	390	236	79	42
Libraries, Registrations and Archives	340	260	93	71
Strategic and Corporate Services	136	121	32	38
Environment, Planning and Enforcement & Economic Development	114	207	66	34
Adult Education	63	44	9	2
Total Complaints	5,535	5,408	1,886	1,210

Customer Services – Digital Take-up

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

Transaction type	Online Jan 20 – Mar 20	Online Apr 20 – Jun 20	Online Jul 20 – Sep 20	Online Oct 20 – Dec 20	Total Transactions Last 12 Months
Renew a library book*	77%	**	74%	79%	301,077
Report a Highways Fault	56%	55%	52%	58%	95,358
Book a Speed Awareness Course	76%	85%	85%	81%	28,144
Apply for a KCC Travel Saver (Rolling 12 months)	73%	70%	95%	98%	20,966
Book a Birth Registration appointment	80%	89%	87%	88%	18,758
Apply for or renew a Blue Badge	70%	81%	81%	76%	9,230
Report a Public Right of Way Fault	65%	88%	84%	86%	7,394
Apply for a Concessionary Bus Pass	43%	71%	74%	65%	7,235
Highways Licence applications	83%	84%	97%	97%	6,706
Apply for a HWRC recycling voucher	97%	100%	99%	99%	4,883

* 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, due to the impact of the government support schemes in reducing business failures and protecting jobs. To mitigate the impact of the Coronavirus pandemic, KCC agreed to offer all loan recipients a one-year repayment holiday until March 2021.

The KMBF had committed £10.4m to 76 businesses in Kent and Medway. In the period until the end of Quarter 3, the scheme has created 212 new jobs and safeguarded 63 further jobs (the increase in jobs is mainly the result of more companies being added to the monitoring cycle). These investments are intended to support 732 new and safeguarded jobs over the next 3 years.

A new KMBF funding round was launched in Quarter 2 consisting of three strands: Recovery Loans (£50k-£100k), Capital Investment Loans (£50k-£100k) and Large Loans (£101k-£500k). Funding approvals made in Quarter 3 totalled £2.8m.

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 61 new jobs and safeguarding a further 70 jobs, to the end of December 2020.

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. During phase 3 (Oct-Dec) the Helpline completed 43 Business Support Network Sessions, 337 1-2-1s with businesses, with 148 businesses engaging in a deep dive survey. 26.7% of businesses confirmed an improvement in confidence moving forward.

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. A total of 3,581 respondents have been asked for their opinions on the types of future support that would be helpful. Those respondents have primarily come from the Tourism & Hospitality, Retail, Professional & Business Service and Construction sectors. The most popular support sought is Access to finance, Specific Business Advice, Advice on financial business planning and Adoption of new Technology / Digitisation. Common themes emerging from the survey are business reporting a negative impact on sales and revenue, varying levels of confidence of business owners and impact on employee working conditions.

Converting derelict buildings for new housing

In Quarter 3, 131 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme, bringing the total to 6,798 since the programme began in 2005. NUE had processed 36 loan applications by December increasing the total NUE investment to £68.1 million (£35.5 million from KCC recycled loans and £32.6 million from public/private sector leverage).

NUE submitted individual business cases to the Growing Places Fund (GPF) round 3: NUE Commercial Phase II (request £2m) and further investment into the main NUE scheme (£2.5m). The commercial business case will be considered by SELEP in February 2021.

Following the approval of £12m from Treasury, NUE has processed a further 9 loans (18 to date) with a cumulative total value of £9.1m to bring forward empty/derelict sites which have planning permission to create new housing. A total of 71 new units are currently supported, an increase of 25 since last quarter. NUE has 10 more potential projects to research (new builds) with an indicative value of £6.4m.

One of the first projects in Dover supported with a loan from Treasury funding is due to be completed in January 2021. The property which will provide 8 residential units accommodation is to be acquired by Dover District Council to provide affordable housing.

NUE provided the Treasury Investment Management Team with an update report in January 2021 with a view to unlocking additional investment support given the initial uptake and increasing project pipeline.

Infrastructure projects

In Quarter 3, the following new capital funding awards were made by the SELEP Accountability Board:

- The award of £2,500,000 of Getting Building Funding (GBF) to support the delivery of the Discovery Park Incubator. This project refurbishes the first and second floor of Building 500 to create world-class research and development space including 50,000 sq.ft. of individual biology and chemistry laboratories together with associated write-up space. New plant-room equipment will be delivered to attract the companies to this world-class and world-leading science park.
- The award of £578,724 of Getting Building Funding (GBF) to support the delivery of the Javelin Way Development. The project develops the Javelin Way site for employment use, with a particular focus on the development of Ashford's creative economy. The scheme consists of two elements: Firstly, the construction of a 'Creative Laboratory' production space, to be leased from KCC by the Jasmin Vardimon Company (JVC), a major dance and creative organisation. This will be used as education space for accredited courses. Secondly, the project develops 29 light industrial units for sale and/or lease, suitable for additional creative businesses as well as the general market.

- The award of £12,301,786 of Getting Building Funding (GBF) to support the delivery of the New Performing & Production Digital Arts Facility at North Kent College. The project enables the construction of a new two-storey 2,826 square metre, state-of-the-art, performing and production digital arts facility within North Kent College's Dartford campus, to replace old accommodation that is unfit for modern education purposes and very expensive to maintain.
- The award of £3,536,466 of Getting Building Funding (GBF) to support the delivery of the Romney Marsh Employment Hub. The project enables the construction of a business centre and will create up to 700 jobs over ten years by bringing forward some six hectares of land for employment uses in the Romney Marsh area.
- The award of £11,999,000 of Getting Building Funding (GBF) to support the delivery of the Thanet Parkway Railway Station. This is in addition to the £14m of Local Growth Fund that has been awarded to the project.
- The award of £1,490,000 of Getting Building Funding (GBF) to support the delivery of The Meeting Point, Swanley. This project provides a new high-quality, sustainable, mixed use development at a key gateway to Swanley town centre. The project will fund the creation of a business hub co-working space of 250 square metres and the delivery of 17 new quality homes.

Getting Building Funding (GBF) is capital grant funding. In total, £35m of GBF has been awarded to organisations in Kent. GBF awards are subject to sufficient GBF being received by SELEP from Central Government in 2021/22.

Growing Places Funding (GPF) is capital loan funding. In total, £13m of GPF has been awarded to projects in Kent. Three GPF projects (Workspace Kent, Live Margate, No Use Empty Commercial Phase I) sought revised repayment schedules due to the impact of COVID-19, and these were agreed by the SELEP Accountability Board.

Local Growth Funding (LGF) is capital loan funding. In total, £127m of LGF has been awarded to projects (predominantly transport projects) in Kent. During Quarter 3, the SELEP Strategic Board ringfenced an additional £1m of LGF for the Kent and Medway Medical School, an additional £315k of LGF for the East Malling Advanced Horticultural Hub, an additional £100k of LGF for Dover TAP (as part of Kent Strategic Congestion Management Programme). These LGF awards are subject to endorsement by the SELEP Accountability Board, with the decision due in Quarter 4 of 20/21.

Capital Skills Funding is capital grant funding. In total, £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 of new equipment).

Broadband

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 139,850 homes and businesses have benefited from the Kent BDUK project to date. A further 2,000 homes and businesses are also receiving a faster broadband connection as a result of the Government's Rural Gigabit Voucher Scheme and the Kent Top Up Voucher pilot.

Kent has also been selected as a 'Planning for Gigabit' pilot by BDUK. This process is about getting the County ready for the Government's new £5 billion 'Outside-In' programme, which is looking to provide gigabit-capable connections to the 20% homes and businesses across the UK that are unlikely to receive an upgrade from market-led upgrade programmes. Whilst the details of these new national programmes are currently being finalised by Government, the understanding is that they will comprise a mix of area-based procurements and new voucher schemes.

In the meantime, broadband network operators are continuing to invest in the next generation, gigabit-capable networks across Kent. The availability of gigabit capable connections doubled over 2020 and is currently at 20%. It is anticipated, given current build rates, that this market-led investment will reach over 40% of homes and businesses by the end of 2021.

Funding Infrastructure

KCC has a statutory right to seek financial contributions for capital investment from developers of new housing sites. In Quarter 3, 28 Section 106 agreements were completed and a total of £17.2m was secured.

s.106 contributions secured £000s	Jan to Mar 2020	Apr to Jun 2020	Jul to Sep 2020	Oct to Dec 2020
Primary Education	7,892	1,006	5,249	8,073
Secondary Education	2,641	895	3,243	8,491
Adult Social Care	146	27	67	155
Libraries	330	21	69	398
Community Learning	130	8	38	55
Youth & Community	70	10	36	76
Total	11,209	1,966	8,702	17,248
Secured as % of Amount Sought	99%	100%	100%	97%

Kent Film Office

In Quarter 3, the film office handled 93 filming requests and 89 related enquiries. 180 filming days were logged, bringing an estimated £870K direct spend into Kent. The Kent Film Office was unable to continue the work placements scheme in the office due to staff shortages but managed to secure 10 placements on visiting productions, some of them longer term, paid trainee posts.

Libraries, Registration and Archives (LRA)

In Quarter 3, LRA continued the recovery process following the first wave of the pandemic. By the end of October, 33 libraries were open, all offering browsing services and PC use, with 13 sites also continuing the Select and Collect offer. The reservation service was reactivated so that customers could collect existing reservations, and from 18th November the service went live so that customers could place reservations for

items that were not available in their local library. The mobile fleet was back on the road and the Archive Search Room open for limited visitor access. Ceremonies were taking place, adhering to the Government's social distancing guidelines and face-to-face birth registrations were being safely carried out, while death registrations continued over the phone. In tandem to this activity, the development of the LRA digital offer continued.

From 2nd November, library opening hours were extended for the majority of the 33 open sites in order to facilitate access, for example for parents and children after school hours. There was a gradual return of customers resulting in a positive recovery in both visitor numbers and issues.

The implementation of the second national lockdown on 5th November necessitated the removal of the browsing option from libraries. 13 sites offered Select and Collect initially, followed by a further 14 sites a week later. All sites continued to offer PC access and customer-facing birth registrations continued. However, only emergency ceremonies were allowed to continue for couples in exceptional circumstances, and the Archive Search Room was closed.

At the end of 2020, libraries and mobiles continued to offer Select and Collect, along with services to the vulnerable such as Postal Loan and Home Library services. PC use was suspended from 21st December. The Archive Search Room also remained closed, with staff continuing to work on the collections and deal with enquiries remotely.

Existing birth registration appointments were honoured but no new bookings taken, and ceremonies were again cancelled unless there were exceptional circumstances. Citizenship ceremonies continued but with just the citizen and KCC officer present. In Quarter 3 the team carried out 94 citizenship ceremonies, an increase of 213% on Quarter 3 2019-20. Interim results for Registration customer satisfaction show 93% satisfaction across the service, 3% below the target of 96%, which was set before the Covid-19 pandemic when the service was very different.

The escalation of Covid-19 cases in Kent towards the end of the year was reflected in the increasing levels of death registrations, with 1,908 death registrations delivered in December, the largest figure since April 2020, when 2,441 deaths were registered, and a 46% increase on death registrations from December 2019.

The impact of the 2nd lockdown and subsequent tiering has meant a continued focus on virtual offers. E-Usage has continued to see a significant increase, with December seeing the most e-Issues within a month for this year. During December, the e-Book and e-Audio issues reached the 2 million mark, with 500,000 of these loans achieved since March this year. Overall, e-Issues have increased by 88% for Quarter 3, with e-Newspapers increasing by 101%, e-Books by 92%, e-Audiobooks by 67% and e-Magazines by 41%. Numbers of customers joining online remains steady month on month, averaging at 575 new joiners each month over Quarters 2 and 3.

Virtual events and activities continue to develop. Libraries Week, which ran from 5th to 10th October, was entirely digital and involved a substantial programme of events on Social Media such as author interviews and talks, films, and posts promoting services and how to get the most from the library. The LRA Facebook posts saw 3,772 engagements during Libraries Week, a 94% increase on the average weekly post figure of 1,940.

With the new year and implementation of the 3rd national lockdown, LRA has supported efforts to control the virus with the identification of three sites, Folkestone, Dover and Larkfield Libraries, as suitable locations for asymptomatic Covid-19 testing centres.

The Coroner Service

The Coroner Service has maintained service delivery despite an unprecedented workload arising from the pandemic. Working closely with stakeholder partners through the mechanism of the Kent Resilience Forum (KRF) Death Process Management Group, preparations were made for the increased pressure that winter and rising COVID-19 infections created, and innovative solutions continue to be developed with stakeholder partners to deliver an effective response to reports of deaths as well as maintaining inquest hearings. For example, a new electronic case management system has been introduced, along with a document management system for electronic court bundles, and MS Teams used as a virtual court platform, to meet the expectations of the Lord Chief Justice to maintain inquest hearings. The Coroner Service also delivered a high-profile jury inquest presided by a Deputy Chief Coroner, for which the service was commended.

Kent Country Parks

Kent Country Parks have continued to offer visitors the opportunity to enjoy the outdoors and undertake exercise throughout the COVID-19 restrictions. Sites have been extraordinarily busy, and the significantly higher number of cars and people has continued into the winter months. Site staff have worked hard to provide safe and COVID secure sites despite personal, work and visitor pressures. Sites are showing signs of excessive wear and tear given high footfall and wet weather. Individual sites in December were between 50% and 220% busier in December 2020 compared to December 2019.

Community Safety

The Kent Community Warden Service (KCWS) has continued to support and reassure those vulnerable people most in need. Efforts have also focused on supporting communities to adapt to the changing restrictions. This has included providing advice around social distancing, vaccinations, and COVID-19 related guidelines.

The Kent Community Safety Team (KCST) managed 18 domestic homicide reviews (DHRs) in Quarter 3 on behalf of the Kent Community Safety Partnership (KCSP).

Public Rights of Way

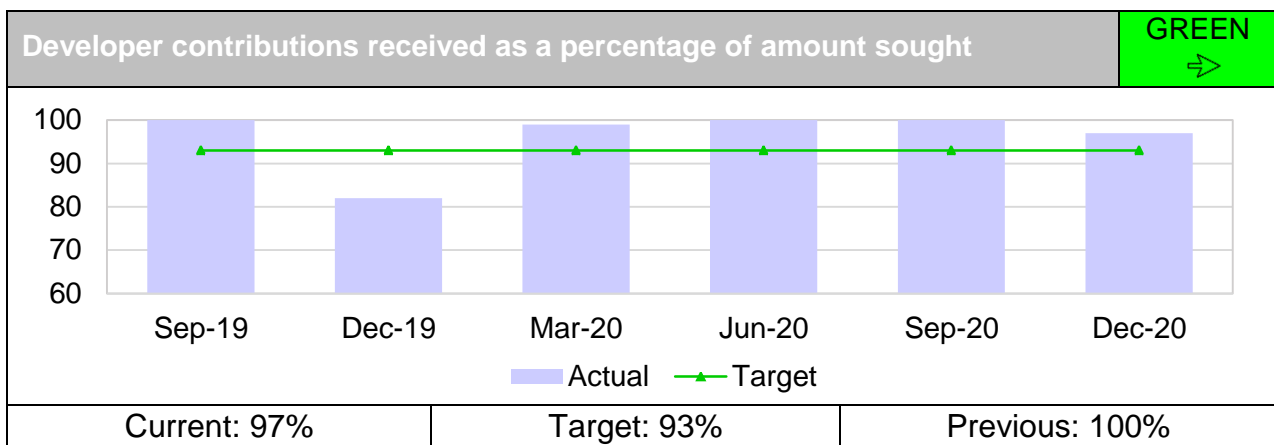
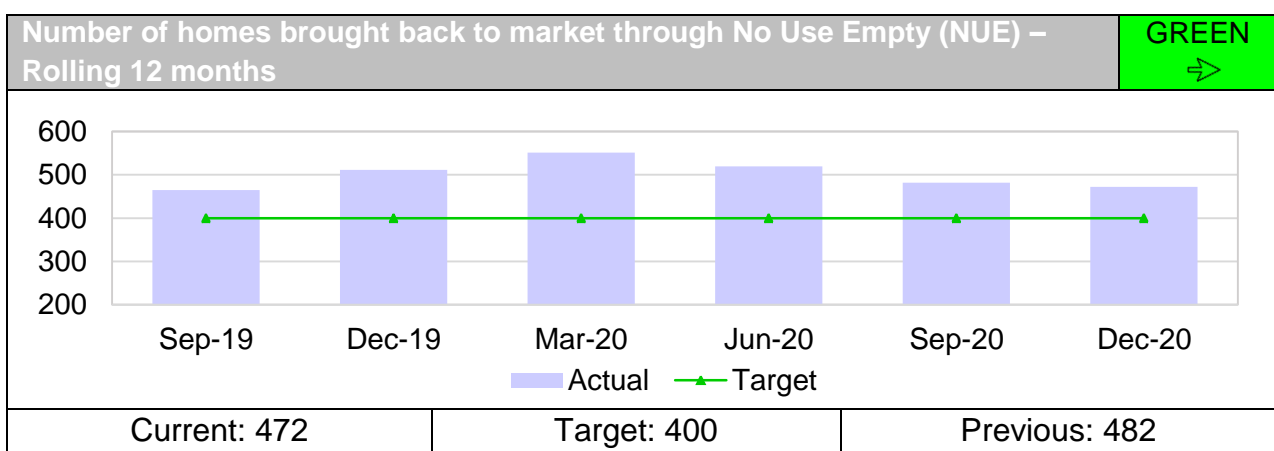
The substantially higher levels of use of the Public Rights of Way network have been sustained since Quarter 1. Where counters are present on the network, they are consistently demonstrating levels of use 2 to 3 times greater than at the start of the first lockdown. The increased use does also bring pressures, including the deterioration in the condition of the network. However, maintenance programmes have all progressed well during the year and by Quarter 3 were all back on target. During this Quarter there was also the successful prosecution of a company for the obstruction of a Public Right of Way at Ashford.

Resilience and Emergency Planning Service (REPS)

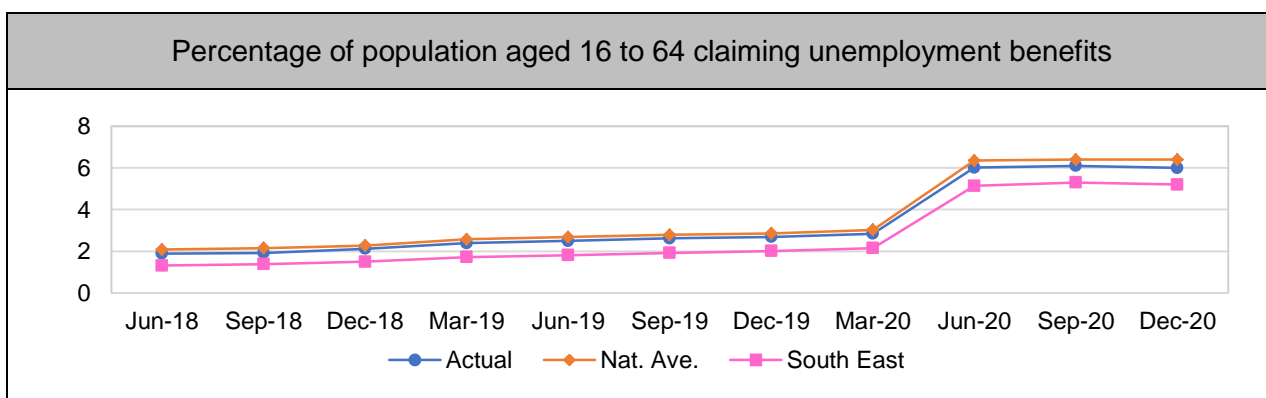
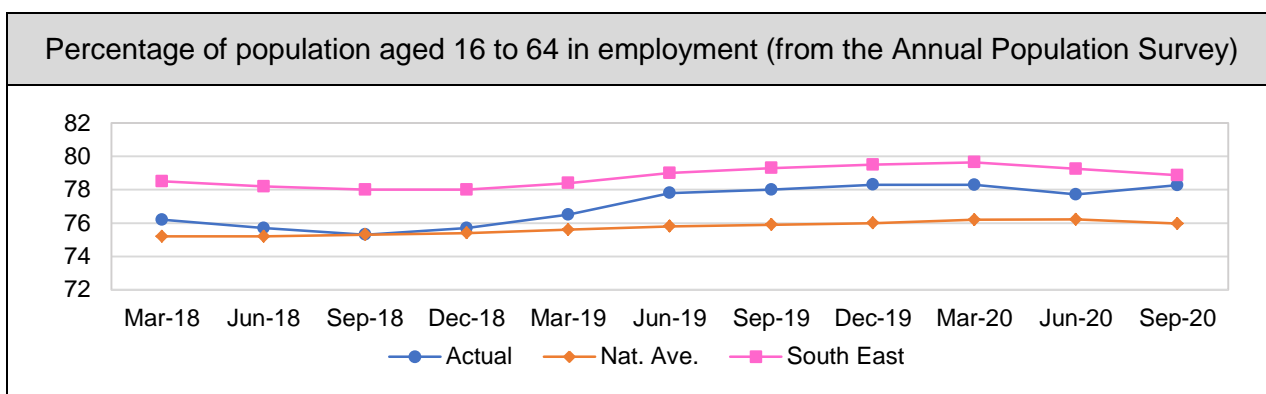
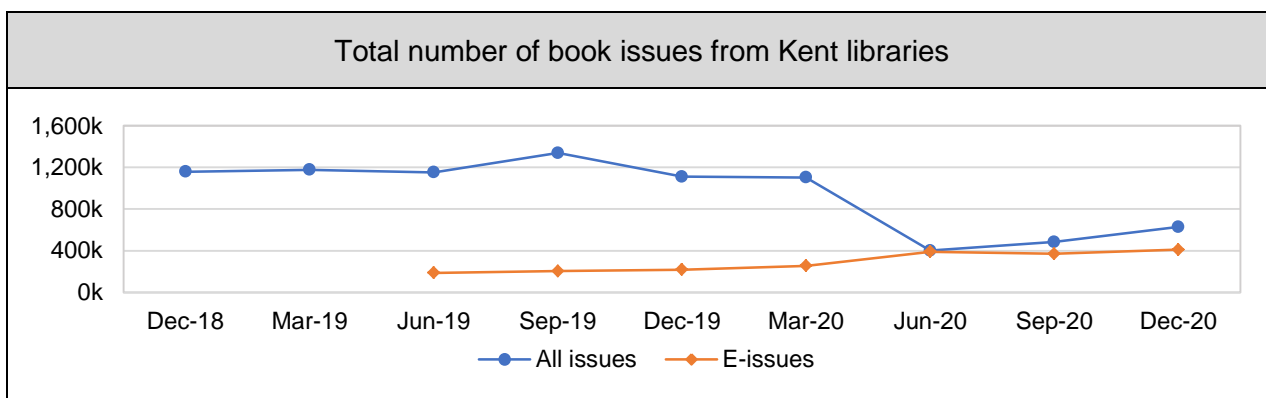
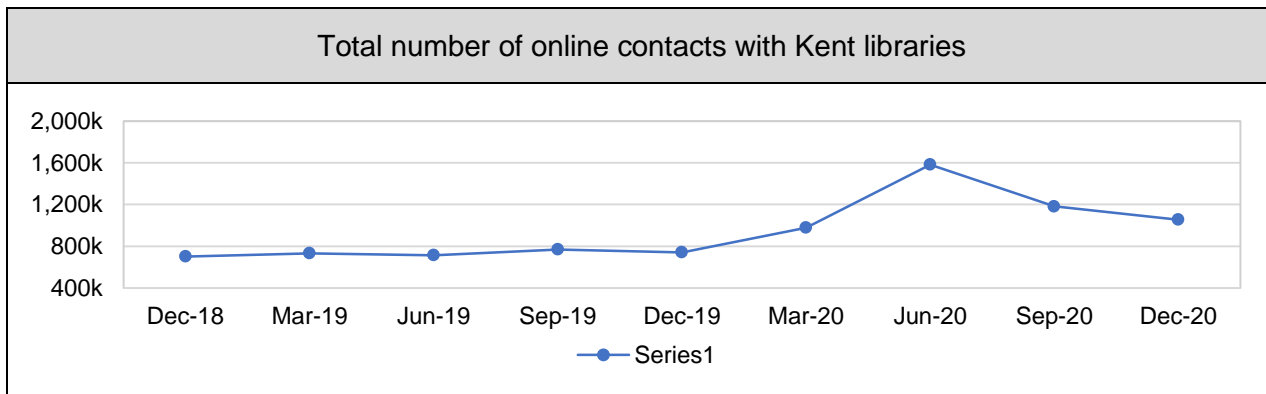
In Quarter 3 the 24/7 Duty Emergency Planning Officer received 373 alerts (the figure for the same period in 2019 was 194).

Notable incidents in this quarter occurred primarily over the festive period when there was a temporary suspension of travel to France via the Channel Ports and a subsequent testing requirement. This placed immense pressure upon all partners, and REPS was heavily involved in planning and response from the 21st December onwards. Coinciding with impacts arising from COVID-19 restrictions at the Channel Ports, Storm Bella hit Kent overnight on 26th and 27th December resulting in storm damage and localised flooding.

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		2	4	

Highways

Highways staff along with contractors continued to ensure roads and footways are as safe as possible whilst adapting to the coronavirus event and new rules following the Brexit transition period. In December, the service reacted to a cyber-attack on Amey, the Term maintenance contractor, although crews were back using mobile tablets/technology by the first week of January.

Performance has been maintained above target for all but one highway KPI. The attendance at Emergency Incidents within 2 hours of notification is at 97% compared to a target of 98%. For those incidents when the target was not met, attendance took place shortly after the 2-hour requirement. Demands over this quarter have put pressure on both KCC Incident Response Officers and Amey crews across the County, with almost 300 incidents in December, the highest since March 2020.

New enquiries and faults raised for action by customers in this quarter, at 19,016, was slightly under the normal seasonal demand. However, there has been very high demand for some specific teams like Soft Landscaping where 'tree' enquiries have been the highest in 5 years, peaking at over 500 per month, and Drainage enquiries at over 1,000 per month. The team are working through these in priority order in accordance with the published approach to asset management. Overall, the number of open highway customer enquiries (work in progress) increased a little to 5,869 although again, this is also below usual seasonal expectations.

The demand from utility companies to access and open Kent roads this year has resulted in 98,559 permit requests, up on 90,378 for last year. This pressure for road space and managing the network, where roadworks delays take place, is placing significant pressure on the team working remotely due to Covid.

Approval was given for the 2021/22 Winter Service policy which includes the use of technology to improve services and the value and impact of 'Navtrak' in-cab technology in reducing grit wastage and the length of journeys to grit roads.

Members were updated on plans for a Multimodal Strategic Transport Model being constructed for KCC, with work underway to set up a support and scenario testing service to provide a single model for different agencies to access and enable future use by KCC, district and borough partners and developers.

A £24.2m road resurfacing programme came to an end, resurfacing around 550,000 m² with new tarmac and replacing 50 miles of Kent's roads. The majority of this work was delivered by Eurovia Infrastructure Ltd, whose resurfacing contract with KCC came to end in December. A new contract is in place with GW Highways for the next two years.

Asset Management

The Highways Asset Management Plan is being developed to replace and update the six existing documents published on the KCC website over the last five years. The new single document is forward-looking and amounts to an action plan and investment strategy for the next five years. It recognises the increasingly challenging environment with deteriorating assets, increasing traffic volumes, uncertainty around future funding and, more recently, coronavirus impacts. The new document will be considered by the Environment and Transport Cabinet Committee on 18 March, prior to a Cabinet Member key decision.

Casualty Reduction.

From September to December 2020 there were a reported 149 KSI (Killed or Seriously Injured) collisions which resulted in 163 KSI casualties (11 Fatal, 152 serious) and when confirmed, these figures are expected to be similar if not a little higher level than 2019 for the same period.

'Vision Zero – The Road Safety Strategy for Kent' is being developed, has been presented to Members, with the draft vision endorsed by The Casualty Reduction Partnership in December.

During 2020, 25,870 offences were detected at fixed camera sites across Kent and Medway. The site where most offences were detected is Pin Hill, Canterbury, the reasons for this are being investigated. A Social Media campaign "What type of criminal are you?" was run in December to engage young drivers, which received over 36,000 views. Online driver education continues to be delivered, with a total of 10,009 clients in 2020.

Public Transport

Towards the end of 2020, the Public Transport team and transport providers supported the full return of students to education in line with the operating guidance issued in respect of transport. Numbers taking up KCC Travel Saver passes indicated that around 80% of normal bus users continued to travel via this mode and despite the reduced numbers travelling, over 120 extra buses were commissioned using Government funding to ensure that services could operate safely and provide for all students.

Crash Remedial Measures & Local Transport Plan (LTP)

Delivery of the 2020/21 Crash Remedial Measures (CRM) and Local Transport Plan (LTP) programme is nearly complete with a small number of schemes being pushed back due to resourcing issues. The programme has been impacted by the lockdown impositions and the impact of the pandemic. 125 schemes have been successfully handed over for delivery in addition to the hundreds of 'smaller jobs' to improve safety. The team is delivering Combined Member Grant funded schemes in addition to managing the second tranche of Active Travel Funding from the Government with a view to constructing five large schemes to improve active travel choices for communities in Kent.

There is now a focus on the detailed investigations of the latest 122 crash cluster sites across the County. Each will each require detailed accident investigation to see if engineering interventions could help reduce crashes.

Journey Time Reliability/Congestion Strategy

The Service continues to develop and deliver a programme of schemes within the Local Growth Fund (LGF) to improve the reliability of localised journey times. Two key signalised junction refurbishments in Dover have been completed, with Microprocessor Optimised Vehicle Actuation (MOVA) deployed to improve junction efficiency. Installation of a new electronic Variable Message Sign on the A256, approaching Dover, is now operational. Camera enforcement of yellow box markings at A282 J1B in Dartford is now operational and monitoring will take place to understand impact on congestion.

Local Growth Fund Transport Capital Projects

Through SELEP, KCC is managing £128 million of Government funding from rounds 1 to 3 of the LGF. 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 to allow planning consent to be secured. The Maidstone Integrated Transport Project has suffered numerous delays due to Covid-19, 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 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 as has happened in previous years.

Waste Management

The target of 99% of municipal waste to be recycled or converted to energy and not taken to landfill was missed due to delayed maintenance work at Allington Energy from Waste plant. As this occurred from September into October, it impacted on both Quarter 2 and Quarter 3 figures. The delayed maintenance was due to the pandemic, whereby planned works scheduled for March and April had to be postponed. This resulted in increased repairs and maintenance due to the infrastructure operating for longer than the optimal time. For the 12 months to December, 2.4% was sent to landfill, similar to last year's figure, and is below the government target of 10% by 2035.

Although total waste volumes are down, kerbside collections have increased during further lockdowns. Waste converted to energy was 54% in 2020 compared with 51% in 2019, with recycling at 44% (2020) compared to 47% (2019). The reduction in recycled materials is primarily due to less waste being deposited at the HWRCs as fewer trips are being made since the start of the pandemic.

December has been a very difficult month as the EU exit plans were developed in detail to ensure all waste transfer and final disposal outlets offered much greater levels of resilience to cater for the potential disruption caused by the pandemic and the transition. The expected higher volumes of waste received over the Christmas period were compounded further by increased demands caused by the lockdown.

In preparation for the Environment & Transport Cabinet Committee in January, reports and other associated documents were prepared for seven key decisions to be considered. These relate to the waste commissioning programme, infrastructure

expansion and progressive partnership agreements with the East Kent Districts. In addition, the team have successfully de-commissioned and implemented a new transfer station and HWRC contract for twelve of the eighteen waste sites in Kent.

Heritage Conservation

Heritage Conservation has secured a grant of £24,894 from the government's COVID-19 Emergency Heritage at Risk Fund which will enable repairs to the reefing stage at Meopham Mill and allow public access once it is possible for visitors to return.

Old Chalk New Downs

In lieu of the direct public engagement work of the project, and to encourage and enable people to still get out and connect with the chalk grassland and wider project area, the Heritage Lottery Fund funded Old Chalk New Downs project team have published a set of 23 self-guided walks and are in the process of creating StoryMaps for these trails to inspire people to visit (two published to date). Another success of the project has been the Conservation Traineeship programme. These are designed to help graduates develop a wide range of skills in respect of conservation work and assist them in finding full time employment.

Sustainable Business and Communities

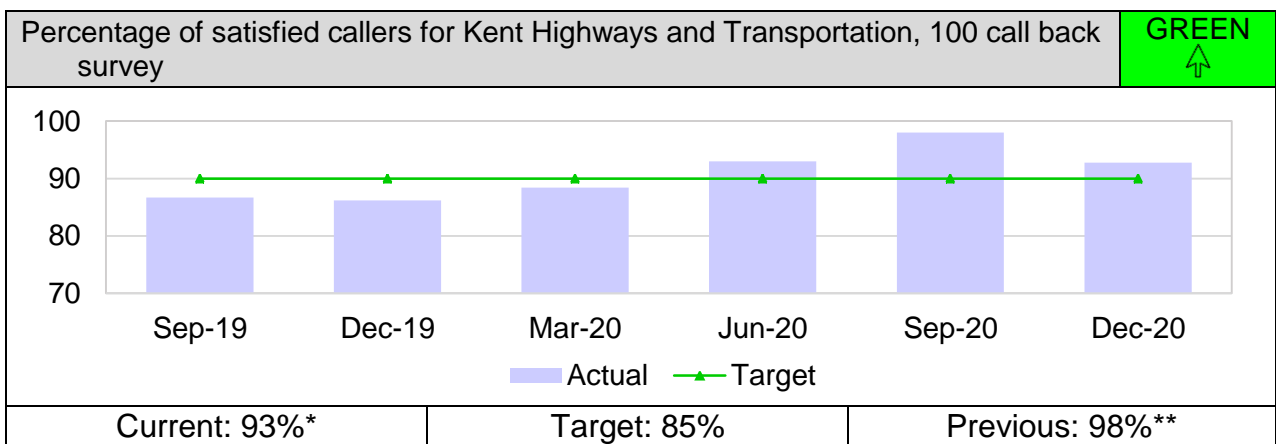
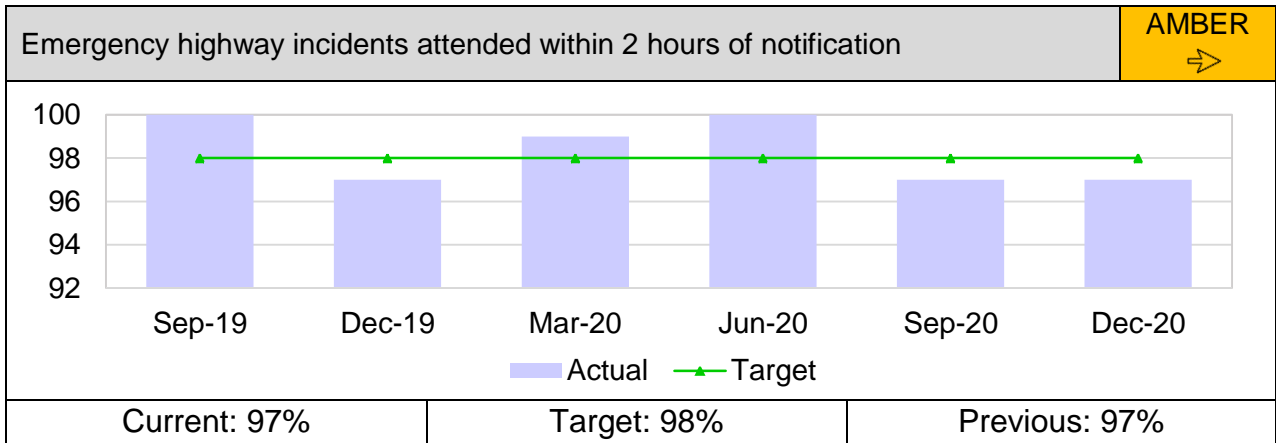
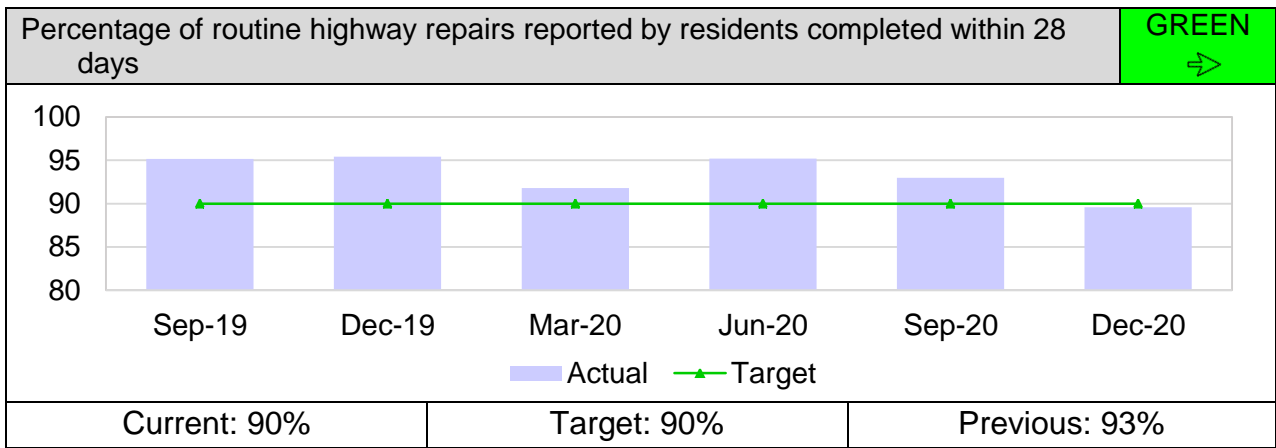
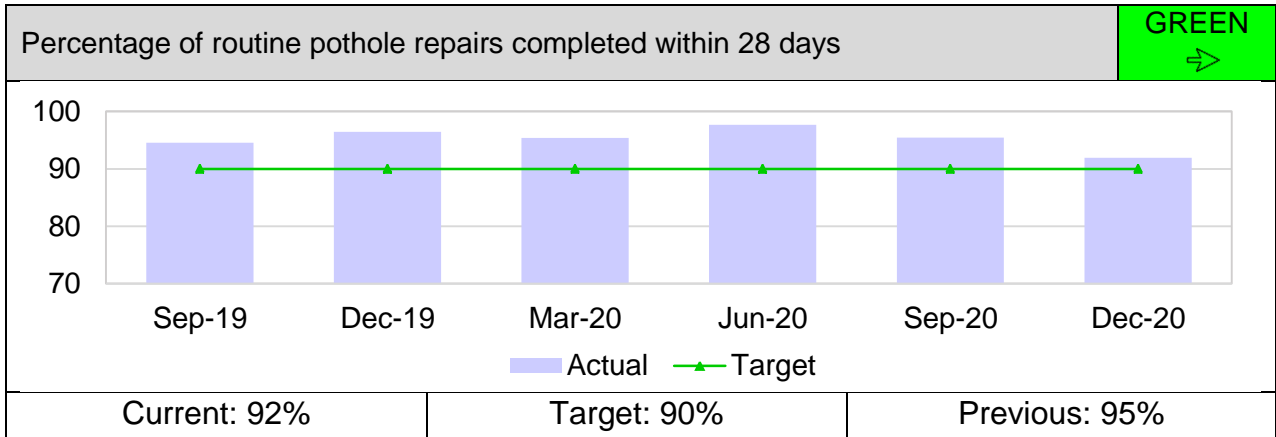
The second quarter of 2020-21 has seen a more significant reduction in emissions due to the impact of Coronavirus, achieving a 40% reduction in emissions compared to the 2015 baseline. This exceeds the stretch target of 38% reduction to be achieved by March 2021 and is largely attributed to the reduction in business travel equating to 500 tonnes of GHG emissions compared to Quarter 1. As calculated last quarter, there is confidence that the modelled BAU (Business As Usual) data showed that the target would have been met even without the impact of Coronavirus.

697 households have accepted quotes from Solar Together Kent, a scheme which tackles carbon emissions from housing, contributing to Kent's Net Zero ambition. The Low Carbon Across the South East (LoCASE) programme has been confirmed by Government to run until 2023, covering a much wider area including Kent and the wider South and East, from Essex to Hampshire, working with more partners and bringing much greater benefits. The first of the charging points for taxis, as part of the wider Kent EV (Electric Vehicles) Programme, have now been installed in Thanet with the rest to follow later this year; and 'Connected Kerb' has been appointed to install the charging points for the Parish EV project. The Maidstone Heat Network project has been awarded a £2.5m grant. This project will produce low carbon heat from the River Medway using a water source heat pump. The funding is from Triple Point on behalf of the Department for Business, Energy and Industrial Strategy (BEIS) and will enable the development of the project as well as meet part of the construction costs.

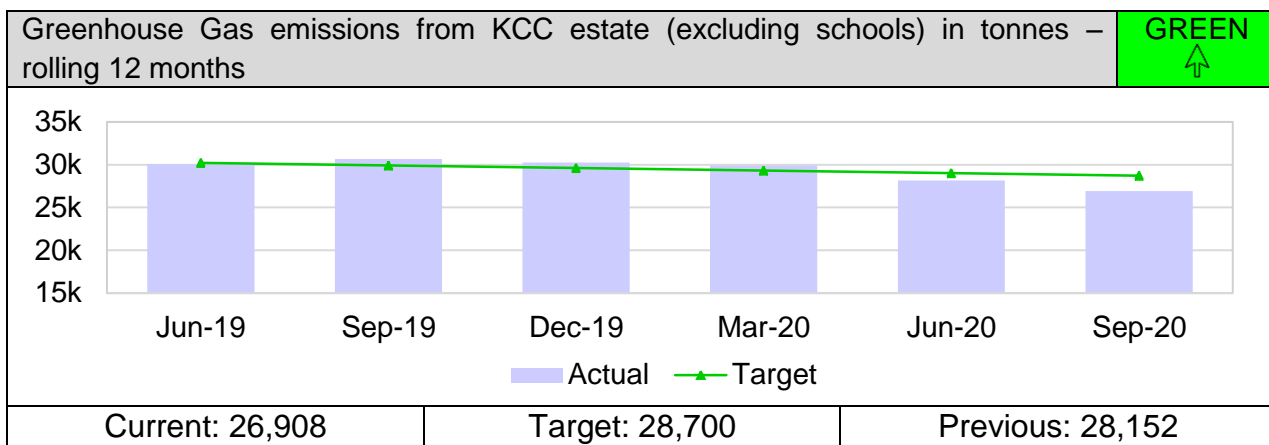
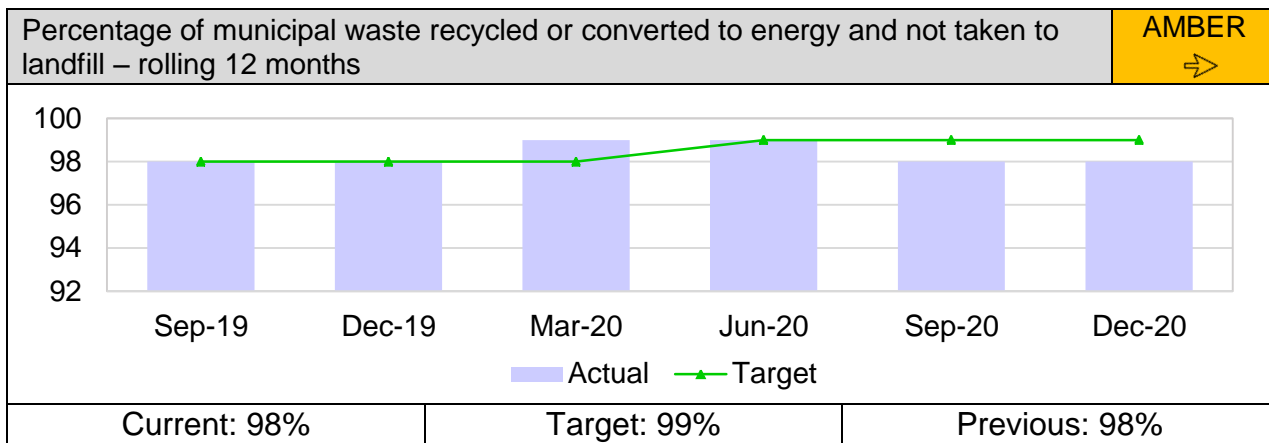
Transport Strategy

The Lower Thames Crossing Development Consent Order (DCO) was submitted to the Planning Inspectorate in October by Highways England but was subsequently withdrawn in November. The withdrawal allows more time for Highways England to work with a range of stakeholders including KCC to improve aspects on the project, such as mitigating the impacts of construction, reducing and mitigating the environmental impact of the utilities diversion through Shorne Woods Country Park, and agreeing appropriate mitigation measures for the wider local road network.

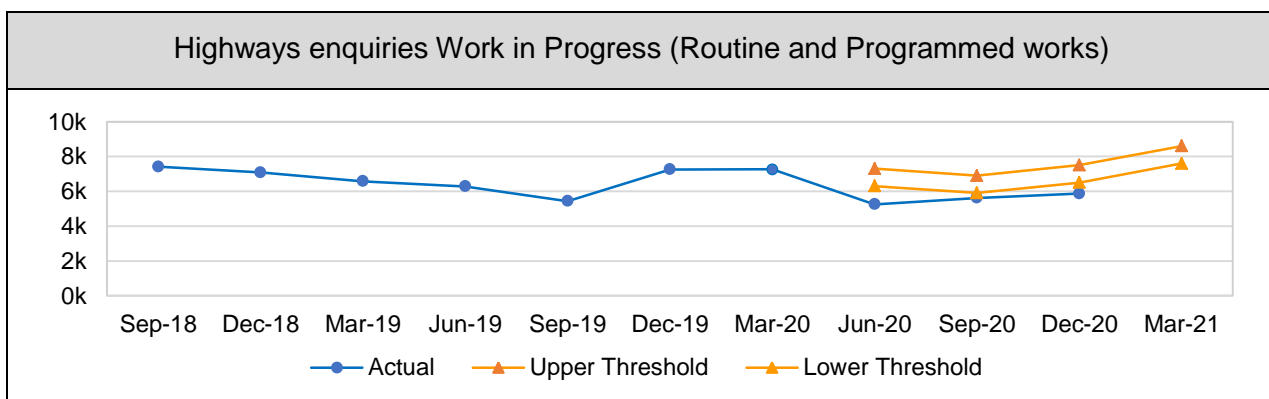
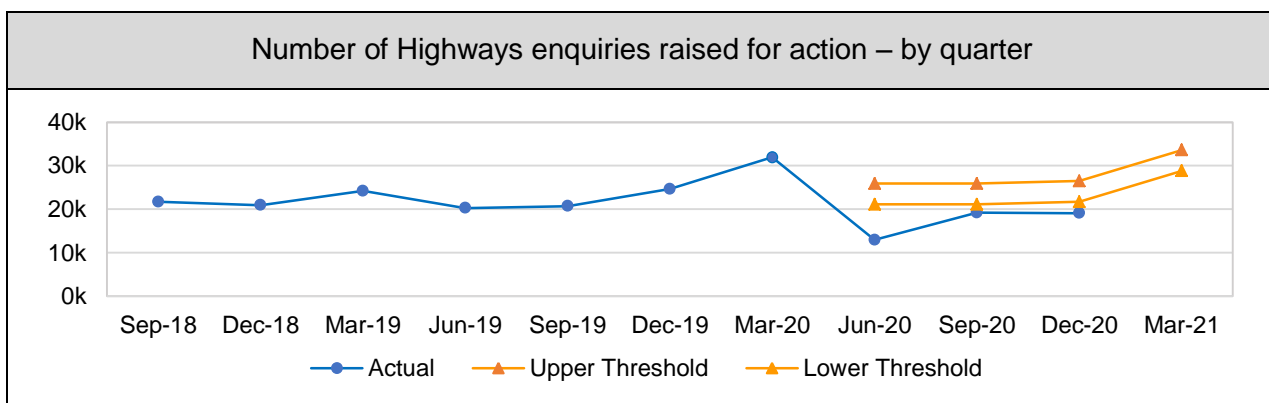
Key Performance Indicators

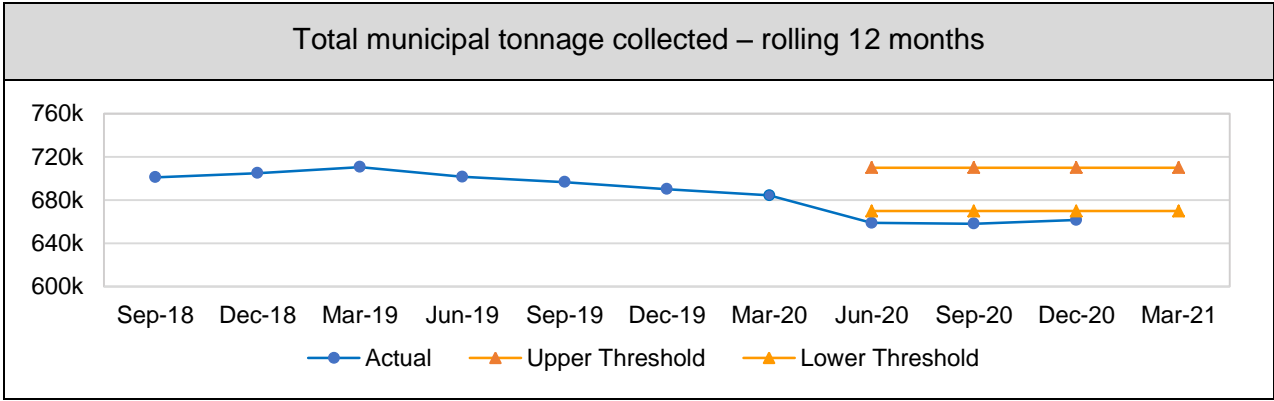


*October and December figures only; **July and August figures only



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	6	5

Schools

On Tuesday 5th January 2021, all primary and secondary schools were closed to pupils except those of critical workers and vulnerable children, due to the coronavirus outbreak. Special schools currently remain open unless advised by Public Health England, but many parents are choosing not to send their children to these schools.

Attendance by School Type and Criteria on Friday 15th January 2021

School Type	Total number of schools reporting	% of all pupils attending	% attending with EHCP	% attending with a Social Worker	% attending with FSM	% Vulnerable Children Attending	% pupils of Critical Workers Attending
Primary	368	15.7	36.1	41.2	13.3	17.1	65.0
Secondary	87	2.6	16.2	18.4	3.4	5.7	57.1
Special	20	24.9	25.0	33.3	20.8	25.3	67.1
PRU	4	27.2	50.0	39.3	23.0	29.9	75.0
Kent Total	479	9.7	26.3	31.8	9.9	14.3	64.2

Vulnerable Children are an aggregation of the FSM, EHCP and Social Worker categories.

'Total School Roll' is based on the schools that have reported.

The Department for Education (DfE) cancelled all exams and assessments that would have taken place in the 2021 Summer term. There are currently no plans for Ofsted to resume school inspections until at least the Summer term. 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.

During the Autumn term the focus for The Education People (TEP) school improvement was to support schools to re-establish normality as far as possible. School improvement visits continued face to face where possible. However, a spike in infections in some areas from November meant that many visits moved back to being virtual, as schools developed infection management strategies.

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

Current guidance from the Government is that all Early Years settings should remain open during the latest coronavirus lockdown.

Ofsted has not carried out any new inspections since March 2020. The latest inspection data for the percentage of Early Years settings rated Good or Outstanding at 99% is one percentage point above the target. This has increased by 1 percentage point from last Quarter due to closures of some settings. Any new settings will not have been inspected yet.

3,692 two-year olds have been funded through the Free for Two scheme equating to a 69.8% take up. This is a decrease of 5.8 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 and the November lockdown, acting on Department for Education (DfE), Public Health England (PHE) and Ofsted advice and guidance. Supply and demand are still being regularly monitored (with supply still sufficient to meet demand). In October, the interim scenario based Childcare Sufficiency Assessment for 2020/21 was produced. During the period October to December, the Childcare Market in Kent had seemed to be recovering and coping reasonably well, however financial viability and sustainability are increasingly presenting as issues. 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', a monthly generic Early Years and Childcare Bulletin and ongoing supportive contact with individual providers. The Early Years and Childcare Service's Threads of Success training offer continues to be delivered on virtual platforms. These ways of working will continue moving forward.

Skills and Employability

The NEET Support Service was successfully integrated into the Skills and Employability team on 1st October 2020. The county NEET strategy and Participation Action plan has been re-written to incorporate NEET support services into all aspects of the team's work. The work of the Participation and Careers Enterprise Company officers has continued on-line, supporting schools and colleges in their post-16 recruitment which started 1st November. Apprenticeship and recruitment events were delivered with employers and training providers and further events are scheduled in early 2021. Kent Choices Website has the function to support young people in making post 16 applications, and training has been provided to all schools to use its improved functionality. The service developed a virtual work experience provision to support young people with a virtual work placement due to current opportunities being suspended because of the pandemic. There is currently a lack of provision for the 903 young people who were NEET in December. Where available, it is mainly online learning which is often unsuitable as does not provide the practical/vocational experience they are looking for. In addition, it does not meet other eligibility criteria to allow families to claim child benefit. The problem is likely to worsen with the ending of NEET programmes funded by the European Social Fund (EFA) in December 2020.

SEND (Special Educational Need and Disability)

Based on the rolling 12-month average, 31% of EHCPs were issued within 20 weeks (623 out of 2,001), the same as the last quarter. This percentage continues to be impacted as the backlog (those over 20 weeks) is worked through. The decision to issue an EHCP cannot be taken until information and advice has been received from an Educational Psychologist (EP). In line with the national picture, there have been significant delays in the SEN Service receiving EP advice and information which has meant it has been difficult to improve performance in relation to the 20-week timeframe. A recovery plan has been developed to ensure that all delayed EP assessments are completed, and delayed EHC plans are issued by the end of April 2021.

Work continues to improve the quality of EHCPs issued. In addition to a rolling programme of training sessions covering all aspects of the statutory assessment process (delivered by the Interim Head of Service) the SEN team have received specialist training delivered by the Independent Provider of Special Education Advice (IPSEA). A quality assurance framework has been developed and is now being implemented to ensure that the Service rigorously monitors the quality of EHCPs issued and drives continuous improvement through analysis of data and moderation. The Service continues to work with partners in health, social care and education to improve the quality of information and advice received during the statutory assessment process.

There was a significant increase in requests for Statutory Assessment (EHC needs assessment) during October, November and December; an average of 362 requests per month compared to an average of 220 per month for the previous three months. It seems likely that this increase is linked to the difficulties that some children and young people experienced following a return to education following the first national lockdown.

Wider Early Help

16 pupils were permanently excluded for the rolling 12-month period to December 2020*. Six were primary phase pupils and 10 were secondary phase pupils. The percentage of pupils excluded from school equates to 0.01%. This Autumn term four pupils (one primary phase and three secondary phase) were permanently excluded compared with 12 for the same period last year.

The official data for the number of First Time Entrants (FTEs) to the Young Justice System comes from the Police National Computer (PNC) and is published by the Ministry of Justice (MoJ). This national data has not been updated due to PNC unavailability during Covid-19. The most recent national data available is for the previous year, ending March 2019, which still illustrates Kent's strong performance against the national average, the provisional Kent numbers of FTEs, shows a small but consistently increasing rate in the year to 261. This remains below the target of 270. In response, the Service is currently scrutinising its preventative offer, to ensure the response to Community Resolutions is robust.

Front Door

The performance measure for the "Percentage of front door contacts where the final decision is made within 3 working days" has been set to ensure robust timeliness in this initial stage of decision making. Performance as of 31st December 2020 was 94.0%,

which is above the Target of 90.0% and an improved position from 30th September 2020 when it was 92.8%.

Early Help

At the end of December 2020 2,761 families were open to Early Help units, providing support for 5,785 children and young people under the age of 18 (including unborn). This is a 12% increase when compared to the end of the previous quarter (2,456 families) and a 2.5% increase compared to the same period for 2019 (2,694 families).

The performance measure for “Percentage of Early Help cases closed with outcomes achieved that come back to Early Help / Social Work teams within 3 months” was 14.9% for the rolling 12 months to December 2020, achieving the Target of below 15.0%.

Children’s Social Care - Staffing and Caseloads

The number of open cases (including those for care leavers above the age of 18) was 11,151 as at 31st December 2020, an increase of 173 children and young people when compared to the number of cases open on 30th September 2020.

There were 4,901 referrals to children’s social care services in the quarter, a decrease of 6.5% when compared to the previous quarter (5,242). The rate of re-referrals within 12 months for the 12 months to December 2020 was 29.0% compared to 29.7% at the end of Quarter 2. The reductions in re-referrals are more evident when looking at the re-referral rates for a 3-month period, which for December 2020 was 26.1% compared to 29.5% for September 2020.

The percentage of case-holding social worker posts held by permanent qualified social workers increased slightly in the quarter, from 93.0% in September 2020 to 93.5% in December 2020 and has continued to remain above the target of 85.0%. The number of case-holding social work posts filled by agency staff increased slightly in the quarter, from 13.9% at the end of Quarter 2 to 14.1% at the end of Quarter 3.

At 20.7 cases the average caseload for Social Workers in children’s social work teams remains above the target level of 18 and is an increase from 19.7 cases at the end of the previous quarter.

Child Protection

On 31st December 2020 there were 1,143 children subject to a child protection plan, a decrease of 56 from the end of the previous quarter (1,199). The rate per 10,000 children (aged 0-17) was 33.6, which remains below the last published rate for England of 43.8, as at 31st March 2020. The percentage of children who were subject to a Child Protection Plan for a second or subsequent time was 23.3% at the end of Quarter 3, which is a slight reduction from the previous Quarter (24.1%) and remains outside of the target range of between 17.5% and 22.5%. This compares to an average for England of 21.9%, and an average for Kent’s Statistical Neighbours of 22.7% (for those becoming subject to a repeat plan during April 2019 – March 2020).

Children in Care

The number of citizen children in care decreased by 8 in the last quarter, to 1,370. The number of unaccompanied asylum seeker children (UASC) in care decreased 63 to 411. The number of children in care placed in Kent by other local authorities (OLA) decreased during the quarter, by 58 from 1,324 to 1,266.

Status	Mar 20	Jun 20	Sep 20	Dec 20
Citizen	1,388	1,389	1,378	1,370
UASC	423	497	474	411
Total	1,811	1,886	1,852	1,781
Gender				
Male	1,168	1,250	1,215	1,157
Female	643	636	637	624
Age Group				
0 to 4	188	193	187	203
5 to 9	193	199	205	188
10 to 15	716	714	706	676
16 to 17	714	780	754	714
Ethnicity				
White	1,241	1,245	1,228	1,201
Mixed	94	94	99	102
Asian	85	101	98	88
Black	112	120	124	109
Other	279	326	303	281

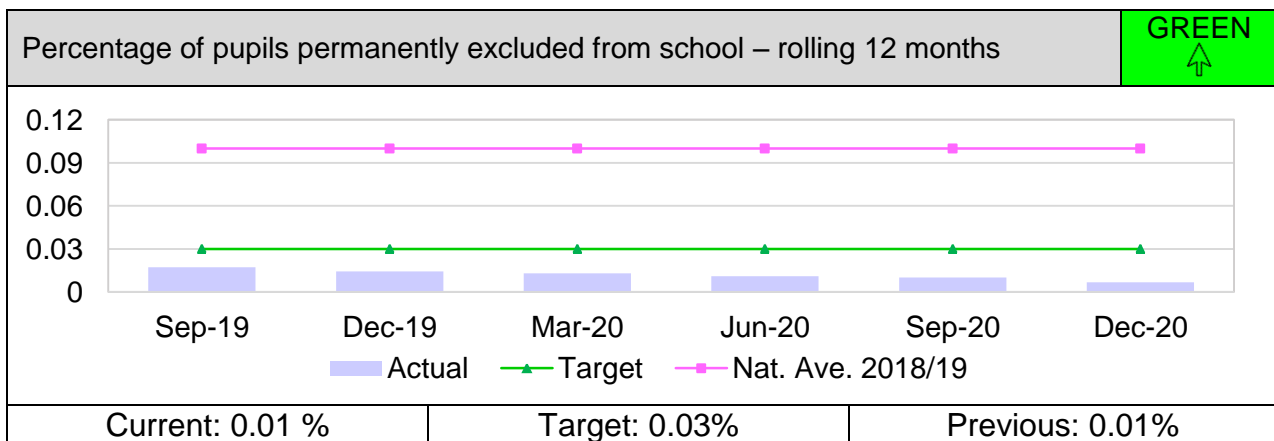
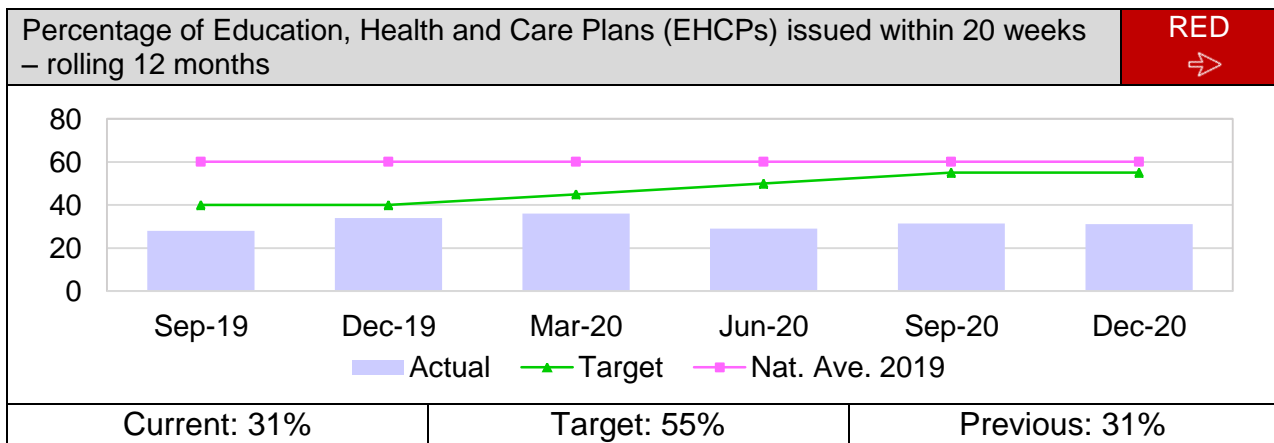
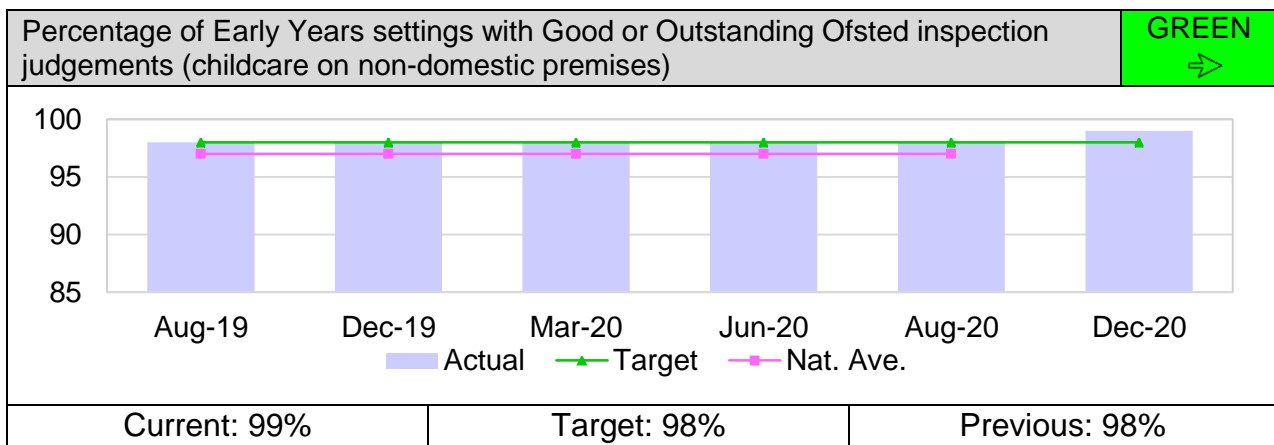
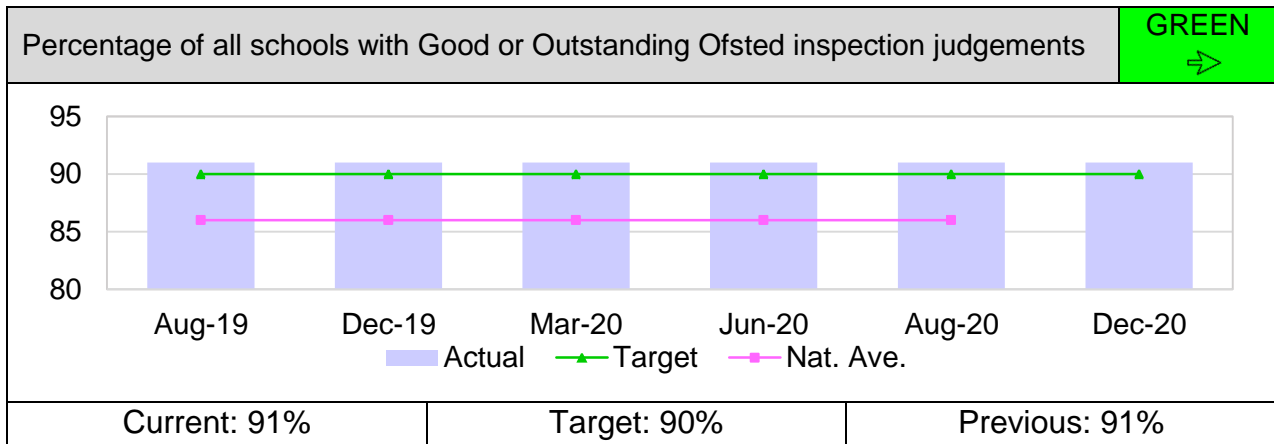
The percentage of Kent children placed in KCC in-house foster care or with family/friends is now 80.2%, compared to 80.1% the previous Quarter. This remains below the 85.0% target. Performance against placement stability of 3 or more placements in a 12-month period has increased very slightly in the quarter, from 12.0% to 12.2%, including UASC and decreased for Citizen CIC only from 10.5% to 10.3%. This compares to the latest published England average of 11.0% (2019/20).

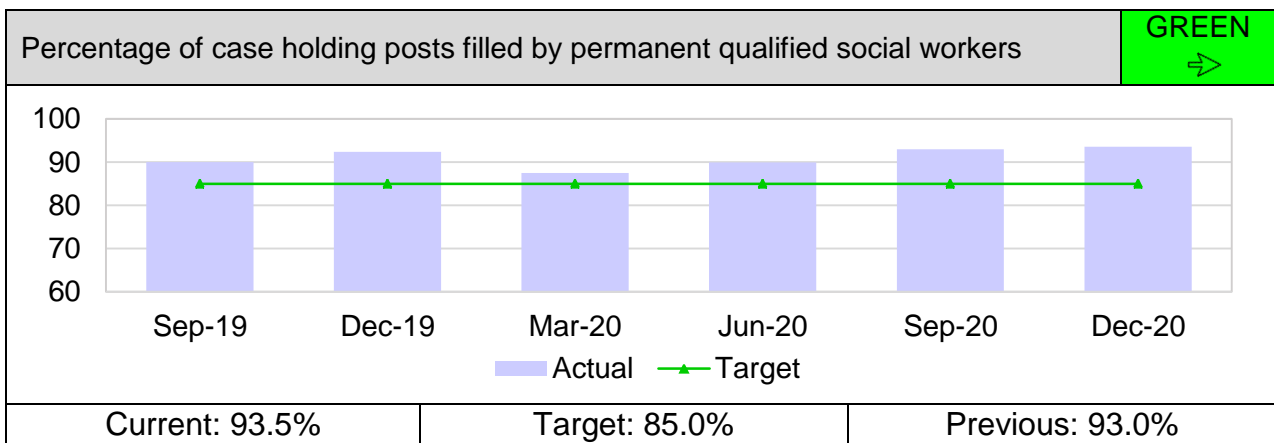
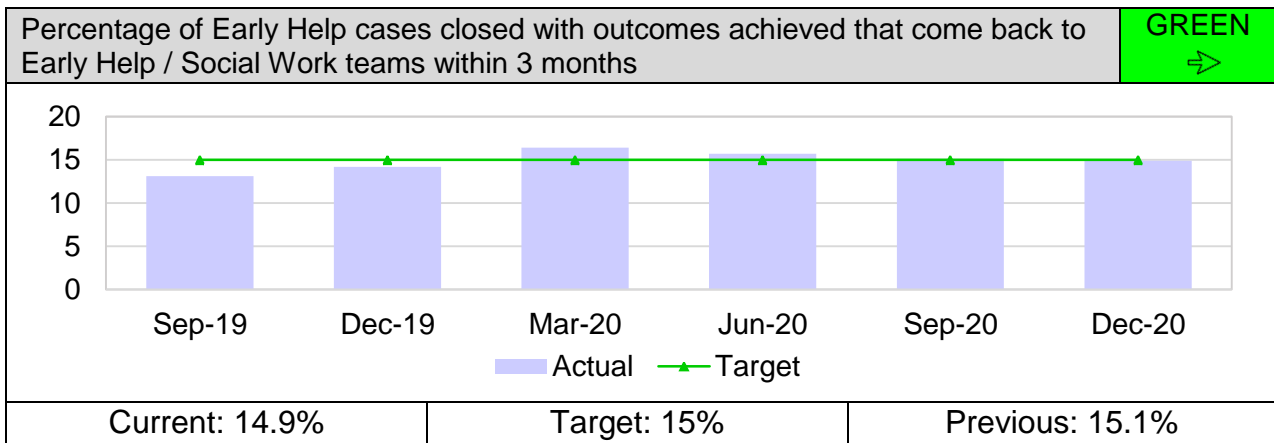
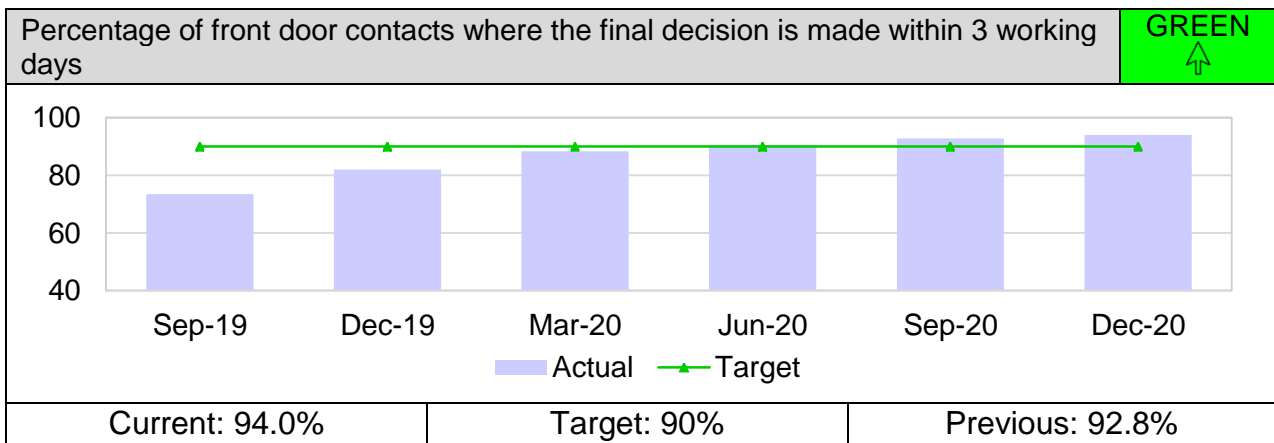
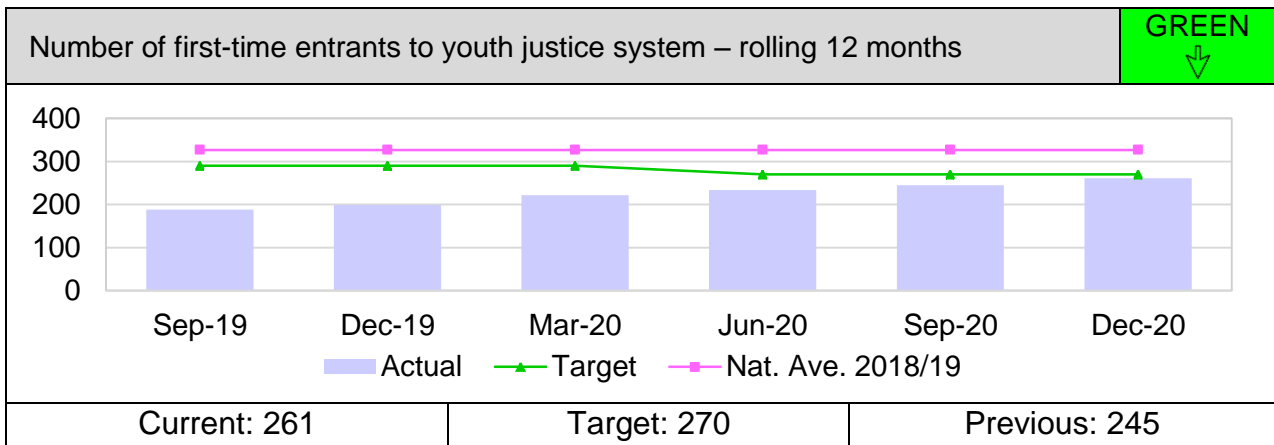
For children who were adopted in the last 12 months the average number of days between coming into care and moving in with their adoptive family continues to outperform the nationally set target of 426 days. The average number of days for Kent children at the end of December 2020 was 305 days, compared to 313 at the end September 2020.

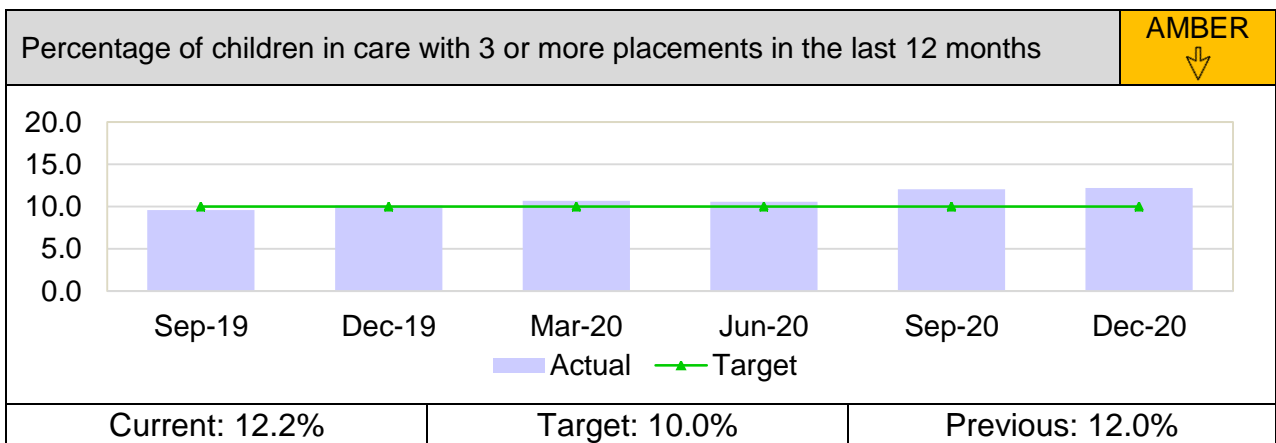
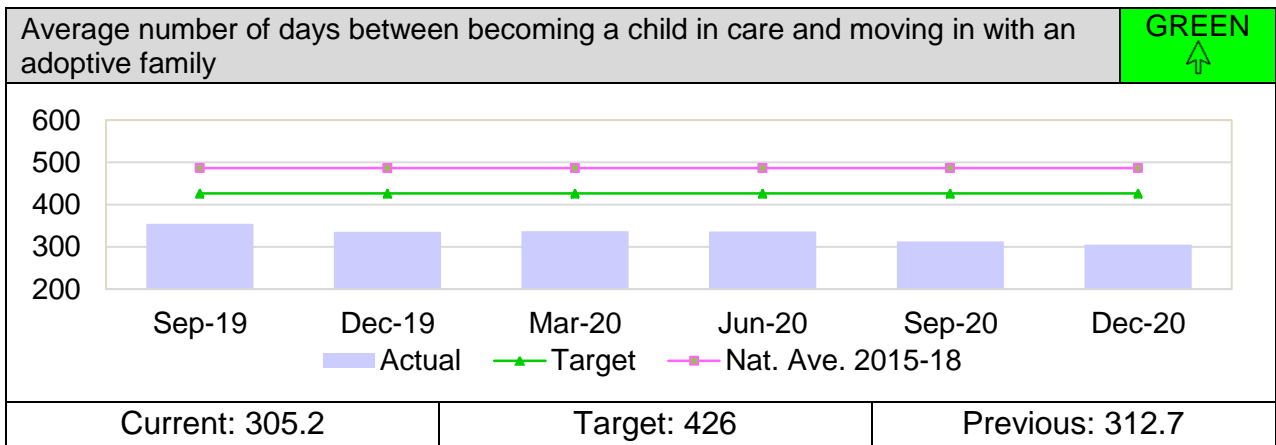
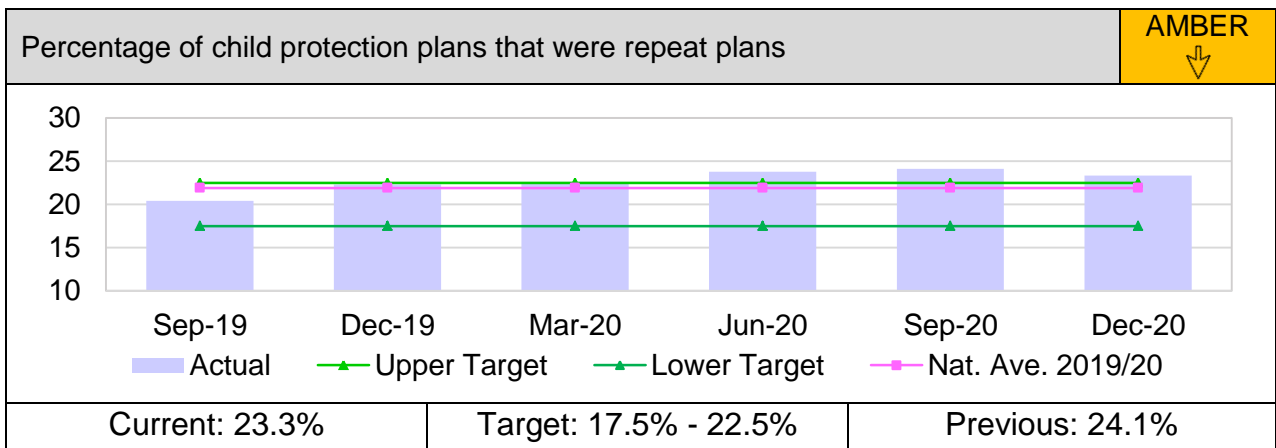
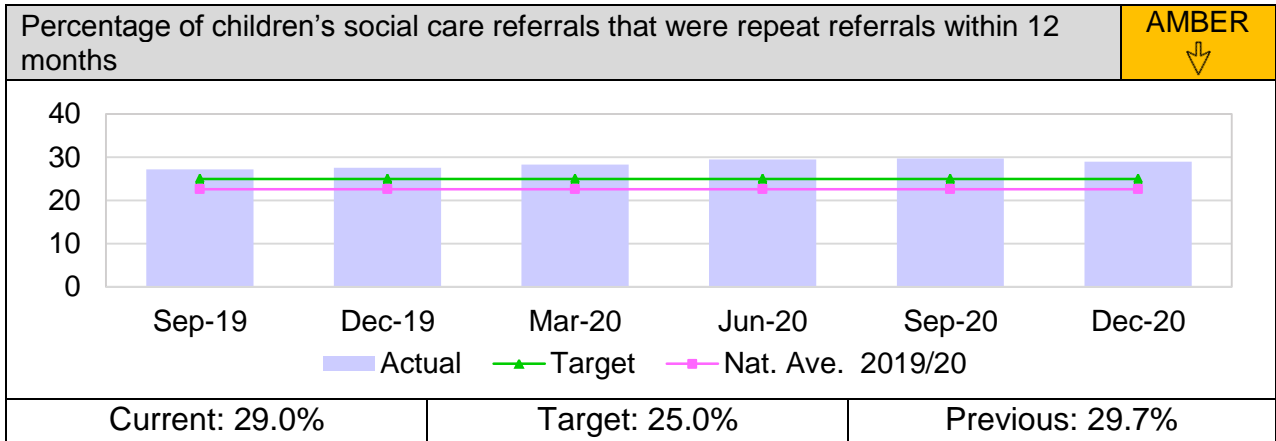
Care Leavers

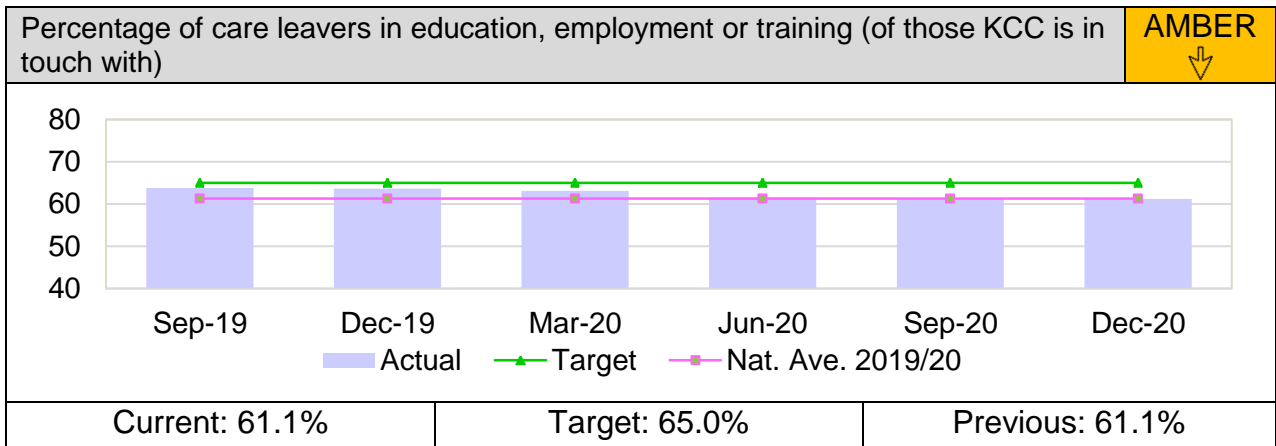
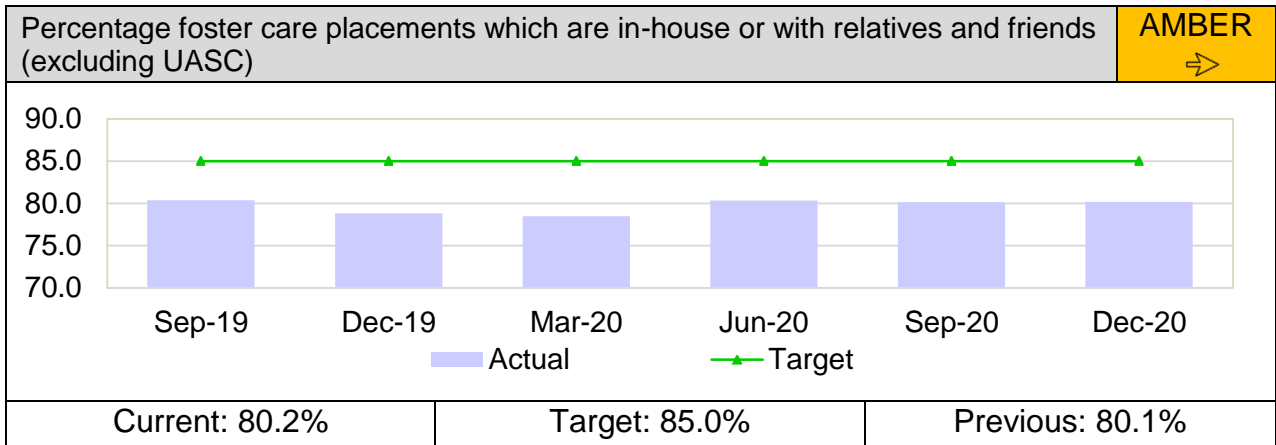
The number of care leavers at the end of December 2020 was 1,968 which is an increase of 96 from the previous quarter. Of these, 926 were citizen care leavers and 1,042 were unaccompanied asylum-seeking young people. The percentage of care leavers in education, employment or training has remained the same as for Quarter 2 at 61.1%, which is below the 65.0% target.

Key Performance Indicators



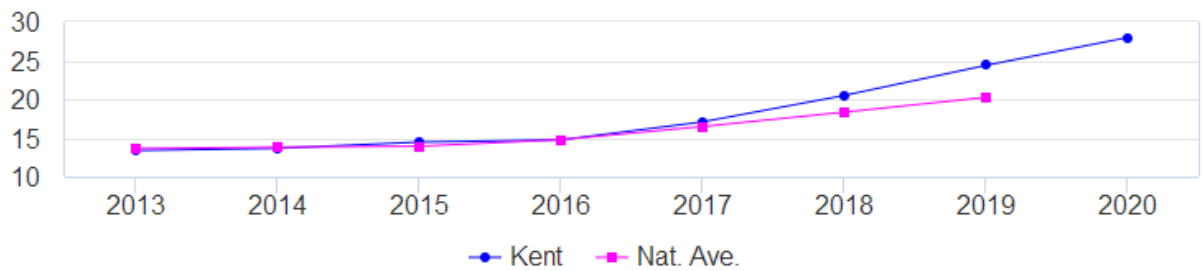




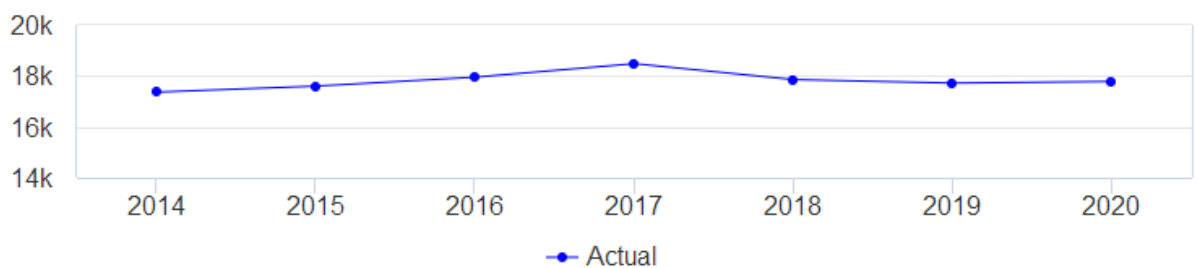


Activity indicators

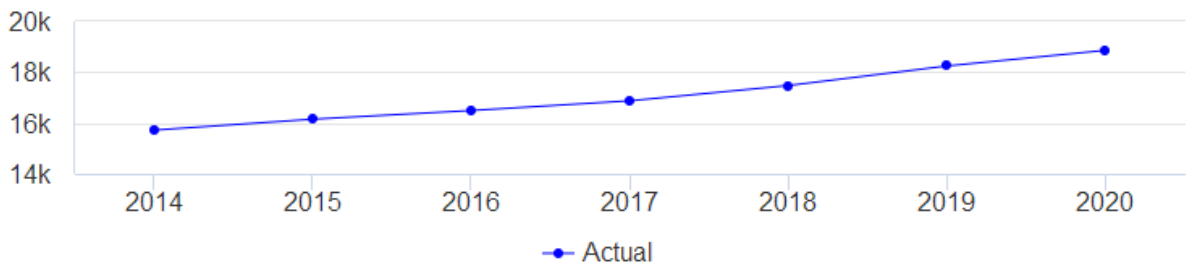
Young people with SEN Statements or EHCPs per 1,000 population aged 0 to 25



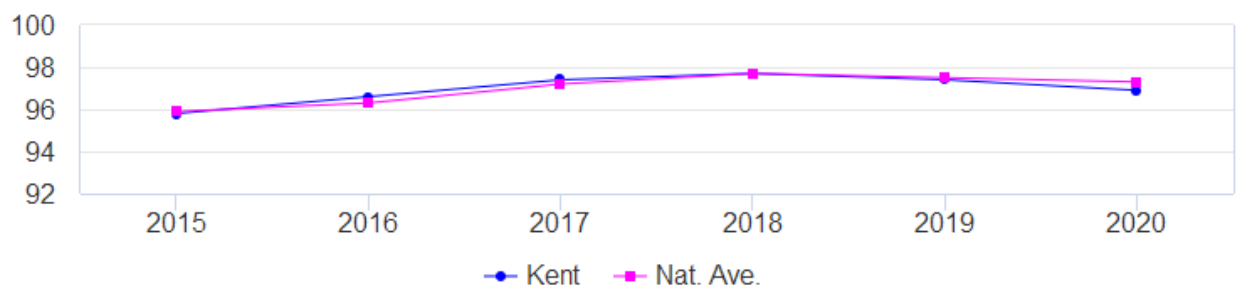
Number of pupils in Reception year (Kent state funded schools)



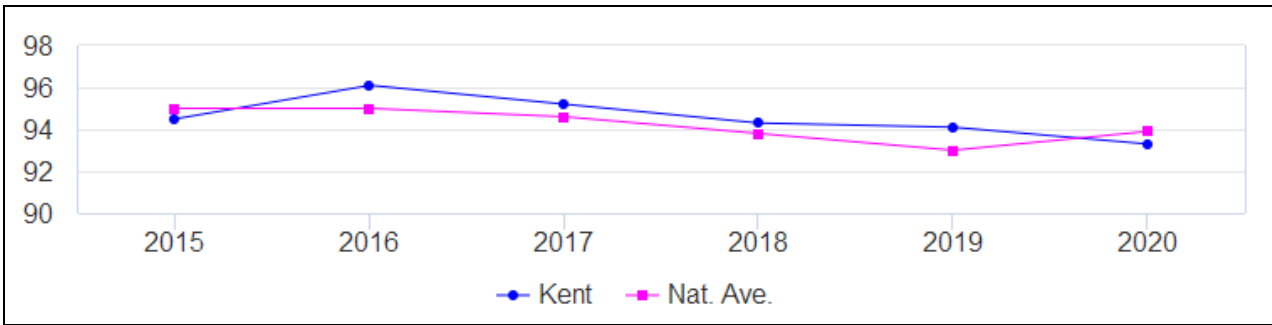
Number of pupils in Year 7 (Kent state funded schools)



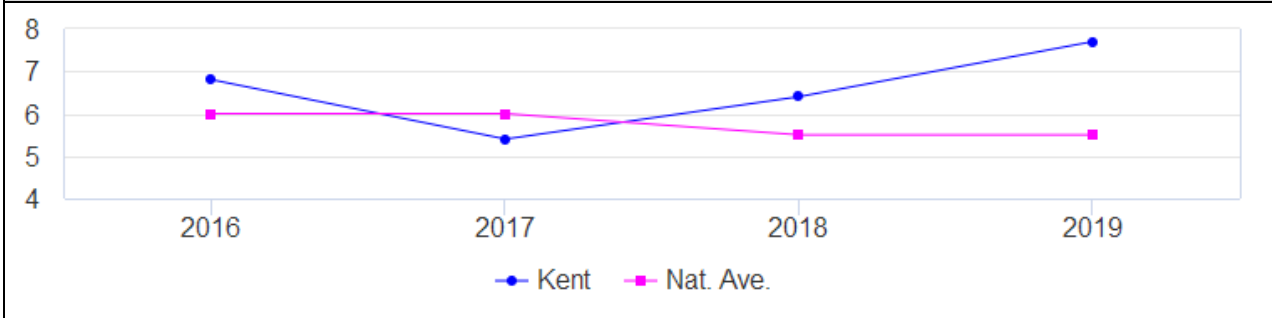
Percentage of Primary school applicants offered one of top three preferences



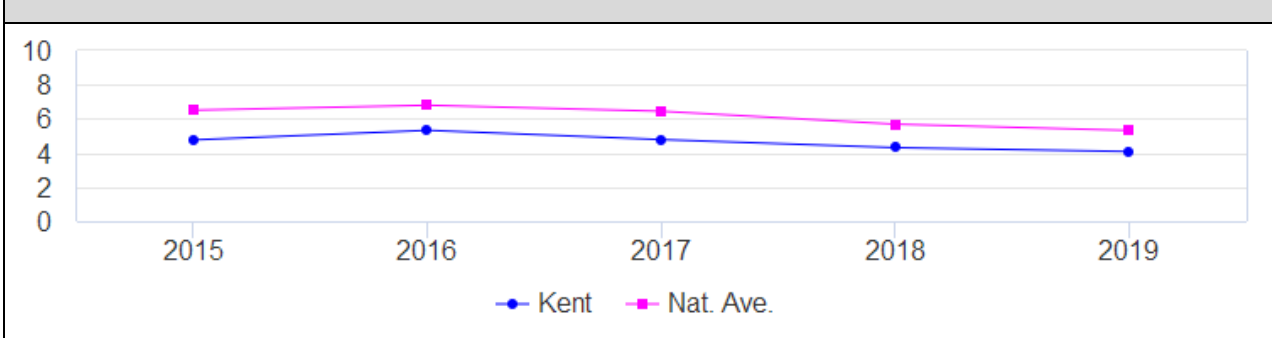
Percentage of Secondary school applicants offered one of top three preferences



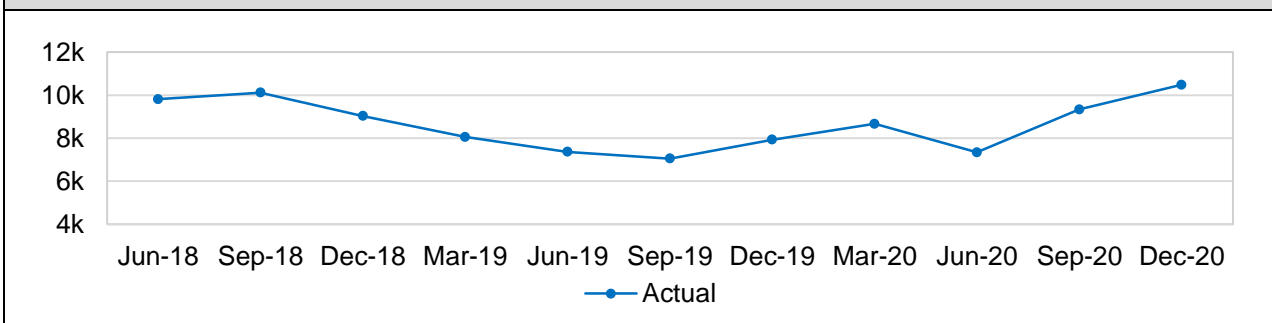
Percentage of 16-17 years olds Not in Education, Employment or Training (NEETs) or whose activity is Not Known



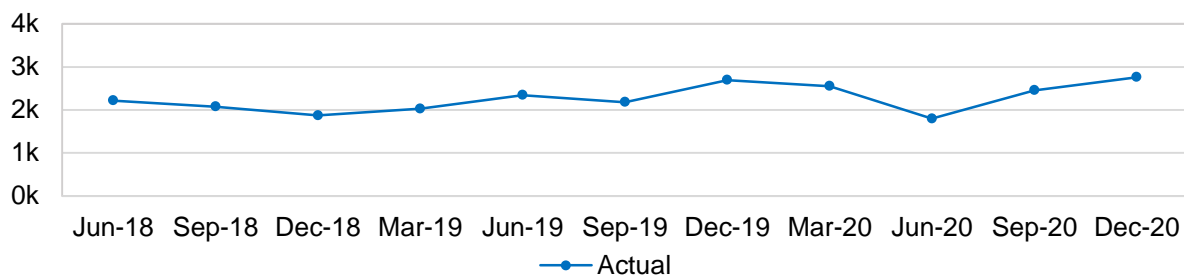
Percentage of 16-18 year olds who start an apprenticeship



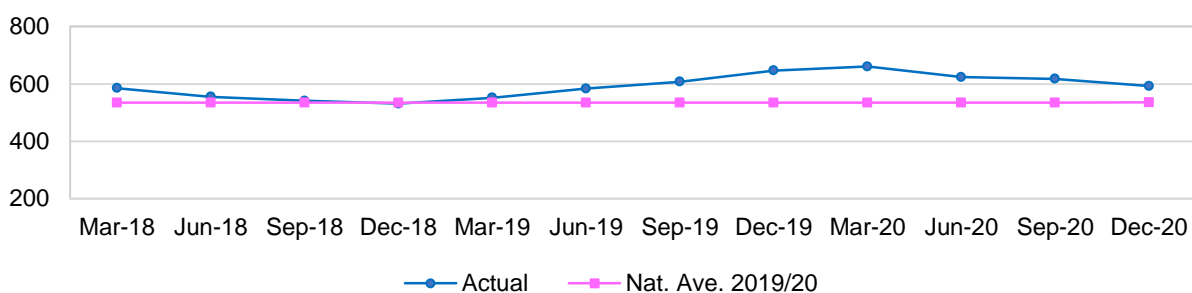
Number of contacts processed in the Front Door which proceeded to Early Help – rolling 12 months



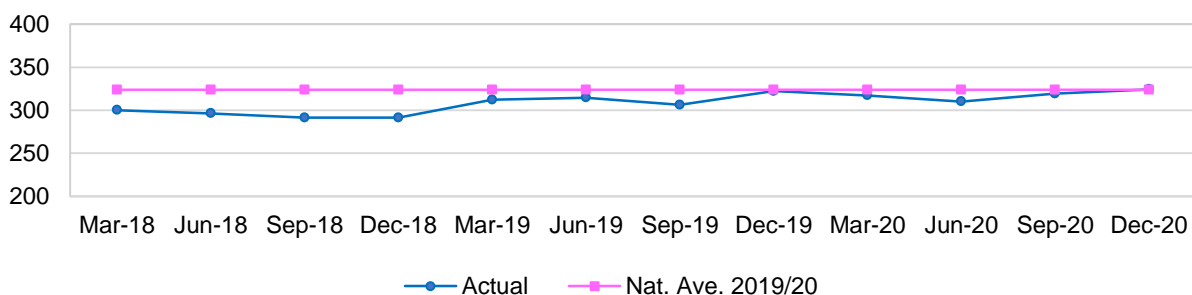
Number of open Early Help cases managed by Units



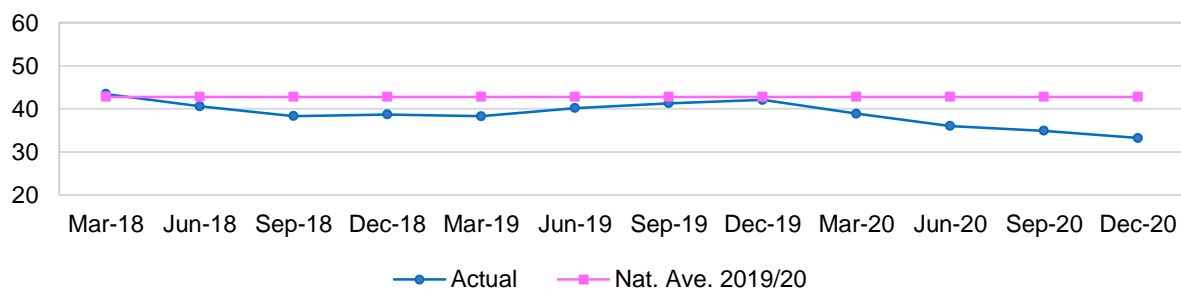
Rate of CSW referrals per 10,000 population aged under 18 – rolling 12 months



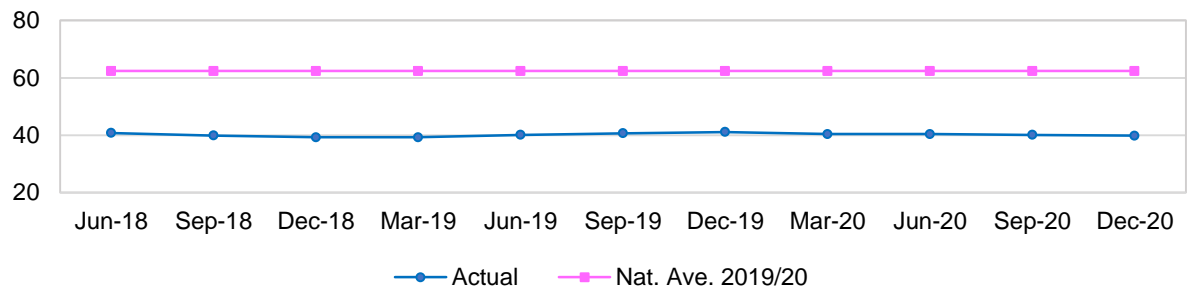
CSW caseload per 10,000 child population – snapshot at quarter end



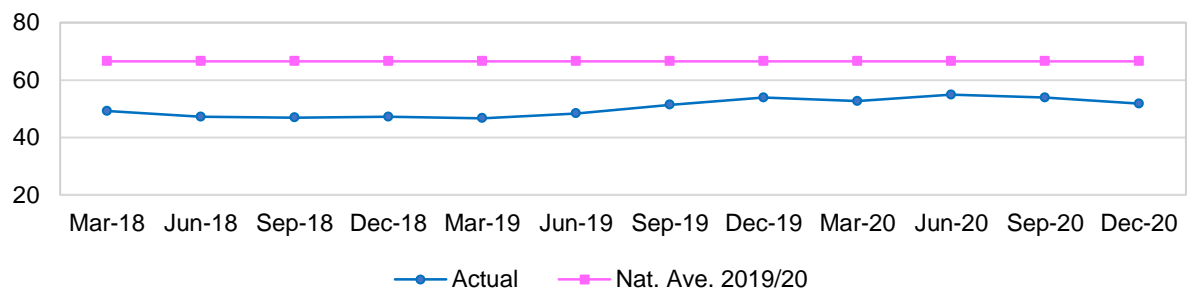
Rate of children with Child Protection Plans per 10,000 child population – snapshot at quarter end



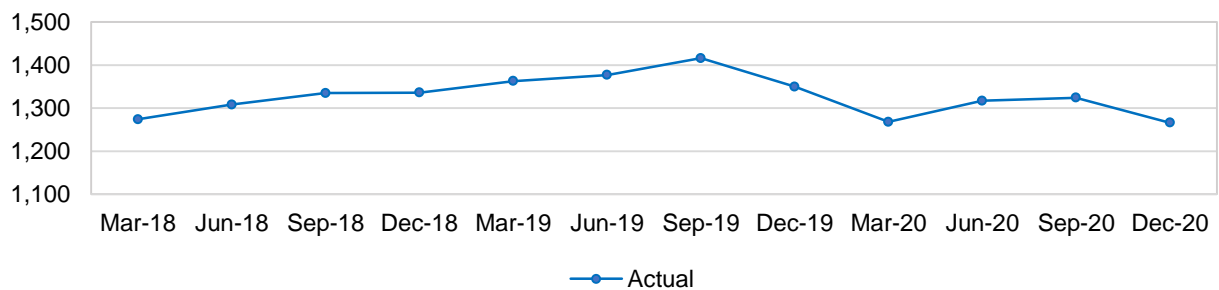
Rate of Children in Care (excluding UASC) per 10,000 child population – snapshot at quarter end



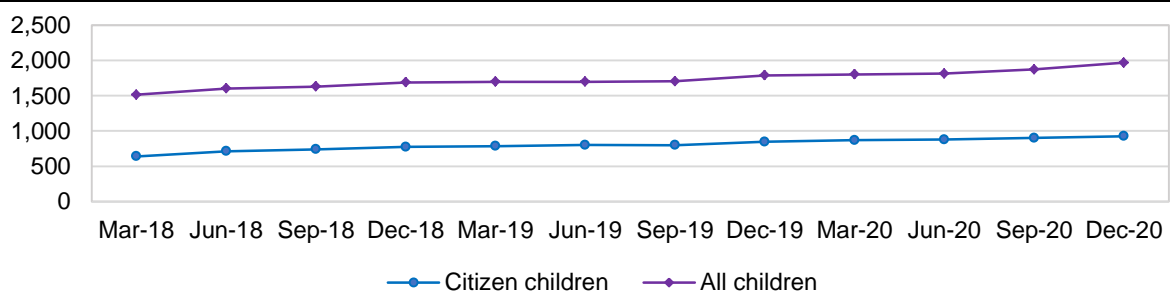
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at quarter end



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

Key Performance Indicators

Adult Social Care & Health (ASCH) continues to work within an environment affected by the Coronavirus pandemic and is assessing the immediate and long-term impact on services and clients. As reported previously, in Quarter 1 there was a decrease in clients accessing long term services. As lockdown restrictions were eased in the summer and death rates decreased, the number of clients began to increase. However, rising infection rates and the implementation of Tier 4 followed by the national lockdown has resulted in the numbers remaining lower than in pre-Covid-19 times. One area that is increasing is the number of Carers making contact and ASCH and Commissioning are working to ensure Carers are being fully supported.

The proportion of people who have received short term services for which the outcome was either support at a lower level or no ongoing support has been affected by both the winter pressures experienced early in 2020 and the Coronavirus pandemic throughout the rest of the year. There has been an increase in the numbers of clients with a wider range of needs receiving services through short term pathways, leading to a decreased proportion where the outcome was either support at a lower level or no ongoing support as more people need further or longer-term support.

In Quarter 3, 1,454 people received short term support with 900 people requiring less or no ongoing support (62%). This compares with Quarter 2 where 1,329 people received short term support with 769 people requiring less or no support (58%). There were not only increases in the numbers accessing short term services but more of these people no longer needed ongoing support or required support at a lower level afterwards.

The number and proportion of people in ASCH receiving Direct Payments continues to decrease. Since March 2020, less people have wanted to have Personal Assistants and other workers inside their homes, whilst some people have needed to isolate, and alternative services have been limited due to the lockdown tiers experienced in Kent.

The proportion of adults with a Learning Disability who are living in their own home or with their family remains at 79% for Quarter 3, just above the target of 77%.

The proportion of KCC clients in residential or nursing care where the CQC rating is Good or Outstanding was 77% in Quarter 3, which is in line with the previous Quarter and above the target of 75%. With the implementation of Tier 4 in Quarter 3 followed closely by the full lockdown in late December, KCC Commissioners have been developing systems to monitor and risk assess homes virtually whilst they have been unable to make face to face visits.

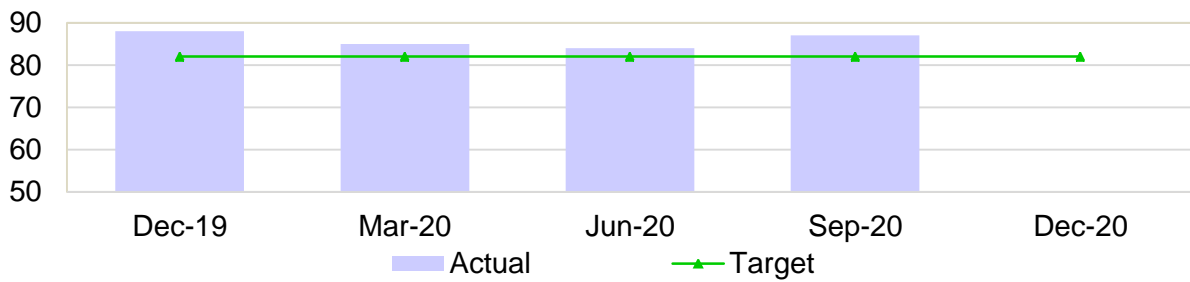
The most recently available figures for the proportion of older people (65+) who were still at home 91 days after discharge from hospital having received enablement services was 87%, an increase on the previous quarter and above the target of 82%.

Key Performance Indicators



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

GREEN
➔



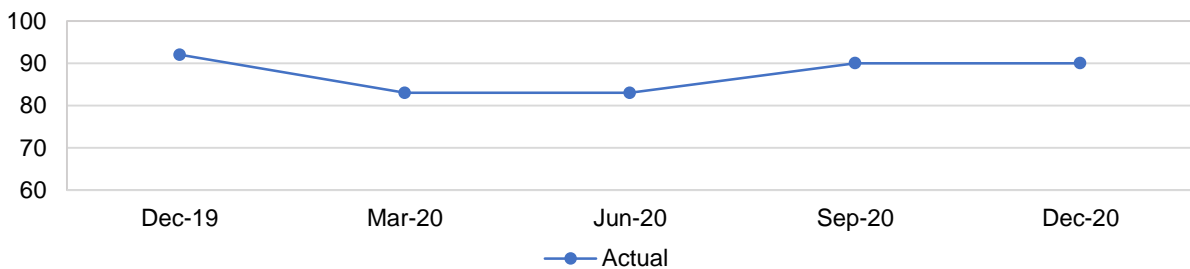
Current: 87%

Target: 82%

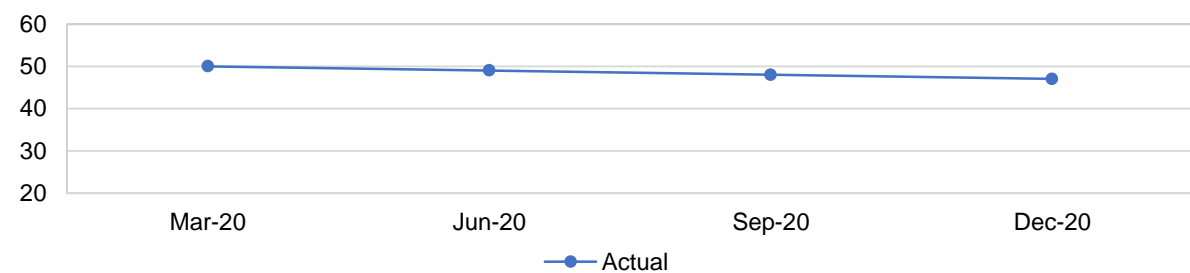
Previous: 84%

Activity indicators

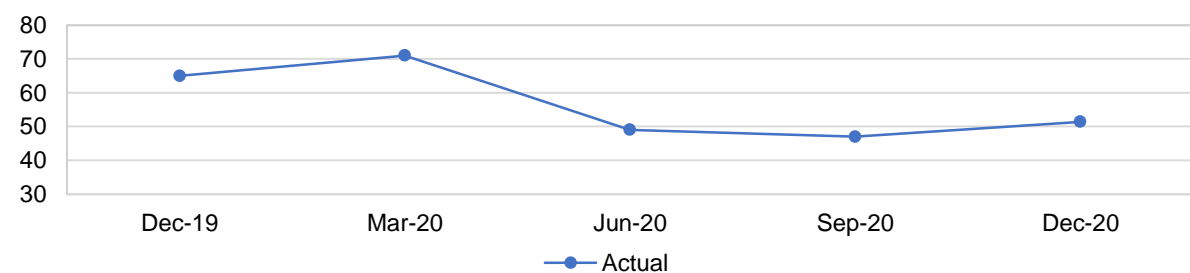
% of Safeguarding enquires where a risk was identified and the risk was either removed or reduced



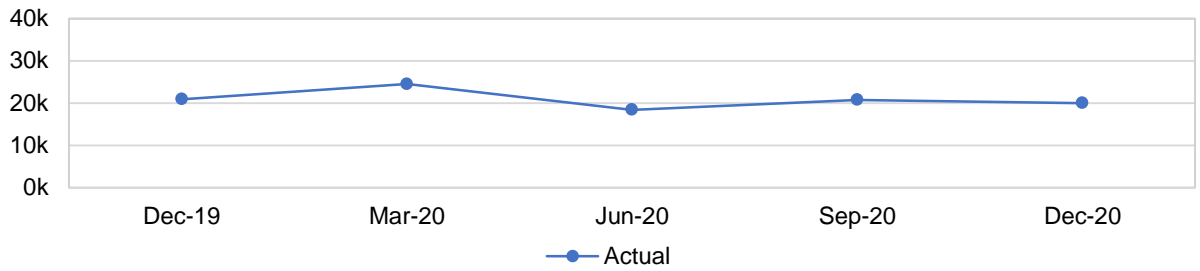
% of carers who are receiving services, and who had an assessment or review during the year



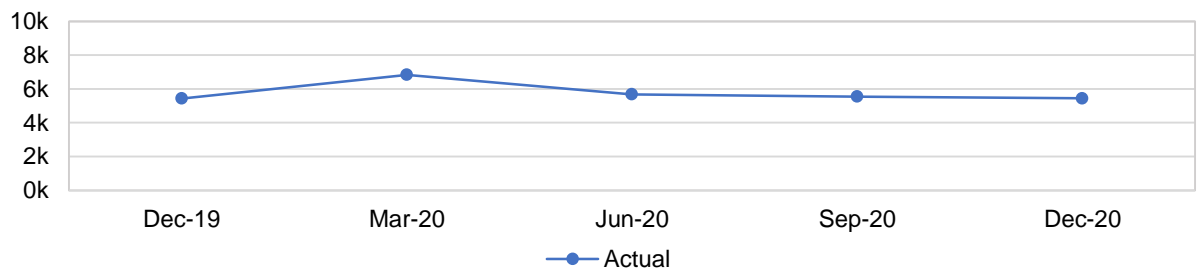
Proportion of complaints upheld (upheld and partially upheld)



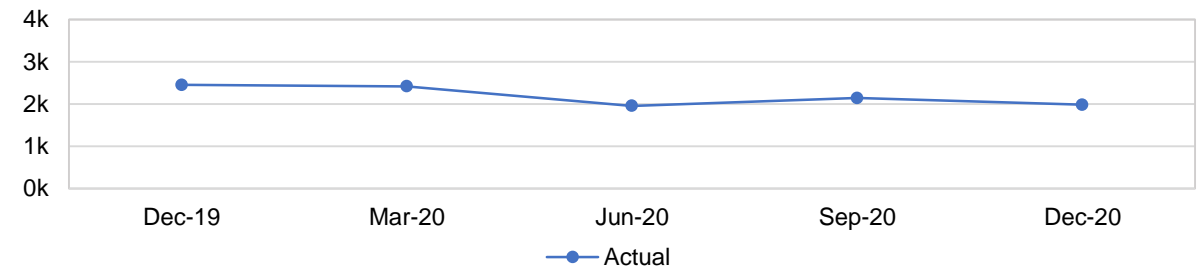
Number of people making contact with ASCH



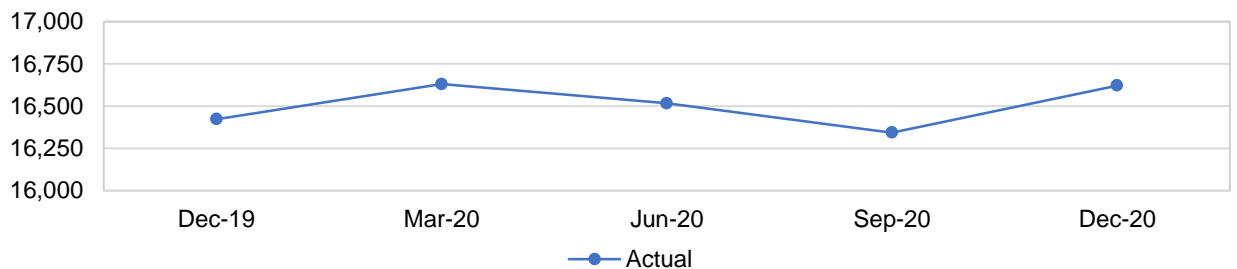
Number of assessments delivered (Care Needs Assessment)

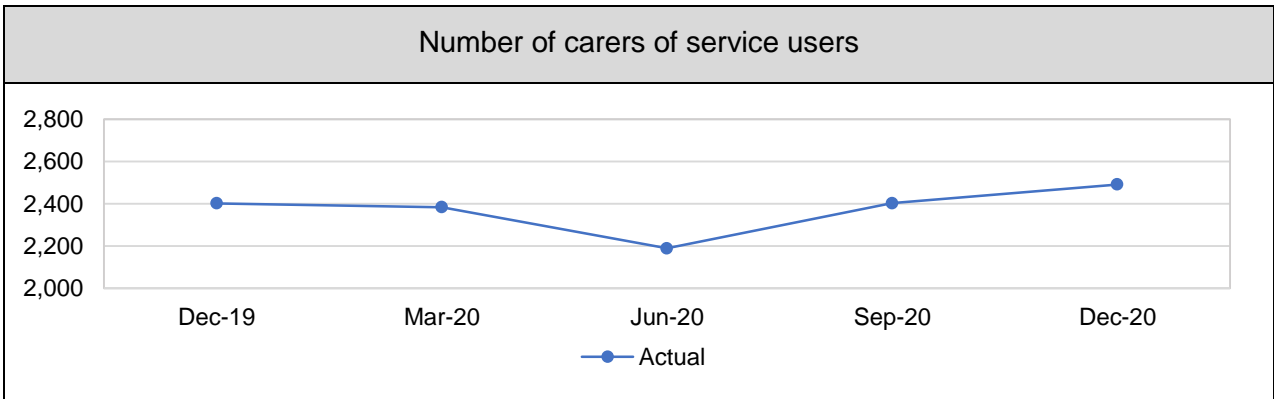
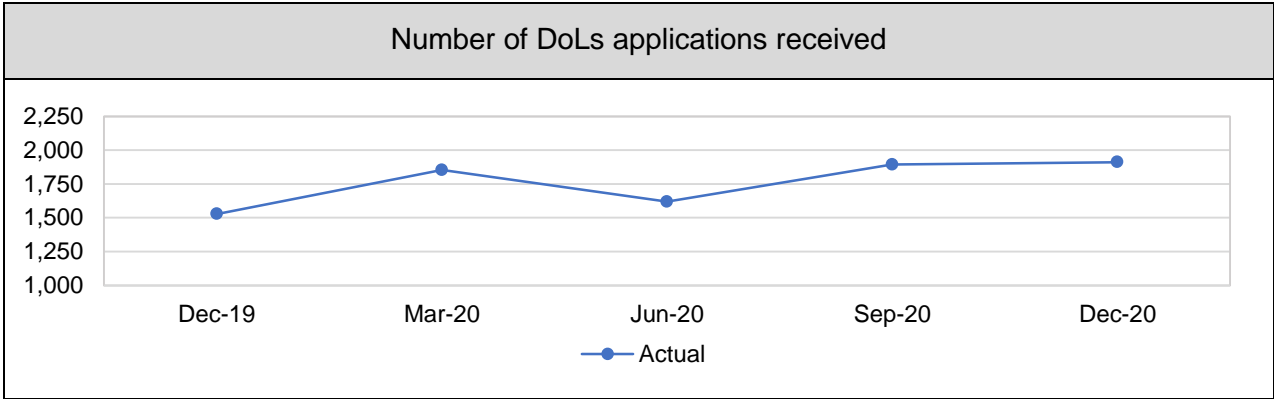


Number receiving enablement



Number receiving Long Term Services





Public Health	
Cabinet Member	Clair Bell
Director	Andrew Scott-Clark

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

The NHS Health Check Programme was halted in March due to the Coronavirus pandemic, in line with National guidance. The service was able to resume from Quarter 2 on a careful and managed roll-out ensuring Health Checks were being delivered in a safe way. The KPI still shows a decline as fewer checks were made in Quarter 3 than in Quarter 3 last year. Around a third of contracted GP practices had initially come forward to confirm they were able to restart but following the lockdown at the end of Quarter 3 this situation has changed. National priorities communicated via the CCG requested GP practices focused all efforts on the vaccine roll out and they stop non-essential services. As a result, there are less GP practices who are able to deliver Health Checks.

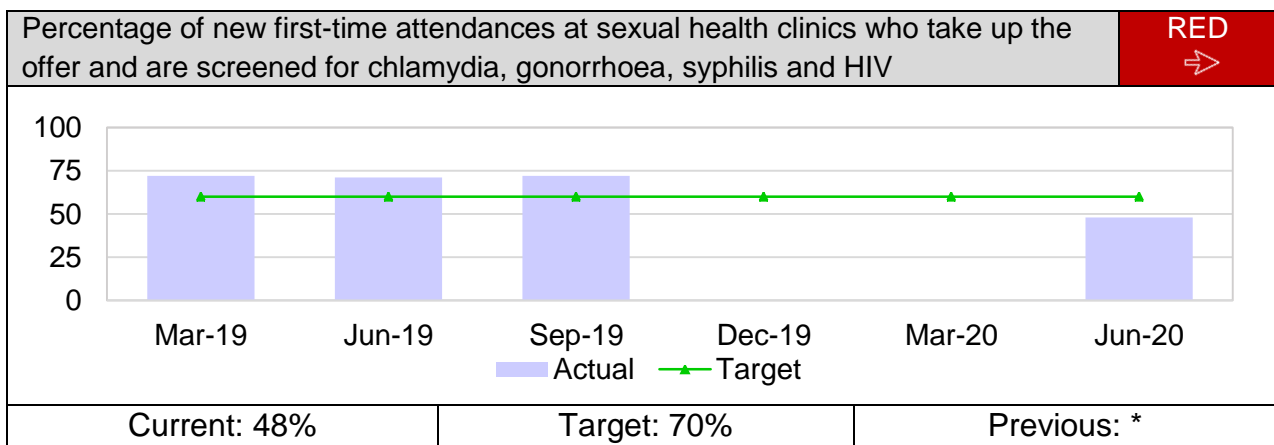
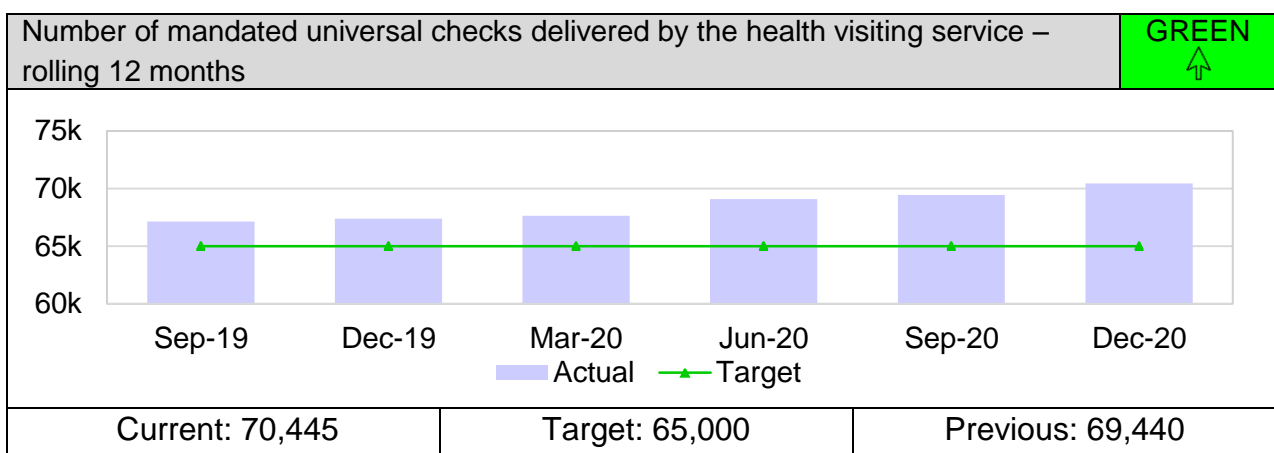
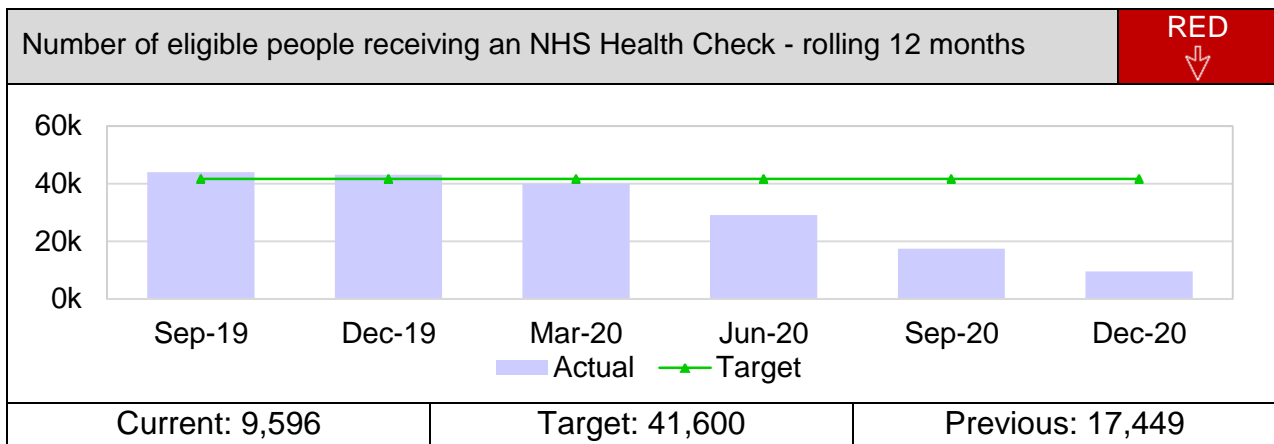
The Health Visiting Service has continued to increase the number of mandated universal contacts delivered. Delivery of all five mandated contacts has remained above target during Quarter 3, with 6-8 week contacts and 9-12 month development reviews exceeding target. The service has continued to increase face to face delivery for mandated contacts since Quarter 1 in line with national guidelines.

The sexual health service was unable to report accurately on the previous KPI due to changes in the pathway for testing in response to the Coronavirus pandemic. An agreement has been reached with the providers to deliver an alternative performance indicator which demonstrates the providers' contribution towards improving sexual health outcomes through ensuring all patients are directed to testing either face to face or through the online service. With the move to new indicators and current COVID-19 pressures, the providers are unable to provide a full and up to date data set in terms of the number of attendances at clinic, but this will be available for next quarter. Services have adapted to COVID-19 and through the new triage process are able to direct clients to the most appropriate form of care. Online requests continue to be used as an alternative delivery to face-to-face where appropriate.

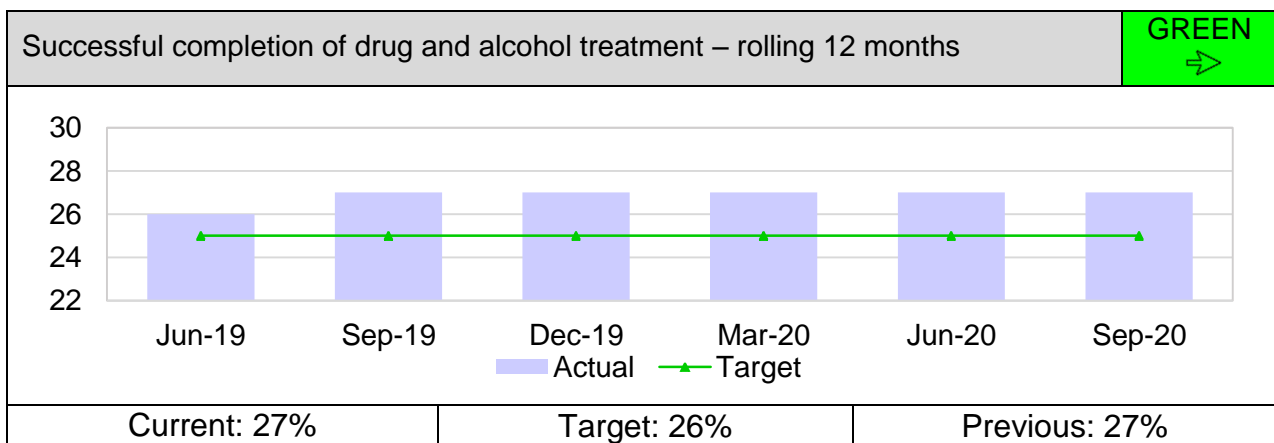
The Community Drug and Alcohol providers have continued to run effective services. There is a blended approach to service delivery with some interventions being delivered virtually and some face-to-face dependant on service user risk, vulnerability and clinical need.

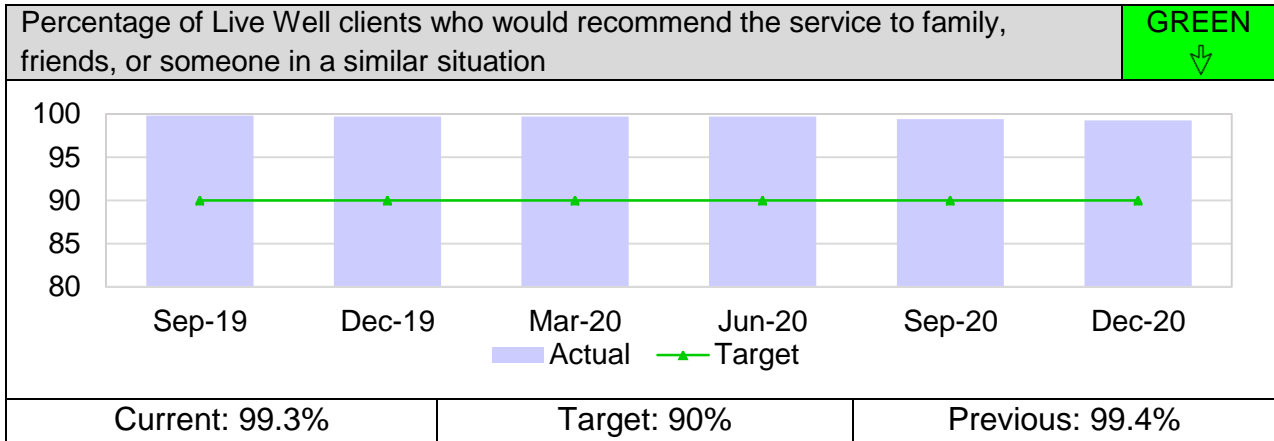
Although Live Well Kent Services ceased face-to-face appointments due to COVID-19, service user satisfaction rates have maintained above target performance, with 99.3% of people indicating that they would recommend the service to family, friends, or someone in a similar situation. 79% of sign-ups to the service were new individuals who have not been supported by the services previously.

Performance Indicators

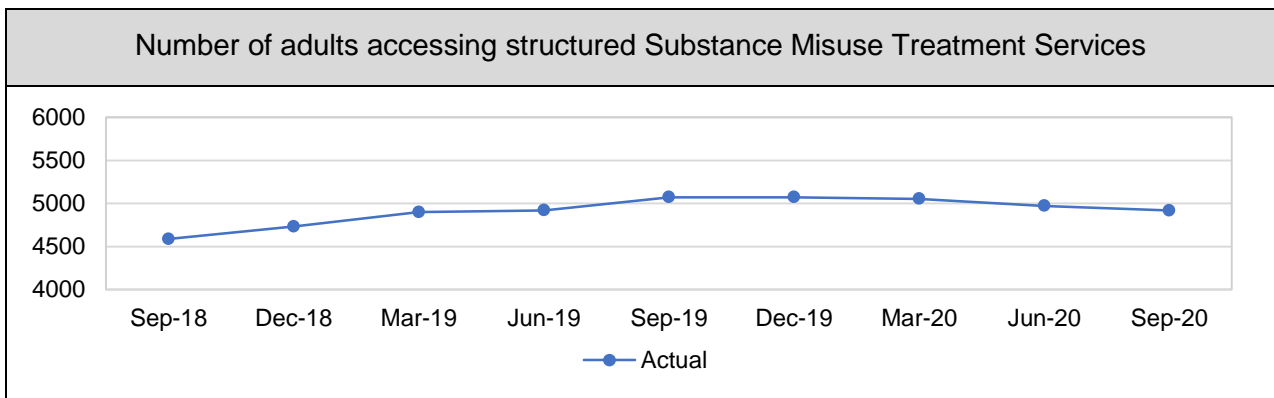
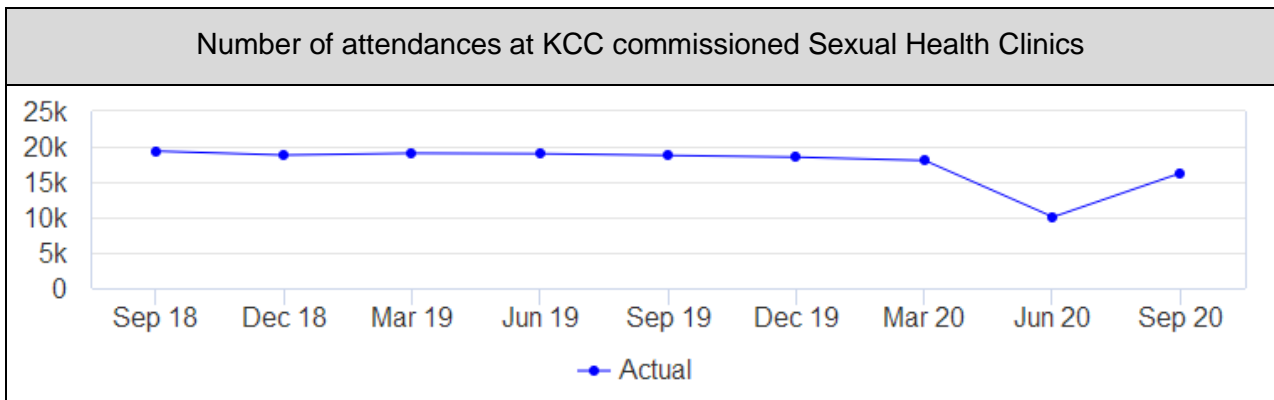
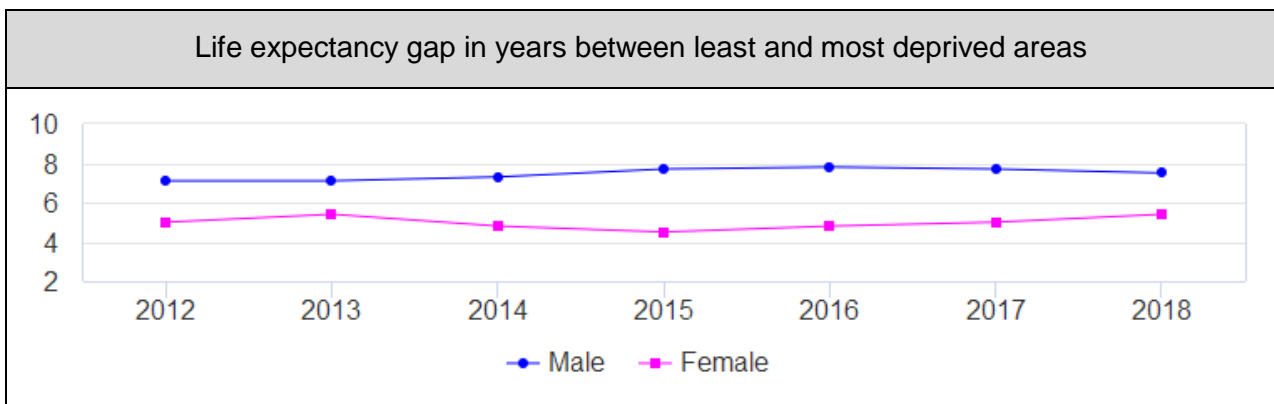


* Data for December 19 and March 20 is embargoed





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 the third national 'lockdown' being imposed on 4th January 2021 to cope with the second wave of the virus. 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 March 2021, compared with December 2020.

	Low Risk	Medium Risk	High Risk
Current risk level December 2020 *1 risk had a score TBC	0	1	19
Current risk level March 2021	0	2	19

CHANGES DURING LAST QUARTER

Due to the continuing Coronavirus impacts, the corporate risk profile has not changed greatly in the past few months. One risk has been further developed:

CRR0045: Maintaining effective governance and decision-making in a challenging financial and operating environment for local government. The risk has been revised to reflect the uncertain and challenging environment that the Council is operating in; the council is taking note of any learning opportunities presenting themselves from governance issues across the local government sector and areas for development highlighted in the previous years' Annual Governance Statement, which emphasises the importance of continually reviewing governance arrangements. This includes mitigations such as reviewing the future role of the Governance and Audit Committee.

MITIGATING ACTION

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 related activity and severe weather implications. From a workforce perspective, the Corporate Management Team is utilising feedback from the third *Work and Wellbeing* staff survey conducted in January 2021 to engage with managers across the organisation and explore solutions and devise next steps.

A number of corporate risks are being part-mitigated by major change activity within KCC's Strategic Reset Programme, including the *Making a Difference Everyday* programme in Adult Social Care, the *Kent & Medway Economic Renewal and Resilience Plan*, the *Change for Kent Children* programme, as well as several 'digital' projects in the pipeline, looking to build upon opportunities arising from the coronavirus pandemic and enhancements in technology to improve services to service users and residents.