

From: Paul Carter - Leader and Cabinet Member for Business Strategy, Audit & Transformation
David Cockburn - Corporate Director, Strategic and Corporate Services

To: Cabinet – 21 September 2015

Decision No: N/a

Subject: **Quarterly Performance Report, Quarter 1, 2015/16**

Classification: Unrestricted

Summary: The purpose of the Quarterly Performance Report is to inform Cabinet about the key areas of performance for the Council.

Recommendation(s):

Cabinet is asked to note the Quarter 1, 2015/16 Performance Report.

1. Introduction

- 1.1. The KCC Quarterly Performance Report for Quarter 1, 2015/16 is attached at Appendix 1.
- 1.2. The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council.

2. Quarter 1 Performance

- 2.1. The report has been updated for the new financial year to take account of the 2015/16 Directorate Business Plans.
- 2.2. The QPR now includes thirty-nine (39) Key Performance Indicators (KPIs), down from forty-one (41) last year.
- 2.3. The number of activity indicators has increased to 43 (forty-three) up from 41 (forty-one) last year.
- 2.4. The report continues to include a range of other essential management information including:
 - Corporate Parenting – Our Children (new section)
 - Service user feedback
 - Updates on Corporate Risks
 - Staffing information
- 2.5. Results against Target for KPIs are assessed using a Red/Amber/Green (RAG) status.

- 2.6. Of the 39 Key Performance Indicators included in the current report, the latest RAG status are as follows:
- 24 are rated Green - target achieved or exceeded.
 - 13 are rated Amber - acceptable results, often ahead of last year or above national average.
 - 2 are rated Red - performance below pre-defined Floor Standards.
- 2.7. The net Direction of Travel is positive with twenty (21) indicators improving, eighteen (17) showing a fall in performance, and one unchanged.

3. Recommendation(s)

Recommendation(s):

Cabinet is asked to note the Quarter 1, 2015/16 Performance Report.

4. Contact details

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Kent County Council

Quarterly Performance Report

Quarter 1

2015/16

Social Care Extract
Scrutiny Committee 20 October 2015

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Key to KPI Ratings used

This report includes 39 Key Performance Indicators (KPIs), where progress is assessed against Targets which are set at the start of the financial year through the Council's Directorate Business Plans. Progress against Target is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of Direction of Travel (DoT) through use of arrows.

GREEN	Target has been achieved or exceeded
AMBER	Performance at acceptable level, below Target but above Floor
RED	Performance is below a pre-defined Floor Standard *
↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same
N/A	Not available

* Floor Standards represent the minimum level of acceptable performance.

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 we expect activity 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.

Data quality note

All data included in this report for the current financial year is provisional unaudited data and is categorised as management information. All current in-year results may therefore be subject to later revision.

Executive Summary (1)

Customer Services

KPI Summary	GREEN	AMBER	RED
Customer Services	4	0	
TOTAL	4	0	

Performance for the percentage of calls answered by Contact Point (KCC's call centre) remained above target during the quarter and caller satisfaction with Contact Point advisors also remained at a high level. Performance for complaints handled in timescale remained above target. User satisfaction with the KCC web-site improved and achieved the target improvement expected.

Call volumes handled by Contact Point have shown the usual seasonal fluctuations, and in the latest quarter were 1.4% lower than the same period last year. Overall call volumes handled in the last 12 months were 4.0% lower than the previous year. The average call handling time continues to decrease and is now back close to the previous 3 minute level.

Top three Services for calls to Contact Point

Figures in thousands of telephone calls	Yr to Jun 2014	Yr to Jun 2015
Adult Social Care	140	164
Highway Services	125	108
Specialist Children's Services	92	110

Top three Transactions completed online

	Transactions last 12 mths	Online/Digital Apr-Jun 15
Renew a library book (count of books renewed)	744,850	96%
Report a Highways Fault	92,769	33%
Book a Birth/Death Registration appointment	36,523	55%

Executive Summary (2)

Growth, Environment and Transport

KPI Summary	GREEN	AMBER	RED
Economic Development		2	
Highways and Transportation	4		
Waste Management	1	1	
Environment, Planning and Enforcement	1		
TOTAL	6	3	

Economic Development: A total of 2,225 Full Time Equivalent jobs have been confirmed as created or safeguarded by the Regional Growth Fund loan schemes in Kent, providing a strong boost to the Kent economy, although this is slightly lower than originally expected due to some project delays. The No Use Empty programme returned to use a total of 1,781 long term vacant empty properties in the last three years, and although there was a reduction in the number of properties returned to use in the latest quarter, with a strong project pipeline in place the numbers are expected to increase in future quarters.

Highways and Transportation: Performance is now above target on all four measures. Customer demand has fallen to the lower end of the expected range and the level of work in progress is below the usual expected seasonal range. There is however some backlog for streetlight repairs and installations which we are working hard to complete.

Waste Management: Performance for diversion of waste from landfill is on target at 90%, which is 4% higher than a year ago. Performance for recycling and composting at Household Waste Recycling Centres has declined by 2.7%, due to more recycling options now available at the kerbside from the Waste Collection Authorities and the current year target have been adjusted to reflect this change. Waste arisings in the last 12 months were 710,000 tonnes, up from 707,000 in the 12 months to June 2014.

Environment, Planning and Enforcement: The Division continues to deliver on a wide range of projects including work with partner agencies in seeking a more effective solution for Operation Stack. Provisional data for the Carbon Dioxide emissions indicator shows a decrease of 11% compared with the same time the previous year.

Libraries, Registration and Archives: There continues to be a decline in the number of visits to libraries and the number of book issues which generally follows the trajectory of the national trend. Transformation work is focussed on improving the offer to customers with the aim of increasing visits both to libraries and to our online offer, including the use of the Online Reference service.

Executive Summary (3)

Education and Young People's Services

KPI Summary	GREEN	AMBER	RED
Education Quality and Standards	1	3	
Education Planning and Access			1
Early Help and Preventative Services	3	1	
TOTAL	4	4	1

Education Quality and Standards: The percentage of schools which are Good or Outstanding continues to improve, and is now up to 82% which is on target, and for the first time in line with the national average. The percentage of Early Years settings which are Good or Outstanding at 89% is ahead of the national average although below the ambitious target of 92%. The percentage of 16-18 year olds who are NEET has decreased year-on-year based on the January snapshot although current levels are behind target. Apprenticeship starts for 16-18 year olds have increased this academic year and reached a new high after two years of stable numbers. The percentage of young people aged 18 to 24 claiming Job Seekers Allowance was at 2.4% at the end of June, down considerably from the peak of 7.5% in March 2012.

Education Planning and Access: The September 2014 Children and Families Act saw the introduction of Education, Health and Care Plans (EHCPs) which replaced the previous Statements of SEN. The percentage of EHCPs issued within 20 weeks was 78% in the quarter to June which was below the target, and this was due to the additional demands of converting existing SEN Statements to EHCPs for which only 16 weeks is given. There continues to be annual increases in the number of Reception year children and Year 7 admissions, as this previous trend at Primary starts to move into Secondary stage education.

Early Help and Preventative Services: The percentage of Early Help cases closed with a positive outcome increased last quarter from 69% to 74%. The 'step down' of Children in Need cases to Early Help Preventative Services increased from 22% to 26% which was above target. For permanent exclusions, the rolling 12 months total rose in the quarter to over 100, which is just above the national upper quartile level. The number of first time entrants to the Youth Justice system has shown further reduction ahead of target. The percentage of the targeted population, those living in the most 30% deprived LSOAs, who are registered at Children's Centres, remains around 78% and the improvement plan for Children's Centres will ensure further focused work around engagement with target groups.

Executive Summary (4)

Social Care, Health and Well Being

KPI Summary	GREEN	AMBER	RED
Children's Safeguarding	1	2	
Corporate Parenting	2	1	
Adult Social Care	3	3	1
Public Health	4		
TOTAL	10	6	1

Children's Safeguarding: The percentage of case holding Social Worker posts held by permanent qualified staff fell in the quarter to 75.4%, with 20.9% of posts being filled by Agency staff. The percentage of children becoming subject to a child protection plan for the second or subsequent time increased in the quarter but the rolling 12 month position remains at a good level. The number of case files rated good or outstanding has improved significantly compared to a year ago, although there was a slight drop in performance in the latest quarter. At 6,918, the number of Initial Contacts in the last quarter was at the higher end of expectations. The number of children in need cases decreased by 61 and was within the expected range, and there was a slight increase in the number of children with child protection plans.

Corporate Parenting: The average number of days from coming into care and moving in with an adoptive family was 444 days, an improvement on the previous year. Placement stability for children in care, at 72%, remained above target and the percentage of children in KCC foster care or with family, at 85% was on target and better than previous quarter. The number of indigenous children in care has reduced by 120 in the last 12 months and is now at 1,477, with the number of these children placed with Independent Fostering Agencies also reducing. However there has been a large increase in Unaccompanied Asylum Seeker Children and the number of children in care placed in Kent by other Local Authorities is higher than last year.

Adult Social Care: Contacts resolved at first point of contact continue to improve. The number of Promoting Independence Reviews completed was slightly behind the new target level. Referrals to enablement have increased in the last quarter and were above target. The number of clients receiving a Telecare service continues to exceed target. Clients still independent after enablement has dropped below target in the latest quarter after a period of gradual increase over the previous three quarters. The number of Admissions to residential care continues to show positive reductions each quarter continuing the trend seen throughout last year. The proportion of delayed discharges from hospital where KCC was responsible was high in the quarter, with continuing pressure in this area since December.

Public Health: The NHS Health Checks programme met the target for 50% uptake, Smoking quit rates improved to 57%. Access to urgent appointments for sexual health services remained at 100% and Kent continues to perform above the national average for opiate users completing treatment.

Executive Summary (5)

Corporate Risks

The table below shows the number of Corporate Risks in each risk level (based on the risk score). The Target risk level is the expected risk level following management action.

	Low Risk	Medium Risk	High Risk
Current risk level	1	9	4
Target risk level	4	10	0

Risk level increased – Safeguarding

The Social Care Health and Wellbeing directorate risk relating to safeguarding has been split into two risks to reflect the differing contexts of adult and children's protection issues. These risks are currently rated as 'High' and as a result the corporate risk has been amended from Amber to Red to reflect this. The refresh of the Corporate Risk Register in quarter two will include consideration of splitting the corporate risk, with the risk rating then reviewed accordingly.

A summary of mitigating actions for other current High Risk areas is provided below with further details of progress against mitigating actions for all corporate risks provided later in this report.

Management of Adult Social Care demand: Adult Social Care services across the country are facing growing pressures, particularly with factors such as increasing numbers of young adults with long-term complex needs, increases in Deprivation of Liberty Safeguards Assessments and likely implications of the Care Act on demand for services. The Adult Social Care Transformation Programme aims to respond to these challenges and the implementation of Phase 2 of the Programme is now underway. In addition, a Deprivation of Liberty Project Plan has been developed in response to the significant increase being experienced in these types of cases.

Management of demand on Early Help and Specialist Children's Services:

A programme to deliver integrated Early Help and Preventative Services for 0-25 year olds and their families is underway and being rolled out across the county. Implementation phase is coming to an end in West Kent, with South Kent the next area of focus. An Early Help Triage and Central Referral Unit have now co-located and are able to work in a more integrated way.

Future operating and financial environment for local government: Local authorities nationally are still facing significant pressures as public sector austerity measures continue. KCC's response is its 'Facing the Challenge' Transformation Programme, including the move towards becoming a strategic commissioning authority. A five-year Strategic Statement, giving clarity over the Council's strategic outcomes, has been developed to enable focusing of effort against these outcomes and transformational activity is moving forward within four portfolios of change.

Adult Social Care - Overview	
Cabinet Member	Graham Gibbens
Corporate Director	Andrew Ireland

Contacts resolved at first point of contact continue to improve. The number of Promoting Independence Reviews completed was slightly behind the new target level. Referrals to enablement have increased in the last quarter and were above target. The number of clients receiving a Telecare service continues to exceed target, as in last year, and results continue to show significant improvement. Clients still independent after enablement has dropped below target in the latest quarter after a period of gradual increase over the previous three quarters. The number of Admissions to residential care continues to show positive reductions each quarter continuing the trend seen throughout last year. The proportion of delayed discharges from hospital where was responsible was high in the quarter, with continuing pressure in this area since December.

Indicator Description	Previous Status	Current Status	DOT
Percentage of initial contacts resolved at first point of contact	AMBER	AMBER	↑
Number of new clients referred to an enablement service	AMBER	GREEN	↑
Number of clients receiving a Telecare service	GREEN	GREEN	↑
Number of Promoting Independence Reviews completed	AMBER	AMBER	↓
Number of admissions to permanent residential or nursing care for older people	GREEN	GREEN	↑
Clients still independent after enablement	GREEN	AMBER	↓
Delayed Discharges with Adult Social Care responsible	AMBER	RED	↓

The Phase 2 Transformation Programme for Adult Social Care is now underway, with a focus on Health and Social Care integration and improving outcomes for clients with a Learning Disability.

The previous Phase 1 Transformation Programme, which is now complete, which was focussed on the Older People and Physical Disability division, to better use of existing systems and embedding the culture of promoting service user independence, whilst establishing the foundations for future transformation. The work of the KCC and Newton Europe partnership on the 'sandbox optimisation project' was highly commended for 'Innovation in Social Care' at the 2014 Municipal Journal awards.

Adult Social Care – Service User Feedback

All local authorities carry out a survey with their adult social care services users on an annual basis, as set out by Department of Health guidance.

A sample of service users are chosen from all ages, all client groups and all services. The last survey in 2013/14 had responses from over 600 service users.

The results of some of the key areas are found below. **National averages are shown in brackets.**

	2011/12	2012/13	2013/14
Service users who are extremely or very satisfied with their care and support	58% (63%)	67% (64%)	66% (65%)
Service users who have adequate or better control over their daily life	76% (75%)	79% (76%)	78% (77%)
Service users who find it easy to find information about services	73% (74%)	76% (74%)	70% (75%)
Service users who say they feel safe as they want	62% (64%)	65% (65%)	65% (66%)
Service users who say that the services they receive help them feel safe and secure	75% (76%)	79% (78%)	76% (79%)

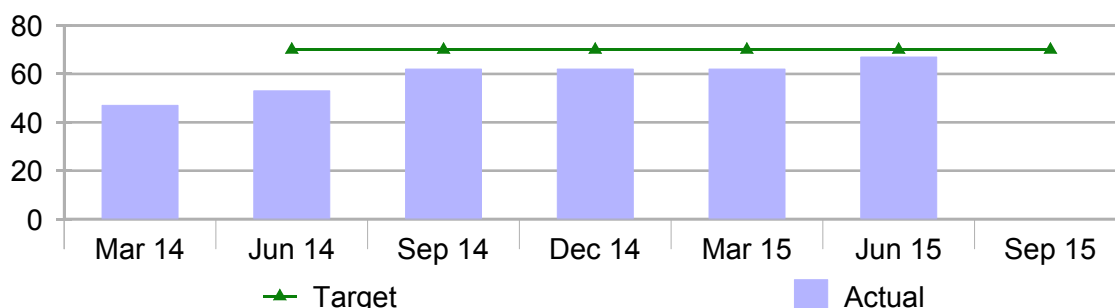
The Directorate Management Team have considered the results and the information gathered from the survey is being used together with further feedback from people that have volunteered to take part in additional surveys to understand how we can make improvements to the services we deliver.

In 2013/14 Kent remained in line with the national average for most indicators, except for service users who find it easy to find information about services which dropped to 5% below national average.

Adult Social Care - KPIs

Percentage of initial contacts resolved at first point of contact

AMBER
↑

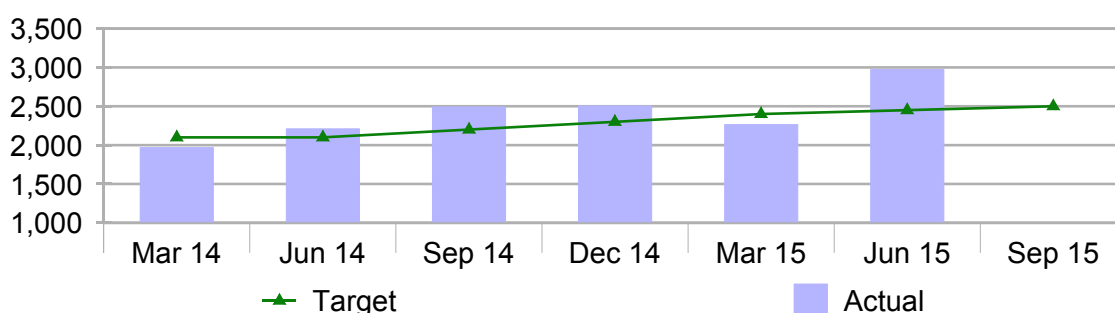


	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual	47%	53%	62%	62%	62%	67%	
Target		70%	70%	70%	70%	70%	70%

Performance continues to improve and is now close to target. It is a key priority for Adult Social Care to respond to more people's needs at the point of contact, through better information, advice and guidance, or provision of equipment where appropriate. This will continue to be a focus as we move into Phase 2 of Transformation. In addition we will be improving joint working with hospitals to ensure that we support the discharge process more efficiently. This indicator is a revision on the indicator reported last year and captures all 'initial contacts' and not just those that are formally recorded in detail.

Number of new clients referred to an enablement service

GREEN
↑



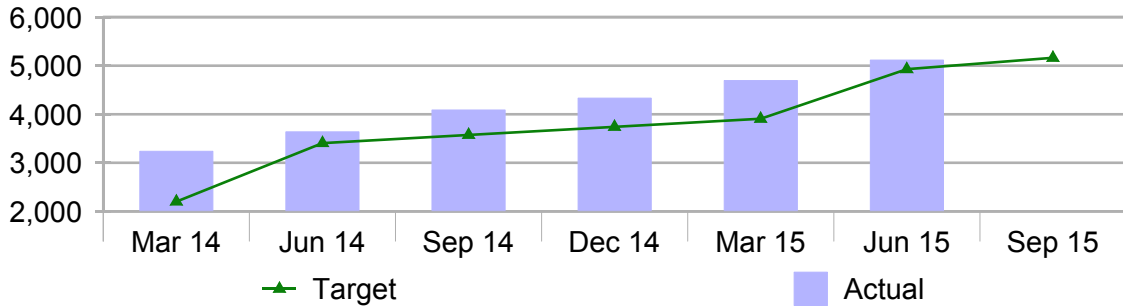
	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual	1,968	2,209	2,492	2,504	2,263	2,974	
Target	2,100	2,100	2,200	2,300	2,400	2,450	2,500

The number of new clients referred to enablement increased above target in the last quarter to the highest point in the last 15 months. Referring more clients through enablement is a key priority for Adult Social Care, with a stronger focus on short term interventions, to reduce the need to provide long term care packages.

Adult Social Care - KPIs

Number of clients receiving a Telecare service

GREEN
↑

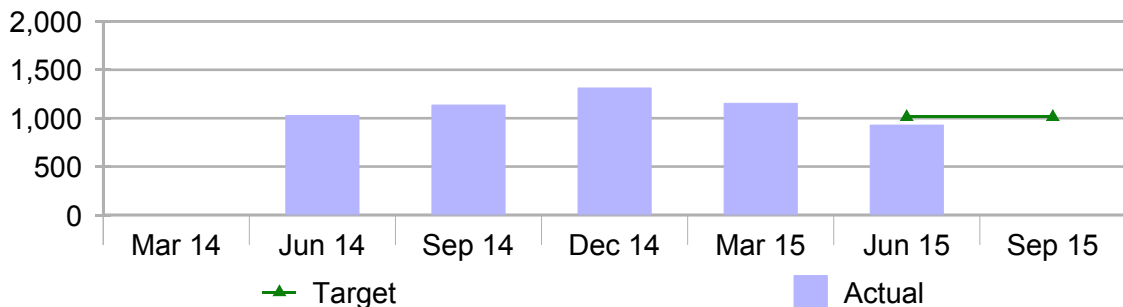


	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual	3,238	3,637	4,088	4,332	4,694	5,116	
Target	2,200	3,405	3,573	3,740	3,907	4,928	5,162

The number of people in receipt of a Telecare service continues to increase ahead of target. Telecare is being promoted as a key mechanism for supporting people to live independently at home, included within Personal Budgets. The availability of new monitoring devices (for dementia for instance) is expected to increase the usage and benefits of Telecare. Awareness training continues to be delivered to staff to ensure we optimise the opportunities for supporting people with more complex and enabling tele-technology solutions.

Number of Promoting Independence Reviews completed

AMBER
↓



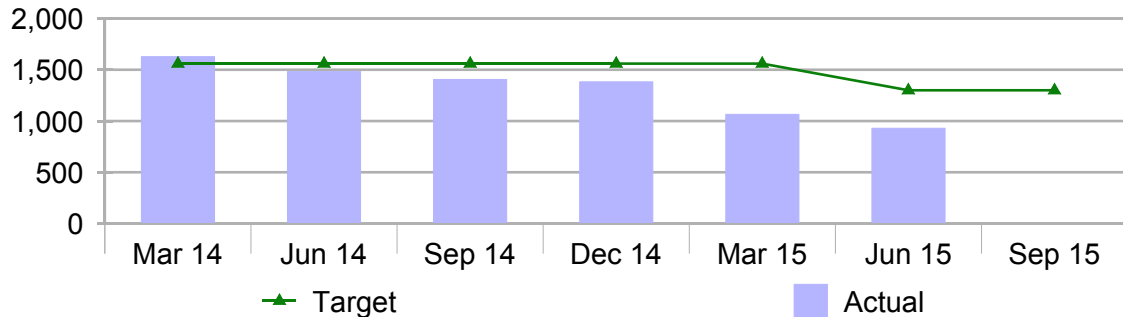
	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual		1,028	1,136	1,312	1,154	929	
Target						1,013	1,013

The number of Promoting Independence Reviews completed decreased this quarter and is slightly below the target level. These reviews are not provided to all clients and are focussed on people who will benefit most from them, and so performance is not always consistent. Management continue to monitor progress on a regular basis to ensure that any operational issues are identified and resolved so further progress can be made. There will be a significant drive to increase the number and effectiveness as we move into the next six months.

Adult Social Care - KPIs

Number of admissions to permanent residential and nursing care for older people (rolling 12 month totals)

GREEN
↑

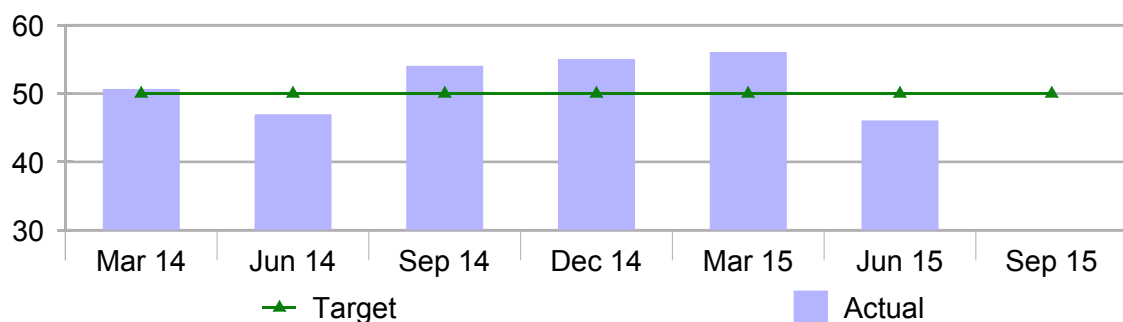


	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual	1,628	1,482	1,386	1,377	1,065	929	
Target	1,560	1,560	1,560	1,560	1,560	1,300	1,300

There has been a continued reduction in the number of new admissions to both residential and nursing care for people aged 65, with the number now significantly lower than the previous year and below the target level set. The decrease helps demonstrate the success of improving advice and guidance (contacts resolved as first point of contact) and the increased use of enablement services (helping people stay independent and living in their own home).

Clients still independent after receiving an enablement service

AMBER
↓

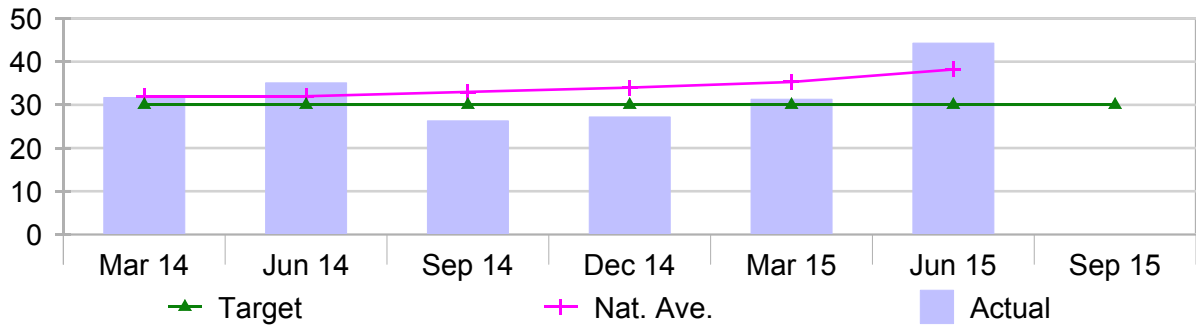


	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual	51%	47%	54%	55%	56%	46%	
Target	50%	50%	50%	50%	50%	50%	50%

Performance in the latest quarter dropped below target after increasing gradually over the previous three quarters. This indicator supports the evaluation of the effectiveness of the Enablement service in supporting independence, by preventing or reducing the need for more expensive services in the future.

Percentage of Delayed Discharges from hospital with Adult Social Care responsible (quarter-end snapshot)

RED
↓

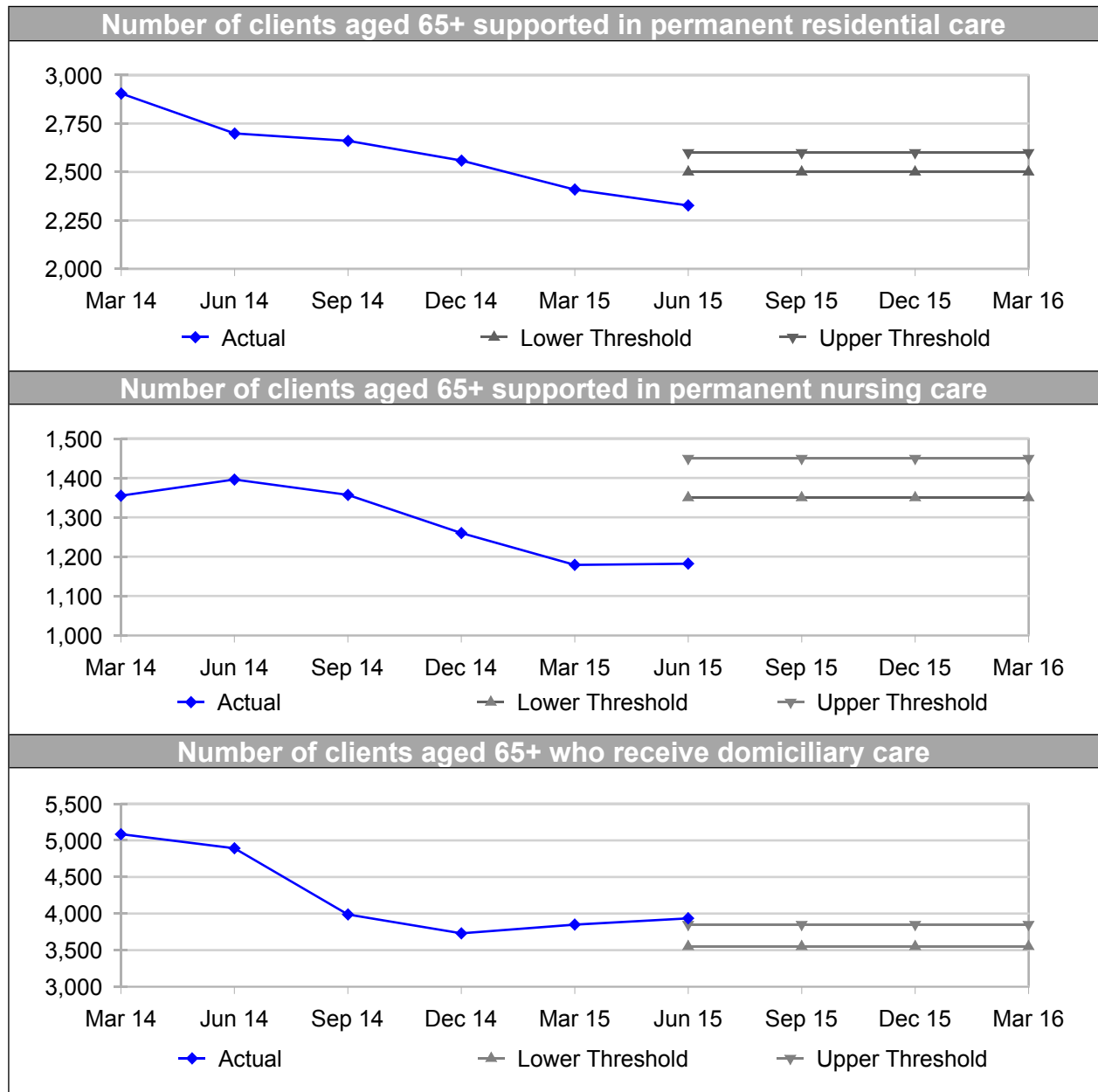


	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual	32%	35%	26%	27%	31%	44%	
Target	30%	30%	30%	30%	30%	30%	
Total DD	60	77	80	81	160	140	

This indicator shows the number of patients with a Delayed Transfer of Care at midnight on the last Thursday of the reporting period for both Acute and Non-Acute Care. The count of delayed discharges in June was less than March but nearly twice the level of a year ago. The proportion attributable to social care was higher. This was due to patients waiting for residential and nursing care, but also because of family choice. There are also increasing pressures on the Directorate as it deals with increase demand within the current financial pressures.

Adult Social Care – Activity Indicators

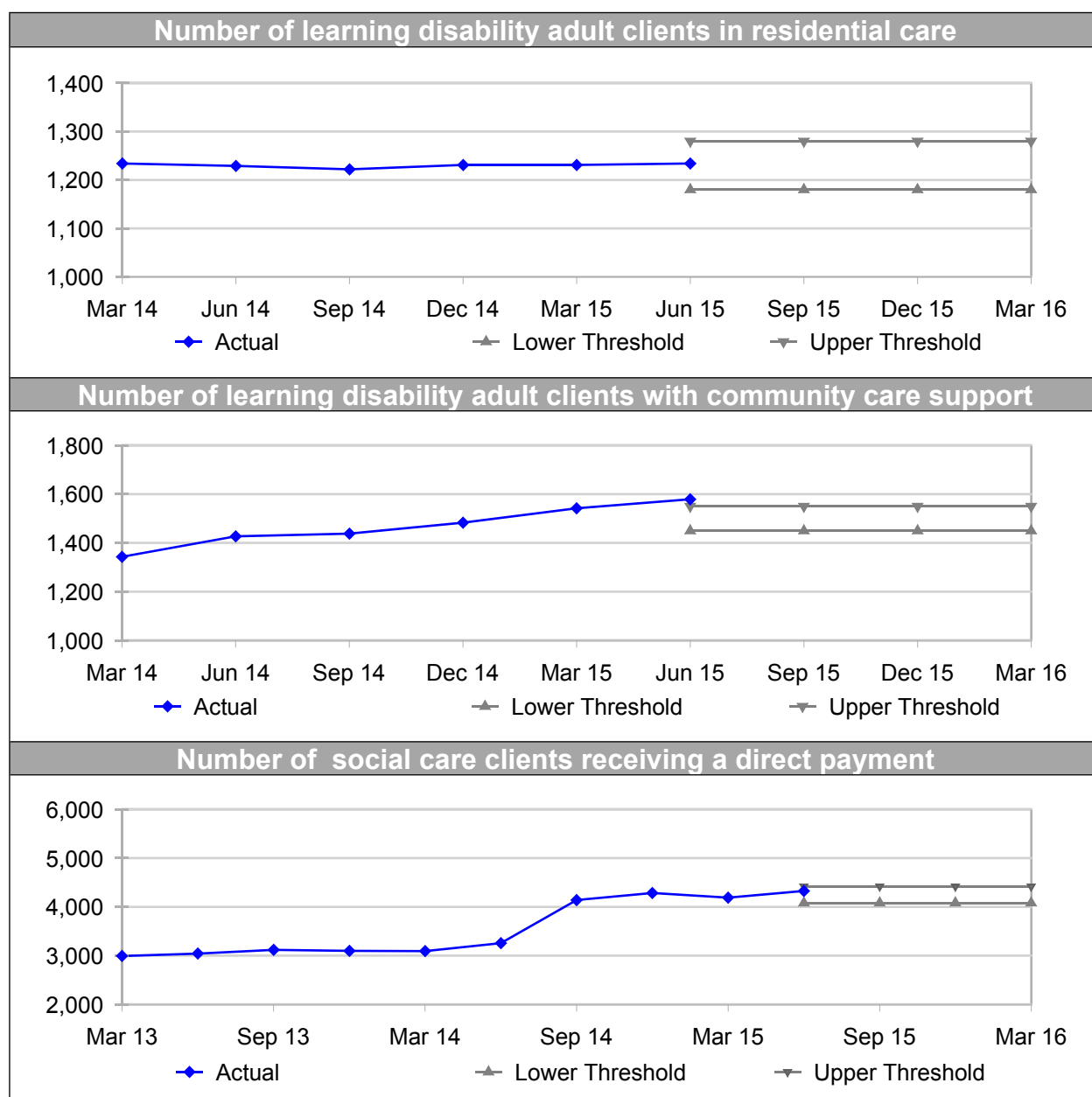
The general trend over the last 6 years both nationally and locally has been for reduced levels of local authority funded residential and nursing care placements. Continuing to reduce the number of these placements is a priority and will be achieved by supporting more people to live independently through use of enablement services and independence reviews. Provisional data for the financial year 2015/16 shows further reductions to the level of residential and nursing care placements for older people and a stable position for adults with learning disability.



Adult Social Care – Activity Indicators

The domiciliary services contracts were re-let at the end of last financial year and subsequent to this we have seen a significant reduction in domiciliary hours provided with a related increase in people choosing to take a direct payment.

Provision of enablement services, promoting independence reviews and Telecare services are being used to help reduce the demand levels for domiciliary care.



Corporate Risk Register - Overview

There has been one change in risk level since the last report. A decision has been made to increase the Safeguarding level of risk to reflect the Directorate level.

Risk No.	Risk Title	Current Rating	Change in current level	Target Rating
CRR 1	Data and Information Management	9		9
CRR 2	Safeguarding	16	Increased	9
CRR 3	Access to resources to aid economic growth and enabling infrastructure	12		8
CRR 4	Civil Contingencies and Resilience	12		8
CRR 9	Better Care Fund (Health & Social Care integration)	12		9
CRR 10(a)	Management of Adult Social Care Demand	20		12
CRR 10(b)	Management of Demand – Specialist Children’s Services	20		12
CRR 12	Welfare Reform changes	12		9
CRR 14	Development of strategic commissioning authority governance arrangements	12		8
CRR 17	Future operating and financial environment for local government	20		10
CRR 18	Public Services Network – Implications of compliance with Code of Connection security standards	6		4
CRR 19	Implications of the Care Act 2014	15		6
CRR 20	Banking Reform Act	8		4
CRR 21	Delivery of 2015/16 Savings	12		2

Low Risk	Medium Risk	High Risk
Rating = 1 to 6	Rating = 8 to 15	Rating = 16 to 25

Corporate Risk Register – Mitigating Actions (1)

Updates have been provided for 17 actions listed to mitigate elements of Corporate Risks that were due for completion or review up to the end of June 2015, together with updates for 3 actions due for completion or review by September 2015.

Due Date for Completion	Actions Completed	Actions Closed	Actions Outstanding	Regular Review
June 2015	8	1	3	5
September 2015	0	0	1	2

CRR1 – Data and Information Management

Outstanding: The Information Governance training programme is to be relaunched. The Information Commissioners Office (ICO) has recommended that training should be undertaken every two years. Those staff who completed the training more than 2 years ago will be advised to undertake refresher training.

CRR2 - Safeguarding

Completed: The Capability Development Framework for Adult Social Care staff has been developed and will be piloted. Multi-agency training content and delivery is currently being reviewed for 2016/17.

Regular Review: Recruitment activity is continuing in support of the strategy around recruitment and retention of high calibre social workers and managers. The media campaign, involving social media, on-line advertising and buses, came to an end in August 2015.

Regular Review: Implementation of the transformation programme for Children's Services – Implementation phase in West Kent is almost complete. South Kent implementation began on 27th July 2015.

Regular Review: A detailed update on actions regarding Children's Sexual Exploitation was presented to Children's Social Care and Health Cabinet Committee on 22nd July 2015. A dedicated operational multi-agency expert team is being established and continued priority is being given to training and awareness-raising.

CRR3 – Access to resources to aid economic growth and enabling infrastructure

Outstanding: The draft Growth and Infrastructure Framework is currently out for comment to District authorities and Medway Council. The final Framework is scheduled to be completed by August in readiness for discussions with Government in September 2015. The Framework was discussed at County Council in July and by Kent Leaders the following week.

Corporate Risk Register – Mitigating Actions (2)

Summary of progress against mitigating actions (continued).

CRR9 – Better Care Fund (Health & Social Care Integration)

Completed: The Better Care Fund (BCF) Internal Assurance Group has been established and held its first meeting on 14th July.

CRR10a - Management of Adult Social Care Demand

Regular Review: A Deprivation of Liberty (DoL) Project Plan has been developed focussing on the DoLs process for registered placements and includes Section 12 Doctors and Best Interest Assessors (BIAs)

CRR10b - Management of Demand – Specialist Children’s Services

Regular Review: Continuing focus on developing in house foster carer capacity in line with priority 6 of the fostering service action plan: "maintain an effective strategy to ensure that foster carers are responsive to current and predicted future demand of the service".

CRR14 – Development of strategic commissioning authority governance arrangements

Completed: Decision making guidance has now been published on KNet and will be formally launched after the current round of Cabinet Committees. Face-to-face and on-line training for senior managers continues.

Completed: The KCC Constitution was last updated in June 2015. It is regularly reviewed and updated via the County Council, a Committee or by the Monitoring Officer acting under his delegated authority to make changes.

Completed: An assessment of KCC's current position against the Commissioning Framework priorities was completed in June 2015 and a summary of findings was presented to Corporate Board on 22nd June. Next steps are currently being considered by CMT.

Outstanding: Opportunities for potential savings from improved commissioning and procurement practice will be developed as part of the 2016-19 Medium Term Financial Plan.

CRR17 - Future Operating & Financial Environment for Local Government

Regular Review: The roll-out of the project and programme management training continues including a bespoke blended learning programme for Risk Management and an HM Treasury accredited course to improve scrutiny of business cases.

Corporate Risk Register – Mitigating Actions (3)

Summary of progress against mitigating actions (continued).

CRR18 – Public Sector Network (PSN) – Implications of compliance with Code of Connection Security Standards

Closed: The relationship between the PSN team at the Cabinet Office and KCC will be maintained to ensure that KCC remains abreast of current thinking on security standards.

Regular review: A meeting has taken place with the Head of the PSN team at the Cabinet Office. Reassurance gained that KCC's approach to meeting the requirements for compliance is appropriate. Some refinements to the "Walled Garden" security project will ensure that KCC is in a good position for the September assessment.

CRR19 – Implications of the Care Act 2014

Completed: KCC has obtained independent legal advice in order to advise on partnership issues relating to functions that cannot be delegated and confirm adequacy of interim operational issues.

Completed: Transformation Board approved a proposal that will ensure that KCC will comply with the requirements of the Care Act 2014. Agreement for additional investment given. Formal notification was given to the Kent & Medway Partnership Trust in July.

Completed: Work has commenced to scope the phase 2 workforce development programme implications via Project Groups. Workshops arranged for managers and staff

Outstanding: Provision of necessary IT developments - SWIFT/AIS v29.1. Further delay to 'go live' due to late delivery of a service pack. Implementation now expected for September 2015.