

From: Paul Carter – Leader and Cabinet Member for Business Strategy, Audit & Transformation

David Cockburn – Corporate Director, Strategic and Corporate Services

To: Cabinet – 12 December 2016

Subject: **Quarterly Performance Report, Quarter 2, 2016/17**

Classification: Unrestricted

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

**Recommendation(s):**

Cabinet is asked to NOTE the Quarter 2 Performance Report.

## **1. Introduction**

- 1.1. The KCC Quarterly Performance Report for Quarter 2, 2016/17 is attached at Appendix 1.
- 1.2. The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council.
- 1.3. The QPR includes 38 Key Performance Indicators (KPIs) where results are assessed against Targets set out in Directorate Business Plans at the start of the year.

## **2. Quarter 1 Performance**

- 2.1. Results against Target for KPIs are assessed using a Red/Amber/Green (RAG) status.
- 2.2. Of the 38 Key Performance Indicators included in the report, the latest RAG status are as follows:
  - 21 are rated Green - target achieved or exceeded,
  - 15 are rated Amber - below target but above floor standard
  - 2 are rated Red – below floor standard
- 2.3. Net Direction of Travel was positive with 22 indicators improving, 5 with no change 11 showing a fall in performance.

### 3. Recommendation(s)

**Recommendation(s):**

**Cabinet** is asked to NOTE the Quarter 2 Performance Report.

### 4. Contact details

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**Kent County Council**

**Quarterly Performance Report**

**Quarter 2**

**2016/17**

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## Key to KPI Ratings used

This report includes 38 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.

<b>GREEN</b>	Target has been achieved or exceeded
<b>AMBER</b>	Performance at acceptable level, below Target but above Floor
<b>RED</b>	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

A majority of indicators were Green, on or ahead of target and Net Direction of Travel was positive with more indicators showing improvement than showing decline.

	G	A	R	↑	↔	↓
Customer Services	3			2	1	
Economic Development & Communities	2			2		
Environment and Transport	5	2		5		2
Education and Young People	4	5	1	6	1	3
Specialist Children's Services	4	2		3	1	2
Adult Social Care	2	3	1	2	1	3
Public Health	1	3		2	1	1
<b>TOTAL</b>	<b>21</b>	<b>15</b>	<b>2</b>	<b>22</b>	<b>5</b>	<b>11</b>

**Customer services** - Good performance was maintained for call answering and complaint response times, with call volumes down and web visits up.

**Economic Development & Communities** – Above target delivery for jobs created and safeguarded through the Regional Growth Fund, and *No Use Empty* returning empty properties to use. Library usage levels maintained at previous levels.

**Environment and Transport** - Pothole repairs on time and customer satisfaction were above target for Highways maintenance, with timeliness for overall routine repairs behind target, due to higher levels of demand. Recycling of waste and diversion of waste from landfill were ahead of target, but carbon emissions were behind target.

**Education and Young People** – Continued improvement in Ofsted inspection results for schools and Early Years settings. Young people who are NEET continues to be off target. Outcomes achieved for Early Help cases and step down from specialist children's services fell behind target in the quarter while pupil exclusions and new entrants to the youth justice system both remained ahead of target.

**Specialist Children Services** – Increase in employment of permanent social workers to replace agency staff and increase in percentage of case files audits assessed as good or outstanding. Time for adoption moved to ahead of target for the last rolling 12 months. Stability of placement for children in care and placements with in-house fostering or family and friends remain above target. The number of open cases is below national average and two years ago for all case types.

**Adult Social Care** – The number of contacts resolved at first point of contact and use of telecare both remained above target. New clients referred to enablement fell below target in the quarter but was above the same time last year. The percentage of clients still independent after enablement increased slightly and was just below target. Admissions to residential and nursing have increased and continue to be higher than target. Delayed discharges from hospital where KCC is responsible increased in the quarter and significant pressure remains in the health sector in relation to this issue.

**Public health** - Health Check completions and Health Visiting both improved but remained behind target. Successful drug and alcohol treatment figures fell to slightly below target.

Customer Services	
<b>Cabinet Member</b>	Susan Carey
<b>Corporate Director</b>	Amanda Beer

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>3</b>			<b>2</b>	<b>1</b>	

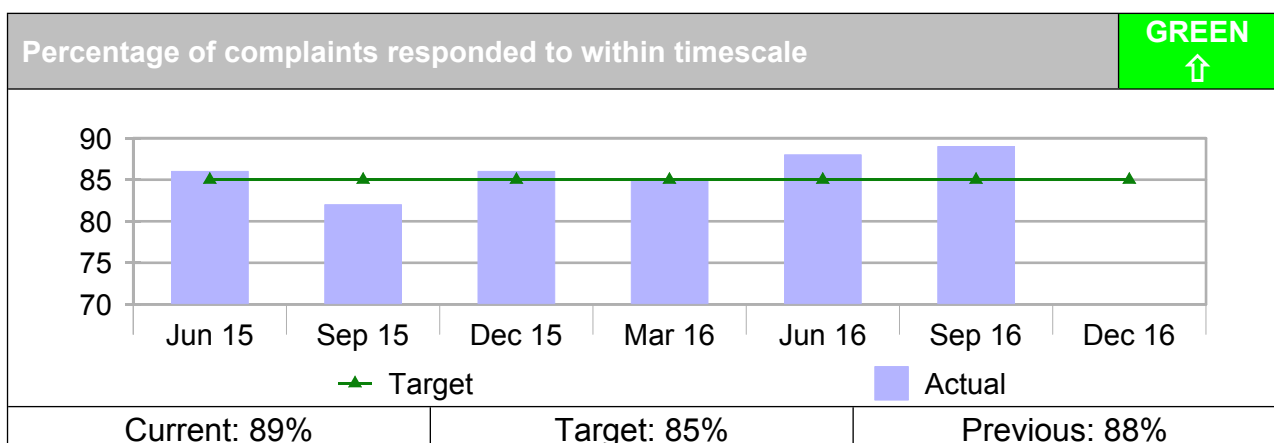
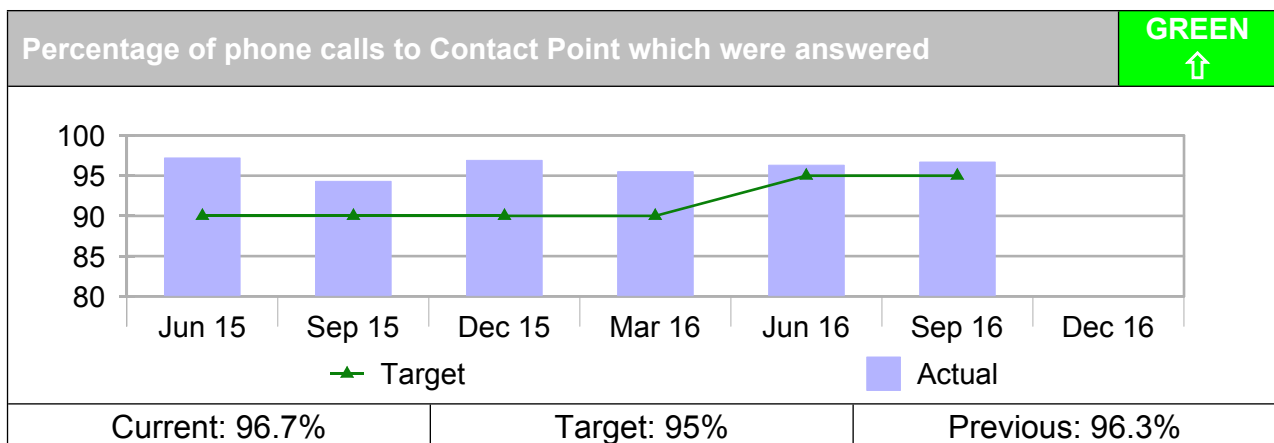
Since 9 December 2015, customer contact through Contact Point and digital channels has been provided by our strategic partnership with Agilisys. Performance for the percentage of calls answered by Contact Point (KCC's call centre) remained above the revised higher target during the quarter.

Call volumes handled by Contact Point were 2.7% higher than last quarter, but were below expectations for the time of year, being 10.6% lower than the same period last year. Overall call volumes handled in the last 12 months were 9.9% lower than the previous year.

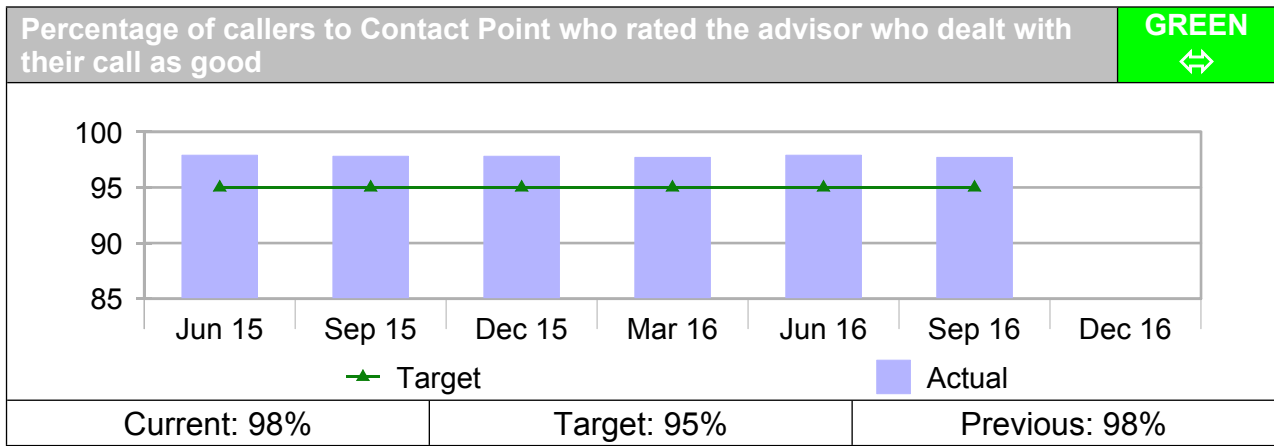
Average call time increased by 11 seconds to 3 minutes 36 seconds, and is now at its highest since December 2014.

Visits to the KCC web-site decreased in the quarter but remained at the higher end of expectations.

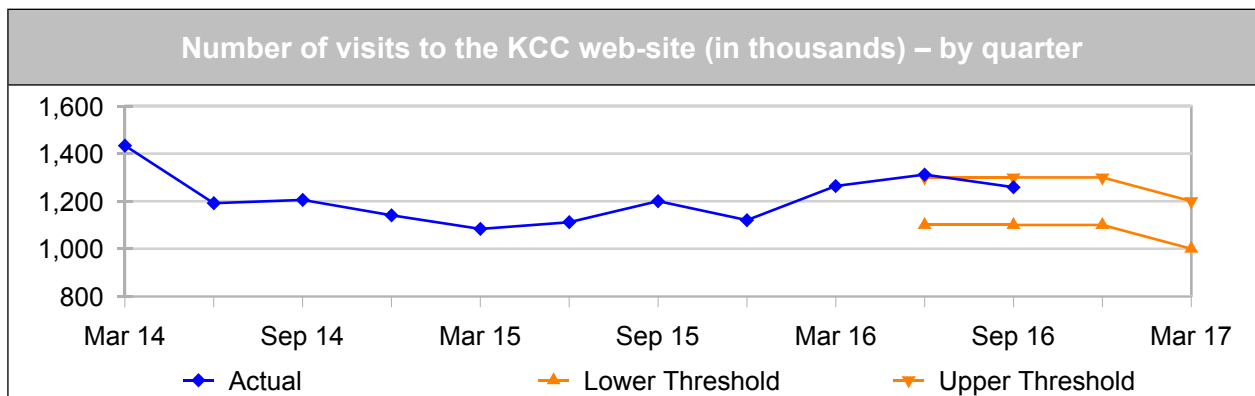
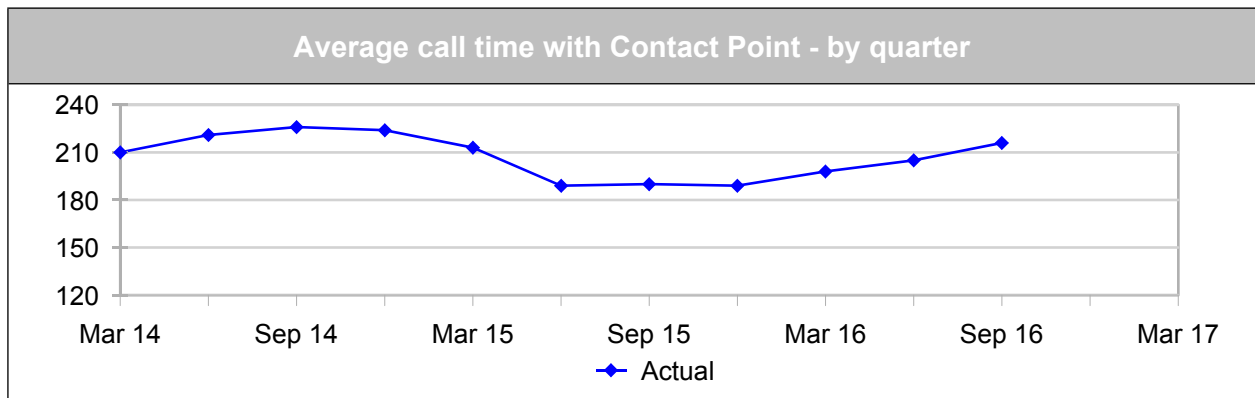
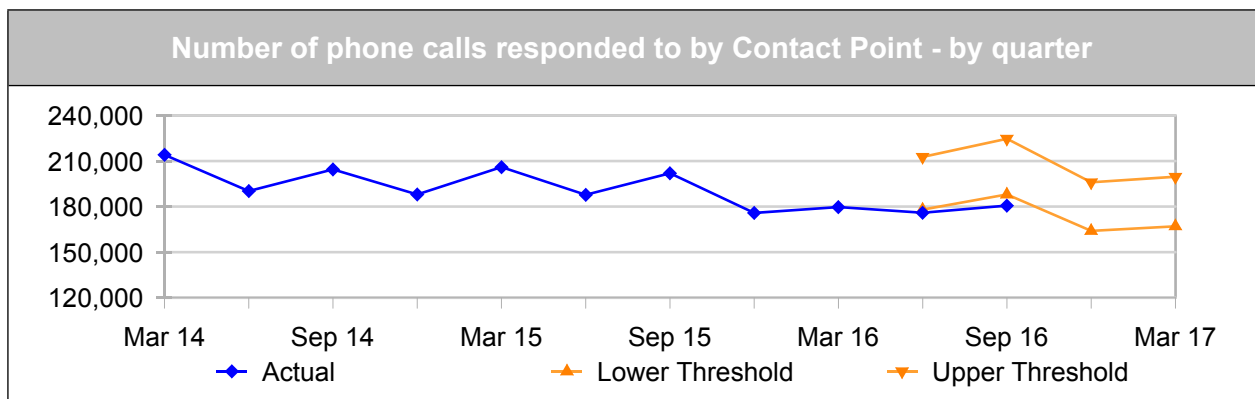
### Key Performance Indicators







**Activity indicators**



## Customer Services – Contact Activity

### Number of phone calls, e-mails and post responded to by Contact Point

Contact Point dealt with 0.7% less enquiries than the previous quarter, and 15% less than for the same period last year. The 12 months to September 2016 saw 10.3% fewer contacts responded to than the year to September 2015.

Service area	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Yr to Sep 16	Yr to Sep 15
Adult Social Care	35	36	33	37	141	164
Highways	22	26	26	26	100	108
Specialist Children's Services	25	25	25	24	99	110
Schools and Early Years	15	13	14	14	56	59
Main Enquiry Line	13	14	13	9	50	56
Blue Badges	13	12	11	11	48	43
Libraries and Archives	11	11	11	12	45	44
Registrations	9	10	10	10	39	43
Transport Services	7	9	8	11	35	38
Adult Education	7	8	7	9	31	32
Speed Awareness	5	5	6	7	22	27
Other Services	3	4	4	4	14	29
Waste and Recycling	3	3	4	4	14	13
Kent Social Fund	4	3	3	3	14	19
<b>Total Calls (thousands)</b>	<b>172</b>	<b>180</b>	<b>176</b>	<b>181</b>	<b>708</b>	<b>786</b>
e-mails handled	18	20	13*	8*	59*	71
Postal applications	10	12	10	9	41	44
<b>Total Contacts (thousands)</b>	<b>200</b>	<b>212</b>	<b>199</b>	<b>198</b>	<b>809</b>	<b>901</b>

Numbers are shown in the 000's, and will not add exactly due to rounding. Calculations in commentary are based on unrounded numbers so will not precisely match changes in table.

\* E-mails from June only include those requiring action.

Out of hours calls are allocated 75% to Specialist Children Services, 15% for Highways and 10% Other.

Postal volumes mainly relate to Blue Badges and Concessionary Fares correspondence.

## Customer Services – Complaints monitoring

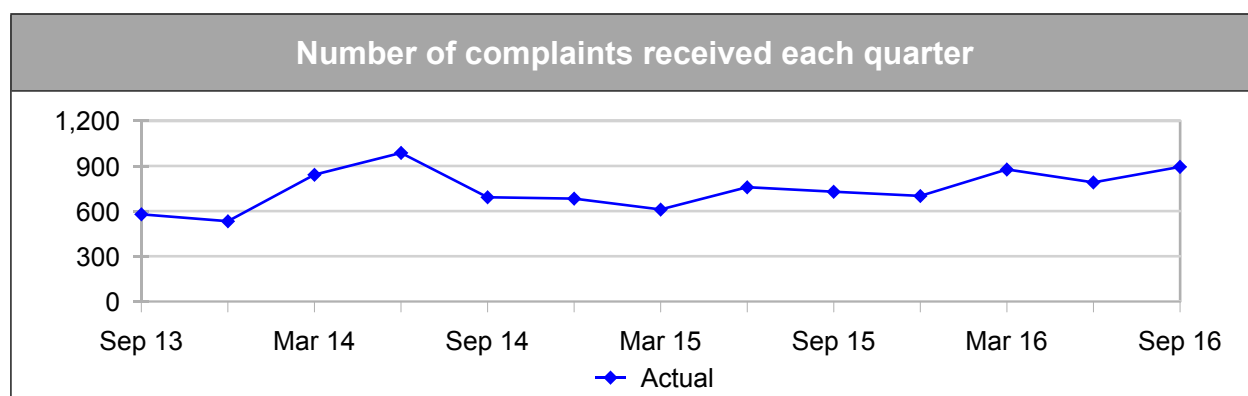
The number of complaints received in the quarter showed a 13% increase on the previous quarter, but was 23% higher than the corresponding quarter last year.

On a rolling 12 month basis, for the year to September 2016 the number of complaints showed a 16% increase on the year to September 2015

We have been focusing on capturing figures from services that have previously not reported against the key performance indicator, due to this we expect a rise in the numbers of complaints recorded over the year.

Service	12 mths to Sep 15	12 mths to Sep 16	Quarter to June 16	Quarter to Sept 16
Highways, Transportation and Waste Management	991	1,112	323	369
Adult Social Services	622	621	149	163
Environment, Planning and Enforcement	70	357	8	23
Libraries, Registrations and Archives	185	294	54	102
Specialist Children's Services	244	255	65	64
Finance and Procurement	399	223	57	57
Other Strategic and Corporate Services	129	174	61	58
Education & Young People Services	86	123	41	31
Adult Education	72	98	32	27
Other Services	4	6	1	0
<b>Total Complaints</b>	<b>2,802</b>	<b>3,263</b>	<b>791</b>	<b>894</b>

### Activity indicator



## Customer Services – Digital Take-up

The table below shows the digital/online or automated transaction completions for Key Service Areas so far this financial year.

<b>Transaction type</b>	<b>Online Oct 15 – Dec 15</b>	<b>Online Jan 16 – Mar 16</b>	<b>Online Apr 16 – Jun 16</b>	<b>Online Jul 16 – Sep 16</b>	<b>Total Transactions Last 12 Months</b>
Renew a library book*	71%	71%	72%	72%	1,481,274
Report a Highways Fault	36%	39%	35%	33%	105,099
Apply for a Concessionary Bus Pass	11%	3%	10%	12%	54,199
Apply for or renew a Blue Badge	26%	36%	36%	39%	37,441
Apply for a Young Person's Travel Pass	6%	84%	12%	76%	37,240
Book a Speed Awareness Course	77%	78%	79%	78%	33,540
Book a Birth Registration appointment	59%	67%	64%	68%	18,970
Highways Licence applications	52%	53%	61%	54%	6,904
Report a Public Right of Way Fault	0%	46%	37%	61%	5,637
Apply for a HWRC recycling voucher	95%	96%	96%	95%	4,428

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

Economic Development & Communities	
<b>Cabinet Members</b>	Mark Dance, Mike Hill
<b>Corporate Director</b>	Barbara Cooper

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>2</b>			<b>2</b>		

### Support for business

The Expansion East Kent, Tiger and Escalate Regional Growth Fund schemes are now closed. These schemes provided loans, grants and equity investments to the value of £56 million over a four year period. Over 200 companies have been supported with the aim of creating or safeguarding 5,744 jobs, of which 3,875 had been delivered by the end of September 2016.

The second round of the new Innovation Investment Initiative (i3) programme was launched in August.

In Quarter 1, our inward investment services were re-tendered and a new contract has been awarded to Locate In Kent. We continue to support the tourism (Visit Kent), food and drink (Produced in Kent) and media (Kent Film Office) sectors. The tendering of the Kent and Medway Growth Hub service has been completed and delivery by Kent Invicta Chamber of Commerce started in November 2016.

### Funding Investment Projects

Delivery is now underway of £152.5 million of capital projects in Kent and Medway supported by the Government's Local Growth Fund Rounds 1 and 2. In April 2016, the Government invited Local Enterprise Partnerships to bid for a share of a third tranche of funding, worth £1.8b nationally. In response the South East LEP submitted its South East Growth Deal in July 2016; this included 18 infrastructure projects in Kent and Medway with a total value of £70m. The Chancellor is expected to announce the outcome as part of his Autumn Statement on 23 November 2016.

### Housing and Infrastructure

There were 161 long term empty properties returned to use through the No Use Empty (NUE) Programme in the quarter to September. This brings the cumulative total for the year to 272 and is on track to exceed the Programme's target at this stage.

The total investment into bringing empty properties back into use currently stands at £40 million (£17 million from KCC recycled loans and £23 million from public/private sector leverage). The loan fund for 2016/17 is fully allocated. There is a waiting list for funds to take future projects forward as loans become recycled.

In order to fund the infrastructure required to support growth, KCC is able to obtain financial and non-financial contributions to KCC services from developers of new housing sites and the majority of contributions are through Section 106 (s.106) agreements.

Thirty one planning obligations were completed during the period 1<sup>st</sup> July – 30<sup>th</sup> September 2016. In addition three primary school sites were secured which will be integrated within the developments as they become occupied.

**Section 106 developer contributions secured (£ 000's)**

	Oct to Dec 2015	Jan to Mar 2016	Apr to Jun 2016	Jul to Sep 2016
Primary Education	8,663	6,851	524	10,910
Secondary Education	3,926	2,089	261	3,549
Adult Social Care	155	145	1.6	194
Libraries	210	348	18	222
Community Learning	83	40	1.2	80
Youth & Community	144	34	0.7	47
<b>Total</b>	<b>13,181</b>	<b>9,507</b>	<b>806</b>	<b>15,001</b>

**Broadband**

Through the BDUK Phase 1 Project, over 121,000 homes and businesses have been connected to superfast broadband in areas which would not have been able to gain access to superfast broadband services through commercial upgrade programmes, as these areas were assessed as “areas of market failure”. The project has met its targets and 91% of homes and businesses across Kent now have access to superfast broadband service of at least 24mbps. Phase 2 of the project started in January 2016 and will run through to late 2018. This work aims to extend the availability of superfast broadband services to 95.7% of homes and businesses.

**Libraries, Registration and Archives**

The service became internally commissioned on 1 April 2016 working to the agreed service specification. The service plan has been developed to demonstrate how we are targeting services according to customer profile and need and work continues to make the service more commercially focussed.

To date this year issues are 3% down, which is in line with national trends, however visits show a 0.9% increase over the same period. WiFi usage has increased by 164% on the same quarter last year which reflects the fact that it is now available in all libraries as opposed to only 33 last year. Over 53,000 people attended events in libraries during the quarter. In part this will have included children attending events for the Summer Reading Challenge, a project designed to keep children reading over the summer break, which saw an increase of 17% of children completing the challenge.

Total ceremonies conducted by our staff increased by 2% and we registered over 8,000 births and deaths during quarter 2 with over 9,000 documents produced from our archives for customers. Results to date from our customer satisfaction surveys show satisfaction rates of:

- Libraries 93% (annual target 95%)
- Birth and death registration 97% (annual target 95%)
- Ceremonies 96% (annual target 95%)

**Sport and Physical Activity**

The Sport and Physical Activity Service co-ordinated the Cultural Celebration for the Kent School Games in September. This event provides opportunities for local school

children with artistic talent to work alongside professionals and this year culminated in a West End Style musical show at the Winter Gardens in Margate in front of an audience of approximately 500 people.

In September the Service held its annual Network Conference themed 'Tackling Inactivity', with 158 delegates attending.

### **Community Safety**

The integrated Kent Community Safety Team (KCST) coordinated two sessions to raise awareness and understanding of e-safety (safety online and the internet) in July, and in August delivered a workshop exploring the developments of Community Safety Strategic Assessments to provide an opportunity for partners to review the current process and consider opportunities to improve the process. During the quarter, the KCC Community Safety Unit received one new Domestic Homicide Review and is managing another five cases that are at various stages of the DHR process.

### **Resilience and Emergencies**

The 24/7 KCC Duty Emergency Planning Officer received 69 incident alerts in this quarter, including the partial collapse of footbridge onto M20, and an IT outage at Dartford Tunnel resulting in power failure with both tunnels being closed.

The Resilience & Emergencies (R&E) Unit and Kent Resilient Team (KRT) had a significant role within the response to chronic traffic congestion on the approaches to Port of Dover over the weekend of 23<sup>rd</sup> and 24<sup>th</sup> July. KRT led the multi-agency planning team who developed the annual Kent Resilience Forum exercise, Exercise Surge during September. Over 800 multi-agency staff took part and around 130 volunteers were evacuated from the Littlestone area. Lessons learned reports are produced both for actual events and for the exercise.

Ongoing monitoring has recorded the most significant year-on-year expansion of Ash Dieback infection in Kent since the pathogen was first discovered in the county in 2012. The Kent Resilience Forum Ash Dieback Strategic Co-ordinating Group continues to meet regularly to co-ordinate the local response.

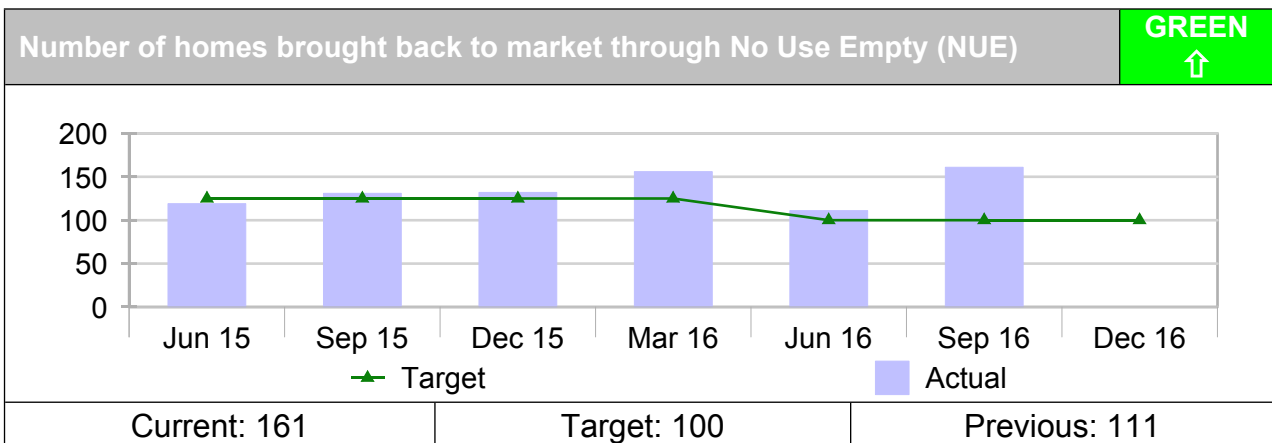
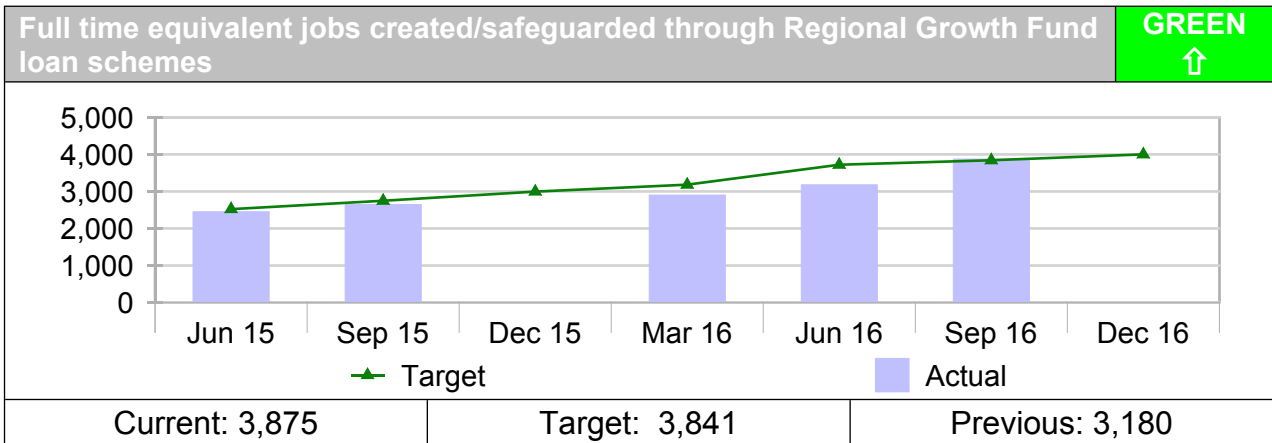
### **Arts Development**

We have supported a number of festivals including "Estuary" a new bi-annual international festival of art in the Thames corridor, "Boing" an international festival at the Gulbenkian, the "Canterbury Festival" and a new festival produced by Threshold Studios in Margate.

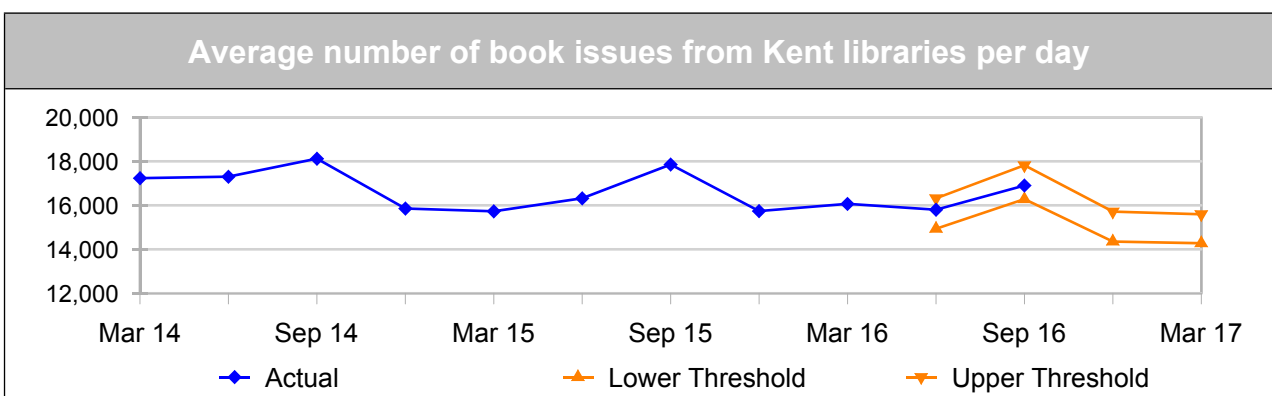
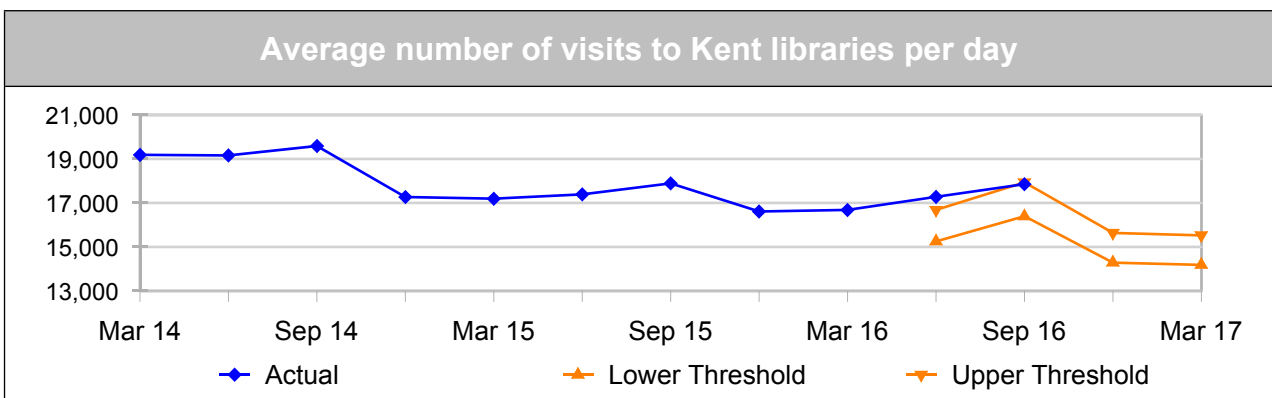
Between April and September 2016, the Kent Film Office facilitated 287 filming days which has brought in an estimated £1 million to the Kent economy. Production highlights include feature films Rustom and Victoria & Abdul, TV dramas Humans series 2, The Crown and Hetty Feather series 3 as well as ITV drama commercial idents and music videos for Emelie Sande and Robbie Williams.

Our work with the Director of Highways Transportation and Waste to embed social value into waste and recycling contracts was quoted as an example of good practice in a national address delivered by Sir Peter Bazalgette in his role as Chair of Arts Council England.

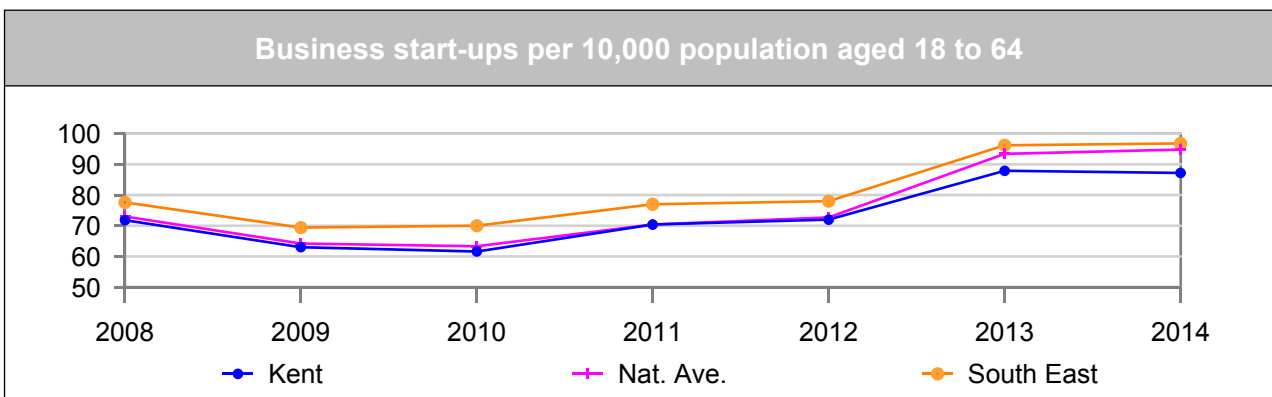
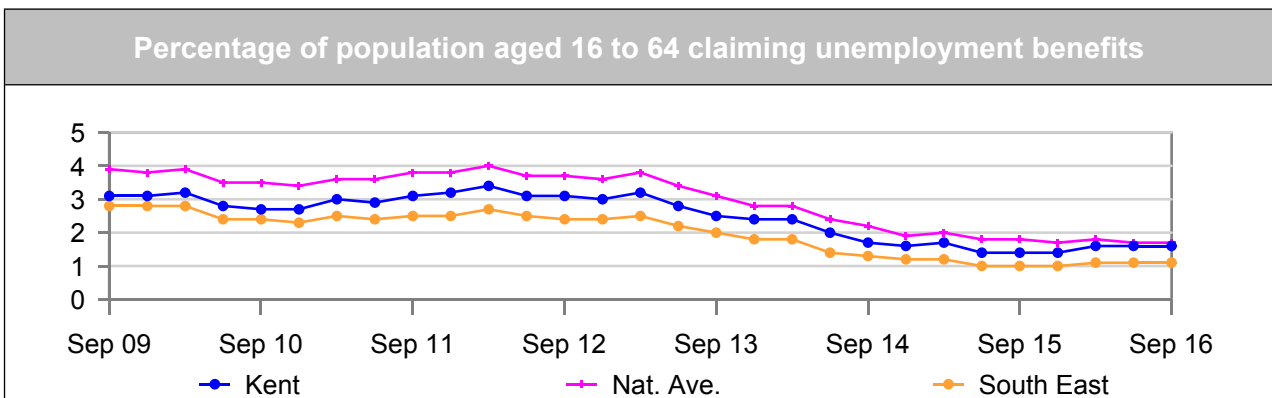
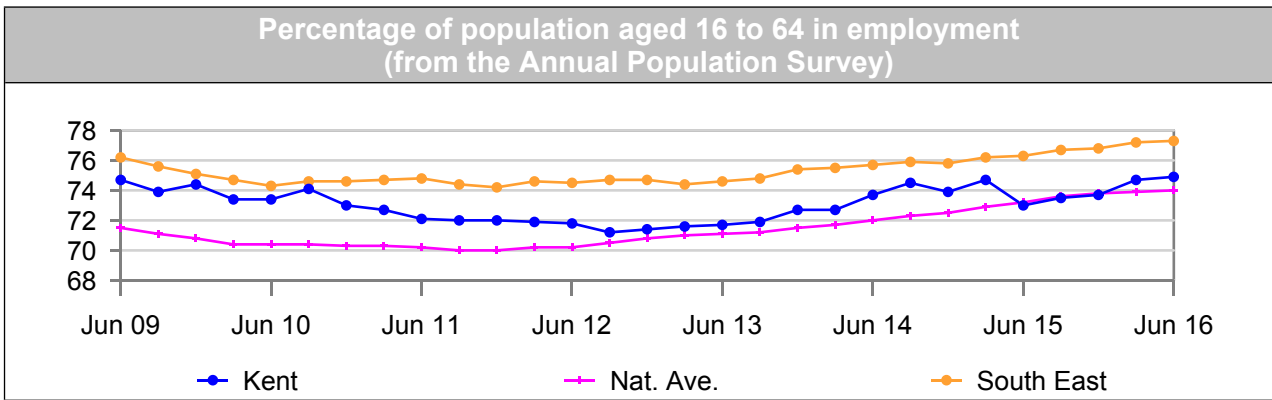
### Key Performance Indicators



### Activity indicators







Environment and Transport	
<b>Cabinet Members</b>	Matthew Balfour
<b>Corporate Director</b>	Barbara Cooper

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>5</b>	<b>2</b>		<b>5</b>		<b>2</b>

## Highways

Performance was above target for pothole repairs and satisfaction with routine repairs and schemes. The percentage of routine highway problems reported by residents completed within 28 days was behind target and performance was impacted by high demand for soft landscaping issues and streetlight faults.

New customer enquiries raised for action in the quarter were at the upper end of seasonal expectations at 25,624 compared to 24,369 for the same time last year. The warm weather created a significant demand in soft landscape enquiries. Staff and contractors have been working hard to keep 'work in progress' levels under control and at the end of September there were 5,930 open enquiries which is at the lower end of seasonal expectations. Teams are preparing themselves for the increased autumn/winter demand where the pressure will shift to potholes, streetlighting and drainage enquiries.

A number of key projects were progressed in the quarter including the launch of the Kent Connected Smartcard and the publication of the Winter Service Policy for 2016/17. A revised Divisional Management structure was implemented in August with a reduction to four Heads of Service reporting to the Director. The conversion of streetlights to LED has increased in pace with 18 crews now working on this, with over 23,000 conversions now completed.

A Members' Task and Finish Group has been examining our approach to asset management within highway maintenance and progress will be reported to the Environment and Transport committee in January. The work is informing our submission to DfT's Incentive Fund, which is a mechanism to receive capital funding for highways maintenance. There is a need for significant investment to ensure road condition is maintained.

## Local Growth Fund Highways Capital Projects

Through the South East Local Enterprise Partnership (SELEP), £113.4 million of funding has so far been allocated for transport projects within Kent from rounds 1 and 2 of the Local Growth Fund (LGF). An announcement for the allocation of round 3 national funding (£1.8 billion) will be made in the Autumn Statement in November.

There are 24 transport projects in the Programme and of the 20 that have started, 1 is complete, 15 are making progress, with the remaining 4 at some risk; Middle Deal, Sittingbourne Town Centre, Dover Western Docks, and Ashford Spurs, which are all being delivered by third parties and are behind on delivery, and for Dover Western Docks the Business Case to secure the LGF is still outstanding from Dover Harbour Board. Several schemes are currently in the construction phase and are progressing well, including M20 Junction 4 (Leybourne), Rathmore Road and Maidstone Bridges.

The Business Case for the A226 London Rd/ B255 St. Clements Way scheme in Dartford was approved by the SELEP Accountability Board in November 2016, with an allocation of £4.2m. The Business Case for the Ashford Spurs project was signed off at the Accountability Board in September 2016 and the original £5m allocation from LGF2 is secured, but delivery is still dependent on a further LGF3 bid to secure an additional £4.8m.

<b>Project Start Year :</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
Total Value (£m)	84.4	58.7	42.8	185.9
LFG funds (£m)	48.63	30.6	34.2	113.4
Projects	14	6	4	24
Complete	1	-	-	1
Green (on track)	8	1	2	11
Amber (some delays)	4	2	2	8
Red (at risk)	1	3	0	4
LGF Value of Red projects	2.5	10.8	0	13.3

### **Casualty Reduction**

Following overall casualty reduction in 2015 compared to 2014, initial data from the first two quarters of the 2016 calendar year indicate an increase. This however follows a new reporting system implemented by the Police and there is still clarification being sought over the impact of the changed recording practice. Work programmes are developed using longer term data trends, and we continue to work closely with partners such as the Police to review and deliver the actions set out in our Road Casualty Reduction Strategy.

### **Public Transport**

Over the summer we managed the annual workload relating to the start of the school year with over 30,000 children and young people issued with either a Young Person's Travel Pass or the Kent 16+ Travel Card. Work to improve the process this year included an on-line application system for the 16+ Travel Card, better communications over the summer holidays, and delivering passes to schools earlier.

### **Waste Management**

Performance was above target for diversion of waste from landfill and recycling levels within Household Waste Recycling Centres (HWRCs). With the implementation of new and innovative contract arrangements in recent months 98% of waste is now being diverted from landfill.

Total waste tonnage arisings have increased to 735,000 tonnes in the last 12 months, up from 715,000 tonnes in the previous year. Increases have been seen both within the KCC manager HWRC network and within district council collection. Mitigating the impact of this increase on expenditure levels is currently a focus.

The capital works have been completed at Church Marshes, including bridge works and installation of food compactors. The remediation works at the closed landfill site at Richborough are substantially completed.

### **Greenhouse Gas Emissions**

This is the first performance report following the agreement of a new five-year corporate target for greenhouse gas emissions for a 32% reduction by 2021. Total greenhouse gas emissions are now being measured, which include emissions that have a greater impact on health. Previously only carbon dioxide emissions, the main contributor to climate change were reported.

### **Kent Environment Strategy**

The implementation plan for the strategy has now been finalised and includes 78 partnership actions to deliver shared environmental, health and economic outcomes. Clear responsibilities have been assigned for delivery, with many actions governed and delivered by multi-agency partnerships such as the Kent Resilience Forum and the Kent Nature Partnership. Progress monitoring of the whole plan will take place annually with reporting to Kent Leaders.

### **Low Carbon Across the South East (LoCASE)**

Following the successful approval of the £18.5 million 3 year pan-LEP ERDF project called Low Carbon Across the South East (LoCASE), delivery of the project is well underway following the delays and uncertainty caused by the EU Referendum. To date, a total of 26 grants totalling £163,000 have been awarded. These grants are provided to assist businesses in the Southeast region to optimise the use of resources and adopt eco-innovative and low carbon solutions in ways that improve business performance, whilst at the same time contributing to the protection and preservation of the environment.

### **Kent Country Parks**

The Country Parks team has retained two Gold awards for Shorne Woods and Lullingstone Country Parks and a Silver Gilt Award for Trosley Country Park in the the South and South East in Bloom awards. Aided by good weather, income figures over the summer were above target.

### **Planning**

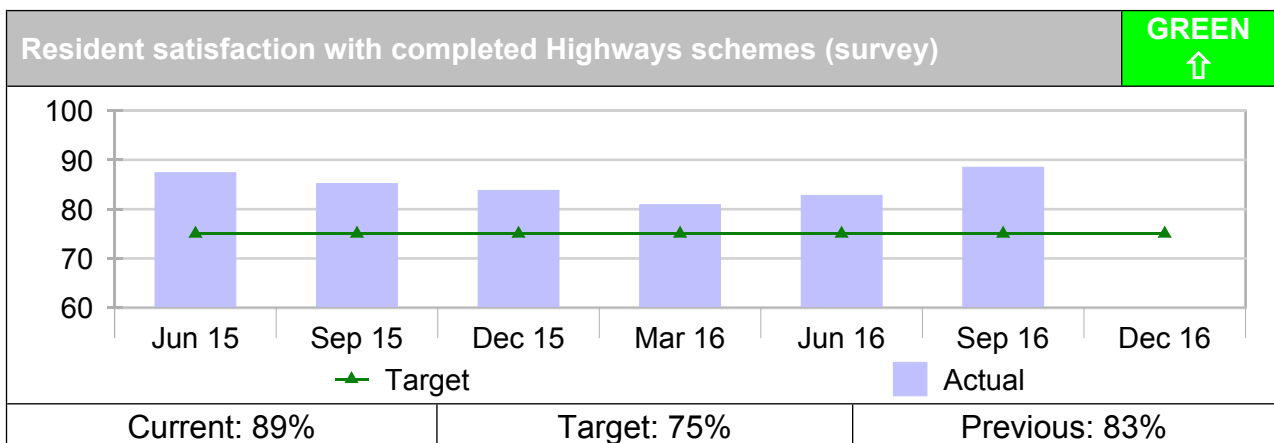
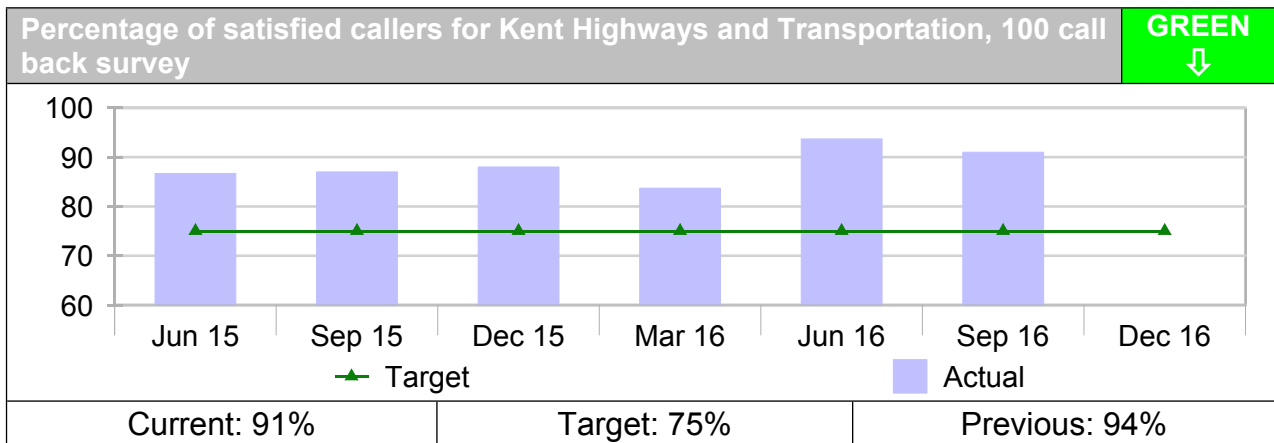
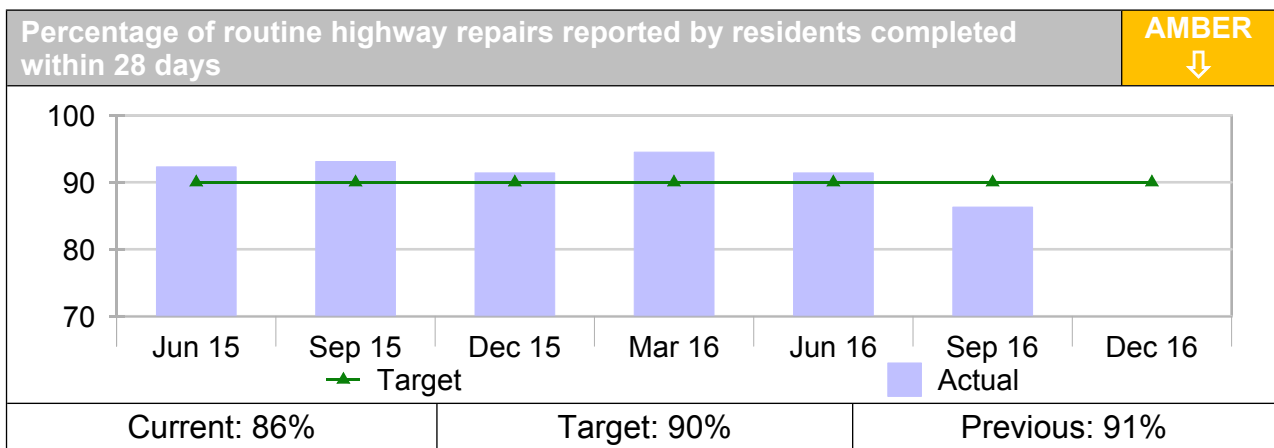
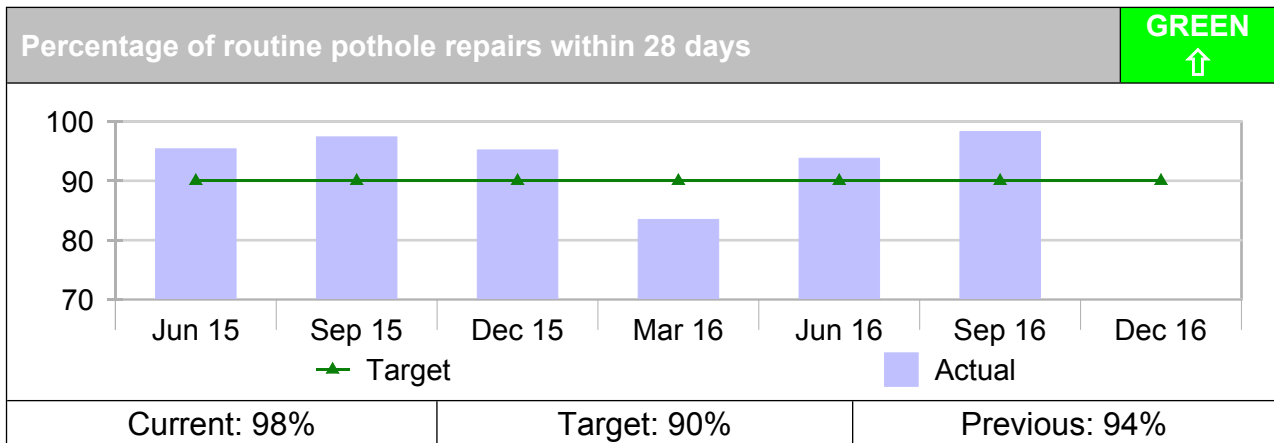
The Kent Minerals and Waste Local Plan 2013-30 was adopted by the County Council in July 2016. The Plan will provide the overarching framework and planning policies to determine whether to allow new development for mineral extraction, importation and waste management in the County. Work on the Sites Plan and the methodology for calling for sites and their assessment in accordance with the adopted strategy is underway.

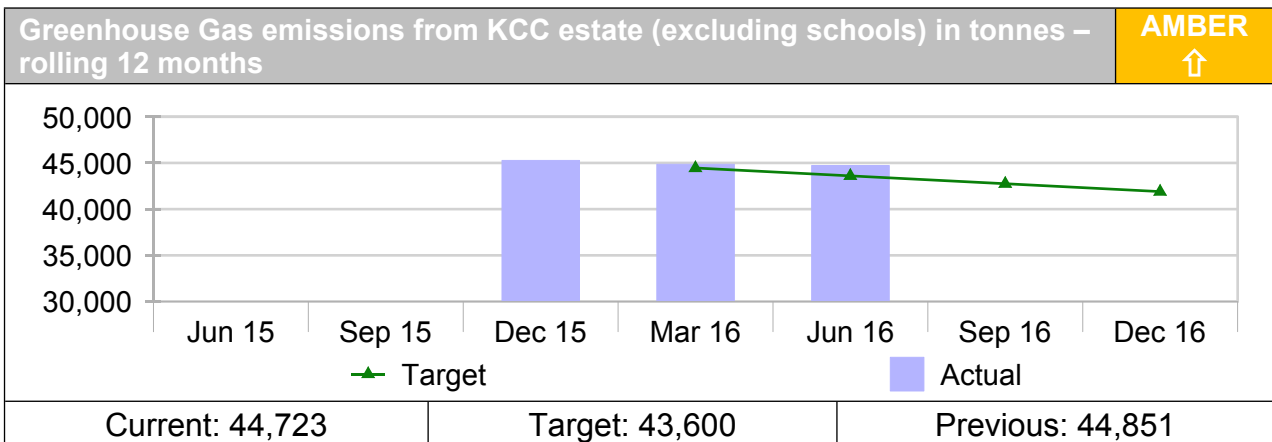
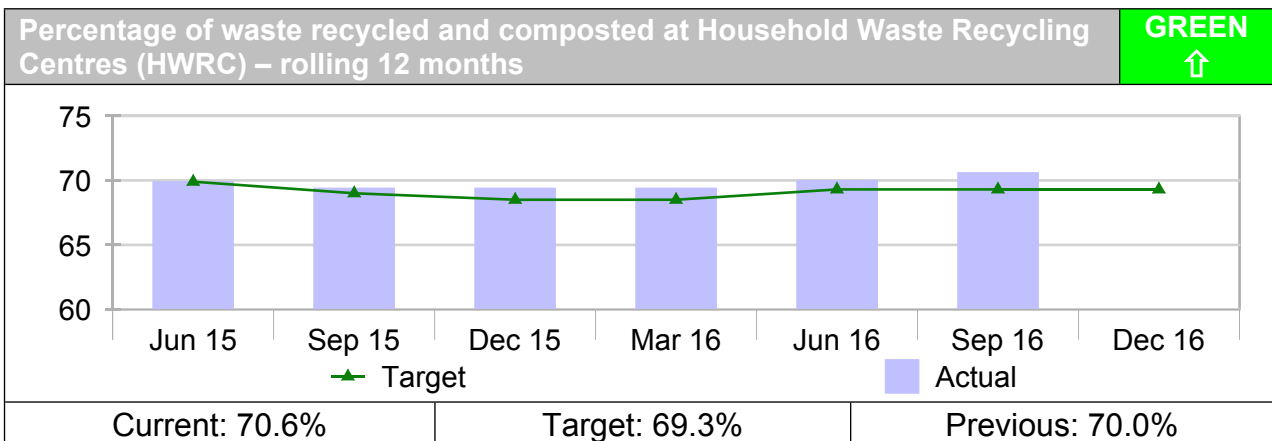
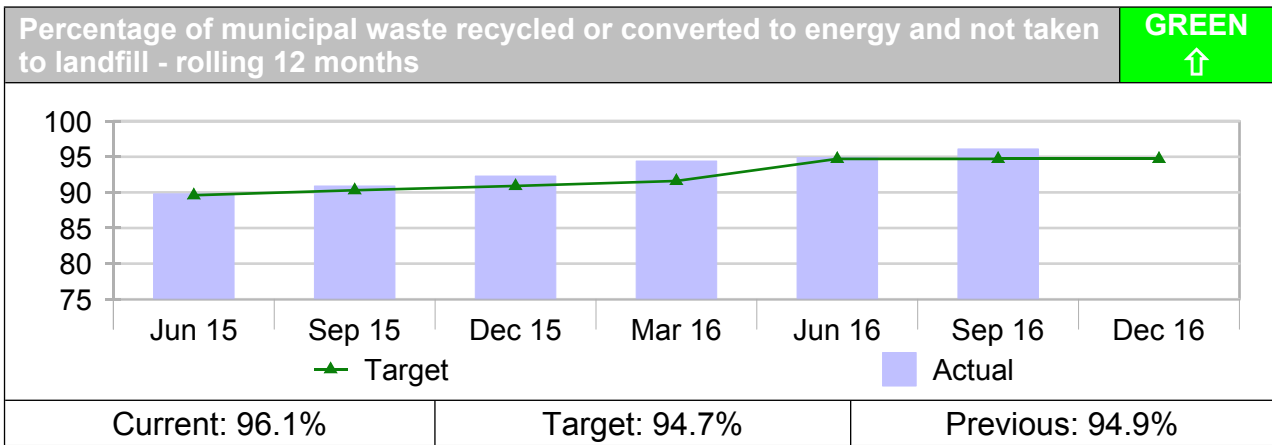
### **Public Rights of Way (PRoW) and Access Service**

We have worked with Natural England to support the opening of the first two stretches of the England Coast Path in Kent in July. The stretches link Camber Sands in East Sussex with Ramsgate in Kent. The Service continues to work with Natural England to deliver the remaining stretches of path in Kent.

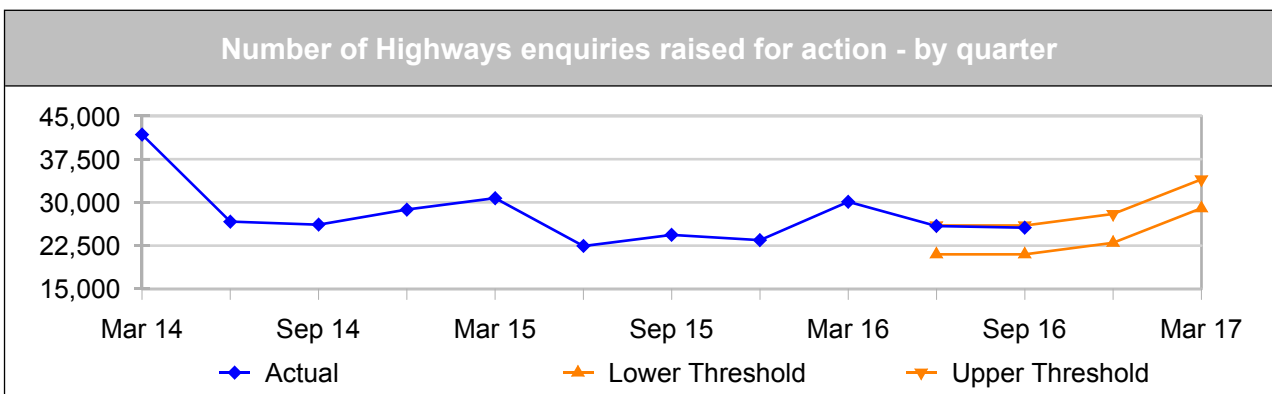
An online portal has been launched which enables District Council's to undertake property searches using up to date PRoW and Common Land Village Green information.

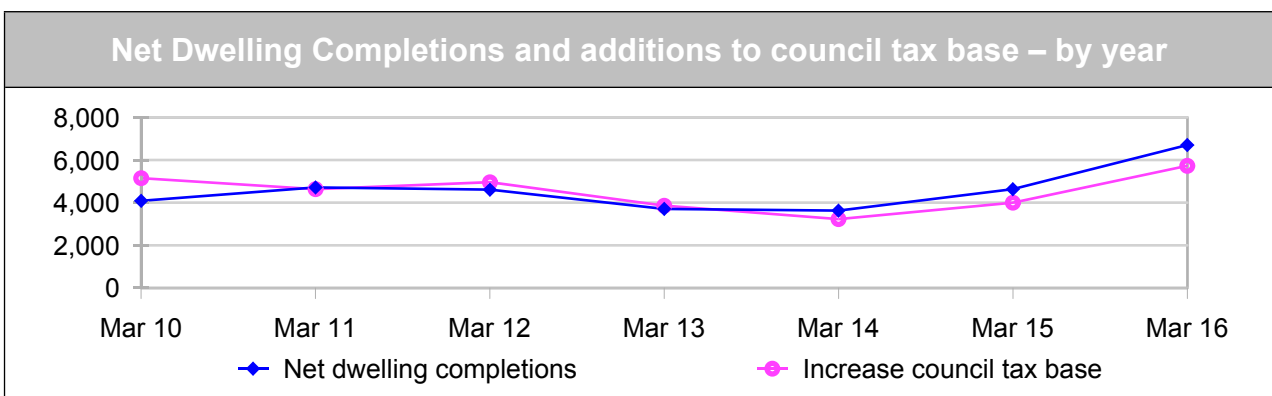
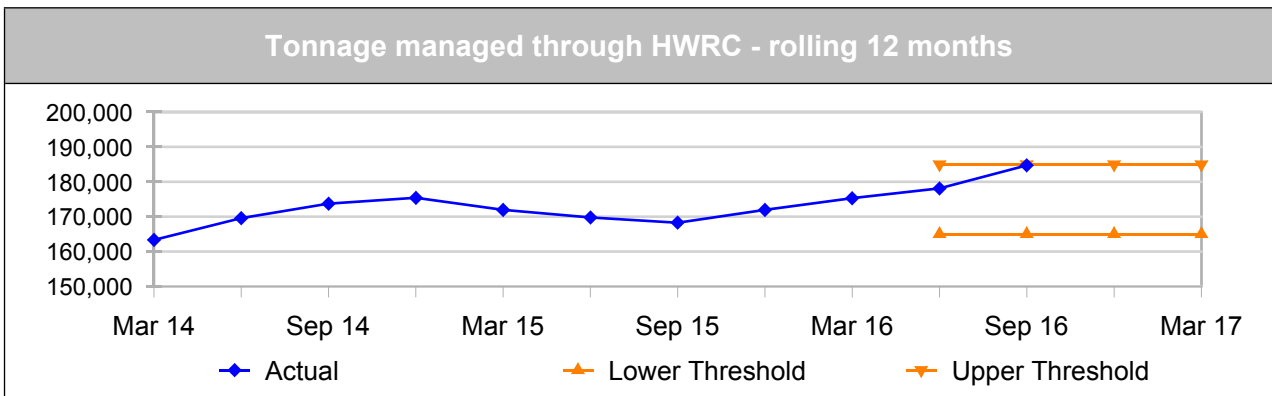
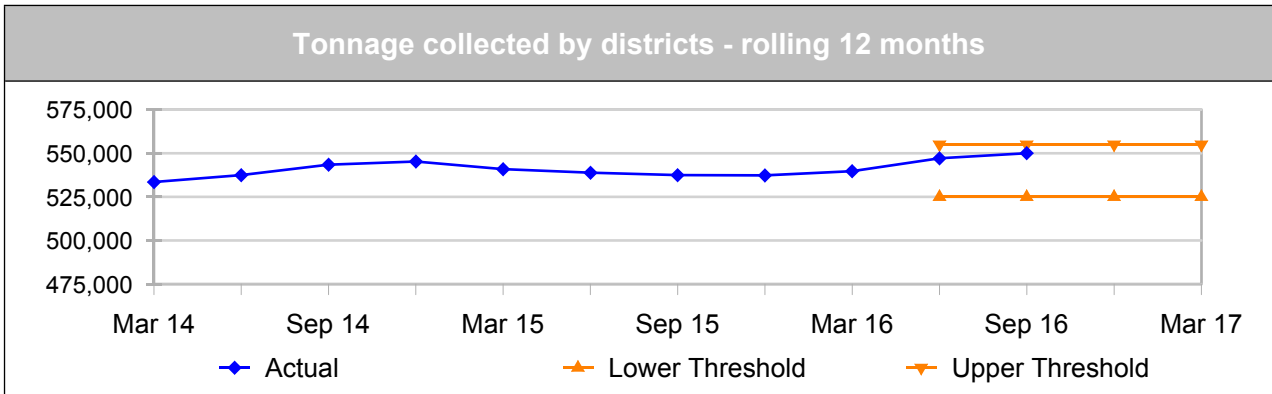
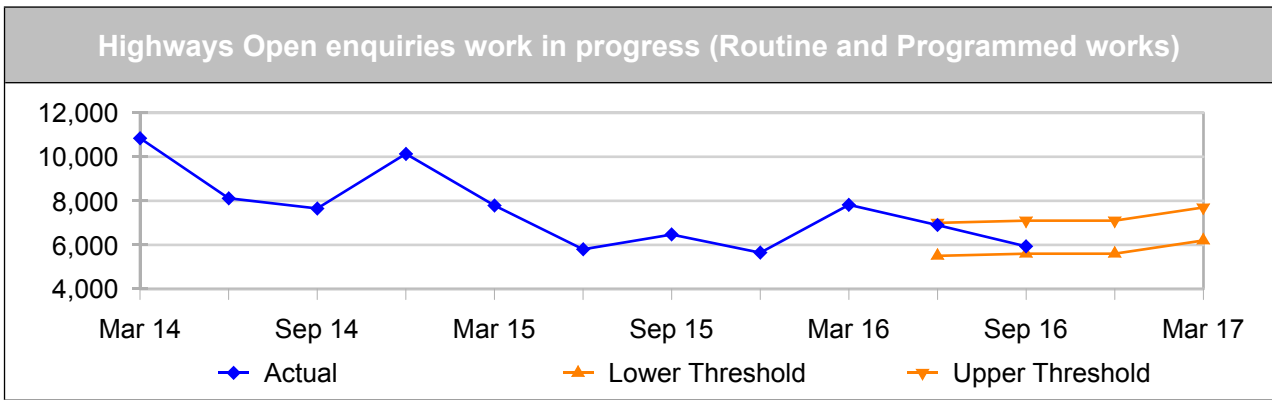
### Key Performance Indicators





**Activity indicators**





Education and Young People	
<b>Cabinet Member</b>	Roger Gough, Peter Oakford, Mike Hill
<b>Corporate Director</b>	Patrick Leeson

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>4</b>	<b>5</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>3</b>

### Schools

School results in summer 2016 were above average and an improvement on previous performance in nearly all key stages of education.

In September 2016, 483 of the 583 schools in Kent were Good or Outstanding with 87.7% of pupils attending a Good or Outstanding schools compared to 83% at the same time last year, an increase of 9,767 children receiving a better education.

The percentage of Primary schools judged by Ofsted as Good or Outstanding (90%) improved by 2% in the quarter, ahead of target, with the percentage of Secondary schools improving by 1% and now just below target of 86%. In September 2016 nearly all Special schools were good or outstanding.

In 2016, a Kent School Improvement Strategy and Protocol for Schools Causing Concern were published clarifying the responsibility of the local authority with its schools. We are determined to ensure further improvement in the quality of schools in Kent so that every school requiring improvement becomes a good school within the next two years and that good and outstanding schools do not decline. To support our priorities we have created a lead role in School Improvement with a responsibility for "Narrowing the Gaps".

### Early Years

The percentage of Early Years settings which were Good or Outstanding at 96% was above the target of 93% and delivering further improvement remains a key priority for the Early Years and Childcare Service.

Other priorities include preparing for the delivery of 30 hours of free childcare with effect from September 2017, working in partnership with Children's Centres to continue to increase the take up of free early education places by eligible two year olds, increasing the number of children achieving a Good Level of Development at the end of the Early Years Foundation Stage, narrowing achievement gaps, and increasing the number of Early Years settings working within a collaboration.

### Skills and Employability

The number of young people who are Not in Education, Employment or Training is not reported for September because there are annual fluctuations in the NEET cohort. The number of NEETs rises over the summer months due to school and college leavers and increases significantly in September as new data is processed and young people find new learning and training placements.

The June 2016 numbers were nearly half a percent lower than the same time last year. This coupled with the 2.2% improvement in Not Known figures demonstrates improvements on the ground, as in June a reduction in Not Knowns would normally lead to an increase in NEETs.



There is a good foundation for further reduction in NEETs with the introduction of a new DfE joint NEET/Not Known measure in the Autumn, and the change to only counting 17 and 18 year olds in future.

We will achieve over 3,000 16 - 18 year old apprenticeship starts for 2015/16 for the first time. The Kent Employment Programme (KEP) has been a huge success, moving unemployed young people into apprenticeships, working with local employers in Kent. There has also been continued success with the Assisted Apprenticeship scheme.

### **SEND**

The percentage of Education, Health and Care Plans (EHCPs) issued within the statutory 20 weeks has increased from 82% to 84% in the quarter against a target of 90%.

DfE published data for 2015 showed that Kent is performing well compared to other LAs nationally, issuing 86.2% of new EHCPs within 20 weeks, compared to 59.2% nationally and transferring 30.3% of all existing statements to EHCPs, compared to 18.2% nationally.

However maintaining this pace and responding to new duties following the first cycle of annual reviews of plans from 2015 has created volume pressure and most recently adversely affected overall performance. This is a national issue.

A review of quality assurance has been completed and new arrangements are being introduced from September 2016 to refine the processes further. Whilst the training and development of staff has seen positive outcomes for individuals to take on more responsibilities, in the light of new SEND duties under the 2014 Act, the Area teams have lost experienced SEN Officers and the volume demands of the statutory assessment process have increased.

### **School Places and Admissions**

We have been successful in securing the necessary additional school places required for admission to Primary and Secondary school in September 2016.

For 2015/16 across Kent as a whole the target was achieved in ensuring there are 5% surplus school places in both the Primary and Secondary sectors. There are fewer Districts with less than 5% surplus capacity in Year R than in previous years. Our forecasts in 2015/16 were accurate to within 0.2% for both Year Reception and Primary school rolls, and 0.6% for Secondary school rolls.

The proportion of parents securing their preferred schools has increased. For admission in September 2016 over 81% of parents secured their first preference Secondary school, almost 1% higher than in 2015. Primary school place offers saw 87% of families securing their first preference school (up over 1% on the previous year), which exceeded the 85% target.

### **Early Help**

The percentage of Early Help cases closed with outcomes achieved decreased in the quarter from 85% to 79%. However, this is at a similar level to the same quarter last year which indicates a seasonal trend following the school holidays. The forecast is that results will improve in the quarter to December.

The percentage of cases closed to SCS that were safely stepped-down to Early Help and Preventative Services was 18% for quarter which was significantly below the 24% target. Early Help has the capacity to accept a higher level of step-downs from SCS and joint step-down guidance for workers in both Early Help and SCS has just been finalised and issued to staff. This should support best practice and integrated working and mean an increase in the number of cases stepped-down. It is important to note that the current step-down measure only includes step-down at case closure stage and not cases that were stepped-across by the Central Duty Team (CDT) before progressing to an open case. In the last quarter there were 482 cases stepped-across from CDT.

For permanent exclusions, the rolling 12 months total has remained (across both Primary and Secondary phases) at 0.03% therefore meeting the target of 0.04%. However the volume of pupils excluded this quarter has reduced from 69 to 60 which is a significant reduction compared to the previous year. The number of first time entrants to the Youth Justice system has also shown further reduction ahead of target.

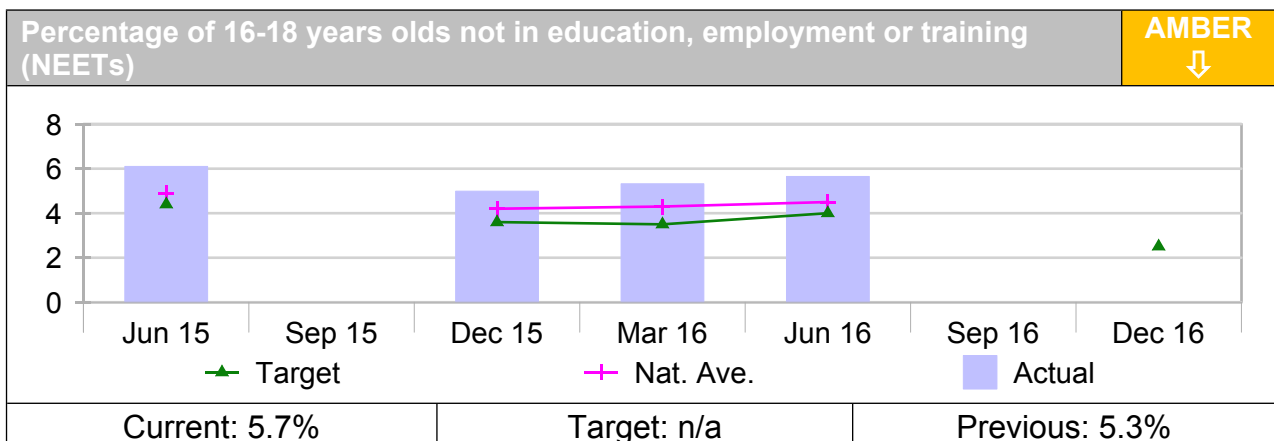
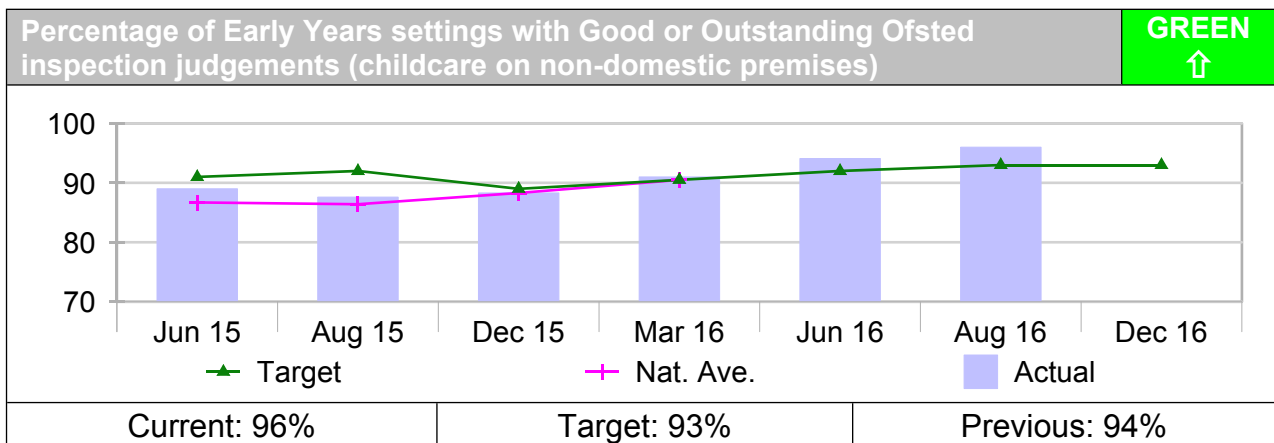
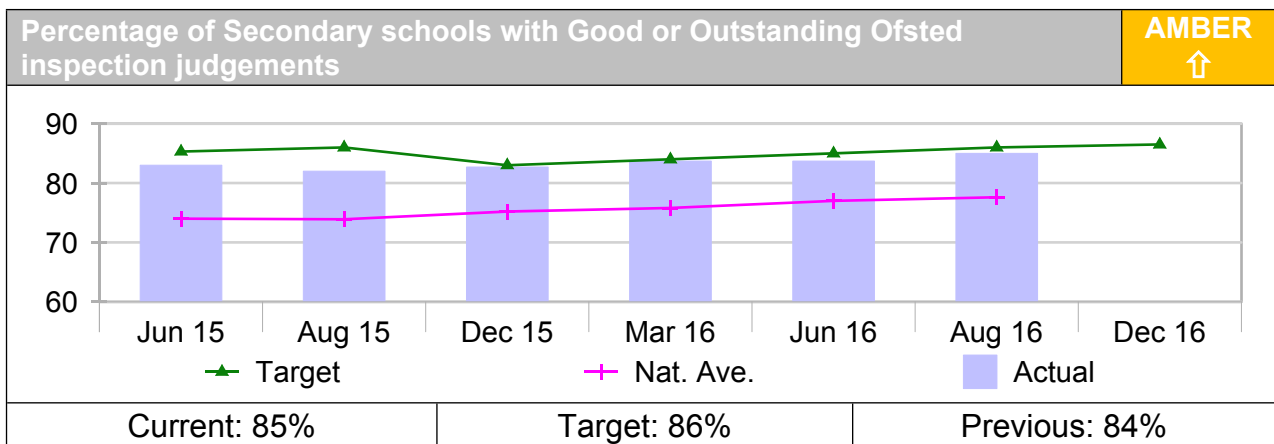
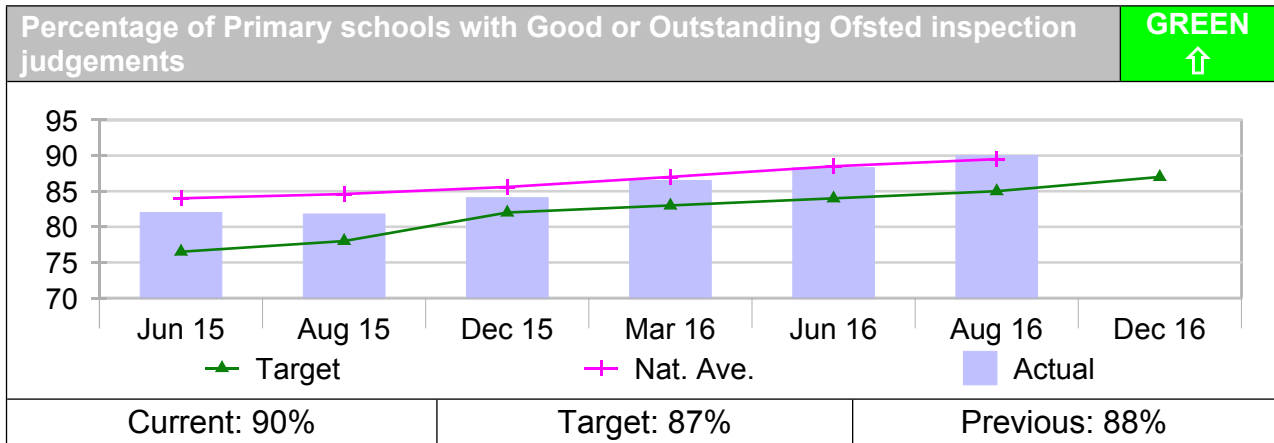
Intensive Early Help support is delivered in integrated teams in all districts, with casework managed through Early Help Units. There is close working with schools and alignment of all systems and processes with Specialist Children's Services. Significant improvements have already been seen to case throughput and effectiveness, securing improved outcomes for children, young people and families. Performance is monitored and managed using an outcome tracker system for all cases and the monthly scorecard which includes data for all performance measures. A project to assess the efficiency and effectiveness of processes and practice at the 'front-door' in CDT and Triage is underway. This will make recommendations for improvements to how demand is managed.

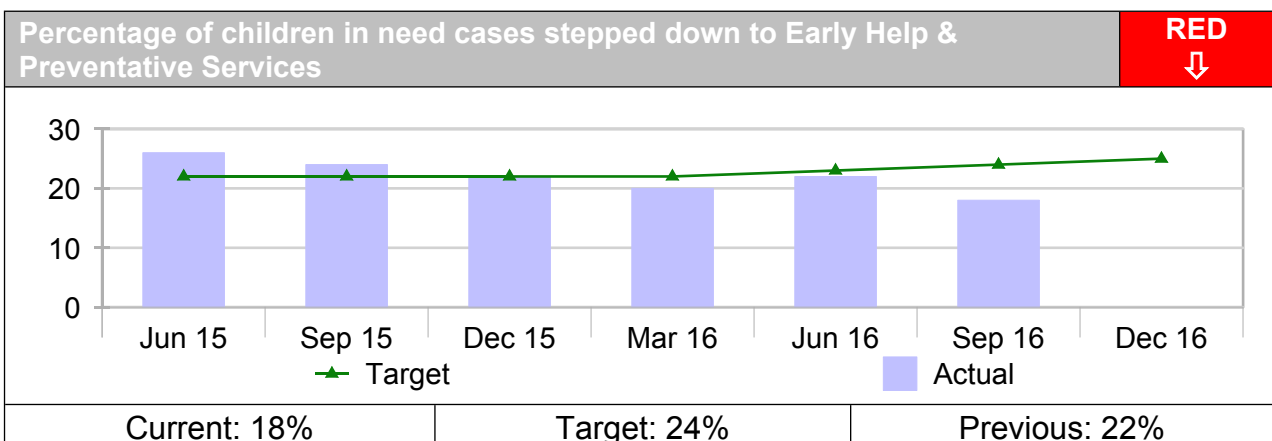
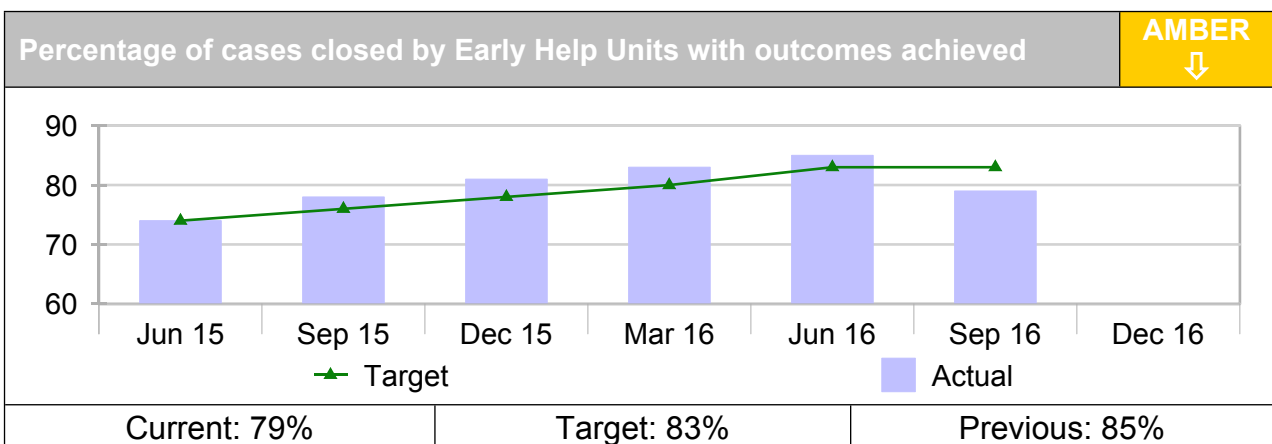
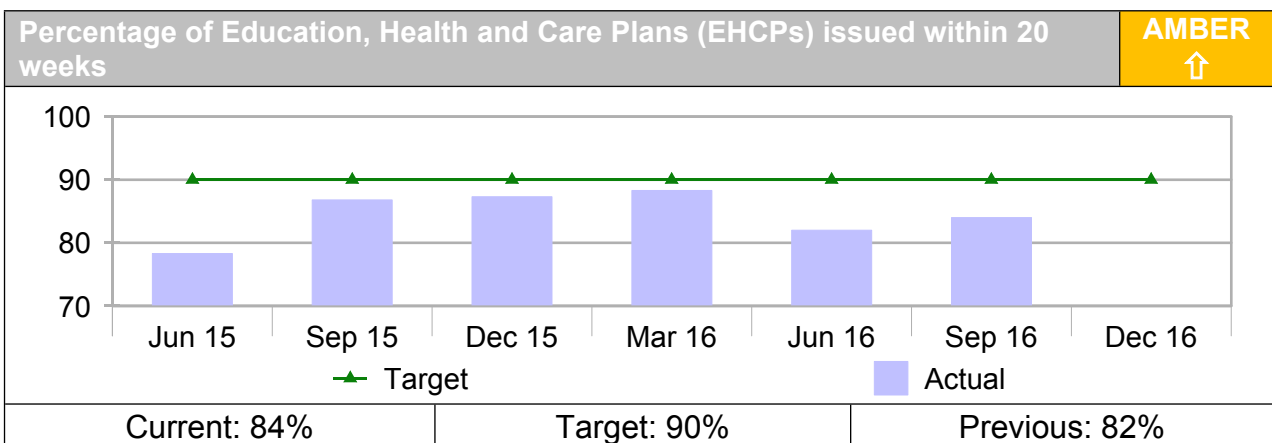
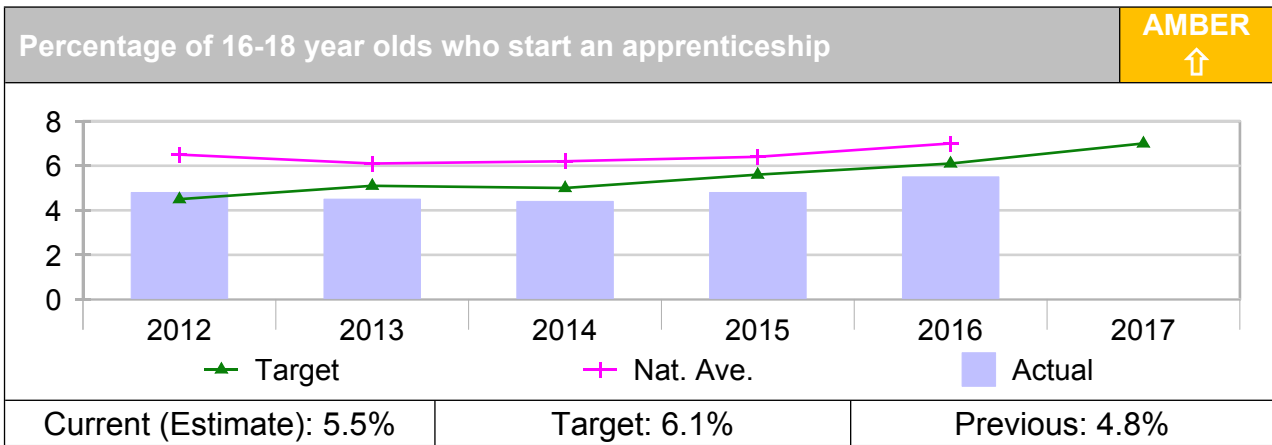
All work within the service is underpinned by a new Quality Assurance Framework, with a clear cycle for audit, evaluation and feedback. Family work is underpinned by the Signs of Safety model which has been rolled out to all staff working with families. The Early Help Strategy and Three Year Plan provides the vision, ways of working and priorities for Kent's Early Help and Preventative Services for 2015-18. A feedback tool for families and young people has been developed and is now being piloted. A version is also being developed to capture feedback from partner organisations.

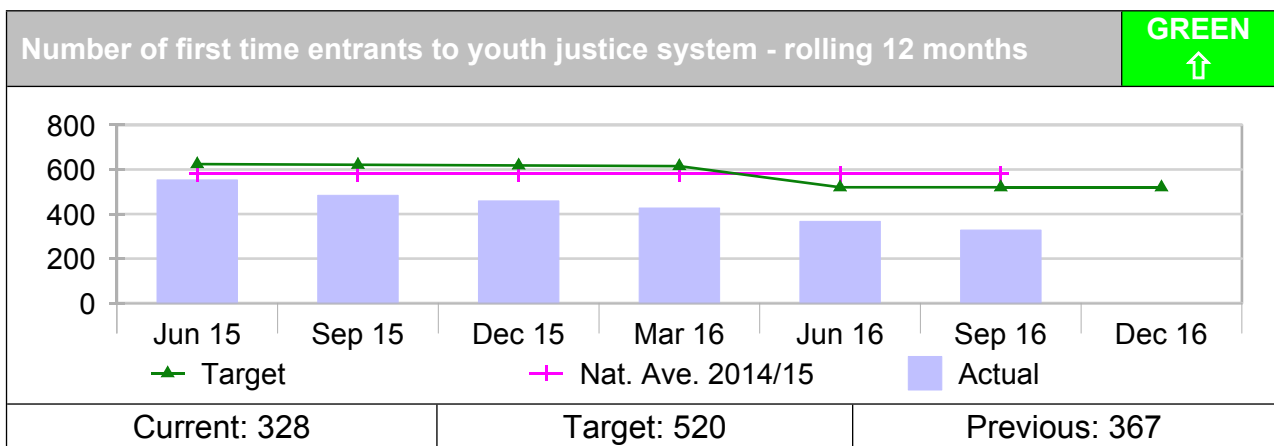
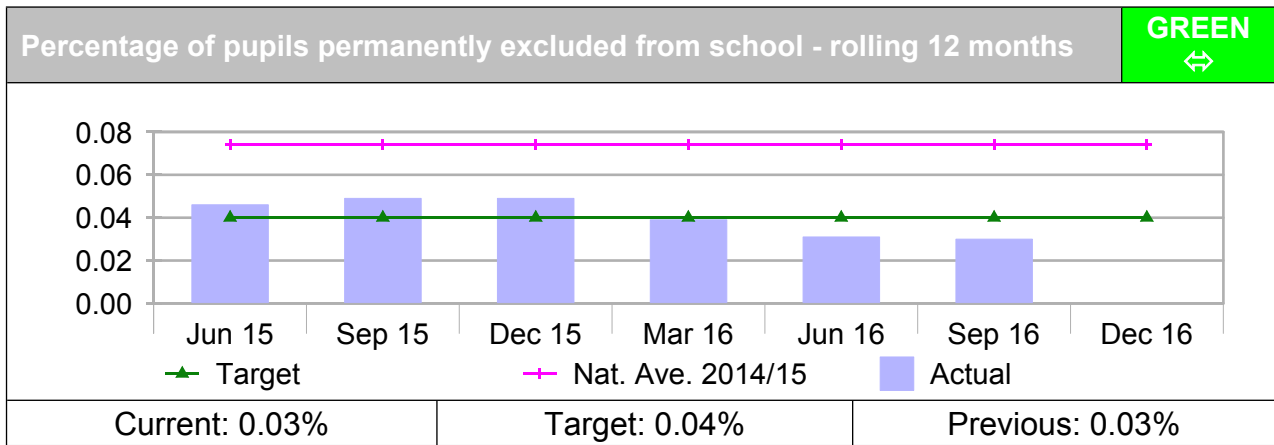
The way in which schools access support from the PRU, Inclusion & Attendance service has been streamlined. This process ensures one single route into the service, and appropriate and timely allocation of work, and is now live with all schools in Kent.

New processes have been introduced to embed the NEET strategy into all aspects of Early Help and Preventative Services, to ensure an integrated approach across the service when working with young people at risk of NEET, or with those already NEET. The NEET Strategy and Action Plan is currently being updated to drive developments over the next year.

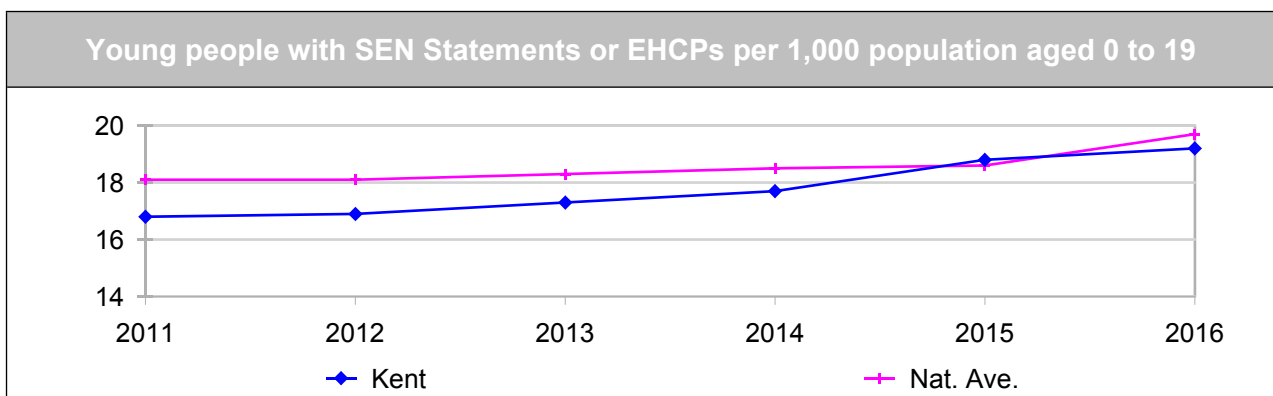
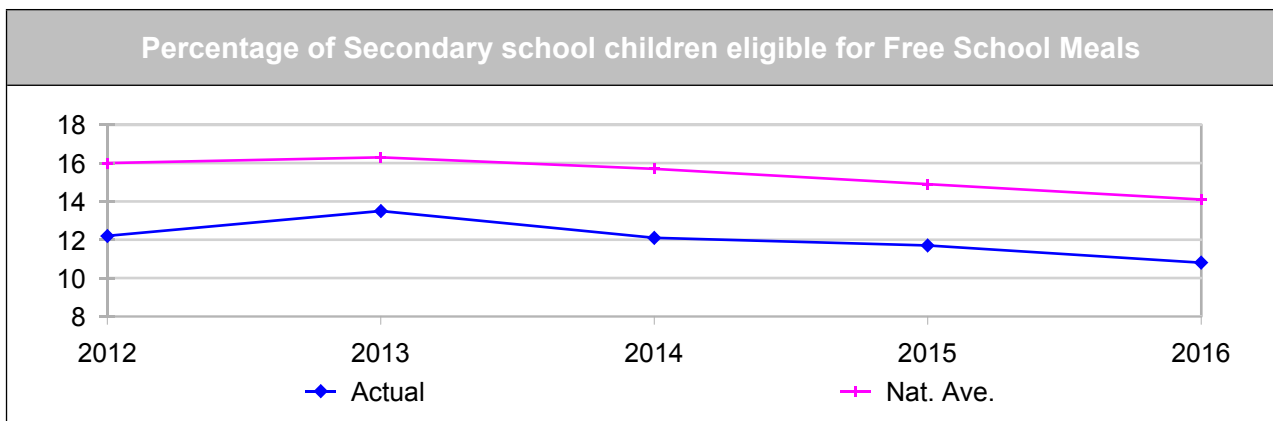
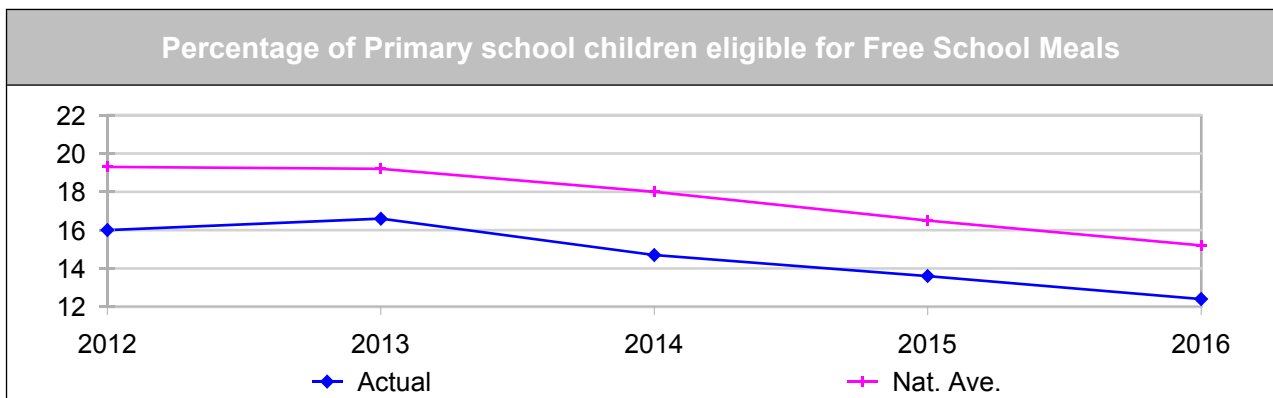
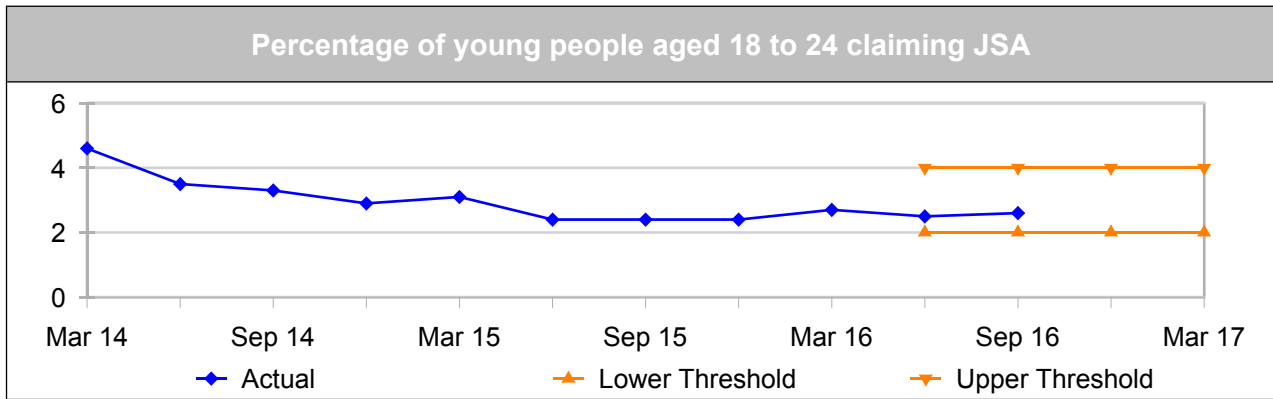
### Key Performance Indicators

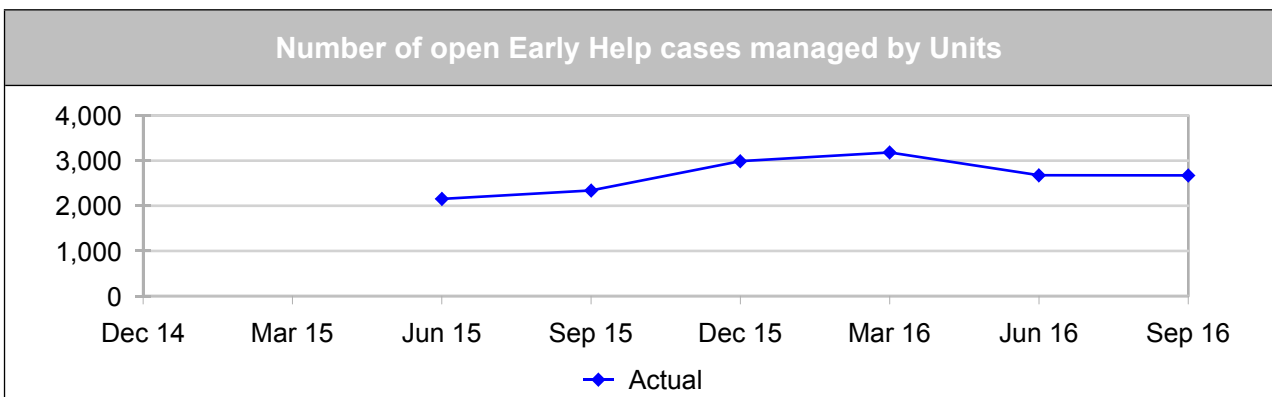
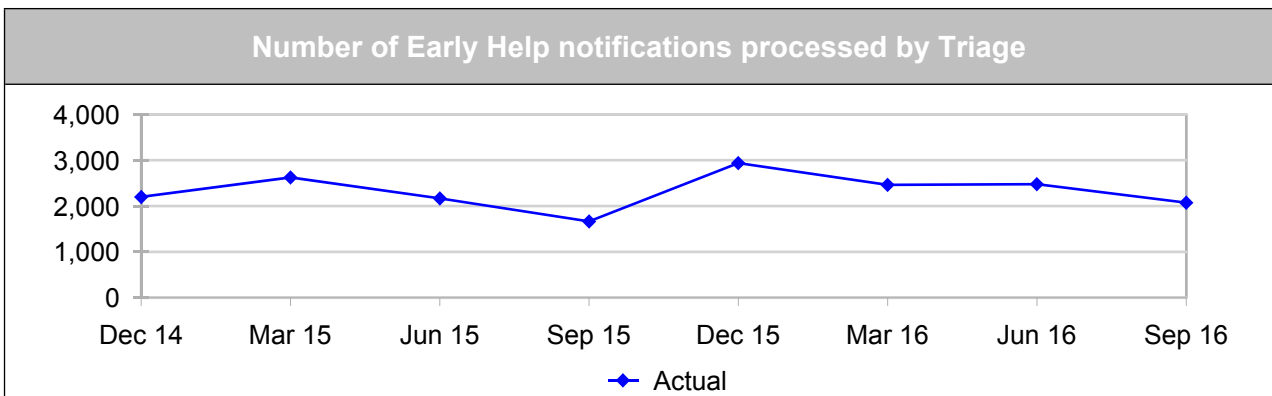
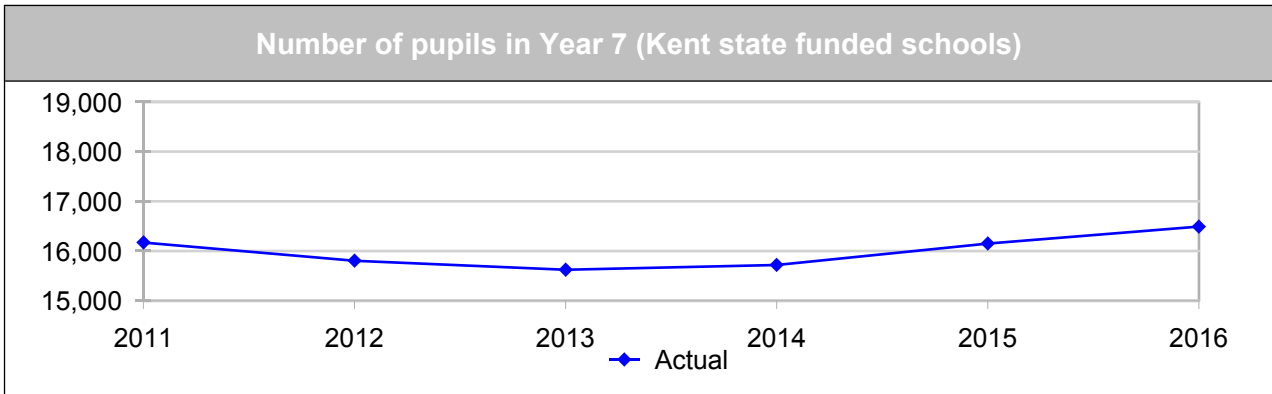
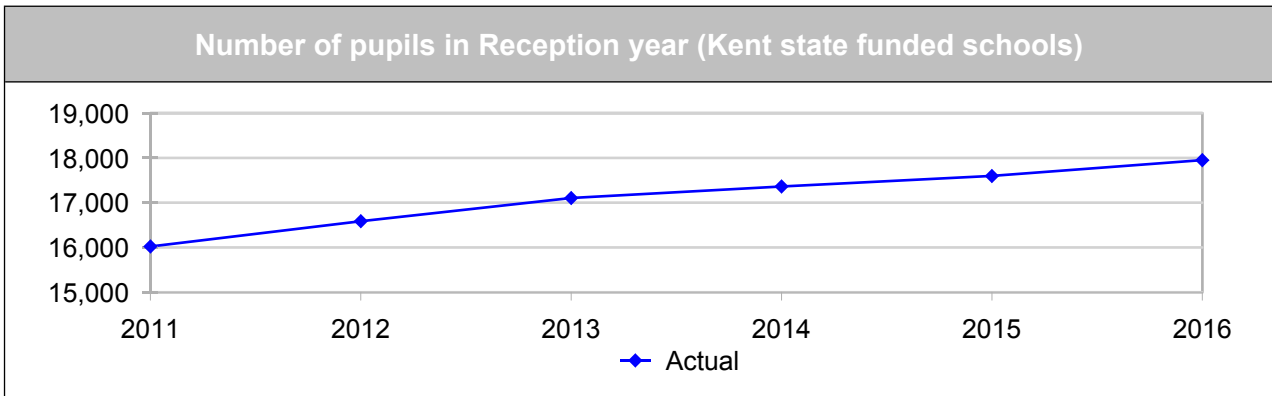






Activity indicators





Specialist Children's Services	
<b>Cabinet Member</b>	Peter Oakford
<b>Corporate Director</b>	Andrew Ireland

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>4</b>	<b>2</b>		<b>3</b>	<b>1</b>	<b>2</b>

### Staffing and Quality of Practice

The percentage of case holding social worker posts held by permanent qualified social workers increased in the quarter to September 2016 to 81%, with 16% of posts being filled by Agency staff. This is the result of the successful recruitment of 40 Newly Qualified Social Workers (NQSWs). There are an additional 13 NQSWs due to start before the end of the year and wider recruitment and retention activity continues.

There has been a continued increase in the percentage of case files rated good or outstanding, with the performance measure above target. The grading criteria have been strengthened to include a focus on meaningful chronologies being present on all case records. The Safeguarding and Quality Assurance Unit continue to undertake a programme of targeted, thematic audits in addition to the online audit programme. Themed audits arise from the service's self-scrutiny. Recent audits have examined, among other topics, the thresholds for closing a child or young person's case following a step down from Child Protection.

The Signs of Safety practice model continues to be embedded, with additional training being provided for the recent cohort of NQSWs. Work is ongoing to integrate Signs of Safety into the templates and plans on Liberi, the electronic case recording system.

### Demand and Caseloads

Referral figures for the first six months of the year have shown an increase in demand of 4% compared to the same period in 2015. Despite the increased demand the overall caseload number decreased by 272 in the quarter to September 2016 and remains within the expected range.

### Child Protection

There were 1,118 children with child protection plans at the end of September 2016, which was an increase of 20 from the previous quarter and is within the expected range. The percentage of children becoming subject to a child protection plan for a second or subsequent time has increased from 20% to 22% in the quarter. Plans for those children who have previously been subject to a Child Protection Plan are reviewed by the Safeguarding and Quality Assurance Unit.

### Adolescents

Alongside the established Adolescent Support Teams, work is being led by the Specialist Children's Services and Early Help and Preventative Services Joint Divisional Management Team to ensure the safety of teenagers who find themselves at risk of homelessness. A three month project is currently underway in a few areas of the county, to host a 'crash pad' facility for young people requiring emergency help.

Knowledge of the nature of child sexual exploitation in Kent is now being fed into the Multi-Agency Sexual Exploitation (MASE) meetings, for analysis and action.



### **Children in Care**

At 1,448 the number of indigenous children in care decreased by 6 in the quarter. The number of indigenous children in care placed with Independent Fostering Agencies increased by 6 in the quarter, from 155 in June 2016 to 161 in September 2016. The number of children in care placed in Kent by other Local Authorities increased by 10 in the quarter and at the end of September 2016 was 1,267.

The stability of children in care who have been in the same placement for the last two years has increased slightly in the quarter to 71% and is at the target level set. The percentage of indigenous children placed in KCC foster care or with family saw a slight reduction in the quarter, from 87% in June 2016 to 86% in September 2016, but remains above target.

### **Adoption**

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 was 388 days, a reduction of 64 days on the previous quarter which has exceeded the target.

### **UASC**

During 2015 Specialist Children's Services (SCS) saw an unprecedented rate of arrivals of Unaccompanied Asylum Seeking Children (UASC), which far exceeded previous years. The number of UASC in care at the end of September 2016 was 766. The National Transfer Scheme for UASC, launched in July 2016 has seen 80 new arrivals and 20 existing UASC find permanence with Other Local Authorities as at 30<sup>th</sup> September 2016.

### **Voice of the Child**

The work of the Children and Young People's Council continues to increase its membership and have greater representation by establishing local and more specialist groups, including a group for Care Leavers.

In the early part of the year the Service piloted MOMO (Mind of Your Own), a Web based App that provides a way for children and young people to tell their social workers what they think about our services and about their care plan. This app is being used and young people report it is easy and they like using it.

### **Care Leavers**

The number of Care Leavers has seen an increase in the last quarter, from 1,173 in June 2016 to 1,206 in September 2016. This includes a rise in the number of UASC who became Care Leavers in the quarter, from 570 in June 2016 to 601 in September 2016, an increase of 31.

The performance measures for Care Leavers remain static, with the Number of Care Leavers in suitable accommodation at 92% and the numbers of Care Leavers in Employment, Education and Training at 58%. Work continues to re-design the pathway plan to make it more meaningful for young people.

**Our Children in Care (including Unaccompanied Asylum Seeking Children)****Age Profile**

<b>Age Group</b>	<b>Mar 16</b>	<b>Jun 16</b>	<b>Sep 16</b>
0 to 4	177	180	194
5 to 9	305	288	284
10 to 15	844	831	812
16 to 17	994	999	924
<b>Total</b>	<b>2,320</b>	<b>2,298</b>	<b>2,214</b>

**Gender**

	<b>Mar 16</b>	<b>Jun 16</b>	<b>Sep 16</b>
Male	1,611	1,611	1,537
Female	709	687	677

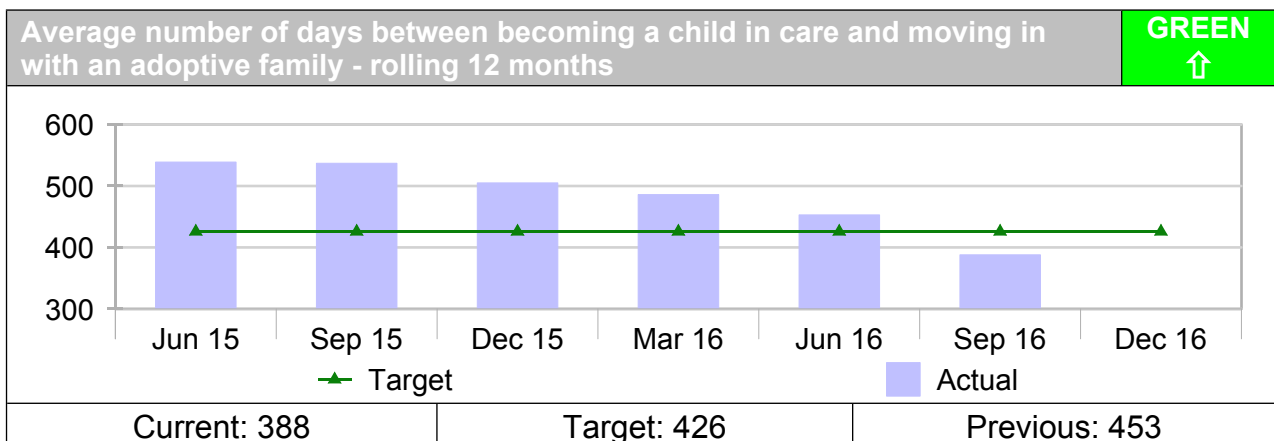
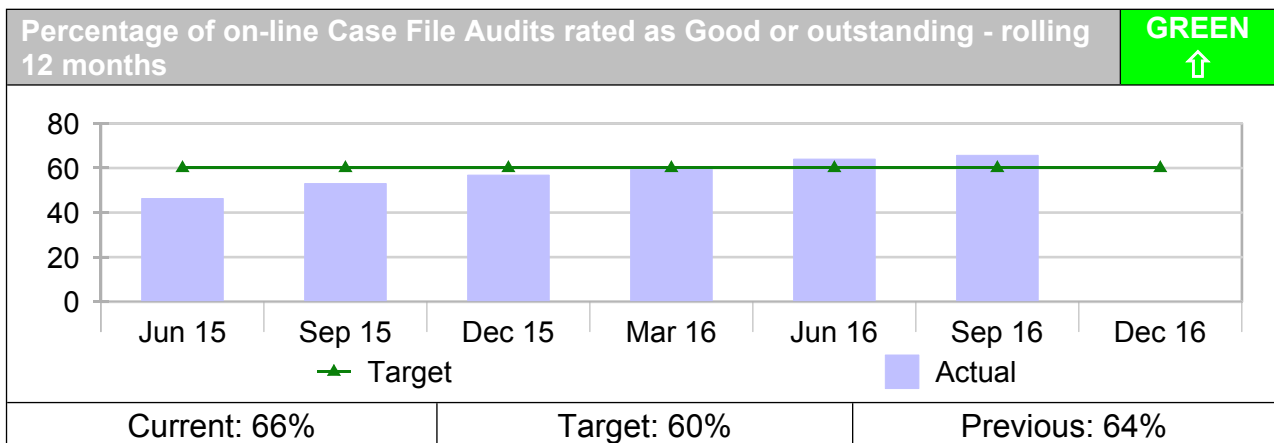
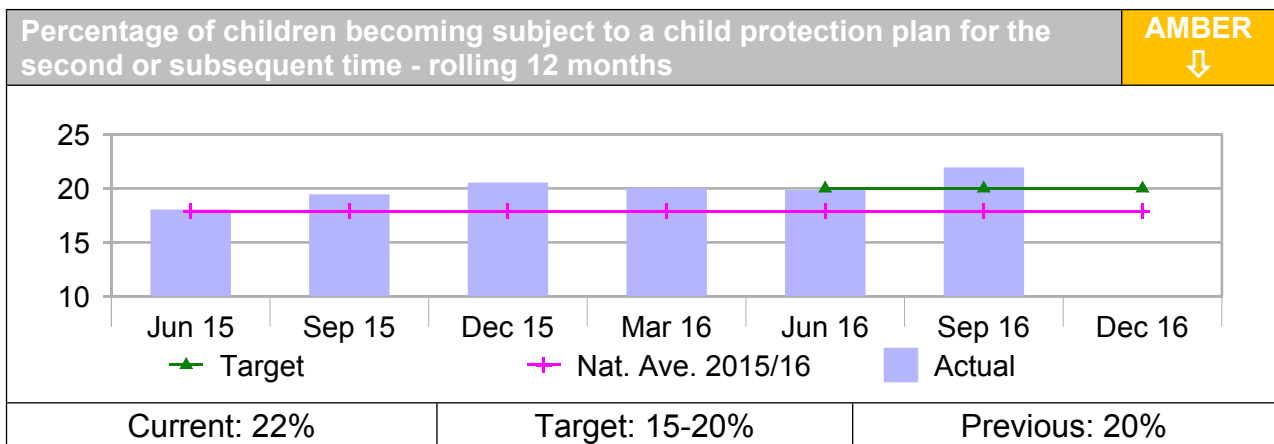
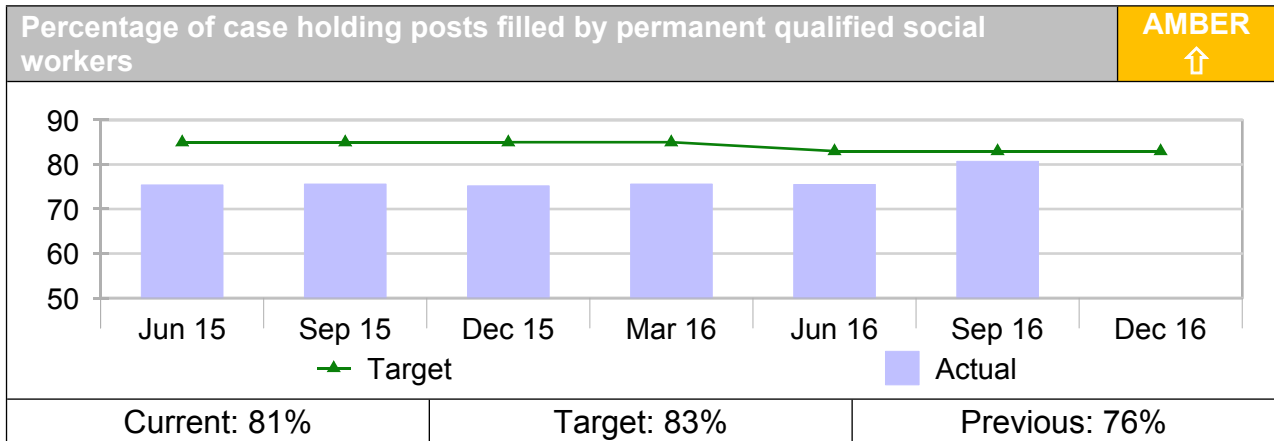
**Ethnicity**

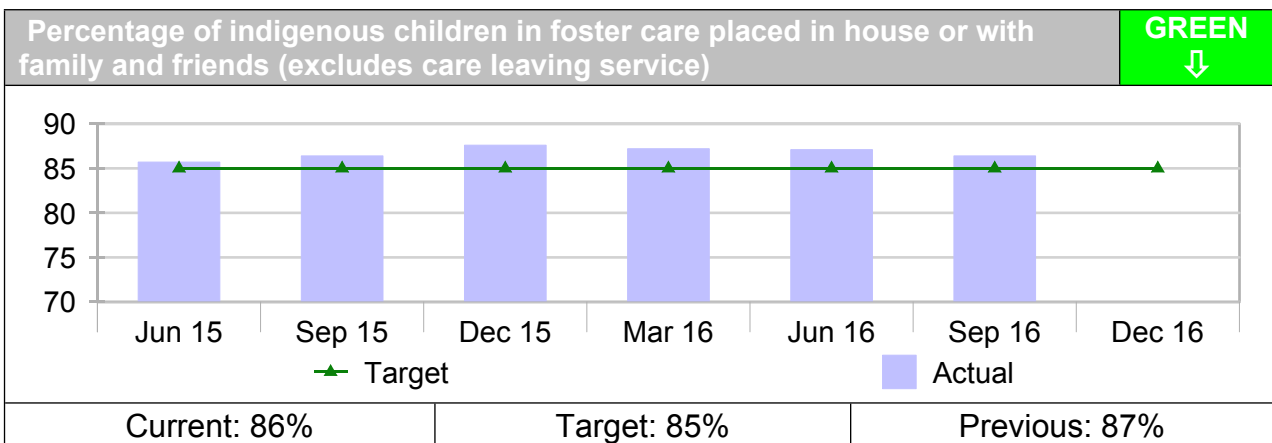
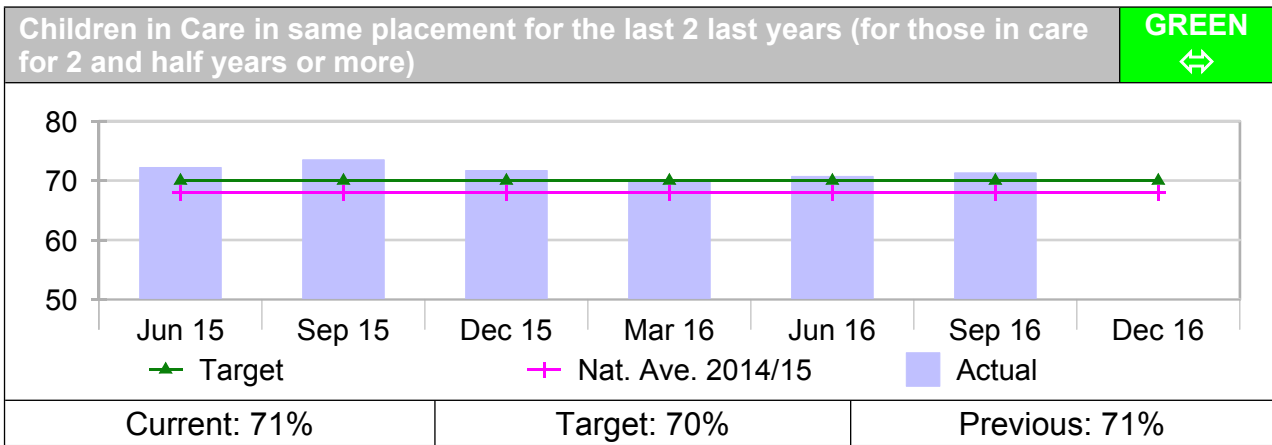
	<b>Mar 16</b>	<b>Jun 16</b>	<b>Sep 16</b>
White	1,354	1,361	1,355
Mixed	86	81	80
Asian	61	66	59
Black	391	353	333
Other	428	437	387

**Kent and Unaccompanied Asylum Seekers (UASC)**

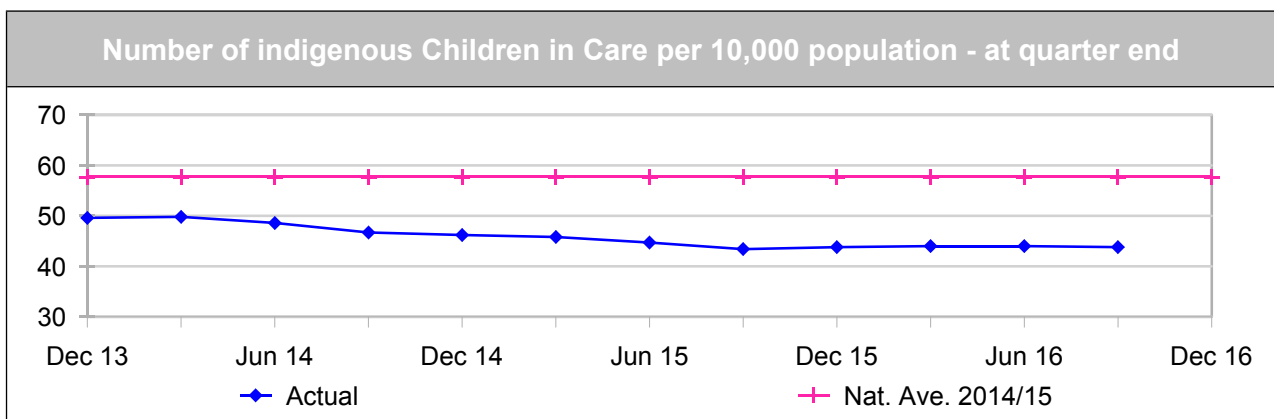
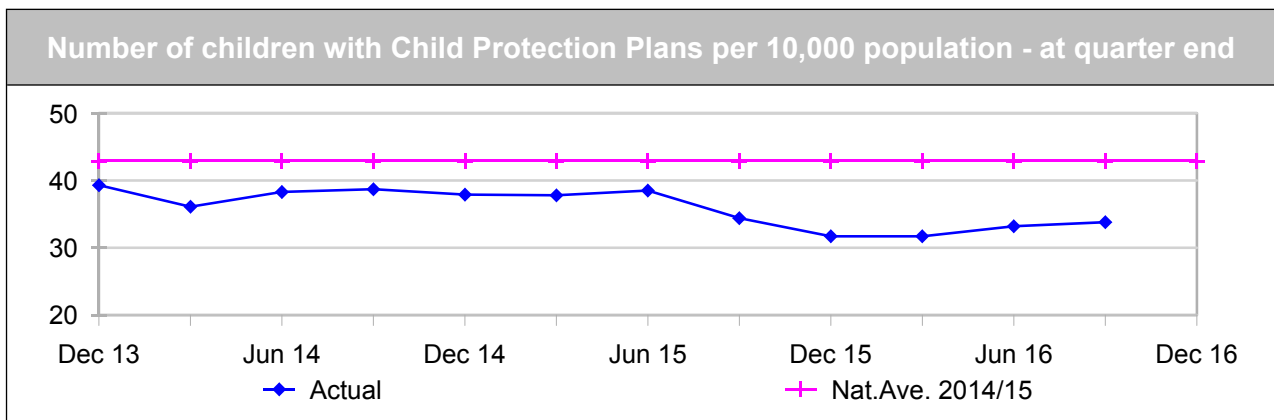
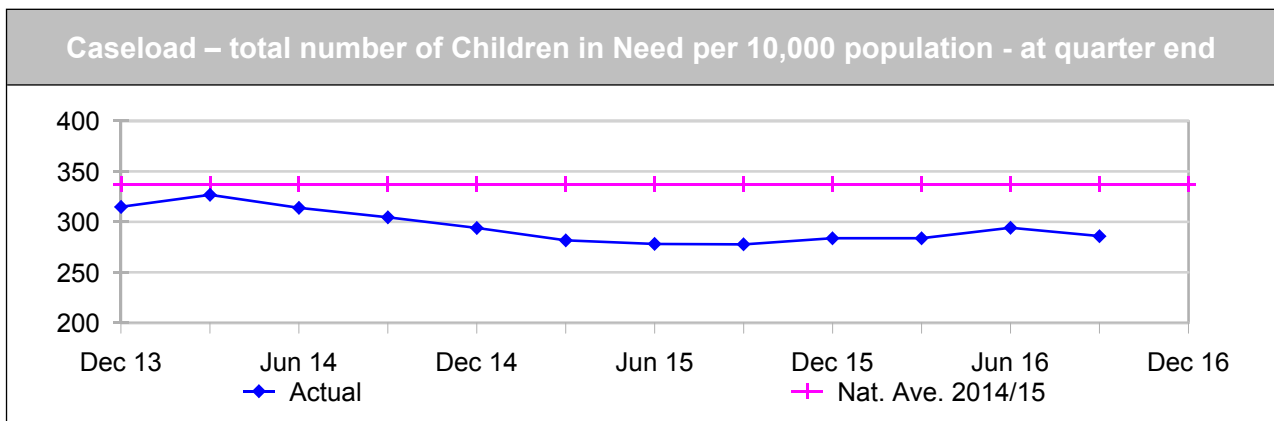
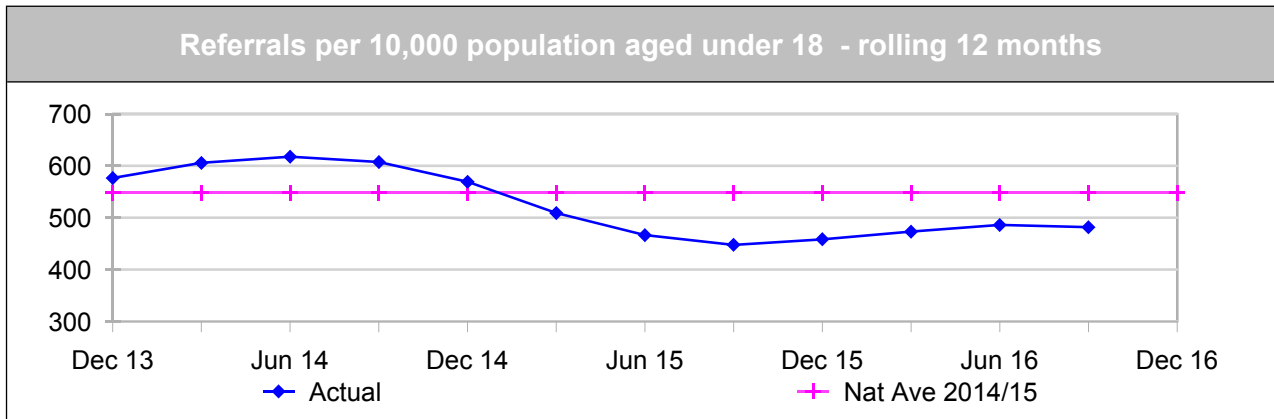
<b>Status</b>	<b>Mar 16</b>	<b>Jun 16</b>	<b>Sep 16</b>
Kent Indigenous	1,454	1,454	1,448
UASC	866	844	766

### Key Performance Indicators

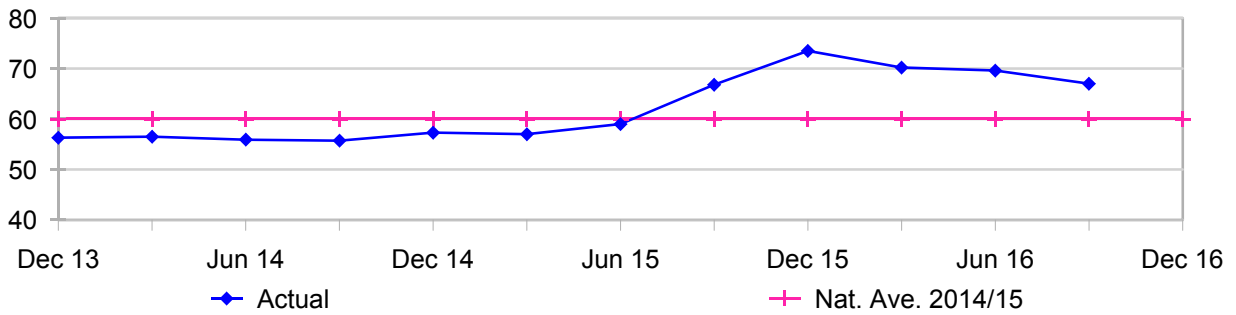




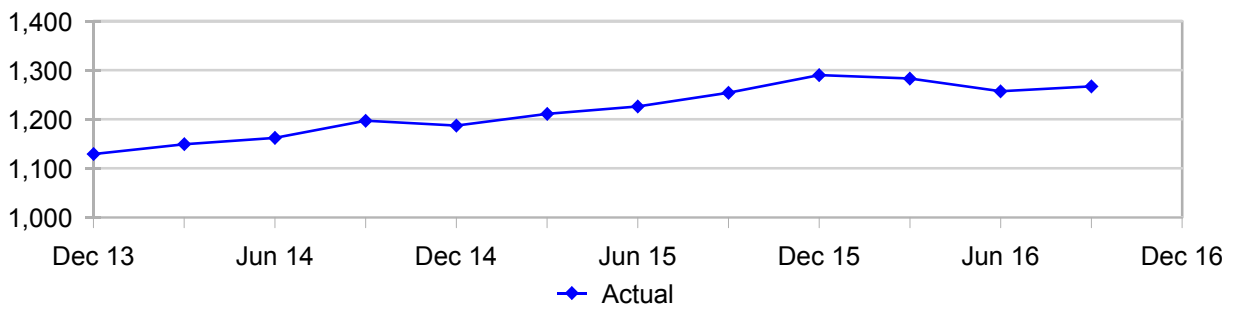
Activity indicators



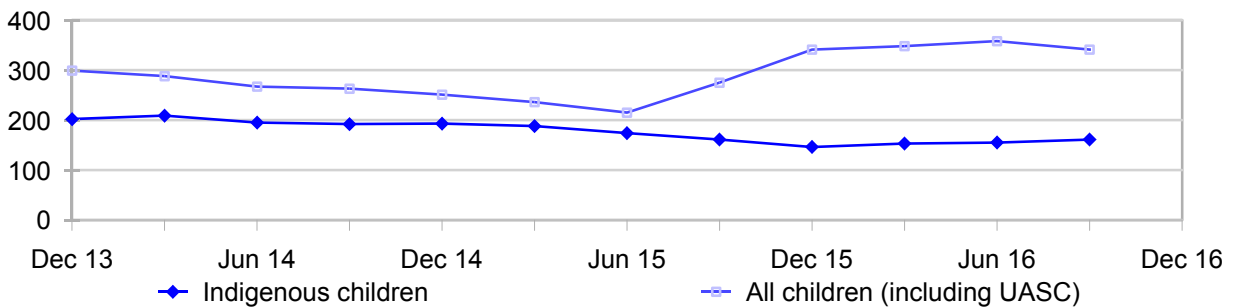
All Children in Care including UASC per 10,000 population - at quarter end



Number of other local authority children in care placed into Kent



Number of children in care placed with independent fostering agency



Adult Social Care	
<b>Cabinet Member</b>	Graham Gibbens
<b>Corporate Director</b>	Andrew Ireland

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>2</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>3</b>

The percentage of contacts resolved at first point of contact remained ahead of target for the quarter, and the number of clients receiving a Telecare service continues to be increase in line with the target trajectory.

The number of referrals to Enablement decreased to below floor standard with an average in the quarter of 194 accepted referrals per week compared to a target of 217. To address this, a new process has been put in place to ensure that there is management oversight of any cases bypassing enablement, with be approval at team manager level for any new home care clients that have not previously been considered for Kent Enablement at Home. However, there are significant problems with availability of homecare which is impacting the Enablement service and this is a national issue. Our in house Kent Enablement at Home Service has been used to support hospital discharges, double handed care and provider handbacks where the market is unable to provide a service for some clients. This impacts the capacity within KEaH to accept new clients with enablement potential. There are also an increasing number of cases not eligible for enablement including those with complex dementia.

The number of admissions to residential care over the past 12 months were higher than target, but are expected to reduce as the new Swale Practice Assurance Panel approach is rolled out countywide.

The percentage of clients still independent after enablement improved in the quarter and has nearer the target. The introduction of Occupational Therapists within KEaH has resulted in less people going on to receive a higher package of care or no care following their completion of Enablement. Currently the average outgoing care package hours from Enablement is 0.53 hours for those supported by KCC.

The proportion of delayed discharges from hospital where KCC was responsible is currently higher than the 30% target. The top three reasons for delays for both NHS and Social care are attributed to awaiting nursing home placement availability, patient/family choice and waiting for further non-acute NHS care.

### **Safeguarding**

In October 2015 the “Making Safeguarding Personal” approach was changed. This included changing Safeguarding Alerts to Safeguarding Enquiries. As a result of the changes we have seen a significant increase in the number of safeguarding concerns received with more activity now being captured. We expect to see the number of concerns raised level off as the new approach becomes embedded in practice.

Safeguarding improvement plans have been put in place to manage the increased cases activity and new cases are being dealt with more efficiently. Tighter controls of historic safeguarding cases open over 6 months have been put in place.

## Your life, your well-being

Your life, your well-being: a vision and strategy for adult social care is the five-year strategy which explains our plans for the future. It provides the basis for health and social care integration which is in progress and aims to deliver more person-centred care and support for people. KCC commenced consultation on the new strategy on 30 September 2016 and it ends on 4 November 2016. The strategy, in effect, is KCC's vision for how we want adult social care to be over the next five years and it serves as our five year forward view document.

We know that demand for care and support is increasing which is making finances come under pressure. At the same time, public expectations are changing; people want a life, not a service. Therefore, the service needs to continue to respond to these challenges, and the new strategy sets out how we will do this. The vision, to put it simply is, *“to help people to improve or maintain their well-being and to live as independently as possible”*.

The strategy breaks our approach to adult social care into three themes. These are:

- Promoting wellbeing – supporting and encouraging people to look after their health and wellbeing to avoid or delay them needing adult social care;
- Promoting independence – providing short-term support so that people are then able to carry on with their lives as independently as possible, and;
- Supporting independence – for people who need ongoing social care support, helping them to live the life they want to live, in their own homes where possible, and do as much for themselves as they can.

Four 'building blocks' support the above themes. They are ensuring effective protection for people (safeguarding), developing a flexible workforce, smarter commissioning and improving the way we work with key partners. KCC will use the vision and relevant sections of the strategy to inform the development and implementation of the Sustainability and Transformation Plan (STP) with the NHS.

The strategy will be delivered through the next phase of the adult social care transformation programme journey that we are already on. The details of how we will deliver it will be set out in an implementation plan which we are developing for this strategy. In summary, this will include activity over the next 18 months around the following:

- Assessment - this involves investigating the current delivery model and assessing against the proposed alternatives, supported by best practice. It means confirming the expected financial benefits and the changes needed to achieve the benefits. It also involves developing options to inform the next stage
- Design - means testing changes in specific areas and refining the expected financial benefits and, after benefit change getting ready for putting into practice
- Implementation - this means putting changes into practice across Kent and monitoring the benefits and making sure that performance is consistent.



## 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 2015-16 had responses from 483 service users.

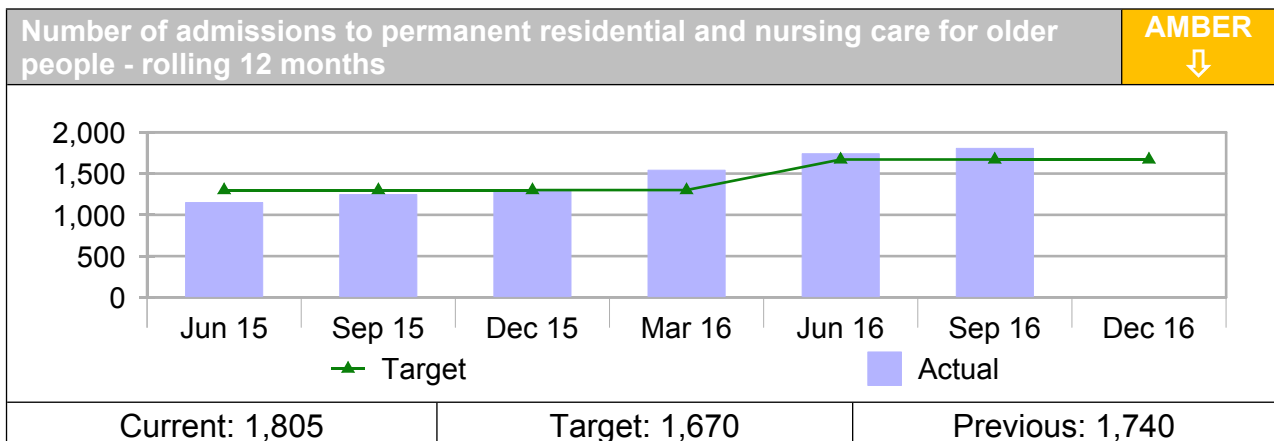
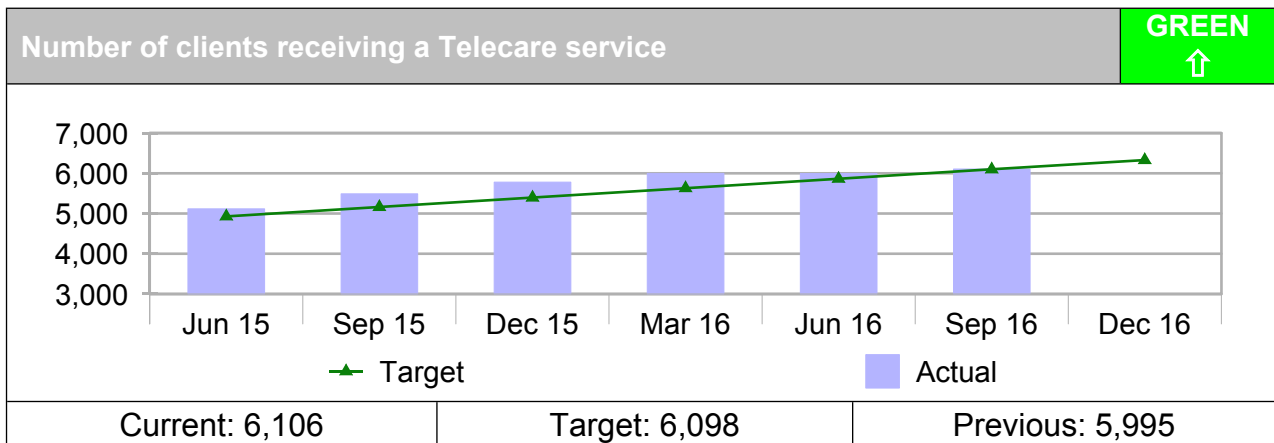
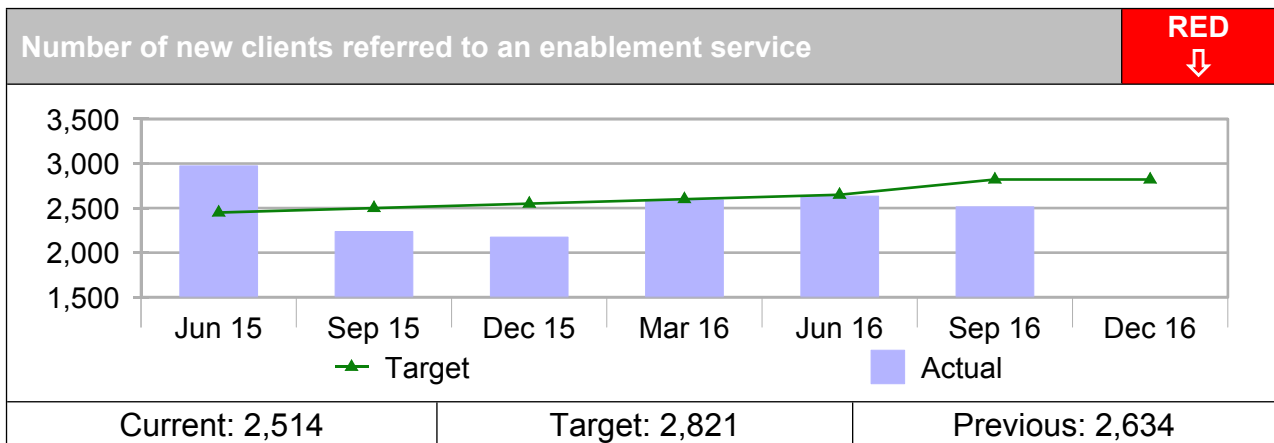
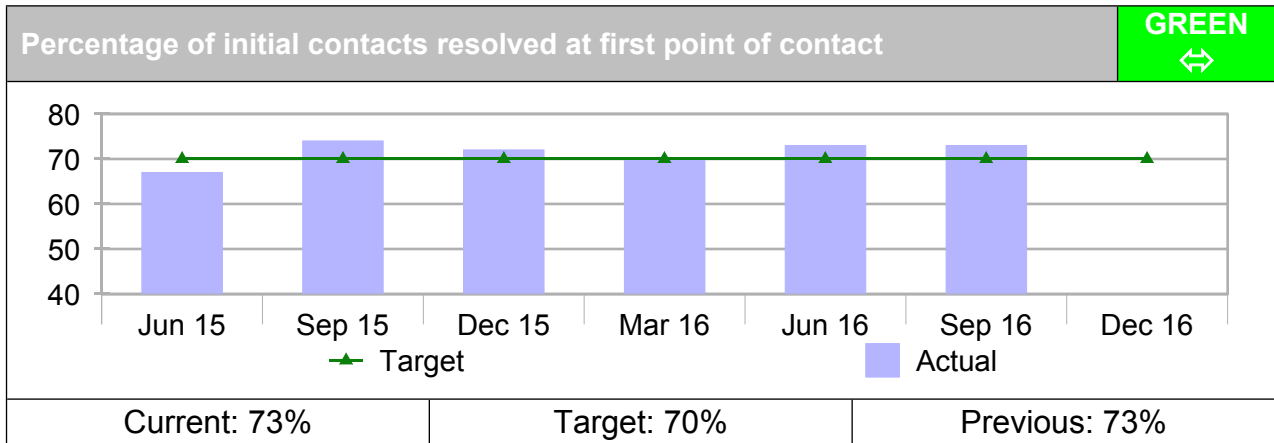
The results of some of the key areas are found below. National averages are shown in brackets.

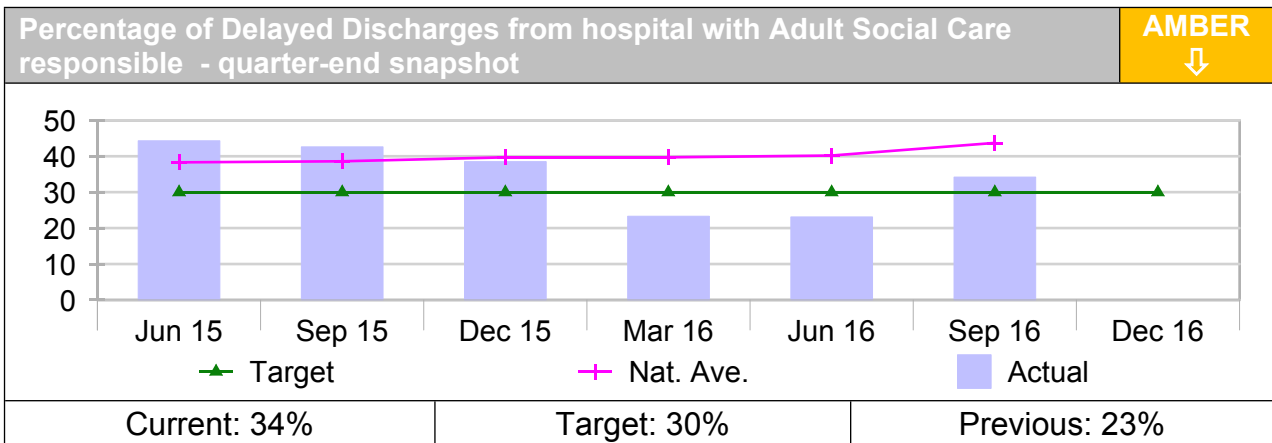
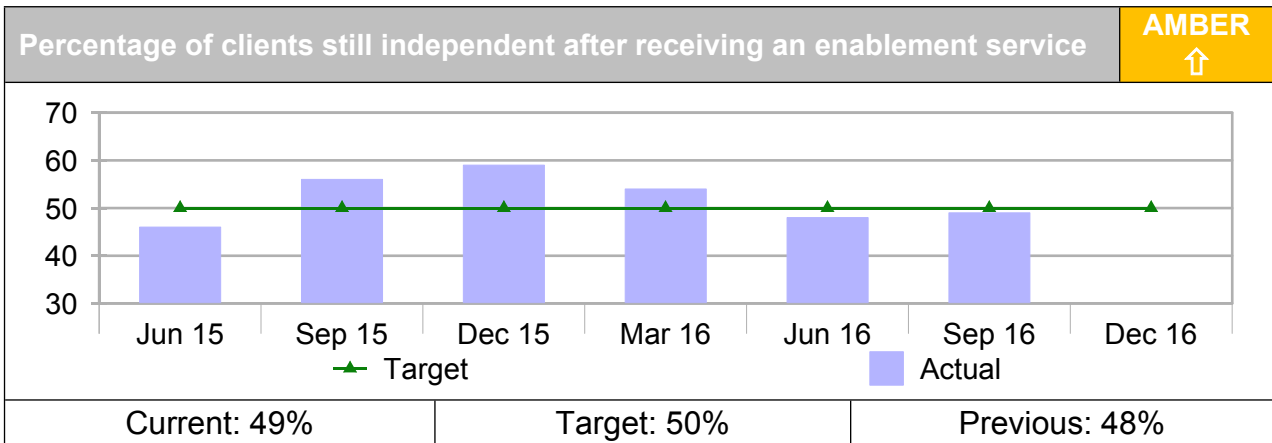
	2012-13	2013-14	2014-15	2015-16
Service users who are extremely or very satisfied with their care and support	67% (64%)	66% (65%)	70% (62%)	66% (64%)
Service users who have adequate or better control over their daily life	79% (76%)	78% (77%)	84% (77%)	80% (77%)
Service users who find it easy to find information about services	76% (74%)	70% (75%)	78% (74%)	75% (74%)
Service users who say they feel safe as they want	65% (65%)	65% (66%)	73% (69%)	71% (69%)
Service users who say that the services they receive help them feel safe and secure	79% (78%)	76% (79%)	84% (85%)	85% (85%)

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.

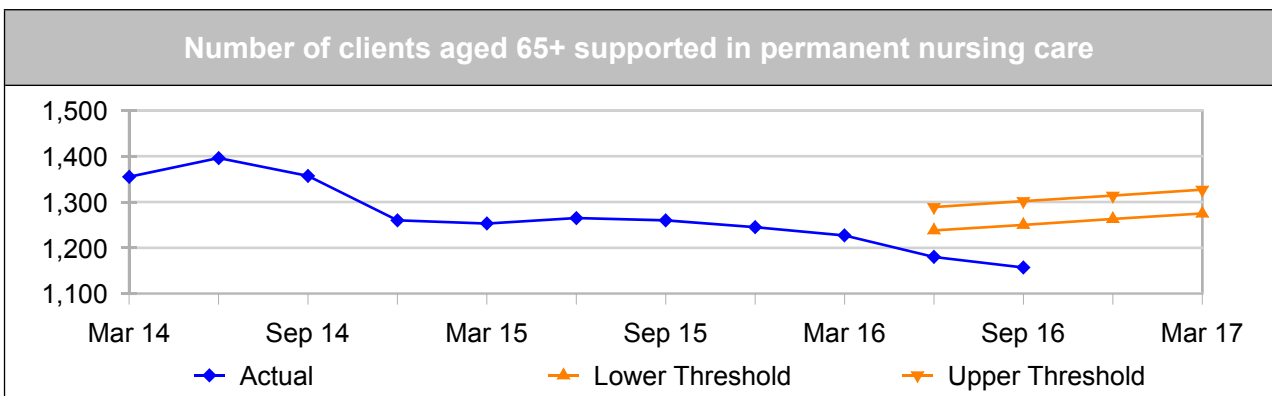
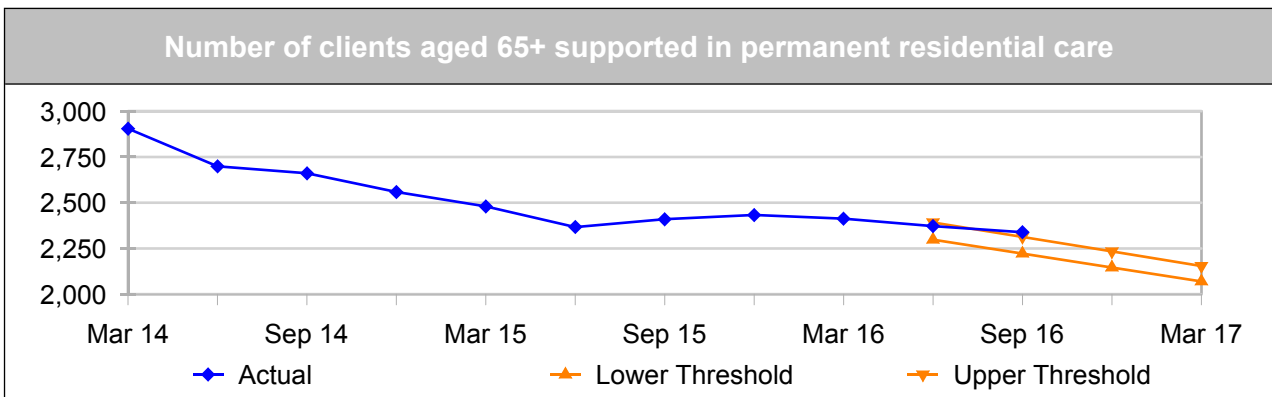
In 2015/16 Kent was above or at the national average for all indicators above.

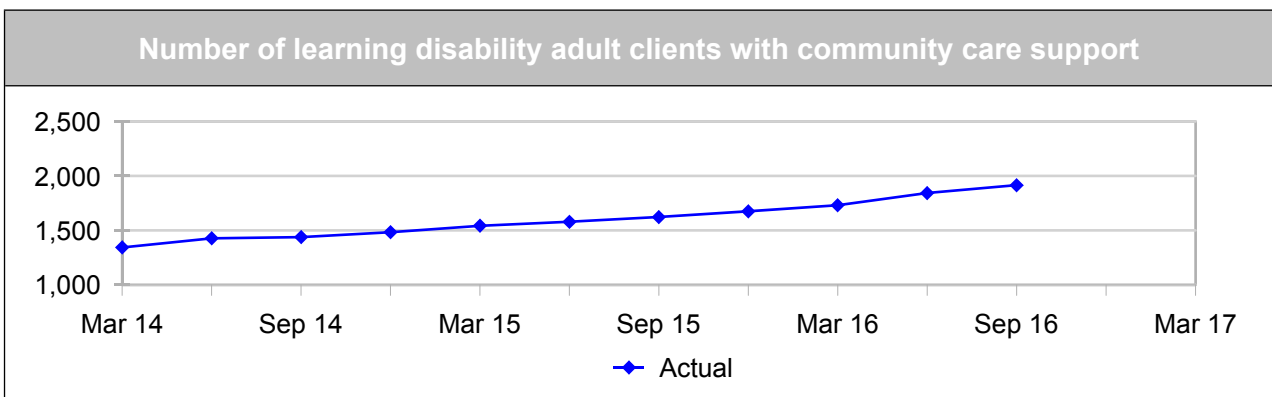
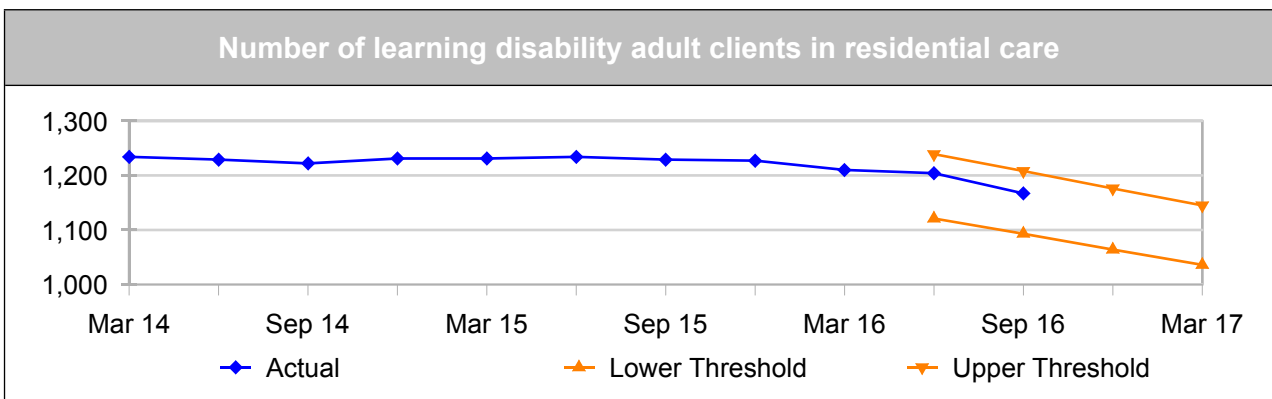
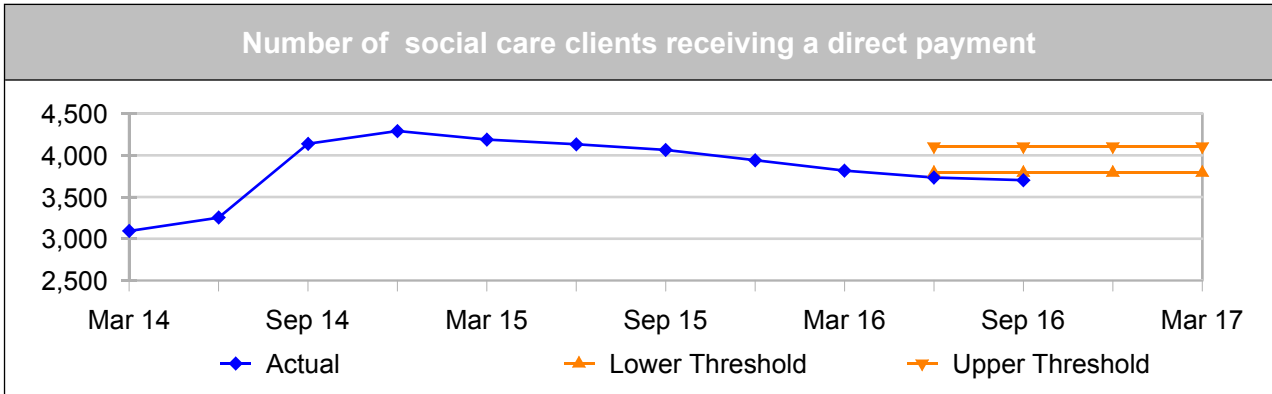
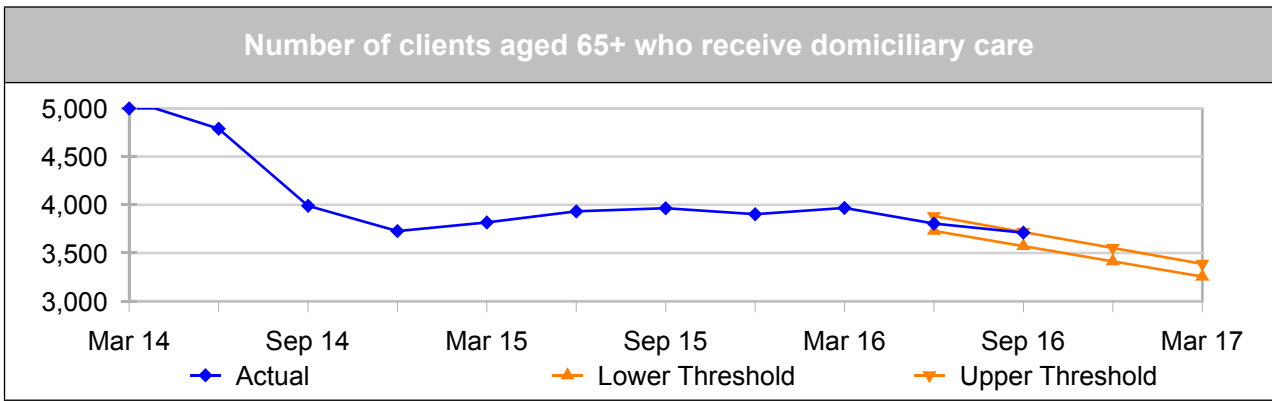
**Key Performance Indicators**





**Activity indicators**





Public Health	
<b>Cabinet Member</b>	Graham Gibbens
<b>Director</b>	Andrew Scott-Clark

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>1</b>	<b>3</b>		<b>2</b>	<b>1</b>	<b>1</b>

Performance of the NHS health check programme has improved over the last two quarters. There were over 12,000 checks completed in the last quarter up from 9,000 in the previous quarter. A Health Check app has been launched to support people to track their measurements and make positive changes as a result of having their NHS Health Check.

Performance on each of the five mandated health visiting checks also improved in the quarter, with 78% of eligible children receiving their 2-2½ year check compared to 76% in Quarter 1. As well as delivering this improved performance, the Health Visiting Service has identified substantial efficiency savings for the current year and has engaged in a programme to identify opportunities for integration with Early Help services across the county. This programme of work will continue throughout the remainder of the financial year.

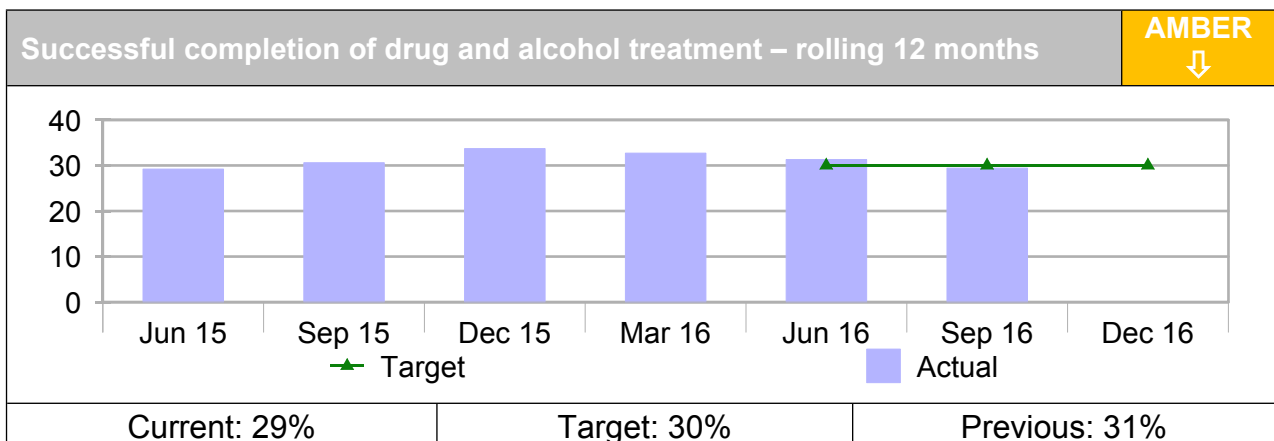
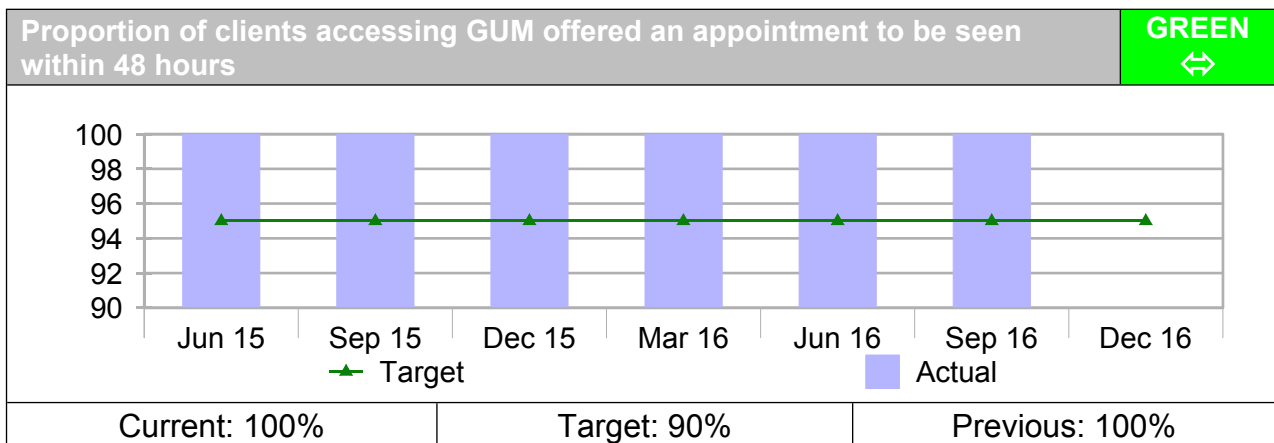
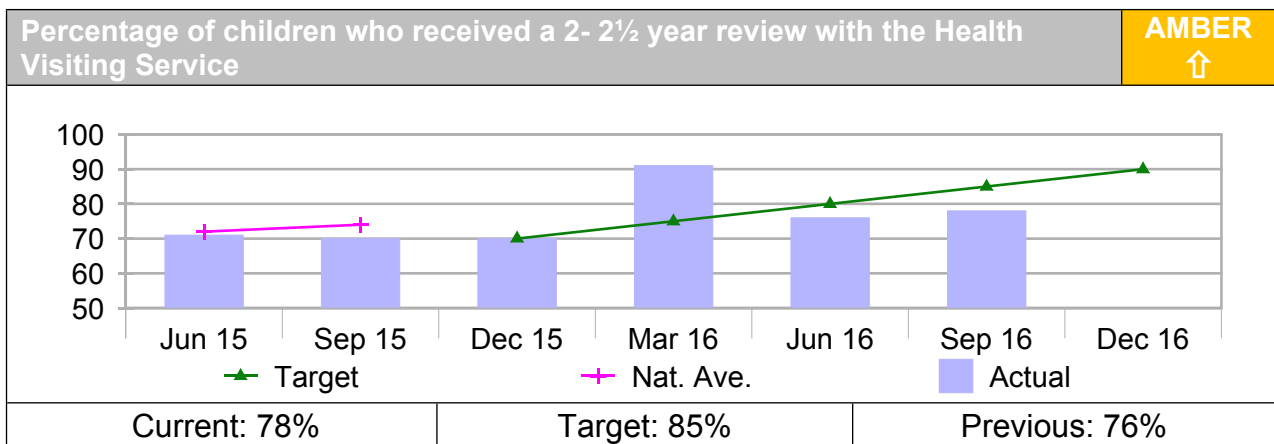
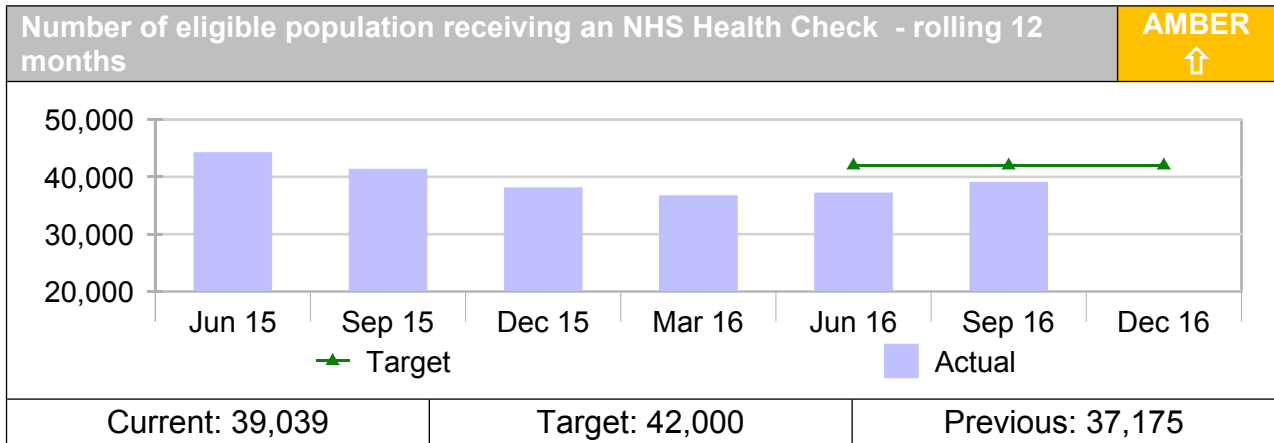
Performance of sexual health services remains consistently high. All service users who requested an urgent appointment for genito-urinary medicine (GUM) were offered an appointment within 48 hours.

The new metric for substance misuse services showed a slight dip in performance in Quarter 2 to just below target. The new West Kent Adult Substance Misuse Service commenced in April 2016 following a co-design period with the provider and stakeholders. A new operating model began in September 2016. Using the lessons learnt from West Kent, the re-commissioning for the East Kent Adult Substance Misuse Service has begun with the intention of following a similar co-design process and implementation of a new model during 2017/18.

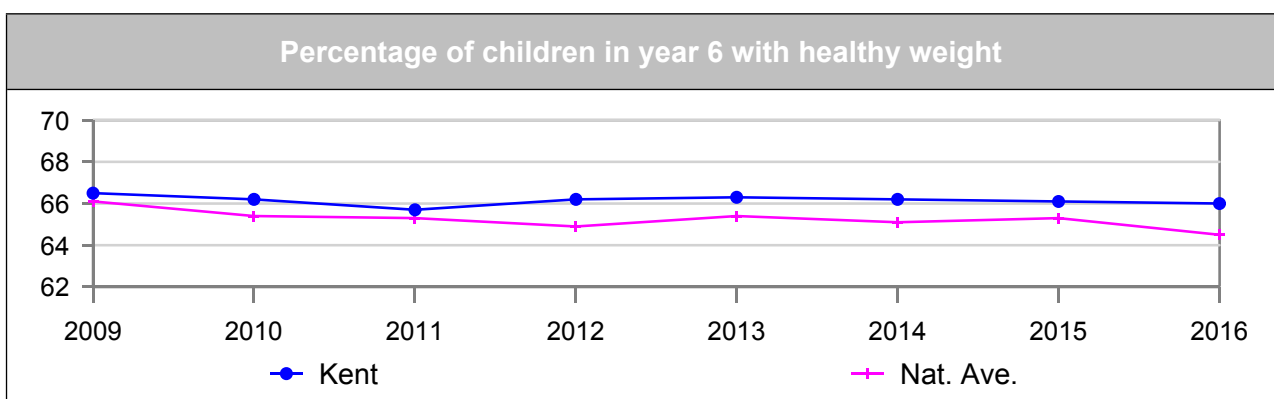
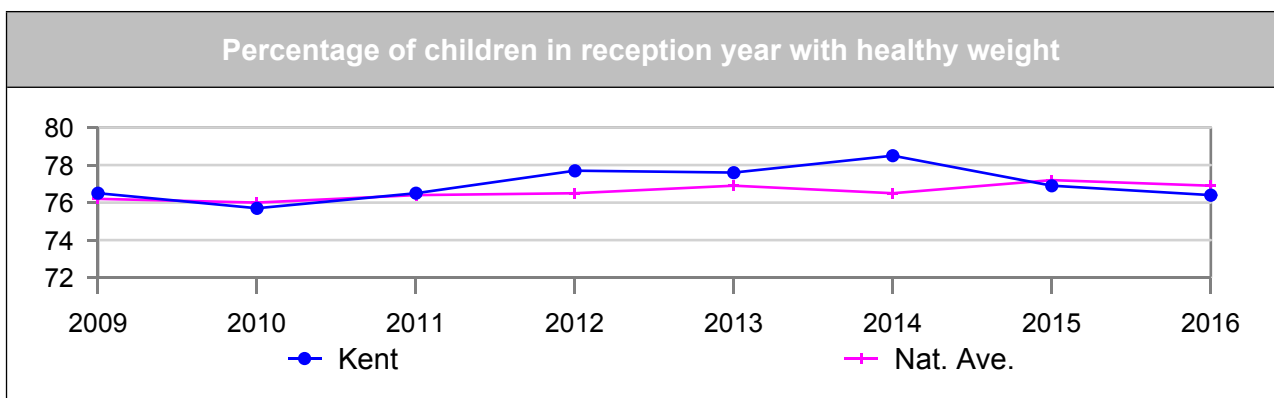
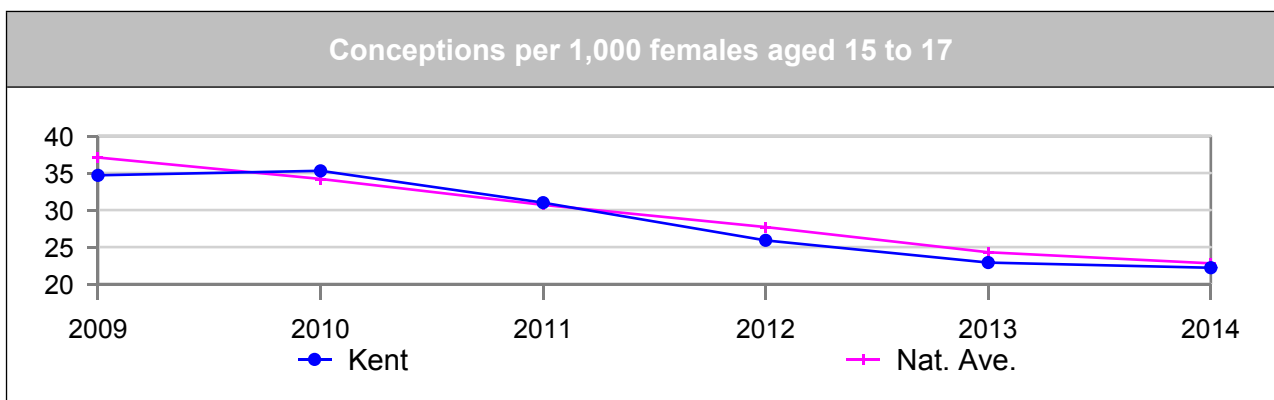
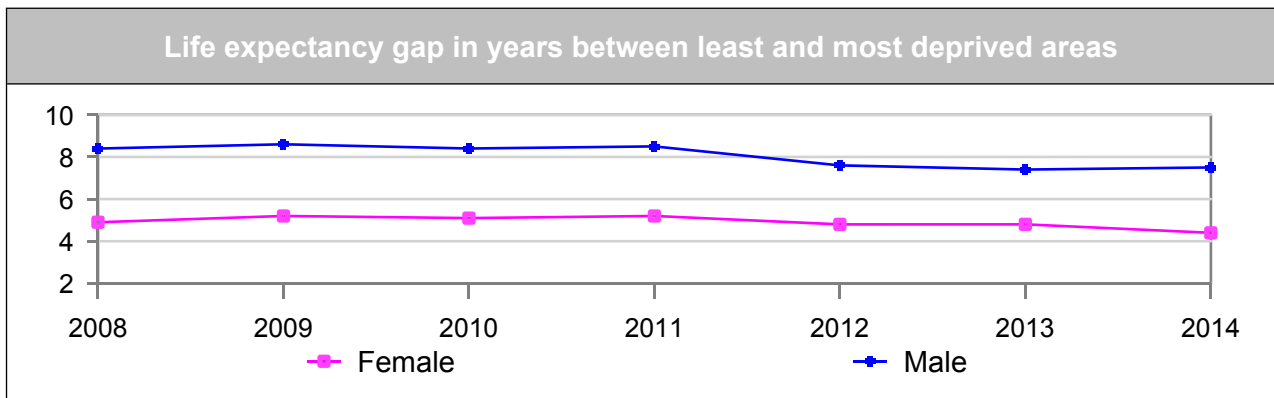
Public Health continues to work on the transformation programme for adult lifestyle services and NHS Health Checks and is working with key stakeholders to fully explore the best solution to deliver these services in the future. This includes close working with District Councils to align the new model to local arrangements and make best use of resources available in each area.

The Public Health campaign Smokefree Kent targeted districts with a high smoking prevalence and the top 20% most deprived wards in Kent. The campaign had over 21,000 visits between March and July 2016 with the most popular device used to access the website being a smartphone. It is estimated that the reach of the campaign (people seeing the adverts/post) was over 418,000 people with over 24,000 people viewing the videos of experts talking about the effects of smoking and outlining the benefits and giving tips on quitting. Overall prevalence of smoking in Kent continues to decline.

**Key Performance Indicators**



Activity indicators



## Corporate Risk Register – Overview

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 further management action. Three new risks with a current High risk level have been added to the register in the last quarter, as well as a Medium risk where the risk level has been raised to High. These are outlined below.

	Low Risk	Medium Risk	High Risk
<b>Current risk level</b>	0	3	13
<b>Target risk level</b>	3	13	0

### **Delivery of 2016/17 savings**

As outlined via the Council's financial monitoring processes, there is still a forecast overspend for the current year that needs to be addressed in the next few months. Corporate Directors have agreed to take management action to address the situation, and all staff are being urged to contribute to help reduce costs.

### **Cyber and information security threats (NEW)**

KCC repels a high number of cyber-attacks on a daily basis, although organisations across all sectors are experiencing an increasing threat in recent times and must ensure that all reasonable methods are employed to mitigate them, both in terms of prevention and preparedness of response in the event of any successful attack. The source of this risk could relate to technological or human factors, as there needs to be clear understanding of threats across the whole workforce. KCC is constantly developing its cyber security controls, both in a technological sense, but also awareness-raising amongst staff.

### **Managing and working with the social care market (NEW)**

A significant proportion of adult social care is commissioned out to the private and voluntary sectors. This offers value for money but also means that KCC is dependent on a buoyant market to achieve best value and give service users optimal choice and control. Factors such as the introduction of the National Living Wage and potential inflationary pressures mean that the care market is under pressure. A risk-based approach is applied to monitoring providers and regular market mapping and price increase pressure tracking takes place. KCC has made additional provision for inflation and increased costs resulting from the National Living Wage in the 2016/17 budget.

### **Delivery of new school places (NEW)**

A significant expansion of schools is required to accommodate major population growth in the short to medium term for primary age, and in the medium to long term for secondary age. The "Basic Need" capital grant from Department of Education (DfE) will not fund the expansion in full. Whilst the funding gap identified within the Kent Commissioning Plan has been closed, the delivery of the plan is dependent upon securing 15 Free Schools and that the Education Funding Agency (EFA) completes the projects on time and to an appropriate standard. KCC is making representations to the DfE and EFA on this matter and is developing contingency plans for alternative interim accommodation.



## Corporate Risk Register – Mitigating Actions

Updates have been provided for 13 actions listed to mitigate elements of Corporate Risks that were due for completion or review up to the end of September 2016, together with updates for 9 actions due for completion or review by December 2016.

Due Date for Completion	Actions Completed/ Closed	Actions Outstanding or Partially complete	Regular Review
June to Sept 2016	3	6	4
Sept 2016 and beyond	1	4	2

### Mitigating actions during this period are summarised below:

- Data and information management: Daily checks are performed by the Compliance and Risk team on the status of cyber threats, both current and potential, through a mixture of systems monitoring and scanning of Industry and Government Security notice boards. Any ICT incidents are formally raised within our call logging system to ensure all aspects are reviewed from both an IT security and Information Governance Review perspective.
- Safeguarding children: A recent campaign offering a market premium to attract agency staff into permanent posts within Specialist Children's Services resulted in the appointment of a number of team managers and social workers. A further 9 newly qualified social workers were appointed in October.
- Safeguarding (adults and children): Ideology training has been delivered to 82% of key identified staff in order to build understanding of risks as part of the Government's PREVENT Duty agenda.
- Safeguarding adults: Multi Agency Adult Safeguarding Training courses have been refreshed in light of Care Act requirements. A KCC safeguarding framework has been introduced and all staff should complete by April 2017.
- Civil contingencies and resilience - Locally delivered Cabinet Office resilience training for Leader, Cabinet and Deputy Cabinet Members has taken place. The sufficiency of KCC emergency and resilience resource is currently being reviewed. This is being done in two phases and will conclude by April 2017. The business continuity plan for our Contact Point call centre is currently being re-written to reflect the current working arrangements.
- Management of children's social care demand - In-house fostering capacity - A new recruitment campaign has commenced looking to target new foster carers and to attract ones currently working for Independent Fostering Agencies. The Kent Safeguarding Children Board continues to deliver multi-agency threshold training sessions as part of its training programme aiming to ensure appropriateness of referrals.
- Managing and embedding sustainable change - Processes for capturing cross cutting risks and dependencies between programmes have been reviewed. The Project and Programme Management Network will include sessions covering benefits management in the coming months.