

From: Paul Carter, Leader

To: County Council, 19th October 2017

Subject: ***Increasing Opportunities, Improving Outcomes - Strategic Statement Annual Report 2017***

Summary: This report seeks endorsement of the Annual Report 2017, which outlines the progress made towards the strategic and supporting outcomes set out in KCC's five year Strategic Statement (2015-2020), *Increasing Opportunities, Improving Outcomes*.

Recommendation(s):

County Council is asked to:

- **Approve** the *Increasing Opportunities, Improving Outcomes* Annual Report 2017 (Appendix 1).

1. Introduction

- 1.1 KCC's five year Strategic Statement "*Increasing Opportunities, Improving Outcomes*" was agreed by County Council in March 2015.
- 1.2 The strategic statement is outcome focused and identifies three strategic outcomes and twenty supporting outcomes. The statement has an emphasis on improving lives by ensuring that every pound spent in Kent is achieving better outcomes for Kent's residents, businesses and communities.
- 1.3 Within the Strategic Statement a commitment was made to all elected members to deliver an Annual Report to County Council on the progress towards the outcomes.
- 1.4 This is the second Annual Report (2017), which demonstrates the progress we have made over the last 12 months and provides an assessment of our direction of travel towards delivering better outcomes.

2. The Report

- 2.1 The Annual Report (Appendix 1) highlights progress made since October 2016 and includes activity updates, updated performance measures, and contextual information such as demand and financial pressures, transformation and commissioning activity, strategies and policy changes.
- 2.2 The Annual Report uses the latest possible information, key results and statistics available at the time of going to press.
- 2.3 An easy read version of the Annual Report is available online at: www.kent.gov.uk/strategicstatement.

3. Performance

- 3.1 In March 2015, when the Strategic Statement was launched, a range of outcome measures were identified to help assess our progress against our 20 supporting outcomes.
- 3.2 In January 2016 a baseline report was taken to Policy & Resources Cabinet Committee which benchmarked our progress as a 'starting point' position against our five year vision. An Outcome Measures Performance Report was produced alongside the Annual Report in 2016 setting out our one year and three year direction of travel for each measure.
- 3.3 The Outcome Measures Performance Report has been updated for 2017 and includes the latest performance information for the academic year, calendar year, or financial year (2016-17) based on nationally published sources. Where more recent local performance information is available this has been included within the main report.
- 3.4 The Outcome Measures Performance Report has been used to inform our Direction of Travel Performance Summary in the Annual Report and is available online at: www.kent.gov.uk/strategicstatement
- 3.5 Overall the majority of supporting outcomes are improving or maintaining in the last year and improving over three years.

4. Areas of Success

Meeting the financial challenge

- 4.1 We continue to deliver vital services for residents and businesses against a backdrop of unprecedented budget pressures. We face considerable and increasing challenges including growing demand, rising costs, and reductions in government funding. The council has an excellent record of planning and delivering a balanced budget; achieving this for the 17th consecutive year in 2017. Over the last year we have prioritised those services which will achieve our strategic outcomes and matter most to Kent's residents and businesses. The sustained financial pressures mean it is imperative we continue to demonstrate robust financial management, something we have a strong track record in accomplishing, and transform our services to ensure they are best placed to achieve better outcomes at lower costs.

'Good' Ofsted rating for Early Help and Specialist Children's Services

- 4.2 Our recent 'good' Ofsted judgement of our children's services puts Kent among the top 30% in the country. It is the result of a 7 year journey and recognition of the hard work of all our staff. The Ofsted report highlighted many positive aspects of our service, our relationships with young people, and the good outcomes they achieve. Particularly hearteningly was Ofsted's finding that senior and political leaders are proud to be the corporate parents of Kent's looked after children and care leavers. We will work hard in the coming year to build on these positives and address those areas for improvement through an ongoing practice development plan.

Improving attainment and increasing percentage of schools rated good or outstanding by Ofsted

- 4.3 Educational outcomes continue to improve and in 2016 were above or in line with the national average at every age and stage. The proportion of children achieving a good level of development at Early Years Foundation Stage for 2017 remains in line with 2016 outcomes and is a significant improvement over three years, improving by 5.7% compared with 2014. At Key Stages 1 and 2, outcomes improved across all indicators and are above the developing national averages for the majority of subjects. At GCSE it is not possible to make direct comparisons with 2016 due to the new grading system, however provisional results show 62.2% of pupils achieved 5 or more good GCSE grades including English and mathematics which is above last year's 60.8% performance and 2016 national average. There has been year on year improvement in the percentage of schools with an Ofsted judgement who are rated as good or outstanding since 2014. 91.2% of schools are now rated good or outstanding. This has increased significantly from 89.4% in 2016 and 75.2% in 2014.

Participation in sport and physical activity

- 4.4 The percentage of population aged 16 and above with at least 150 minutes moderate intensity physical activity per week has increased considerably to 65.6% in 2016 from 59% in 2015 and 56.6% in 2014. The percentage of people who use outdoor space for exercise/health reasons has also improved significantly over a 3 year period from 10.7% in 2013 to 18.7% in 2016. The Annual Report highlights the wide range of activities and facilities we are supporting and our new Strategic Framework for Sport and Physical Activity which was launched in 2017 will further drive engagement and promote healthy, active lifestyles alongside our promotion of national and local public health campaigns.

Business and housing growth supported by infrastructure

- 4.5 We have continued to attract significant investment into our county for transport projects and infrastructure schemes. £27.3m of Local Growth Fund investment has been obtained this year with £147.4m in total across the three rounds and £420m of match funding unlocked. 97% of requested section 106 contributions were secured, with 92 section 106 agreements completed this year. Net additions to dwelling stock and council tax base has increased substantially over one and three years from 3,230 in 2014 and 5,730 in 2016 to 7,120 in 2017. We continue to improve our infrastructure, highways assets and public rights of way and through our new Local Transport Plan and ongoing refresh of our Growth and Infrastructure Framework we have identified the future strategic infrastructure needs of the county.

Advice, information and support for vulnerable and older people, their families and carers

- 4.6 The percentage of adult social care service users who find it easy to find information about services has maintained over a one year period but increased since 2014 from 70.2% to 75%. The percentage of carers who find it easy to find information and advice about support and services has

also increased since 2015 from 62% to 66% in 2017. Our commissioning of the independent advocacy service, Kent Advocacy, has been acknowledged as national best practice and provides a simple, accessible referral process. Our internal Area Referral Management service also provides initial information, advice and signposting to voluntary organisations and other community based services, with 72% of people successfully supported in 2016/17.

Greater choice and control over health and social care services

4.7 The percentage of adult social care service users who say they have adequate or better control over daily life has increased over a one and three year period from 77.6% in 2014 and 79.7% in 2016 to 81.0% in 2017. The percentage of adult social care clients receiving long term community services with self-directed support has improved significantly from 67.4% in 2014 and 57.4% in 2016 to 90.7% in 2017. These reflect the improvements in people's experiences of care and our wider work to give people more involvement in their care including through 'making safeguarding personal' and use of I-statements which help people express what they want to see and experience with their care.

Development of our Commissioning Authority

4.8 We have made strong progress towards maturing our contract management arrangements, with an emphasis on skills development and strengthening the network of commissioners across the authority. The integration of teams from commissioning, procurement and strategic business development and intelligence will provide commissioning and commercial advice to further improve the quality and discipline of KCC's commissioning practice. We have established client-side functions to oversee effective commissioning as alternative service delivery vehicles develop, with clear processes in place to monitor standards, quality and performance. Further changes for our authority will be required as we adapt our delivery models, including integrating services and progressing our trading services.

Building organisation and staff resilience

4.9 The Annual Report acknowledges staff are our most important asset and our workforce continues to embrace new ways of working to build our capacity and meet our future business needs. Our new People strategy will support staff's personal resilience, support workforce health and wellbeing and enhance capability. KCC's ambition is to be an employer of choice, attracting and retaining a workforce with the skills, knowledge and behaviours for the future. Since April 2017 we have implemented the Apprenticeship Levy to fund an increase in quality apprenticeships and which is available to spend on apprenticeship training. Since April, 102 apprenticeships in KCC and community and voluntary controlled schools have been supported through the Apprenticeship Levy, with a further 42 in the pipeline.

5. Areas for Improvement

Supporting Outcome 1.3 – The attainment gap between disadvantaged young people and their peers continues to close

- 5.1 Whilst we have improved or maintained our performance in all six of our performance measures over a 3 year period and in 4 of our 6 measures over a 1 year period, we are performing below the national average.
- 5.2 However, there are areas where we have improved and are closing the gap to the national average. These include the percentage point gap in attainment for children in care at Key Stage 4 which has improved over a 1 and 3 year period and is closing the gap to the national average. The percentage attainment gap at Foundation Stage for the lowest achieving 20% of children has maintained over 1 and 3 years and is above national average.
- 5.3 One of the five Strategic Aims in the Early Years and Childcare Strategy 2016-2019 is to mitigate the effects of poverty, inequality and disadvantage through the provision of more and higher quality early education and childcare, more effective support for parents and effective and permanent narrowing of the early development achievement gaps for all disadvantaged children.
- 5.4 2017-18 will see the advancement of developments which were implemented during 2016-17. These include promotion of Pupil Premium reviews; training for senior leaders and governors in the KCC Pupil Premium Toolkit; extended use of the Pupil Premium portal and continued development of a Kent database of accredited Pupil Premium reviewers.
- 5.5 The Vulnerable Learners Strategy will be refreshed for 2018, ensuring attention is focused on the 'building blocks'. At primary level governance reviews will be promoted with a specific focus on Pupil Premium, SEND and vulnerable learners. Focus will be placed on districts where attainment of FSM pupils is below national average and where performance gaps are greatest.
- 5.6 Scrutiny Committee on 6th September 2017 agreed for a Select Committee to review use of Pupil Premium across the county and identify its impacts towards narrowing the gap for Kent's vulnerable learners.

Supporting Outcome 1.5 – Children and young people have better physical and mental health

- 5.7 The percentage of Year 6 children with a healthy weight has maintained at 66% each year since 2013. The number of hospital inpatient episodes per 1,000 population aged 0 to 24 has reduced from 173.4 in 2015 to 172.5 in 2016, however has increased over a 3 year period.
- 5.8 The number of children and young people waiting for a Child and Adolescent Mental Health Service assessment has increased from 2016 to 2017. However the measure has improved over a three year period. The

average waiting time in weeks from referral to specialist treatment for Child and Adolescent Mental Health Services has also increased over one and three years.

- 5.9 The number of emergency referrals has had a significant increase as has the number of referrals presenting out of hours. Both of these factors have a significant impact on the routine referrals as emergency referrals have priority.
- 5.10 We are now in a transformation phase where the new Public Health Primary School Service and Adolescent Emotional Wellbeing Service started on 1st April 2017. These new services have been designed and commissioned to provide emotional wellbeing support to children and young people earlier, before they need a specialist mental health service. The new targeted and specialist mental health service started on 1st September.

Supporting Outcome 1.7 – Kent young people are confident and ambitious with choices and access to work, education and training opportunities

- 5.11 A number of performance measures are performing well including the percentage of 16 to 18 year olds starting an Apprenticeship, the percentage of 16 to 18 year olds not in education, employment or training (NEETs), and the number of first time entrants to the youth justice system per 100,000 population aged 10 to 17.
- 5.12 Four of the six performance measures are performing below the national average. These include the percentage of 19 year olds qualified to level 3 and percentage point achievement gap for young people with Free School Meals qualified to level 3 at age 19.
- 5.13 Outcomes for disadvantaged learners at age 18 continue to be unacceptably low. The refreshed Learning, Employment and Skills Strategy 2017-2020 details how the Skills and Employability Service will provide continued support for vulnerable learners, firstly to make the transition to post 16 delivery, and secondly to stay the course and not drop out at 17, develop transition protocols between schools and colleges and develop a range of post 16 pathways including traineeships, work experience, Supported Apprenticeships and Supported Internship programmes for vulnerable learners in order to improve their participation and progression into employment.

Supporting Outcome 3.5 – More people receive quality care at home avoiding unnecessary admissions to hospital and care homes

- 5.14 The number of older people receiving long term adult social care community services per 1,000 population aged 65 plus has decreased from 29.4 in 2015 and 28.5 in 2016 to 25.9 in 2017. A contributing factor to this trend may be the growing enablement support provided by services such as Kent Enablement at Home (KEaH) which sees significant numbers of clients able to manage without ongoing long term services following support. The average number of hospital inpatient episodes per person aged 75 or over has increased over a three year period from 0.85 in 2013 to 0.93 in 2016. However, the number of supported admissions to permanent residential and

nursing care per 1,000 population aged 65 and over has reduced over a three year period from 6.7 in 2014 and 5.9 in 2016 to 5.7 in 2017.

- 5.15 This performance reflects the national and local demographic changes of increasing numbers of older people with complex needs, for example dementia, increasing activity in acute hospitals, and the increased likelihood of residential care following hospitalisation.
- 5.16 Our work through the Better Care Fund and Sustainability and Transformation Partnership seeks to promote people's independence and thereby avoid unnecessary hospital and care home admission. Our adopted models of 'discharge to assess' and 'home first', alongside our enablement service, are designed to help more people move from acute hospital back into their community and our transformation programme seeks to improve capacity to support individuals retain or regain their independence.

6. Conclusions

- 6.1 The Annual Report is an important public commitment to reporting KCC's progress against the strategic and supporting outcomes within the strategic statement (2015-2020), *Increasing Opportunities, Improving Outcomes*.
- 6.2 The report demonstrates the breadth of activity across the council and with our partners and providers to improve outcomes and highlights the achievements over the last 12 months.
- 6.3 The report also notes those significant challenges facing the authority overall, including the substantial budget pressures, and specific challenges identified in achieving each of the strategic outcomes.
- 6.4 The report's reflections on the Council's areas of success, areas for improvement and challenges should inform our business planning priorities for 2017-18.

7. Recommendation(s)

Recommendation(s):

County Council is asked to:

- **Approve** the 'Increasing Opportunities, Improving Outcomes' Annual Report 2017 (Appendix 1).

8. Background Documents

Appendices:

- Appendix 1: Strategic Statement Annual Report 2017

Background Documents:

- “*Increasing Opportunities: Improving Outcomes*”: KCC’s Strategic Statement 2015-2020, County Council, March 2015.
- Strategic Statement Annual Report online content, including easy read version and supporting performance report, available at: www.kent.gov.uk/strategicstatement

9. Contact details

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