

**Kent County Council**

**Quarterly Performance Report**

**Quarter 3**

**2024/25**

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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. Progress against Target is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of Direction of Travel (DoT) using arrows. Direction of Travel is based on regression analysis across the **whole** timeframe shown in the KPI graphs.

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

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

## Key to Activity Indicator Graphs

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

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

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

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

## Executive Summary

In Quarter 3, 2024/25, 17 of the 38<sup>1</sup> indicators are rated as Green, on or ahead of target (one more than last Quarter). 12 indicators reached or exceeded the floor standard and are rated Amber (three fewer than last Quarter), with nine indicators not achieving the floor standard and so RAG rated Red (one more than last Quarter). Ten indicators were showing an improving trend (one fewer than last Quarter), with six showing a worsening trend (the same as last Quarter).

The performance indicators giving greatest concern remain closely aligned with the services where the financial strains and demand are most acute (particularly those KPIs which have a link to cost in Special Educational Needs and Disabilities, children in care placements and Adult Social Care). This affirms that the right indicators are being used to assess performance, with KPI results reflecting the areas of greatest challenge. Due to this being a reflective report on the last Quarter, performance may not always correspond to what people are experiencing at the current time, particularly when demand fluctuates on a seasonal basis, such as for Highways indicators.

	G	A	R	↑	⇒	↓
Customer Services	2		1		2	1
Governance and Law			2		2	
Growth, Economic Development & Communities	1		1		2	
Environment and Transport	4	2		1	4	1
Children, Young People and Education ( <i>Education &amp; Skills</i> )	2	2	1	3	2	
Children, Young People and Education ( <i>Integrated Children's Services</i> )	3	2	3	1	4	3
Adult Social Care	2	3	1	2	4	
Public Health	3	3		3	2	1
<b>TOTAL</b>	<b>17</b>	<b>12</b>	<b>9</b>	<b>10</b>	<b>22</b>	<b>6</b>

<sup>1</sup> Comparison with the previous quarter is included as usual, but it should be noted that two Education & Skills KPIs have been **removed** from the report following changes to Ofsted inspections, and one Public Health KPI is now **included** in the RAG ratings due to data now being available for that KPI for the first time this year.

**Customer Services** – Satisfaction with Contact Point advisors met target. The percentage of phone calls answered improved to move above target. The percentage of complaints responded to within timescale remains below floor standard and so is RAG rated Red.

<b>Customer Services KPIs</b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
% of callers to Contact Point who rated the advisor who dealt with their call as good	<b>GREEN</b>	<b>GREEN</b>	↓
% of phone calls to Contact Point which were answered	<b>GREEN</b>	<b>AMBER</b>	⇒
% of complaints responded to within timescale	<b>RED</b>	<b>RED</b>	⇒

**Governance and Law** - Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests responded to in timescale, and Data Protection Act Subject Access requests completed within timescale, both improved but remain below floor standards.

<b>Governance and Law KPIs</b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
% of Freedom of Information Act (Fol) requests completed within 20 working days	<b>RED</b>	<b>RED</b>	⇒
% of Data Protection Act (DPA) Subject Access requests completed within statutory timescales	<b>RED</b>	<b>RED</b>	⇒

**Growth, Economic Development & Communities** – The number of properties brought back into active use through the No Use Empty programme remained above target. The amount of Developer Contributions secured as a percentage of amount sought dropped below floor standard and so is rated Red.

<b>Growth, Economic Development &amp; Communities KPIs</b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
Number of homes brought back to market through No Use Empty (NUE)	<b>GREEN</b>	<b>GREEN</b>	⇒
Section 106 developer contributions secured as a percentage of amount sought	<b>RED</b>	<b>AMBER</b>	⇒

**Environment & Transport** - Two Highways KPIs failed to meet target which were routine highway repairs reported by residents completed within 28 days, and emergency incidents attended within timescale, though they only missed target by one and two percentage points respectively. Municipal Waste recycled or converted to energy, continues to be above target, and the reduction in Greenhouse Gas emissions also remains ahead of target and on trend towards net zero.

<b>Environment &amp; Transport KPIs</b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
% of routine pothole repairs completed within 28 days	<b>GREEN</b>	<b>GREEN</b>	⇒
% of routine highway repairs reported by residents completed within 28 days	<b>AMBER</b>	<b>GREEN</b>	⇒
% of emergency highway incidents attended within 2 hours of notification	<b>AMBER</b>	<b>AMBER</b>	⇒
% of public enquiries for Highways maintenance reported online	<b>GREEN</b>	<b>GREEN</b>	⇒
% of municipal waste recycled or converted to energy and not taken to landfill – rolling 12 months	<b>GREEN</b>	<b>GREEN</b>	↓
Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes – rolling 12 months	<b>GREEN</b>	<b>GREEN</b>	↑

**Education & Skills** – Completion of Education, Health and Care Plan (EHCP) assessments in timescale remains below floor standard, but with improved performance quarter on quarter. Annual EHCP reviews waiting over 12 months is ahead of target and on an improving trend. Pupils with EHCPs who are placed in independent or out of county special schools is on the floor standard. Permanent pupil exclusions remains on its floor standard. The rate of first-time entrants to the youth justice system is on an improving trend and has moved ahead of its target of the first time in over a year.

<b>Education &amp; Skills KPIs</b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
% of Education, Health Care Plans (EHCPs) issued within 20 weeks – rolling 12 months	<b>RED</b>	<b>RED</b>	⇒
% of annual EHCP reviews waiting over 12 months	<b>GREEN</b>	<b>GREEN</b>	↑
% of pupils (with EHCP's) being placed in independent or out of county special schools	<b>AMBER</b>	<b>AMBER</b>	↑
% of pupils permanently excluded from school – rolling 12 months	<b>AMBER</b>	<b>AMBER</b>	⇒
Rate of first-time entrants to youth justice system – rolling 12 months	<b>GREEN</b>	<b>AMBER</b>	↑

**Integrated Children's Services** – Two of the eight indicators met target, the same as the previous quarter. The two Amber and four Red KPIs continue to reflect the financial and workload pressures within the services. Of the four Red KPIs, only one improved on the previous quarter (the percentage of case holding posts filled by permanent qualified social workers), with the other three all worsening and on negative trends.

<b>Integrated Children's Services</b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
% of Early Help cases closed with outcomes achieved that come back to social care teams within 3 months	<b>GREEN</b>	AMBER	⇒
% of case holding posts filled by permanent qualified social workers	AMBER	<b>RED</b>	⇒
% of children social care referrals that were repeat referrals within 12 months	<b>GREEN</b>	<b>GREEN</b>	⇒
% of foster care placements which are in-house or with relatives and friends (excluding UASC)	<b>RED</b>	<b>RED</b>	↓
Number of foster households	<b>RED</b>	<b>RED</b>	↓
% of care leavers in education, employment or training (of those KCC is in touch with)	<b>RED</b>	<b>RED</b>	↓
Percentage of reviews completed within timescale by the Strengthening Independence Service (18-25)	AMBER	AMBER	⇒
Percentage of Learning Disability Young People in Settled Accommodation	<b>GREEN</b>	<b>GREEN</b>	↑

**Adult Social Care** – Two KPIs are rated Green for the latest quarter, three are Amber and one is Red. The Red KPI is the Proportion of new Care Needs Assessments delivered within 28 days which is one percentage point below its floor standard.

<b>Adult Social Care KPIs</b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
% of people who have their contact resolved by ASCH but then make contact again within 3 months	<b>GREEN</b>	AMBER	⇒
Proportion of new Care Needs Assessments delivered within 28 days	<b>RED</b>	AMBER	⇒
% of people receiving a long-term community service who receive Direct Payments	AMBER	AMBER	↑
Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	AMBER	AMBER	⇒
Long Term support needs of older people (65 and over) met by admission to residential and nursing care homes, per 100,000	<b>GREEN</b>	<b>GREEN</b>	↑
% of KCC supported people in residential or nursing care where the CQC rating is Good or Outstanding	AMBER	AMBER	⇒

**Public Health** – Three out of five KPIs are exceeding target. The number of mandated checks delivered by the health visiting is below target but is no longer on a declining trend. The number of adults accessing structured substance misuse treatment is below target but on an improving trend. We now have data for the new indicator on sexual health screening and this is below target on a declining trend. The percentage of Live Well clients who would recommend the service to family, friends or someone in a similar situation remains above target.

<b><u>Public Health KPIs</u></b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
Number of eligible people receiving an NHS Health Check – rolling 12 months	<b>GREEN</b>	<b>GREEN</b>	⬆️
Number of mandated universal checks delivered by the health visiting service – rolling 12 months	<b>AMBER</b>	<b>AMBER</b>	➡️
% of all new first-time patients (at any clinic) receiving a full sexual health screen (excluding online referrals)	<b>AMBER</b>	<b>AMBER</b>	⬇️
Number of Adults accessing structured substance misuse treatment during a rolling 12-month period	<b>AMBER</b>	<b>AMBER</b>	⬆️
Successful completion of drug and alcohol treatment	<b>GREEN</b>	<b>GREEN</b>	⬆️
% of Live Well clients who would recommend the service to family, friends or someone in a similar situation	<b>GREEN</b>	<b>GREEN</b>	➡️

Customer Services						
<b>Cabinet Member</b>	Dylan Jeffrey					
<b>Corporate Director</b>	Amanda Beer					
KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
	2		1		2	1

Customer contact through Contact Point (KCC's call centre) is provided via a strategic partnership, whilst Digital services are provided by KCC. In Quarter 2, the percentage of callers who rated their advisor as good continued to meet the target of 97%. The percentage of calls which were answered by Contact Point improved to move back above target.

For the activity indicators on average speed of answer, this remains quicker than expectations for calls to all services at 1 minute 7 seconds, with the average speed of answer for priority services at 42 seconds being at the lower end of expectations. Average call handling time at 6 minutes 26 seconds remained higher than an aim of 6 minutes 4 seconds.

Contact Point received 19% fewer calls compared to the previous Quarter and 6% fewer calls than Quarter 3 last year. The 12 months to December 2024 saw a 6% decrease in calls compared to the 12 months to December 2023.

The number of visits (sessions) to the kent.gov.uk website was similar to the same quarter the previous year. The most visited pages continue to be those relating to Household Waste Recycling Centres which account for about a third of all visits.

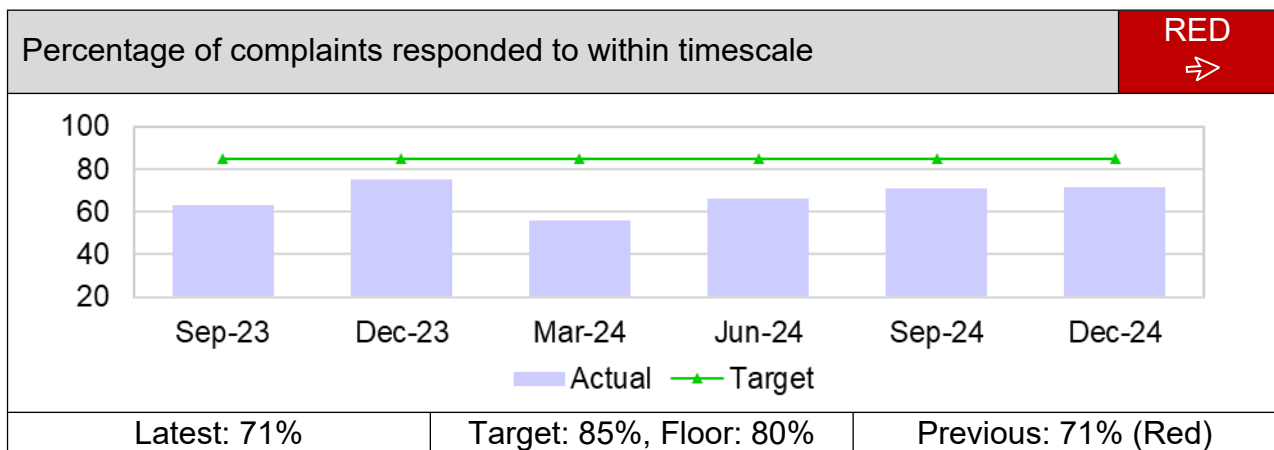
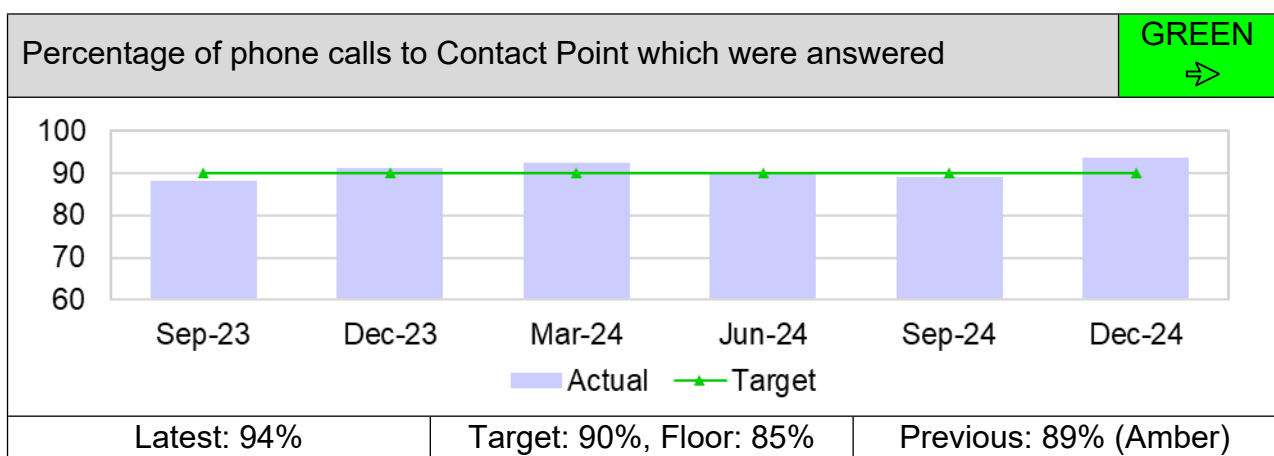
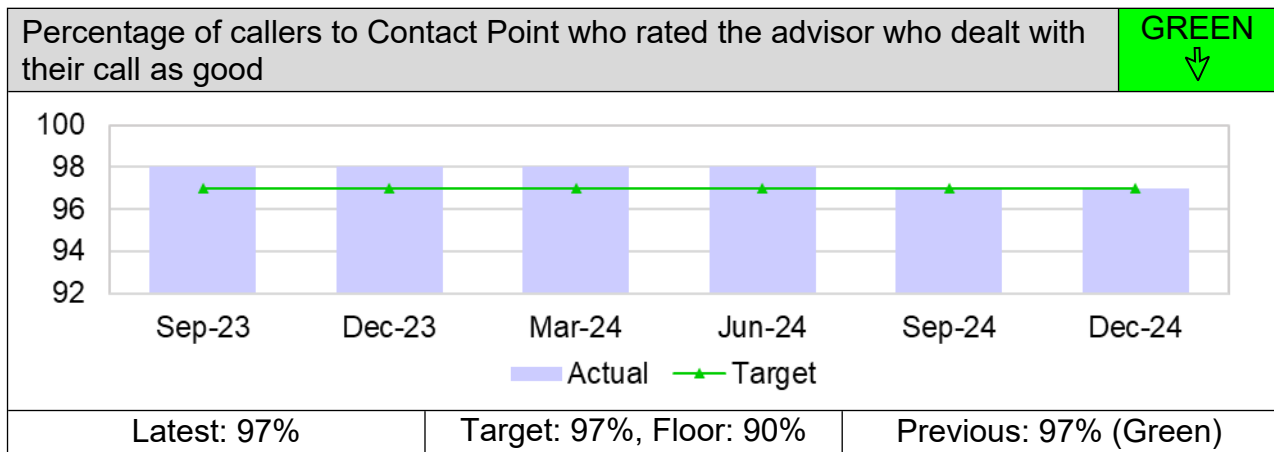
Quarter 3 saw a 31% decrease in the number of complaints received compared with the previous quarter and a 19% decrease on the same quarter last year. Between October and December 71% of complaints were responded to within timescales. This is the same performance as the previous quarter.

In terms of Directorate performance, the majority of complaints were received by the Growth, Environment and Transport Directorate who responded to 90% within timescale, the Chief Executive's Department and Deputy Chief Executive's Department, together achieved 96%. Adult Social Care and Health (ASCH) saw 54% responded to within timescale (down from 70% the previous quarter), and Children, Young People and Education 57%, including complaints relating to SEN (21% responded to in timescale). Both of which are an improvement on the previous quarter (54% and 6% respectively).

**Further progress has been made in clearing a backlog of complaints which have negatively impacted on the KPI as these were already over the 20-day target period.** In addition, within ASCH, agreements are sometimes reached with customers to allow more time to investigate complex complaints, but this will often mean the 20-day target is exceeded. Work continues to improve timeliness whenever possible.

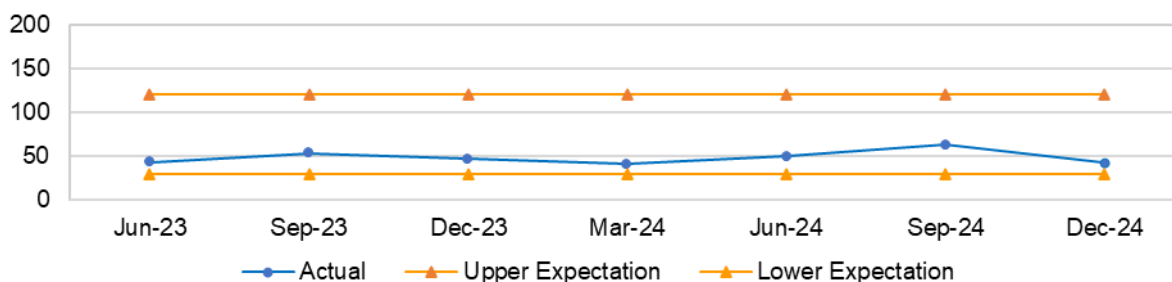


### Key Performance Indicators

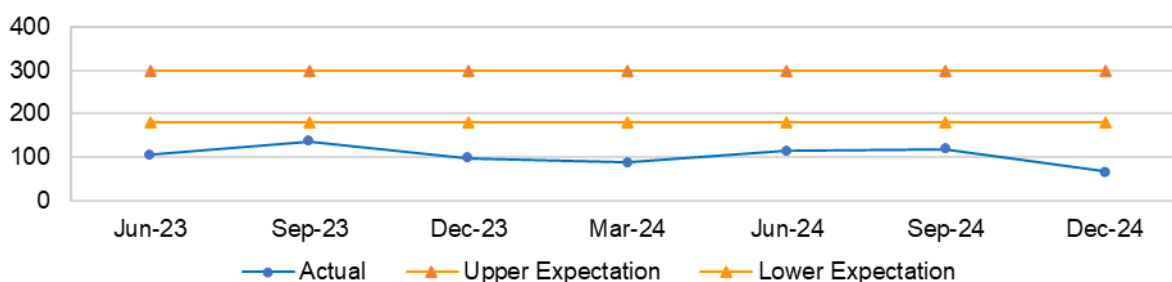


Activity indicators

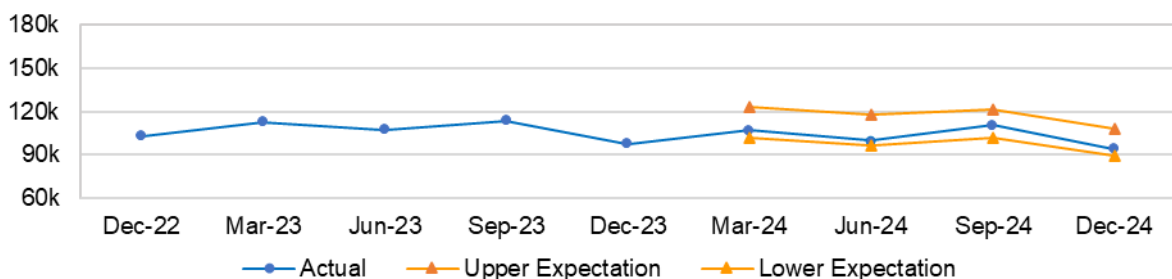
Average speed of answer (ASA) by Contact Point in seconds – **priority services**



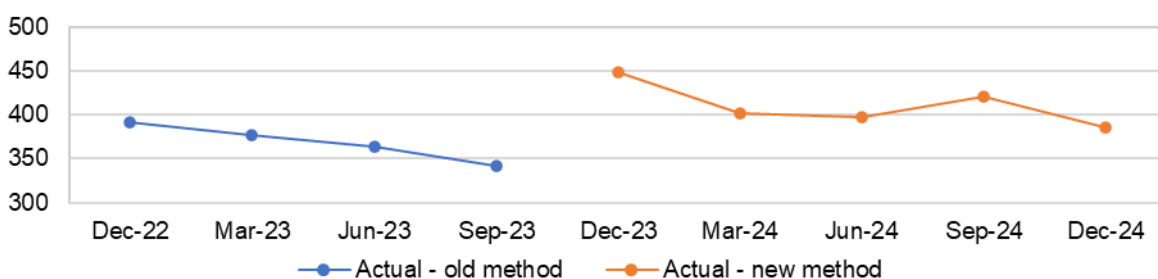
Average speed of answer (ASA) by Contact Point in seconds – **all services**



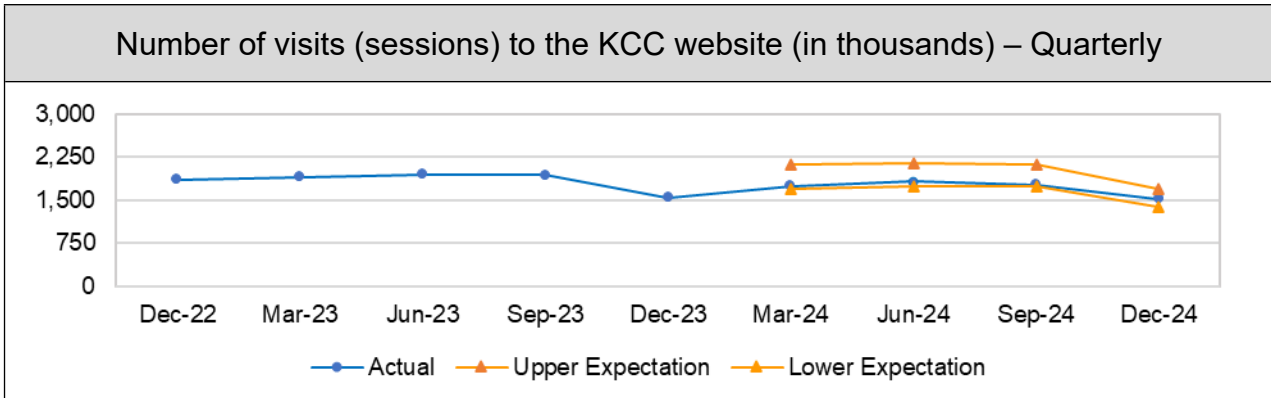
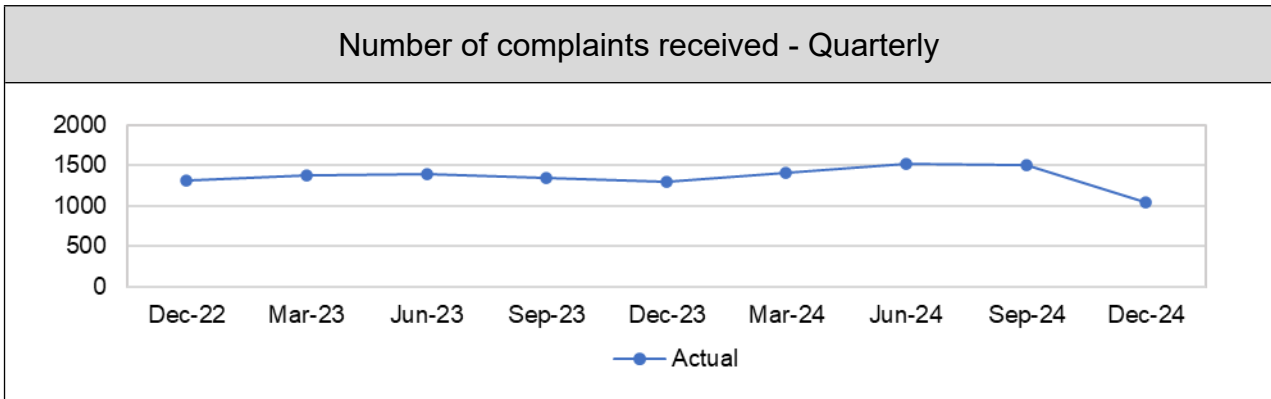
Number of phone calls responded to by Contact Point – Quarterly



Average Contact Point call handling time in seconds – Quarterly



Agilisys changed the way call handling time was recorded from November 2023, by adding a set automatic aftercall time (the period of time immediately after completing the contact with a customer but where more work is required to finalise the transaction: e.g. entering details such as comments about the conversation, follow-up actions, etc). This has contributed to increased handling time in the Quarters from December 2023.



## Customer Services – Call Activity

### Number of phone calls to Contact Point (thousands)

Contact Point received 19% fewer calls compared to the previous Quarter and 6% fewer calls than Quarter 3 last year. The 12 months to December 2024 saw a 6% decrease in calls compared to the 12 months to December 2023.

Service area	Jan – Mar 24	Apr – Jun 24	Jul – Sep 24	Oct – Dec 24	12m to Dec 23	12m to Dec 24
Adult Social Care	26	24	25	24	100	99
Integrated Children's Services	18	18	19	19	75	75
Highways	16	13	13	11	61	54
Blue Badges	10	12	13	9	41	44
Schools and Early Years	9	8	9	6	29	31
Transport Services	7	6	12	6	41	32
Registrations	6	5	5	6	26	23
Waste and Recycling	5	8	8	5	29	27
Libraries and Archives	6	5	6	5	23	21
Adult Education	5	3	7	3	19	18
Main line	3	3	3	3	14	12
Driver improvement	2	2	2	2	10	7
Other Services	2	2	2	1	7	6
KSAS*	2	2	1	1	8	6
<b>Total Calls (thousands)</b>	<b>116</b>	<b>111</b>	<b>125</b>	<b>101</b>	<b>484</b>	<b>453</b>

Figures may not add up to totals due to rounding.

\* Kent Support and Assistance Service

## Customer Services – Complaints Monitoring

Quarter 3 saw the number of complaints received decrease from the previous Quarter by 31% and decrease by 19% on the same Quarter last year. Over the 12 months to December 2024 the number of complaints received has decreased by 4% compared to the same time last year.

In Quarter 3, frequently raised issues included SEN provision, Blue Badges, Public Transport and Roadworks. There is a seasonal trend, in which complaints typically decline in the 3<sup>rd</sup> quarter and is normally only impacted by inclement weather, issues with a particular service, or introduction of new policy. The level of complaints received in this quarter is comparable to the same quarter in 2021.

Service	12 mths to Dec 23	12 mths to Dec 24	Quarter to Sep 24	Quarter to Dec 24
Highways and Transportation	2,902	2,355	642	422
Adult Social Services	969	1,066	318	250
Integrated Children's Services	371	399	103	122
SEN	596	615	162	92
Environment and Waste	161	421	107	72
Growth & Communities (inc Libraries, Registrations and Archives)	226	241	74	42
Education & Young People's Services	148	135	55	22
Chief Executive's Department and Deputy Chief Executive's Department	227	134	39	20
Adult Education	47	50	12	5
<b>Total Complaints</b>	<b>5,647</b>	<b>5,416</b>	<b>1,512</b>	<b>1,047</b>

## Customer Services – Digital Take-up

The table below shows the digital/online or automated transaction completions for key service areas where there are ways to complete other than online.

Transaction type	Online Jan 24 – Mar 24	Online Apr 24 – Jun 24	Online Jul 24 – Sep 24	Online Oct 24 – Dec 24	Total Transactions Last 12 Months
Renew a library book*	83%	80%	83%	85%	1,043,275
Report a Highways Fault	74%	70%	64%	64%	116,378
Book a Driver Improvement Course	91%	91%	91%	87%	46,751
Apply for or renew a Blue Badge	84%	86%	88%	87%	21,663
Book a Birth Registration appointment	91%	92%	92%	91%	18,066
Apply for a Concessionary Bus Pass	78%	76%	78%	78%	17,798
Report a Public Right of Way Fault	88%	87%	87%	88%	7,117
Apply for a HWRC recycling voucher	99%	100%	99%	100%	6,159

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

## Governance, Law & Democracy

<b>Cabinet Member</b>	Dylan Jeffrey
<b>Corporate Director</b>	Amanda Beer

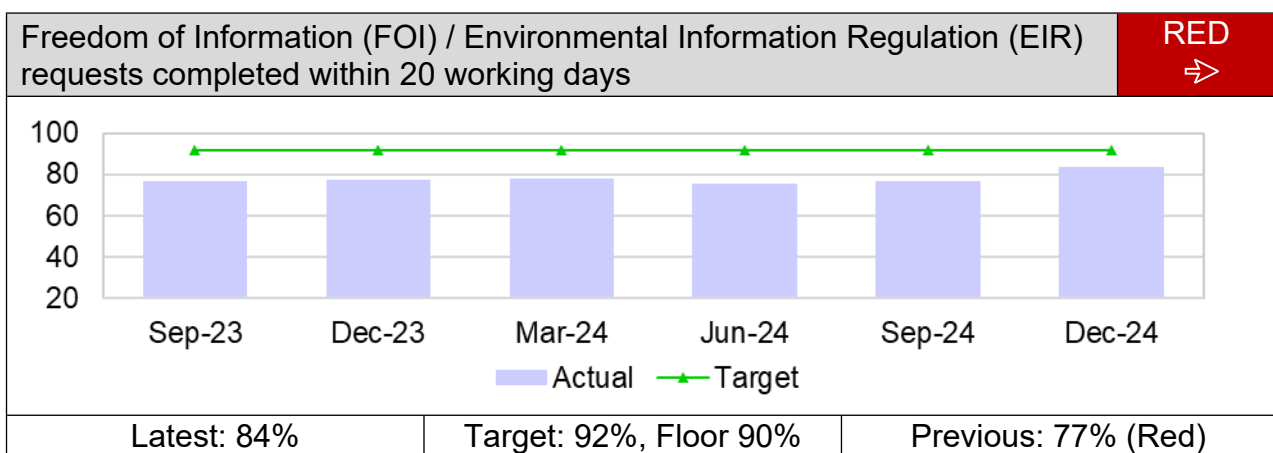
KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	⇒	↓
			2		2	

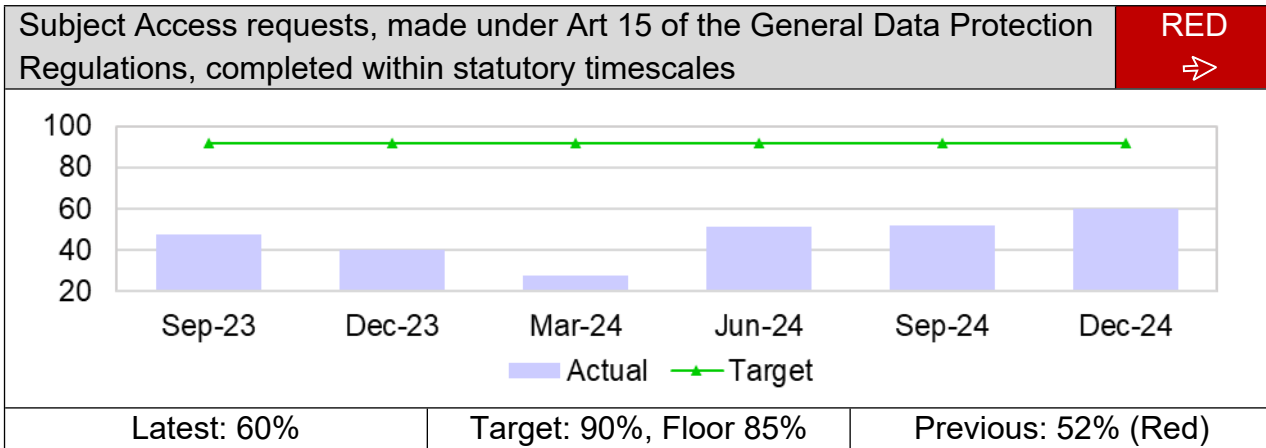
The completion within timescale of both Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests, and Subject Access requests made under Article 15 of the General Data Protection Regulations, remained below their floor standards, but are showing signs of improvement.

The percentage of FOI / EIR requests completed within timescale, improved this quarter to reach its highest level of performance in over four years. This is due to a concerted effort by staff and a greater awareness across KCC of outstanding requests following the reintroduction of a weekly report to the Corporate Management Team. However, again this quarter, no Directorate achieved target, with the best performing being the Chief Executive's Department with 82% completed in timescale. The highest number of requests (205) were received by the Growth, Environment and Transport Directorate.

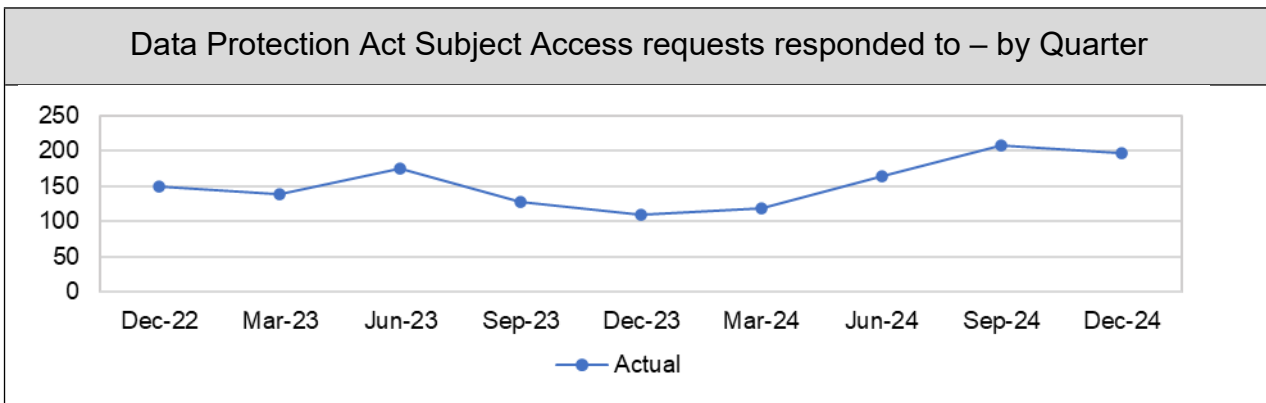
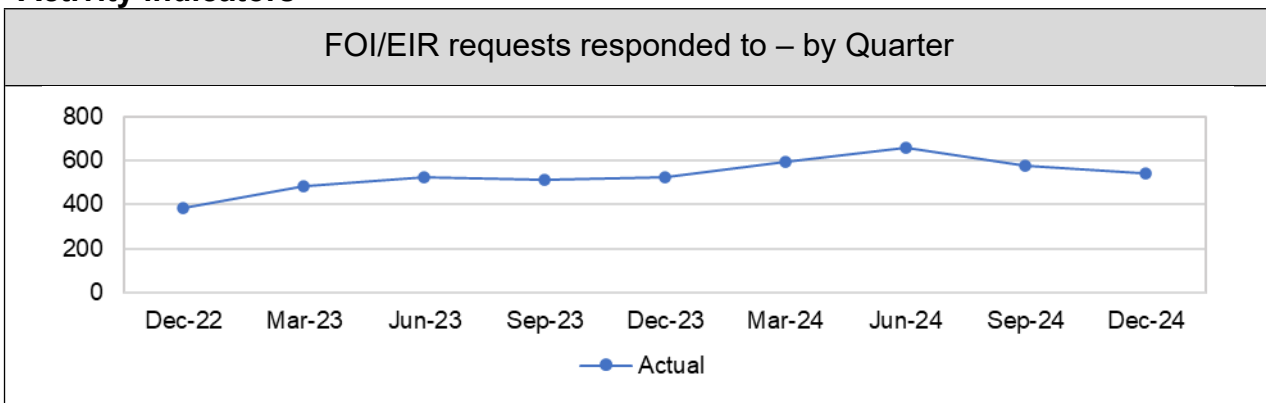
For Subject Access Requests (SARs), there is also an improvement, with the KPI achieving its highest quarterly performance in nearly two years. Over three-quarters of requests came under the Children, Young People and Education Directorate. Reasons for delays in responding to requests include lack of resources, particularly in some services, as well as delays in updating information on specific systems. The volume of requests also remains historically high.

### Key Performance Indicators








**Activity indicators**





## Growth, Economic Development & Communities

<b>Cabinet Members</b>	Derek Murphy, Clair Bell
<b>Corporate Director</b>	Simon Jones

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>			
	1		1		2	

### Support for Business

KCC continued to use funds from the Government's Regional Growth Fund (RGF) to create and sustain employment opportunities in Kent.

The Quarter 2 (Jul - Sep), 2024/25 monitoring cycle of the Kent and Medway Business Fund (KMBF) recorded a net decrease of 19.81 FTE jobs since the previous quarter (Apr – Jun), which is a notable decrease since the increase of 31.0 FTE jobs in Quarter 1. In the year to the end of Quarter 2, the total net decrease in job creation is 7.51 FTE, covering both jobs created and safeguarded. This decrease may be reflective of the impact of the UK Government budget as many have fed back that the additional national insurance and other costs have impacted on their ability to hire new staff.

Since the reopening of the KMBF Loan Schemes on 21st November 2023 until September 2024, 306 pre-applications have been received to a value of over £31.3m. Approximately 41.17% of pre-applications were not approved and therefore not invited to submit a full application during this period. There are a variety of reasons for those pre-application rejections: the most common being a lack of information being provided by the applicant to assess their proposals for business growth; a lack of innovation, contribution to net zero and/or impact on local supply chains; and the inclusion of ineligible expenditure. These could have been resolved by applicants reviewing the Guidance Notes. It should be noted that many rejected applicants, utilised the feedback provided positively and resubmitted a second pre-application, which they are permitted to do and have been subsequently approved. The Business Investment Team have taken remedial action to address this pre-application failure rate and are measuring its impact regularly, and offer an initial meeting online with the business, prior to them submitting their pre-application.

At the time of writing, 45 pre-applications are still active and 11 full applications to the value of £1.8m are currently being processed, with a further 11 pre-applications invited to submit a full application to a value just over £1.6m. The remaining 14 pre-applications are at various stages within the pre-application assessment process. The Kent & Medway Investment Advisory Board (IAB) have had eight companies present to it so far with eight approved to the value of £2.18m, though of these, three approved applicants later declined their loan offer. The Kent & Medway IAB Sub-Group (SBB) have had 34 companies present to them to date with 29 approved and five rejected. The total value of the SBB approved applications is £2.46m. The total value of investments approved to date and either paid or in the process of being paid by the KMBF across both schemes is £3.01m for thirty-one applications.

## **Economy**

During Quarter 3, the formal transfer of responsibilities from the South East Local Enterprise Partnership (SELEP) to KCC continued to be delayed for reasons beyond KCC's control although further progress was made on a required Deed of Variation and Transition Agreement.

The Economy Team continued to work with Medway Council to prepare on the ongoing monitoring of legacy capital programmes and submitted a joint response to MHCLG covering all live Local Growth Fund (LGF), Getting Building Fund (GBF) and Growing Places Fund (GPF).

KCC continued to manage the contract for the Kent & Medway Growth Hub and received confirmation that the service will continue for the 2025/26 financial year, meaning a procurement process will be launched in Quarter 4. It is now hoped that the full transfer of responsibilities to Kent & Medway as the Functional Economic Area will conclude in Quarter 4 to include responsibility for strategic economic planning, business representation and managing government programmes where directed.

Work has continued on the delivery of the Phase 1 Implementation Plan for the Kent & Medway Economic Framework with regular updates being provided to the Kent & Medway Economic Partnership on activities including developing a Kent & Medway Innovation Partnership, establishing a Strategic Partnership for Health & Economy, working on the 'Bring Back Eurostar' campaign, making preparations for the 'Connect to Work' supported employment programme and Made Smarter South East.

## **Developer Investment Team**

The trend of relatively low levels of planning applications received continued in Quarter 3 with a total of 26 being received in the three months. However, sixteen s106 legal agreements have been completed securing £20.6m with a 80.9% success ratio against the amounts originally requested. Larger applications included in this quarter are at Possingham Farm, Ashford, (655 dwellings) and Sevenoaks Quarry, Sevenoaks (800). The Possingham Farm application was determined through the appeal process at which officers from Legal, Education, Highways and the Development Investment Team were involved in defending KCC's requests. Whilst officers were able to defend many of the contributions, the inspector determined that the request for library services was not necessary and also reduced the amount of highway mitigation deemed necessary to meet the planning tests. It is the Possingham application that accounts for the reduced success ratio for this quarter. County officers will again be defending mitigation against the same applicant, Hodson Developments, in the forthcoming and well publicised s106B appeal for Chilmington Green due to sit in February. Officers will also be involved in a further appeal of national significance relating to the Highsted Park application, east of Sittingbourne. The application was called in by the Secretary of State prior to it being determined by Swale Borough Council. There are two applications being considered, totalling 8,400 homes. The appeal is scheduled for 12 weeks, sitting in sessions between March and July of this year.

## **No Use Empty**

In Quarter 3, a total of 106 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme, bringing the total over the last nine months to 363, and the total since the programme began in 2005 to 8,607.

The total NUE investment in converting derelict properties has increased to £107.6m (£61.7m from KCC recycled loans and £45.9m from private sector leverage). A further seven new applications were received during Quarter 3 adding to the twenty-one reported last Quarter making a total of twenty-eight applications for loan support. Twenty-four of these are approved and in contract. Four more are approved and awaiting final legal completion and registration of security.

NUE were awarded £2.5m under the SELEP Growing Places Fund (GPF) to convert additional derelict properties which is fully allocated. The target is to return 18 empty commercial units back into use and create 36 new homes. A total of 18 projects have been approved at the end of Quarter 3 and these will return 23 empty commercial units back into use (16 completed) and create 52 homes (49 completed).

KCC Treasury have made available £28m for NUE to bring forward empty/derelict sites with planning permission for new builds. Following the recycling of £18.9m loan repayments. At the end of Quarter 3, the number of new homes funded is 288 across eight Kent districts. A further two applications are currently being progressed which if both were approved would deliver an additional seven new homes. There remains a strong pipeline of projects across all NUE schemes.

Following a letter from Cabinet Member for Economic Development to the housing minister, which discussed NUE, the Strategic Programme Manager for NUE delivered a presentation to the housing strategy team at MHCLG via teams on 11 October 2024. They were interested in hearing about the obstacles and challenges with existing national policy, how NUE has worked, and thoughts on how central government could help make such strategies more effective.

NUE received national coverage being the lead item on the BBC One Show broadcast on 28 October 2024, which featured properties in Folkestone which NUE have funded or are funding,

### **Libraries, Registration and Archives (LRA)**

LRA saw continued growth during Quarter 3, despite this being a traditionally quieter quarter for our services. Over 771,600 visits to Kent's Libraries took place in Quarter 3 which represents a 4% increase on the same period in 2023/24, attendance at events and activities in particular increased by 15% over the same period. In addition to the regular activities such as social groups for adults, Rhyme Time and Story Time, customers enjoyed a number of events linked to initiatives such as Green Libraries Week, Black History Month and events delivered with local partners such as Maidstone LitFest. The popular Playground baby-led and family sessions resumed across 12 libraries and three family hubs.

Library issues overall have risen by 1% in comparison with Quarter 3, 2023/24, and while physical issues have dropped by 2%, this is balanced out by an increase in eBook and eAudiobook issues of 5% and 19% respectively.

Visitors to the Archive Search Room decreased by 9% compared to Quarter 3, 2023/24 due to the closure of the service for two weeks in December in order for the team to carry out essential work on the collections to make them more accessible. Taking this into account visitors during October and November actually reflect an increase of 5% against these months last year.

Unusually for Quarter 3, the number of ceremonies has risen by 6% from the same period in 2023/24, with a total of 1,469 ceremonies surpassing the target of 1,400 for this quarter. Marriage and civil partnership ceremonies have risen by 7%, while citizenship ceremonies decreased by 10%. However, increasing numbers of citizens are attending the ceremonies, and 1,183 citizens were welcomed to the UK during Quarter 3, an increase of 38% in comparison with Quarter 3 2023/24.

Death registration appointments have increased by 4% against Quarter 3, 2023/24, with 4,222 deaths registered, while birth registration appointments have increased by 1%, with a total of 4,327 appointments. Customer satisfaction with Registration during this quarter continues to be 96% which is our target figure and reflects the hard work of the teams across this service to deliver an excellent service to customers at significant times in their lives.

### **Active Kent and Medway (AKM)**

On 16<sup>th</sup> October Active Kent & Medway held their annual conference at the Kent Showground - with a record attendance of 163. The delegates enjoyed a keynote from 4-time Olympian Donna Fraser OBE and a range of workshops on the theme of equality, diversity and inclusion.

The partnership has also confirmed that funding has been applied to from Sport England as part of their place-based expansion programme for Thanet and Gravesham. Further investment for the county, to promote getting more people more active more often, will be sought for areas where activity levels are lowest, later in 2025.

Finally, AKM is pleased to report that the National Active Lives Children and Young People's (CYP) survey report for the 2023/24 academic year showed that there had been a 5.8% increase in 'Active' CYP and a 5.4% decrease in 'Less Active' CYP over the last year.

### **Community Safety**

Focus areas during this period for the Kent Community Warden Service (KCWS) continued to be the cost of living, assisting with food banks, warm hubs, and supporting residents to access grants and funds. This includes signposting residents that are still eligible for Winter Fuel Payments and the Pensioner Just Missing Out Scheme. Wardens are also assisting residents and communities in relation to homelessness, environmental and financial crime (fraud and loan sharks), anti-social behaviour and scams. A number of multi-agency community events and activities were held in the lead up to Christmas.

KCC Community Wardens are being trained by the NHS through Public Health to deliver Very Brief Advice (VBA) on 'Stop Smoking' and enable them to signpost to the Stop Smoking service in the communities they support.

All Wardens (37 in total) across the county will be trained to give the advice as well as display posters and distribute leaflets at locations, clubs and events. Wardens can also refer individual residents identified as smokers to the stop smoking service during referrals or visits.

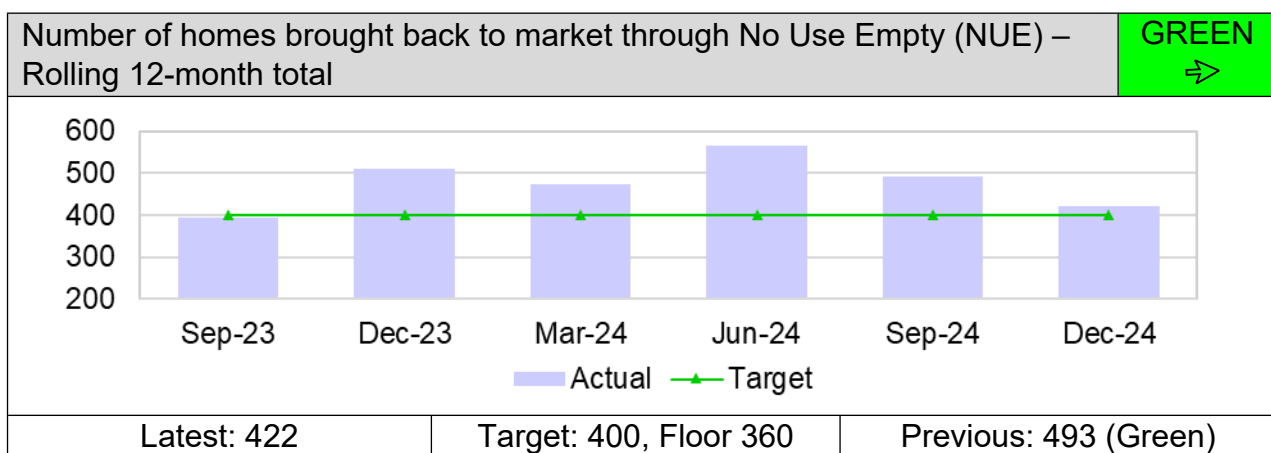
As part of the Kent Community Safety Trust’s (KCST) role in sharing good practice and facilitating joint working, the team produces and circulates monthly E-Bulletins with the latest community safety updates and any relevant news, publications, and legislation which is circulated to over 200 practitioners across the county.

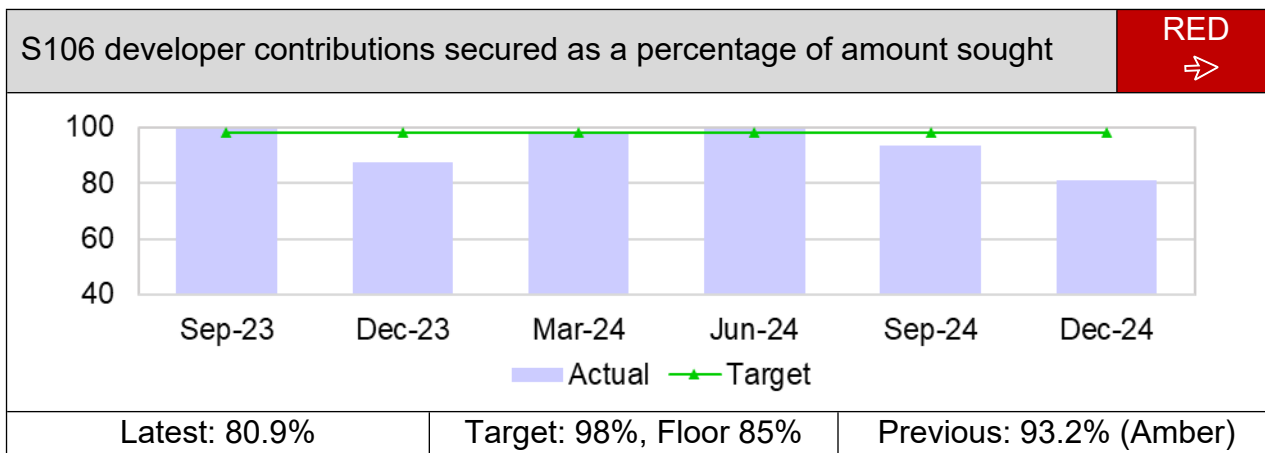
The KCST also delivers virtual Community Safety Information Sessions (CSIS) via MS Teams for community safety partners across the county. These are brief lunch-time sessions (max. 1hr) with a focus on one or two main topics each time. A total of Two sessions have taken place during Quarter 3 with almost 60 people in attendance covering a number of focus areas including the new male Independent domestic violence advisor (IDVA) service, fraud awareness and the healthy empowering relationships advisory (HERA) service.

The KCST delivered a virtual Data Workshop on 11<sup>th</sup> December 2024 for district/borough community safety colleagues to help with the annual strategic assessment process and inform the priority setting for Community Safety Partnerships (CSP) Community Safety plans. The biggest input on the day came from the Kent Police Central Analytical Team but other speakers covered Serious Violence, Youth Justice, Domestic Abuse, Probation, Mental Health and Road Safety crash/casualty data.

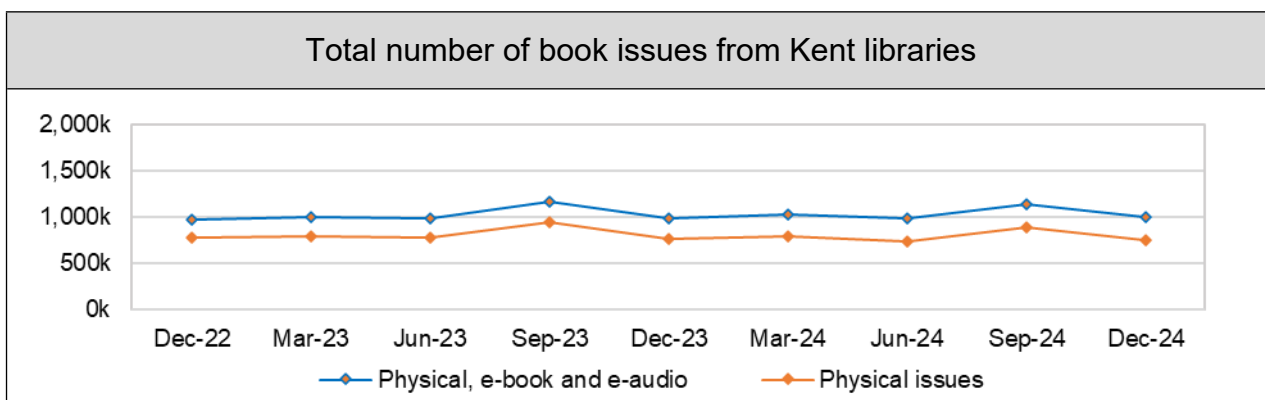
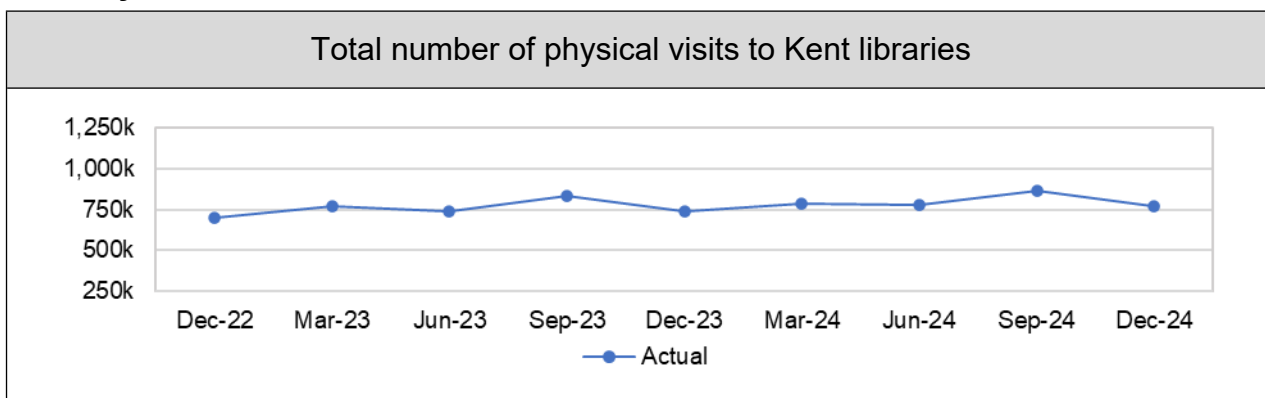
The KCST obtained funding for a Gender Diversity trainer, to deliver training sessions on Violence Against Women and Girls (VAWG).. During Quarter 3, a total of three sessions took place with two focusing on what the issues are but how we can include Men and Boys in the conversation and a session on what community interventions might work. Almost 200 frontline professionals attended the three sessions with 94% of responding attendees rating the event as excellent or very good, but this increased to 100% when including the rating of ‘good’.

### Key Performance Indicators





### Activity indicators



<b>Environment and Transport</b>
----------------------------------

<b>Cabinet Members</b>	Neil Baker, Rob Thomas
<b>Corporate Director</b>	Simon Jones

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

In Quarter 3 the RAG ratings for the four Highways KPIs show 2 Greens (pothole repairs and enquiries made online) and 2 Ambers (emergency incidents and routine faults).

This quarter saw several impactful weather events with a total of four named storms (Ashley, Bert, Conall and Darragh), resulting in above average rainfall throughout October and weather warnings for both heavy rain and gales in December. As a result, highways teams and front-line staff continued to work at a high capacity.

#### Pothole repairs

The service continues to achieve faster responses to customer enquires since the introduction of KCC Highways staff completing minor and urgent repairs. The number of potholes repaired within 28 days this quarter was 3,058 out of a possible 3,243 giving a Green RAG rating of 94%. **The Pothole Blitz Programme was substantially completed at the end of October 2024 which successfully helped to decrease the previous backlog of work, although the ongoing unpredictable weather continues to put pressure on our service. We continue to monitor performance at the monthly Contract Board meetings.**

#### Emergency incidents

Attendance at Emergency Incidents within 2 hours of notification was a Green RAG rating for both November and December, but for the quarter overall fell short of this target by two percentage points with 540 within time out of 565 incidents mainly due to the adverse weather this quarter. **We continue to work with Amey to improve response times and meet this target each month.**

#### Routine Faults

The total number of faults reported for repairs this quarter was 12,491, of which 11,090 were completed in time, resulting in being one percentage point below target. **We continue to discuss and pilot strategies on performance improvement both with the Contract Board and the Strategic Partnership Board.**

#### Public Enquiries reported online

The total number of customer contacts regarding highway issues in Quarter 3 was down on last year's totals with 35,791 (compared to 44,680 for the same period last year). 19,036 of these were identified as faults requiring action by front line teams (compared to 24,085 for the same period last year) and whilst both are down on last year, they were at expected volumes for a typical Autumn.

At the end of Quarter 3, there were 5,836 open enquiries (work in progress) which compares to 9,374 at the same time last year, reflecting the decreased workload in several parts of the business, which is normal during this quarter, but still represents a significant drop from where this has been over the last 12 months.

### Online fault reporting

Use of the online fault reporting tool remains high with 64% of all enquiries in Quarter 3 coming directly from the public via the tool which is a similar level to the same period last year, but 10 percentage points higher than the same quarter pre-pandemic (2019/20). Work to encourage more online reporting has been ongoing for several years and we have seen an increased take up of around 10% when compared to the same quarter in 2019. This has also contributed to a near halving of the number of calls to the highway's helpline over the same period. Work on a new and improved fault reporting tool (using KCC's existing Granicus platform) has been given the go ahead and it is hoped this will go live for Pothole and Drainage enquiries later this year and then other highway services following soon after.

### Street Works

Pressure on the teams remains high with ongoing high levels of emergency works. Following recent government consultations fines for breach of permit conditions are to be doubled and fines for overrun works to be applied at weekends. In addition, the government has concluded that a minimum of 50% of Lane rental funds can be used for highway maintenance.

### **Road Safety**

The casualty figures for Quarter 3, show an overall decrease of 63 casualties compared to the same quarter the previous year and a decrease of 215 compared with the same quarter in 2019/20 (pre-pandemic). For those casualties that were killed or seriously injured (KSI), these were up by 35 overall compared to the previous year and up by 70 compared to the same quarter pre-pandemic.

Quarter 3											
2024/25				2023/24				2019/20			
Fatal	Serious	Slight	Total	Fatal	Serious	Slight	Total	Fatal	Serious	Slight	Total
4	215	650	869	8	176	748	932	5	144	935	1084

(Based on latest date received from Kent Police for 2024/25)

### Safer Active Journeys Team

Bikeability training continues across Kent and early indications are that we will have delivered more training than last year when we reach the financial year end. The number of live school crossing patrol sites active at the end of this quarter remains steady at 83, with 19 current vacancies out for recruitment at the start of January. We are working with the Safer Road User Behaviour Change Team to promote driver awareness of the four key positions the patrols use with the patrol sign ("lollipop stick") for to help with driver awareness of what to do when they approach a patrol site. We are hoping to increase our team of pedestrian trainers in the next quarter to improve on delivery of our pedestrian training scheme into next financial year.

### Active Travel Intervention Team

A ten-year plan and pipeline of future active travel schemes is being developed in conjunction with the Kent Cycling and Walking infrastructure Plan (KCWIP). This plan will provide both visual and data-led evidence to help prioritise funding opportunities. Several feasibility studies are being conducted in partnership with Districts and Boroughs to explore future active travel routes and zones.



The expansion of the School Streets programme, where there are temporary restrictions on motorised traffic, to two additional schools is progressing well, with implementation set to begin in Spring 2025. The Scootability initiative will deliver 27 scooter sessions, reaching up to 2,430 pupils by the end of this school year. These sessions will include delivery at both new School Streets sites.

#### Active Travel Infrastructure

Active Travel funded projects are continuing to be developed through the design and construction phase with several projects having now been completed. We are working closely with Active Travel England on design assurance procedures and are about to submit schemes for a further tranche of funding (ATF5) following the grant of £1.8m already received, with an expectation that the subsequent grant will be of an even higher amount if we are successful. There are also several S106 Developer contribution schemes at various phases of development. This all contributes to a healthy workload and some tight deadlines, which does put pressure on highway design resources.

#### Safer Speeds and Enforcement Team.

A report on the outcome of trial temporary average speed cameras is being finalised and the results will be analysed to determine if this work will continue.

Work continues to secure a new contract for maintenance and equipment of cameras after 31<sup>st</sup> August 2025 and is due to be heard at ET Cabinet Committee on 25 February 2025. The new average speed camera system is operational on the A20 at Farningham following investigations after a series of speed related personal injury crashes. Data shows that in the first two weeks, 331 offences were recorded, but also an overall reduction in average speeds by just under 5%.

The team also continued to deliver minibus assessments and training, mostly to school minibus drivers, as well as delivering key messages to business who have fleets of vehicles and how improving driving standards can improve overall efficiencies for their business.

#### Kent Driver Education Team

Client demand continues to grow year on year with 1,219 Courses delivered in Quarter 3 compared to 1,146 Courses delivered in the same quarter last year. December course demand was high, with additional courses added and higher client ratios agreed by the governing body for December

New National Speed Awareness Course (NSAC) training for our bank of trainers was successfully completed in readiness for the go-live date of 4<sup>th</sup> November 2024. A second set of training was arranged by our KCC Monitors/Instructors for three new trainers throughout December. These trainers are now awaiting their final assessment from UK Road Offender Education (UKROEd). This will then provide them with a full National Driver Offender Retraining Scheme (NDORS) Trainer Licence for the NSAC course delivery.

### Safer Road Users Team

During this quarter, the Team delivered the following:

- 'Road Safety Club' (RSC) intervention to 5,104 Primary School Pupils across 55 different schools.
- Road safety week: 'Storytime in libraries' pilot - 4 Libraries visited; 52 young people reached with parental engagement after each session.
- Road Sense (RS) delivery to Year 7 (23 schools), reaching 3,699 pupils
- Road Sense (RS) delivery to Year 9 (17 schools) - reaching 2,811 pupils
- Young Driver & Passenger Course to Years 12 & 13 - 8 schools, reaching 598 pupils
- Young Driver Parent Webinar reaching around 75 parents.
- Parker Steel Health & Safety AGM – engagement with 15 Health & Safety leads across the County for Vision Zero and driving for better business.
- Mature Road User sessions - 2 delivered reaching 94 older road users.
- Young Driver 'Speak Out' campaign on Facebook, Instagram and Snapchat
- Winter 'Drink/Drug Drive' campaign for 3 weeks in December.
- Car seat clinic in October in Sainsbury Ashford & Morrisons Maidstone
- Tyresafe - Highways collaboration Maidstone Service Station - 30 checks multi-agency
- The top social media post related to the National speed limit and what this means to different road users, which reached 45k people.

In December, the Team received the prestigious Prince Michael of Kent International Road Safety Award for their Young Driver and Passenger Programme.

### **Crash Remedial Measures & Local Transport Plan (LTP)**

The 2024/25 Crash Remedial Measures (CRM) Cluster Site programme has now been delivered with 40 key cluster sites being treated with interventions across Kent. These CRM schemes range from minor signing and lining improvements to junction redesigns. The schemes have been designed at specific locations around the County where engineering solutions have been assessed to be able to reduce the risk of collisions occurring.

In addition to the Cluster Site programme, the Highway Improvements Team (HIT) are also carrying out analysis of routes and junctions that have been identified as 'high risk' by a series of factors that identify them as having a higher than 'normal' level of collisions compared with similar sites. Schemes are progressed through the design and associated engagement process for delivery next financial year. This cluster, junction and route review work forms a suite of Crash Remedial Measures (CRM) carried out by the authority in line with our Vision Zero approach.

The team have recently completed delivery of some large-scale CRM and Local Transport Plan projects. The A20 Farningham average speed camera scheme which is operating well and yielding positive results. The team delivered Phase three of Otford Traffic calming and also a new traffic island scheme to enhance junction safety and stop inconsiderate parking at Camer Parade in Meopham. The delivery of a new section of footway in Challock was well received.

The HIT are also continuing to work with elected officials, members and parishes to assist them in delivering items that have been prioritised within their local Highway Improvement Plans. The HIT is currently tasking their small but focussed Community Engagement teams to support parishes in their efforts to realise highway improvements that their communities are promoting. A high number of parishes are now engaging with the HIT to develop their own prioritised Highways Improvement Plans. The Parish seminars were very well attended and generated excellent question and answer sessions. We continue to issue a road safety and active travel group Newsletter to build upon our positive engagement with our parishes.

The team continue to support Speedwatch activity, school travel plans and business grants. The team have continued with regular dialogue to look at targeting their enforcement efforts based on representations received and on speed data. A bi-monthly meeting now takes place with Kent Police, the Kent Police Speedwatch Co-ordinator and officers in the Highway Improvements Team where Speedwatch results are reviewed and discussed.

The Active Travel team are continuing to work with the member walking and cycling group and assist districts and boroughs with their walking and cycling plans to develop a Kent-wide Cycling and Walking Implementation Plan (KCWIP). The team are continuing to deliver the remaining schemes funded under Tranches 3, 4 and 4e extension of the Active Travel Capital Grant Fund and the more recently funded Tranche 5 is soon to be subject to a government announcement.

Our Capability Grant from Active Travel England has continued to support activities that will enable us to undertake ambitious and inclusive active travel programmes. This fund is being used to support local district and borough plans but also to deliver training and education about safe active journeys for residents of Kent.

### **Traffic Management**

Enforcement of Moving Traffic Offences commenced at Beaver Rd, Ashford on 23 September 2024. Over the first three months of operation, we have observed the volume of warning notices issued drop by 25% and the Penalty Charges Notices Issued fall by 22%, demonstrating enforcement has started to drive early improvement in adherence to the bus gate restriction. In November 2024, the Dover bus rapid transport system went live, and at the end of December, additional locations went live in Greenhithe, Ashford and Gravesend. The introduction of enforcement at the Clive Road Bus gate in Gravesend has been extremely busy, with over 800 warning notices issued in the first two weeks of January 2025 alone. Future potential enforcement locations are posted on our Moving Traffic Enforcement consultation hub on the Let's Talk Kent consultation page.

The Network Innovation team are working on developing Kent's strategy for the delivery of on-street charging infrastructure. KCC recently signed the grant letter for over £12m capital funding from the Government's Local Electric Vehicle Infrastructure (LEVI). This will support the delivery of electric vehicle chargers for those residents without access to off-street parking and driveways. The team are now in the procurement process with contract award expected late summer and first installations of LEVI funded chargers expected at the end of 2025 or early 2026.

## **Local Growth Fund (LGF) Transport Capital Projects**

KCC is now the Accountable Body for £128m of Government funding from rounds one to three of the LGF. There are currently two high risk projects: Sturry Link Road and the Maidstone Integrated Transport Package (ITP). For Sturry Link Road project, the design and build contract has been signed and the contractor is progressing with the detail design. For Maidstone ITP, construction of the Coldharbour Roundabout was completed in December 2024, and detailed design for the remaining schemes is ongoing.

## **Transport Strategy**

### Bus Service Improvement Plan (BSIP) & Bus Connectivity Assessment

KCC has been continuing to roll out its BSIP programme utilising funding awards in 2023/24 and 2024/25. This has seen the delivery of a number of bus interventions such as three new bus priority schemes, a variety of fares interventions, the introduction of Automatic Number Plate Recognition (ANPR) at key sites, the award of community transport grants and a number of highway interventions to help with reliability. The funding has also been vital for supporting the Kent bus network, and a number of services across the county would no longer be operating without its existence. This programme will continue to rollout in the coming months with Real Time Information screens and a new interactive bus information portal coming shortly. In late 2024, the team learnt of a new BSIP allocation for 2025/26 of £23.1m. A key decision on the acceptance of this funding will be completed shortly and, if approved, a Delivery Plan will be submitted to the DfT by the end of March 2025.

The challenges impacting the sustainability of services for operators have not gone away and the costs of sustaining previously unsubsidised services is expected to exceed £5m per annum from April. This support can only be provided using BSIP funding which will need to moderate expectations around revenue funded (service) initiatives using the new BSIP allocation.

### Community Transport

KCC is once again offering its Community Transport Grant scheme for the 2024/25 financial year. The scheme closes for applications in mid-February and like past years we are anticipating a number of applications which will result in a variety of transport benefits across the county in the coming months.

### Fastrack

All 28 of the partially DfT Zero Emission Bus Regional Areas (ZEBRA) funded Kent Thameside Fastrack vehicles are built and have been delivered. The electric operation (Kent's first) is planned to commence in April on the E route through Ebbsfleet Garden City. This will shortly be followed by the remaining A,B,C, and AZ routes bringing the service to a full zero emission status.

Full electrification of Dover Fastrack will follow in the summer upon delivery of the five electric vehicles from the same DfT scheme.

The collapse of Galley Hill continues to have a severe operational impact on Fastrack. The diversion via the M2 has increased operating costs whilst also significantly reducing reliability of the service. This has resulted in a patronage decline. Fastrack has adjusted timetables and frozen fares at £2 to help offset the decline in numbers but a resolution is desperately sought.

## Resource Management & Circular Economy

The KPI target on diversion of waste from landfill continues to be met, with 99.2% of waste over the last 12 months being recycled, composted, or used for energy generation. The total volume of waste collected continues to increase, mostly due to increased volumes at HWRCs, but remains within expectations overall. Kerbside waste volumes are 9% above pre-pandemic levels with HWRC volumes increasing, but still 26% below pre-pandemic. The total volume of waste collected is similar to pre-pandemic levels.

## Energy and Climate Change

The greenhouse gas emission target for Quarter 2, 2024/25 has been met with a total of 10,323 tonnes of greenhouse gas emissions compared with the target of 10,797. Energy consumption has reduced significantly from our KCC estate and traded services in the last two quarters. Electricity generated by KCC's Bowerhouse II, and Kings Hill solar farms are having a very positive impact on offsetting KCC's emissions and overall emissions currently remain ahead of the target. Solar PV generation for 2023/24 is approximately twice the emissions offset when compared to 2022/23. KCC and our traded companies still need to continue to progress the reduction of estate and vehicle emissions to ensure we remain on track to meet our Net Zero 2030 target.

All Kent and Medway Local Authorities, including Kent County Council (KCC), continue to promote iChoosr's *Solar Together* opportunity. Up to January 2025, the *Solar Together* initiative has facilitated installations of more than 15MW of total Solar PV system capacity, and more than 230 retrofit storage batteries across Kent and Medway. In the first year after each installation, these Solar PV systems are estimated to help avoid over 3,330 tonnes CO<sub>2</sub>e in total, with expected system lifetimes of around 25 years. Kent communities have invested more than £29.9 million into renewable energy technologies via Solar Together since 2020, with 3,485 installations completed up to the end of December 2024. Participating households and Small and Medium-sized Enterprises (SMEs) benefit from competitive prices due to the collective purchasing model, and greater energy independence. The next iteration will open for registrations in Spring 2025

## Natural Environment and Coast

### Kent & Medway Local Nature Recovery Strategy (LNRS)

Following the stakeholder workshops to review the draft strategy mapping, work focussed on refining these and creating the strategic map of nature recovery opportunities – areas that could become of importance for biodiversity. And following a workshop at the beginning of October, the priority species were finalised.

In November, the full draft strategy and maps were presented to the Supporting Authorities (all the county's local planning authorities, including Medway, and Natural England) for the mandatory pre-consultation review. No objections to the strategy proceeding to public consultation were received from these parties. The Natural England panel were very impressed with the quality of the work and particularly the engagement with the community.

Following the pre-consultation review, work continued in preparing the consultation document and preparations for the consultation itself. The project remains on track. All project outputs and further information can be found at [www.makingspacefornature.org.uk](http://www.makingspacefornature.org.uk)

### Biodiversity Net Gain (BNG)

Work continues in supporting the county's planning authorities in discharging the requirements for BNG. The ecological advice service continues to provide support to all Local Planning Authorities on their development management, with advice increasingly required in respect of BNG following the extension of requirements to all sites.

All BNG resources can be found at [Biodiversity Net Gain for Kent and Medway | Making Space For Nature Kent](#).

### Plan Bee

The following documents have been finalised in the past 3 months:

- Pollinators of Kent County Council
- Kent's Plan Bee blueprint for low tier authorities
- Community pollinator toolkit

All are intended to support the work that Plan Bee is undertaking in terms of encouraging others to design their own actions for pollinators, whether that be district action plans, interventions at the community level to help pollinators or contributing to survey efforts. The documents will be designed before publication and launch – it is currently the intention to launch these at the Kent's Plan Bee 2025 summit in late spring.

The monitoring plan for 2025 has been designed, with the intention of surveying key KCC sites determine whether interventions are having an impact and to identify other measures that may be required. Other sites outside the KCC estate will also be included in the survey work.

### Plan Tree

Organised by The Tree Council, National Tree Week at the end of November typically marks the beginning of the tree planting season. However, by that stage, Kent County Council's Plan Tree initiative had already made significant progress, with 162 adult volunteers and 205 school children planting 10,980 trees across 14 sites with funding from round 3 Local Authority Treescape Fund (LATF). While these numbers are impressive, it is important to remember that there is no dedicated funding for land acquisition. We must engage with landowners to find space for every tree, each site presenting unique local and landscape challenges.

We made arrangements to partner with Gravesham Borough Council, Medway Council, Thanet District Council, Tonbridge & Malling Borough Council, Dartford District Council, Canterbury City Council and Tunbridge Wells Borough Council to plant an additional 13,500 trees in the new year (round 4 LATF). We have also worked with Ashford Borough Council to assist replanting trees that have been lost to disease and vandalism, to meet a 75% survival rate.

We are indebted to the Countryside Management Partnerships who are instrumental in delivering the volunteer planting days that are essential to making the project a success.

Kent Plan Tree drafted a partnership project scope statement with the High Weald National Landscape Partnership, titled: Monitoring Project on Deer Density and Movement Patterns

Plan Tree, in collaboration with Dan Tuson from Natural England and Roland Brown from Butterfly Conservation, is spearheading a strategic initiative to reintroduce disease-resistant elm trees. This effort aims to support three known colonies of the White-letter Hairstreak (WLH) butterfly across a corridor of ten farms in the East Kent Downs.

Plan Tree aims to replicate their successful efforts by targeting new sightings of the Large Tortoiseshell (LT) butterfly in West Kent next year. The LT butterfly, another species that feeds on mature elms, requires slightly more complex habitats compared to the White-letter Hairstreak (WLH). Although generally considered extinct in the UK, several sightings have been reported this summer. Many are hopeful that with appropriate habitat management, this stunning species will make a remarkable comeback.

Kent County Council is on course to enable an additional 151,211 trees this season, bringing the cumulative total to 377,315 trees since 2019/20. This includes 100,000 trees (of 200,000) planted by Countrystyle Recycling Ltd at Pleasant Farm to meet their social value commitments in their bulky waste treatment and final disposal contract with KCC. Together, we are on track to achieve Kent's ambitious goal of extending tree cover by 1.5 million new trees.

### **Explore Kent**

Explore Kent's digital channels which promote the great outdoors, continued to see strong engagement. At the end of Quarter 3, Explore Kent had over 6.9k followers on Instagram, over 11.3k followers on Facebook, 216 followers on LinkedIn, 560 followers on TikTok and 22.3k followers on X. Our website [explorekent.org](https://www.explorekent.org) had over 102k clicks and 3,542 route guide downloads. The new Facebook and Instagram channels for the Southeast Coast Path have continued to see growth with 1,090 followers on Facebook and 332 followers on Instagram.

In October, 46 partners attended the quarterly Green Social Prescribing Network where we further developed the collaboration and progress of the four workstreams; Mapping and Increasing Opportunities, Accessing Funding, Training and Capacity building, and Providing Clear Referral Pathways. We also presented to the Public Health Team on the benefits of Green Social Prescribing.

A new Public Rights of Way landing page has been launched for Kent residents, featuring content on the countryside code, a guide on reporting problems and a section highlighting improvements across some of the Public Rights of Way routes.

We promoted KCC's Adult Cycle Training through paid ads on Kent Online and social media, receiving 2,800 link clicks. As well as promoting cycle training, our first journey planner for Maidstone hospital launched, encouraging staff and visitors to travel on foot or wheel to the hospital.

In October we secured funding from the Southeastern Customer and Community Improvement Fund to connect Gravesham with the King Charles III England Coast Path. We have started work on designing two interpretation boards for Gravesend and Northfleet station detailing the walking route to the coastal path. We will also be running an events programme in Spring 2025.

At the start of this quarter, we created a Christmas Lights and Christmas Markets page to get people out during the colder months which saw a significant amount of engagement resulting in 16,900 page views.

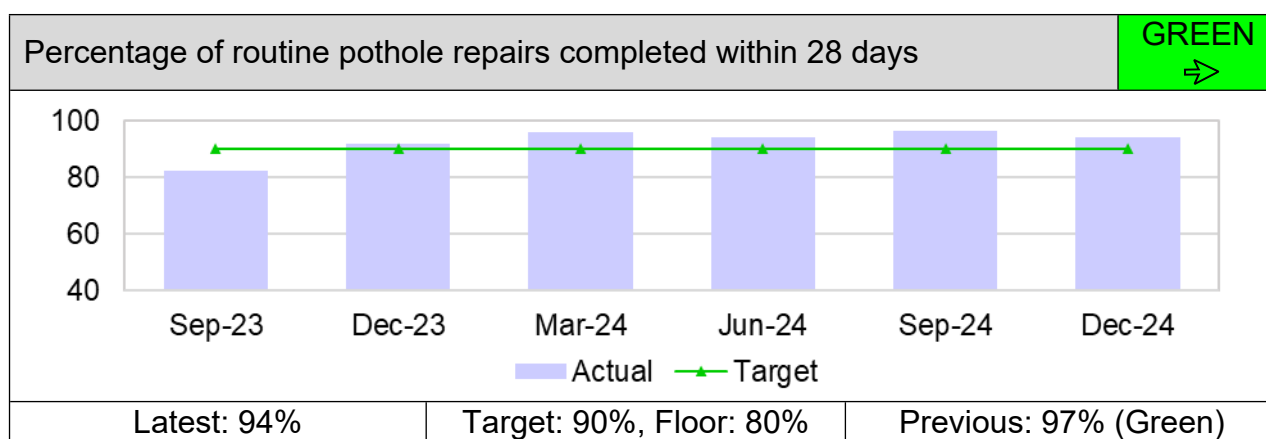
### Kent Country Parks (KCP)

A further 6,000 trees have been planted at Shorne Woods as part of the National Highways funded woodland understorey biodiversity enhancement project bringing the total up to 20,000 trees linking the coppice woodlands. The North Kent Woods and Downs National Nature Reserve has progressed through all the Natural England panels successfully. The likely timescale is for a launch as a Kings series National Nature Reserve in March with a full public launch on the 30th May. Work is underway funded by the Kent Downs National Landscape Geoparks project at Trosley to create a surfaced path to the woodhenge site enabling year-round access for all, this is part of a wider aspiration to create an access for all path around the Trosley trail route. Further works are happening at Brockhill to widen a bridge and create rest points on a steep path to improve access for all. Pegwell Bay hosted its first events organised by staff with support from the on-site café. Similar to the summer, there has been a noticeable drop in the numbers attending events across the Christmas period, compared to last year.

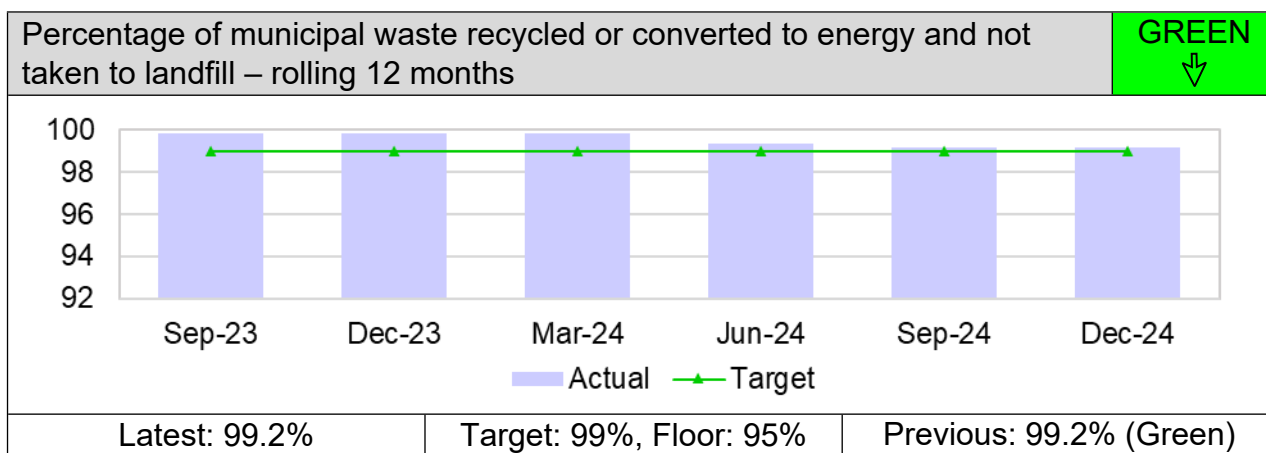
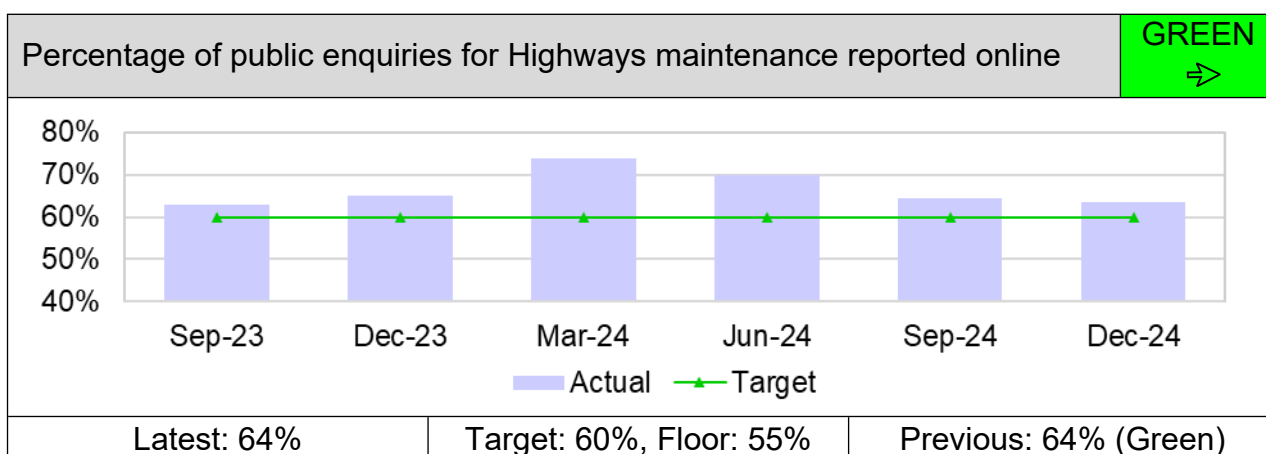
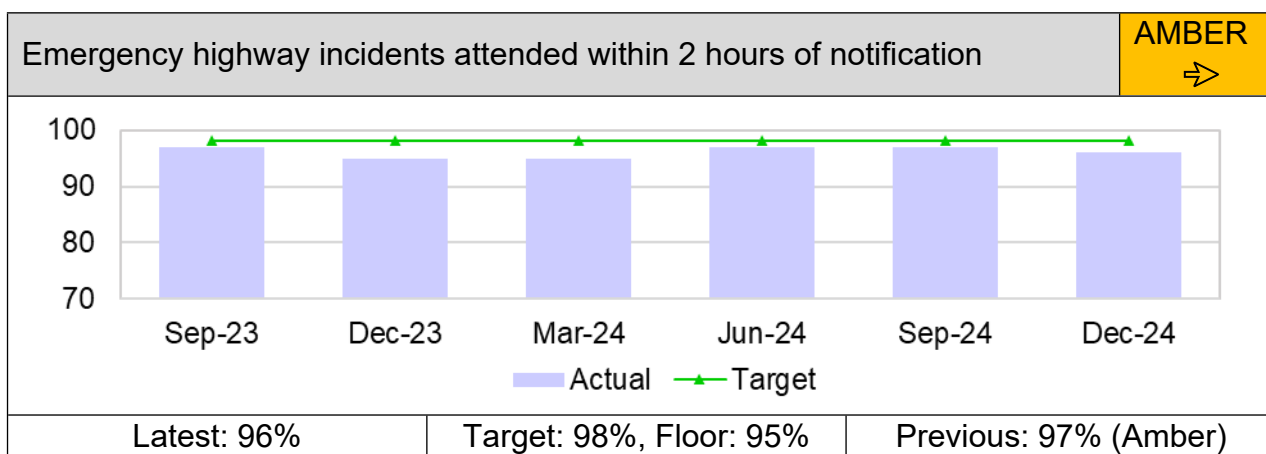
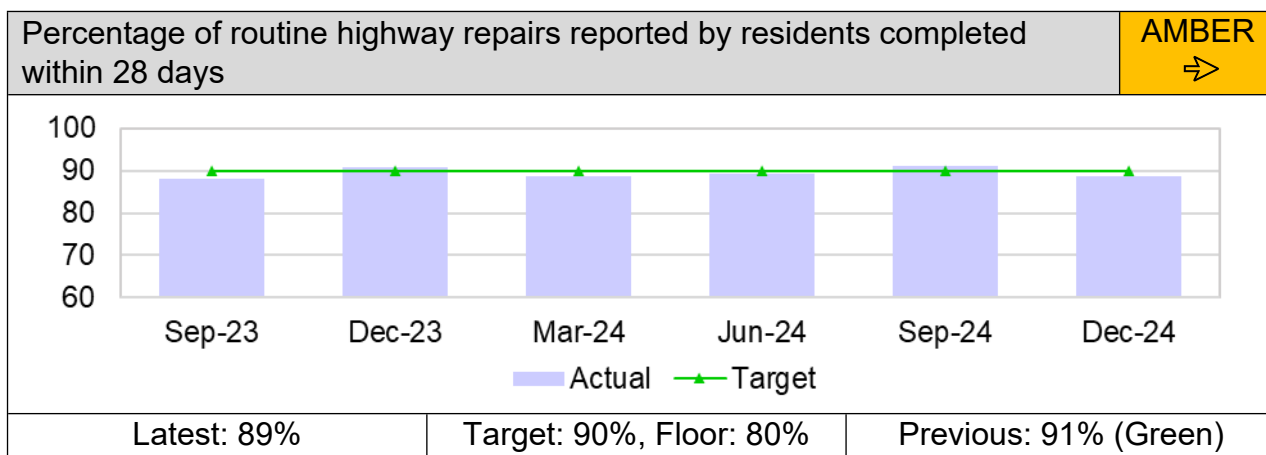
### Countryside Management Partnerships (CMPs)

CMPs continue to deliver projects across Kent & Bexley with examples being the successful delivery of Colyer Fergusson grant funded family forest school programme for families in need, new tree planting programme in partnership with Kent Plan Tree and Tunbridge Wells Borough Council that includes planting new disease resistant elm trees. Completion of a habitat and access enhancement project in partnership with South East Water in Pembury. Doddington Natural Flood Management works have delivered 1km of hedge planting and new flood water storage. The Farm Cluster project enabled habitat reports for 7 farmers in the Upper East Stour Farm Cluster Group. Work is moving forward with an application for £1.6m Heritage Lottery Fund grant following a successful Expression of Interest submission in November. The project is called Stour Valley Restore.

### Key Performance Indicators

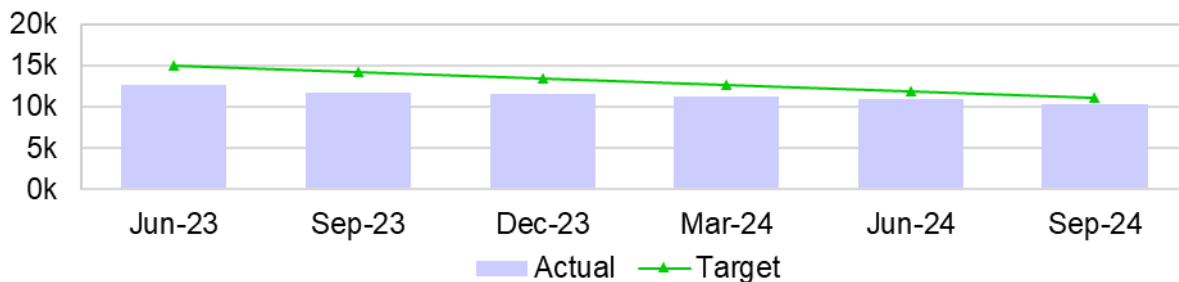






Greenhouse Gas emissions from KCC's overall estate and operations (excluding schools) in tonnes – rolling 12 months

**GREEN**  
↑



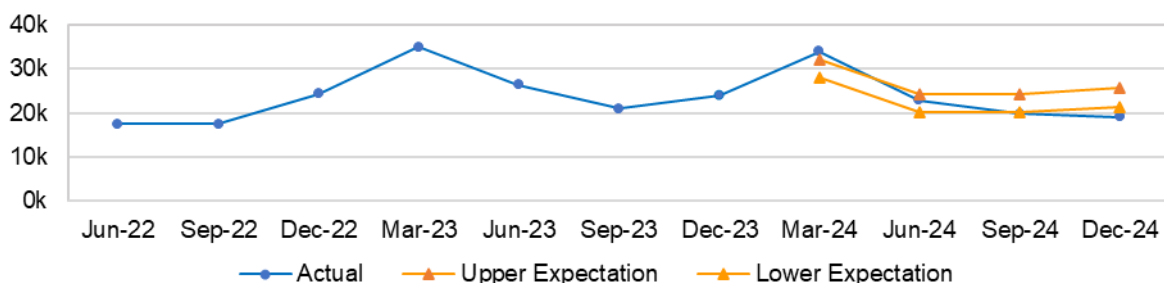
Latest: 10,323

Target: 10,797, Floor: 11,877

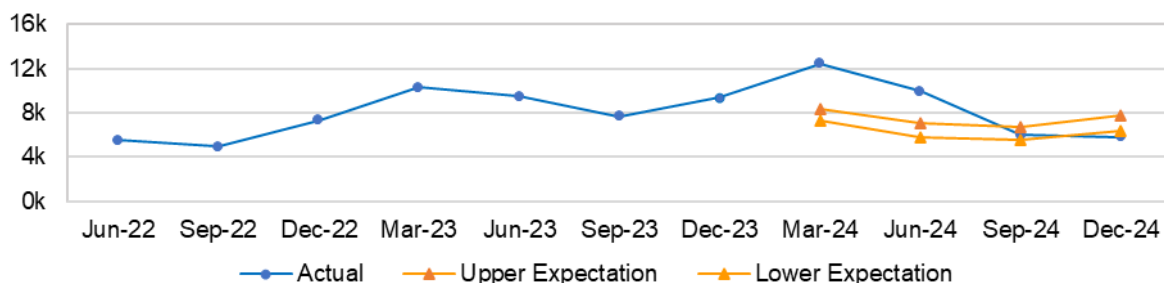
Previous: 10,985 (Green)

**Activity indicators**

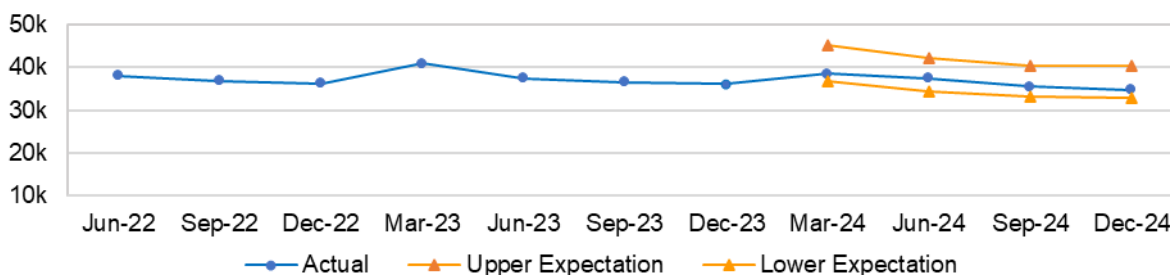
Number of Highways enquiries raised for action – by Quarter



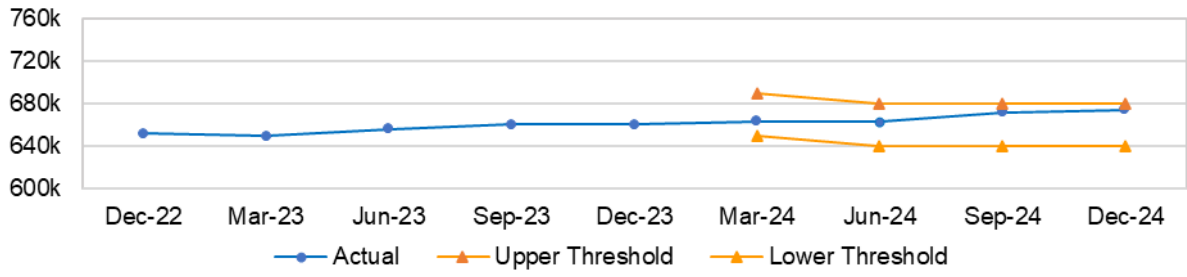
Highways Work in Progress (active enquires/jobs)



Number of street works applications submitted



Total municipal waste tonnage collected – rolling 12 months



## Children, Young People and Education (*Education and Skills*)

<b>Cabinet Members</b>	Rory Love, Sue Chandler
<b>Corporate Director</b>	Sarah Hammond

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

### Schools

From 1<sup>st</sup> September 2024, Ofsted inspections of state-funded schools no longer include a judgement on overall effectiveness, and outcomes of ungraded inspections no longer refer to the previous good or outstanding grade. For inspections this academic year, parents will see four grades across the existing sub-categories: quality of education, behaviour and attitudes, personal development and leadership & management. No aggregations of data are now published by Ofsted and no replacement measure has been devised, as Ofsted is consulting on a new approach to inspecting education providers and the introduction of report cards from September 2025.

Key issues from primary school inspection include whether there are suitable adjustments in place to enable all pupils to access knowledge across the wider curriculum and governance. The Education People (TEP) briefings continue to provide regular updates and advice to school leaders in these areas, whilst signposting support and guidance. Summary data showed that common areas for development in schools include achievement at greater depth, maths and, Grammar Punctuation and Spelling (GPS). There continues to be a comprehensive traded offer available to all schools including bespoke maths and GPS support. Our impact on pupil outcomes is reliant on schools commissioning our support.

Feedback from secondary and special school inspections suggests there is an increased focus on the ways schools maintain oversight of education and safeguarding for pupils not always at school – those who are on part-time timetables and who are accessing alternative provision.

TEP had responsibility for the Special Education Needs Coordinator (SENCO) Conference held on 8<sup>th</sup> October 2024. A majority of schools in the county were represented, including 319 primary schools and 78 secondary schools, a significant increase from attendance in 2023 (231 primaries and 38 secondaries).

### Early Years

The Early Years and Childcare Service, working in partnership with KCC Management Information (MI) and Finance, continue to implement the Government's New Free Entitlements and Wraparound Provision initiatives. In the Autumn term, 10,718 codes had been issued to working parents of children aged between 9 months to two-years, of which, 9,770 have been validated by KCC, meaning a validation rate of 91%.

The take-up of Free for Two (FF2) claims for parents on certain benefits against those potentially eligible in the same period was 68% with 2,762 children being funded. This compares to 3,235 two-year olds being funded under the working entitlement scheme. This is a decrease in FF2 claims compared to the same period last year when the take-up figures for Autumn 2023 were 79%. To assist future planning, parents who are eligible but do not take up a place are contacted and asked why.

For early years group settings, The Education People (TEP) continue to support all settings through Annual Conversations but prioritises those due an Ofsted inspection, making clear recommendations where appropriate and offering the 'Securing Good' programme to those in their inspection and not meeting at least Good Ofsted grade descriptors. Settings with Requires Improvement or Inadequate judgements receive targeted and bespoke support, with support for plans of action and follow up visits as required. New settings are also offered support in readiness for their first inspection.

Established and regular communications and interactions with the Early Years and Childcare Sector continue, including quarterly meetings with the Provider Association (last meeting held in December), the scheduled termly (six times annually) generic Early Years and Childcare Bulletin, with communications in-between these being sent when appropriate and necessary with ongoing contact with individual providers as required. Three times annually, a county-wide round of briefing and networking sessions are offered, last held in October. The Early Years and Childcare Service's Threads of Success training offer continues to be delivered principally on virtual platforms, as recruitment and retention challenges continue to make it very difficult for providers to attend face-to-face training, even when this is funded and therefore free for providers to attend.

The Early Years and Childcare Service is also leading the implementation of the KCC Early Years Review Area Three: Implement the Revised Model of Universal Support, and KCC's SEND Inclusion and Support Manager for Early Years is co-leading Area Four: Develop Ordinarily Available Provision.

### **SEND (Special Educational Needs and Disability)**

Based on the rolling 12-month average to December 2024, 34% of Education, Health, and Care Plans (EHCPs) were issued within 20 weeks excluding exceptions (813 out of 2,421). As recent performance rapidly improves, the rolling 12-month average will also improve but with a lag. In the single month of December 68% of plans (50 out of 73) were issued within timescale, which would have met target.

Trends outlined over recent reporting cycles have continued, raising the rolling annual average quickly month on month. Assessment decision outcomes peaked in November with 79% of decisions being made by the statutory deadline (90 out of 114). The slight regression in December reflects that the high number of public holidays and staff leave reduced team capacity, with no cessation of the progression of statutory timescales. There is strong expectation that rates will recover and continue to improve from January onwards.

The percentage of annual EHCP reviews waiting over 12 months is 35%, fifteen percentage points better than the target of 50%.

The percentage of pupils with EHCPs being placed in independent or out of county special schools, at 10.5%, remains higher than the target of 9.0% but equal to the floor standard.

Improvements are not limited to the assessment process, with large improvements in Annual Review timeliness and Phase Transfer delivery using the same principles outlined above.

### **Wider Early Help**

In the 12-month period to December 2024, 102 pupils were permanently excluded which equates to 0.04% of the school population. 20 were 'primary' phase pupils and 82 'secondary' phase pupils. The current level of pupils excluded is at its highest for nearly 9 years, although at 0.04% is still well below the 2022/23 national average for England of 0.11%. Tonbridge and Malling district accounted for 20 of the 102 pupils excluded across the County in the rolling 12-month period to December 2024, followed by Dartford with 15 and Sevenoaks with 13 pupils excluded.

Kent PRU and Attendance Service (KPAS) continues its work regarding suspensions and permanent exclusions. Common themes are identified, and additional processes developed to support schools to ensure all interventions are exhausted and exclusion remains a last resort as detailed in the DfE guidance on suspensions and exclusions issued in August 2024. This includes the development of practices such as an inclusion intervention checklist, the appropriate use of directions off-site (alternative provision) and using inclusion champions to support schools.

In addition, KPAS supports the work of CATIE (Countywide Approach to Inclusive Education). This includes the inclusive leadership programme, core training offer, whole school nurture approach provided by Nurture UK and Special School outreach work delivered by the Specialist Teaching and Learning Service (STLS) and Local Inclusion Forum Team (LIFT).

KPAS provides regular training to governing boards and academy trustees across the county's schools to ensure all cases of permanent exclusion are thoroughly scrutinised, as well as promoting the use of timely data to address cases where suspensions are occurring on a regular basis. The link Education Improvement Advisors (EIAs) support schools by:

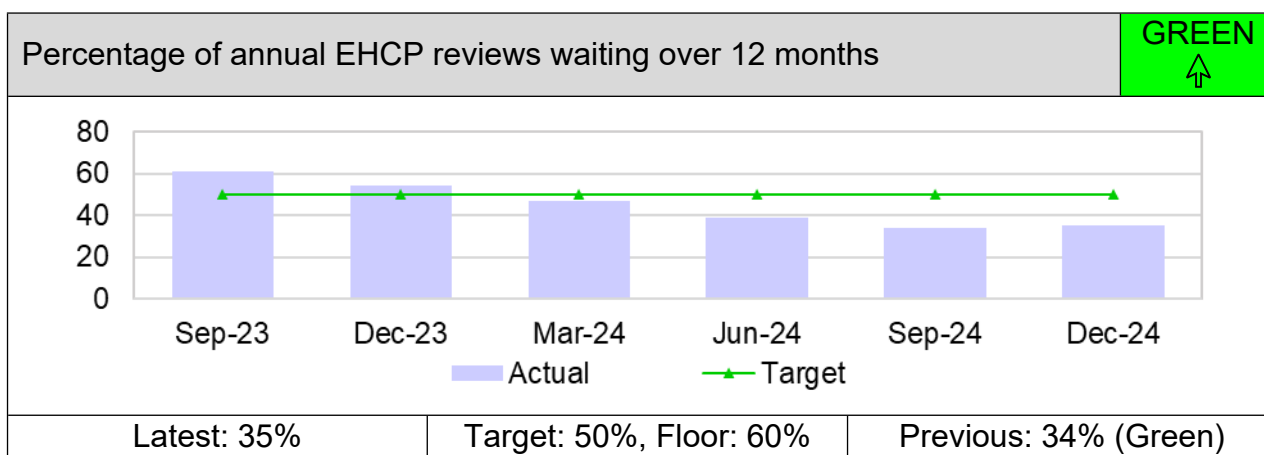
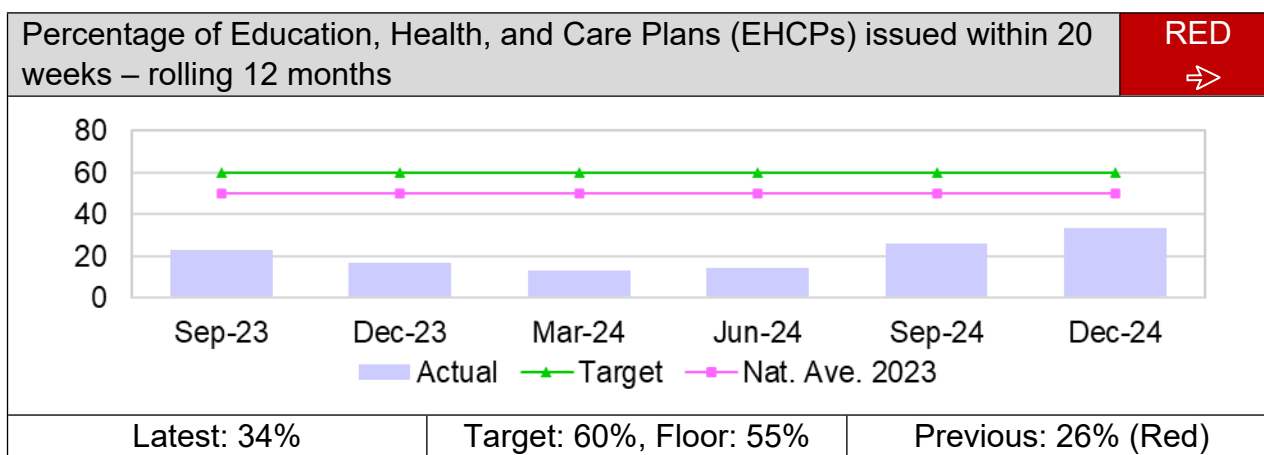
- Providing advice on the DfE exclusion guidance and processes as well as behaviour policies.
- Sharing ideas as well as signposting to resources and services who may be able to support schools and pupils in promoting inclusion where behaviour is a concern.
- Attending meetings in schools with parents (and partner agencies where involved) about individual pupils experiencing suspensions or at risk of permanent exclusion.
- Delivering training to governors and senior leaders on responsibilities in relation to exclusions set out in the DfE guidance.

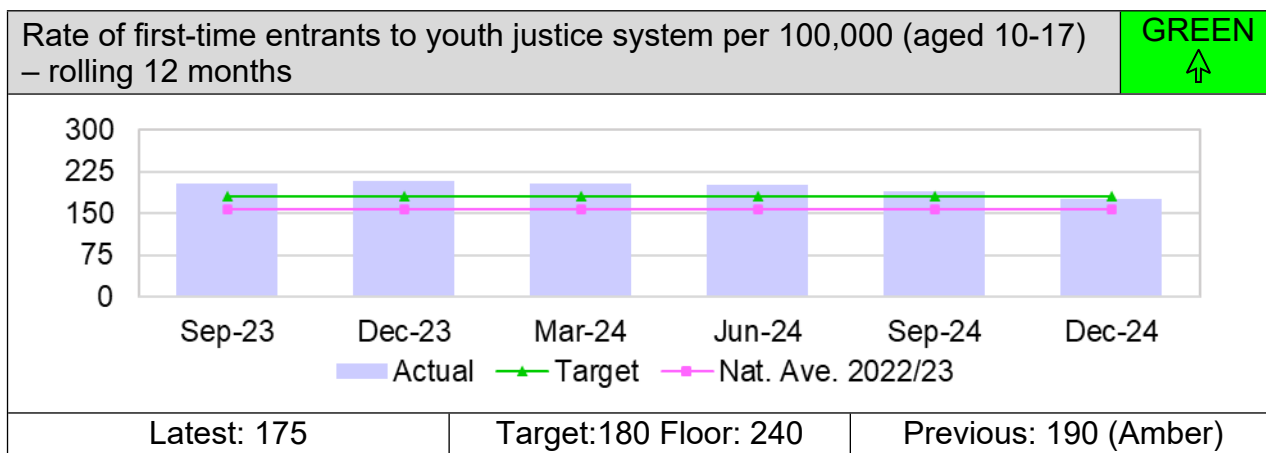
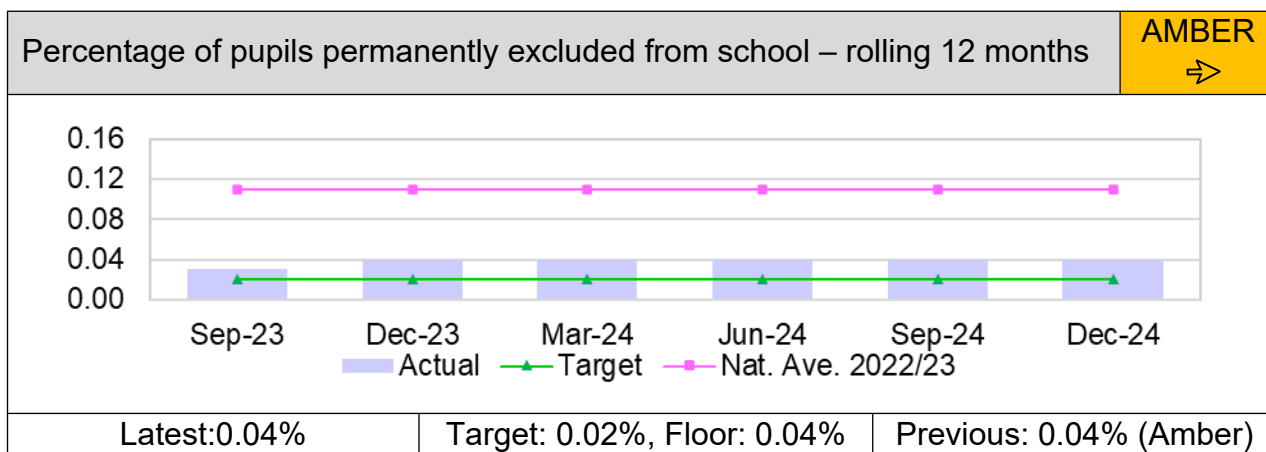
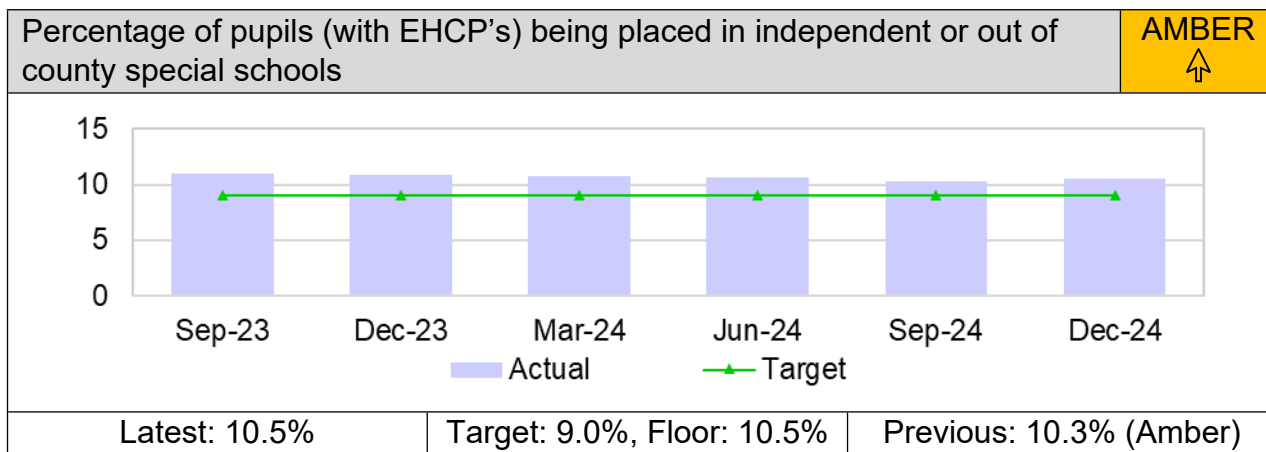
EIAs represent KPAS at a range of forums such as the Local Inclusion Forum Team (LIFT), LIFT Executive, In Year Fair Access panels and District Contextual Safeguarding Meetings.

Since the start of the academic year, KPAS continues to implement the new DfE guidance 'Working together to improve school attendance' which became statutory in August 2024. Within this guidance, local authorities must offer schools attendance advice and guidance, facilitate Targeting Support Meetings (between 1-3 per school, per year), offer multi-disciplinary support for families and provide legal intervention.

The First-Time Entrants to the Youth Justice System per 100,000 in December was 175 (rolling 12-month figure) which equates to 284 young people. This is the lowest level reported since March 2023 and the measure is now RAG rated green. The implementation of Outcome 22 (a deferred outcome for children which replaces statutory youth justice outcomes) will have had a positive impact on this performance, although this has yet to be evidenced over a longer period of time and supported by the national data (yet to be published). . The Kent Youth Justice Partnership has been identified to be part of an HM Inspectorate of Prisons (HMIP) thematic inspection in respect of prevention and diversion which will take place in February 2025.

### Key Performance Indicators

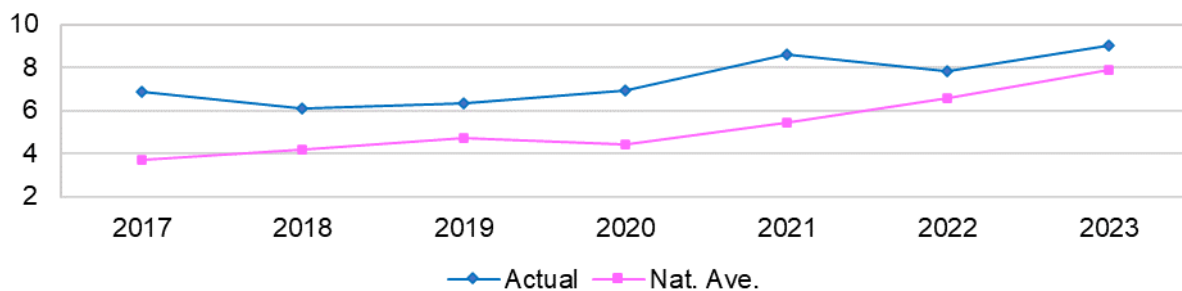




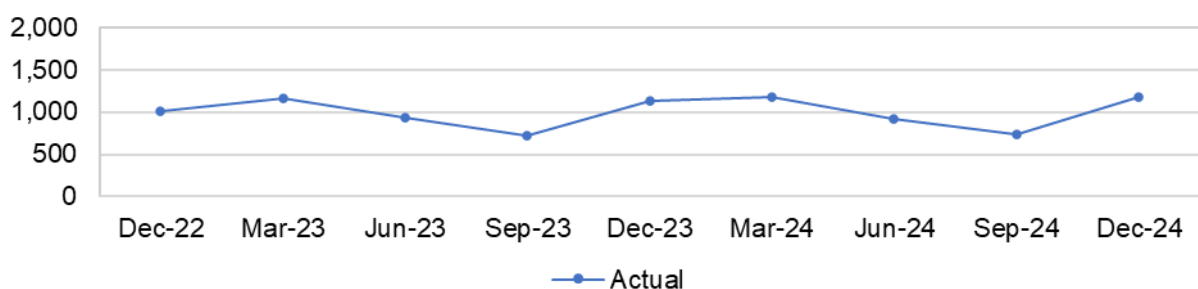


Activity indicators

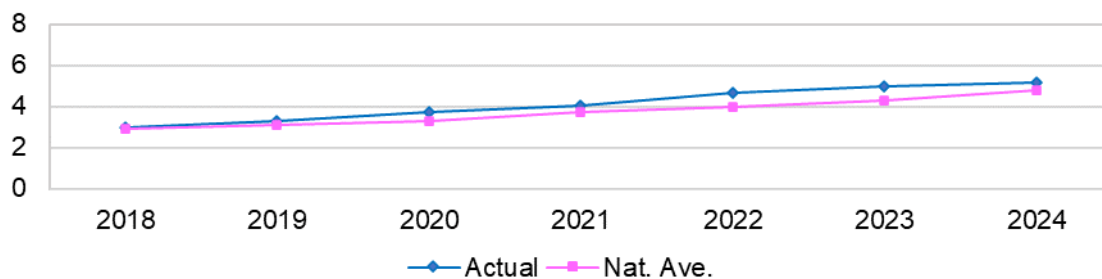
Number of initial requests for statutory assessment (for an EHC plan) per 1,000 population



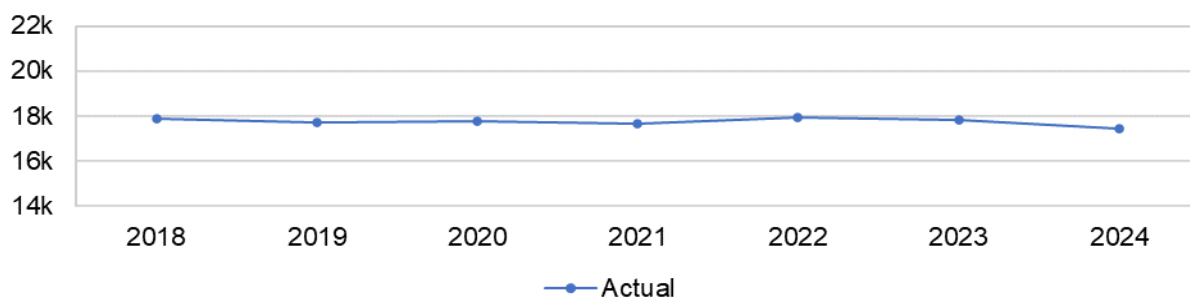
Number of initial requests for statutory assessment for an EHC plan (Quarterly)



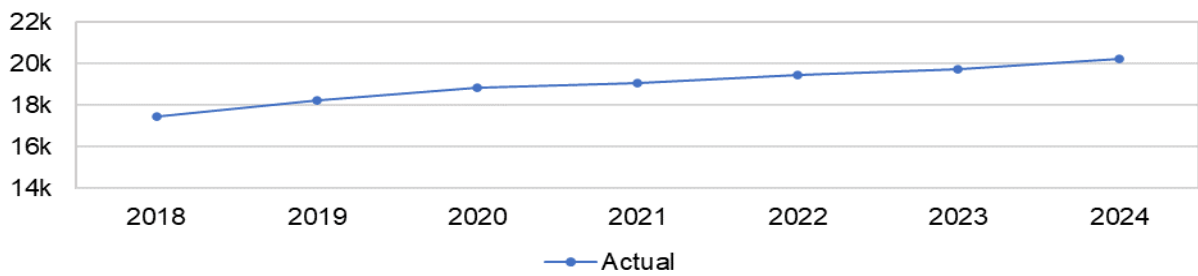
Percentage of pupils with an EHCP



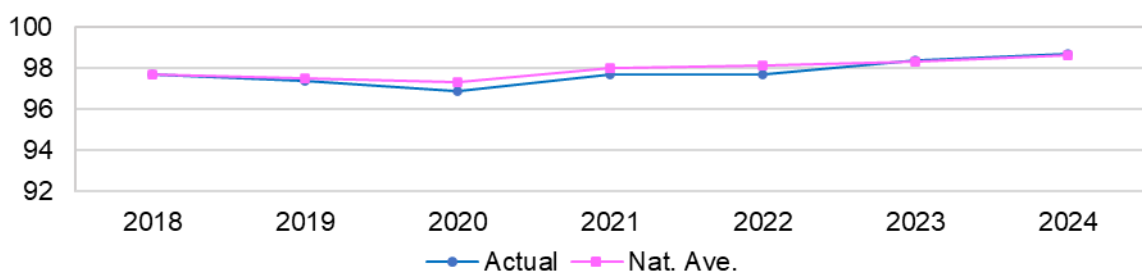
Number of pupils in Reception year (Kent state funded schools)



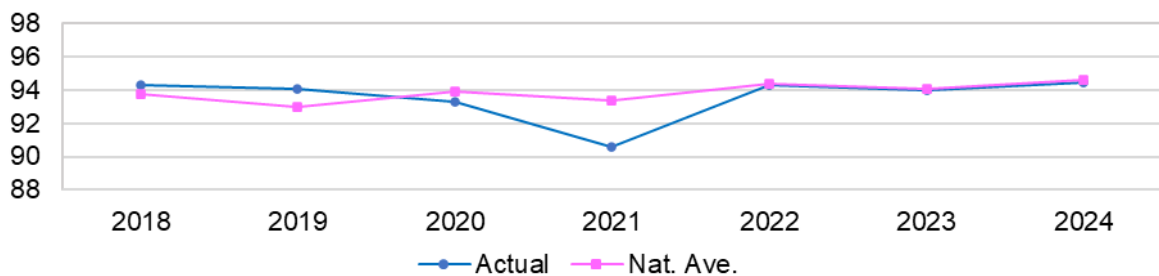
Number of pupils in Year 7 (Kent state funded schools)



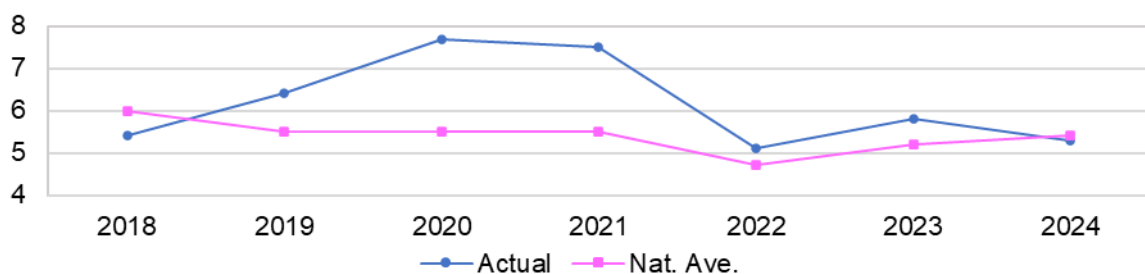
Percentage of Primary school applicants offered one of top three preferences

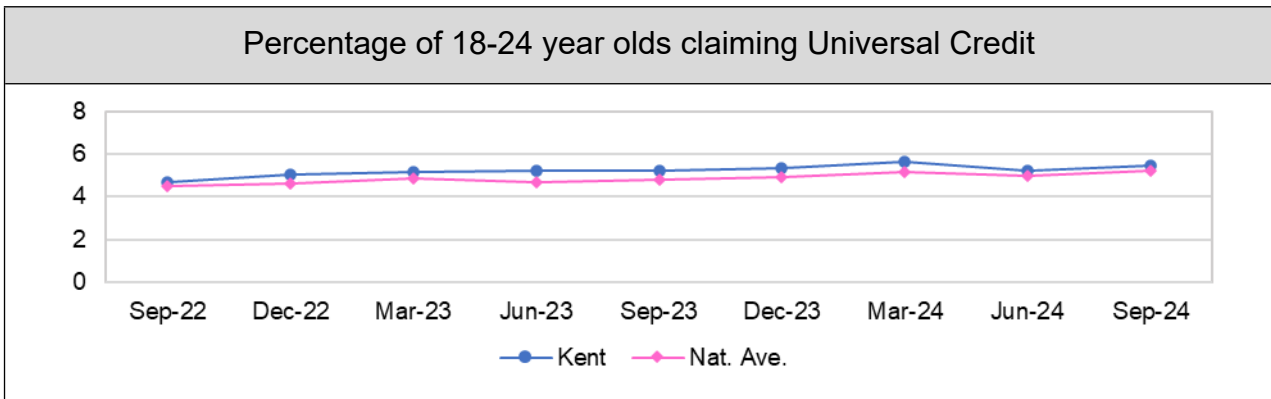
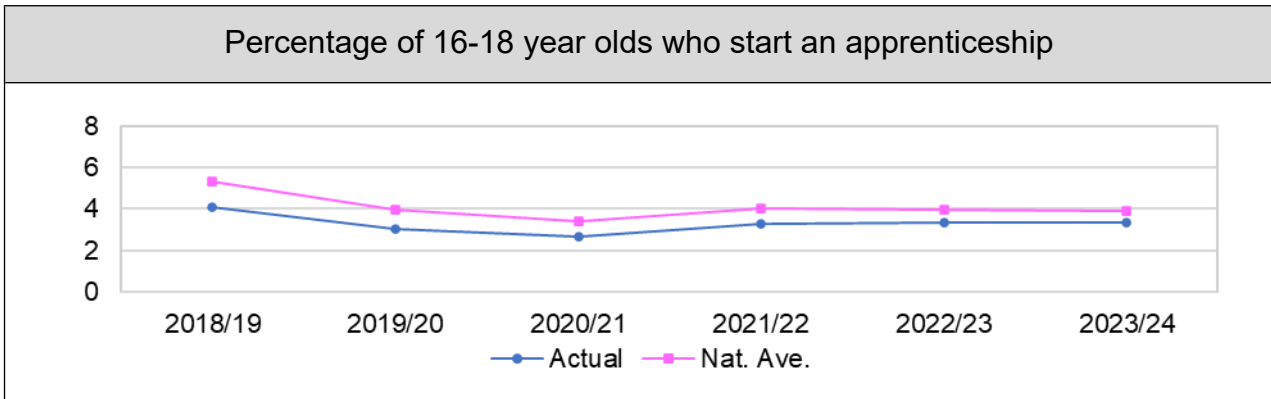


Percentage of Secondary school applicants offered one of top three preferences



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





## Children, Young People and Education (*Integrated Children's Services*)

<b>Cabinet Members</b>	Sue Chandler
<b>Corporate Director</b>	Sarah Hammond

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

### Early Help

At the end of December 2024, there were 2,287 family cases open to Early Help units, providing support for 4,637 children and young people under the age of 18. This is an 8.6% increase in the number of families supported when compared to the end of the previous Quarter (2,105), but 4.3% fewer families than Quarter 3 last year (2,389).

The performance measure for 'Percentage of Early Help cases closed with outcomes achieved returning to Early Help or Children's Social Work teams within 3 months was 14.9%, a reduction of 0.3% from the previous Quarter (15.2%) and achieving the target of being 15.0% or lower.

### Children's Social Care - Staffing and Caseloads

On 31<sup>st</sup> December 2024, the number of open cases (including those for care leavers above the age of 18) was 11,165, an increase of 311 children and young people when compared to the end of the previous Quarter (10,854).

There were 6,357 referrals to children's social care services in the Quarter, an 8.3% increase when compared to the previous Quarter (5,869) and 10.8% higher than Quarter 3 last year (5,735). The rate of re-referrals within 12 months for the 12 months to December 2024 was 22.2%, compared to 23.4% the previous Quarter, continuing to achieve the target of 25.0% or lower. This compares to the England average of 22.4% for 2023/24.

The percentage of case-holding social worker posts held by permanent qualified social workers employed by Kent County Council (75.2%) has improved from 74.7% in September 2024 and is just above the floor standard of 75.0%.

The average caseload for Social Workers in Children's Social Work Teams was 21 children in December 2024. This is above the target caseload of no more than 18 children and an increase from the previous quarter, when the average caseload was 20 children.

### Child Protection

On 31<sup>st</sup> December 2024, there were 1,109 children subject to a child protection plan, an increase of 14 children from the end of the previous Quarter (1,095). The rate per 10,000 children (aged 0-17) was 32.9, which remains below the last published rate for England of 41.6 (31<sup>st</sup> March 2024).

## Children in Care

The number of non-UASC children in care decreased by 25 in the Quarter to 1,409. The number of unaccompanied asylum-seeking children (UASC) in care decreased by 80 to 475, with some of these young people awaiting transfer to another local authority under the National Transfer Scheme. The number of children in care placed in Kent by other local authorities (OLA) increased by 12 children over the Quarter to 1,238.

Status	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24
Non-UASC	1,466	1,460	1,444	1,434	1,409
UASC	531	480	476	555	475
<b>Total</b>	<b>1,997</b>	<b>1,940</b>	<b>1,920</b>	<b>1,989</b>	<b>1,884</b>
<b>Gender</b>					
Male	1,329	1,273	1,266	1,327	1,222
Female	666	664	651	660	659
Non-binary	2	3	3	2	3
<b>Age Group</b>					
0 to 4	253	239	237	247	247
5 to 9	231	235	227	232	218
10 to 15	665	655	647	628	607
16 to 17	848	811	809	882	812
<b>Ethnicity</b>					
White	1,344	1,330	1,318	1308	1,262
Mixed	109	112	106	113	110
Asian	23	26	26	32	37
Black	110	114	141	104	122
Other	411	358	329	432	353

The percentage of Children in Care (excluding UASC) placed in KCC in-house foster care or with family/friends has remained below the floor standard of 75.0%. Performance for this measure was 73.2% for the 12 months to December 2024, compared to 72.7% at the end of the previous quarter. Performance against this measure is impacted by the availability of in-house foster placements which is a national issue. Since the legal judgement of July 2023, KCC has between 35-40 in-house fostering beds available for unaccompanied children under the age of 16 years being cared for whilst awaiting transfer on the National Transfer Scheme. **The number of in-house beds required was reviewed following the opening of the KCC Children's homes and supported accommodation. In December 2024, 12 in house beds were released from the UASC scheme and are now available for other children. Given this recent change in availability, the next quarter should see an improvement in this performance measure.**

Kent Fostering is part of a cluster of Local Authorities who received DfE funding to support a national approach to the recruitment and retention of Local Authority Foster Carers. A national recruitment hub, Fostering South East, launched on 8th July 2024, to be followed by national recruitment activity, encouraging people to foster for their Local Authority. Additional DfE funding was secured to develop the Mockingbird Scheme - part of a support package to retain our existing foster carers. The scheme launched in October 2024 with the first two Mockingbird home hub foster carers constellations now live for South Kent and East Kent. The ambition is to have four Mockingbird hub foster care constellations, one in each area of Kent, by the end of March 2025 with the recruitment for a North Kent and West Kent foster carer hub now taking place.

An additional performance measure regarding the number of fostering households was added for this reporting year to reflect the priority of recruiting and retaining foster carers. As of 31<sup>st</sup> December 2024, there were 613 approved households against a target of 700 households. **Actions being taken to increase the number of fostering households include increased information events, recruitment stands at large community events, specific campaigns using social media and use of the “refer a friend” payment to encourage existing foster carers to support recruitment of family and friends to join Kent Fostering. Part of the recruitment strategy will be to look to our existing KCC staff group, to promote becoming a foster carer and completing the initial work on whether KCC can become a “Fostering Friendly” employer; to this end, a policy has been developed and is currently with legal services for advice prior to presenting to the Corporate Director for a decision. The service is at the initial stages of developing a “Create a Room” project, to support existing approved foster carers to create an additional bedroom for fostering, through supporting either dividing an existing room, converting a garage, having a small extension or loft conversion.**

From 1st April 2024, Kinship assessment and support services were centralised, with both functions moving into the fostering service to improve the offer to all types of kinship carers including Special Guardians and Kinship (Connected Person) Foster Carers. The aim of the new service is to increase the numbers of children safely placed with family and friends within their community network and reduce those needing a mainstream foster placement.

### **Care Leavers**

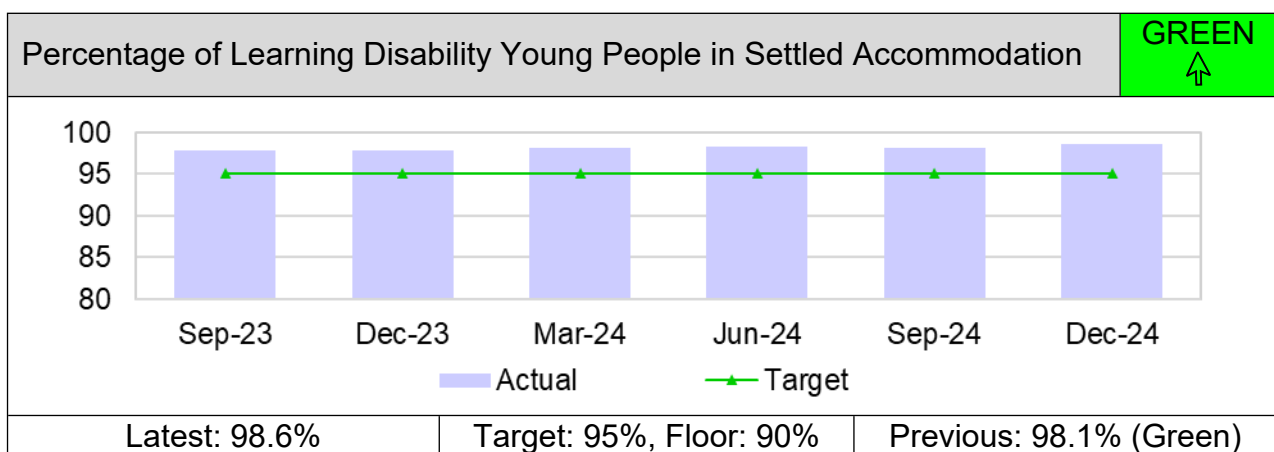
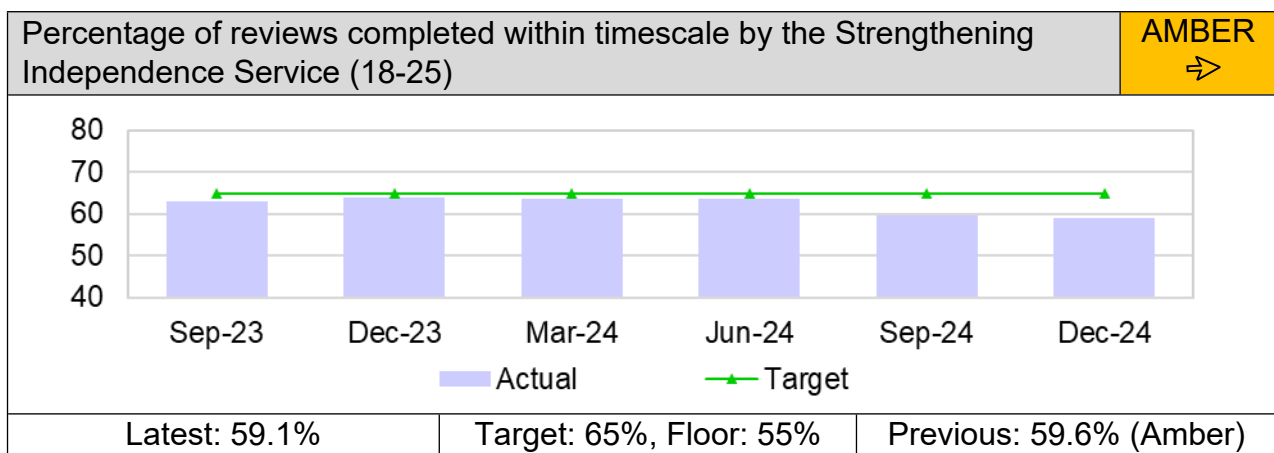
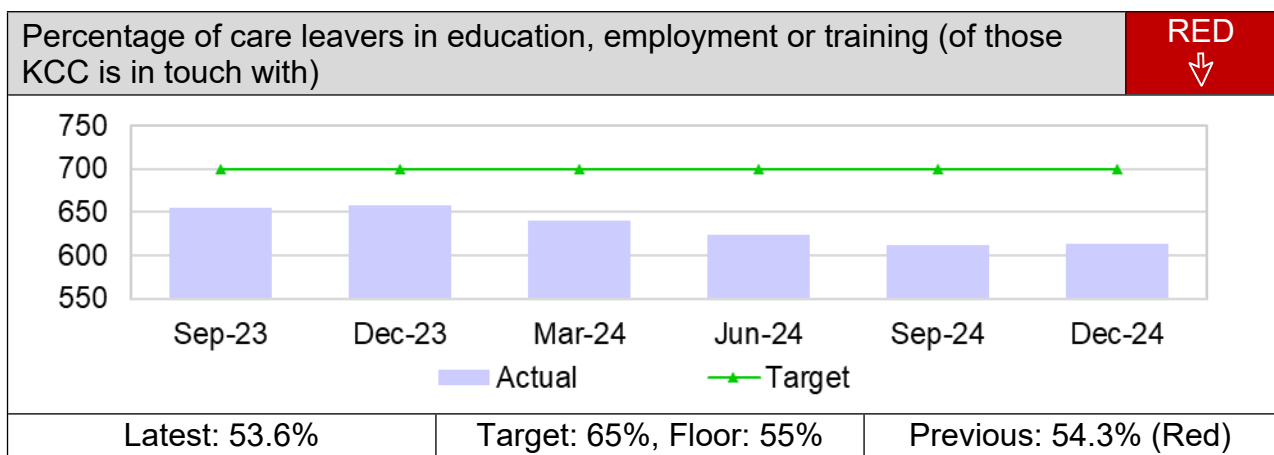
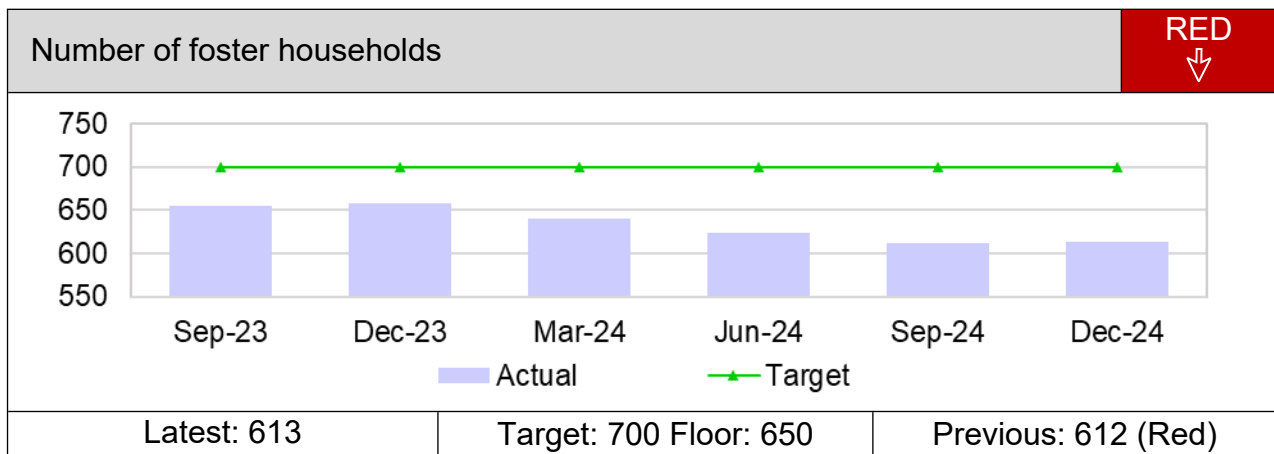
The number of care leavers at the end of December 2024 was 2,016 – an increase of 3 from the previous Quarter. Of the 2,016 care leavers, 1,036 (51.4%) were non-UASC care leavers and 980 (48.6%) were UASC. The percentage of care leavers in education, employment or training, at 53.6%, remained below the target of 65.0%. A number of our unaccompanied young people remain without status, having entered the country after 23<sup>rd</sup> July 2023 and impacted by the Immigration Bill (2023). This cohort of unaccompanied care leavers, with no status, are not able to remain in education or gain employment when they reach the age of 18, impacting upon the overall numbers in education, training and employment. **The Home Office confirmed unaccompanied children who entered the country during this period will have their applications prioritised, which should then lead to an improvement against the target.**

### **Strengthening Independence Service**

Two additional measures were added to this report for 2024/25 to cover the Strengthening Independence Service within CYPE and their support for 18–25-year-olds with a disability. For the 12 months to December 2024, the percentage of reviews completed within timescale was 59.1%, a decrease from the performance at the end of Quarter 2 (59.6%) and below the Target of 65.0%. The percentage of young people with a learning disability in Settled Accommodation is 98.6%, exceeding the 95.0% Target.

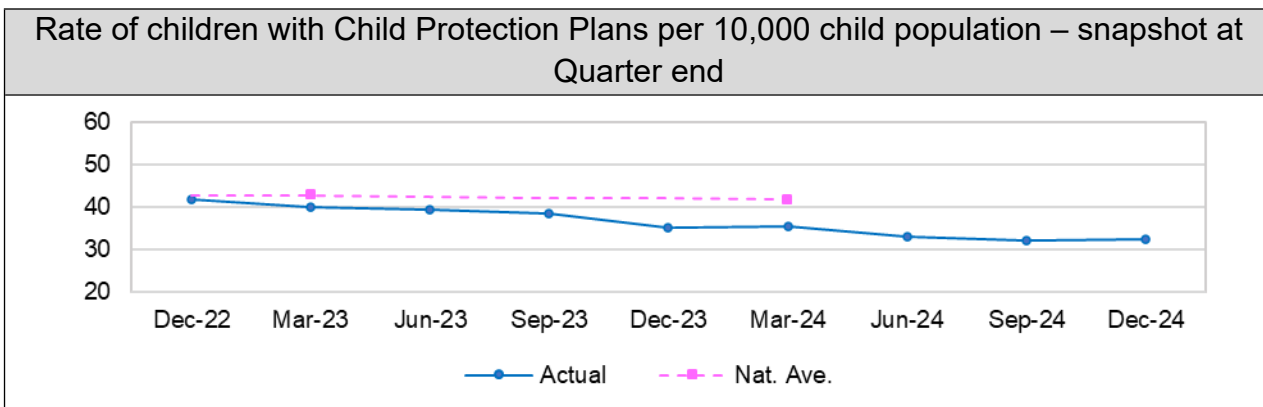
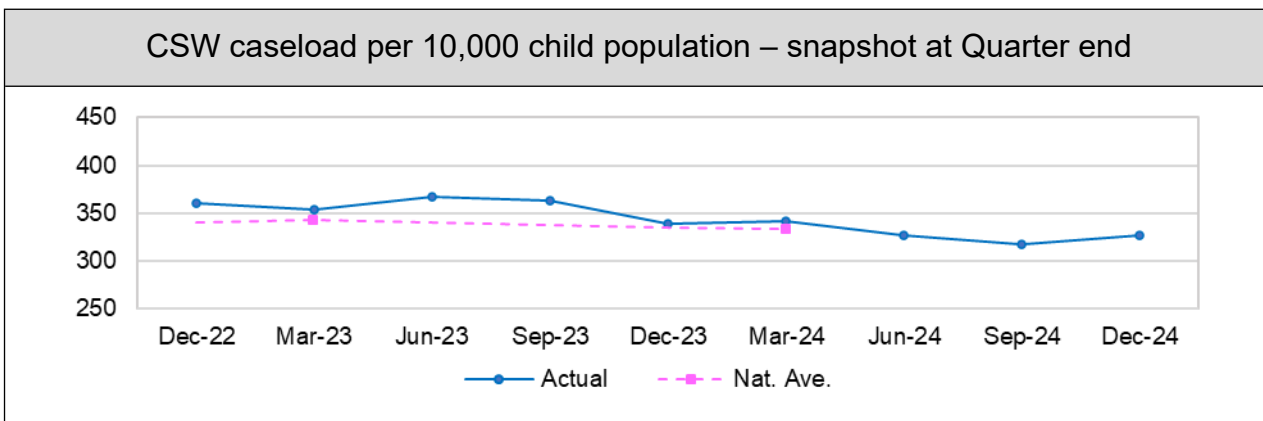
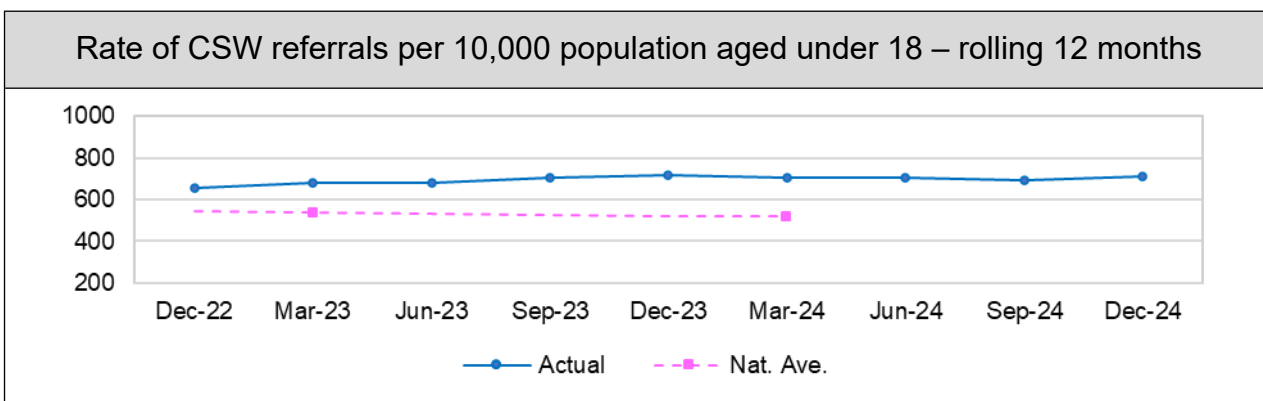
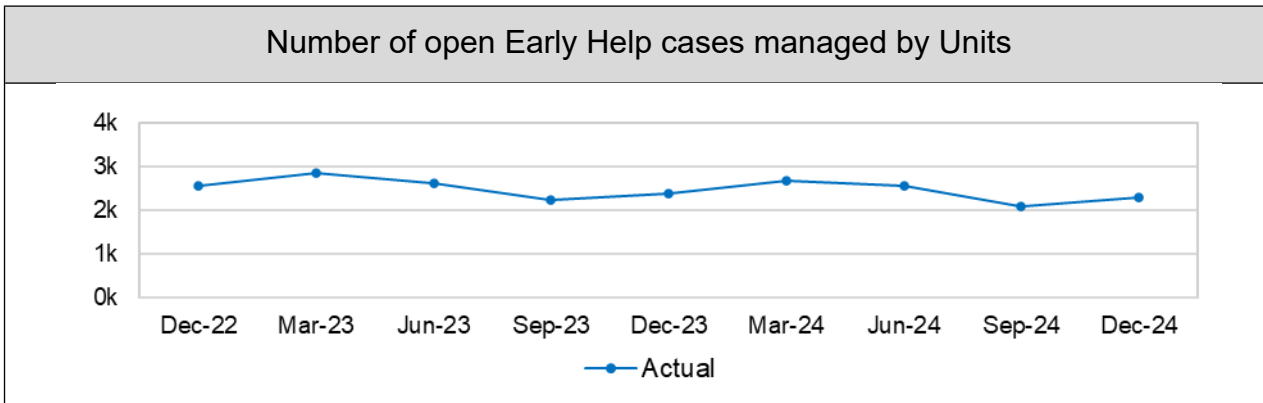
**Key Performance Indicators**

Percentage of Early Help cases closed with outcomes achieved that come back to Early Help or Children’s Social Work teams within 3 months		<b>GREEN</b> ⇒
Latest: 14.9%	Target: 15%, Floor: 20%	Previous: 15.2% (Amber)
Percentage of case holding posts filled by permanent qualified social workers		<b>AMBER</b> ⇒
Latest: 75.2%	Target: 85%, Floor 75%	Previous: 74.7% (Red)
Percentage of children’s social care referrals that were repeat referrals within 12 months		<b>GREEN</b> ⇒
Latest: 22.2%	Target: 25%, Floor 30%	Previous: 23.4% (Green)
Percentage foster care placements which are in-house or with relatives and friends (excluding UASC)		<b>RED</b> ⇩
Latest: 73.2%	Target: 85%, Floor: 75%	Previous: 72.7% (Red)

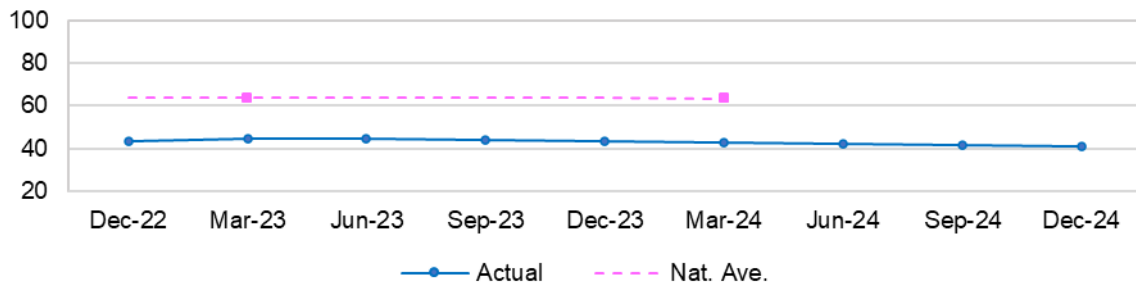




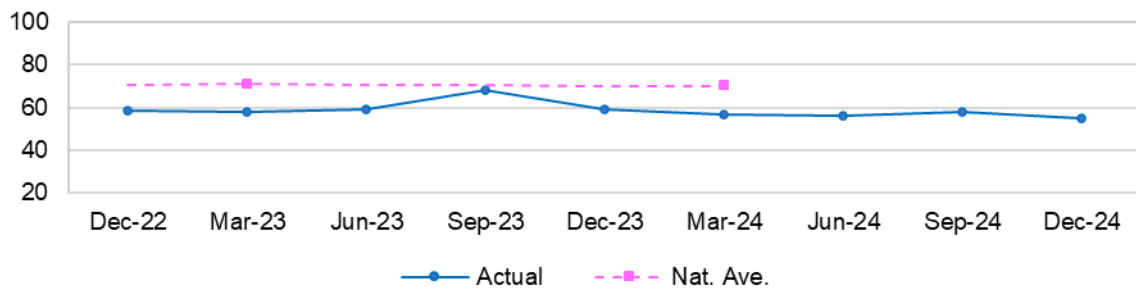
Activity indicators



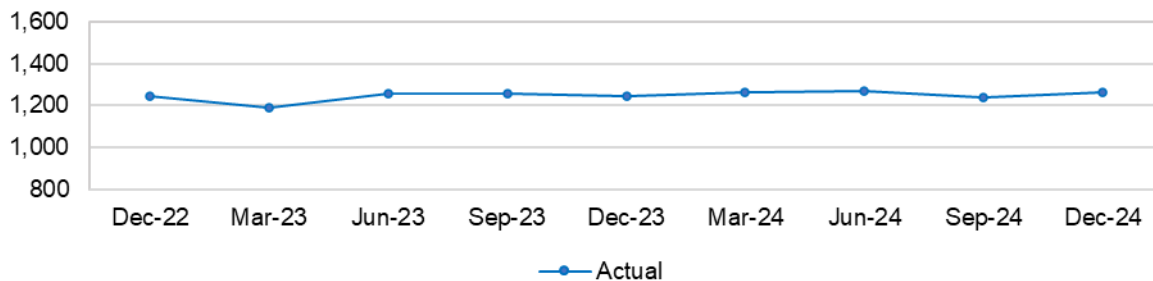
Rate of Children in Care (excluding UASC) per 10,000 child population – snapshot at Quarter end



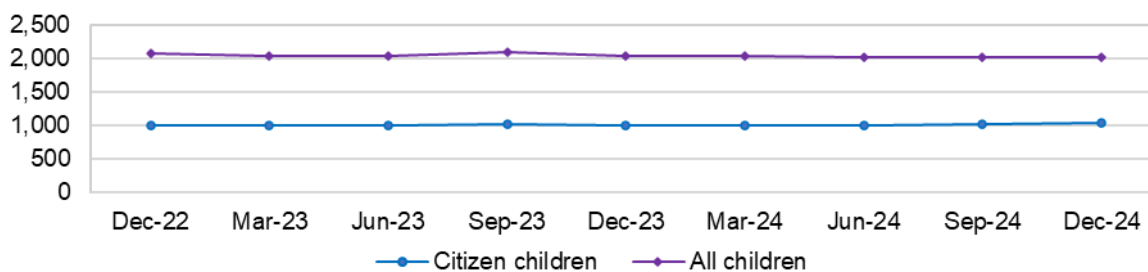
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at Quarter end



Number of other local authority children in care placed into Kent – snapshot at Quarter end



Number of care leavers as at Quarter end



Adult Social Care						
<b>Cabinet Member</b>	Dan Watkins					
<b>Corporate Director</b>	Richard Smith					
KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	⇒	↓
	2	3	1	2	4	

### Contacts

Quarter 3 saw 20,087 people contact adult social care. When a new contact is received, adult social care look to resolve the contact, be it through offering information and advice, signposting to external agencies, offering enablement, or exploring options of care and support to meet the person's needs (for example through technology). Where possible, Adult Social Care aims to meet people's needs at the first point of contact. Where ongoing funded support is required, the service aims to meet these needs in the most proportionate manner. This approach reduces the number of repeat contacts adult social care receives from people in Kent. In Quarter 3, 4% of contacts were from people who have had their contact resolved by adult social care and then made contact again within 3 months. This is a reduction of 2 percentage points since last quarter and this KPI is now RAG Rated Green, moving below the target of 5%.

Adult Social Care Connect, the team responsible for receiving adult social care's contacts, engage people with professionally curious conversations at initial contact. Following extensive consultation and implementation plans, adult social care have built on the previous success of the service, to enhance proportionate Care Act compliant assessments, which focus on timely and preventative solutions in meeting assessed needs and outcomes.

Adult social care are enhancing community assets through digital technology, social prescribing, and mapping resources while addressing gaps with micro enterprises. Improvements are being made in collaboration with the KCC contact centre and partner agencies to ensure referrals to Adult Social Care are only for people needing care. Adult social care aim to direct individuals to appropriate services and are testing an integrated triage process with health, and voluntary and community sector partners.

### Assessments

74% of Care Needs Assessments completed in Quarter 3 were completed within 28 days of receipt. This is a reduction of 1 percentage point since the last quarter. Adult social care are prioritising those care needs assessments that are taking the longest to complete. As a result, the measure is now RAG Rated Red, falling below a floor threshold of 75%. **A key focus of adult social care internal improvement is to increase the number of people who have a care act needs assessment, reducing the length of time people have to wait, and reducing the median wait time for all assessments.**

Adult social care carry out Carer's assessments alongside commissioned Carers Organisations in Kent. In Quarter 3, 796 carer assessments were completed, with 898 requested in the quarter.

Adult social care recognises and values the critical role that unpaid carers play in supporting people to live independent, gloriously ordinary lives. Work continues through supervision, panels and in practice to promote carer assessments to help ensure carers are able to access support in their own right that helps promotes their wellbeing, meets their own assessed needs and outcomes, and supports them to continue to provide support for as long as they are willing and able to do so. The inclusion team has been engaging carers in work to recommissioning the new carer contracts; an aim of the new contract will be to redesign the way adult social care works with carer organisations to capture information which will help to better inform the support provided. Some benefits have already been seen from improved visibility in the support to carers, to reducing the need for crisis interventions caused by a breakdown in the informal support.

### **Care and Support Plans**

Following the completion of a care needs assessment, people who are assessed as eligible for care and support will receive a care and support plan, detailing how their needs will be met and the types of services available to them. At the end of Quarter 3, 16,872 people had an active care and support plan. The number of people with an active care and support plan at the end of the quarter remains at a similar level seen throughout this financial year. This is true of people supported by both Adult Social Care and people aged 18-25 with the Strengthening Independence Service (CYPE).

One way in which a person's needs may be met is through the provision of a support package of care, delivered either in a Residential/Nursing setting or in the persons' own home. 2,183 new support packages were arranged for people in the quarter, with an average cost of £712 per week. Despite the number of people supported remaining at a consistent level the last few quarters, the rise in the average cost of a new package has caused an increase in that the total cost of supporting people with a package of care.

### **Reviews of the Care and Support Plan (C&SP)**

The majority of individuals who contact adult social care for the first time do so following a significant change in their personal circumstances or at a point of crisis. This can create a significant challenge in understanding the individuals' long term support needs, as the focus will be on supporting them to resolve the issues that necessitated the contact. This can make it difficult to establish a proportionate response to assessed needs and outcomes at the first point of contact. Once a new support plan commences it will be reviewed within 8 weeks (first review) and then annually (ongoing review). In Quarter 3, the number of people requiring an ongoing review fell for the 4<sup>th</sup> consecutive quarter, to 5,236, a figure that is over 800 reviews lower than the same quarter last year. The number of first reviews that needed to be completed also fell for another quarter to 1,797 – a reduction of more than 1,000 reviews in the space of a year. The positive movement in this area is due to targeted work to complete reviews with Quarter 3 seeing more than a 10% increase in review completions compared to the previous year, which was the highest quarterly review completion total on record.

## **Enablement**

Another form of support a person may be offered initially by adult social care is with an enablement service. The KCC enablement service, Kent Enablement at Home (KEaH), is where a person's independence is encouraged through the setting of goals and working with a person to promote their strengths and reduce their need for further support. In Quarter 3, 2,296 people received support from KEaH, an 18% increase compared to the previous quarter. In a large part this is due to more than 2,000 people starting the service in the quarter, the highest number for a quarter to date. The change from an external enablement provider to KEaH has contributed to this large increase in starts. Adult Social Care is exploring mechanisms to further increase the number of people who can benefit from enablement as this is key in delivering a sustainable model of Adult Social Care.

A short-term service in a nursing or residential setting can sometimes be utilised when assessing a person's long-term needs. In Quarter 3, 1,369 people were in a short-term bed. Short-term bed activity is driven both by hospital discharge and by the need to arrange support for an urgent situation in people's own homes. Adult social care is working closely with Health colleagues on the Better Use of Beds, which aims to ensure people are discharged on the right pathway using an 'own bed is best' approach. Good contingency planning helps to reduce the need for urgent placement in the event of a breakdown in informal care arrangements.

## **Hospital Discharge Pathway**

When someone is discharged from hospital, it is a priority of adult social care to ensure they are supported to live independently in their own home, after a period of reablement. In Quarter 3, the proportion of older people (aged 65 or over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services rose 1 percentage point to 84%. This equals the best quarterly result in the last 2 years. This measure remains RAG Rated Amber, sitting just below an 85% target.

Kent has performed above regional and national comparators when looking at the proportion of older people who are still at home 91 days after discharge from hospital into a reablement service in 4 of the past 5 years.

## **Direct Payments**

Adult social care's Making a Difference Everyday (MADE) strategy is built on three essential pillars of delivery with the first being the prioritisation of a person-first approach. This is critical in driving our ambitions of working to support people to live in a place they call home, surrounded by the people and things they love, and connected to the communities they live in. Self-Directed support describes the cultural change we are embedding across all methods of providing care and support and direct payments are a key delivery component. In Quarter 3, 26% of people receiving a long-term community service were in receipt of a Direct Payment; this proportion has now been maintained for three quarters, meaning the measure is RAG Rated Amber below the target of 30%. Ongoing work in response to a requested and targeted internal audit is ongoing to set out how we will reimagine and enhance the uptake of direct payments.

From 2019/20 onwards, Kent has remained at or above the national and regional proportions for people supported with a Direct Payment. This reflects the work which is ongoing to promote the use of Direct Payments as an option which gives people more flexibility. This also indicates that the MADE strategy remains live in the minds of practitioners when arranging support. The proportion in 2023/24 of 29% compares favourably to national (25%) and regional figures (26%) for that year.

### **Residential and Nursing care**

It is recognised that some individuals assessed needs and outcomes are most appropriately met by receiving support in a residential or nursing home. In the most recent quarter, long term support needs were met by an admission to a residential or nursing setting for 553 older people (65 and over) per 100,000 population. This is a further decrease when compared to previous quarters and means the measure remains RAG Rated Green for the second quarter in succession, below a target of 588. Please note this measure is subject to the effects of late inputting and backdating of information.

MADE principles aim to reduce the use of residential and nursing beds by helping people remain in their own homes; this is being assisted by more flexible use of support. Carers of people who use support are being provided with the assurance that assistance can be attained through monitoring technology. Use of the technology enabled care is also providing the opportunity to understand people's needs whilst they are in their own homes and therefore enables tailoring of support.

Following a peak in mid-2023, Kent has a higher rate of adults whose long-term support needs are met by admission to residential or nursing care compared to regional and national rates for the most recent financial year. In previous financial years, Kent was either in line or below the national figure. However performance has improved in recent quarters and, if the current trend continues, Kent will likely return to being in-line with national and regional comparators.

Residential and Nursing homes are inspected by the Care Quality Commission (CQC) and findings are shared alongside an overall rating. In Quarter 3, 76% of people supported by KCC in residential or nursing care in Kent were in a setting that was rated either Good or Outstanding by CQC. This proportion has not changed since last quarter. The measure continues to be RAG Rated Amber – above a floor of 75% but below a target of 80%.

Work to help care homes in Kent include the establishment of a new team to support the quality of provision, and in West Kent, there has been a focus on providing support to 13 homes that have been identified through the use of hospital admission data and historic CQC concerns. The Integrated Care Board (ICB) has also developed a programme of training which is being accessed by care homes in a range of care areas which is helping sustain and deliver good quality care. KCC contributed to a care home workshop with colleagues from across the sector which is being used to promote support for care homes, to ensure a high level of quality. This helps people in care homes to have equity of experience with those living in the community.

There are currently four Learning Disability, Physical Disability and Mental Health (LDPDMH) and four Older Persons residential homes with a Level 3 contract sanction preventing further placements. Ongoing monitoring of care homes with identified concerns is in place to support providers to deliver on action plans to improve the quality of the home and the CQC rating. It is important to note when a care home has completed their action plan and made necessary improvements, there can be a delay in CQC reinspecting the home and reviewing the rating. Where care homes fail because of quality and safety concerns this will have had a significant impact on people who will have experienced poor quality care and unsafe support, and when the home closes are required to leave their home. The further adverse impact is on the finance of adult social care.

### **Mental Health needs**

Quarter 3 saw the number of people accessing adult social care services who have a mental health need to increase to 1,530 in the quarter. Despite a slowing in upward trajectory, the volume continues to grow quarter-on-quarter.

The continued increase in the numbers of people with mental ill health who require support follows the national picture. The introduction of Mental Health Together in the Kent and Medway Partnership Trust (KMPT) and their new front door arrangements may have contributed to an increase in the numbers of people who contact adult social care for support. As a result, KMPT are reviewing their front door arrangements, but staff in Adult Social Care Connect do have the skills to help people access the right support for their needs and. A Mental Health Summit with key strategic partners is planned for 13<sup>th</sup> March 2025.

### **Deprivation of Liberty Safeguards (DoLS)**

Quarter 3, saw the highest ever number of Deprivation of Liberty Safeguards (DoLS) applications received in a quarter , with 2,786 applications, an increase of more than 300 when compared to the same quarter last year. This continues a quarter-on-quarter increasing pattern of incoming requests since the beginning of the current financial year. 2,432 applications were completed in the quarter, an increase on Quarter 2.

The increase in demand in Quarter 3 was forecast by the Head of Service and so pre-emptive work was carried out to grow resource within the DoLS Authorisation process. This has delivered a benefit in this area, particularly for those people requiring the service. Best Interest Assessor (BIA) and Practitioner resourcing presents us with a significant challenge and work is underway with the Head of Service and Principal Social Worker to set out options for how the Corporate Director for ASCH can be assured in this area of statutory responsibility.

The number of DoLS applications received per 100,000 is now close to the national figure in the most recent financial year, following 4 years of successive increases. The number of applications completed in the county has also mostly been near the national figure, and has also increased year-on-year.

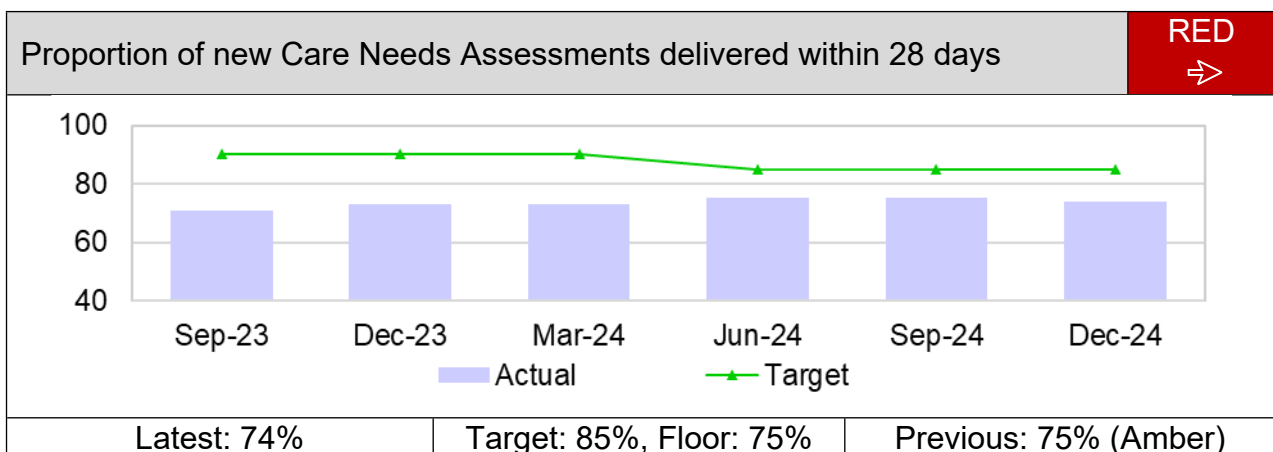
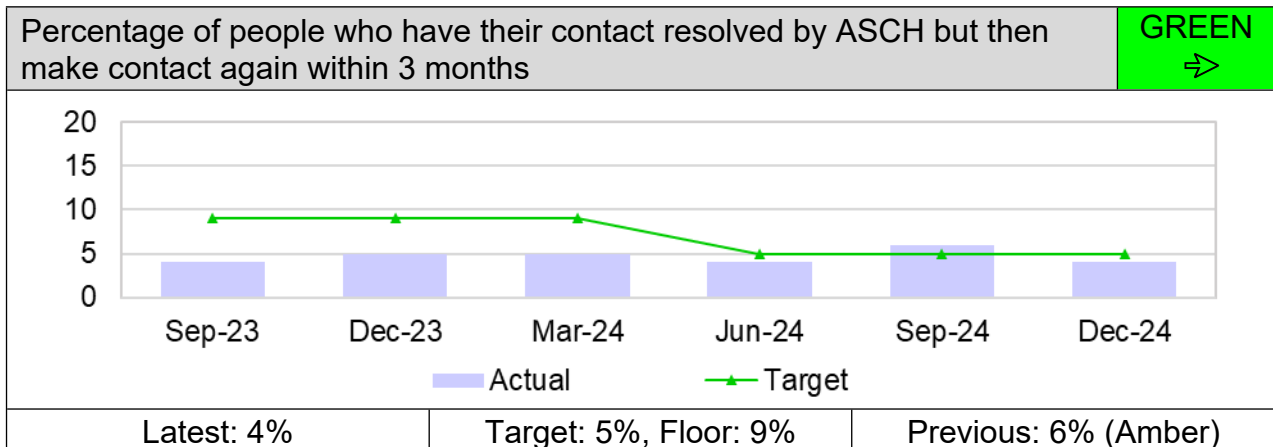
## Safeguarding

Safeguarding Concerns are raised with adult social care when it is believed that an adult is at risk of abuse or neglect. In Quarter 3, Kent saw the largest number of concerns received in a quarter, with 5,822 concerns being 6% higher than Quarter 2 and 48% higher than the same quarter last year. Despite the incoming demand, the number of Safeguarding Enquiries open on the last day of the quarter continues to fall. 1,727 enquiries were open at the end of Quarter 3, the third successive quarter of downward movement following targeted work within the adult social care teams.

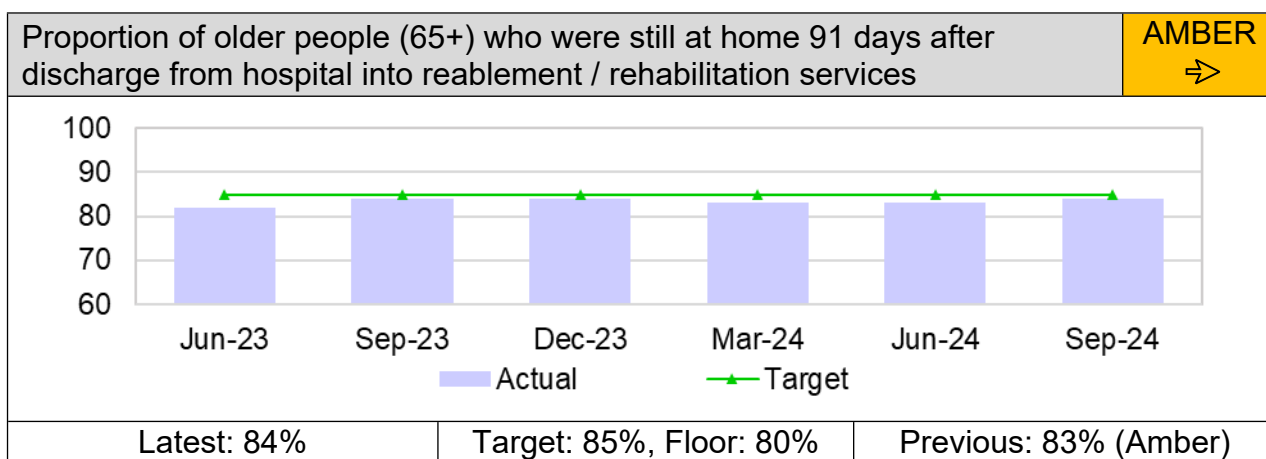
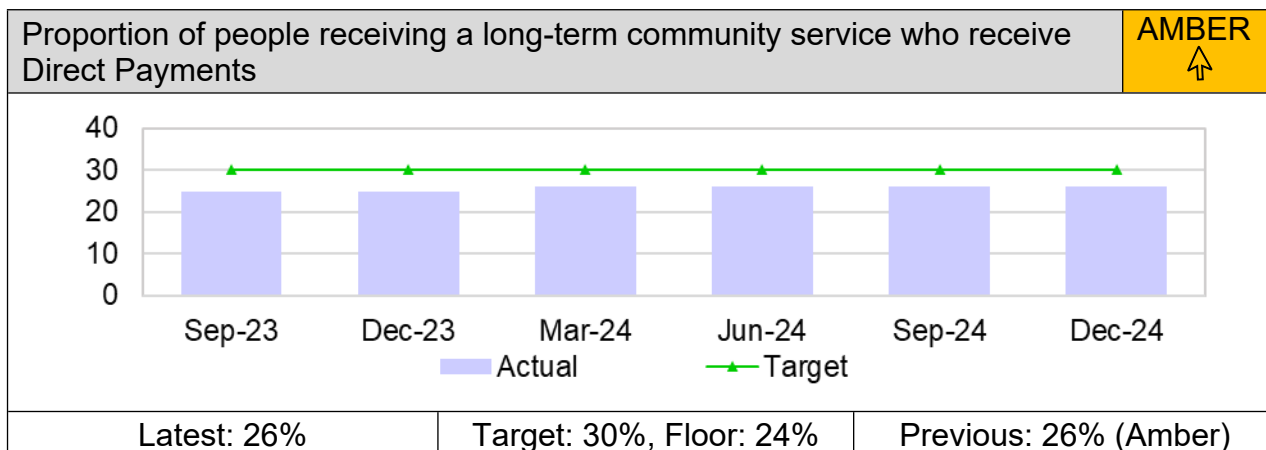
Kent has received a higher rate of Safeguarding concerns than seen nationally in the past two financial years. Kent also commences a higher rate of Section 42 enquiries following these concerns, with the highest rate coming in the most recent financial year. 501 per 100,000 population Section 42 enquiries were commenced in Kent in financial year 2023/24, compared to 350 nationally. While the rate at which Kent commences enquiries has remained steady, the rate in which it receives concerns has not, with an 85% increase when comparing the most recent financial year to 2019/20.

Focused and targeted work is ongoing to reduce the number of open safeguarding concerns, open risk assessments, and safeguarding enquiries open longer than 3 months. The current approach to safeguarding is not sustainable and work has commenced to take forward: (a) a quality concern pathway, as information indicates quality concerns are being raised through the safeguarding pathway; (b) oversight of the quality and safety of the market; and (c) a model of delivering adult social care safeguarding duties that occur in different settings.

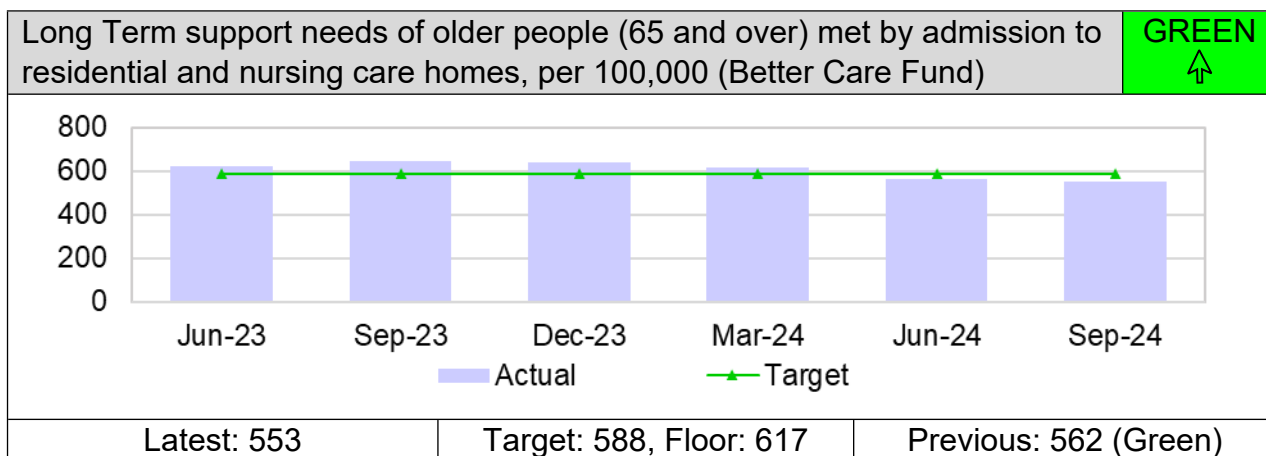
## Key Performance Indicators



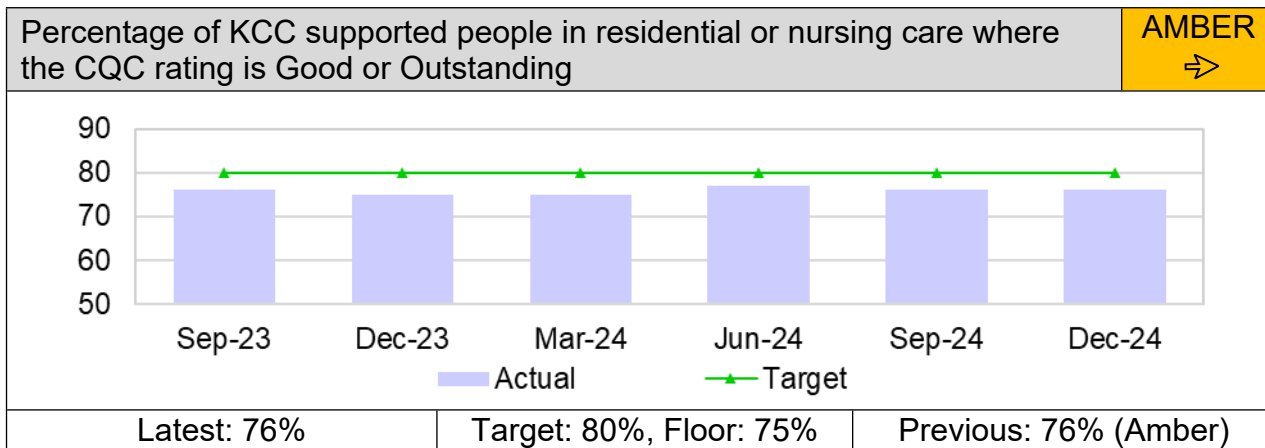




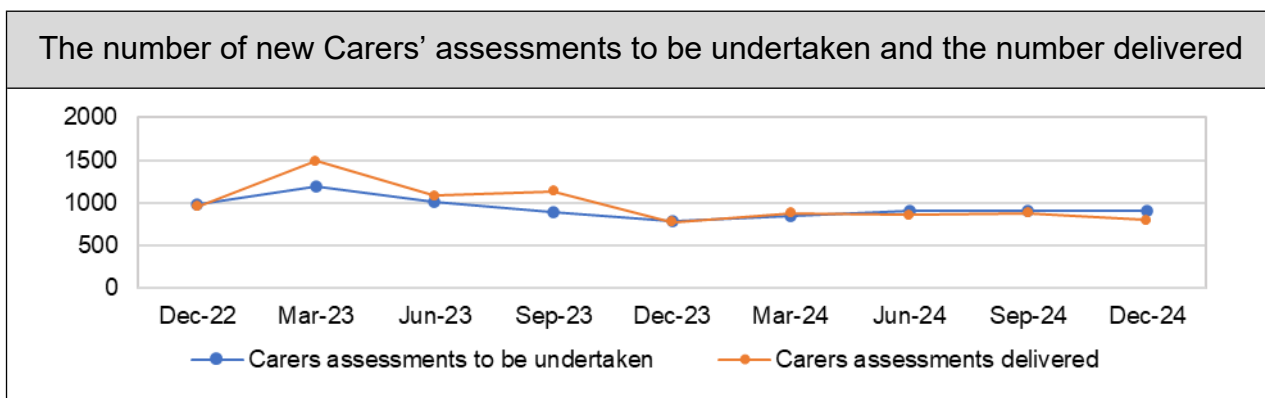
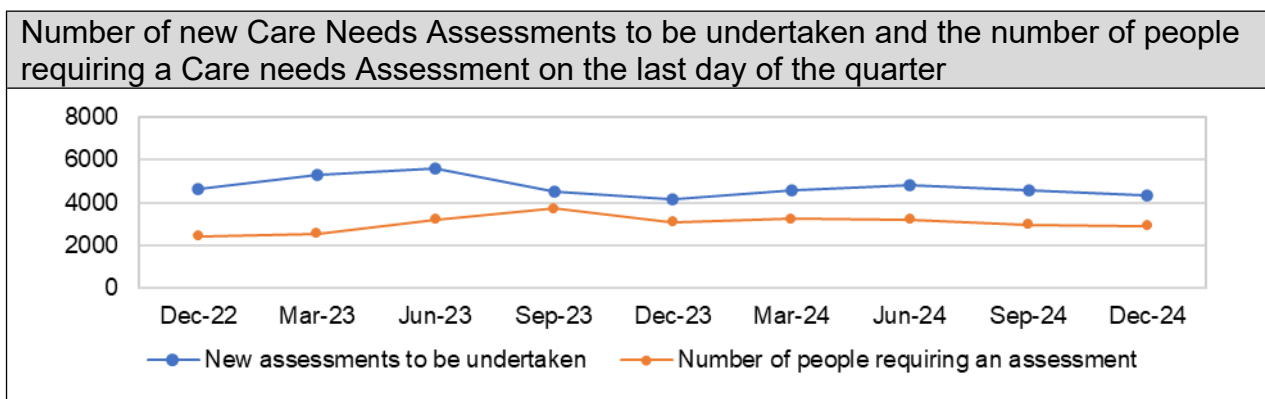
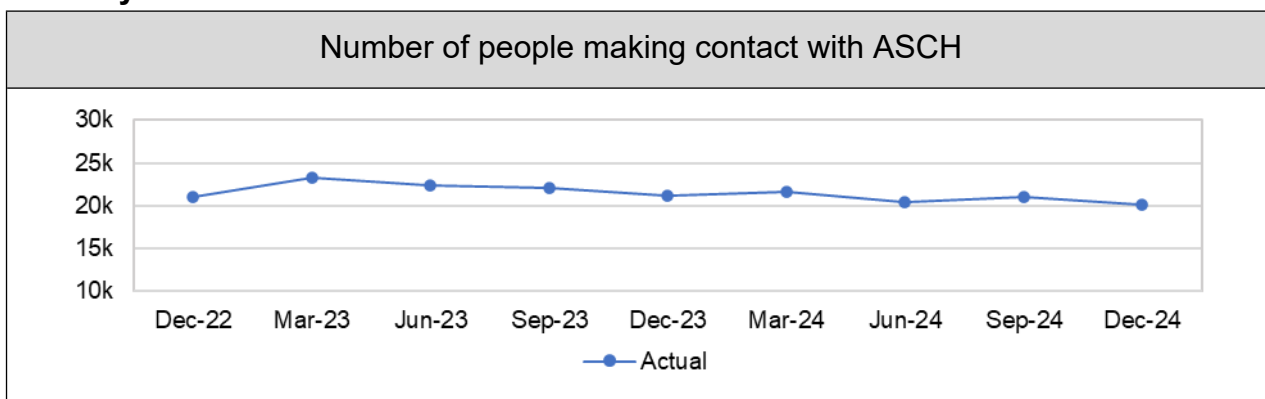
Reporting is based on the date in the Quarter that the hospital discharge occurs, with the 91 days commencing from that point.



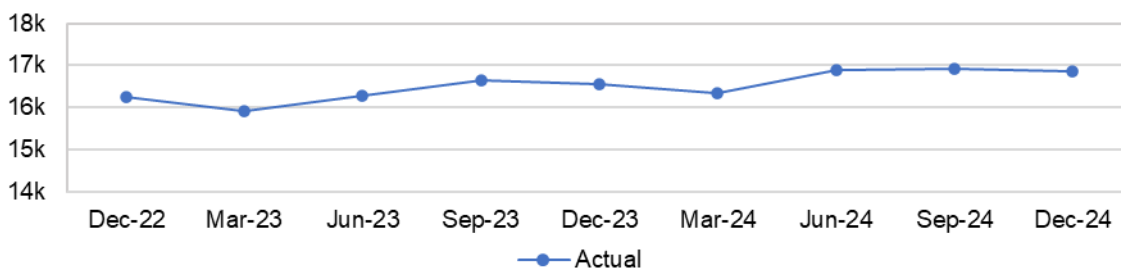
To ensure consistent comparison with previous Quarters by removing seasonality, this KPI is reported on a 12-month rolling basis and one Quarter in arrears



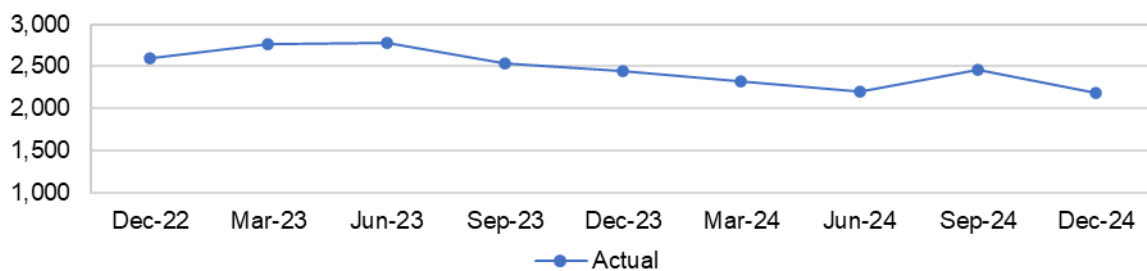
### Activity indicators



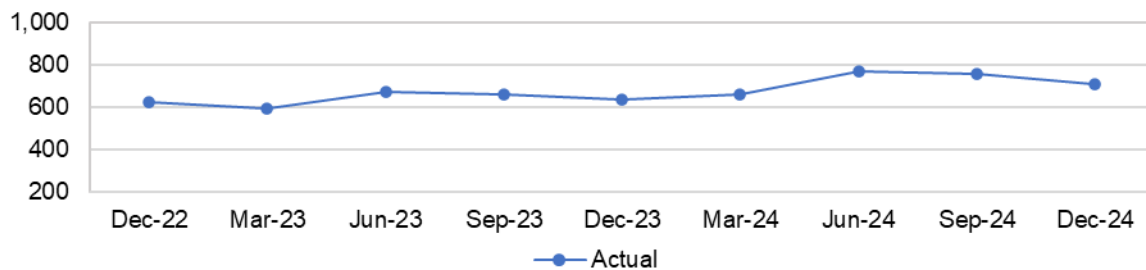
Number of people with an active Care & Support Plan at the end of the Quarter



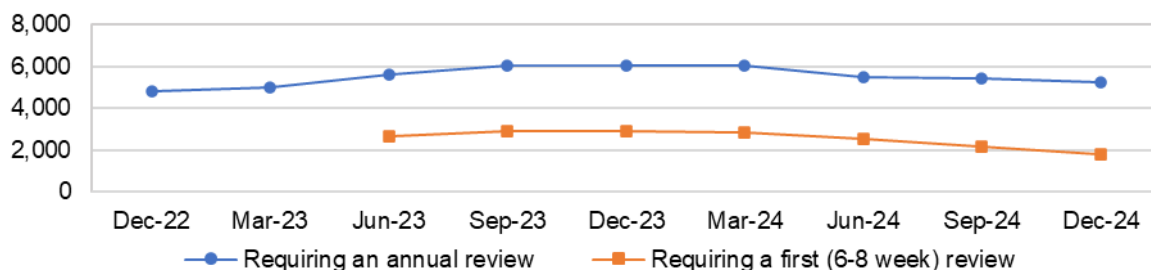
Number of new support packages being arranged for people in the Quarter



Average cost (£s per week) of new support packages arranged for people in the Quarter

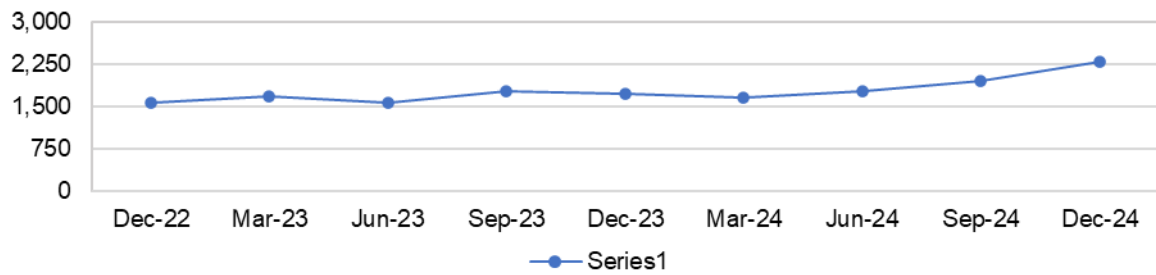


Number of people requiring a review to be completed on the last day of the Quarter

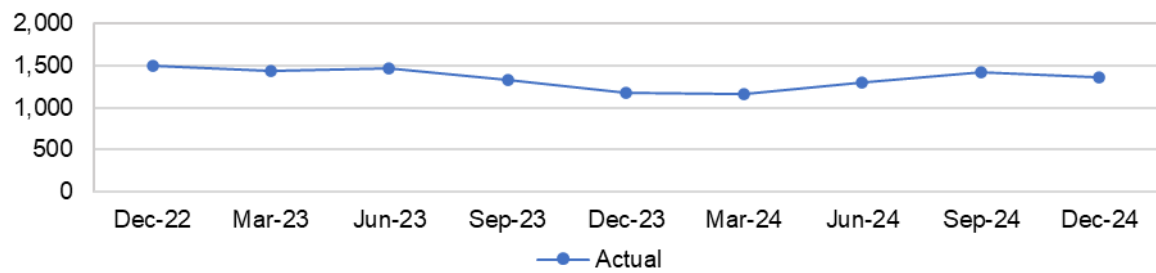


Data for requiring a first (6-8 week) review, added in Jun-23

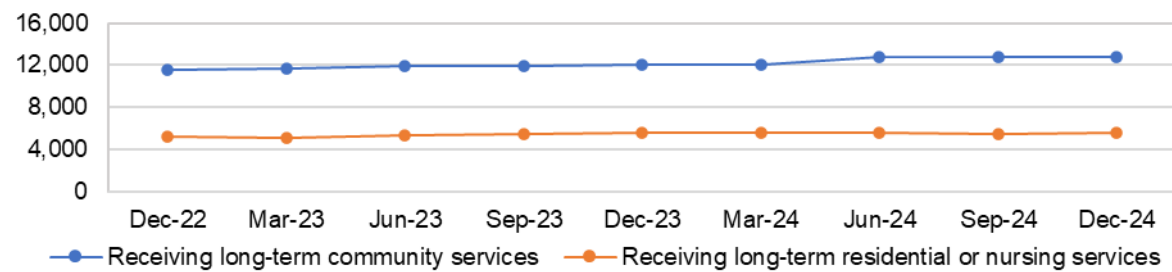
Number of people in Kent Enablement at Home (KeaH)



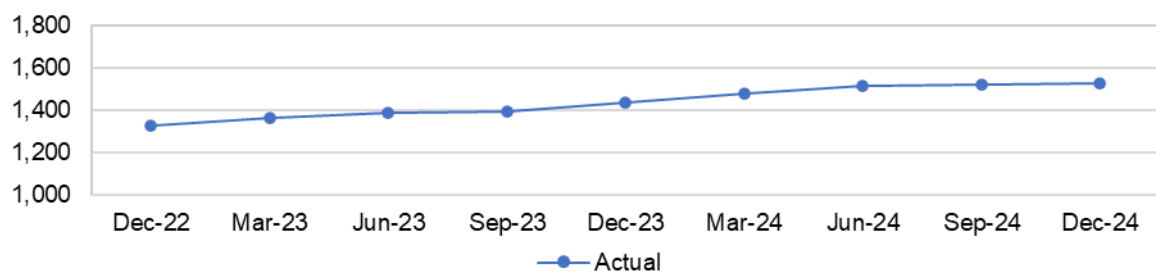
Number of people in Short Term Beds during the Quarter



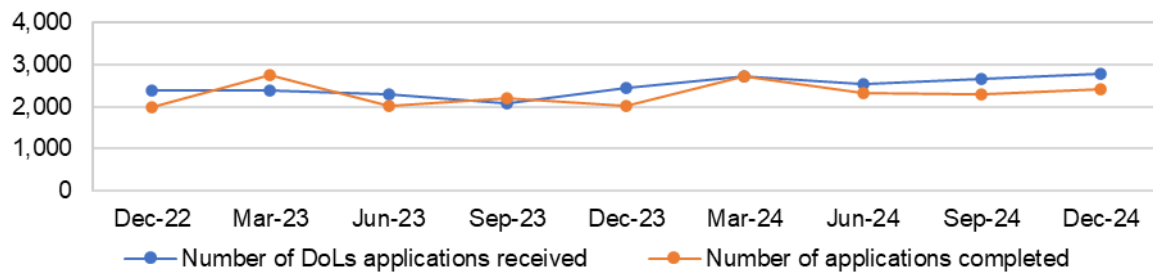
Number of people in Long Term Services



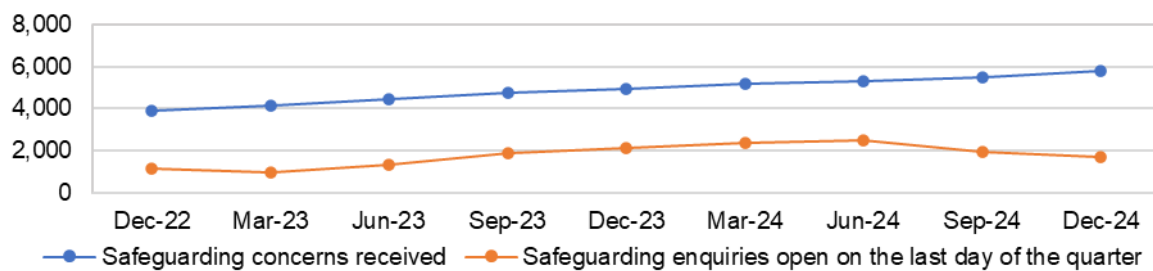
Number of People accessing ASCH Services who have a Mental Health Need



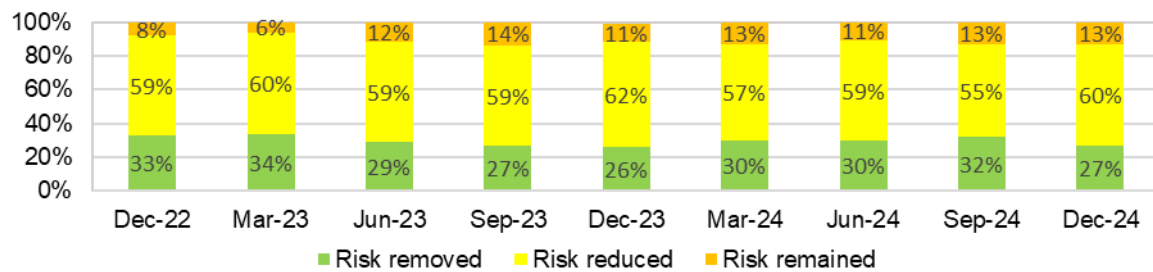
### Number of DoLS applications received and completed



### Number of safeguarding concerns received and enquiries open



### Outcome of concluded Section 42 Safeguarding Enquiries where a risk was identified



Public Health						
<b>Cabinet Member</b>	Dan Watkins					
<b>Director</b>	Anjan Ghosh					
KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	⇒	↓
	3	3		3	2	1

### NHS Health Checks

In Quarter 3, there were 7,678 NHS Health Checks delivered to the eligible population in Kent. This represents a reduction of 9.3% (-784) from the 8,462 checks delivered in the previous quarter in line with seasonal trends, however an increase of 4.9% (+356) delivered in the same quarter the previous year. The workplace NHS Health Checks pilot, funded by the Department of Health and Social Care (DHSC), is continuing to support accessibility of the service by delivering checks to employees at their place of work, having delivered 582 cardiovascular disease checks so far including to KCC employees at various work locations across Kent.

### Health Visiting

In Quarter 3, the Health Visiting Service delivered 17,051 mandated universal health and wellbeing reviews representing an increase of 0.4% (+72) from the previous quarter (16,979). This accounted for 88.6% of those due, the highest proportion since Quarter 4, 2022/23. Four of the five mandated health and wellbeing checks met or exceeded target. The proportion of new birth visits delivered within 10–14 days at 94.2%, was slightly below the 95% target. The proportion of antenatal contacts delivered this quarter was 50.7%, surpassing the 50% target and again representing the highest rate since Quarter 4, 2022/23. With regards to the overall KPI for Quarter 3, the service conducted 67,008 mandated health and wellbeing reviews (12-month rolling), which represents 87% of those due (77,061). This is below the target of 68,000 and slightly lower than the total for the 12-months to the end of the same quarter the previous year, where 67,011 reviews were conducted (87.6% of those due).

It should be noted that KCC has excelled in health visiting performance compared to other local authorities (LAs) in the South East region, according to the most recent provisional data (Quarter 2, 2024/25) from the Office for Health Improvement and Disparities (OHID). During this period, Kent was the second best-performing LA in the South East for delivering New Birth Visits within 14 days, demonstrating a commitment to timely support for new families. Additionally, Kent performed strongly in the delivery rates for the 6–8 week reviews (5th of 18 LAs), 12-month reviews (5th of 18 LAs), and the 2–2½ year reviews (3rd of 18 LAs), highlighting a consistent dedication to monitoring and supporting child development at early stages.

### Sexual Health Service

In Quarter 1 and 2, the cabinet committee metric for the Integrated Sexual Health Service was not available due to one of the providers experiencing unforeseen data extraction issues after having mobilised to a new clinical IT system. This has since been resolved and the performance data is as follows for the proportion of first-time patients **accepting** a full sexual health screen: Quarter 1, 65.0%; Quarter 2, 65.2%; Quarter 3, 64.6%. Although this trend is below the 72% target, the service is successfully **offering** full sexual health screens to the majority of first-time patients (Quarter 1, 94.3%; Quarter 2, 94.8%; Quarter 3, 95.9%).

The Sexual Health team is currently in discussions with providers to improve acceptance rates. In particular, one of the two providers has recently implemented a new clinical IT system and is reviewing the data and working with clinicians on enhancing coding practices. The other provider is undertaking a deep dive into performance for this metric to better understand service user preferences with a view to informing future practice.

Activity in other Sexual Health services include 10,348 kits being ordered from the online STI Testing Service, 2,538 packs of condoms issued to under 25s via the Kent condom programme, and 746 issuances of Emergency Hormonal Contraception via the Community Pharmacies for under 30s. Elsewhere, the Sexual Health team have finalised the Kent Sexual Health Needs Assessment (2024), which will form a key part of KCC's strategic planning and commissioning activity for Sexual Health.

### **Drug and Alcohol Services**

The Community Drug and Alcohol Services data for Quarter 3 had not been released at the time of reporting. OHID have communicated their intention to award grant funding (currently still indicative amounts) to KCC for 2025/26, linked to the 10-year national drug and alcohol strategy – 'From Harm to Hope'. Whilst the previous focus on improving the number of people accessing structured treatment remains, there will be an additional focus on quality including: ensuring the retention of people in structured treatment for at least 12 weeks, and increasing the number of people showing 'substantial progress' whilst still in treatment (i.e., reducing substance use, entering employment, or securing housing).

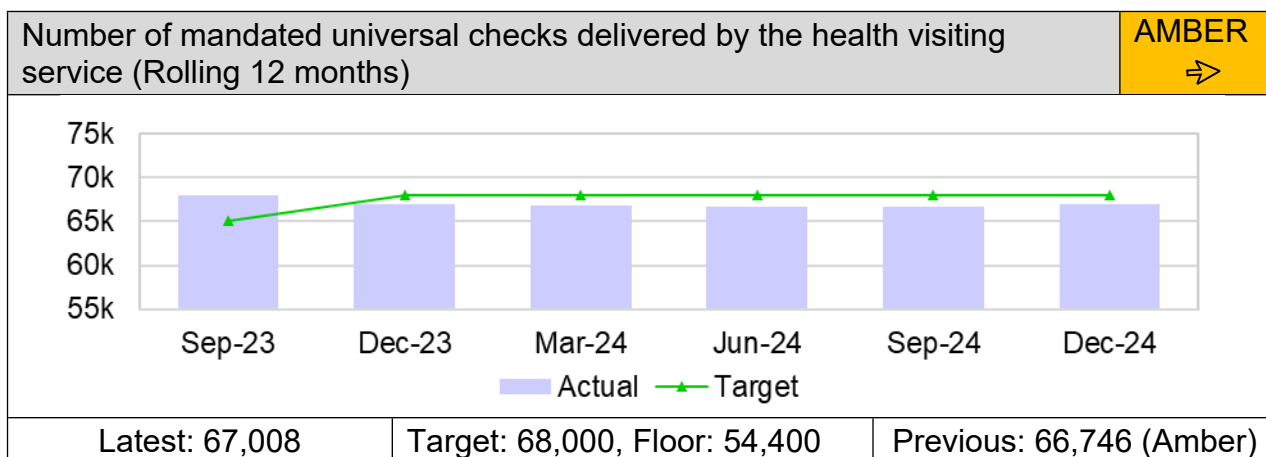
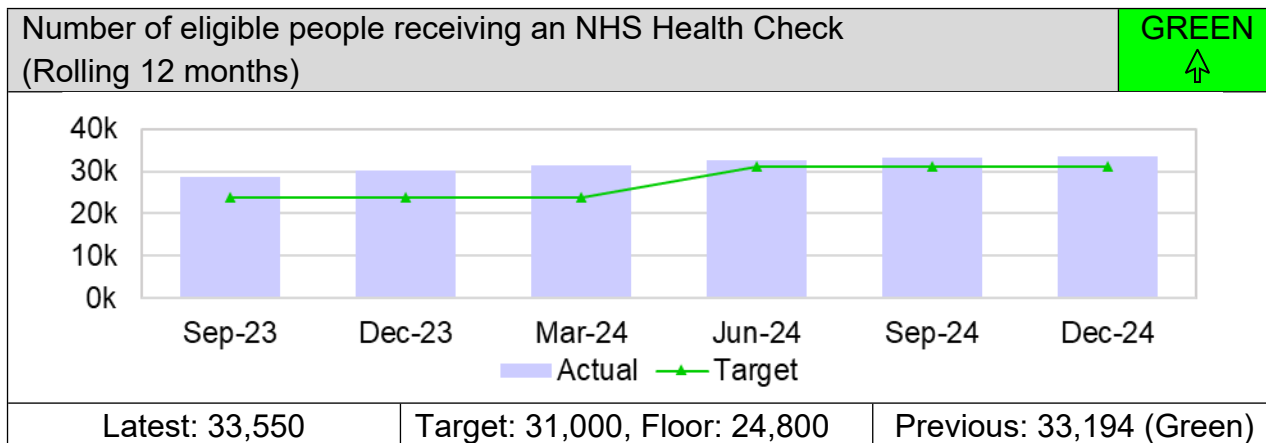
The new drug and alcohol contracts for adults and young people will commence on 1<sup>st</sup> February 2025. Commissioners and providers are working together to confirm performance targets. Increased targets will be implemented around focus areas including:

- Reducing the average wait from the date of referral to intervention start date
- Number of people successfully completing treatment who are free from dependence on drugs or alcohol
- Reduced proportion of people who drop-out of structured treatment (unplanned exits)

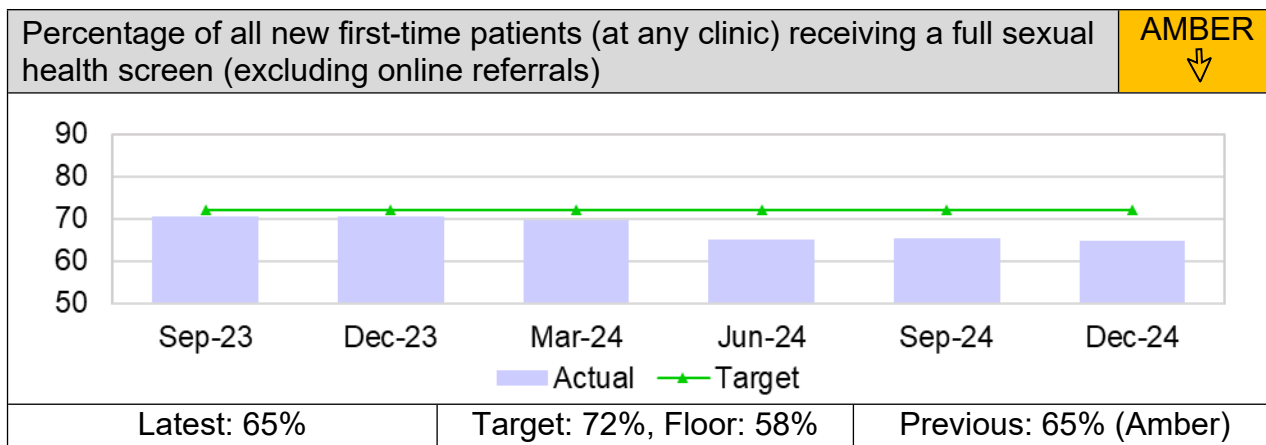
### **Live Well Kent and Medway**

In Quarter 3, LWKM (Live Well Kent and Medway) continued to see high demand whilst achieving good outcomes for those accessing the services, with 95% reporting improvements in their personal goals. Both Strategic Partners have made great steps in ensuring their network of voluntary and community sector partners are better connected, leading to closer working and reduction in duplication of support.

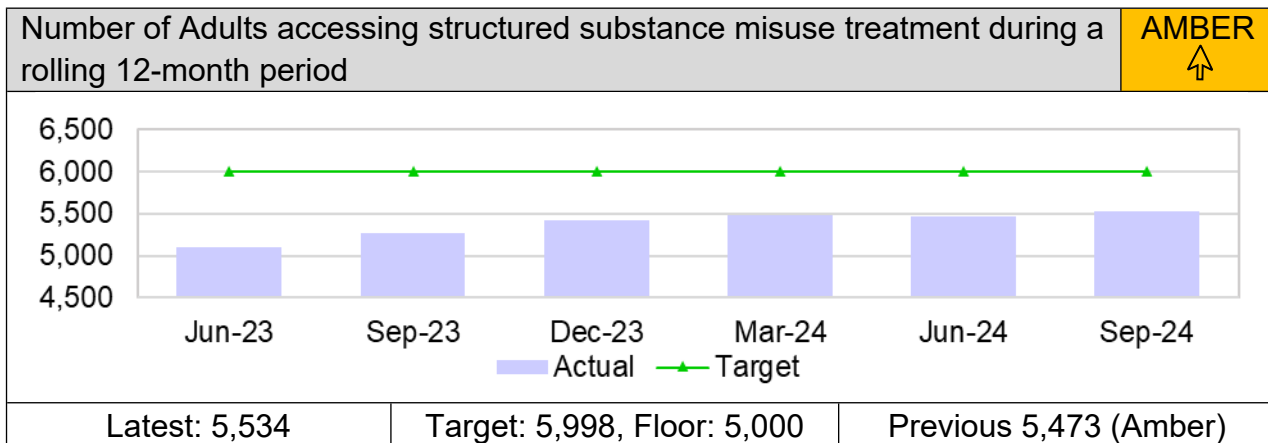
**Performance Indicators**



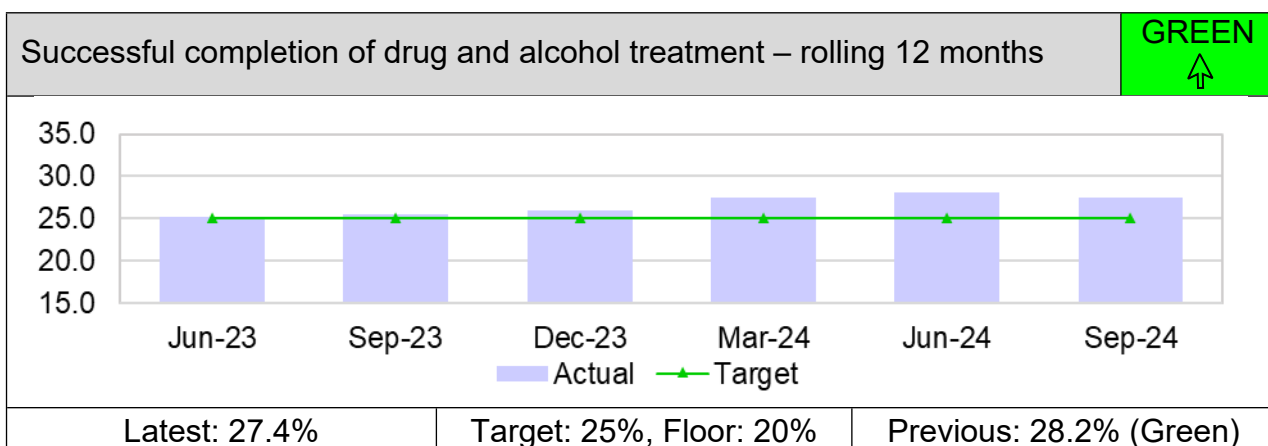
\*A reporting error identified by the provider has resulted in a revision to figures back to Jun-23.



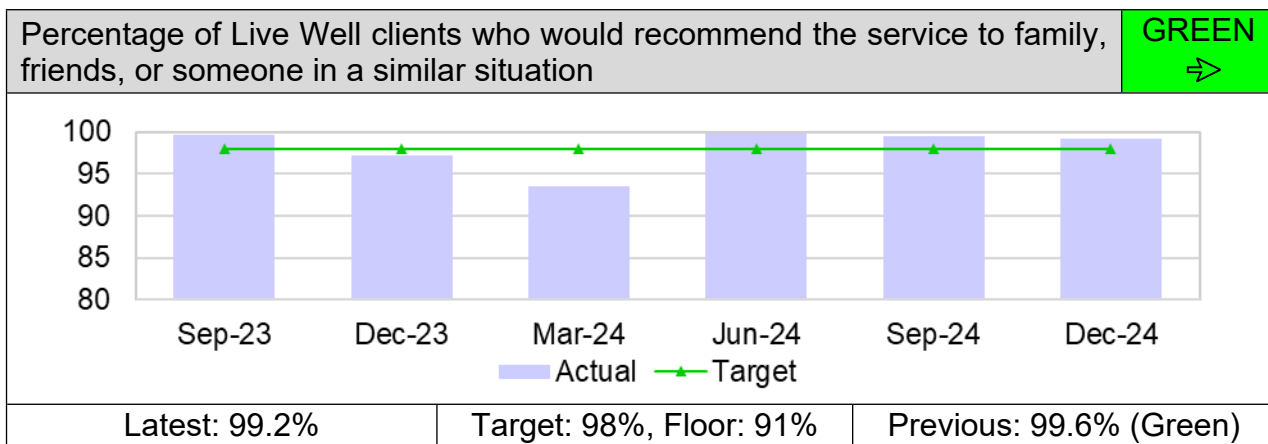




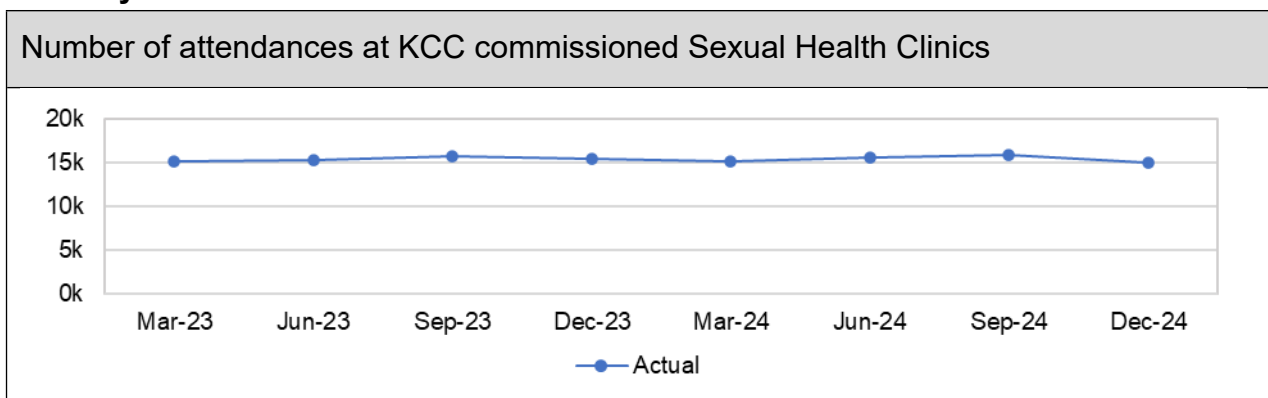
No data for Dec-24 available at time of reporting



No data for Dec-24 available at time of reporting



**Activity indicators**



## Corporate Risk Register – Overview

The Council, along with the local government sector, continues to operate in an increasingly difficult financial and operating environment, which carries significant risk implications for the achievement of the Authority's objectives.

The table below shows the number of corporate risks in each risk level (based on the risk score) in February 2025, compared with November 2024.

	Low Risk	Medium Risk	High Risk
<b>Current risk level November 2024</b>	0	3	13
<b>Current risk level February 2025</b>	0	5	12

### KEY CHANGES DURING LAST QUARTER

#### **New Risk**

CRR0065: Implementation of Oracle Cloud Programme. This is a critical programme for the organisation, replacing the current outdated infrastructure. It is a large and complex programme, which carries with it significant inherent risk. There have been reports in the public domain about other implementations that have been fraught with difficulties, so it is important that this organisation-wide risk features on the Corporate Risk Register for visibility and that the programme demonstrates robust governance, change and programme management, especially at a time where organisational capacity is stretched, with several major change activities in train.

#### **Risk Withdrawn**

CRR0061: Care Quality Commission (CQC) Assurance has been removed from the corporate register for now, reflecting the fact that the first inspection under the Local Authority Assurance Assessment Framework took place at the end of September. This risk will be reviewed again once the outcome is known, as this will indicate whether there are further risks to be captured and at what level within the organisational hierarchy.

#### **Risk Reductions**

CRR0063: Capacity to accommodate and care for Unaccompanied Asylum Seeking Children (UASC). This is an area of risk where significant progress has been made to reduce the level of risk faced by the Council, working in partnership with external agencies such as the Home Office and Department for Education. Now that funding agreements are in place, accommodation has been sourced to receive those coming into our care, and improvements in the operation of the National Transfer Scheme (NTS) are being experienced, the risk rating has been reduced from High to Medium. However, it is recognised that certain factors e.g. volumes arriving in Kent and ongoing effectiveness of NTS, are still outside of the Council's direct control and will therefore require continued vigilance.

CRR0042: Border fluidity, infrastructure, and regulatory arrangements. The risk has reduced slightly from its maximum rating (although still High) due to the significant work that has been undertaken to plan for service impacts on KCC and providers, as well as the Council contributing to the work of the Local Resilience Forum with partners in preparation for the previous implementation date of 10th November 2024. KCC continues to work on preparedness and awaits further information on any revised implementation date and approach, which will instigate a further review of this risk.

### **Risk Revision**

CRR0052: Adaptation of KCC Services to Climate Change impacts. Following approval of the Environment Plan and Climate Change Adaptation Plan at Cabinet in November 2024, this risk was reviewed by officers from the Energy & Climate Change team. The risk was revised to ensure it relates to the adaptation of the services the Council provides to short, medium and long-term impacts of climate change and the need to embed environmental considerations in our operating model and meet our environmental commitments. Subsequently it was agreed that the risk rating would reduce to medium to reflect the 3-year Adaptation Plan timeframe and current deemed likelihood and impact following implementation of the mitigating controls.

### **MITIGATING ACTIONS**

The Corporate Risk Register mitigations are regularly reviewed for their continued relevance and urgency, and new mitigations introduced as required.

Updates have been provided for 19 actions to mitigate elements of corporate risks that were due for completion or review up to February 2025. These are summarised below.

<b>Due Date for Review or Completion</b>	<b>Actions Completed / Closed</b>	<b>Actions Partially complete</b>	<b>Actions subject to Regular Review</b>	<b>Actions Outstanding</b>
Up to and including February 2025	8	6	4	1

### **CRR0003: Securing resources to aid economic recovery and enabling infrastructure**

#### Regular Review

#### **Make use of KCC's new role as Accountable Body for the Kent & Medway Functional Economic Area (post LEP landscape)**

Following completion of the Phase 1 implementation plan for the Kent & Medway Framework, use will be made of KCC's new role as Accountable Body and potential future transition to a Strategic Authority to liaise with key government departments to make the case for specific funding allocations to tackle barriers to growth.

#### Complete

#### **Local Transport Plan 5 (LTP5) approved by County Council**

Following a summer public consultation exercise and all member briefing to discuss the results and subsequent changes, the final draft LTP5 was presented at County Council on 19<sup>th</sup> December 2024 and members voted to approve its adoption. LTP5 sets out a balanced approach to improving transport across Kent within the context of the Council's overarching strategies for *Securing Kent's Future* and the longer-term *Framing Kent's Future*. By taking a balanced approach, the plan should remain relevant to any further shifts in policy and focus affecting the Council's future work.

**CRR0009: Future financial and operating environment for Local Government**Partially Complete

Improving financial resilience by developing better scrutiny of spending bids and more detailed savings plans to improve the overall robustness of the budget setting process. Initial work conducted, with the action target date revised to the end of the financial year.

**CRR0014: Cyber Information Security Resilience**Action Outstanding

Reviewing visibility of the Group's risk profile regarding cyber security, to provide reassurance that the use of any shared resources or other interdependencies from a cyber perspective are continually understood. The completion date has been extended to March 2025 to enable discussions to conclude.

**CRR0015: Sustainability of the Social Care Market**Partially Complete

Consideration of how the recommendations within the external consultant report can be addressed in the Council's recommissioning approach have commenced. The completion date has been extended to end of March 2025.

**CRR0039: Information Governance**Complete**Annual Governance Statement (AGS) Action Plan.**

There has been regular reporting to Governance & Audit Committee of implementation of the actions identified within Annual Governance Statements and actions raised at Governance and Audit Committee. In addition, Members and key stakeholders have access to a Microsoft Power BI suite which captures all actions and progress to date.

Complete**Data Mapping Exercise**

The data mapping capture form is in place. Policy guidance requires Information Governance leads to review data maps with the services on a bi-annual basis or as and when a new Data Protection Impact Assessment is created.

**CRR0042: Border fluidity, infrastructure and regulatory arrangements**Regular Review**Planning with Government**

The organisation is continuing to communicate with Government to develop short, medium and long-term plans for border resilience, looking at infrastructure and technological solutions.

Regular Review**Preparation for impacts**

The organisation continues to prepare for two separate but interconnected schemes that will affect non-EU citizens travelling to most EU countries; the EU Entry/Exit System (EES – implementation date TBC) and the EU European Travel Information and Authorisation System (ETIAS). Regular presentations continue to be given to Members on potential impacts relating to people and goods as a result of implementation of the EU Entry/Exit System. The due date for this action has temporarily been removed due to EES being postponed until newly required EU legislation has been introduced and notice of a new implementation date is provided.

Complete

**Presentations to Cabinet Committee** on potential impacts relating to people and goods. This item will continue to be presented to Cabinet Committee on a regular basis.

**CRR0045: Maintaining effective governance and decision making in a challenging financial and operating environment**Complete**Implementation of actions identified within 2022/23 Annual Governance Statement report**

Regular reporting to Governance & Audit Committee of implementation of the actions identified within Annual Governance Statements, and actions raised at Governance and Audit Committee, in addition Members and key stakeholders have access to a Microsoft Power BI suite which captures all actions and progress to date.

**CRR0049: Fraud and Error**Partially Complete

All tendering specifications will include a requirement for the tenderer to provide details on what procedures they have in place to prevent fraud from occurring within the contract, both in service delivery and invoicing into KCC. Support in evaluating these procedures will be obtained from the Counter Fraud Team as part of the overall evaluation process. (Action Target date: 31/03/25 – extended to coincide with the delayed implementation of the Procurement Act)

**CRR0052: Impact of climate change on KCC services**Complete**Climate Change Adaptation Plan**

Following presentation to Environment & Transport Cabinet Committee on 14<sup>th</sup> November 2024, the KCC Climate Change Adaptation Plan 2025-2028 and KCC Environment Plan were approved for adoption by Cabinet on 28<sup>th</sup> November 2024. The Environment Plan has been designed to unify and enhance the organisation's environmental and sustainability efforts, whilst the Adaptation Plan sets out how KCC would start to adapt its assets and services to climate change over the coming years. The Adaptation Plan actions will be regularly reviewed, as below.

Regular Review**Delivery of the KCC Climate Change Adaptation Plan**

Delivery of the KCC Climate Change Adaptation Plan will be monitored regularly and will include service level climate change adaptation risks and incorporating climate adaptation into project and Business as Usual activity.

**CRR0058: Capacity & capability of the workforce**Partially Complete

Exit and retention surveys have commenced, with data collection to continue for a further 3 months in order to have sufficient information from which to draw conclusions and determine next steps.

**CRR0059: Significant failure to deliver agreed budget savings and manage demand**Partially Complete**Maximise scope of effective scrutiny by all Members**

A Governance Working Party has been implemented and has met regularly. The group originally anticipated reporting to County Council in 2024 but will now report in May 2025.

**CRR0063: Capacity to accommodate and care for Unaccompanied Asylum Seeking children (UASC)**Complete**Home Office and DfE Negotiations**

Following intensive negotiations taking place with Home Office and Department for Education, funding was provided to KCC. It is recognised that certain factors e.g. volumes arriving in Kent and ongoing effectiveness of the National Transfer Scheme, are still outside of the Council's direct control and the risk will therefore require continued vigilance.

**CRR0065: Implementation of fit-for-purpose Oracle Cloud system**Complete

Oracle Cloud Board Members have confirmed that there are no proposed changes to the current Oracle system or associated 3rd party systems. This enables the programme to assess impacts and avoid incurring additional costs and also includes no changes across applications that interface with Oracle.

Partially Complete

A User Acceptance Testing (UAT) plan is in place stating what resource is required and when. The plan will be monitored to ensure the plan is effective.