

From: Linden Kemkaran – Leader of the Council
Amanda Beer – Chief Executive Officer

To: County Council – 18 September 2025

Decision No: n/a

Subject: **Year-end Quarterly Performance Report, 2024/25**

Classification: Unrestricted

Summary: This is the Quarterly Performance Report (QPR) for Kent County Council covering the last quarter of the financial year ending 31 March 2025. The report presents information for Key Performance Indicators (KPIs) and activity measures across the Council Directorates, and a summary of the Corporate Risk Register

Of the 38 Key Performance Indicators (KPIs) contained within the QPR, 19 achieved target (Green), nine achieved or exceeded the floor standard but did not meet target (Amber). 10 KPIs did not meet the floor standard (Red).

Recommendation(s): The County Council is asked to NOTE the Performance Report.

1. Introduction

- 1.1. The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council. The report summary for Quarter 4, 2024/25 is attached at Appendix 1, and includes data up to the end of March 2025.
- 1.2. The 2024/25 QPR includes 38 Key Performance Indicators (KPIs) where results are assessed against Targets set at the start of the financial year.

2. Quarter 4 Performance Report

- 2.1. Results for KPIs compared to Target are assessed using a Red/Amber/Green (RAG) status.
- 2.2. Of the 38 KPIs included in the report, the latest RAG status are as follows:
 - 19 are rated Green (two more than Quarter 4 last year) - the target was achieved or exceeded.
 - 9 are rated Amber (two fewer than Quarter 4 last year) – performance achieved or exceeded the expected floor standard but did not meet target.
 - 10 are rated Red (the same as Quarter 4 last year) – performance did not meet the expected floor standard.

2.3. The 10 indicators where the RAG rating is Red, are in:

- Customer Services
 - Percentage of complaints responded to within timescale
- Governance and Law
 - Percentage of Freedom of Information Act (Fol) requests completed within 20 working days
 - Percentage of Data Protection Act (DPA) Subject Access requests completed within statutory timescales
- Children, Young People and Education (Education & Skills)
 - Percentage of Education, Health Care Plans (EHCPs) issued within 20 weeks
 - Percentage of pupils (with EHCP's) being placed in independent or out of county special schools
- Children, Young People and Education (Integrated Children's Services)
 - Percentage of case holding posts filled by permanent qualified social workers
 - Percentage of foster care placements which are in-house or with relatives and friends (excluding UASC)
 - Number of foster households
- Adult Social Care
 - Proportion of new Care Needs Assessments delivered within 28 days
 - Percentage of KCC supported people in residential or nursing care where the CQC rating is Good or Outstanding.

2.4. With regards to Direction of Travel, which identifies any significant trend over the past six quarters, 11 indicators show a positive trend (two more than Quarter 4 last year), 23 are stable or with no clear trend (three more than Quarter 4 last year), and four are showing a negative trend (five fewer than the same Quarter last year).

3. Commentary

3.1. This report shows some improvement in the position reported last year. Most notably, with two additional Green KPIs, two more indicators with an improving Direction of Travel, and five fewer showing a worsening trend. That being said, there are still 10 KPIs rated Red, which is the same as the previous year, with eight of these also being Red rated last year.

- 3.2. The performance indicators giving greatest concern remain closely aligned with the services where the financial strains and demand are most acute (particularly Special Educational Needs and Disabilities, children in care placements and Adult Social Care). Initial requests for Education Health & Care Plans remain high. In Adult Social Care, the numbers of people requiring ongoing support continues to increase, especially those with a mental health need, and safeguarding enquiries also continue on an upward trajectory. We are also seeing numbers of Freedom of Information and Subject Access requests at historic highs.
- 3.3. It is important to note that this demand-led pressure on services in Kent continues to be reported by many upper tier local authorities across the country. As NHS providers struggle to meet demand and catch up with significant waiting lists, there is a knock-on effect on adult social care services, whilst the social care provider market continues to be fragile given workforce and inflationary pressures. The need for the Government to implement a sustainable funding model for adult social care is imperative if all local authority services are not to face ongoing financial and capacity pressures. Weather related demand and market pressures are impacting on the quality of the road network at national level.
- 3.4. Moving back to the situation in Kent, it is important to consider in more detail the 10 KPIs rated as Red. The Red KPIs come under three broad categories – Council-wide; Children, Young People and Education; and Adult Social Care.
- 3.5. Council-wide Red KPIs:
- Percentage of complaints responded to within timescale (stable / no clear trend)
 - Percentage of Freedom Information Requests completed within 20 working days (stable / no clear trend)
 - Percentage of Subject Access Requests completed within timescale (improving trend)

These KPIs involve Directorates working with the central Customer Experience and Information Resilience teams. The level of demand and complexity of some of these requests and the other concurrent pressures on services has in-part led to continuing challenges with meeting response times, although performance for responding to Freedom of Information and Subject Access requests has been improving. There is also an issue of dealing with a backlog of older cases, meaning it is not always possible to prioritise new requests over those which have been waiting longer which also impacts on KPI performance.

3.6. Children, Young People and Education Red KPIs:

- Percentage of Education, Health and Care plans issued within 20 weeks (improving trend)

This KPI is on an improving trend and is measured on performance over the last 12 months, meaning recent improvements can take time to fully show up in the reported data. This is perhaps best shown by performance for the single month of March when 82% of plans were issued within timescale which exceeded the target.

- Percentage of pupils (with EHCP's) being placed in independent or out of county special schools (stable / no clear trend)

Although this KPI is not far away from its floor standard, it has been impacted by a delay in the provision of two new special schools in Kent, which may now only open in September 2027 as a result of DfE decision making. The SEND service continues to aim to support more children with EHCPs in mainstream settings and ensuring maintained special school places are targeted at those children with the most complex needs.

- Percentage of case holding posts filled by permanent qualified social workers (stable / no clear trend)

This KPI is only slightly below its floor standard. It is expected to improve following additions to the workforce over the summer and into the autumn.

- Percentage of foster care placements which are in-house or with relatives and friends, excluding UASC (stable / no clear trend), **and**
- Number of foster households (worsening trend)

Performance against the first measure is impacted by the availability of in-house foster placements which is a national issue. In December 2024, 12 in-house fostering beds were released from a UASC scheme and are now available for other children. Given this change in availability there should be a gradual improvement in this performance measure going forward.

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 recruitment hub, Fostering Southeast, launched on 8th July 2024, 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. This should help improve performance on these measures.

Additional actions are being taken to increase the number of fostering households including increased information events and 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

3.7. Adult Social Care Red KPIs:

- Percentage of new Care Needs Assessments delivered within 28 days (stable / no clear trend)

Performance has been impacted by a focus on completing assessments for people who had been waiting for a longer period of time, which in turn impacted on this measure, keeping it below the 75% floor standard and RAG Rated Red

- Percentage of KCC supported people in residential or nursing care where the CQC rating is Good or Outstanding (stable / no clear trend)

The Care Quality Commission (CQC) regularly inspect residential and nursing homes, sharing findings alongside an overall rating for the service. Following inspections reported during Quarter 4, 72% of people supported in residential or nursing care were in a provision that was rated Good or Outstanding by CQC, meaning this was below the floor standard of 75%.

- 3.8. Finally, and for balance, it is worth noting the many positive aspects in the report. The percentage of calls to Contact Point that were answered achieved its highest performance of the year in the last quarter, and the speed of answer is faster than expectations. The target for homes brought back to market through the No Use Empty scheme was exceeded in every quarter last year. Emergency highway incidents attended within 2 hours of notification, achieved its challenging 98% target for the first time in over a year. Less than 1% of our municipal waste is taken to landfill. The Percentage of annual EHCP reviews waiting over 12 months continues to be well ahead of target having been rated red at times last year. The rate of first-time entrants to the youth justice system is now better than target and on an improving trend having been rated Amber previously. Repeat referrals to children's social care continue to be within target, on an improving trend. 98% of young people with a learning disability are in settled accommodation. Only 3% of people who have their contact resolved by Adult Social Care then find they must make contact again within 3 months. And in relation to public health, the number of eligible people receiving an NHS Health Check, and successful completions of drug and alcohol treatment continue to increase above their target level.

4. Recommendation(s)

The County Council is asked to NOTE the Performance Report.

5. Contact details

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