

Kent County Council

Quarterly Performance Report

Quarter 2

2025/26

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Key to KPI Ratings used

This report includes 39 Key Performance Indicators (KPIs), where progress is assessed against Targets which are set at the start of the financial year. 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 (six quarters).

| | |
|-------|---|
| GREEN | Target has been achieved or exceeded |
| AMBER | Floor Standard* achieved but Target has not been met |
| RED | 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 2, 2025/26, **20** of the 39 indicators are rated as Green, on or ahead of target, **14** indicators reached or exceeded the floor standard and are rated Amber, with **five** indicators not achieving the floor standard and so RAG rated Red. Eight indicators were showing an improving trend, with six showing a worsening trend.

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 | | 3 | |
| Governance and Law | | | 2 | 1 | 1 | |
| Growth, Economic Development & Communities | 1 | 1 | | | 1 | 1 |
| Environment and Transport | 5 | | 1 | 1 | 4 | 1 |
| Children, Young People and Education (<i>Education & Skills</i>) | 2 | 4 | | 2 | 4 | |
| Children, Young People and Education (<i>Integrated Children's Services</i>) | 2 | 4 | 1 | 2 | 3 | 2 |
| Adult Social Care | 4 | 3 | | | 5 | 2 |
| Public Health | 4 | 2 | | 2 | 4 | |
| TOTAL | 20 | 14 | 5 | 8 | 25 | 6 |

Customer Services – Satisfaction with Contact Point advisors continues to meet target. The percentage of phone calls answered remains ahead of target. The percentage of complaints responded to within timescale is unchanged and remains below floor standard and so is RAG rated Red.

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

Governance and Law - Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests responded to in timescale declined and remains below its floor standard, and Data Protection Act Subject Access requests completed within timescale also remains below its floor standard.

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

Growth, Economic Development & Communities – The number of properties brought back into active use through the No Use Empty programme improved to move back to meeting its target, and so is RAG rated Green. The amount of Developer Contributions dropped slightly below its target, giving an Amber RAG rating.

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

Environment & Transport - Three out of the four Highways' KPIs met their targets and so are RAG rated Green. The one which didn't meet target was also below its floor standard and so is RAG rated Red, this was routine highway repairs reported by residents completed within 28 days. Municipal Waste recycled or converted to energy continued to exceed its target, and Greenhouse Gas emissions produced by KCC is once again ahead of its target and RAG rated Green after being Amber last quarter.

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

Education & Skills – The percentage of Early Year's settings with Good or Outstanding Ofsted judgements improved to move ahead of target. Completion of Education, Health and Care Plan (EHCP) assessments in timescale remained above target. Annual EHCP reviews waiting over 12 months improved to move ahead of its new floor standard. Pupils with EHCPs who are placed in independent or out of county special schools remains ahead of its floor standard. Permanent pupil exclusions remains on its floor standard. The rate of first-time entrants to the youth justice system remains ahead of its target.

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

Integrated Children's Services – Two of the seven indicators met target. The KPI on permanent qualified social workers, improved as expected to move above its floor standard. The two fostering KPIs one of which is Red and the other Amber, reflect a national issue regarding foster care. with the other Red regarding permanent qualified social workers, likely to improve with expected staff increases during Quarter 2. The final two Amber KPIs are partly influenced by government legislation.

| <u>Integrated Children's Services</u> | RAG rating | | DoT |
|---|------------|----------|-----|
| | Latest | Previous | |
| % of Early Help cases closed with outcomes achieved that come back to social care teams within 3 months | GREEN | GREEN | ↑ |
| % of case holding posts filled by permanent qualified social workers | AMBER | RED | ⇒ |
| % of children social care referrals that were repeat referrals within 12 months | GREEN | GREEN | ↑ |
| % of foster care placements which are in-house or with relatives and friends (excluding UASC) | RED | RED | ↓ |
| Number of foster households | AMBER | AMBER | ↓ |
| % of care leavers in education, employment or training (of those KCC is in touch with) | AMBER | AMBER | ⇒ |
| Percentage of National Transfer Scheme (NTS) Referrals made within 2 working days of Referral to KCC | AMBER | AMBER | ⇒ |

Adult Social Care – The Adult Social Care KPIs are little changed from the previous quarter. Three of the seven KPIs continue to be RAG rated Green and the remaining four are rated Amber, with no KPIs rated Red again this quarter.

| <u>Adult Social Care KPIs</u> | RAG rating | | DoT |
|---|------------|----------|-----|
| | Latest | Previous | |
| % of people who have their contact resolved by ASCH but then make contact again within 3 months | GREEN | GREEN | ⇒ |
| Proportion of new Care Needs Assessments delivered within 28 days | AMBER | 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 | GREEN | AMBER | ⇒ |
| Long Term support needs of older people (65 and over) met by admission to residential and nursing care homes, | GREEN | GREEN | ↓ |
| Long Term support needs of adults (18-64 years old) met by admission to residential and nursing care homes, | GREEN | GREEN | ⇒ |
| % of KCC supported people in residential or nursing care where the CQC rating is Good or Outstanding | AMBER | AMBER | ⇒ |

Public Health – The RAG ratings for the KPIs are unchanged from the previous quarter with four out of the six KPIs exceeding target. The number of adults accessing structured substance misuse treatment is below target but on an improving trend. Sexual health screening is little changed and remains below target.

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

| Customer Services | | | | | | |
|--------------------|-----------------|-------|-----|---|---|---|
| Cabinet Member | Linden Kemkaran | | | | | |
| Corporate Director | Amanda Beer | | | | | |
| KPI Summary | GREEN | AMBER | RED | ↑ | ⇒ | ↓ |
| | 2 | | 1 | | 3 | |

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 remained above target.

The activity indicator on average speed of answer remains quicker than expectations for calls to all services at 1 minute 40 seconds, with the average speed of answer for priority services at 34 seconds being at the lower end of expectations. The average call handling time of 6 minutes 26 seconds is slightly quicker than an aim of 6 minutes 30 seconds.

Contact Point received 11% more calls compared to the previous quarter but 5% fewer calls than Quarter 2 last year. The 12 months to September 2025 also saw a 5% decrease in calls compared to the 12 months to September 2024, continuing the long-term trend of fewer calls as people have increasingly used the kent.gov website instead of calling contact point.

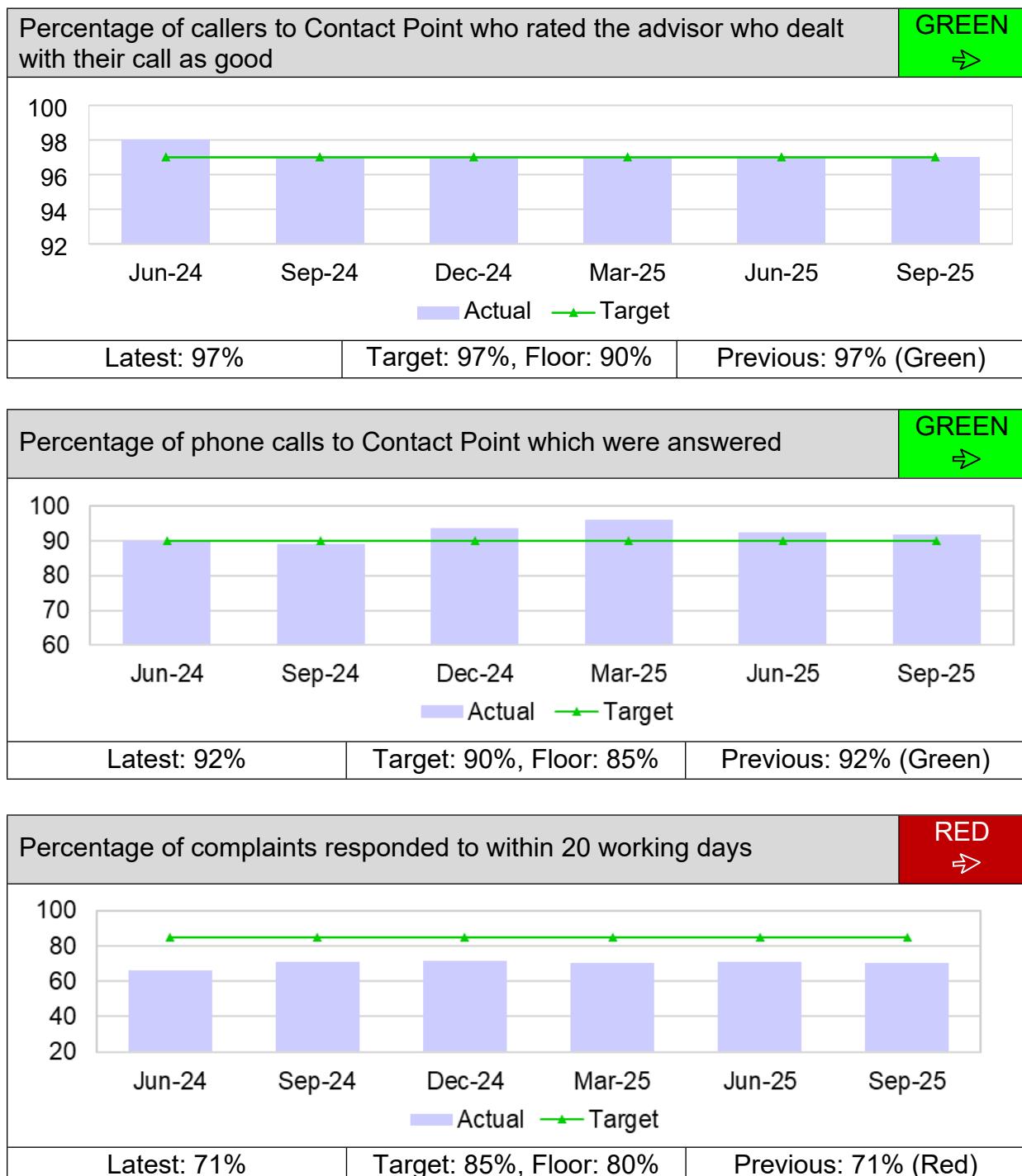
The recorded number of visits (sessions) to the kent.gov.uk website was impacted by an outage to Google analytics meaning no data was recorded for a period of 6 days in September. However, even after taking this into account, visits would still have likely been lower than expected over the quarter. The most visited pages continue to be those relating to Household Waste Recycling Centres which accounted for over 40% of visits to the website.

In Quarter 2 complaint volumes increased by 20% on the previous quarter, with an increase of 15% on the same quarter last year. The 12 months saw a decrease of 3% compared to the previous year. Volumes of complaints usually do rise in Quarter 2 as September sees significant activity when schools return from the summer holidays.

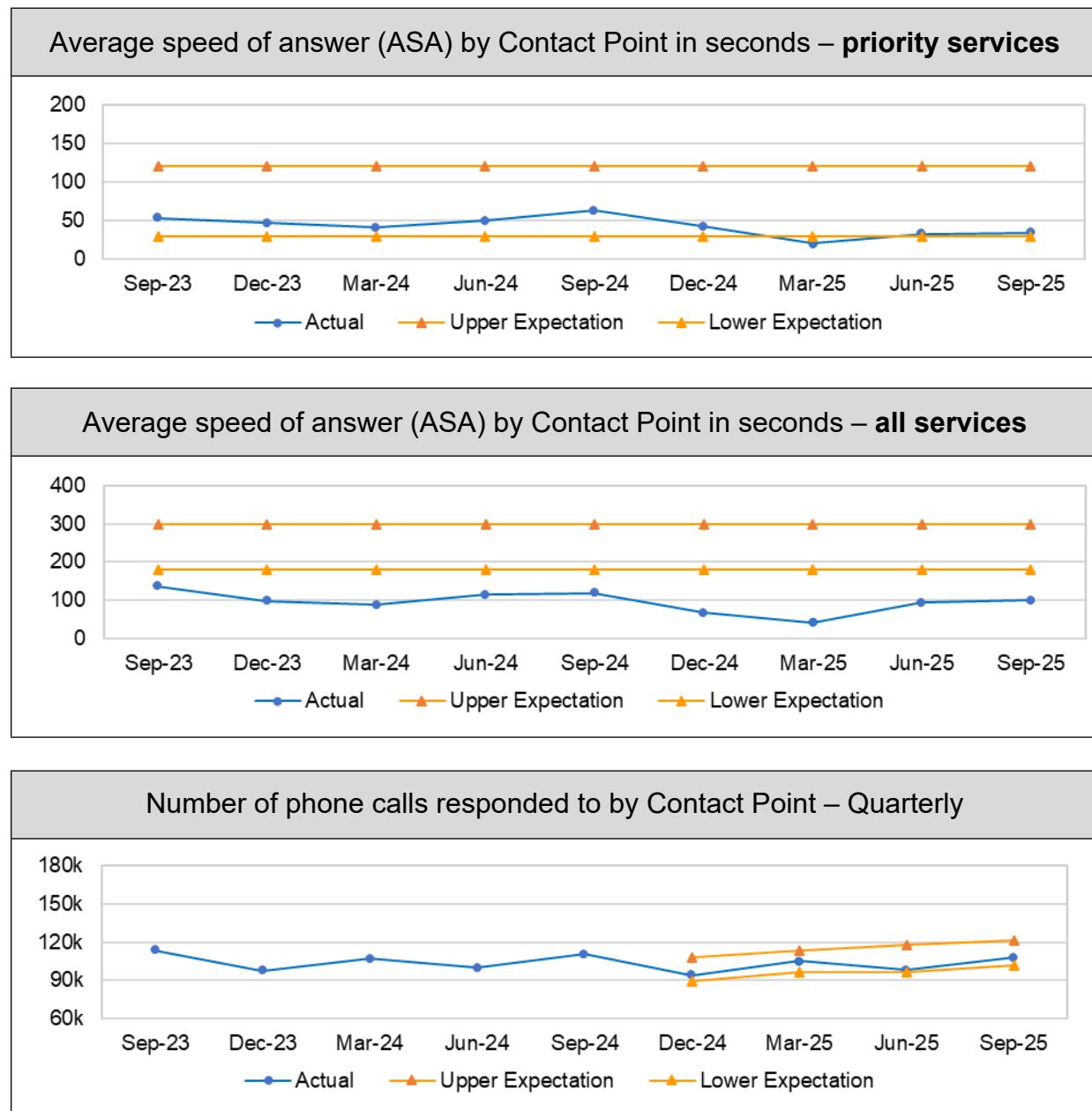
In terms of Directorate performance, the majority of complaints were received by the Growth, Environment and Transport Directorate who responded to 88% within the target timescale of 20 working days, the Chief Executive's Department and Deputy Chief Executive's Department, together achieved 84%. ASCH responded to 47% of complaints within timescale, however it must be noted that any agreed extensions to investigate complex cases, although agreed with the customer, will be recorded as late. CYPE responded to 39% of complaints within timescale.

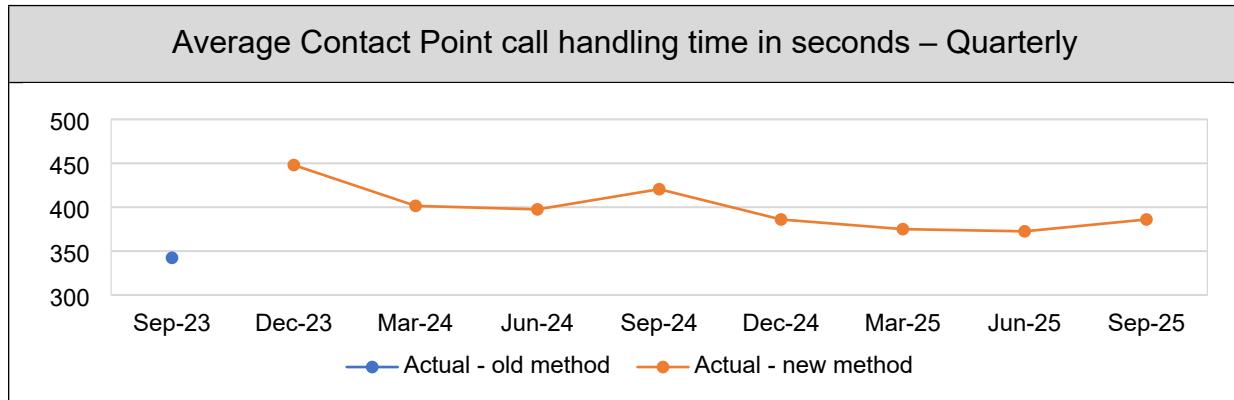
In Quarter 2, collectively we responded to 71% of complaints in the timescale of 20 working days, which was the same as Quarter 2 last year. The complaints team continues to work with services and managers to support their teams in responding to complaints, particularly where there are backlogs.

Key Performance Indicators

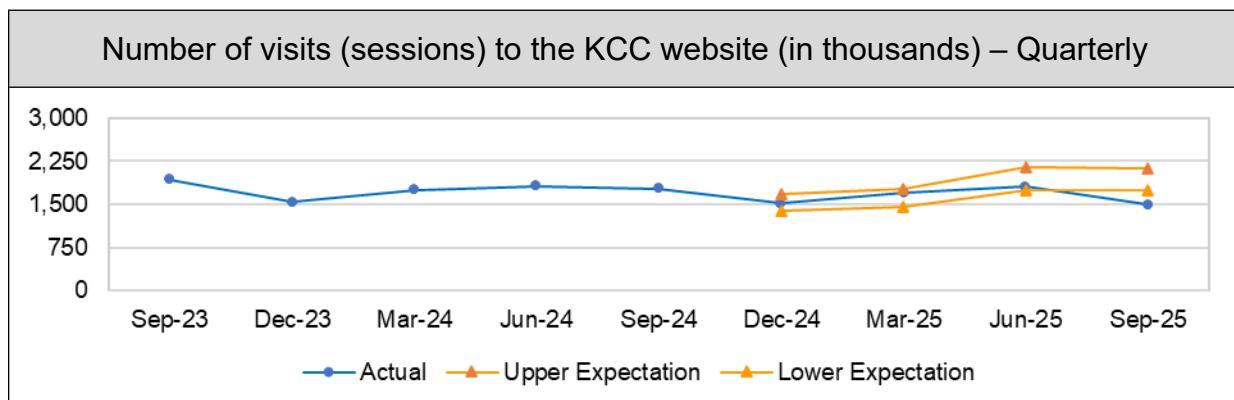
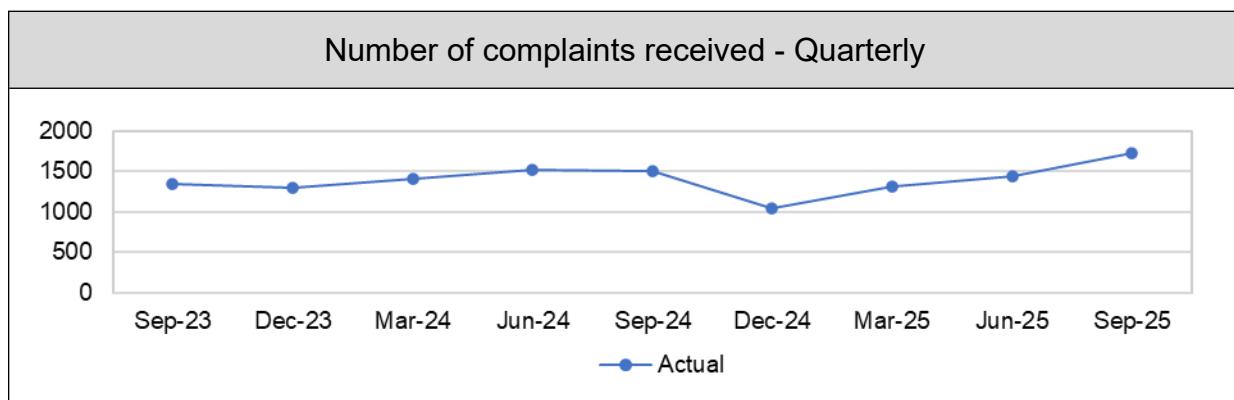


Activity indicators





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.



NB: The Sep-25 data point is lower by between 130k to 150k due to an outage of Google analytics for a week in September.

Customer Services – Call Activity

Number of phone calls to Contact Point (thousands)

Contact Point received 11% more calls compared to the previous Quarter but 5% fewer calls than Quarter 2 last year. The 12 months to September 2025 also saw a 5% decrease in calls compared to the 12 months to September 2024.

| Service area | Oct – Dec 24 | Jan – Mar 25 | Apr – Jun 25 | Jul – Sep 25 | 12m to Sep 24 | 12m to Sep 25 |
|--------------------------------|--------------|--------------|--------------|--------------|---------------|---------------|
| Adult Social Care | 24 | 27 | 26 | 27 | 98 | 102 |
| Integrated Children's Services | 19 | 18 | 18 | 20 | 75 | 75 |
| Highways | 11 | 11 | 11 | 13 | 57 | 47 |
| Transport Services | 9 | 9 | 9 | 11 | 33 | 31 |
| Waste and Recycling | 5 | 6 | 9 | 8 | 27 | 28 |
| Schools and Early Years | 6 | 8 | 7 | 8 | 32 | 29 |
| Blue Badges | 6 | 7 | 6 | 8 | 44 | 35 |
| Libraries and Archives | 6 | 6 | 6 | 6 | 21 | 21 |
| Registrations | 5 | 5 | 5 | 5 | 22 | 23 |
| Adult Education | 3 | 3 | 3 | 5 | 19 | 13 |
| Main line | 3 | 3 | 2 | 4 | 12 | 13 |
| Driver improvement | 2 | 2 | 2 | 2 | 8 | 8 |
| Other Services | 1 | 3 | 2 | 2 | 6 | 7 |
| KSAS* | 1 | 1 | 1 | 1 | 6 | 3 |
| Total Calls (thousands) | 101 | 110 | 107 | 118 | 460 | 435 |

Figures may not add up to totals due to rounding.

* Kent Support and Assistance Service

Customer Services – Complaints Monitoring

In Quarter 2 complaint volumes increased by 20% on the previous quarter, with an increase of 15% on the same quarter last year. The 12 months to September saw a decrease of 3% compared to the previous year.

Volumes of complaints usually do rise in Quarter 2 as September sees significant activity when schools return from the summer holidays. Services that saw an increase include Education, following the Kent Test (sat on 11 September this year), and Highways & Transportation, with complaints arising from issues with school transport as children go back to school. This includes issues with both SEND transport and school bus services.

A further increase in complaint volumes was seen for the LRA service, (up from 44 last quarter to 137), this was largely related to an issue regarding book placements in libraries.

| Service | 12 months to Sep 24 | 12 months to Sep 25 | Quarter to June 25 | Quarter to Sep 25 |
|--|---------------------|---------------------|--------------------|-------------------|
| Highways and Transportation | 2,571 | 2,211 | 570 | 720 |
| Adult Social Care & Health | 1,053 | 1,067 | 293 | 277 |
| Integrated Children's Services | 364 | 504 | 141 | 164 |
| SEN | 639 | 630 | 188 | 183 |
| Environment and Waste | 402 | 397 | 146 | 106 |
| Growth & Communities (incl. Libraries, Registrations and Archives) | 263 | 333 | 65 | 168 |
| Education & Young People's Services | 154 | 174 | 14 | 70 |
| Chief Executive's Department and Deputy Chief Executive's Department | 152 | 128 | 31 | 42 |
| Adult Education | 57 | 46 | 0 | 2 |
| Total Complaints | 5,655 | 5,490 | 1,448 | 1,732 |

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 Oct 24 – Dec 24 | Online Jan 25 – Mar 25 | Online Apr 25 – Jun 25 | Online Jul 25 – Sep 25 | Total Transactions Last 12 Months |
|---------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--|
| Renew a library book* | 85% | 83% | 83% | 83% | 1,016,636 |
| Report a Highways Fault | 64% | 73% | 68% | 65% | 100,905 |
| Book a Driver Improvement Course | 87% | 88% | 91% | 90% | 49,958 |
| Apply for or renew a Blue Badge | 87% | 92% | 89% | 91% | 21,510 |
| Apply for a Concessionary Bus Pass | 78% | 78% | 78% | 79% | 18,785 |
| Book a Birth Registration appointment | 91% | 92% | 92% | 93% | 18,127 |
| Report a Public Right of Way Fault | 88% | 88% | 87% | 85% | 6,620 |

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

| Governance, Law & Democracy | | | | | | |
|-----------------------------|---------------|-------|-----|---|---|---|
| Cabinet Member | Brian Collins | | | | | |
| Corporate Director | Amanda Beer | | | | | |
| KPI Summary | GREEN | AMBER | RED | ↑ | ⇒ | ↓ |
| | | | 2 | 1 | 1 | |

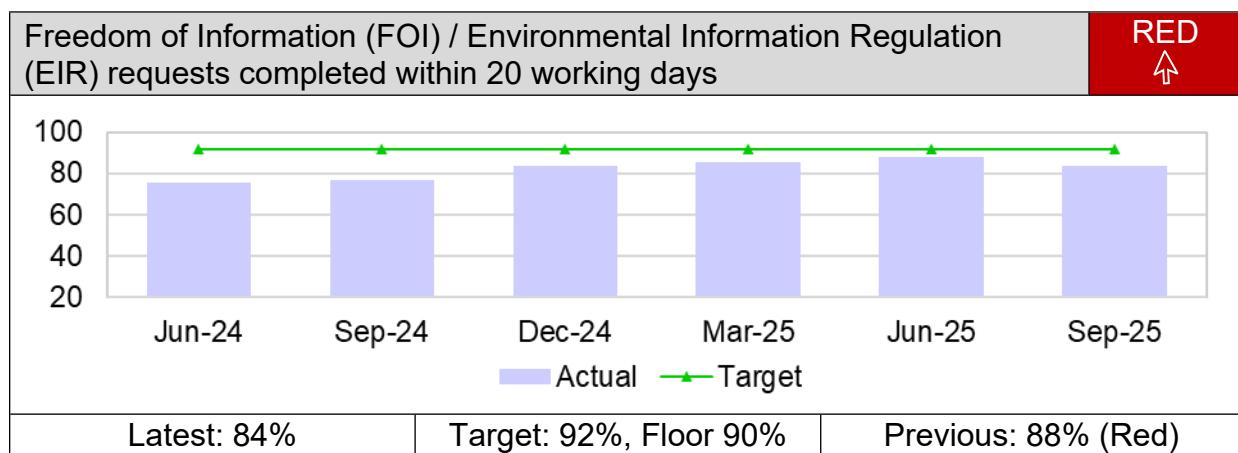
The completion within timescale of both Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests, and Subject Access requests made under Article 15 of the General Data Protection Regulations, remained below their floor standards.

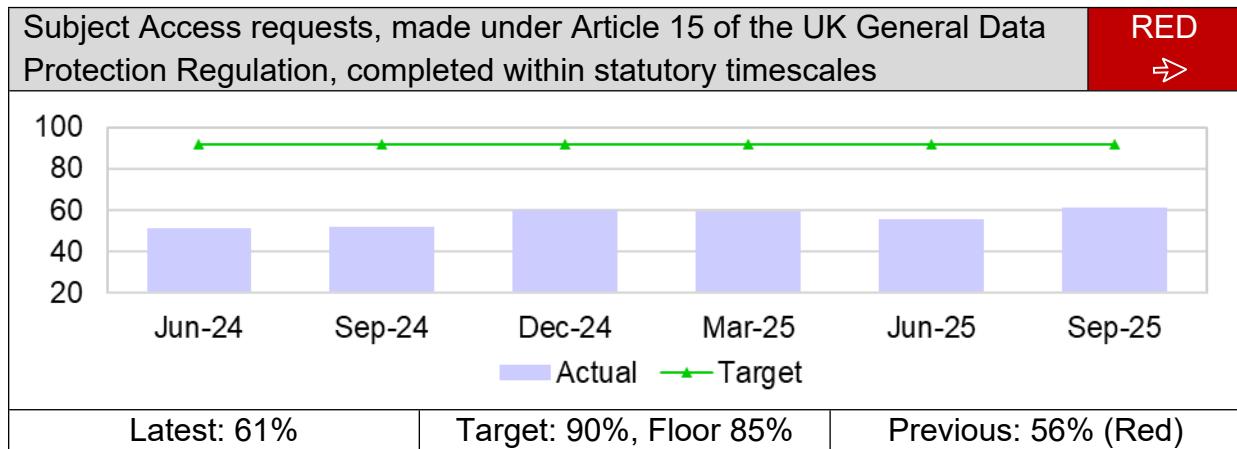
The percentage of FOI / EIR requests completed within timescale decreased on the last quarter, but is still ahead of its performance for the same quarter last year. The number of requests responded to is well above the expected level **with a particularly steep increase this quarter**. All Directorates have achieved performance of over 80% this year, with the best performing being the Chief Executive's Department with 90% completed in timescale. The highest number of requests completed (478) has been in the Growth, Environment and Transport Directorate.

For Subject Access Requests (SARs), performance improved slightly on the previous quarter. The majority of requests come under the Children, Young People and Education Directorate, with this being 77% of all requests this year. The majority of overdue requests relate to SEN, and the total number of requests remains historically high. Resources have been moved within the Information, Resilience and Transparency team to help improve this KPI. The Information Commissioner's Office is currently monitoring KCC's performance.

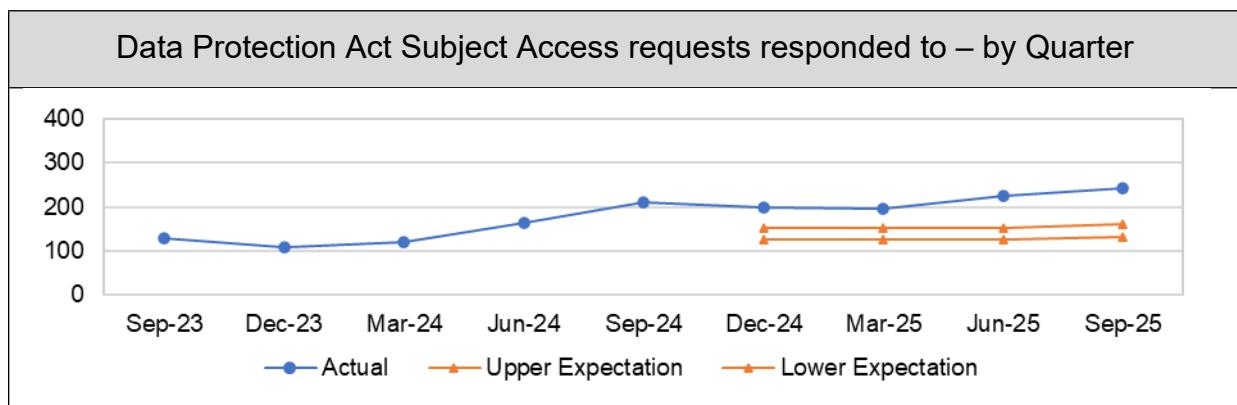
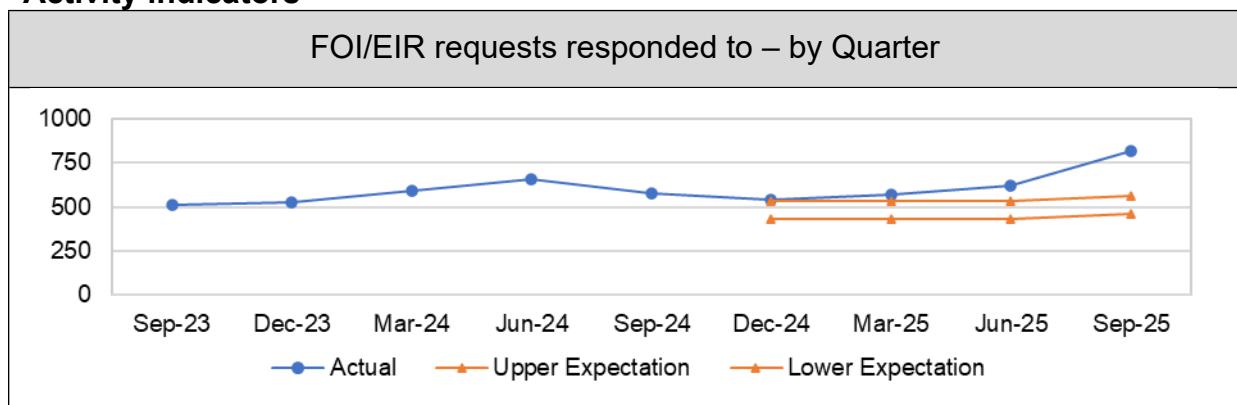
Reasons for response delays for both KPIs, aside from the high volume of requests, remain much the same as previously reported, including lack of resources and redacting tools in various teams across KCC.

Key Performance Indicators





Activity indicators



| Growth, Economic Development & Communities | | | | | | |
|--|----------------------|-------|-----|---|---|---|
| Cabinet Members | Paul King, Paul Webb | | | | | |
| Corporate Director | Simon Jones | | | | | |
| KPI Summary | GREEN | AMBER | RED | ↑ | → | ↓ |
| | 1 | 1 | | | 1 | 1 |

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 1, 2025/26 (Apr-Jun) monitoring cycle is now complete as this is reported a quarter in arrears.

The Quarter 1, 2025/26 monitoring cycle of the Kent and Medway Business Fund (KMBF) recorded a net increase of 30.97 FTE. In the 12 months to March 2025, the total net increase in job creation is 53.41 FTE, an increase of 16.21 FTE since last quarter covering both jobs created and safeguarded. Companies have reported in their monitoring returns that the uncertainty in the markets and potential impact of tariffs on global markets has affected some of their growth plans and investments, as well as the previously reported impact of the UK Government budget as businesses have fed back that the additional national insurance and other increased costs have impacted on their ability to retain and hire new staff. The Quarter 2, 2025/26 (July-Sept 2025) Monitoring cycle has just commenced and will be included in the next report.

At the time of writing, 63 pre-applications are still active and 26 full applications to the value of £2.28m are currently being processed, with a further 18 pre-applications invited to submit a full application to a value just over £1.63m. The remaining 15 pre-applications are at various stages within the pre-application assessment process of which there has been a recent substantial increase, due to marketing activity. The Kent & Medway Investment Advisory Board (IAB) have reviewed 14 applications and presentations to it so far, with 14 approved to the value of £4.07m. Of the 14 approved, three approved applicants later declined their loan offer.

The Kent & Medway IAB Sub-Group (SBB) has had 52 companies present to them to date with 45 approved and seven rejected. The total value of the SBB approved applications is £3.3m. 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 £7.38m for 58 applications.

Economy

Kent & Medway Growth Hub: KCC continued to manage the contract for the Kent & Medway Growth Hub and monitoring performance from the current provider (Kent Invicta Chamber of Commerce) whose contract ended in July 2025. A procurement exercise was concluded, and a new provider, Smarter Society has been awarded the contract and commenced delivery on 1st August which ensured no break in service for local businesses. The service supported 597 businesses, with 429 businesses receiving light touch support (up to 1 hour), 131 receiving medium touch support (1 to 12 hours) and 37 receiving high intensity support of over 12 hours during Quarter 2.

Visit Kent: KCC continued to manage the contract of the visitor economy service and performance from the current provider (Visit Kent) until 3 September 2025 when the organisation went into liquidation. Figures up to the end of July showed 468 businesses supported. Work commenced at pace at the end of Quarter 2 to consider options for retaining a visitor economy service for Kent & Medway and a new delivery model is being planned for launch during Quarter 3.

Locate in Kent: KCC continued to manage the contract of the inward investment service and performance from the current provider (Locate in Kent) until the organisation commenced a voluntary liquidation process in September 2025. Before this, the service successfully completed 27 projects: 9 new to Kent and Medway projects (relocation/expansion into Kent & Medway) creating 284 jobs; and 18 Grow on Spaces (relocation/expansion) creating 385 jobs and protecting 616 jobs. Work commenced at pace at the end of Quarter 2 to consider options for retaining an inward investment service for Kent & Medway and a new delivery model is being planned for launch during Quarter 3.

Kent & Medway Economic Framework: The Economy team continued to oversee the implementation of a range of activities supporting the framework including:

- Supporting the roll-out of the Made Smarter South East to help manufacturers to adopt new technologies. Businesses were alerted to the imminent expansion of the Made Smarter Programme to the Professional and Business Services Sector. So far 14 Kent businesses have signed up to receive support from the programme.
- Continuing work on the 'Bring Back Eurostar' campaign, including the organisation of a media event in September which attracted local and national media and potential interested operators.
- Supporting the Strategic Partnership for Health & Economy and drafting the action plan that will sit underneath the Kent & Medway Work & Health Strategy.
- Leading the development of the Get Kent & Medway Working Plan, which was completed on schedule by the end of July.
- Supporting young entrepreneurs with mentoring through the work of the Kent Foundation
- Supporting Kent's Rural Economy through the work of Produced in Kent (supporting local agri-food businesses)

Connect to Work: The new Kent & Medway supported employment programme formally launched on 30 June. KCC is the accountable body and was among the first four of 41 areas nationally to launch this government programme which is worth £34m to Kent & Medway over five years and will support 9,119 people into work. By the end of September, the programme had received 513 expressions of interest, 304 programme starts and 6 people securing first earnings i.e. commencing employment.

Skills Bootcamps: Thanks to additional construction funding we've received and allocated, along with increased learner numbers on some existing courses, we've expanded our capacity. Originally contracted for 561 learners, we now have places for 647 learners across the six Lots. Over half of these places are in construction. Of the 647 total places, we are currently at almost 200 places filled.

Capital programmes:

KCC is responsible, as accountable body, for monitoring two Getting Building Fund capital projects which are making use of one-off SELEP legacy funding awarded in 2023. One of the projects experienced unexpected delays so a decision was taken recently to transfer funding from the Maidstone Business Suite Phase 2 project to the Bearsted Road highways improvement scheme.

The Economy team has continued to make preparations to launch a new round of 'Growing Places Fund' capital loan programme which should launch in Quarter 4 with a call for proposals.

Developer Investment Team

During Quarter 2, a total of 37 planning applications were received, being close to the expected average.

A total of 11 s106 legal agreements have been completed securing £4.97m with a 96.9% success ratio against the amounts originally requested. The reduction in the success ratio relates to issues of four applications in Ashford, where the County Council were not an included party to the s106 agreements completed by the Borough. The issue has been raised with the Borough to reassert the need for KCC to review planning agreements prior to completion and that the Borough should be securing the advised necessary level of financial contributions.

There are two larger scale applications included in this quarter; Land South of Old Thanet Way, Whitstable (440 dwellings) and Land at Ham Road, Faversham (250 dwellings), which was allowed through appeal. All KCC's requests were once again endorsed by the planning inspectorate through the Ham Road application.

The main public inquiries being dealt with earlier in the year are drawing to conclusion. The [s106B appeal](#) inquiry for Chilmington Green (up to 5,750 homes) ran until the 2nd May; the decision was expected imminently at time of reporting. Officers also continue to be involved in the appeal for the [Highsted Park](#) application, East of Sittingbourne (two applications totalling 8,400 homes). The application was called in by the Secretary of State prior to it being determined by Swale Borough Council. The appeal concluded at the end of October, with the inspector considering all of KCC requests for conditions to be appropriate. The decision will not be expected until mid-2026. Finally, the Northside Harbourside, Gravesend (3,500 flats) appeal is concluded, although work continues on securing the suitable s106 agreement. The decision for this will again not be expected until next year.

No Use Empty

In Quarter 2, the No Use Empty (NUE) Programme enabled 128 long-term empty properties to be made fit for occupation, bringing the total number of homes returned to use since the programme's launch in 2005 to 8,901.

The total investment through the No Use Empty (NUE) programme in converting derelict properties has now reached £117.6m — comprising £66m from KCC recycled loans and £51.6m leveraged from the private sector. As of Quarter 2, nineteen loan applications were received, with fifteen approved and in contract. The remaining four have also been approved and are currently with the legal team for final completion and registration of security.

KCC Treasury has made available £28m for NUE to bring forward empty/derelict sites with planning permission for new builds. Following the recycling of £26.7m loan repayments at the end of Quarter 2, the number of new homes funded is 318 across ten Kent districts with 24 business units in Dover. A total of six new projects were approved at the end of Quarter 2 and with the legal team for final completion and registration of security. There remains a strong pipeline of projects across all NUE schemes.

NUE's largest new build scheme to date is at Beerlings Farm, Haine Road, Ramsgate. This development comprises 17 new homes, including a mix of detached bungalows, terraced houses, and semi-detached properties. The visit continued with a tour of Ramsgate town centre, featuring Monkton Place — a disused, linked detached workshop/warehouse now nearing completion as seven two-bedroom apartments just off the High Street. The tour also included a former residential care facility in Westgate-On-Sea, which has received planning permission for conversion into 12 self-contained flats: four one-bedroom and eight two-bedroom units.

On 11th September, NUE attended the Growth, Economic Development and Communities Cabinet Committee, where approval was granted for a key decision allowing NUE to borrow up to £6 million from the Kent & Medway Business Loan Fund. This funding will utilise currently uncommitted resources to provide short-term secured loans aimed at creating new commercial workspace across Kent. KMBF and NUE are now preparing promotional materials to support the launch of this initiative.

Libraries, Registration and Archives (LRA)

The number of visits to Kent's Libraries continues to increase, rising by 2.6% in Quarter 2 compared to the same period in 2024/25. Visits in Quarter 2 were particularly boosted by the popularity of this year's Summer Reading Challenge, Story Garden. Designed to inspire in children a love of reading, nature, and exploring the great outdoors, the initiative also aimed to keep children reading throughout the summer holiday to ensure they were as ready as possible for school in September. Over 18,000 children across Kent took part in the Challenge, a 6% increase on take up last year, and over 10,000 children completed the Challenge by reading six books and receiving their medal and certificate. This represents a 14% increase on last year's completion rate.

Summer Reading Challenge activities to fuel the imagination kept children engaged throughout the summer holidays and all helped support an impressive 27% increase in overall event attendance compared with Quarter 2 last year. Children and families came together at free, sustainable events to create colourful decorations for their gardens, plant seeds, make beehives and bird feeders, and learn about nature and the environment. Partners such as Kent's Family Hubs, Community Learning and Skills, Explore Learning and Animate Arts also delivered a multitude of activities in libraries to inspire creativity and support learning.

Physical issues dipped by just 0.8% compared to Quarter 2 last year. The success of the Summer Reading Challenge in inspiring children to keep up their reading through the summer resulted in an increase of 2.5% in children's issues in comparison with Quarter 2, 2024/25. After experiencing a technical glitch in Quarter 1, eBook and eAudiobook issues are now back on track, rising by 10% compared with last year. This means that when taking physical and eIssues overall, total issues have increased by 1.5% compared with last year.

It was another busy summer for the Ceremonies teams who delivered over 2,800 ceremonies during Quarter 2. While this represents a decrease in ceremonies of 5% on Quarter 2, 2024/25, this is in part due to fewer numbers of citizens being referred by the Home Office, which means that fewer ceremonies are required and equally there is less demand for individual ceremonies.

3,773 death registration appointments were completed, representing an increase of 7% on Quarter 2 last year, equivalent to 242 additional appointments. Birth registrations increased by 1% on Quarter 2, 2024/25. Customer satisfaction with registration reached 97% for Quarter 2, exceeding the service target of 96%.

The Archive Search Room continued to draw in more researchers, recording 96 additional visits compared with Quarter 2 last year, an increase of 14%. With remote enquiries remaining steady, the Archive Team responded to over 2,250 enquiries altogether, over 150 above their quarterly target. The team continue to promote the Kent collection through tours of the Archive, the popular lunchtime talks and a visit for students with special education needs, who participated in a workshop on the second world war.

This busy time of year culminated with the annual visit of the Assessor for the Customer Service Excellence Award, now held by Kent LRA for 25 years. The Assessor visited 10 libraries, a prison library, Sevenoaks Museum, Kent Archives and Oakwood House, and spoke with teams across the service. Kent LRA retained the Customer Service Excellence standard, and earned an additional Compliance Plus point, recognising outstanding performance and best practice, and bringing LRA's total to 25 Compliance Plus points. This additional point was awarded in recognition of LRA's work with a broad spectrum of demographic groups. In the Assessor's words, he met "*lots and lots of fabulous people – the enthusiasm across such a big county is extraordinary. Very, very impressive*".

Strategic Planning

The Strategic Planning team have continued to work with Local Planning Authorities, building relationships and enabling Duty to Co-operate meetings. They have co-ordinated responses to a number of strategic planning applications, neighbourhood plans, Crown Developments and also Local Plans, ensuring that KCC's services are well represented, through planning, across the County.

Work is also continuing on the Infrastructure Mapping Platform (IMP). This is a digital platform, being developed, to deliver an accessible and interactive spatial view of Kent-wide planned housing growth and infrastructure data. This is now completing phase 2 which included data and infrastructure across the whole of the County. The team are looking to enter phase 3 of its development and are currently considering how to take this forward.

Active Kent and Medway (AK&M)

We have been working with Sport England to secure funding for place-focused work in Swale and Medway - additional investment to that already secured for Thanet and Gravesham earlier in the year. The funding is designed to stimulate systemic change and create long lasting impact on communities, making it easier for them to be active in their everyday lives. Initially the investment will enable us to recruit additional capacity to support this work and to deliver tangible pilot projects within our least active communities.

We have also delivered three targeted school games events, providing opportunities for children and young people to both participate and help with the facilitation of sporting festivals. Alongside this, our primary focused Everyday Active Schools has seen seven more schools onboarded - bringing the current number to 56. An impact report for this programme and a video have also been produced. [Everyday Active Schools Impact Report 2025](#). <https://youtu.be/s6RiOWGXqOA>

The AKM team has been working closely with colleagues in Public Health towards the launch of a new programme - Forever Active - to support active aging, which will be launched towards the end of the year. [Forever Active Kent - ActiveKent](#)

Work also continues to promote our flagship [Everyday Active](#) campaign at events across the county directly and through the champions network. Through this scheme we are currently supporting a GP referral programme and are continuing to identify similar local opportunities.

Community Safety

Kent Community Warden Service (KCWS)

During this period, the Kent Community Warden Service (KCWS) focused on assisting with food banks and helping residents access grants and funds. KCWS has provided advice to vulnerable individuals on health and security in warmer weather, addressing topics such as staying safe in the heat and minimising risks associated with open windows or doors. Wardens have been working with communities giving talks and advice on scams and doorstep criminals who often target the elderly and vulnerable by offering high cost, low quality garden work or home repairs.

Wardens have also worked with a wide range of partners on multi agency events, offering a wide range of services to address community need. Wardens have also assisted in tackling a rise in reported low level crime and ASB over the summer months, identifying, reporting and finding solutions to community issues.

Wardens are also assisting residents and communities in relation to Mental Health, loneliness and isolation, homelessness, environmental and financial crime (fraud and loan sharks). Wardens continue to deliver the social prescribing model, 'Positive Wellbeing', as part of their wider offer of support to residents and communities.

The service continues to embed the new service model and establish within the newer deployment areas under KCC's geographical allocation policy (GAP). A small number of parish councils have taken up the offer of a sponsorship arrangement to fund warden services within their area which would not otherwise be prioritised by the GAP. The sponsorship is allowing KCC to increase the service's capacity beyond its budget limitations.

Domestic Abuse Related Death Reviews (DARDRs)

The Kent Community Safety Team (KCST) is currently managing and coordinating 22 DARDRs (formerly known as Domestic Homicide Reviews), on behalf of the Kent Community Safety Partnership (KCSP) which are at various stages of the process, and in addition there is some limited engagement with two out of area DARDRs.

The case of Safta 2022 was published in August and the full overview and executive summary reports for this case, and others, can be found on the [KCC DARDR web pages](#).

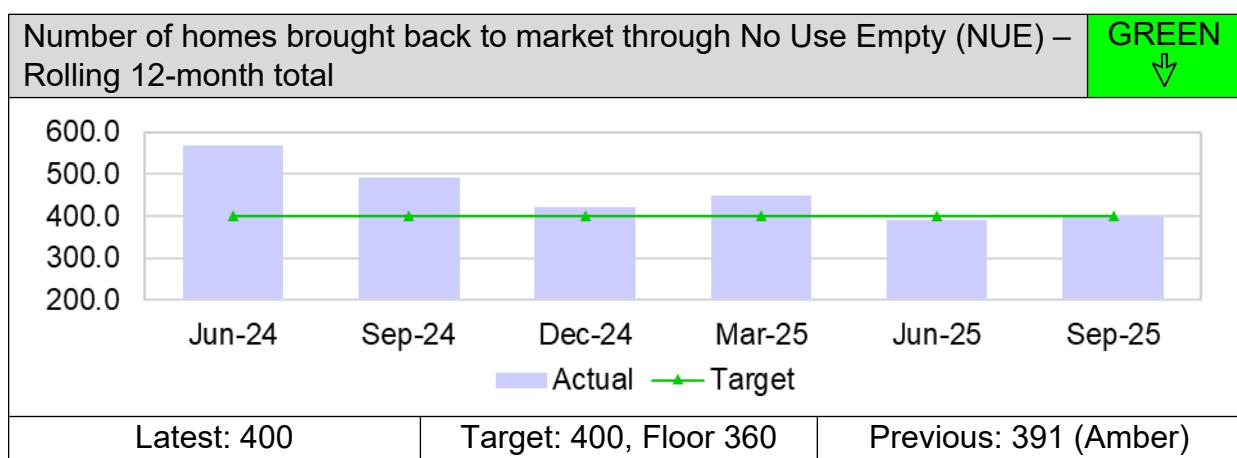
Kent Community Safety Team (KCST)

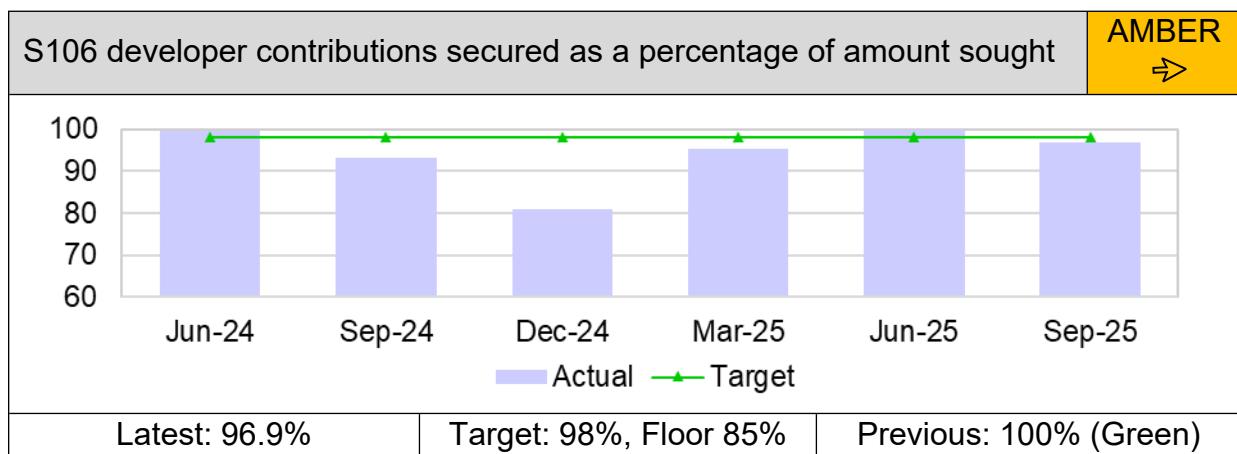
As part of the KCST's role in sharing good practice and facilitating joint working, the team produces and circulates monthly E-Bulletins with the latest community safety updates and any relevant news, publications, and legislation which is circulated to over 200 practitioners across the county.

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 with a focus on one or two main topics each time. Two sessions took place during Quarter 2 covering various topics including sexual assault referral centre (SARC), multiagency risk assessment conference (MARAC) Hub, dangerous dogs and the Kent and Medway suicide and self-harm prevention strategy. Over 60 professionals attended the two sessions during Quarter 2 with 100% of responding attendees rating the event as excellent or very good.

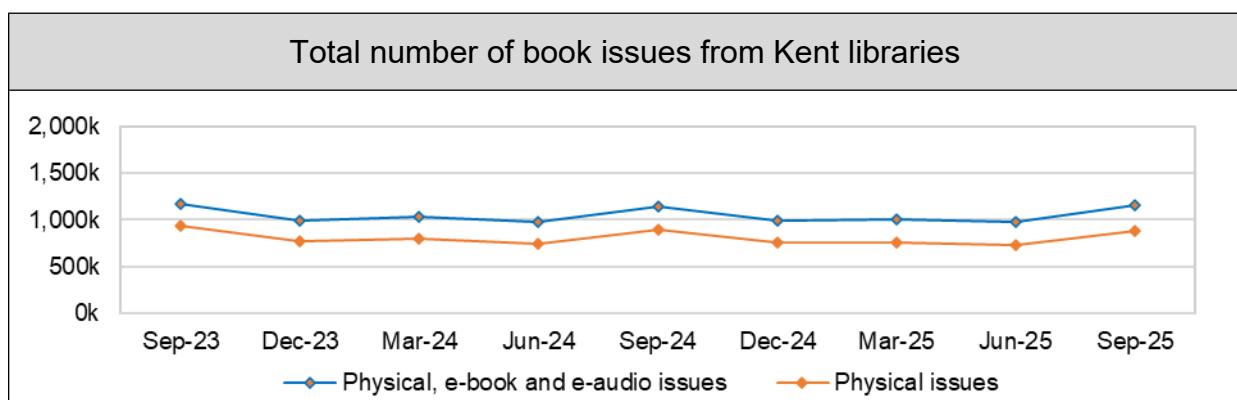
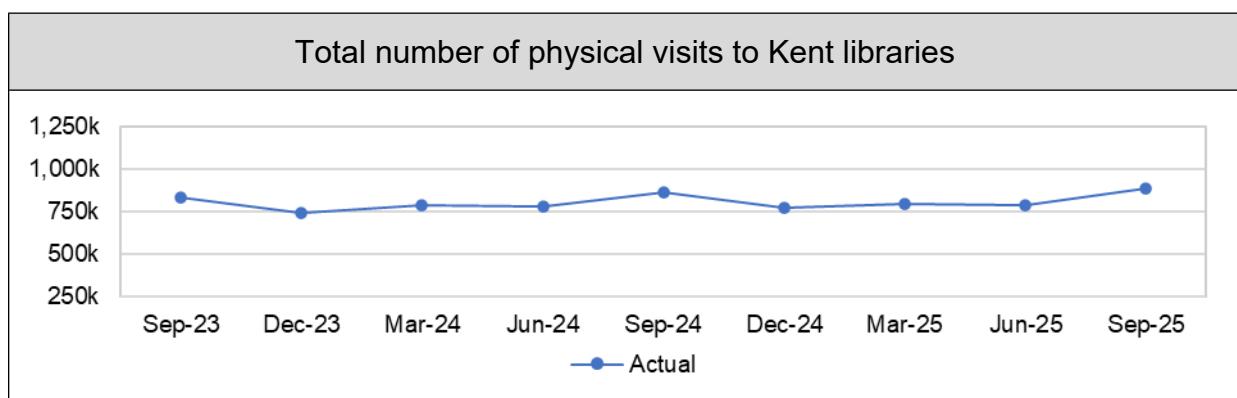
The team have been working with partners on behalf of the KCSP to identify a range of projects to be funded through the PCC's Crime Reduction Grant.

Key Performance Indicators





Activity indicators



| Environment and Transport | | | | | | |
|---------------------------|-----------------------------|-------|-----|---|---|---|
| Cabinet Members | Peter Osborne, David Wimble | | | | | |
| Corporate Director | Simon Jones | | | | | |
| KPI Summary | GREEN | AMBER | RED | ↑ | ⇒ | ↓ |
| | 5 | | 1 | 1 | 4 | 1 |

Highways

In Quarter 2, the RAG ratings for the four Highways KPIs were as follows: 3 Green ratings for Pothole Repairs, Enquiries Made Online and Emergency Incident Response, and 1 Red rating for Routine Faults.

Pothole Repairs

The service has successfully completed **91%** of repairs within the target timescale earning a Green RAG rating. A total of 3,615 potholes were due for repair with 3,287 of these completed in time. **A combination of empowering KCC highways staff to handle minor and urgent repairs directly, working lighter evenings and longer working days along with additional resources working on our Reforming Kent's Roads programme, has helped improve productivity, and attributed to the success of this service.**

Emergency Incidents

This quarter the service received a Green RAG rating with **98%**, following 523 incidents attended within timescale from a total of 536. **Dedicated crews at each depot as well as regular Contract Board meetings have contributed to the rating.**

Routine Faults

This quarter received a Red RAG rating with **77%**. Despite this, results gradually improved during the quarter with the month of September reaching 80% of faults completed on time. **We continue to work with area managers to trial out new initiatives to address late faults in each district.**

Public Enquiries

The total number of customer contacts regarding highway issues in Quarter 2 was up slightly on last year's totals with 42,934 (compared to 41,371 for the same period last year). 21,051 of these were identified as faults requiring action by front line teams (compared to 19,843 for the same period last year), both are in line with typical volumes for this time of year, despite there being two storms during this period, and the service going live with the new pothole reporting system (My Kent Highways) in September.

At the end of Quarter 2, there were 6,415 open enquiries (work in progress) which compares to 5,968 at the same time last year, reflecting a slight increase in workload in several parts of the business.

Online Fault Reporting

Use of the highways online fault reporting tool remains high with **65%** of all enquiries in Quarter 2 coming directly from the public via the tool, compared to 64% at the same time last year.

Work to encourage more online reporting has been ongoing for several years and we have seen a large increase in take-up when compared to the same quarter in 2019/20 when it was around 47%. This has also contributed to a near halving of the number of calls to the highway's helpline over the same period. Work on an improved fault reporting tool called My Kent Highways (using KCC's existing platform called Granicus) was rolled out for potholes in September. Streetlighting and drainage will be following before the year end. It is anticipated that all Highways & Transportation enquiries will be using the new system by the Summer of 2026.

Street Works

Pressure from utilities companies on the teams remains high with ongoing high levels of emergency works. We have seen an increase in the volume of emergency road closures overall, largely due to increase both in KCC's own repair and maintenance works and the increase in leakage repairs from water companies. In Quarter 2, 2025/26 there were **2,502** emergency closures, compared to **2,036** emergency closures last quarter, which is approximately a **23%** increase.

Road Safety

The casualty figures for Quarter 2 show a similar number of casualties compared to the same quarter the previous year and a decrease of 359 compared with the same quarter in 2019/20 (pre-Covid). For those casualties that were killed or seriously injured (KSI), these were down by 14 compared to the previous year and up by 29 compared to the same quarter in 2019/20. The highest contributory factor causing these is "not looking properly", with only one Serious record given as "possible poor or defective road surface" from the attending officer.

| Quarter 2 | | | | | | | | | | | | |
|-----------|---------|--------|-------|---------|---------|--------|-------|---------|---------|--------|-------|--|
| 2025/26 | | | | 2024/25 | | | | 2019/20 | | | | |
| Fatal | Serious | Slight | Total | Fatal | Serious | Slight | Total | Fatal | Serious | Slight | Total | |
| 9 | 223 | 712 | 944 | 9 | 237 | 709 | 955 | 12 | 191 | 1100 | 1303 | |

(Based on the latest data received from Kent Police, some of which has yet to be reviewed and validated)

Safer Active Journeys Team

Bikeability training continued to see high demand across Quarter 2, with nearly 4,000 Year 6 children having taken part in the core Level 1 and 2 training, and a further 1,600 participating in other cycle training courses.

Following a very busy spring and summer which saw the team supporting a number of partnership events, we have recorded an increase in adults engaging with our cycling programmes – with over 80 learn to ride sessions, 30 confident cycling sessions, and over 100 people trialling e-bikes. The feedback we receive from these sessions is often very complimentary, Our school offer includes free places for Living Streets and Walk Once a Week to schools in areas where we have active travel initiatives happening. The end of school year report for our current schools showed an overall increase from 56% to 77% in walking and wheeling all the way to school since schools joined the scheme.

The School Crossing Patrol team remains busy with monitoring and training new and existing patrols across Kent. A recent highlight was Marion Pettit, the patrol at Dartford Primary Academy, receiving The Dartfordian Award for services to road safety and education.

Active Travel Intervention Team

At St Peter's Methodist Primary in Canterbury and Brunswick House in Maidstone, further engagement is ongoing with residents and school communities regarding the [School Streets initiative](#). This work seeks to better understand the impact of School Streets and ensure the schemes meet the needs of those they serve.

District and Borough councils have started commissioning consultants to deliver the Consolidated Active Travel Fund's revenue allocation, focusing on capability building activities. These activities include scheme planning and design, network mapping, and comprehensive engagement and consultation across a variety of schemes and initiatives. This collaborative approach aims to strengthen Kent's active travel infrastructure and support more sustainable journeys.

We recently hosted a highly successful Active Travel Members "Work and Walk" workshop, titled "Creating Streets for Everyone." The event featured lively and insightful discussions on making walking, wheeling, and cycling viable choices for all residents. Participants explored both the barriers and enablers present on Kent's highways, helping to shape future strategies for inclusive active travel.

Our team has been present at a number of community events to encourage opportunities for walking, wheeling, and cycling. Notably, the launch of the Sevenoaks East-West scheme saw an excellent turnout from local residents, demonstrating strong community interest in active travel initiatives.

The Cycle Mapping project is now nearing completion, providing valuable insights for future infrastructure development. In addition, the ten-year active travel plan prioritisation model is ready for testing, ahead of further engagement with Districts and Boroughs. These initiatives are key to ensuring Kent's active travel network continues to grow and evolve in alignment with community needs.

Active Travel Funded Infrastructure

Active Travel funded projects are continuing to be developed through the design and construction phase. There are also several S106 Developer contribution schemes at various phases of development such as Kent Street road widening near Kings Hill, Tonbridge & Malling which is nearing completion. Monitoring and evaluation of completed, existing and proposed schemes is a significant area of work for the team.

Safer Speeds and Enforcement Team

The Kent and Medway Safety Camera Partnership continues to add value to road safety risk mitigation, and all camera sites within the Kent jurisdiction remain in operation with the completion of annual inspections across the County imminent. Work continues to secure a new contract for safety camera equipment and maintenance after 31st of August 2025, and although delayed slightly, will not affect the operations of the cameras or partnership. The final contracts and specifications were due to be sent to contractors shortly at time of reporting. A speed campaign targeting young male drivers is due to launch end October/early November.

The team continued to deliver minibus assessments and training, mostly to school minibus drivers.

An inaugural meeting of the Kent Fleet Forum is planned, for online delivery, on 30th October. It will deliver key messages to businesses who have fleets of vehicles and discuss how improving driving standards can improve overall efficiencies for their business. The forum intends to open the floor to discussion with Kent businesses and hopes to cover the challenges of operating a fleet on Kent's highways. Officers will be on hand to explain how KCC manage its roads and works using a Safe System methodology.

Kent Driver Education Team

As was the case in the last quarter, demand for courses continues to grow. In recent months the increase in demand has averaged at over 15% when compared with the same period in 2024/2025.

Last year we delivered 1,102 courses to 11,544 clients. This year, for the same period, we delivered 1,185 courses to 14,773 clients with almost 6,000 clients in August alone.

We are in the process of adding the Holiday Inn Hotel, Sittingbourne to our list of course venues to assist with the increase in demand for course spaces and are exploring options for further venues that meet the UKROEd required standards to add to the existing list of six venues.

Recruitment of self-employed NDORS Licensed Trainers is going well and to date six additional trainers have been offered contracts.

A formal decision to extend the service delivery and bring this in line with the Memorandum of Understanding (March 2030) that we have with Kent Police, was taken following approval at the Environment and Transport Cabinet Committee in September.

Safer Road Users Team

Despite Quarter 2 straddling the summer holidays the team still managed to deliver the following:

Education

- Road Safety Club (RSC) intervention delivered to 6,425 Primary school pupils.
- The Train the Trainer partnership saw police staff delivering our assemblies at one primary school, with 721 pupils reached.
- Road Sense Programme delivery to Years 7 and 9 pupils at 11 secondary schools, reaching a total of 3,849 pupils.
- Young Driver & Passenger Course received by years 12 and 13, reaching 1,615, Post 16 pupils.
- Key Road Safety messages delivered to an SEN group from 10 secondary school pupils.
- Three Mature Road User sessions delivered, reaching 206 older road users.

Events

These included attendance at library sessions across 3 different districts, Freshers' fares events across the County, the Kent International Jamboree at County showground, Kent Fire and Rescue Service open day in Tonbridge, British Super Bikes, Heritage Sprint, Tractorfest, Family Hub engagement, and Heli-day.

Online Campaigns

- Speak Out, young driver and passenger campaign with a reach of over 550k in September
- Summer Drink Drive campaign with a reach of over 1.4m
- Organic social media reach of approximately 1.7m

Pre-school

During the summer the team created their new pre-school offering, designed for childminders and nursery setting to use as an introduction to road safety.

Crash Remedial Measures & Local Transport Plan (LTP)

Delivery of the 2025/26 Crash Remedial Measures (CRM) and Local Transport Plan (LTP) programme has now begun. The team have 29 locations where schemes are being delivered based on previous years' cluster analysis. The team are also carrying out the annual analysis of the previous year's cluster sites; this identified 80 sites around the County where there are patterns of crashes resulting in personal injury. The team carries out detailed accident investigation work, looking at causation factors and seeking to identify engineering schemes that will mitigate these identified risks.

While some Local Highway Authorities primarily use Stats 19 crash records to assess road safety, in Kent we take a broader view. We incorporate contextual incident data and apply our safe systems approach to better understand risks at specific locations. This helps us identify effective interventions to reduce the number of people killed or seriously injured

In addition to the Cluster Site programme, the Highway Improvements Team (HIT) also carry 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. There are five routes in this year's programme.

The team are steadily delivering CRM sites identified last year and have recently completed a junction improvement at York Street roundabout, Dover and another scheme at Tram Road, Folkestone which consisted of enhancements to a zebra crossing. As well as ordering and delivering schemes this year, they are working hard designing schemes identified this year, for delivery next.

Whilst continuing to prioritise the locations around the County where the most crashes are occurring, work is being undertaken with local communities and parishes to deliver locally needed highway improvement measures. Approximately 90% of parishes now have prioritised 'Highway Improvement Plans' (HIPs) that encourage joint working and a focus on local priorities identified by local communities. This enables a more efficient use of officer time in responding to consensus improvements rather than individual requests. Officers meet regularly with Parishes and local County Council members on this approach. The Team continues to produce a quarterly newsletter which is sent to all Parish Councils and Members, and was recently given high praise by the Kent Association of Local Councils.

The team continues to support Speedwatch activities, school travel plans, and business grants. They also maintain regular dialogue to help target enforcement efforts, using both community representations and speed data to guide their approach. 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.

Traffic Management

Enforcement of Moving Traffic Offences have now operated for up to 12 months across nine locations. A bus gate in Clive Road, Gravesend remains our busiest location as well as that in Beaver Road, Ashford. Overall Penalty Charge Notices have reduced with increased driver compliance from 3,000 issued in June to 1,910 issued in September. At the end of August, our first bus lane enforcement also went live as part of the Fasttrack network in Dartford. The six-month warning notice period (rather than using Penalty Charge Notices) only remains in force at two locations out of our nine active sites. Installation of new signs and, shortly, camera equipment is underway to 'take over' the enforcement of the public realm from Tunbridge Wells Borough Council, with a target 'go live' date of 1st December. 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, having been awarded 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 nearly at the end of the procurement process with contract award expected imminently and first installations of LEVI funded chargers anticipated 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, a review of the design for the remaining schemes and available budget including developer contributions is ongoing.

Transport Strategy

All Local Transport Authorities continue to await an expected three-year Bus funding settlement from Government which is now due before Christmas. This would provide funding enabling KCC to deliver initiatives within the Kent Bus Service Improvement Plan and allow the continued support of the bus network. Meanwhile, the team continue to deliver initiatives using the funding received to date with improvement to information and infrastructure all expected to be delivered by March 2026.

The Summer holidays are a very busy time for our Home to School transport teams who undertake replanning and procurement exercises relating to expiring contracts and changes to clients, as well as having to arrange transport and issue passes for new students ready for the start of the new school year. As a result of the work of the teams, expiring contracts were all replanned and replaced, producing significant efficiencies and all children who applied for transport or for our Travel Saver scheme on time had their transport or passes in place for the start of the term.

Resource Management & Circular Economy

The KPI target on diversion of waste from landfill continues to be met, with 99.6% of waste over the 12 months to August 2025 being recycled, composted, or used for energy generation. The total volume of waste collected is within expectations overall. Kerbside waste volumes are 7% above pre-pandemic levels with HWRC volumes 22% below pre-pandemic. The total volume of waste collected is close to pre-pandemic levels.

Energy and Climate Change

The greenhouse gas emission target for Quarter 1, 2025/26 has been met with total greenhouse gas emissions of 9,612 tCO2e compared to a target of 10,072 tCO2e.

Although we have seen slight increases in consumption for KCC managed sites, non-KCC managed sites and our Traded Services, there has been an overall reduction of emissions from electricity due to the reduction in the UK Electricity emission factor for 2025. The contributions that the solar farms are having in reducing KCC's emissions also continue to be positive.

All Kent and Medway Local Authorities, including Kent County Council (KCC), continue to promote the [iChoosr](#) Solar Together opportunity. The collective purchasing model allows households and Small and Medium-sized Enterprises (SMEs) to access competitive pricing and vetted installers for solar PV systems, battery storage and electric vehicle chargers.

The registration period for the Spring 2025 phase closed and installations continued in Quarter 2. More than 3,700 residents registered their interest in this phase, over 600 of whom paid for a home survey. 216 installations of low-carbon technology were completed by September, estimated to avoid nearly 200 tonnes CO₂e in the first year after installations. Spring 2025 installations will continue to the end of the current calendar year while the registration period for the Autumn 2025 phase will close in November.

Natural Environment and Coast

Kent & Medway Local Nature Recovery Strategy (LNRS)

Work continued on the finalisation of the LNRS and preparation for publication. This included updating the Strategy following the Making Space for Nature Board meeting at the end of June, which examined the findings of the Public Consultation. These changes were included in a pre-publication review document which, under LNRS guidelines were shared with the supporting authorities for a 28-day period. There were no objections following this, so the Strategy moved forward into a design phase ahead of publication – planned for November. A considerable amount of work was also done updating the mapping and making it more user-friendly. A launch event was set for 28 November and has been promoted. This will be an opportunity to thank those involved and demonstrate LNRS delivery mechanisms. At the time of reporting, this event was already nearly fully booked.

Biodiversity Net Gain (BNG) and Ecological Advice Service

Work continues in supporting the county's local planning authorities in discharging the requirements for BNG and providing them with ecological advice on development management. All BNG resources can be found at [Biodiversity Net Gain for Kent and Medway | Making Space For Nature Kent](#).

Kent's Plan Bee

The three documents, Pollinators of Kent, Kent's Plan Bee Blueprint for Council Action Plans and the Community Pollinator Toolkit, were published and Pollinators of Kent and the Community Pollinator Toolkit were made available from [Kent's Plan Bee pollinator action plan - Kent County Council](#). These were publicised through 14 public events during the reporting period, as well as through social media platforms of KPB and other organisations.

Work has continued on baseline assessments of wildflower diversity and abundance across the estate. This will not only allow us to determine the outcomes of the Plan Bee actions but also revise these actions where necessary and, where successful, look to replicate at other locations. This data will also aid Country Parks' teams in reporting on SSSI status to Natural England. A poster campaign to encourage volunteer surveying of bumblebees in KCC country parks and other public amenity sites across the county has been moderately successful and will be repeated. Data from volunteer surveying by the Highways team for the national Pollinator Monitoring Scheme has been uploaded for 2023-2025, greatly increasing the contribution of Kent to this data set.

May saw the annual promotion of No Mow May through Plan Bee's communications channels. Sign-up to the initiative will be reviewed and reported on in due course.

Kent Plan Tree

Following the announcement that there would be no further funding through the Woodland Creation Accelerator Fund and the Local Authority Treescape Fund, work in this quarter has looked for other funding options to ensure the momentum of delivery against the Plan Tree targets can continue. However, funds are limited both in extent and money available.

Two applications have been submitted to The Tree Council:

- Trees Outside Woodland Fund (£39,557) – to plant around 6,000 whips and 100 standard fruit trees
- Network Rail Community Tree Planting Fund (£9,998) – to plant approximately 250 Dutch Elm Disease Resistant Elm Cultivars to continue the Elm Heritage Kent project.

The team has also supported Hextable Parish Council and Tunbridge Wells & Rusthall Commons to submit funding bids to The Tree Council and Tunbridge Wells Borough Council respectively, for their own tree planting projects.

The team has also been visiting planting sites to survey survival of trees – not only to monitor success rate but also to identify how many new trees need to be planted to mitigate this loss (as per the requirements of the tree grants). Re-planting sites need to be identified for some of the failed areas.

Approximately 1,000 trees will need to be replanted as a result of failures due to vandalism, poor grounds maintenance and natural loss. Three schools have applied for free trees from the Woodland Trust to mitigate their losses, reducing the number of trees that the team need to replant to around 500.

Visits also included aftercare and maintenance work at a number of sites that were experiencing difficulties, with many sites suffering larger than expected losses this year due to the prolonged dry, hot weather.

Work to identify planting sites suitable for potential funding has been ongoing, working with a range of partners including Canterbury City Council, Medway Council and Dartford Borough Council. Project plans are being developed ready for the funding being approved.

The team is partnering with Butterfly Conservation on a project funded by Folkestone & Hythe District Council Green Grant to replant Elm trees on the Royal Military Canal at West Hythe. The plans are in progress for planting this winter.

The team supported Gravesham Borough Council (GBC) to deliver a tree seed gathering event at Camer Park, as part of a trial for GBC to start growing their own tree stock from local sources. Approximately 15 volunteers attended the event and several hundred seeds were collected and processed for propagating. The aim is for the new trees to be replanted back at Camer Park.

The Plan Tree team have been asked to work with the Straits Committee to collaborate on the conservation of native heritage trees – work will commence on this later in the year and into 2026.

Kent Plan Sea

Work has commenced on drafting an outline Plan Sea for consideration by partners in October. The intention is to establish a framework for marine nature recovery that allows the extension of the LNRS to the marine waters of Kent. Stakeholder networks have been established during the LNRS planning phase and some priorities have already been put forward for consideration. A literature review is being written, and the Plan's direction will be steered with stakeholder input during a workshop held in October.

Ecological Advice Service

Work has continued in providing ecological advice to all the Local Planning Authorities in Kent. 895 consultation responses were provided during this quarter and of those responses 96 required consideration for Biodiversity Net Gain.

Kent Country Parks (KCP)

We are delighted that KCPs scooped six Gold Awards at this year's South & South East in Bloom Awards – Shorne Woods, Lullingstone, Brockhill, Pegwell Bay, Trosley and Grove Ferry. Even better was that Grove Ferry won Country Parks of the Year for its category.

Summer was busy with visitors and events with plenty of positive feedback. £85k of DEFRA funding has been secured for Trosley to improve path surfacing and access for visitors. We are hoping to secure additional funding for another Changing Spaces toilet.

Countryside Management Partnerships (CMP)

CMPs have been busy delivering projects across the county with a large variety of partners. Kentish Stour Countryside Project are in the final stages of preparing a Stage 1 landscape Heritage Lottery Fund bid for the Stour Valley. If successful this will fund an 18-month development stage which will lead to a stage 2, 5 year project application.

Explore Kent

Explore Kent's digital presence continued to grow steadily across all platforms during Quarter 2 as follows:

- Instagram: 7,322 followers
- Facebook: 11,654 followers
- LinkedIn: 324 followers

The website explorekent.org recorded over 84,000 views and 6,700 route guide downloads. Southeast Coast Path channels also saw positive engagement with 1,160 Facebook followers and 420 Instagram followers.

Throughout the quarter, popular areas of interest among website visitors included:

- locations for bluebell walks,
- paddleboarding and watersports,
- information on the King Charles III England Coast Path,
- resources related to public rights of way.

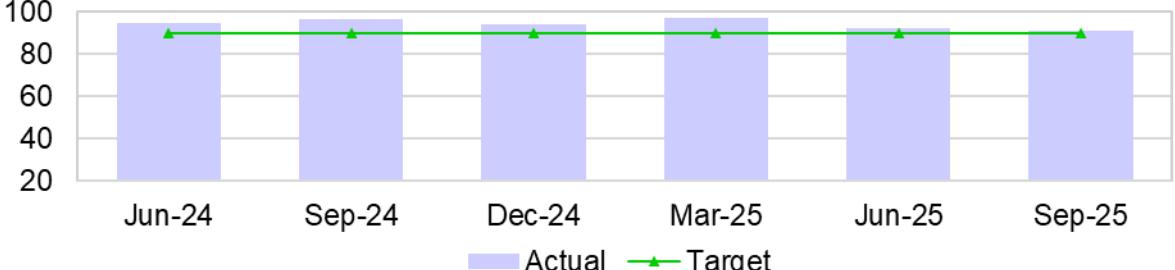
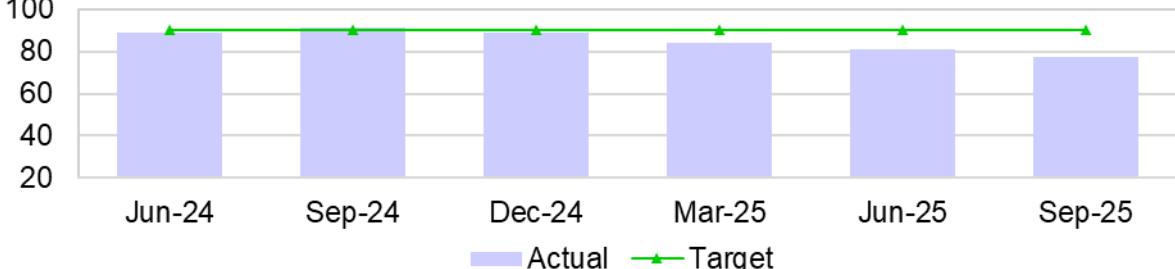
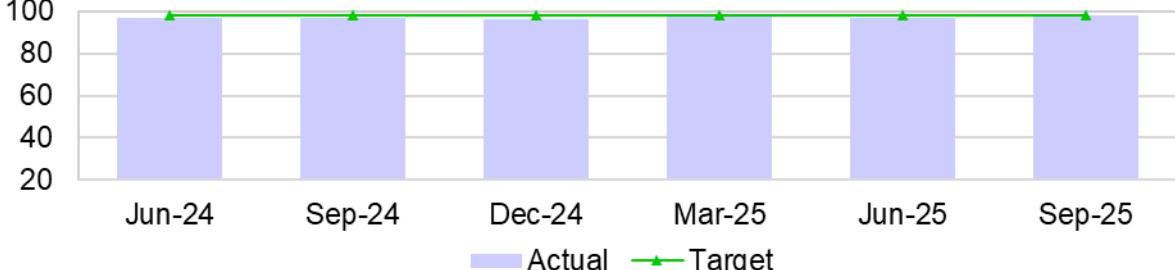
Health and Nature Network

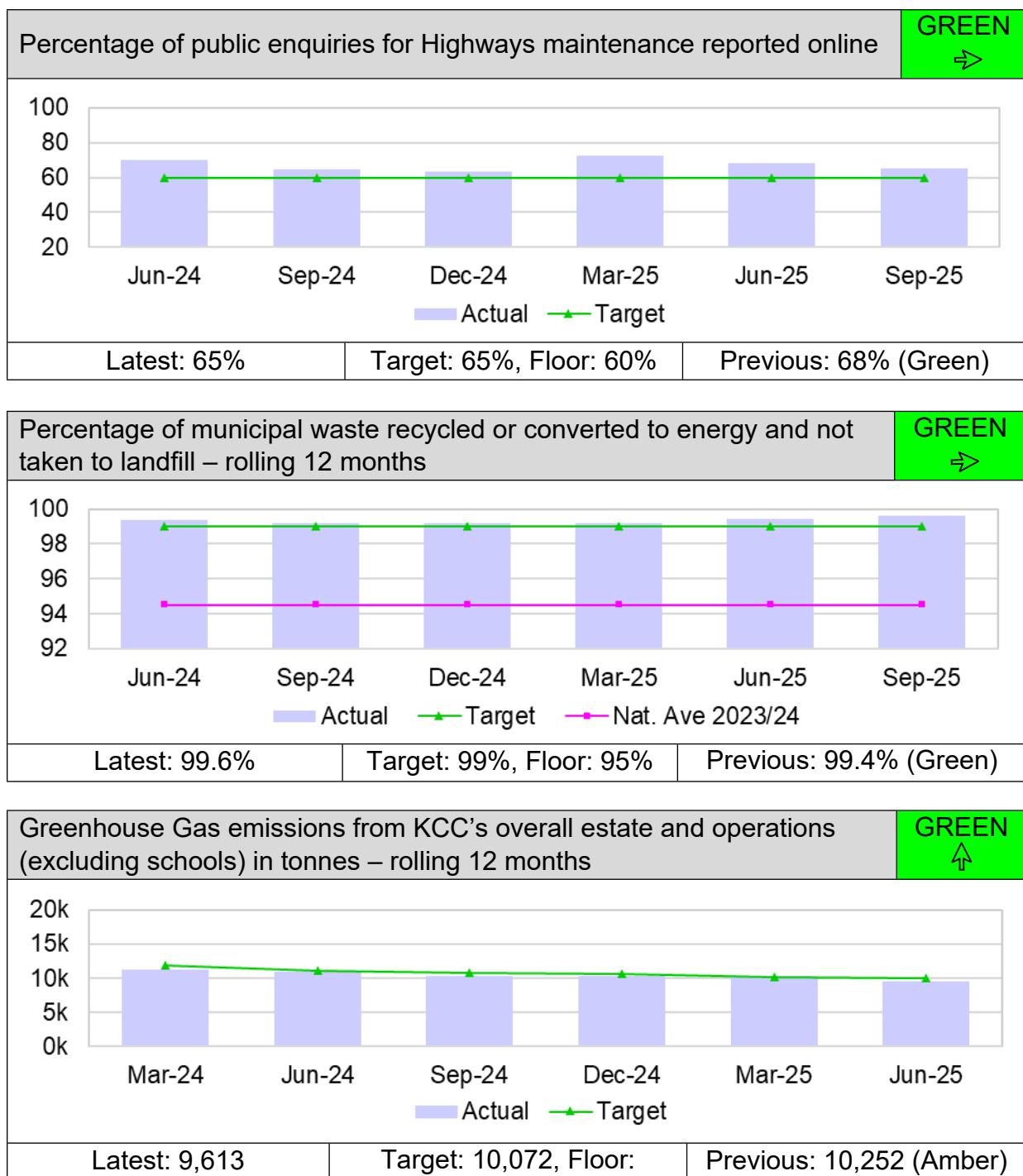
During Quarter 2, the network began recruiting for a new Health and Nature Officer role, which is being funded by Public Health. The network has also been awarded £100k to deliver a health and nature fund, and training to increase capacity for health and nature interventions across Kent.

Explore Kent Projects include:

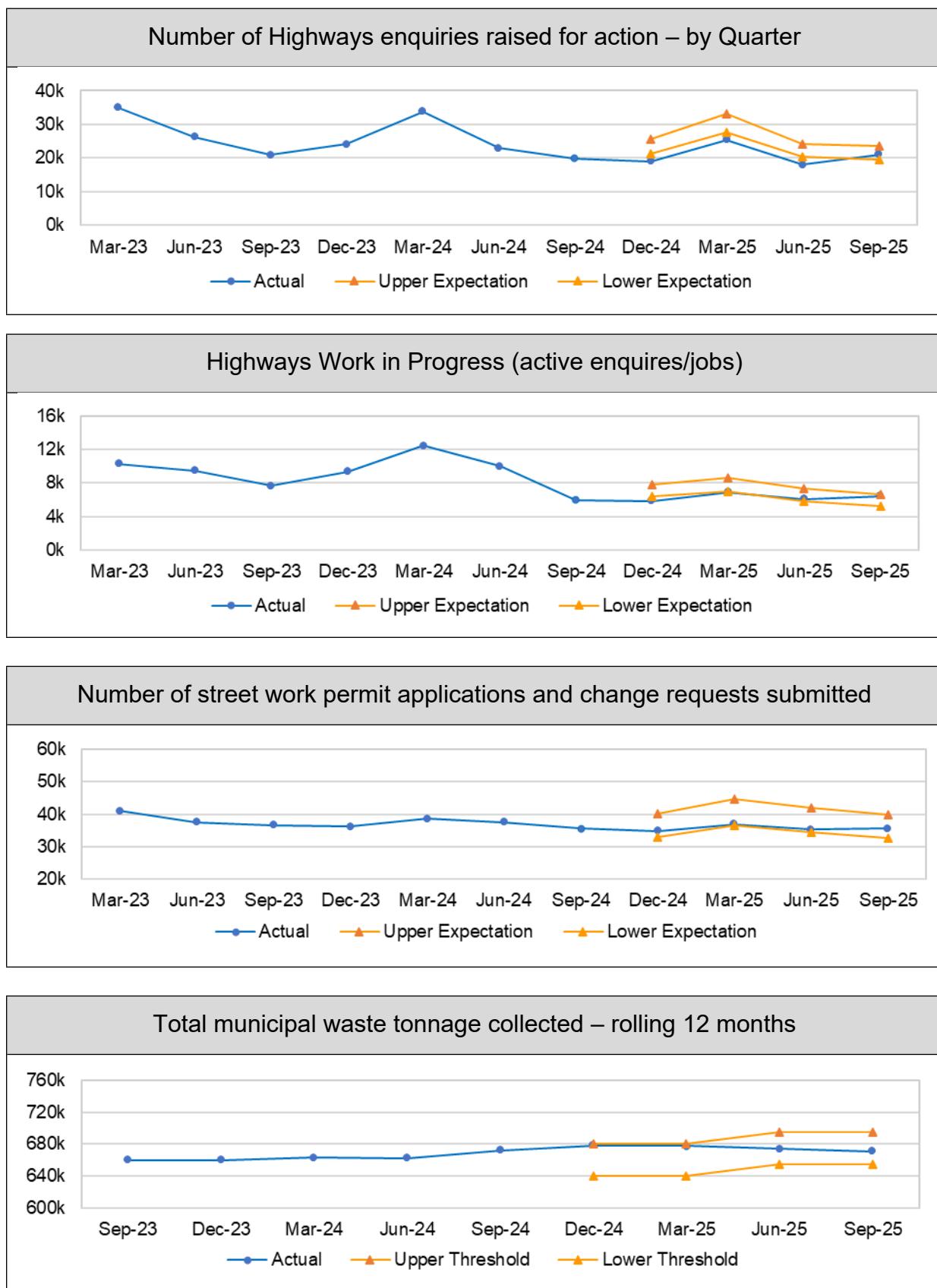
- Development of a 4-mile walking guide for Swanscombe, featuring marshland, nature reserves, and green spaces: [Swanscombe Peninsula Trail - Explore Kent](#), through funding from the King Charles III England Coast Path (KCIIIIECP).
- Launching of the KCIIIIECP Coast Path Challenge in August to promote outdoor activity. Prizes were sponsored by Shepheard Neame, Chatham Dockyard, Quiz Trails, and English Heritage. Total distance walked was 2,256km.
- Collaboration on a DEFRA-funded accessibility project, producing presenter-led videos and creating three new accessible walking routes along the coast, set to launch in Quarter 3.
- Presenting at the Active Kent & Medway Annual Conference, highlighting the Southeastern Customer and Community Improvement Fund project in Gravesham, which aimed to connect diverse communities to the coast path via rail stations.
- Promotion of the Junior Cycle Challenge over the summer, with children earning certificates for cycling distances between 5km and 10km.
- Engagement of partners to identify top walking and cycling routes, hidden gems, and cycle-friendly attractions. These insights will inform new itineraries launching in Spring to encourage outdoor recreation.

Key Performance Indicators

| Percentage of routine pothole repairs completed within 28 days | | | GREEN ➡ | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------|-----------------------|---------|------------|------------|--------|----|----|--------|----|----|--------|----|----|--------|----|----|--------|----|----|--------|----|----|--|
|  <table border="1"> <thead> <tr> <th>Period</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Jun-24</td><td>91</td><td>90</td></tr> <tr><td>Sep-24</td><td>89</td><td>90</td></tr> <tr><td>Dec-24</td><td>88</td><td>90</td></tr> <tr><td>Mar-25</td><td>90</td><td>90</td></tr> <tr><td>Jun-25</td><td>87</td><td>90</td></tr> <tr><td>Sep-25</td><td>88</td><td>90</td></tr> </tbody> </table> | | | Period | Actual (%) | Target (%) | Jun-24 | 91 | 90 | Sep-24 | 89 | 90 | Dec-24 | 88 | 90 | Mar-25 | 90 | 90 | Jun-25 | 87 | 90 | Sep-25 | 88 | 90 | |
| Period | Actual (%) | Target (%) | | | | | | | | | | | | | | | | | | | | | | |
| Jun-24 | 91 | 90 | | | | | | | | | | | | | | | | | | | | | | |
| Sep-24 | 89 | 90 | | | | | | | | | | | | | | | | | | | | | | |
| Dec-24 | 88 | 90 | | | | | | | | | | | | | | | | | | | | | | |
| Mar-25 | 90 | 90 | | | | | | | | | | | | | | | | | | | | | | |
| Jun-25 | 87 | 90 | | | | | | | | | | | | | | | | | | | | | | |
| Sep-25 | 88 | 90 | | | | | | | | | | | | | | | | | | | | | | |
| Latest: 91% | Target: 90%, Floor: 80% | Previous: 92% (Green) | | | | | | | | | | | | | | | | | | | | | | |
| Percentage of routine highway repairs reported by residents completed within 28 days | | | RED ⬇ | | | | | | | | | | | | | | | | | | | | | |
|  <table border="1"> <thead> <tr> <th>Period</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Jun-24</td><td>85</td><td>90</td></tr> <tr><td>Sep-24</td><td>85</td><td>90</td></tr> <tr><td>Dec-24</td><td>86</td><td>90</td></tr> <tr><td>Mar-25</td><td>83</td><td>90</td></tr> <tr><td>Jun-25</td><td>79</td><td>90</td></tr> <tr><td>Sep-25</td><td>77</td><td>90</td></tr> </tbody> </table> | | | Period | Actual (%) | Target (%) | Jun-24 | 85 | 90 | Sep-24 | 85 | 90 | Dec-24 | 86 | 90 | Mar-25 | 83 | 90 | Jun-25 | 79 | 90 | Sep-25 | 77 | 90 | |
| Period | Actual (%) | Target (%) | | | | | | | | | | | | | | | | | | | | | | |
| Jun-24 | 85 | 90 | | | | | | | | | | | | | | | | | | | | | | |
| Sep-24 | 85 | 90 | | | | | | | | | | | | | | | | | | | | | | |
| Dec-24 | 86 | 90 | | | | | | | | | | | | | | | | | | | | | | |
| Mar-25 | 83 | 90 | | | | | | | | | | | | | | | | | | | | | | |
| Jun-25 | 79 | 90 | | | | | | | | | | | | | | | | | | | | | | |
| Sep-25 | 77 | 90 | | | | | | | | | | | | | | | | | | | | | | |
| Latest: 77% | Target: 90%, Floor: 80% | Previous: 81% (Amber) | | | | | | | | | | | | | | | | | | | | | | |
| Emergency highway incidents attended within 2 hours of notification | | | GREEN ➡ | | | | | | | | | | | | | | | | | | | | | |
|  <table border="1"> <thead> <tr> <th>Period</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Jun-24</td><td>95</td><td>98</td></tr> <tr><td>Sep-24</td><td>94</td><td>98</td></tr> <tr><td>Dec-24</td><td>95</td><td>98</td></tr> <tr><td>Mar-25</td><td>95</td><td>98</td></tr> <tr><td>Jun-25</td><td>94</td><td>98</td></tr> <tr><td>Sep-25</td><td>95</td><td>98</td></tr> </tbody> </table> | | | Period | Actual (%) | Target (%) | Jun-24 | 95 | 98 | Sep-24 | 94 | 98 | Dec-24 | 95 | 98 | Mar-25 | 95 | 98 | Jun-25 | 94 | 98 | Sep-25 | 95 | 98 | |
| Period | Actual (%) | Target (%) | | | | | | | | | | | | | | | | | | | | | | |
| Jun-24 | 95 | 98 | | | | | | | | | | | | | | | | | | | | | | |
| Sep-24 | 94 | 98 | | | | | | | | | | | | | | | | | | | | | | |
| Dec-24 | 95 | 98 | | | | | | | | | | | | | | | | | | | | | | |
| Mar-25 | 95 | 98 | | | | | | | | | | | | | | | | | | | | | | |
| Jun-25 | 94 | 98 | | | | | | | | | | | | | | | | | | | | | | |
| Sep-25 | 95 | 98 | | | | | | | | | | | | | | | | | | | | | | |
| Latest: 98% | Target: 98%, Floor: 95% | Previous: 97% (Amber) | | | | | | | | | | | | | | | | | | | | | | |



Activity indicators



| Children, Young People and Education (Education and Skills) | | | | | | |
|--|-------------------|-------------------|------------|--------|--------|---|
| Cabinet Members | Beverley Fordham | | | | | |
| Corporate Director | Christine McInnes | | | | | |
| KPI Summary | GREEN 3 | AMBER 3 | RED | ↑ 2 | ⇒ 4 | ↓ |

Schools

Ofsted inspections are undergoing significant changes, with a move away from overall effectiveness judgments and a greater focus on specific areas like quality of education, behaviour and attitude, personal development, and leadership and management. Full inspections will replace ungraded inspections, and monitoring arrangements are also being revised. These changes aim to provide a more detailed and nuanced view of school performance. Changes came into effect in November 2025 with inspections paused until then. Report cards are replacing the previous judgement areas and grades and are based on a 5-point scale for different evaluation areas with a short summary of the inspectors' findings.

As of September 2025, The Education People (TEP) are now only responsible for school improvement for primary schools, with funding for core support to secondary and special schools having ceased in terms of school visits. Responsibility for school improvement relating to finance, attendance, and SEND have been passed over to the Assistant Directors for Education (ADE), as have Ofsted complaints.

Communication around SEND support, processes and activity continue to be signposted to headteachers through TEP funded headteacher briefings and newsletters. Senior advisers engage with the wider SEND team through priority school meetings, weekly ADE meetings and where there is a 'Team Around the School'. Summary data showed that common areas for development in primary schools include achievement in 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. The maths adviser has developed a bespoke maths project. Senior advisers have mapped which schools can access support from the maths hub, identifying schools that may benefit from support but are not able to access hub support. There is individual contact with these schools to encourage engagement in the Raising Attainment in Maths project

Early Years

Ofsted inspections of Early Years Providers have not changed, with the overall effectiveness outcome grade remaining. In Kent, 99% (519 out of 525) of childcare settings on non-domestic premises are graded good or better, which is one percentage point above national.

In the 2025 Summer term, the take up of Free for Two claims against those potentially eligible on the Department for Work and Pensions (DWP) list decreased to 55.0% with 2,171 children being funded compared to 67.8% last summer.

During Quarter 2, the Early Years and Childcare Service continued to focus on the implementation of the recommendations from the KCC Early Years Review, Area Three: Implement the Revised Model of Universal Support, and Area Four: Develop Ordinarily Available Provision.

The vast majority (86%) of Professional Conversations for early years group settings were completed by the end of September by the Early Years Quality Advisers. The Childminding Quality and Sufficiency Team continues to offer support to over 830 childminders across the county who are registered to care for early years children and those of school age requiring wraparound care. During September 2025, they completed 127 contacts.

The universal support offer now emphasizes ongoing, tailored assistance from each provider's assigned adviser, based on their specific context and identified development needs. All advisers have supported settings with understanding and accessing the Professional Resource Group (PRG) when reflective discussions indicate that additional targeted or specialist support is appropriate.

The Early Years and Childcare Service's Threads of Success training programme remains primarily virtual, as ongoing recruitment and retention challenges continue to limit providers' ability to attend in-person sessions, even when fully funded.

SEND (Special Educational Needs and Disability)

Based on the rolling 12-month average to September 2025, **66%** (1,026 out of 1,566) of Education, Health, and Care Plans (EHCPs) were issued within 20 weeks excluding exceptions. In the single month of September, 44% of plans (82 out of 185) were issued within timescale.

The rolling 12-month average continues to remain well above national averages, although it has seen a regression since the last quarter. This was predominantly as a result of limited capacity within the Education Psychology service, who have been undertaking significant work to meet this demand. While internal monitoring is suggesting that this bottleneck has now been successfully addressed, the unavoidable lag as older cases are now cleared will likely suppress this KPI for one further reporting quarter. SEN Officers are engaging directly with DfE colleagues to ensure this area is being actively monitored and appropriately managed.

The proportion of annual reviews waiting less than 12 months has seen a small improvement from 63% in the previous quarter to **66%**, although it remains below the newly increased target of 75%. Internal reorganisation of casework teams into dedicated Phase Transfer and Annual Review teams has been completed, with some smaller scale recruitment activity to fully transition this area of the service away from agency support. This redistribution will allow the new teams to focus on either the year-long statutory function of Phase Transfer or the rolling transactional Annual Review workload; previously, staff were required to continually balance both requirements, often at the expense of Annual Review completion. This adjustment is anticipated to provide sufficient dedicated capacity to see this KPI continue to improve.

The percentage of pupils with EHCPs being placed in independent or out of county special schools, at 10.3% remains higher than the target of 9.0%. As previously reported, Kent continues to feel the effect of the delayed provision of two new special schools, leading to a continued over-reliance on independent specialist provision to compensate. Both schools were anticipated to open in September 2026 but have been delayed beyond September 2027 due to various issues concerning the proposed sites and DfE agreeing Heads of Terms (the initial agreement). This area is therefore likely to remain below target for the foreseeable future.

Wider Early Help

Ninety-six pupils were permanently excluded during the rolling 12-month period to 30th September 2025, which equates to 0.04% of the school population and remains significantly below the latest DfE published national average of 0.13% (2023/24). Thirty-three were issued to 'primary' phase pupils and sixty-three to 'secondary' phase pupils. Dartford (25), Sevenoaks (12) and Tonbridge and Malling (12) were the districts with the highest number of pupils permanently excluded from school.

In the first month of the new Academic Year twelve pupils were permanently excluded from school compared to 8 the previous year.

KPAS continues its work regarding suspensions and permanent exclusions. Common themes are identified and additional processes developed to support schools to ensure all alternative 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.

Exclusion Intervention Advisors (EIAs) provide 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. More recently, EIAs have been promoting Trauma Informed Behaviour Policies and delivered several training sessions to In-Year Fair Access Panels, Governing Bodies and at Headteacher meetings.

The First-Time Entrants to the Youth Justice System in September 2025 was 172 per 100,000 (rolling 12-month figure) which equates to 279 young people.

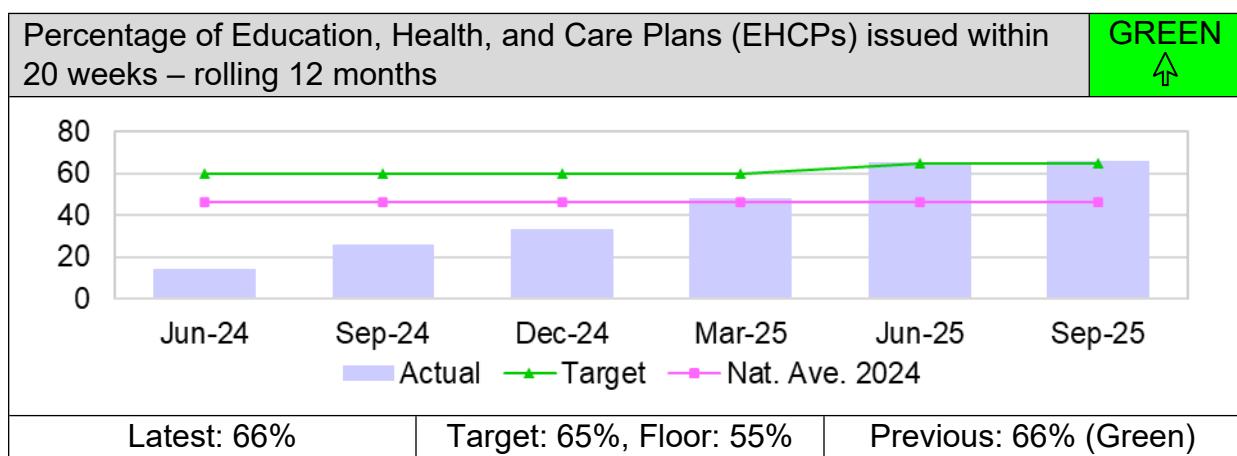
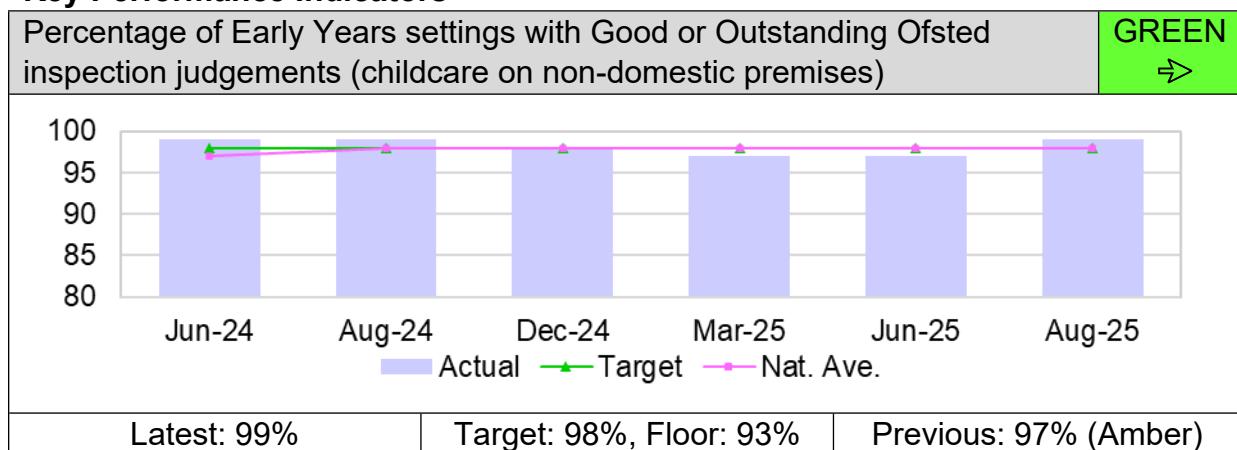
Kent Youth Justice and Adolescent Early Help continue to embed and develop, with Kent Police, a range of effective and appropriate prevention and diversion interventions for children who can be dealt with out of court.

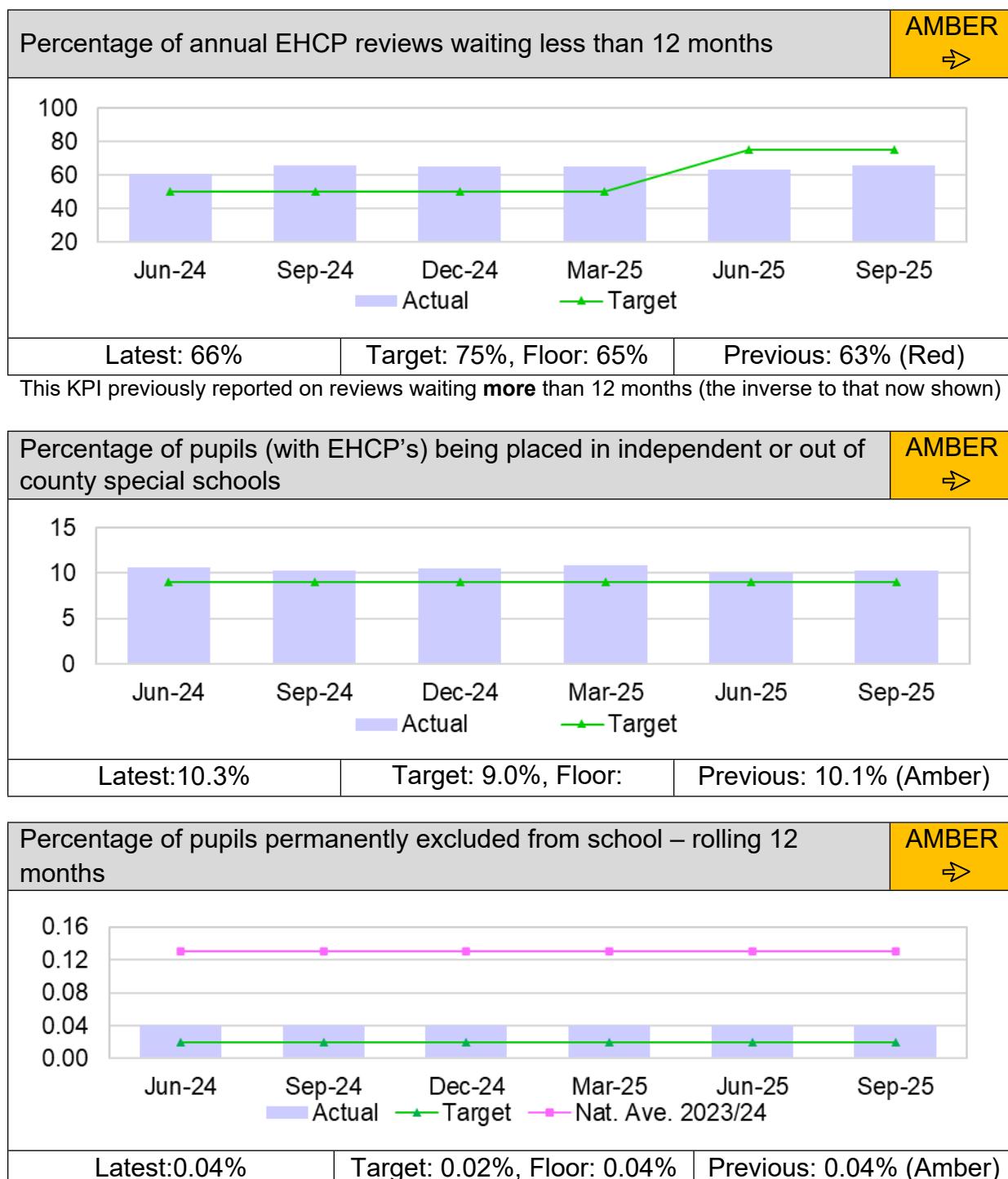
Over the past five quarters, there has been a sustained reduction in first-time entrants; however, Quarter 2 saw a slight increase. As noted previously, a revised national Police Child Gravity Matrix has been introduced alongside a new Kent Out of Court screening process. These changes mean that more outcomes for children are now determined by a multi-agency decision-making panel following a robust assessment, rather than through informal resolutions issued by Kent Police.

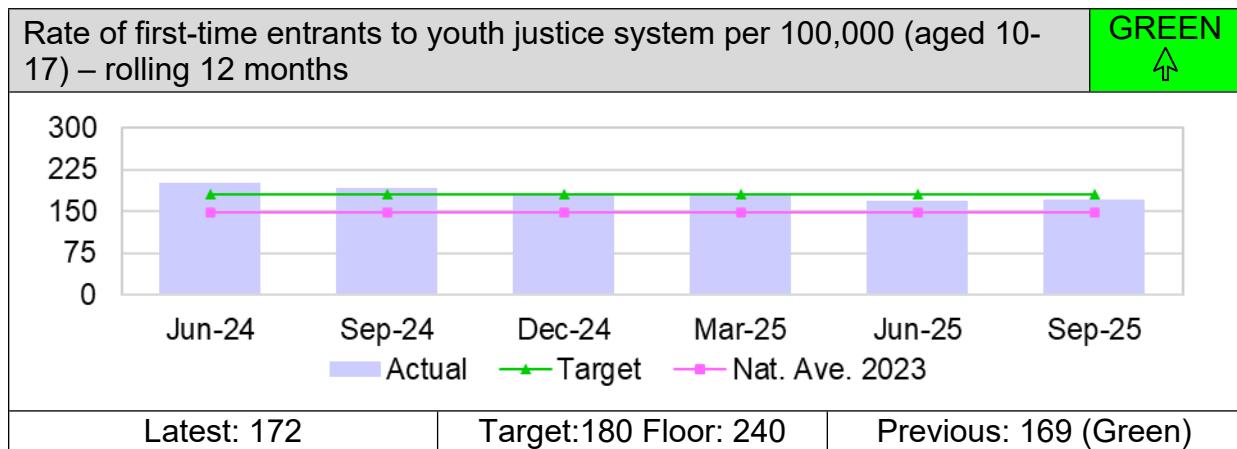
The more robust out-of-court resolutions can include outcomes that make some children 'first-time entrants.' While these new processes have contributed to the recent increase, the full impact of deferred outcomes has yet to be realised, and this is expected to drive a future decrease in first-time entrants. During this transitional phase of implementing and embedding these approaches in Kent, it remains unclear which processes will have the greatest influence on the overall trend.

The monitoring of first-time entrants is part of the performance framework of the Kent County Youth Justice Board. Consequently, the recent increase will be presented at the December board, and the impact of the policy and processes will continue to be monitored.

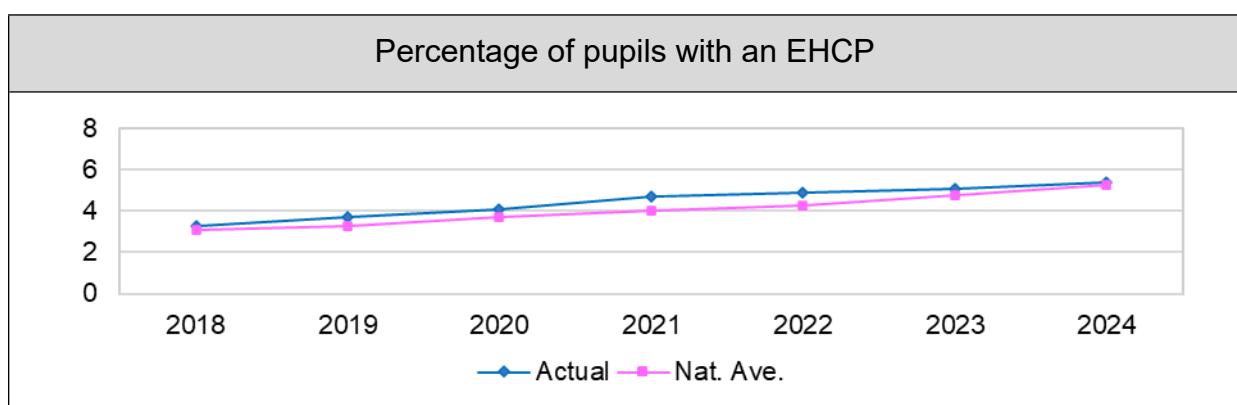
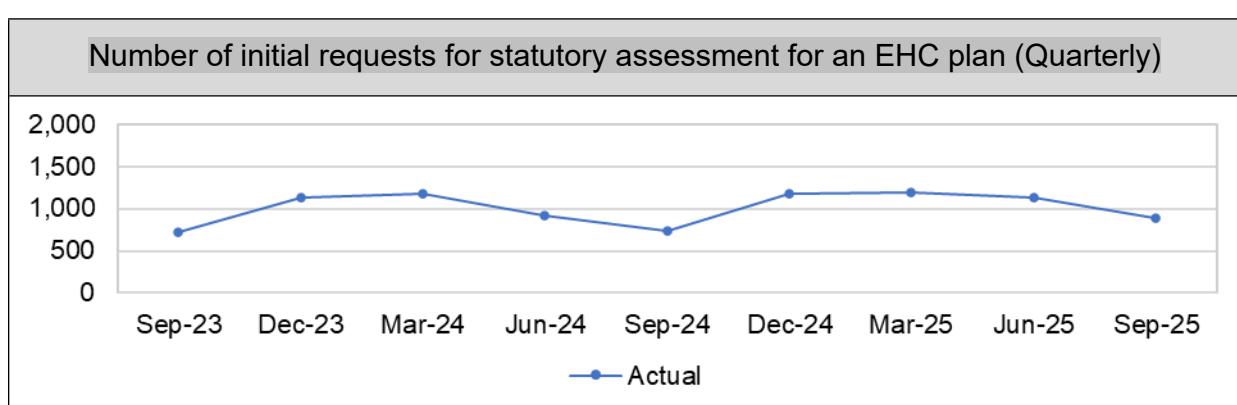
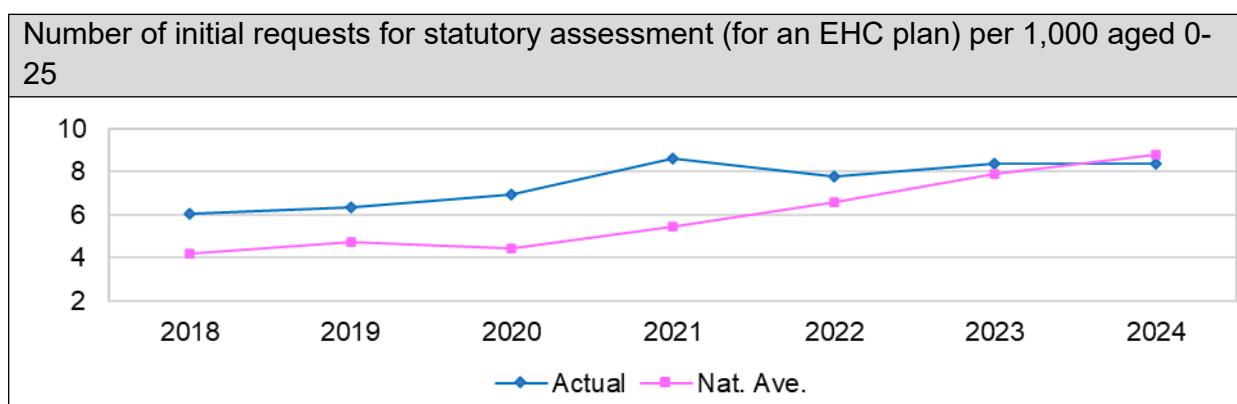
Key Performance Indicators

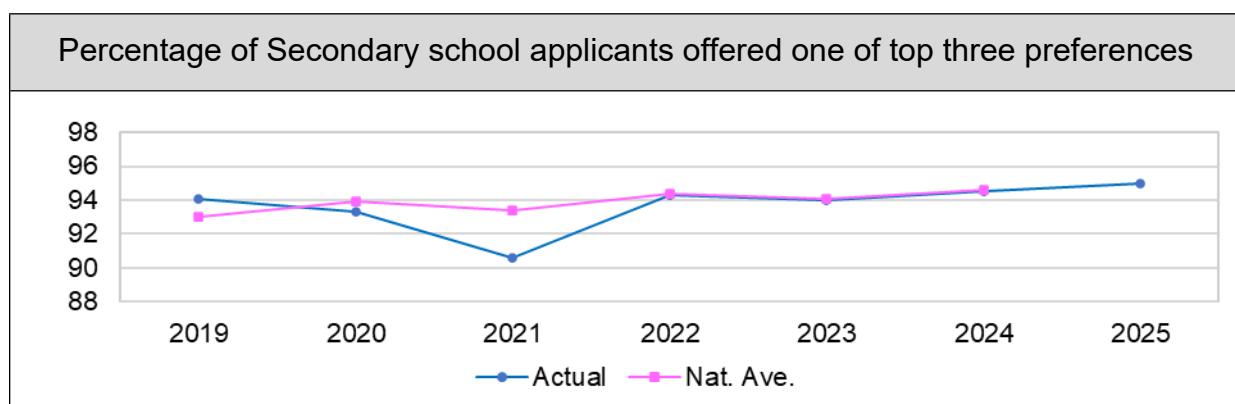
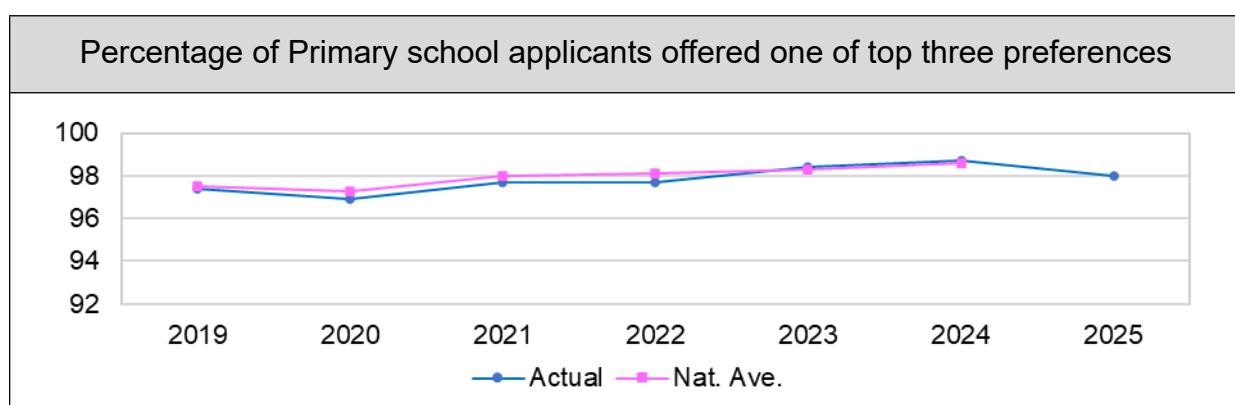
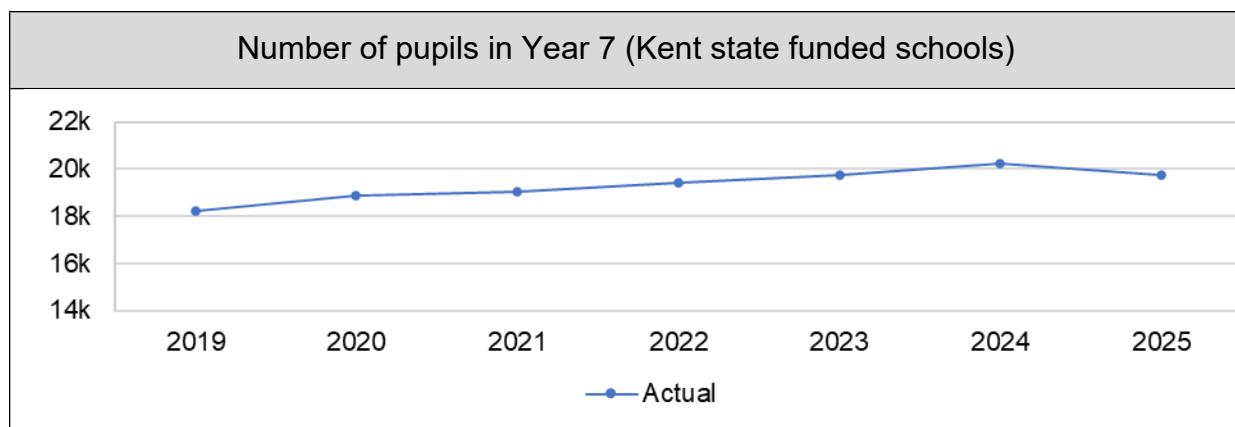
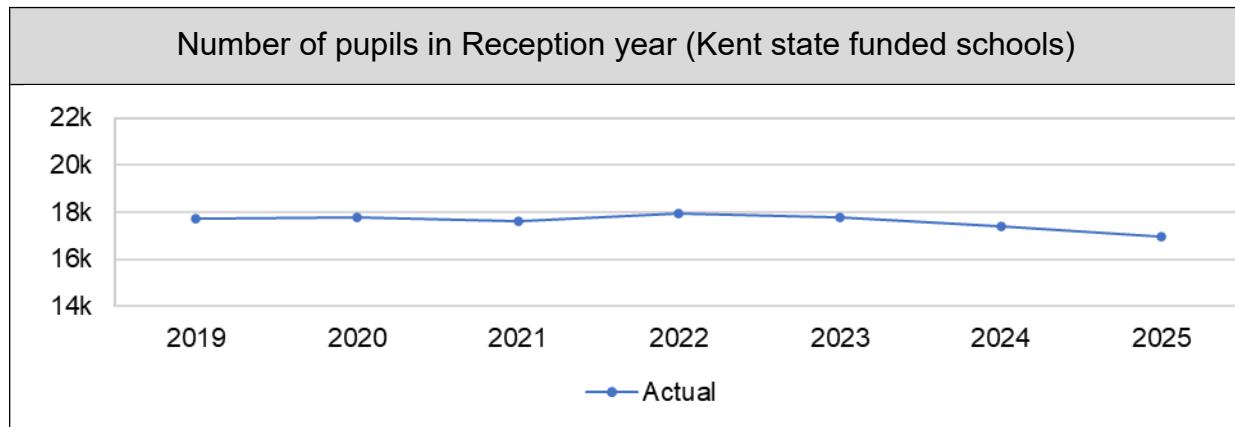


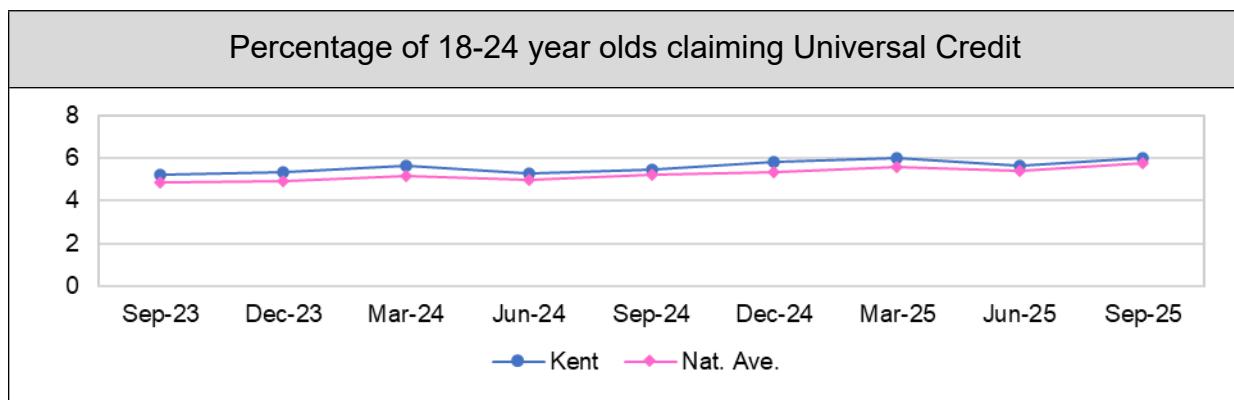
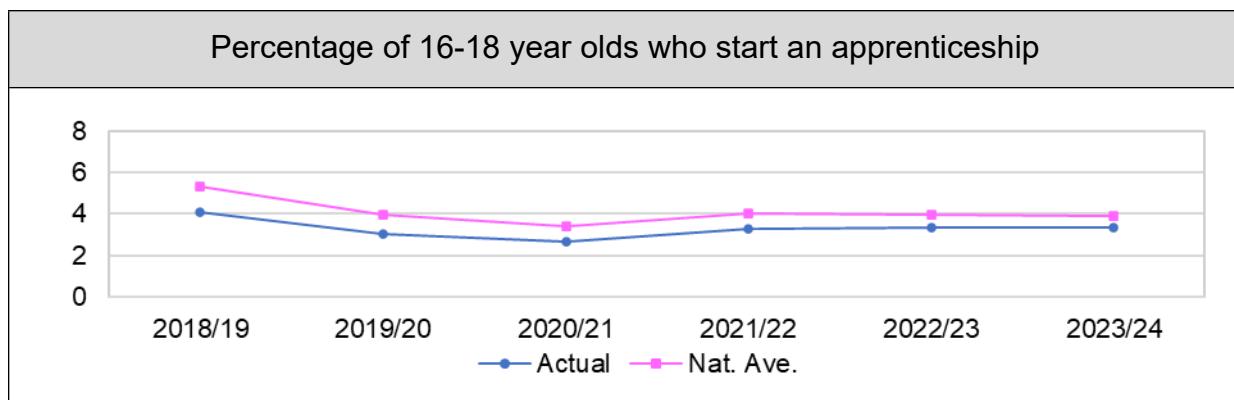
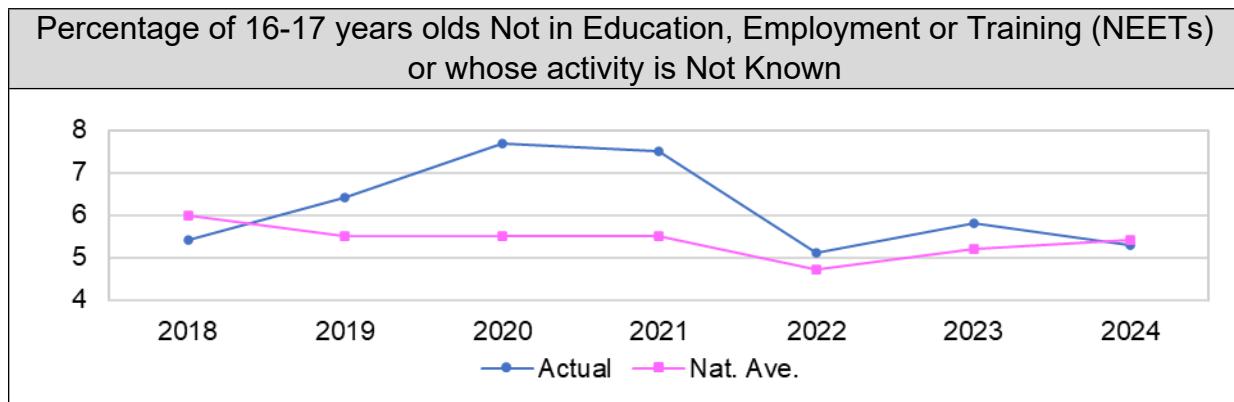




Activity indicators







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

| | |
|---------------------------|------------------|
| Cabinet Members | Christine Palmer |
| Corporate Director | Sarah Hammond |

| KPI Summary | GREEN | AMBER | RED | ↑ | ↗ | ↓ |
|-------------|-------|-------|-----|---|---|---|
| | 2 | 4 | 1 | 2 | 3 | 2 |

Early Help

At the end of September 2025, there were 2,009 family cases open to Early Help units, providing support for 4,257 children and young people under the age of 18. This is a 3.2% decrease in the number of families supported when compared to the end of the previous Quarter (2,075), and 4.9% fewer families than September 2024 (2,112).

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 **14.3%**, compared to 14.5% in the previous quarter, continuing to achieve the target of 15.0% or lower.

Children's Social Care - Staffing and Caseloads

On 30th September 2025, the number of open cases (including those for care leavers above the age of 18) was 11,202, a decrease of 84 children and young people when compared to the end of the previous Quarter (11,286).

There were 6,009 referrals to children's social care services in the quarter, a 3.7% increase when compared to the previous Quarter (5,794) and 2.4% lower than Quarter 2 last year (5,869). The rate of re-referrals within 12 months for the 12 months to September 2025 was **21.9%**, compared to 22.0% the previous Quarter, continuing to achieve the target of 25.0% or lower. This compares to the latest England average of 22.6% for 2024/25.

The percentage of case-holding social worker posts held by permanent qualified social workers employed by Kent County Council is **77.9%** an improvement from 73.3% the previous quarter and now above the floor standard of 75.0%. Previous data indicates a seasonal trend for Social Worker numbers at certain points of the year which is aligned with the cycle of recruitment with the completion of The Approach to Social Work and Social Work Step-Up programmes along with a new intake of Newly Qualified Social Workers.

Child Protection

On 30th September 2025, there were 1,165 children subject to a child protection plan, a reduction of 9 children from the end of the previous Quarter (1,174). The rate per 10,000 children (aged 0-17) was 32.8, which remains below the last published rate for England of 40.6 (31st March 2025).

Children in Care

The number of non-UASC children in care increased by 12 in the Quarter to 1,462.

The number of unaccompanied asylum-seeking children (UASC) in care increased by 92 to 530, with some of these young people awaiting transfer to another local authority under the National Transfer Scheme (NTS). The percentage of NTS Referrals made within 2 working days of a referral to KCC was **87.5%**, against a target of 90.0%.

| Status | Sep-24 | Dec-24 | Mar-25 | Jun-25 | Sep-25 |
|------------------|-------------|-------------|-------------|-------------|-------------|
| Non-UASC | 1431 | 1411 | 1442 | 1450 | 1462 |
| UASC | 476 | 540 | 448 | 438 | 530 |
| Total | 1907 | 1951 | 1890 | 1888 | 1992 |
| Gender | | | | | |
| Male | 1248 | 1287 | 1206 | 1207 | 1306 |
| Female | 656 | 661 | 680 | 678 | 683 |
| Non-binary | 3 | 3 | 4 | 3 | 3 |
| Age Group | | | | | |
| 0 to 4 | 245 | 247 | 272 | 270 | 280 |
| 5 to 9 | 230 | 220 | 226 | 232 | 234 |
| 10 to 15 | 617 | 627 | 615 | 615 | 604 |
| 16 to 17 | 815 | 857 | 777 | 771 | 874 |
| Ethnicity | | | | | |
| White | 1305 | 1268 | 1272 | 1286 | 1285 |
| Mixed | 114 | 110 | 120 | 117 | 118 |
| Asian | 26 | 30 | 32 | 31 | 34 |
| Black | 106 | 137 | 175 | 181 | 219 |
| Other | 356 | 406 | 291 | 273 | 336 |

The number of children in care placed in Kent by other local authorities (OLA) increased by 14 children over the Quarter to 1,240.

The percentage of Children in Care (excluding UASC) placed in KCC in-house foster care or with family/friends remains below the floor standard of 75.0%. For the 12 months to September 2025 performance for this measure was **69.3%** compared to 70.9% 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 requiring KCC to safely accommodate and care for all UAS children who arrive in Kent and are awaiting transfer on the National Transfer Scheme, some of KCC's fostering capacity has been used for this. The opening of Children's homes in Kent for UASC has freed up in-house fostering beds previously used for UASC. There are currently 20 in-house fostering beds still available for the UASC scheme; this is reviewed monthly with a plan to reduce further during the winter months when UASC demand usually reduces. This change in availability should lead to a gradual improvement in performance.

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. The scheme, which sees hub foster carers supporting other foster carers, launched in October 2024 and three Mockingbird 'constellations' are now live in South Kent, West Kent and East Kent. A fourth for North Kent is being explored but is dependent on the availability of ongoing funding. DfE funding for the Recruitment Hub is agreed for the rest of 2025/26.

As part of the Placement Sustainability Project the service is at the initial stages of developing a "Create a Room" Scheme, to support existing approved foster carers to create an additional bedroom for fostering. This has been combined with a project focusing on adaptations to foster carers homes to support foster carers to consider caring for disabled children with an aim to match five children currently living in residential care with a fostering family.

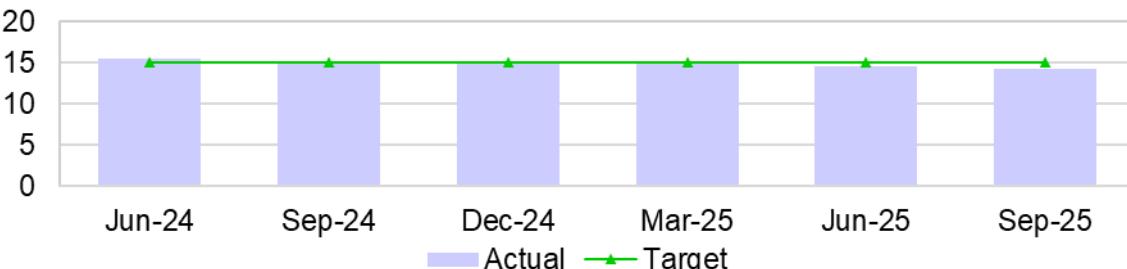
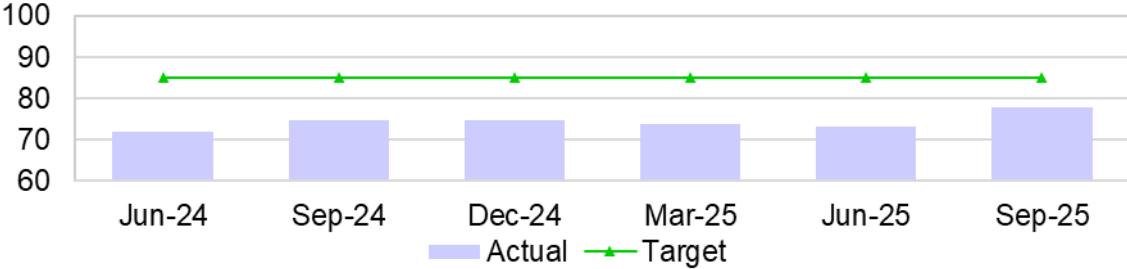
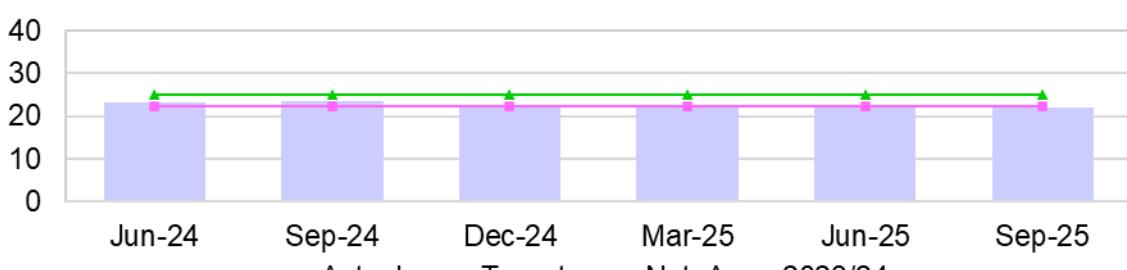
As of 30th September 2025, there were **593** approved fostering households, 81 of whom are approved Kinship Foster Carers. On Thursday 9th October 2025, Kent County Council's Fostering Service, as part of a partnership with 90 other Local Authorities across the UK, premiered 'The Run', a short film designed to inspire and motivate people to become foster carers for their council. The film was shown on the big screen at The Ashford Cinema in Elwick place and attended by foster carers, fostering staff and those interested in finding out more about fostering for Kent. The film can be accessed on <https://www.kentfostering.co.uk/introduction-to-fostering/what-is-fostering>

Care Leavers

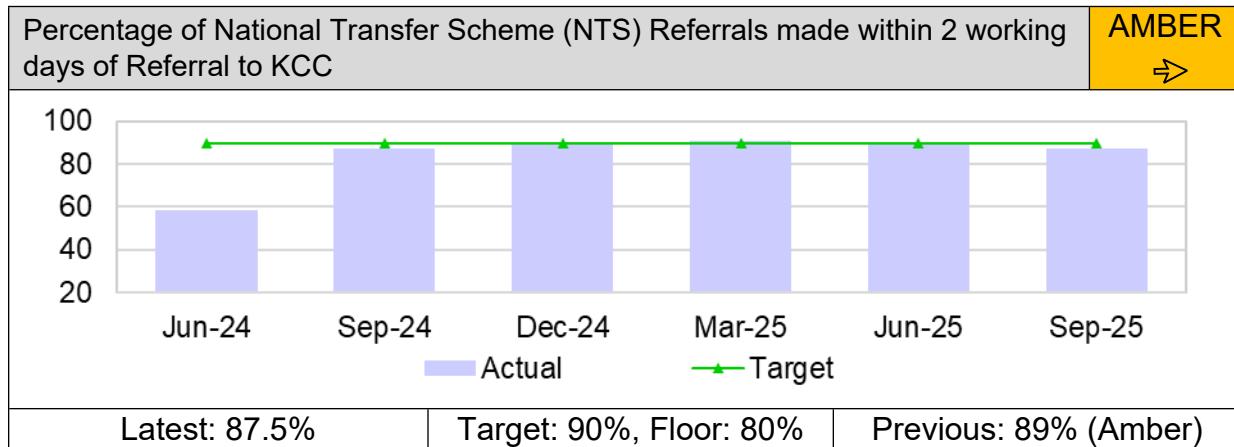
The number of care leavers at the end of September 2025 was 2,021, an increase of 23 from the previous Quarter. Of the 2,021 care leavers, 1,042 (51.6%) were non-UASC care leavers and 979 (48.4%) were UASC. At **56.5%**, the percentage of care leavers in education, employment or training remained below the target of 65.0%. The service has held a range of events focusing on a Future Aspirations Programme to improve the number of care leavers in Education, Training and Employment. This will continue to be the focus for National Care Leavers Month in November 2025, with a number of activities planned within the community to promote opportunities for care leavers.

A number of our unaccompanied young people remain without status (asylum claim not yet settled), having entered the country after 23rd 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 will have their applications prioritised.

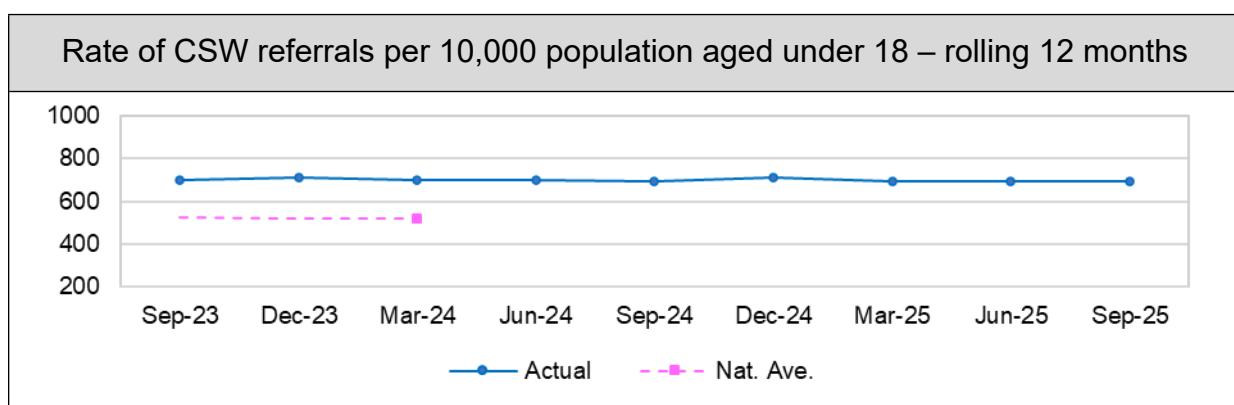
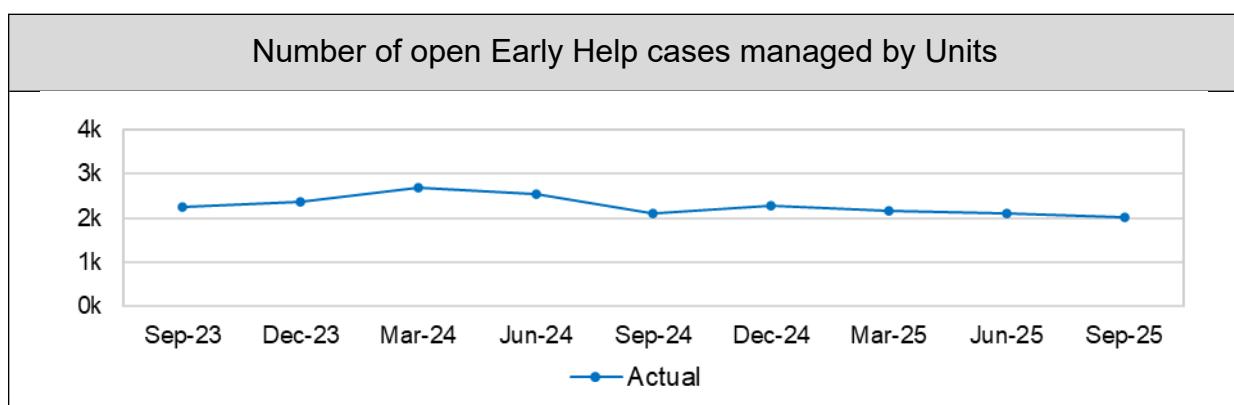
Key Performance Indicators

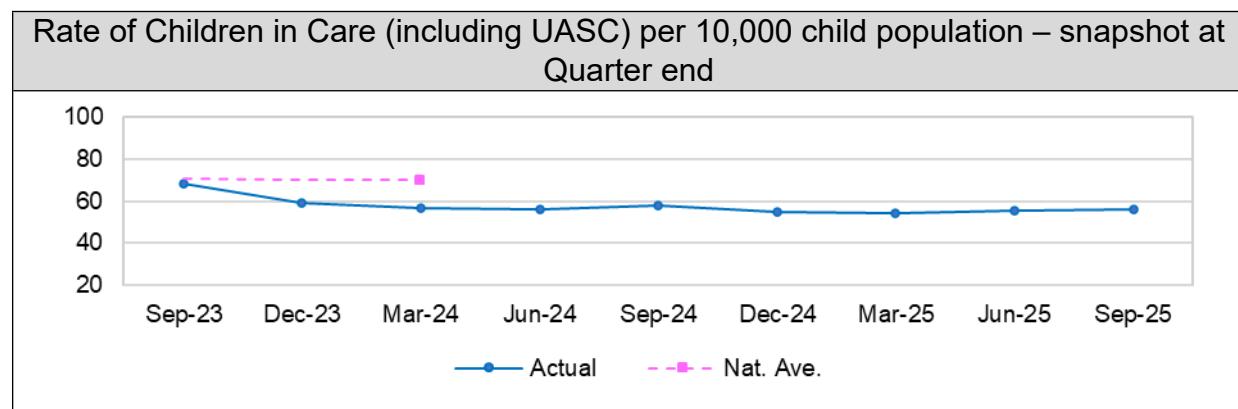
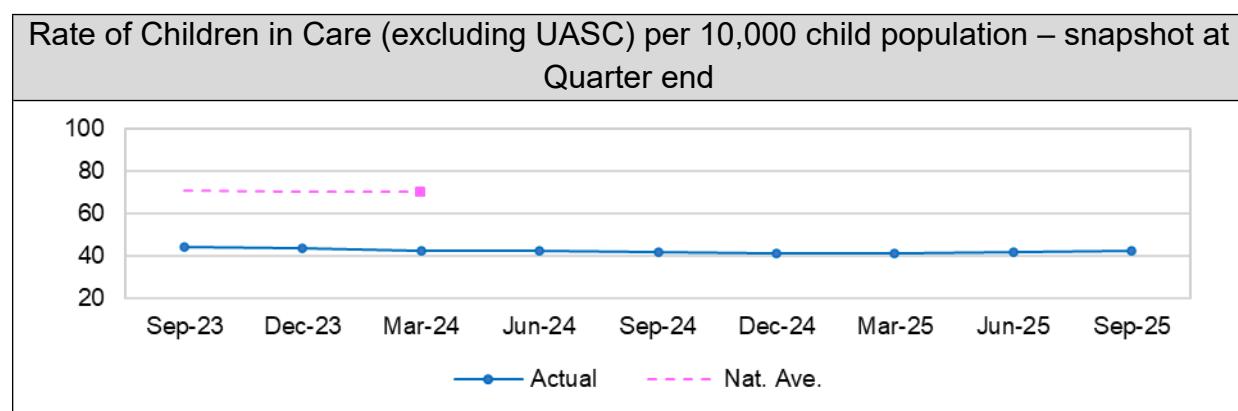
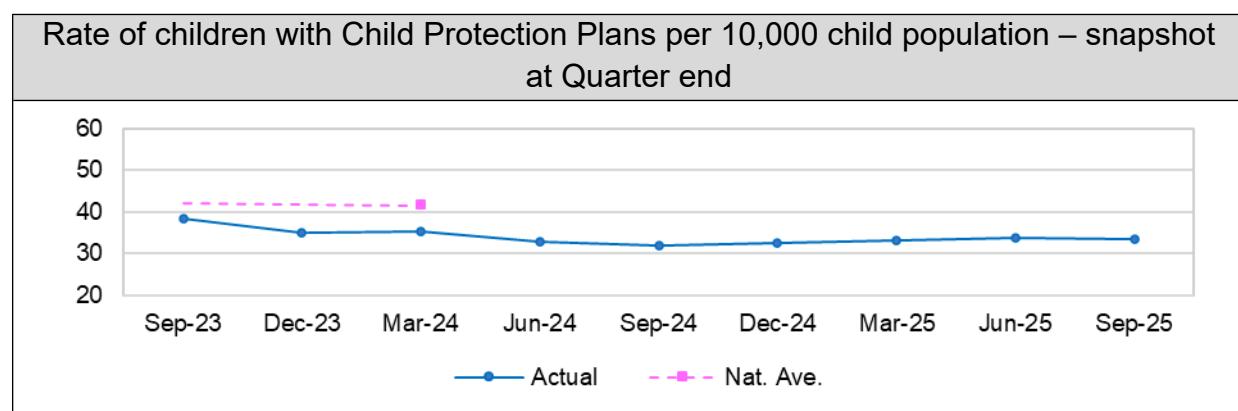
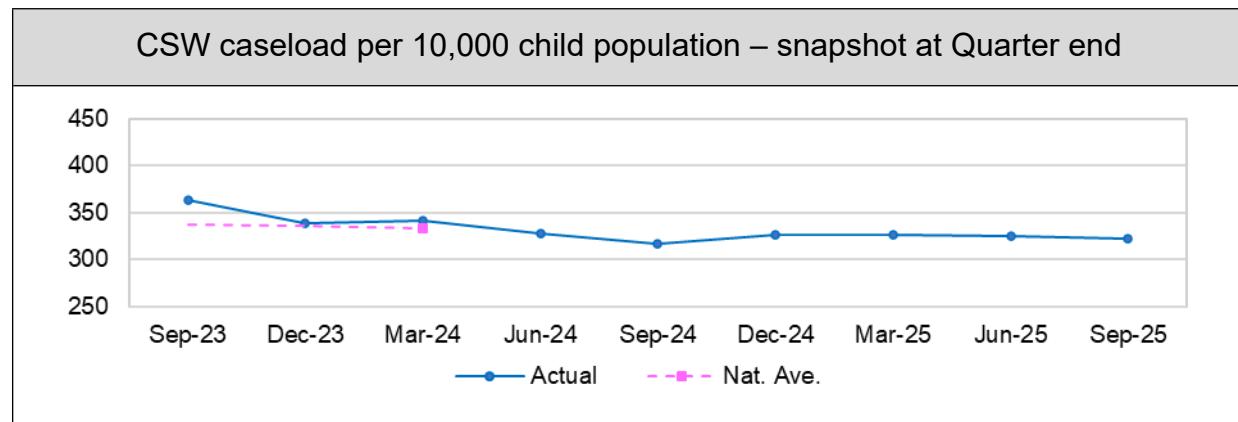
| Percentage of Early Help cases closed with outcomes achieved that come back to Early Help or Children's Social Work teams within 3 months | | | GREEN ↑ | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|------------|------------|-----------------------|------------|------------|-----------------------|--------|----|--------|------|--------|--------|------|----|--------|------|----|--------|--------|----|--------|------|--------|----|----|----|--------|----|----|----|--|
|  <table border="1"> <thead> <tr> <th>Period</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Jun-24</td><td>14.3</td><td>15</td></tr> <tr><td>Sep-24</td><td>14.3</td><td>15</td></tr> <tr><td>Dec-24</td><td>14.3</td><td>15</td></tr> <tr><td>Mar-25</td><td>14.3</td><td>15</td></tr> <tr><td>Jun-25</td><td>14.3</td><td>15</td></tr> <tr><td>Sep-25</td><td>14.3</td><td>15</td></tr> </tbody> </table> | | | Period | Actual (%) | Target (%) | Jun-24 | 14.3 | 15 | Sep-24 | 14.3 | 15 | Dec-24 | 14.3 | 15 | Mar-25 | 14.3 | 15 | Jun-25 | 14.3 | 15 | Sep-25 | 14.3 | 15 | | | | | | | | |
| Period | Actual (%) | Target (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun-24 | 14.3 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep-24 | 14.3 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dec-24 | 14.3 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar-25 | 14.3 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun-25 | 14.3 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep-25 | 14.3 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Latest: 14.3% Target: 15%, Floor: 20% Previous: 14.5% (Green) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Percentage of case holding posts filled by permanent qualified social workers | | | AMBER ⇒ | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  <table border="1"> <thead> <tr> <th>Period</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Jun-24</td><td>71</td><td>85</td></tr> <tr><td>Sep-24</td><td>73</td><td>85</td></tr> <tr><td>Dec-24</td><td>73</td><td>85</td></tr> <tr><td>Mar-25</td><td>73</td><td>85</td></tr> <tr><td>Jun-25</td><td>73</td><td>85</td></tr> <tr><td>Sep-25</td><td>77</td><td>85</td></tr> </tbody> </table> | | | Period | Actual (%) | Target (%) | Jun-24 | 71 | 85 | Sep-24 | 73 | 85 | Dec-24 | 73 | 85 | Mar-25 | 73 | 85 | Jun-25 | 73 | 85 | Sep-25 | 77 | 85 | | | | | | | | |
| Period | Actual (%) | Target (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun-24 | 71 | 85 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep-24 | 73 | 85 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dec-24 | 73 | 85 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar-25 | 73 | 85 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun-25 | 73 | 85 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep-25 | 77 | 85 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Latest: 77.9% Target: 85%, Floor 75% Previous: 73.3% (Red) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Percentage of children's social care referrals that were repeat referrals within 12 months | | | GREEN ↑ | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  <table border="1"> <thead> <tr> <th>Period</th> <th>Actual (%)</th> <th>Target (%)</th> <th>Nat. Ave. 2023/24 (%)</th> </tr> </thead> <tbody> <tr><td>Jun-24</td><td>22</td><td>25</td><td>23</td></tr> <tr><td>Sep-24</td><td>22</td><td>25</td><td>23</td></tr> <tr><td>Dec-24</td><td>21</td><td>25</td><td>23</td></tr> <tr><td>Mar-25</td><td>21</td><td>25</td><td>23</td></tr> <tr><td>Jun-25</td><td>21</td><td>25</td><td>23</td></tr> <tr><td>Sep-25</td><td>21</td><td>25</td><td>23</td></tr> </tbody> </table> | | | Period | Actual (%) | Target (%) | Nat. Ave. 2023/24 (%) | Jun-24 | 22 | 25 | 23 | Sep-24 | 22 | 25 | 23 | Dec-24 | 21 | 25 | 23 | Mar-25 | 21 | 25 | 23 | Jun-25 | 21 | 25 | 23 | Sep-25 | 21 | 25 | 23 | |
| Period | Actual (%) | Target (%) | Nat. Ave. 2023/24 (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun-24 | 22 | 25 | 23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep-24 | 22 | 25 | 23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dec-24 | 21 | 25 | 23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar-25 | 21 | 25 | 23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun-25 | 21 | 25 | 23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep-25 | 21 | 25 | 23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Latest: 21.9% Target: 25%, Floor 30% Previous: 22.0% (Green) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

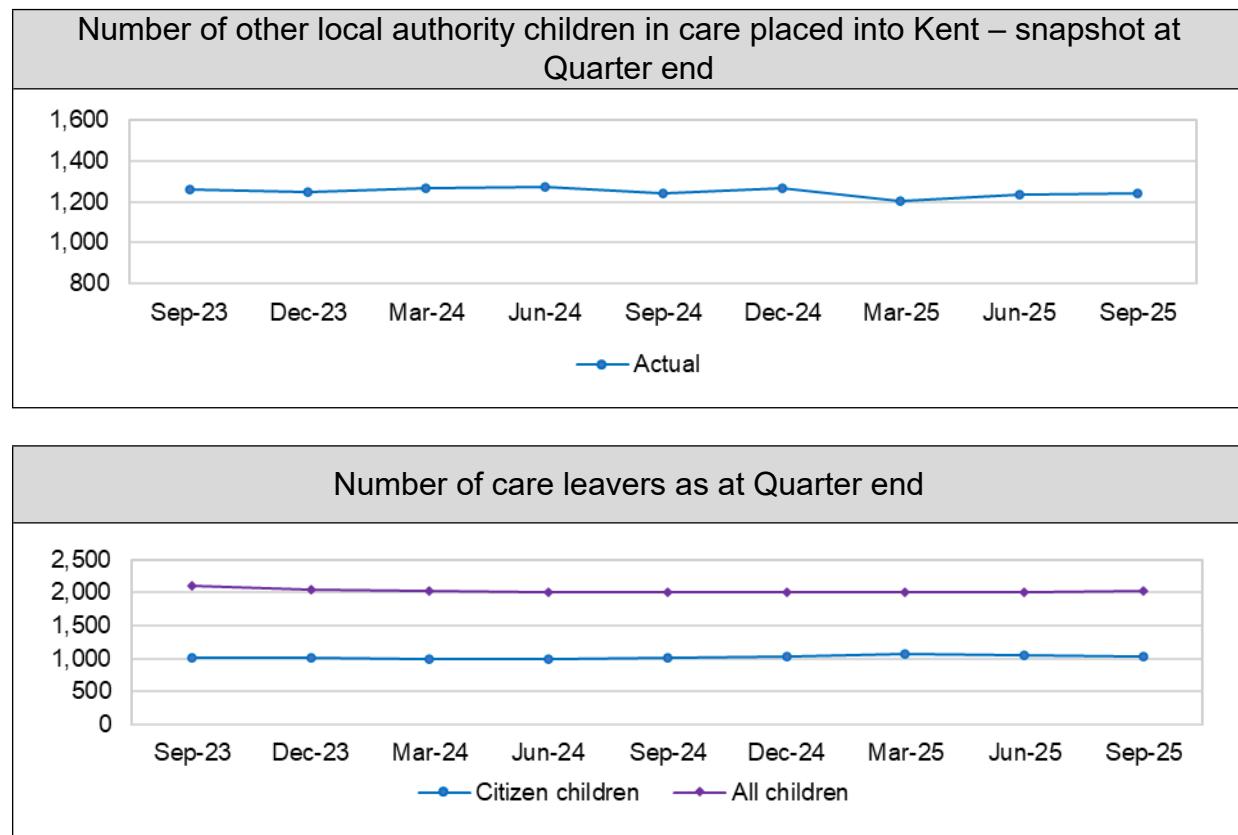




Activity indicators







| Adult Social Care | | | | | | |
|--------------------|---------------|-------|-----|---|---|---|
| Cabinet Member | Diane Morton | | | | | |
| Corporate Director | Sarah Hammond | | | | | |
| KPI Summary | GREEN | AMBER | RED | ↑ | ↗ | ↓ |
| | 4 | 3 | | | 5 | 2 |

Contacts

When a person makes contact with adult social care for the first time, they will be assisted by one of four area-aligned Adult Social Care Connect Teams, who will look to offer advice and guidance to those people making contact, and signpost them to available resources in their local area where appropriate. In Quarter 2, 8,441 people made contact with Adult Social Care Connect, a 12% increase on the previous quarter and the highest volume seen for over 2 years. Contacts saw the highest activity in July, with 3,368 people making contact, 19% more compared to July 2024.

One of the key aims of the Adult Social Care Connect Team is to avoid the contact being 'repeated' by ensuring that the person's queries are met with the appropriate solution. In Quarter 2, only **3%** of contacts were from people who had made contact in the previous 3 months, the same percentage seen in the previous two quarters. The measure continues to be RAG rated Green, below its target of no more than 5%.

Assessments

After a contact is received a person may be assessed as needing to have a Care Needs Assessment (CNA), which is carried out to ascertain their eligibility under the Care Act for further support from the local authority. In Quarter 2, 4,320 requests for CNAs were made, continuing an ongoing downward trend. In the same period, 4,326 assessments were completed, meaning the number of people with an incomplete assessment fell slightly. The number of people with an incomplete assessment is 500 fewer than in the same quarter last year.

When completing a CNA, adult social care aim to complete the assessment within 28 days. On occasion, completion of an assessment may take longer while we work with the person to establish their care needs and for the person to be confident and happy with the outcome. In Quarter 2, **77%** of CNAs were delivered within 28 days the highest proportion seen in the last two years. Although a 2 percentage point increase in comparison to Quarter 1, the measure remains RAG rated Amber as it is below the 85% target.

There are three externally commissioned carers' organisations across Kent who support carers with carrying out carers' assessments and offering information, advice and guidance (IAG) to those who care for others. In Quarter 2, 735 referrals were received by carers' organisations and 1,138 carers were supported with an assessment or IAG (includes people referred in previous quarters). This quarter saw a 58% increase in completed carers' assessments compared to Quarter 1.

Care and Support Plans (C&SP)

If a person is assessed as being eligible for care and support as a result of their CNA, they will receive a care and support plan that details how their unmet needs are to be met. This plan is a written record of what is included in their care and is agreed and signed by the person in receipt of support. At the end of Quarter 2, 17,065 people had an active care and support plan. This figure has remained at around 17,000 for the past six quarters.

As part of their care and support plan, it may be assessed that a person's needs are best met through the provision of a package of care. This can be arranged in a variety of ways including through a Direct Payment (DP), a homecare service or in a residential or nursing home setting. In Quarter 2, 2,761 new packages of care were arranged at an average weekly cost of £1,012. The annual price uplift given to providers each April leads to a sharper increase in averages between financial years. Just over a quarter of new packages in Quarter 2 were short term beds (26%), followed by homecare (21%) and direct payments (14%).

Reviews of the Care and Support Plan

Once a new service has started, this will be reviewed at six to eight weeks and then an annual review is carried out. This is to ensure the care in place is appropriate and the person's assessed needs are being met. The number of people awaiting an initial review fell again in Quarter 2 to 1,238 (42% lower than same quarter last year); the number of people waiting for their annual review also fell to 4,681. The number of reviews completed remained at a high level in Quarter 2 – 17% higher than the same quarter last year.

Enablement

Adult social care offers enablement services which are designed to work closely with the individual on setting personalised goals which will enable them to remain independent at home with no further support. These services are delivered through the Kent Enablement at Home (KEaH) service and the Kent Enablement Service (KES). During Quarter 2, 3,520 people engaged with these services. Demand for KEaH services has continued to increase for the 6th consecutive quarter, with 2,521 people receiving the service in Quarter 2. Meanwhile KES has seen a slight decrease when compared to Quarter 1, with 999 people.

For people who may not be able to receive enablement at home or may require a further period of assessment for long-term provisions, their needs can be met through short-term support (six to eight weeks) in a residential or nursing setting, referred to as a short-term bed. This offer is mostly utilised for people on a hospital discharge pathway to minimise the risk of them being readmitted to hospital. At the time of reporting, there were 1,479 people in a short-term bed in Quarter 2.

Hospital Discharge Pathway

In Quarter 1, adult social care saw a 2 percentage point increase in the number of people, over the age of 65, who remained at home 91 days after discharge from hospital into enablement/ rehabilitation services¹; meaning, this measure has now reached the 85% target and is RAG rated Green (this measure is shown as a quarter in arrears due to the 91 day reporting period).

¹ This measure is shown as a quarter in arrears due to the 91-day reporting period.

Direct Payments

In some cases, to meet a person's individual care and support needs, a Direct Payment is the best way for adult social care to support a person in maintaining their independence and giving them full control over the care they receive. In Quarter 2, the percentage of people in receipt of a Direct Payment continued at 25%. This is above the floor standard and remained RAG rated Amber.

Residential and Nursing care

If it is assessed that a person's needs can no longer be met in their own home, they may require long term support in a residential or nursing service. For adults aged 18 to 64, **17.7 per 100,000** of the population met this criteria in Quarter 2, which is a slight increase on the previous quarter. Meanwhile, for older people (65 years and older) **558 per 100,000** of the population had their long-term support needs met by admission to a residential or nursing care home. Both of these measures remain RAG rated Green in Quarter 2.

In order to provide services, all residential and nursing homes are required to register with the Care Quality Commission (CQC), which has the responsibility for inspecting and rating all registered homes. In Quarter 2, **75%** of people placed by adult social care in those homes had been rated Good or Outstanding by CQC. This is the second consecutive quarter where the measure has met the floor threshold and has been RAG rated Amber.

Mental Health needs

People accessing adult social care with a mental health need continues its upward trajectory. Currently, the majority of people presenting with a mental health need are supported through a Supporting Independence Service (SIS) package of support.

An increasing number are supported in their own home with a Homecare provision – with 101 people in receipt of their care in this way at the end of Quarter 2 compared to 70 in the same quarter last year.

Deprivation of Liberty Safeguards (DoLS)

Deprivation of Liberty Safeguards (DoLS) are legal protections under the Mental Capacity Act 2005 designed to ensure that those lacking mental capacity to consent to their care are not unlawfully deprived of their liberty when in a hospital or a care home setting. In Quarter 2, the DoLS Team received a further 2,469 applications bringing the current financial year total to 5,087 which is 3% less than the same period last year. The team has completed a further 2,179 DoLS applications during the quarter, bringing the overall total for the financial year to 4,427.

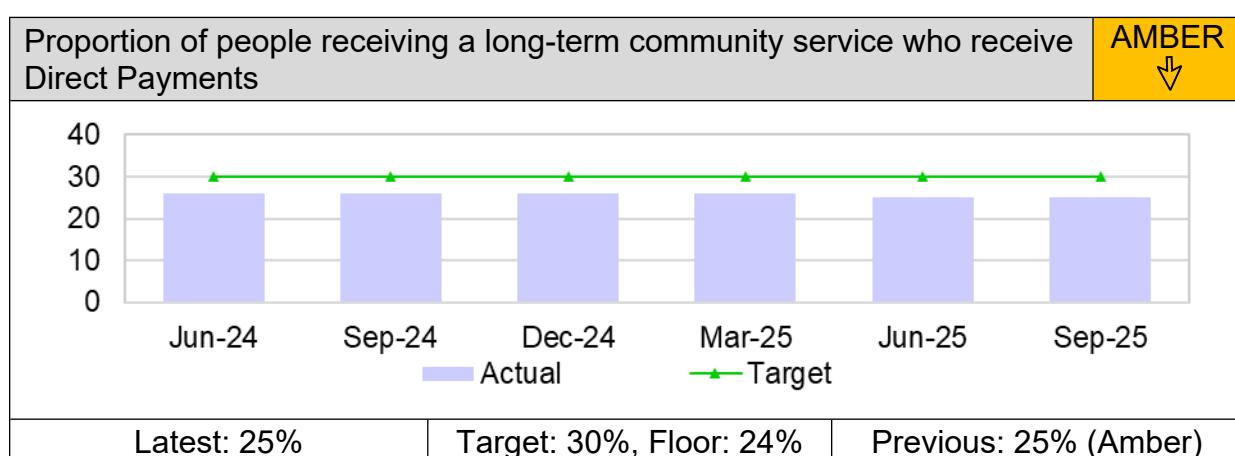
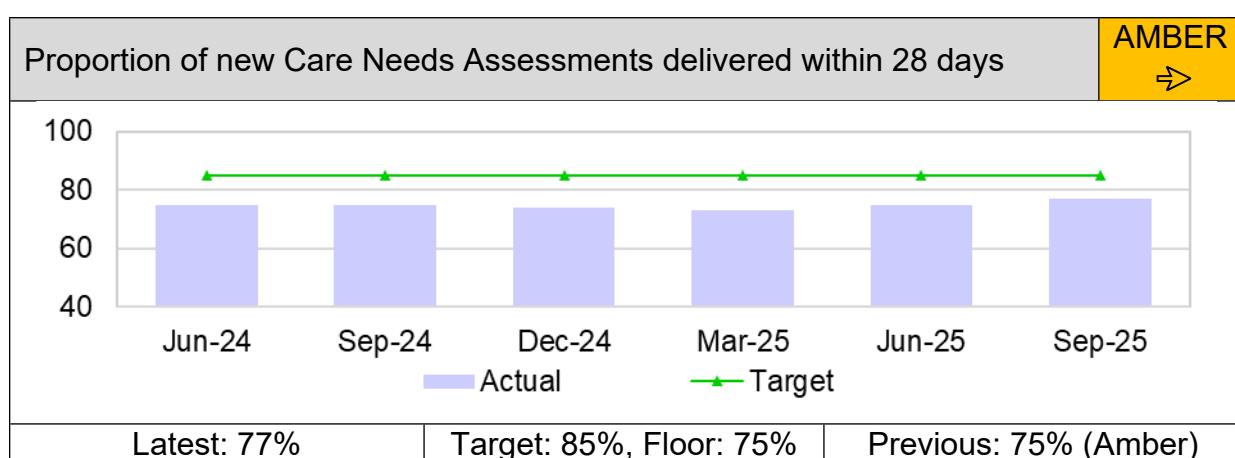
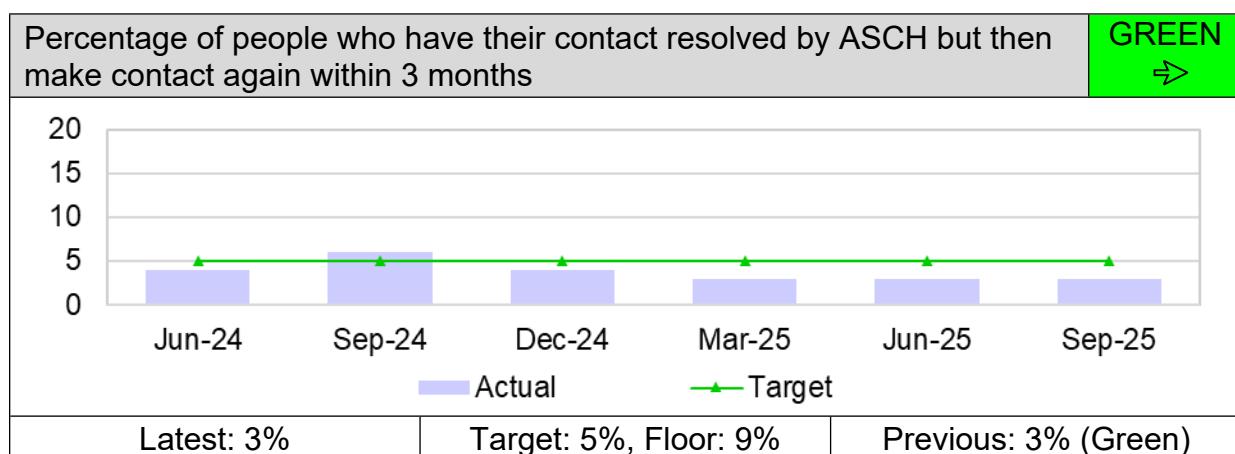
Safeguarding

If someone is concerned about themselves or someone else being at risk of abuse or neglect, they are able to raising a safeguarding concern to adult social care. Since the start of the financial year, adult social care has received 12,531 concerns out of which 6,400 have come in during Quarter 2. This figure marks yet another highest total for a single quarter and continues an increasing trend for incoming concerns.

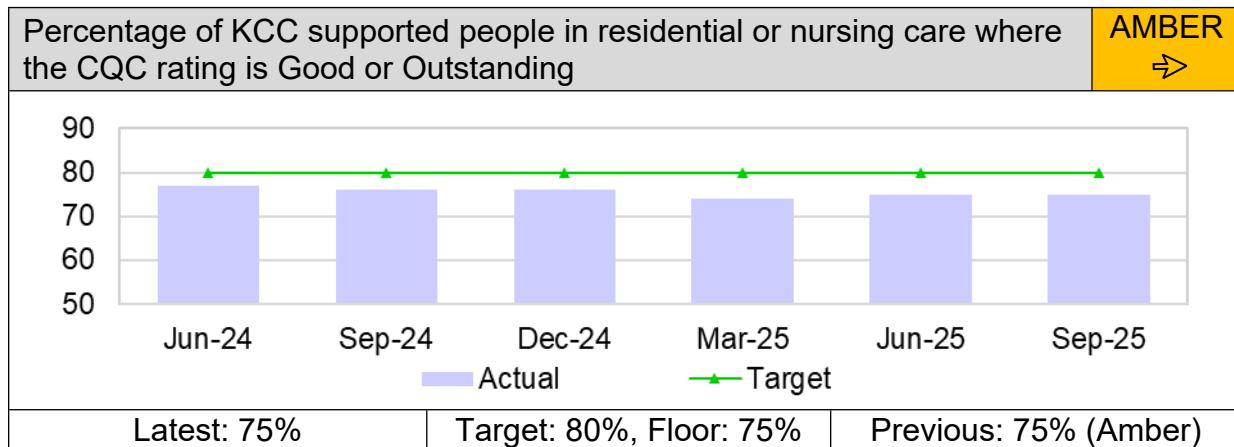
If it is assessed that the risk outlined in the concern meets the Section 42 criteria, a safeguarding enquiry will be carried out. A total of 1,360 concerns were converted into enquiries by the end of Quarter 2. Despite the increasing number of incoming concerns, this quarter marks the second consecutive decrease in the number of new enquiries, with a reduction of almost 2% when compared to Quarter 1.

Upon completion of a Section 42 enquiry, adult social care is required to assess the identified safeguarding risk status to the person. The proportion of those whose risk was removed (30%), risk reduced (57%) or risk remained (13%) have remained consistent when compared to previous quarters.

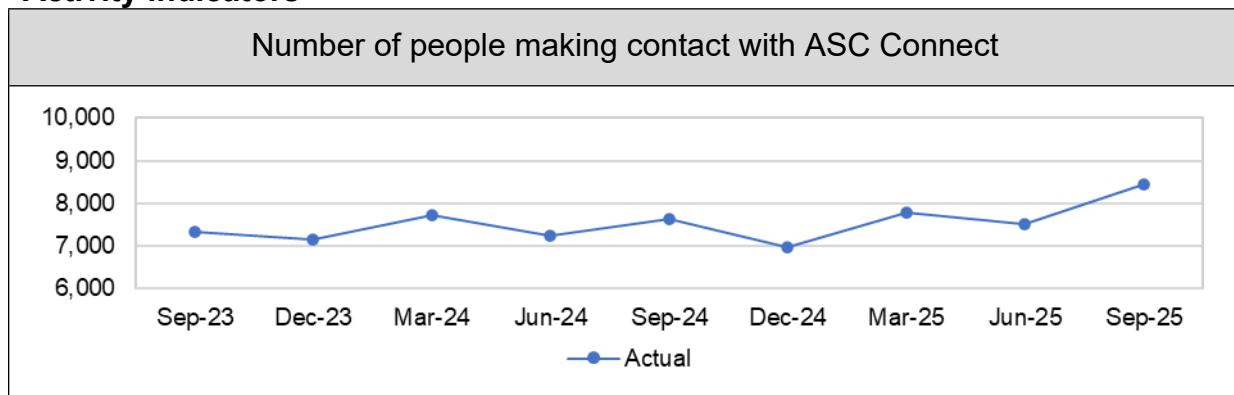
Key Performance Indicators



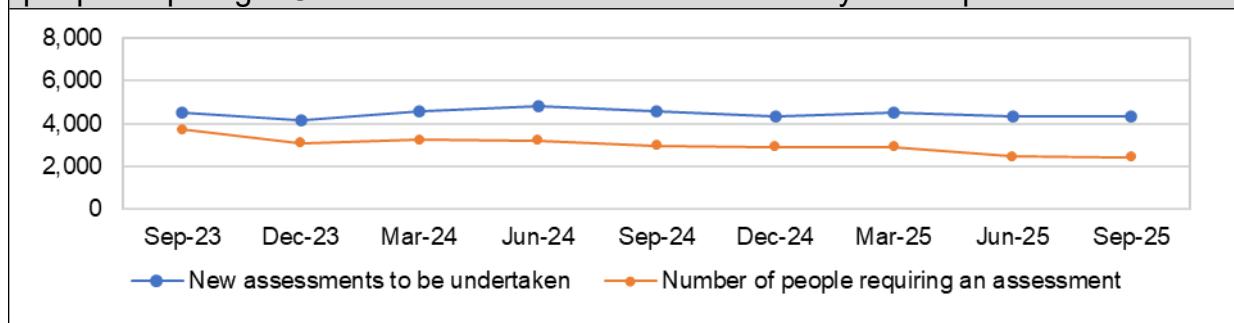




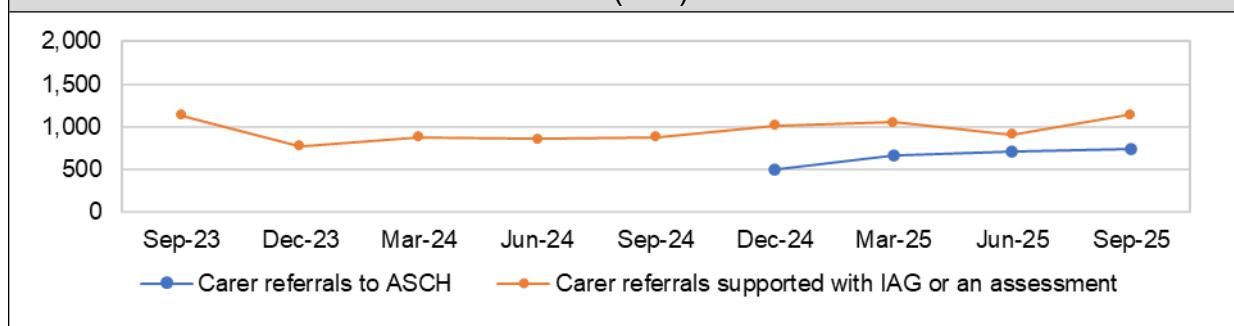
Activity indicators

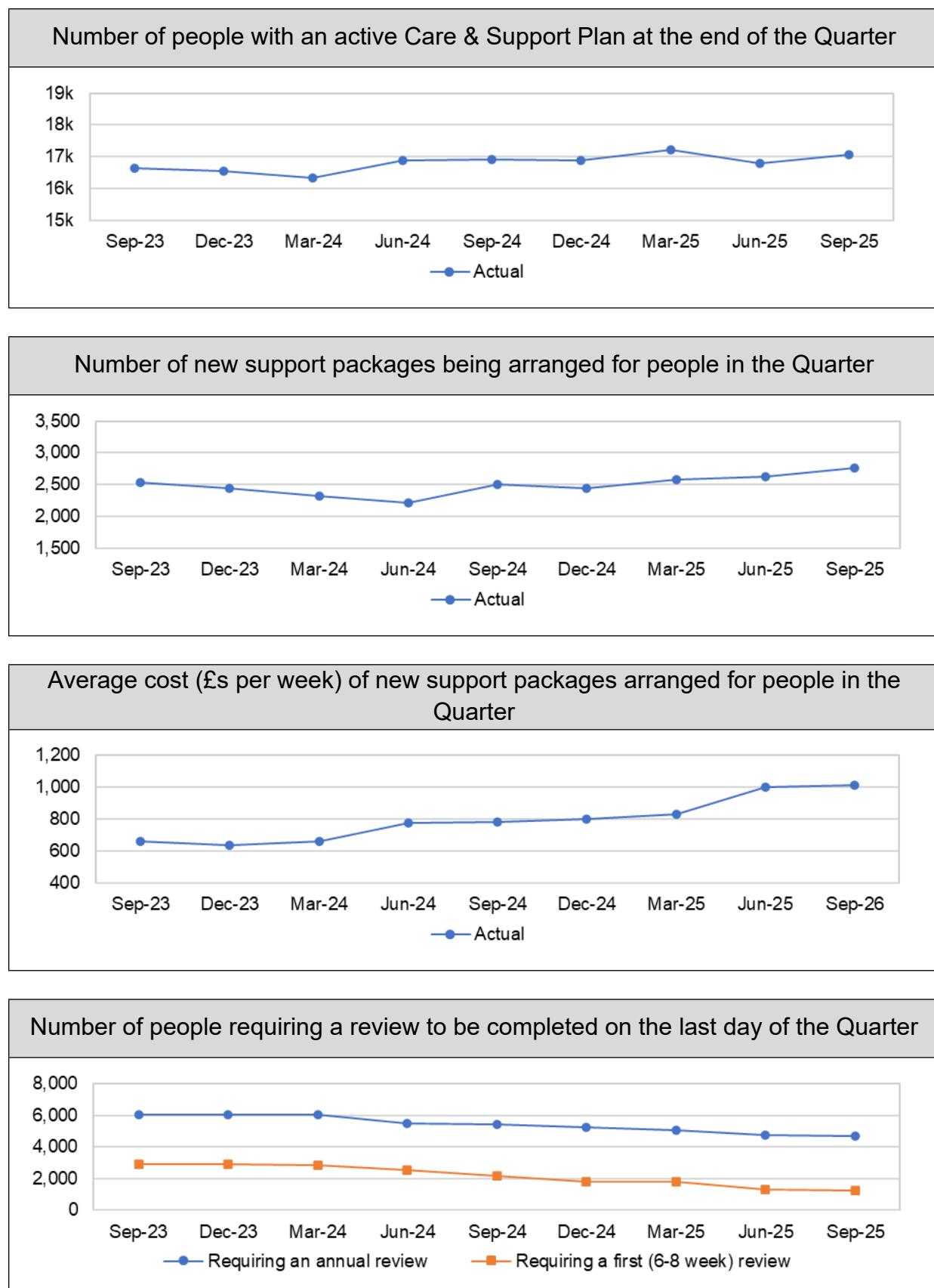


Number of new Care Needs Assessments to be undertaken and the number of people requiring a Care needs Assessment on the last day of the quarter

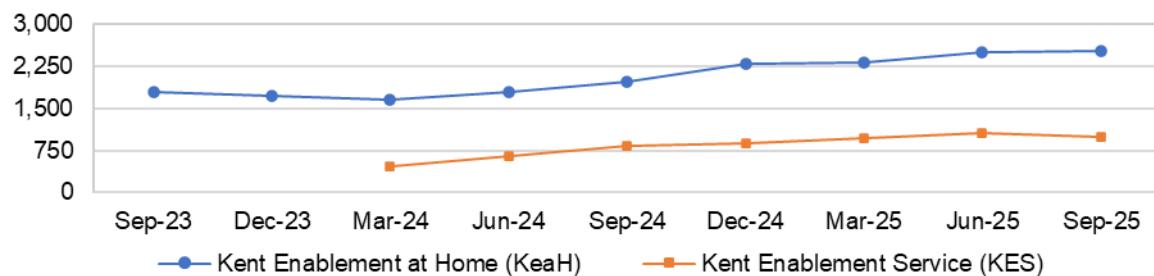


Number of carer referrals to ASCH and those that are supported with Information, Advice and Guidance (IAG) or an assessment



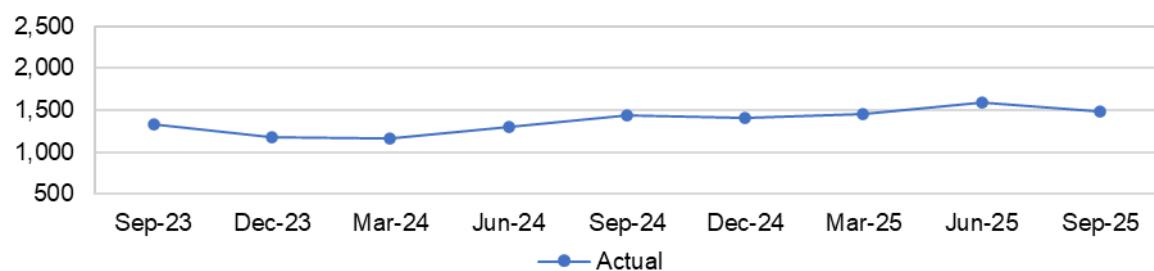


The number of people in a KCC community enablement service

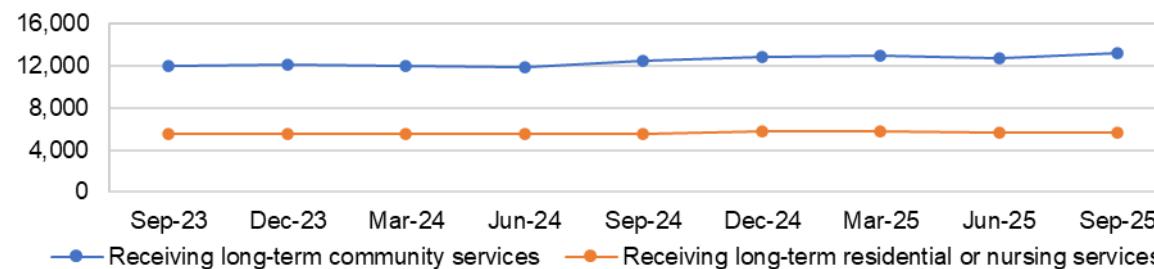


KES operational from Mar-24 onwards

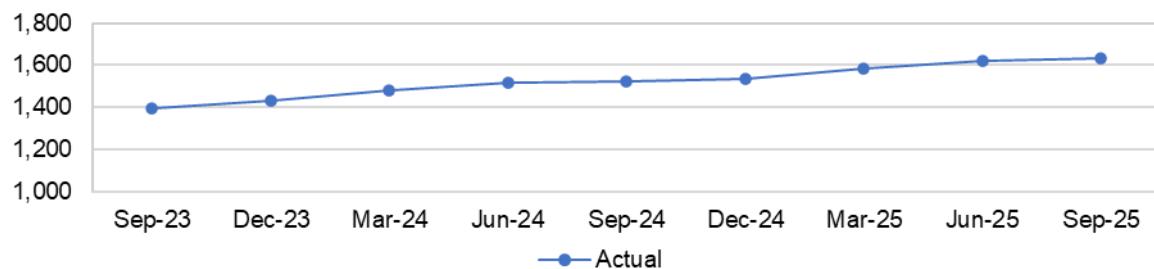
Number of people in Short Term Beds during the Quarter

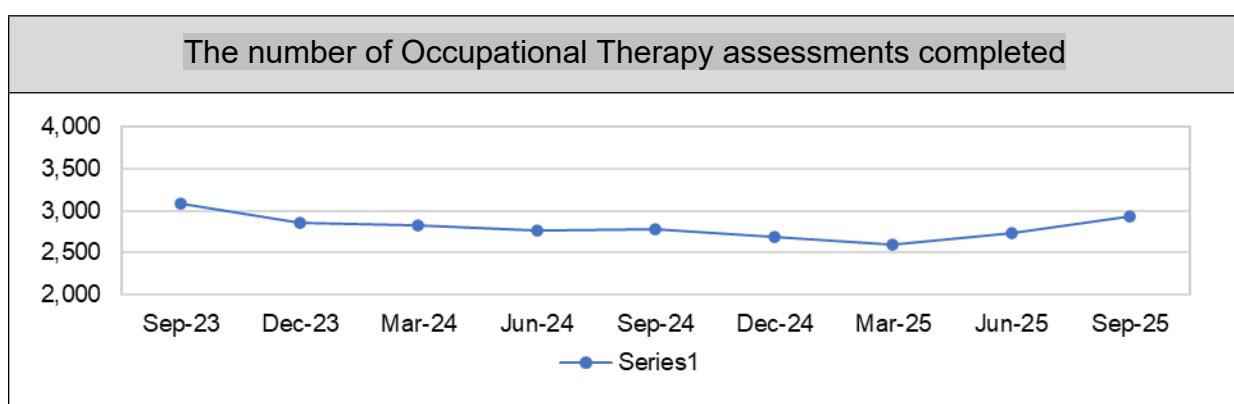
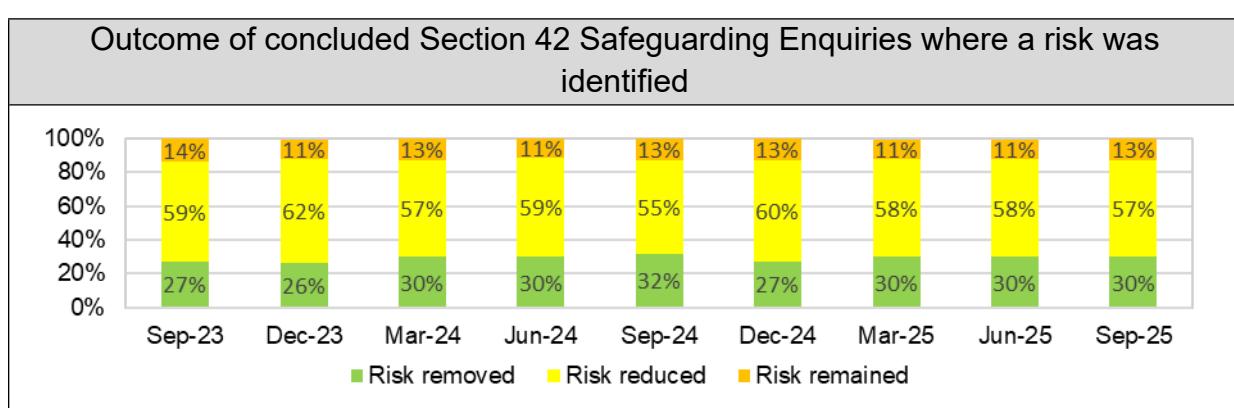
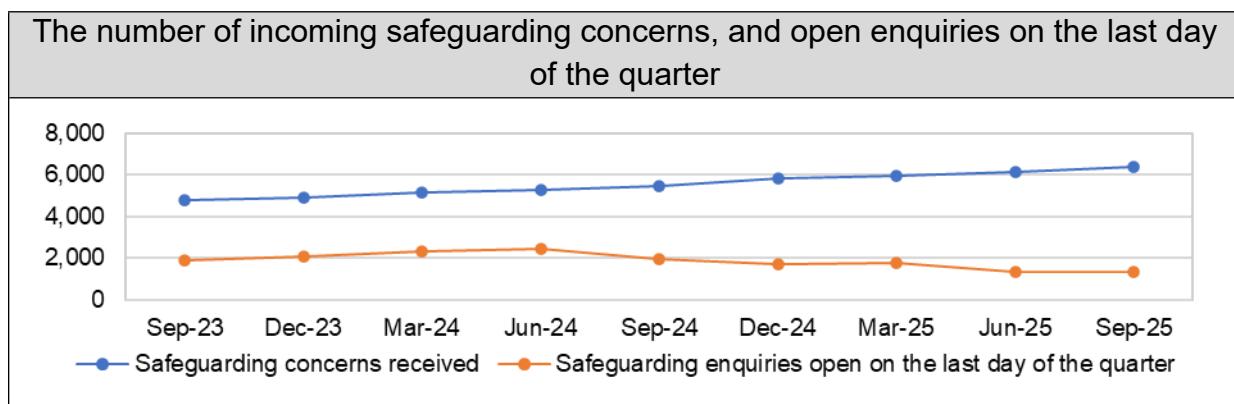
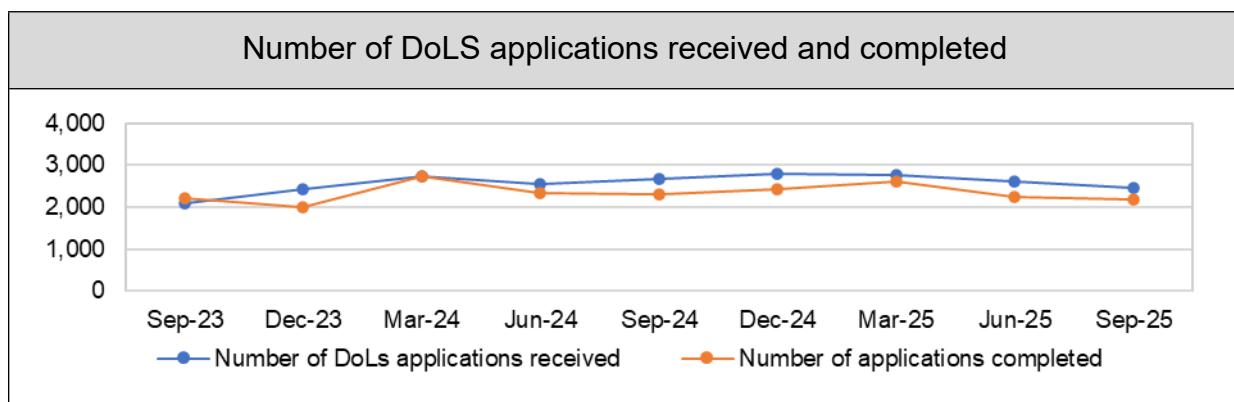


Number of people in Long Term Services



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





| Public Health | | | | | | |
|----------------|--------------|-------|-----|---|---|---|
| Cabinet Member | Diane Morton | | | | | |
| Director | Anjan Ghosh | | | | | |
| KPI Summary | GREEN | AMBER | RED | ↑ | → | ↓ |
| | 4 | 2 | | 2 | 4 | |

NHS Health Checks

In Quarter 2, there were 6,998 NHS Health Checks delivered to the eligible population in Kent. This represents a decrease of 11% (871 fewer checks) compared to the 7,869 checks that were delivered in Quarter 1. GPs transitioned from letter-based invitations to SMS messages during this quarter and KCC will continue to monitor delivery and the impact of SMS invitations on uptake. Previous pilot programmes have highlighted the importance of SMS message wording in influencing engagement. Should uptake not meet expectations, the SMS invitation wording will be reviewed and refined to improve effectiveness. The programme is on track to invite the entire eligible population for 2025/26, with 23,046 first invites sent out this quarter. In total, 45,944 (50%) of the eligible population have been invited to an NHS Health Check in the current year to date.

Health Visiting

In Quarter 2, the Health Visiting service completed 16,994 out of 19,469 scheduled health and wellbeing reviews, achieving a completion rate of 87%. Over the past 12 months, 66,846 of 76,127 (88%) were completed, exceeding the 86% target. This reflects consistent performance in recent quarters and demonstrates the service's ongoing commitment to supporting families in early years.

Four of the five mandated health and wellbeing reviews met or exceeded their respective targets. Antenatal contacts – delivered face-to-face, online, or by telephone, or via antenatal information letters – met the 97% target. However, the proportion of antenatal contacts excluding antenatal information letters was 47%, falling short of the 50% target. The antenatal contact serves as the initial touchpoint of the Healthy Child Programme, delivered through Health Visiting. The service takes a risk stratified approach, prioritising antenatal contacts for families assigned to a targeted or specialist caseload. Commissioners continue to monitor antenatal performance closely, with improvement action plans in place.

Sexual Health Service

Kent County Council commissions several organisations to deliver statutory sexual health services, including free sexually transmitted infection (STI) testing and treatment, access to a broad range of contraception, and the provision of information and advice to support sexual health and wellbeing across Kent.

In Quarter 2, 98% of first-time patients were offered a full sexual health screen, and 63% accepted – below the 72% target, resulting in an Amber RAG rating. KCC has worked with providers to identify barriers to achieving this target, holding a dedicated workshop and collaborative meetings between providers. Solutions from these sessions will be implemented shortly with the aim of improving performance.

During Quarter 2, 15,925 clinic appointments were attended, 11,501 home testing kits were ordered through the online STI testing service, and 2,815 packs of condoms were issued to under-25s through the Kent Condom Programme. In addition, 844 issuances of Emergency Oral Contraception for under-30s were processed through Community Pharmacies, and 2,095 Long Acting Reversible Contraception (LARC) procedures were reported by General Practice. This demonstrates the continued strong demand for sexual health services.

The Sexual Health service continues to develop its strategic approach, which will incorporate recommendations from the 2024 Kent Sexual Health Needs Assessment. Transformation of the Sexual Health services remains a key priority for the commissioning team. Short-term projects include the opening of a new sexual health clinic in Dover and the planning of a mobile sexual health clinic for west Kent.

Drug and Alcohol Services

The Adult Community Drug and Alcohol services data for Quarter 2 had not been released at the time of reporting. The latest available data (Quarter 1, 2025/26) shows that **28%** of people (1,608 out of 5,656) successfully completed treatment in the 12-month rolling period to June 2025, meeting the increased 28% target.

Regarding the substance groupings, the service is currently meeting the targets for successful completions among *alcohol only* users. The successful completion rate for *alcohol and non-opiate* users, *other non-opiate* users and *opiate* users are currently slightly below target. However, the substance group targets are ambitious, and were all increased for 2025/26. In relation to each of the three pathways where Kent is missing its internal targets, both treatment progress and successful completions exceed national (England) performance.

In Quarter 1, the number of people accessing structured treatment (rolling 12-months) for the *alcohol and non-opiate*, *alcohol only*, and *non-opiate* pathways have met the respective targets. The *opiate* pathway is not meeting the recently increased target. The number of people accessing opiate treatment continues to be an area of focus, which is addressed during contract monitoring meetings between commissioners and providers. Should the targets continue not to be met, commissioners may look to implement improvement plans.

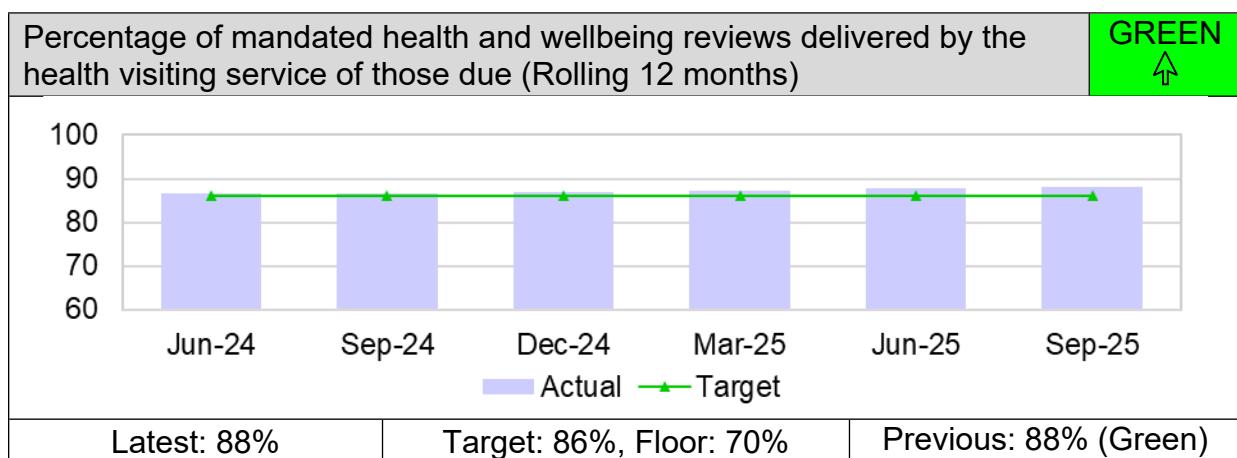
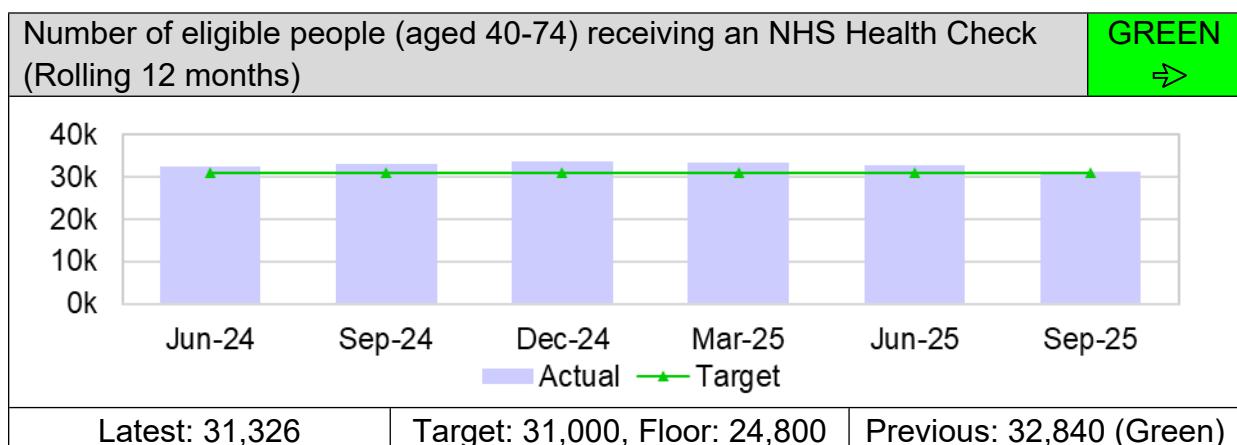
The services continue to conduct testing and support clients into treatment for hepatitis C. [Micro-elimination](#) of hepatitis C has now been achieved across Dover, Folkestone and Hythe, and Ashford. Continued work will focus on sustaining the progress achieved to date, and undertaking an analysis of current data in order to identify the requisite level of investment and testing required to consistently achieve these outcomes across Kent.

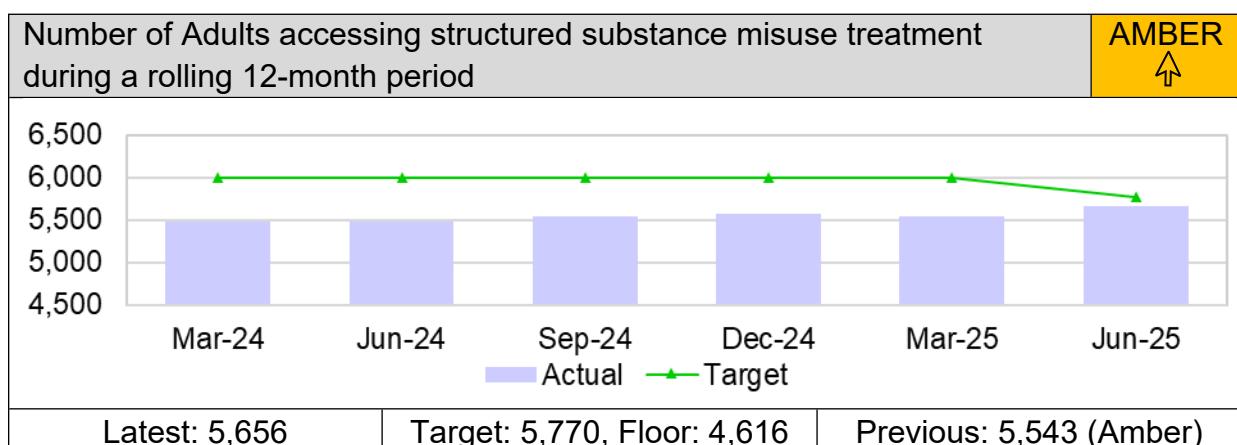
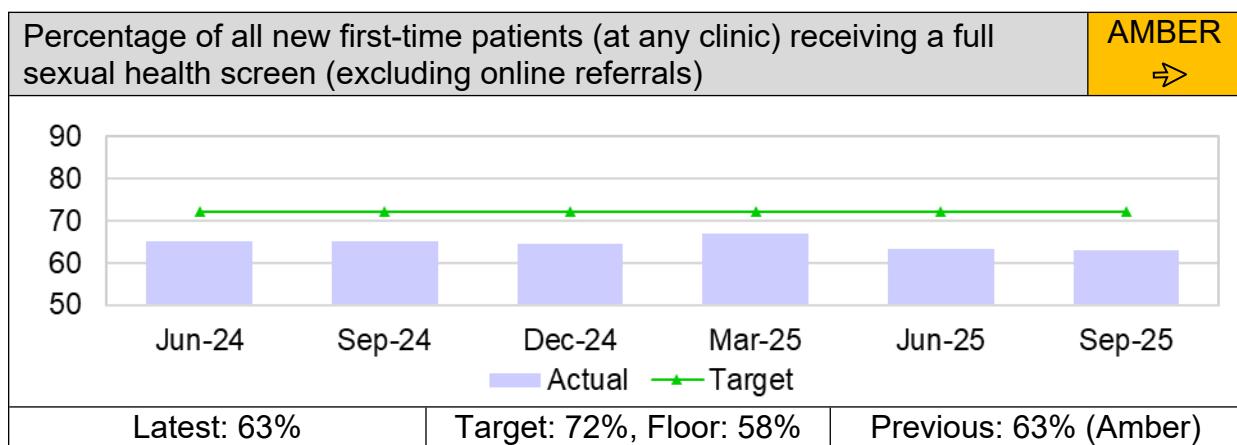
Live Well Kent and Medway

In Quarter 2, Live Well Kent and Medway received 1,978 referrals countywide, representing an increase of 8% compared to the same quarter of the previous year. The service remained responsive to demand, with 99% of eligible referrals contacted within two working days. Exit survey completion rates also increased and greater than 90% of respondents reported improvements with regard to their personal goals, demonstrating strong engagement with the service. Wellbeing outcomes remained high, with 90% of people showing improved or maintained wellbeing scores using the [DIALOG Scale](#).

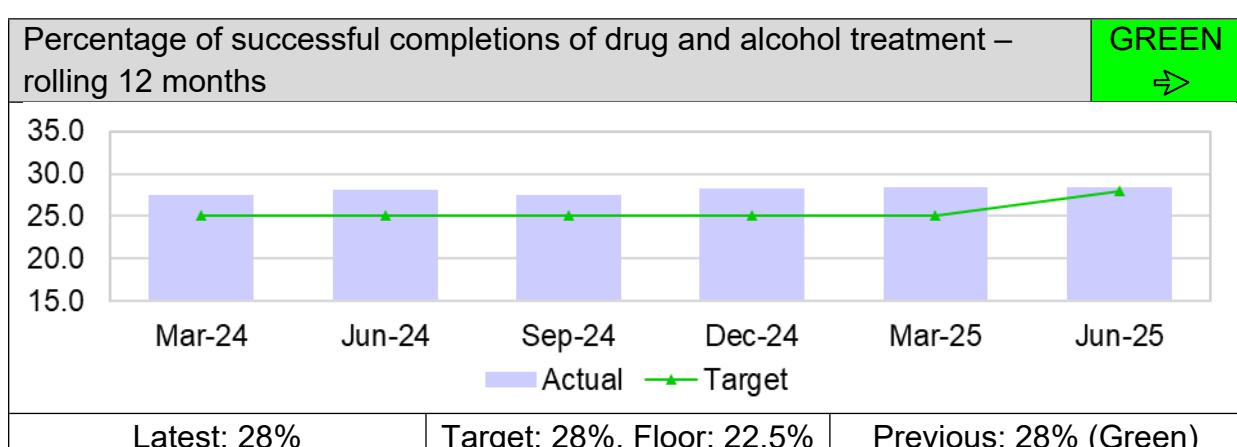
Employment support continued to deliver results, with the number of job starts and job sustainments exceeding target in several areas. The network remains responsive to increasing complexity, with a growing proportion of people presenting to the service with high needs.

Performance Indicators

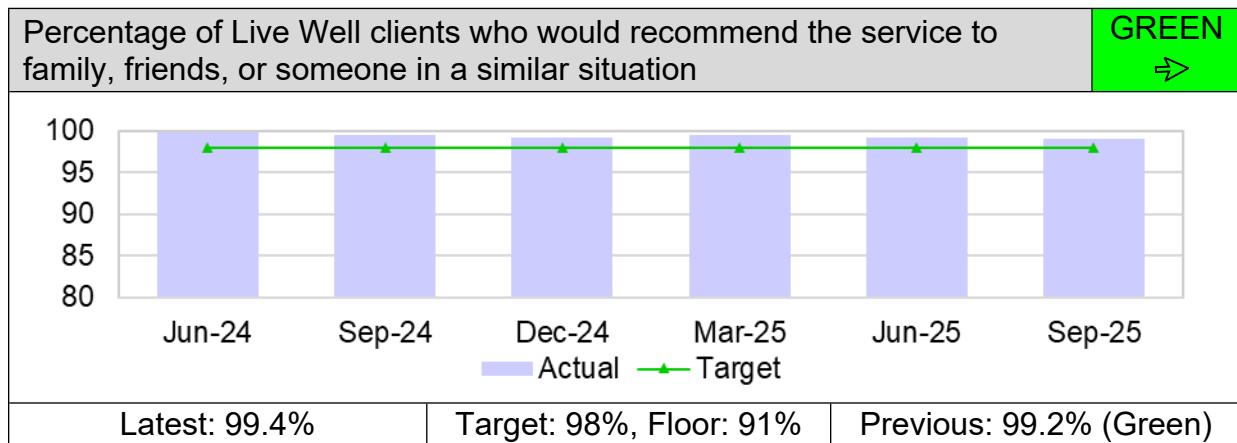




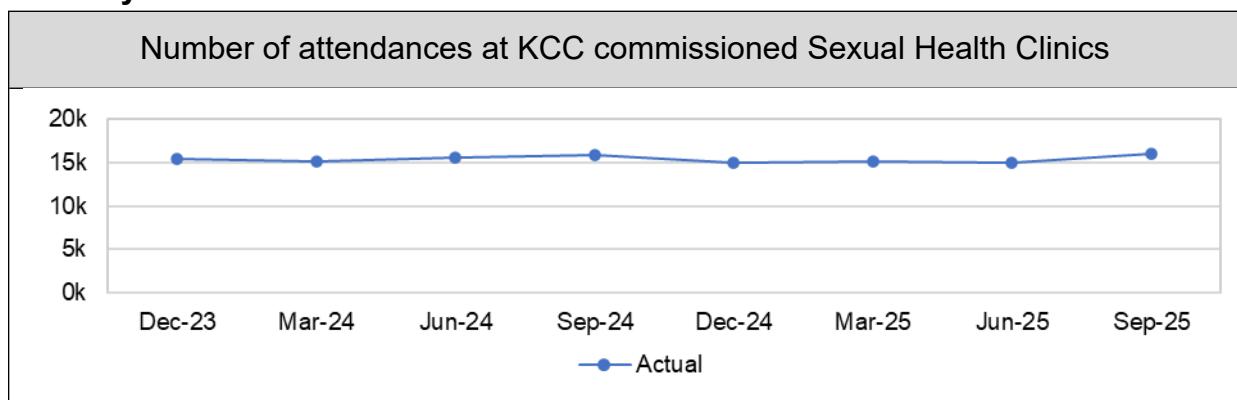
No data for Sep-25 available at time of reporting



No data for Sep-25 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 November 2025, compared with August 2025.

| | Low Risk | Medium Risk | High Risk |
|---|----------|-------------|-----------|
| Current risk level November 2025 | 1 | 5 | 12 |
| Risk level August 2025 | 0 | 5 | 13 |

KEY CHANGES DURING LAST QUARTER

CRR0042 - border fluidity, infrastructure and resilience, in relation to the introduction of the European Union's Entry / Exit System (EES). Risk reduced from High to Low. KCC has conducted a significant amount of work with partners at a local and national level to assess the potential implications for the county and prepare for various scenarios. A phased implementation approach to EES has been adopted by the EU, and further modelling at national level has been conducted. EES checks have commenced at a 10% level starting with freight traffic and are due to increase to 100% checks for all traffic over the following 6 months to April 2026. The current risk rating is applicable for day one of implementation and will be reviewed as the percentage of checks increases.

Corporate Risk Register Refresh - the more formal, annual refresh of the corporate risk register is in progress, which will result in additional mitigating actions being added to the register for monitoring in future reports.

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 7 actions to mitigate elements of corporate risks that were due for completion or review up to November 2025. These are summarised below.

| Due Date for Review or Completion | Actions Completed / Closed | Actions Partially complete | Actions subject to Regular Review | Actions Outstanding |
|-----------------------------------|----------------------------|----------------------------|-----------------------------------|---------------------|
| Up to and including November 2025 | 1 | 4 | 2 | 0 |

CRR0009: Future financial and operating environment for Local Government (High)

Partially Complete

Developing better scrutiny of spending bids and more detailed savings plans, particularly relating to Adult Social Care, to improve the overall robustness of the budget setting process, thereby improving financial resilience. We expect to see this in more detailed and robust savings plans being put forward in January 2026, through the usual budget setting process.

(Previous target date 30/11/25. Target date now 31/01/26).

CRR0014: Cyber Information Security Resilience (High)

Complete

Data Protection and Information Governance training is mandatory and requires staff to refresh periodically. Progress rates monitored regularly.

Partially Complete

Cyber security to be added to the mandatory Information Governance training by end of December 2025.

CRR0039: Information Governance (Medium)

Partially Complete

Services are completing data mapping processes for their respective areas in order to ensure an up-to-date record of processing activities. Relevant data is being migrated into a central list that can be accessed, reviewed and updated regularly by the relevant teams. The new process is due to go live in April 2026.

CRR0052: Adaption of KCC Services to Climate Change impacts (High)

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 incorporate climate adaptation into project and BAU activity.

Regular Review

Organisation-wide environmental risk management

The Environment team will be continuing to support the organisation to build environmental risks into KCC project work and the delivery of the KCC Environment Plan.

CRR0064: Risk of Failing to Deliver Effective Adult Social Care Services (High)

Partially Complete

The directorate is working with partners such as Partners in Care and Health, and Care and Health Improvement Advisors on the development of a robust workforce strategy, sharing insights from national good practice and lessons learned elsewhere. This work is in progress from October to December 2025 in line with CQC Improvement Plan timelines.