

# **Kent County Council**

## **Quarterly Performance Report**

### **Quarter 4**

### **2018/19**

Produced by: KCC Strategic Commissioning – Performance and Analytics

E-mail: [performance@kent.gov.uk](mailto:performance@kent.gov.uk)

Phone: 03000 415501



## Key to KPI Ratings used

This report includes 35 Key Performance Indicators (KPIs), where progress is assessed against Targets which are set at the start of the financial year through the Council's Directorate Business Plans. Progress against Target is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of Direction of Travel (DoT) through use of arrows.

<b>GREEN</b>	Target has been achieved
<b>AMBER</b>	Floor Standard* achieved but Target has not been met
<b>RED</b>	Floor Standard* has not been achieved
↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same

\*Floor Standards are set in Directorate Business Plans 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 we expect activity to fall within. Thresholds are based on past trends and other benchmark information.

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

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

## Data quality note

All data included in this report for the current financial year is provisional unaudited data and is categorised as management information. All current in-year results may therefore be subject to later revision.

## **Table of Contents**

<b>Executive Summary</b>	<b>2</b>
<b>Customer Services</b>	<b>4</b>
<b>Economic Development &amp; Communities</b>	<b>10</b>
<b>Environment and Transport</b>	<b>15</b>
<b>Children, Young People and Education</b>	<b>20</b>
<b>Adult Social Care</b>	<b>31</b>
<b>Public Health</b>	<b>38</b>
<b>Corporate Risk Register</b>	<b>41</b>

## Executive Summary

A majority of indicators for Quarter 4 are rated as Green, on or ahead of target. 19 indicators were improving, with 10 showing a decline in performance.

	G	A	R	↑	↔	↓
Customer Services	2	1		1	1	1
Economic Development & Communities	1	1		2		
Environment and Transport	6			4		2
Children, Young People and Education	5	7	2	4	4	6
Adult Social Care	4		1	5		
Public Health	4	1		3	1	1
<b>TOTAL</b>	<b>22</b>	<b>10</b>	<b>3</b>	<b>19</b>	<b>6</b>	<b>10</b>

**Customer Services** - Satisfaction with Contact Point advisors, and the percentage of phone calls answered were both above target. The percentage of complaints responded to within timescale improved and was close to target, following a fall in performance in the previous quarter. Phone call volumes continue to reduce, with more contacts and transactions completed on-line.

**Economic Development & Communities** – A total of 4,398 jobs have been created and safeguarded from Regional Growth Fund loan schemes since 2012. The No Use Empty programme, which returns long term empty domestic properties into active use, continues to deliver ahead of target. Library visits were within expectations for the year, and issues exceeded expectations with increased use of the e-catalogue. Housing delivery in the county now exceeds 7,000 new dwellings a year.

**Environment and Transport** – All indicators are above target at the year-end. Highway maintenance enquiries were below expected levels for the time of year, due to mild weather, and the backlog of works has also reduced below normal expected levels for the time of year. The percentage of municipal waste diverted from landfill at 98% continues to exceed target. The council continues to reduce its Greenhouse gas emissions ahead of target and remains on track to deliver the 5-year target of a 32% reduction by 2021.

**Education** – The percentage of state funded schools which are good or outstanding remained at 90% and met target, with Early Years settings at 97% good or outstanding. The percentage of 16-17 year olds not in education, employment and training increased slightly to 3.1%. Provisional data for apprenticeship starts for 16 to 18 years olds so far this academic year is similar to last year's level but improvement is expected with the increased availability of providers offering training for the new apprenticeship standards. Completion of Education, Health and Care Plans (EHCPs) in timescale remains below floor standard reflecting the significant increased demand for assessments which is also a national issue.

**Children's Integrated Services** - Outcomes achieved for Early Help cases was below target in the final quarter, but overall for the year achieved 80%, ahead of previous year. Pupil exclusions, first-time entrants to the Youth Justice System all continued to meet target. The percentage of case holding posts filled by permanent social workers continued to meet target as did timeliness of adoptions. Repeat referrals to children's social care, the number of children in care with 3 or more placements, and the percentage of Care Leavers in education or employment all improved and are close to target. Foster care placements with in-house fostering or relatives and friends at 82% was behind target. Contacts proceeding to Early Help continued to increase with referrals for children's social care remaining close to national average. In the quarter caseloads increasing for the first time in nearly two years, but with no increase in children on child protection plans. The number of children in care continues to reduce, with this downward trend now sustained for 5 consecutive years.

**Adult Social Care** – Contacts resolved at first point of contact remained ahead of target. The number of clients referred to enablement continues to exceed target and past numbers with additional provision commissioned from the external market to support this. The number of clients who remain independent after an enablement service continues to exceed target. The number of admissions to residential and nursing care reduced slightly but remains high with supporting people following a hospital episode continuing to be a priority. The proportion of people experiencing a delay in transfer of care from hospital where the council is responsible was better than target.

**Public Health** – The number of Health Checks completed over the last 12 months increased but remains below target, despite sufficient invites having been issued. Clients offered appointments to GUM services to be seen within 48 hours remained at 100%. The number of universal checks delivered by the Health Visiting service and the percentage of Live Well clients who would recommend the service continue to exceed target. Successful completions of drug and alcohol treatment improved and met target.

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

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	2	1		1	1	1

Customer contact through Contact Point (KCC's call centre) and digital channels is provided by our strategic partnership with Agilisys.

Satisfaction with Contact Point advisors remained high in the quarter and continues to exceed the target. Performance for the percentage of calls answered by Contact Point remained above target.

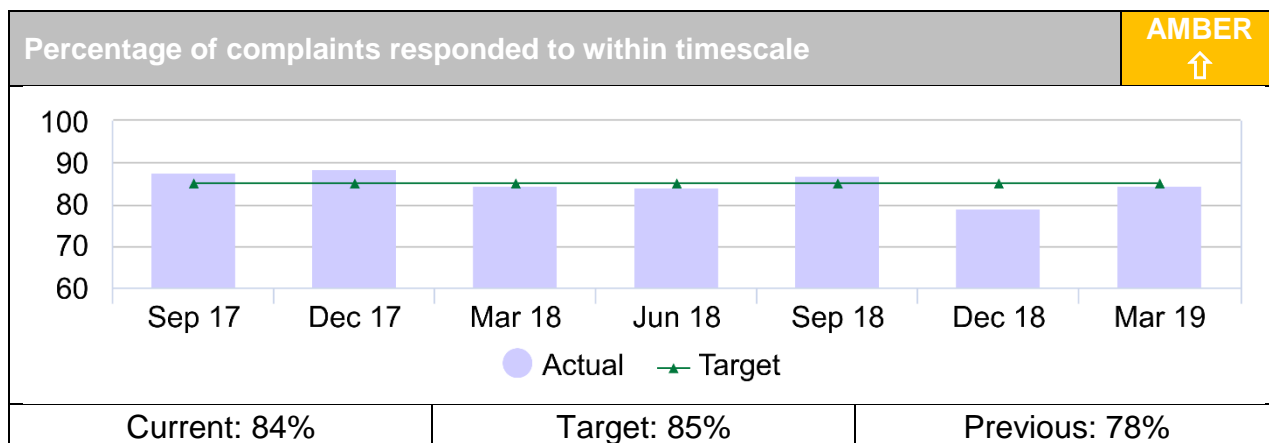
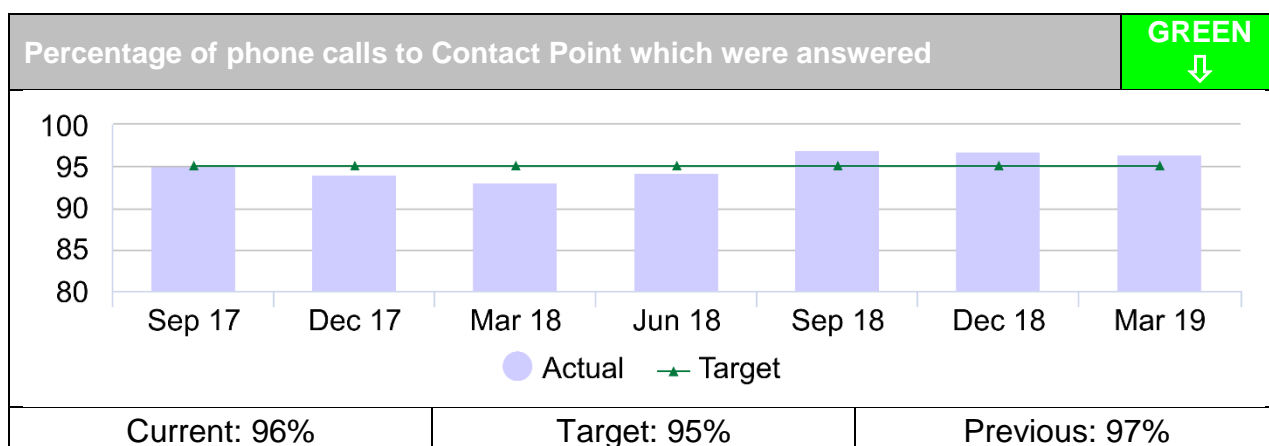
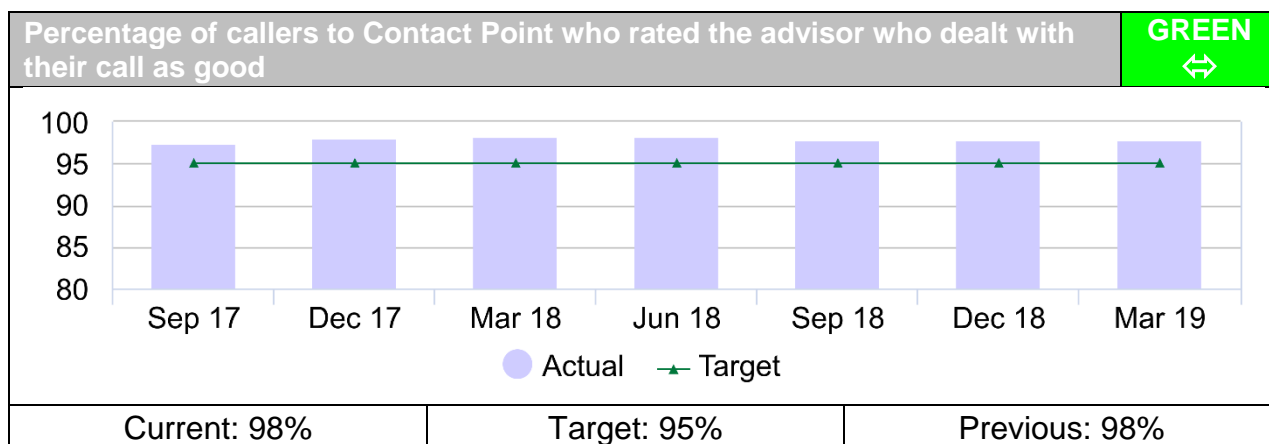
Complaints responded to in timescale saw an improvement on the previous quarter following management action to address performance, with 84% of complaints responded to in time. The top reason for delays were due to the complexity of the cases received. Further improvement to achieve target is expected next quarter.

Overall call volumes handled by Contact Point were 11% lower than the same period last year, with 4.9% fewer calls handled in the last 12 months compared to the previous year. Average call time decreased to 4 minutes 28 seconds.

Visits to the KCC website were 4% above expectations with increased volumes seen on all sections of the website, with a significant increase on pages related to roadworks. This is likely due to the high public profile of improvement works on the M20, including preparing for Operation Brock.

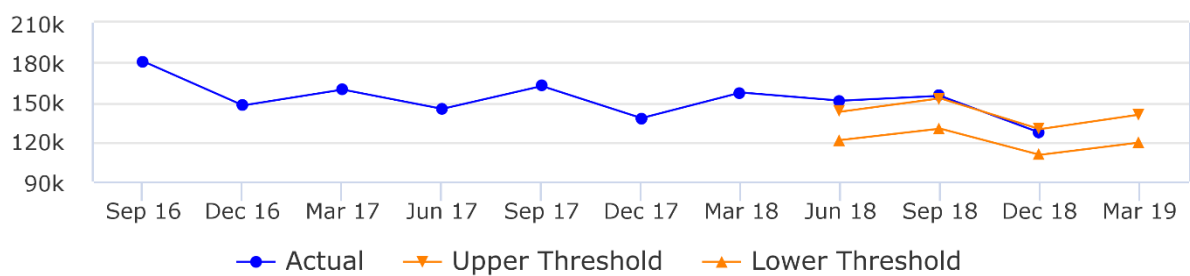
Complaints received increased in comparison with the previous quarter, and numbers remain higher over the last 12 months compared to the 12 months before that. The increase may reflect how all services are now using the central feedback system, which more accurately captures complaints. Training has been rolled out to help staff identify feedback appropriately, to ensure this is accurately recorded and logged across all KCC's services. It is also now easier for people to offer us their feedback online.

## Key Performance Indicators

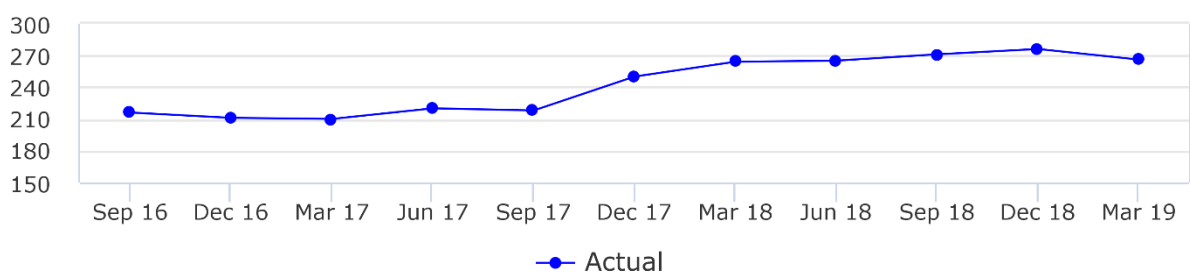


## Activity indicators

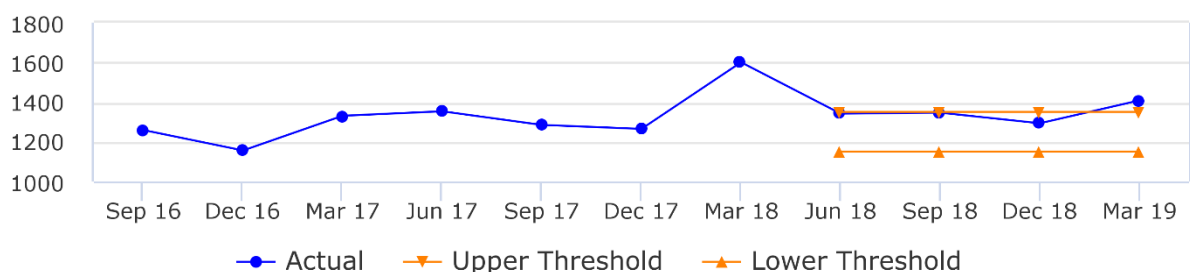
Number of phone calls responded to by Contact Point - by quarter



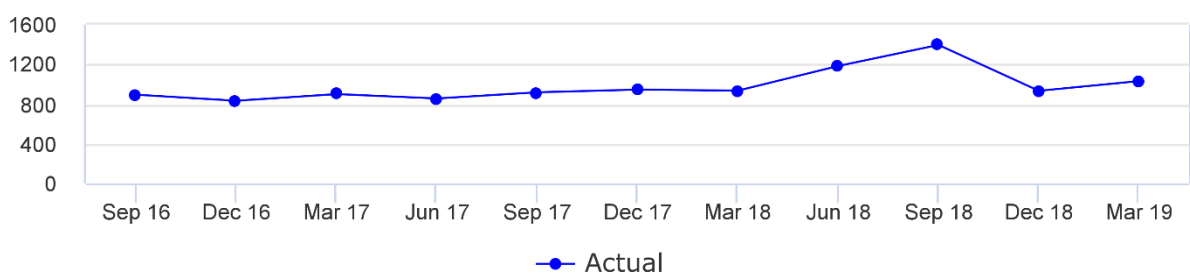
Average call time with Contact Point - by quarter



Number of visits to the KCC web-site (in thousands) – by quarter



Number of complaints received each quarter





## Customer Services – Contact Activity

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

Contact Point dealt with 9.5% more contacts than the previous quarter, but 11.4% fewer than for the same period last year. The 12 months to March 2019 saw 3.9% fewer contacts responded to than in the 12 months to March 2018.

Service area	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Yr to Mar 19	Yr to Mar 18
Adult Social Care	32	31	26	28	117	131
Specialist Children's Services	23	24	21	22	90	89
Highways	23	21	16	19	80	83
Blue Badges	13	13	12	16	54	43
Schools and Early Years	11	12	9	9	41	46
Registrations	8	8	8	8	33	35
Transport Services	10	11	7	8	36	36
Libraries and Archives	9	9	8	8	34	44
Speed Awareness	5	6	5	5	21	24
Adult Education	5	7	5	5	22	23
General	3	4	3	3	13	14
Waste and Recycling	4	4	3	3	13	13
Other Services	4	3	2	3	12	13
KSAS*	2	2	2	2	7	8
<b>Total Calls (thousands)</b>	<b>151</b>	<b>155</b>	<b>127</b>	<b>140</b>	<b>572</b>	<b>602</b>
e-mails handled	9	8	7	7	32	31
Postal applications	9	9	9	9	35	32
<b>Total Contacts (thousands)</b>	<b>169</b>	<b>172</b>	<b>143</b>	<b>156</b>	<b>640</b>	<b>665</b>

\* Kent Support and Assistance Service

Numbers are shown in the 1,000's and will not add exactly due to rounding. Calculations in commentary are based on unrounded numbers so will not precisely match changes in table.

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

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

## Customer Services – Complaints monitoring

The number of complaints received in the quarter were 11% higher than the previous quarter and 8.6% higher than the corresponding quarter last year. Over the last 12 months there has been a 23% increase compared to the previous year

The increase may reflect that all services are now using the central feedback system. Training has been rolled out to help staff identify feedback appropriately, to ensure that all it is accurately recorded and logged across all of KCC's services.

We have also made it easier for people to offer us their feedback online.

The increase in Libraries, Registrations and Archives complaints largely relates to the proposals to change opening hours.

Service	12 mths to Mar 18	12 mths to Mar 19		Quarter to Dec 18	Quarter to Mar 19
Highways, Transportation and Waste Management	1,705	2,059		416	481
Adult Social Services	625	777		190	219
Specialist Children's Services	368	491		97	111
Education & Young People's Services	218	277		58	59
Libraries, Registrations and Archives	269	517		106	89
Strategic and Corporate Services	283	154		28	40
Environment, Planning and Enforcement & Economic Development	80	82		15	15
Adult Education	80	95		21	18
<b>Total Complaints</b>	<b>3,628</b>	<b>4,452</b>		<b>933</b>	<b>1,032</b>

## Customer Services – Digital Take-up

The table below shows the digital/online or automated transaction completions for Key Service Areas.

<b>Transaction type</b>	<b>Online Apr 18 - Jun 18</b>	<b>Online Jul 18 - Sep 18</b>	<b>Online Oct 18 - Dec 18</b>	<b>Online Jan 19 - Mar 19</b>	<b>Total Transactions Last 12 Months</b>
Renew a library book*	76%	77%	76%	70%	1,317,746
Report a Highways Fault	45%	42%	49%	55%	94,120
Apply for a Young Person's Travel Pass	76%	77%	83%	92%	35,431
Book a Speed Awareness Course	78%	78%	79%	79%	34,544
Apply for or renew a Blue Badge	63%	62%	61%	55%	32,872
Book a Birth Registration appointment	72%	73%	76%	77%	18,569
Apply for a Concessionary Bus Pass	25%	27%	29%	30%	9,542
Report a Public Right of Way Fault	89%	63%	66%	67%	5,600
Highways Licence applications	79%	81%	78%	81%	5,171
Apply for a HWRC recycling voucher	98%	97%	96%	98%	4,995

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

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

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

### Support for business

In the period 2012-16, Kent's Regional Growth Fund (RGF) programmes committed £56.3 million of loans and other funding for Kent businesses. As a result, over 240 businesses in Kent and Medway have so far created 3,042 jobs and safeguarded a further 1,356, making a total of 4,398 jobs to the end of March 2019.

Following repayment of the original loans, the Kent and Medway Business Fund (KMBF) was launched in January 2017. This fund has so far committed £5.7 million to 48 businesses in Kent and Medway, to create 70 jobs and safeguarded a further 30 jobs, making a total of 100 jobs to the end of March 2019. Plans are in place for a further funding round in June 2019.

The South East Local Enterprise Partnership (SELEP) funded Innovation Investment Loan scheme, managed by KCC over the period 2015-2018, has so far committed £6.4 million to 20 businesses in Kent and Medway, creating 76 jobs and safeguarding a further 38 jobs, making a total of 114 jobs to the end of March 2019.

### Converting derelict buildings for new housing

In the final quarter, 96 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme, with 5,911 modernised since the Programme began in 2005. Total NUE investment currently stands at £56.4 million (£27.4 million from KCC recycled loans and £29 million from public/private sector leverage).

NUE was awarded an additional £1 million from the Government's Growing Place Fund to bring empty commercial space back into use as mixed commercial and residential accommodation. The £500k available in this financial year has been allocated to co-fund 6 projects which will yield 8 commercial units and create 16 new residential units within coastal towns.

### Infrastructure

Since 2015/16 a total of £145.9 million grant funding has been allocated to Kent infrastructure projects by SELEP, of which £121.1 million is intended for transport schemes. In addition, £14.4 million of Growing Places Funding has been allocated for projects that will deliver new jobs and unlock homes including Live Margate and Discovery Park.

In this last quarter, Growth Deal Funding (LGF) has been removed for the Fort Halsted project (worth £1.53m) as the site will not be available within the Local Growth Funding timing requirements.

However, a further £4m (in addition to the existing £10m of LGF) has been agreed to be allocated to the Thanet Parkway Scheme, subject to suitable business case being delivered by September.

## Broadband

Kent's Broadband Delivery UK (BDUK) programme has now brought superfast broadband to over 138,250 properties which would otherwise have had no or slow broadband connectivity. Superfast broadband services of at least 24mbps are now available to 95.9% of homes and businesses in Kent. An additional £4.5 million has been made available to connect more homes and businesses with faster broadband services, with work expected to commence later in the year.

## Funding Infrastructure

KCC obtains financial contributions from developers of new housing sites for capital investment in KCC services. In the fourth quarter ending March 2019, 15 Section 106 agreements were completed and a total of £2.2 million was secured, as outline in the table below.

<b>s.106 contributions secured £000s</b>	<b>Apr to Jun 2018</b>	<b>Jul to Sep 2018</b>	<b>Oct to Dec 2018</b>	<b>Jan to Mar 2019</b>
Primary Education	8,176	3,376	4,545	1,380
Secondary Education	4,544	3,496	3,928	682
Adult Social Care	100	9	80	53
Libraries	201	188	156	94
Community Learning	74	14	44	18
Youth & Community	27	13	18	11
<b>Total</b>	<b>13,122</b>	<b>7,097</b>	<b>8,772</b>	<b>2,237</b>
Secured as % of Amount Sought	94%	99%	99%	99%

## Kent Film Office

In the fourth quarter of 2018/19, the film office handled 163 filming requests and 177 related enquiries, with 150 filming days logged, bringing an estimated £435k direct spend into Kent. Production highlights included drama series such as World on Fire, factual programmes like Blue Planet UK, Grand Designs, and The One Show plus ads for Renault and House of Fraser. Other highlights include the Bollywood film Pagalpanti and the feature film Ammonite.

## Libraries, Registration and Archives (LRA)

Following the extensive public consultation which received over 5,500 responses, the 3 year LRA Strategy has been approved. Proposals for revised opening hours for each library are being developed and customers are able to express their preference on the options through local engagement activity.

Following a short 3-week closure over the Christmas period, Bockhanger library re-opened in the Sure Steps Children's Centre and initial feedback from customers on the change has been positive.

Across the county's libraries, issues were up by almost 7% compared to the same quarter last year, and visits were down by 5%, but this was within the forecast thresholds and reflects a move towards increased digital access. The online offer continues to expand with consistent growth in e-book and e-audio issues, with a 28% increase compared to the same period a year ago, with 87,146 e-newspaper copies also issued.

The annual email satisfaction survey of Libraries and Archives customers was sent out in March and over 4,000 responses were received. The satisfaction rate for libraries decreased from 97% last year to 92%, with changes in fees and charges last year and current proposals for reductions in library opening hours causing the reduction. Archives satisfaction rates improved from 91% to 95% and satisfaction rates with registration services continue to be high.

Satisfaction results to the year-end are as follows:

• Libraries	92%	(target 95%)
• Archives	95%	(target 90%)
• Birth and death registration	95%	(target 95%)
• Wedding ceremonies	96%	(target 95%)
• Citizenship	98%	(target 95%)

### **Community Safety**

The Kent Community Safety Team (KCST) coordinated and delivered a number of events during the last quarter including four Cybercrime Awareness Train the Trainer sessions, two Gangs Awareness Training and one Community Safety Information Session covering topics such as Brexit and Modern Slavery.

### **Resilience and Emergency Planning Service**

A total of 73 incident alerts were logged during the quarter by the 24/7 Duty Emergency Planning Officer, which compares with 137 for the same period in 2018. This significant variance was due to the relative mild and dry weather conditions, which contrasted starkly with the significant local impact from the 'Beast from the East' in 2018.

Other activities in the quarter focussed on Brexit preparations for the county, including the delivery of 38 training and exercise events. All service departments in the council have reviewed and updated their Business Continuity Plans and an updated corporate Business Impact Analysis has been completed to ensure corporate oversight of risks to key services. An innovative Multi Agency Centre was mobilised at the County Emergency Centre to enable effective co-ordination of community impact, welfare, media and recovery contingency planning in preparation for the EU exit and has since stood down.

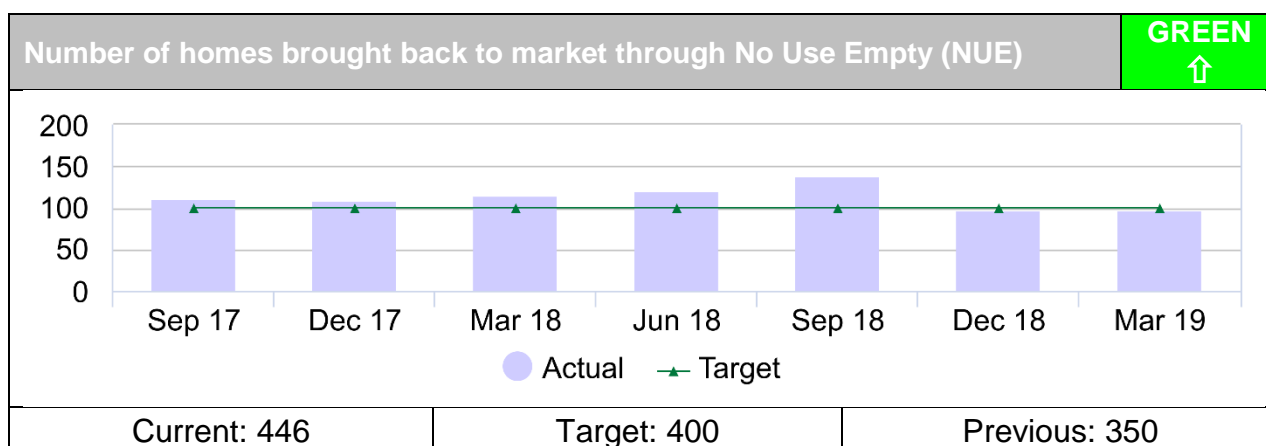
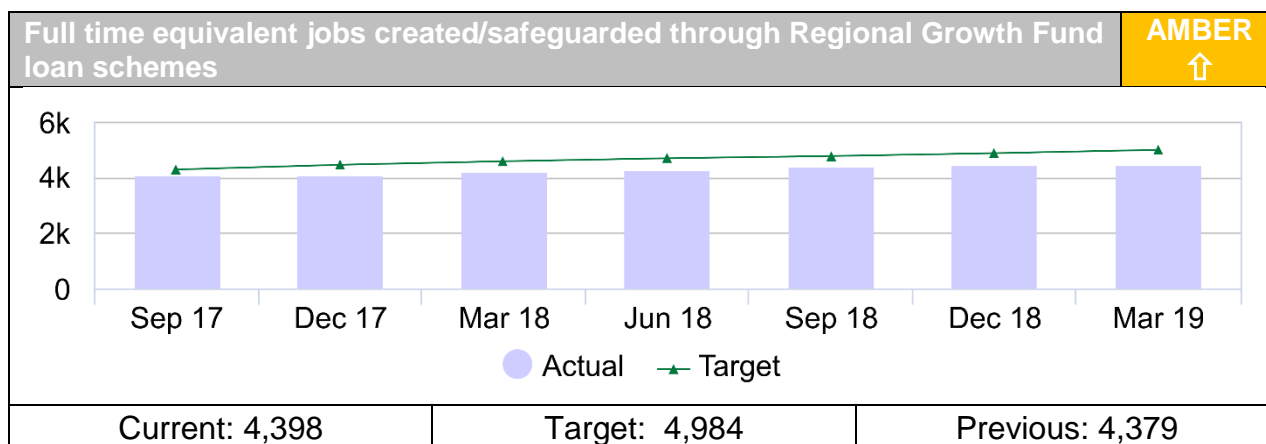
### **Kent Sport and Physical Activity**

The Kent School Games winter finals have taken place with 4,342 pupils from 117 schools engaged, including 250 participants with disability or special educational need.

In January staff from 157 schools attended the annual Kent & Medway Primary PE Conference with leading experts presenting on new teaching methods and demonstrating new products and services, all with the purpose of improving children's lives through sport and physical activity.

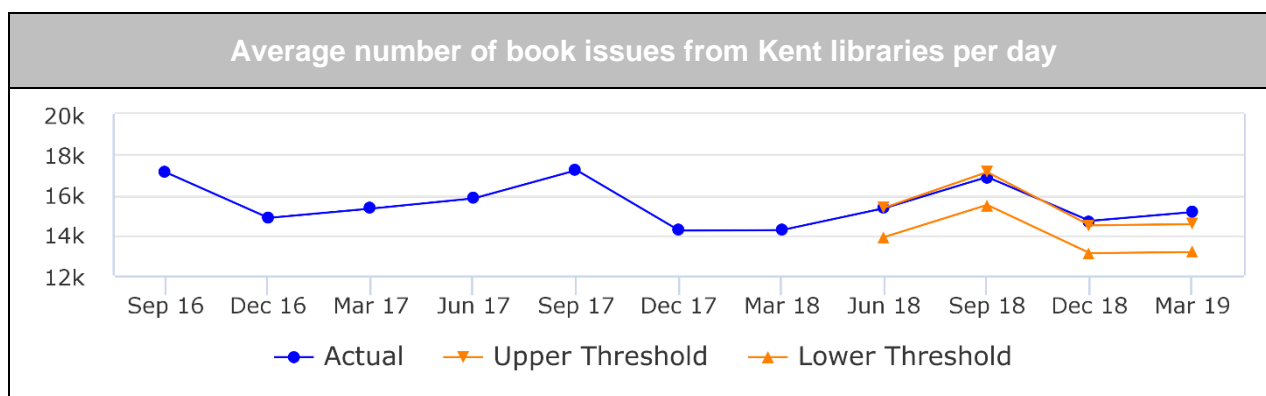
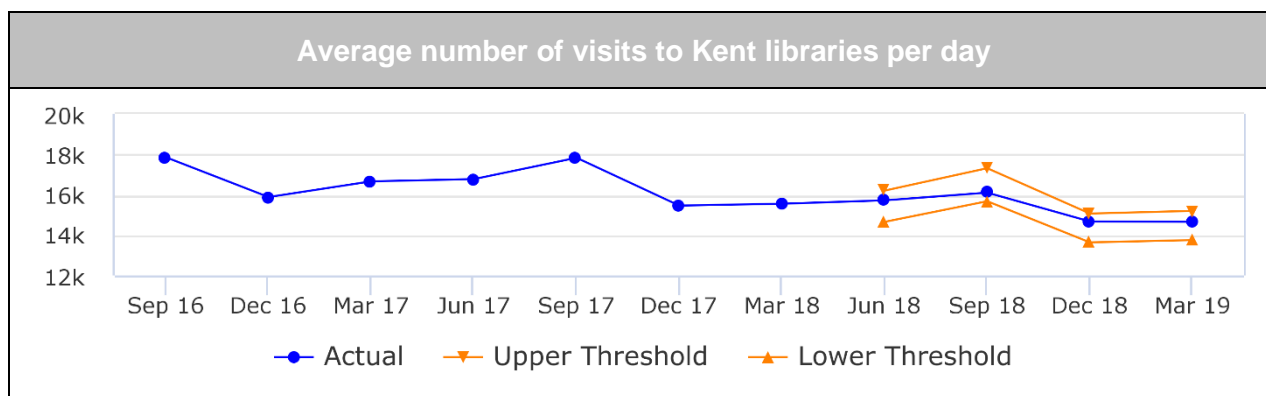
A successful application to Sport England resulted in a grant of £78,898 being awarded over two years to deliver the Kent & Medway Workforce Framework. The aim is to ensure those working in the sport and physical activity sector, professionally and as volunteers, are appropriately skilled and motivated to help increase levels of physical activity across the county.

## Key Performance Indicators

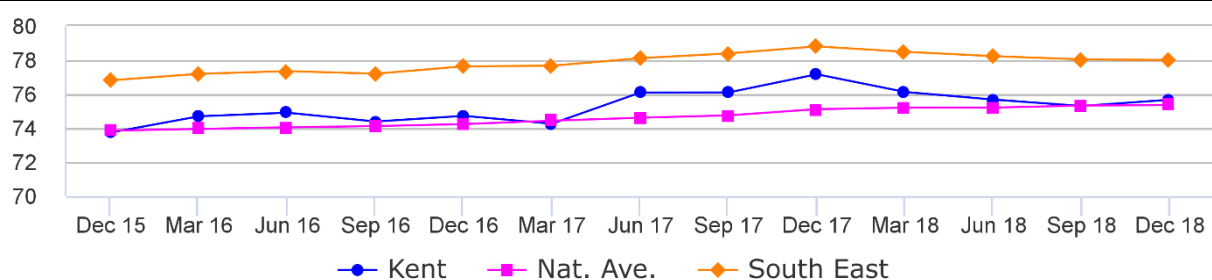


Note: RAG rating based on Year to Date position

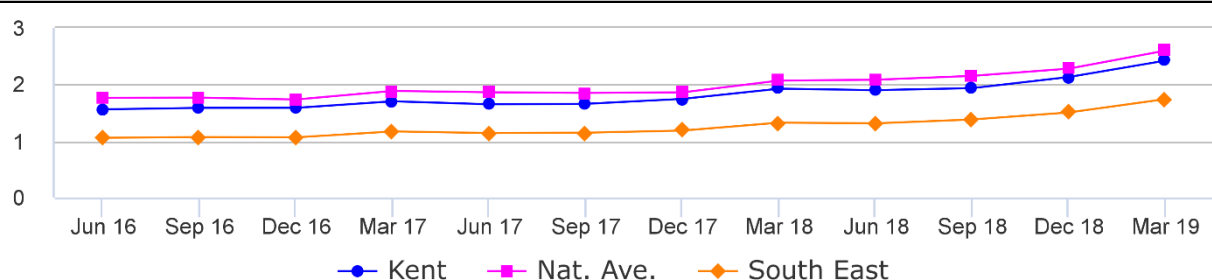
## Activity indicators



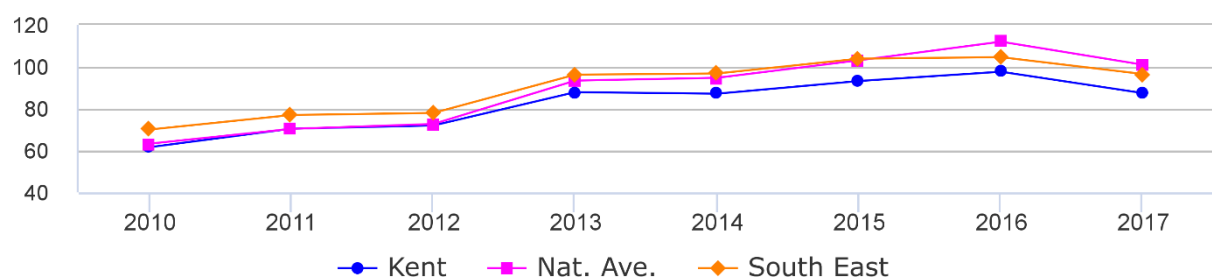
Percentage of population aged 16 to 64 in employment  
(from the Annual Population Survey)



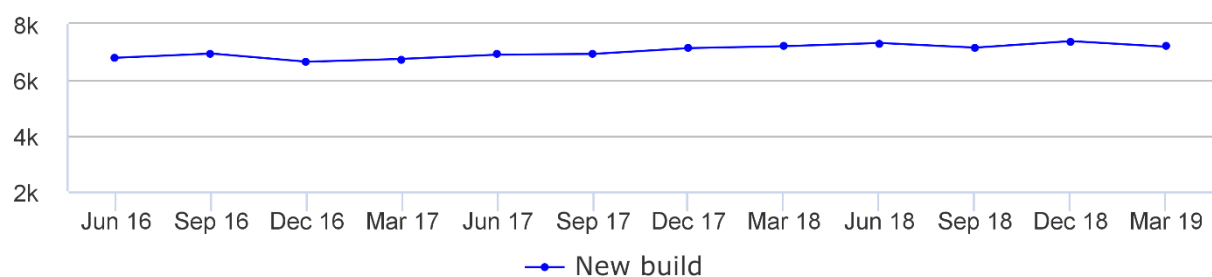
Percentage of population aged 16 to 64 claiming unemployment benefits



Business start-ups per 10,000 population aged 18 to 64



New dwelling completions based on energy certificates issued  
(rolling 12-month totals)





Environment and Transport	
<b>Cabinet Member</b>	Mike Whiting
<b>Corporate Director</b>	Barbara Cooper

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	6			4		2

## Highways

Performance for the quarter was above target for the four Highways key performance indicators. New enquiries and faults raised for action by residents were at the lower end of expected seasonal demand at 24,209 jobs compared to 34,899 for the same time last year. The backlog of outstanding works has reduced from last quarter to below seasonal expectations at 6,579, compared to 9,333 at the same time last year.

The Pothole Blitz contract and related controls have been updated this year to ensure the effective management of the contract which has delivered a substantial number of repairs, including 54,000 individual potholes and over 267,000 square metres of larger patchwork repairs. At the end of March a total of 114,942 streetlights had been converted to LED with completion of 118,000 conversions planned by the end of May 2019.

The Department of Transport has provided a Section 31 Grant Award of £33.48 million to the county council to enable implementation of plans to manage HGVs and passenger traffic in Kent in response to Brexit, to be delivered through close working with the Department for Transport (DfT), Kent Police and Highways England. Works being delivered include carriageway resurfacing and strengthening, traffic technology systems, drainage repairs, vegetation removal and updating facilities at Manston Airport.

## Crash Remedial Measures & Local Transport Plan Scheme

Delivery of the 2018/19 Crash Remedial Measures (CRM) and Local Transport Plan (LTP) programmes have been completed with 60 CRM schemes and over 30 new transport improvements delivered within budget, ranging from improved footpaths and crossing points, to new 20mph zones and limits.

The plans for the 2019/20 schemes aim to further reduce the number of injuries on Kent's roads with over 30 new engineering schemes identified in past crash locations. The 2019/20 programme features these crash remedial schemes in addition to a range of other improvements such as new cycle paths, puffin crossings and 20mph zones.

Provisional crash data for 2018 shows a reduction in casualties compared to the most recent past three-year average across all casualties categories. In addition to our own KCC programmes of safety education and engineering measures, we continue to plan and deliver joint interventions following the National Police Chief's Council calendar with the focus on Young Drivers, motorcyclists, mobile phones and drink driving.

## Journey time reliability/Congestion Strategy

We continue to deliver a programme of schemes to improve the reliability of localised journey times. Areas of less reliable journey times are identified and then assessed to determine if we can engineer improvements. Several projects are currently being

progressed and we continue to engage with various stakeholders to collaboratively review longer-term impacts, such as the effect of the strategic network on the local road network and how we can co-ordinate roadside infrastructure.

Engagement with Highways England is key to congestion management in the short-term, given the significant volume of works and changes that Highways England are making to their network and the preparatory Brexit works

### **Public Transport**

The 2019/20 Young Persons Travel Pass (YPTP) discretionary scheme has been published and this aims to support sustainable travel to school and educational choice for 24,000 students.

The Big Conversation programme, to explore innovative and sustainable ways of providing transport to rural communities in Kent continues to progress. The results from the public consultation on proposed changes to bus services in Maidstone and Tonbridge & Malling have been published, costs for each of the 5 proposed pilots have been confirmed and implementation of the first pilot will commence in early June 2019.

### **Local Growth Fund Transport Capital Projects**

Kent has been awarded £123 million of Government Local Growth Fund (LGF) money through the South East Local Enterprise Partnership (SELEP) which has been allocated across 28 Transport projects within the county. The LGF money makes a contribution to the projects with the total capital expenditure being £322 million.

The table below shows the overall position for 27 transport projects in the programme managed by the council, with the other project managed by Highways England. Six projects are now complete, with 12 schemes substantially under construction, and the A2500 Lower Road capacity improvement phase 1 and the A226 London Road/B255 St Clements Way project in Greenhithe are both nearing completion.

There are three schemes currently at risk, including the A28 Chart Road scheme which can not progress until a security bond is provided by the developer, the A28 Sturry integrated transport scheme remains under review, and Thanet Parkway continues to have a funding gap, although a further £4m of LGF has recently been allocated to this project.

<b>LFG Projects and start year</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Total</b>
Total Value (£m)	49.6	110.6	52.2	3.9	217.2
LGF funds (£m)	32.8	44.4	24.4	1.9	103.6
Total projects	12	8	6	1	27
Completed projects	4	2	0	0	6
Green (on track)	3	1	2	1	7
Amber (some delays)	5	3	3	0	11
Red (at risk)	0	2	1	0	3

## Waste Management

The percentage of waste sent to landfill continues to exceed target at less than 2%, which is ahead of the EU Landfill Directive target that less than 5% of waste goes to landfill by 2020. Just under 49% of the county's waste is converted to energy, either at the Allington plant or through conversion to refuse derived fuel. The Allington Waste to Energy plant remains stable, although it was closed for part of March for a major overhaul and infrastructure replacement. Waste currently sent for processing in Holland to be converted to Refuse Derived Fuel (RDF) will in the future be treated at the new waste to energy plant at Kemsley, due to be commissioned in the summer.

Overall for the county the recycling rate was 49.5%. Recycling levels at Household Waste Recycling Centres at 68.7% have improved this year following a decline last year when recycling was at 67.8%. District councils achieved a 44.2% recycling rate for the year, which was slightly down on 44.5% achieved last year. Ten of the twelve district councils in Kent have adopted alternate weekly collected residual waste, with a weekly food collection and recycling service, which promotes higher levels of recycling.

Total municipal waste tonnage disposed of for the year was 706,000 tonnes, similar to last year and down from the 728,000 tonnes for the year to March 2017.

The decision has been made to introduce disposal charges for soil, rubble, hardcore and plasterboard at the KCC Household Waste Recycling Centres.

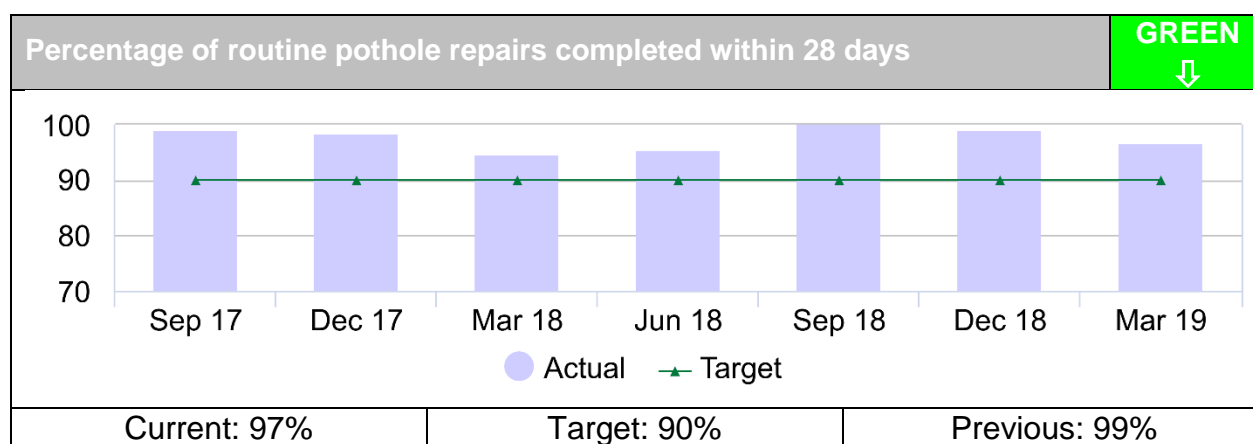
## Environment

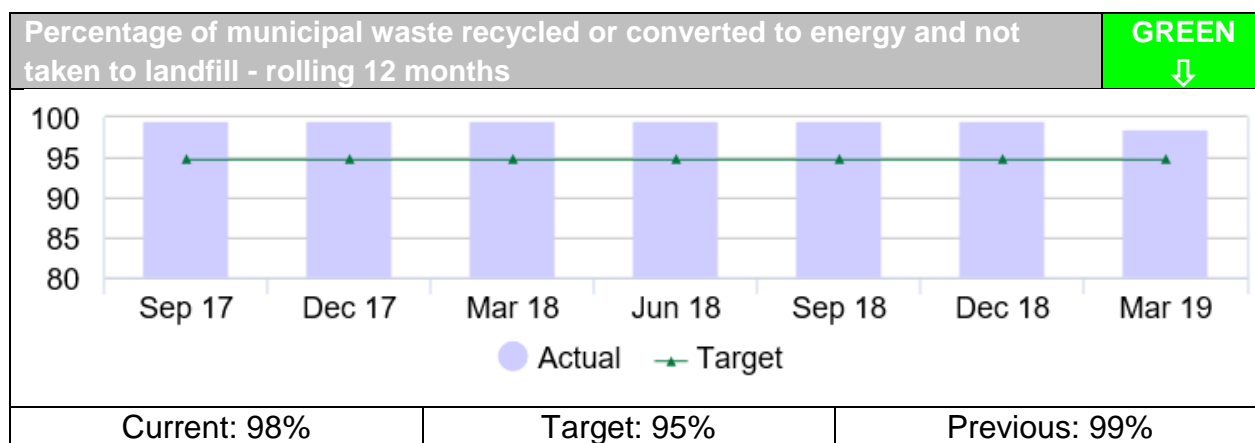
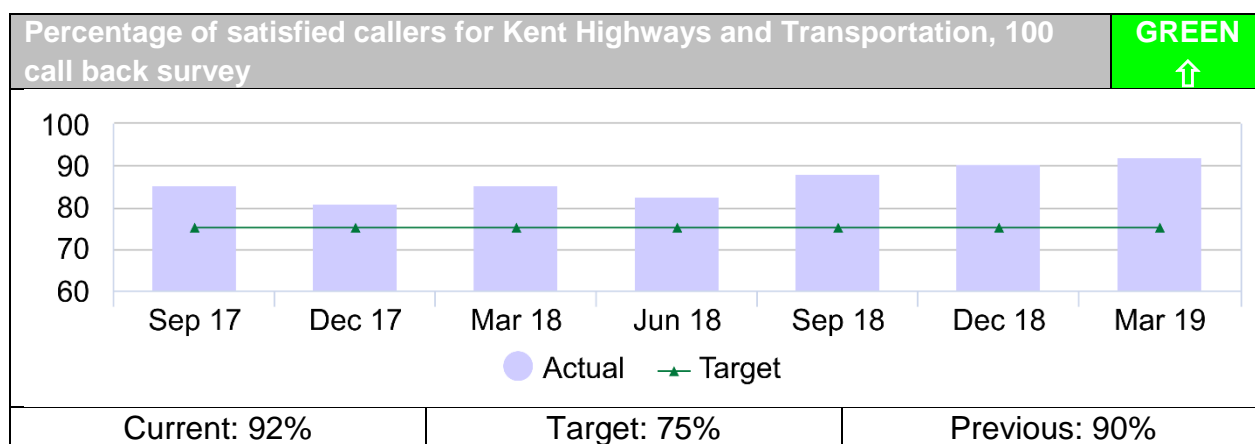
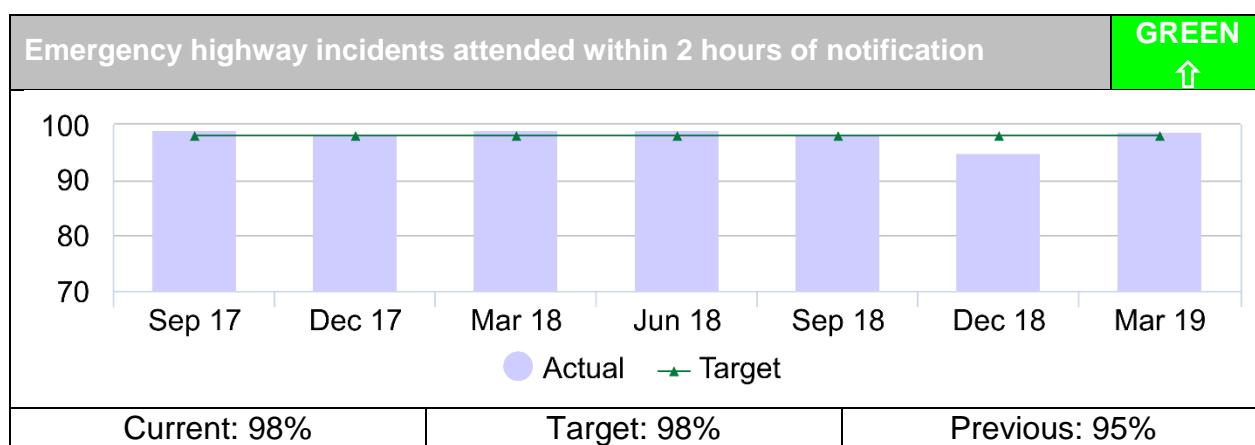
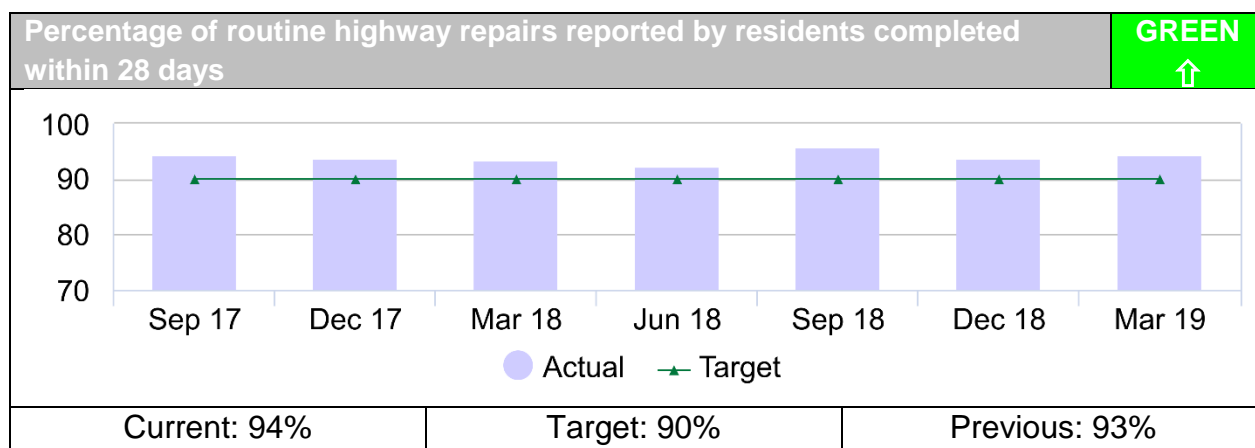
Estate Greenhouse Gas emissions from KCC continue to reduce ahead of target, with the LED street lighting programme almost complete and continued reductions across corporate buildings and business travel.

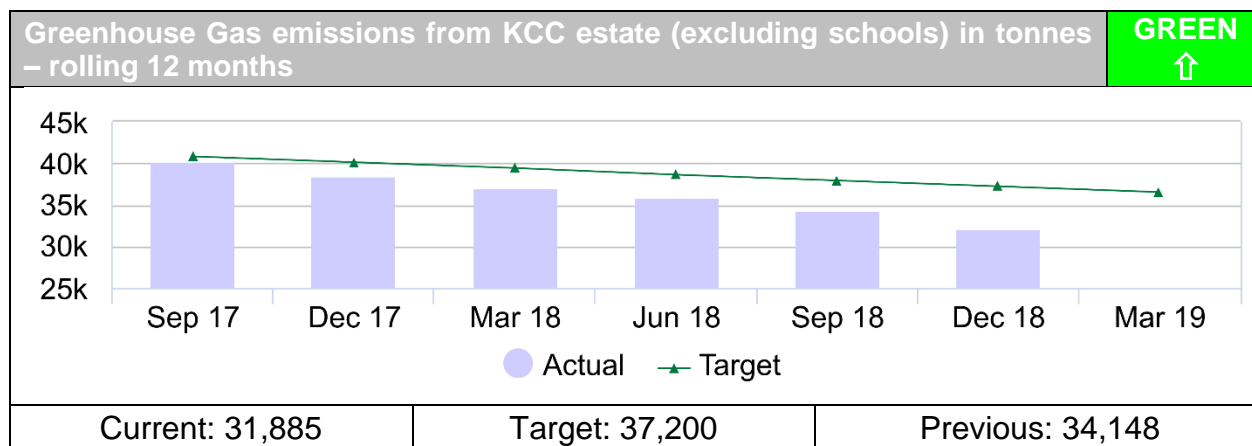
The Kent and Medway Energy and Low Emissions Strategy is out for public consultation following discussion at the Environment & Transport Cabinet Committee in May 2019.

In the last year 379 Kent SMEs have received funding totalling £3.7m from The Low Carbon Across the South East (LoCASE) project, an pan-SELEP initiative which delivers business support across Kent, Essex and East Sussex. Projects funded include purchase of equipment and machinery, research and development costs, marketing and website development, business development consultancy, energy efficiency measures and electric vehicle purchase.

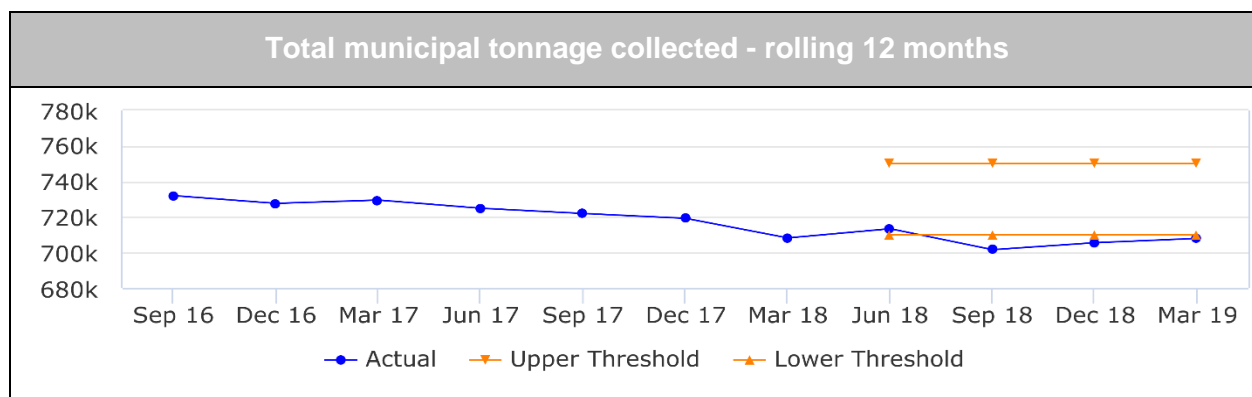
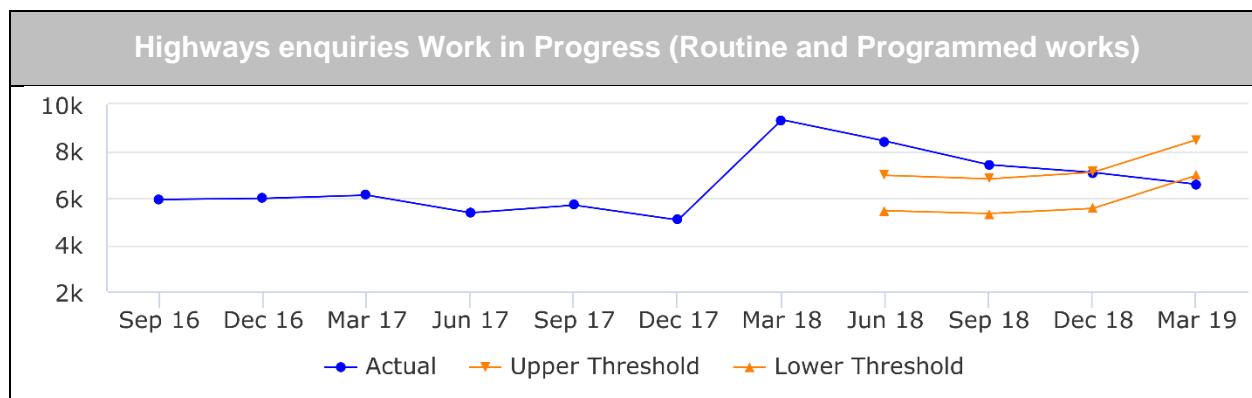
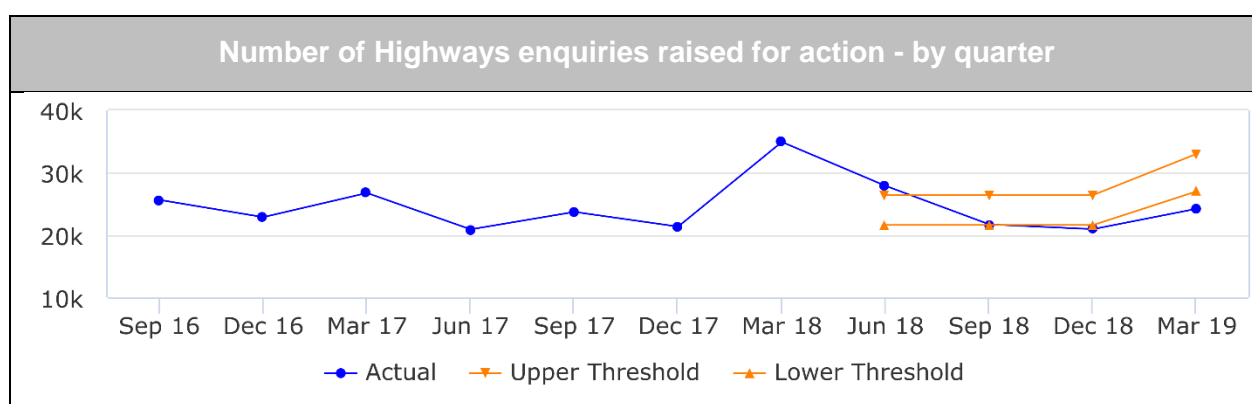
## Key Performance Indicators







## Activity indicators



Children, Young People and Education	
<b>Cabinet Member</b>	Roger Gough
<b>Corporate Director</b>	Matt Dunkley

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>5</b>	<b>7</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>6</b>

### Schools

The results for Primary school attainment outcomes in summer 2018 were above the national average at all key stages. In the Early Years Foundation Stage 75.1% of children attending a school in Kent achieved a good level of development compared to the national figure of 71.5%, and second highest compared to statistical neighbour local authority areas. At Key Stage 2, 67% of pupils achieved the expected standard in reading, writing and maths compared to the national figure of 65%, which was joint highest within our statistical neighbour group.

At Key Stage 4, the Attainment 8 Score for Kent was 47.1, which just above the national figure of 46.6 (for all state funded schools), and third highest compared to our statistical neighbours. The Progress 8 Score for Kent was -0.08 compared to the national score of -0.02 and ranked 7th when compared to our statistical neighbours (out of 10 other Local Authorities).

At the end of March, 522 of the 578 schools in Kent were Good or Outstanding based on most recent inspection, with 92% of pupils attending good or outstanding schools. The percentage of Primary schools judged as good or outstanding was 92%, with 87% of Secondary schools and 92% of Special schools being good or outstanding.

The Education People are continuing to work closely with all maintained schools and, through commissioned support from academy trusts, to secure ongoing improvements. Ensuring schools are well-prepared for the new Ofsted inspection framework in September 2019 is a key priority as well as improving outcomes and narrowing performance gaps for vulnerable pupils at all phases of their education. We are committed to maintaining the proportion of schools with a judgement of good or better, increasing the number of schools graded as outstanding and ensuring those who require improvement secure a good judgement as quickly as possible.

### Early Years

The percentage of Early Years settings which were rated Good or Outstanding was 97%, one percentage point below the target. Sustaining this standard whilst also increasing the amount of outstanding provision remains a key priority for the Early Years and Childcare Service.

Other priorities include the ongoing delivery of 30 Hours of Free Childcare, working in partnership with Children's Centres to continue to increase the take up of Free Early Education places by eligible two-year-olds, increasing the number of children achieving a Good Level of Development at the end of the Early Years Foundation Stage, narrowing achievement gaps, and increasing the number of Early Years settings working within a collaboration.

The take-up for the free childcare entitlement for eligible two years olds at the end of March was at 65%.

### **Skills and Employability**

The March 2019 outturn for the percentage of 16 and 17 year olds Not in Education, Employment or Training (NEET) was 3.1% however the three month rolled average for December, January and February, which the DfE uses as its performance measure, shows Kent to be 2.8%. Comparative data is not yet available for the current year but the previous year the national figure was 2.7% compared to Kent's 2.6%.

The numbers of 16 to 18-year olds starting an apprenticeship has so far been higher this year than last year. The figures last year were low due to delays in introducing the new required standards following the introduction of the Apprenticeship Levy. The Apprenticeship Levy has raised the quality of the standards and expectations for apprenticeship schemes, and with many new standards now in place it is anticipated that the number of apprentice starts will continue to increase in the current academic year.

Through our Apprenticeship Action Plan, we are promoting apprenticeships throughout Kent to raise awareness and increase the number of opportunities available. We continue to develop the offer available on the Apprenticeship Kent website and we are developing a supported Apprenticeship programme route for vulnerable learners, including those with disabilities. We have introduced a core offer of Apprenticeship support to all schools and are working collaboratively with schools, Further Education Colleges and Work Based Training providers to develop locally co-ordinated approaches to support apprenticeship take-up.

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

The percentage of new Education, Health and Care Plans (EHCPs) issued within the statutory 20 weeks based on the rolling 12-month average was 35% (673 out of 1,917) against a target of 90%. This is down from last quarter and also below the national average. There continues to be a significant increase in demand for assessments for EHCPs which also require an Educational Psychology (EP) assessment, with numbers up 39% compared to the previous year. This has led to a backlog which is affecting the EP service's ability to meet demand. Performance is in a large part attributable to the NHS rather than KCC. Work is in progress so that the apportionment of causation between KCC and the NHS is reported in future

During the quarter, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the county's services for children and young people with a disability or special educational needs. The inspection identified areas of weakness and the council and local Clinical Commissioning Groups are jointly working on an improvement plan to address these. The action plan will address a number of issues, including actions to get assessments completed in a more timely manner, with some actions already underway including recruitment of additional staff and four new parent/carers forums are expected to be up and running within a few months, to ensure they have greater input in shaping the service

### **School Places and Admissions**

For admissions in September 2019, 89% of parents secured their first preference primary school and 79% of families secured their first preference for secondary school places. The net change to the number of places being offered for September 2019 entry was an increase of 51 Year R places (one new school, 11 schools increasing and 9 schools reducing) and an increase of 218 Year 7 places (one new school, 14 schools increasing and 10 schools reducing).

### **Children's Integrated Services**

The new integrated Front Door model for Kent's Children's services went live on 1st October 2018. The new 'Request for Services' form which partners complete to gain a service at both Tier 3 and Tier 4 ensures that the destination of all referrals is decided at the Front Door. It also means that all cases are initially progressed through the Early Help Module. As a result, there have been significant changes to both activity and the way it is reported.

### **Early Help**

There were 2,134 cases open to Early Help units, which equates to support for 4,630 children and young people aged 0 to 18.

The percentage of Early Help cases closed with outcomes reduced from 81% to 78% which is 4 percentage points lower than the target. The issue appears to be a higher than normal number of closures through Consent Withdrawn. For Early Help unit cases initiated via a Request for Support form 79% of cases are closed with outcomes achieved, which is just below the 80% service standard.

There were 47 permanent school exclusions in the last 12 months, a reduction from 55 for the previous year to March. Of these 20 were from primary schools and 27 from secondary schools. At 0.02% of the school population this is in with target of 0.02% and better than the last published national average of 0.10%.

The number of first-time entrants to the Youth Justice system at 208 in the last 12 months was better than the target of 290, with numbers continuing to reduce each year.

### **Children's Social Work - Staffing and Caseloads**

Overall caseloads for children's social work per 10,000 child population have seen an increase in the last quarter bringing numbers closer to the latest nationally published result from March 2018.

Referrals to children's social care have seen an increase this quarter largely down to a high number of referrals in March 2019. The rate of re-referrals within 12 months has shown a decrease this quarter to 26.1% close to the target of 25%.

The number of children with child protection plans per 10,000 of the child population was stable over the last quarter and remains below the average for England.

The percentage of case holding social worker posts held by permanent qualified social workers has decreased slightly, from 87.2% in December 2018 to 85.7% in March 2019 ahead of the 85% target. The percentage of social work posts filled by agency staff decreased slightly in the quarter, from 12% to 11%.

At 22.5 cases the average caseload for Social Workers remains above the target level of 18 cases. It has increased from 19.6 at the end of the previous quarter. The reduction of caseloads continues to remain a key priority for the service.



### Children in Care

The number of citizen children in care has continued to reduce over the last 12 months and was 1,336 at the end of March 2019. The number of unaccompanied asylum seeker children (UASC) who are children in care decreased by 13 in the quarter, although there were 50 new UASC starts in the quarter. The number of children in care placed in Kent by other local authorities increased in the quarter from 1,336 to 1,363.

The percentage of Kent children placed in KCC in-house foster care or with family/friends has fallen slightly and remains just below target. Performance against the placement stability measure of 3 or more placements in a 12-month period has continued to improve and is close to target.

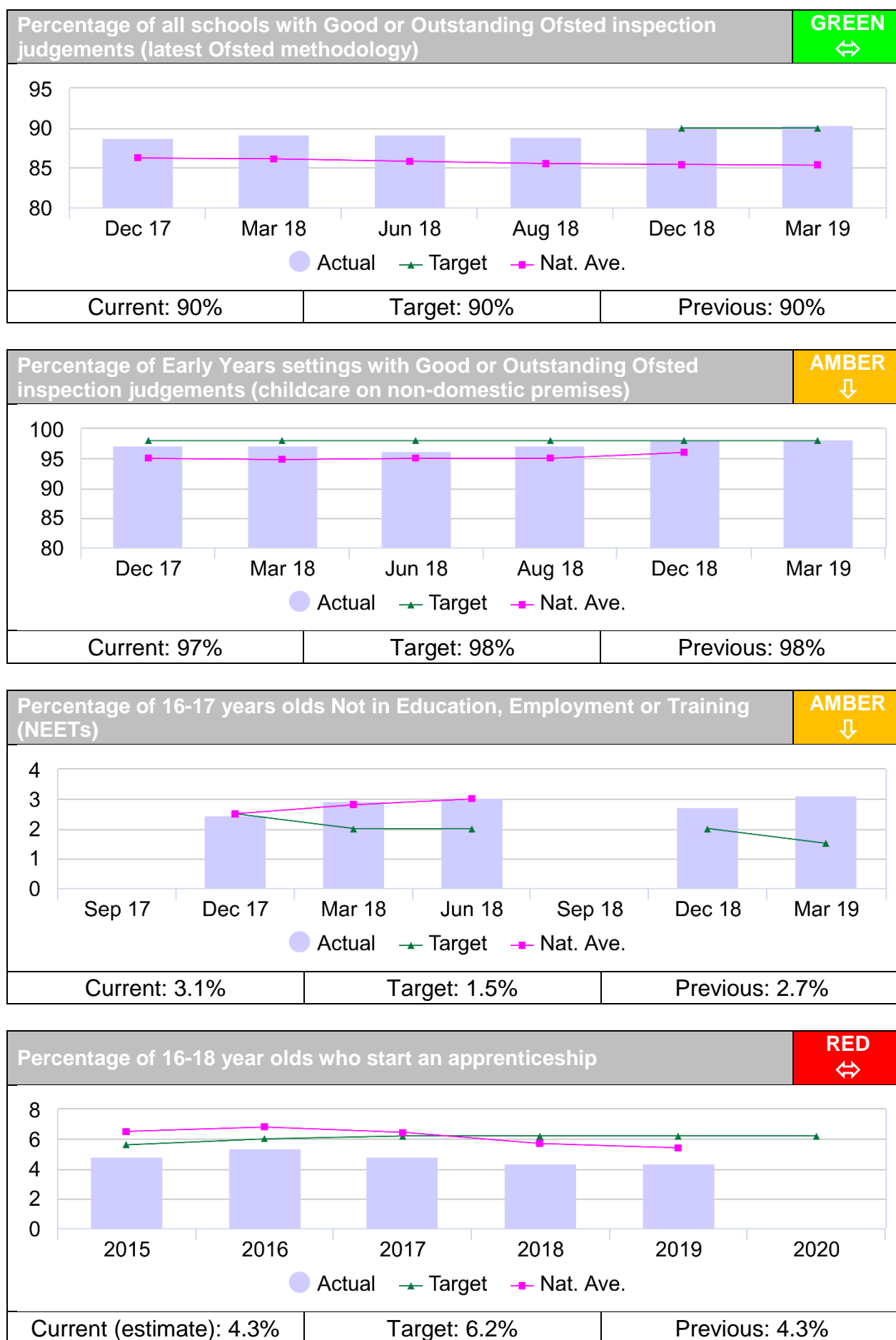
For children who were adopted in the last 12 months the average number of days between coming into care and moving in with their adoptive family continues to outperform the nationally set target of 426 days.

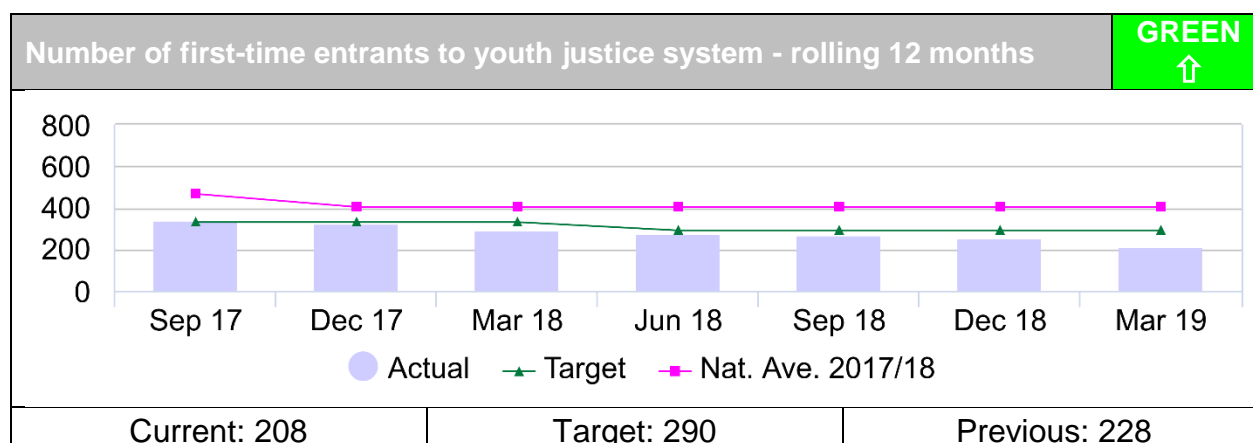
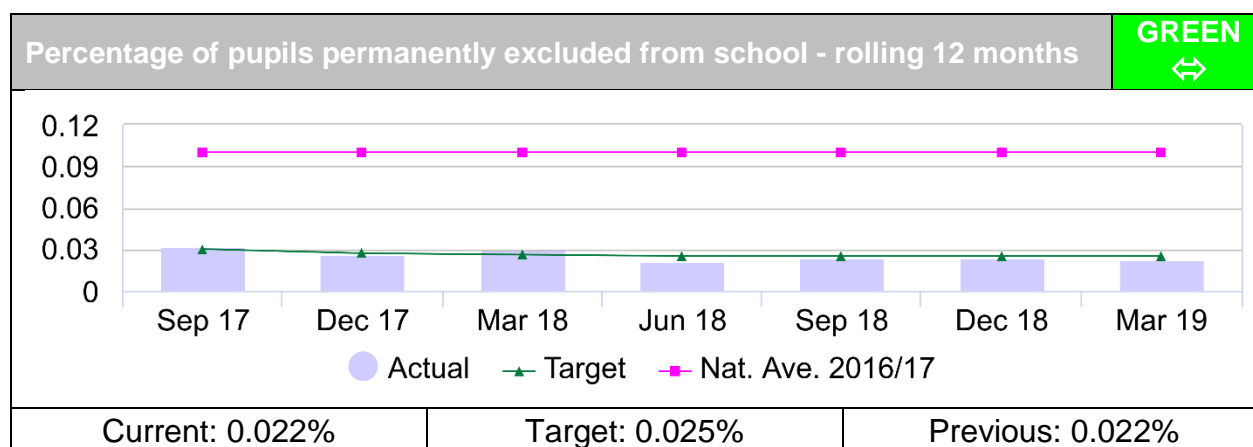
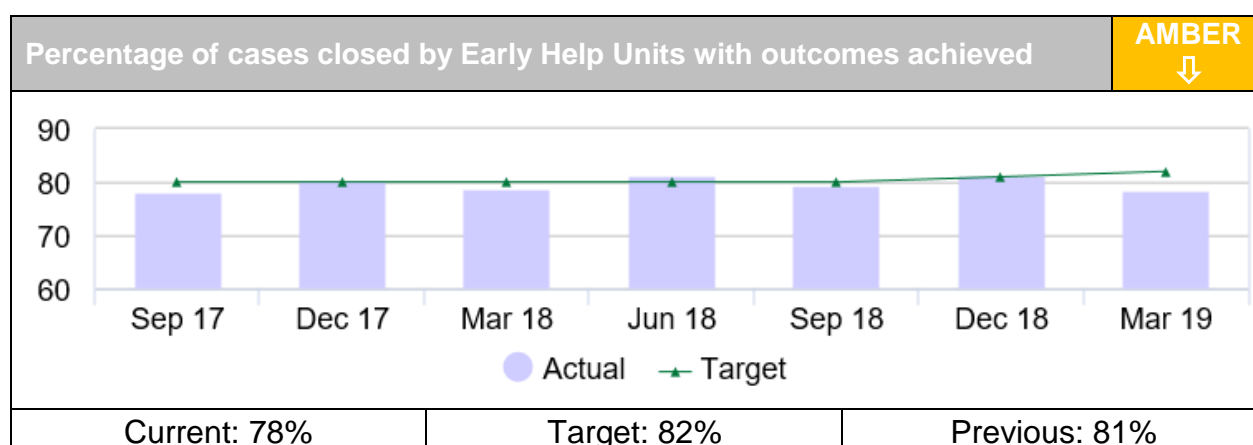
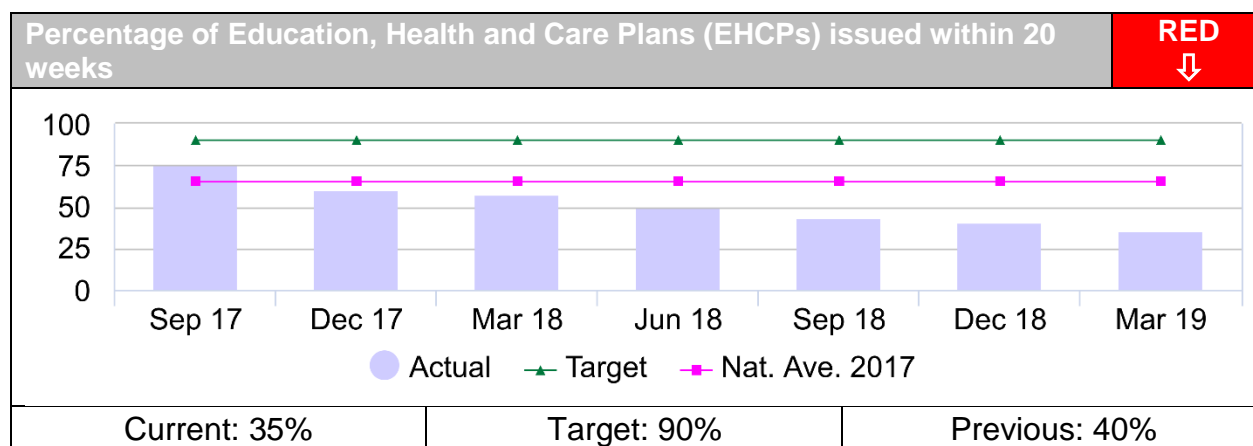
The number of Care Leavers increased in the quarter by 11 to 1,699 (786 Citizen and 913 UASC). The percentage of Care Leavers who the Authority is in touch with, who are in Education, Employment or Training remains close to target.

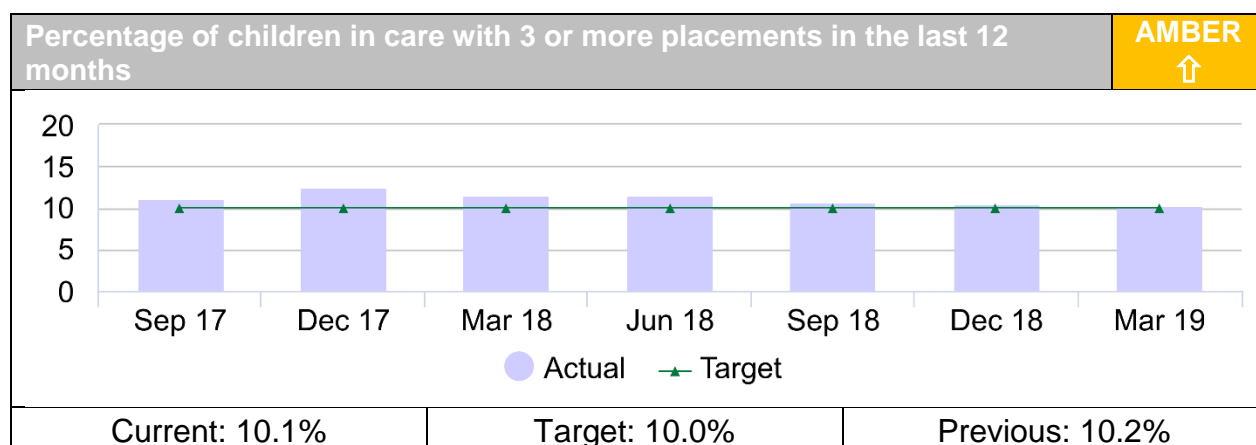
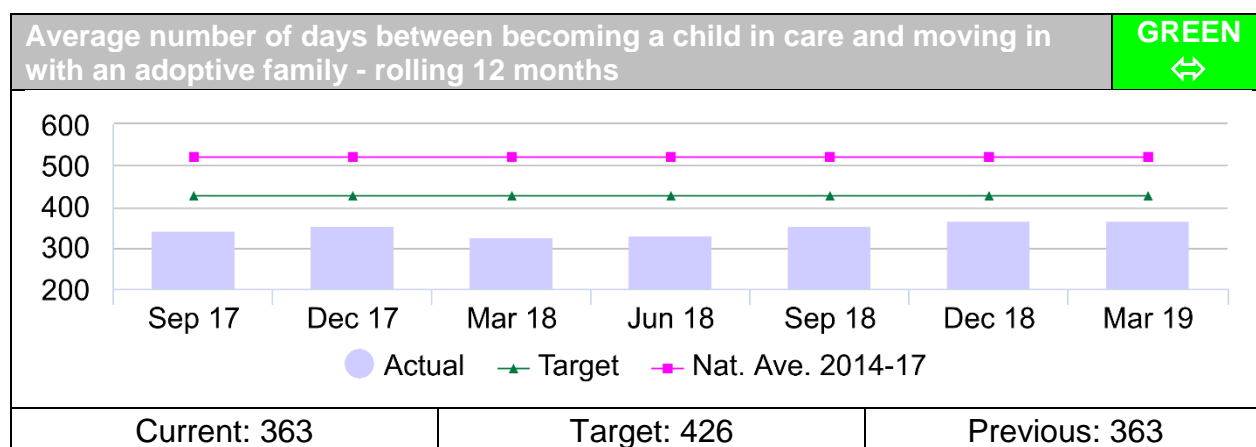
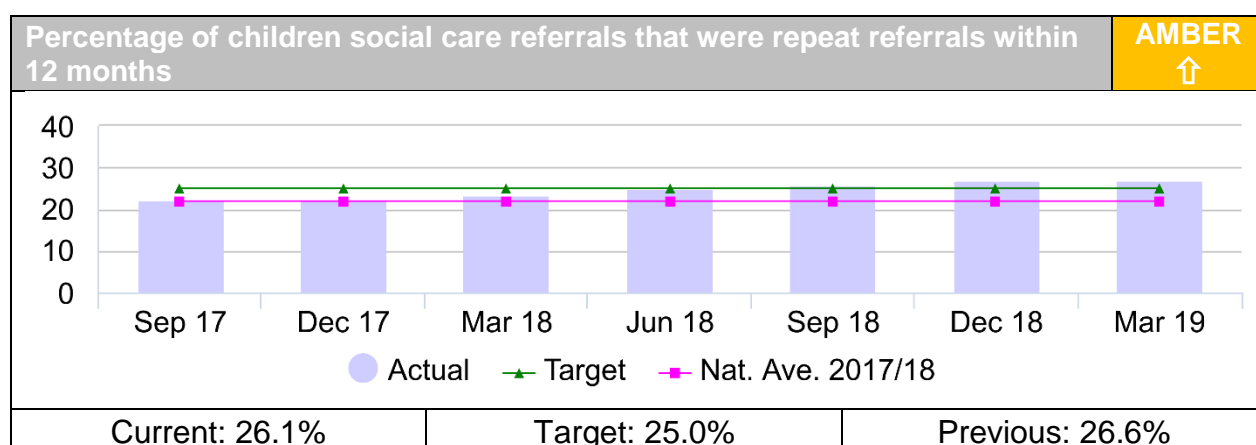
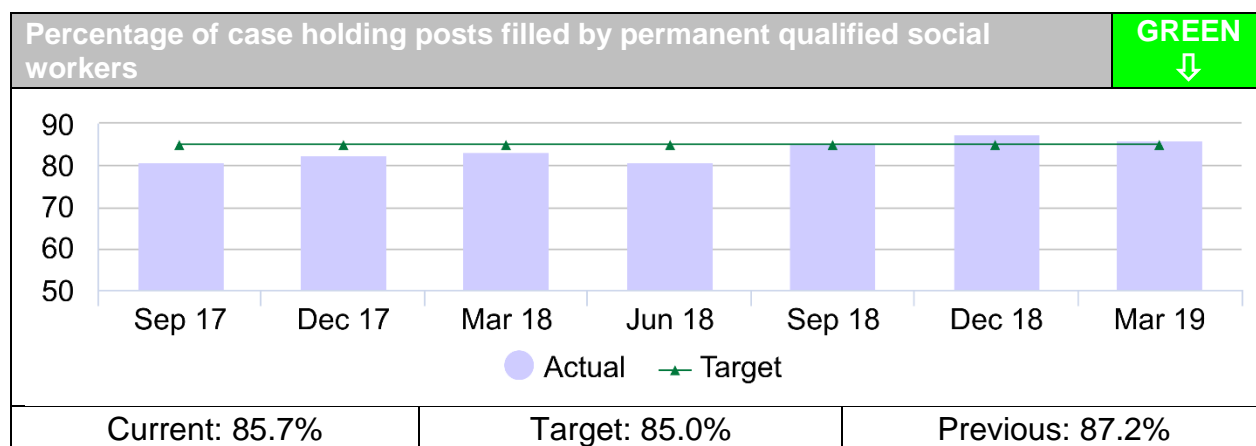
Status	Jun 18	Sep 18	Dec 18	Mar 19
Citizen	1,389	1,358	1,337	1,336
UASC	216	237	267	254
<b>Total</b>	<b>1,605</b>	<b>1,595</b>	<b>1,604</b>	<b>1,590</b>

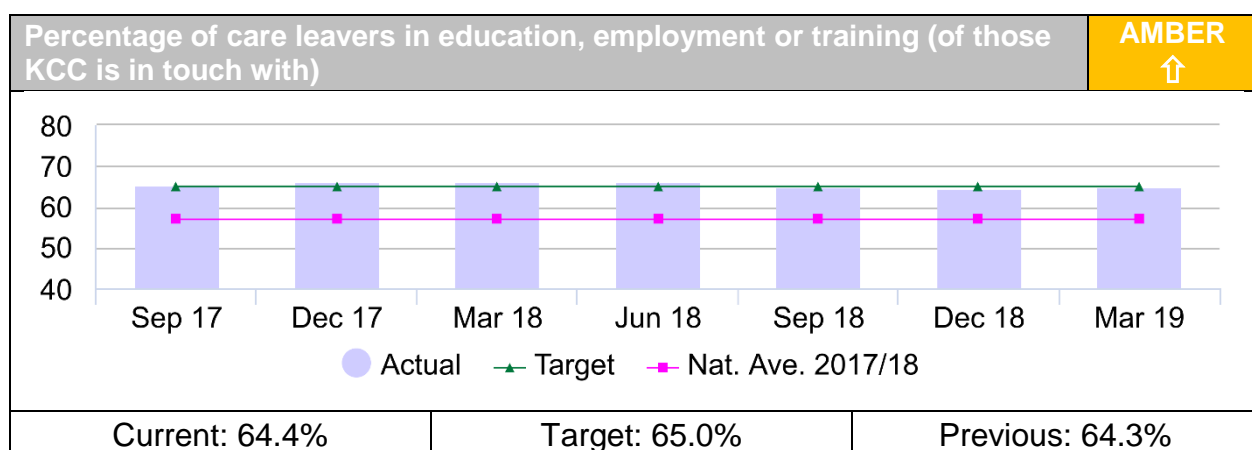
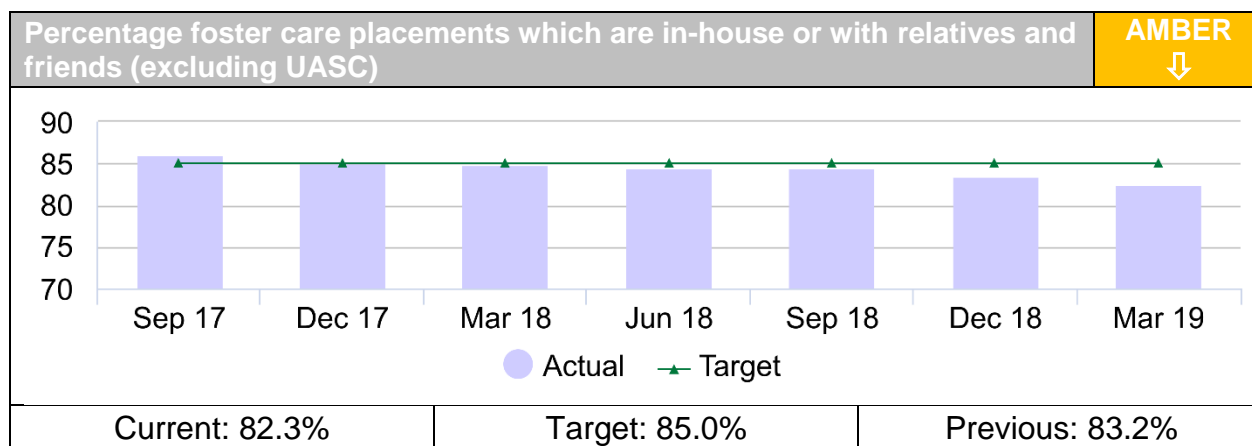
	Jun 18	Sep 18	Dec 18	Mar 19
Male	974	969	992	975
Female	631	626	612	615
<b>Age Group</b>				
0 to 4	167	151	143	149
5 to 9	235	220	214	200
10 to 15	698	707	697	692
16 to 17	505	517	550	549
<b>Ethnicity</b>				
White	1,268	1,247	1,220	1,215
Mixed	85	82	87	87
Asian	35	37	52	55
Black	88	100	97	94
Other	129	129	148	139

## Key Performance Indicators

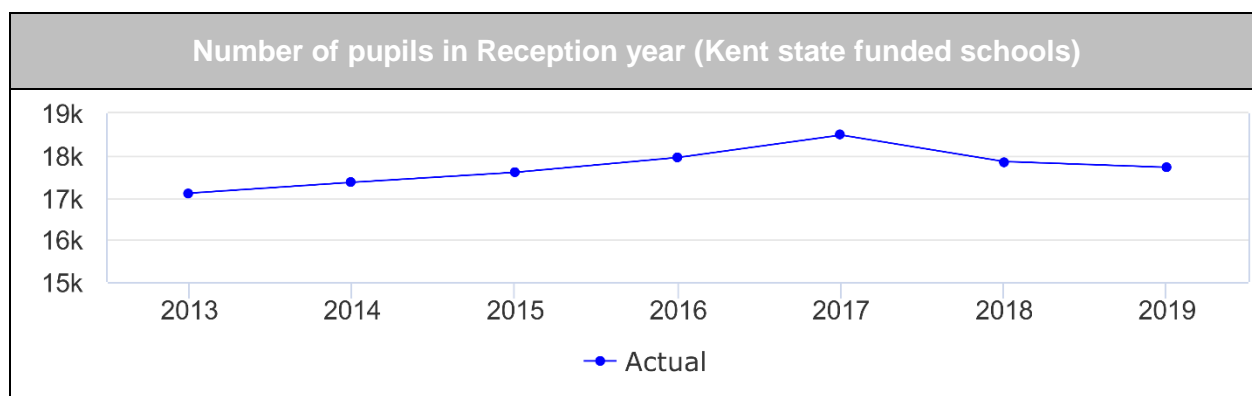
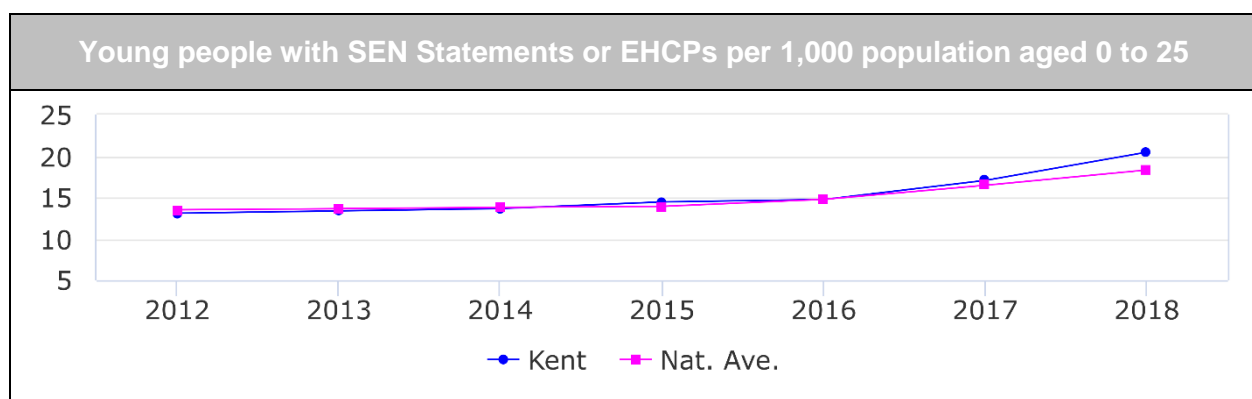


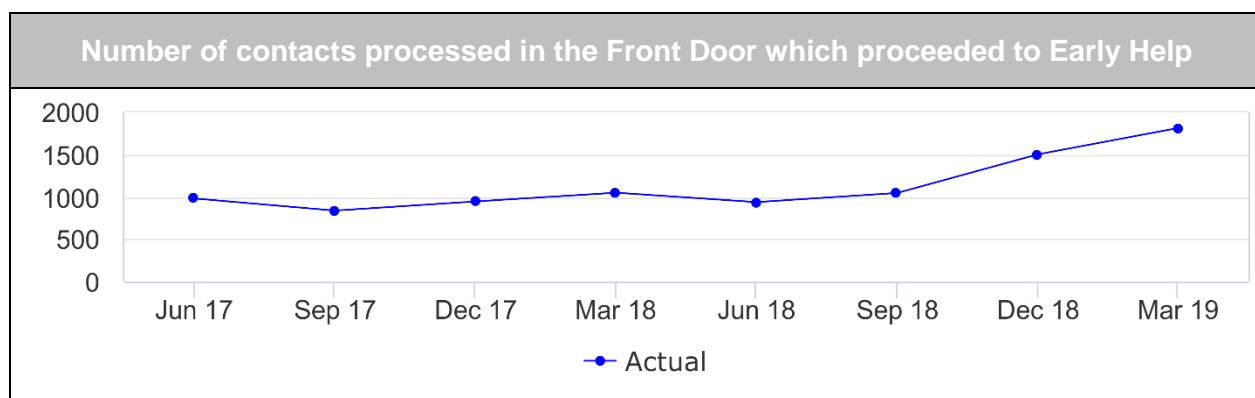
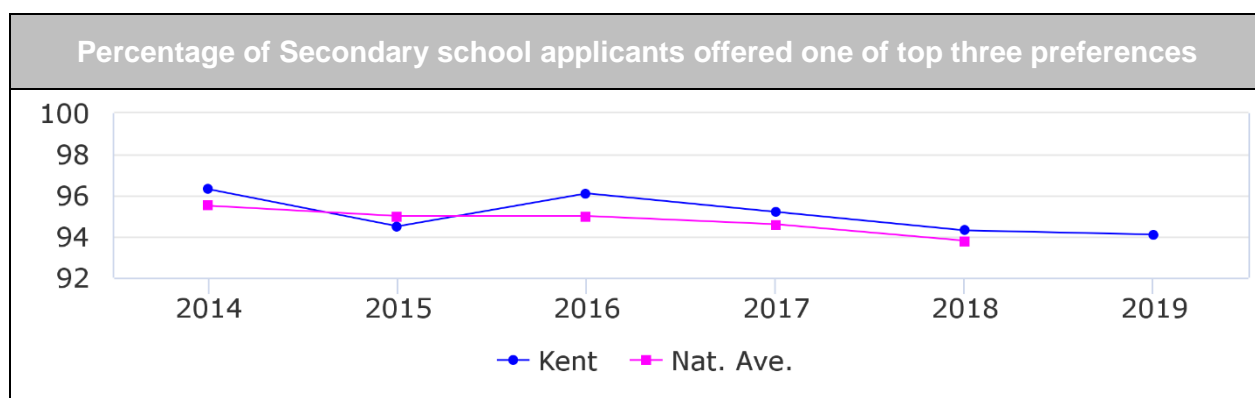
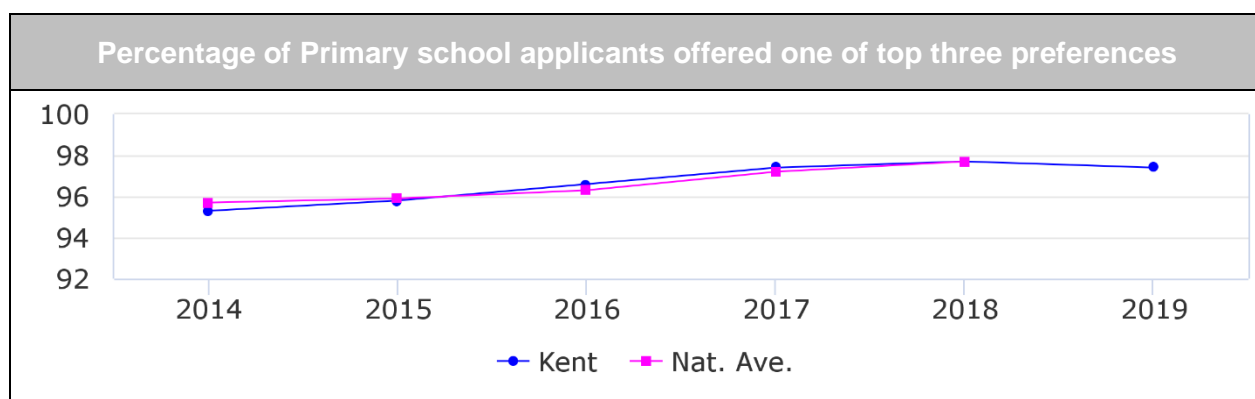
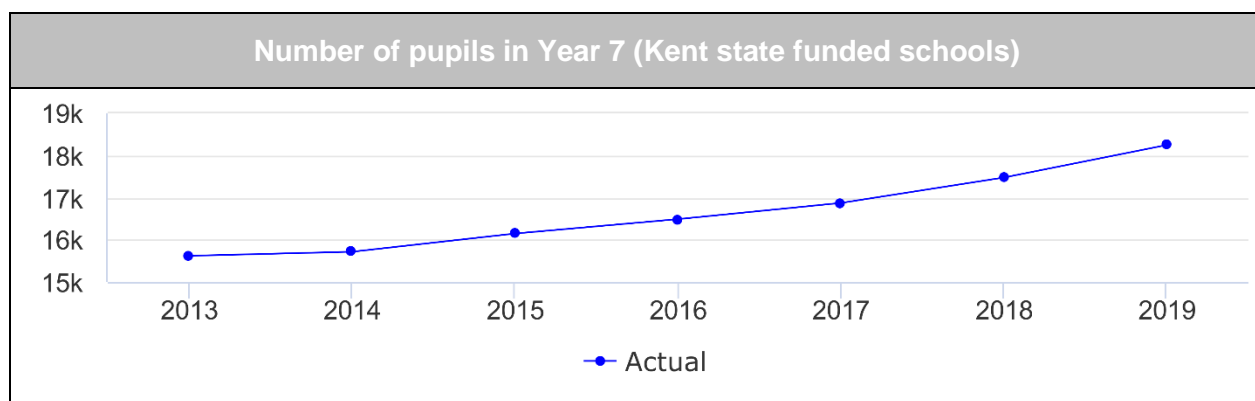




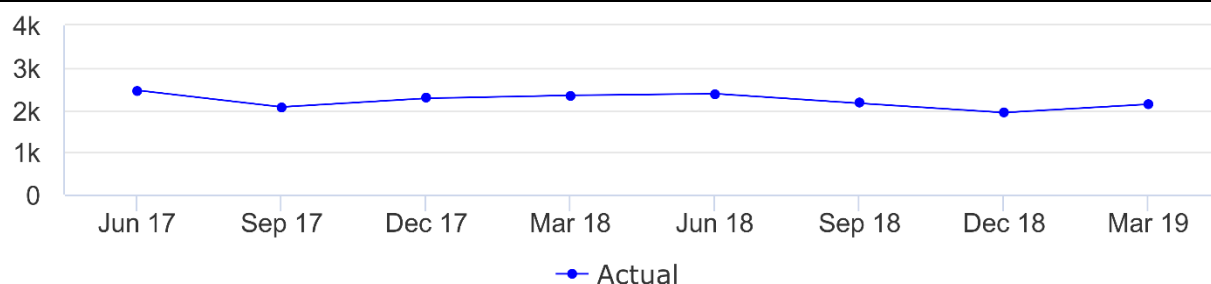


### Activity indicators

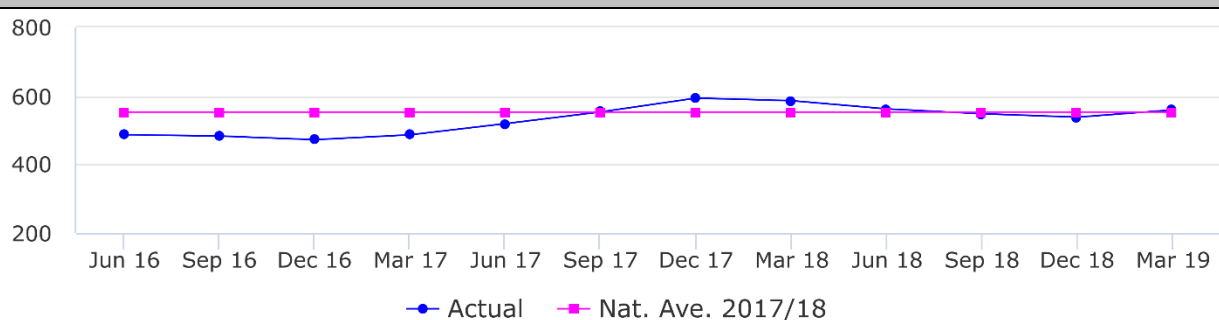




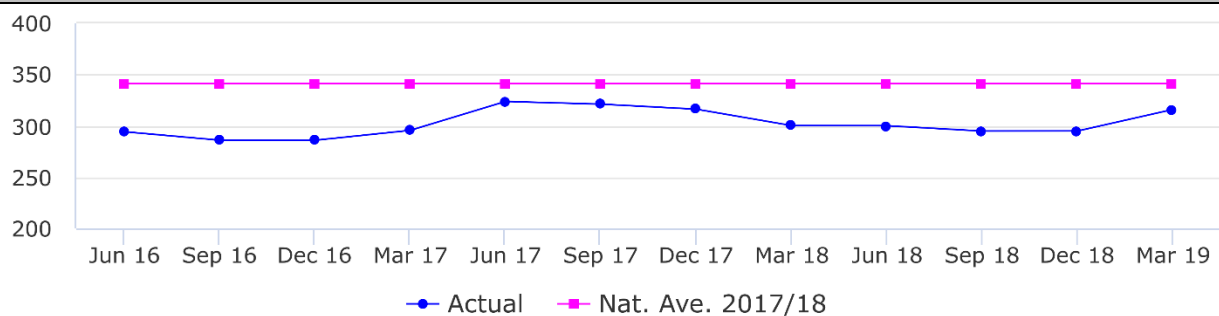
Number of open Early Help cases managed by Units



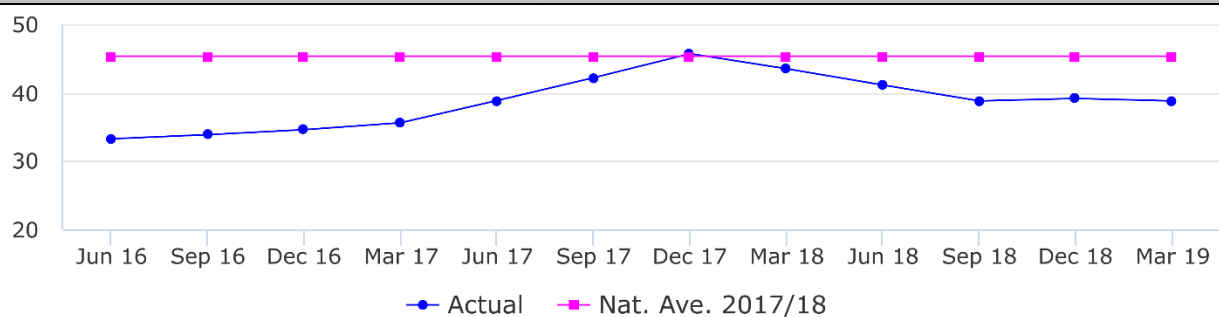
Rate of SCS referrals per 10,000 population aged under 18 – rolling 12 months



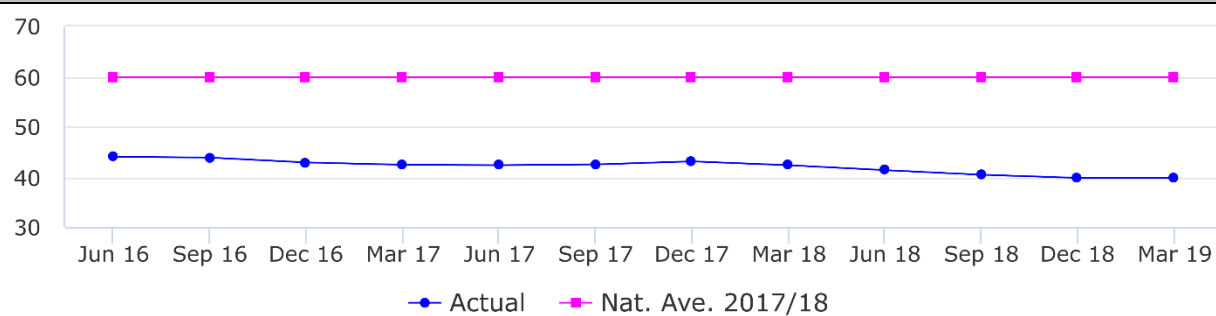
SCS caseload per 10,000 child population – snapshot at quarter end



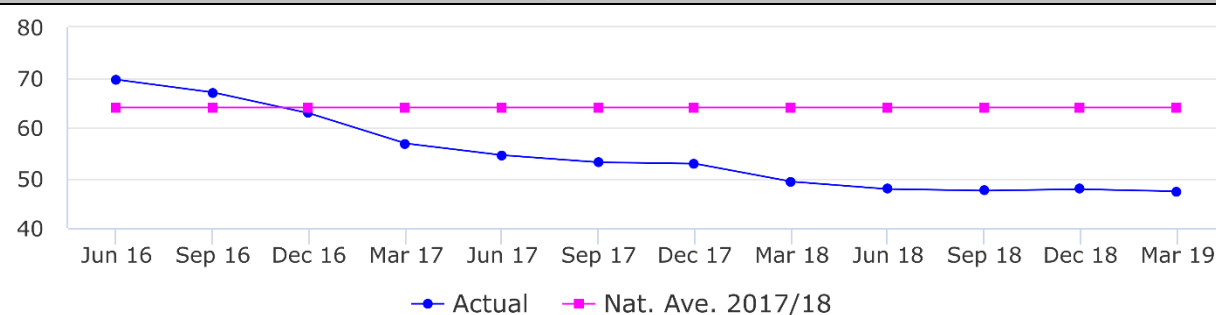
Rate of children with Child Protection Plans per 10,000 child population – snapshot at quarter end



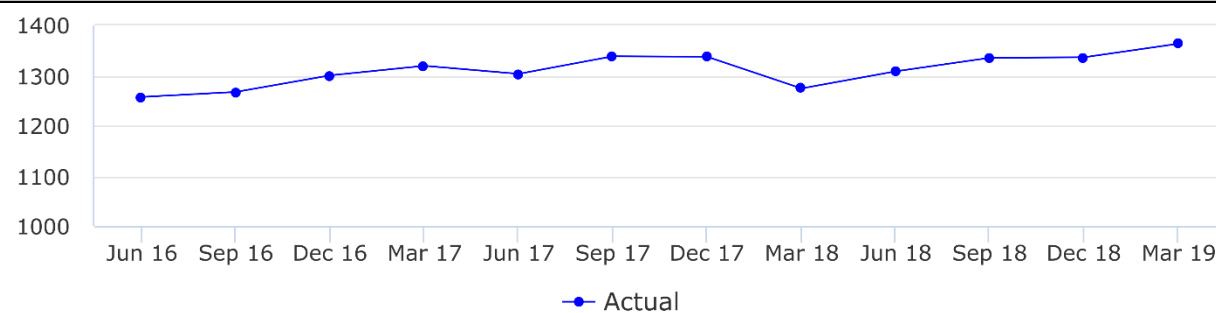
Rate of indigenous Children in Care per 10,000 child population – snapshot at quarter end



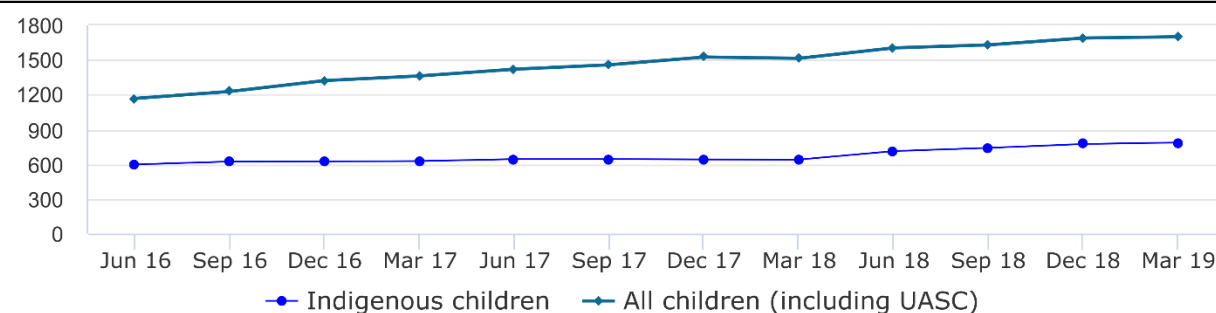
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at quarter end



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



Number of care leavers as at quarter end





Adult Social Care	
<b>Cabinet Member</b>	Clair Bell
<b>Corporate Director</b>	Penny Southern

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	4	0	1	5	0	0

### Your Life, your well-being

'Your Life, your wellbeing' details Kent County Council's Vision for the future of adult social care over the next 5 years. At its heart is the ambition to help people improve or maintain their wellbeing and to live as independently as possible.

The support and services we commission or provide are consistent with the following principles:

- Promoting Wellbeing - Services which aim to prevent, delay or avoid people's need for social care or health support.
- Promoting Independence - Providing short-term support that aims to make the most of what people are able to do for themselves to reduce or delay their need for care.
- Supporting Independence – Services for people who need ongoing support and which aims to maintain wellbeing and self-sufficiency. The intention is to meet people's needs, keep them safe and help them to live in their own homes, stay connected to their communities and avoid unnecessary stays in hospitals or care homes.

### Adult Social Care and Health Redesign

We continue to modernise our approach to the delivery of adult social care services. New operating models have been introduced in our Lifespan Pathway, Autism and Sensory, Older People and Physical Disability, and Mental Health services. A key drive for these new operating models is to ensure that services are integrated, aligned to Local Care, and designed to deliver outcome focused care to individuals.

As the final element of this transformation process, a new Directorate structure has been agreed following a detailed organisational design process. This process identified four key functions: Operations, Partnerships, Business Delivery, and Service Provision. A new senior management structure has been introduced to ensure integrated working across these functions, to strengthen strategic leadership and management capacity, and to deliver integration with health through the Sustainable Transformation Programme.

Work is underway in the development of the new Business Delivery Unit, which will be integral to delivering the overall Adult Social Care vision and strategic direction. The Head of the Business Delivery Unit has been appointed with recruitment to other roles to be concluded by the end of May.

### Performance Indicators

Of the five indicators measured for Adult Social Care, four remained green and the target for the number of admissions to permanent residential and nursing care for older people remained at red.

The percentage of contacts resolved at first point of contact increased in the quarter and was ahead of target at 79%.

The number of referrals to enablement increased in the quarter. With an average of 277 starts per week during the quarter, activity is now 28.9% ahead of target. A total of 1,419 referrals were made to the externally commissioned provider Hilton equating to 39.5% of all referrals to enablement over the quarter.

The overall picture of people being supported through enablement and intermediate care services remains very positive. These services, which include those commissioned by KCC and the NHS such as Home First, Hilton's Discharge to Assess, and Virgin Care, have introduced additional capacity on top of the KCC in-house Kent Enablement at Home (KEaH) service.

The percentage of clients still independent after enablement remains ahead of target at 72.2%. The introduction of Occupational Therapists within KEaH has resulted in more people needing either a smaller package of care or no care, following their completion of enablement.

The number of admissions of older people aged 65 and over into residential and nursing home decreased slightly this quarter but remains higher than target by 25.9%. There are a number of factors affecting this, including assisting people out of hospital, with the number of people experiencing a delayed transfer of care from hospital continuing to be a significant pressure. There was a significant increase in admissions during Summer 2018 which has impacted admissions the last 12 months in addition to the expected Winter pressures period.

The proportion of delayed discharges from hospital where KCC was responsible in the last quarter was within the 30% target at 21.3%. There were 14,544 bed day delays of delayed transfer from hospital in the quarter, equivalent to 13.3 per 100,000 of the population per day.

### **Safeguarding**

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

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

Although the Safeguarding concerns have increased in the quarter, the Safeguarding enquiries remain stable. Therefore, the conversion rate from concerns to enquires is in decline. This was a feature of the OPPD realignment to deal with concerns quicker, to stop them progressing further if possible.

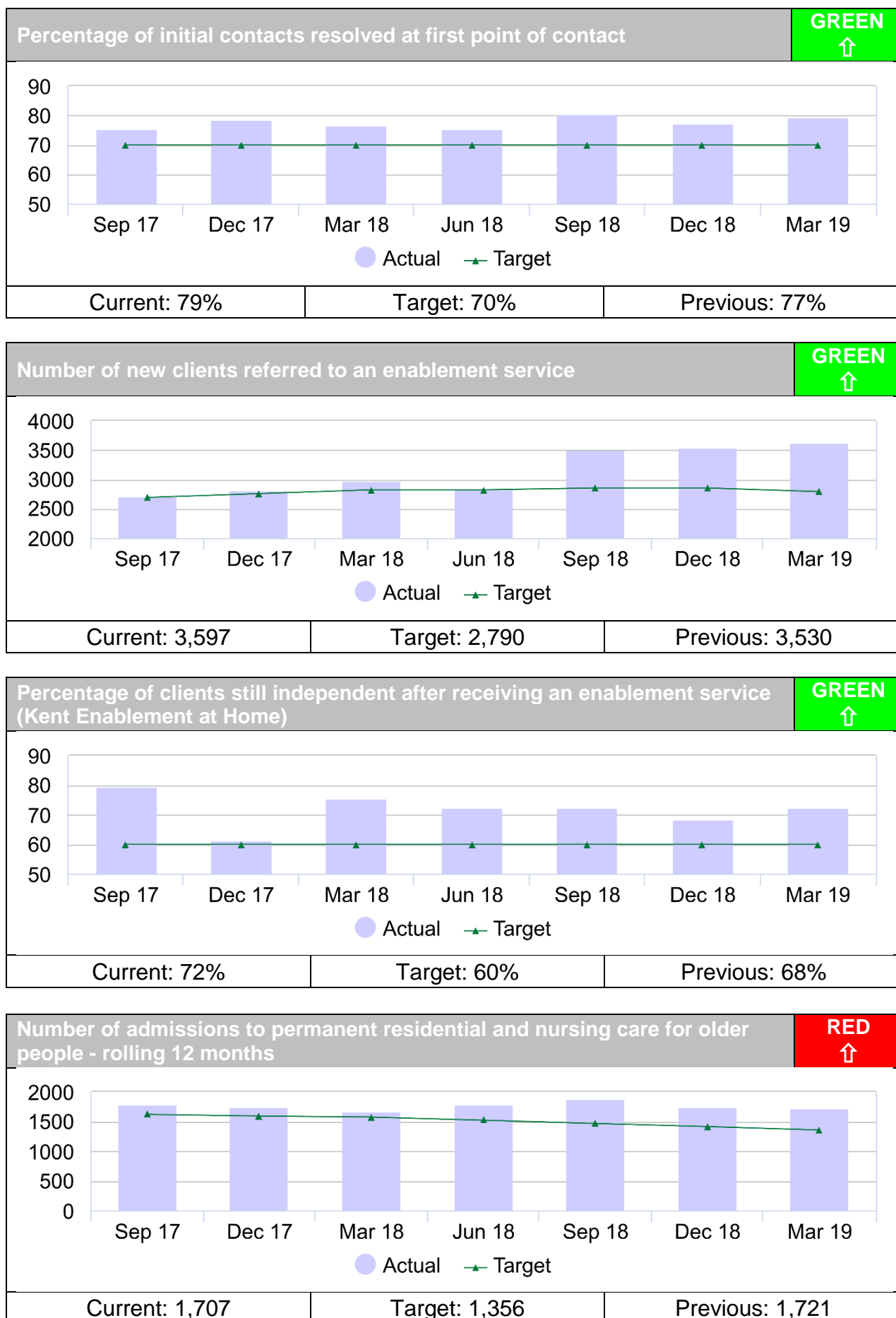
## Service User Feedback

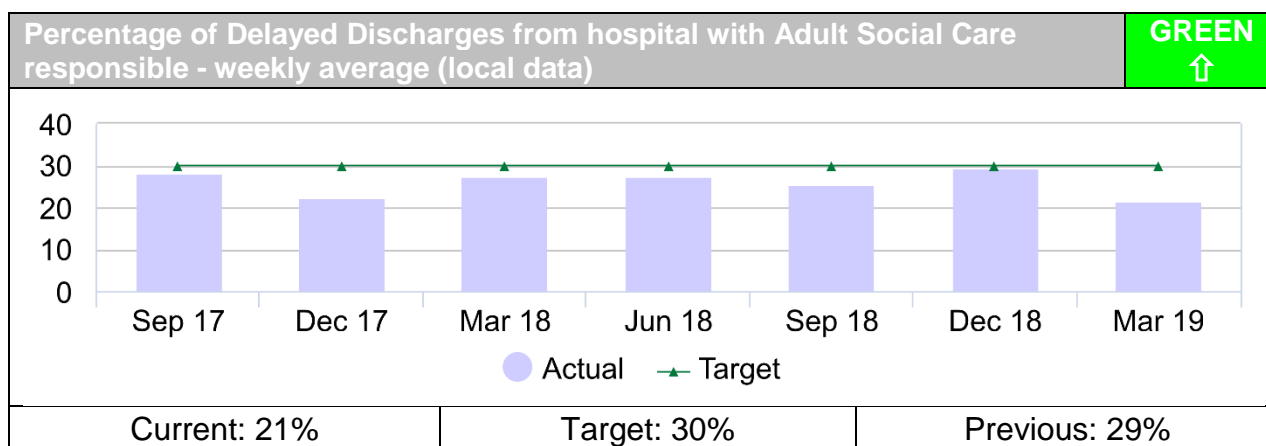
All local authorities carry out surveys of adult social care service users on an annual basis, as set out by Department of Health guidance. The survey results are used, along with other feedback gathered, to understand how we can make improvements to services. Results of some of the key survey questions areas are shown below, with national averages shown in brackets (where available).

	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Service users who are extremely or very satisfied with their care and support	70% (62%)	66% (64%)	66% (65%)	63.8% (65%)
Carers who are extremely or very satisfied with their care and support	41% (41%)	N/A*	35% (39%)	N/A*
Service users who have adequate or better control over their daily life	84% (77%)	80% (77%)	82% (78%)	79.6% (77.7%)
Service users who find it easy to find information about services	78% (74%)	75% (74%)	75% (74%)	73.7% (73.2%)
The proportion of carers who find it easy to find information about support	62% (66%)	N/A*	66% (64%)	N/A*
Service users who say they feel safe as they want	73% (69%)	71% (69%)	74% (70%)	68.8% (69.9%)
Service users who say that the services they receive help them feel safe and secure	84% (85%)	85% (85%)	82% (86%)	79.5% (86.3%)

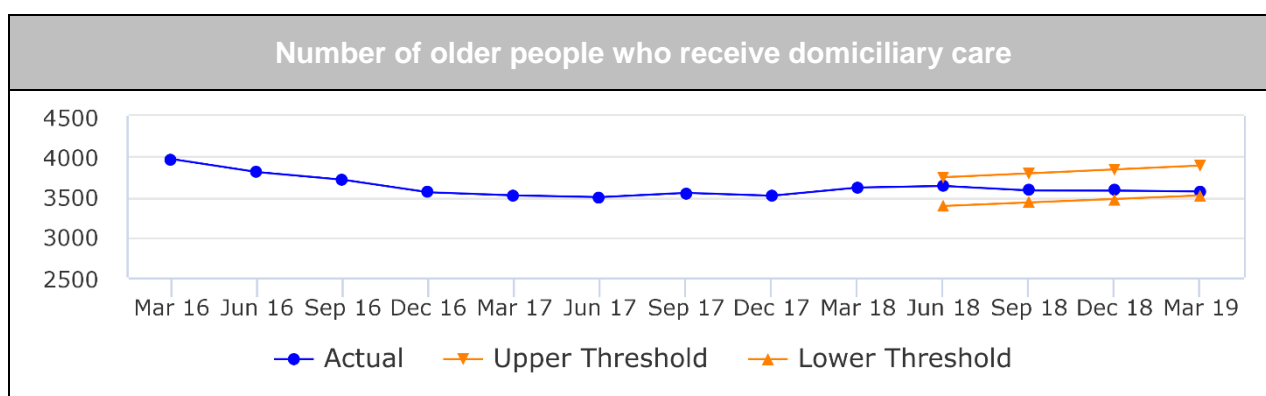
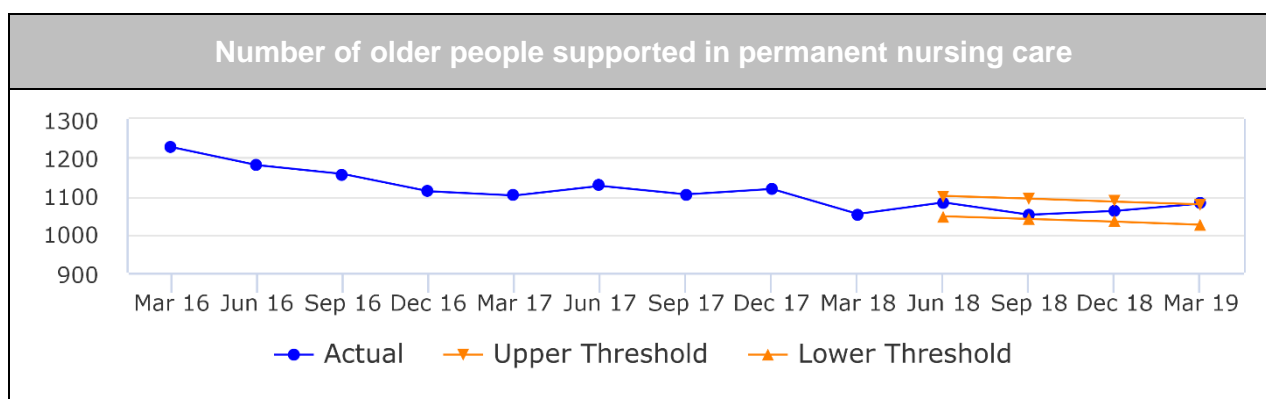
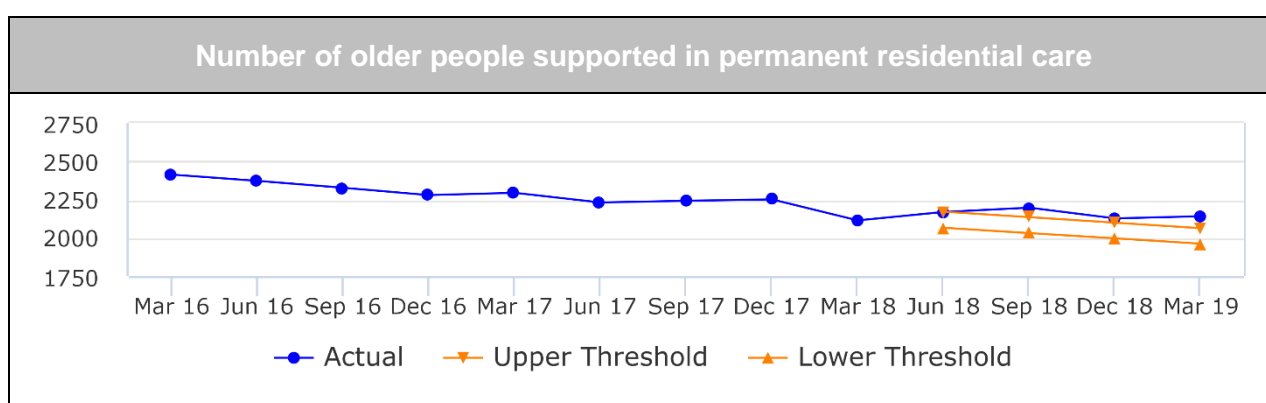
\* The Carers survey is undertaken every other year

## Key Performance Indicators

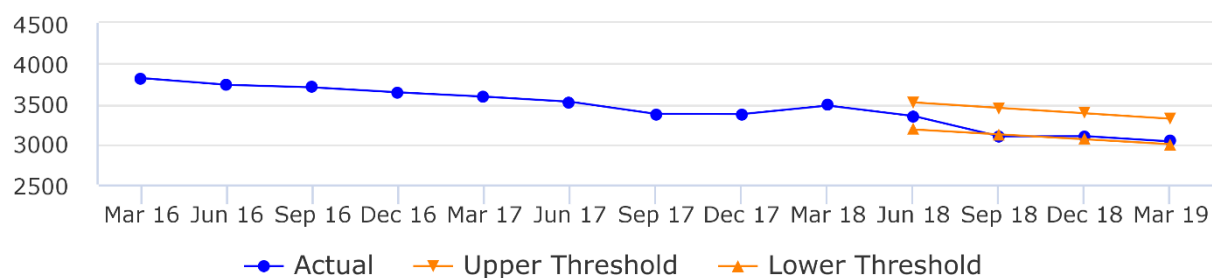




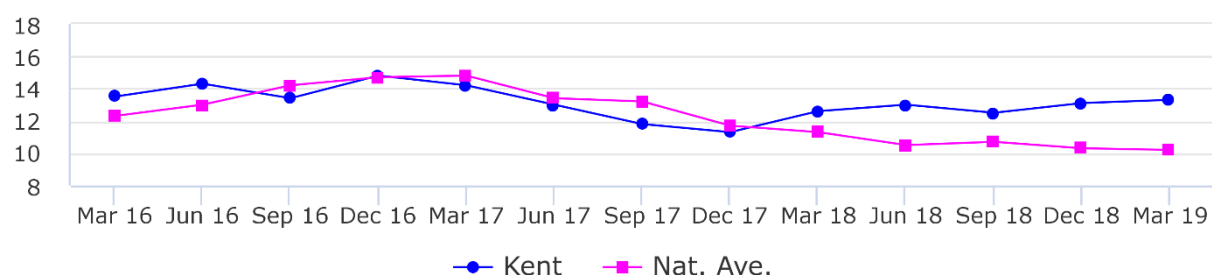
### Activity indicators



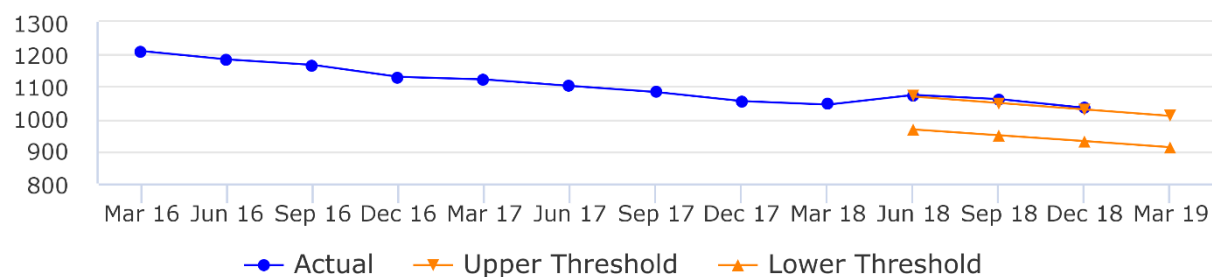
Number of social care clients receiving a direct payment



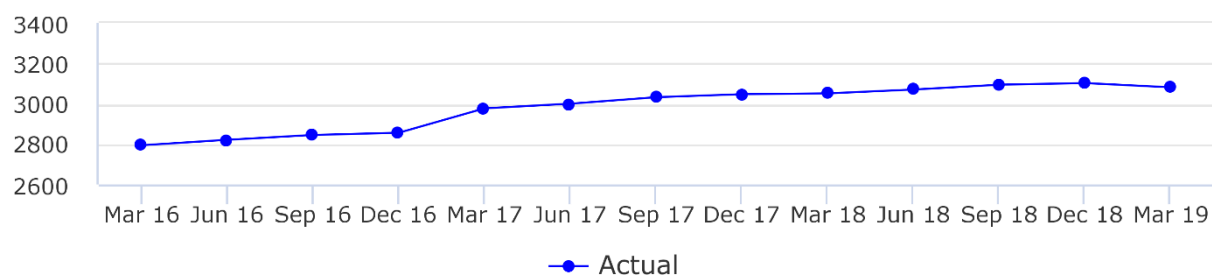
Number of delayed transfers of care per 100,000 population age 18+, average per day (national data)



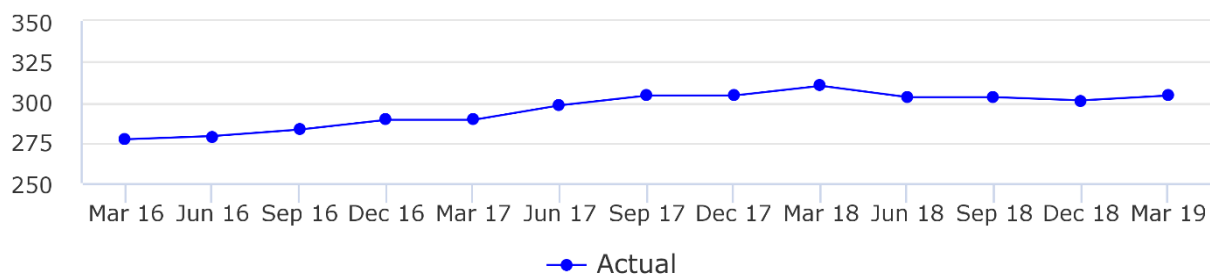
Number of learning disability clients in residential care



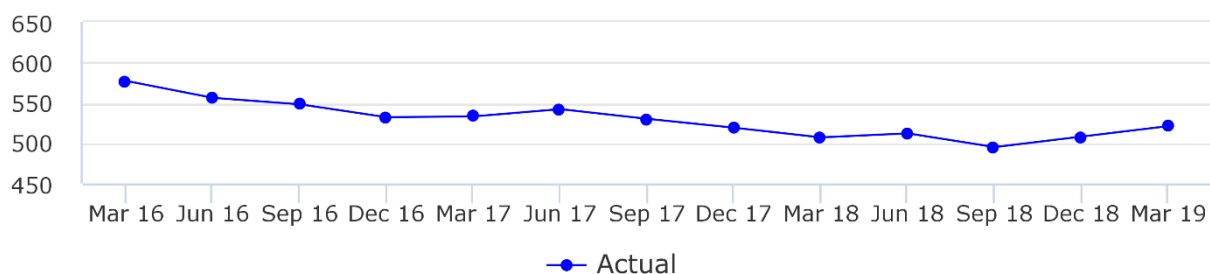
Number of people with a learning disability receiving a community service



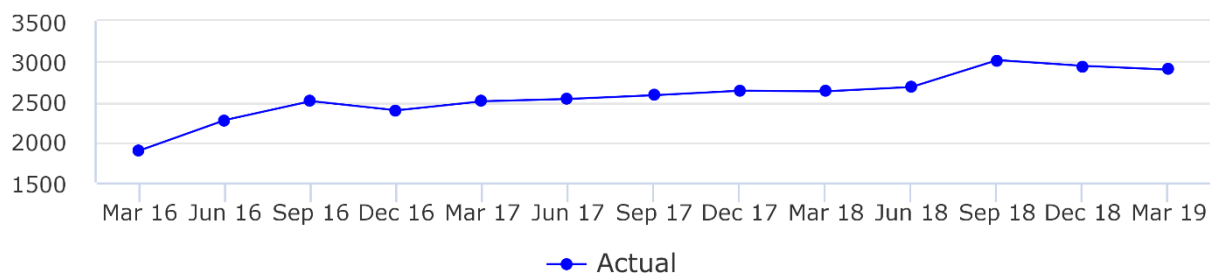
Number of people with mental health needs in residential care



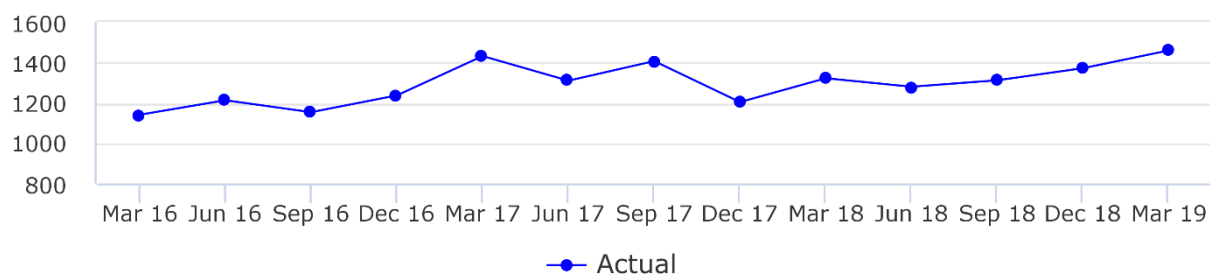
Number of people with mental health needs receiving a community service



Number of Safeguarding concerns (initial contacts)



Number of Deprivation of Liberty Safeguards applications



Public Health	
<b>Cabinet Member</b>	Clair Bell
<b>Director</b>	Andrew Scott-Clark

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

In the 12 months to the end of March 2019, the NHS Health Check programme invited 91,723 Kent residents to receive a Health Check, 101% of the 2018/19 estimated eligible population. The target for those to receive a Health Check in 2018/19 was 41,600, the provider delivered 87% of this, 36,093 in total.

The Health Check delivery target was not reached due to the introduction of a separately commissioned new IT system in April 2018 with initial implementation issues in some GP practices, all of which adversely impacted the first 3 months of 2018/19. The Health Check provider mitigated these initial losses and delivered a strong final 6 months, October to March, using a mix of traditional delivery in GP practices and community outreach work to target those highlighted by the Health Equity Audit (2017) as being harder to reach. This community outreach work consisted of delivering Health Checks in workplaces, pubs and in lower decile areas in East Kent.

The Health Visiting Service completed over 68,000 universal developmental reviews in the 12 months to March 2019, which was above target of 65,000. The decline in the numbers of universal developmental reviews experienced over the last 12 months has mainly been due to a decrease in antenatal visits; the revised service business plan has prioritised delivery of this visit to first time mothers and vulnerable families in light of ongoing recruitment challenges. All families with a pregnancy receive an introductory letter providing contact details of the local district team where visits can be requested, or details of Health Visitor drop-in sessions at local Children's Centres.

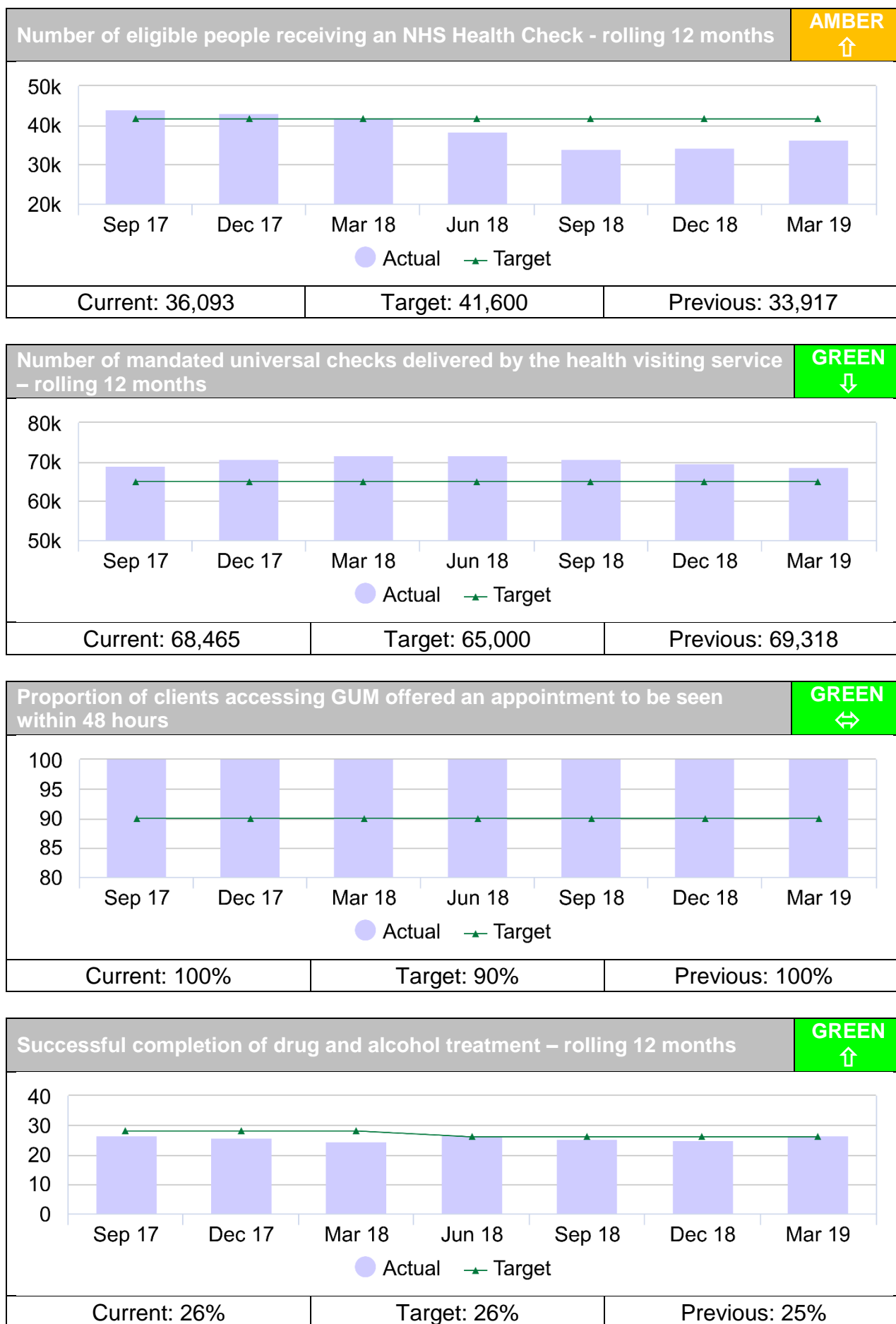
All clients requiring an urgent Genito-urinary medicine (GUM) appointment in Kent were offered one within 48 hours.

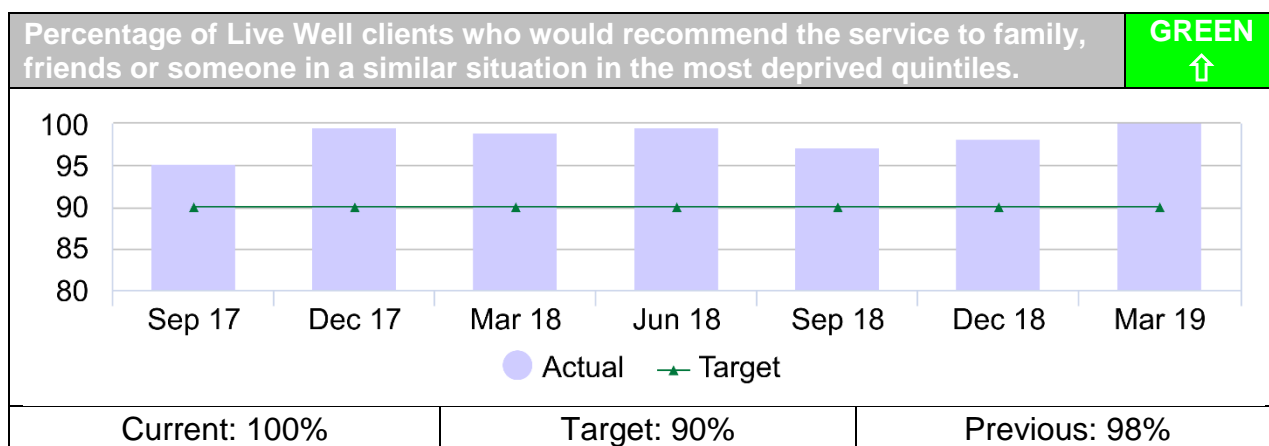
There were 1,272 successful completions in the twelve months to March 2019 for drug and alcohol treatment, this met the target of 26%. The numbers accessing structured substance misuse treatment have continued to increase and KCC Commissioners are ensuring providers are managing this increasing intake whilst ensuring a good quality service. Commissioners have undertaken service spot visits and interviewed service users about their experience, in order to provide some assurance that their needs are being met and that they are receiving effective treatment.

The Live Well Kent services continue to perform above target against the key metric on levels of satisfaction.

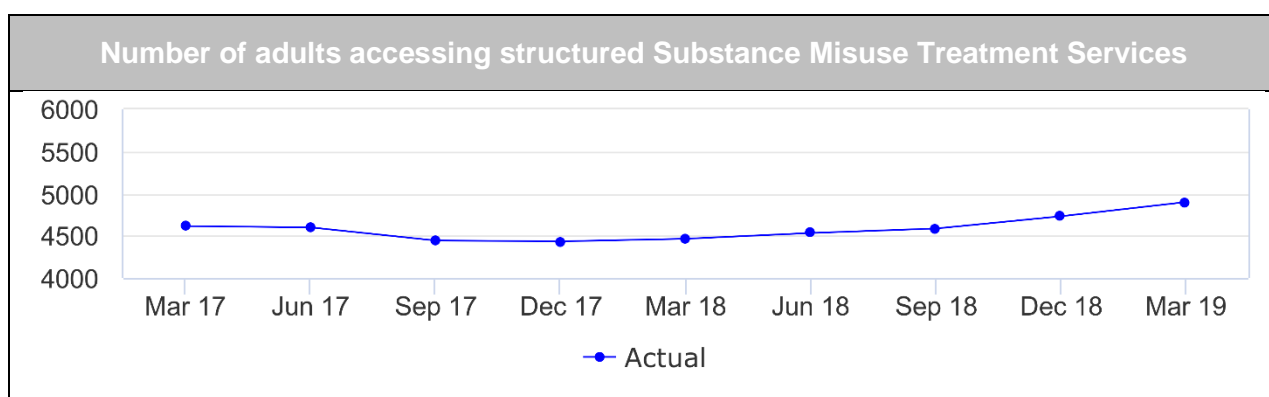
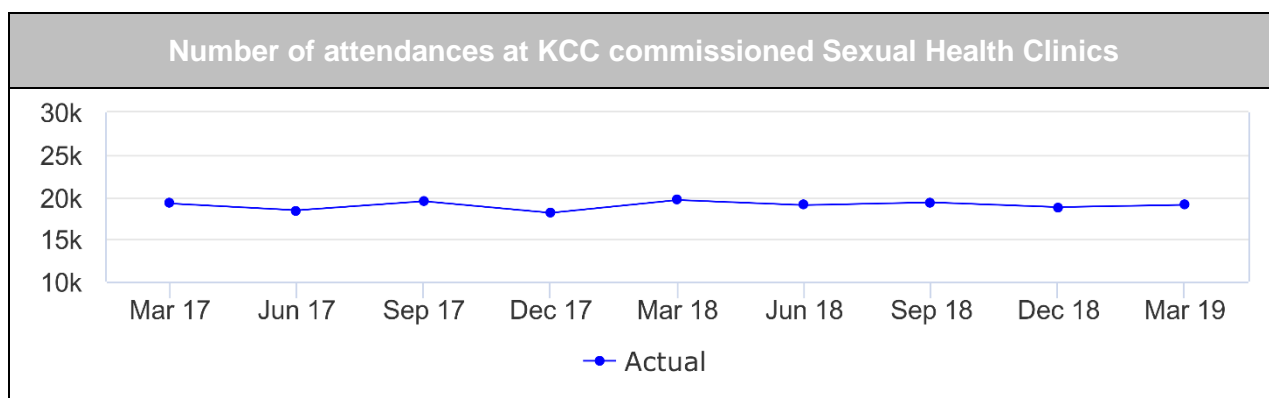
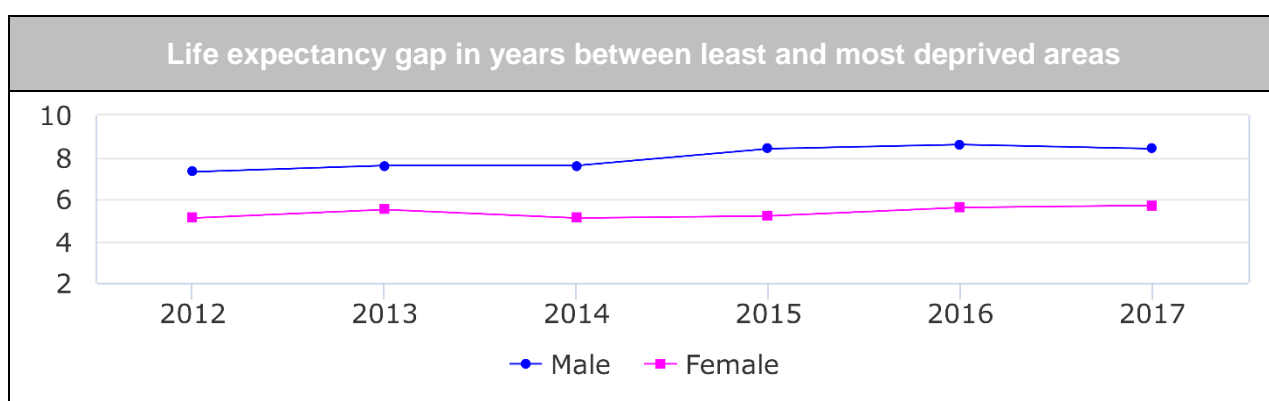


## Key Performance Indicators





### Activity indicators



## Corporate Risk Register – Overview

The table below shows the number of Corporate Risks in each risk level (based on the risk score). The Target risk level is the expected risk level following further management action.

	Low Risk	Medium Risk	High Risk
<b>Current risk level</b>	0	8	11
<b>Target risk level</b>	4	14	1

### CHANGED RISK SCORE

CRR0007 – Resource implications arising from children’s services demand - The risk level has reduced from high to medium to reflect the progression of integration work in children’s services, although there is still a separate corporate risk rated ‘high’ covering High Needs Funding for children with Special Educational Needs and Disabilities (SEND).

### MITIGATING ACTIONS

Updates have been provided for 13 actions to mitigate elements of corporate risks that were due for completion or review up to the end of March 2019, together with updates for 15 actions due for completion or review beyond April 2019. These are summarised below.

Due Date for Completion	Actions Completed/ Closed	Actions Outstanding or Partially complete	Regular Review
March 2019	8	2	3
April 2019 and beyond	5	7	3

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

Safeguarding – Protecting vulnerable children – Transition plans are being developed for new multi-agency safeguarding arrangements in response to the Children & Social Work Act requirements. Member decision being taken following the May Cabinet Committee meeting.

Safeguarding – Protecting vulnerable adults – A programme of independent audits was planned. However, a new approach is being considered relating to the commissioning of independent safeguarding audits of case files across all client categories.

Access to resources to aid economic growth and enabling infrastructure - The mitigating action to assess implications and respond to the Government consultation on the UK Shared Prosperity Fund (UKSPF) has not been completed yet, as the consultation has been delayed until further notice.

Civil Contingencies and Resilience and post-Brexit border systems and infrastructure arrangements – KCC has been preparing intensively for the potential impacts of a no-deal Brexit on the county, which have been reported to County Council. KCC now has a broader rota of Duty and Recovery Directors and resilience is being built into multi-agency recovery structures. The recent Brexit operational phase allowed KCC to test its information gathering and situation reporting. All KCC services business continuity plans have been reviewed, which also enabled the corporate Business Impact Analysis has been updated. The Operation Fennel strategic plan to manage potential congestion around Kent's ports was submitted and has the full support of the Secretary of State for Transport. KCC has contributed to the multi-agency communications in the 'response' phase, and leadership of communications in the 'planning' and 'recovery' phases. The Council is making a case for further funding from the Ministry of Housing, Communities and Local Government (MHCLG) for direct impact costs of Brexit in the County.

Implementation of Local Care and Prevention with Health Partners in Kent – Delivery is progressing, managed by the Local Care Board who meet regularly to ensure progress. Monthly meetings take place between Clinical Commissioning Group (CCG) area local leads. Assessment of the implications of the NHS 10-year plan has been undertaken. In relation to the delivery of the Kent and Medway STP Prevention Plan, the STP workstream has been convened and meets monthly, and successful bids have been made to the STP Programme Board to support delivery of the prevention plan. The Senior Responsible Officer role is held jointly by the Directors of Public Health in Kent County Council and Medway Council.

Increasing Adult Social Care Need – Embedding the new operating model for Adult Social Care and Health continues. A skills analysis has been undertaken and a development programme for new roles, new systems and tools is in place.

Resourcing implications arising from Children's Services demand – Phase 2 of the implementation of the Change for Children in Kent programme is in progress. Agreement has been given to a transformation bid which will support the next phase of the programme.

Cyber-attack threats – Changes and additions to security controls remains an on-going theme as the authority updates and embraces new technology. The independent Cyber security review has been completed and an action plan being developed via the Corporate Information Governance Group.

Managing and working with the social care market – Phase 1 of the Care and Support in the Home project is now complete with the new contract commencing in April 2019. The procurement of multiple service types under one contract gives the opportunity to reduce fragmentation in the market for community-based services, thereby enabling greater control to manage fluctuation in demand for services. Phase 2 is expected to commence in the Autumn and be completed by summer 2020.

Information Governance – Information Governance risks in the risk registers across the organisation are being reviewed to inform a decision on whether to create a separate Information Governance register. The Corporate Information Governance Group is reviewing several tools to aid data management, with a project plan to be developed.

Opportunities and risks associated with KCC's Local Authority Trading Companies (LATCOs) - Several key appointments have been made by the HoldCo Board based on their commercial judgement and in meeting the Council's needs. The Board continues its programme of integration and is also working towards a group business plan. The refresh of Council constitution will help improve Member scrutiny and support effective oversight and input by Members. Relating to Cantium Business Solutions, the Company Board have considered proposals for a number of property solutions that will be discussed at the forthcoming Stakeholder Board.

Maintaining a healthy and effective workforce – working through management teams, Corporate Directors will make sure that everyone has the opportunity to fully explore Learning and Development options and be supported to develop their role and career with KCC. CMT is exploring any development barriers and opportunities for particular groups of staff.

High needs funding and adequacy of support for children with SEND – The backlog of Educational Psychology assessments has been triaged leading to a reduction in the backlog of cases. Mitigating actions relating to the SEND action plan are being reviewed in light of the OFSTED inspection findings and the Council's Written Statement of Action, which is being developed.

Effectiveness of Governance within a Member-led Authority - A single Strategic Delivery Plan has been developed for KCC along with a monitoring process. A review of the process has taken place with findings to be taken into consideration for the next iteration. Work has been undertaken to refresh the KCC constitution and is expected to be taken to County Council in July 2019.