

From: Paul Carter, Leader

To: County Council, 18th October 2018

Subject: ***Increasing Opportunities, Improving Outcomes* - Strategic Statement Annual Report 2018 - Progress**

Summary: This report outlines the progress made over the last year towards the strategic outcomes set out in KCC's five year Strategic Statement (2015-2020), *Increasing Opportunities, Improving Outcomes*.

Recommendation(s):

County Council is asked to:

- **Note and Comment** on the *Increasing Opportunities, Improving Outcomes* Strategic Statement Annual Report 2018.

1. Introduction

1.1 KCC's five year Strategic Statement "*Increasing Opportunities, Improving Outcomes*" was agreed by County Council in March 2015. The strategic statement is outcome focused and identifies three strategic outcomes and twenty supporting outcomes.

1.2 This Annual Report provides a commentary on the progress we have made over the last 12 months towards delivering better outcomes for the residents, communities and businesses in Kent. We continue to make good progress across a wide range of outcomes, against a challenging financial backdrop. However, we recognise that achieving our outcomes is a medium to long term aim and in some cases, achievement is dependent on other organisations, requiring us to work in partnership to address whole system issues.

1.3 An Outcome Measures Performance Report is provided in Appendix A and provides the one- and three-year direction of travel and comparison against the national average for each of the outcome measures. Measures were agreed as part of the Strategic Statement and have been updated where necessary to remain relevant. The report includes the latest performance information for the academic year, calendar year, or financial year as appropriate based on nationally published sources.

2. Operating Environment

2.1 Since 2010, we have faced substantial reductions in real terms funding and rising demand on Council services and have successfully delivered £591m of savings over the last seven years, delivering a balanced budget year on year. Despite this, we have continued to deliver crucial front-line services which deliver better outcomes for Kent's residents, communities and businesses, prioritised those services which matter most to our communities and made important progress transforming how we deliver those services to ensure value for money. When times are tough it is more important than ever we spend wisely.

- 2.2 Against these financial constraints, it is especially positive that our performance across the majority of performance measures has 'improved' or 'maintained'.
- 2.3 Delivering the breadth and depth of our services, meeting the needs of our service users and progressing towards our outcomes would not be possible without the hard work and commitment of our staff. We have committed to investing in our staff to make sure we can respond to change and remain effective. We have set out our approach to enabling our workforce to meet business need and future requirements in our People Strategy. A key component of which is the development of our management capacity, including skills, knowledge and mind-set, over the medium term. Ensuring the resilience of our staff is crucial to delivering effective services. We are enhancing staff resilience through developing workforce capacity and capability to deliver business change and promoting our responsibilities through the new Health and Safety Policy Statement. We have also made significant progress, through staff and elected member training, in ensuring the Council's readiness for changes to how the Council processes data across the organisation and with our partners, providers and members of the public as a result of the new Data Protection Act 2018 and the General Data Protection Regulation (GDPR).
- 2.4 Over the last year we have made important improvements towards delivering more efficient and effective services. We are continuing to undertake a rigorous programme of contract reviews to promote better practice, enhance value for money through our contracting arrangements, and ensure every pound spent is delivering better outcomes. Our co-designed commissioning operating model, Commissioning Success, is ensuring we have the right capabilities including strong commercial leadership and judgement, evidenced based decision-making and analysis skills to deliver our vision. We have also continued to develop our traded services to enhance their growth potential. This includes launching Cantium Business Solutions in July bringing together HR, ICT and Finance back office services, and The Education People, launched in September 2018 which will continue delivering both traded and statutory education support services, increasing sustainability and enhancing the partnership between KCC and Kent schools. These changes will help ensure that every pound spent in Kent is delivering better outcomes and provide income to reinvest in our services.
- 2.5 We are working to make best use of our property estate, extracting maximum financial, operational and social value from our property portfolio and reinvesting receipts from disposal of surplus assets on our priorities. We are also enabling new developments that deliver sustainable infrastructure and increase land value capture through our ambitious Capital Programme. However, our reliance on Government grants limits our capital spending. The challenge is to refocus our priorities to maximise capital investment and growth.
- 2.6 We still have significant pressures on our revenue budget including from adult and children's social care demand and on our dedicated schools grant from government which does not reflect growing demand from pupils with special educational needs and disability. This is alongside substantial challenges to

our capital programme including providing the additional school places to meet rapidly growing demand and maintaining our local road network and community assets. We also face uncertainty from Brexit with national plans still being developed. Depending on the outcome of UK/EU negotiations, KCC may face potential additional costs and resourcing demands in future. Our preparations for Brexit have included closely monitoring national developments and identifying local implementation issues and opportunities. We have positively engaged with national government alongside international, national and local partners to explore post-Brexit arrangements and lobbied for Kent's interests. Our July 2018 County Council report set out Kent's exceptional issues and called on the Government to take decisions at pace and provide additional funding as necessary.

- 2.7 We have sought innovative ways of meeting the financial challenge through our 100% business rate retention pilot with partners for 2018-19. This is demonstrating the benefits of collaborative working to support economic development and enhance Kent's financial sustainability. It is projected the pilot will generate an additional £20-£30m with funds used to address each authorities' financial sustainability and to support projects across three clusters – East, West and North Kent – to promote local business development and deliver housing growth and infrastructure improvements.
- 2.8 We are currently in the penultimate year of the four-year local government finance settlement which ends in 2019-20. Our Autumn Budget Statement sets out the progress we are making towards meeting the financial challenge in the coming year. We are also continuing to lobby Government for a fair funding settlement for counties which meets our growing demands, but are realistic that the next local government finance settlement from 2020/21 will continue to present a challenging financial picture.
- 2.9 Despite the financial pressures, over the last year the Council has made significant progress in achieving our outcomes. However, we have also faced particular challenges, many of which reflect persistent issues faced by the county over the medium term. The following sections provide a commentary on some of the achievements and challenges under each of the strategic outcomes.

3. Strategic Outcomes Progress

3.1 Strategic Outcome 1: Children and young people get the best start in life

We are working to ensure young people have a platform from which to flourish through strong and safe environments, good physical and mental health, have confident and ambitious outlooks and are equipped with the learning and skills to match. This will enable Kent's young people to have access to the education, work and skills opportunities necessary to enter the modern workplace and support Kent businesses to grow in an increasingly competitive local, national and international economy.

- **Raising Schools Standards** – Kent's schools excellent track record in raising standards continues. 89% of Kent schools now have an Ofsted judgement of good or better, compared with 86% nationally, based on latest Ofsted reporting. This means that 200,373 pupils now attend a good or

outstanding school in Kent, reflecting the improvement in school standards, particularly at primary school level, in the last 5 years.

- **Ensuring School Places for Kent Children** – We are working hard to ensure that every child and young person secures a good place at a primary or secondary school of their choosing, despite massively increasing demand. For the fifth consecutive year more children than ever applied for a place in a Kent secondary school. Despite this increase, 445 more Kent children secured their first preference of secondary school for September 2018. Similarly, almost 98% of children across Kent started their formal education at one of their chosen primary schools, which is an improvement on last year, and nearly 90% of children (15,426 children) received their first preference of primary school.
- **Improving Attainment** – The attainment of Kent children has continued to improve. The percentage of children achieving a good level of development at Foundation Stage has maintained our previous high performance levels and is above the 2017 national average. At Key Stage 2 66.4% of pupils met or exceeded the expected standard in Reading, Writing and Mathematics combined, based on provisional 2018 data. This is an improvement from 2017 and in line with the national average. Key Stage 4 performance, based on 2017 data, has maintained in line with national average on Attainment 8 and English Baccalaureate measures but is below the national average in Progress measures. We have maintained the percentage of pupils achieving a standard pass in English and Maths at Key Stage 4 which is better than the national average.
- **Reducing the Attainment Gaps – Whilst** we have improved or maintained our performance in three of the six performance measures associated with our supporting outcome for the attainment gap between disadvantaged young people and their peers to continue to close over the last year, we are performing below the national average in five of our performance measures. Outcomes improved for children in care and children in need at Key Stage 2 and have improved over three years for children in care at Key Stage 2 and Key Stage 4 and for children in need at Key Stage 2. The attainment gap for pupils eligible for free school meals at Key Stage 2 has maintained in the last year and we have also maintained the percentage attainment gap at Foundation Stage for the lowest achieving 20% of children over 1 and 3 years and remain better than the national average. However, attainment gaps remain wider than nationally across many measures partly due to the greater rise in attainment of their peers in Kent. To close the disadvantaged gap we are developing stronger collaborations with teaching schools to ensure best practice including ‘Pupil Premium toolkits’ utilised across primary and secondary schools and schools can benefit from training and support to reduce the impact of poverty on learning. This year Members also considered potential ways to improve the effectiveness of the Pupil Premium in raising the educational achievement of disadvantaged learners and narrowing the attainment gap in Kent through a dedicated Select Committee. A number of recommendations were endorsed by County Council in July 2018 and are being taken forward.
- **Increasing Apprenticeships** – The percentage of 16 to 18-year olds who started an apprenticeship has maintained this year compared to last year, with a reduction seen nationally. The introduction of the Apprenticeship Levy

has not yet had the expected impact of increasing apprenticeship numbers, with delays in the new required standards. However, we are continuing to encourage schools and employers to utilise the Apprenticeship Levy to attract new recruits and invest in their existing workforce. We are also working with key partners providing advice and enabling employers to advertise apprenticeship vacancies on the Ready to Work Kent website. The successful 'Made in Kent' campaign continues to support employers and young people. A more joined up approach between our Skills and Employability team and School Improvement is enabling greater collaboration between schools, post 16 providers and employers to ensure seamless progression pathways for all young people. However, despite our best endeavours the limited apprenticeship standards and providers seen nationally has hindered our ability to raise apprenticeship numbers across the county. We will continue to lobby government to address these national issues and increase the ability for young people to access apprenticeships in Kent.

We are also working to ensure KCC benefits from the Apprenticeship Levy. A benchmarking exercise in December 2017 with 10 local authorities of differing sizes and locations showed KCC had achieved the highest number of apprenticeship starts of those who responded, with 182 KCC members of staff starting apprenticeship training across 20 different subjects in 2017-18. Maximising use of the Levy to support staff development is a high priority for the administration and a key element of our efforts to develop organisational capability and resilience to meet future business need and support succession planning. We are involved in 'trailblazer' activity to support the development of apprenticeship standards in social work, occupational therapy, teaching, procurement and public health and are exploring opportunities to grow our existing graduate programmes though incorporating apprenticeship standards.

- **Launching The Education People** – We have launched the largest education support services trading company in England, wholly owned by a Council. The Education People will develop and improve education services in Kent by providing a one-stop shop for education support services. This exciting new venture will have a strong focus on school improvement services to help schools and early years providers raise standards and outcomes for all children and young people. Any surplus revenue generated will be reinvested in the service offer, developed in partnership with Kent schools.
- **Delivering Our Children's Social Care Ambition** – We were awarded a 'good' Ofsted inspection judgement for our Children's Services in March 2017. This placed us in the top third of local authorities nationally. We have already successfully addressed the Ofsted recommendations and are building on this progress by working to deliver a truly joined-up Children's Service that improves the outcomes and life chances of children and young people in Kent and that will be recognised as 'outstanding' by Ofsted. The administration continues to place a key focus on assuring the delivery of quality and effective children's services, strengthening the resilience of children, young people and their families, and continuing progress towards an 'outstanding' Ofsted judgement.
- **Improving Access to Support** – We have seen strong progress in keeping vulnerable families out of crisis and more children and young people out of KCC care. The number of Children in Care (excluding asylum, per 10,000

population aged under 18) has improved over the last 3 years, as has the percentage of referrals to children's social services which were re-referrals within 12 months and the percentage of Early Help cases closed with a positive outcome. We are building on these successes to improve support for children, young people and their families. This includes developing a new service offer, 'Change for Kent Children', which will ensure families are able to access the right service at the right time to address their needs. Support will be available at an earlier stage without recourse to statutory intervention and reduce escalating demand on children's services. Our 'single front door' for Early Help and Preventative Services and Children's Social Work will also allow partner agencies to prioritise requests for services as required, improving access to additional support and making better use of resources.

- **Supporting Children and Young People's Physical and Mental Health –** We have maintained our better than national average performance in the number of hospital inpatient episodes per 1,000 population aged 0 to 24 and the percentage of Year 6 children with a healthy weight which is in line with national average. This year we have also celebrated 10 years of the Kent School Games which saw over 7,000 young people aged from 4 to 18 compete. Many schools and community organisations are now delivering elements of the HeadStart programme, accessing the tools and resources available via the online Resilience Hub and taking advantage of training and funding. Young people are benefitting from greater support in their schools and communities and those engaged with the HeadStart programme are showing improvements in their resilience and emotional wellbeing. However, the number of children and young people waiting for CAMHS assessment has not improved over 1 year (based on 2017 data) and the average waiting time in weeks from referral to routine treatment for CAMHS has not improved over 1 and 3 years (also based on 2017 data). This performance reflects challenges seen nationally in delays in assessment due to gaps in provision or blockages in the pathway that children, young people and their families experience when accessing mental health services.

KCC remains committed to supporting and improving children and young people's mental health, emotional wellbeing and resilience. In September 2017 KCC, working with Kent's 7 clinical commissioning groups, jointly re-commissioned a new Child and Adolescent Mental Health service from North East London Foundation Trust (NELFT) requiring more effective, joined up and timely assessment and treatment. The KCC element of the service specifically focuses on children known to Early Help units, children in care and children who are on roll at the Kent Health Needs Education Service alternative education provision. However, we are not satisfied that the outcomes required are being delivered and are in urgent dialogue with NELFT to ensure the new service can be more fully accessed and children and young people's needs addressed. We are expecting assurances from the provider on reaching and sustaining the required levels of performance.

3.2 Strategic Outcome 2: Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life

We are working to deliver the infrastructure necessary to meet the needs of our growing communities and support Kent businesses to drive economic growth and deliver new jobs across the whole of Kent. Alongside this, we are ensuring social, cultural, and sporting opportunities are available and our

environmental assets are protected, so Kent remains an attractive county in which to invest, live and work.

- **Delivering Infrastructure Improvements** – Between 2015/16 and 2020/21, £147m of funding is being allocated to infrastructure projects in Kent by the South East Local Enterprise Partnership (SELEP), of which £123m is intended for transport schemes. A number of significant projects have been completed over the last year utilising Government's Local Growth Funding (LGF), including a £4.2m investment in the Rathmore Road link in Gravesend and the completion of £5m of LGF improvements to Folkestone Harbour. Work has also begun on a new Kent and Medway Engineering, Design, Growth and Enterprise (EDGE) Hub facility in Canterbury, to support high value employment, growth and business investment. We also continue to maximise financial contributions towards our services from developers of new housing sites. In 2017-18, £60m was secured from Section 106 agreements towards providing additional infrastructure to mitigate increased demand on KCC services. The administration has an ambitious target of increasing the quantum to c.£75m by 2019-20.

Whilst we have delivered important infrastructure improvements over the last year, our refreshed Kent and Medway Growth and Infrastructure Framework (GIF) sets out the scale of growth in the county to 2031. Kent and Medway is expected to see 396,300 new people, 178,600 new homes and 170,300 new jobs with a total infrastructure cost of more than £16 billion. As the county grows, demand increases for new infrastructure and pressures increase on the existing infrastructure. With only 76% of the costs of meeting these infrastructure needs secured or expected, the Growth and Infrastructure Framework has identified a shortfall of £3.96 billion. We will continue to lobby government to ensure this funding is available and that Kent has the infrastructure necessary to support business and housing growth.

- **Investing in Highways Maintenance** – We have invested in highways maintenance in the last year to respond to the impact of severe weather and to keep Kent moving. 50,956 potholes have been repaired since March 2018, considerably more than the 36,843 potholes which were repaired between March 2017 and February 2018. This prioritisation is addressing the needs of our communities at a time when the ongoing maintenance of not only our highways but the wide range of our assets, including bridges, footways and traffic signals, is increasingly difficult alongside the pressures from unprecedented levels of growth at a time of reducing resources. Whilst we will continue to prioritise critical maintenance repairs, the growing asset management backlog is a significant medium to long term challenge for both the country and Kent.
- **Subsidising Public Transport** – We support over 253,000 elderly and disabled residents with concessionary travel bus passes and funded more than 16.2 million concessionary travel journeys in the county. Through our unique Young Persons Travel Pass and 16+ Travelcard we supported 31,000 pass holders to make 10 million journeys. We also subsidised 126 non-profitable bus routes to serve isolated communities, carrying 3.8 million passengers. Whilst we have looked to reduce subsidised travel where there was low uptake at high cost, despite significant financial constraints to the local authority the administration continues to prioritise supporting accessibility for those without an alternative means of travel in rural areas, acknowledging

the important impact this can have on social isolation. Between June and August 2018, we held a 'Big Conversation' including public meetings across Kent and an online questionnaire to develop innovative and sustainable ways of providing transport to isolated communities. Following a Bus Summit in October we will be implementing a number of pilot schemes in summer 2019.

- **Supporting Kent's Businesses** – Kent has seen a maintained percentage of business start-ups surviving for over 1 year, in line with the national average and an improving picture of new business registrations per 10,000 population aged 18 to 64 over both 1 and 3 years. Despite this strong improvement the number of new business registrations is below the national average. In 2017-18 Kent County Council has continued to deliver investment to small and medium sized businesses by providing loans and equity investments. The funding schemes have supported 41 companies and have provided funds worth £7,356,544. The companies have created 394 jobs and safeguard a further 53 jobs during the year. The funding schemes have been in operation since 2012 with over 4,100 jobs created and safeguarded.
- **Raising Skills and Employability** – Kent continues to see a challenge with regards to level 3 and level 4 skills. We have maintained the percentage of 19-year olds qualified to level 3 however this remains below the national average. The percentage point achievement gap for young people with Free School Meals qualified to level 3 at age 19 also remains behind than the national average. This is not only a challenge for young people but across the population with the percentage of population aged 16 to 64 with level 3 and 4 NVQ equivalent qualifications both below the national average. However, we are continuing to improve in terms of the ratio of Job Seeker claimant count rates, aged 18 to 24 compared to age 16 to 64 and the percentage of 16 to 17-year olds not in education, employment or training (NEETs). We have also maintained our performance in line with national average for the percentage of population aged 16 to 64 in employment and have improved the percentage of establishments reporting at least one skill shortage vacancy over the last year, now better than the national average.
- **Improving Quality of Life** – We continue to support social, cultural and sporting opportunities, including a comprehensive library offer both across the county and online with 52,246 more e-books & audio and 13,259 more magazines being accessed over the last year. The percentage of residents who report they have a high or very high level of life satisfaction has improved over 3 years with maintained performance over the last year. The percentage who report a high level of anxiety has improved over 1 year in line with the national average. The percentage of people who think the natural and historic environment is in good / excellent condition has maintained over both 1 and 3 years and remains in line with the national average. The percentage of adults engaged in sports and physical activity at least twice in the last 28 days has also maintained over 1 year and is in line with the national average.
- **Increasing Housing Completions and Improving Affordability** - We have an ambition for all Kent's residents to live in the home of their choice and it is therefore encouraging that the net additions to dwelling stock and the number of additional affordable homes provided continues to increase. The stock of extra care housing units in the county has also been maintained this year following a significant increase since 2014. However, Kent faces similar housing challenges to those experienced nationally with the percentage of

housing completions on previously developed land not improving over 3 years. Our geographical position and proximity to London also means affordability remains difficult with the median house price against median annual full-time wage continually increasing and remaining above the national average. We are working with the Kent Housing Group to support Kent's housing authorities to accelerate housing delivery and affordability, delivering cohesive infrastructure and investment plans through a Kent and Medway Housing Strategy 2018-2023. The strategy will set out a collective strategic ambition and approach and underpin a single conversation with Government departments, agencies and developers.

3.3 Strategic Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently

We are working to secure high-quality services for our residents and supporting choices for people to live independently in our local communities wherever possible. Where people who are less resilient need some support, we are committed to ensuring they can make informed choices so they are well supported, safe, socially included and treated with dignity and respect.

- **Developing a Sustainable Care Market** – We continue to work towards having a care market which is integrated, sustainable and responsive to changing needs. The resilience of Kent's care market is crucial to ensuring our older and vulnerable people receive quality care and remain safe, an important element of the County Council's safeguarding responsibilities and a key priority for the administration. We are working closely with care providers to develop a skilled and sustainable workforce, have developed a care sector workforce strategy, and have secured funding from the Sustainability Transformation Partnership Local Workforce Action Board to implement care sector workforce initiatives. We have also invested in the home care market to ensure workers are paid at the National Living Wage.
- **Avoiding Unnecessary Admissions to Hospital and Care Homes** – A key principle for our support and services is the aim to make the most of what people are able to do for themselves to reduce or delay their need for care and provide the best long-term outcome for people. Therefore, it is encouraging that 88% of adult social care contacts provided with advice or equipment did not need ongoing support or comprehensive assessment and we have seen a 4% increase in Older People receiving homecare, allowing them to benefit from the greater independence of living at home rather than in residential care. The increasing number of Extra Care housing units over 3 years also supports people to remain independent for longer. We have maintained the number of older people receiving long term adult social care community services (per 1,000 population aged 65 plus) and have seen a continued positive trend in reducing supported admissions to permanent residential and nursing care per 1,000 population aged 65 and over, during the last 3 years. However, the number for those aged 18 to 64 has increased over one and three years. We have maintained the average number of hospital inpatient episodes per person aged 75 or over over the last year and Kent's performance remains better than the national average.
- **Delivering Reductions in Delayed Transfers of Care** – The number of people experiencing a delayed transfer of care from hospital continues to be a significant pressure seen across the country. The average number of delayed

transfers of care from hospital per 100,000 population aged 18 or over in Kent has improved over the last year for both those where social care and NHS are responsible. For those where social care are responsible we are significantly better than the national average and have seen a 16% improvement over the last year. This shows the continued importance of collaboration between adult social care and the NHS hospital trusts and the effective use of the Better Care Fund which provides universal enablement and step-down services including community and residential care beds. We are working to ensure the utilisation of community hospital beds to support the delivery of increased numbers of intermediate care beds to bridge local care and acute hospitals, which should have an important impact on addressing delayed transfers of care. This runs alongside our analysis and refreshing of plans to ensure sufficient residential provision across the county which, along with enablement support and intermediate care, will help reduce delayed transfers of care further through short-stay provision as a step down from acute hospital stays.

NHS and Adult Social Care transformation continues to be a high priority, with Members and senior officers working together on the Sustainability and Transformation Partnership Programme Board and the Leader of the County Council chairing the Local Care Implementation Board. Through implementation of the STP vision for local care and prevention we will improve outcomes and achieve better value for money. With Medway Council we have launched a joint Kent and Medway Health and Wellbeing Board to support Health transformation, local care and prevention. New models of local care, including multi-disciplinary teams centred around GP practices, are being created allowing health and social care practitioners to integrate services to better meet the needs of individuals.

- **Promoting Choice and Control** – Promoting independence through greater choice and control is a key element of our adult social care vision. However, the percentage of adult social care service users who find it easy to find information about services, who are extremely or very satisfied with their care and support, who say services have made them feel safe and the percentage of adult service care service users who have adequate or better control over daily life have not improved over 3 years. The Care Act 2014 was an important shift in the focus to promote wellbeing, meet an individual's needs and achieve outcomes that matter to them. This significant change has given us opportunities as well as challenges to develop a model of care with commissioners and providers of services focused around the individual's needs and their desired outcomes. Through working closely with service users, the wider adult social care sector and health partners, we are working to deliver the new model of care. This includes working to commission different information and advice from community and voluntary sector partners, a new Being Digital strategy and implementation plan are being developed to improve access to information online and in paper form, and we are working with NHS partners to address how access to information could be improved through single points of access. This will ensure provision meets public need, more people will receive good quality care at home thereby avoiding unnecessary admission to hospital and care homes, reduce duplication and realise efficiencies.
- **Supporting Adults with a Learning Disability into Employment** – Kent Supported Employment work with those individuals with a physical or sensory

disability, a learning disability or Autism who are known to the Council and are referred to help support and empower them into paid employment or training. The service is ambitious in its engagement with employers on behalf of its customers, seeking the right job for the right person. Of the 52 clients with a learning disability currently supported by Kent Supported Employment 42% have moved into paid employment, 12% are carrying out work experience, and 10% have progressed into training. Overall, Kent Supported Employment has a success rate of 64% of clients, including clients who have autism, physical, sensory or learning disability, entering paid employment. The measure 'Percentage employment rate for adults with a learning disability' has not improved over 1 and 3 years and is worse than the national average. However, whilst the measure utilises Health and Social Care Information Centre data (ASCOF) which enables a comparison against the national average, it does not take in to consideration Kent Supported Employment's work with people with a physical disability, sensory disability or Autism and also does not reflect the numbers of people who are engaged in training or work experience which can often lead to paid employment.

- **Supporting People with Mental Health Issues to Live Well** – The score service users give for whether they feel they have seen mental health services enough for their needs has maintained over both 1 and 3 years but remains below the national average. We are helping address people's mental health support needs through moving services towards a greater focus on prevention and early support, for example through The Live Well Kent Community Mental Health and Wellbeing Service. Co-run by charities Porchlight and Shaw Trust, the Live Well Kent service provides services through a diverse range of community network providers and includes advice and support on housing, employment, accessing peer networks, participating in local community groups and the arts as well as environmentally based interventions. These focus on improving a person's mental and physical wellbeing, to help reduce isolation for those experiencing mental health issues. Our new Community Navigation Service from 2019, through an emphasis on social prescribing, will also help link people to sources of support within the community, providing health and social care professionals with greater options that can operate alongside existing treatments or care packages to improve health and wellbeing.
- **Ensuring People with Dementia are Assessed and Treated Earlier** – The number of GP patients with diagnosed dementia has maintained over the last year following an increase since 2015. However, following good progress in increasing the number of dementia assessments for over 75s following emergency hospital admission in 2016 and 2017, we have seen a decrease since last year to below 2015 levels. Whilst the County Council has a limited ability to affect these indicators, we are supporting people living with dementia through commissioning a community navigation service which helps direct people through the health and social care systems and connects them to community-based support which we and our voluntary and community sector partners provide.

4. Conclusions

- 4.1 The Annual Report is an important opportunity to reflect on our progress in achieving our ambitions for the county set out within the strategic statement (2015-2020), *Increasing Opportunities, Improving Outcomes*.

4.2 The report demonstrates the breadth of activity across the council and with our partners and providers to improve outcomes and provides a commentary on particular achievements and significant challenges over the last 12 months. The activity and achievements over the last year demonstrates the Council's progress towards achieving our strategic outcomes, particularly given the scale of the financial pressures on local government. It is also a sign of our continued ambitions for the county and our confidence in the role of the County Council in delivering efficient and effective services to achieve better outcomes for our residents, businesses and communities.

4.3 Where areas for improvement have been identified, work is underway to address these and will inform our priorities for 2019-20. These include:

- **Attainment Gaps** – Focus on improving the support for vulnerable pupils with schools, so that achievement gaps close for pupils on free school meals, children in care, young offenders and pupils with special educational needs and disabilities.
- **Apprenticeships** – Promote apprenticeship opportunities for young people and adults across KCC, with schools and with employers, ensure KCC benefits from the Apprenticeship Levy and lobby government to increase the pace of roll-out of apprenticeship standards and providers.
- **Children and Young People's Physical and Mental Health** – Progress urgent dialogue with our Child and Adolescent Mental Health service provider to improve access to support for young people.
- **Skills and Employability** – Prior attainment is key to ensuring good progression post 16, with good passes at GCSE Maths and English crucial to successful progression to level 3. We aim to raise Kent's level 3 and level 4 skills by ensuring all young people having a good starting point and through creative delivery of post 16 Maths and English. We will also work to remove artificial barriers, allowing young people to access apprenticeships.
- **Housing Completions and Affordability** – Work with Kent Housing Group to accelerate housing delivery and affordability with cohesive infrastructure and investment plans.
- **Health and Social Care Integration** – Continue to drive forward implementation of the STP vision for local care and prevention and respond to the forthcoming NHS 10-year plan and adult social care green paper.
- **Choice and Control** – Deliver on our adult social care vision for greater choice and control through developing an operating model of care with commissioners and providers of services focused around the individual's needs and their desired outcomes.

5. Recommendation(s)

Recommendation(s):

County Council is asked to:

- **Note and Comment** on the 'Increasing Opportunities, Improving Outcomes' Strategic Statement Annual Report 2018.

6. Background Documents

Appendices:

- Appendix 1: Strategic Statement Outcome Measures Performance Report 2018

Background Documents:

- *“Increasing Opportunities: Improving Outcomes”*: KCC’s Strategic Statement 2015-2020, County Council, March 2015.

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