Kent County Council

Quarterly Performance Report

Quarter 4

2025/26

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Key to KPI Ratings used

This report includes 39 Key Performance Indicators (KPIs), where progress is assessed against Targets which are set at the start of the financial year. Progress against Target is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of Direction of Travel (DoT) using arrows. Direction of Travel is based on regression analysis across the **whole** timeframe shown in the KPI graphs (six quarters).

GREEN	Target has been achieved or exceeded
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved
⇧	Performance is improving (positive trend)
⇩	Performance is worsening (negative trend)
⇨	Performance has remained stable or shows no clear trend

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

Key to Activity Indicator Graphs

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

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

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

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

Executive Summary

In Quarter 4, 2025/26, **18** of the 39 indicators are rated as Green, on or ahead of target (**one fewer** than Quarter 4 last year), **12** indicators reached or exceeded the floor standard and are rated Amber (**three more** than Quarter 4 last year), with **nine** indicators not achieving the floor standard and so RAG rated Red (**one fewer** than Quarter 4 last year). Seven indicators were showing an improving trend (four less than Quarter 4 last year), with four showing a worsening trend (the same as Quarter 4 last year).

Due to this being a reflective report on the last Quarter, performance may not always correspond to what people are experiencing at the current time, particularly when demand fluctuates on a seasonal basis, such as for Highways indicators.

	G	A	R	⇧	⇨	⇩
Customer Services	2		1		3	
Governance and Law			2		2	
Growth and Communities	1	1			2	
Environment and Transport	4		2	2	4	
Children, Young People and Education (*Education & Skills)*	2	2	2	1	5	
Children, Young People and Education (*Integrated Children's Services)*	2	3	2	1	4	2
Adult Social Care	3	4			6	1
Public Health	4	2		3	2	1
TOTAL	**18**	**12**	**9**	**7**	**28**	**4**

Customer Services – Satisfaction with Contact Point advisors moved ahead of target this quarter. The percentage of phone calls answered remains ahead of target. The percentage of complaints responded to within timescale improved but remains below floor standard and so continues to be RAG rated Red.

Customer Services KPIs	**RAG rating**		
	Q4 25/26	Q4 24/25	**DoT**
% of callers to Contact Point who rated the advisor who dealt with their call as good	**GREEN**	GREEN	⇨
% of phone calls to Contact Point which were answered	**GREEN**	GREEN	⇨
% of complaints responded to within timescale	**RED**	RED	⇨

Governance and Law - Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests responded to within timescales improved to be one percentage point below its floor standard. Data Protection Act Subject Access requests completed within timescale remains well below its floor standard.

Governance and Law KPIs	**RAG rating**		
	Q4 25/26	Q4 24/25	**DoT**
% of Freedom of Information Act (FoI) requests completed within 20 working days	**RED**	RED	⇨
% of Data Protection Act (DPA) Subject Access requests completed within statutory timescales	**RED**	RED	⇨

Growth and Communities – The number of properties brought back into active use through the No Use Empty programme met target for the third quarter in a row. The percentage of Developer Contributions secured against the total sought missed target, giving an Amber RAG rating, but the total amount received was the highest this year.

Growth and Communities KPIs	**RAG rating**		
	Q4 25/26	Q4 24/25	**DoT**
Number of homes brought back to market through No Use Empty (NUE)	**GREEN**	GREEN	⇨
Section 106 developer contributions secured as a percentage of amount sought	**AMBER**	AMBER	⇨

Environment & Transport - Two of the four Highways' KPIs met their targets and so are RAG rated Green. The other two dropped below their floor standards, meaning they were RAG rated Red. The first of these was Emergency highways incidents attended within 2 hours, which at 92% was 3 percentage points below floor standard. The other was enquiries requiring a response within 28 days; this dropped to 11 percentage points below floor standard. Both these KPIs were impacted by higher than expected demand over the quarter. Municipal Waste recycled or converted to energy continued to exceed its target, as did Greenhouse Gas emissions produced by KCC.

Environment & Transport KPIs	**RAG rating**		**DoT**
	Q4 25/26	Q4 24/25	
% of routine pothole repairs completed within 28 days	GREEN	GREEN	⇨
% of enquiries requiring a response completed within 28 days	RED	AMBER	⇨
% of emergency highway incidents attended within 2 hours of notification	RED	GREEN	⇨
% of public enquiries for Highways maintenance reported online	GREEN	GREEN	⇨
% of municipal waste recycled or converted to energy and not taken to landfill – rolling 12 months	GREEN	GREEN	⇧
Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes – rolling 12 months	GREEN	GREEN	⇧

Education & Skills – The percentage of Early Year's settings with Good or Outstanding Ofsted judgements remains ahead of target. Completion of Education, Health and Care Plan (EHCP) assessments in timescale is little changed from the previous quarter and remains below target. Annual EHCP reviews waiting over 12 months dropped below floor standard this quarter. The percentage of pupils with EHCPs who are placed in independent or out of county special schools increased, moving further away from achieving its floor standard. Permanent pupil exclusions remains on its floor standard. The rate of first-time entrants to the youth justice system improved further ahead of its target.

Education & Skills KPIs	**RAG rating**		**DoT**
	Q4 25/26	Q4 24/25	
% of Early Years settings with Good or Outstanding Ofsted inspection judgements	**GREEN**	New KPI in 25/26	⇨
% of Education, Health Care Plans (EHCPs) issued within 20 weeks – rolling 12 months	**AMBER**	RED	⇨
% of annual EHCP reviews waiting less than 12 months	**RED**	GREEN	⇨
% of pupils (with EHCP's) being placed in independent or out of county special schools	**RED**	RED	⇨
% of pupils permanently excluded from school – rolling 12 months	**AMBER**	AMBER	⇨
Rate of first-time entrants to youth justice system – rolling 12 months	**GREEN**	GREEN	⇧

Integrated Children's Services – Two of the seven indicators continued to meet target. The KPI on permanent qualified social workers, improved again but remains below target. The two fostering KPIs, one of which is Red and the other Amber, continue to reflect a national issue regarding foster care. The final two Amber KPIs regarding care leavers and the national transfer scheme are partly influenced by government legislation; the care leavers in education, employment or training KPI dropped below its floor standard and is now RAG rated Red.

Integrated Children's Services	**RAG rating**		**DoT**
	Q4 25/26	Q4 24/25	
% of Early Help cases closed with outcomes achieved that come back to Early Help or Children's Social Work teams within 3 months	**GREEN**	GREEN	⇨
% of case holding posts filled by permanent qualified social workers	**AMBER**	RED	⇧
% of children social care referrals that were repeat referrals within 12 months	**GREEN**	GREEN	⇨
% of foster care placements which are in-house or with relatives and friends (excluding UASC)	**RED**	RED	⇩
Number of foster households	**AMBER**	RED	⇩
% of care leavers in education, employment or training (of those KCC is in touch with)	**RED**	AMBER	⇨
Percentage of National Transfer Scheme (NTS) Referrals made within 2 working days of Referral to KCC	**AMBER**	New KPI in 25/26	⇨

Adult Social Care – The percentage of people who have their contact resolved without needing to come back soon after, remained ahead of target this quarter. The proportion of new care assessments delivered on time, decreased to its floor standard and is at risk of being rated Red. The rate of older people admitted to long-term care homes improved and is now ahead of target again. The percentage of KCC supported people in Good or Outstanding care homes improved to meet its floor standard. The other KPIs saw little change.

Adult Social Care KPIs	**RAG rating**		**DoT**
	Q4 25/26	Q4 24/25	
% of people who have their contact resolved by ASCH but then make contact again within 3 months	**GREEN**	GREEN	⇨
Proportion of new Care Needs Assessments delivered within 28 days	**AMBER**	RED	⇨
% of people receiving a long-term community service who receive Direct Payments	**AMBER**	AMBER	⇨
Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	**AMBER**	GREEN	⇨
Long Term support needs of **older** people (65 and over) met by admission to residential and nursing care homes,	**GREEN**	GREEN	⇩
Long Term support needs of **adults** (18-64 years old) met by admission to residential and nursing care homes,	**GREEN**	New KPI in 25/26	⇨
% of KCC supported people in residential or nursing care where the CQC rating is Good or Outstanding	**AMBER**	RED	⇨

Public Health – The number of eligible people receiving an NHS Health Check decreased further and did not meet target. The number of adults accessing structured substance misuse improved further ahead of its target. The other KPIs remained largely unchanged.

Public Health KPIs	**RAG rating**		**DoT**
	Q4 25/26	Q4 24/25	
Number of eligible people receiving an NHS Health Check – rolling 12 months	**AMBER**	GREEN	⇩
Percentage of mandated universal checks delivered by the health visiting service – rolling 12 months	**GREEN**	New KPI in 25/26	⇧
% of all new first-time patients (at any clinic) receiving a full sexual health screen (excluding online referrals)	**AMBER**	AMBER	⇨
Number of Adults accessing structured substance misuse treatment during a rolling 12-month period	**GREEN**	AMBER	⇧
Successful completions of drug and alcohol treatment	**GREEN**	GREEN	⇧
% of Live Well clients who would recommend the service to family, friends or someone in a similar situation	**GREEN**	GREEN	⇨

Customer Services	
Cabinet Member	Linden Kemkaran
Corporate Director	Ben Watts

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
	2		1		3	

Customer contact through Contact Point (KCC’s call centre) is provided via a strategic partnership, whilst digital services are provided by KCC. In Quarter 3, the percentage of callers who rated their advisor as good improved to 98% which is above target. The percentage of calls which were answered by Contact Point at 96% remained above target.

The activity indicator on average speed of answer remains quicker than expectations for calls to all services at 29 seconds, as well as for priority services at 13 seconds. The average call handling time of 5 minutes 51 seconds is quicker than an aim of 6 minutes 30 seconds, and the quickest since a new measuring method was introduced in November 2023.

Contact Point received 19% more calls compared to the previous Quarter and 2% more calls than the same quarter last year; this was largely due to issues with the booking system for Household Waste Recycling Centres which started in December and continued until being completely resolved in February. Despite this, the 12 months to March 2026 saw an overall 4% decrease in all calls compared to the 12 months to March 2025.

The most visited web pages on kent.gov continue to be those relating to Household Waste Recycling Centres; this number remained high despite the issue reported above likely due to people continuing to try to book via the web.

In Quarter 4, complaint volumes increased by 11% compared with the previous quarter and were 46% higher than the same quarter the previous year. Over the 12 months to March, volumes increased by 11% compared with the previous year.

The Growth, Environment and Transport Directorate (GET), responded to 83% within the 20-working-day timescale. The Chief Executive’s Department and Deputy Chief Executive’s Department together achieved a response rate of 76%. Adult Social Care and Health (ASCH) responded to 46% of complaints within timescale; extensions for complex cases, even when formally agreed with the customer, are still recorded as late. Children, Young People and Education (CYPE) responded to 25% of complaints within timescale.

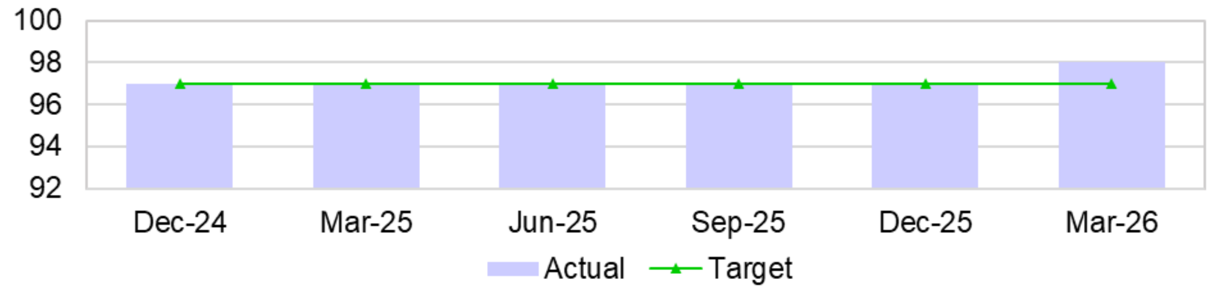
Overall, in Quarter 4 we responded to 59% of complaints within the 20-working-day target, up from 54% the previous quarter. Performance for the year overall was 64%.

Customer feedback volumes remain high, reflecting ongoing pressures across a number of services. While many services are managing volumes effectively, the complexity of some cases means they take longer to investigate and resolve. This is particularly evident where AI-generated responses are involved, as these can be longer and more complex to interpret and address.

A focus on reducing older case backlogs has affected the ability to respond to newer complaints within target timescales, leading to a temporary decline in performance. Work is ongoing to stabilise performance, shorten response times, and minimise delays caused by awaiting information, with the aim of improving timeliness while continuing to address underlying demand pressures.

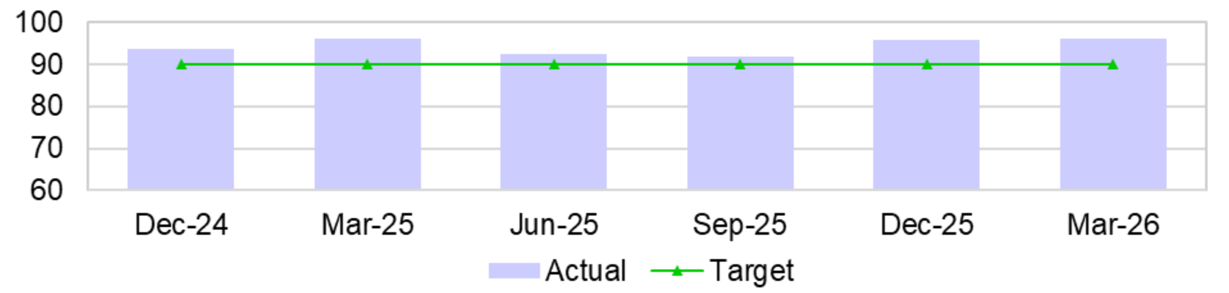
Key Performance Indicators

Percentage of callers to Contact Point who rated the advisor who dealt with their call as good	GREEN ⇨



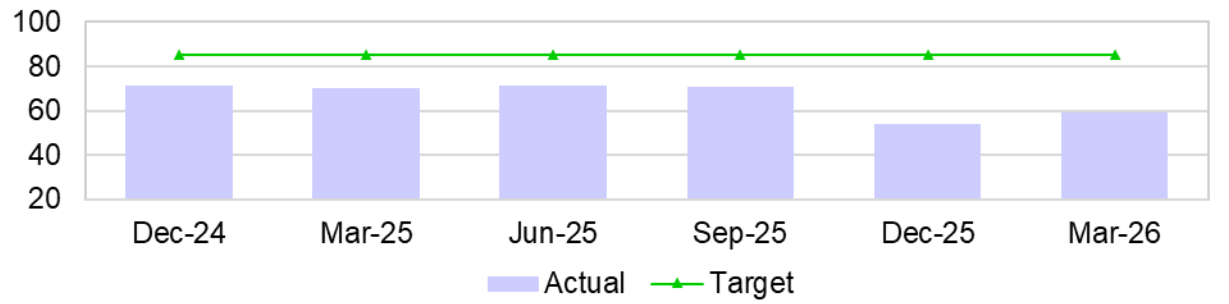
Latest: 98%	Target: 97%, Floor: 90%	Q4 24/25: 97% (Green)

Percentage of phone calls to Contact Point which were answered	GREEN ⇨



Latest: 96%	Target: 90%, Floor: 85%	Q4 24/25: 96% (Green)

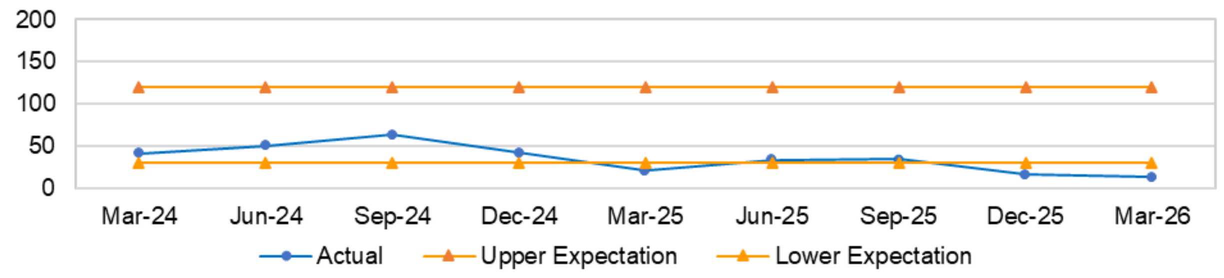
Percentage of complaints responded to within 20 working days	RED ⇨



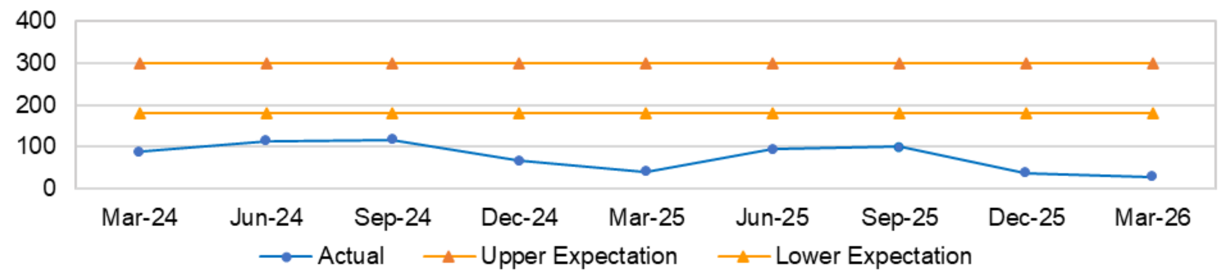
Latest: 59%	Target: 85%, Floor: 80%	Q4 24/25: 70% (Red)

Activity indicators

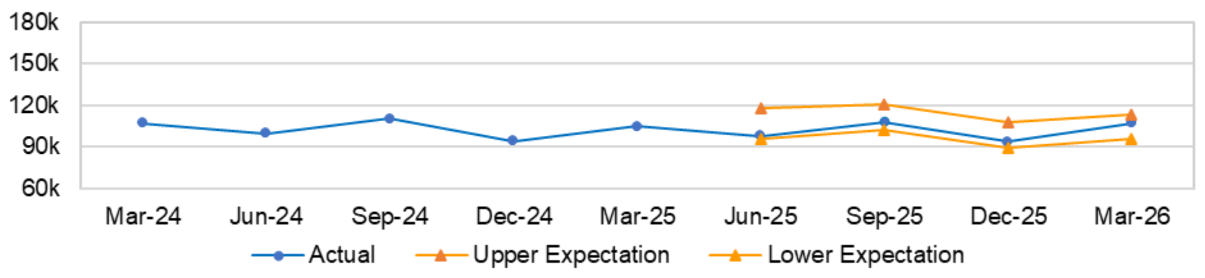
Average speed of answer (ASA) by Contact Point in seconds – **priority services**



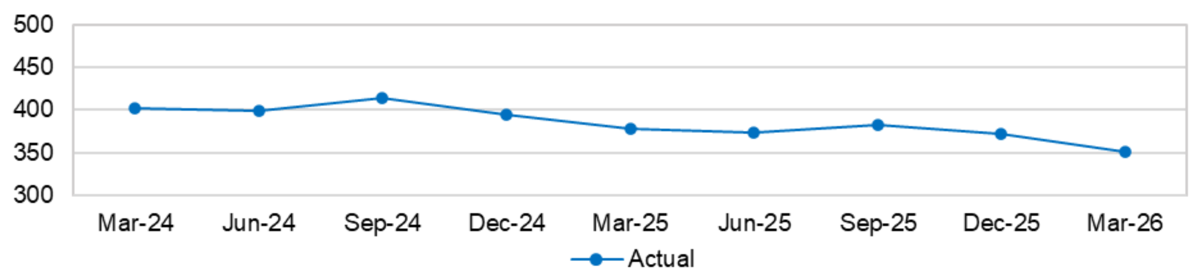
Average speed of answer (ASA) by Contact Point in seconds – **all services**



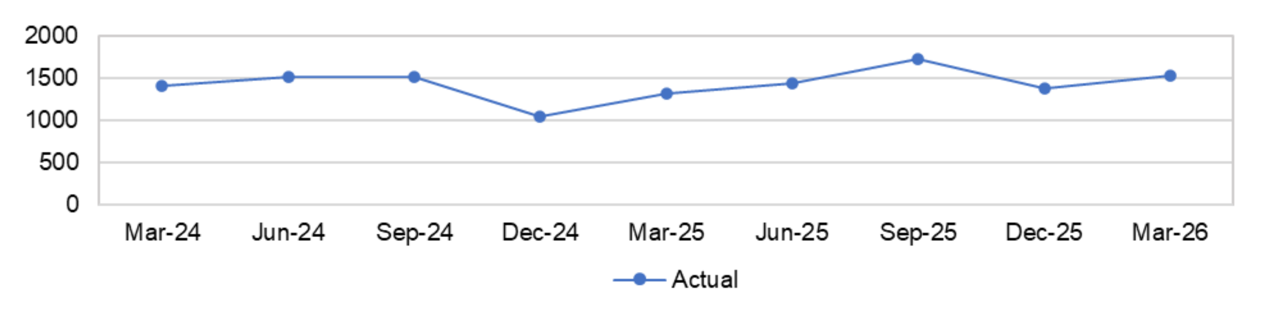
Number of phone calls responded to by Contact Point – Quarterly



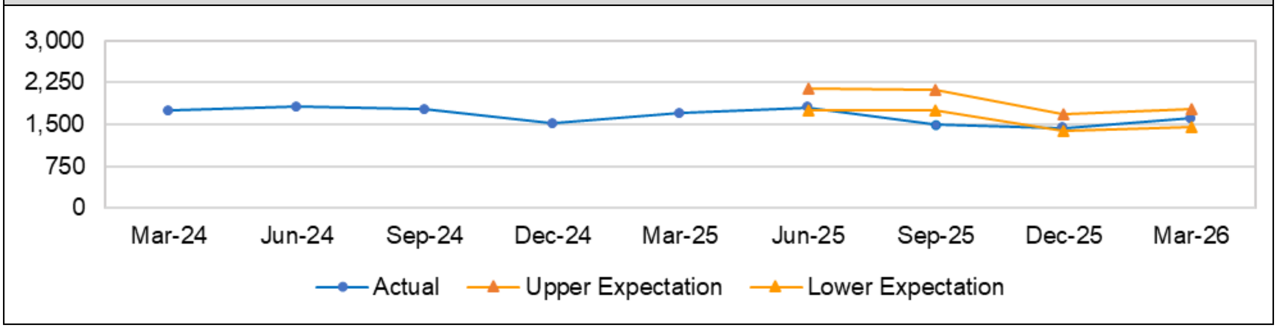
Average Contact Point call handling time in seconds – Quarterly



Number of complaints received - Quarterly



Number of visits (sessions) to the KCC website (in thousands) – Quarterly



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

Customer Services – Call Activity

Number of phone calls to Contact Point (thousands)

Contact Point received 19% more calls compared to the previous Quarter and 2% more calls than the same quarter last year. The 12 months to March 2026 saw a 4% decrease in calls compared to the 12 months to March 2025.

Service area	Apr – Jun 25	Jul – Sep 25	Jul – Dec 25	Jan – Mar 26	12m to Mar 26	12m to Mar 25
Adult Social Care	26	27	22	26	100	100
Integrated Children's Services	18	20	16	19	73	75
Highways	11	13	11	16	51	49
Transport Services	6	11	6	8	32	32
Waste and Recycling	9	8	7	8	32	27
Blue Badges	9	8	6	7	31	43
Schools and Early Years	7	8	6	6	27	30
Libraries and Archives	5	6	5	6	22	20
Registrations	6	5	6	5	22	22
Main line	3	4	3	3	14	12
Adult Education	2	5	3	2	12	16
Driver improvement	2	2	2	2	8	8
Other Services	2	2	1	1	6	8
KSAS*	1	1	1	0	2	5
Total Calls (thousands)	**107**	**118**	**94**	**112**	**430**	**447**

Figures may not add up to totals due to rounding.

* Kent Support and Assistance Service

Customer Services – Complaints Monitoring

In Quarter 4, complaint volumes increased by 11% compared with the previous quarter and were 46% higher than the same quarter previous year. Over the 12 months to March, volumes increased by 11% compared with the previous year.

Growth & Communities division saw a return to normal levels, however most areas of the organisation saw complaint volumes rise.

Highways & Transport within GET continues to see rising numbers of complaints which are for the Highway Management teams to respond to.

Service	12 months to Mar 25	12 months to Mar 26		Quarter to Dec 25	Quarter to Mar 26
Highways and Transportation	2,267	2,474		557	641
Adult Social Care & Health	1,064	1,163		296	312
Integrated Children's Services	432	545		126	175
SEN	627	700		173	184
Environment and Waste	147	388		54	83
Growth & Communities (incl. Libraries, Registrations and Archives)	240	394		101	59
Education & Young People's Services	129	187		44	48
Chief Executive's Department and Deputy Chief Executive's Department	428	117		25	22
Adult Education	59	25		0	3
Total Complaints	**5,393**	**5,993**		**1,376**	**1,527**

Customer Services – Digital Take-up

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

Transaction type	Online Apr 25 – Jun 25	Online Jul 25 – Sep 25	Online Oct 25 – Dec 25	Online Jan 26 – Mar 26	Total Transactions Last 12 Months
Renew a library book*	80%	83%	85%	83%	1,027,806
Report a Highways Fault	70%	64%	64%	73%	104,967
Book a Driver Improvement Course	91%	91%	87%	88%	46,258
Apply for or renew a Blue Badge	86%	88%	87%	92%	21,745
Apply for a Concessionary Bus Pass	76%	78%	78%	78%	18,403
Book a Birth Registration appointment	92%	92%	91%	92%	18,014
Report a Public Right of Way Fault	87%	87%	88%	88%	7,240

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

Governance, Law & Democracy

Cabinet Member	Brian Collins
Corporate Directors	Amanda Beer / Ben Watts

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
			2		2	

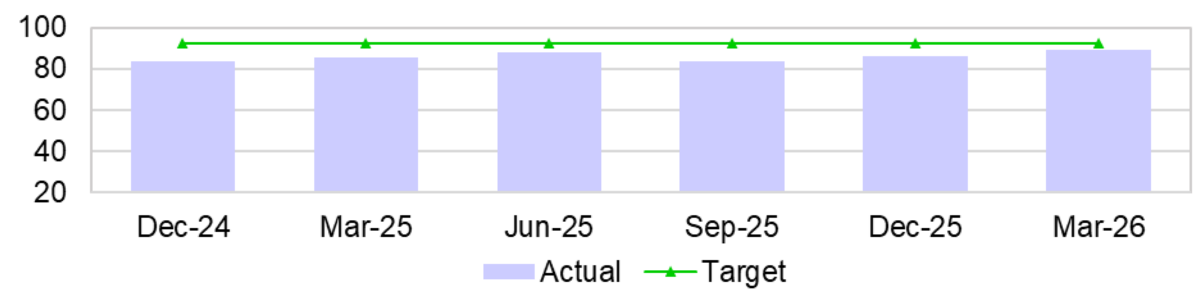
The completion within timescale of both Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests, and Subject Access requests made under Article 15 of the General Data Protection Regulations, remained below their floor standards.

The percentage of FOI / EIR requests completed within timescale improved on the last quarter, and is ahead of its performance for the same quarter last year. The number of requests responded to remains above the expected level and higher than the same quarter last year. All Directorates achieved performance of 83% or higher this year, although none achieved the 90% floor standard. The highest number of requests completed (1,078) was in the Growth, Environment and Transport Directorate. The main issues adversely affecting FOI/EIR compliance at this moment are actually outside the Information Governance Team's control, namely the volume of requests as mentioned above, complexity of requests (possibly in part due to use of AI in generating requests), and lack of resources.

For Subject Access Requests (SARs), performance decreased on the previous quarter, but is above the same quarter last year. The majority of requests come under the Children, Young People and Education Directorate, with this being 77% of all requests this year. The majority of overdue requests relate to SEN, and the total number of requests remains historically high. Resources have been moved within the Information Governance team to help improve this KPI. The Information Commissioner's Office is currently monitoring KCC's performance. Reasons for response delays include the high volume of requests, lack of resources in operational units and complexity of some requests.

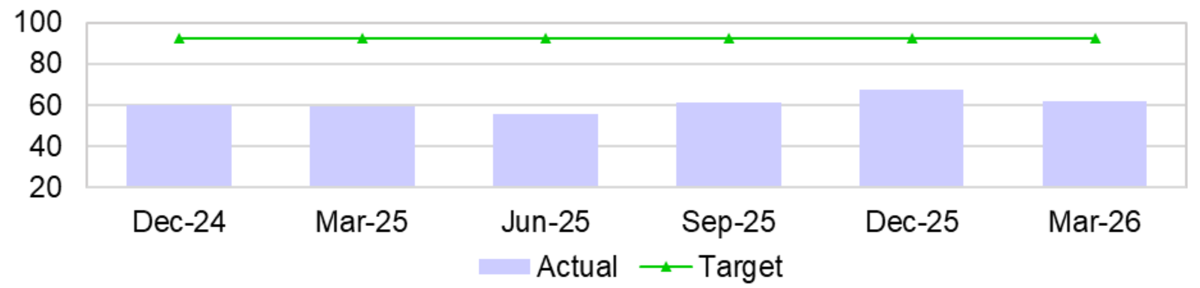
Key Performance Indicators

Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests completed within 20 working days	RED ⇨



Latest: 89%	Target: 92%, Floor 90%	Q4 24/25: 85% (Red)

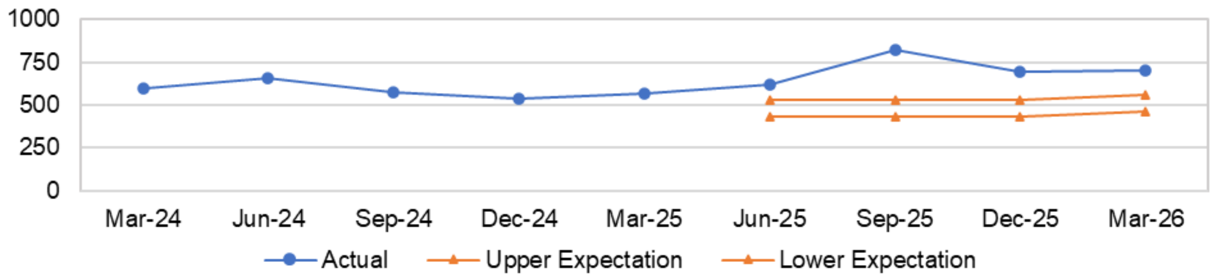
Subject Access requests, made under Article 15 of the UK General Data Protection Regulation, completed within statutory timescales	RED ⇨



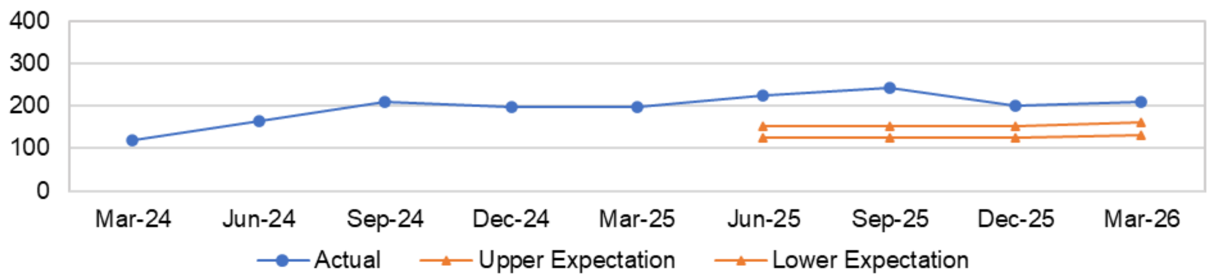
Latest: 62%	Target: 90%, Floor 85%	Q4 24/25: 59% (Red)

Activity indicators

FOI/EIR requests responded to – by Quarter



Data Protection Act Subject Access requests responded to – by Quarter



Growth and Communities	
Cabinet Members	Richard Palmer, Jamie Henderson, David Wimble
Corporate Director	Simon Jones

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
	1	1			2	

Libraries, Registration and Archives (LRA)
As part of KCC's service co-location programme LRA can report positive progress on all the planned projects during Quarter 4, with three more libraries reopening with fresh new looks and shared spaces with partners. Temple Hill and Cranbrook Libraries reopened in January, and Sittingbourne Library in March. All three libraries are now co-located with Kent Family Hubs. Cliftonville and Queenborough libraries are now closed for co-location works, with Queenborough re-opening on Tuesday 5 May and Cliftonville expected to open in June.

The temporary closures of these libraries plus some unplanned closures due to essential building maintenance all goes towards explaining why we have seen a reduction in visitor figures for Quarter 4. Visits to libraries fell by 3% in comparison with the same period in 2024/25, when the majority of these sites were all open. We would expect to see visitor figures recovering during the course of the following year, with the reopening of the remaining co-located libraries plus the re-location of Folkestone Library to its new premises in the town centre, from where a full library & registration service alongside Adult Education will be delivered from Tuesday 26 May 2026.

The temporary closures have also impacted physical issues, which have dipped by 2% in comparison with Quarter 4, 2024/25. Digital issues continue to increase steadily, with eBook and eAudiobook issues rising by 5% and 14% respectively in comparison with the same period last year. Consequently, overall issues have increased by 1%, and digital issues now form 28% of all issues.

Kent's residents have continued to attend and enjoy the many and varied events and activities delivered at libraries across the county, with over 58,600 attendances at over 4,700 events. World Book Day on 5 March was a great opportunity to celebrate books and reading, with activities, book giveaways and school visits taking place across Kent's libraries, and costume swaps to support families to join in the fun without the additional expense of purchasing costumes.

Kent Archives enjoyed a busy quarter with 888 visits to the Search Room, an increase of 4% on Quarter 4 2024/25. The team dealt with over 2,500 enquiries, both in person and remotely, which represents an increase of 1% against the same period last year. The popular free lunchtime talks have resumed.

The Kent Ceremonies Team delivered 935 marriage, civil partnership and citizenship ceremonies during Quarter 4, an increase of 2% on the same period in 2024/25. Over 1,000 new UK citizens were celebrated.

4,607 death registration appointments were completed, representing a decrease of 5% on Quarter 4 last year, equivalent to 263 fewer appointments, which looks likely to reflect a national reduction. Birth registration appointments also decreased a small amount, by 1% (47 appointments). Customer satisfaction with registration services again reached the target of 96%, demonstrating the sustained commitment of teams to delivering high-quality customer service and supporting people at important life events.

Active Kent and Medway (AK&M)
We are delighted to confirm Sport England has awarded £640k of funding for the next two years to support the further development of our Everyday Active campaign and work with wider partners like Family Hubs across Ashford, Dartford, Maidstone and Folkestone with a focus on supporting families and young people to be more active and to enjoy the associated benefits.

In addition to this, we are continuing to support young people across the county to be more active through School Games events with 575 young people participating this quarter over 10 events, Alongside the events, we also provided training opportunities to upskill over 100 students from Mid Kent college and the Beacon School to support future activity.

As well as supporting young people to be active, we have been working with Governing Bodies of Sport to re-establish our Sports Forum - helping organisations to shape their offer and access funding and wider support in this space and continue to train health care professional providers across Kent in support of Everyday Active.

Finally, March saw our annual Primary PE conference - Paul Webb attended in his portfolio holder capacity which was much appreciated both by the team and our 150 delegates. Keynote speakers included Emily Reynolds from the Youth Sport Trust and Catherine Fitzpatrick from the Association for Physical Education.

Community Safety
<u>Kent Community Warden Service (KCWS)</u>
During this reporting period, the Kent Community Warden Service (KCWS) continued their varied work to improve community resilience, support the elderly and vulnerable, foster community cohesion and wellbeing, and assist residents with navigating community services.

Of particular note, the wardens responded to requests for assistance from the KCC Resilience Team to support residents and businesses across Kent affected by water supply issues. Working in Tunbridge Wells, Tonbridge and Malling, and Swale, wardens carried out welfare checks, visited vulnerable residents and distributed limited water supplies to those most in need. Their calm, practical presence made a meaningful difference during a fast moving and often stressful situation.

More recently, wardens in Swale supported the NHS meningitis response by helping the public understand eligibility criteria and complete paperwork. The wardens assisted more than 80 people in accessing vaccines and antibiotics to help prevent the spread of meningitis. The NHS staff expressed gratitude for the team's presence with one doctor personally thanking the wardens for their contribution to the smooth running of the response centre.

Wardens also played an important role in supporting families while they waited for young people to receive treatment, offering calm conversation and a space to discuss concerns. Their ability to communicate in British Sign Language proved valuable to a deaf patient, and a neurodivergent young person also expressed appreciation for the inclusive support they received. These interactions highlight the Warden Service's strong commitment to accessibility and community safety in relation to public health concerns.

Just over 1,250 tasks were undertaken to support individual residents. 46% of these tasks were related to underpinning residents' confidence to remain independent, 36% to giving practical support/assistance, 22% to giving signposting/advice, 15% to giving support/assistance for accessing public services and 10% to giving support/assistance for accessing community services. Wardens continue to deliver the social prescribing model, 'Positive Wellbeing', as part of their wider offer of support to residents and communities. Just over 1,700 tasks were undertaken within community settings, including providing a visible presence, running or supporting surgeries, clubs, groups and events, and working with multi-agency partners

Domestic Abuse Related Death Reviews (DARDRs)

The Kent Community Safety Team (KCST) was managing and coordinating 23 Domestic Abuse Related Death Reviews (DARDRs), previously known as domestic homicide reviews (DHR), on behalf of the Kent Community Safety Partnership (KCSP) which were at various stages of the process. In addition, there are a small number of notifications under consideration and some limited engagement with four out-of-area DHRs.

Two learning webinars were held during Quarter 4 with the first held on 4th February focusing on the story of Rita, who experienced coercive control and co-occurring conditions. The webinar included presentations by LookAhead and Kent Police exploring the barriers coercive control and co-occurring conditions can cause when seeking support and interventions to reduce risk. The second was held on 25th March and was jointly delivered with the Kent and Medway Safeguarding Adults Board (KMSAB) looking at the DHR case for Lesley and Safeguarding Adult Review (SAR) of Renee with a focus on Carer Breakdown and Domestic Abuse with a guest speaker from Hourglass, a domestic abuse service for older people. Over 250 frontline professionals attended the webinars from across all different agencies, as well as attendees from outside Kent and Medway. Feedback was very positive for both webinars, with 100% of those who responded to the event evaluation rated the events as excellent, very good or good.

The full overview and executive summary reports for published cases can be found on the KCC website.

Kent Community Safety Team (KCST)

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

The KCST continues to deliver virtual Community Safety Information Sessions (CSIS) via MS Teams for community safety partners across the county. These short lunch-time sessions (max. 1hr) each focus on one or two main topics. Two sessions took place during Quarter 4. The first in January included an input from the Violence Reduction

Unit on their Safer Knife Replacement Scheme followed by a joint input from Kent Fire and Rescue Service and KCC on the Safer Roads Partnership and the Vision Zero Safe System approach. The second session in February focused on Tell MAMA (Measuring Anti-Muslim Attacks) service and also the Community Security Trust Dalia service protecting the Jewish community. Feedback was very positive for both sessions, with 100% of those who responded to the poll, rated the sessions as excellent, very good or good.

The KCST organised and facilitated a two-day training course for Responsible Authorities on the Licensing Act 2003 utilising the Crime Reduction Grant funding from the Police and Crime Commissioner. The training was attended by 30 people from a range of key partner agencies and proved highly informative. The collaborative discussions strengthened our shared understanding of Licensing Act responsibilities and will support more tailored and effective representations on licensing applications.

Kent Film Office
Kent Film Office have had an excellent end to the 2025/26 year and have released the annual statistics and highlights as follows:

<u>Statistics for 2025/26</u>
- £8.6m into Kent economy over 827 filming days (£1.4m for Q4 over 94 filming days).
- 428 filming requests and 494 related enquiries.
- 29 runner placements over 85 days. (Q4: two runner placements over three days)
- 48 crew, generating 967 days.
- 20 service companies used over 82 days

<u>Highlights</u>
- TV Dramas – The Capture S3, Dirty Business, Things You Should Have Done S2, Pride & Prejudice
- Feature Films – Spider-Man: Brand New Day, Road House 2, The Night House, Heartstopper: Forever
- Commercial – McDonalds McCripsy, Tiggo Car Commercial, Next Back to School
- Photoshoots – Monsoon, Conde Nast, This Girl Can
- Music Videos – Sleaford Mods, MIKA, Circa Waves
- TV Factual **–** Junior Bake Off, The Dyers Caravan Park, Perfect Pub Walks

Kent Trading Standards
Kent Trading Standards had a successful Quarter 4, with notable enforcement actions, protection for vulnerable residents, support for businesses, and prevention of unsafe goods entering the market.

<u>Enforcement Successes</u>
Quarter 4 saw major progress in complex and high-impact enforcement work with 12 major cases under investigation or in court proceedings by March 2026.

A serial fraudster, Kevin Woods, was convicted and sentenced to two years' imprisonment following a Trading Standards investigation into sustained fraud in gearbox repairs.

Operation **Engage** reached its nine-week Crown Court trial, addressing 18 victims and £1.4m in consumer fraud. The trial concluded with two defendants convicted of fraudulent trading and money laundering. This case required sustained investigation and legal work over several years due to extensive victim impact.

KCC Trading Standards also demonstrated its reach beyond the UK, securing two arrest warrants for suspects based overseas in a major solar energy fraud investigation, ensuring that offenders could not escape justice by operating across borders.
Significant enforcement operations were carried out against the sale of counterfeit and illicit goods. In one coordinated, multi-agency operation in Gravesend, officers seized over 31,000 cigarettes, 6.6kg hand-rolling tobacco, 100 vapes, and more than 100 bags of counterfeit, unsafe and non-compliant goods.

This action resulted in immediate disruption to criminal trading, enforcement action by partner agencies, and financial penalties being imposed. Further joint work with Thanet District Council led to a court-ordered closure of a shop for eight weeks where persistent illegal tobacco sales were identified.

<u>Protecting the Public</u>
Protecting vulnerable residents remained a core priority throughout Quarter 4. Our two Victim Safeguarding Officers supported 34 victims of scams and doorstep crime, preventing an estimated £25,000 in financial losses through early intervention, enforcement action and victim support.

Officers delivered 10 scam awareness sessions and community engagement events, reaching over 400 residents across Kent. These sessions focused on recognising scams, refusing cold callers and knowing how to report concerns, with strong feedback indicating increased confidence and reassurance among attendees.

Safeguarding children and young people was a continued focus. Enforcement action led to the removal of a misleading alcohol-related product from retail sale nationally after concerns about its appeal to children. Trading Standards also supported licensing reviews in Thanet, Canterbury, Folkestone and Hythe and Ashford Districts, where underage sales of alcohol, including cases involving repeat sales and serious harm risks, resulted in additional licence conditions or in the most serious cases licence revocation.

<u>Trading Stanndards Business Engagement</u>
Supporting compliant businesses and promoting fair competition remained integral to delivery. 5 of our 60 Primary Authority Partnerships (including NuSteel, All About Pet Health, Bennett Opie) were renewed, with new partners from the vape industry.

We have also responded to increased demand from businesses seeking consistent regulatory advice. To improve accessibility, the service introduced a clear fixed-fee structure (£100 + VAT per request) for standalone business advice, enabling small and medium-sized enterprises to obtain timely compliance support on matters such as food labelling and consumer contracts.

Officers engaged directly with businesses through county-wide supplier and business events, generating increased interest in compliance schemes. Targeted sector-based work also progressed, including preparatory activity ahead of the Renters Rights Act, and the development of a risk-based approach to regulating cosmetic treatments, supporting both public safety and responsible business operation.

Border and Ports Activity
Ports and border enforcement remained a critical line of defence for consumer protection. During Quarter 4, Trading Standards officers intercepted over 100,000 non-compliant products and 2,360 unsafe products. These interventions prevented unsafe goods from entering the UK market and avoided an estimated £1.8 million in consumer detriment, based on nationally recognised product safety assessment models.

Notable cases included the detention of 62,000 illicit nicotine pouches, 2,360 unsafe imported bread ovens presenting serious fire and electrocution risks, and cosmetic products lacking safety documentation. All items were detained, tested or referred for appropriate enforcement action, ensuring they did not reach consumers. The service also remained actively engaged in future border and infrastructure planning, including ongoing work linked to Manston Airport's proposed reactivation, to ensure Trading Standards requirements are embedded at an early stage.

Partnership and Profile
Effective partnership working underpinned many of Quarter 4's outcomes. Close collaboration with Kent Police, district and borough councils, public health and national regulators enabled coordinated enforcement, retail closures, and sustained disruption of organised criminal activity.

Trading Standards played a key role in multi-agency approaches to tackling fraud, illegal tobacco and unsafe trading environments, contributing to enforcement activity that combined regulatory, criminal and licensing powers for maximum impact.

In summary, Quarter 4 marked a strong and effective conclusion to the 2025/26 year for Kent Trading Standards. Through decisive enforcement, targeted safeguarding, proactive business engagement and robust border controls, the service delivered measurable outcomes that protected residents, supported legitimate businesses and upheld confidence in Kent's trading environment.

Economy
Support for Business
KCC continued to use funds from the Government's Regional Growth Fund (RGF) to create and sustain employment opportunities in Kent. The Quarter 3, 2025/26 (October – December 2025) monitoring cycle is now complete as this is reported a quarter in arrears.

In Quarter 3 the Kent and Medway Business Fund (KMBF) recorded a net increase of 16.4 FTE. In the 12-month period to the end of December, the total net increase in jobs is 111.5 FTE, up 12.3 FTE since last quarter covering both jobs created and safeguarded. The Quarter 4, 2025/26 (January – March 2026) monitoring cycle has just commenced and will be included in the next report.

Since the reopening of the KMBF Loan Schemes on 21 November 2023 until 31 March 2026, 682 pre-applications have been received to a value of over £65.02m. At the time of writing, 51 applications are still active, of these 13 applications, to a value of £2.22m, have been approved and are currently undergoing legal contracting before payment; three full applications, to a value of £0.10m, are currently being processed. A further 12 pre-applications have been invited to submit a full application to a value just over £0.82m. The remaining 18 pre-applications, to a value of £2.09m, are at various stages within the pre-application assessment process of which there has been a recent substantial increase, likely due to marketing activity undertaken by the Kent & Medway Growth Hub.

Since the relaunch of the KMBF and KMBF Small Business Boost (SBB) in November 2023, the Kent & Medway Investment Advisory Board (IAB), has reviewed 17 KMBF Standard Loan applications (over £100k), with all approved to the value of £5.04m; of the 17 approved, 3 applicants later declined their loan offer.

The IAB Sub-group (IAB SBB) has reviewed 76 SBB Loan applications (loans up to £99k), with 64 approved to the value of £4.80m; and 12 rejected. Of the 64 approved, ten applicants later declined their loan offer. The total value of the SBB approved applications is £3.96m. The total value of investments approved to date and either paid or in the process of being paid by the KMBF across both schemes is £7.92m for 68 applications.

Kent & Medway Growth Hub: KCC continued to manage the contract for the Kent & Medway Growth Hub and monitoring performance of its new provider, Smarter Society. The service supported 1,400 businesses, with 746 businesses achieving light touch support (up to 1 hour), 545 achieving medium touch support (1 to 12 hours) and 109 receiving high intensity support of over 12 hours during Quarter 4.

‘Grow in Kent’ Services: Visit Kent and Invest Kent*:* During Quarter 4, following the liquidation of Visit Kent and Locate in Kent, KCC and Medway Council’s new in-house team consisting of former employees of the two organisations has hit the ground running. The majority of assets have been secured during the liquidation process, new websites (with new Grow in Kent branding) are now live and the teams have been working with industry to shape the service offer. The Visit Kent team has been refreshing the Kent & Medway ‘Destination Management Plan’, commissioning campaigns to promote Kent’s coastal and viticulture offer and securing additional income from industry to grow the service. The Invest Kent team has focused on connecting with the 200 businesses on the investment pipeline to provide support, advice and guidance which will lead to business relocations, expansions and the retention and creation of jobs.

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

- **Kent & Medway Innovation Partnership:** significant work was undertaken to submit a £20m bid to the UKRI Local Innovation Partnership Fund to support the growth of the county's agri-food sector. Unfortunately, the bid was unsuccessful.
- Carrying out a targeted marketing campaign to encourage more Kent manufacturing businesses to sign up for support from the **Made Smarter South East** programme.
- Supporting Kent Invicta Chamber of Commerce with the development of the latest iteration of the **Local Skills Improvement Plan (LSIP)** due to be published in the summer.
- Organising the first **Health, Work and Skills summit in February** bringing together stakeholders to support wider system alignment and contribute to joint working to tackle economic inactivity in the county due to ill health.
- Publishing a series of **resources for local business** on the Kent & Medway Growth Hub website to help with workforce wellbeing, inclusive recruitment and tackling and preventing ill health as an action for the **Get Kent & Medway Working Plan**.
- Supporting young entrepreneurs with mentoring through the work of the **Kent Foundation** with 63 new mentees being supported during 2025/26.
- Supporting Kent's Rural Economy through the work of Produced in Kent (supporting local agri-food businesses)

Connect to Work***:*** The new Kent & Medway supported employment programme formally launched on 30 June 2025. As the accountable body, KCC was among the first four of 41 areas nationally to launch this government programme. Over five years, it will deliver £34 million of investment across Kent and Medway and support 9,236 people into employment. By the end of March, 891 people have started on the programme with 124 people securing first earnings i.e. commencing employment.

Skills Bootcamps: The delivery of Kent County Council's Wave 6 Skills Bootcamps across the creative, construction, early years and schools, health and social care, and retail sectors came to an end on 31 March 2026. Of the 500 learners who enrolled in Wave 6, 92% successfully completed their Bootcamp, obtaining a qualification.

Our 92% completion figure is above the national average for Skills Bootcamps (71%, based on the latest report published in September 2025). Among those who have completed their Skills Bootcamp, 43% have already secured an outcome (a new job, enhanced job or new work/contracts for self-employed), with learner outcomes expected to be reported up to 30 September 2026. The majority of the remaining 8% withdrew due to early progression into work rather than disengagement. Wave 7 has since commenced successfully, creating over 400 learner spaces, supported by £1.5m in funding from the Department for Work and Pensions. More details can be found here: Skills Bootcamps | Kent Adult Education. Learner experience feedback remains very high with 100% saying they were happy with how their course went.

Developer Investment Team
During Quarter 4, a total of 34 planning applications were received which is in line with the previous quarters in the year, and 18 s106 legal agreements were completed, representing a slight increase on the previous quarter. In total, a value of £26.03 million has been secured this quarter, which is by far the highest since December 2023. £16.5m of that amount is aligned to a single 1,000 home development at Land at Court Lodge in Ashford. The figures represent an 89.7% success ratio against the amounts originally requested. The reduction in the success ratio primarily relates to issues of financial viability for the Land at Court Lodge application which was determined by the Planning Inspectorate at appeal. Having considered the evidence in accordance with legislation, both Kent County Council and Ashford Borough Council agreed to the viability case being made and accepted a 17.3% reduction on the contributions originally requested.

Other larger scale applications of 100 dwellings or over included in this quarter are; Land East of Ham St By-pass; Land at The Hill, Bekesbourne; Potten Farm, Sellindge; and Sevenoaks Gasholder Station.

No Use Empty
In Quarter 4, the No Use Empty (NUE) Programme enabled 128 long-term empty properties to be made fit for occupation, bringing the total number of homes returned to use since the programme’s launch in 2005 to 9,136.

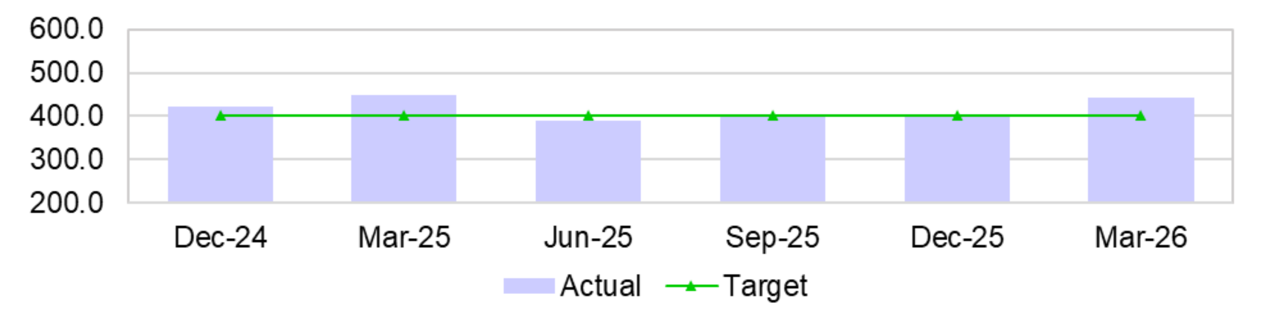
The total investment through the NUE programme in converting derelict properties has now reached £118.9m, comprising £66.8m from KCC recycled loans and £52.1m leveraged from the private sector. By the end of Quarter 4, twenty-three loan applications had been received in 2025/26, with twenty-two in contract. The remaining application is approved and with the legal team for final completion and registration of security expected during the next quarter.

KCC Treasury has made available £28m for NUE to bring forward empty/derelict sites with planning permission for new builds. Following the recycling of £32.7m loan repayments at the end of Quarter 4, 341 new homes have been funded across eleven Kent districts (274 completed) and 24 business units in Dover. One new project was approved in Quarter 4. There are five new applications currently being considered for loan support. There remains a strong pipeline of projects across all NUE schemes.

KMBF-NUE Loans for Commercial Workspace
Following a key decision by the Growth, Economic Development and Communities Cabinet Committee on 11 September 2025 to allocate £6m for new commercial workspace across Kent, two projects were approved by the KMBF Investment Advisory Board in February 2026, securing £3.8m of the funding. Contracts were issued and signed in March and are currently with legal for final due diligence. Subject to legal completion, the first tranche of loan support is expected to be released in April to enable works to commence. On completion, the projects will deliver 31 new business units (18 in New Romney and 13 in Thanet).

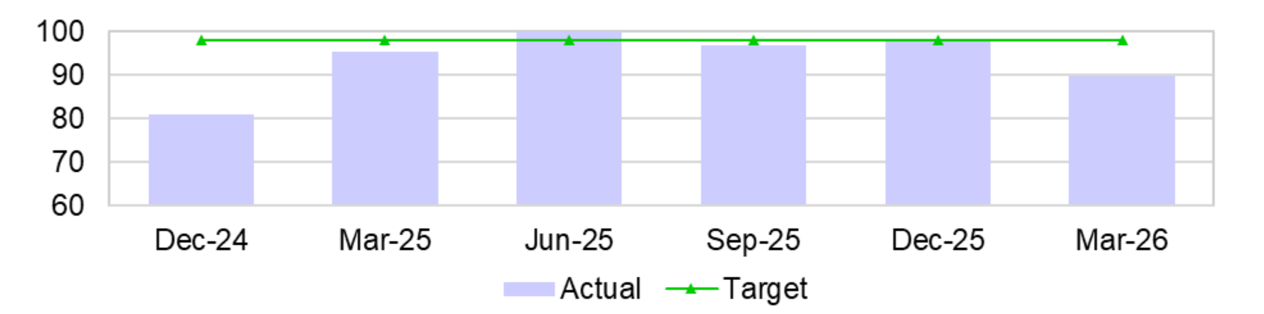
Key Performance Indicators

Number of homes brought back to market through No Use Empty (NUE) – Rolling 12-month total		GREEN ⇨



Latest: 443	Target: 400, Floor 360	Q4 24/25: 449 (Green)

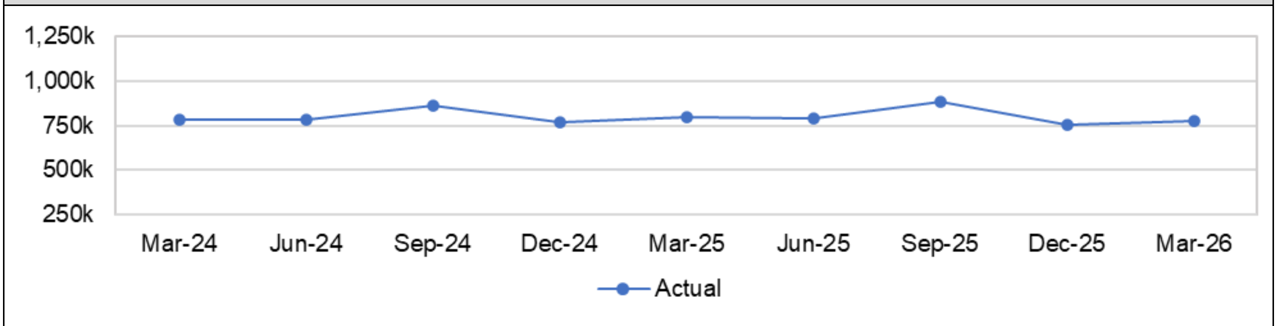
S106 developer contributions secured as a percentage of amount sought		AMBER ⇨



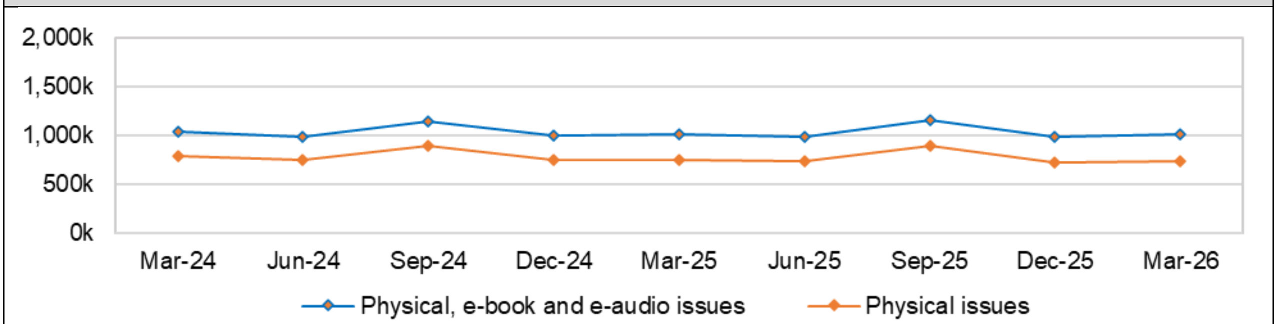
Latest: 89.7%	Target: 98%, Floor 85%	Q4 24/25: 95.3% (Amber)

Activity indicators

Total number of physical visits to Kent libraries



Total number of book issues from Kent libraries



Environment and Transport	
Cabinet Members	Peter Osborne, David Wimble, Jamie Henderson
Corporate Director	Simon Jones

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
	4		2	2	4	

Highways
In Quarter 4, two of the four Highways KPIs achieved a Green RAG rating (pothole repairs completed on time, and enquiries made online). The remaining two KPIs were rated Amber: emergency incident responses within two hours, and enquiry responses completed within timescale. **This quarter also saw the highest volume of incoming enquiries on record mainly due to wet weather and two named storms Ingrid and Chandra.**

Pothole Repairs
Overall, the percentage of potholes repaired within timescale have remained consistently above target over the year. This quarter saw an unprecedented volume of incoming enquiries, the highest on record. Despite this, teams maintained strong performance on routine pothole repairs, completing 8,352 of 9,186 jobs on time (91%), achieving a Green RAG rating. **Delivery of the highways capital repairs and improvements programme also supported productivity and contributed to the service's overall performance**.

Emergency Incidents
Performance is most impacted during periods of severe weather and concurrent incidents. This quarter experienced exceptionally high volumes of concurrent emergency incidents. Teams responded to 1,525 out of 1,653 incidents within the required timeframe (92%), a significant increase in demand compared to fewer than 1,000 incidents recorded in each of the previous two years. This is a Red RAG rating, two percentage points below floor standard, reflecting the sustained surge in demand. **From May, our new Highways Term Maintenance Contract (HTMC) will commence with Ringway. Performance will be managed through robust contract governance, with surge capacity and escalation procedures built into the contract to improve resilience for future peaks in demand. While a short bedding-in period is expected, we are assured that Ringway understands the priority of improving performance in this area.**

Enquiries across Highways and Transportation
H&T received the highest volume of incoming enquiries in Quarter 4 in over 10 years. Within this context, 18,453 of 26,684 repairs due for completion were delivered on time (69%), resulting in a Red RAG rating. As the surge in demand has now passed, enquiry volumes are returning to expected levels and performance is already improving towards the target. **From May, our new HTMC with Ringway, will draw on learning from other contracts to support improvements to how issues are managed across districts.**

Public Enquiries
The total number of customer contacts regarding highway issues in Quarter 4 increased significantly compared to the same period last year, with 64,191 contacts received (45,577 in Quarter 4 last year). Of these, 40,047 were assessed as faults requiring action by front-line teams. The increase was largely driven by the cold and then wet winter, which resulted in a substantial rise in reported potholes.

At the end of Quarter 4, there were 8,676 open enquiries (work in progress), compared to 6,894 at the same point last year, reflecting increased workload across several parts of the service.

The contact centre provider changed from Agilisys to Capita at the end of March, and highways services transferred smoothly with no issues**. H&T is continuing to work closely with the new provider to ensure the high quality of service is maintained.**

Online Fault Reporting
Use of the highways online fault reporting tool remains high, with 78% of all enquiries in Quarter 4 submitted directly by the public via the tool, compared to 72% in the same period last year.

Work to encourage online reporting has been underway for several years, and take-up has increased significantly compared to the same quarter in 2019/20 (pre-Covid), when it was around 56%. This has also contributed to an almost halving of calls to the highways helpline over the same period. Development of the improved fault reporting tool (My Kent Highways), using KCC's existing Granicus platform, continues; potholes, streetlighting and drainage were live by the end of March. It is anticipated that all Highways & Transportation enquiries will be handled through the new system by the end of 2026.

Street Works
Pressure from utilities companies remains high, with sustained levels of emergency works. Overall, we have seen a slight increase in emergency road closures. KCC's own repair and maintenance works account for approximately 56% of closures, with water company leakage repairs accounting for around 27%; power and gas 9.5%; and telecoms 7%. In Quarter 4, there were 2,340 emergency closures, compared to 2,287 in the previous quarter, an increase of around 2%.

Road Safety
Total casualty figures for Quarter 4 show a reduction of 81 casualties compared with the same quarter last year, and a reduction of 230 compared with the same quarter in 2019/20 (pre-Covid). Killed or Seriously Injured (KSI) casualties were down by 15 compared with last year, but up by 32 compared with the same quarter in 2019/20 (pre-Covid).
The most frequently recorded contributory factor for KSI casualties was "not looking properly". There were no KSI incidents where the attending officer recorded "possible poor or defective road surface" as a contributory factor.

Quarter 3											
2025/26				**2024/25**				**2019/20**			
Fatal	Serious	Slight	Total	Fatal	Serious	Slight	Total	Fatal	Serious	Slight	Total
6	186	646	838	11	196	712	919	2	158	908	1068

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

Safer Active Journeys Team
Bikeability ended the financial year strongly, with KCC and external providers training 4,300 pupils. We also ran highly successful Bikeability holiday clubs at Cyclopark in February, which sold out, with further sessions planned for April.

Adult Cycle Training was quieter over the winter months; however, we are now increasing promotional activity as conditions improve. We have attended a range of events with the e-bikes and are exploring a flagship venue at Victoria Park, Ashford, to further increase participation and encourage adult cycling.

The School Crossing Patrol team remains busy, with ongoing monitoring and training for new and existing patrols across Kent. Recruitment to vacant sites continues to be challenging; however, we have recently recruited two new patrols.

Active Travel Intervention Team
The team continues to deliver a range of behavioural and programme interventions to encourage more walking, wheeling and cycling across Kent. In recent months, the focus has been on supporting delivery and communications for key initiatives, and on preparing the evidence required to meet Active Travel England (ATE) reporting requirements

The 10 Year Active Travel Action Plan is now complete. Following presentations and discussions with all District and Borough councils, feedback has been incorporated and the prioritisation model inputs finalised. The model has been run and any anomalies resolved, resulting in a consolidated dataset of more than 1,000 routes and interventions. This underpins an interactive GIS map, supporting a transparent, data-led approach to investment and delivery over the next decade.

Work on School Streets also continues, including responding to an ATE-commissioned request for information to support a national overview of existing schemes. In parallel, we are exploring opportunities to convert an existing School Street to an Automatic Number Plate Recognition (ANPR) enabled scheme, and a new School Street in Snodland will launch at the end of April.

Our commitment to supporting active travel in local communities continues through the Active Travel Business Grants, which have been very well received. To date, we have allocated £40k to 11 small businesses in Kent, supporting measures such as improved cycle storage, e-bikes for deliveries, cargo bikes to replace diesel vans, staff lockers, and folding bikes. We also continue to deliver Scootability training as part of the wider programme to build skills and confidence among children and families.

Communications activity has progressed, including delivery of the Big Walk and Wheel campaign through scheduled social media content and advertising, with analytics now being collated for annual reporting.

Active Travel Funded Infrastructure
Active Travel funded projects continue to progress through the design and construction phases. Active Travel England has recently confirmed Kent’s continued status as a Level 2 authority, enabling access to further funding through the Consolidated Active Travel Fund and the Integrated Transport Fund.

Completed schemes include a new footway and crossing on Hermitage Lane at Maidstone Hospital, which is already a well-used and beneficial facility for the local community, and a new zebra crossing on Dartford Road in Sevenoaks.

A substantial programme of summer works is planned. Upcoming schemes include lighting improvements to the Rosherville Steps in Gravesend to support active travel access to the new school; improvements to the crossing at Longport Roundabout in Canterbury; new crossings in Faversham as part of the north–south walking route improvements; and a new zebra crossing at New House Lane in Gravesham to support school communities.

Monitoring and evaluation of completed, existing and proposed schemes remains a key area of work. A new Network Project Manager has joined the team and will lead this activity, helping to ensure that the schemes delivered achieve positive outcomes for local communities.

Safer Speeds and Enforcement Team

Partnership continues to support road safety risk reduction, and all camera sites in Kent remain operational. Using the latest casualty data, work is underway to review the deployment priorities for the mobile safety camera van and to re-prioritise fixed camera sites. The revised priorities will be implemented over the summer to ensure enforcement activity is targeted at the highest-risk locations. Speeding and seatbelt campaign activity is also being re-run across social media during April.

The contract for maintenance of the partnership’s safety camera equipment is currently being renewed and will progress further once the Partnership’s Memorandum of Understanding (MoU) has been renewed.

The Kent Fleet Forum is due to meet again in June to continue promoting the Driving for Better Business initiative and reinforcing key messages with local businesses operating vehicle fleets, with the aim of improving driving standards and increasing operational efficiency. In parallel, our Driving for Work Policy will be brought back for discussion, including actions to strengthen compliance for both fleet and grey fleet drivers.

Minibus training for schools will recommence after the Easter break and remains an important part of our wider approach to reducing road risk.

Kent Driver Education Team

As with recent months, demand for National Speed Awareness Courses has continued to grow and remains higher than in previous years. In Quarter 4 we delivered 1,290 courses, compared with 1,121 in the same quarter last year.

Although we have cancelled almost 1,200 client bookings due to National Highways variable speed camera issues, enforcement activity has increased for National Speed Awareness and What’s Driving Us courses. The KDE team has managed this by switching clients between course types rather than cancelling wherever possible. To date, we have not had to cancel any trainer or venue bookings, unlike many other course providers. If demand remains at broadly current levels, KCC is forecast to deliver courses to more than 45,000 drivers in 2026/27.

Safer Road Users Team
During Quarter 4 delivery included the following:

Education

- New pre-school intervention launched which attracted 45 new childcare providers, who care for over 1,100 3-4 year olds in their pre-school settings.
- Road Safety Club (RSC) intervention delivered to over 10,000 Primary school pupils.
- Road Sense Programme delivery to Year 7 and 9 pupils reaching over 4,600 pupils.
- Young Driver & Passenger Course received by years 12 and 13, reaching over 4,800 Post 16 pupils.
- 45 students reached through public services course at Canterbury Christ Church University.
- 11 Mature Road User sessions delivered, reaching 350 older road users.

Online Campaigns

Paid mobile advertising (Facebook, Instagram, Snapchat): Ran for two weeks, targeting people aged 18–54, and reached 1,106,352 users.

- Organic social media activity: Achieved a reach of 1,674,119

Crash Remedial Measures & Local Transport Plan
Delivery of the 2025/26 Crash Remedial Measures and Local Transport Plan programme is underway, with works being scheduled under the new Highways Term Maintenance Contract with Ringway. The Highways Improvement Team is delivering targeted interventions to reduce the number and severity of personal injury collisions. Alongside the Cluster Site programme, the team is analysing high-risk routes and junctions with above-average collision levels. Schemes are progressing through design and engagement for delivery next financial year, forming part of the authority's Vision Zero approach, with five routes included this year.

The team also works with communities and parishes to deliver locally identified improvements. Over 290 parishes now have Highway Improvement Plans, enabling a more coordinated and efficient, priority-led approach. Officers regularly engage with parishes and local members, supported by Road Safety & Active Travel sessions that have been well received.

The team continues to support Speedwatch activity, school travel plans and business grants. Regular dialogue is ongoing to help target enforcement activity based on representations received and speed data. A bi-monthly meeting continues to take place with Kent Police, the Kent Police Speedwatch Co-ordinator and Highway Improvements Team officers, where Speedwatch results are reviewed and discussed.

Traffic Management

Enforcement of Moving Traffic Offences continues to improve driver compliance, with 13 locations now operational. Since December, enforcement has also been introduced in the public realm in Tunbridge Wells Borough Council, where a six-month warning notice period for first offences is in place. In the first three months, over 5,000 warning notices and just over 200 Penalty Charge Notices have been issued, demonstrating the early impact of the warning approach on driver behaviour.

A public consultation on a number of yellow box junction locations ran until early February. The feedback report for Dartford is now available, and reports for the remaining locations will be published shortly. All documents are available via the Moving Traffic Enforcement consultation hub on the Let's Talk Kent website.

The Network Innovation Team is developing Kent's strategy for the delivery of on-street electric vehicle charging infrastructure, following the award of over £12m capital funding through the Government's Local Electric Vehicle Infrastructure (LEVI) programme. This will support provision for residents without access to off-street parking. The contract has been awarded to Urban Fox, with delivery now underway and the first chargers expected to be installed from the autumn. The programme aims to deliver the first 150 chargers (300 sockets) by March 2027.

Major Capital Programme

The Major Capital Programme Team (MCPT) delivers large-scale infrastructure schemes that support growth across Kent and the wider region. The Major Capital Programme (MCP) is funded externally through developer contributions and capital grants from Central Government. Where KCC accepts these grants, or delivers schemes on behalf of developers, the associated agreements typically transfer the risk of cost overruns to the Council; this is a key risk managed by MCPT.

The highest-risk schemes within the programme are currently: Dover Fastrack, which is in adjudication with the contractor; Grovehurst Road (Swale), which has experienced significant delays to the construction programme; and Bearsted Road (Maidstone), which has been subject to increased costs.

The programme has also seen two recent successes. Government has confirmed continued support for the Large Local Majors bid for Blue Bell Hill (circa £250m), and work is progressing to prepare the Outline Business Case and planning application for submission later this year. In addition, Sturry Link Road has secured a £48m grant from Homes England's Brownfield, Infrastructure and Land fund, enabling delivery of the new viaduct to move forward.

Transport Strategy

The first Fastrack bus serving Dartford and Gravesham has marked its 20-year anniversary. In its first week the service carried more than 23,000 passengers and delivered 1.75 million passenger journeys in its first full year. Since then, the service has continued to grow, supporting 2.88 million journeys in 2025. Growth is expected to continue through network revisions and increasing patronage, with around 3 million passenger journeys forecast for 2026.

Initial planning arrangements for the Department for Transport (DfT) consolidated funding package, including Bus Grant allocations, have now been submitted to the DfT for review. Public Transport, alongside other services within the wider Highways & Transport directorate, is now awaiting confirmation and release of funds. The Bus Grant allocations are as follows:

- **Capital funding** (for measures such as bus priority, bus stop infrastructure and vehicle improvements): **£11.69m / £11.92m / £12.16m** over the next three years.
- **Revenue funding** (for service support and fares interventions): **£14.16m** in each of the next three years.

Home to School Transport teams experienced a challenging period when a supplier in East Kent ceased trading with immediate effect on a Thursday evening. Through prompt joint working and mitigating actions across the Public Transport service, replacement provision was secured to minimise disruption, with services restored the following Monday. While the response from officers was strong, we recognise that some pupils and families experienced unavoidable disruption to their usual arrangements.

Resource Management & Circular Economy
The KPI target on diversion of waste from landfill continues to be met, with 99.6% of waste over the 12 months to February 2026 being recycled, composted, or used for energy generation. The total volume of waste collected is within expectations overall, and 3% lower than pre-pandemic, however kerbside waste volumes are 3% above pre-pandemic levels with HWRC volumes 23% below pre-pandemic.

Natural Environment and Coast
Kent & Medway Local Nature Recovery Strategy (LNRS)
With the LNRS published in November, the Strategy Development team has changed focus to form a “Nature Recovery team” that will support delivery. This facilitating role is in line with KCC’s continuing role as Responsible Authority for the LNRS, funded through a Defra grant.

The team will directly support partners to get nature recovery projects and initiatives developed and through to implementation stage, including seeking funding and grants. It will also provide advice and guidance to assist delivery partners in understanding the Strategy and its delivery.

In association with this, we have been working with the Kent Nature Partnership to shape the future role of this partnership in providing the strategic oversight necessary to steer the significant task of prioritising delivery, establishing targets and monitoring progress.

Work is currently underway to coordinate a joint bid for the flood and coastal erosion risk management grant funding, in July. Also in development is a bid for Farming in a Protected Landscape grant funding, to develop a conservation grazing support network for the restoration and onward management of our grassland habitats. Our work to support the trees, woodlands and hedgerow priorities of the LNRS is detailed below under Plan Tree.

Kent's Plan Bee
Work with the Infrastructure and Environmental Compliance team means that the first tranche of former landfill sites will be added to the Kent Plan Bee wildflower survey scheme in 2026. It is intended that these, and other such sites, will be surveyed on a three-year rotation, to monitor their development.

Over the past quarter, planning for a full No Mow May campaign for Kent in 2026 has taken place. The annual survey for No Mow May will once again be run through Let's Talk. As well as collecting information on No Mow May commitments, the site will also include questions for those not taking part, to inform engagement approaches in the future.

See below for details of a joint Plan Bee and Plan Tree project in development, focusing on the Dusk-lemon Sallow moth.

Kent Plan Tree
All tree planting projects funded through the Trees Outside Woodland grant and the Network Rail Community Tree Planting Fund were completed by early March. Final grant claims were submitted to The Tree Council in line with the March deadline. Delivery was achieved through strong collaboration with a wide range of partners, including district and parish councils, community groups and private landowners.

Trees Outside Woodland Grant - Through collaboration with approximately 20 site managers, over 11,700 native trees were planted across multiple sites throughout Kent. Sites implemented a range of planting approaches to reflect local context and objectives. The majority of locations are publicly accessible, delivering wider community benefit, while others provide targeted benefits to specific user groups, such as patients at NHS facilities and visitors to the Kent & East Sussex Railway.

Network Rail Community Tree Planting Fund - Under this programme, the team supported a further 18 site managers, with each site planting between 5 and 40 elm trees. In total, 240 elms were planted, representing five disease-resistant cultivars, contributing to long-term resilience and species recovery.

In addition to these planting activities during Quarter 4, the Plan Tree team also collaborated with Kent's Plan Bee Officer to submit a bid to the Species Recovery Programme for a 2.5-year research project focused on the Dusky-lemon Sallow moth and its habitat requirements, with particular emphasis on elm trees. A funding decision is expected in May/June 2026. If successful, this will not only deliver against a number of the LNRS priorities, but will also see an exciting project restoring disease resistant elms to the county's landscape.

Kent Plan Sea
Work continues on the development of Kent Plan Sea, working towards a target of autumn for public consultation on the draft and publication in spring 2027.

Ecological Advice Service
Work has continued in providing ecological advice to all the Local Planning Authorities in Kent. 717 consultation responses were provided during this quarter and of those responses 246 required consideration for Biodiversity Net Gain.

Kent County Council Biodiversity Duty Report
During this period, the first Biodiversity Duty Report was published. The Environment Act 2021 requires us to publish a report every five years which outlines the policies and actions we've carried out to comply with the Biodiversity Duty. We must also outline how we plan to comply within the next reporting period. The Biodiversity Duty states that as a public authority, we must:

1. Consider what you can do to conserve and enhance biodiversity.
2. Agree policies and specific objectives based on your consideration.
3. Act to deliver your policies and achieve your objectives.

The report is available online at Biodiversity Duty Report - Kent County Council

Kent Country Parks (KCP)
We are pleased to have launched our 4th Changing Spaces toilet at Trosley, as well as a new tramper (an all-terrain mobility vehicle) and accessible path improvements. This was funded by the Defra Access for All grant through the Kent Downs National Landscapes. Winter conservation work and coppicing has been completed across the parks in line with site management plans. Sites are gearing up for the change in weather and the busier spring/summer season with visitors.

Work has been undertaken to redesign the shop area at Lullingstone Visitor Centre in April. Gifts and cards will relocate into the café area and the former shop area will become additional café seating.

Countryside Management Partnerships (CMP)
The Kentish Stour Countryside Partnership have had their Heritage Lottery Fund Stage 1 application approved for RESTORE – this is development funding worth £173k for 18 months to work up the Stage 2 full bid. It is an exciting and ambitious project working across the Stour Vally with a wide range of partners, landowners and communities.

North West Kent CMP has relocated to Trosley Country Park with Medway Valley CMP, this enables greater joint working, operational efficiencies and a new partnership with Country Parks.

Energy and Adaptation
The greenhouse gas emission target for Quarter 3, 2025/26 has been met with total greenhouse gas emissions of 9,342 tCO2e compared to a target of 9,756 tCO2e.

Although the target for Quarter 3 has been met, there has been an overall increase in emissions of 1.1% compared to the previous quarter. This is mainly due to heating fuel consumption now being reported more fully, meaning future reporting will be more accurate.

There have been several positive reductions across the KCC estate and Kent Highways including a reduction in streetlighting consumption and Commercial Services Group emissions which has reduced due to the addition of rooftop solar PV which is having a positive effect. An increase in overall solar net exports to the grid are also contributing to driving emissions down.

Switch Together Solar (formerly known as *Solar Together*,) is a collective buying project managed by iChoosr. The project offers households and Small and Medium-sized Enterprises (SMEs) competitive pricing and vetted installers for solar PV systems, battery storage, and electric vehicle chargers.

Installations under the Spring 2025 Phase in Kent and Medway were completed in Quarter 4. More than 430 Solar PV systems or retrofit storage batteries were installed, totalling 1.88MW generating capacity, and now estimated to avoid more than 330 tonnes CO2e in the first year of operation.

To the end of March 2026, over 100 additional solar PV systems or retrofit storage batteries were installed as part of the Autumn 2025 Phase, totalling 0.5MW generating capacity, and estimated to avoid more than 84 tonnes CO2e in the first year of operation. Autumn 2025 Phase installations will be complete by June 2026.

Explore Kent

Explore Kent maintained strong digital performance throughout Quarter 4, with winter content continuing to resonate with audiences seeking seasonal outdoor ideas and activities.

By the end of the quarter, social media audiences had grown to:

- 7,501 followers on Instagram
- 14,140 followers on Facebook
- 346 followers on LinkedIn

Steady follower growth across all platforms reflects ongoing interest in walking, nature, and healthier ways to spend time outdoors during the winter months. Website engagement also remained robust. Over the quarter, the Explore Kent website recorded more than 62,000 page views and 6,100 route guide downloads. User behaviour reflected seasonal motivations, with the most accessed content focused on New Year walks, early signs of spring, and February half-term activities.

A new series of ten short films was produced to showcase key sections of the King Charles III England Coast Path, which was formally inaugurated in March. The walkthrough videos highlight points of interest, explain accessibility features, and provide practical route information to support confident trip planning.

The films are designed to encourage responsible coastal visits, broaden access for new and returning visitors, and help spread economic benefit to coastal communities. This activity was supported by three on-the-ground walk audits, providing additional insight into route conditions and nearby facilities to strengthen future visitor information.

KCC's Health and Nature programme made significant progress during the quarter, supported by increased capacity and widening engagement across the county.

A job-share Health and Nature Lead Officer role was established in January, with two officers joining to collectively strengthen delivery across funding, partnerships, evaluation, and strategic development. This additional capacity has enabled progress across core workstreams.

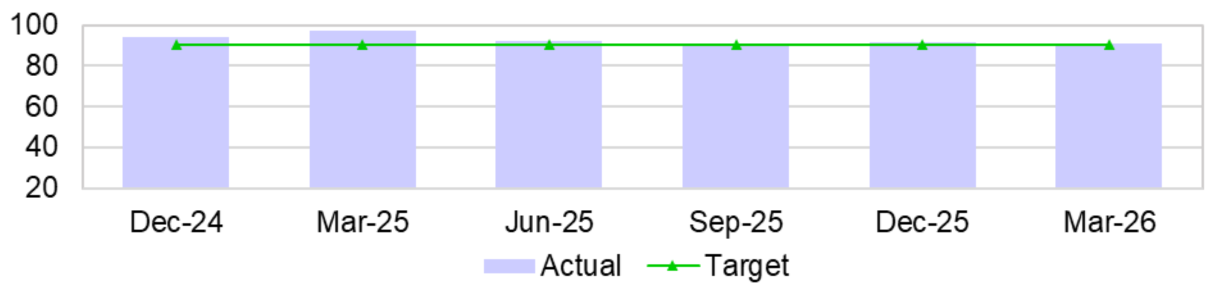
Applications for the Level Three Certificate in Nature-based Interventions closed in January, with 66 applications received for 16 available places. Funding options are now being explored to support a second cohort and meet demand.

The Health and Nature Fund also saw exceptional demand. Seventy-three applications were received by the February deadline. Following assessment and panel review, 17 projects have been awarded grants, subject to acceptance and minor revisions. A guidebook is now in development to support funded projects with delivery and reporting.

The Health and Nature Network met in January and continues to expand, with increased participation from social prescribers and organisations involved in training and funded projects. New contacts have been established across the green social prescribing sector, supported by strong partnership working with Public Health. Work is now underway to firm up programme workstreams and strategic direction, providing a clear framework for future growth and impact.

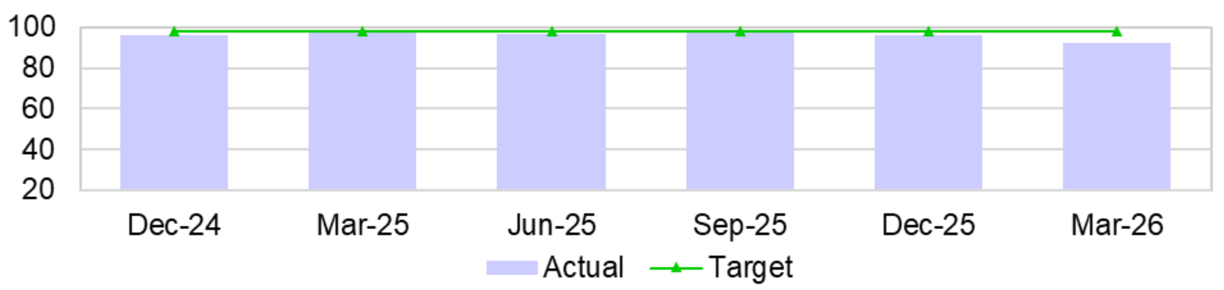
Key Performance Indicators

Percentage of routine pothole repairs completed within 28 days	GREEN ⇨



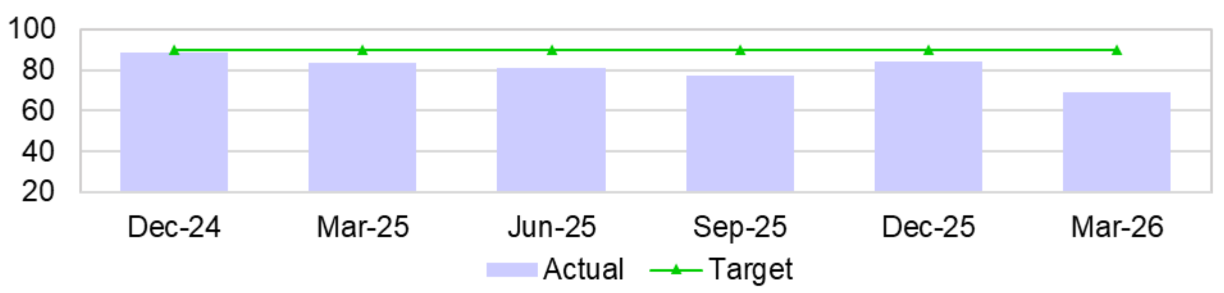
Latest: 91%	Target: 90%, Floor: 80%	Q4 24/25: 97% (Green)

Emergency highway incidents attended within 2 hours of notification	RED ⇨



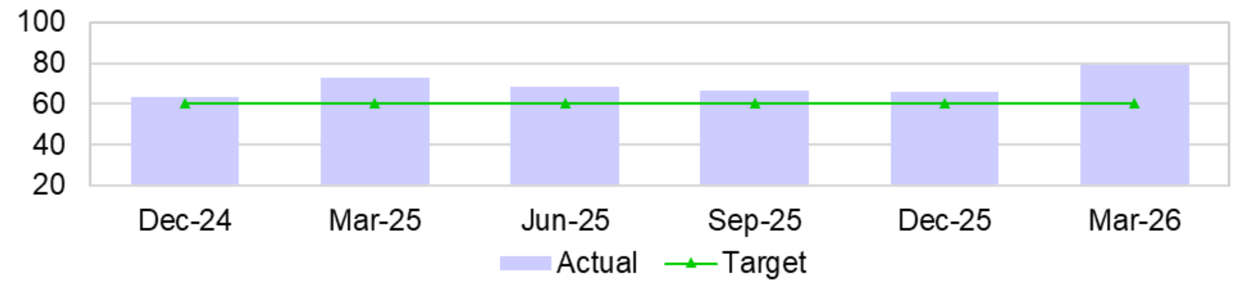
Latest: 92%	Target: 98%, Floor: 95%	Q4 24/25: 98% (Green)

Percentage of enquiries requiring a response completed within 28 days	RED ⇨



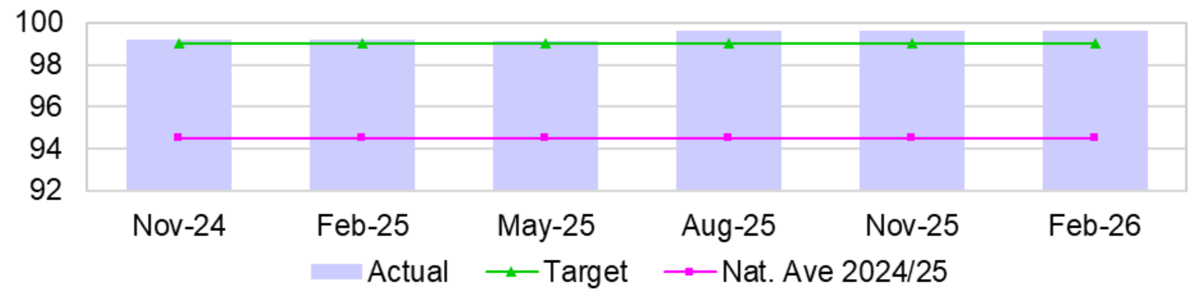
Latest: 69%	Target: 90%, Floor: 80%	Q4 24/25: 84% (Amber)

Percentage of public enquiries for Highways maintenance reported online		GREEN ⇨



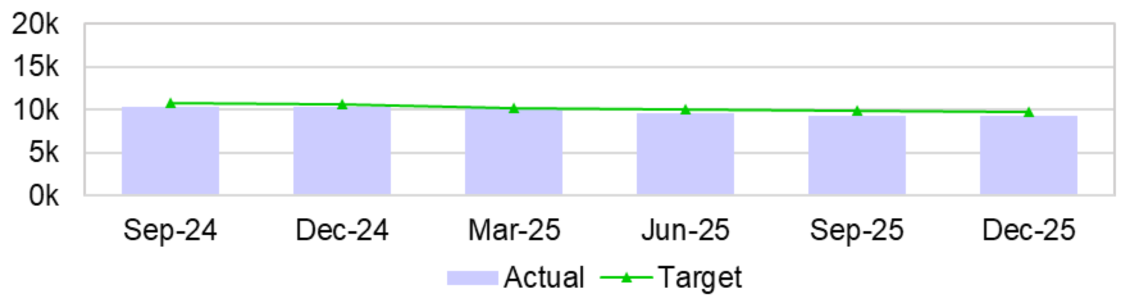
Latest: 79%	Target: 65%, Floor: 60%	Q4 24/25: 64% (Green)

Percentage of municipal waste recycled or converted to energy and not taken to landfill – rolling 12 months		GREEN ⇧



Latest: 99.6%	Target: 99%, Floor: 95%	Q4 24/25: 99.2% (Green)

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

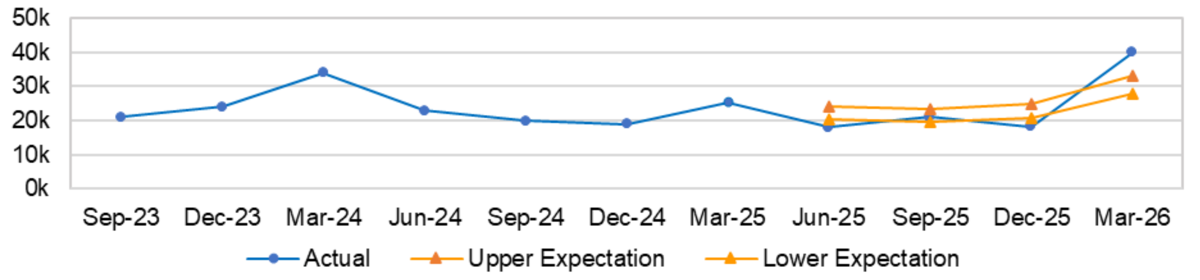


Latest: 9,342	Target: 9,756, Floor: 10,732	Q4 24/25: 10,388 (Green*)

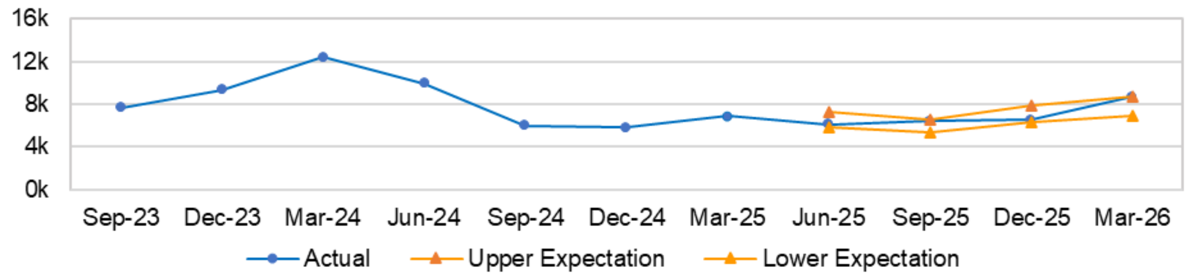
This KPI is reported a quarter in arrears due to the time needed to collect and process data.
* The target and floor standard reduce each quarter. Last year's Q4 performance was Green, measured against a target of 10,570.

Activity indicators

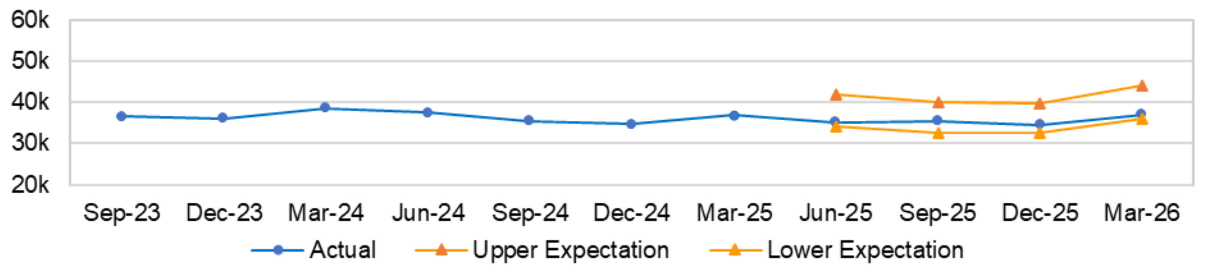
Number of Highways enquiries raised for action – by Quarter



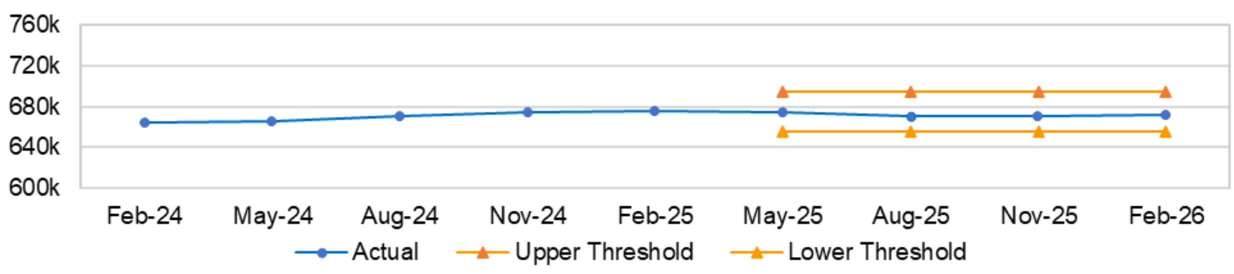
Highways Work in Progress (active enquires/jobs)



Number of street work permit applications and change requests submitted



Total municipal waste tonnage collected – rolling 12 months



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

Cabinet Members	Beverley Fordham
Corporate Director	Christine McInnes

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
	2	2	2	1	5	

Schools
On primary offer day 90% of Kent pupils were offered their first-preference school, and 98% offered one of their three preferred schools for September 2026. This is in line with last year. For a Year 7 place at a secondary school this autumn 79% were offered their first preference, with 95% receiving an offer from one of their three preferred schools. This is in line with last year.

As of 31 March, thirteen LA Primary schools have been inspected under the new inspection guidelines under section 5. There have been insufficient inspections in Kent under the new framework to identify trends and themes. However, nationally, achievement and curriculum and teaching are the two areas most judged to be below expected. Inspection outcomes under the new framework remain in line with The Education People's own categorisation and there have been no "Urgent Improvement" judgements for LA primary schools. All schools inspected have met safeguarding requirements. At the time of reporting, no inspections of secondary or special schools or Pupil Referral Units have taken place.

Early Years
Ofsted outcomes for EYC settings of all types continue to be high and above national averages with reports under the renewed Ofsted Inspection Framework now coming through steadily. In Kent, 99.6% (504 out of 506) of childcare settings on non-domestic premises are graded good or better, which is over one percentage point above national.

In the 2026 Spring term the take-up of Early Learning for 2 Year Olds claims against those potentially eligible on the Department for Work and Pensions (DWP) list increased to 72.7% with 2,578 children being funded compared to 60.0% last Spring.

With regards to the Early Years free entitlement places, 91 settings have or will have 1,033 places for babies and two year olds. In total 2,453 places have been developed across the 0-4 age range.

Of the DfE target of 4,441 wraparound places (childcare that "wraps around" part-time nursery or reception year hours to cover a full working day typically running from 8 am to 6 pm) 4,022 places have now been developed (91% of the target). The balance will be developed in the coming year (to March 2027), including the promotion to childminders of a scheme to 'mop up' small pockets of need across the county.

The national free breakfast club programme requires schools to offer 30 minutes of free childcare before school where children also get a free breakfast. Phase 1 of the national roll out begins in April 2026. Seventeen schools have been invited to join Phase 1; and 49 schools have been contacted to transition from the National School Breakfast Club Programme to the new programme.

LAs are now responsible for Phase 3 of the Government's school-based nurseries initiative. So far 38 expressions of interest have been received which will be considered to progress to full application. Fifteen applications were proposed for Phase 2 of which 9 were successful. Any unsuccessful Phase 1 and 2 schemes are to also be re-considered for Phase 3.

The transition period during which the recommendations of the Early Years Review were implemented has concluded successfully with the new ways of working and the associated processes being embedded in the support for providers by the Early Years Quality and Childminding Quality and Sufficiency Teams. A series of KCC commissioned workshops to support awareness raising of the Starting Strong document have been delivered to over 800 delegates. Since the Professional Resource Group began, 50% of group settings have accessed this route, resulting in 696 requests for discussions to take place to source external support for them in caring for children they have identified as having additional needs. Professional conversations continue to take place with newly registered settings and 99% of these are complete. 84% of group settings have engaged with ongoing support from their Early Years Quality Adviser, working on a specific priority for improvement.

SEND (Special Educational Needs and Disability)
Based on the rolling 12-month average to March 2026, **56%** (1,028 out of 1,850) of Education, Health, and Care Plans (EHCPs) were issued within 20 weeks excluding exceptions. In the single month of March, 91% of plans (146 out of 160) were issued within timescale.

The rolling 12-month average continues to remain above national averages. The previously reported limited capacity within the Education Psychology service, has been resolved with significant improvements in timeliness of advice to SEN workers. December saw the majority of the historic cases that missed timescales resolved. While this means that 20-week figures will improve going forward, it did have a limited short-term negative impact on figures. SEN Officers are engaging directly with DfE colleagues to ensure this area is being actively monitored and appropriately managed.

The percentage of annual EHCP reviews waiting less than 12 months is **61%**, which is below the floor standard. Internal reorganisation of casework teams into dedicated Phase Transfer and Annual Review teams has been completed, with some smaller scale recruitment activity to fully transition this area of the service away from agency support. This redistribution will allow the new teams to focus on either the year-long statutory function of Phase Transfer or the rolling transactional Annual Review workload. Previously, staff were required to continually balance both requirements, often at the expense of Annual Review completion. This adjustment is expected to provide sufficient dedicated capacity for this KPI to improve. In addition, a programme of improvement is planned to improve timeliness and quality. This will follow the model of improvement undertaken successfully within the Assessment teams.

The percentage of pupils with EHCPs being placed in independent or out of county special schools, at 10.8%, remains higher than the target of 9.0%. As previously reported, Kent continues to feel the effect of the delayed provision of two new special schools, leading to a continued over-reliance on independent specialist provision to compensate. While recent DfE advice has made clear that these schools remain in their plans, this does not offset the negative impact of ongoing delays. This area is therefore likely to remain below target for the foreseeable future.

Wider Early Help

Eighty-nine pupils were permanently excluded during the rolling 12-month period to 31 March 2026, which equates to 0.04% of the school population and is significantly below the latest DfE published national average of 0.13% (2023/24). Twenty-six were issued to ‘primary’ phase pupils and sixty-three to ‘secondary’ phase pupils. Dartford (25), Sevenoaks (17) and Tonbridge and Malling (11) were the districts with the highest number of pupils permanently excluded from school. The total of 89 pupils permanently excluded is at its lowest level since the same number was seen for the rolling 12-month period to 31 December 2023.

The Kent PRU and Attendance Service (KPAS) continues its work regarding suspensions and permanent exclusions. Common themes are identified and additional processes developed to support schools to ensure all alternative interventions are exhausted and exclusion remains a last resort as detailed in the DfE guidance on suspensions and exclusions issued in August 2024. This includes the scrutiny of all permanent exclusions and the development of practices and training for school staff and governing bodies. While exclusion rates in Kent remain below southeast and national figures, they remain a key priority. Data shows outcomes are disproportionately worse for vulnerable pupils if they are excluded.

Representatives from across the KCC Professional Resource Group meet regularly to coordinate a range of work streams. This includes data gathering exercises via stakeholder events with schools, gaining views from young people and families and a literature review. These activities will feed into the drafting and piloting of guidance for schools to support and promote a relational, preventative, and inclusive system for all children in Kent.

The First-Time Entrants to the Youth Justice System in March 2026 was 151 per 100,000 (rolling 12-month figure), which is ahead of target and equates to 246 young people.

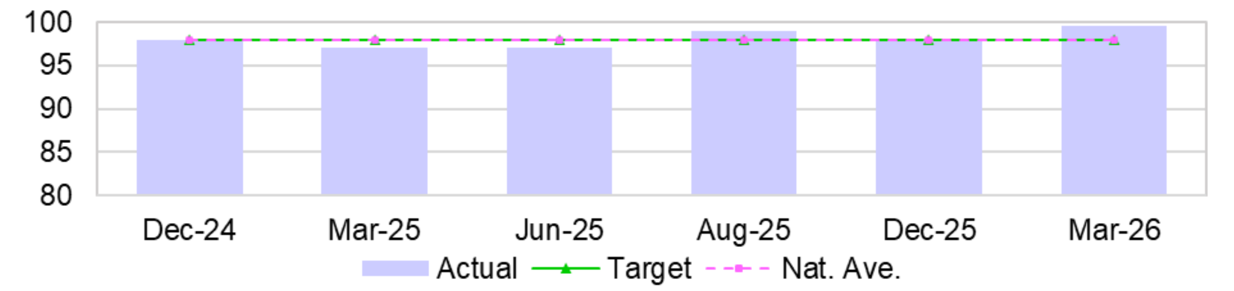
The Kent Youth Justice partnership continue to collaborate with the Youth Endowment Fund, and Kent Police, on the "whole area model" for out of court outcomes. This includes planning to introduce deferred prosecutions, in addition to driving deferred out of court decisions, where it is aligned to the national guidance and both appropriate and proportionate to do so. This is expected to result in more children accessing diversionary support earlier and reduce both entry into and escalation within the youth justice system.

The monitoring of first-time entrants is part of the performance framework of the Kent County Youth Justice Board. The most up to date quarter performance will be presented at the June 2026 board, and the impact of the policy and processes will continue to be monitored.

We will also be monitoring, where possible, the disproportionality of decisions for children, aiming to consider overrepresented children including those in care, and ensuring that we are consistently using evidence-based approaches to reduce criminalisation of children, and to reduce offending and reoffending.

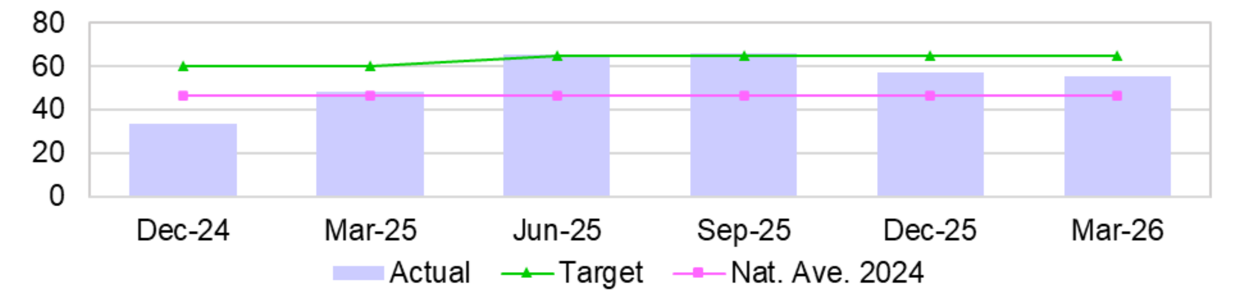
Key Performance Indicators

Percentage of Early Years settings with Good or Outstanding Ofsted inspection judgements (childcare on non-domestic premises)	GREEN ➩



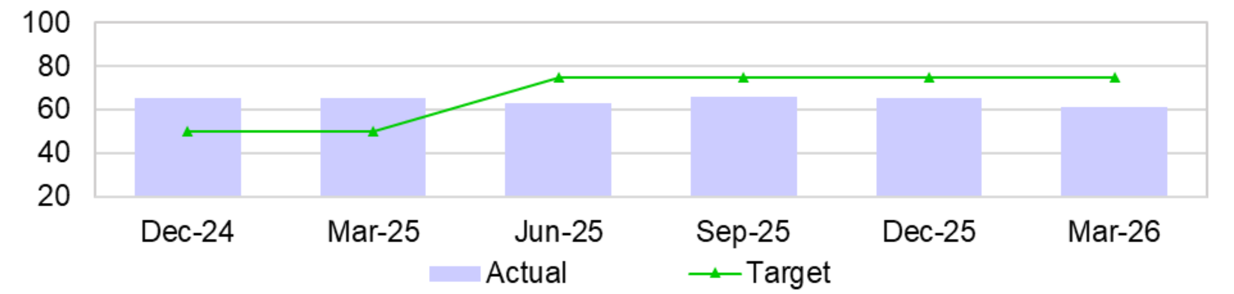
Latest: 99.6%	Target: 98%, Floor: 93%	Q4 24/25: N/a (New KPI)

Percentage of Education, Health, and Care Plans (EHCPs) issued within 20 weeks – rolling 12 months	AMBER ➩



Latest: 56%	Target: 65%, Floor: 55%	Q4 24/25: 48% (Red)

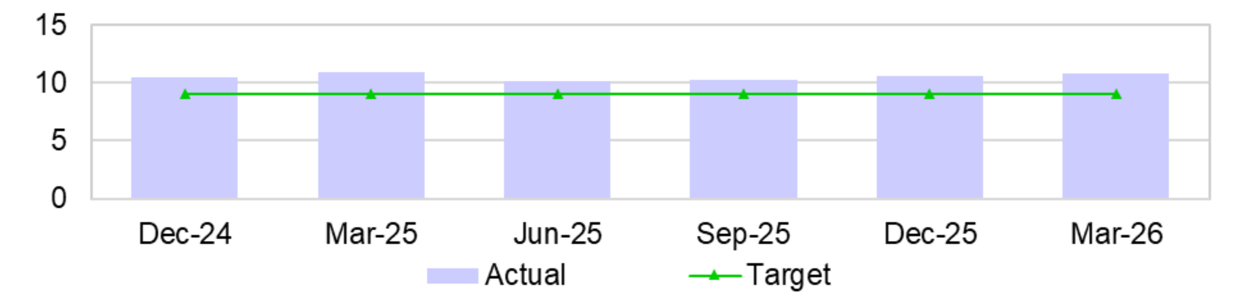
Percentage of annual EHCP reviews waiting less than 12 months	RED ➩



Latest: 61%	Target: 75%, Floor: 65%	Q4 24/25: 65% (Green*)

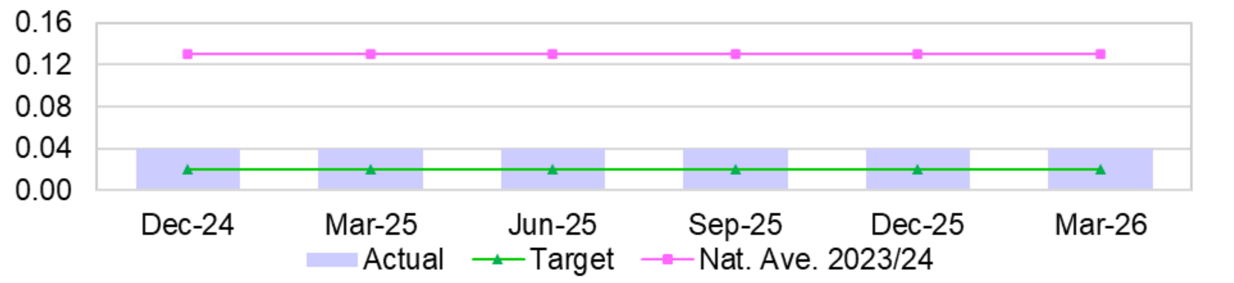
* The target last year was 50% and was raised for this year.

Percentage of pupils (with EHCP's) being placed in independent or out of county special schools	RED ➩



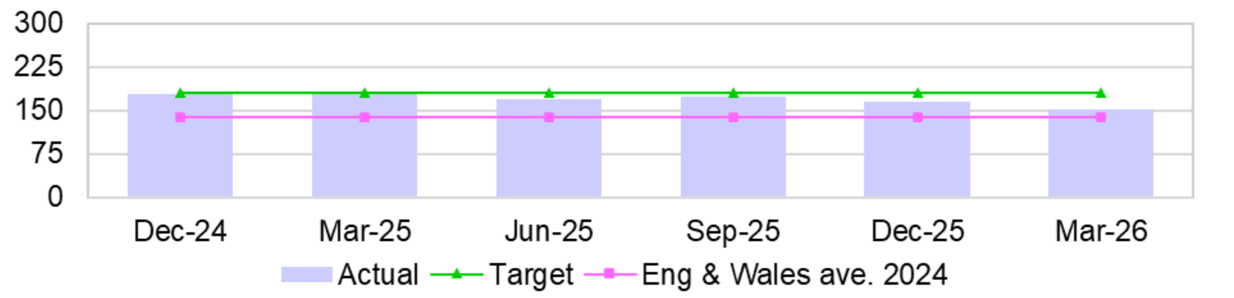
Latest: 10.8%	Target: 9.0%, Floor:10.5%	Q4 24/25: 10.9% (Red)

Percentage of pupils permanently excluded from school – rolling 12 months	AMBER ⇨



Latest:0.04%	Target: 0.02%, Floor: 0.04%	Q4 24/25: 0.04% (Amber)

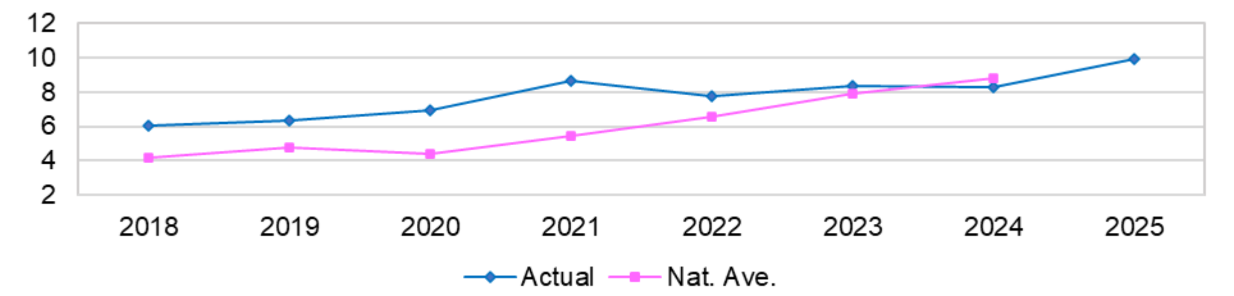
Rate of first-time entrants to youth justice system per 100,000 (aged 10-17) – rolling 12 months	GREEN ⇧



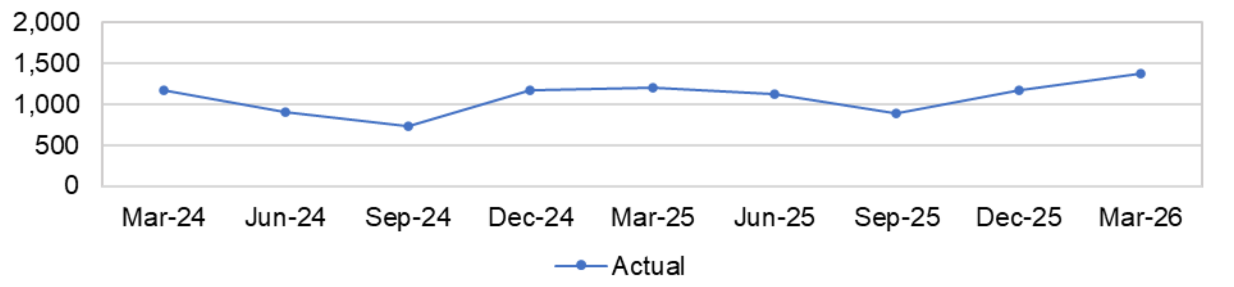
Latest: 151	Target:180 Floor: 240	Q4 24/25: 176 (Green)

Activity indicators

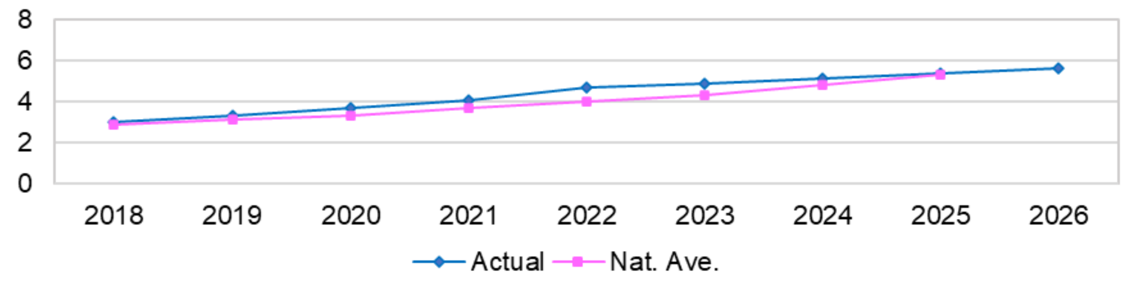
Number of initial requests for statutory assessment (for an EHC plan) per 1,000 aged 0-25



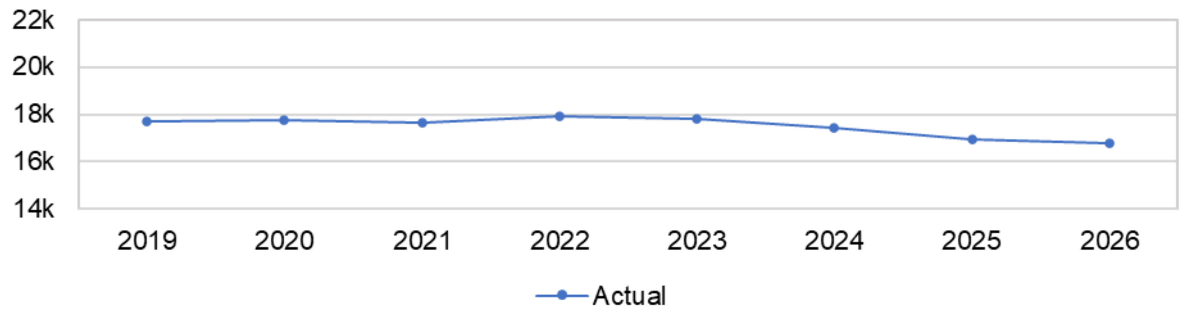
Number of initial requests for statutory assessment for an EHC plan (Quarterly)



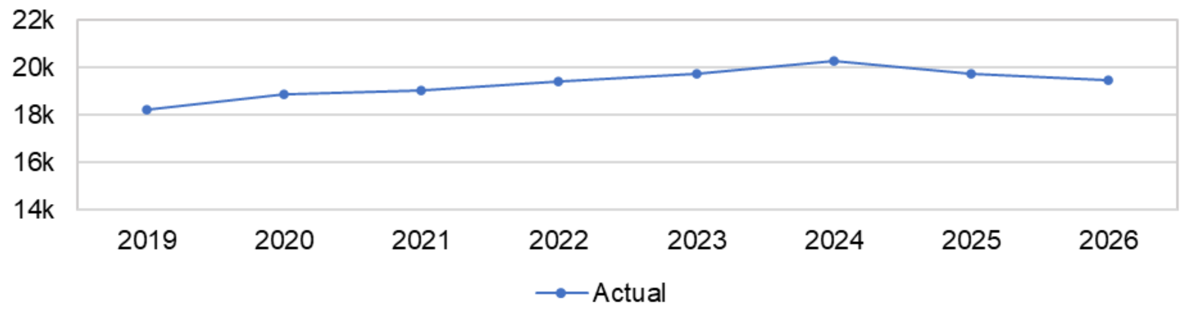
Percentage of pupils with an EHCP



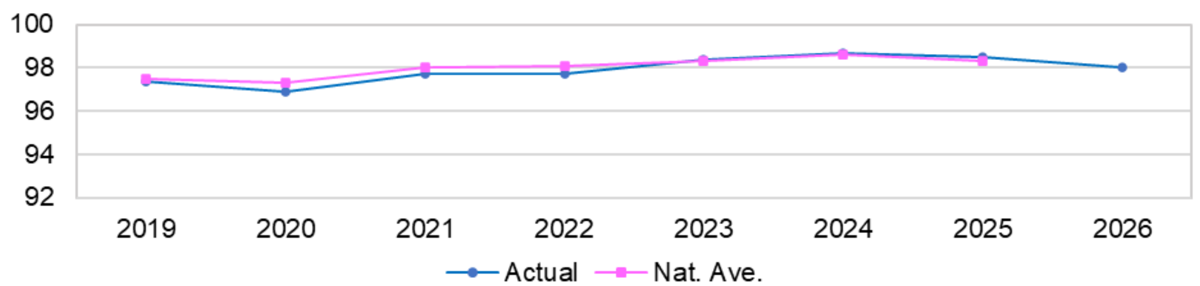
Number of pupils in Reception year (Kent state funded schools)



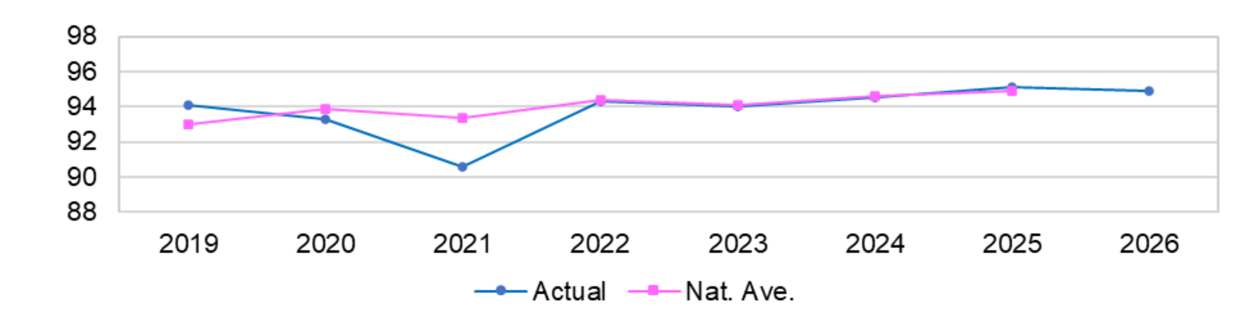
Number of pupils in Year 7 (Kent state funded schools)



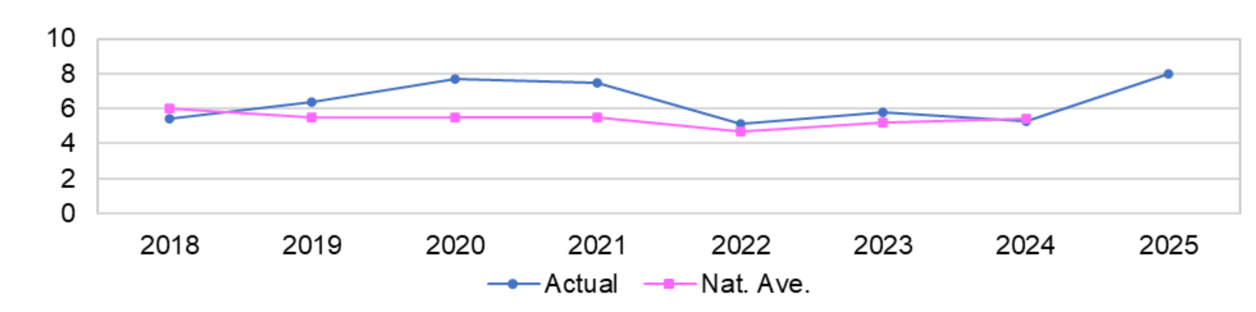
Percentage of Primary school applicants offered one of top three preferences



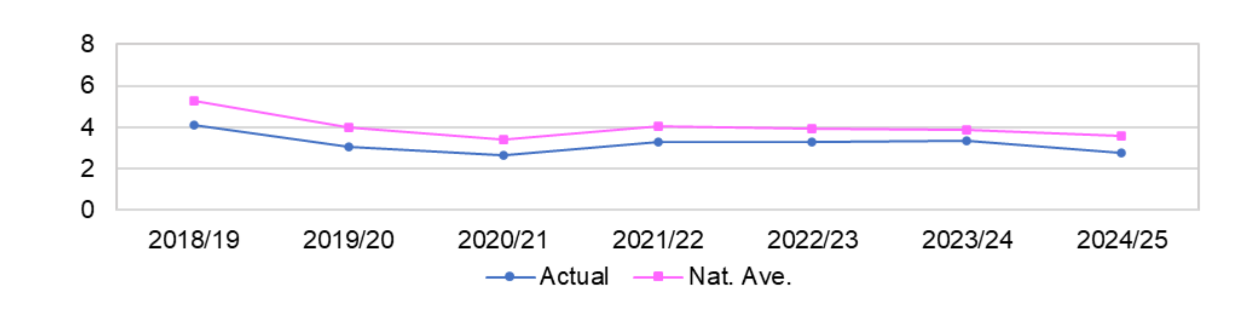
Percentage of Secondary school applicants offered one of top three preferences



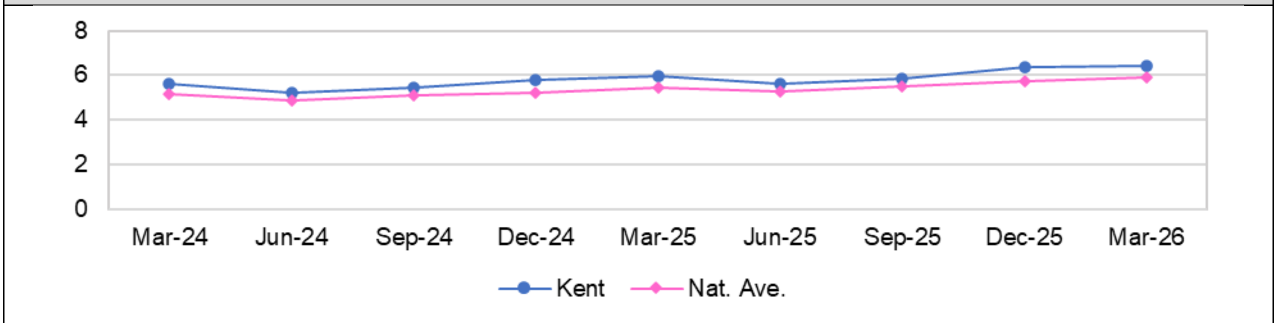
Percentage of 16-17 years olds Not in Education, Employment or Training (NEETs) or whose activity is Not Known



Percentage of 16-18 year olds who start an apprenticeship



Percentage of 18-24 year olds claiming Universal Credit



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

Cabinet Members	Paul Webb
Corporate Director (Interim)	Christine McInnes

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
	2	3	2	1	4	2

Early Help
At the end of Quarter 4, there were 2,550 family cases open to Early Help units, providing support for 5,268 children and young people under the age of 18. This is a 10.1% increase in the number of families supported when compared to the end of the previous quarter (2,316), and a 13.0% increase on the number of families receiving support in March 2025 (2,257).

The performance measure for Percentage of Early Help cases closed with outcomes achieved returning to Early Help or Children's Social Work teams within 3 months was **14.7%,** the same as the previous quarter, continuing to achieve the target of 15.0% or lower.

Children's Social Care - Staffing and Caseloads
At the end of Quarter 4, the number of open cases (including those for care leavers above the age of 18) was 11,241, a reduction of 95 children and young people when compared to the end of the previous quarter (11,336).

There were 5,340 referrals to children's social care services in the quarter, a reduction of 7.6% when compared to the previous Quarter (5,780) and 10.2% lower than Quarter 4 last year (5,944). The rate of re-referrals within 12 months for the 12 months to March 2026 was **22.3%**, compared to 22.6% the previous Quarter and continuing to achieve the target of 25.0% or lower. This is in line with the latest England average of 22.6% for 2024/25.

The percentage of case-holding social worker posts held by permanent qualified social workers employed by Kent County Council is **80.7%** an improvement from 79.2% the previous quarter and above the floor standard of 75.0**%.** Previous data indicates a seasonal trend for Social Worker numbers at certain points of the year which is aligned with the cycle of recruitment with the completion of The Approach to Social Work and Social Work Step-Up programmes along with a new intake of Newly Qualified Social Workers.

Child Protection
At the end of Quarter 4, there were 1,243 children subject to a child protection plan, an increase of 33 children from the end of the previous Quarter (1,210). The rate per 10,000 children (aged 0-17) was 35.0, which remains below the last published rate for England of 40.6 (31st March 2025).

Children in Care

The number of non-UASC children in care increased by 10 in the quarter to 1,471. The number of unaccompanied asylum-seeking children (UASC) in care decreased by 34 to 435, with some of these young people awaiting transfer to another local authority under the National Transfer Scheme (NTS). The percentage of NTS Referrals made within 2 working days of a referral to KCC was 88.8%, against a target of 90.0%.

Status	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26
Non-UASC	1442	1450	1459	1461	1471
UASC	444	433	529	469	435
Total	1886	1883	1988	1930	1906
Gender					
Male	1203	1203	1303	1244	1211
Female	683	680	685	686	695
Age Group					
0 to 4	271	270	279	289	287
5 to 9	227	232	234	231	230
10 to 15	615	614	604	582	584
16 to 17	773	767	871	828	805
Ethnicity					
White	1272	1286	1284	1272	1269
Mixed	120	117	121	124	130
Asian	32	31	34	37	33
Black	172	177	218	181	150
Other	290	272	331	316	324

The number of children in care placed in Kent by other local authorities decreased by 38 children over the Quarter to 1,192.

The percentage of Children in Care (excluding UASC) placed in KCC in-house foster care or with family/friends remains below the floor standard of 75.0%. For the 12 months to March 2026, performance for this measure was **67.0%** compared to 69.0% at the end of the previous quarter. Performance against this measure is impacted by the availability of in-house foster placements which is a national issue. As of 31st March 2026, there were **590** approved fostering households (which is below the target of 600).

Since the legal judgement of July 2023 requiring KCC to safely accommodate and care for all UAS children who arrive in Kent and are awaiting transfer on the National Transfer Scheme, some of KCC's fostering capacity has been used for this purpose. The opening of Children's homes in Kent for UASC freed up in-house fostering beds previously used for UASC, reducing the scheme further from 20 beds to 10 beds from 30th November 2025. There are currently 6 in-house foster carers providing 10 in-house fostering beds available for the UASC scheme; this is reviewed monthly. The change in availability should support the performance of the foster care placement KPI

Kent Fostering is part of a cluster of Local Authorities who received DfE funding to support a national approach to the recruitment and retention of Local Authority Foster Carers. A recruitment hub, Fostering Southeast, launched on 8th July 2024, followed by national recruitment activity encouraging people to foster for their Local Authority. Additional DfE funding was secured to develop the Mockingbird Scheme - part of a support package to retain our existing foster carers. The scheme, which sees hub foster carers supporting other foster carers, launched in October 2024 and three Mockingbird 'constellations' are now live in South Kent, West Kent and East Kent. Funding has been secured to sustain the Mockingbird Scheme, with agreement for recruitment to a fourth hub carer for North Kent from 1st April 2026.

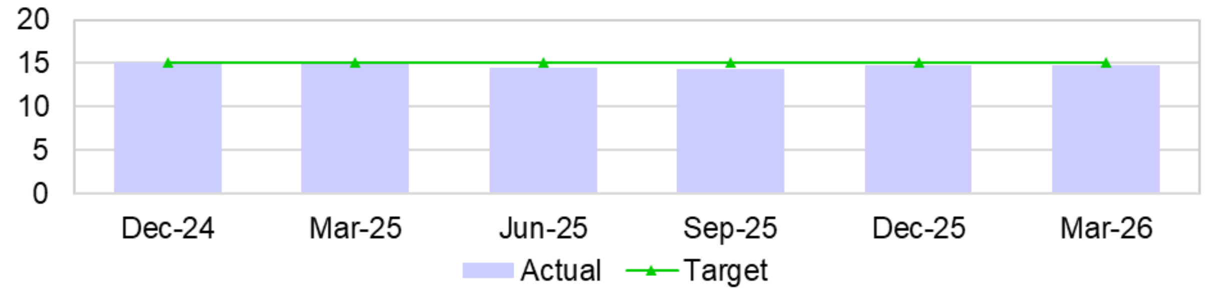
As part of the Placement Sustainability Project, the service is at the initial stages of developing a "Create a Room" Scheme, to support existing approved foster carers to create an additional bedroom for fostering. This is combined with a project focusing on adaptations to foster carers' homes to support foster carers to consider caring for disabled children with an aim to match five children currently living in residential care with a fostering family. On 4th February 2026, the Government published its proposal **Renewing Fostering: Homes for 10,000 more children.** This includes proposed funding for "Room Makers", a similar concept to "Create a Room" and the ambition is to secure funding to progress the KCC scheme under the recent Government proposal.

Care Leavers
The number of care leavers at the end of March 2026 was 2,080, an increase of 45 from the previous Quarter. Of the 2,080 care leavers, 1,062 (51.1%) were non-UASC care leavers and 1,018 (48.9%) were UASC. At **53.9%**, the percentage of care leavers in education, employment or training remains below the target of 65.0%. The service held a range of events focusing on a Future Aspirations Programme to improve the number of care leavers in Education, Training and Employment. This was the focus for National Care Leavers Month in November 2025, with a range of activities across the county promoting opportunities for care leavers.

A number of our unaccompanied young people remain without status (asylum claim not yet settled), having either entered the country very shortly before becoming an adult or having entered after 23rd July 2023 and impacted by the Immigration Bill (2023). This cohort of unaccompanied care leavers, with no status, are not able to remain in education or gain employment when they reach the age of 18, impacting upon the overall numbers in education, training and employment. The Home Office confirmed unaccompanied children will have their applications prioritised.

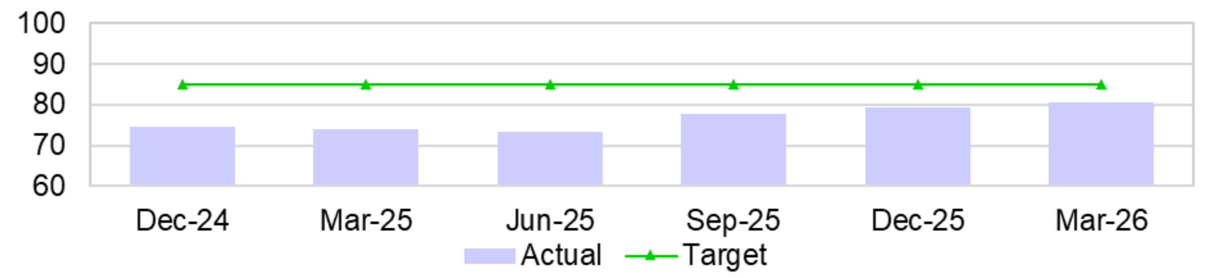
Key Performance Indicators

Percentage of Early Help cases closed with outcomes achieved that come back to Early Help or Children's Social Work teams within 3 months	GREEN ⇨



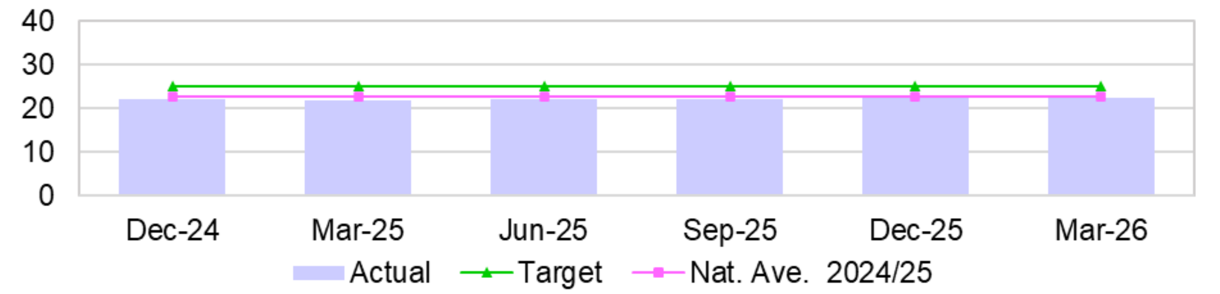
Latest: 14.7%	Target: 15%, Floor: 20%	Q4 24/25: 14.5% (Green)

Percentage of case holding posts filled by permanent qualified social workers	AMBER ⇧



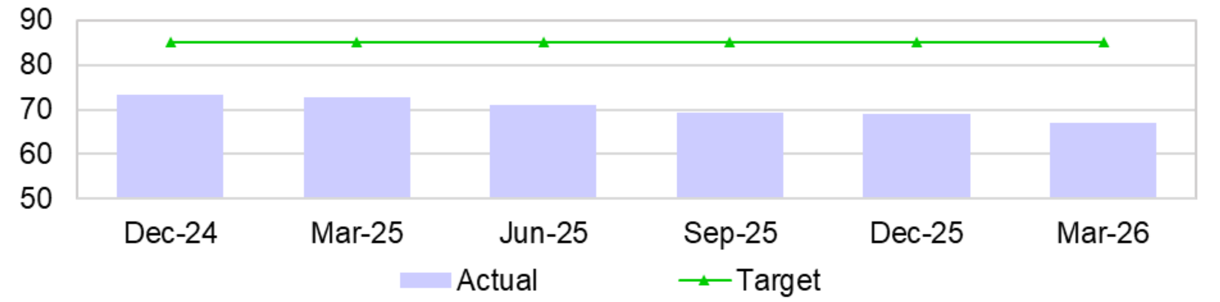
Latest: 80.7%	Target: 85%, Floor 75%	Q4 24/25: 74.4% (Red)

Percentage of children's social care referrals that were repeat referrals within 12 months	GREEN ⇨



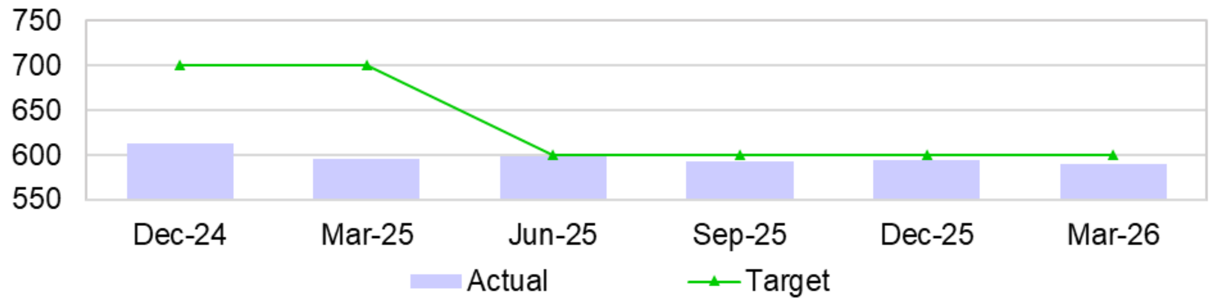
Latest: 21.9%	Target: 25%, Floor 30%	Q4 24/25: 21.9% (Green)

Percentage foster care placements which are in-house or with relatives and friends (excluding UASC)	RED ⇩



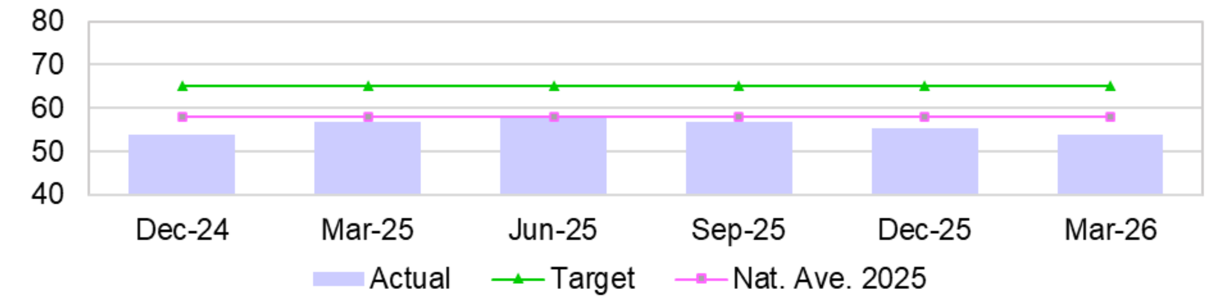
Latest: 67.0%	Target: 85%, Floor: 75%	Q4 24/25: 72.8% (Red)

Number of foster households	AMBER ⇩



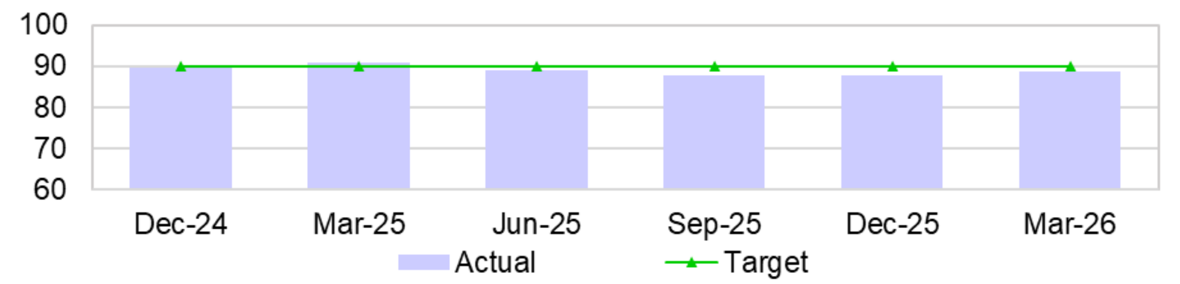
Latest: 590	Target: 600 Floor: 550	Q4 24/25: 595 (Red)

Percentage of care leavers in education, employment or training (of those KCC is in touch with)	RED ⇨



Latest: 53.9%	Target: 65%, Floor: 55%	Q4 24/25: 56.9% (Amber)

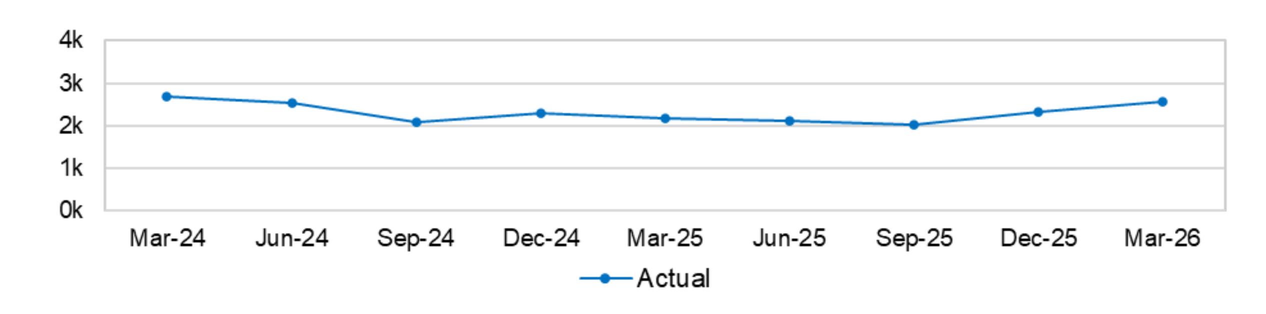
Percentage of National Transfer Scheme (NTS) Referrals made within 2 working days of Referral to KCC	AMBER ⇨



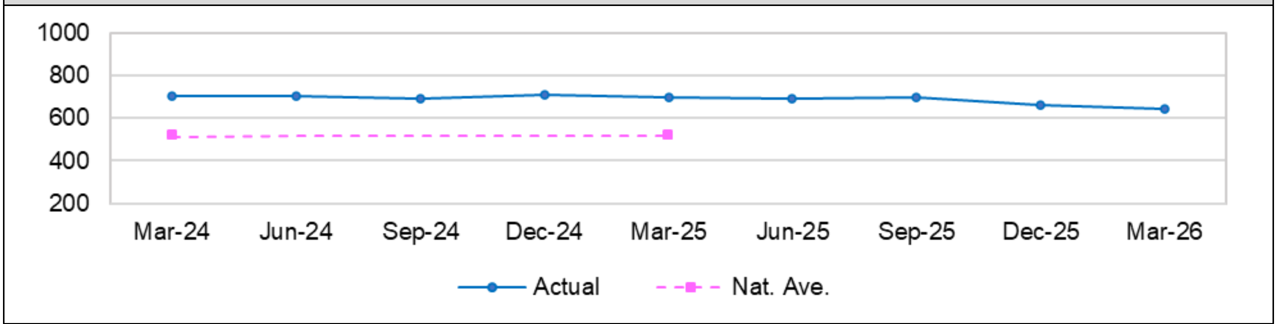
Latest: 88.8%	Target: 90%, Floor: 80%	Q4 24/25: N/a (New KPI)

Activity indicators

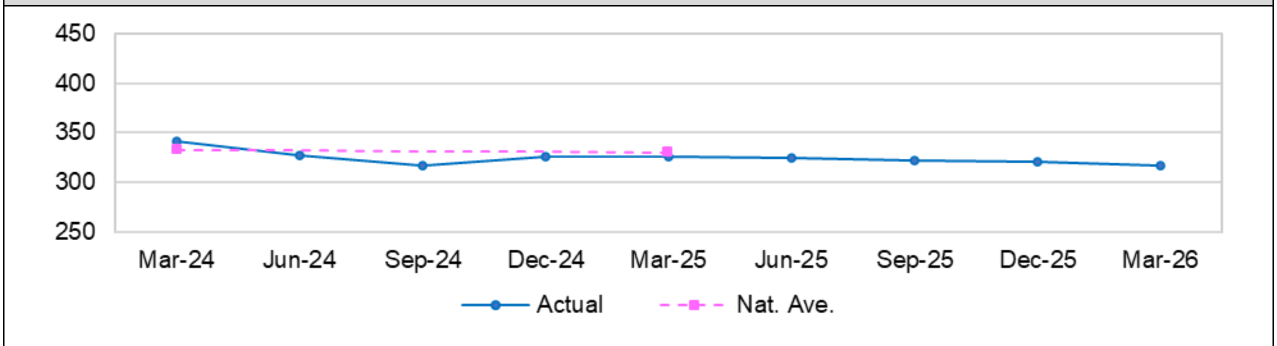
Number of open Early Help cases managed by Units



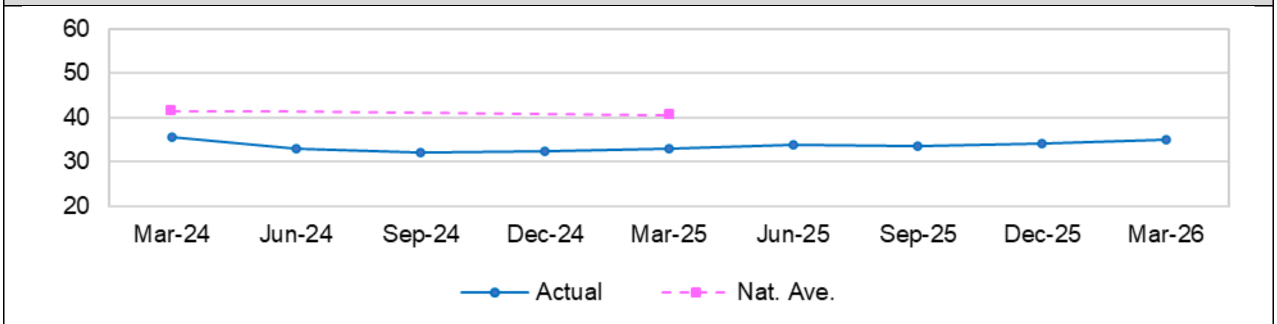
Rate of CSW referrals per 10,000 population aged under 18 – rolling 12 months



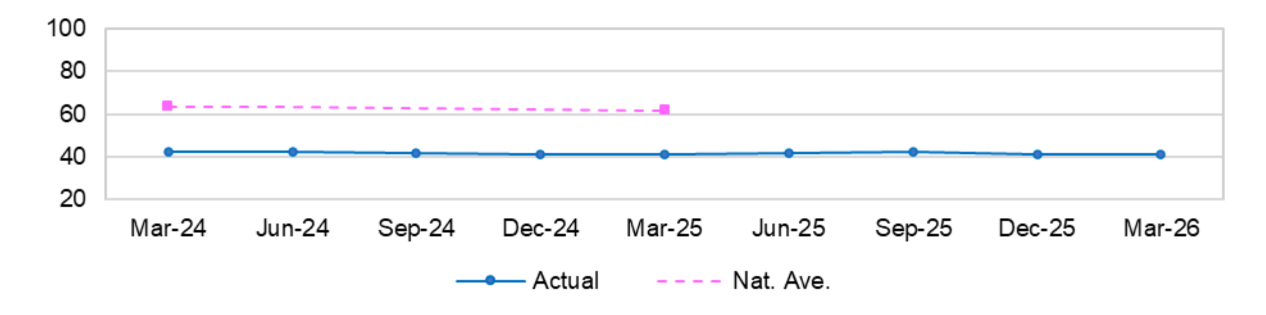
CSW caseload per 10,000 child population – snapshot at Quarter end



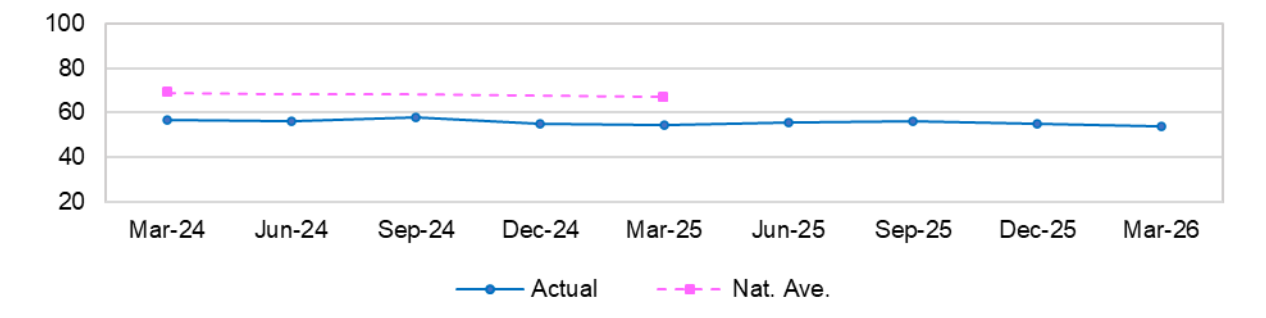
Rate of children with Child Protection Plans per 10,000 child population – snapshot at Quarter end



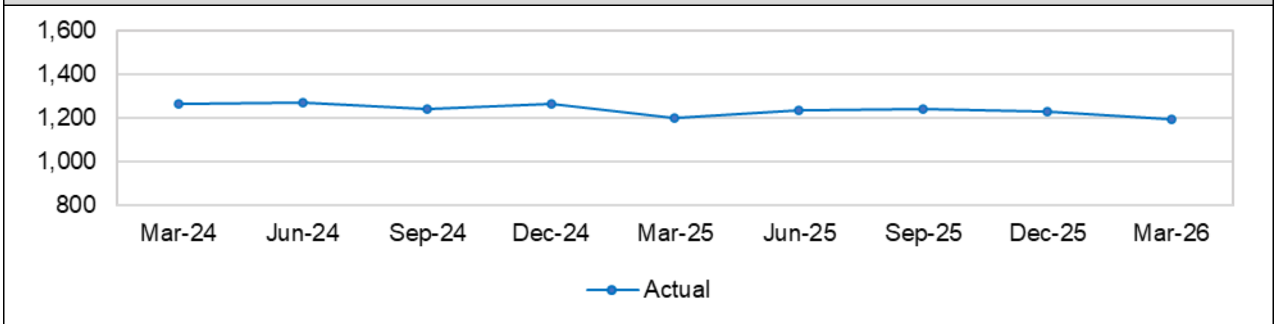
Rate of Children in Care (excluding UASC) per 10,000 child population – snapshot at Quarter end



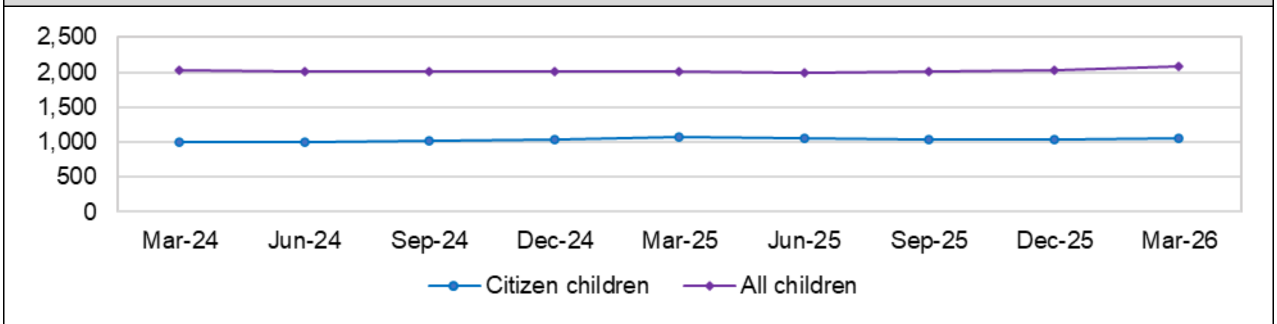
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at Quarter end



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



Number of care leavers as at Quarter end



Adult Social Care

Cabinet Member	Georgia Foster
Corporate Director	Sarah Hammond

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
	3	4	0	0	6	1

Contacts
The Adult Social Care Connect Teams serve as the first point of contact for both residents and partner organisations. Their primary role is to provide clear information and guidance to anyone who gets in touch. Where appropriate, they also signpost individuals to relevant community resources or partner services. By offering timely advice and directing people to the right support, the teams aim to resolve enquiries quickly and effectively. This approach reduces the need for individuals to make repeat contacts.

In Quarter 4, 3% of contacts were from people who had made contact in the past three months. This is a 1 percentage point increase from the previous quarter, but remains below the target of 5% meaning this measure remains RAG Rated Green. The number of people contacting the service reached its highest level in the past two years during the quarter. More than 8,500 individuals contacted Adult Social Care Connect in Quarter 4, representing an 8% increase compared with the previous quarter. Family members were the most common source of referrals (22%), followed by self-referrals (17%). Most contacts were made through the online form (37%), with telephone calls accounting for the second highest proportion (25%). This suggests that digital and online channels are being widely used.

Assessments
If a person's needs cannot be met through an initial conversation or by signposting following contact, Adult Social Care will carry out a Care Needs Assessment. This assessment evaluates the individual's social care needs and determines their eligibility for further support. Adult Social Care has continued to experience a decline in Care Needs Assessment requests, with numbers falling by 5% from Quarter 3 to Quarter 4 Over 3,700 requests for a Care Needs Assessment were made this quarter, with just over 2,300 assessments awaiting completion on the last day of the quarter, a reduction of 7% and the lowest figure recorded since this metric has been reported.

Adult Social Care has a target to complete Care Needs Assessments within 28 days once this course of action is agreed. In Quarter 4, 75% of assessments were completed within this timeframe, representing a 3% decrease from the previous quarter and the first decline recorded this financial year. As a result, performance was RAG-rated Amber having not met target. This was largely due to lower performance in January, when only 72% of assessments were completed within 28 days. However, in March this had improved to 78%, which matches the highest level achieved during the year.

When a carer contacts Adult Social Care, they may require a Carer's Assessment. These assessments are primarily delivered by externally commissioned carers' organisations, with a small proportion undertaken directly by Adult Social Care practitioners where appropriate. In addition to assessments, these external organisations also provide information, advice and guidance, similar to the support offered through KCC's Adult Social Care Connect. Quarter 4 saw nearly 700 referrals made to carers agencies, a similar figure to last quarter. Over 1,000 carers were supported in the quarter which was an increase of 20% compared to Quarter 3.

Care and Support Plans
Once a person is assessed as being eligible for care and support, a care and support plan will be developed alongside the person. Over 17,100 people had an active care and support plan at the end of the quarter. This figure has consistently remained around 17,000 people for the past seven quarters. The total number of people who had plan at some point in 2025/26 was over 28,000.

Adult social care offer a variety of ways in which a person's needs can be met, both in the community and in a residential or nursing setting. In Quarter 4, over 1,800 new packages of care were arranged at an average weekly cost of £883. The most common type of care provided in the quarter was Short Term Beds (42%), followed by Homecare (29%) and long-term Residential Care (11%). The average weekly cost of new support packages continued to fall, however both these measures are subject to change as information is updated on the client recording system.

Reviews of the Care and Support Plan
The support put in place for a person to meet their needs is reviewed by adult social care within 8 weeks of it commencing and then annually thereafter. For the first time in the past two years, the number of people requiring either a first or an annual review has risen, with this being the third quarter in a row with an increase in the number of first reviews to be completed. Quarter 4 saw the fewest number of care and support plan reviews completed this year, but at over 5,100 this figure is still 13% higher than the same quarter last year.

Enablement
Adult social care community enablement services include Kent Enablement at Home (KEaH) and Kent Enablement Service (KES). People are referred to these services to have individual goals set over a short period of time to help them to remain independent and in their own home with no further support needed. In Quarter 4, the number of people supported by KEaH and KES fell by 6% compared to the previous quarter, however for both services there were more people receiving these services this year compared to last year.

If a person is unable to remain independent at home despite community support, or is being discharged from hospital, a short-term stay in a residential or nursing setting may be appropriate. This type of support can help them recover from a temporary health condition or social circumstance, with the aim of maintaining their independence in the long term. In Quarter 4, 1,360 people were supported in Short Term Beds, a figure similar but lower to the previous quarter and at its lowest level in the financial year.

Hospital Discharge Pathway
The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into an enablement service was 84% in Quarter 4, this is below target and is now RAG Rated Amber (previously Green). Adult social care remains focussed on ensuring people receive enablement services and regain their independence to return or remain in their home.

Direct Payments
People supported in the community may receive a Direct Payment, which gives them full control over how their care and support needs are met, including the option to employ a personal assistant. In Quarter 4, 26% of people receiving community-based adult social care were using a Direct Payment, unchanged from the previous quarter. This measure remains RAG-rated Amber and has done so throughout the 2025/26 financial year, as performance is above the minimum threshold of 24% but below the 30% target.

Despite an increase in homecare provision in Kent, Adult Social Care continues to offer Direct Payments to those who need support and would prefer this option. The proportion of people in receipt of a Direct Payment remains consistent.

The latest national data available is for 2024/25, and we can now compare Kent's performance against that. In that year, Kent saw a 5% decrease in the proportion of people receiving a Direct Payment. However, at 24%, the county remains aligned with both national and regional trends. This level places Kent around the middle compared to other local authorities in England, which is an improvement on our position in previous financial years.

Residential and Nursing care
Sometimes it may not be possible to meet a person's care and support needs at home through community services. In these cases, a residential or nursing setting may be the most appropriate option to ensure they receive the support they need. In Quarter 4, 16 per 100,000 population of people aged between 18-64 had their needs met by permanent admission to residential and nursing care homes. This measure continues to be RAG Rated Green. Based on latest national data Kent is now slightly below the southeast and national average, having been above previously.

For people aged 65 and over, 584 per 100,000 were permanently admitted to a residential or nursing care home. This measure is now within target and is RAG Rated Green following a second successive quarter of where the rate reduced. The Kent rate continues to be below the national average.

Residential and Nursing homes are inspected on a regular basis by the Care Quality Commission (CQC) who provide an overall rating for the quality of care and support available to the people supported in these settings. In Quarter 4, 75% of KCC-supported people in residential or nursing care were in a home that was rated either Good or Outstanding; an improvement of 2% compared to last quarter. This improvement means this measure is now RAG Rated Amber (previously Red) being below the 80% target but at the floor threshold of 75%. A new national measure for all care homes, showed Kent is slightly below the national and southeast averages.

Deprivation of Liberty Safeguards (DoLS)
Deprivation of Liberty Safeguards (DoLS) are legal protections designed to ensure that individuals are not unlawfully deprived of their liberty. When there are concerns, an application is made so that an assessment can be carried out.

In Quarter 4, over 2,700 applications were received, representing a 5% increase compared to the previous quarter. Despite this rise, the total number of applications in 2025/26 was just over 200 fewer than in 2024/25. However, the DoLS team still managed a high volume of work, with more than 10,500 applications throughout the year.

During the quarter, over 2,300 assessments were completed, a 6% decrease from the previous quarter. Overall, the team completed more than 9,200 assessments during the year.

Activity for both DoLS applications and their subsequent completion have risen over the past 6 financial years both in Kent and nationally. The latest available national data showed that the rate of applications per 100,000 population nationally was higher than in Kent.

Demand on the DoLS team does outstrip capacity therefore the service triages and prioritises applications daily ensuring the most high risk people are seen. The service also works closely with health parters, having a specific pathway for all hospital applications to ensure resources are used correctly.

The DoLS team regularly run validation exercises with care homes to ensure that the correct applications are being submitted. This work will be carried out in partnership with the Commissioning Team to ensure a coordinated approach. In addition, targeted resources have been deployed to prioritise visits to people whose assessments have been waiting the longest.

Safeguarding
When someone suspects that an adult may be at risk of abuse or neglect, they can raise a safeguarding concern. This alerts Adult Social Care so that appropriate action can be taken to protect the individual. In Quarter 4, the volume of safeguarding concerns received by adult social care continued to reduce. 5,796 concerns were received which was a 6% decrease on the previous quarter and the lowest quarterly figure since Quarter 2, 2024/25. However, the number of safeguarding concerns in 2025/26 overall was 9% greater than the previous financial year. The number of safeguarding enquiries open on the last day of the quarter also fell to 1,340 (an 8% reduction) following a rise in the previous quarter.

The rate of safeguarding enquiries started in Kent has been higher than the national rate per 100,000 population since 2019/20. In 2024/25, Kent recorded 566 enquiries per 100,000 population, compared to 399 nationally.

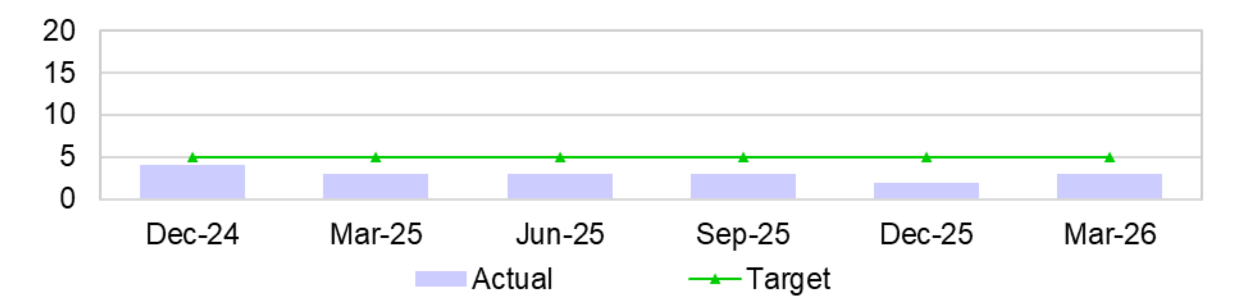
Similarly, the rate of safeguarding concerns received per 100,000 population has increased each year and remains above the national rate. In 2024/25, Kent recorded 1,771 concerns per 100,000 population, compared to 1,379 nationally.

The rates of both safeguarding concerns received and safeguarding enquiries started in Kent has been higher than the national rate per 100,000 population from 2019/20 up to the latest published data (2024/25). In 2024/25, the rate of safeguarding concerns received in Kent was 28% higher than nationally and enquiries started was 42% higher.

When adult social care conclude a safeguarding enquiry they will assess the risk to the person they have safeguarded. Quarter 4 saw little movement in the proportion of concluded enquiries where the risk either reduced (62%), remained (11%) or was removed (27%) compared to the previous quarter.

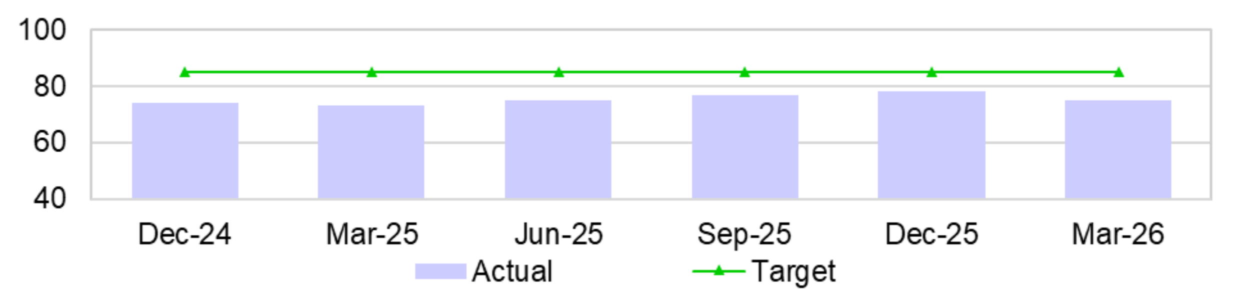
Key Performance Indicators

Percentage of people who have their contact resolved by ASCH but then make contact again within 3 months	GREEN ⇨



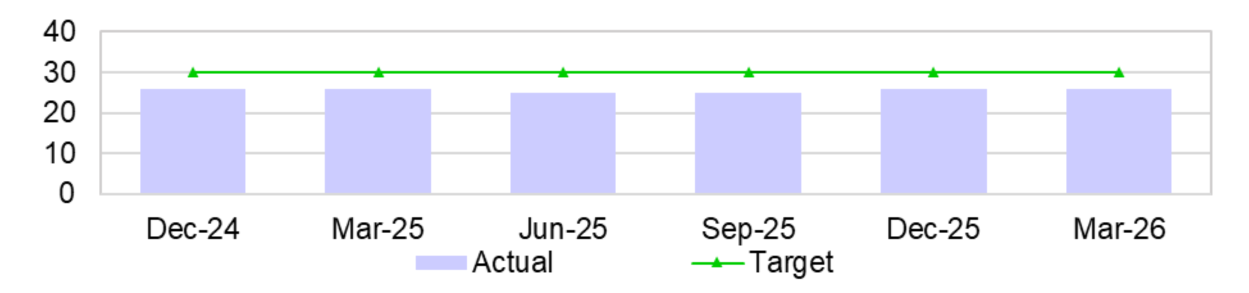
Latest: 3%	Target: 5%, Floor: 9%	Q4 24/25: 3% (Green)

Proportion of new Care Needs Assessments delivered within 28 days	AMBER ⇨



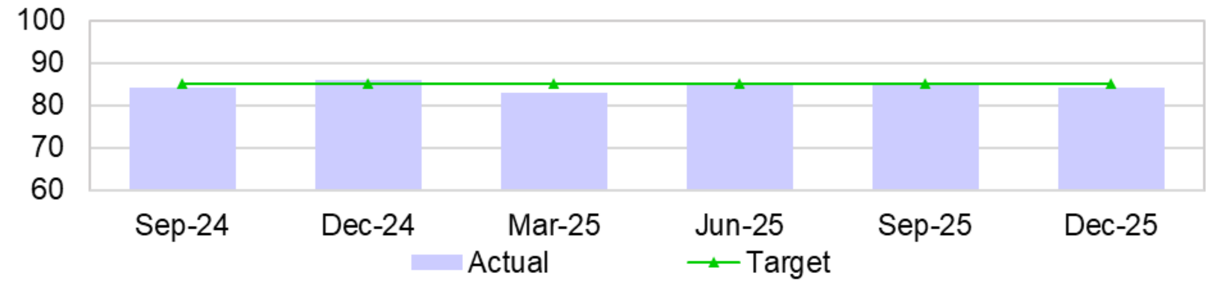
Latest: 75%	Target: 85%, Floor: 75%	Q4 24/25: 73% (Red)

Proportion of people receiving a long-term community service who receive Direct Payments	AMBER ⇨



Latest: 26%	Target: 30%, Floor: 24%	Q4 24/25: 26% (Amber)

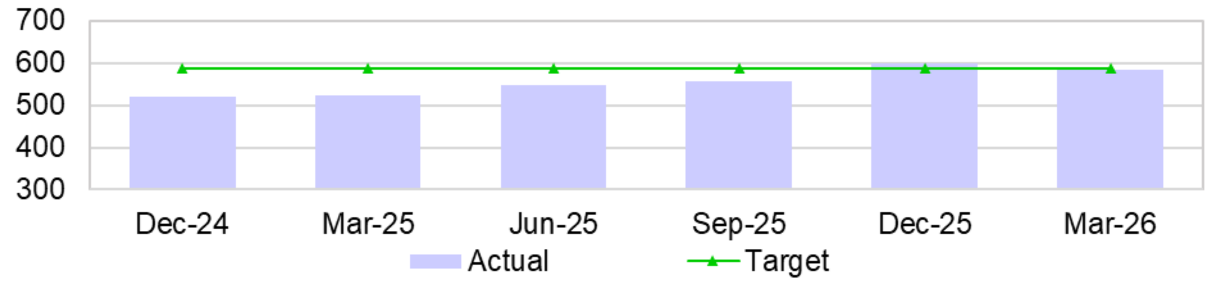
Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services		AMBER ⇨



Latest: 84%	Target: 85%, Floor: 80%	Q4 24/25: 86% (Green)

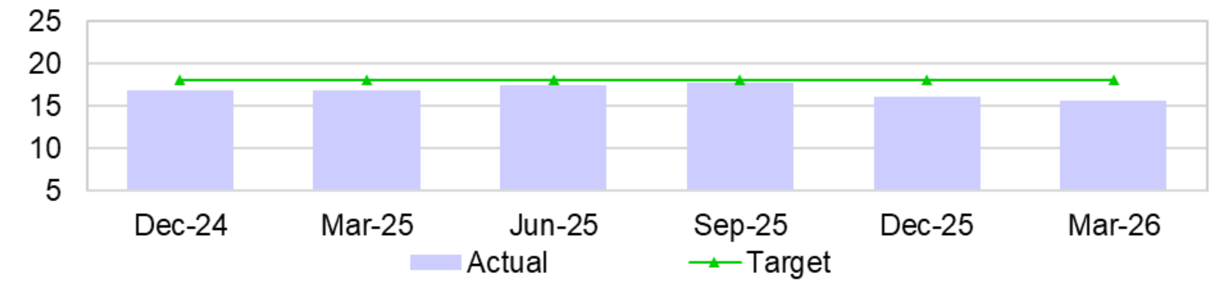
Reporting is based on the date in the Quarter that the hospital discharge occurs, with the 91 days commencing from that point.

Long Term support needs of **older people** (65 and over) met by admission to residential and nursing care homes, per 100,000 – rolling 12 months		GREEN ⇩



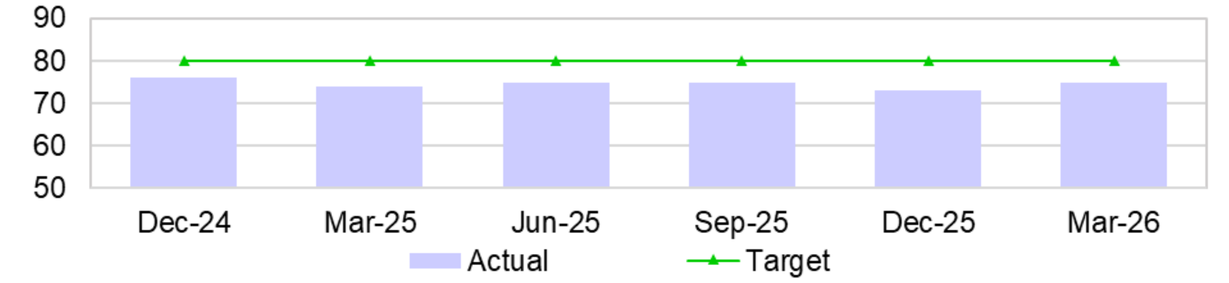
Latest: 584	Target: 588, Floor: 617	Q4 24/25: 548 (Green)

Long Term support needs of **adults** (18-64 years old) met by admission to residential and nursing care homes, per 100,000 – rolling 12 months		GREEN ⇨



Latest: 15.6	Target: 18, Floor: 22	Q4 24/25: N/a (New KPI)

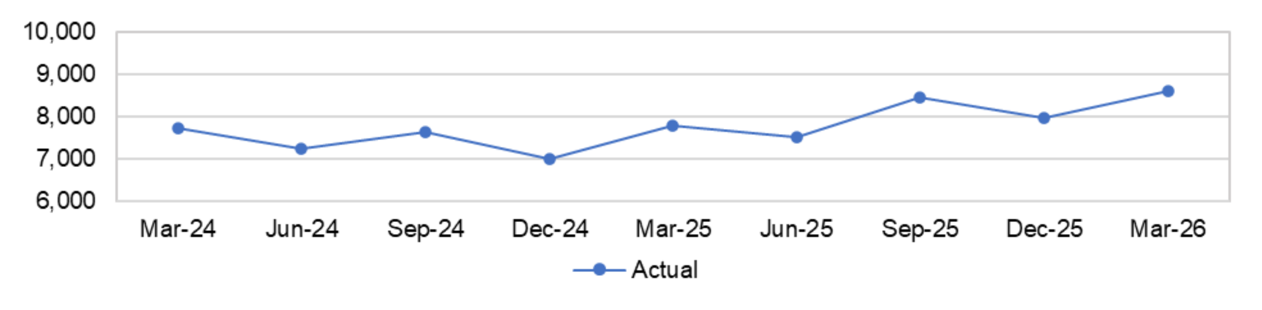
Percentage of KCC supported people in residential or nursing care where the CQC rating is Good or Outstanding		AMBER ⇨



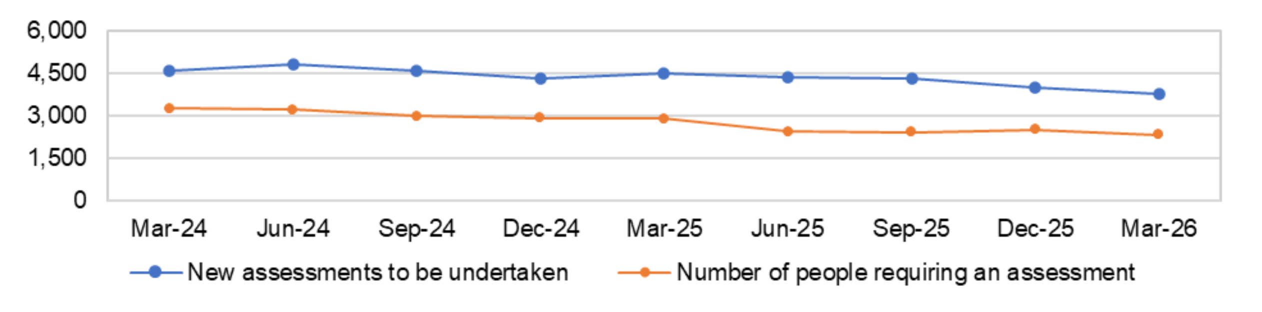
Latest: 75%	Target: 80%, Floor: 75%	Q4 24/25: 72% (Red)

Activity indicators

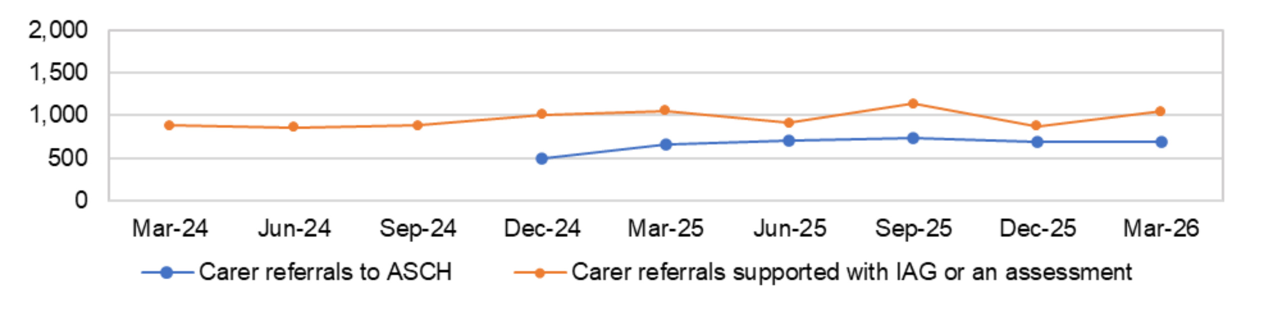
Number of people making contact with ASC Connect



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

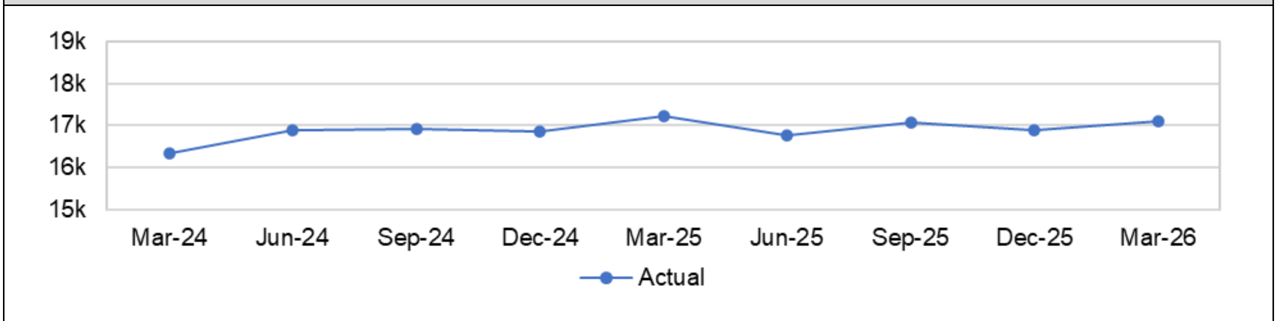


Number of carer referrals to ASCH and those that are supported with Information, Advice and Guidance (IAG) or an assessment

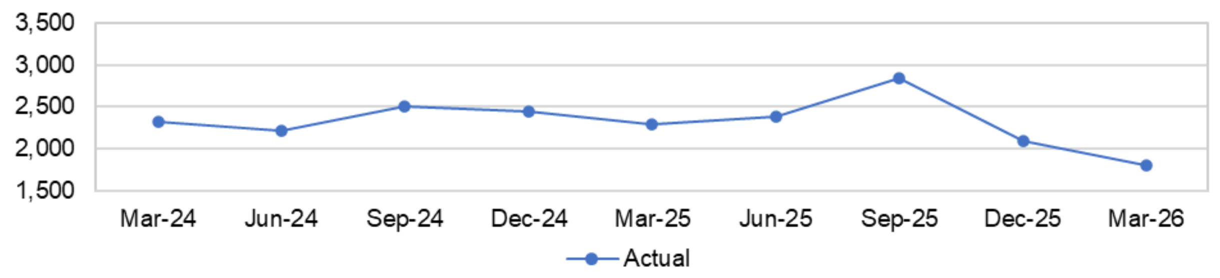


From the Dec-24 quarter it became possible to identify all carer referrals due to improved data recording

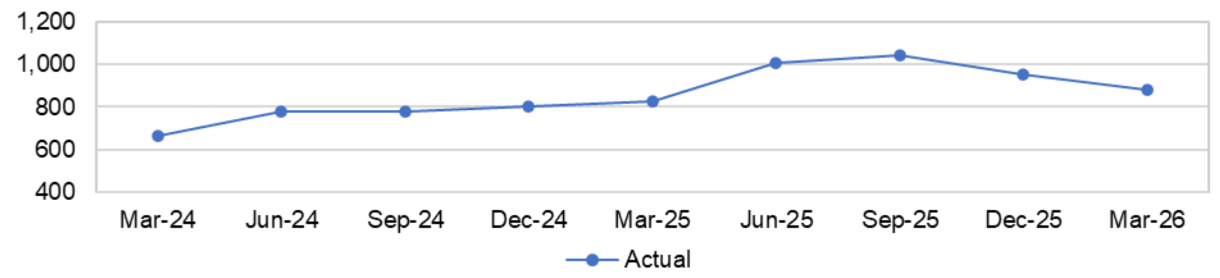
Number of people with an active Care & Support Plan at the end of the Quarter



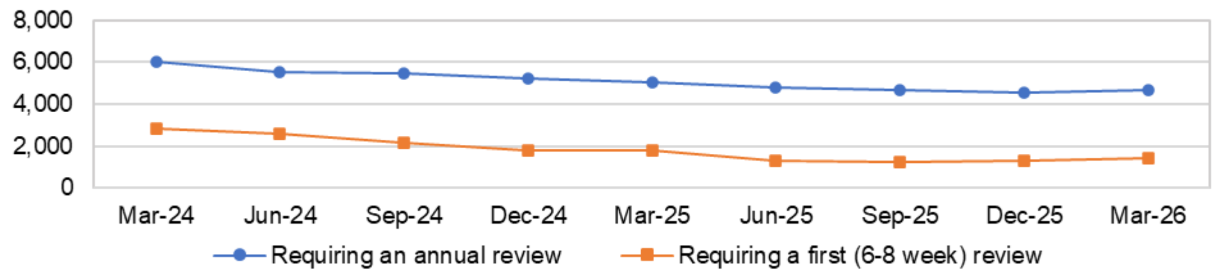
Number of new support packages being arranged for people in the Quarter



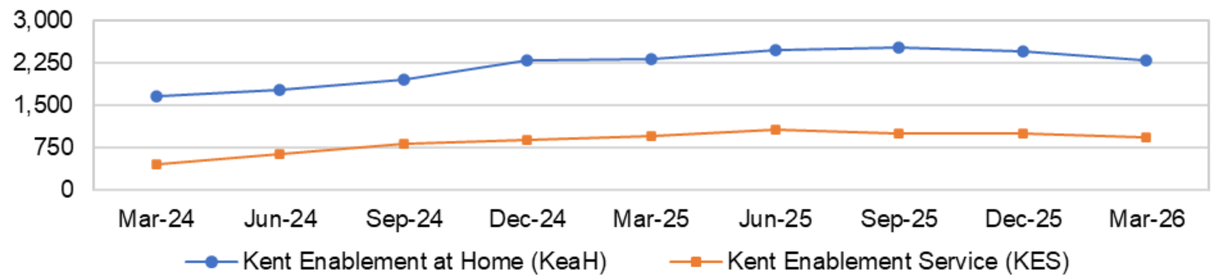
Average cost (£s per week) of new support packages arranged for people in the Quarter



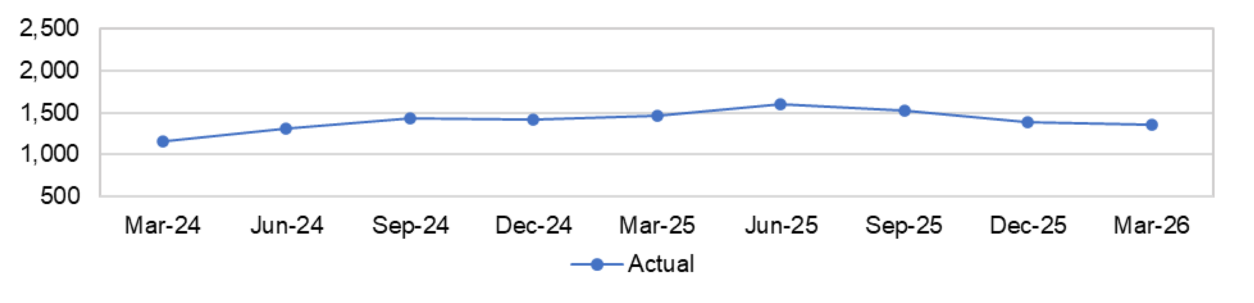
Number of people requiring a review to be completed on the last day of the Quarter



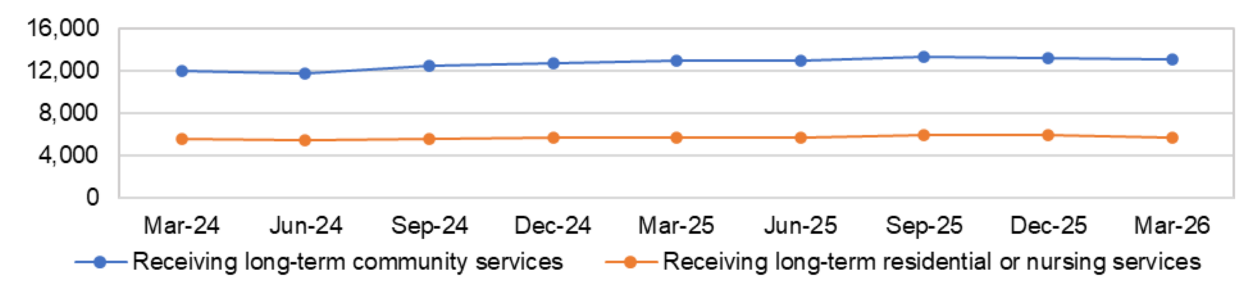
The number of people in a KCC community enablement service



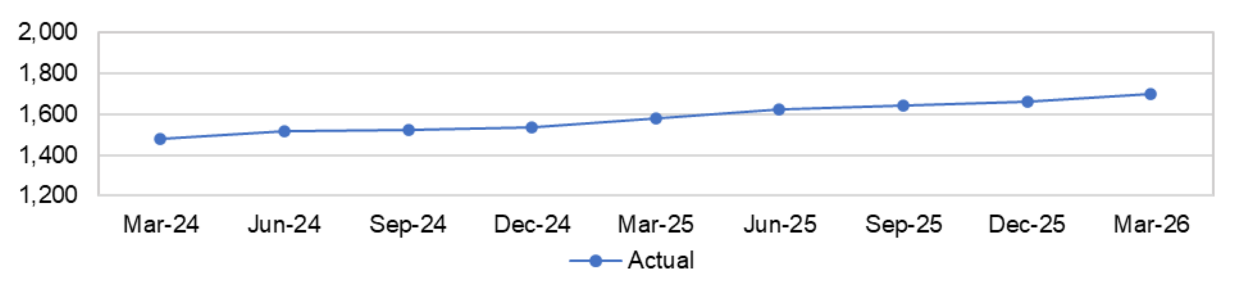
Number of people in Short Term Beds during the Quarter



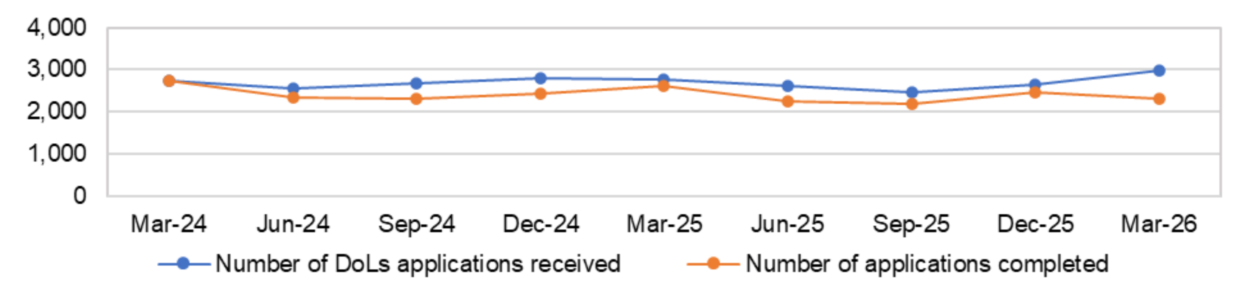
Number of people in Long Term Services



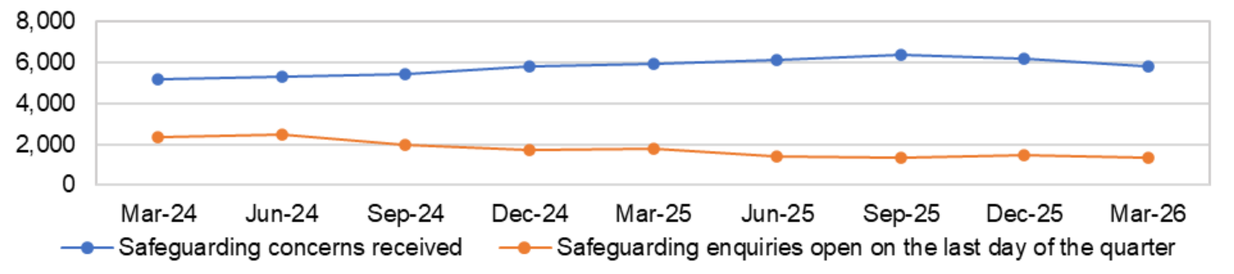
Number of People accessing ASCH Services who have a Mental Health Need



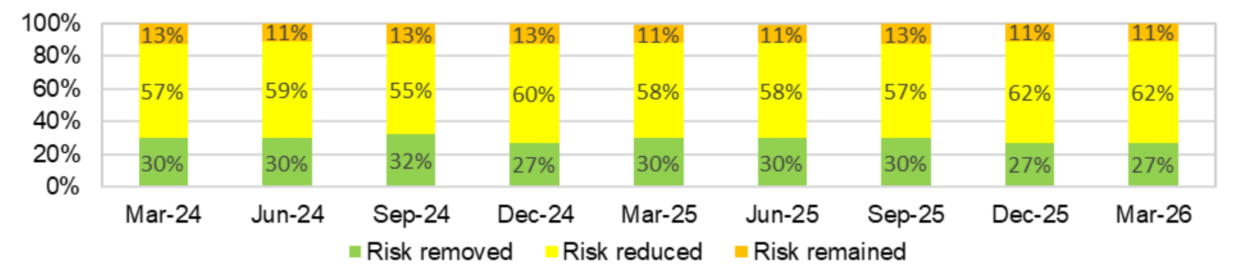
Number of DoLS applications received and completed



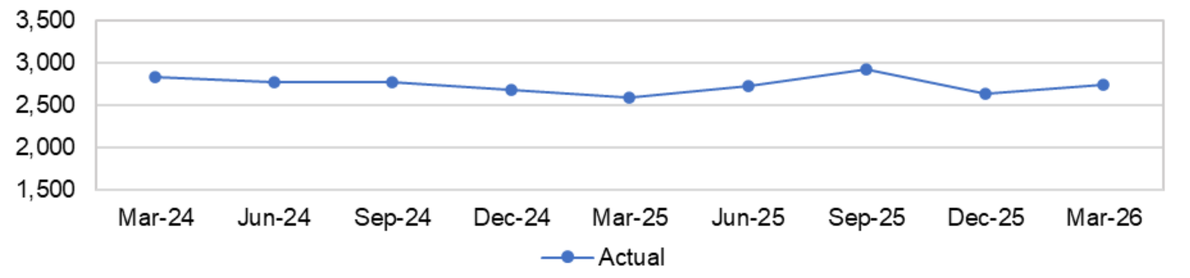
The number of incoming safeguarding concerns, and open enquiries on the last day of the quarter



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



The number of Occupational Therapy assessments completed



Public Health

Cabinet Member	Jamie Henderson
Director	Anjan Ghosh

KPI Summary	GREEN	AMBER	RED	⇧	⇨	⇩
	4	2		3	2	1

NHS Health Checks
In Quarter 4, there were 5,831 NHS Health Checks delivered to the eligible population in Kent. This represents a decrease of 6% (348) from the 6,179 checks delivered in the previous quarter, meaning that 26,877 NHS Health Checks were delivered in 2025/26, which is below the target (31,000).

In the current quarter, 18,652 first invitations were sent out, compared with 25,719 in the corresponding period of the previous year. Overall, 85,486 people – 92% of the eligible population – were invited to an NHS Health Check in 2025/26.

Service delivery during the current quarter was impacted by reduced staffing capacity and a change in the provision of checks from the current provider to GP practices and pharmacies; this has required GP practices to transition to KCC direct contracts since April.

NHS Health Check uptake continues to be affected by the switch from letter-based invitations to SMS text-message invitations. The decision to change the invitation route was made to better align the service with other GP service invitation routes, and deliver a more cost-effective and environmentally friendly model. KCC continues to monitor delivery and the impact of SMS invitations on uptake, and is planning a communications campaign to improve awareness of the invitation route.

Health Visiting
The Health Visiting Service delivers the statutory requirements of the national Healthy Child Programme on behalf of KCC, including the five mandated health and development reviews which take place at key child developmental stages: antenatal (after 28 weeks of pregnancy), new birth, 6–8 weeks, 9–12 months, and 2–2½ years.

In Quarter 4, the Health Visiting Service completed 16,995 health and development reviews. This meant that 67,620 out of 75,827 (89%) mandated reviews were completed on a 12-month rolling basis, which met the 86% target. The performance in the current quarter is consistent with performance in recent quarters, reflecting the continued resilience of the service while mobilising against the requirements of the new contract, which began on 1st January 2026.

The new contract includes a range of updated Key Performance Indicators (KPIs), including new metrics on the antenatal health and development review. The focus is ensuring that a review is offered to all families. The targeted cohort (including first-time parents and those in vulnerable groups) are prioritised for a face-to-face antenatal review, while for the universal cohort, the review could take place either online, by telephone, or face-to-face. In Quarter 4, 100% of antenatal health and development reviews were offered face-to-face for the targeted cohort with 78% delivered. For the universal cohort, 100% were offered online, by telephone, or face-to-face with 84%

delivered. Delivery against these indicators will continue to be reviewed with the service.

Sexual Health Service
In Quarter 4, 15,808 face-to-face and virtual sexual health appointments were attended, an increase of 5% (+769) compared to the corresponding period of the previous year, demonstrating sustained demand for services. Of the 6,219 first-time patients attending clinics, 63% accepted a full sexually transmitted infection (STI) screen. This remains below the 72% target, resulting in an Amber RAG rating for this indicator.

Performance continues to be influenced by patient choice, with some individuals opting for targeted testing rather than a full STI screen. A revised service specification, which came into effect from 1st April 2026, includes an updated screening uptake indicator, which will provide a more appropriate measure of performance in future reporting periods.

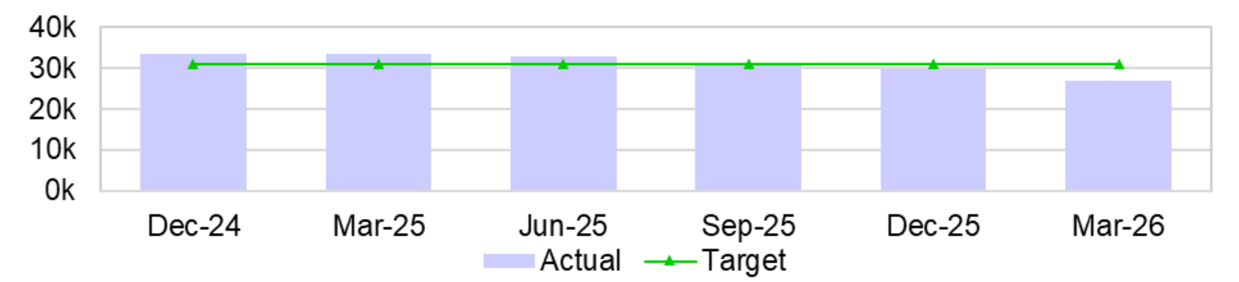
Drug and Alcohol Services
The Adult Community Drug and Alcohol Services data for Quarter 4 had not been released at the time of reporting. The latest available data (Quarter 3, 2025/26) shows that 29% of people (1,690 out of 5,853) successfully completed treatment in the 12-month rolling period to December 2025, exceeding the 28% target.

The service continues to focus on providing bespoke interventions for people with co-occurring conditions. Discussions are ongoing with NHS Mental Health commissioners regarding the introduction of a joint programme of structured support. The service already benefits from members of staff that are co-occurring condition champions.

Live Well Kent and Medway
In Quarter 4, Live Well Kent and Medway received 2,191 referrals countywide, an increase of 12% (+242) compared to the corresponding period of the previous year. The service remained responsive to demand, with 99.6% of eligible referrals contacted within two working days. Exit survey completion rates remained high, and 97% of respondents reported improvements with regard to their personal goals, demonstrating strong engagement with the service. Wellbeing outcomes remained high, with 87% of people showing improved or maintained wellbeing scores using the DIALOG Scale.

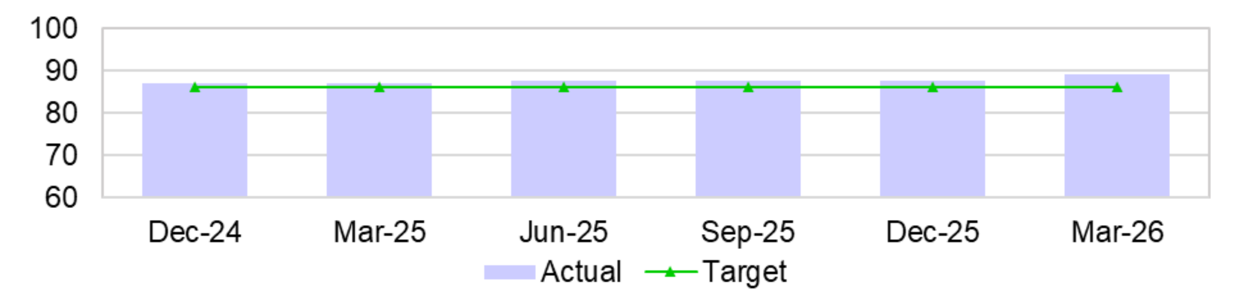
Performance Indicators

Number of eligible people (aged 40-74) receiving an NHS Health Check (Rolling 12 months)	AMBER ⇩



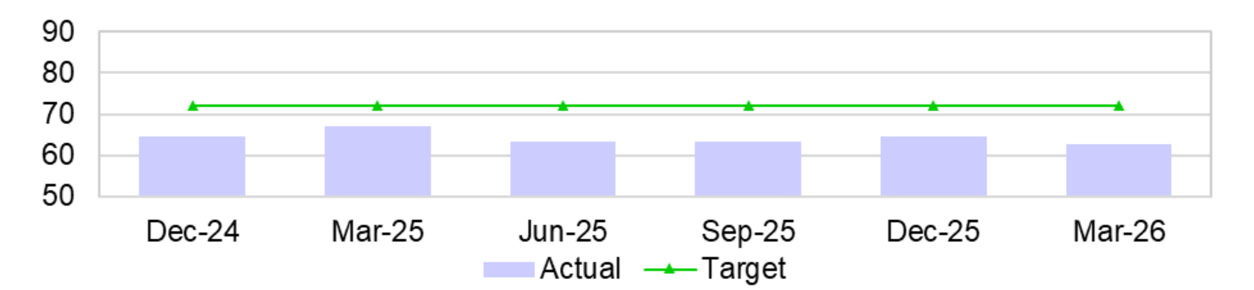
Latest: 26,877	Target: 31,000, Floor: 24,800	Q4 24/25: 33,487 (Green)

Percentage of mandated health and wellbeing reviews delivered by the health visiting service of those due (Rolling 12 months)	GREEN ⇧



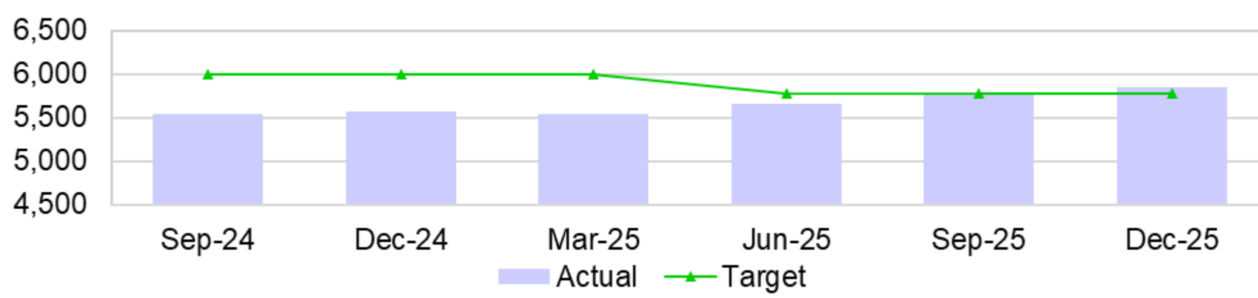
Latest: 89%	Target: 86%, Floor: 70%	Q4 24/25: N/a (New KPI)

Percentage of all new first-time patients (at any clinic) receiving a full sexual health screen (excluding online referrals)	AMBER ⇨



Latest: 63%	Target: 72%, Floor: 58%	Q4 24/25: 67% (Amber)

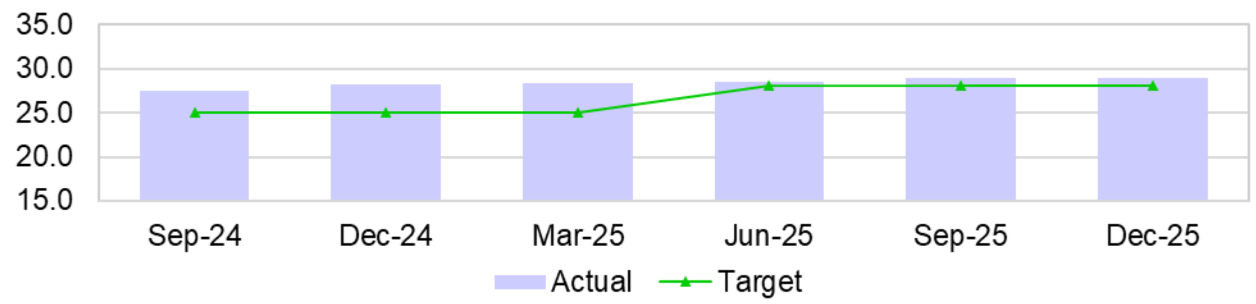
Number of Adults accessing structured substance misuse treatment during a rolling 12-month period	GREEN ⇧



Latest: 5,853	Target: 5,770, Floor: 4,616	Q4 24/25: 5,566 (Amber)

No data for Mar-26 available at time of reporting

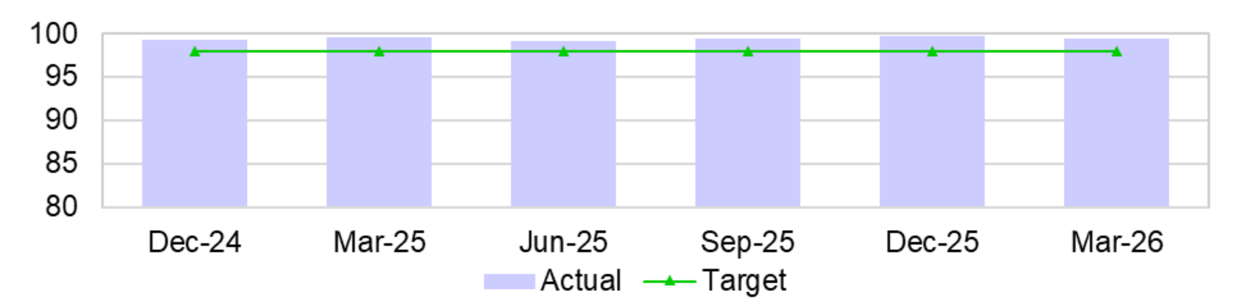
Percentage of successful completions of drug and alcohol treatment – rolling 12 months		GREEN ⇧



Latest: 29%	Target: 28%, Floor: 22.5%	Q4 24/25: 28% (Green)

No data for Mar-26 available at time of reporting

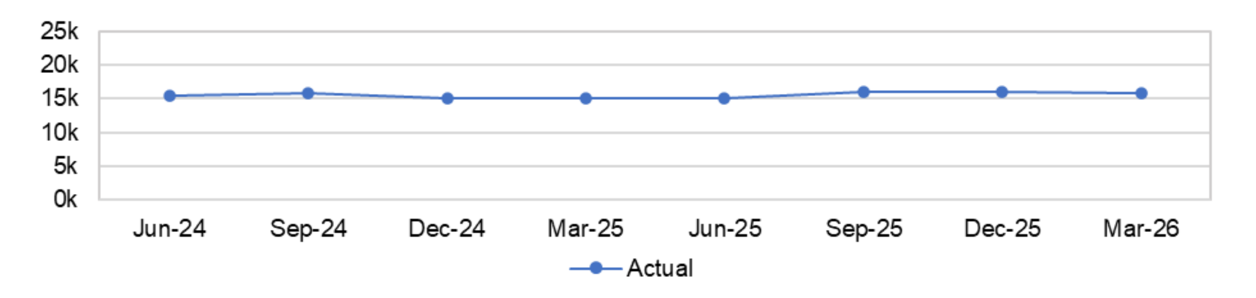
Percentage of Live Well clients who would recommend the service to family, friends, or someone in a similar situation		GREEN ⇨



Latest: 99.4%	Target: 98%, Floor: 91%	Q4 24/25: 99.5% (Green)

Activity indicators

Number of attendances at KCC commissioned Sexual Health Clinics



Corporate Risk Register – Overview

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

The table below shows the number of corporate risks in each risk level (based on the risk score) in May 2026, compared with February 2026. Corporate risks represent those that pose a significant risk at the organisation-level. Directorate, divisional and service-level risks continue to be monitored by the relevant managers with support from the Risk & Delivery Assurance Team.

	Low Risk	Medium Risk	High Risk
Current risk level May 2026	0	6	11
Risk level February 2026	0	5	12

KEY CHANGES DURING LAST QUARTER

NEW RISK

CRR0069 – Implementation of Local Government Reorganisation

This risk has been formally entered onto the Corporate Risk Register after presentation in draft form to Cabinet, Governance & Audit Committee and the Devolution and Local Government Reorganisation Cabinet Committee. A more detailed register breaking down key risks is being developed. The risk is initially rated as Medium.

RISK RATING REDUCED

CRR0059 – risk of significant adverse variance to the level of savings agreed in KCC's budget.

The council has had to rely on the use of reserves to balance its budget over the past few years, due to spending growth and demand, along with shortfalls in achievement of savings. The 2026/27 budget highlights several significant risks to achievement of a balanced budget, but plans have been set and approved for 2026/27, including achievement of savings and affordability profiles in key areas of spending. Therefore, the risk has been reduced but will be closely monitored.

RISK WITHDRAWN

CRR0068: Delivery of Safety Valve Agreement

The Department for Education Safety Valve programme ended on 31st March 2026, although significant financial challenges for KCC remain, these will be captured in a new risk relating to SEND reform. A SEND Reform plan is to be submitted to the DfE in summer 2026.

MITIGATING ACTIONS

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

Updates have been provided for **14 actions** to mitigate elements of corporate risks that were due for completion or review up to May 2026. These are summarised below.

Due Date for Review or Completion	Actions Completed / Closed	Actions Partially complete	Actions subject to Regular Review	Actions Outstanding
Up to and including May 2026	9	4	0	1

CRR0003: Securing resources to aid economic growth and enabling infrastructure (High)
Partially Complete Kent Design Guide is being refreshed to ensure consistency with national policy and legislation supporting the delivery of high quality design in new development. (Target date revised from 31/03/26 to 31/07/26).

CRR0014: Cyber Information Security Resilience (High)
Partially Complete Cyber security is being added to the mandatory Information Governance (IG) training. Implementation later this year after Corporate Management Team sign off and a paper to Policy & Resources Cabinet Committee in May. Target date has been extended to from 30/03/26 to 31/10/26. Partially Complete Reviewing visibility of the Commercial Services Group risk profile regarding cyber security, to provide reassurance that the use of any shared resources or other inter-dependencies from a cyber perspective are continually understood (Target Date of 31/12/25 has been extended to 31/06/26).

CRR0039: Information Governance (Medium)
Action Outstanding Services to complete data mapping processes for their respective areas (Target date 01/04/26)

CRR0053: Asset management and degradation and associated impacts, linked to Capital Programme affordability (High)
Complete Papers have been sent to Secretary of State seeking approval to increase school financial thresholds.

CRR0058: Capacity and capability of the workforce (High)
Complete Learning opportunities including the coaching network, webinars and networking opportunities are being promoted. Complete A mechanism to promote reward and recognition is in place as part of communications about our new Pay Strategy, including individual recognition for exceptional work and the employee package. Complete A post implementation review of KCC's Pay Strategy has taken place to ensure it remains competitive and sustainable for the future. Complete The "good conversation" tool has been reviewed to look in more depth about the way career development conversations can be supported. Partially Complete Reviewing of spans and layers of management in order to make sure we have the right people in the right places doing the right things, is in progress. Complete Implementation of action plans arising from latest staff survey. Three key priorities have been set, with actions sitting under each e.g. a manager engagement programme.

CRR0064: Risk of Failing to Deliver Effective Adult Social Care Services (High)
Complete A strategic workforce plan, accompanied by a delivery plan, have been introduced for 2026/27. Complete The Adult Social Care and Health strategy has been refreshed for the current year and extended to 2028.

CRR0066: ASCH recommissioning programme (High)
Complete A forward plan has been developed to support decision making around new contract lengths so ASCH can stagger future recommissioning and procurement activity to reduce the pull on resources.