CABINET

Monday, 5th February, 2018, at 10.00 am	Ask for:	**Louise Whitaker**
Darent Room, Sessions House, County Hall, Maidstone	Telephone:	**Tel: 03000 416824,**
	E-mail	**louise.whitaker@kent.gov.uk**

Tea/Coffee will be available 15 minutes before the meeting.

Webcasting Notice

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

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UNRESTRICTED ITEMS
(During these items the meeting is likely to be open to the public)

1. Introduction/Webcasting

2. Apologies and substitutions

3. Declaration of Interests by Member in Items on the Agenda for this meeting

4. Minutes of the Meeting held on 15 January 2018 (Pages 3 - 6)

5. Capital and Budget Monitoring Report - November 2018 (Pages 7 - 26)

6. Draft 2018-19 Budget & 2018-20 Medium Term Financial Plan (Pages 27 - 38)

   ***PLEASE BRING YOUR COPY OF THE DRAFT BUDGET BOOK TO THE MEETING**

7. Update on the progress in reporting and managing Delayed Transfers of Care. (Pages 39 - 56)

MOTION TO EXCLUDE THE PRESS AND PUBLIC

That, under section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

8. Business Services Centre Trading Company (Pages 57 - 180)

Benjamin Watts
General Counsel
03000416814

Friday 26 January 2016

KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 15 January 2018.

PRESENT: Miss S J Carey, Mr P B Carter, CBE, Mr M C Dance, Mr G K Gibbens, Mr R W Gough, Mr P M Hill, OBE, Mr E E C Hotson, Mr P J Oakford and Mr M Whiting

ALSO PRESENT:

IN ATTENDANCE:

UNRESTRICTED ITEMS

48. Apologies and substitutions
(Item 2)

Apologies were received from Mr John Simmonds, Cabinet Member for Finance who was substituted by Mrs Crabtree, Deputy Cabinet Member for Finance and Mr Andrew Scott-Clark, Director of Public Health who was substituted by Alison Duggal, Deputy Director of Public Health.

49. Declarations of Interest
(Item 3)

None.

50. Minutes of the Meeting held on 11 December 2017
(Item 4)

The minutes of the previous meeting, held on 11 December 2017, were agreed as a correct record and signed by the Chairman accordingly.

51. 17/00115 - Commissioning Plan for Education Provision 2018-2022
(Item 5)

Cabinet received a report seeking approval of the KCC Commissioning Plan for Education Provision in Kent 2018-2022.

Mr Roger Gough, Cabinet Member for Children, Young People and Education introduced the report and plan for members. He explained that the plan was updated annually and as part of that process District Councils, Key stakeholders and partners and the KCC Children's, Young People and Education Cabinet Committee had all been consulted.

He said that two issues were particularly relevant to the plan before cabinet for consideration; firstly, the shift in proposed expansions from Primary Schools to Secondary Schools, as those children that had required the places provided by the major expansion programme for Primary Schools now entered Secondary Schools and secondly the failure of the National Free School Programme to deliver in a number of key areas resulting in a pushing back of responsibilities to local government and the associated financial pressures that the National Free School Programme had been intended to resolve.

He also referred to the work achieved as part of the Special School Programme of expansions and improvement, the reissued SEND strategy and the underlying pressures evident in the area of special education provision.

The Leader referred to the problems that had arisen as a result of the academisation of a large number of schools, without the transfer of responsibility to provide school places, which had led to many county councils funding expansions at schools over which they had no control once expanded. He also expressed concern that County Council's may be asked to provide funding to make up the shortfall after Basic Need and Developer Contributions and assured members that an ongoing conversation was underway with the relevant government ministers to try to ensure that Local government was not financially disadvantaged by the shortfalls of the National Free School Programme.

Keith Abbott, Director – Education Planning and Access spoke to the item and thanked schools and trusts across the county who had put in place short term measures to address shortfalls in school places caused by SFA delays

It was RESOLVED that the Commissioning Plan be approved.

52. Budget Monitoring Report - October 2017
(Item 6)

Cabinet received a report providing the budget monitoring position up to 31 October 2017-18 for both revenue and capital budgets, including an update on key activity data for the council's highest risk budgets.

Mrs Crabtree, Deputy Cabinet Member for Finance introduced the item for members and reported that the predicted overspend was now forecast at £8.3million approximately half of which related to costs of supporting unaccompanied asylum seeking children and work continued to seek redress form Government for those costs.

In relation to the Capital budget a £39.7million variance was reported; an £8million increase from the previous month. Of this new variance £1.2million was 'real' and the remainder was a result of rephrasing.

Mr Andy Wood, Corporate Director of Finance reported that Corporate Management Team would be meeting again to speak about the actions being taken to address the deficit, the likelihood that those approaches would be successful and, if necessary, to look at additional ways of further reducing the overspend.

In relation to UASC costs, KCC had contacted government following the change of minister responsible for immigration seeking continuity and a swift resolution to the shortfall in government funding.

The Leader reported that he would meet with the new minister at the earliest opportunity and hoped that negotiations would continue to be positive and that a resolution could be found. KCC would send a letter in advance of any meeting setting out the progress made to date and assurances received from the previous minister, Brandon Lewis. He regarded the success of these negotiations as crucial not only to balancing the budget at KCC but also to the success of the national dispersal programme in order that top tier councils could confidently accept UASC individuals without fear of funding shortfalls negatively impacting on their budgets.

CABINET 15 JANUARY 2017 **Revenue and Capital Budget Monitoring Report September 2017- 2018**	
1.	That the forecast revenue budget monitoring position for 2017-18 and capital budget monitoring position for 2017-18 to 2019-20, and the need to eliminate the forecast pressure on the revenue budget as the year progresses be NOTED.
2.	That the changes to the capital programme as detailed in section 5.4 be agreed.
ALTERNATIVE OPTIONS CONSIDERED	None.
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

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+ By: Cabinet Member for Finance, John Simmonds
Corporate Director of Finance, Andy Wood
Corporate Directors

To: **CABINET – 5th February 2018**

Subject: **REVENUE & CAPITAL BUDGET MONITORING – NOVEMBER 2017-18**

Classification: Unrestricted

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1. SUMMARY

1.1 This report provides the budget monitoring position up to 30 November 2017-18 for both revenue and capital budgets.

1.2 The format of this report is:

- This covering summary report which provides a high level financial summary and highlights only the most significant issues, as determined by Corporate Directors.
- Appendix 1 – a high level breakdown of the directorate monitoring positions;

1.3 Cabinet is asked to note the forecast revenue and capital monitoring position. In the light of further government funding reductions in the short to medium term, it is essential that a balanced revenue position is achieved in 2017-18, as any residual pressures rolled forward into 2018-19 will only compound an already extremely challenging 2018-19 budget position. The forecast revenue pressure of £6.884m (after Corporate Director adjustments), increasing to £8.383m including roll forward requirements, is very clearly a concern and needs managing down to a balance position.

1.4 The forecast revenue pressure prior to roll forward requirements showed an improvement of £1.428m from the previous reported position. However, the inclusion of the roll forwards means that the pressure has increased by £0.071m, with Specialist Children’s Services increasing by £0.792m. It is very concerning that the revenue position is still showing a significant pressure with only four months remaining in this financial year to manage the position down to breakeven.

1.5 There is a reported variance of -£52.893m on the 2017-18 capital budget (excluding schools and PFI). This is a movement of -£13.149m from the previous month and is made up of +£1.878m real movement and -£15.027m rephasing movement.

2. RECOMMENDATIONS

Cabinet is asked to:

i) **Note** the forecast revenue budget monitoring position for 2017-18 and capital budget monitoring position for 2017-18 to 2019-20, and that the forecast pressure on the revenue budget needs to be eliminated as we move into the final third of the year.

3. SUMMARISED REVENUE MONITORING POSITION

3.1 Overall the net projected revenue variance for the Council after Corporate Directors adjustments is £6.884m. After allowing for roll forward requirements the positon increases to £8.383m. Details of the Corporate Director adjustments and roll forwards requirements are provided below in sections 3.4 and 4. respectively. This forecast position, after roll forward requirements, represents a movement of £0.070m from the October monitoring position. The main reasons for the movement this month are provided in section 3.3 below.

Work is ongoing to identify and implement options to eliminate the residual £8.383m forecast pressure. The position by directorate, together with the movement from the last report, is shown in table 1 below.

3.2 Table 1a: Directorate **revenue** position

Directorate		Budget	Net Forecast Variance *	Corporate Director adjustment	Revised Net Variance	Last Reported position	Movement
		£m	£m	£m	£m	£m	£m
Children, Young People & Education - Education & Young People		58.766	0.409	-0.389	0.020	1.527	-1.506
Children, Young People & Education - Specialist Children's Services		112.732	3.404		3.404	2.613	0.792
Children, Young People & Education - Asylum		0.550	4.162	-0.150	4.012	4.012	0.000
Sub Total Children, Young People & Education		*172.048*	*7.976*	*-0.539*	*7.437*	*8.152*	*-0.715*
Adult Social Care & Health - Disabled Children Services		20.754	0.051		0.051	0.246	-0.196
Adult Social Care & Health - Adults		396.364	1.256	-1.189	0.067	0.148	-0.080
Sub Total Adult Social Care & Health		*417.118*	*1.307*	*-1.189*	*0.118*	*0.395*	*-0.277*
Growth, Environment & Transport		166.705	1.174	-0.650	0.524	0.761	-0.237
Strategic & Corporate Services - Excluding Public Health		72.932	0.267		0.267	0.466	-0.199
Strategic & Corporate Services - Public Health		0.000	0.000		0.000	0.000	0.000
Sub Total Strategic & Corporate Services		*72.932*	*0.267*	*0.000*	*0.267*	*0.466*	*-0.199*
Financing Items		109.252	-1.066	-0.395	-1.461	-1.461	0.000
TOTAL (excl Schools)		**938.054**	**9.657**	**-2.773**	**6.884**	**8.313**	**-1.428**
Schools (CYP&E Directorate)		*0.000*	*26.292*		*26.292*	*27.905*	*-1.613*
TOTAL		**938.054**	**35.949**	**-2.773**	**33.176**	**36.219**	**-3.041**
Variance from above (excl schools)					**6.884**	**8.313**	**-1.428**
Roll forwards	- committed				0.000		0.000
	- re-phased				1.499		1.499
	- bids				0.000		0.000
Total roll forward requirements					1.499	0.000	1.499
(-ve Uncommitted balance / (+ve) Deficit					**8.383**	**8.313**	**0.071**

* the variances reflected in appendix 1 will feature in this column

Table 1b: Directorate **revenue** position after roll forwards:

Directorate	Variance	Roll Forwards		Revised Variance	Corporate Director adjustment	Variance after roll fwds & CD adj
		committed	un-committed			
	£m	£m	£m	£m	£m	£m
Children, Young People & Education - Education & Young People	0.409		1.499	1.908	-0.389	1.519
Children, Young People & Education - Specialist Children's Services	3.404			3.404		3.404
Children, Young People & Education - Asylum	4.162			4.162	-0.150	4.012
Sub Total Children, Young People & Education	*7.976*	*0.000*	*1.499*	*9.475*	*-0.539*	*8.936*
Adult Health & Social Care - Disabled Children Services	0.051			0.051		0.051
Adult Health & Social Care - Adults	1.256			1.256	-1.189	0.067
Sub Total Adult Health & Social Care	*1.307*	*0.000*	*0.000*	*1.307*	*-1.189*	*0.118*
Growth, Environment & Transport	1.174			1.174	-0.650	0.524
Strategic & Corporate Services - Excluding Public Health	0.267			0.267		0.267
Strategic & Corporate Services - Public Health	0.000			0.000		0.000
Sub Total Strategic & Corporate Services	*0.267*	*0.000*	*0.000*	*0.267*	*0.000*	*0.267*
Financing Items	-1.066			-1.066	-0.395	-1.461
TOTAL (excl Schools)	**9.657**	**0.000**	**1.499**	**11.156**	**-2.773**	**8.383**

3.3 The main reasons for the movement of -£1.428m before roll forward requirements and +£0.071m after roll forward requirements, are:

3.3.1 Children, Young People and Education – Education & Young People's Services:

The movement in the forecast variance (excluding schools and before roll forward requirements but after Corporate Director adjustments) shows a reduction of -£1.506m since the October monitoring position. The most significant movements being:

- -£1.499m reduction in Early Help and Preventative Services reflecting the expected underspend on the Tackling Troubled Families Grant of -£1.379m, and delays in implementation of the new Early Years and Preventative Services single system of -£0.120m. Both are to be requested as roll forwards.
- -£0.182m reduction in Other Services for Young People & School Related Services, resulting from a reduction in external professional advice and an increase in income generated by the School Improvement Service.
- +£0.151m increase in Youth and Offending Services, following increased demand for secure accommodation along with a further reduction in the expected income from outdoor education facilities.

A Corporate Director adjustment has been made to reflect the following:

- The expectation there will be a general reduction in forecast over the coming months of an additional -£0.389m, in part this will be from efficiency savings within Adult Education and additional income from EduKent Services.

3.3.2 Children, Young People and Education – Specialist Children's Services:

The current forecast variance represents an increase of +£0.792m (after the Corporate Director adjustment) since the October report. The movement from the October report is due to various movements across services, the most significant being an increase in the Children in Care (Looked After Services) forecast of £0.6m. This is mainly as a result of increased placement costs for an individual in Secure Accommodation and an increased number of placements with Independent Fostering Agencies.

3.3.3 Children, Young People and Education – Asylum Services:

There is no forecast movement for the asylum services. We continue to lobby Ministers and officials for full reimbursement.

3.3.4 Adult Social Care and Health

The overall movement for the Directorate since the October monitoring is -£0.277m (after the Corporate Director Adjustment); -£0.080m of which relates to 'Adult Health & Social Care – Adults' and -£0.196m of which relates to 'Adult Health & Social Care – Disabled Children Services (0-18)'.

3.3.5 Adult Social Care and Health – Disabled Children Services:

The pressure on Disabled Children Service has reduced by -£0.196m since the October monitoring report, mainly as a result of a reduction in the anticipated spend on day care services.

3.3.6 Adult Social Care and Health – Adults:

The pressure on 'Adults Social Care – Adults' has decreased since October by -£0.080m. This includes Corporate Director adjustments of -£1.189m to reflect updates received after the submission of forecasts by managers.

The main movements in the variance relate to: an increase in Nursing and Residential Care across all client groups of +£0.880m; an increase in the forecast for domiciliary care, mainly in older people and physical disability of +£0.492m; an increase in Supported Living - Learning Disability – other commissioned supported living arrangements +£0.336m; a reduction in non-residential charging of +£0.205m; an increase in Supported Living Commissioned Services for Physical Disability of +£0.197m and an increase in Adults Social Care Commissioning of +£0.106m. This is offset by: a reduction in Assessment Services – Adults social care staffing of -£0.372m; a reduction in Direct payments across all client groups of -£0.286m; a reduction in Supported Living Older People Commissioned Services of -£0.279m; a reduction in Social Support for Carers – Commissioned Service of -£0.153m; a reduction in Adaptive and Assistive Technology of -£0.148m and a reduction in Directorate & Management Support of -£0.106m (Movements of less than £100k on all other A-Z lines totalled -£0.162m).

3.3.7 Growth, Environment and Transport:

The current forecast outturn is a +£0.524m pressure, which is after the Corporate Director Adjustment of -£0.650m, as set out below. This represents an improvement of -£0.237m since last month.

An increase in Waste Processing costs resulting from additional composted waste and mechanical sweepings, has added +£0.160m to the forecast.

A reduced estimate for the number of Planning Applications being submitted – and therefore a reduced income forecast, is the primary reason for the increased pressure in the Planning & Transport Strategy & Other Related Services (incl. School Crossing Patrols) budget of +£0.113m.

The pressure against the Other Highways Maintenance & Management budget has reduced by a net -£0.124m with increased permit income and reduced street lighting maintenance costs more than offsetting an increase in drainage works.

The Corporate Director adjustment of -£0.650m has increased by a net -£0.130m (last month: -£0.520m) to reflect the additional actions being identified and delivered to try and mitigate net pressure being forecast.

Other small movements make up the balance of -£0.256m; primarily these result from reductions in the Treatment & Disposal of Residual Waste of -£0.080m, Young Person's Travel Pass of -£0.077m and Libraries, Registration & Archives of -£0.054m.

3.3.8 Strategic and Corporate Services:

The overall forecast has decreased by -£0.199m since the October monitoring report. This is due to a reduction of -£0.119m in Member Grants relating to the rolled forward projects from 2016-17 being completed under the estimated cost. In addition, Finance is showing an increased underspend of -£0.119m as a result of staffing vacancies, and increased income from Tower Hamlets. There is an increased variance of +£0.039m arising from a number of minor movements.

3.3.9 Financing Items

Overall there is no movement this month, however the Corporate Director adjustment has reduced from £1m to £0.395m as a result of a -£0.605m net increase in funding levels. This includes an increase in Business Rates Compensation grant relating to both 2016-17 and 2017-18, offset by reductions in business rates for renewable energy schemes in 2016-17 and Education Services Grant transitional protection. The remaining £0.395m Corporate Director adjustment is expected to be achieved from an anticipated increase in our share of the retained business rates levy from the Kent business rates pool, however this will not be confirmed until the end of the financial year.

3.4 Revenue budget monitoring headlines (please refer to Appendix 1)

3.4.1 <u>Children, Young People and Education – Education & Young People's Services:</u>

3.4.1.1 Education & Young People's Services are forecasting to breakeven (£0.020m) after the Corporate Director adjustment (excluding schools and before roll forward requirements). However, this is made up of a number of compensating variances, the most significant are as follows:

3.4.1.2 There is a forecast underspend of -£2.5m on Early Help & Prevention for Children and Families. An underspend on externally commissioned services of -£0.9m reflects delays in the start of a new Emotional Health and Wellbeing contracts along with savings from other contracts. Tackling Troubled Families has achieved additional income of £1.4m as a result of more successful Payment By Results submissions to the DCLG and is therefore requesting roll forward of this surplus into the next financial year in order to continue the scheme. In addition, delays in the implementation of the EYPS Single System of -£0.1m are to be requested as a roll forward to fund the completion of this project in 2018-19.

3.4.1.3 There is a forecast pressure of +£0.6m within Early Years Education & Childcare, which predominately relates to a shortfall on their general service income target. The EY&C unit are aiming to generate income from private, voluntary and independent nurseries through their Threads to Success scheme. We have reviewed the product pricing and this has not yet led to increased demand and an increase in income generation. We therefore are now reviewing the costs of this service with a view to reducing them if this increased demand is not forthcoming.

3.4.1.4 There is a forecast underspend of -£0.3m on Other Services for Young People & School Related Services, the most significant variances being -£0.3m underspend on the School Improvement Service. There is an expected shortfall against the income targets of approximately +£0.8m based on current trends, however this is offset by a greater level of savings from the restructure than originally expected and the receipt of an additional grant of -£0.7m from the Department of Education. The balance is formed from a number of small underspends across other services due to overachievement of their income targets and current staffing vacancies.

3.4.1.5 There is a forecast pressure of +£1.0m on Other Schools' Related costs. +£0.6m of this relates to revenue maintenance costs that are in excess of the grant funding available. These costs, which are administered by colleagues within GEN2 on behalf of the Directorate, cover both planned maintenance agreements and subsequent resultant work and fall under the TFM contracts. The Directorate is also considering options for introducing greater controls to prevent future pressure on this budget. The balance of +£0.4m is mainly due to higher than budgeted demand from schools for the payment of excepted items (such as maternity leave).

3.4.1.6 An increase in the demand for secure accommodation and shortfalls in achieving the budgeted income target for outdoor education centres has led to a +£0.2m pressure on Youth and Offending Services.

3.4.1.7 Autumn pupil numbers suggest there will be a forecast pressure of +£0.5m across Pupil & Student Transport Services. Pressures on special education needs transport to both school of +£0.9m and college of +£0.5m resulting from higher than expected pupil numbers and cost of journeys have been partially offset by a -£0.7m underspend on mainstream home to school transport due to lower pupil numbers. The balance of -£0.3m is formed from additional income generated from the Kent 16+ travel card of-£0.2m and other small underspends of -£0.1m.

3.4.1.8 Finally, there is a forecast pressure of +£0.7m on CYPE Management & Support Services, this is formed from a number of distinct variances, the most significant being:

- +£0.5m pressure relating to Edukent Services. EduKent provide the single point of contact for all traded services with schools and academies and have in the past been funded from the DSG reserve. This is no longer possible and other options are being investigated to provide a long term solution to the funding of this unit. EduKent has funded the billing admin costs for other KCC school traded services such as Invicta Law, GEN2 and Schools Personnel Services (SPS) & Education Information Systems (EIS) within the Business Services Centre. These costs will have to be allocated to the other KCC companies. At present all these costs are held within CYPE Directorate, but next year these costs will be absorbed within the operation of the new Education Services Company.
- +£0.4m pressure resulting from former CYPE directorates share of savings for both spans and layers and tactical procurement. These savings will be allocated to budget managers as part of the 2018-19 budget build process.
- -£0.5m underspend on Education Pension costs based on current activity.
- +£0.3m formed from a number of other variances including the additional school security costs.

3.4.2 Children, Young People and Education – Specialist Children's Services

3.4.2.1 The overall forecast position for Specialist Children's Services (excluding Asylum) is a pressure of +£3.4m after the Corporate Director adjustment.

3.4.2.2 Within Children's Assessment Staffing, a net +£1.9m pressure is forecast as the service continues to have a number of vacant posts filled by agency workers along with some additional supernumerary agency workers above establishment to cope with a post Ofsted rise in workload demand. This increased number of referrals has also led to a pressure on the Central Referral Unit. Although the service is currently striving to manage demand within their existing resource, there remains a risk that the forecast could rise further in future months, if the increase demand continues and longer term social work support is required.

3.4.2.3 The pressure on Family Support & Other Children Services +£0.5m is mainly due to the ongoing pressure on Care Leaver Services from 2016-17 of +£0.1m, along with increased spend on Commissioned Services of +£0.1m relating to a one-off previous financial year payment and Section 17 +£0.2m. The balance of +£0.1m is formed from a number of small underspends across other services.

3.4.2.4 A pressure of +£0.2m the Adoption & Other Permanent Children's Arrangements service is formed from a number of compensating variances: pressures arising from the current number of Special Guardianship Orders of +£0.4m and the need to secure adoption placements from other local authorities/voluntary organisations where Kent's pool of adopters are not suitable of +£0.3m is partially offset by the holding of vacancies within the County Adoption Service of -£0.2m along with a reduction in the number of adoption payments of -£0.2m, and the estimated impact of the new financial mean-testing process -£0.1m.

3.4.2.5 There is also a pressure of +£0.1m on management support services mainly resulting from Specialist Children's Services share of savings (both spans and layers and tactical procurement) that were initially parked and have recently been allocated to services. There are no immediate plans to deliver this saving this year therefore a pressure is being reported.

3.4.2.6 There is a +£0.8m variance for Children in Care (looked after) services. This is formed from a number of compensating variances across the various services including; fostering arising from the recent increase in the number of independent fostering placements of +£1.0m; in-house fostering placements of -£0.4m, and a +£0.2m increase in the cost of residential placements. Indications from Invicta Law also indicate a pressure +£0.3m for legal services. This is however partially offset by a -£0.2m underspend on Virtual School Kent following their recent restructure.

3.4.3 Children, Young People and Education – Specialist Children's Services – Asylum

3.4.3.1 The current predicted pressure on the Asylum Service is £4.0m. This assumes the 2017-18 Unaccompanied Asylum Seeker Children (UASC) and Care Leavers grant rates will remain the same as in 2016-17, as recently confirmed by the Home Office.

3.4.3.2 This position therefore assumes that we will have a shortfall on eligible UASC's (aged under 18) of approximately +£0.6m, Care Leavers (aged 18+) of +£2.5m, and ineligible costs of +£0.3m, the remaining +£0.6m pressure relates to the hosting of the reception centre and duty process for the National Transfer Scheme (NTS).

3.4.3.3 The forecast pressure on the Asylum Service for 2017-18 is greater than 2016-17 due to the age of the children being supported. The UASC grant rate paid by the Home Office reduces once the child turns 16 years old therefore leading to an increasing pressure as the child gets older if the cost of support is not reduced, which is not always possible for the current UASC. Most of the current UASC (irrespective of age) are in higher cost placements due to the fact that they arrived before the age of 16, so had to be placed in fostering placements, which is where they have chosen to remain. In addition, fostering placements made from 2015 onwards were with independent fostering providers with the higher costs that this entails and that attempts to move any individual who is settled in this placement is likely to result in legal challenge. However, where possible, UASC are being moved to lower cost supported lodging placements when turning 16.

3.4.3.4 The shortfall in the grant rate to support Care Leavers is not dissimilar to previous years, but the overall pressure is greater due to higher numbers of young people. However, it is anticipated the overall pressure on Care Leavers should reduce in future months as the Home Office have, as promised, are now processing the 100+ outstanding claims on the 18+ UASC care leavers. Going forward this will have a positive impact as it will reduce the number of cases where we have to fully fund accommodation costs and subsistence. Work is progressing to ensure care leavers are applying for both job seekers allowance and housing benefit where eligible to do so and the forecast has been updated in anticipation of the resulting cost reductions.

3.4.3.5 As we have no agreement on the funding of the hosting of the NTS and reception centre, we can only assume at this stage that we will receive the daily grant rate for those young people we are supporting for a few weeks leading up to their dispersal.

3.4.3.6 A meeting recently took place with the then Minister to discuss the challenges Kent face and discussions are ongoing with the Home Office regarding Kent's financial position.

3.4.4 Adult Social Care and Health

3.4.4.1 The overall forecast variance for the Directorate is an overspend of £1.3m; £1.3m of which relates to 'Adult Health & Social Care – Adults' and +£0.1m of which relates to 'Adult Health & Social Care – Disabled Children Services (0-18)'. A Corporate Director adjustment of -£1.2m has been proposed, which would take the Directorate overspend down to +£0.1m (£0.067m relating to Adults and £0.051m relating to Disabled Children's Services).

3.4.5 Adult Social Care and Health – Disabled Children Services

3.4.5.1 Disabled Children Services are forecasting a net pressure of +£0.1m, the most significant variances being:

- The +£0.9m variance for Children in Care (looked after) services is due to a pressure on residential care commissioned from external providers of +£1.3m offset by underspends on fostering services of -£0.2m and -£0.2m in-house residential respite services.
- The -£0.8m variance for Family Support & Other Children Services is mainly due to underspends on direct payments of -£0.3m; commissioning -£0.2m and day care services of -£0.3m, along with minor other variances including Section 17.
- The +£0.1m variance on assessment staffing is a result of a +£0.2m overspend on assessment staffing net against an -£0.1m underspend on equipment services.

3.4.6 Adult Social Care and Health – Adults

3.4.6.1 The forecast variance for 'Adult Health & Social Care – Adults' is +£1.3m. However, a Corporate Director adjustment of -£1.2m is proposed which takes the forecast variance to +£0.1m. The Corporate Director adjustment comprises:

- -£0.2m – income for domiciliary services omitted from the forecast.
- -£0.1m – amendment to S75 Learning Disability forecast.
- -£0.1m – amendment to transformation reserve.
- -£0.8m – application of sustainability funding to elements already contained within the forecast.

3.4.6.2 Within the overall variance of +£1.3m there are pressures of +£6.6m resulting from direct provision of services to clients across adult social care, and a forecast underspend of -£5.0m against adult and older people preventative and other services. There is also a forecast underspend on staffing and management and support services of -£0.3m.

This overspend position reflects activity data to date in the 2017-18 financial year and we will continue to refine the forecast alongside activity trends over the coming months.

3.4.6.3 Learning Disability services are forecasting a net pressure of +£1.9m, which includes a number of offsetting variances. The most significant variances relate to:

- Nursing & Residential Care - Learning Disability (aged 18+) +£1.8m overspend.
- Supported Living - Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements +£1.4m overspend.
- Supported Living - Learning Disability (aged 18+) - Shared Lives Scheme -£1.0m. This underspend is due to activity being less than budgeted.
- Supported Living - Learning Disability (aged 18+) - In house service -£0.1m.
- Day Care – Learning Disability (aged 18+) – Commissioned service -£0.1m and in house service -£0.1m.
- Domiciliary Care – Learning Disability (aged 18+) +£0.1m.
- Non Residential Charging Income – Learning Disability (aged 18+) -£0.1m.

3.4.6.4 Mental Health services are forecasting a net pressure of +£1.8m, which comprises of a number of offsetting variances. The most significant of which relate to:

- Supported Living - Mental Health (aged 18+) - Commissioned service underspend -£0.6m which is due to -£1.0m relating to delays in commencing the Your Life Your Home scheme, +£0.4m which is due to activity being higher than budgeted.
- Nursing & Residential Care - Mental Health (aged 18+) +£2.6m. This variance is predominantly due to +£1.6m relating to delays in commencing the Your Life Your Home, (reflecting +£0.6m of red savings when netted against reduction on Supported Living) and +£1.1m which is due to both activity and costs being higher than budgeted levels.

3.4.6.5 Older People and Physical Disability services are forecasting a net pressure of +£2.9m, which includes a number of offsetting variances. The most significant variances relate to:

- Nursing and residential care +£4.0m overspend which includes +£2.2m relating to Older People Commissioned Residential services, +£1.6m relating to Older People nursing (more information on which is provided in appendix 2.5), and +£0.2m relating to Physical Disability nursing and residential care services.
- There is a forecast over recovery of non-residential charging income of -£1.6m, based on the year-to-date income received, which is linked to services on the following community service lines: Domiciliary care services +£1.4m pressure, Supported Living +£0.3m and Day Care -£0.4m.
- Direct payments -£0.8m underspend which includes -£0.5m relating to direct payments for older people.

The Older People and Physical Disability forecast assumes that some funding is set aside for the remaining winter pressures. If there is no increased spend as a result of winter then this funding will be available to offset other pressures.

3.4.6.6 Within ‘Adult & Older People Preventative & Other Services’ there is a forecast net variance of -£5.0m, comprising a number of offsetting variances. Because of slippage on some of the transformation savings, at this stage it is felt prudent to reflect +£1.7m as a pressure. However, this is partly offset by a -£1.3m one-off use of reserves to offset the slipped transformation savings. A further pressure of +£0.6m relates to slippage on Housing Related Support savings. In addition within Other Adult Services, there is +£0.4m of unachievable transformation savings, +£0.2m of unachievable tiers and spans savings across the authority and +£0.2m due to other savings not forecast to be achieved.

These pressures are offset by: forecast underspends of -£1.9m in social support services, such as those for carers (in-house and commissioned), information & early intervention and social isolation; -£1.5m underspend on equipment against the adaptive & assistive technology budget; -£2.9m variance on centrally held funds including sustainability funding to cover costs already recognised in the forecast position; -£0.2m underspend on meals against the Other Adult Services budget; and -£0.3m for the Social Fund.

3.4.7 Growth, Environment and Transport

3.4.7.1 The overall position for the Directorate, before Corporate Director Adjustments, is a forecast pressure of +£1.2m (+£1.3m last month), with forecast pressures of +£2.0m being partially offset by forecast underspends of -£0.8m.

3.4.7.2 The main pressures previously reported to Cabinet remain: General Highways Maintenance & Emergency Response, GET Management & Support Services budgets, and Other Highways Maintenance & Management showing pressures of +£0.2m, +£0.4m, and +£0.7m respectively.

3.4.7.3 The General Highways Maintenance & Emergency Response pressure comprises a number of small variances. The GE&T Management & Support Services pressure is due to the impact of staffing and procurement savings that have yet to be fully implemented.

3.4.7.4 Within Other Highways Maintenance & Management the pressure against Streetlight Energy has slightly increased to +£1.0m. In addition there continues to be a pressure resulting from an increased levy on all Driver Diversion courses from 1st September 2017, as well as a significant forecast reduction in the number of course attendees against budget, which in aggregate account for +£0.3m of the pressure. A number of underspends, the largest of which is additional permit income of -£0.4m, reduces the pressure down to +£0.7m.

3.4.7.5 Waste is forecasting an overall pressure of +£0.1m, comprising:
(a) Treatment and Disposal of Residual Waste -£0.1m with a price pressure being offset by a small reduction in tonnes and additional trade waste income, as well as savings from redirecting Waste Treatment Final Disposal contracts into Waste-to-Energy at a cheaper rate.
(b) Waste Processing is forecasting a pressure of +£0.3m, with savings on the soil & hard-core and Materials Recycling Facilities budgets being partly offset by increased composting and reduced income.

(c) Waste Management shows a -£0.1m underspend.

3.4.7.6 All other GET budgets are forecasting a combined underspend of -£0.2m, of which -£0.2m relates to Libraries, Registration & Archives, -£0.1m to Concessionary Fares and -£0.1m to the Young Person's Travel Pass. Partially off-setting this is the pressure of +£0.2m against Planning & Transport Strategy & Other Related Services (incl. School Crossing Patrols) referred to above.

3.4.7.7 The Corporate Director adjustment has increased to -£0.7m (-£0.5m last month) to reflect the identification of new management actions and which reduces the forecast pressure of +£1.2m down to +£0.5m.

3.4.7.8 Further management actions are being identified and will be reflected through the monitoring report in subsequent months, with a view to achieving a balanced position overall by year end.

3.4.8 Strategic and Corporate Services – Public Health

3.4.8.1 Public Health is currently a ring-fenced grant and any variance throughout the year and at the end of the financial year, is moved to a reserve. There is therefore no impact on the overall Directorate variance.

3.4.9 Strategic and Corporate Services

3.4.9.1 The overall variance reflected in appendix 1 against the directorate is an overspend of +£0.2m which is made up of an underspend of -£0.2m for the S&CS Directorate itself, increased by +£0.5m relating to the corporate aspirational savings target for Asset Utilisation, held within the Corporate Landlord budgets, the delivery of which depends on operational service requirements and Member decisions regarding the exiting of buildings. It should be noted that this in-year overspend is due to the delayed implementation of some plans, resulting in the £0.5m delivery slipping to 2018-19. Work is now on-going on the 2018-19 savings target of an additional -£0.6m saving. A number of initiatives have been identified; RAG rated and are now being worked up and costed.

3.4.9.2 The directorate underspend of -£0.2m includes variances of +£0.3m for the Contact Centre & Digital Web Services budget set in 2015 using a transformation plan suggested by Agilisys, predicting that the number of calls and average call duration would fall significantly. Although the call volumes and times have reduced, this is not in line with the original budgeted plan, hence resulting in a budget pressure. The commissioners of this service, together with Agilisys, are working with directorate services to get these figures reduced further. This pressure is off-set by an underspend of -£0.1m within Gateways and net underspend of -£0.3m across the units within Engagement, Organisation Design & Development relating primarily to staffing vacancies.

3.4.9.3 Additionally in other divisions there are variances of: -£0.3m for Finance arising from lower salary costs following a major restructure and a one off increase in income; -£0.4m for Strategic Commissioning due to staffing vacancies being held vacant pending restructure; +£0.4m Infrastructure controllable budgets, arising mostly from backdated Kier costs and minor variances across all areas of Property and ICT commissioning budgets; -£0.1m in Local Democracy as a result of reduced costs for the completion of 2016-17 Member Grants which had been rolled-forward; +£0.1m in General Counsel largely arising from higher costs of agency staff.

3.4.10 Financing Items

The Financing Items budgets are currently forecast to underspend by £1.1m, before Corporate Director adjustments, which is due to:

3.4.10.1 Additional Government funding compared to our assumptions at the time of setting the budget, together with changes to retained business rates relating to Dover Enterprise Zone for 2015-16 and 2016-17 and Swale renewable energy schemes for 2016-17, result in a forecast underspend of £1.4m.

3.4.10.2 The Cabinet decision in June not to make the budgeted £3.9m contribution to General Reserves in light of our reduced level of risk following our success in delivering an underspend in 2016-17, and the announcement in the Chancellor's Spring Budget of the additional social care funding. Instead £3m is being spent on pothole repairs and the remaining £0.9m is declared as an underspend to go towards offsetting the pressures reported elsewhere in this report.

3.4.10.3 A £1.9m decrease partly due to a deferment of Minimum Revenue Provision (MRP) and partly due to re-phasing of the 2016-17 capital programme, resulting in fewer assets becoming operational last year. As we have adopted the asset life method of calculating MRP, MRP does not become payable until assets become operational, therefore resulting in an "MRP holiday" this year. We would usually transfer this to reserves to cover the potential impact in future years but in light of the forecast outturn position of the authority; this has been released to offset the current pressures.

3.4.10.4 A £0.1m underspend on Carbon Reduction Commitment reflecting finalisation of our carbon emissions for 2016-17 and our estimated carbon emissions for the current year.

3.4.10.5 However, these underspends are partially offset by the following:

- A forecast shortfall of £1.7m in the contribution from Commercial Services, £1m of which reflects trading conditions in the Education supplies business, Recruitment business and Landscapes business. In particular the Education (KCS) and Recruitment businesses have been significantly impacted by cuts in spend from its predominantly public sector customer base. The Education (KCS) business however is still forecasting a contribution 10% greater than previous year, despite the deterioration in the market of between 8-10%, due to efficiencies being delivered. Although the dividend is below budget, the forecast profit for CS in 2017-18 of £5.058m compares favourably with the net profit in 2016-17 of £4.547m, given the prevailing market conditions. £0.7m of the current year's contribution was to be met from a drawdown of Commercial Services reserves however it was agreed by the Shareholder Board in July 2017 that this was no longer sustainable for the CS group and this contribution has been removed for 2017-18;

- £1.0m lack of dividend from Invicta Law Ltd primarily due to a lack of new business being generated, compared to the business plan;

- £0.5m unallocated saving relating to the anticipated amalgamation of business support in the old SCHW directorate is unachievable in the current year following the decision to create the new Strategic Commissioning Division within S&CS directorate. Some of the services that were due to be amalgamated are now in different directorates. However, it is expected that savings will be delivered from the creation of the new Strategic Commissioning Division but these will not be realised until 2018-19.

3.4.10.6 A Corporate Director adjustment of -£0.4m is reflected, taking the overall underspend on the Financing Items budgets to £1.5m. This adjustment reflects an anticipated increase in our share of the retained business rates levy from the Kent business rates pool; however this will not be confirmed until the end of the financial year.

3.5 **Schools delegated budgets:**

The schools delegated budget reserves are currently forecast to end the financial year in surplus by £2m, compared to £28.3m at the start of the financial year. This is made up of a forecast surplus of £21.4m on individual maintained school balances, and a deficit on the central schools reserve of £19.4m. The table below provides the detailed movements on each reserve:

	Individual School Reserves (£m)	**Central Schools Reserve (£m)**	**Total School Reserves (£m)**
Balance bfwd	30.171	(1.830)	28.340
Forecast movement in reserves:			
Movement in school reserves (6 month monitoring)	(10.223)		(10.223)
Academy conversions and closing school deficits	1.499	(4.580)	(3.081)
Contribution to schools broadband		(1.000)	(1.000)
School Growth		(0.848)	(0.848)
High Needs (Mainstream & Independent)		(9.508)	(9.508)
Various		(0.099)	(0.099)
Overspend on Central DSG budgets		(1.533)	(1.533)
Forecast reserve balance	**21.447**	**(19.398)**	**2.049**

Note: a negative figure indicates a draw down from reserves/deficit

The schools delegated budget is currently showing pressure of £26.292m

3.6 **Table 2: Performance of our wholly owned companies**

Dividends/Contributions (£m)	Budget	Forecast	From trading surplus	from reserves
Commercial Services	6.800	5.063	5.063	
GEN2	0.620	0.620	0.620	
Invicta Law	1.057	0	0	

4. DETAILS OF REVENUE ROLL FORWARDS/RE-PHASINGS

Table 3: **Breakdown of the roll forward figures shown in tables 1a and 1b**.

	Committed £m	Uncommitted £m
Tackling Troubled Families (CYPE – EY directorate)		1.379
Re-phasing of the new Early Years and Preventative Services single system in to 2018-19 due to a delay in implementation of the system (CYPE – EY directorate)		0.120

5. REVENUE BUDGET VIREMENTS/CHANGES TO BUDGETS

5.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered "technical adjustments" i.e. where there is no change in policy, including the allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.

6. SUMMARISED CAPITAL MONITORING POSITION

6.1 There is a reported variance of -£52.893m on the 2017-18 capital budget (excluding schools and PFI). This is a movement of -£13.149m from the previous month and is made up of +£1.878m real movement and -£15.027m rephasing movement. Headline variances are detailed below by Directorate.

6.2 Table 3: Directorate **capital** position

Directorate	2017-18 Working budget	2017-18 Variance	Real variance	Re-phasing variance	Last reported position		Movement	
					Real	Rephasing	Real	Rephasing
	£m	£m	£m	£m	£m	£m	£m	£m
Children, Young People & Education	115.130	-15.857	0.386	-16.243	0.386	-9.659	0.000	-6.584
Adult, Social Care & Health	8.383	-5.544	-0.912	-4.632	-0.761	-4.442	-0.151	-0.190
Growth, Environment & Transport	130.630	-23.862	3.163	-27.025	0.886	-21.338	2.277*	-5.687
Strategic & Corporate Services	22.040	-7.630	1.613	-9.243	1.861	-6.677	-0.248	-2.566
TOTAL	**276.183**	**-52.893**	**4.250**	**-57.143**	**2.372**	**-42.116**	**-0.399**	**-15.027**

* £2m real movement is due to a cash limit change that was requested as part of a previous report, and is therefore not explained below.

6.3 **Capital budget monitoring headlines**

The real movements over £0.100m and rephasing movements over £1.000m are as follows:

6.3.1 Children, Young People and Education

6.3.1.1 Basic Need: -£5.857m rephasing movement. The latest Commissioning Plan has indicated that some projects are no longer required as soon as originally predicted. Approval to proceed with some secondary schools is pending.

6.3.2 Adult, Social Care and Health

6.3.2.1 Home Support Fund & Equipment: -£0.112m real movement. This is a reactive budget and is subject to in year fluctuations. The current forecast shows a decrease in revenue contributions required.

6.3.3 Growth, Environment & Transport

6.3.3.1 Highways, Transportation & Waste

- Integrated Transport Schemes: +£0.161m real movement. The main movement is +£0.102m due to additional works at Offham High Street works which will be funded from developer contributions. The rest of the movement is made up of minor movements on multiple schemes.

- LED Conversion: -£2.113m rephasing movement. The project contract completion date is May 2019. At present the anticipated Bouygues programme is estimating a substantial completion of 31st October 2018. In order to take advantage of improved productivity and efficiency after the winter months, 2000 conversions have been rephased to be undertaken next year. This is in line with the proposed completion date of October 2018.

6.3.3.2 Environment, Planning and Enforcement and Libraries, Registration and Archives

- Southborough Hub: +£0.100m real movement. Additional developer contributions allocated towards up front legal and project costs, in order to bring forward value engineering and cover legal costs on the delivery of the facility.

- Tunbridge Wells Cultural Hub: +£0.210m real movement. External funding from Tunbridge Wells Borough Council to progress the project to RIBA stage 4.

6.3.3.3 Economic Development

- Innovation Investment Initiative (i3): -£1.000m rephasing movement. A company who has received approval for funding may not be drawing down funds until 2018-19, and there were fewer applications for the funding call in Autumn 2017, therefore funds will be carried forward to 2018-19.

- Kent & Medway Business Fund: -£1.194m rephasing movement. This is mainly due to adjustments made due to a lack of companies receiving funding for equity investment and a lack of applications from the North Kent area.

6.3.4 Strategic & Corporate Services

6.3.4.1 Common Data Environment – formerly Building Information Modelling (BIM): -£0.188m real movement. Following a cost/benefit analysis to purchase a BIM system, it is proposed that the systems used by KCC's supply chain fulfil the requirements of BIM level 2 for the projects BIM is applicable to, without having to purchase software directly.

6.3.4.2 LIVE Margate: -£1.466m rephasing movement. This reflects rephasing of the initial capital outlay on proposed phase 2 property acquisitions due to protracted negotiations with private land owners, private developer intervention and substitution of one of the original four shortlisted opportunities set out in the initial SELEP business plan.

7. CONCLUSIONS

7.1 The revenue pressure remains at £8.3m after roll forward requirements. It is disappointing that there has been no improvement in the forecast pressure. The objective remains to eliminate this forecast pressure. The Corporate and Directorate Management teams remain confident that the forecast revenue pressure can still be significantly reduced without the need for blanket moratoria on spending. Eliminating the £8.3m will ultimately be dependant upon the Home Office reimbursing us in for the full cost of supporting UASC.

8. RECOMMENDATIONS

Cabinet is asked to:

8.1 **Note** the forecast revenue budget monitoring position for 2017-18 and capital budget monitoring position for 2017-18 to 2019-20.

9. CONTACT DETAILS

Director:	Andy Wood Corporate Director of Finance & Procurement 03000 416854 andy.wood@kent.gov.uk
Report Authors:	Emma Feakins Chief Accountant 03000 416082 emma.feakins@kent.gov.uk Jo Lee/Julie Samson Capital Finance Manager 03000 416939 / 03000 416950

	joanna.lee@kent.gov.uk julie.samson@kent.gov.uk

Appendix 1

Breakdown of Directorate Monitoring Position

	Cash Limit			Variance	Movement
	Gross	Income	Net	Net	Net
	£m	£m	£m	£m	£m
Children, Young People & Education					
Specialist Children's Services					
Children in Care (Looked After) Services - Non-Disabled Children**	52.9	-4.7	48.2	0.8	0.6
Adoption & Other Permanent Children's Care Arrangements	13.8	-0.1	13.7	0.2	0.0
Family Support & Other Children Services - Non-Disabled Children	14.6	-4.5	10.1	0.5	0.1
Asylum Seekers**	23.6	-23.1	0.6	4.2	0.0
Children's Assessment Staffing - Non-Disabled Children**	40.7	-3.1	37.5	1.9	-0.1
Children's Management & Support Services	3.4	-0.2	3.2	0.1	0.0
Sub Total Specialist Children's Services	**149.0**	**-35.7**	**113.3**	**7.6**	**0.6**
Education & Young People's Services					
Early Help & Prevention for Children and Families	32.6	-17.6	15.0	-2.6	-1.8
Early Years Education & Childcare	74.5	-73.4	1.1	0.6	0.0
Attendance, Behaviour and Exclusion Services	4.7	-4.7	0.0	0.0	0.0
High Needs Education Budgets (excl. Schools & Pupil Referral Units)	35.2	-35.2	0.0	0.0	0.0
SEN & Psychology Services	19.9	-16.9	3.0	-0.1	-0.1
Other Services for Young People & School Related Services	16.8	-13.6	3.2	-0.3	-0.2
Pupil & Student Transport Services**	36.4	-3.7	32.6	0.5	0.1
Other Schools' Related Costs	34.0	-34.0	-0.1	1.1	0.0
Youth and Offending Services	5.0	-3.8	1.2	0.2	0.2
Adult Education and Employments Services for Vulnerable Adults	13.5	-14.4	-0.9	0.1	0.0
YP&E Management & Support Services	19.5	-15.9	3.6	0.8	0.1
Sub Total Education & Young People's Services	**291.9**	**-233.1**	**58.8**	**0.4**	**-1.8**
Sub Total CYP&E directorate	**440.9**	**-268.8**	**172.1**	**8.0**	**-1.2**
Adult Social Care & Health					
Additional Adult Social Care allocation	16.4	0.0	16.4	0.0	0.0
Learning Disability Adult Services**	164.5	-13.2	151.3	1.9	0.3
Physical Disability Adult Services	36.5	-4.1	32.3	0.9	0.8
Mental Health Adult Services	16.3	-1.6	14.8	1.8	-0.1
Older People Adult Services**	179.0	-91.9	87.1	1.9	0.8
Adult & Older People Preventative & Other Services	63.9	-16.9	47.0	-5.0	-0.4
Adult's Assessment & Safeguarding Staffing	43.7	-3.3	40.5	-0.4	-0.4
Children in Care (Looked After) Services - Disabled Children	10.5	-2.1	8.4	0.9	0.0
Family Support & Other Children Services - Disabled Children	7.0	-0.3	6.7	-0.8	-0.3
Family Support & Other Children Services - Non-Disabled Children	0.2	0.0	0.2	0.0	0.0
Children's Assessment Staffing - Disabled Children	5.5	-0.1	5.5	0.0	0.1
ASC&H Management & Support Services	7.2	-0.2	6.9	0.0	0.1
Sub Total ASC&H directorate	**550.8**	**-133.7**	**417.1**	**1.3**	**0.9**

Appendix 1

	Cash Limit			Variance	Movement
	Gross	Income	Net	Net	Net
	£m	£m	£m	£m	£m
Growth, Environment & Transport					
Libraries, Registration & Archives	16.3	-6.5	9.8	-0.2	-0.1
Environment	10.4	-6.7	3.7	0.0	0.0
Economic Development & Other Community Services	10.1	-5.2	5.0	0.0	0.0
General Highways Maintenance & Emergency Response	11.5	-0.6	10.9	0.2	0.0
Other Highways Maintenance & Management	29.8	-8.5	21.4	0.7	-0.1
Public Protection & Enforcement	11.5	-2.2	9.3	0.0	0.0
Planning & Transport Strategy and Other Related Services (inc School Crossing Patrols)	4.1	-0.6	3.5	0.2	0.1
Concessionary Fares	16.8	0.0	16.8	-0.1	0.0
Subsidised Bus Services	8.3	-2.1	6.2	-0.1	0.0
Young Person's Travel Pass	14.2	-5.8	8.4	-0.1	-0.1
Waste Management	1.9	0.0	1.9	-0.1	0.0
Waste Processing**	31.0	-1.9	29.2	0.3	0.2
Treatment and Disposal of Residual Waste**	37.4	0.0	37.4	-0.1	-0.1
GE&T Management & Support Services	3.5	-0.1	3.4	0.4	0.0
Sub Total GE&T directorate	**206.8**	**-40.1**	**166.7**	**1.2**	**-0.1**
Strategic & Corporate Services					
Contact Centre, Digital Web Services & Gateways	4.9	-0.3	4.5	0.2	0.0
Local Democracy	4.1	0.0	4.1	-0.1	-0.1
Infrastructure (ICT & Property Services) & Business Services Centre	77.1	-41.1	36.0	0.9	0.0
Finance	15.6	-5.8	9.8	-0.3	-0.2
Engagement, Organisation Design & Development (HR, Comms & Engagement)	9.4	-1.2	8.2	-0.3	0.0
Other Support to Front Line Services	6.5	-0.2	6.3	0.1	0.3
Adult & Older People Preventative & Other Services	0.7	0.0	0.7	0.0	-0.1
Commissioning Management & Support Services	5.9	-0.2	5.7	-0.2	0.4
S&CS Management & Support Services	2.9	-5.2	-2.4	0.0	-0.6
Public Health	3.7	-0.7	3.0	-1.0	-1.0
Transfer to/from Public Health Reserve	-3.0	0.0	-3.0	1.0	1.1
Sub Total S&CS directorate	**127.8**	**-54.9**	**72.9**	**0.3**	**-0.1**
Financing Items	**128.1**	**-18.8**	**109.3**	**-1.1**	**-0.6**
TOTAL KCC (Excluding Schools)	**1,454.4**	**-516.4**	**938.1**	**9.6**	**-1.1**

Please note that budgets are held in the financial system to the nearest £100 and hence the figures in the table above may not add through exactly due to issues caused by rounding the figures for this report.

From: Paul Carter, Leader
John Simmonds, Cabinet Member for Finance
Andy Wood, Corporate Director of Finance

To: Cabinet 5th February 2018

Decision No:

Subject: **Budget 2018-19 and Medium Term Financial Plan 2018-20**

Classification: **Unrestricted**

Summary:
The final draft budget proposals were published on 15th January 2018 to support the scrutiny and democratic process through Cabinet Committees, Cabinet and culminating in the annual County Council budget setting meeting on 20th February. This report provides Cabinet with a summary of the key issues in the draft budget and provides an opportunity to receive and consider comments and recommendations from Cabinet Committees. The timing of most committees means this may need to be a verbal update.

The draft budget includes a proposed 2.993% council tax increase for 2018-19 (up to the referendum limit) and a further 2% proposed through the Social Care Levy. The final decision on these will be taken at the County Council meeting. The draft budget represents the Council's response to local budget consultation and impact of the provisional Local Government Finance Settlement, as well as an update to include the latest spending/saving plans and forecasts.

The provisional Local Government Finance Settlement was announced on 19th December 2017. Responses to this settlement had to be submitted by 16th January

Recommendations:
Cabinet is asked to endorse the draft budget taking into account any proposed amendments from Cabinet Committees and any other final changes to the draft Budget and MTFP published on 15th January 2018.

Cabinet is asked to note that final decision on council tax precept will be presented at the County Council meeting on 20th February.

Cabinet Members are asked to bring to this meeting the draft (black combed) 2018-19 Budget Information and 2018-20 Medium Term Financial Plan document published on 15th January 2018.

Cabinet Members are reminded that Section 106 of the Local Government Finance Act 1992 applies to any meeting where consideration is given to a matter relating to, or which might affect, the calculation of council tax.

Any Member of a Local Authority who is liable to pay council tax, and who has any unpaid council tax amount overdue for at least two months, even if there is an arrangement to pay off the arrears, must declare the fact that he/she is in arrears and must not cast their vote on anything related to KCC's Budget or council tax.

1. Introduction

1.1 The Local Government Finance Act 1992 requires the Council to consult on and ultimately set a legal budget and council tax precept for the forthcoming financial year, 2018-19. Setting the Council's revenue and capital budgets continues to be exceptionally challenging in the face of further reductions in central government grants and inadequate funding to cover rising costs and increasing demand for council services. The accompanying draft Budget Information and MTFP document (hereafter referred to as the Budget Book) sets out the detailed draft proposals for 2018-19 and indicative estimates for 2019-20.

1.2 As a result of the grant reductions and inadequate funding the authority still needs to make substantial savings in order to balance the budget for 2018-19. The additional flexibility in the Local Government Finance Settlement means these savings can now be of a lesser magnitude than those of the last 7 years. Nonetheless, the draft 2018-19 budget is still underpinned by draw down from central and directorate reserves which has a consequential impact on the indicative 2019-20 plan.

1.3 The 2018-19 provisional Local Government Finance Settlement announced on 19th December included two key changes from the previous indicative allocations:

- Increase in the council tax referendum threshold from 2% to 3% for 2018-19 and 2019-20;
- The announcement of 10 new areas (including Kent and Medway) to pilot 100% business rate retention in 2018-19 in addition to the 5 pilots in 2017-18 and the London pilot announced in the autumn 2017 Budget.

1.4 The flexibility announced last year enabling more of the social care council tax levy to be raised earlier is retained (up to 3% in any year as long as it does not exceed 6% over the three year period 2017-20). The additional iBCF announced in March 2017 Budget remains unchanged, as do the other grant reductions as outlined in indicative figures in previous settlements, including the removal of transitional grants. The 2018-19 settlement also included the additional compensation for the indexation of business rates to CPI rather than RPI announced in the autumn 2017 Budget.

1.5 KCC's draft Budget Book was published on 15th January. This was a new slimmer single document and included the proposed 2018-19 revenue budget, 2018-20 Medium Term Financial Plan, and capital programme for 2018-21. The revenue plans build on the Autumn Budget Statement to County Council on 19th October which updated the published 2017-20 plan.

1.6 There are some grants which have not yet been announced and we have not received the final tax base or estimated collection fund balances from districts. Consequently there could be some further last minute adjustments to present to County Council on 20th February together with any other late changes.

1.7 The draft MTFP equation is summarised in table 1 (extract from section 1 – Executive Summary). Full details are set out in section 3 of the Budget Book (Revenue Strategy) and appendices A(i) (high level 2 year revenue plan) and A(ii) (detailed 1 year directorate plans). The absence of detailed government spending plans or indicative settlement beyond 2019-20, as well as potential changes to the local government funding arrangements from 2020, has meant it is not possible to produce a meaningful three year revenue plan.

Table 1 - Revenue Budget Equation	2018-19 £m	2019-20 £m
Spending Demands	66.9	52.9
Government Grant Reductions	46.2	28.2
Total	113.1	81.1
Government Grant Increases	15.2	12.3
Council Tax & Business Rates	44.6	24.2
Savings, Income and Reserves	53.3	44.6
Total	113.1	81.1

1.8 Sections 10 and 11 of the Budget Book set out how the 2018-19 proposals affect the proposed revenue budgets for individual key service lines. In a change from recent years these key service lines are aligned with the responsibilities of senior managers and means budgets are in the same format at the start of the year as monitoring reports throughout the year. As part of this revision we have published detailed variation statements on the kent.gov.uk website.

1.9 The capital budget is also under significant pressure. The capital programme has increasingly relied on government grant allocations, developer contributions, external funding and capital receipts over recent years. The ongoing shortfall in revenue funding means we need to plan very carefully before we commit to additional borrowing to supplement the capital programme. Nonetheless due to the urgent need for additional capital spending, and shortfalls in government grants and other funding, we have included plans for an additional £100m of borrowing over the three years 2018-21. Section 4 of the Budget Book outlines KCC's capital strategy and section 9 shows the full planned programme.

2. Fiscal Context

2.1 The provisional Local Government Finance Settlement continues to be presented as a spending power calculation for each authority setting out the overall change in funding from central government and council tax that the government anticipates for each authority over the years from 2015-16 to 2019-20. The updated spending power calculation from the 2018-19 provisional is reproduced in table 2.

Table 2 – Spending Power

Kent					
Illustrative Core Spending Power of Local Government;					
	2015-16	2016-17	2017-18	2018-19	2019-20
	£ millions	£ millions	£ millions	£ millions	£ millions
Settlement Funding Assessment[2]	340.015	283.386	241.948	218.384	194.239
Compensation for under-indexing the business rates multiplier	2.487	2.487	2.259	3.765	5.656
Council Tax of which;	549.034	583.181	620.527	670.924	711.740
Council Tax Requirement excluding parish precepts (including base and levels growth)	549.034	571.976	596.895	627.108	658.866
additional revenue from referendum principle for social care	0.000	11.205	23.632	43.817	52.874
Potential additional Council Tax from £5 referendum principle for all Districts	0.000	0.000	0.000	0.000	0.000
Improved Better Care Fund	0.000	0.000	26.392	35.019	42.380
New Homes Bonus[3]	7.325	8.909	7.384	5.782	5.823
New Homes Bonus returned funding	0.555	0.397	0.421	0.000	0.000
Rural Services Delivery Grant	0.000	0.000	0.000	0.000	0.000
Transition Grant	0.000	5.682	5.685	0.000	0.000
The 2017-18 Adult Social Care Support Grant	0.000	0.000	6.192	0.000	0.000
Core Spending Power	**899.417**	**884.042**	**910.808**	**933.875**	**959.838**
Change over the Spending Review period (£ millions)					60.421
Change over the Spending Review period (% change)					0.067

Please see the Core Spending Power Explanatory note for details of the assumptions underpinning the elements of Core Spending Power.

[1] The figures presented in Core Spending Power do not reflect the changes to Settlement Funding Assessment made for pilot authorities. For information about pilots please refer to the Pilots Explanatory Note. For the Settlement Finance Assessment figures after adjustments for pilots please see Key Information for Local Authorities.

[2] 2019-20 Settlement Funding Assessment has been modified to include a provisional tariff or top-up adjustment.

[3] New Homes Bonus allocations for 2019-20 are for illustration purposes only. Actual payments will depend on housing delivery and are subject to change.

2.2 The spending power closely resembles KCC's budget and includes the main sources of funding but does not include any additional retention from business rate growth (including the 100% pilot), collection fund balances, and a small number of other grants. Overall the spending power is now showing a small net increase in spending over the four year settlement (£60.4m, 6.7%). This is an improvement on previous flat cash scenario, albeit most of the improvement is from council tax. However, as already identified in the introduction this increase is nowhere near enough to cover rising costs and increased demand, and thus continues to represent a significant real terms reduction.

2.3 The changes from the previous spending power have been highlighted in table 2 and include:

- The Settlement Funding Assessment (SFA) is slightly reduced due to the lower indexation of retained business rate baseline using CPI from 2018-19 (yellow)
- Compensation for lower business rate indexation provided through a separate grant (green). This includes the grant to compensate for the previous 2% cap on indexation in 2014-15 and 2015-16
- Revised tax base as used for the 2017-18 KCC approved budget (blue)
- Assumed increase up to the higher 3% threshold in 2018-19 and 2019-20 (pink)

- Assumed take-up of the additional social care flexibility based on actual take-up in 2017-18 and assumed take-up of the 3% for all authorities in 2018-19 (amber)
- Roll out of the reform of New Homes Bonus grant from six years to 4 (grey), included updated growth forecasts for 2018-19 and 2019-20

2.4 KCC's 2018-19 budget will not fully reflect the spending power as the County Council will need to agree council tax e.g. the proposal for 2018-19 is to not take up the additional flexibility over the social care levy even though this is assumed in the spending power. KCC's 2018-19 budget will also be based on the local estimate of the tax base which is likely to differ from the spending power. KCC's budget will include the other sources funding identified in paragraph 2.2 that are not included in the spending power. Despite these differences the spending power is a useful tool to make comparisons with other authorities.

2.5 The provisional council tax base notified by districts has increased by 2.16% on 2017-18 due to a combination of factors. As demonstrated in the spending power council tax has an increasingly significant role as the key funding source for the Council's budget. We will produce an analysis of the underlying reasons identifying separately the effect of new households, changes in discounts and exemptions, and collection rates. Section 8 of the Budget Book shows the individual district contributions to the tax base.

2.6 Section 8 of the draft budget book also includes the proposed council tax rates to precept for 2018-19. It is proposed to increase council tax up to the maximum allowed without exceeding the 3% referendum threshold and by the further 2% for the social care levy. The impact of the proposed increases to individual band rates is shown in Table 3. The final decision on council tax for 2018-19 will be presented to County Council on 20th February. The indicative assumptions for 2019-20 are based on 2% increase plus the final 2% social care levy. This approach is consistent with the emphasis on driving out efficiency savings and improved commissioning and procurement, while leaving some headroom as a possible solution to the unidentified gap.

Table 3	2017-18	2018-19 (excl. Social Care Levy)	2018-19 (incl. Social Care Levy)
Band A	£785.88	£809.40	£825.12
Band B	£916.86	£944.30	£962.64
Band C	£1,047.84	£1,079.20	£1,100.16
Band D	£1,178.82	£1,214.10	£1,237.68
Band E	£1,440.78	£1,483.90	£1,512.72
Band F	£1,702.74	£1,753.70	£1,787.76
Band G	£1,964.70	£2,023.50	£2,062.80
Band H	£2,357.64	£2,428.20	£2,475.36

3. Response to the Provisional Settlement

3.1 KCC submitted its response on 15th January. The response was agreed with the Cabinet Member for Finance and in it we welcomed the announcement of additional 100% business rate retention in more areas than originally envisaged, and in particular approval of the Kent and Medway pilot. We also welcomed the further commitment to a fundamental Needs-led review of the current funding distribution which underpins both grant distribution and the baseline used for business rate retention (which determines the tariffs and top-ups for the redistribution of funds). We have consistently challenged that previous distribution favoured some areas compared to others and over a long period of time has led to unjustifiable differences in council tax levels.

3.2 The response reiterated our previous criticism of the changes made to grant distributions from 2016-17, which we still believe doubly penalised some authorities. Furthermore, we continue to voice our disappointment that the Transitional Grant which was made available to mitigate the impact of these changes for the worst affected authorities is being removed for 2018-19. We believe this grant must be maintained until the Needs-led review has been completed and implemented.

3.3 We expressed our concern that the government has chosen to address the deficiencies in the funding settlement through raising the council tax referendum threshold. We still maintain that the system requires adequate and sufficient recognition through the grant regime and redistribution of business rates. Finally we restated our concerns about the inadequacy of funding for social care, as well as responding to the specific questions posed.

3.4 We anticipate the final settlement will be announced in early February, hopefully before the County Council meeting on 20th February.

4. Revenue Budget and Medium Term Financial Plan Proposals

4.1 The 2018-19 draft budget includes £55.5m of additional spending demands (realignment of existing budgets plus forecasts for future demand and cost increases) and £11.4m to replace the use of one-offs on the 2017/18 base budget. This £66.9m of spending demands together with £46.2m of government grant reductions (Revenue Support Grant, transitional grants and New Homes Bonus) make up the total £113.1m budget gap for 2018-19 as illustrated in table 1. These additional spending demands are shown in more detail in appendix A(ii) of the Budget Book.

4.2 The spending demands include a substantial provision of £12m held unallocated for a range of emerging issues where the full impact is still subject to further evaluation and/or it is still uncertain whether all the issues will need to be reflected in 2018-19 budgets. This provision covers issues such as further potential demand for social care placements, energy price volatility, impact of recent judgements on sleep-in payments, etc. In total we estimate these could amount to between £6m to £18m and thus £12m represents the mid-range.

4.3 The 2018-19 draft budget includes savings and income proposals of £53.3m. This is less than previously predicted and is possible following the additional flexibility in the provisional settlement (100% business rate pilot and higher council tax referendum threshold) combined with a higher than forecast council tax base and in year collection fund balance.

4.4 The main savings plans which have been revised downwards are from transformation programmes and policy savings, including a significant revision to the options which were under consideration for subsidised buses. This revision will allow enhanced focus on those services which enable children to get to/from school and which provide access to essential services for isolated communities. Efficiency savings, income generation and financing items have all increased a little.

4.5 The proposed financing savings includes a significant sum from recalculation of the Minimum Revenue Provision (MRP) to cover the Council's capital finance requirement without making any changes to the MRP policy set out in appendix C of the Budget Book. This MRP statement is one of the statutory statements which the County Council must approve alongside the budget and council tax proposals for 2018-19 (the others being the Treasury Management Strategy in section % and Prudential Indicators in appendix B). The financing savings also include an additional £5.1m drawdown from the Council's central reserves and £6.3m from directorate reserves. As in previous plans, draw down from reserves creates a consequential pressure in future years as this is only a one-off solution.

4.6 The provisional 2019-20 plan is presented at a high level for the whole council in appendix A(i). As identified in paragraph 3.5 this includes £15m additional pressure to replace one-offs in the 2018-19 draft budget, including the drawdown from central and directorate reserves and the flexibility to use capital receipts to fund revenue costs of service transformation. The 2019-20 plan includes forecasts for further spending demands and the full year effect of existing savings plans.

4.7 The 2019-20 funding is based on the indicative 2019-20 figures in the 2018-19 provisional settlement. This assumes the 100% business rate pilot is a one-off in 2018-19, and assumes 1% forecast growth in the tax base and provisional 2% increase in council tax plus the final 2% social care levy as outlined in paragraph 2.6.

4.8 The 2019/20 plan has a total of £10.2m of unidentified savings, this is not uncommon and represents a lower target than we have had unidentified in the recent past.

5. Budget Consultation

5.1 Consultation on the Council's revenue budget and council tax proposals was launched on 12th October to coincide with the publication of the Autumn Budget

Report to County Council. This consultation sought views on council tax and KCC's budget strategy. The consultation was web based supported by a social media campaign. This represented an innovation on previous years aimed at increasing engagement at lower cost. This was achieved with a much higher volume of web page views (particularly from external users) and increased number of responses.

5.2 A summary of budget consultation is included in paragraphs 3.31 to 3.35 of the Budget Book (pages 56 to 57) and comprehensive report on consultation activity and responses is published on the Council's website (see link in background documents).

6. Capital Programme

6.1 The Budget Book includes the Council's proposed capital investment programme for 2018-21. The programme is derived from the Council's capital strategy set out in section 4 of the Budget Book. This strategy seeks to balance the need to invest in improving assets with affordability, and in particular having regard to the long-term impact on the revenue budget from taking up additional prudential borrowing to fund projects. Each £10m of borrowing costs around £0.8m per annum in debt servicing costs for the next 25 years.

6.2 The planned capital spending over the next 3 years (2018-21) is £794.7m. This includes the following major areas of investments:

- School maintenance, improvements and expansions £341.7m
- Roads and infrastructure £261m
- Grants and advances £44.2m
- IT systems £14.4m
- Equipment and vehicles £0.1m
- Land and buildings £130.8m
- Capital investment in transformation costs £2.5m

6.3 For the forthcoming programme we set an overall limit that additional borrowing should not be more than £100m over the next 3 years. This was based on assessment of overall affordability against forecast capital demands. This has enabled a number of new projects to be included in the programme including providing additional school places to supplement central government basic need funding, essential investment in the Council's buildings and road infrastructure to ensure these continue to be safe to use, investment in additional extra care capacity for social care clients and forward funding a number of projects to promote economic development.

6.4 The capital programme is funded from a number of sources in addition to prudential borrowing. This includes central government grants for schools, roads and economic development, developer contributions, and receipts from the sale of surplus assets. The provision of school places remains the biggest risk to the capital programme assumes we will be able to agree additional central government grant to support the establishment of new schools and expansion of existing schools.

7. Finalising the Budget

7.1 It is almost inevitable that there will be some further changes before the budget and council tax is presented to County Council for approval on 20th February. At the very minimum this draft is based on provisional council tax base estimates from districts, and KCC's estimate for the local share of business rates and collection fund balances. It is almost certain that these estimates will change for the final approval. We also need to leave scope to deal with any late issues which may arise, including recommendations from Cabinet Committees.

7.2 At this stage we plan to deal with any changes to the published draft through the report to County Council rather than re-issuing the draft budget. However, depending on the number and complexity of the late changes this may be reviewed. There may need to be some further minor variations which are necessary after County Council has approved the budget for the publication of the final Budget Book in March. We will endeavour to keep these to a minimum and ensure they do not materially affect the budget but the Council approval will need to seek delegated authority to make such changes.

7.3 In addition to the £12m provision for unresolved spending pressures there are a number of other amounts which have been held unallocated in the draft Budget Book published on 15th January. This includes some additional spending pressures as well as some savings proposals and was necessary where it was not possible to finalise the allocation of these amounts in time for the printing deadlines. Some of these have been held centrally under financing items (page 144 line 103) and others held unallocated within directorates (page 136 line 2, page 137 lines 21 and 34, page 138 line 38, page 140 line 66).

8. Recommendations

Recommendations:

a) Cabinet is asked to endorse the draft budget taking into account any proposed amendments from Cabinet Committees and any other final changes to the draft Budget and MTFP published on 15th January 2018.

b) Cabinet is asked to note that final decision on council tax precept will be presented to the County Council meeting on 20th February.

9. Background Documents

9.1 KCC's Budget webpage
http://www.kent.gov.uk/about-the-council/finance-and-budget/our-budget

9.2 KCC's approved 2017-18 Budget and 2017-20 Medium Term Financial Plan
http://www.kent.gov.uk/__data/assets/pdf_file/0006/66534/budget-book-2017-18.pdf
http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/medium-term-financial-plan

9.3 Autumn Budget Report to County Council 19th October 2017
https://democracy.kent.gov.uk/documents/s79227/Item%207%20-%20Autumn%20Budget%20Statement.pdf

9.4 KCC Budget Consultation launched 12th October 2017
https://consultations.kent.gov.uk/consult.ti/BudgetConsultation2018/consultationHome

9.5 Chancellor's Autumn Budget 2017 22nd November 2017
https://www.gov.uk/government/topical-events/autumn-budget-2017

9.6 Office for Budget Responsibility fiscal and economic outlook 22nd November 2017
http://obr.uk/efo/economic-fiscal-outlook-november-2017/

9.7 Provisional Local Government Finance Settlement 19th December 2017
https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2018-to-2019

9.8 KCC Draft Budget Book 15th January 2018
http://www.kent.gov.uk/__data/assets/pdf_file/0005/78170/Draft-BB-and-MTFP-Black-Combed-Version-10012018-FINAL.pdf
http://www.kent.gov.uk/__data/assets/pdf_file/0006/78171/Budget-Exec-Summary.pdf

10. Contact details

Report Author

- Dave Shipton, Head of Finance (Policy, Planning and Strategy)
- 03000 419418
- dave.shipton@kent.gov.uk

Relevant Director:

- Andy Wood, Corporate Director of Finance
- 03000 416854

- andy.wood@kent.gov.uk

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By:	Graham Gibbens, Cabinet Member for Adult Social Care Anu Singh, Corporate Director of Adult Social Care and Health
To:	Cabinet – 5 February 2018
Subject:	**UPDATE ON THE PROGRESS IN REPORTING AND MANAGING DELAYED TRANSFERS OF CARE (DTOC)**
Classification:	Unrestricted
Previous Pathway of Paper:	Cabinet – 11 December 2017
Future Pathway of Paper:	None
Electoral Divisions:	All

Summary: Robust Delayed Transfers of Care (DToC) monitoring takes place locally and weekly through a dashboard, which details hospital positions and accountability for the delays. This paper provides an update on the position since the December 2017 report which looked at the work to improve reporting and management of DToCs; as well as an update on the national position and assurance that agreed interventions are working.

Recommendations: Cabinet is asked to:

COMMENT and NOTE the robust performance dashboard that continues to be used to report and to manage performance locally;

COMMENT and NOTE the impact of the interventions on social care delays and in some health delays and the ongoing and escalated pressures that are being managed; and

COMMENT and NOTE the issues with the National and local reporting and the work to reduce this, through local teams and adopting a regional position.

1. Introduction

1.1 Following the Ministerial Written Statement to the House of Commons on 3 July 2017, where the Secretary of State for Health underlined the importance that the Government attaches to the NHS and local government working together to make faster and more significant progress on Delayed Transfer of Care (DToC), we have developed systems for managing performance, escalating risk and reporting.

1.2 Robust DToC monitoring takes place locally on a weekly basis through a dashboard which details the hospital positions and the accountability for the delays. This enables pressures and risks to be identified and dealt with quickly.

1.3 Previous reports have set out current performance based on delayed days per 100,000 population aged 18+. The DToC position is decreasing and the direction of travel is generally positive and moving towards the nationally set target. Current predictions are that we will achieve this in January.

1.4 Local use of this data continues to evidence the actions being taken across Health and Social Care to jointly reduce delays. Recent work has evidenced the need to understand better the interface between eligibility to NHS Continuing Healthcare and complex social care.

1.5 Work is progressing in conjunction with South East Association of Directors of Adult Social Services (ADASS) to clearly distinguish between the local and national picture, thus better understanding whether the local health economy is managing DToC effectively.

2. Current position

2.1 The national targets for DToC were set for September. The targets and our baseline position is detailed in the table below.

Indicator	**National target**	**Kent baseline position**	**National position**
Number of people delayed per 100,000 population	9.4	14	15.3
Number of people delayed per 100,000 population – Social care responsibility	2.6	4.5	5.6
Number of people delayed per 100,000 population – Health responsibility	5.5	9	8.5
Number of people delayed per 100,000 population – Joint responsibility	1.2	0.5	1.2

2.3 In terms of our September position, there were two reporting approaches that needed to be considered:

1. Firstly, the national position which is based on submissions from Health Colleagues to NHS England. This data is collected and published six weeks later and is not helpful to assess and react to our current and ongoing pressures.
2. Secondly, our local position which is agreed and managed on a weekly basis and is used for live reporting and interventions. This data is submitted on a weekly basis via ADASS to collate a regional position.

2.4 Sometimes, this data does not match; this is both a regional and a local issue. The reason for this relates to two main issues:

1. The counting of delays within the Local Authority Boundaries. For example, hospitals within Kent will support people from other local authorities. The hospital will count this as their delay, the council will not. This is determined by the Department of Health guidance and an issue that we are raising, as a region, through ADASS. This is an issue for North Kent and West Kent.

2. Health lead a process of data validation as part of the submission this takes place after submission and will sometimes amend the data.

2.5 National results in the most recent NHS publication (November) saw the lowest number of delayed days counted in Kent ever recorded at 4,021 delayed days. This is shown below. Unfortunately, this was short of our BCF planned target for September of 3,399 by **622**.

Month	Responsible Authority			Total	Rate per 100,000 per day
	NHS	Social Care	Both		
August	3,077	1,597	326	5,000	13.2
September	2,915	1,608	215	4,738	13.0
October	4,298	1,876	224	6,398	16.9
November	3,231	1,459	194	4,884	13.4
December	3,675	1,402	149	5,226	13.8
January	3,672	1,460	151	5,283	14.0
February	3,224	1,625	176	5,025	14.7
March	3,454	1,734	95	5,283	14.0
April	2,969	1,522	216	4,707	12.9
May	3,288	1,597	171	5,056	13.4
June	3,234	1,231	145	4,610	12.6
July	3,001	1,740	105	4,846	12.8
August	2,522	1,619	130	4,271	11.3
September	2,506	1,476	108	4,090	11.2
October	2,868	1,233	158	4,259	11.3
November	2,752	1,047	222	4,021	11.0
September BCF Targets in Plan	**2,010**	**950**	**439**	**3,399**	**9.3**
Difference against BCF Target	**742**	**97**	**-217**	**622**	**1.7**

2.6 Based on January figures so far, we are forecasting to meet the National target.

3. Regular reporting and how it is used

3.1 **Appendix A** is the weekly dashboard which is automatically used to manage the impacts of DToC across the county.

3.2 The dashboard has two critical parts to it:

1. The first is a **monthly summary** of the activity that has happened, all counted in delayed days, across all the hospital sites. This is enables us

to have an overview of where the key pressures are and who holds responsibility for them. This now includes the community hospitals and Mental Health

2. The second part to this is the **weekly operational statistics**. This information is fed from the local sites and is used, together with the data over the previous four weeks, to inform and support our staff to assess the impact of intervention work locally and also to understand where there are risks starting to arise that will need joint working. This information is used daily and weekly with the hospital sites.

3.3 As a summary of the dashboard at Appendix A, the current performance position by hospital site is shown below which identifies the issues that are being tackled in relation to:

- **NHS delays**: Increasing pressures with Kent and Canterbury, the William Harvey and Queen Elizabeth, Queen Mother Hospitals, and some improvements at the Darent Valley Hospital

- **Social Care delays**: Improvements across all the hospitals has continued despite the escalating pressures on the NHS since December 2017

4. Winter pressures response

4.1 Across the systems of East Kent, West Kent, North Kent and Swale (as part of Medway) there has been heightened daily operational monitoring of DToC since the beginning of December 2017, in line with the Single Health Resilience Early Warning Database (SHREWD) status and the Operational Pressure Escalation Level (OPEL) alert for indicating the level of system pressures from 1 to 4. Using SHREWD has enabled KCC to supply real time data to support internal management. Not only has this facilitated more meaningful day to day operational decision making both internally and with partners; it has also enabled us to build an operational evidence base to inform strategic decisions and planning.

4.2 The KCC SHREWD indicators are also identified in our System Resilience Plan and form a vital role in identifying and action planning areas of pressure as they arise across all our individual Acute Hospital teams. KCC have been approached by other local authorities and we have shared our use of SHREWD.

4.3 OPEL was introduced last year, and we immediately incorporated this into our System Resilience Plan ensuring that it is reflected and is aligned to the KCC response in accordance to the new escalation levels. Being one of the first partners to identify this need and make the changes to our plan has been recognised and used as an example of good practice by the Clinical Commissioning Groups and has received NHS England and ADASS approval.

4.4 Each system has a daily operational call and various other calls according to level of escalation. The Corporate Director, along with NHS Chief Executives participates in a close of day patient escalation call. Daily operational calls across each of areas manage the flow of patients together as health and care organisations. Considerable time is spent gathering and validating information in order to support discharges from acute hospitals. Calls also focus on ‘out of hospital beds’ such as community hospitals.

4.5 To assist in the overall oversight a report which details placement activity across the county including care home vacancies, Kent Enablement at Home activity and capacity, Homecare activity and DToC is provided to the Corporate Director.

4.6 The KCC plan for managing winter has delivered as expected, but the level of escalation is longer than anticipated due primarily to the impact of flu and associated admissions to acute hospital beds. As a result of this, additional measures have been instigated above the already planned flexibilities resulting in additional expenditure for KCC. These include:

- Introducing additional bed capacity to support hospital discharges in East Kent
- Additional ‘spot purchasing’ of short term beds for assessment and admission avoidance
- Accessing additional homecare through flexing of other contracts
- Additional staffing secured through agency, extra shifts and overtime, covering County Placement Team, Purchasing, Case Management
- Area referral management support to the Health locality referral unit in East Kent and In West Kent
- Maximising integrated working with community health providers to focus on joint support and flexibilities to support people in their own homes and in beds.

5. Recommendations

5.1 **Recommendations**: Cabinet is asked to:
a) **COMMENT and NOTE** the robust performance dashboard that continues to be used to report and to manage performance locally;
b) **COMMENT and NOTE** the impact of the interventions on social care delays and in some health delays and the ongoing and escalated pressures that are being managed; and
c) **COMMENT and NOTE** the issues with the National and local reporting and the work to reduce this, through local teams and adopting a regional position.

6. Background Documents

None

7. Report Authors

Janice Duff
Assistant Director – South Kent Coast and Thanet
03000 410748
Janice.duff@kent.gov.uk

Steph Smith
Head of Performance and Information Management
03000 415501
Steph.Smith@kent.gov.uk

Lead Director

Anne Tidmarsh
Director Older People/Physical Disability
03000 415521
Anne.tidmarsh@kent.gov.uk

Key

↑	Decreased
↔	Remained the same
↓	Increased

Number of Delayed Days pe

Acute	Responsible Authority - Days	31/08/2017	30/09/2017	31/10/2017
Darent Valley	DVH - DTOC Days - NHS	437	509	462
	DVH - DTOC Days - SC	413	306	139
	DVH - DTOC Days - Both	0	0	0
	DVH - DTOC Days - Att. to SC	413	306	139
	DVH - DTOC Days - Total	**850**	**815**	**601**
	% Attributable to social care	**48.6%**	**37.5%**	**23.1%**
Medway	MED - DTOC Days - NHS	128	93	58
	MED - DTOC Days - SC	160	92	60
	MED - DTOC Days - Both	0	0	0
	MED - DTOC Days - Att. to SC	160	92	60
	MED - DTOC Days - Total	**288**	**185**	**118**
	% Attributable to social care	**55.6%**	**49.7%**	**50.8%**
Kent & Canterbury	KCH - DTOC Days - NHS	754	763	738
	KCH - DTOC Days - SC	99	54	61
	KCH - DTOC Days - Both	0	0	3
	KCH - DTOC Days - Att. to SC	99	54	62.5
	KCH - DTOC Days - Total	**853**	**817**	**802**
	% Attributable to social care	**11.6%**	**6.6%**	**7.8%**
Queen Elizabeth Queen Mother	QEQM - DTOC Days - NHS	297	321	374
	QEQM - DTOC Days - SC	8	3	6
	QEQM - DTOC Days - Both	0	0	0
	QEQM - DTOC Days - Att. to SC	8	3	6
	QEQM - DTOC Days - Total	**305**	**324**	**380**
	% Attributable to social care	**2.6%**	**0.9%**	**1.6%**
William Harvey	WHH - DTOC Days - NHS	147	219	329
	WHH - DTOC Days - SC	11	0	4
	WHH - DTOC Days - Both	0	1	0
	WHH - DTOC Days - Att. to SC	11	0.5	4
	WHH - DTOC Days - Total	**158**	**220**	**333**
	% Attributable to social care	**7.0%**	**0.2%**	**1.2%**
	MAID - DTOC Days - NHS	181	198	159
	MAID - DTOC Days - SC	190	151	107

Maidstone	MAID - DTOC Days - Both	0	0	20
	MAID - DTOC Days - Att. to SC	190	151	117
	MAID - DTOC Days - Total	**371**	**349**	**286**
	% Attributable to social care	51.2%	43.3%	40.9%

Tunbridge Wells	TWH - DTOC Days - NHS	182	148	167
	TWH - DTOC Days - SC	128	140	181
	TWH - DTOC Days - Both	7	4	8
	TWH - DTOC Days - Att. to SC	131.5	142	185
	TWH - DTOC Days - Total	**317**	**292**	**356**
	% Attributable to social care	41.5%	48.6%	52.0%

Kent Acutes Total	KENT - DTOC Days - NHS	2126	2251	2287
	KENT - DTOC Days - SC	1009	746	558
	KENT - DTOC Days - Both	7	5	31
	KENT - DTOC Days - Att. to SC	1012.5	748.5	573.5
	KENT - DTOC Days - Total	**3142**	**3002**	**2876**
	% Attributable to social care	32.2%	24.9%	19.9%

Virgin Care Total (North Communities)	Communities - DTOC Days - NHS	0	107	176
	Communities - DTOC Days - SC	0	126	50
	Communities - DTOC Days - Both	0	0	0
	Communities - DTOC Days - Att. to SC	0	126	50
	Communities - DTOC Days - Total	**0**	**233**	**226**
	% Attributable to social care		54.1%	22.1%

KCHFT Totals (East & West Communities)	Communities - DTOC Days - NHS	0	118	91
	Communities - DTOC Days - SC	0	83	59
	Communities - DTOC Days - Both	0	0	0
	Communities - DTOC Days - Att. to SC	0	83	59
	Communities - DTOC Days - Total	**0**	**201**	**150**
	% Attributable to social care		41.3%	39.3%

KMPT Total	KMPT- DTOC Days - NHS	0	63	114
	KMPT- DTOC Days - SC	0	39	92
	KMPT- DTOC Days - Both	0	31	23
	KMPT- DTOC Days - Att. to SC	0	54.5	103.5
	KMPT- DTOC Days - Total	**0**	**133**	**229**
	% Attributable to social care		41.0%	45.2%

Kent Acutes, Communities & KMPT Total	KMPT- DTOC Days - NHS	2126	2539	2668
	KMPT- DTOC Days - SC	1009	994	759
	KMPT- DTOC Days - Both	7	36	54
	KMPT- DTOC Days - Att. to SC	1012.5	1012	786
	KMPT- DTOC Days - Total	**3142**	**3569**	**3481**
	% Attributable to social care	32.2%	28.4%	22.6%

DTOC Days Attributed to NHS	**31/08/2017**	**30/09/2017**	**31/10/2017**

Total DTOC Days Attributed to NHS	Darent Valley Hospital	437	509	462
	Medway Hospital	128	93	58
	Kent & Canterbury Hospital	754	763	738
	Queen Elizabeth Queen Mother	297	321	374
	William Harvey Hospital	147	219	329
	Maidstone Hospital	181	198	159
	Tunbridge Wells Hospital	182	148	167
	Virgin Care - NK Communities	0	107	176
	KCHFT - EK & WK Communities	0	118	91
	KMPT	0	63	114
	Kent Total	2126	2539	2668

% breakdown by Acute for DTOC days due to NHS		31/08/2017	30/09/2017	31/10/2017
% make-up of DTOC Days Attributed to NHS	Darent Valley Hospital	20.6%	20.0%	17.3%
	Medway Hospital	6.0%	3.7%	2.2%
	Kent & Canterbury Hospital	35.5%	30.1%	27.7%
	Queen Elizabeth Queen Mother	14.0%	12.6%	14.0%
	William Harvey Hospital	6.9%	8.6%	12.3%
	Maidstone Hospital	8.5%	7.8%	6.0%
	Tunbridge Wells Hospital	8.6%	5.8%	6.3%
	Virgin Care - NK Communities	0.0%	4.2%	6.6%
	Kent Community Hospitals Total	0.0%	4.6%	3.4%
	KMPT	0.0%	2.5%	4.3%
	Kent Total	100.0%	100.0%	100.0%

DTOC Days Attributed to Social Care		31/08/2017	30/09/2017	31/10/2017
Total DTOC Days Attributed to Social Care	Darent Valley Hospital	413	306	139
	Medway Hospital	160	92	60
	Kent & Canterbury Hospital	99	54	61
	Queen Elizabeth Queen Mother	8	3	6
	William Harvey Hospital	11	0	4
	Maidstone Hospital	190	151	107
	Tunbridge Wells Hospital	128	140	181
	Virgin Care - NK Communities	0	126	50
	Kent Community Hospitals Total	0	83	59
	KMPT	0	39	92
	Kent Total	1009	994	759

% breakdown by Acute for DTOC days due to SC		31/08/2017	30/09/2017	31/10/2017
% make-up of DTOC Days Attributed to Social Care	Darent Valley Hospital	40.9%	30.8%	18.3%
	Medway Hospital	15.9%	9.3%	7.9%
	Kent & Canterbury Hospital	9.8%	5.4%	8.0%
	Queen Elizabeth Queen Mother	0.8%	0.3%	0.8%
	William Harvey Hospital	1.1%	0.0%	0.5%
	Maidstone Hospital	18.8%	15.2%	14.1%
	Tunbridge Wells Hospital	12.7%	14.1%	23.8%
	Virgin Care - NK Communities	0.0%	12.7%	6.6%
	Kent Community Hospitals Total	0.0%	8.4%	7.8%

	KMPT	0.0%	3.9%	12.1%
	Kent Total	100.0%	100.0%	100.0%

DTOC Days Attributed to Both		31/08/2017	30/09/2017	31/10/2017
Total DTOC Days Attributed to both NHS & SC	Darent Valley Hospital	0	0	0
	Medway Hospital	0	0	0
	Kent & Canterbury Hospital	0	0	3
	Queen Elizabeth Queen Mother	0	0	0
	William Harvey Hospital	0	1	0
	Maidstone Hospital	0	0	20
	Tunbridge Wells Hospital	7	4	8
	Virgin Care - NK Communities	0	0	0
	Kent Community Hospitals Total	0	0	0
	KMPT	0	31	23
	Kent Total	7	36	54

Total DTOC Days in Kent - Acute & Community		31/08/2017	30/09/2017	31/10/2017
Total DTOC Delayed Days Acutes, Communities, KMPT Total	Darent Valley Hospital	850	815	601
	Medway Hospital	288	185	118
	Kent & Canterbury Hospital	853	817	802
	Queen Elizabeth Queen Mother	305	324	380
	William Harvey Hospital	158	220	333
	Maidstone Hospital	371	349	286
	Tunbridge Wells Hospital	317	292	356
	Virgin Care - NK Communities	0	233	226
	Kent Community Hospitals Total	0	201	150
	KMPT	0	133	229
	Kent Total	3142	3569	3481

% DTOC Days in Kent - Acute & Community		31/08/2017	30/09/2017	31/10/2017
Total DTOC Delayed Days Acutes, Communities, KMPT Total	Darent Valley Hospital	27.1%	22.8%	17.3%
	Medway Hospital	9.2%	5.2%	3.4%
	Kent & Canterbury Hospital	27.1%	22.9%	23.0%
	Queen Elizabeth Queen Mother	9.7%	9.1%	10.9%
	William Harvey Hospital	5.0%	6.2%	9.6%
	Maidstone Hospital	11.8%	9.8%	8.2%
	Tunbridge Wells Hospital	10.1%	8.2%	10.2%
	Virgin Care - NK Communities	0.0%	6.5%	6.5%
	Kent Community Hospitals Total	0.0%	5.6%	4.3%
	KMPT	0.0%	3.7%	6.6%
	Kent Total	100.0%	100.0%	100.0%

Acute	Responsible Authority - Days	31/08/2017	30/09/2017	31/10/2017
NHS DTOC	Dartford & Gravesham NHS Trust	437	509	462
	East Kent Hospitals U.F. Trust	1198	1303	1441
	Kent & Medway Partnership Trust	0	63	114
	Kent Community Health F. Trust	0	118	91

Delayed Days	Maidstone & Tunbridge Wells Trust	363	346	326
	Medway Foundation Trust	128	93	58
	Virgin Care Services	0	107	176
	Kent Total	**2126**	**2539**	**2668**
Social Care DTOC Delayed Days	Dartford & Gravesham NHS Trust	413	306	139
	East Kent Hospitals U.F. Trust	118	57	71
	Kent & Medway Partnership Trust	0	39	92
	Kent Community Health F. Trust	0	83	59
	Maidstone & Tunbridge Wells Trust	318	291	288
	Medway Foundation Trust	160	92	60
	Virgin Care Services	0	126	50
	Kent Total	**1009**	**994**	**759**
Both DTOC Delayed Days	Dartford & Gravesham NHS Trust	0	0	0
	East Kent Hospitals U.F. Trust	0	1	3
	Kent & Medway Partnership Trust	0	31	23
	Kent Community Health F. Trust	0	0	0
	Maidstone & Tunbridge Wells Trust	7	4	28
	Medway Foundation Trust	0	0	0
	Virgin Care Services	0	0	0
	Kent Total	**7**	**36**	**54**
Total DTOC Delayed Days	Dartford & Gravesham NHS Trust	850	815	601
	East Kent Hospitals U.F. Trust	1316	1361	1515
	Kent & Medway Partnership Trust	0	133	229
	Kent Community Health F. Trust	0	201	150
	Maidstone & Tunbridge Wells Trust	688	641	642
	Medway Foundation Trust	288	185	118
	Virgin Care Services	0	233	226
	Kent Total	**3142**	**3569**	**3481**

Acute	**Responsible Authority - Days**	**31/08/2017**	**30/09/2017**	**31/10/2017**
NHS DTOC Delayed Days	Dartford & Gravesham NHS Trust	13.9%	14.3%	13.3%
	East Kent Hospitals U.F. Trust	38.1%	36.5%	41.4%
	Kent & Medway Partnership Trust	0.0%	1.8%	3.3%
	Kent Community Health F. Trust	0.0%	3.3%	2.6%
	Maidstone & Tunbridge Wells Trust	11.6%	9.7%	9.4%
	Medway Foundation Trust	4.1%	2.6%	1.7%
	Virgin Care Services	0.0%	3.0%	5.1%
	Kent Total	**67.7%**	**71.1%**	**76.6%**
Social Care DTOC Delayed Days	Dartford & Gravesham NHS Trust	13.1%	8.6%	4.0%
	East Kent Hospitals U.F. Trust	3.8%	1.6%	2.0%
	Kent & Medway Partnership Trust	0.0%	1.1%	2.6%
	Kent Community Health F. Trust	0.0%	2.3%	1.7%
	Maidstone & Tunbridge Wells Trust	10.1%	8.2%	8.3%
	Medway Foundation Trust	5.1%	2.6%	1.7%
	Virgin Care Services	0.0%	3.5%	1.4%
	Kent Total	**32.1%**	**27.9%**	**21.8%**
Both	Dartford & Gravesham NHS Trust	0.0%	0.0%	0.0%
	East Kent Hospitals U.F. Trust	0.0%	0.0%	0.1%

Both DTOC Delayed Days	Kent & Medway Partnership Trust	0.0%	0.9%	0.7%
	Kent Community Health F. Trust	0.0%	0.0%	0.0%
	Maidstone & Tunbridge Wells Trust	0.2%	0.1%	0.8%
	Medway Foundation Trust	0.0%	0.0%	0.0%
	Virgin Care Services	0.0%	0.0%	0.0%
	Kent Total	**0.2%**	**1.0%**	**1.6%**
Total DTOC Delayed Days	Dartford & Gravesham NHS Trust	27.1%	22.8%	17.3%
	East Kent Hospitals U.F. Trust	41.9%	38.1%	43.5%
	Kent & Medway Partnership Trust	0.0%	3.7%	6.6%
	Kent Community Health F. Trust	0.0%	5.6%	4.3%
	Maidstone & Tunbridge Wells Trust	21.9%	18.0%	18.4%
	Medway Foundation Trust	9.2%	5.2%	3.4%
	Virgin Care Services	0.0%	6.5%	6.5%
	Kent Total	**100.0%**	**100.0%**	**100.0%**

r month - Broken Down by Acute/ Community

30/11/2017	31/12/2017	31/01/2018	Direction of Travel	Increased/ Decreased
462	351	273	↑	Decreased
84	133	56	↑	Decreased
28	14	14	↔	Remained the same
98	140	63	↑	Decreased
574	**498**	**343**	**↑**	**Decreased**
17.1%	**28.1%**	**18.4%**	**↑**	**Decreased**
23	0	6	↓	Increased
25	13	8	↑	Decreased
0	0	0	↔	Remained the same
25	13	8	↑	Decreased
48	**13**	**14**	**↓**	**Increased**
52.1%	**100.0%**	**57.1%**	**↑**	**Decreased**
954	683	634	↑	Decreased
83	39	35	↑	Decreased
10	0	0	↔	Remained the same
88	39	35	↑	Decreased
1047	**722**	**669**	**↑**	**Decreased**
8.4%	**5.4%**	**5.2%**	**↑**	**Decreased**
343	306	269	↑	Decreased
6	5	6	↓	Increased
0	0	0	↔	Remained the same
6	5	6	↓	Increased
349	**311**	**275**	**↑**	**Decreased**
1.7%	**1.6%**	**2.2%**	**↓**	**Increased**
427	318	172	↑	Decreased
6	6	12	↓	Increased
6	1	2	↓	Increased
9	6.5	13	↓	Increased
439	**325**	**186**	**↑**	**Decreased**
2.1%	**2.0%**	**7.0%**	**↓**	**Increased**
264	157	124	↑	Decreased
146	65	90	↓	Increased

7	7	0	↑	Decreased
149.5	68.5	90	↓	Increased
417	**229**	**214**	**↑**	**Decreased**
35.9%	**29.9%**	**42.1%**	**↓**	**Increased**

213	241	132	↑	Decreased
152	52	45	↑	Decreased
0	4	7	↓	Increased
152	54	48.5	↑	Decreased
365	**297**	**184**	**↑**	**Decreased**
41.6%	**18.2%**	**26.4%**	**↓**	**Increased**

2686	2056	1610	↑	Decreased
502	313	252	↑	Decreased
51	26	23	↑	Decreased
527.5	326	263.5	↑	Decreased
3239	**2395**	**1885**	**↑**	**Decreased**
16.3%	**13.6%**	**14.0%**	**↓**	**Increased**

160	152	93	↑	Decreased
70	152	53	↑	Decreased
0	0	21	↓	Increased
70	152	63.5	↑	Decreased
230	**304**	**167**	**↑**	**Decreased**
30.4%	**50.0%**	**38.0%**	**↑**	**Decreased**

152	70	101	↓	Increased
77	41	37	↑	Decreased
8	8	0	↑	Decreased
81	45	37	↑	Decreased
237	**119**	**138**	**↓**	**Increased**
34.2%	**37.8%**	**26.8%**	**↑**	**Decreased**

153	118	66	↑	Decreased
70	143	133	↑	Decreased
78	83	77	↑	Decreased
109	184.5	171.5	↑	Decreased
301	**344**	**276**	**↑**	**Decreased**
36.2%	**53.6%**	**62.1%**	**↓**	**Increased**

3151	2396	1870	↑	Decreased
719	649	475	↑	Decreased
137	117	121	↓	Increased
787.5	707.5	535.5	↑	Decreased
4007	**3162**	**2466**	**↑**	**Decreased**
19.7%	22.4%	21.7%	**↑**	**Decreased**

30/11/2017	**31/12/2017**	**31/01/2018**

462	351	273	↑	Decreased
23	0	6	↓	Increased
954	683	634	↑	Decreased
343	306	269	↑	Decreased
427	318	172	↑	Decreased
264	157	124	↑	Decreased
213	241	132	↑	Decreased
160	152	93	↑	Decreased
152	70	101	↓	Increased
153	118	66	↑	Decreased
3151	**2396**	**1870**	↑	Decreased

30/11/2017	31/12/2017	31/01/2018	12wk avg.
14.7%	14.6%	14.6%	16.9%
0.7%	0.0%	0.3%	2.1%
30.3%	28.5%	33.9%	30.7%
10.9%	12.8%	14.4%	12.9%
13.6%	13.3%	9.2%	10.9%
8.4%	6.6%	6.6%	7.3%
6.8%	10.1%	7.1%	7.3%
5.1%	6.3%	5.0%	4.7%
4.8%	2.9%	5.4%	3.6%
4.9%	4.9%	3.5%	3.5%
100.0%	**100.0%**	**100.0%**	**100.0%**

30/11/2017	31/12/2017	31/01/2018		
84	133	56	↑	Decreased
25	13	8	↑	Decreased
83	39	35	↑	Decreased
6	5	6	↓	Increased
6	6	12	↓	Increased
146	65	90	↓	Increased
152	52	45	↑	Decreased
70	152	53	↑	Decreased
77	41	37	↑	Decreased
70	143	133	↑	Decreased
719	**649**	**475**	↑	Decreased

30/11/2017	31/12/2017	31/01/2018	12wk avg.
11.7%	20.5%	11.8%	24.6%
3.5%	2.0%	1.7%	7.8%
11.5%	6.0%	7.4%	8.1%
0.8%	0.8%	1.3%	0.7%
0.8%	0.9%	2.5%	0.8%
20.3%	10.0%	18.9%	16.3%
21.1%	8.0%	9.5%	15.2%
9.7%	23.4%	11.2%	9.8%
10.7%	6.3%	7.8%	6.4%

9.7%	22.0%	28.0%		10.4%	
100.0%	**100.0%**	**100.0%**		**100.0%**	

30/11/2017	31/12/2017	31/01/2018		
28	14	14	↔	Remained the same
0	0	0	↔	Remained the same
10	0	0	↔	Remained the same
0	0	0	↔	Remained the same
6	1	2	↓	Increased
7	7	0	↑	Decreased
0	4	7	↓	Increased
0	0	21	↓	Increased
8	8	0	↑	Decreased
78	83	77	↑	Decreased
137	**117**	**121**	↓	Increased

30/11/2017	31/12/2017	31/01/2018		
574	498	343	↑	Decreased
48	13	14	↓	Increased
1047	722	669	↑	Decreased
349	311	275	↑	Decreased
439	325	186	↑	Decreased
417	229	214	↑	Decreased
365	297	184	↑	Decreased
230	304	167	↑	Decreased
237	119	138	↓	Increased
301	344	276	↑	Decreased
4007	**3162**	**2466**	↑	Decreased

30/11/2017	31/12/2017	31/01/2018		
14.3%	15.7%	13.9%	↑	Decreased
1.2%	0.4%	0.6%	↓	Increased
26.1%	22.8%	27.1%	↓	Increased
8.7%	9.8%	11.2%	↓	Increased
11.0%	10.3%	7.5%	↑	Decreased
10.4%	7.2%	8.7%	↓	Increased
9.1%	9.4%	7.5%	↑	Decreased
5.7%	9.6%	6.8%	↑	Decreased
5.9%	3.8%	5.6%	↓	Increased
7.5%	10.9%	11.2%	↓	Increased
100.0%	**100.0%**	**100.0%**	↔	Remained the same

30/11/2017	31/12/2017	31/01/2018		
462	351	273	↑	Decreased
1724	1307	1075	↑	Decreased
153	118	66	↑	Decreased
152	70	101	↓	Increased

477	398	256	↑	Decreased
23	0	6	↓	Increased
160	152	93	↑	Decreased
3151	**2396**	**1870**	↑	Decreased
84	133	56	↑	Decreased
95	50	53	↓	Increased
70	143	133	↑	Decreased
77	41	37	↑	Decreased
298	117	135	↓	Increased
25	13	8	↑	Decreased
70	152	53	↑	Decreased
719	**649**	**475**	↑	Decreased
28	14	14	↔	Remained the same
16	1	2	↓	Increased
78	83	77	↑	Decreased
8	8	0	↑	Decreased
7	11	7	↑	Decreased
0	0	0	↔	Remained the same
0	0	21	↓	Increased
137	**117**	**121**	↓	Increased
574	498	343	↑	Decreased
1835	1358	1130	↑	Decreased
301	344	276	↑	Decreased
237	119	138	↓	Increased
782	526	398	↑	Decreased
48	13	14	↓	Increased
230	304	167	↑	Decreased
4007	**3162**	**2466**	↑	Decreased

30/11/2017	31/12/2017	31/01/2018
11.5%	11.1%	11.1%
43.0%	41.3%	43.6%
3.8%	3.7%	2.7%
3.8%	2.2%	4.1%
11.9%	12.6%	10.4%
0.6%	0.0%	0.2%
4.0%	4.8%	3.8%
78.6%	**75.8%**	**75.8%**
2.1%	4.2%	2.3%
2.4%	1.6%	2.1%
1.7%	4.5%	5.4%
1.9%	1.3%	1.5%
7.4%	3.7%	5.5%
0.6%	0.4%	0.3%
1.7%	4.8%	2.1%
17.9%	**20.5%**	**19.3%**
0.7%	0.4%	0.6%
0.4%	0.0%	0.1%

1.9%	2.6%	3.1%
0.2%	0.3%	0.0%
0.2%	0.3%	0.3%
0.0%	0.0%	0.0%
0.0%	0.0%	0.9%
3.4%	**3.7%**	**4.9%**
14.3%	15.7%	13.9%
45.8%	42.9%	45.8%
7.5%	10.9%	11.2%
5.9%	3.8%	5.6%
19.5%	16.6%	16.1%
1.2%	0.4%	0.6%
5.7%	9.6%	6.8%
100.0%	**100.0%**	**100.0%**

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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