



## **AGENDA**

## **CABINET**

**Monday, 25th March, 2019, at 10.00 am**  
**Darent Room - Sessions House**

Ask for: **Denise Fitch**  
Telephone: **Tel: 03000 416090,**  
**denise.fitch@kent.gov.uk**

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

### **Webcasting Notice**

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### **UNRESTRICTED ITEMS**

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

1. Introduction/Webcasting
2. Declaration of Interests by Member in Items on the Agenda for this meeting
3. Minutes of the Meeting held on 28 January 2019 (Pages 3 - 6)
4. Quarterly Performance Report, Quarter 3, 2018/19 (Pages 7 - 54)
5. Revenue and Capital Budget Monitoring- January 2018-19 (Pages 55 - 98)
6. Update on Delayed Transfers of Care (Pages 99 - 120)

### **EXEMPT ITEMS**

*(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)*

Benjamin Watts  
General Counsel  
03000 416814

**Friday, 15 March 2019**

*Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.*

**KENT COUNTY COUNCIL**

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**CABINET**

MINUTES of a meeting of the Cabinet held in the Darent Room - Sessions House on Monday, 28 January 2019.

PRESENT: Mr P B Carter, CBE, Miss S J Carey, 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, Miss C Rankin and Mr M Whiting

IN ATTENDANCE: Mrs A Beer (Corporate Director Engagement, Organisation Design & Development), Mr D Cockburn (Corporate Director Strategic & Corporate Services), Mr S Collins (Director of Integrated Children's Services (West Kent and Early Help and Preventative Services Lead)), Ms Z Cooke (Corporate Director of Finance), Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Ms P Southern (Corporate Director, Adult Social Care and Health), Mr A Scott-Clark (Director of Public Health) and Mr B Watts (General Counsel)

**UNRESTRICTED ITEMS****89. Apologies**

*(Item 1a)*

Apologies were received from Matt Dunkley, Stuart Collins was substituting.

**90. Minutes of the Meeting held on 3 December 2018**

*(Item 3)*

RESOLVED that the minutes of the meeting held on 3 December 2018 were correctly recorded and that they be signed by the Chairman.

**91. Capital Programme 2019-22, Revenue Budget 2019-20 and Medium-Term Financial Plan 2019-22**

*(Item 4)*

*Mr Shipton, Head of Finance Policy, Planning and Strategy*

1. Cabinet received a report containing the final draft budget proposals as published on 2 January 2019 to support the scrutiny and democratic process through Cabinet Committees, Cabinet and culminating in the annual County Council budget setting meeting on 14 February.

2. Ms Cooke, Corporate Director of Finance, introduced the report and commenting that a significant amount of work had gone into producing the budget proposals and the budget document was currently out for consultation.

3. Mr Shipton, Head of Finance Policy, Planning and Strategy, explained that pressures on local government finances continued to grow with a combination of rising spending demands and reductions in Government Grants. Any last-minute changes to the budget proposals would be reported to County Council on 14

February, for example KCC had not yet received the final tax base or estimated collection fund balances from districts.

4. In response to a question Mr Shipton confirmed that no alternative suggestions or significant changes had been received from the Cabinet Committee or Scrutiny Committee discussions.

RESOLVED that Cabinet endorse the draft budget and note that the final decision on council tax precept will be presented to the County Council meeting on 14<sup>th</sup> February.

## **92. Revenue & Capital Budget Monitoring- November 2018-19**

*(Item 5)*

1. Mr Oakford (Deputy Leader and Cabinet Member for Finance and Traded Services) introduced this report. He recognised the work that officers and staff had been doing, the overspend was currently £1.9 million which had reduced and it was looking like a balanced budget would be reached. The Budget did contain £50million savings which were now being recognised, there were still pressures in Children's Services and a £2.1million pressure on Asylum.

2. The Leader commented that good progress had been made and he had every confidence that a balanced budget would be achieved.

RESOLVED that Cabinet:

Note the forecast revenue budget monitoring position for 2018-19 and capital budget monitoring position for 2018-19 to 2020-21, and that the forecast pressure on the revenue budget needs to be eliminated as we progress through the year.

Approve the capital cash limit adjustment proposed in section 5.

Approve the setting up of an earmarked reserve to fund dedicated work to clear the Deprivation of Liberty backlog proposed in paragraph 3.3.2.1.

## **93. 18/00058 - The Commissioning Plan for Education Provision in Kent 2019-23**

*(Item 6)*

*Mr David Adams, Area Education Officer (South Kent) was present for this item.*

1. Cabinet received a report seeking approval of the KCC Commissioning Plan for Education Provision in Kent 2019-23.

2. Mr Gough, Cabinet Member for Children, Young People and Education introduced the report which was a five-year rolling plan which was updated annually.

3. The Children's, Young People and Education Cabinet Committee considered the draft plan on 29 November 2018 and recommended that it be approved by Cabinet.

4. Mr Gough explained that demographic context to Member, the number of live births in Kent rose each year up to 2012 but then fell and between 2014 and 2017 the level of growth would appear to be at around one third of the rate of that seen

between 2002 and 2012. New housing was also a driver for the increase in school rolls.

5. Mr Adams, Area Education Officer (South Kent) explained that post 16, the greatest challenge for the Council was that it was not responsible for capital or revenue expenditure, this was the responsibility of the Education and Skills Funding Agency. It was necessary to ensure sufficient provision for post 16 needs.

6. The Leader commented that this was work in progress and that the Commissioning Plan was a flexible document.

7. There was a discussion around land allocation to ensure expansion of existing premises, the key challenge was the lead in time. Mr Hotson commented on the housing numbers and that these would not be met if the market trend continued as it was currently.

8. Mr Gough confirmed that the Commissioning Plan would be brought back to the Cabinet Committee in June with an assessment of how the forecasts reflected in reality and concurred that this was a living document.

RESOLVED that Cabinet approve the Plan.

**94. 19/00002 - Grant for Kent's road network needs to support Operation Brock**  
(Item 7)

*Mr Simon Jones, Director, Highways, Transportation and Waste, was present for this item.*

1. Cabinet received a report providing detail of the section 31 financial grant awarded by the Department for Transport (DfT) in connection to Kent's road network needs to support Operation Brock.

2. Mr Whiting introduced the report and explained that KCC had been working closely with the DfT to establish plans to manage HGVs and passenger traffic in Kent in anticipation of Brexit on the 29 March 2019. Operation Brock involved planning for all scenarios including significant hold ups both at Dover Port and Eurotunnel, KCC aimed to ensure that its roads were in the best possible condition in case of increased use after 29 March.

3. DfT had formally confirmed a grant award of £28.81m requiring that the planned work should be delivered by the 29 March 2019.

4. Mr Jones, Director, Highways, Transportation and Waste clarified that confirmation had been received from DfT that the grant could be used for both capital and revenue work activities.

5. Mrs Cooper, Corporate Director, Growth, Environment and Transport praised the work Mr Jones had done with DfT and Highways England, it should not be underestimated how much further forward Kent was than the rest of the country in planning for Brexit.

6. The Leader commented that this was good news and the authority would ensure it was well spent. It was also important to get the technology and signage right.

RESOLVED that Cabinet:

AGREE to accept the Grant under the terms and conditions required by Government; and

APPROVE the implementation of the necessary works as detailed in this report and the Grant specification; and

DELEGATE authority to the Corporate Director for Growth, Environment and Transport to, in consultation with the Leader and / or Cabinet Member for Planning, Highways, Transportation and Waste, take any necessary actions to implement this decision, including but not limited to entering into relevant legal agreements and authorising spend from the Grant.

From: Susan Carey – Cabinet Member for Customers, Communications and Performance  
 David Cockburn – Corporate Director, Strategic and Corporate Services

To: Cabinet - 25 March 2019

Decision No: N/a

Subject: **Quarterly Performance Report, Quarter 3, 2018/19**

Classification: Unrestricted

**Summary:** The purpose of the Quarterly Performance Report is to inform Cabinet about the key areas of performance for the authority.

**Recommendation(s):**

Cabinet is asked to NOTE the Quarter 3 Performance Report.

**1. Introduction**

- 1.1. The KCC Quarterly Performance Report for Quarter 3, 2018/19 is attached at Appendix 1.
- 1.2. The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council.
- 1.3. The QPR includes thirty-five (35) Key Performance Indicators (KPIs) where results are assessed against Targets set out in Directorate Business Plans at the start of the year.

**2. Quarter 3 Performance Report**

- 2.1. Results against Target for KPIs are assessed using a Red/Amber/Green (RAG) status.
- 2.2. Of the 35 Key Performance Indicators included in the report, the latest RAG status are as follows:
  - 21 are rated Green - target achieved
  - 10 are rated Amber - floor standard achieved, target not achieved
  - 4 are rated Red – floor standard not achieved
- 2.3. During the quarter 16 indicators had improved results, six had no change and 13 showing a fall in performance.

### 3. Recommendation(s)

**Recommendation(s):**

**Cabinet** is asked to NOTE the Quarter 3 Performance Report.

### 4. Contact details

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**Kent County Council**

**Quarterly Performance Report**

**Quarter 3**

**2018/19**

Produced by: KCC Strategic Commissioning - Analytics  
E-mail: [performance@kent.gov.uk](mailto:performance@kent.gov.uk)  
Phone: 03000 416091



## Key to KPI Ratings used

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

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

\*Floor Standards are set in Directorate Business Plans and if not achieved must result in management action.

## Key to Activity Indicator Graphs

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

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

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

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

## Data quality note

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

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## Executive Summary

A majority of indicators for Quarter 3 are rated as Green, on or ahead of target. 16 indicators were improving, with 13 showing a decline in performance.

	G	A	R	↑	↔	↓
Customer Services	2		1		2	1
Economic Development & Communities	1	1		2		
Environment and Transport	5	1		2	1	3
Children, Young People and Education	6	6	2	8	1	5
Adult Social Care	4		1	2		3
Public Health	3	2		2	2	1
<b>TOTAL</b>	<b>21</b>	<b>10</b>	<b>4</b>	<b>16</b>	<b>6</b>	<b>13</b>

**Customer Services** - Satisfaction with Contact Point advisors, and the percentage of phone calls answered were both above target. The percentage of complaints responded to within timescale dropped below floor standard, and action has been taken to ensure improved performance for next quarter. Phone call volumes were 7.9% lower than the same time last year.

**Economic Development & Communities** – A total of 4,379 jobs have been created and safeguarded from Regional Growth Fund loan schemes since 2012. The No Use Empty programme, which returns long term empty domestic properties into active use, continues to deliver ahead of target. Library visits and issues were within expectations in the quarter, with issues at the higher end. Housing delivery in the county continues to be around 7,000 new dwellings a year, now sustained at this level for over three years.

**Environment and Transport** – Core service delivery for Highways maintenance was above target for three out of four indicators, with emergency incidents attended within 2 hours below target. The backlog of outstanding works has reduced but it remains above expected levels for the time of year. The percentage of municipal waste diverted from landfill at 99% continues to exceed target. The council continues to reduce its Greenhouse gas emissions ahead of target, supported by programmes such as LED Streetlight conversions.

**Education** – The percentage of schools which are good or outstanding has improved to 93% ahead of target, and for Early Years settings 97% are good or outstanding. The percentage of 16 to 17 year olds not in education, employment and training is at 2.7%. Apprenticeship starts for 16 to 18 years olds have increased so far this year compared to last year, but numbers remain below target. Completion of Education, Health and Care Plans (EHCPs) in timescale remains below floor standard, reflecting continued increases in the demand for assessments.

**Integrated Children's Services** - Outcomes achieved for Early Help Unit cases, pupil exclusions, and first-time entrants to the Youth Justice System, and adoption timeliness were all ahead of target. The percentage of case holding posts filled by permanent social workers moved above target. Repeat referrals to children's social care, children in care with 3 or more placements, foster care placements with in-house fostering or relatives and friends, and the percentage of Care Leavers in education or employment all remain slightly behind target. Referrals for children's social care remain close to national average, with caseloads continuing to be stable for children aged under 18. The number of Care Leavers supported continues to increase.

**Adult Social Care** – Contacts resolved at first point of contact remained ahead of target, as did the number of clients referred to enablement, with additional provision continuing to be commissioned across the county. The percentage of clients still independent after an enablement service continued to exceed target. The number of admissions to residential and nursing care although reduced remains high, with supporting people following a hospital episode continuing to be a priority. The proportion of people experiencing a delay in transfer of care from hospital where the council is responsible was better than target.

**Public Health** – The number of Health Checks completed over the last 12 months remains below target although sufficient invites have been issued to achieve a higher take up. Clients offered appointments to GUM services to be seen within 48 hours remained at 100%. The number of universal checks delivered by the Health Visiting service and the percentage of Live Well clients who would recommend the service continue to exceed target. Successful completions of drug and alcohol treatment continues to be just 1% below target.

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

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

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

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

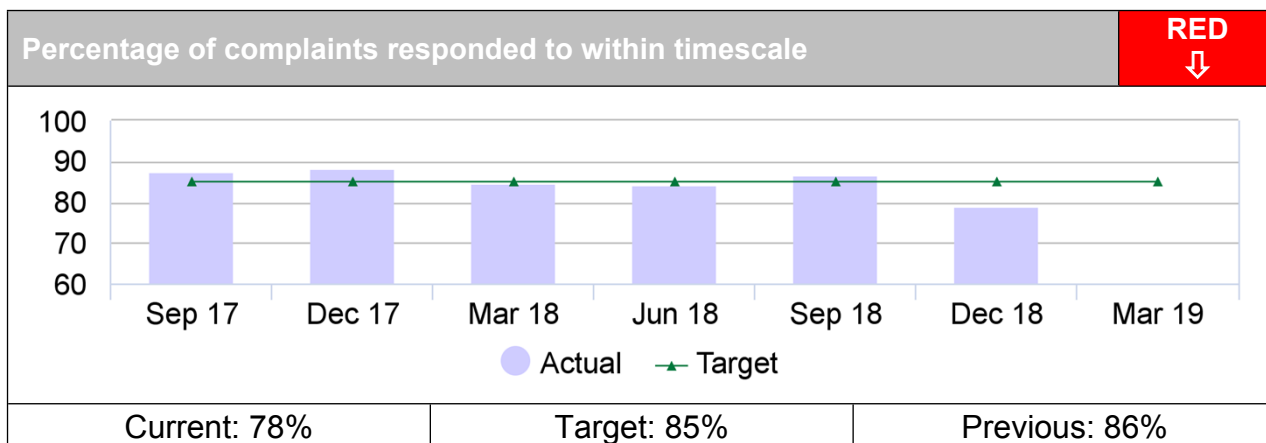
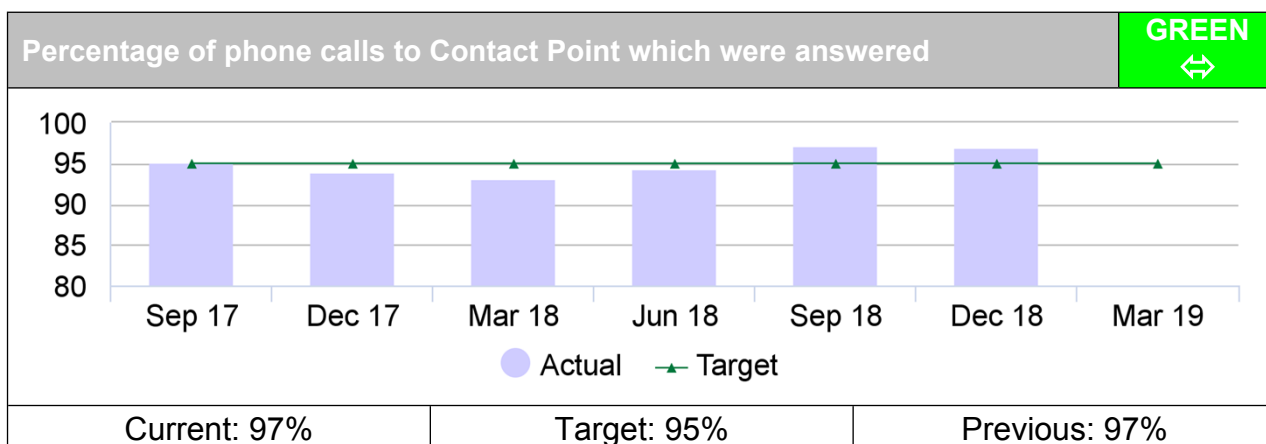
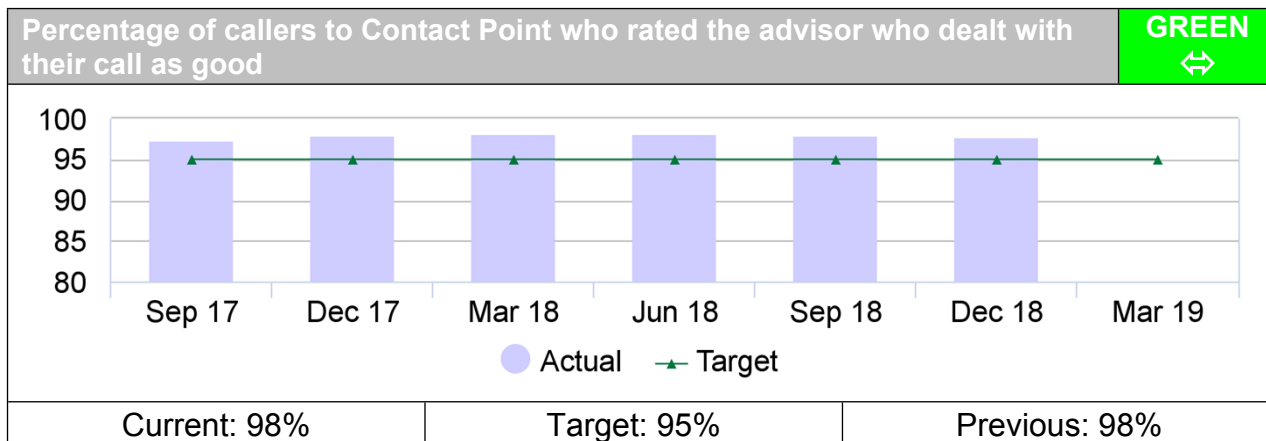
Complaints responded to in timescale was below target, with 78% of complaints responded to in expected timescale. The decrease in the number of complaints responded to in timescale was largely due to a delay in services updating complaint teams when responses have been sent. Teams will now ensure that cases are closed on the date when the response was sent, as opposed to when a copy was received by the relevant complaints team. We continue to monitor the reasons why cases are closed late, flagging up issues as they arise.

Overall call volumes handled by Contact Point were 7.9% lower than the same period last year, with 2.4% fewer calls handled in the last 12 months compared to the previous year. Average call time has increased to 4 minutes 38 seconds.

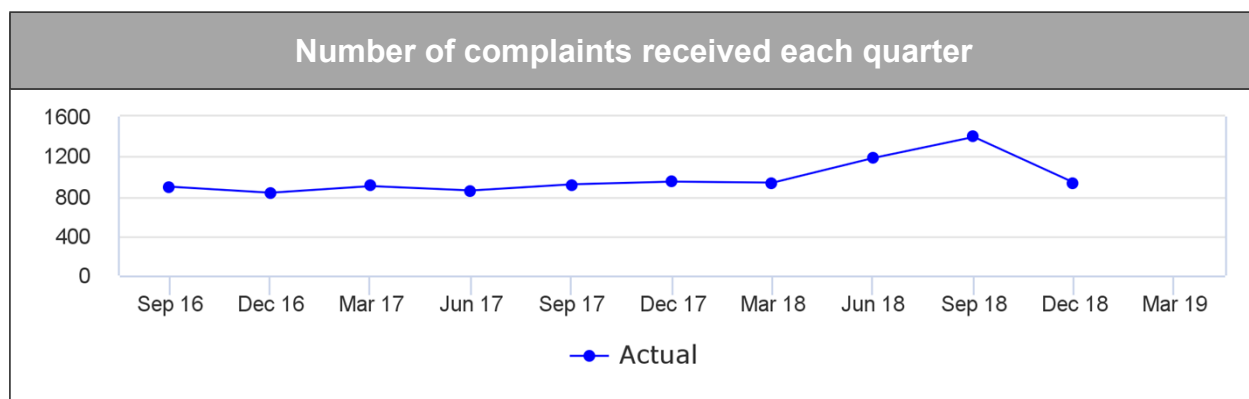
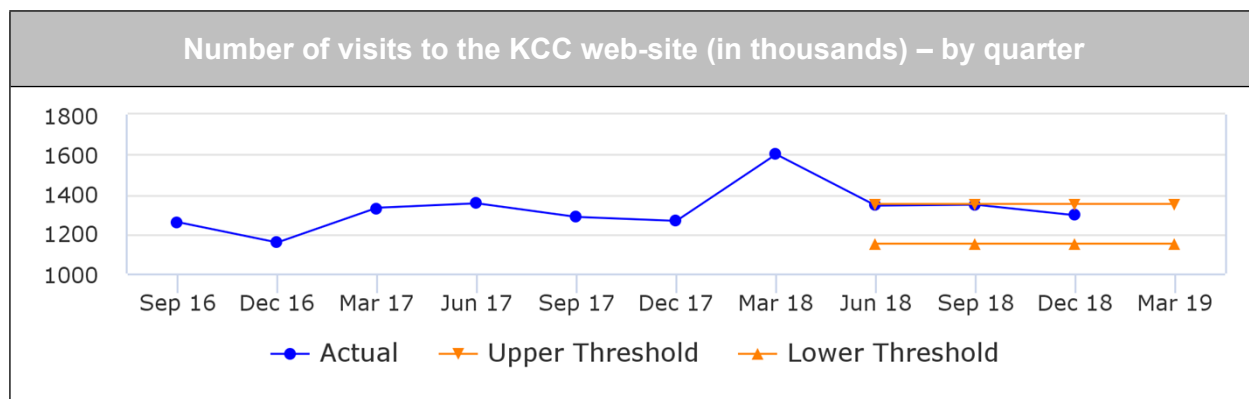
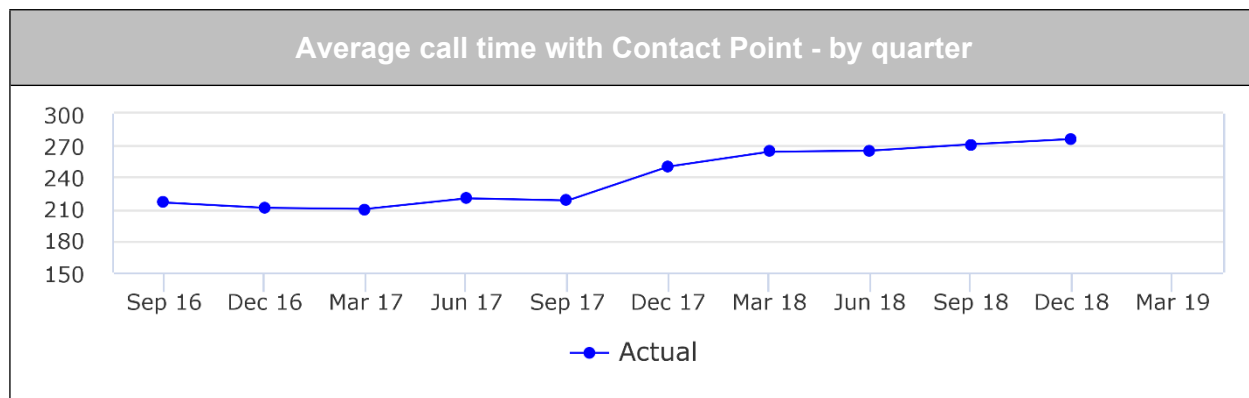
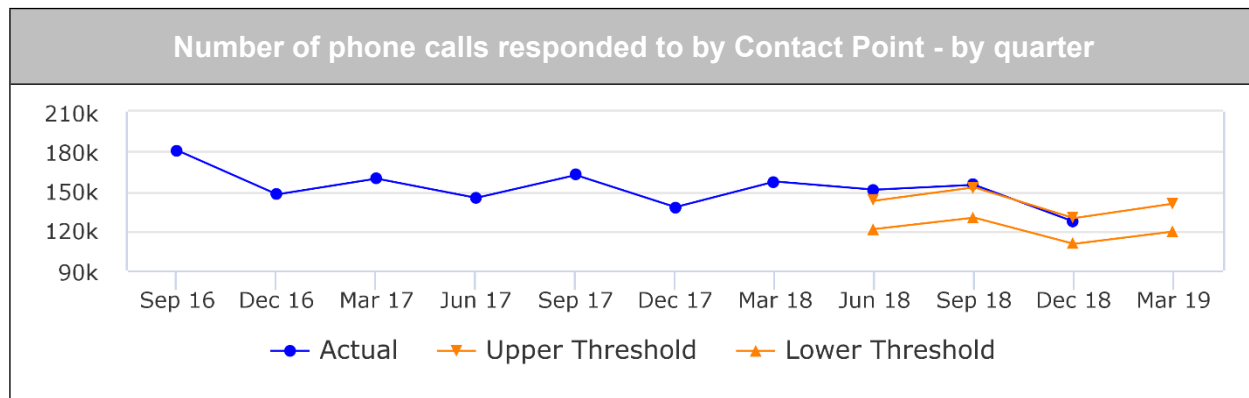
Visits to the KCC web-site fell slightly compared to the previous quarter and remained in the expected range.

Complaints received decreased in comparison with the previous quarter, but numbers remain higher over the last 12 months compared to the 12 months before that.

**Key Performance Indicators**



Activity indicators





## Customer Services – Contact Activity

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

Contact Point dealt with 17% fewer contacts than the previous quarter, and 7% fewer than for the same period last year. The 12 months to December 2018 saw 2% fewer contacts responded to than in the 12 months to December 2017.

Service area	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Yr to Dec 18	Yr to Dec 17
Adult Social Care	33	32	31	26	122	132
Specialist Children's Services	22	23	24	21	90	89
Highways	23	23	21	16	84	82
Blue Badges	12	13	13	12	50	42
Schools and Early Years	10	11	12	9	42	49
Libraries and Archives	12	9	9	8	38	44
Registrations	9	8	8	8	34	36
Transport Services	13	10	11	7	41	31
Speed Awareness	5	5	6	5	22	23
Adult Education	5	5	7	5	22	24
General	3	3	4	3	12	18
Waste and Recycling	3	4	4	3	14	13
Other Services	3	4	3	2	12	13
KSAS*	2	2	2	2	7	9
<b>Total Calls (thousands)</b>	<b>157</b>	<b>151</b>	<b>155</b>	<b>127</b>	<b>590</b>	<b>604</b>
e-mails handled	10	9	8	7	35	28
Postal applications	9	9	9	9	35	31
<b>Total Contacts (thousands)</b>	<b>176</b>	<b>169</b>	<b>172</b>	<b>143</b>	<b>660</b>	<b>664</b>

\* Kent Support and Assistance Service

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

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

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

## Customer Services – Complaints monitoring

The number of complaints received in the quarter showed a 33% decrease on the previous quarter and was 2% lower than the corresponding quarter last year. Over the last 12 months there has been a 21% increase compared to the previous year.

Service	12 mths to Dec 17	12 mths to Dec 18		Quarter to Sep 18	Quarter to Dec 18
Highways, Transportation and Waste Management	1,680	2,090		598	416
Adult Social Services	619	741		225	190
Specialist Children's Services	349	496		139	97
Education & Young People's Services	228	181		109	58
Libraries, Registrations and Archives	244	514		241	106
Strategic and Corporate Services	358	180		41	28
Environment, Planning and Enforcement & Economic Development	72	89		21	15
Adult Education	68	92		21	21
<b>Total Complaints</b>	<b>3,618</b>	<b>4,385</b>		<b>1,395</b>	<b>933</b>

## Customer Services – Digital Take-up

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

<b>Transaction type</b>	<b>Online Jan 18 - Mar 18</b>	<b>Online Apr 18 - Jun 18</b>	<b>Online Jul 18 - Sep 18</b>	<b>Online Oct 18 - Dec 18</b>	<b>Total Transactions Last 12 Months</b>
Renew a library book*	76%	76%	77%	76%	1,321,315
Report a Highways Fault	51%	45%	42%	49%	115,118
Book a Speed Awareness Course	79%	78%	78%	79%	36,598
Apply for a Young Person's Travel Pass	91%	76%	77%	83%	36,704
Apply for or renew a Blue Badge	52%	63%	62%	61%	33,765
Book a Birth Registration appointment	71%	72%	73%	76%	18,887
Apply for a Concessionary Bus Pass	30%	25%	27%	29%	10,652
Highways Licence applications	73%	79%	81%	78%	5,837
Report a Public Right of Way Fault	95%	89%	63%	66%	5,616
Apply for a HWRC recycling voucher	97%	98%	97%	96%	4,928

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

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

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

### Support for business

Since April 2012, Kent's Regional Growth Fund (RGF) programmes have committed £56.3 million to provide investments for Kent businesses. As a result, over 240 businesses in Kent and Medway have so far created 3,025 jobs and safeguarded a further 1,354, making a total of 4,379 jobs to the end of December 2018.

Following repayment of the original loans, the Kent and Medway Business Fund (KMBF) was launched in January 2017. This fund has so far committed £4.6m to 33 businesses in Kent and Medway, to create 255 jobs and safeguard an additional 83 jobs. The latest round of funding has resulted in 20 companies submitting requests for over £3m.

### Converting derelict buildings for new housing

In the third quarter, 95 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme, with 5,815 modernised since the Programme began in 2005. Total NUE investment currently stands at £55.7 million (£26.8 million from KCC recycled loans and £28.9 million from public/private sector leverage).

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

### Infrastructure

Between 2015/16 and 2020/21, £147 million of grant funding is being allocated to Kent infrastructure projects by the South East Local Enterprise Partnership (SELEP), of which £123 million is intended for transport schemes. In addition, £14.4 million of loan funding is being allocated to Kent County Council for projects that will deliver new jobs and homes.

In this last quarter, SELEP has approved the business case and allocated £1.6 million from the Growing Place fund to the Javelin Way Project, which will deliver 29 new industrial units and a new creative dance studio in Ashford. This is subject to the grant of £3.069 million being confirmed by the Arts Council England.

### Broadband

Kent's Broadband Delivery UK (BDUK) programme has now brought superfast broadband to over 138,250 properties which would otherwise have had no or slow broadband connectivity. Superfast broadband services of at least 24mbps are now available to 95.9% of homes and businesses in Kent.

## Funding Infrastructure

KCC obtains financial contributions towards KCC services from developers of new housing sites. In the third quarter ending December 2018, 15 Section 106 agreements were completed and a total of £8.7 million was secured.

### Section 106 developer contributions secured (£000s)

	Jan to Mar 2018	Apr to Jun 2018	Jul to Sep 2018	Oct to Dec 2018
Primary Education	9,265	8,176	3,376	4,545
Secondary Education	5,393	4,544	3,496	3,928
Adult Social Care	189	100	9	80
Libraries	426	201	188	156
Community Learning	108	74	14	44
Youth & Community	74	27	13	18
<b>Total</b>	<b>15,455</b>	<b>13,122</b>	<b>7,097</b>	<b>8,772</b>
Secured as % of Amount Sought	100%	94%	99%	99%

## Kent Film Office

In the third quarter of 2018/19, the film office handled 138 filming requests and 86 related enquiries, with 108 filming days delivered bringing an estimated £580K direct spend into Kent. Production highlights included series such as London for Netflix, BBC – The Capture, Baptiste and Back to Life, The Devils for Sky Italy, factual programmes like BBC’s Children in Need, Great British Railway Journeys, River Walks, plus ads for Whistles, Dunhill, TSB, Visit Britain, Kellogg’s and ITV.

## Libraries, Registration and Archives (LRA)

Feedback from the recent public consultation on a draft LRA strategy which took place between November and January is being analysed to inform the final Strategy. The consultation included 20 drop-in events to enable customers to talk directly to LRA staff about the proposed strategy.

Faversham library re-opened on 21 November following a major refurbishment. The works included the integration of the Good Day programme into the building together with decoration, new flooring and shelving. Herne Bay library was closed from 17 September until 7 October to allow some urgent building repairs to be completed.

Use of the 3 Library Extra sites at Deal, Higham and Paddock Wood has grown in this quarter. There are now 369 enabled customers, an increase of 180 on the previous quarter with 808 “swiped-in” visits to these libraries.

Issues were up by 5% and visits were down by 4% on the same quarter last year, with issues on the high side of the expected range. The LRA online offer continues to grow with consistent growth in e-book and e-audio issues, with a 32% increase in quarter 3 compared to the same period in a year ago. For e-newspapers there were 72,702 copies issued in quarter 3.

The annual email survey of Libraries and Archives customers has been delayed as it would have clashed with our public consultation so will now take place in February, with results ready for the year-end.

Satisfaction results so far this year for other service areas are as follows:

- Birth and death registration            95%            (target 95%)
- Wedding ceremonies                    96%            (target 95%)
- Citizenship                                98%            (target 95%)

### **Sport and Physical Activity**

The Sport and Physical Activity Service has recently worked with Caring All Together on Romney Marsh (CARM) and the Sporting Memories Network to run a project to support those living with dementia in the Folkestone & Hythe area. The project will aim to develop and support 10 groups over the next two years, using sports imagery, stories, equipment and memorabilia, to generate memories and create information that can be used as a historical archive locally.

Project 500, a project to develop and support more women into coaching, recently won an award at the UK Coaching Awards, for innovation in the use of social media. The project has been co-ordinated through Kent Sport and delivered in partnership with six other 'County Sports Partnerships' in the South East region. A funding bid has also been submitted to Sport England to extend and expand this work further up to March 2021.

### **Community Safety**

The EU Interreg CHANNEL programme has approved a significant amount of funding for Public Protection to deliver the 4-year 'Connected Communities' project, working alongside partners from other parts of the UK and four French authorities. The project is looking at the development and testing of a new model for Community Wardens (Social Prescribing Plus), picking up on some of the work of the KCC Select Committee on Loneliness and Social Isolation.

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

A total of 42 incident alerts were logged during this quarter by the 24/7 Duty Emergency Planning Officer, which compares with 62 for the same period in 2017.

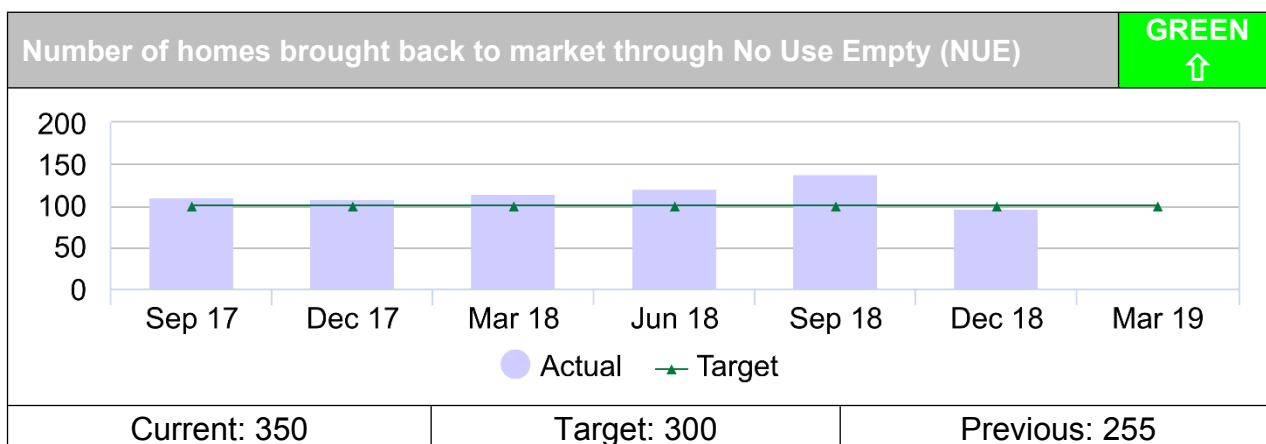
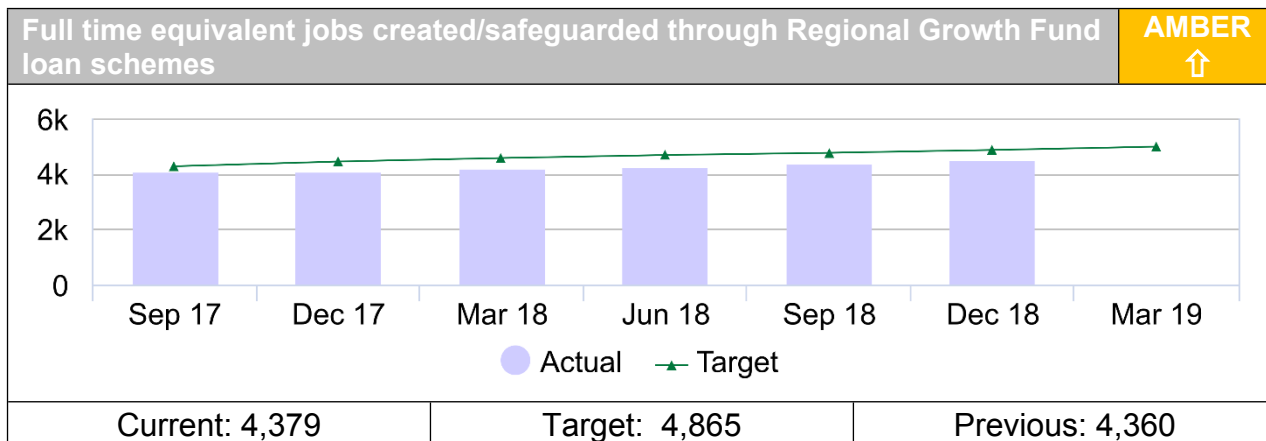
The service has been busy working alongside Kent Resilience Team (KRT) colleagues with planning and delivery of Brexit-focused exercises, as well as delivering the Business Continuity Exercise, to test plans against Brexit scenarios.

Other work included drafting Operation Perch tourist traffic welfare plan, and planning and delivery of Exercises Equity (Channel Port planning) and Eden (Sevenoaks District). Bespoke training events have also been delivered addressing Operational, Tactical and Strategic Command awareness, as well as Winter Preparedness training, Shoreline Clean-up Assessment Technique training and working with the Port of Dover on training for personnel based at the facility.

### **Countryside Management Partnerships**

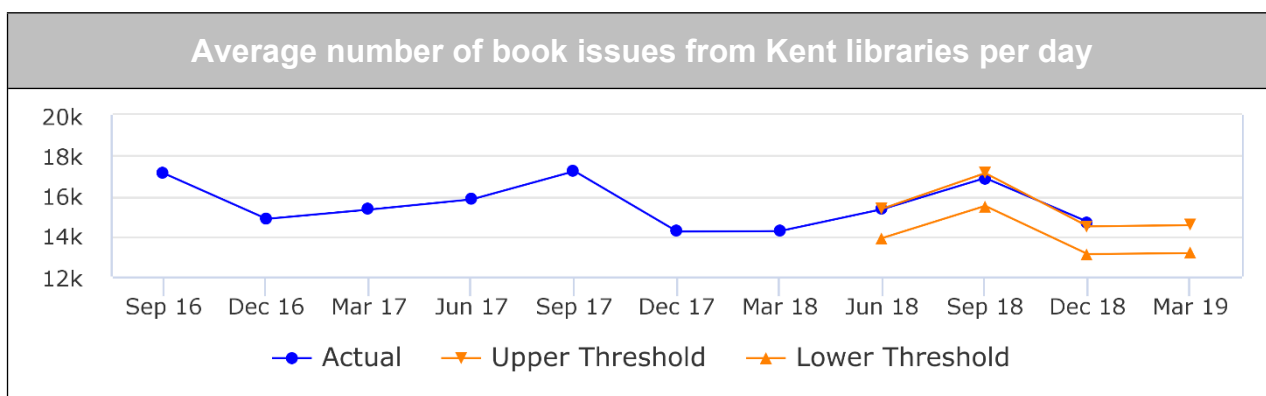
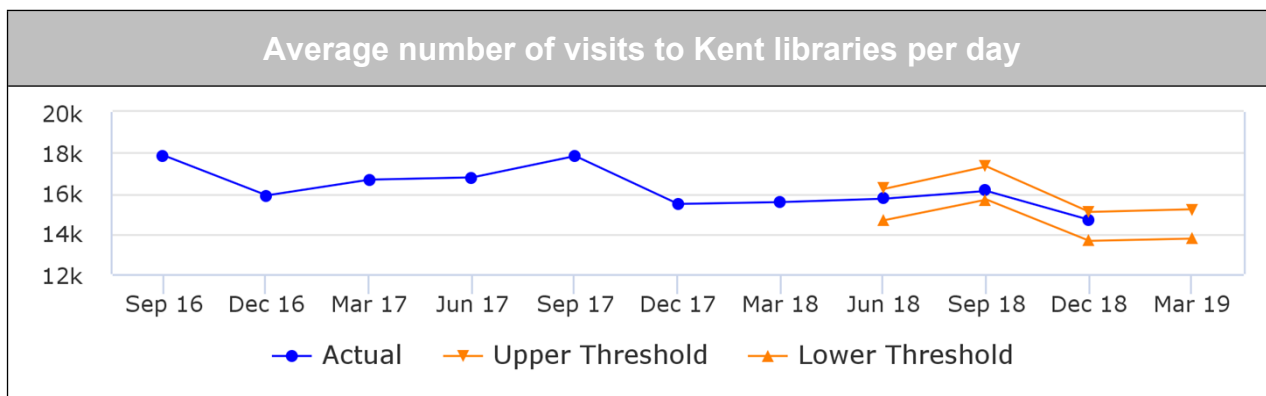
Kent Countryside Partnerships are busy delivering habitats for Great Crested Newts (GCN), creating or restoring around 50 ponds in Kent from October to March and planning for more. Natural England are leading a new approach to GCN protection, which is being tested by Kent, along with Cheshire and the South Midlands, before it is rolled out nationally.

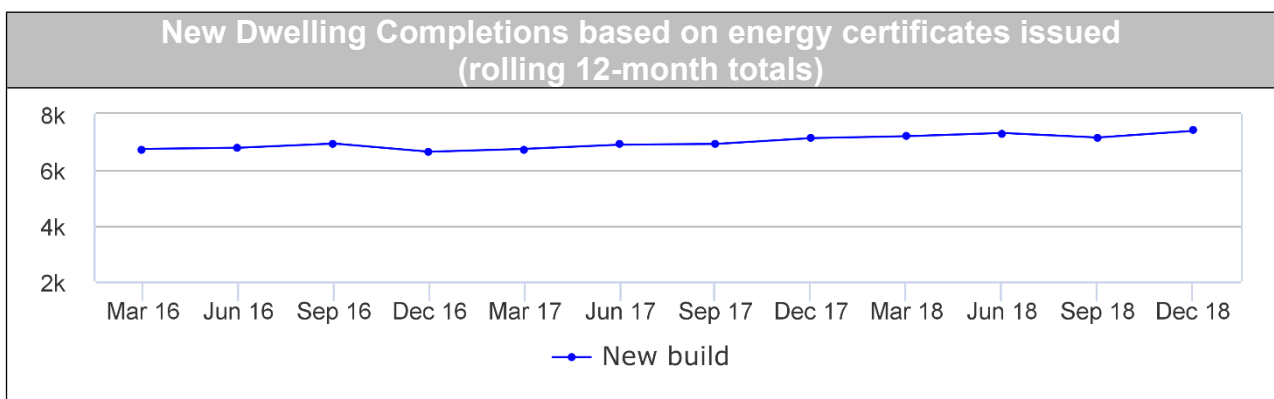
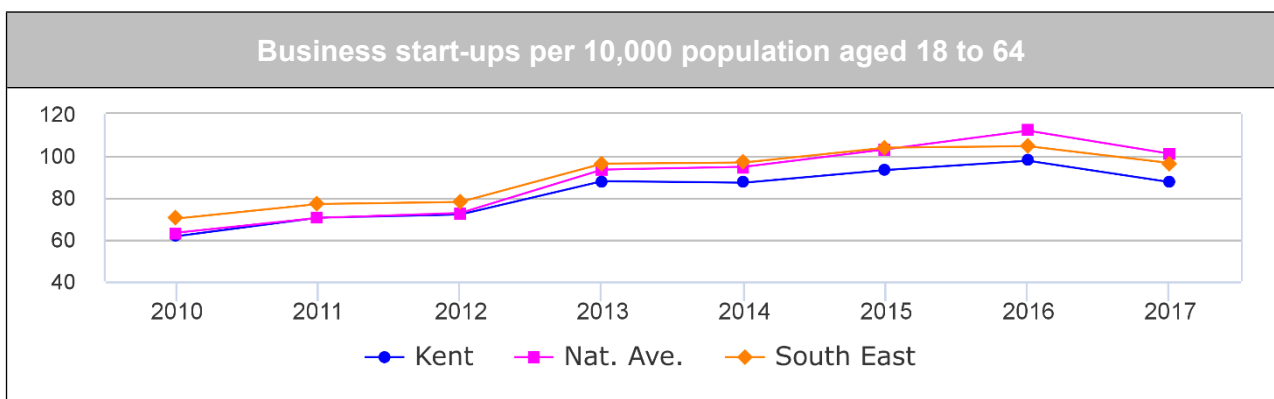
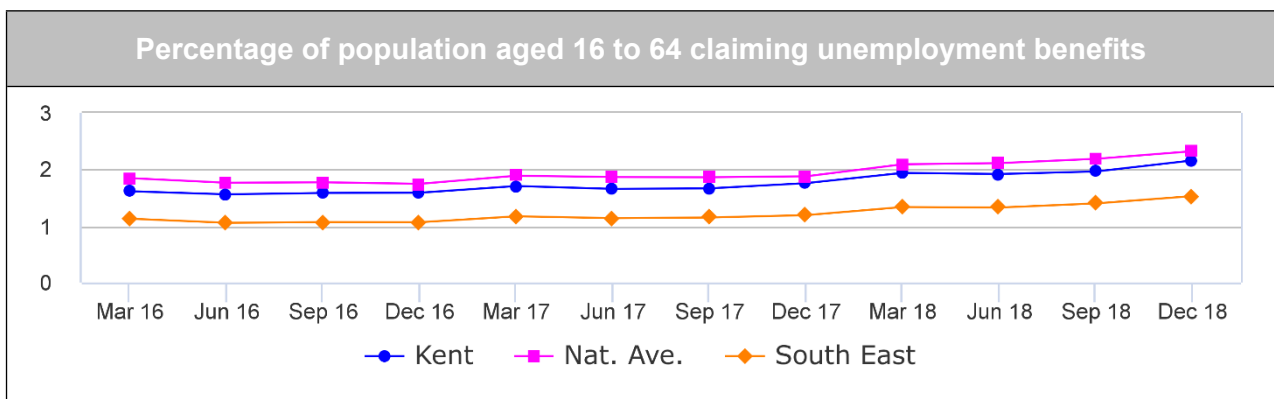
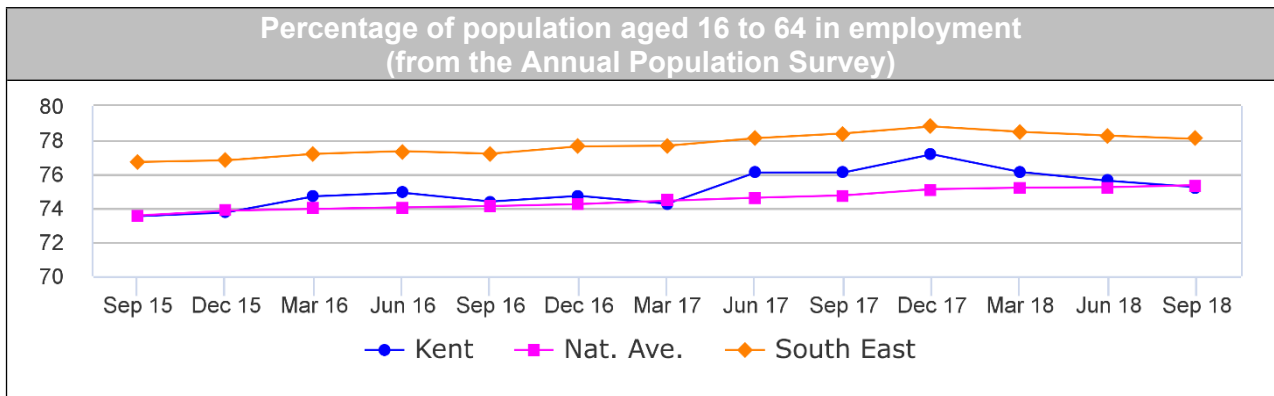
### Key Performance Indicators



Note: RAG rating based on Year to Date position

### Activity indicators







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

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>5</b>	<b>1</b>		<b>2</b>	<b>1</b>	<b>3</b>

### Highways

Performance was above target for 3 of our 4 Highways KPIs. Response to emergency call outs in timescale was below target due to increased demand and difficulties obtaining specialist tanker equipment during heavy rain.

New enquiries and faults raised for action were similar to previous year and below expected levels. Backlog levels remain high following severe weather early in 2018 but continue to reduce towards normal expected levels. We continue to focus on drainage backlog and have increased staff resources in this area.

Last year's Pothole Blitz saw 54,000 potholes repaired and over 260,000 square metres of patching completed during 2018.

The contract for streetlighting maintenance transferred to Bouygues and they continue to deliver the LED conversion project.

The Winter Service commenced in October and the fleet has been updated with seventeen new gritter lorries and the Smart Winter Project will see an additional 120 sensors to monitor actual road surface temperature to inform route optimisation.

### Transport Strategy

KCC has responded to Highways England's consultation prior to the submission of a Development Consent Order (DCO) for a new Lower Thames Crossing, the largest road building scheme in the UK since the M25 which will add significant road capacity for crossing the Thames and help to relieve congestion at Dartford. The new crossing is expected to open in 2027.

### Managing Highway Infrastructure in Kent

Following the adoption of 'Developing Our Approach to Asset Management in Highways', updated asset management strategy documents have been prepared to continue to evidence our Incentive Fund Band 3 rating and secure £4.6m of DfT capital funding.

### Crash Remedial Measures & Local Transport Plan Scheme Planning and Delivery

Delivery of the 2018/19 Crash Remedial Measures (CRM) and Local Transport Plan (LTP) programme is nearing completion with over 50 highway schemes delivered and a large number of small interventions to help improve the safety of our highway network. Work is now focussing on detailed investigations of 172 crash cluster sites across the county, to identify if engineering interventions could help reduce crashes. The programme for 2019/20 will be published in April.

## Public Transport

A Bus Summit event was held on 30 October following the 'Big Conversation' consultation earlier in the year, to announce five proposed pilot schemes, to help shape the future of rural public transport in Kent. Extensive engagement through working groups with local county Members, Parish Councils and local community groups are being held to shape the final proposals. The pilots will launch in Summer 2019.

## Local Growth Fund Transport Capital Projects

Through the South East Local Enterprise Partnership (SELEP), we are managing £123 million of Government funding from rounds 1, 2 and 3 of the Local Growth Fund (LGF) allocated for 28 Transport projects within Kent. The LGF funding contributes to the total capital expenditure of £322 million.

Six schemes are now complete with twelve schemes substantially under construction including the A226 London Road/B255 St Clements Way project in Greenhithe. The recently delivered Ashford Spurs scheme requires further work to rectify technical issues.

Three schemes are at risk, with the A28 Chart Road scheme unable to progress until a security bond is provided by the developer, the A28 Sturry ITP is under review following the increase in scheme cost, and concerns over the duration of the works, and a funding gap remains for Thanet Parkway.

LGF Spend Profile Year :	2015/16	2016/17	2017/18	2018/19	Total
Total Value (£m)	49.6	110.6	52.2	3.9	217.2
LGF funds (£m)	32.8	44.4	24.4	1.9	103.6
Projects	12	8	6	1	27
Complete	4	2	0	0	6
Green (on track)	3	1	2	1	7
Amber (some delays)	5	3	3	0	11
Red (at risk)	0	2	1	0	3

## Waste Management

Performance was above target for waste diverted from landfill and waste tonnage continues to be below expected levels. Kent County Council recorded the lowest landfill rates of any Waste Disposal Authority in 2017/18.

Recycling levels at Household Waste Recycling Centres have been in line with the seasonal norm as garden waste deposited by residents falls over the winter months. Ten of the twelve district councils in Kent have adopted alternate weekly collected residual waste, with a weekly food collection and recycling service, which helps promote higher levels of recycling. The overall recycling rate for the county is at 49%.

Against an expected 739,800 tonnes of waste collected for the year, forecast tonnage is at 705,000 tonnes due to a reduction of bulky waste, garden waste and less recycling waste being collected. This volume reduction has enabled us to finance the increased costs for mixed dry recycling.

The Allington Waste to Energy plant remains stable, with just above 48% of waste being converted to energy. The site performs well, however, it reached its operating capacity over the New Year week, as kerbside collection rounds collected much higher volumes of waste following the seasonal public holidays.

### Kent Mineral and Waste Local Plan

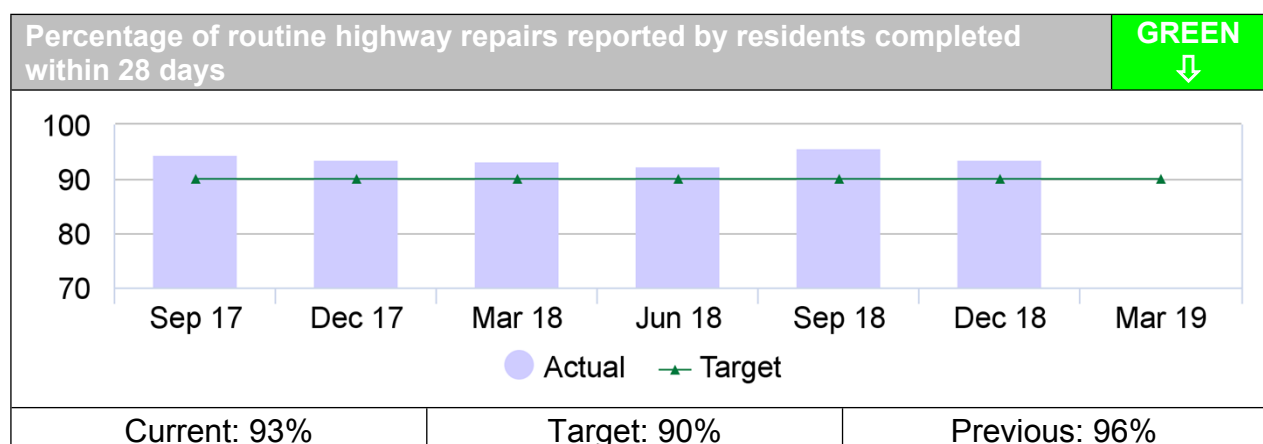
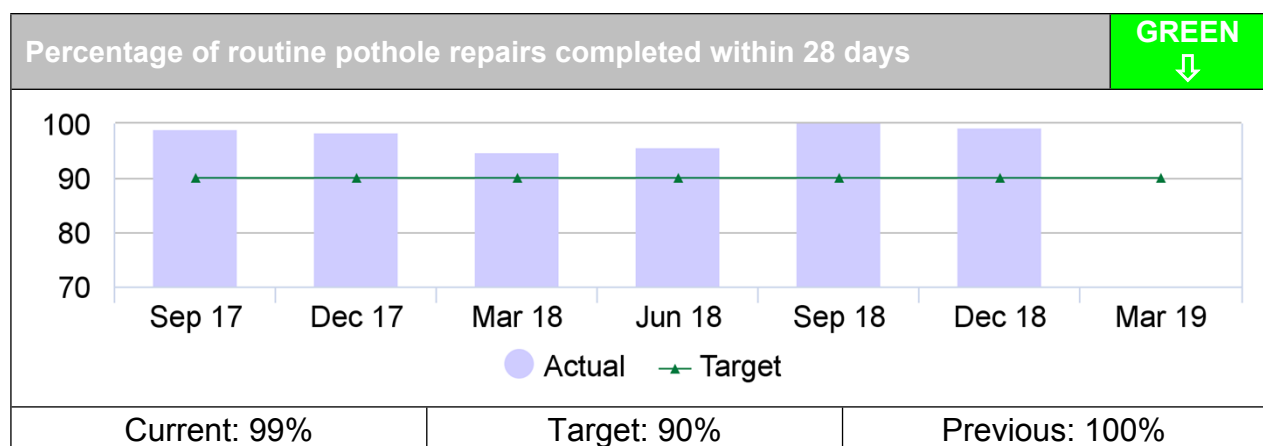
In December 2018, County Council agreed an early Partial Review of the Kent Minerals and Waste Local Plan and a Minerals Sites Plan for public consultation in advance of submitting the Local Plans to the Secretary of State for independent Examination. This is a key milestone in the plan making process which sets out how planning applications will be determined in the County to 2030.

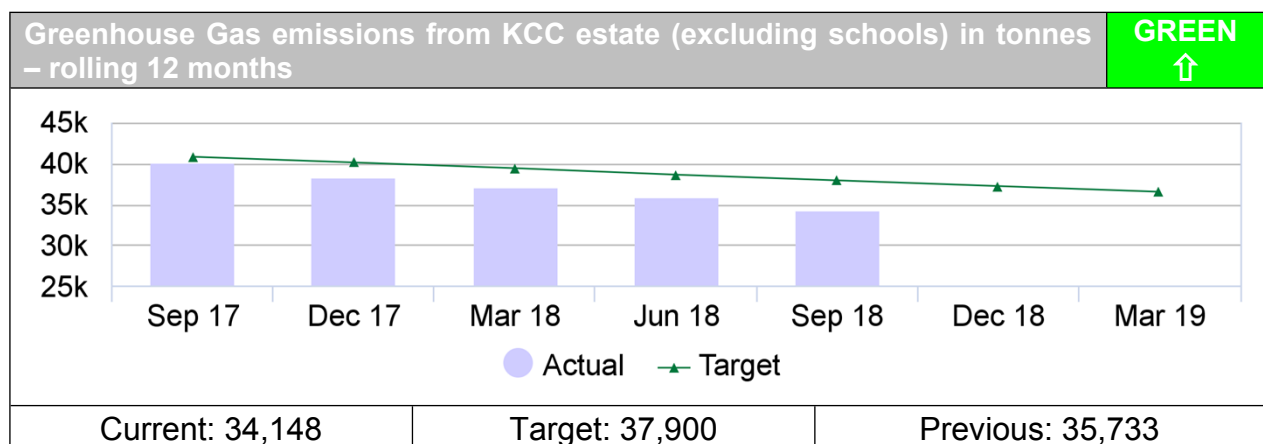
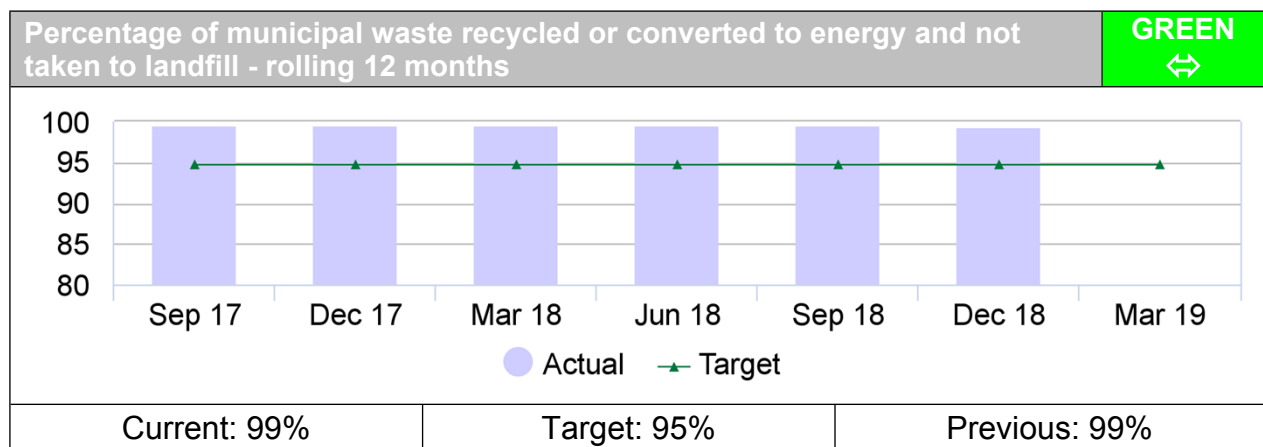
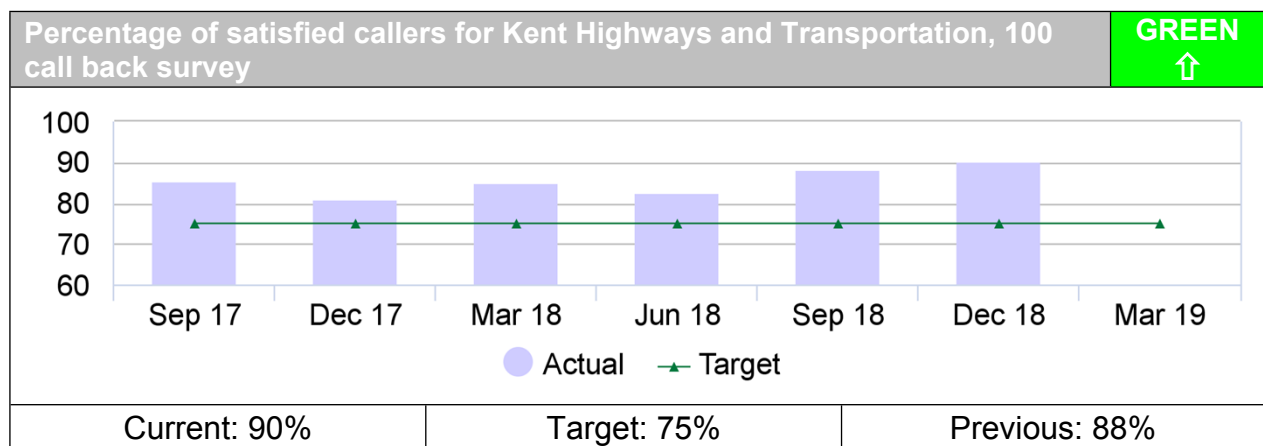
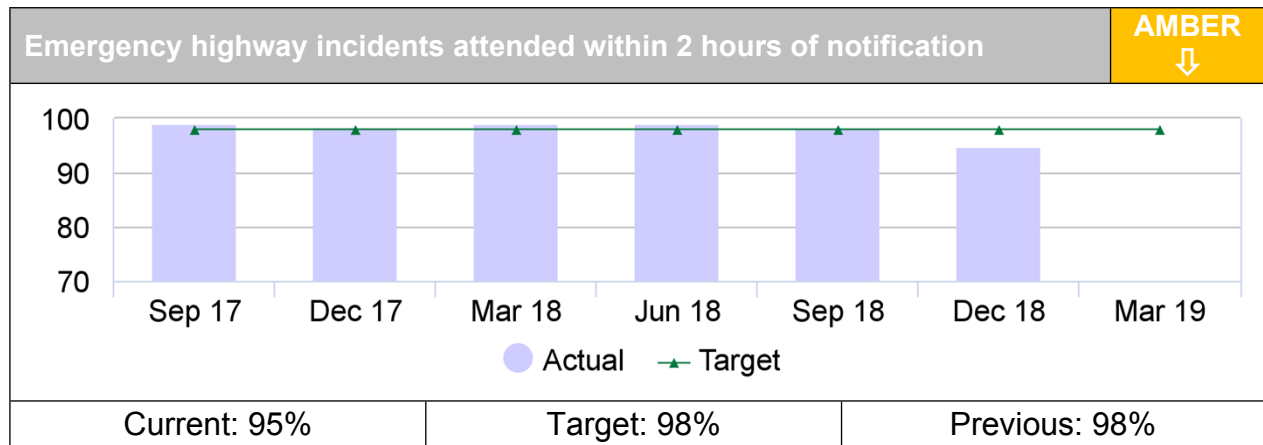
### Environment

Greenhouse Gas emissions from KCC's estate continue to reduce ahead of target, with the LED street lighting programme being a significant contributor. Improvements to the capture of energy data for estate buildings has led to 15 additional sites being included in the data this quarter, which has not had a detrimental impact on the overall trend.

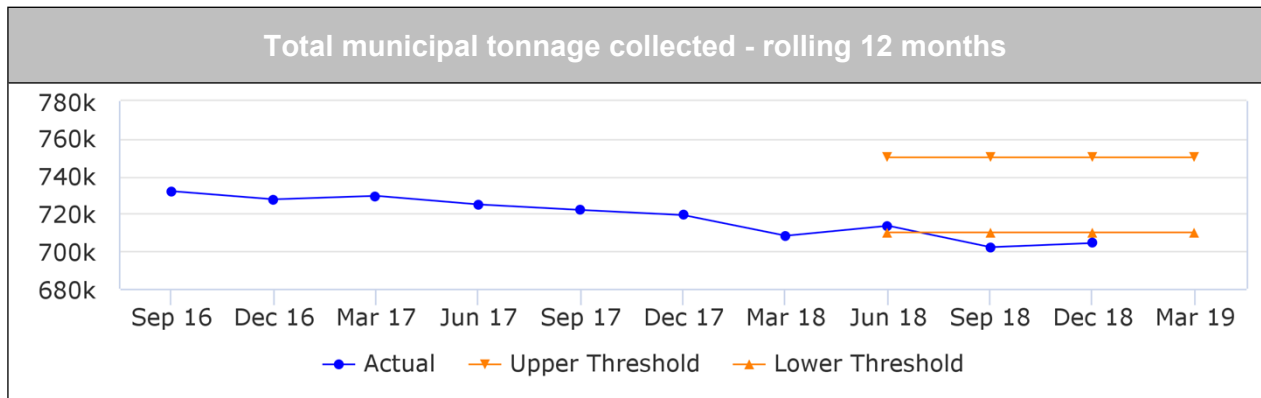
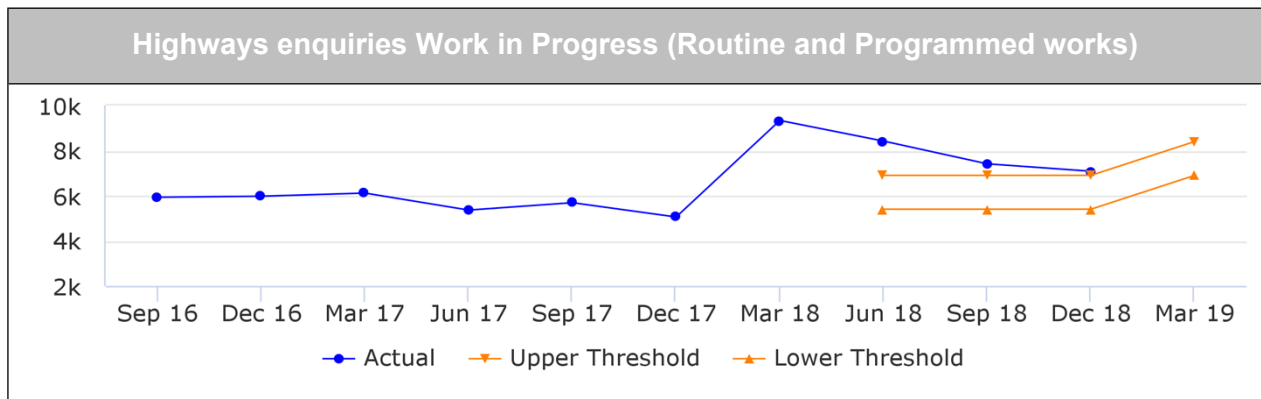
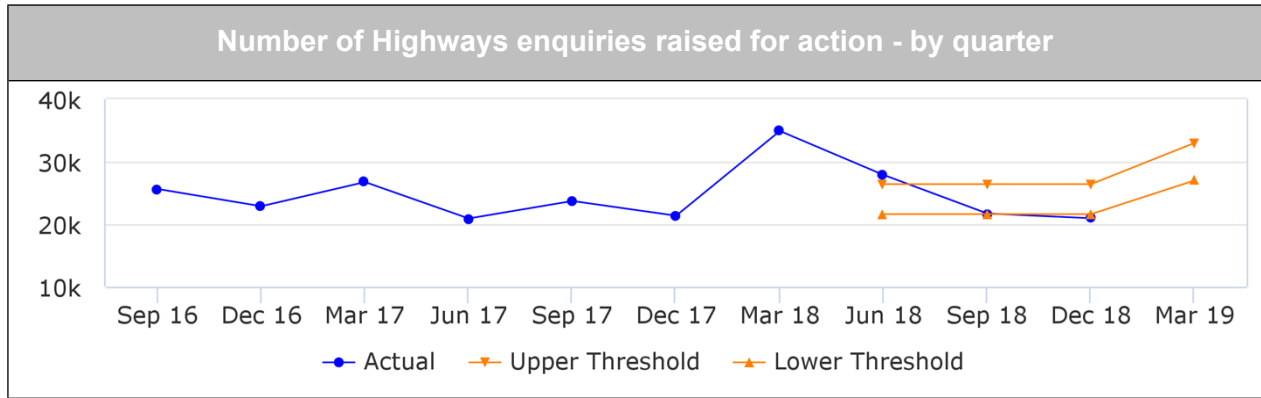
The Low Carbon Across the South East (LoCASE) project is an £18.8m pan-SELEP initiative that continues to deliver business support across Kent, Essex and East Sussex. Within Kent over 400 SMEs have each received funding of up to £20k for a range of projects such as purchase of equipment and machinery, research and development costs, marketing and website development, business development consultancy, energy efficiency measures and electric vehicle purchase.

### Key Performance Indicators





Activity indicators



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

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>6</b>	<b>6</b>	<b>2</b>	<b>8</b>	<b>1</b>	<b>5</b>

### Schools

The results for Primary school attainment outcomes in summer 2018 were above the national average at all key stages. In the Early Years Foundation Stage 75.1% of children attending a school in Kent achieved a good level of development compared to the national figure of 71.5%, and second highest compared to statistical neighbour local authority areas.

At Key Stage 2, 67% of pupils achieved the expected standard in reading, writing and maths compared to the national figure of 65%, which was joint highest within our statistical neighbour group.

At Key Stage 4, the Attainment 8 Score for Kent was 47.1 which just above with the national figure of 46.6 (for all state funded schools), and third highest compared to our statistical neighbours.

At the end of December, 516 of the 558 schools in Kent with a current Ofsted inspection were Good or Outstanding, with 93% of pupils were attending good or outstanding schools. The percentage of Primary schools judged as good or outstanding was 94%, with 89% of Secondary schools and 91% of Special schools being good or outstanding.

We remain determined, working in partnership with schools to continue the positive trajectory seen in Kent. Improving outcomes and reducing the performance gaps are at the forefront of our work. The priorities moving forward are to maintain the proportion of schools with a judgement of good or better, increase the number of schools graded as outstanding and move those who require improvement to become good as quickly as possible. Currently 22% of schools in Kent are judged to be outstanding.

### Early Years

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

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

The take-up for the free childcare entitlement for eligible two years olds at the end of December was at 72%.

### **Skills and Employability**

The number of NEETs rises over the summer months due to school and college leavers and increases significantly in September as new data is processed and young people find new learning and training placements. The position at the end of December was 2.7%

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

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

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

The percentage of new Education, Health and Care Plans (EHCPs) issued within the statutory 20 weeks based on the rolling 12-month average was 40% (743 out of 1,857) against a target of 90%. This is down from last quarter and also below national average.

There has been a significant increase in demand for assessments for EHCPs which also require an Educational Psychology (EP) assessment, with numbers up 49% compared to the previous year. This has led to a backlog which is affecting the EP service's ability to meet demand.

There has been an overall increase of 55% in the total number of assessments for Education, Health and Care Plans (EHCPs) within the past 12-months. As well as the initial statutory assessment process, a child with an EHCP requires ongoing administration through Annual Reviews, and the increase in the number of assessments and plans also increases ongoing caseloads for staff. The increase in the number of EHCPs has created placement pressures within our special schools and Specialist Resource Provision. This has resulted in a 25% increase in the number of placements in the independent sector resulting in increased pressure on the placement budget.

### **School Places and Admissions**

For admissions in September 2018, 80% of parents secured their first preference secondary school and 90% of families secured their first preference for primary school places. The net change to the number of places being offered for September 2018 entry was an increase of 34 Year R places (17 schools increasing and 13 schools reducing) and an increase of 99 Year 7 places (16 schools increasing and 19 schools reducing). Decreases in some schools are due to temporary increases having been offered in their intake in previous years, with reversion this year back to the usual determined admission numbers.

For 2017/18 across Kent as a whole, the target of maintaining at least 5% surplus capacity has been met at both primary and secondary phases. For primary schools, there are six districts with less than 5% surplus capacity compared to seven in 2016/17. For Reception year groups, all districts have at least 5% surplus capacity, a significant improvement from eight districts last year. For secondary schools, despite rising roll numbers, all but one district (Canterbury) have met the 5% surplus capacity target and for Year 7, four districts have missed the target, an improvement on five last year.

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

The new integrated Front Door model for Kent's Children's services went live on 1st October 2018, combining the Children's Social Work Central Duty Team and the Early Help Triage team. This now provides a single route into support services at intensive level or higher, with a single 'request for services' form for schools and other agencies to complete.

### **Early Help**

There were 1,938 cases open to Early Help units, which equates to support for 4,295 children and young people aged 0 to 18.

The percentage of Early Help cases closed with outcomes achieved rose from 79% to 81% achieving target. For Early Help unit cases initiated via a Request for Support form 88% of cases are closed with outcomes achieved, which is above the 80% service standard.

There were 50 permanent school exclusions in the last 12 months, a reduction from 55 for the previous year to December. Of these 22 were from primary schools and 28 from secondary schools. At 0.02% of the school population this was better than the target of 0.03% and the last published national average of 0.10%.

The number of first-time entrants to the Youth Justice system at 228 in the last 12 months was better than the target of 290, with numbers continuing to reduce each year.

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

The percentage of case holding social worker posts held by permanent qualified social workers has continued to increase, from 84.9% in September 2018 to 87.2% in December 2018, exceeding the target of 85.0%. The percentage of social work posts filled by agency staff decreased slightly in the quarter, from 12.6% to 12.0%.

Referrals to children social care have been on a declining trend over the last 12 months following increases in the year before, although numbers remain higher than previous historic levels. The rate of re-referrals within 12 months has shown an increase and at 26.6% was above target.

The number of children with child protection plans per 10,000 of the child population was stable over the last quarter and below the average for England. Overall caseloads for children's social work per 10,000 child population have remained relatively stable over the last 12 months and are below national average.

At 19.6 cases the average caseload for Social Workers remains above the target level of 18 cases but has improved from 21.5 at the end of the previous quarter. The reduction of caseloads continues to remain a key priority for the service.



### Children in Care

The number of citizen children in care has continued to reduce over the last 12 months and was 1,337 at the end of December 2018. However, the number of unaccompanied asylum seeker children (UASC) who are children in care increased by 30 in the quarter with 52 new arrivals in Kent. The number of children in care placed in Kent by other local authorities remained stable in the quarter.

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

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

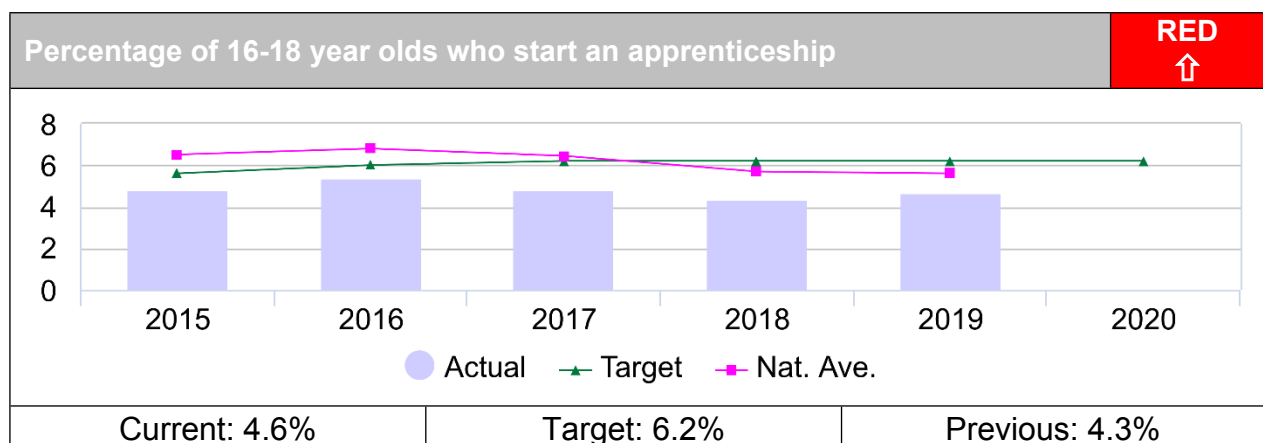
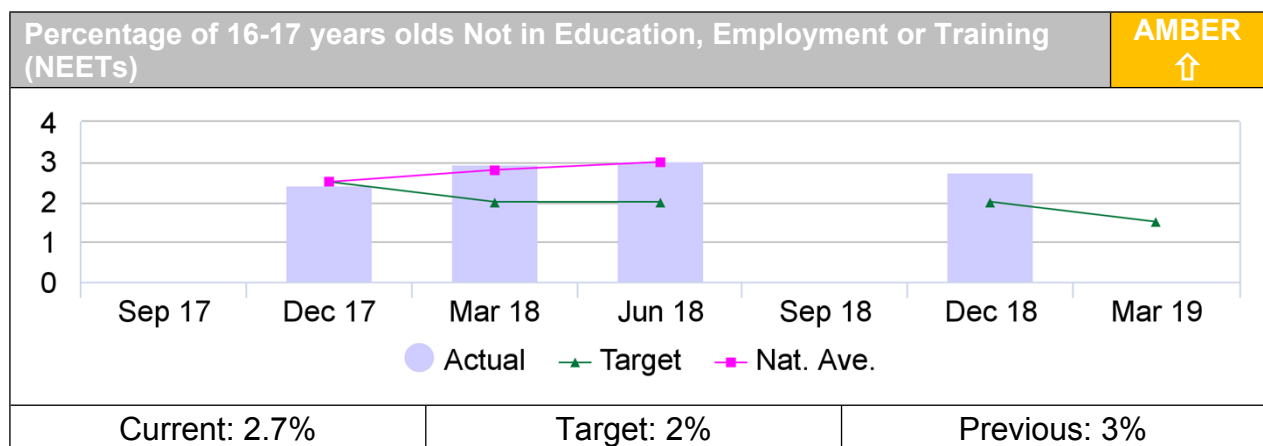
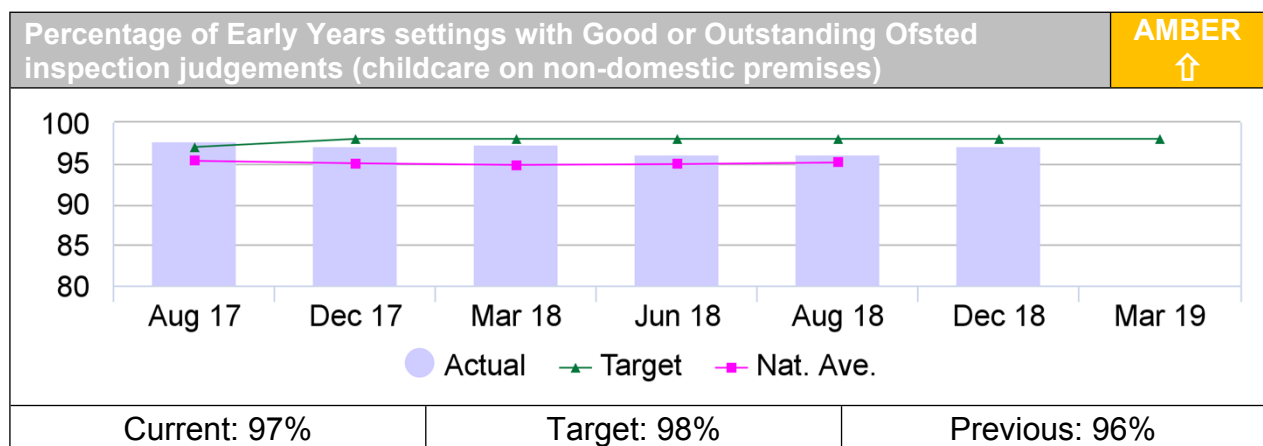
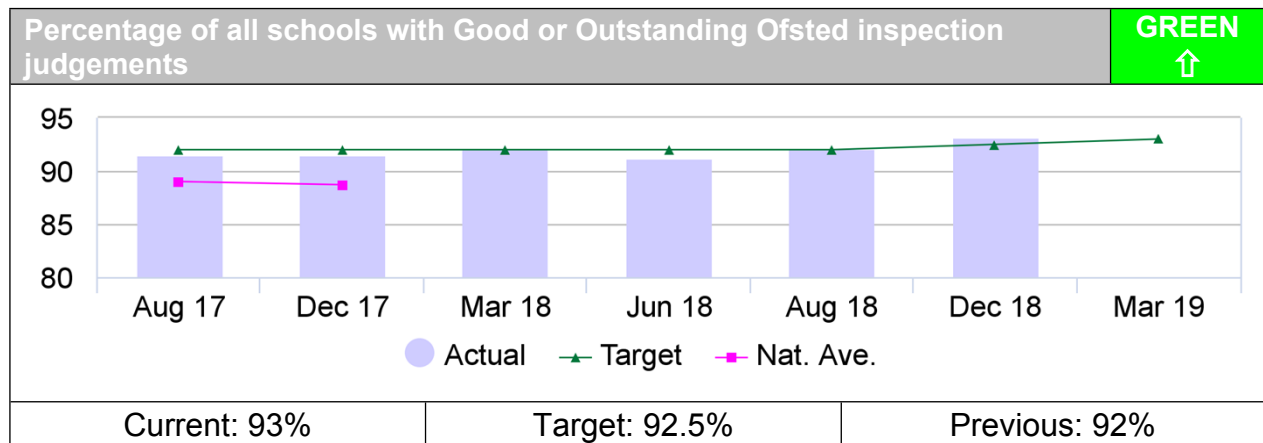
The number of Care Leavers increased in the quarter by 59 to 1,688 (773 Citizen and 915 UASC). The percentage of Care Leavers who the Authority is in touch with, who are in Education, Employment or Training remains close to target.

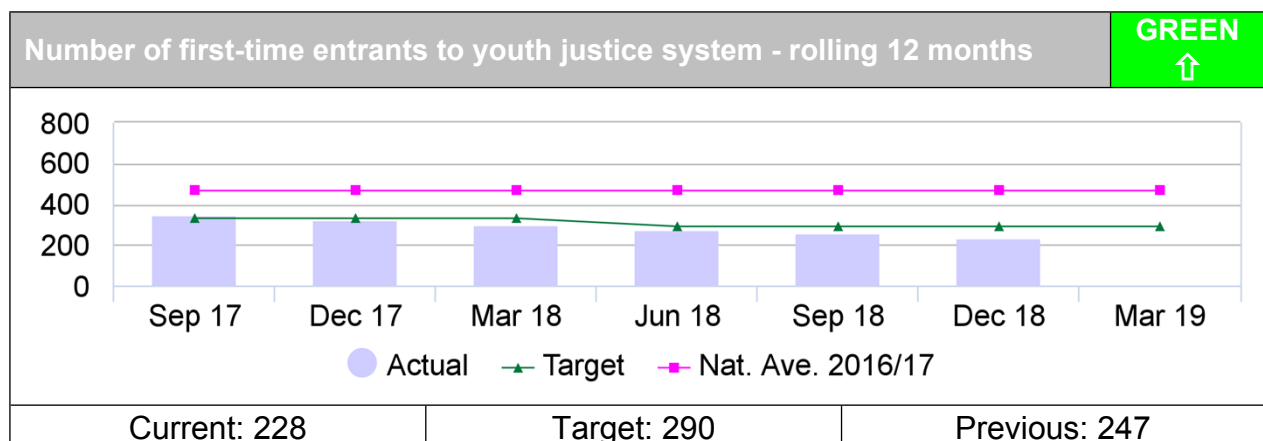
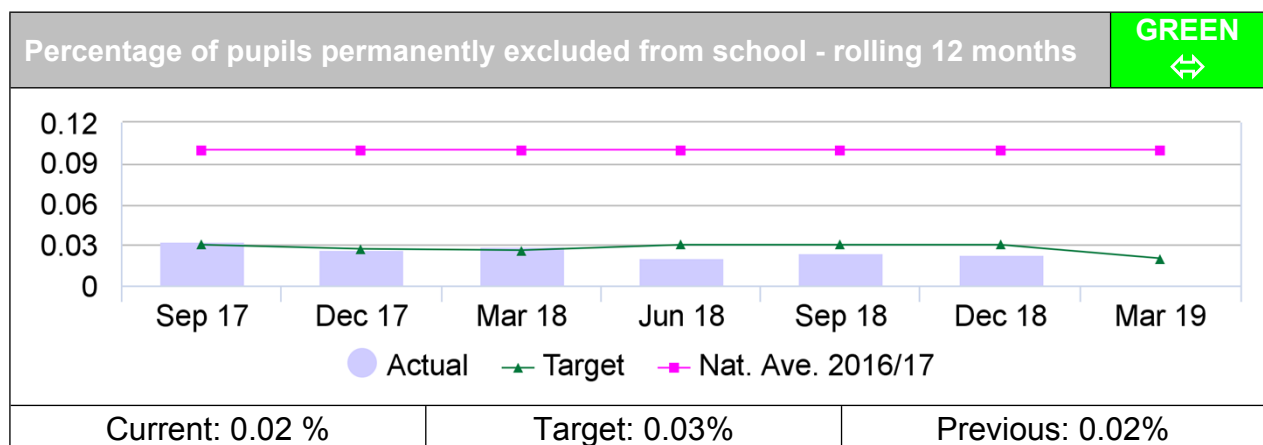
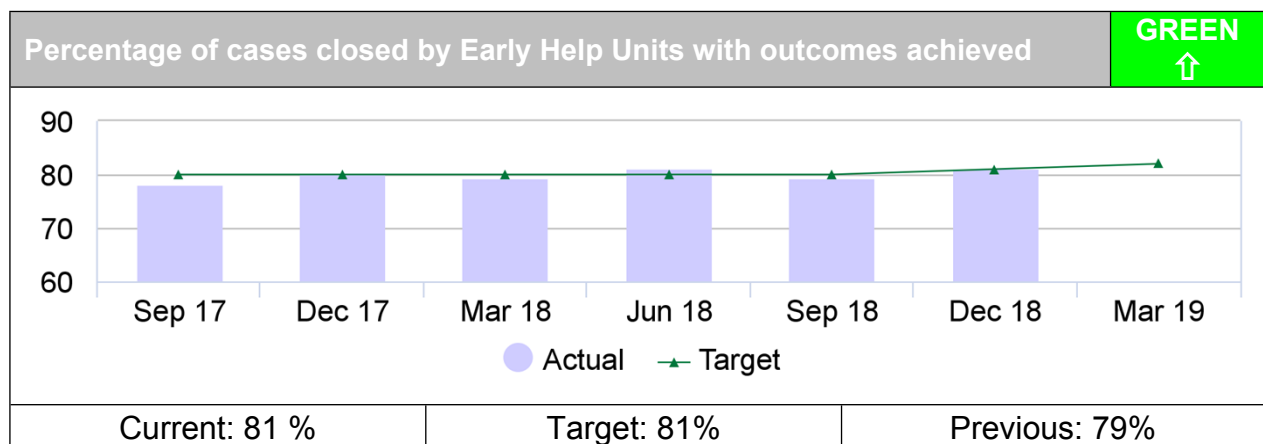
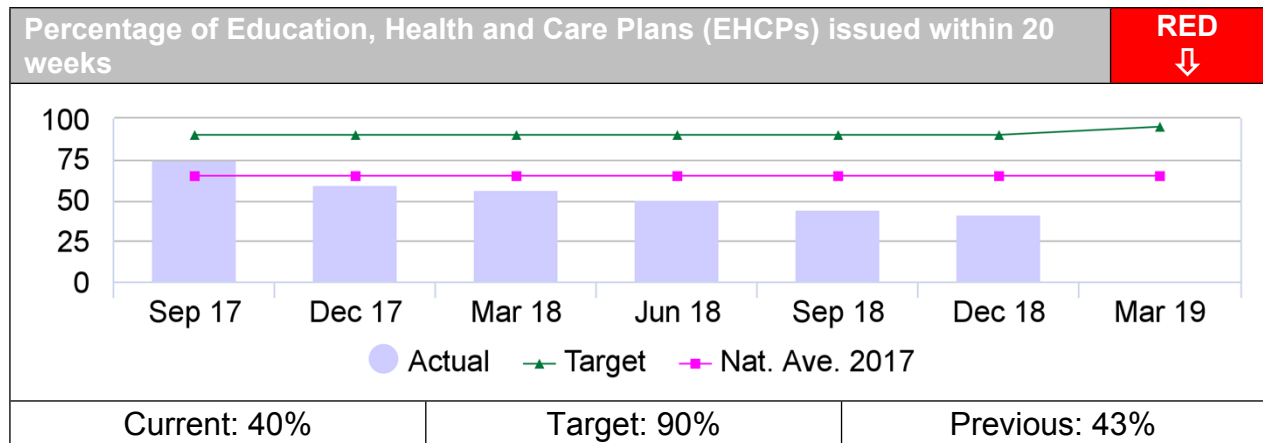
### Our Children in Care

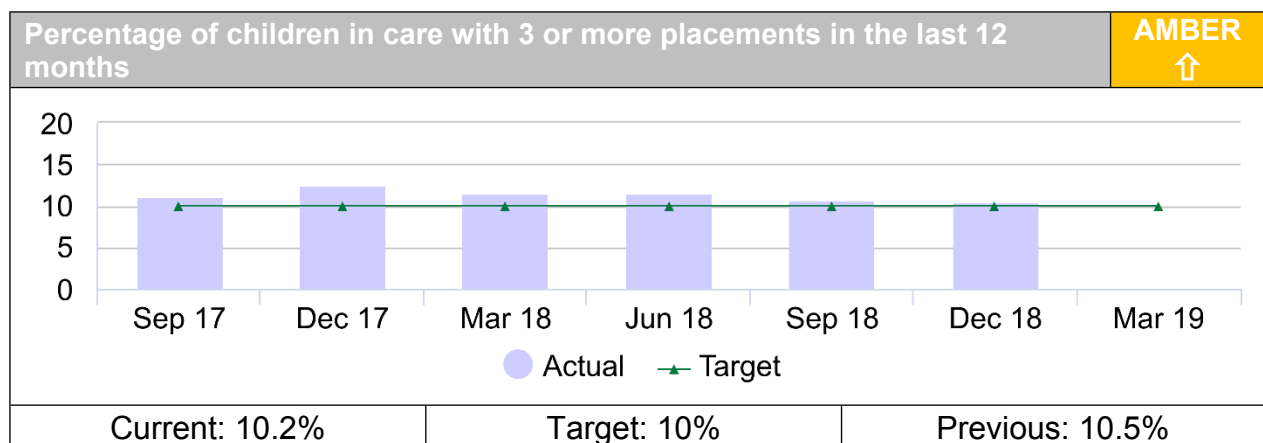
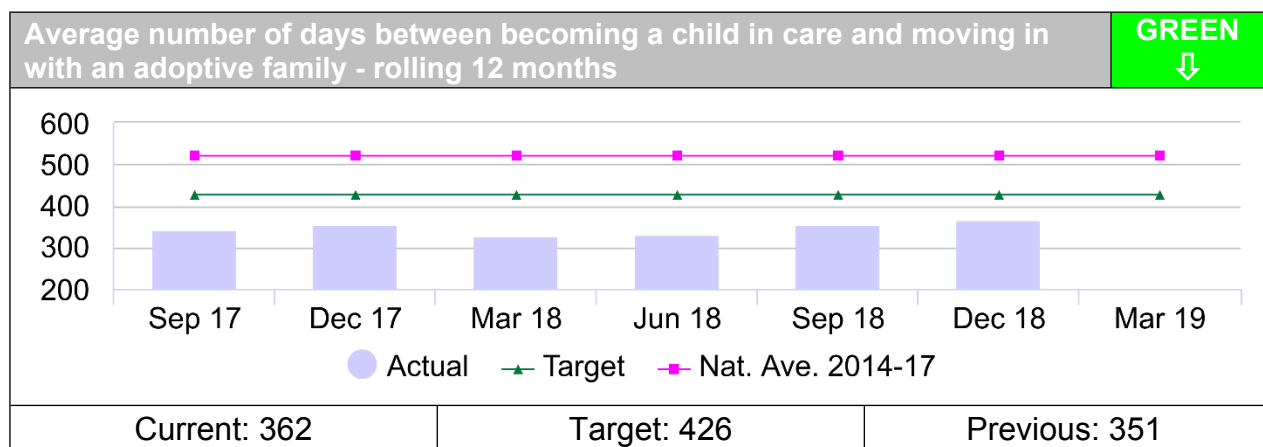
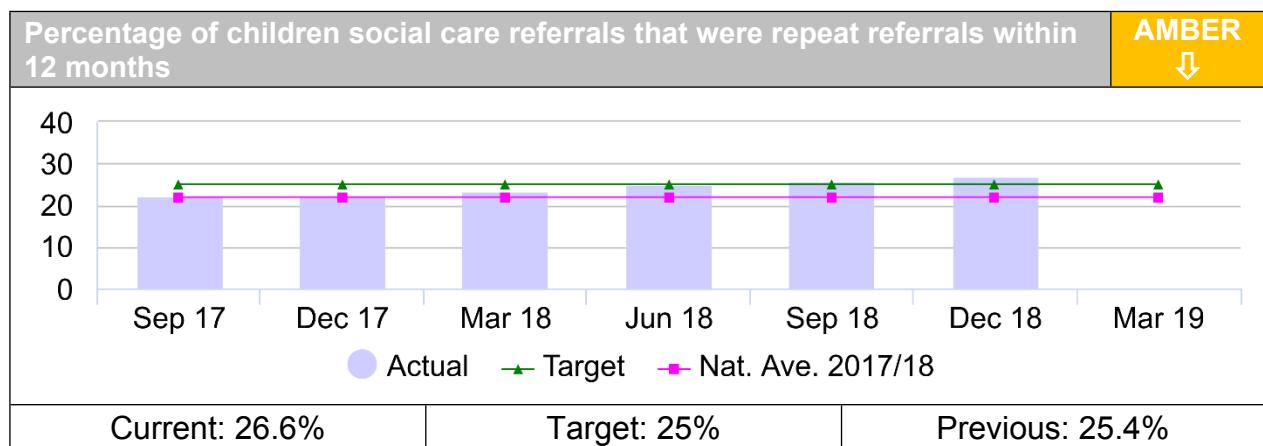
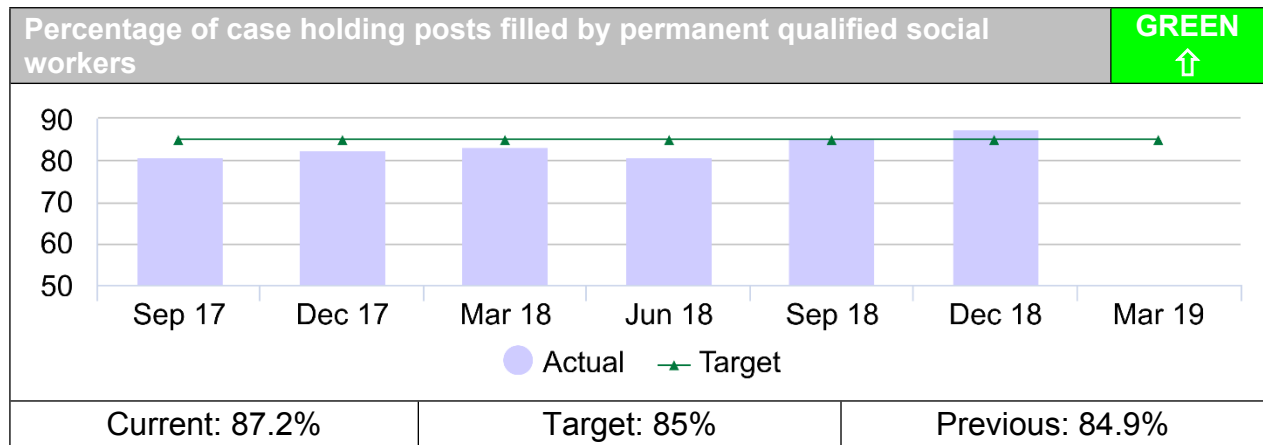
Status	Mar 18	Jun 18	Sep 18	Dec 18
Citizen	1,422	1,389	1,358	1,337
UASC	233	216	237	267
<b>Total</b>	<b>1,655</b>	<b>1,605</b>	<b>1,595</b>	<b>1,604</b>

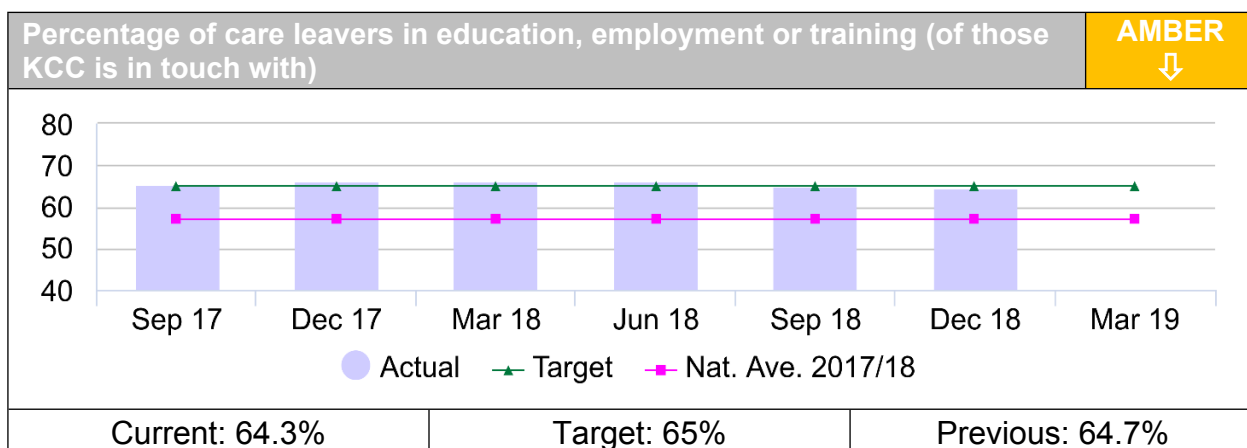
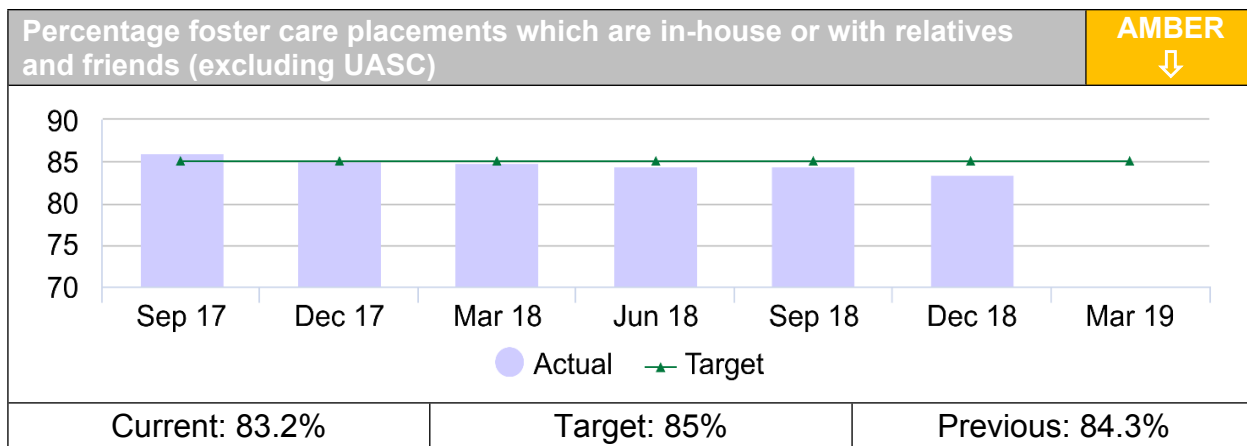
	Mar 18	Jun 18	Sep 18	Dec 18
Male	1,019	974	969	992
Female	636	631	626	612
<b>Age Group</b>				
0 to 4	182	167	151	143
5 to 9	239	235	220	214
10 to 15	695	698	707	697
16 to 17	539	505	517	550
<b>Ethnicity</b>				
White	1,306	1,268	1,247	1,220
Mixed	85	85	82	87
Asian	41	35	37	52
Black	93	88	100	97
Other	130	129	129	148

Key Performance Indicators

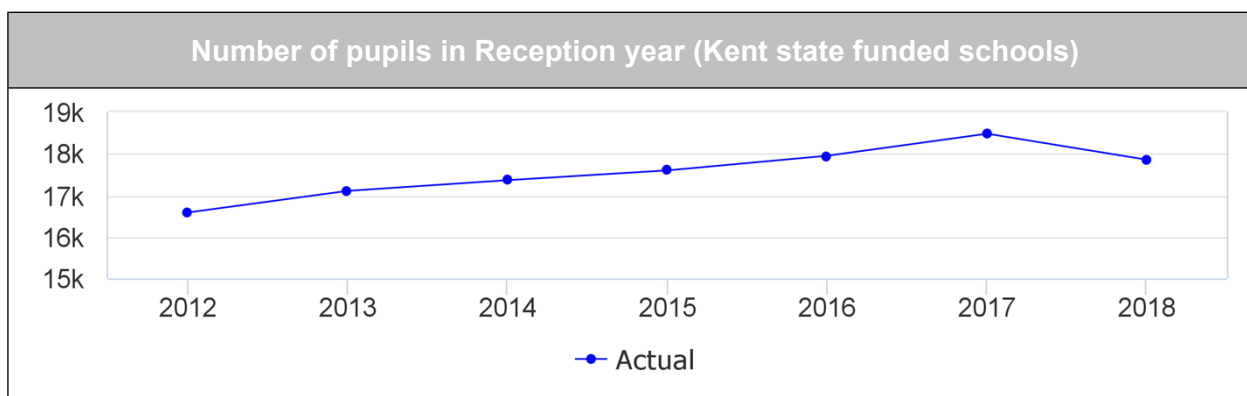
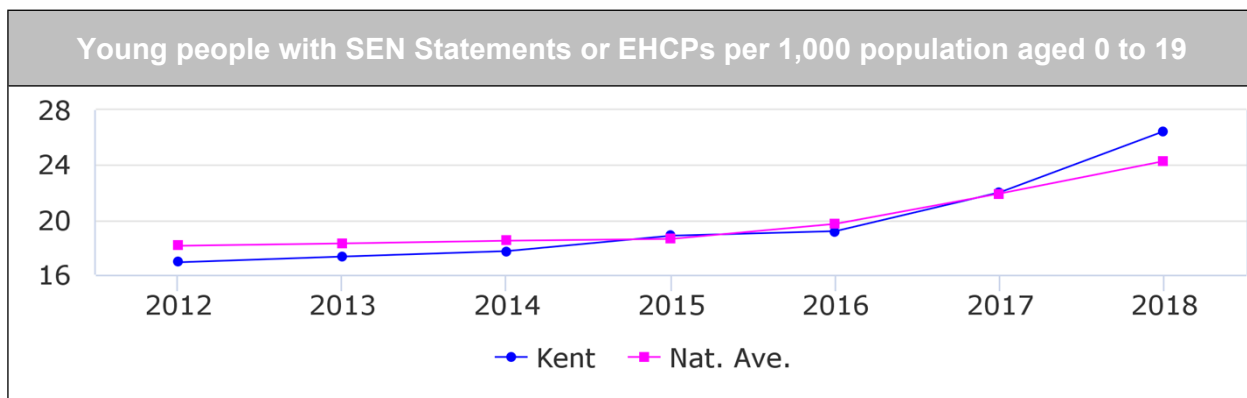


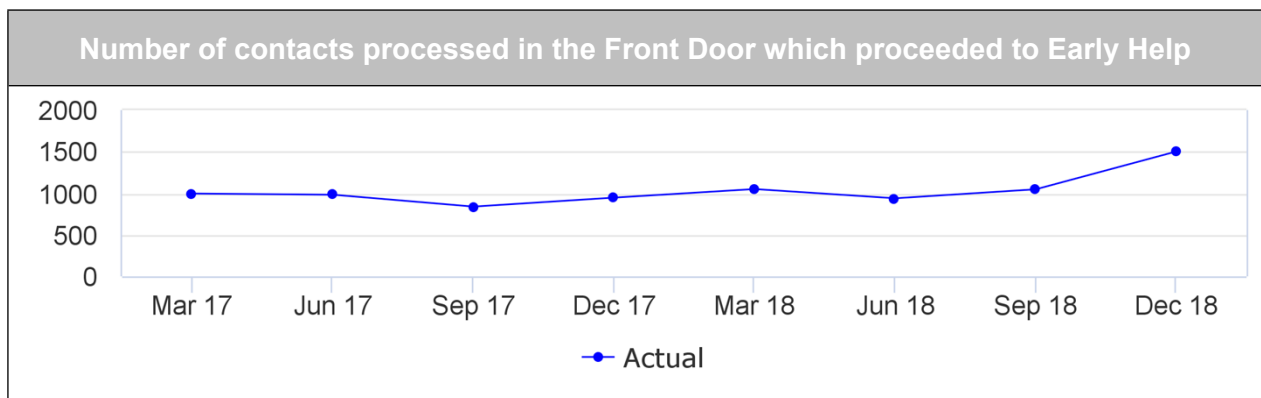
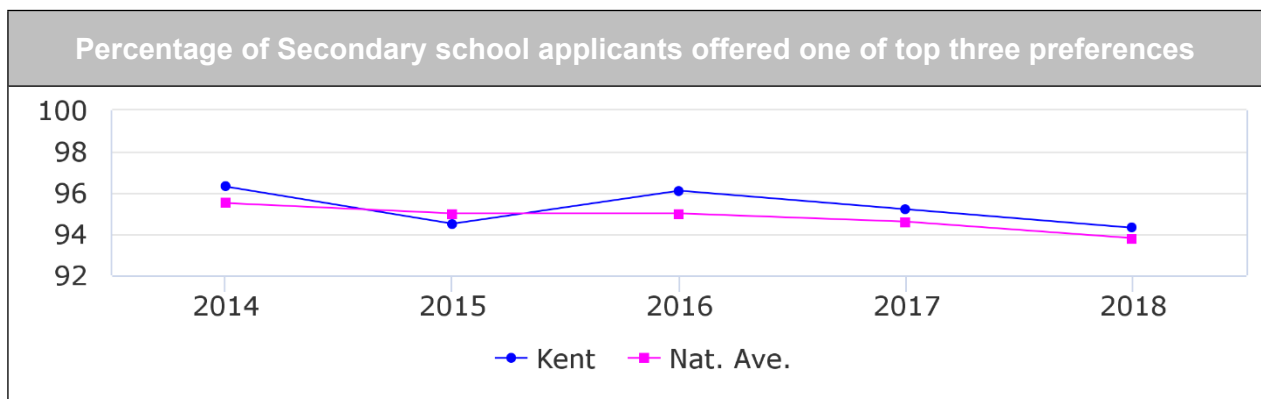
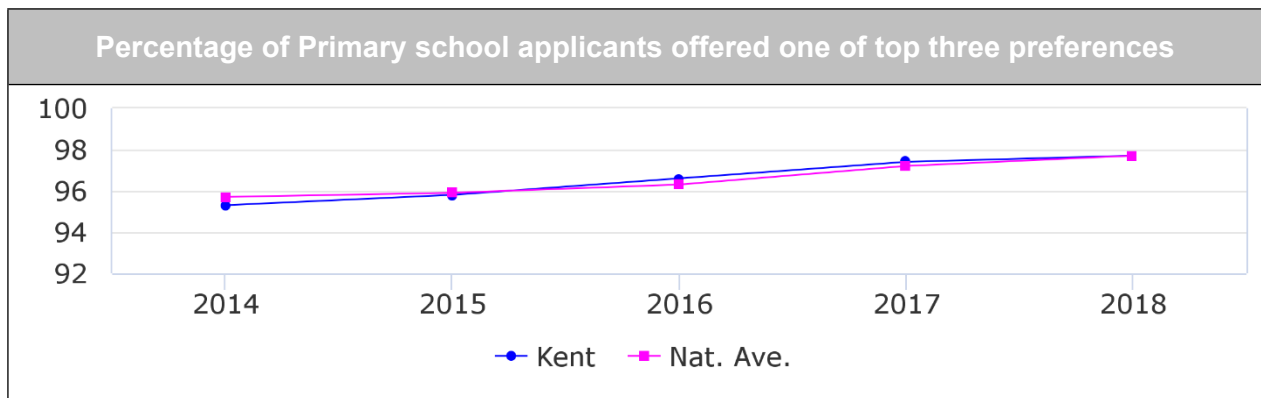
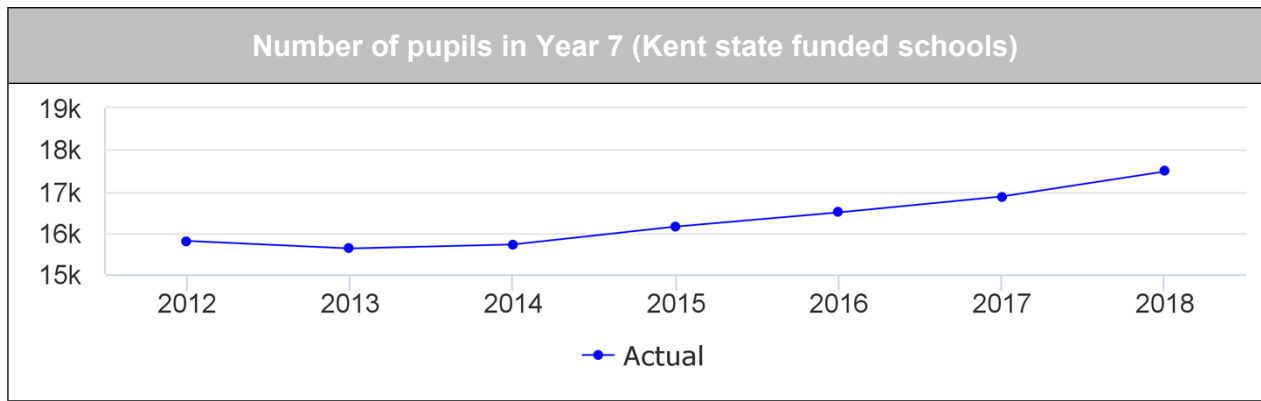


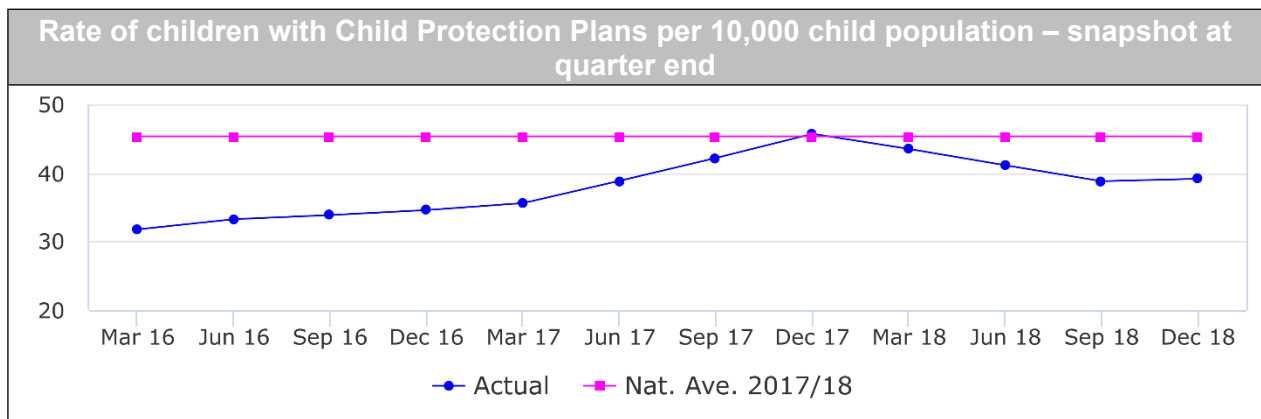
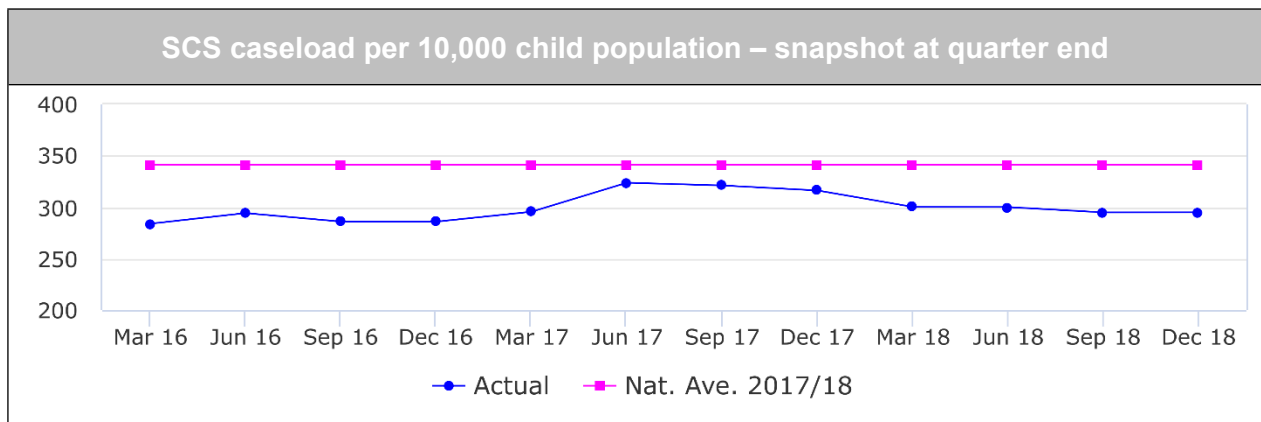
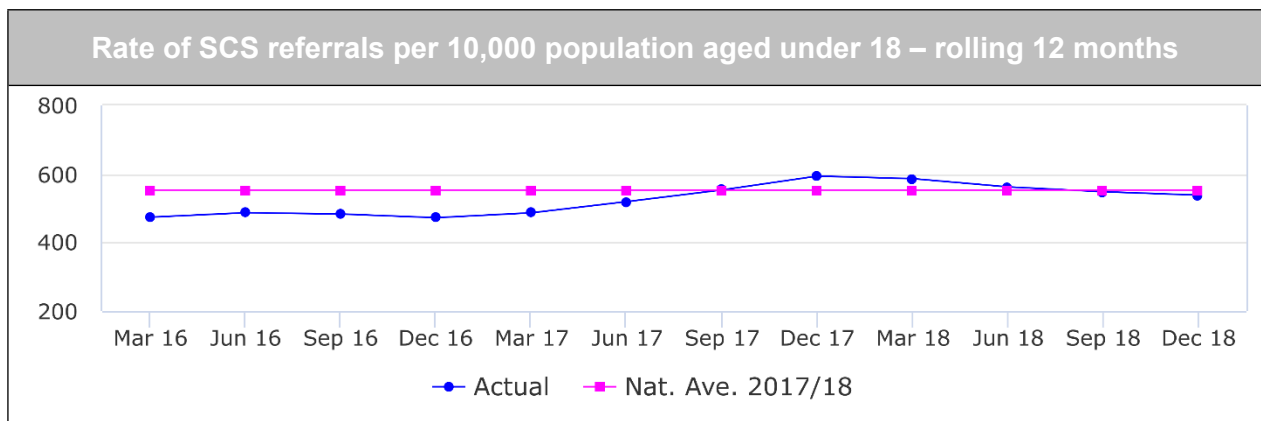
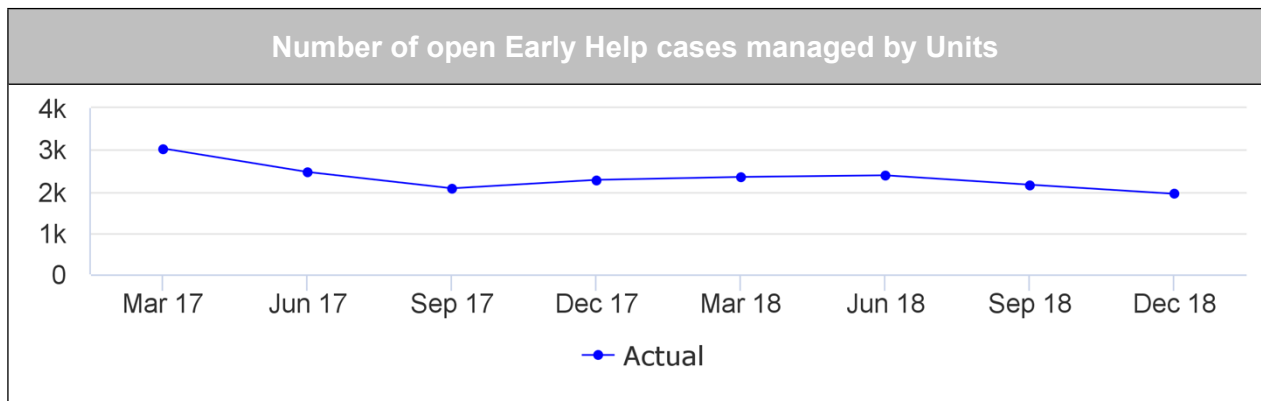


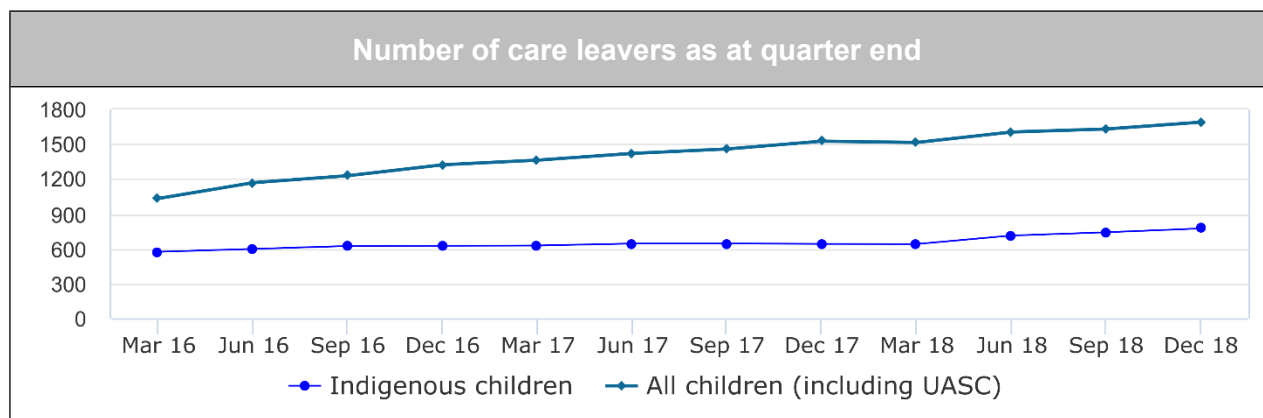
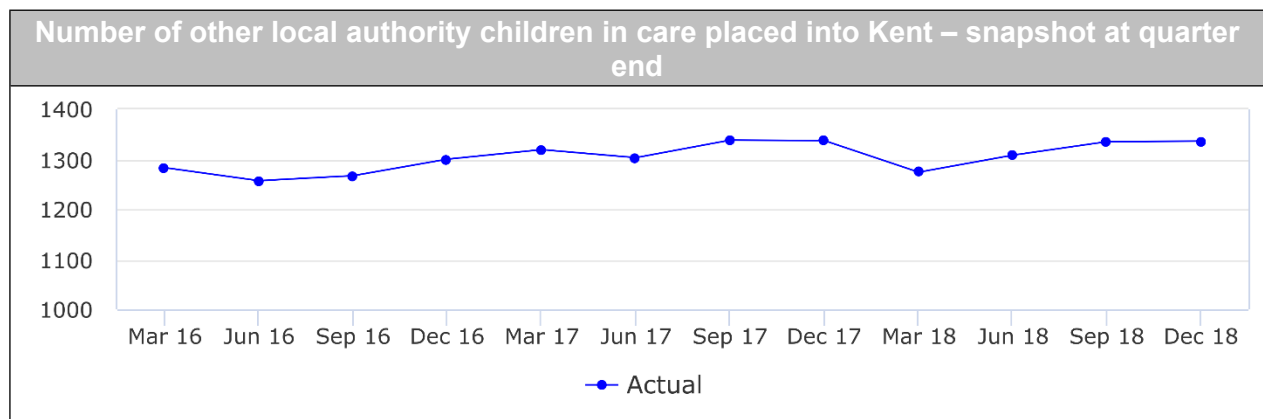
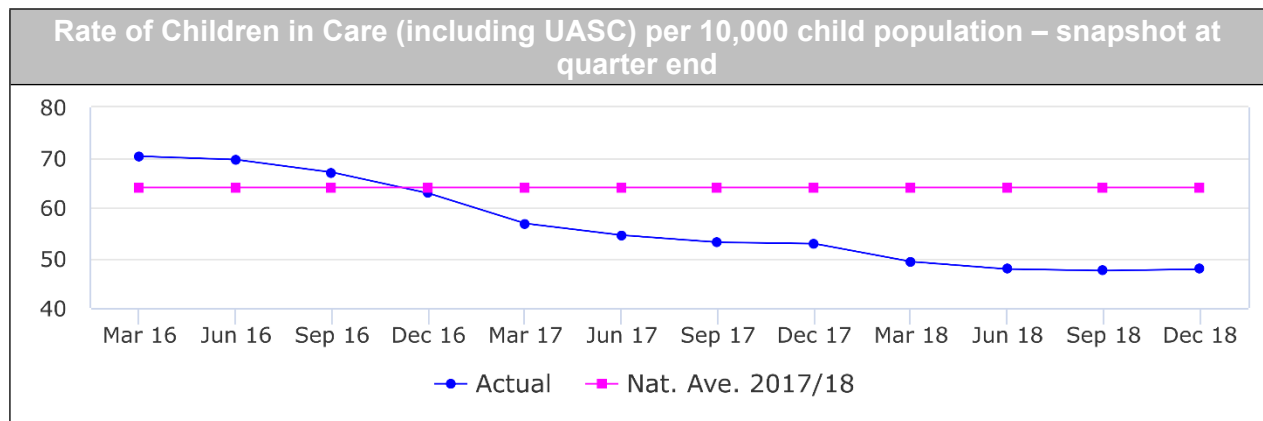
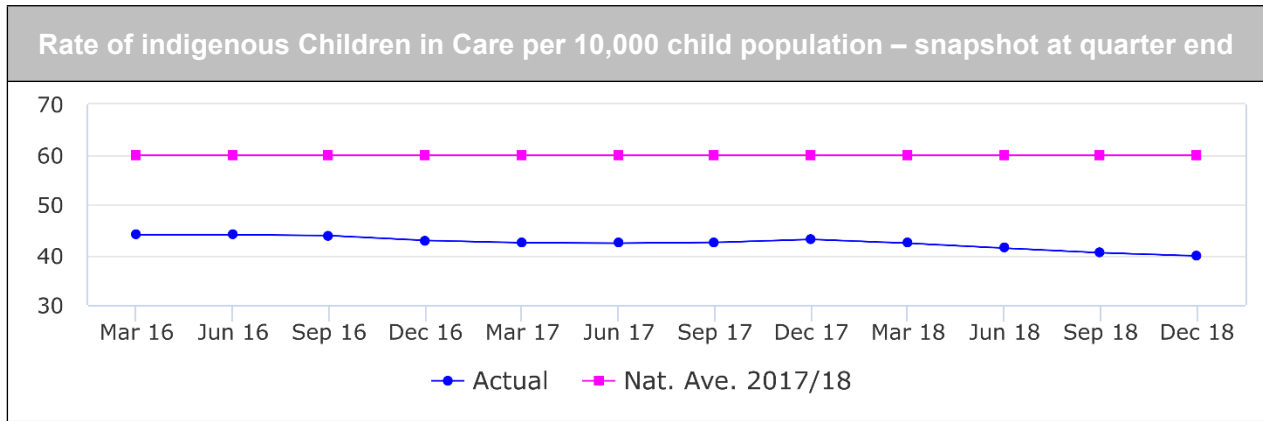


**Activity indicators**











Adult Social Care	
<b>Cabinet Member</b>	Graham Gibbens
<b>Corporate Director</b>	Penny Southern

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>4</b>		<b>1</b>	<b>2</b>		<b>3</b>

### **Your Life, your well-being**

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

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

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

### **Adult Social Care and Health Redesign**

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

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

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

### **Performance Indicators**

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

The percentage of contacts resolved at first point of contact decreased in the quarter and was ahead of target at 77%.

The number of referrals to enablement increased in the quarter. With an average of 272 starts per week during the quarter, activity is now 23.8% ahead of target. A total of 1,228 referrals were made to the externally commissioned provider Hilton equating to 33% of all referrals to enablement over the quarter.

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

The percentage of clients still independent after enablement remains ahead of target at 68.1%. The introduction of Occupational Therapists within KEaH has resulted in more people receiving either a smaller package of care or no care following their completion of enablement.

The number of admissions of older people aged 65 and over into residential and nursing home decreased this quarter but remains higher than target by 22%. There are a number of factors affecting this, including assisting people out of hospital, with the number of people experiencing a delayed transfer of care from hospital continuing to be a significant pressure. We also anticipate additional pressure in the coming months with an increase in residential and nursing placements during the winter period.

The proportion of delayed discharges from hospital where KCC was responsible in the last quarter was within the 30% target at 29.4%. There were 14,724 bed day delays of delayed transfer from hospital in the quarter, equivalent to 13.1 per 100,000 of the population per day.

### **Safeguarding**

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

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

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

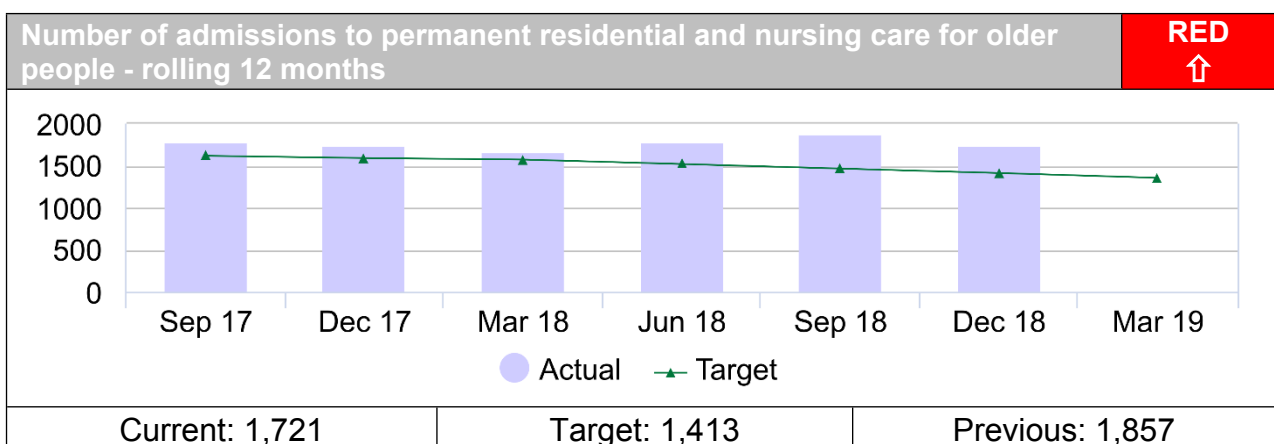
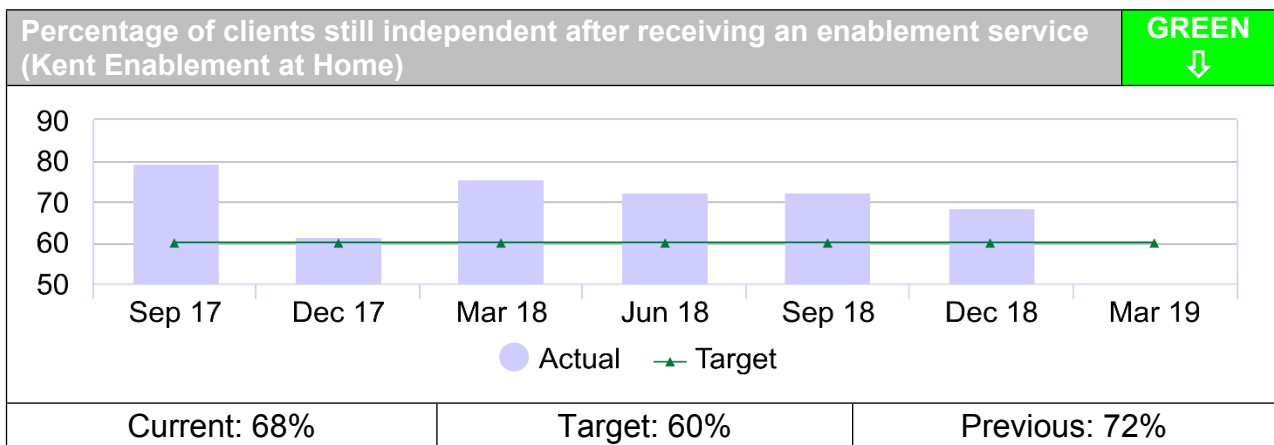
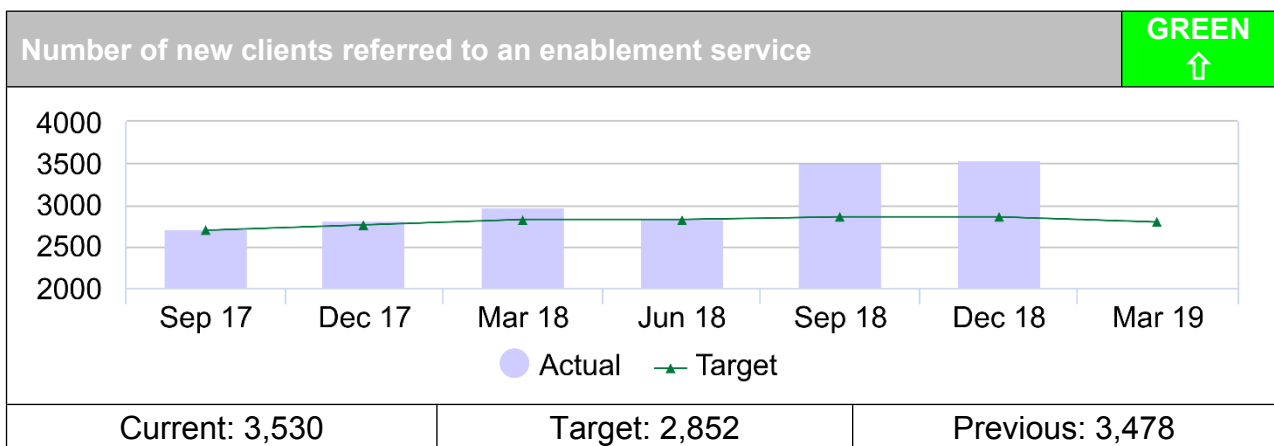
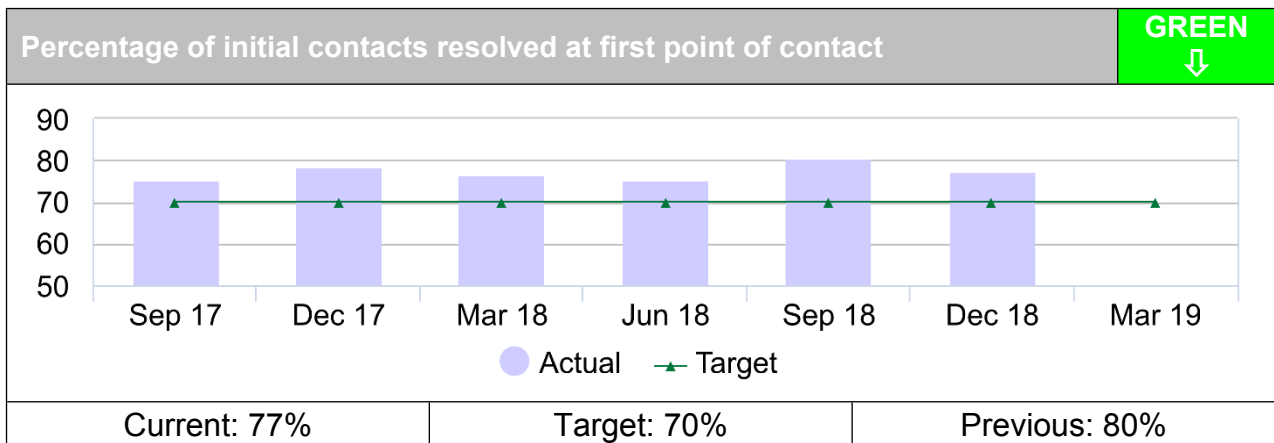
## Service User Feedback

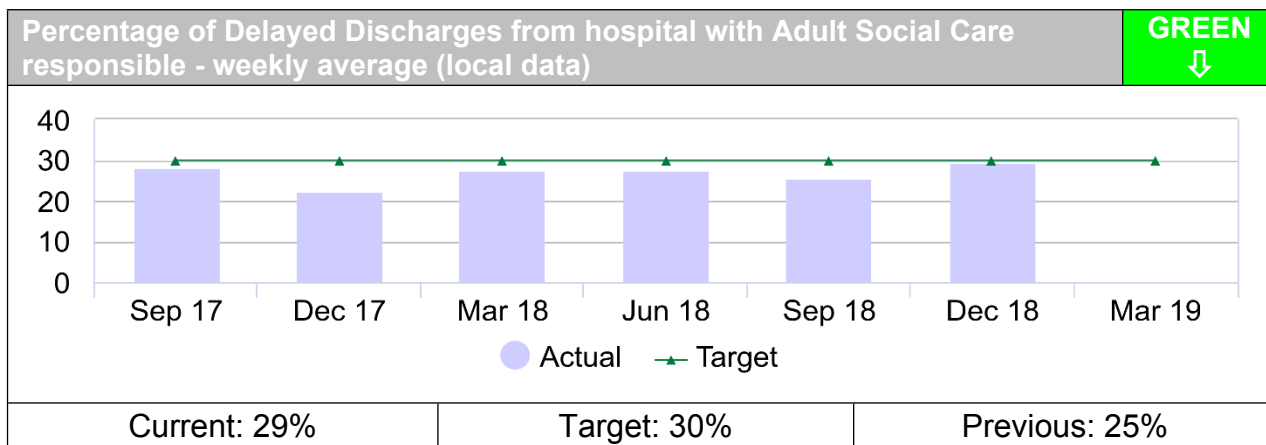
All local authorities carry out surveys of adult social care service users on an annual basis, as set out by Department of Health guidance. The survey results are used, along with other feedback gathered, to understand how we can make improvements to services. Results of some of the key survey questions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

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

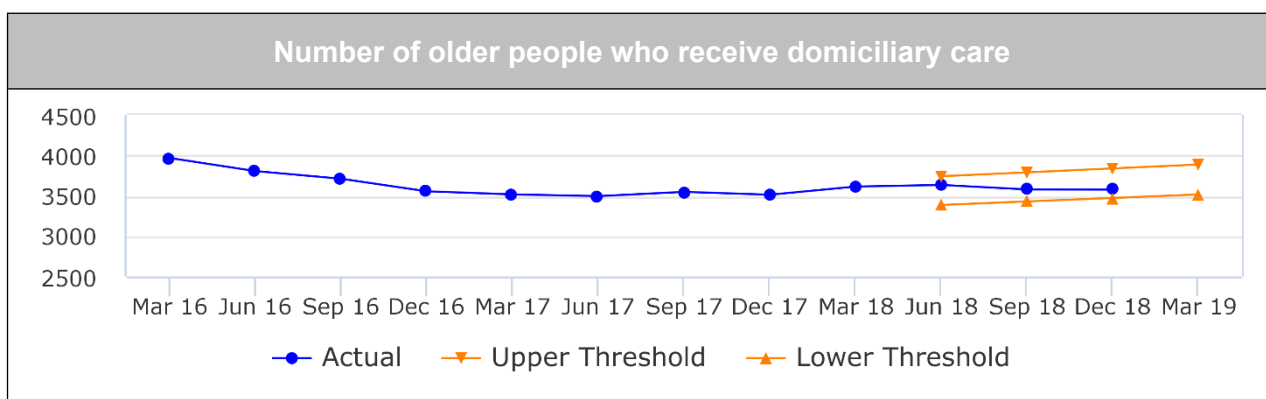
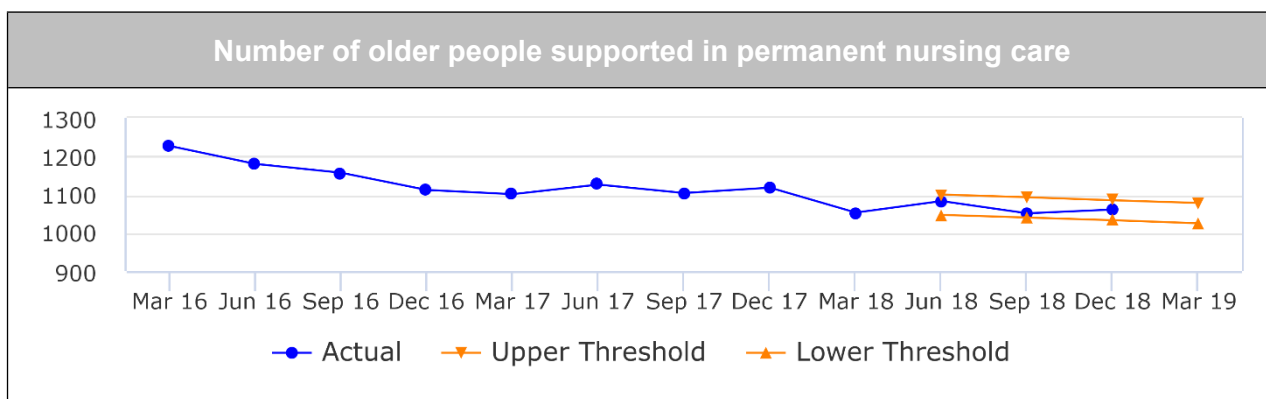
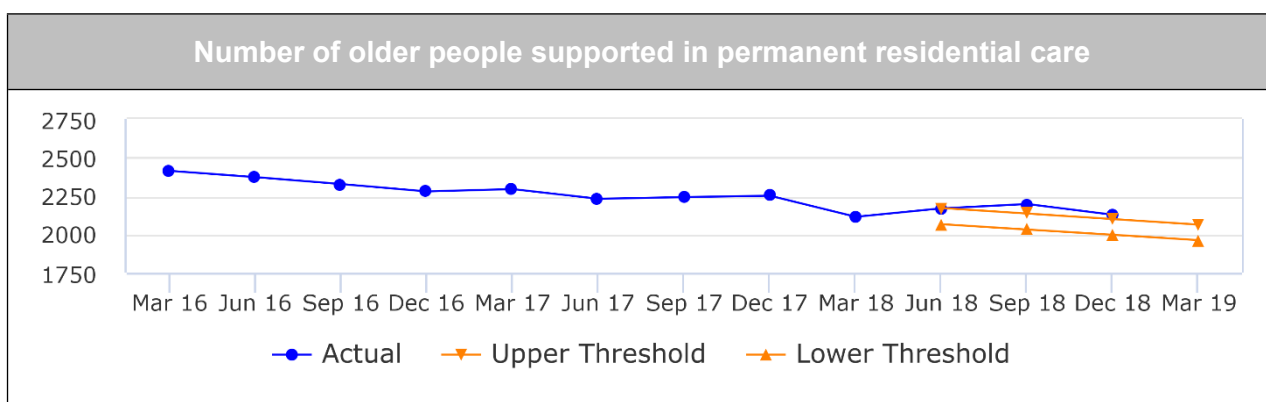
\* The Carers survey is undertaken every other year

Key Performance Indicators

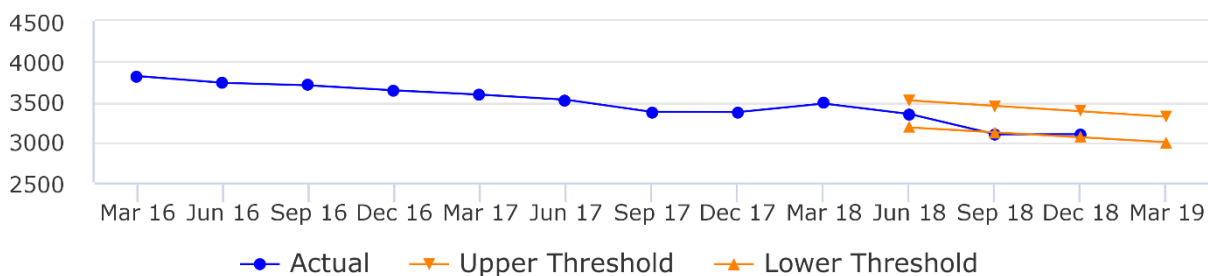




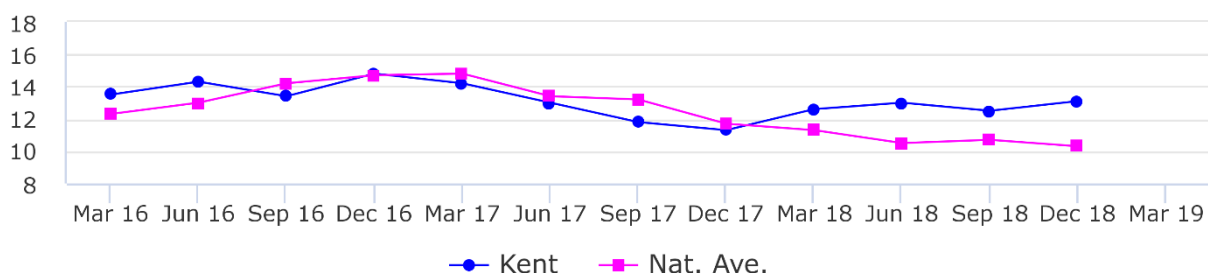
### Activity indicators



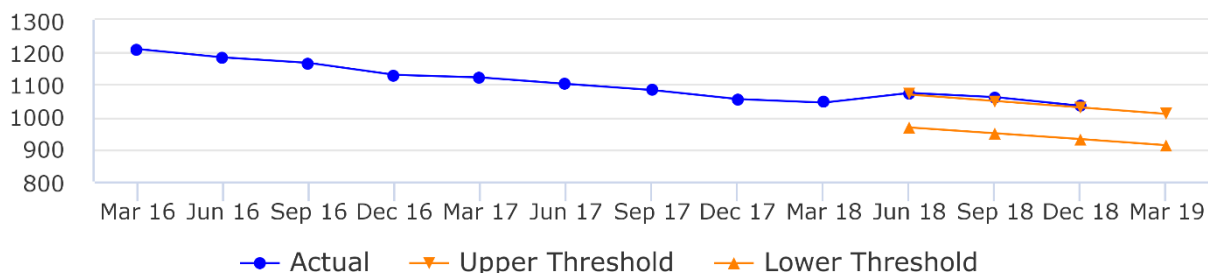
Number of social care clients receiving a direct payment



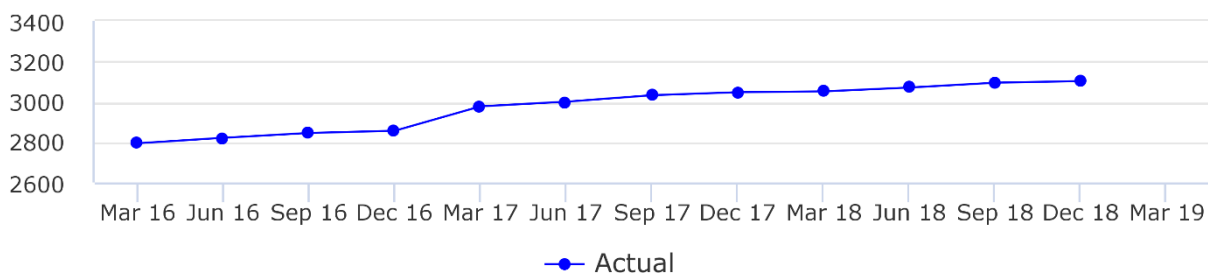
Number of delayed transfers of care per 100,000 population age 18+, average per day (national data)



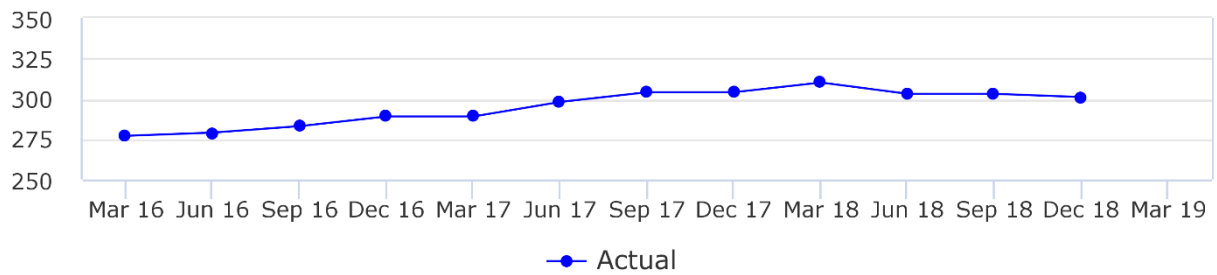
Number of learning disability clients in residential care



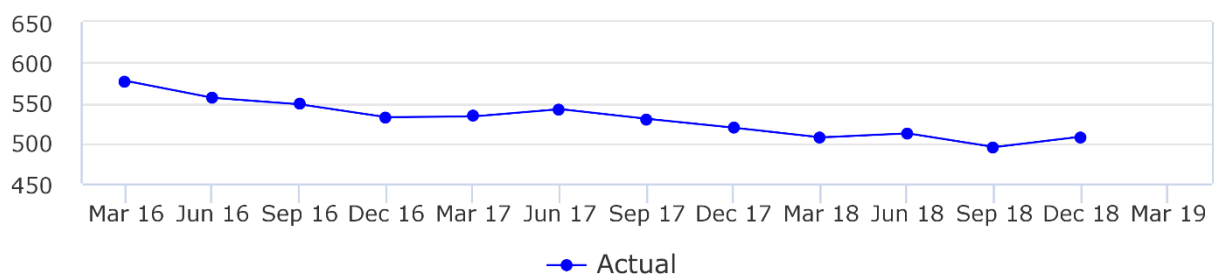
Number of people with a learning disability receiving a community service



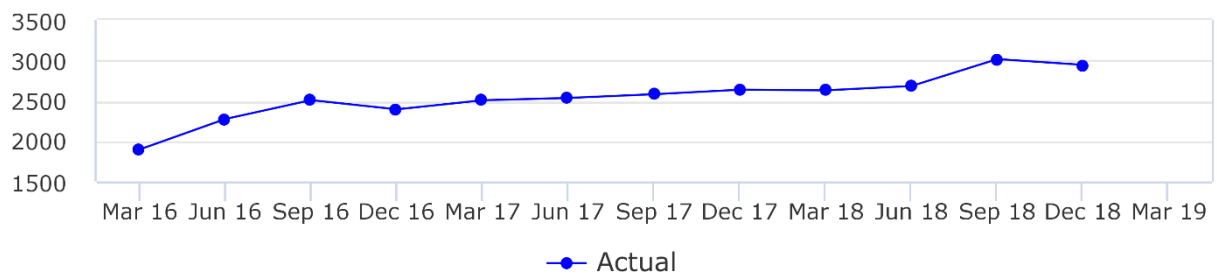
Number of people with mental health needs in residential care



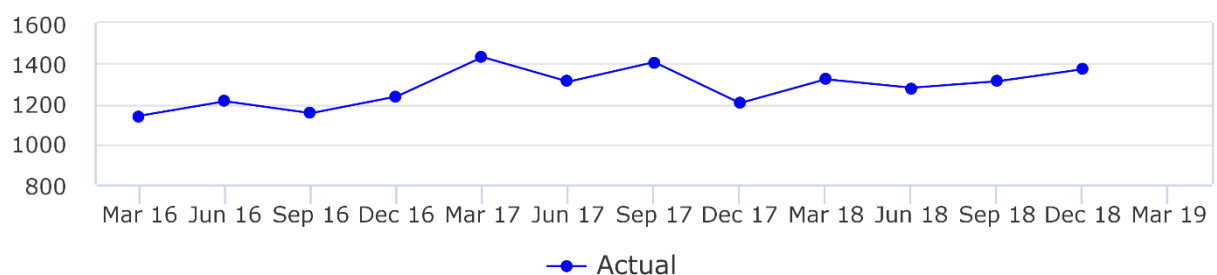
Number of people with mental health needs receiving a community service



Number of Safeguarding concerns (initial contacts)



Number of Deprivation of Liberty Safeguards applications



Public Health	
<b>Cabinet Member</b>	Graham Gibbens
<b>Director</b>	Andrew Scott-Clark

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>3</b>	<b>2</b>		<b>2</b>	<b>2</b>	<b>1</b>

The NHS Health Check programme is on track to invite all of the eligible 2018/19 population, however it is unlikely to meet the required level of take-up of 41,600 checks delivered. To ensure the provider delivers to as many eligible Kent residents in the 3 months to March 2019, a remedial action plan has been implemented which includes continued support for GP surgeries with low take-up rates, remedying any software related issues, identifying community/outreach sites and booking in additional workplace clinics.

Targeted Facebook promotion is being implemented to boost uptake at the planned roadshow events during March, across Gravesend, Isle of Sheppey, Broadstairs, Folkestone and Canterbury.

KCC will be commissioning qualitative research during 2019/20 to survey GP surgeries and pharmacies to better understand how take-up can be improved.

The Health Visiting Service completed over 69,000 universal developmental reviews in the 12 months to December 2018 which was above target of 65,000. The first cohort of the new Community Public Health Nurses have commenced their training programme at Canterbury Christ Church University. The introduction of this role within the Health Visiting Service will increase the capacity of the existing workforce as the qualified nurses will undertake mandated contacts with lower risk families.

The transition of the Infant Feeding Service to the Health Visiting Service is now completed and being evaluated. A series of discussions with Service Users, Peer Supporters, Early Help, Health Visitors, Breast Feeding Champions and Lactation Consultants have taken place across the County

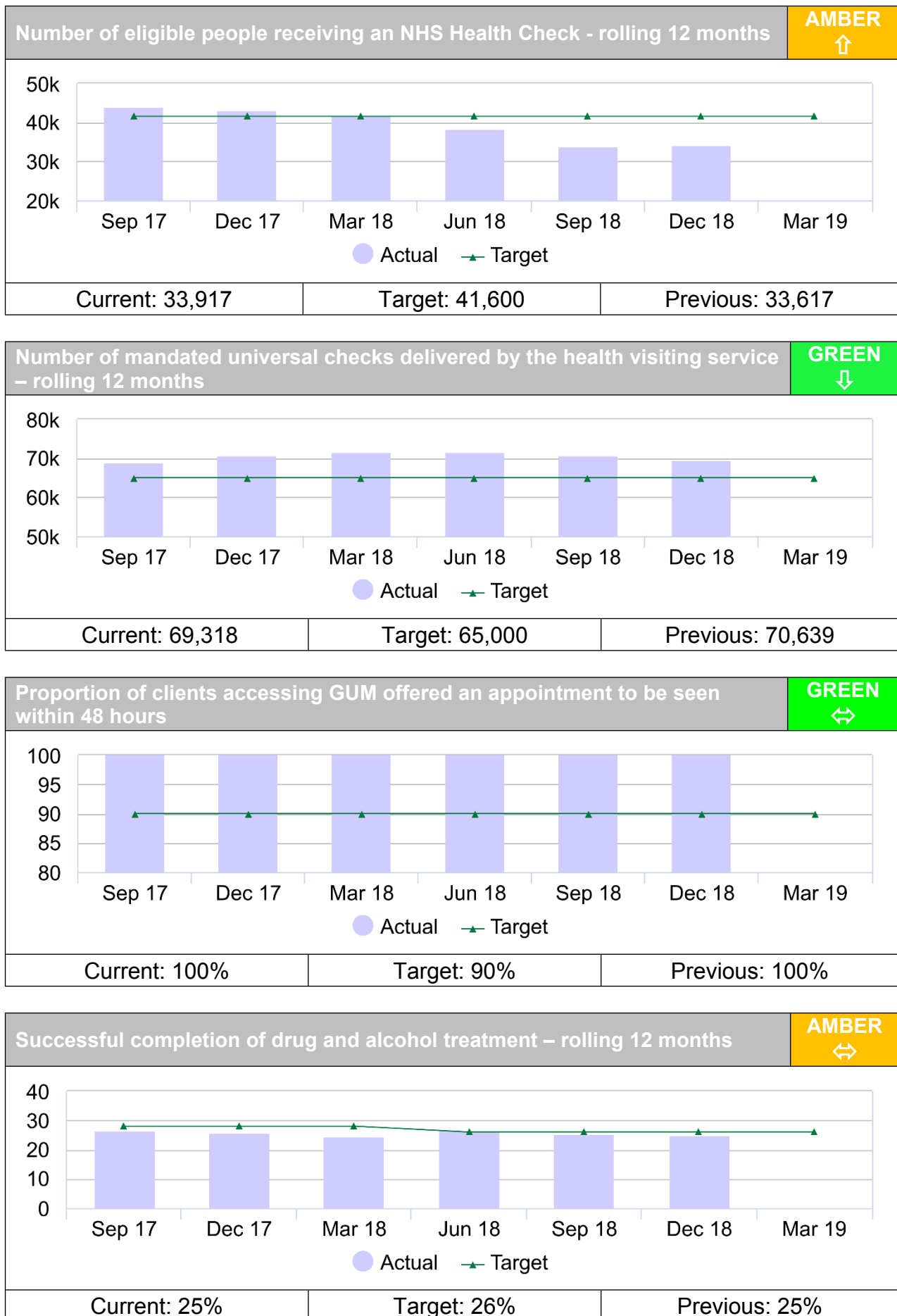
All appointments requiring an urgent Genito-urinary medicine (GUM) appointment in Kent were offered within 48 hours.

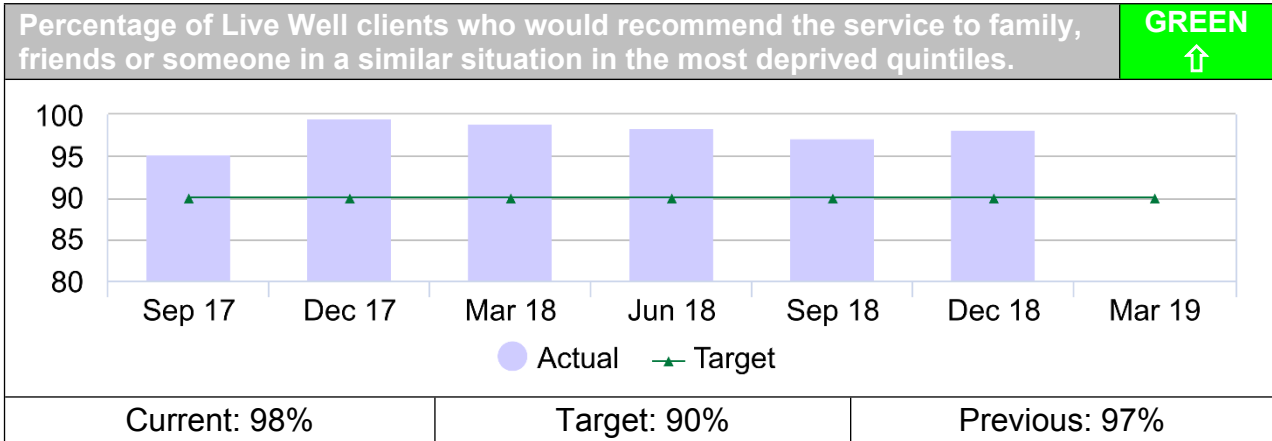
There are increasing numbers of clients accessing structured drug and alcohol treatment in Kent and commissioners are working with the services to ensure that clients are still receiving effective treatment. An alcohol task and finish group has been established to see how clients in structured alcohol treatment can be effectively managed. Price inflations of the drug Buprenorphine have led to increased cost pressures to the substance misuse services across the Country, KCC commissioners and Public Health are working with the providers to manage this.

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

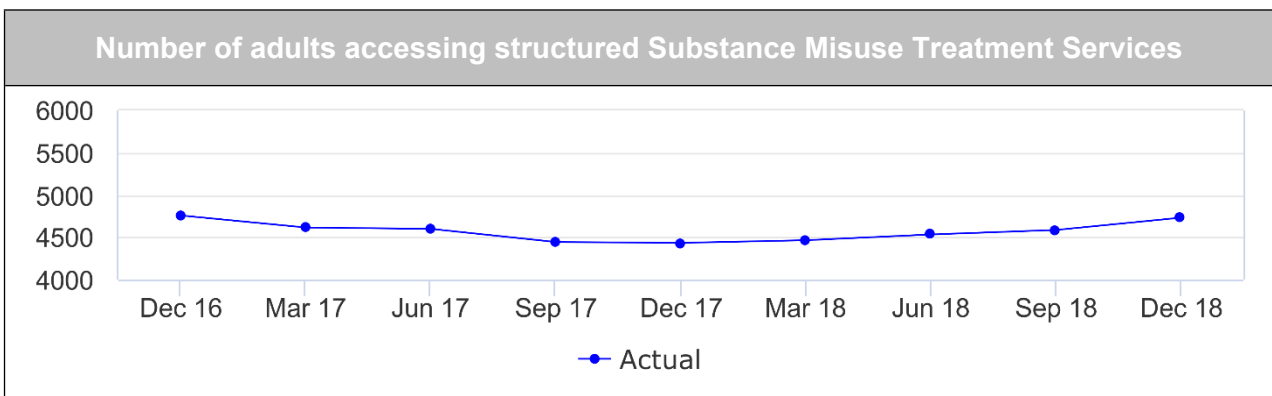
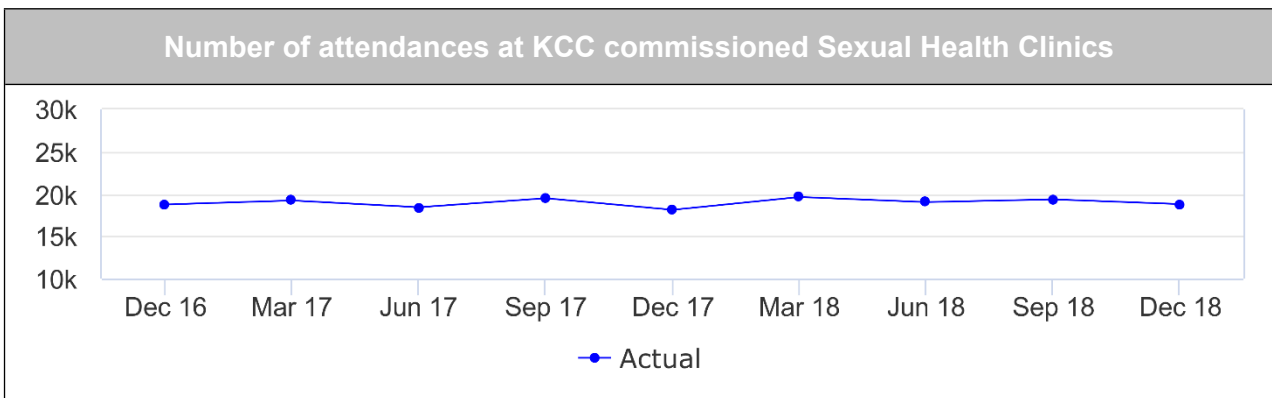
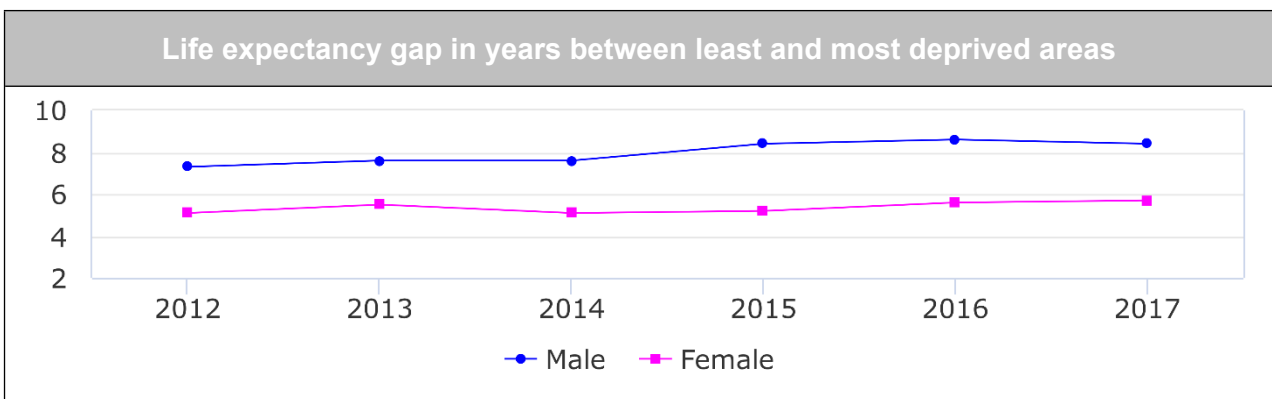


## Key Performance Indicators





**Activity indicators**



## Corporate Risk Register – Overview

The table below shows the number of Corporate Risks in each risk level (based on the risk score). The Target risk level is the expected risk level following further management action. There have been no risks added or closed on the corporate risk register since last reported in December.

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

### CHANGES TO CORPORATE RISK RATINGS

CRR0042: Post-Brexit border systems, infrastructure and regulatory arrangements: due to the continued uncertainty and lack of an agreed withdrawal agreement at time of writing, the current risk rating remains high, with the score increased from 20 to 25, with target rating consequently raised from 16 to 20. Significant work is being undertaken by the council and its partners to prepare for a potential ‘no-deal’ Brexit and its implications, including utilising Department for Transport funding to make improvements to key road infrastructure and comprehensive service continuity planning.

### MITIGATING ACTIONS

Updates have been provided for 9 actions to mitigate elements of Corporate Risks that were due for completion or review up to the end of December 2018, together with updates for 15 actions due for completion or review by beyond December 2018. These are summarised below.

Due Date for Completion	<b>Actions Completed/ Closed</b>	<b>Actions Outstanding or Partially complete</b>	<b>Regular Review</b>
December 2018	5	3	1
December 2018 and beyond	6	7	2

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

Access to resources – KCC has contributed to the latest activity on refreshing the Economic Strategy Statement (formerly the Strategic Economic Plan). The Government consultation on the UK Shared Prosperity Fund (UKSPF), expected in late Autumn 2018, has been delayed until further notice.

Civil Contingencies and Resilience – in relation to potential no-deal Brexit scenarios, KCC services have been reviewing their business continuity arrangements to ensure service delivery can be maintained in the event of widespread congestion or supply chain disruption. This is in turn enabling the refresh of the council’s corporate Business

Impact Analysis. Following the most recent audit of KCC's Business Continuity arrangements, all actions have now been completed.

Kent and Medway Sustainability and Transformation Plan – The NHS 10-year plan was published on 7<sup>th</sup> January 2019. Assessment of the implications for KCC is currently being undertaken. The NHS System Commissioner for Kent and Medway will be in place by 2020. In the meantime, progress papers continue to be reported to the Health & Wellbeing Board on a quarterly basis.

Implementation of Kent Integration and Better Care Fund plans – Agreed commissioning plans continue to be implemented and regular updates provided to Members. Monitoring reports will be in line with central Government expectations.

Integration of Early Help and Preventative Services and Specialist Children's Services to improve outcomes and manage demand: 'Front Door' arrangements – The Request for Support form has been rolled out and will ensure that referrals are directed to the most appropriate place. Training has been provided for multi-agency partners to ensure that they fully understand its use. A fully integrated staffing structure is now in place. A short OFSTED inspection took place in late January/early February 2019. A letter of recommendation is expected late February 2019.

Future financial and operating environment for local government – KCC piloted 100% business rate retention in 18/19. The pilot for 75% business rate retention for 19/20 was not re-approved. KCC is awaiting a response explaining the reasons for this. Pooling arrangement between KCC and 10 district councils will be re-established. KCC has contributed to the fair funding review consultation, launched alongside the local government finance settlement. Final proposals will be published in late summer/early autumn 2019.

Cyber-attack threats – Cantium Business Solutions specification and Contract is currently being developed and reviewed to ensure the correct support, integration and escalation takes place. The National Computer Centre Group are conducting a cyber security review to provide independent assurance on the ability of KCC's IT services to prevent, detect and respond to cyber-attacks. The review will be conducted during February 2019 with published results expected by the end of March 2019. KCC's Cyber Security Incident Response and Management Policy has been launched and will be reviewed annually.

Information Governance – A Corporate Information Governance Group is in place, involving the Council's Data Protection Officer, Senior Information Risk Owner and Caldicott Guardian. Key risks and issues a standing item on the agenda. Underpinning this, a General Data Protection Regulations implementation group will morph into a more general Information Governance Working Group every quarter, escalating risks and issues to the Corporate Group as necessary. A key upcoming task is the development of an Information Governance risk register.

Maintaining a healthy and effective workforce – The findings from the Autumn 2018 staff survey have been analysed and reported across all management levels across the organisation, with action plans being developed and implemented in the coming months.

High needs funding and adequacy of support for children with Special Educational Needs and Disabilities (SEND) – work is now complete to ensure that contracts with independent schools now stipulate financial penalties for low or non-attendance of pupils. Several action dates have been revised due to detailed planning meaning longer than anticipated timescales being required. The plan will be reviewed in light of findings from the recent Ofsted inspection of SEND, which are due in March.

Post-Brexit border systems and infrastructure arrangements – KCC Highways and the Kent Resilience Team participated in the Operation Brock live lorry park trial at Manston Airport on 7<sup>th</sup> January 2019. Organised by the Department for Transport, it was designed to test how Kent's roads would cope with lorries travelling from Manston to Port of Dover. A further exercise, Exercise Lundy, was held on the 10<sup>th</sup> January at the Port of Dover. This exercise critically challenged the Operation Fennel plan in response to prolonged disruption at Kent's ports resulting in serious congestion on the strategic road network. Lessons learned from both events are being fed into KCC, KRF and Government planning.

Effectiveness of Governance within a Member-led Authority - KCC's informal governance arrangements are now available on KNet and set out practical information for officers about why informal governance is important, what our informal governance arrangements are and how they work. Operating Standards are also available on KNet bringing essential management information together in one place to ensure effectiveness and consistency.

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By: Deputy Leader and Cabinet Member for Finance and Traded Services,  
Peter Oakford  
Interim Corporate Directors of Finance, Cath Head and Dave Shipton  
Corporate Directors

To: Corporate Board – 11 March 2019  
Cabinet – 25 March 2019

Subject: **REVENUE & CAPITAL BUDGET MONITORING - JANUARY 2018-19**

Classification: Unrestricted

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## 1. SUMMARY

- 1.1 This report provides the budget monitoring position up to 31 January 2018-19 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;
  - Appendix 2 - activity information for our highest risk budgets;
  - Appendix 3 – details of the Asylum service forecast and key activity information
- 1.3 Cabinet is asked to note the forecast revenue and capital monitoring position. The forecast revenue underspend is -£0.015m (including Corporate Director adjustments) increasing to a pressure of £2.601m including roll forwards. This is a reduction in the forecast pressure since the previous report.
- 1.4 The Asylum service accounts for £2.713m of the pressure and negotiations continue with the Home Office to seek reimbursement of the costs of supporting unaccompanied asylum seekers and care leavers. The forecast had previously assumed that the Home Office would fund over 21's not in education but recent grant guidance has confirmed that this will not be the case.
- 1.5 The forecast pressure of £2.601m (after roll forward requests) needs to be managed down over the final two months of the year. Any residual overspend would need to be funded from reserves, which is a one-off solution, and would still require the underlying pressure to be dealt with by in-year management action in the early part of 2019-20.
- 1.6 There is a reported variance of -£77.482m on the 2018-19 capital budget (excluding schools devolved capital and PFI). This is a movement of -£8.515m from the previous report and is made up of -£1.233m real movement and -£7.282m rephasing movement.

## 2. RECOMMENDATIONS

- 2.1 **Note** the forecast revenue budget monitoring position for 2018-19 and capital budget monitoring position for 2018-19 to 2020-21, and that the forecast pressure on the revenue budget needs to be eliminated as we progress through the remainder of 2018-19.

### **3. SUMMARISED REVENUE MONITORING POSITION**

3.1 Overall the net projected revenue variance for the Council as reported by budget managers is an underspend of -£0.015m. After allowing for roll forwards the position increases to a pressure of £2.601m. This forecast position, after roll forward requirements, represents a movement of -£1.212m. The main reasons for the movement this month are provided in section 3.3 below.

In total, this position reflects that we are on track to deliver the majority of the £50.2m of savings included in the approved budget for this year but need to continue working on eliminating the residual £2.601m forecast pressure. The position by directorate, together with the movement from the last report, is shown in table 1a & 1b 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
<b>Adult Social Care &amp; Health</b>						
Strategic Management & Directorate Budgets (ASCH)	34.707	-3.775	0	-3.775	-3.638	-0.137
Disabled Children, Adult Learning Disability & Mental Health	233.289	2.763	0	2.763	2.894	-0.131
Older People & Physical Disability	151.015	0.428		0.428	0.131	0.297
<i>Total Adult Social Care &amp; Health</i>	<i>419.011</i>	<i>-0.584</i>	<i>0.000</i>	<i>-0.584</i>	<i>-0.613</i>	<i>0.029</i>
<b>Children, Young People &amp; Education</b>						
Strategic Management & Directorate Budgets (CYPE)	2.270	2.003		2.003	2.000	0.003
Education Services, Planning & Resources	39.644	3.770		3.770	3.764	0.006
Quality & Standards	1.239	-0.576		-0.576	-0.585	0.009
Early Help & Preventative Services	18.071	-1.247	-0.400	-1.647	-1.085	-0.562
Specialist Children's Services	125.026	1.926	0.250	2.176	2.255	-0.079
<i>Total Children, Young People &amp; Education</i>	<i>186.250</i>	<i>5.876</i>	<i>-0.150</i>	<i>5.726</i>	<i>6.349</i>	<i>-0.623</i>
<b>Growth, Environment &amp; Transport</b>						
Strategic Management & Directorate Budgets (GET)	0.662	0.567		0.567	0.571	-0.004
Economic Development	4.635	0.265		0.265	0.270	-0.005
Highways, Transportation & Waste	140.827	-1.321		-1.321	-1.262	-0.059
Environment, Planning & Enforcement	14.609	0.733		0.733	0.734	-0.001
Libraries, Registration & Archives	9.413	-0.329		-0.329	-0.318	-0.011
<i>Total Growth, Environment &amp; Transport</i>	<i>170.146</i>	<i>-0.085</i>	<i>0.000</i>	<i>-0.085</i>	<i>-0.005</i>	<i>-0.080</i>
<b>Strategic &amp; Corporate Services</b>						
Strategic Management & Directorate Budgets (S&CS)	-1.508	-0.056		-0.056	-0.015	-0.041
Engagement, Organisation Design & Development	13.123	0.303		0.303	0.336	-0.033
Finance	9.507	-0.367		-0.367	-0.289	-0.078
General Counsel	7.598	-1.336		-1.336	-1.336	0.000
Infrastructure	39.073	1.108		1.108	1.081	0.027
Strategic Commissioning including Public Health	7.103	-0.132		-0.132	-0.004	-0.128
Strategy, Policy, Relationships & Corporate Assurance	1.895	0.040		0.040	0.077	-0.037
Business Services Centre	0.000	0.000		0.000	0.000	0.000
<i>Sub Total Strategic &amp; Corporate Services</i>	<i>76.791</i>	<i>-0.440</i>	<i>0</i>	<i>-0.440</i>	<i>-0.150</i>	<i>-0.290</i>
<b>Financing Items &amp; Unallocated</b>	<b>111.737</b>	<b>-4.632</b>		<b>-4.632</b>	<b>-4.370</b>	<b>-0.262</b>
<b>TOTAL (Excl Schools)</b>	<b>963.935</b>	<b>0.135</b>	<b>-0.150</b>	<b>-0.015</b>	<b>1.211</b>	<b>-1.226</b>
<i>Schools (CYPE Directorate)</i>	<i>0</i>	<i>12.335</i>		<i>12.335</i>	<i>14.674</i>	<i>-2.339</i>
<b>TOTAL</b>	<b>963.935</b>	<b>12.470</b>	<b>-0.150</b>	<b>12.320</b>	<b>15.885</b>	<b>-3.565</b>

Directorate		Budget	Net Forecast Variance *	Corporate Director Adjustment	Revised Net Variance	Last Reported Position	Movement
		£m	£m	£m	£m	£m	£m
<b>Variance from above (excl Schools)</b>					<b>-0.015</b>	<b>1.211</b>	<b>-1.226</b>
Roll Forwards	- committed				0.454	0.440	0.014
	- re-phased				0.975	0.975	0.000
	- bids				1.187	1.187	0.000
Total Roll Forward Requirements					2.616	2.602	0.014
<b>(-ve) Uncommitted balance / (+ve) Deficit</b>					<b>2.601</b>	<b>3.813</b>	<b>-1.212</b>

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

### 3.3 Table 1b: Provisional Directorate **revenue** position after roll forwards:

Directorate	Variance	Roll Forwards			Revised Variance
	£m	Committed £m	Re-phased £m	Bids £m	£m
Adult Social Care & Health	-0.584	0.454			-0.130
Children, Young People & Education	5.726		0.975		6.701
Growth, Environment & Transport	-0.085				-0.085
Strategic & Corporate Services	-0.440			1.187	0.747
Financing Items & Unallocated	-4.632				-4.632
<b>TOTAL (Excl Schools)</b>	<b>-0.015</b>	<b>0.454</b>	<b>0.975</b>	<b>1.187</b>	<b>2.601</b>

3.3.1 The main reasons for the movement of -£1.226m before roll forwards and -£1.212m after roll forwards are:

3.3.2 Adult Social Care and Health:

The overall movement for the Directorate forecast variance since the December position is an increase of +£0.029m. An explanation of significant movements is detailed below.

3.3.2.1 Strategic Management and Directorate Budgets – Adults

The pressure within Strategic Management and Directorate has decreased since December by -£0.137m.

This movement relates to several offsetting movements across various service lines (including a decrease of -£0.074m in the Kent Social Fund), with no significant changes from the December position to report.

3.3.2.2 Disabled Children, Adult Learning Disability and Mental Health

The pressure within Disabled Children, Adult Learning Disability & Mental Health has decreased by -£0.131m since December.

Most of this decrease is within Adult Learning & Physical Disability Pathway - Residential Care Services, which has seen an activity-based movement of -£0.156m.

The pressure within Looked After Children's Services has increased by +£0.081m since December.

The remainder of the movement relates to several offsetting movements across various service lines, with no other significant changes from the December position to report.

### 3.3.2.3 Older People and Physical Disability

The pressure on 'Older People & Physical Disability' has increased since December by +£0.297m.

There has been an increase of +£0.205m within the Older People Residential and Nursing Services since the December position. This is linked to increases in activity experienced over the winter months (including an increase in short term placements).

The pressure within Community Services has decreased this month, partially due to an increase in recovered surplus funds for clients receiving Direct Payments of -£0.319m, and decreased Homecare and Direct Payment activity within 18-64 age-range clients of -£0.164m and -£0.081m respectively. There has also been a decrease of -£0.125m within the Equipment forecast.

The pressure within Older People & Physical Disability Assessment Services has decreased by -£0.255m due to slippages in recruitment following the Assessment Service redesign project.

The forecast assumes that the lower than anticipated growth in demand outlined in some of the above are offset by a transfer to reserves of +£1.100m as they are only delays in growth in demand.

Within the current month's position, the forecast for core funded activity to reduce winter pressures is now being met by an alternative source of funds, as announced in the Autumn Budget. This is offset by no longer requiring the planned drawdown from reserves to fund this activity.

### 3.3.3 Children, Young People and Education Directorate:

The forecast for Children, Young People and Education Directorate indicates an overall pressure of +£5.726m (before the Tackling Troubled Families roll forward request – see 3.4.2) and after Corporate Director adjustments. +£2.713m of this pressure relates to the Asylum service. This variance has moved by -£0.623m since the December monitoring.

#### 3.3.3.1 Early Help & Preventative Services

There has been a total movement of -£0.562m in the forecast since December monitoring. This movement is due to the withholding of payments to Health for the non-delivery of commissioned services in 2017-18 along with the delay in the recruitment to vacancies across all services pending the restructure changes arising from the implementation of the Change for Kent Children Programme.

### 3.3.3.2 Specialist Children's Services (excluding Asylum)

The Specialist Children's Services forecast has decreased by -£0.076m since December monitoring. There has been a -£0.257m movement in the children's social work staffing budget line since December due to delays in recruitment. There has also been a movement of -£0.107m in the adoption and special guardianship service, due to a reduction in the number of suitable adopters purchased from other local authorities. These have largely been offset by higher than anticipated placement costs in the care leavers service +£0.244m.

### 3.3.4 Growth, Environment & Transport:

The current position is a forecast underspend of -£0.085m, which is a net improvement of -£0.080m from the last reported position.

#### 3.3.4.1 Highways, Transportation & Waste

The division has seen an overall net reduction of -£0.059m with some significant partially offsetting movements requiring explanation.

Highway Transportation (including School Crossing Patrols) is showing a movement of +£0.161m due to increased planning costs for major projects.

Highway Asset Management (Roads and Footways) is showing a movement of +£0.200m due to additional spend on footways.

Highway Asset Management (Other) has moved by -£0.504m, primarily due to reduced estimates for streetlight energy and maintenance costs of -£0.440m following the continued roll out of the LED conversion programme. Other small movements make up the balance of -£0.064m.

Subsidised Buses and Community Transport has moved by +£0.148m due to a reduced draw down from reserves.

Residual Waste has increased slightly by +£0.124m through a combination of higher volumes of waste, offset by additional trade waste income.

This increase has been partially offset by reductions in Waste Facilities & Recycling Centres of -£0.100m.

Other minor movements make up the remaining balance of -£0.089m, each of which are individually below £0.100m.

#### 3.3.4.2 Other small changes across the rest of the Directorate make up the balance of the movement of -£0.020m.

### 3.3.5 Strategic & Corporate Services:

Since the last report to Cabinet, the overall forecast for the Strategic and Corporate Services Directorate has reduced by -£0.290m. The biggest single movement is a new forecast underspend on Strategic Commissioning of -£0.128m which is due to staffing

budget vacancies. The balance of the movement is made up of other Divisional changes all individually less than +/- £0.100m.

Included within the Directorate budget is the Public Health expenditure which is funded from a ring-fenced grant. The current forecast outturn is an underspend of -£3.117m which is a reduction of -£1.544m from the previously reported position. The movement is due to a credit being received from the Kent Community Health NHS Foundation Trust (KCHFT) for Public Health services. Public Health is in partnership with KCHFT and operates open book accounting principles. The underspend is a result of staffing vacancies across a number of services including Health Visiting and School Health within the Children's Programme budget of -£1.225m, Healthy Lifestyles of -£0.247m and Sexual Health of -£0.072m.

### 3.3.6 Financing Items

The underspend has increased by £0.261m this month reflecting increased investment income of -£0.1m and an increase in the Business Rates retained levy and compensation grant following final reconciliations of the audited position for 2017-18 of -£0.161m.

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

### 3.4.1 Adult Social Care and Health

The overall forecast variance for the Directorate is an underspend of -£0.6m and an explanation of significant variances are detailed in the paragraphs below.

This variance position reflects activity data to date in the 2018-19 financial year and we will continue to refine the forecast alongside activity trends over the remaining months.

The Directorate is requesting to roll forward +£0.5m to support staff training relating to a new Adult Social Care ICT system (see 3.4.1.1). This will bring the Directorate to an underspend position of -£0.1m.

#### 3.4.1.1 Strategic Management and Directorate Budgets – Adults

The forecast variance for 'Strategic Management & Directorate Budgets - Adults' is -£3.8m.

- A proportion of this variance relates to centrally held funds still to be allocated which cover pressures already recognised within the forecast position. It includes a -£1.7m underspend against sustainability funding and -£0.2m of released contingencies, which partially offsets pressures from unachievable in year savings of +£0.4m.
- An underspend of -£1.8m against 'Strategic Management & Directorate Support' primarily relates to 'Housing Related Support' services commissioned for clients with Learning Disabilities, where contracts with several providers have come to an end. Support for these clients is being provided through 'Learning Disability Community Based Services' such as 'Supporting Independent Living' services.
- There is an additional underspend of -£0.5m within 'Strategic Management & Directorate Support' relating to the implementation of a new Adult Social Care ICT system. The associated staff training will now take place in 2019-20 and a request is being made to roll forward the underspend in line with the implementation timetable.

### 3.4.1.2 Disabled Children, Adult Learning Disability and Mental Health

Disabled Children, Adult Learning Disability and Mental Health Services are forecasting a net pressure of +£2.8m.

- +£1.5m of this pressure relates to Learning Disability Community Based Services where there is increasing activity within the Supporting Independent Living Service. The cost of growing complexity and increasing client numbers is creating a pressure. Additional pressure has been created by clients previously supported under the Housing Related Support contracts. These clients are now receiving Learning Disability Community Services
- Housing Related Support (Learning Disability and Mental Health) is reporting a variance of -£0.3m related to the above.
- The division no longer requires the £1.7m drawdown from reserves due to delays in anticipated growth in demand.
- Carers Support (Learning Disability & Mental Health) is reporting a variance of -£0.3m. There is also an underspend of -£0.6m against Adult Learning & Physical Disability Pathway - Residential Care Services.
- A forecast pressure of +£0.9m is reported within services for children with a disability (0-18), relating to an increase in the cost of complex residential placements for young children, and is reflecting the full year effect of increases in both activity and the cost of care packages in the final quarter of the previous financial year of +£1.3m. This pressure is partially offset by underspends in day care and direct payment services of -£0.4m.

### 3.4.1.3 Older People and Physical Disability

Older People and Physical Disability services are forecasting a net overspend of +£0.4m, which includes several offsetting variances. The most significant variances are detailed below.

- Older People (65+) Residential and Nursing Services are reporting an activity based overspend of +£1.1m. This is indicative of increased service usage. It is anticipated that pressures will increase within this service area over the winter period. There is an additional adjustment of +£1.5m for debt.
- Older People (65+) Community Services is reporting an activity based overspend of +£1.1m. This position reflects current activity trends.
- -£3.7m variance relates to a forecast for existing core activity that is now being met by an alternative source of funds, as announced in the Autumn Budget to address pressures over winter.
- The pressure in Older People (65+) Community Services is offset by a variance of -£1.1m against Adaptive & Assistive Technology (as efficiencies within the procurement and running of this service come into full effect in 2018-19), and an underspend of -£0.6m against Carers Support.
- There are also combined underspends within Residential and Community Services for Physical Disability Clients - under 65's) of -£1.3m.
- There is a one-off underspend forecast of -£2.4m against Assessment Staffing. This is due to staff vacancies in combination with a slippage in recruitment following the Assessment Service redesign project.
- The division no longer requires the £5.7m drawdown from reserves due to delays in anticipated growth in demand (including the monies referenced in 3.3.2.4).

- The Older People and Physical Disability forecast assumes that there will be also be some increased activity over the winter months.

### 3.4.2 Children, Young People and Education Directorate

The forecast for the Children, Young People and Education Directorate indicates an overall pressure of +£5.7m, of which +£2.7m relates to the Asylum service.

Tackling Troubled Families has achieved additional income of -£1.0m as a result of more successful Payment By Results submissions to the MHCLG and is requesting roll forward of this surplus into the next financial year in order to ensure there is sufficient funding to maintain this programme in 2019-20. This roll forward increases the forecast pressure to +£6.7m.

#### 3.4.2.1 Strategic Management & Directorate Budgets (CYPE)

+£2.3m of the pressure relates to the integration savings target that is not expected to be made due to a delay in the appointment of senior posts. Short term compensating savings are being reported below and any further savings specifically related to integration will be reflected against the relevant budget lines as and when agreed. The wider impact of integration is being developed to deliver the full saving in 2019-20 through the Change for Kent Children Programme. This pressure is partially offset by the one-off reduction in early retirement costs from 2017-18 of -£0.3m.

#### 3.4.2.2 Education Services, Planning & Resources

There are a number of pressures from 2017-18 which are continuing into 2018-19, including:

- ongoing school security costs and other related school costs +£0.6m;
- the installation, hire, and removal of mobile classrooms to support the Basic Need programme of +£0.9m;
- +£0.4m revenue maintenance costs associated with schools are expected to be more than the grant available. This covers both planned maintenance agreements and subsequent resultant work which falls under the Total Facilities Management contracts.

There are also emerging pressures on:

- The Education Psychology Service of +£0.6m, due to increasing statutory workloads which is resulting in the continual use of agency staff to cover staff vacancies and the need to offer enhanced salary packages to attract and retain permanent staff. In addition, as the service focused on meeting its statutory responsibilities, it has had to reduce traded activities which has led to a shortfall in income;
- +£1.0m pressure in home to school and college transport. Current pupil numbers indicate a pressure of +£1.9m on SEN home to school transport offset by -£0.9m underspend on mainstream transport service;
- +£1.6m support of children with Special Education Needs (SEN). The pressure is resulting from the increasing provision of therapy services, home tuition and higher demand for statutory assessments, along with additional payments to reflect the greater complexity of needs of the pupils placed in our special schools and specialist resource provision;

- +£0.2m shortfall in traded income relating to emergency planning due to more limited market requirement.

Where the demands and subsequent financial pressures are expected to continue into 2019-20, they are highlighted in the medium-term plan submission.

The pressures above are partially offset by reviewing the funding set aside in respect of The Education People (TEP) of -£1.0m. In addition, due to the delay in the launch of the company there is also a -£0.3m one-off pension saving. There is also a -£0.5m underspend against the additional grant from the DfE to support school improvement.

#### 3.4.2.3 Early Help & Preventative Services

Early Help & Preventative Services are forecasting a -£0.6m underspend after the Tackling Troubled Families roll forward. Negotiations have now concluded with the health services regarding the non-delivery of commissioned services resulting in the withholding of full payment for activities in 2017-18 (-£0.4m). There has also been a delay in the recruitment to vacancies across services pending the outcome of the restructure changes arising from the implementation of the Change for Kent Children Programme (-£0.2m).

#### 3.4.2.4 Specialist Children's Services (excluding Asylum)

The Specialist Children's Service is forecasting a -£0.5m underspend, which is formed from a number of compensating variances.

The Care Leavers Service is forecasting a pressure of +£0.8m resulting from the need to recruit additional staff and the use of agency staff to meet the current demand of supporting children. This also includes the anticipated impact of new legislation requiring local authorities to continue to offer support to young people up to the age of 25. The impact of this new legislation is expected to be ongoing and will increase in future years.

A pressure of +£1.3m is forecast for Looked after Children placement costs resulting from the service supporting increasingly complex children requiring more specialist placements (at a higher cost) (+£0.5m). Children's Social Work is also seeing a significant rise in the overall cost for legal proceedings even though the number of proceedings has remained constant (+£0.8m pressure). Work is ongoing with Invicta Law to understand the underlying causes and results will be reported in future monitoring reports and reflected in the MTFP as required.

These pressures are offset by anticipated underspends on the assessment and safeguarding service and support staff totalling £1.0m – this is partly due to the holding of vacancies in advance of the impending Directorate restructure; and a reduction in unit costs across adoption & special guardianship orders of -£1.4m partially resulting from the full year effect of the means-testing which was introduced in 2017-18.

#### 3.4.2.5 Specialist Children's Services – Asylum Seekers:

The pressure on the Asylum Service is expected to continue, with an estimate of +£2.7m shortfall in grant income based on a number of assumptions. The Home Office have recently confirmed there will be no significant change to the current grant rates for 2018-19. This follows a meeting with the Home Office and Senior Officers in December 2018.



Negotiations continue with the Home Office to recover the shortfall in funding for this service over recent years.

The main variances for the Asylum service are:

- -£0.3m surplus in grant income from supporting under 16 year olds. This is in line with previous years and is normally used to offset any shortfalls in grant relating to 16-17 year olds and 18+ care leavers.
- +£0.5m shortfall in grant income for supporting 16-17 year olds. There are still a number of children placed in higher cost placements who arrived before the age of 16 and have chosen to remain in their current placements. Attempts to move any individual who is settled in their placement is likely to result in legal challenge. This pressure is less than the previous year as it is assumed new 16-17 year olds will be placed in lower cost supported accommodation settings.
- +£0.6m shortfall in grant income to support the National Transfer Scheme Reception Centre. The pressure on this service has increased since 2017-18 as the number of new UASC arrivals has reduced leading to a reduction in the total grant received to run this service and therefore a greater overall shortfall in funding.
- +£1.7m shortfall in grant income for supporting care leavers (18+). Historically, the grant rate has not been sufficient to recover the costs associated with supporting this age group. Work is progressing to ensure care leavers are applying for both job seekers allowance and housing benefit where eligible to do so. This forecast now assumes the Home Office will not fund the full statutory responsibility of Councils to support young people up the age of 25 following confirmation of grant rules.
- -£0.3m surplus as the final 2017-18 Home Office grant received for Care Leavers was higher than previously expected.
- +£0.5m placement costs associated with children who are presented to us as Asylum Children that are deemed not to be eligible for the Home Office Grant (referred to as ineligible children).

### 3.4.3 Growth, Environment and Transport

Overall the Directorate is forecasting a -£0.1m underspend, with +£4.0m of pressures being offset by forecast underspends of -£4.1m. The latter includes a number of one-off initiatives that have been implemented to try and deliver a balanced budget. Some of the recurring pressures will likely continue into 2019-20 and have been accounted for as part of the budget build, to ensure sufficient resource is available in the coming year.

#### 3.4.3.1 Strategic Management & Directorate Budgets

The Directorate is showing a pressure of +£0.7m against the “Budget & Savings Plans to be allocated” budget line. These were unallocated savings that formed part of the 2018-19 budget build and have been addressed during the year. Offsetting management action is shown against individual key services, including -£0.1m against the Strategic Management & Directorate Budget itself.

#### 3.4.3.2 Economic Development

The Economic Development division is reflecting a pressure of +£0.3m, which is due to reduced estimates of administration and management fee income to be derived from loan applications to the Kent & Medway Business Fund, as well as planning and feasibility costs that need to be accounted for within the revenue monitoring.

### 3.4.3.3 Highways, Transportation and Waste

There is an overall pressure within Waste Facilities & Recycling Centres of +£0.9m, despite the forecast volume of waste being -26,956 tonnes below budgeted levels.

Increases in Materials Recycling Facilities (MRF) costs has led to a pressure of +£0.6m, reduced paper and card waste income (-6,901 tonnes) has left an income shortfall of +£0.8m, whilst additional composted waste of +4,674 tonnes has added a further +£0.4m to the forecast meaning a total pressure of +£1.8m.

These pressures have been partially offset by a reduction of -4,839 tonnes (-£0.3m) of recycling credits; the insurance settlement for North Farm of -£0.2m; as well as -£0.8m of underspend due to the current mix of waste types (each with their own disposal cost) forecast to cost less than budgeted levels, meaning total savings/underspends of -£1.3m.

Alongside the net +£0.5m pressure referred to above, is +£0.5m of unbudgeted payments to districts in relation to a profit share arrangement with savings also accruing to KCC from the new recycling scheme with reduced volumes of residual waste (see below) being experienced. In addition is the in-year cost +£0.3m for the replacement of new waste compactors plus other minor in-year variances of -£0.4m that reconcile back to the +£0.9m overall pressure. Further details on activity can be found in Appendix 2.14.

The above pressures are largely offset as Residual Waste is forecasting a significant underspend of -£0.8m. This is due to two primary reasons, firstly -£0.5m of predicted volume variance of -2,890 tonnes across Waste to Energy and Waste Treatment Final Disposal contracts (see Appendix 2.13) and secondly, an additional -£0.7m of trade waste income. Without the new recycling scheme (as above) being introduced, the -£0.8m volume variance will have been significantly lower. There are +£0.4m of other minor pressures.

Highway Asset Management (Roads and Footways) is now forecasting a pressure of +£0.8m, partly due to footways (+£0.2m) with the remainder primarily due to non-recoverable works, i.e. damage to highway assets where a claim to recover costs from a third party is no longer possible.

These are unfunded and therefore represent a pressure. However, this pressure is more than offset by an underspend of -£2.0m within Highway Asset Management (Other) through additional income for street permits, as well as other significant underspends including streetlight energy and maintenance due in large part to the LED conversion programme.

The rest of the division is reporting an underspend of -£0.2m, largely comprising; -£0.3m underspend against Highways, Transport & Waste Management Costs and Commercial Operations, -£0.2m underspend in Young Persons' Travel Pass, +£0.1m in Subsidised Buses and +£0.1m against Concessionary Fares. This leaves Highways, Transportation & Waste with an underspend of -£1.3m overall.

#### 3.4.3.4 Environment, Planning & Enforcement

Public Protection is forecasting a pressure of +£1.0m relating primarily to the Coroner's service +£0.9m (see below) but also within Community Wardens +£0.1m, due to a forecast shortfall in funding.

Within the Coroner Service forecast is a contractual pressure of some +£0.4m (full year effect £0.6m) relating to body removals, where costs have increased considerably following the end of the old contracts and whereby the market was only willing to continue with the service at full cost recovery. Options to mitigate this pressure, or deliver the service in a different way, are currently being explored but all future options are likely to cost in excess of the previous arrangements whereby funeral directors provided this service at a subsidised rate which is no longer commercially viable. This has been reflected in budget build to ensure sufficient resource is available going forward.

The remaining Coroner's pressures relate to increasing pathology, post mortem, toxicology and body storage costs due to both a rising population/level of activity, as well as legislative changes, which are all partially offset by an increased contribution from Medway. In addition, funding was set aside for the anticipated introduction of the new Medical Examiner Service but the budget has been released as KCC is unlikely to host this pilot.

The above pressures are partially offset by a number of small savings within Environment & Planning budgets of -£0.3m to leave an overall pressure of +£0.7m.

3.4.3.5 The Libraries, Registration & Archives underspend of -£0.3m includes -£0.1m additional release in a renewals reserve (RFID replacement was re-procured at beneficial rates and final costs are now confirmed), plus minor savings in other areas.

3.4.3.6 The improved position has been achieved primarily through one-off savings this year. Permanent solutions to the £0.7m of unallocated savings plans have been identified as part of the budget build process.

The Directorate remains committed to achieving a balanced position by the year-end, however the significant number of activity-led budgets means the potential for adverse movements in the remainder of the year cannot be ignored.

#### 3.4.4 Strategic and Corporate Services

The overall variance reflected in appendix 1 for the directorate is an underspend of -£0.4m which includes variances of +£0.3m for EODD, -£0.4m for Finance, -£1.3m for General Counsel, +£1.1m for Infrastructure, -£0.1m for Strategic Commissioning referred to above, plus other Divisional variances all individually less than +/- £0.1m.

##### 3.4.4.1 Engagement, Organisation Design and Development (EODD)

The +£0.3m pressure in EODD is made up of +£0.2m relating to 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. Strategic Commissioning and Agilisys are also working together

on changes to the contract which will further mitigate the position for the new financial year. The remainder of the divisional variance +£0.1m relates to a net staffing overspend primarily due to re-phased plans for restructuring.

#### 3.4.4.2 Finance

The variance for the Finance division of -£0.4m is due in the main to staffing budget vacancy management.

#### 3.4.4.3 General Counsel

In General Counsel division the variance of -£1.3m relates in the main to the forecast underspend on Local Member Grants -£1.2m. This underspend will be the subject of a bid for roll forward to Cabinet at year-end.

#### 3.4.4.4 Infrastructure

For Infrastructure budgets the variance of +£1.1m is due to Property related services, the largest part of which is the Corporate Landlord variance of +£0.8m, +£0.5m of which relates to Corporate pressures for: non-capitalisable costs for assets held for disposal +£0.3m and the withdrawal of Commercial Services from the Aylesford Depot +£0.2m. These Corporate pressures have been addressed within the MTFP and the budgets right-sized for 2019-20. The remainder is made up of many smaller variances. The commissioner and Gen2 are looking at ways of delivering mitigating savings to compensate for this position. Other non-Corporate Landlord property related pressures are a forecast overspend of +£0.3m for Oakwood House where income is expected to be below budget. The service is working on potential solutions to mitigate the situation in the short-term whilst decisions are made for the longer-term strategy; a pressure of +£0.1m within Client Services due to a reduction in the number of Academies/Schools contributing towards the schemes; a variance of +£0.1m on Education legal fees, where a change in accounting treatment relating to the use of capital grant funding on this demand led budget has created this pressure. The budget will be rightsized in the MTFP for 2019-20; and a forecast underspend of -£0.2m in the NWoW budget due to reduced activity.

#### 3.4.4.5 Strategic Commissioning including Public Health

Overall, Public Health is forecasting an underspend of -£3.1m which will be transferred to the ring-fenced reserve. Several key service budget lines are showing variances of more than +/- £0.1m which require explanation.

An underspend of -£0.9m is now forecast within the Public Health - Children's Programme budget following receipt of the -£1.2m credit received from KCHFT referred to above. There are also small pressures within school health continence costs (+£0.1m), infant feeding (+£0.1m), and oral health (+£0.1m). The last is offset by an underspend within Public Health - Advice and Other Staffing as the budget for oral health is included against this line.

Public Health - Mental Health, Substance Misuse & Community Safety is forecasting a pressure of +£0.1m due to increased prescribing costs for Substance Misuse.

Public Health - Sexual Health is reporting an underspend of -£0.6m with increased contraceptive costs of +£0.2m offset by reductions in current year activity of -£0.4m. In addition, actual invoices received for 2017-18 activity, that were estimated and accounted for last year, are below the original cost estimates; this has resulted in an underspend this year of -£0.3m. There is also -£0.1m credit received from KCHFT referred to above.

A -£0.7m underspend against Public Health - Healthy Lifestyles results from lower prescribing costs from 2017-18 of -£0.2m, reductions in the number of health checks/ invites of -£0.2m, the credit from KCHFT referred to above of -£0.2m and other small variances amounting to -£0.3m. Prescribing costs from last year have proved lower than the expected values due to the savings generated by the implementation of the Patient Group Direction.

Public Health - Advice and Other Staffing is showing an underspend of -£0.8m; in part this relates to oral health as stated above of -£0.1m as well as underspends against campaigns of -£0.4m and workforce development of -£0.1m. Other minor variances make up the remaining balance of -£0.2m.

Other Divisions within the Directorate have variances, all of which are under £0.1m.

#### 3.4.5 Financing Items

An underspend of -£4.6m is forecast reflecting additional Extended Rights to Free Travel grant notified by Government since the 2018-19 budget was set of -£0.3m; underspending against the net debt costs budget of -£0.9m; an underspend against the Carbon Reduction Commitment Levy of -£0.2m; an underspend against the non specific price provision of -£0.8m; additional retained Business Rates levy for 2017-18 above the debtor raised of -£0.9m and additional S31 Business Rate Compensation Grant of -£1.6m following the reconciliation of audited figures for 2017-18.

#### 3.5 **Schools delegated budgets:**

The schools delegated budget reserves are currently forecast to end the financial year in surplus by £18.7m, compared to £30.0m at the start of the financial year. This is made up of a forecast surplus of £26.5m on individual maintained school balances, a surplus of £0.9m on the schools apprenticeship levy reserve and a deficit on the central schools reserve of £8.7m.

The table below provides the detailed movements on each reserve:

	Individual School Reserves (£m)	Central Schools Reserve (£m)	Apprenticeship Levy Reserve (£m)	Total School Reserves (£m)
<b>Balance b fwd</b>	31.315	(2.155)	0.855	30.015
<b>Forecast movement in reserves:</b>				
Academy conversions and closing school deficits	0.509	(0.645)		(0.136)
Movement in school reserves (6 month monitoring)	(5.324)			(5.324)
Contribution to capital broadband		(1.000)		(1.000)
School Growth		4.002		4.002
High Needs		(8.425)		(8.425)
Various		0.159		0.159
Overspend on Central DSG budgets		(0.611)		(0.611)
<b>Forecast reserve balance</b>	<b>26.501</b>	<b>(8.675)</b>	<b>0.855</b>	<b>18.680</b>

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

The Schools' delegated budget is currently showing a pressure of £12.3m.

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

Dividends/Contributions (£m)	Budget	Forecast	From trading surplus	from reserves
Commercial Services	4.400	4.400	4.400	
GEN2	0.983	0.983	0.983	
Cantium Business Solutions	0.340	0.340	0.340	

## 4. REVENUE BUDGET VIREMENTS/CHANGES TO BUDGETS

4.1 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.

## 5. SUMMARISED CAPITAL MONITORING POSITION

5.1 There is a reported variance of -£77.482m on the 2018-19 capital budget (excluding devolved schools and PFI). This is a movement of -£8.515m from the previous report and is made up of -£1.233m real movement and -£7.282m rephasing movement. Headline movements are detailed below by Directorate.

## 5.2 Table 3: Directorate **capital** position

Directorate	2018-19 Working Budget	2018-19 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	93.808	-28.394	5.548	-33.942	-0.191	-26.749	5.739	-7.193
Adult, Social Care & Health	9.134	-5.298	-0.351	-4.947	-0.546	-3.931	0.195	-1.016
Growth, Environment & Transport	163.651	-34.805	25.105	-59.910	27.952	-55.225	-2.847	-4.685
Strategic & Corporate Services	25.641	-8.985	-2.364	-6.621	1.956	-12.233	-4.320	5.612
<b>TOTAL</b>	<b>292.234</b>	<b>-77.482</b>	<b>27.938</b>	<b>-105.420</b>	<b>29.171</b>	<b>-98.138</b>	<b>-1.233</b>	<b>-7.282</b>

## 5.3 Capital budget monitoring headlines

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

### 5.3.1 Children, Young People and Education

- Annual Planned Enhancement Programme: Rephasing movement of -£2.131m. Additional requirements for two fire safety projects have led to extended design and planning stages and subsequently project completion will be in the new financial year. The move to a planned strategic approach on the programme has meant that smaller remedial works are being undertaken prior to follow up works. This adds time delay to the larger value works.
- Basic Need Programme: Real movement of +£5.764m. In 2018-19 there is a real variance relating to a contribution of £4.184m to an Education & Skills Funding Agency (ESFA) managed project and £1.580m to a school managed project, the costs of which had not previously been included within the forecast. There is sufficient banked grant and additional developer contributions that can be used in the current year to enable these payments to be made. Over the life of the programme however, the forecast real variance totals £6.534m, of which £3.391m is currently unfunded. This will be considered together with future Basic Need programmes to come to a funding solution.

Rephasing movement of -£3.252m. -£1.000m is due to a delay in land transfers taking place and the remainder is due to other minor rephasing across the programme and an element of the real variance previously being reported as rephasing.

- Basic Need Programme Pressure: Rephasing -£1.696m due to planning delays and project start dates being moved.

### 5.3.2 Adult, Social Care & Health

- Adult Social Care Case Management: Rephasing movement of -£1.016m. System delayed due to a lack of confidence in delivering the system to the required

specification. Additional resources required are not available and the project go live date has now moved into 2019-20.

### **5.3.3 Growth, Environment & Transport**

#### 5.3.3.1 Highways, Transportation & Waste

- Highway Major Enhancement: Rephasing movement of -£1.378m. The rephasing movement is mainly due to delays in the external permit process, with works now profiled to occur in early 2019-20.
- Integrated Transport Schemes under £1m: Real movement of +£2.000m. The movement is due to certain works now being delivered through this Programme rather than the Highways Major Enhancement category. This will be funded from the additional Brexit grant reported in the previous monitoring report.
- Herne Relief Road: Real movement +£0.197m. The movement is due to a new road scheme, funded by banked developer contributions.
- All other movements are due to previously reported cash limit changes.

#### 5.3.3.2 Environment, Planning and Enforcement and Libraries, Registration and Archives

- Public Rights of Way: Real movement +£0.143m. The movement is due to additional schemes, funded by banked developer contributions.

#### 5.3.3.3 Economic Development

- Kent & Medway Business Fund: Rephasing -£1.196m. The rephasing movement is due to a review of expected loan applications that will likely be received and approved by the year-end.

### **5.3.4 Strategic & Corporate Services**

- Energy Invest to Save: Real and rephasing +/- £1.800m. This project is no longer proceeding due to the lack of match funding, so has changed from rephasing to a real underspend.
- Invicta Car Park: Real -£0.220m. Project has underspent due to contract works lower than budgeted for.
- All other movements are due to previously reported cash limit changes.

## **6. CONCLUSIONS**

- 6.1 The revenue pressure has reduced to £2.6m after roll forward requirements and it is encouraging to see an improved forecast. The objective remains to eliminate the forecast pressure.



## 7. RECOMMENDATIONS

**Cabinet** is asked to:

- 7.1 **Note** the forecast revenue budget monitoring position for 2018-19 and capital budget monitoring position for 2018-19 to 2020-21, and that the forecast pressure on the revenue budget needs to be eliminated as we progress through the remainder of 2018-19.

## 8. CONTACT DETAILS

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## Breakdown of Directorate Monitoring Position

Adult Social Care & Health							
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Strategic Management &amp; Directorate Budgets - Adults</b>							
Additional Adult Social Care Allocation	1.7	0.0	1.7	0.0	0.0	0.0	0.0
Budgets and Savings Plans to be allocated	2.6	-0.5	2.1	-1.5	0.0	-1.5	0.0
Safeguarding Adults	3.9	-0.2	3.7	-0.1	0.0	-0.1	0.0
Community Based Preventative Services - Other Adults	0.6	-0.6	0.0	-0.1	0.0	-0.1	0.0
Housing Related Support - Other Adults	0.2	-0.2	0.0	0.0	0.0	0.0	0.0
Strategic Management & Directorate Support	31.9	-4.6	27.2	-2.2	0.0	-2.2	-0.1
<b>Total - Strategic Management &amp; Directorate Budgets (ASCH)</b>	<b>40.9</b>	<b>-6.2</b>	<b>34.7</b>	<b>-3.8</b>	<b>0.0</b>	<b>-3.8</b>	<b>-0.1</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Disabled Children, Adult Learning Disability &amp; Mental Health</b>							
Adult Learning & Physical Disability Pathway - Residential Care Services	77.6	-6.3	71.3	-0.6	0.0	-0.6	-0.2
Adult Learning & Physical Disability Pathway - Community Based Services	100.2	-7.6	92.6	3.2	0.0	3.2	-0.1
Adult Learning Disability - Assessment Service	5.5	-0.2	5.3	-0.2	0.0	-0.2	0.0
Adult Mental Health - Residential Care Services	12.7	-0.9	11.8	0.9	0.0	0.9	0.0
Adult Mental Health - Community Based Services	6.5	-0.8	5.7	0.2	0.0	0.2	0.0
Adult Mental Health - Assessment Services	9.9	-0.4	9.5	-0.7	0.0	-0.7	0.0
Community Based Preventative Services - Learning Disability & Mental Health	6.0	-3.5	2.5	-0.2	0.0	-0.2	0.0
Carers Support (Learning Disability & Mental Health)	2.8	-0.2	2.7	-0.3	0.0	-0.3	0.0
Housing Related Support (Learning Disability & Mental Health)	2.3	0.0	2.3	-0.3	0.0	-0.3	0.0
Looked After Children (with Disability) - Care & Support	12.1	-2.5	9.6	1.4	0.0	1.4	0.1
Children in Need (Disability) - Care & Support	6.9	-0.1	6.9	-0.6	0.0	-0.6	0.0
Disabled Children & Young People Service (0-25 LD & ComplexPD) - Assessment Service	6.2	0.0	6.2	0.2	0.0	0.2	0.0
Divisional & Directorate Support	7.2	-0.3	6.9	-0.2	0.0	-0.2	0.0
Budgets and Savings Plans to be allocated	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total - Disabled Children, Adult Learning Disability &amp; Mental Health</b>	<b>256.0</b>	<b>-22.7</b>	<b>233.3</b>	<b>2.8</b>	<b>0.0</b>	<b>2.8</b>	<b>-0.1</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Older People &amp; Physical Disability</b>							
Adult Physical Disability - Residential Care Services	15.5	-2.3	13.2	0.2	0.0	0.2	-0.1
Adult Physical Disability - Community Based Services	24.8	-3.6	21.2	-0.8	0.0	-0.8	-0.4
Older People - Residential Care Services	112.3	-58.6	53.8	2.6	0.0	2.6	0.2
Older People - Community Based Services	69.4	-37.9	31.5	1.1	0.0	1.1	-0.3
Community Based Preventative Services - Older People & Physical Disability	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Adaptive & Assistive Technology	10.8	-6.7	4.1	0.0	0.0	0.0	1.0
Carers Support (Older People & Physical Disability)	2.1	-1.3	0.8	-0.6	0.0	-0.6	0.0
Housing Related Support (Older People & Physical Disability)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Older People & Physical Disability Assessment Services	28.6	-2.6	26.0	-2.4	0.0	-2.4	-0.3
Children in Need (Disability) - Assessment Services	0.4	0.0	0.4	-0.1	0.0	-0.1	0.0
Divisional Management & Support Costs (including savings yet to be allocated)	0.7	-0.1	0.6	-0.1	0.0	-0.1	0.0
Budgets and Savings Plans to be allocated	-0.4	0.0	-0.4	0.4	0.0	0.4	0.2
<b>Total - Older People &amp; Physical Disability</b>	<b>264.1</b>	<b>-113.0</b>	<b>151.0</b>	<b>0.4</b>	<b>0.0</b>	<b>0.4</b>	<b>0.3</b>
<b>Total - Adult Social Care &amp; Health</b>	<b>560.9</b>	<b>-141.9</b>	<b>419.0</b>	<b>-0.6</b>	<b>0.0</b>	<b>-0.6</b>	<b>0.0</b>

Children, Young People & Education							
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Strategic Management &amp; Directorate Budgets - CYPE</b>							
Strategic Management & Directorate Budgets	8.2	-3.6	4.5	-0.3	0.0	-0.3	0.0
Budget & Saving Plans to be allocated (CYPE)	-2.3	0.0	-2.3	2.3	0.0	2.3	0.0
<b>Total - Strategic Management &amp; Directorate Budgets (CYPE)</b>	<b>5.9</b>	<b>-3.6</b>	<b>2.3</b>	<b>2.0</b>	<b>0.0</b>	<b>2.0</b>	<b>0.0</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Education Services Planning &amp; Resources</b>							
Special Educational Needs & Psychology Services	67.1	-64.1	2.9	2.2	0.0	2.2	-0.1
Early Years Education	69.3	-69.3	0.0	0.0	0.0	0.0	0.0
Home to School & College Transport	39.6	-3.7	35.9	1.0	0.0	1.0	0.2
Fair Access & Planning Services	2.9	-2.9	0.0	0.0	0.0	0.0	0.0
Education Services to be provided by the Education Services Company	6.3	-3.5	2.9	-1.0	0.0	-1.0	0.0
Community Learning & Skills (CLS)	12.6	-13.8	-1.2	0.1	0.0	0.1	0.0
Education Services & Planning Resources Management & Divisional Support	2.0	-1.0	1.0	-0.3	0.0	-0.3	0.0
Other School Services	38.4	-40.3	-1.9	1.8	0.0	1.8	-0.1
<b>Total - Education Services Planning &amp; Resources</b>	<b>238.2</b>	<b>-198.6</b>	<b>39.6</b>	<b>3.8</b>	<b>0.0</b>	<b>3.8</b>	<b>0.0</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Quality &amp; Standards</b>							
Education Services to be provided by the Education Services Company	7.6	-6.3	1.2	-0.6	0.0	-0.6	0.0
<b>Total - Quality &amp; Standards</b>	<b>7.6</b>	<b>-6.3</b>	<b>1.2</b>	<b>-0.6</b>	<b>0.0</b>	<b>-0.6</b>	<b>0.0</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Early Help &amp; Preventative Services</b>							
Early Help & Preventative Services	20.9	-12.0	8.9	-1.1	-0.4	-1.5	-0.5
Children's Centres	7.6	-3.7	3.9	0.0	0.0	0.0	-0.1
Youth Services	6.6	-2.5	4.0	0.0	0.0	0.0	0.0
Pupil Referral Units & Inclusion	4.7	-4.7	0.0	0.0	0.0	0.0	0.0
Early Help & Preventative Services Management & Directorate Support	3.7	-2.4	1.3	-0.2	0.0	-0.2	0.0
<b>Total - Early Help &amp; Preventative Services</b>	<b>43.5</b>	<b>-25.5</b>	<b>18.1</b>	<b>-1.2</b>	<b>-0.4</b>	<b>-1.6</b>	<b>-0.6</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Specialist Children's Services</b>							
Looked After Children - Care & Support	59.1	-4.7	54.3	1.3	0.0	1.3	0.0
Children in Need - Care & Support	2.5	-0.2	2.3	0.0	0.0	0.0	0.0
Specialist Children's Service - Assessment & Safeguarding Service	50.9	-3.5	47.4	-1.0	0.0	-1.0	-0.3
Adoption Service & Permanency Arrangements	14.8	-0.1	14.7	-1.5	0.0	-1.5	-0.1
Care Leavers Service	6.7	-3.6	3.1	0.8	0.0	0.8	0.2
Asylum	17.9	-17.9	0.0	2.5	0.2	2.7	-0.1
Specialist Children's Service - Management & Support Costs	3.5	-0.3	3.2	-0.2	0.0	-0.2	0.0
Budgets and Savings Plans to be allocated (SCS)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total - Specialist Children's Services</b>	<b>155.2</b>	<b>-30.2</b>	<b>125.0</b>	<b>1.9</b>	<b>0.2</b>	<b>2.1</b>	<b>-0.1</b>
<b>Total - Children, Young People &amp; Education</b>	<b>450.5</b>	<b>-264.2</b>	<b>186.3</b>	<b>5.9</b>	<b>-0.2</b>	<b>5.7</b>	<b>-0.7</b>

## Appendix 1

Growth, Environment & Transport							
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net				
	£m	£m	£m	£m	£m	£m	£m
<b>Strategic Management &amp; Directorate Budgets</b>							
Strategic Management & Directorate Budgets	1.4	-0.1	1.4	-0.1	0.0	-0.1	0.0
Budget & Savings Plans to be allocated (GET)	-0.7	0.0	-0.7	0.7	0.0	0.7	0.0
<b>Total - Strategic Management &amp; Directorate Budgets (GET)</b>	<b>0.7</b>	<b>-0.1</b>	<b>0.7</b>	<b>0.6</b>	<b>0.0</b>	<b>0.6</b>	<b>0.0</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net				
	£m	£m	£m	£m	£m	£m	£m
<b>Economic Development</b>							
Economic Development	6.4	-3.6	2.8	0.2	0.0	0.2	0.0
Arts	1.8	0.0	1.8	0.1	0.0	0.1	-0.1
<b>Total - Economic Development</b>	<b>8.2</b>	<b>-3.6</b>	<b>4.6</b>	<b>0.3</b>	<b>0.0</b>	<b>0.3</b>	<b>0.0</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net				
	£m	£m	£m	£m	£m	£m	£m
<b>Highways, Transportation &amp; Waste</b>							
Highway Transportation (including School Crossing Patrols)	7.6	-2.3	5.3	0.1	0.0	0.1	0.2
Highway Asset Management (Roads and Footways)	12.3	0.0	12.3	0.8	0.0	0.8	0.2
Highway Asset Management (Other)	21.9	-4.1	17.8	-2.0	0.0	-2.0	-0.5
Subsidised Buses & Community Transport	8.1	-2.1	6.0	0.0	0.0	0.0	0.1
Concessionary Fares	17.2	0.0	17.2	0.1	0.0	0.1	0.0
Young Person's Travel Pass	15.1	-6.3	8.7	-0.2	0.0	-0.2	0.0
Residual Waste	39.4	-0.1	39.3	-0.8	0.0	-0.8	0.1
Waste Facilities & Recycling Centres	31.6	-1.9	29.7	0.9	0.0	0.9	-0.1
Highways, Transport & Waste Management Costs and Commercial Operations	7.8	-3.2	4.6	-0.3	0.0	-0.3	-0.1
<b>Total - Highways, Transportation &amp; Waste</b>	<b>160.9</b>	<b>-20.1</b>	<b>140.8</b>	<b>-1.3</b>	<b>0.0</b>	<b>-1.3</b>	<b>-0.1</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net				
	£m	£m	£m	£m	£m	£m	£m
<b>Environment, Planning &amp; Enforcement</b>							
Public Protection (Enforcement)	13.2	-3.5	9.7	1.0	0.0	1.0	0.0
Environment & Planning	18.3	-14.1	4.2	-0.3	0.0	-0.3	0.0
Environment, Planning & Enforcement Management Costs	0.7	0.0	0.6	0.0	0.0	0.0	0.0
<b>Total - Environment, Planning &amp; Enforcement</b>	<b>32.2</b>	<b>-17.6</b>	<b>14.6</b>	<b>0.7</b>	<b>0.0</b>	<b>0.7</b>	<b>0.0</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net				
	£m	£m	£m	£m	£m	£m	£m
<b>Libraries, Registration &amp; Archives</b>							
Libraries, Registration & Archives	15.9	-6.5	9.4	-0.3	0.0	-0.3	0.0
<b>Total - Growth, Environment &amp; Transport</b>	<b>218.0</b>	<b>-47.9</b>	<b>170.1</b>	<b>-0.1</b>	<b>0.0</b>	<b>-0.1</b>	<b>-0.1</b>

Strategic & Corporate Services							
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Strategic &amp; Corporate Services</b>							
Strategic Management & Directorate Budgets (S&CS)	3.4	-4.9	-1.5	-0.1	0.0	-0.1	0.0
Budgets and Savings Plans to be allocated (S&CS)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total - Strategic &amp; Corporate Services (excluding Public Health &amp; BSC)</b>	<b>3.4</b>	<b>-4.9</b>	<b>-1.5</b>	<b>-0.1</b>	<b>0.0</b>	<b>-0.1</b>	<b>0.0</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Engagement, Organisation Design &amp; Development</b>							
Human Resources Related Services	8.7	-1.1	7.6	-0.1	0.0	-0.1	0.0
Customer Contact, Communications & Consultations	6.3	-0.8	5.5	0.4	0.0	0.4	0.0
<b>Total - Engagement, Organisation Design &amp; Development</b>	<b>15.0</b>	<b>-1.8</b>	<b>13.1</b>	<b>0.3</b>	<b>0.0</b>	<b>0.3</b>	<b>0.0</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Finance</b>	<b>15.8</b>	<b>-6.3</b>	<b>9.5</b>	<b>-0.4</b>	<b>0.0</b>	<b>-0.4</b>	<b>-0.1</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>General Counsel</b>							
General Counsel	5.2	-0.2	5.0	-0.1	0.0	-0.1	0.0
Local Member Grants	2.6	0.0	2.6	-1.2	0.0	-1.2	0.0
<b>Total - General Counsel</b>	<b>7.8</b>	<b>-0.2</b>	<b>7.6</b>	<b>-1.3</b>	<b>0.0</b>	<b>-1.3</b>	<b>0.0</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Infrastructure</b>							
Property Related Services	35.5	-12.9	22.6	1.1	0.0	1.1	0.1
ICT Related Services	19.1	-2.6	16.5	0.0	0.0	0.0	0.0
<b>Total - Infrastructure</b>	<b>54.6</b>	<b>-15.5</b>	<b>39.1</b>	<b>1.1</b>	<b>0.0</b>	<b>1.1</b>	<b>0.0</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Strategic Commissioning including Public Health</b>							
Strategic Commissioning	8.2	-1.1	7.1	-0.1	0.0	-0.1	-0.1
Public Health - Children's Programme	31.5	-31.5	0.0	0.0	0.0	0.0	0.0
Public Health - Mental Health, Substance Misuse & Community Safety	16.7	-16.7	0.0	0.0	0.0	0.0	0.0
Public Health - Sexual Health	12.6	-12.6	0.0	0.0	0.0	0.0	0.0
Public Health - Healthy Lifestyles	8.8	-8.8	0.0	0.0	0.0	0.0	0.0
Public Health - Advice & Other Staffing	4.5	-4.5	0.0	0.0	0.0	0.0	0.0
<b>Total - Strategic Commissioning including Public Health</b>	<b>82.3</b>	<b>-75.2</b>	<b>7.1</b>	<b>-0.1</b>	<b>0.0</b>	<b>-0.1</b>	<b>-0.1</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Strategy, Policy, Relationships &amp; Corporate Assurance</b>	<b>2.3</b>	<b>-0.4</b>	<b>1.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Business Services Centre</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total - Strategic &amp; Corporate Services</b>	<b>181.2</b>	<b>-104.5</b>	<b>76.8</b>	<b>-0.4</b>	<b>0.0</b>	<b>-0.4</b>	<b>-0.3</b>

## Appendix 1

Financing Items							
	Cash Limit			Variance	CD Adj	Revised Variance	Movement
	Gross	Income	Net	Net	Net	Net	Net
	£m	£m	£m	£m	£m	£m	£m
<b>Financing Items &amp; Unallocated</b>	<b>127.7</b>	<b>-15.9</b>	<b>111.7</b>	<b>-4.6</b>	<b>0.0</b>	<b>-4.6</b>	<b>-0.3</b>
<b>TOTAL BUDGET (excluding Schools' Delegated Budgets)</b>	<b>1,538.3</b>	<b>-574.4</b>	<b>963.9</b>	<b>0.1</b>	<b>-0.2</b>	<b>-0.1</b>	<b>-1.3</b>
<b>Schools' Delegated Budgets</b>	<b>633.8</b>	<b>-633.8</b>	<b>0.0</b>	<b>12.3</b>	<b>0.0</b>	<b>12.3</b>	<b>-2.3</b>
<b>TOTAL BUDGET</b>	<b>2,172.1</b>	<b>-1,208.2</b>	<b>963.9</b>	<b>12.5</b>	<b>-0.2</b>	<b>12.3</b>	<b>-3.6</b>

*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.*

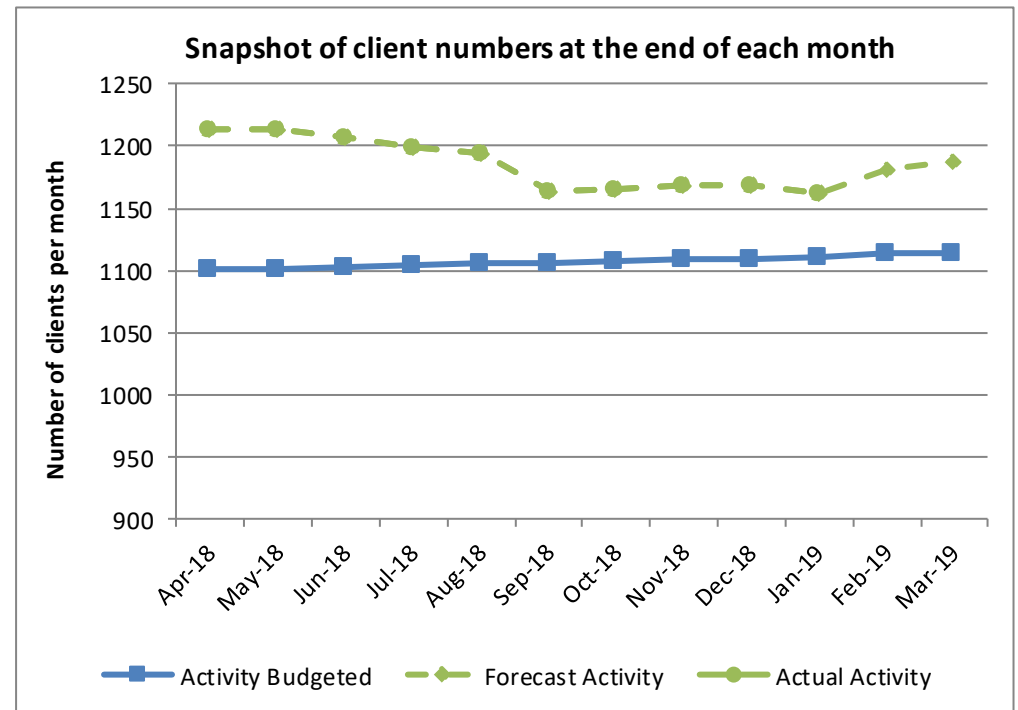
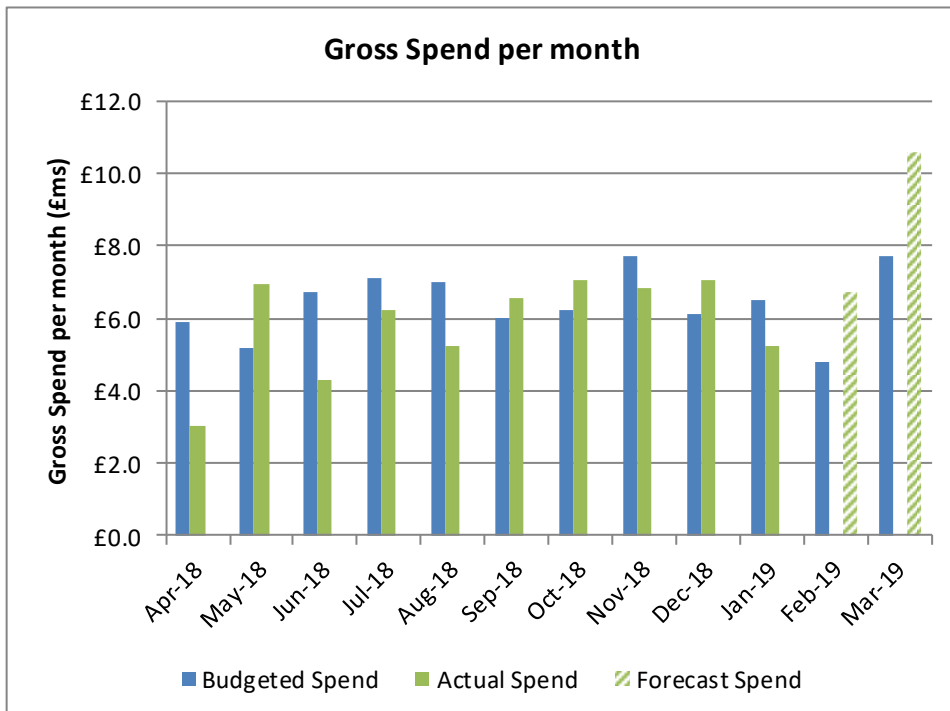
## Appendix 2.1: Nursing & Residential Care - Learning Disability (aged 18+)

<b>2018-19 Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2019
Budget	£76.9	-£6.3	£70.6	1,102
Forecast	£75.7	-£5.8	£69.9	1,188
Variance	-£1.2	£0.5	-£0.7	86

<b>Position as at 31st Jan 2019</b>	Gross £m	Client Number as at 31/01/2019
Budget: Spend/Activity Year to Date	£64.4	1,111
Actual: Spend/Activity Year to Date	£58.4	1,162
Variance as at 31st Jan 2019	-£6.0	51

### MAIN REASONS FOR VARIANCE:

The gross forecast underspend of -£1.2m is due to lower than anticipated demand (-£2.6m) higher unit cost (+£1.8m), along with an additional variance of -£0.5m predominately due to predicted net unrealised creditors. This forecast underspend is partly offset by lower than expected income of +£0.5m. This leads to a net forecast pressure of -£0.7m.



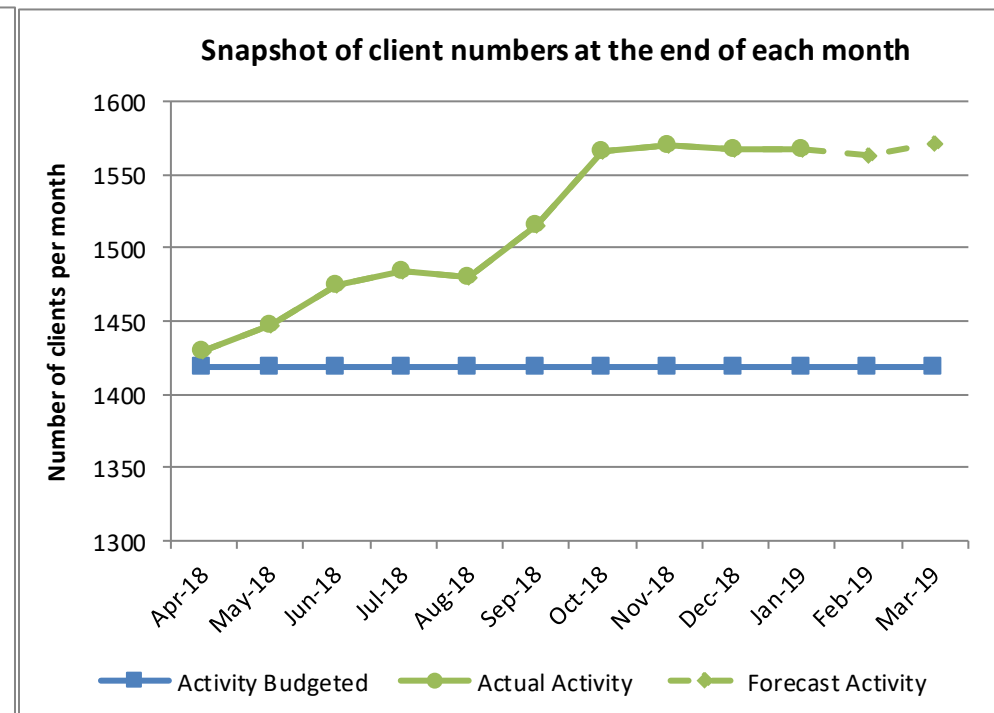
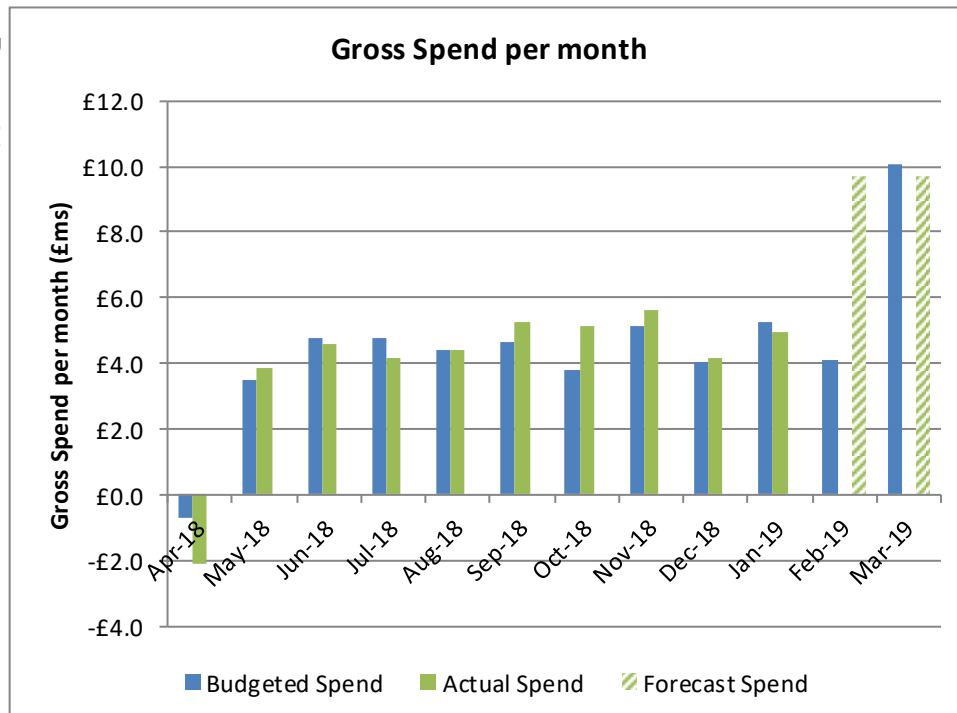
## Appendix 2.2: Supported Living - Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements

<b>2018-19 Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2019
Budget	£53.7	-£0.2	£53.5	1,419
Forecast	£59.4	-£0.2	£59.1	1,571
Variance	£5.7	£0.0	£5.7	152

<b>Position as at 30th Nov 2018</b>	Gross £m	Client Number as at 31/01/2019
Budget: Spend/Activity Year to Date	£39.6	1,419
Actual: Spend/Activity Year to Date	£40.0	1,568
Variance as at 31st Jan 2019	£0.4	149

### MAIN REASONS FOR VARIANCE:

The gross forecast pressure of +£5.7m is due to higher than anticipated demand in hours (+£4.6m) and higher unit cost (+£1.9m), along with an additional variance of -£0.8m predominately due to the release of unrealised creditors. This leads to a net forecast pressure of +£5.7m.





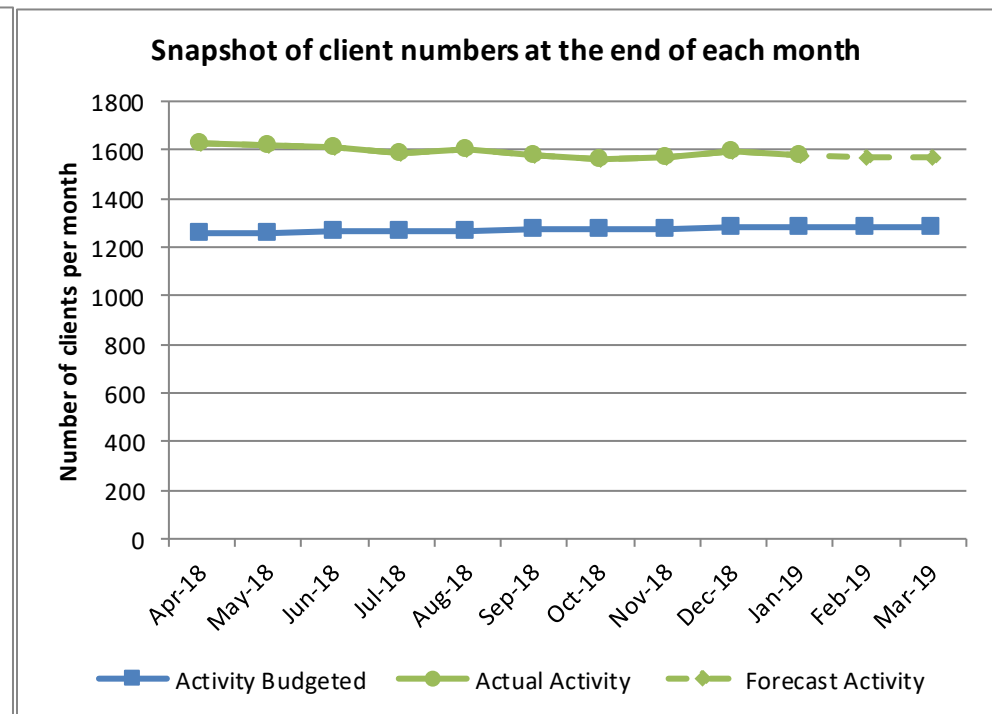
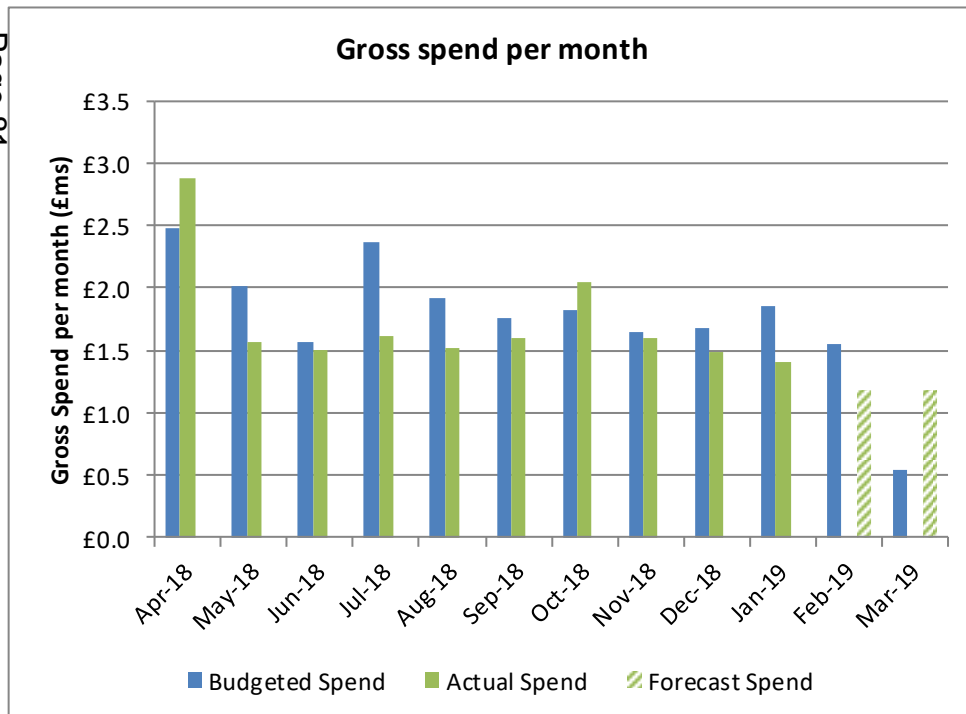
### Appendix 2.3: Direct Payments - Learning Disability (aged 18+)

<b>2018-19 Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2019
Budget	£21.2	-£0.8	£20.4	1,287
Forecast	£19.5	-£0.8	£18.7	1,570
Variance	-£1.6	£0.0	-£1.6	283

<b>Position as at 31th Jan 2019</b>	Gross £m	Client Number as at 31/01/2019
Budget: Spend/Activity Year to Date	£19.1	1,282
Actual: Spend/Activity Year to Date	£17.2	1,578
Variance as at 31st Jan 2019	-£1.9	296

#### **MAIN REASONS FOR VARIANCE:**

The gross underspend of -£1.6m is primarily due to lower than anticipated demand (-£0.9m) and a lower unit cost (-£0.4m). In addition to this there is a non activity variance of (-£0.3m) due to the value of direct payment reclaims being greater than one-off payments.



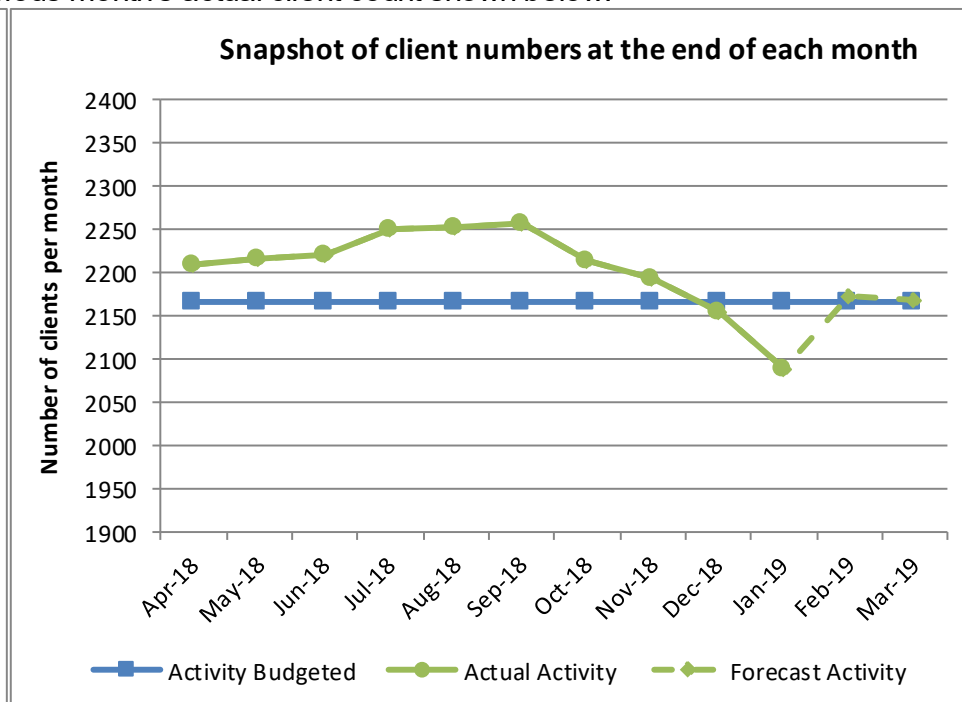
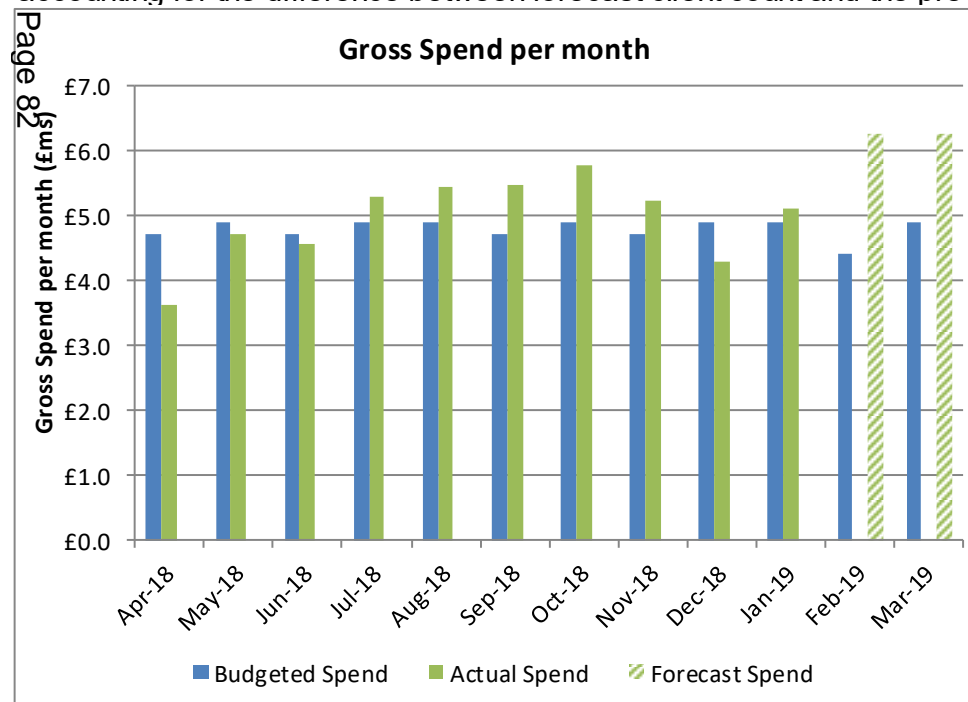
## Appendix 2.4: Nursing & Residential Care - Older People (aged 65+) - Residential - Commissioned service

<b>2018-19 Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2019
Budget	£57.5	-£34.2	£23.3	2,165
Forecast	£62.0	-£36.2	£25.8	2,168
Variance	£4.5	-£2.0	£2.5	3

<b>Position as at 31st Jan 2019</b>	Gross £m	Client Number as at 31/01/2019
Budget: Spend/Activity Year to Date	£48.2	2,165
Actual: Spend/Activity Year to Date	£49.5	2,089
Variance as at 31st Jan 2019	£1.3	-76

### **MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast pressure of +£4.5m is due to higher than anticipated demand (+£2.1m) and a higher unit cost (+£0.3m), along with an additional variance of +£2.1m due to an increase in the provision for bad and doubtful debts (£1.5m) and a reduction in the level of drawdown from reserves (£0.6m). This pressure is partly offset by greater than expected income of -£2.0m due to higher than anticipated service user contributions linked to the higher demand (-£0.9m) and a higher average contribution per service user (-£1.2m). This leads to a net forecast overspend of +£2.5m. There is a slight time delay before clients are included in the actual client count as contract details are finalised, accounting for the difference between forecast client count and the previous month's actual client count shown below.



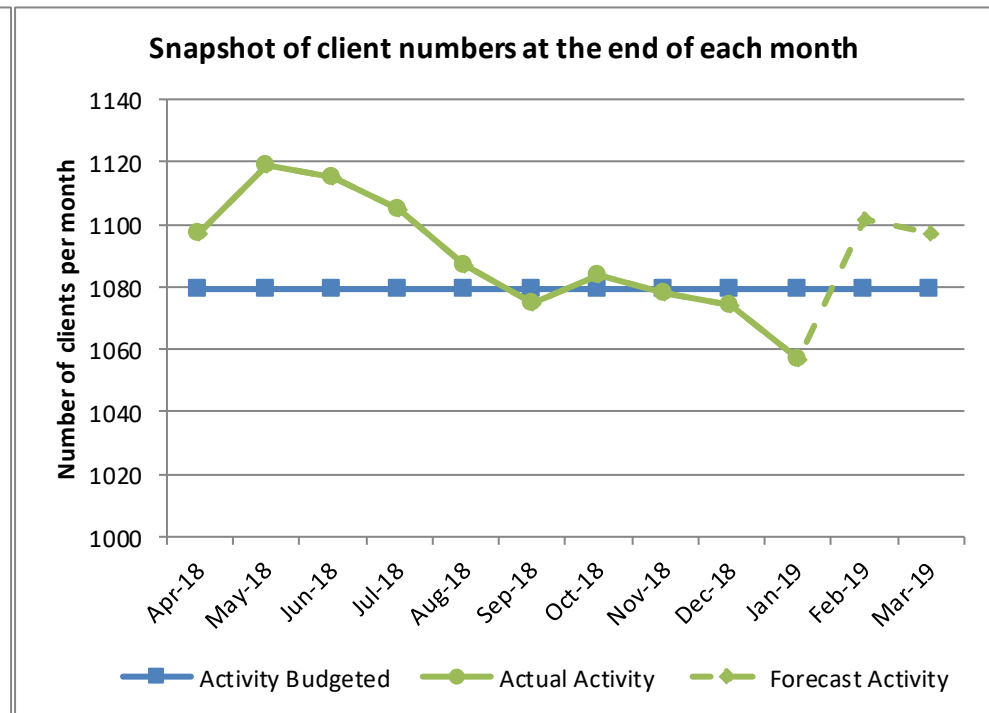
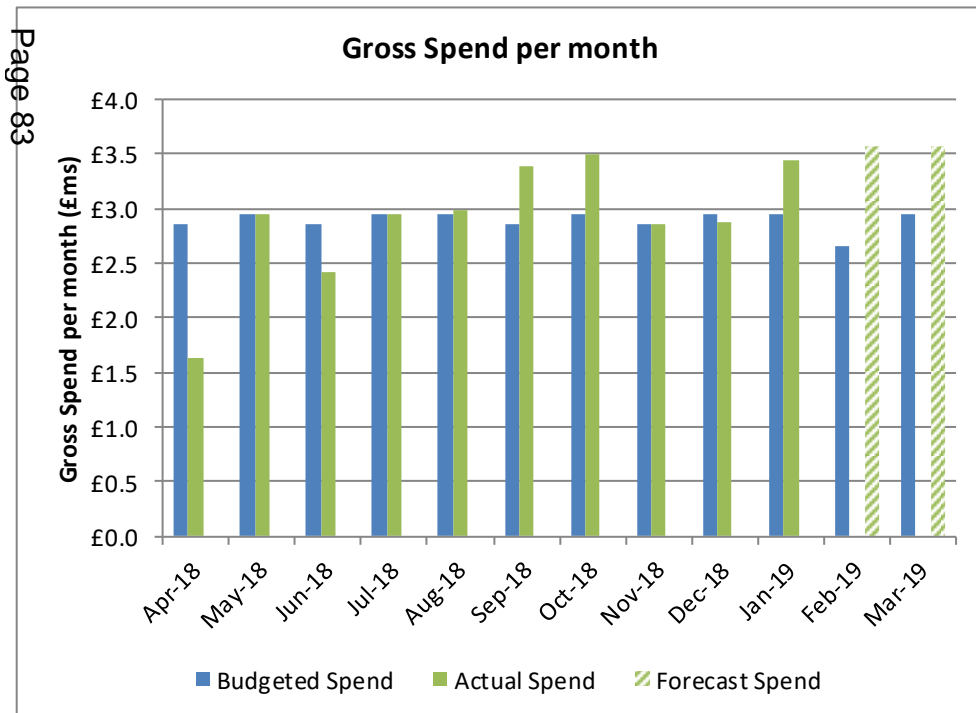
## Appendix 2.5: Nursing & Residential Care - Older People (aged 65+) - Nursing

<b>2018-19 Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2019
Budget	£34.7	-£18.3	£16.4	1,079
Forecast	£36.1	-£19.4	£16.8	1,097
Variance	£1.5	-£1.1	£0.4	18

<b>Position as at 31st Jan 2019</b>	Gross £m	Client Number as at 31/01/2019
Budget: Spend/Activity Year to Date	£29.1	1,079
Actual: Spend/Activity Year to Date	£29.0	1,057
Variance as at 31st Jan 2019	-£0.1	-22

### **MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast pressure of +£1.5m is due to higher than anticipated demand (+£0.2m) and higher unit cost (+£1.2m), along with an additional variance of +£0.1m predominately due to net old year spend. This pressure is partly offset by greater than expected income of -£1.1m primarily due to higher than anticipated service user contributions linked to the higher demand (-£0.1m) and a higher average contribution per service user (-£1.0m). This leads to a net forecast of +£0.4m.



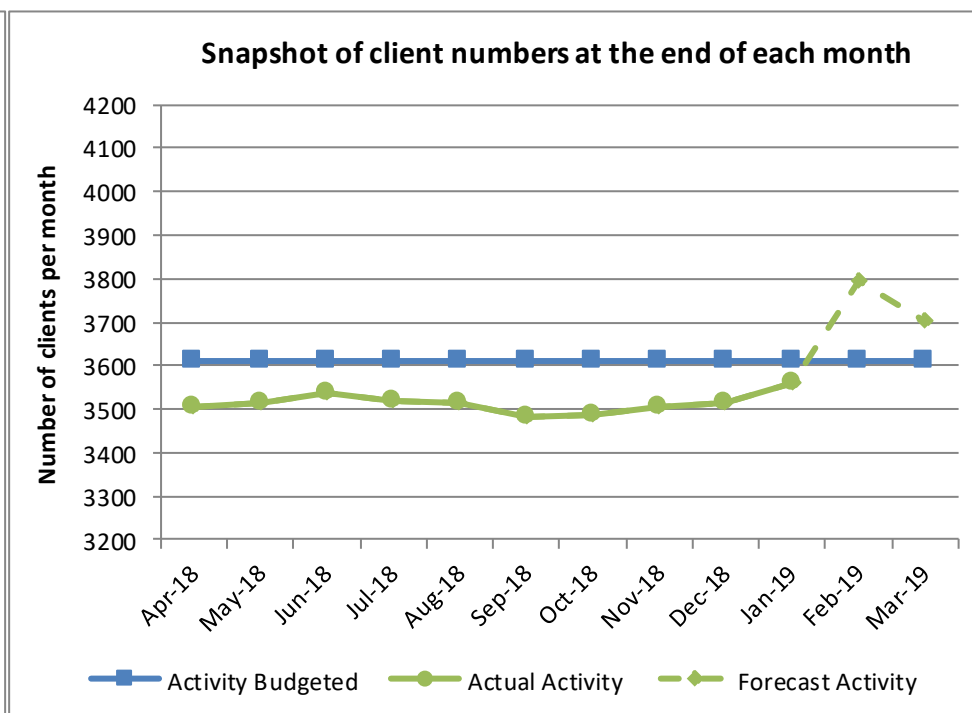
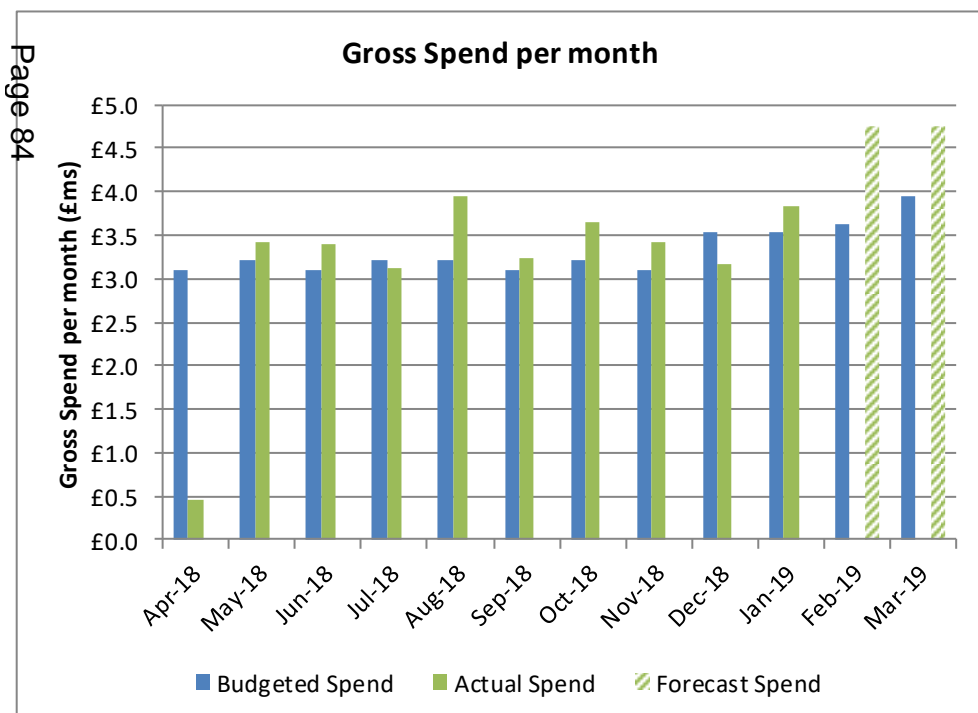
## Appendix 2.6: Domiciliary Care - Older People (aged 65+) - Commissioned service

<b>2018-19 Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2019
Budget	£39.9	-£7.1	£32.8	3,611
Forecast	£41.1	-£7.1	£34.0	3,701
Variance	£1.3	£0.0	£1.3	90

<b>Position as at 31st Jan 2019</b>	Gross £m	Client Number as at 31/01/2019
Budget: Spend/Activity Year to Date	£32.3	3,611
Actual: Spend/Activity Year to Date	£31.6	3,562
Variance as at 31st Jan 2019	-£0.6	-49

### MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast pressure of +£1.3m is due to lower than anticipated demand (-£2.4m) and higher unit cost (+£2.2m), along with an additional non activity variance of +£0.6m due to a reduction in the level of drawdown from reserves (£0.4m) and predicted net old year expenditure (+£0.2m). This leads to a net forecast variance of +£1.3m.



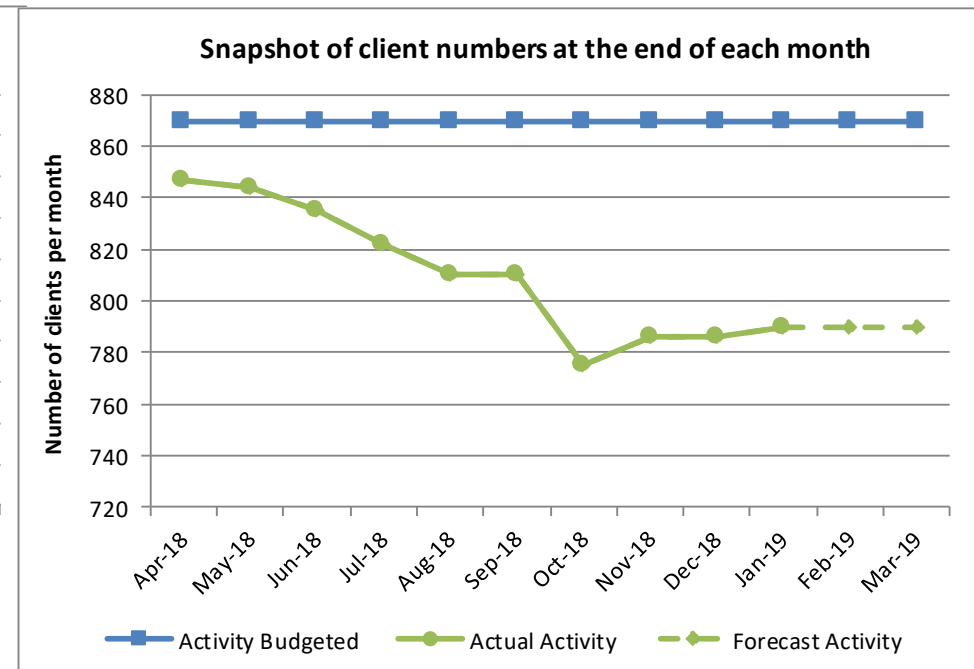
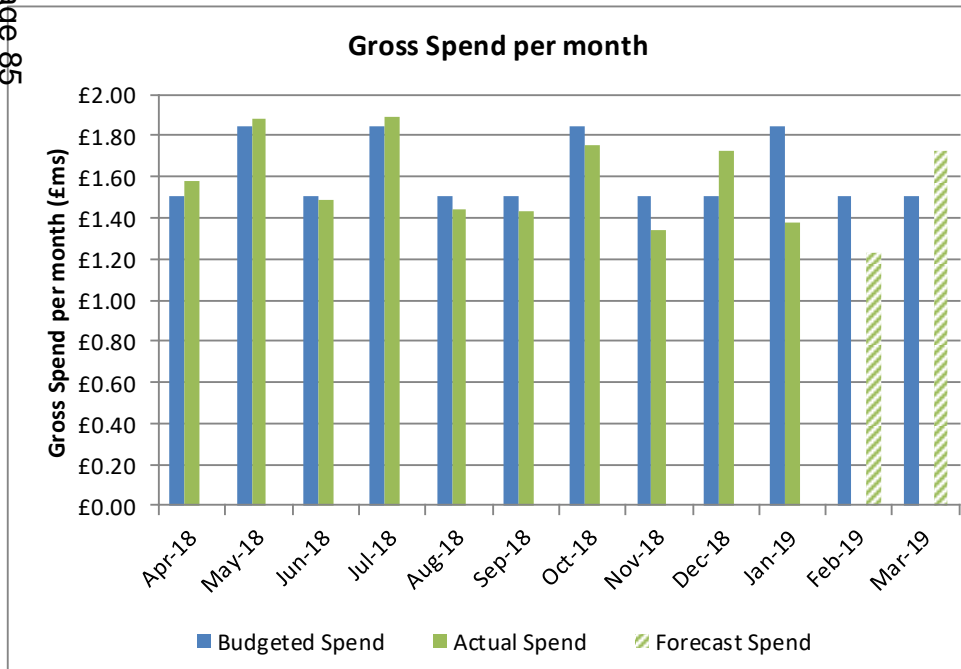
## Appendix 2.7: Children in Care (Looked After) - Fostering - In house service

<b>2018-19 Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2019
Budget	£19.4	£0.0	£19.4	870
Forecast	£18.9	£0.0	£18.9	790
Variance	-£0.6	£0.0	-£0.6	-80

<b>Position as at 31 Jan 19</b>	Gross £m	Client Number as at 31/01/2019
Budget: Spend/Activity Year to Date	£16.4	870
Actual: Spend/Activity Year to Date	£15.9	790
Variance as at 31st Jan 2019	-£0.5	-80

### **MAIN REASONS FOR VARIANCE:**

The gross forecast underspend of -£0.6m is due to lower demand (-£1.4m) partially offset by a higher unit cost (+£0.8m).



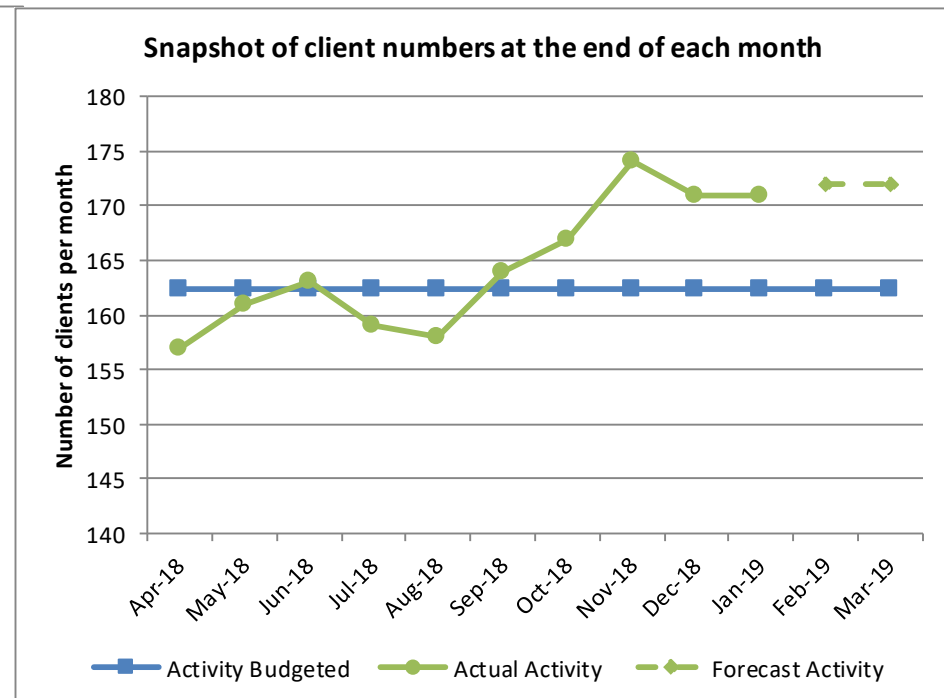
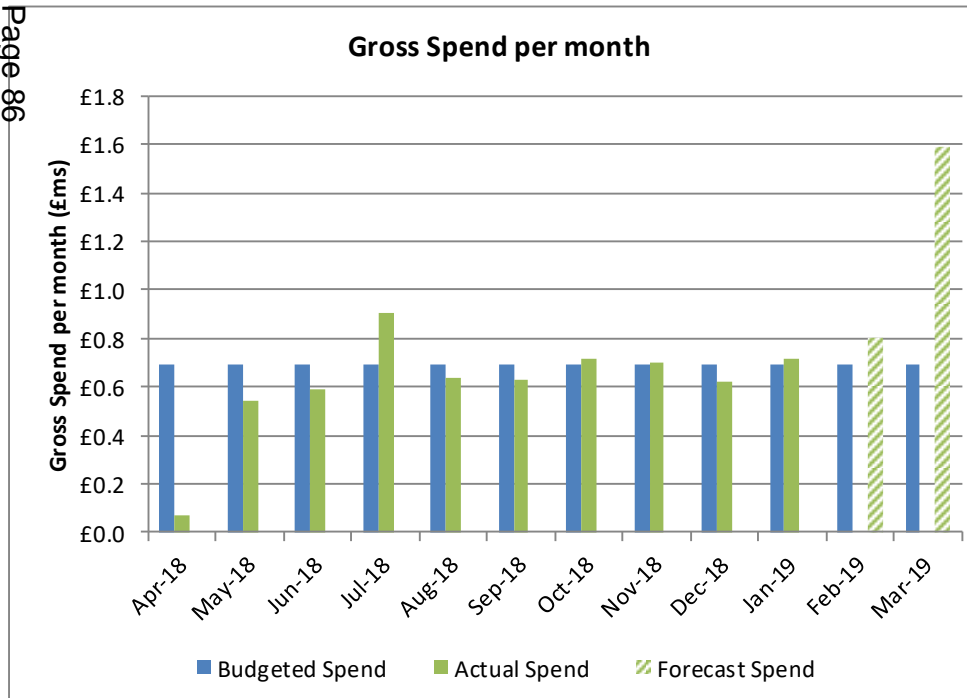
## Appendix 2.8: Children in Care (Looked After) - Fostering - Commissioned from Independent Fostering Agencies

<b>2018-19 Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2019
Budget	£8.3	£0.0	£8.3	162
Forecast	£8.5	£0.0	£8.5	172
Variance	£0.2	£0.0	£0.2	10

<b>Position as at 31st Jan 2019</b>	Gross £m	Client Number as at 31/01/2019
Budget: Spend/Activity Year to Date	£6.9	162
Actual: Spend/Activity Year to Date	£6.1	171
Variance as at 31st Jan 2019	-£0.8	9

### MAIN REASONS FOR VARIANCE:

The gross forecast pressure of +£0.2m is due to higher than anticipated demand (+£0.2m) and lower unit cost (-£0.1m).



## Appendix 2.9: Children in Care (Looked After) - Residential Children's Services - Commissioned from Independent Sector

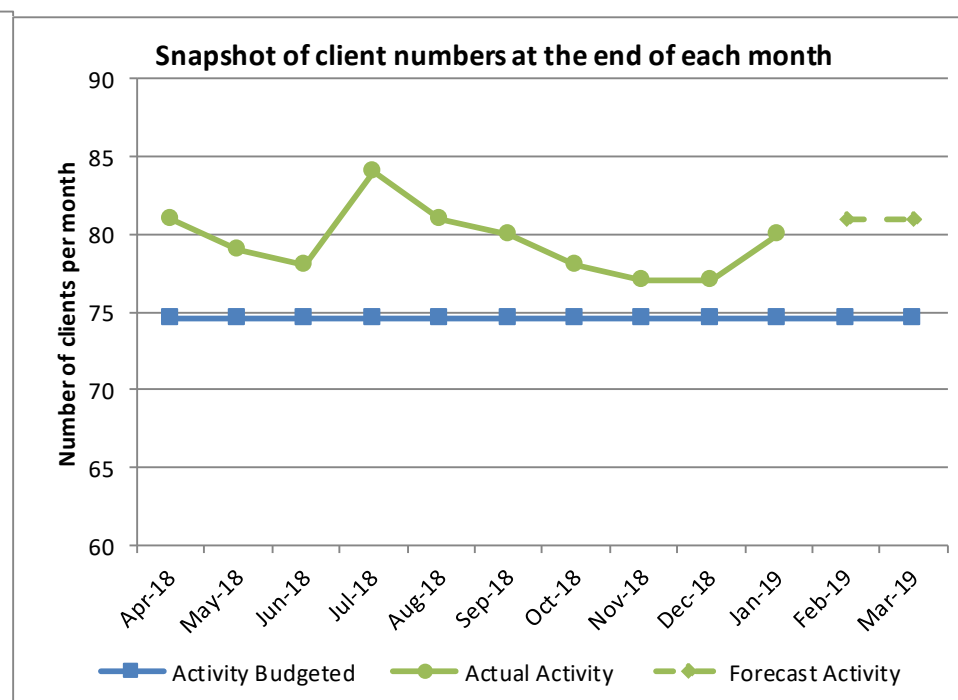
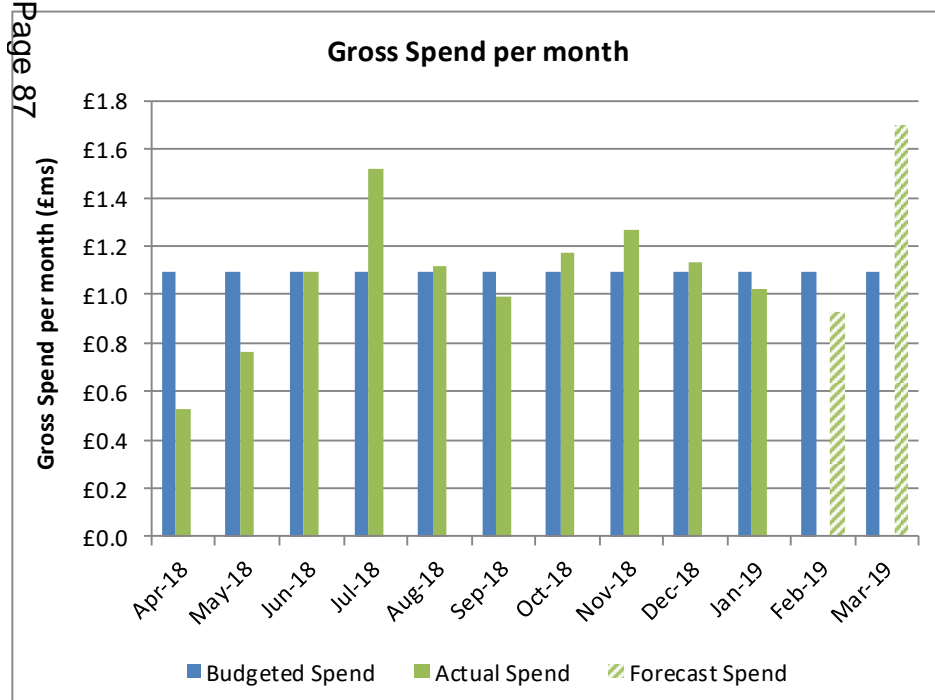
<b>2017-18 Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2019
Budget	£13.1	-£0.8	£12.3	75
Forecast	£13.2	-£0.8	£12.4	81
Variance	£0.1	-£0.0	£0.1	6

<b>Position as at 31st Jan 2019</b>	Gross £m	Client Number as at 31/01/2019
Budget: Spend/Activity Year to Date	£10.9	75
Actual: Spend/Activity Year to Date	£10.6	80
Variance as at 31st Jan 2019	-£0.3	5

### MAIN REASONS FOR VARIANCE:

The gross forecast overspend of +£0.1m is due to a higher than anticipated unit cost (+£0.4m), even though there is a lower than budgeted demand in weeks (-£0.3m). It is important to note, due to the high cost of these placements (£2,000 - £7,000 per week), a very relatively small change in numbers of placements can have a significant impact on the forecast.

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## Appendix 2.10: Assessment Services - Children's Social Care (CSC) staffing

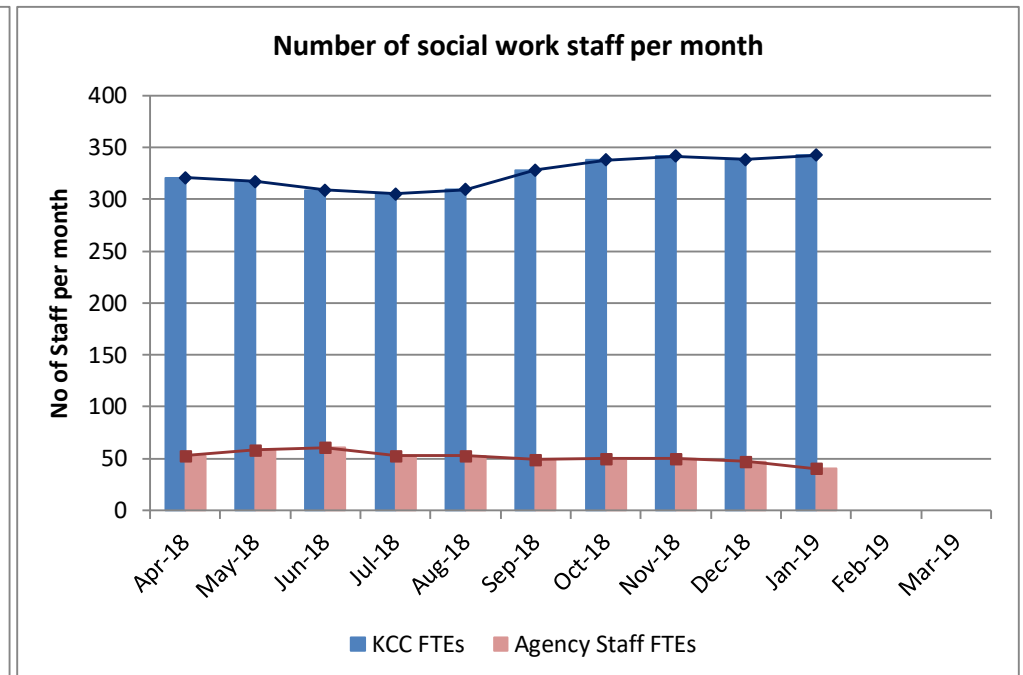
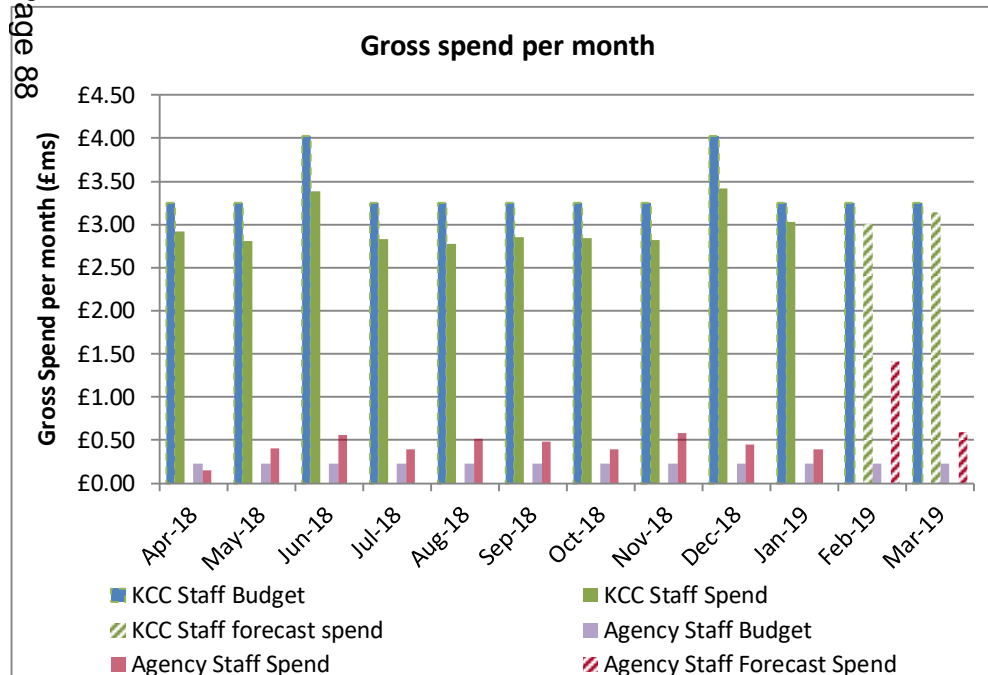
<b>2018-19 Forecast</b>	KCC £m	Agency £m	Gross £m
Budget	£40.6	£2.8	£43.3
Forecast	£35.8	£6.3	£42.1
Variance	-£4.7	£3.6	-£1.2

<b>Position as at 31/01/19</b>	KCC £m	Agency £m	Gross £m
YTD Budget	£34.1	£2.3	£36.4
YTD Spend	£29.7	£4.3	£34.0
YTD Variance	-£4.4	£2.0	-£2.4

<b>Staff numbers</b>	KCC FTEs	Agency Nos
as at 31/03/18	322.4	57.0
as at 31/01/19	342.2	40.6
YTD Movement	19.8	-16.4

### **MAIN REASONS FOR VARIANCE:**

This measure focuses on the level of social workers & senior practitioners rather than the overall staffing level within this budget. The budget assumes that CSC Staffing will be met using salaried workers and a small proportion of agency, so any additional agency workers (who are more expensive than salaried staff) would result in a pressure on this budget. This measure shows the extent of the vacancies within CSC that are currently covered by agency workers. At present a reduced number of salaried workers in excess of agency use is contributing to a -£1.0m underspend against Children's Social Work Services - Assessment & Safeguarding Service Budget. However minor overspends on other services leads to the overall forecast variance for this budget to -£0.5m.



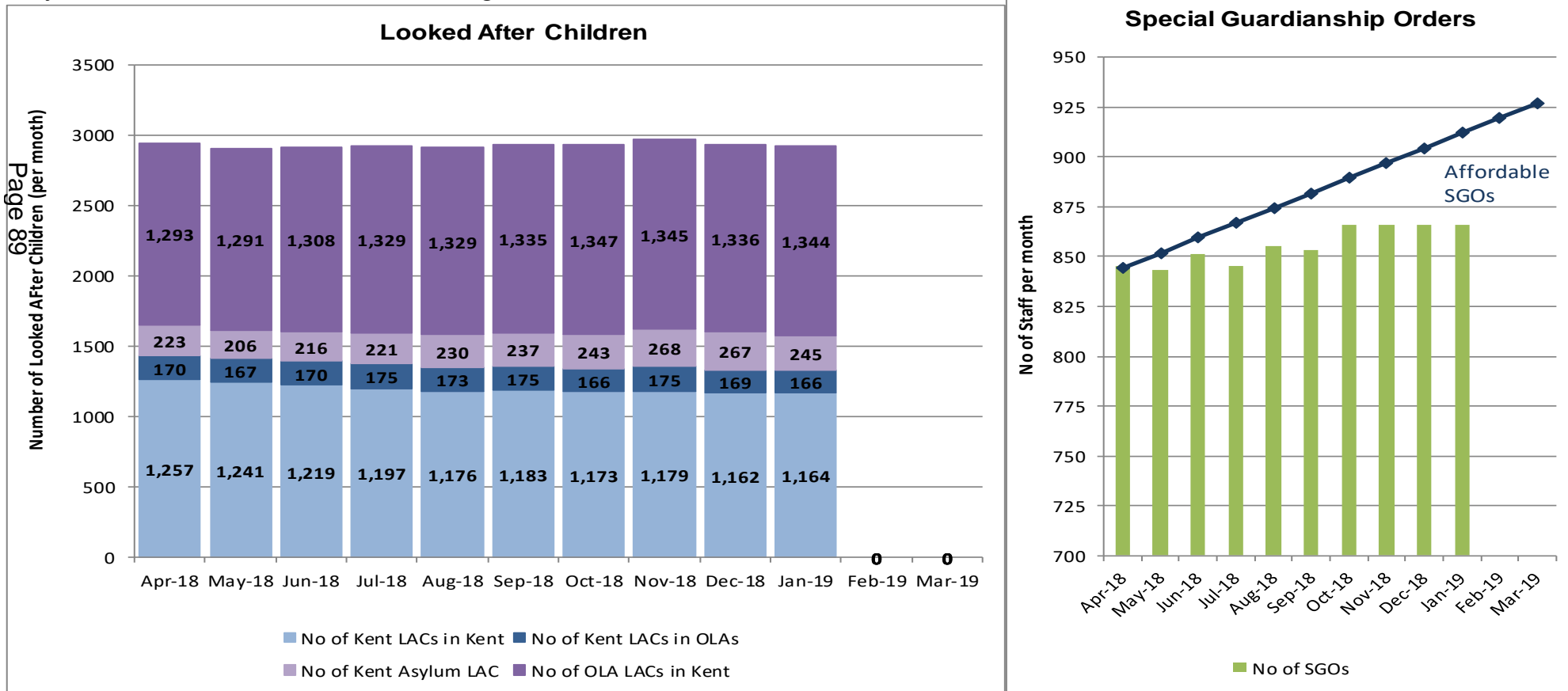


## Appendix 2.11: Number of Looked After Children and Number of Special Guardianship Orders (SGOs) with Costs

The left-hand graph shows a snapshot of the number of children designated as looked after at the end of each month (including those currently missing), it is not the total number of looked after children during the period. The OLA LAC information is completely reliant on Other Local Authorities keeping KCC informed of which children are placed within Kent. The Management Information Unit (MIU) regularly contact these OLAs for up to date information, but replies are not always forthcoming.

Overall Children's Social Work Services is forecasting a -£0.5m underspend, whilst Disabled Children's Services budget is forecasting a pressure of +£0.9m of which a key part of this relates to the LAC heading in reference to those in residential care. The number of LAC are not increasing however due to the rising complexity of children being placed, the overall cost of suitable placements is increasing.

The right hand graph shows the number of SGOs incurring costs, which are approved by the courts. These children are either former LAC or may have become LAC if an SGO was not granted.



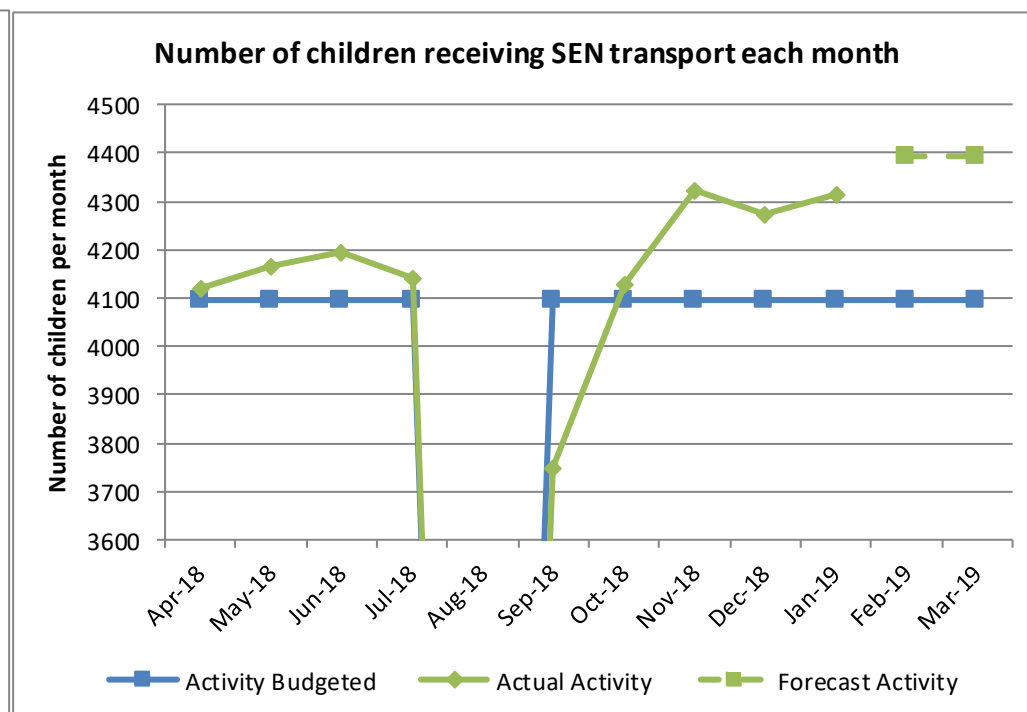
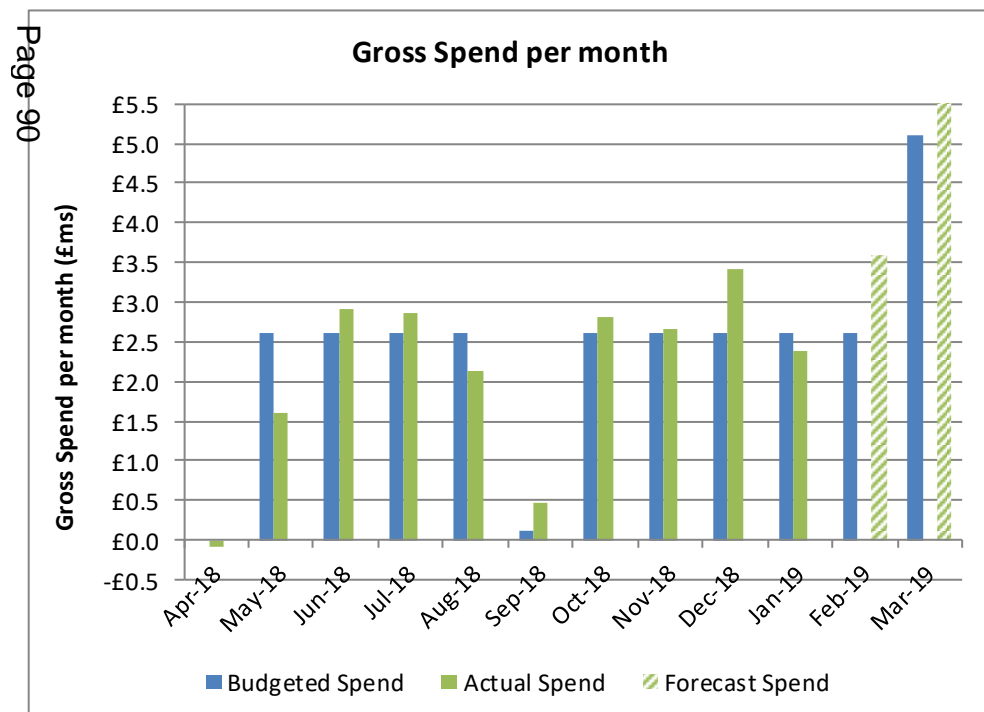
## Appendix 2.12: Transport Services - Home to School / College Transport (Special Education Needs)

<b>2018-19 Forecast</b>	Gross £m	Income £m	Net £m	No of pupils as at 31/03/2019
Budget	£28.7	-£0.8	£27.9	4,096
Forecast	£30.8	-£1.0	£29.8	4,392
Variance	£2.2	-£0.2	£1.9	296

<b>YTD Position as at 31/01/2019</b>	Gross £m	No of pupils as at 31/01/2019
Budget: Spend/Activity Year to Date	£21.0	4,096
Actual: Spend/Activity Year to Date	£21.2	4,314
Variance as at 31st January 2019	£0.2	218

### MAIN REASONS FOR VARIANCE:

There is a net pressure of £1.9m on the SEN transport services. This is based on the January pupil numbers. The pressure is predominantly due to higher than anticipated demand and cost for SEN School transport services £1.5m, along with £0.4m pressure on SEN College transport due to increased demand.



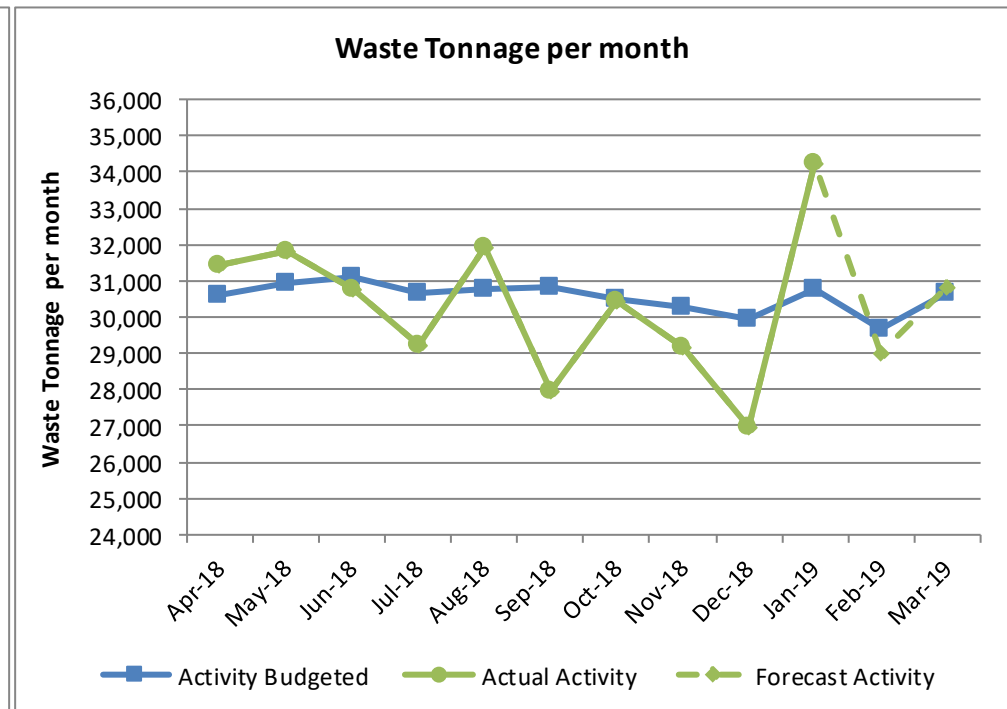
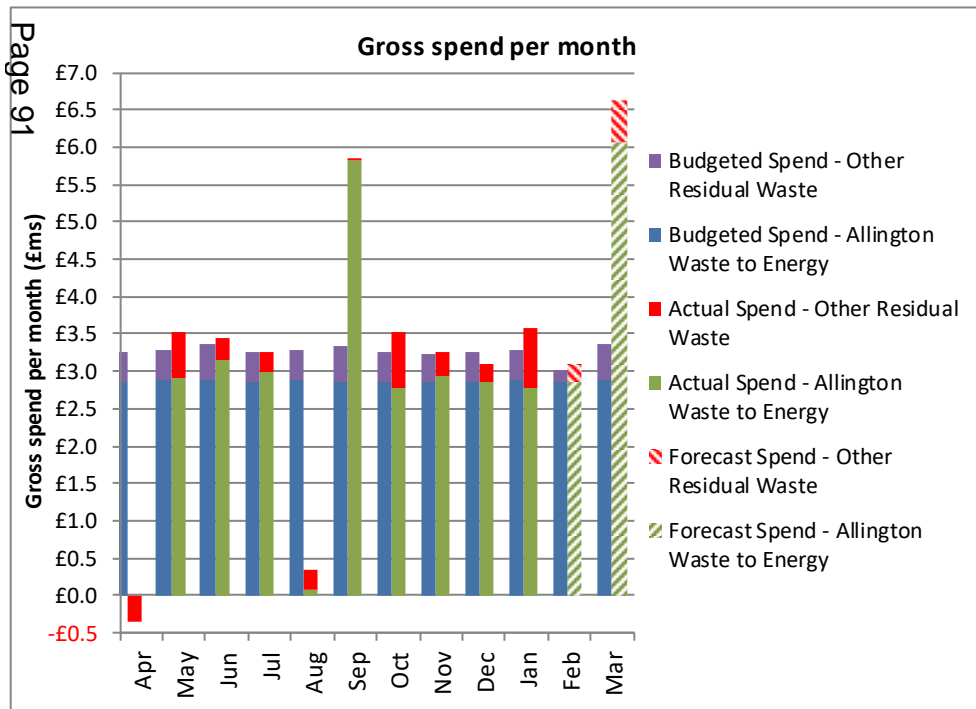
### Appendix 2.13: Treatment and disposal of residual waste

<b>2018-19 Forecast</b>	Gross £m	Income £m	Net £m	Waste Tonnage to 31/03/2019
Budget	£39.4	-£0.1	£39.3	366,772
Actual	£39.3	-£0.8	£38.5	363,882
Variance	-£0.1	-£0.7	-£0.8	-2,890

<b>Position as at 31st January 2019</b>	Gross £m	Waste Tonnage to 31/01/2019
Budget: Spend/Activity Year to Date	£32.8	306,426
Actual: Spend/Activity Year to Date	£29.5	304,040
Variance as at 31st January 2019	-£3.3	-2,386

#### **MAIN REASONS FOR FORECAST VARIANCE:**

The gross underspend of -£0.1m is due to a volume variance of -2,890 tonnes (-£0.5m) offset by other minor pressures of +£0.4m. Income from additional trade waste tonnes has further increased the underspend (-£0.7m) leading to a net saving of -£0.8m. The -£3.3m underspend to date shown in the table above is due to no monthly payment being made in April; this is forecast to catch up in March as shown in the chart below.



### Appendix 2.14: Waste Processing

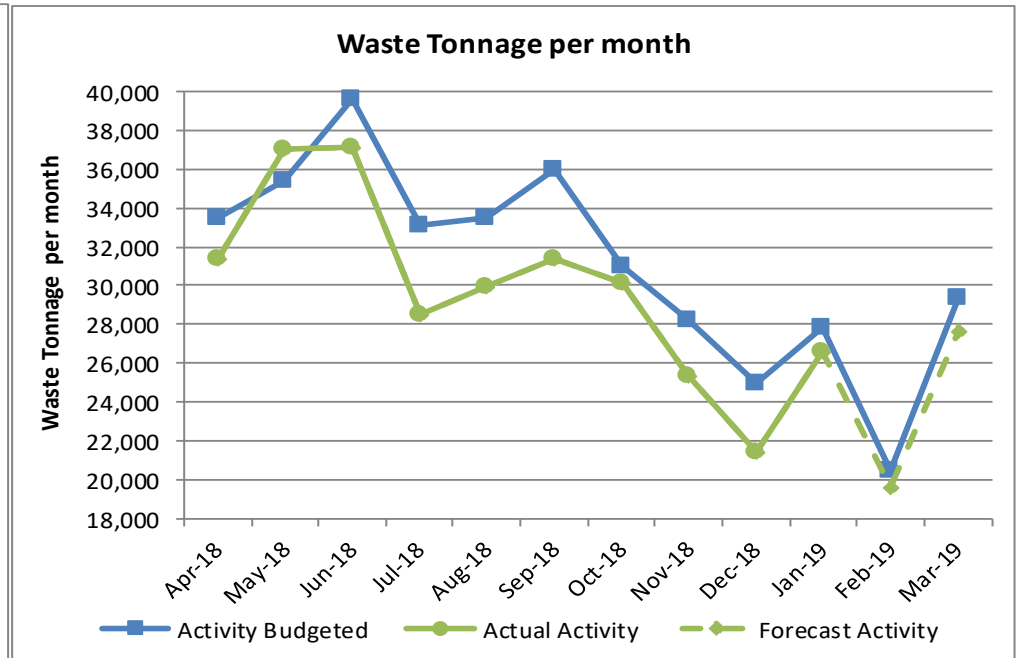
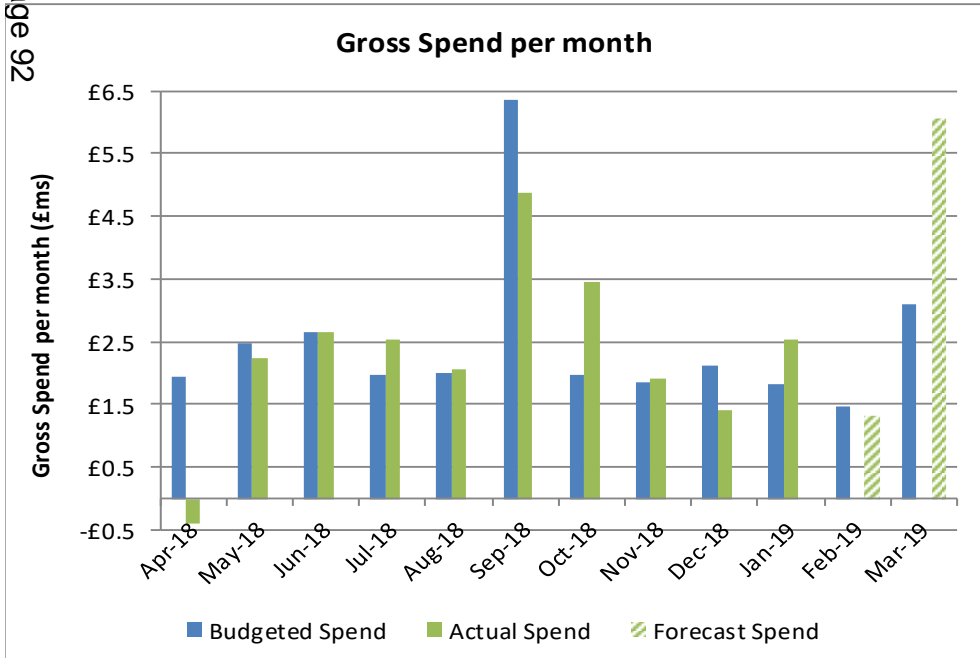
<b>2018-19 Forecast</b>	Gross £m	Income £m	Net £m	Waste Tonnage to 31/03/2018
Budget	£31.6	£1.9	£29.7	373,013
Actual	£32.0	£1.3	£30.6	346,057
Variance	£0.3	£0.6	£0.9	-26,956

<b>Position as at 31st January 2019</b>	Net £m	Waste Tonnage to 31/01/2019
Budget: Spend/Activity Year to Date	£25.2	323,175
Actual: Spend/Activity Year to Date	£23.3	298,770
Variance as at 31st January 2019	£1.9	-24,405

#### MAIN REASONS FOR FORECAST VARIANCE:

Within Gross there is an overspend of +£0.3m mainly due to a price variance of +£0.6m across all MRF contracts plus volume variance (+4,674 tonnes) of composted waste +£0.4m. There is an added pressure of +£0.5m for profit share payment to a district for achieving Waste minimisation together with +£0.3m for the replacement of new waste compactors. This pressure is offset by reduced recycling credits (-4,839 tonnes/-£0.3m) as well as -£0.8m of savings due to actual waste types differing from the budgeted levels, with each waste type being disposed of in different ways, each with their own unit costs and indexation levels. Other gross variances add up to -£0.4m. There is a shortfall in income resulting from lower levels of paper and card waste (-6,901 tonnes/+£0.4m) and a reduction in tonnage price (+£0.4m) although this is offset as a result of North Farm fire insurance payment of -£0.2m. The -£1.9m underspend to date shown in the table above is due to no monthly management payments being made in April; this is forecast to catch up in March as shown in the chart below. Variations in tonnes may not always impact on the financial position as not all changes in waste types attract an additional cost.

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### Appendix 2.15: All Staffing Budgets (excluding schools)

<b>2018-19 Outturn</b>	KCC £m	Agency £m	Gross £m
Budget	£280.6	£5.5	£286.1
Outturn	£283.0	£17.7	£300.7
Variance	£2.4	£12.2	£14.6

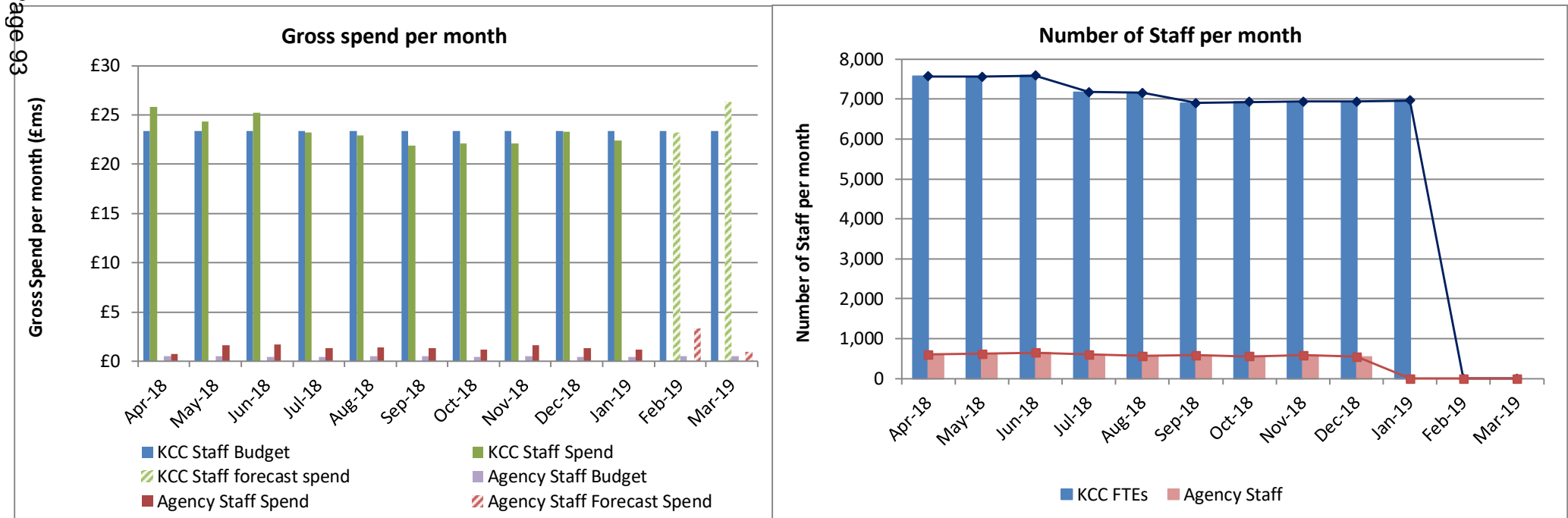
<b>as at 31 January 2019</b>	KCC £m	Agency £m	Gross £m
YTD Budget	£187.1	£3.7	£190.8
YTD Spend	£233.4	£13.5	£246.8
YTD Variance	£46.3	£9.7	£56.1

<b>Staff numbers</b>	KCC FTEs	Agency Nos
as at 31 Mar 2018	7,564.13	687
as at 31 January 2019	6,970.59	581
Annual Movement	-593.54	-106

#### MAIN REASONS FOR VARIANCE:

There is a small pressure against KCC staff budgets and there continues to be an overspend on agency staff. The number of KCC staff has reduced by 593.54 FTE compared to the level of FTE as at 31 March 2018. This in the main is due to staff moving to Cantium Business Solutions Ltd and The Education People Ltd. However, there has been an increase of 105.98 FTE in the ASCH directorate compared to the level at 31 March 2018.

The staffing numbers provided are a snapshot position at the end of the month.



### Unaccompanied Asylum Seeking Children (UASC)

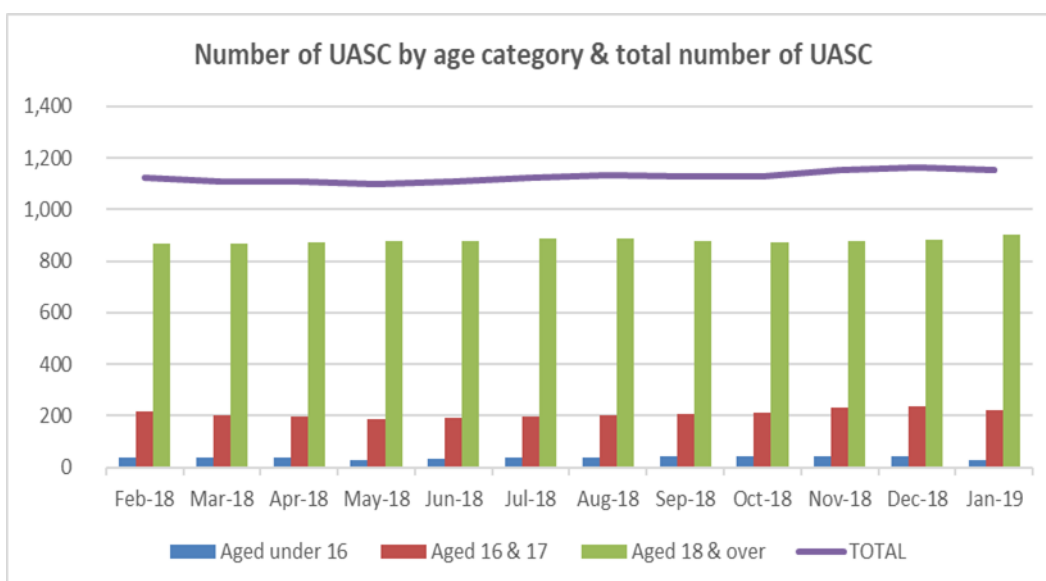
#### 1. January 18-19 position compared to budget by age category

The January 18-19 position is a pressure of £2.7m as detailed below:

Jan 19	Cash Limit			Forecast Variance		
	Gross	Income	Net	Gross	Income	Net
	£m	£m	£m	£m	£m	£m
Aged under 16	1.9	-1.9	0.0	1.5	-1.8	-0.3
Aged 16 & 17	8.1	-8.1	0.0	8.4	-7.3	1.1
Aged 18 & over (care leavers)	7.9	-7.9	0.0	9.5	-7.6	1.9
	<b>17.9</b>	<b>-17.9</b>	<b>0.0</b>	<b>19.4</b>	<b>-16.7</b>	<b>2.7</b>

#### 2. Number of UASC & Care Leavers by age category

	Aged under 16	Aged 16 & 17	Aged 18 & over	TOTAL
Feb-18	39	216	869	<b>1,124</b>
Mar-18	39	203	869	<b>1,111</b>
Apr-18	37	196	874	<b>1,107</b>
May-18	30	188	879	<b>1,097</b>
Jun-18	34	194	880	<b>1,108</b>
Jul-18	37	199	887	<b>1,123</b>
Aug-18	40	203	888	<b>1,131</b>
Sep-18	44	207	878	<b>1,129</b>
Oct-18	44	210	874	<b>1,128</b>
Nov-18	43	232	877	<b>1,152</b>
Dec-18	41	236	885	<b>1,162</b>
Jan-19	30	220	901	<b>1,151</b>



The number of Asylum LAC shown in Appendix 2.11 (LAC numbers) is different to the total number of under 18 UASC clients shown within this indicator, due to UASC under 18 clients including both Looked After Children and 16 and 17-year-old Care Leavers. The number of UASC children is now around the minimum threshold of UASC for the authority as a % of population (231) meaning new arrivals are not being placed on the dispersal scheme. Under 18 arrivals may be expected to increase very slightly over the next few months to maintain the minimum threshold. The number of UASC Care Leavers over 18 years old is continuing to increase slightly due to the Legacy UASC from 2015-16 becoming 18 years old and the over 21's choosing to remain within the service.

**3. Number of Eligible & Ineligible Clients incl All Rights of appeal Exhausted (ARE) clients at the end of each month**

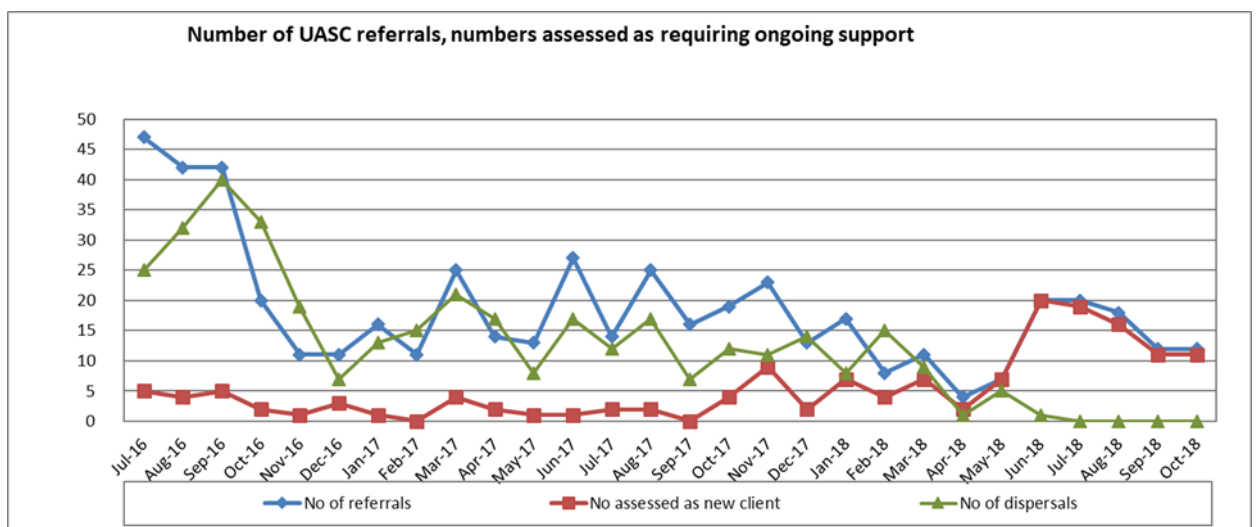
2018/19	Eligible Clients	of which AREs	Ineligible Clients	of which AREs	Total Clients	Total AREs
Outturn 2017/18	900	13	211	41	1,111	54
April	917	20	190	33	1,107	53
May	914	20	183	33	1,097	53
June	916	4	191	50	1,107	54
July	924	2	198	51	1,122	53
August	938	3	193	44	1,131	47
September	938	1	185	41	1,123	42
October	888	10	240	46	1,128	56
November	916	10	236	46	1,152	56
December	924	9	236	48	1,160	57
January	912	8	239	47	1,151	55
February						
March						

Eligible Clients are those who do meet the Home Office grant rules criteria. Appeal Rights Exhausted (ARE) clients are eligible for the first 13 weeks providing a human rights assessment is completed.

Ineligible clients are those who do not meet the Home Office grant rules criteria. For young people (under 18), this includes accompanied minors and long term absences (e.g. hospital or prison). For care leavers, there is an additional level of eligibility as the young person must have leave to remain or "continued in time" appeal applications to be classed as an eligible client.

#### 4. Numbers of UASC referrals, assessed as requiring ongoing support

	No of referrals	No assessed as new client	%	No of dispersals
Jul-16	47	5	11%	25
Aug-16	42	4	10%	32
Sep-16	42	5	12%	40
Oct-16	20	2	10%	33
Nov-16	11	1	9%	19
Dec-16	11	3	27%	7
Jan-17	16	1	6%	13
Feb-17	11	0	0%	15
Mar-17	25	4	16%	21
Apr-17	14	2	14%	17
May-17	13	1	8%	8
Jun-17	27	1	4%	17
Jul-17	14	2	14%	12
Aug-17	25	2	8%	17
Sep-17	16	0	0%	7
Oct-17	19	4	21%	12
Nov-17	23	9	39%	11
Dec-17	13	2	15%	14
Jan-18	17	7	41%	8
Feb-18	8	4	50%	15
Mar-18	11	7	64%	9
Apr-18	4	2	50%	1
May-18	7	7	100%	5
Jun-18	20	20	100%	1
Jul-18	20	19	95%	0
Aug-18	18	16	89%	0
Sep-18	12	11	92%	0
Oct-18	12	11	92%	0
Nov-18	29	28	97%	0
Dec-18	14	14	100%	0
Jan-19	12	12	100%	0





## 5. Total number of dispersals – new referrals & existing UASC

In total there have been 359 new arrivals that have been dispersed since July 2016. These are included within the referrals in table 4. This also includes arrivals since 01 July 16 dispersed to London Boroughs, who are not participating in the transfer scheme. As the threshold of 231 UASC's has now been reached, new arrivals have not been referred to the dispersal scheme since June 2018.

Duration	Arrivals who have been dispersed post new Government Transfer Scheme (w.e.f 01 July 16)*	Former Kent UASC who have been dispersed (entry prior to 01 July 16)	Total
Jul-16	14	11	25
Aug-16	31	1	32
Sep-16	30	10	40
Oct-16	33	0	33
Nov-16	17	2	19
Dec-16	7	0	7
Jan-17	8	5	13
Feb-17	15	0	15
Mar-17	16	5	21
Apr-17	14	3	17
May-17	7	1	8
Jun-17	16	1	17
Jul-17	12	0	12
Aug-17	17	0	17
Sep-17	6	1	7
Oct-17	12	0	12
Nov-17	11	0	11
Dec-17	14	0	14
Jan-18	8	0	8
Feb-18	15	0	15
Mar-18	9	0	9
Apr-18	1	0	1
May-18	5	0	5
Jun-18	1	0	1
Jul-18	0	0	0
Aug-18	0	0	0
Sep-18	0	0	0
Oct-18	0	0	0
Nov-18	0	0	0
Dec-18	0	0	0
Jan-19	0	0	0

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**By:** Graham Gibbens, Cabinet Member for Adult Social Care and Public Health  
Penny Southern, Corporate Director of Adult Social Care and Health

**To:** Cabinet – 25 March 2019

**Subject:** **UPDATE ON DELAYED TRANSFERS OF CARE**

**Classification:** Unrestricted

**Previous Pathway of Paper:** Cabinet – 3 December 2018

**Future Pathway of Paper:** None

**Electoral Divisions:** All

**Summary:** This report is intended to update Cabinet on the management of Delayed Transfers of Care (DTOC) and the impact of the commissioned schemes and services on the overall performance of DTOC.

**Recommendations:** Cabinet is asked to:

**CONSIDER** and **COMMENT** on the current position on DTOC;

**CONSIDER** and **COMMENT** on impact of the Additional Social Care Winter Monies Plan; and

**CONSIDER** and **COMMENT** on the development of the Integrated Local Care arrangements.

## 1. Introduction

1.1 When Cabinet considered the report on ‘Delayed Transfer of Care’ in December 2018, it was stated then that a subsequent report will be presented to demonstrate how the health and care system coped with the winter pressures. This report gives an account of the difference that the combination of careful planning and judicious investment of the winter pressures monies has made.

1.2 The Government’s continued focus on Delayed Transfers of Care (DTOC) was recently re-iterated in the NHS Long Term Plan published on 7 January 2019. The Long Term Plan states that *“The NHS and social care will continue to improve performance at getting people home without unnecessary delay when they are ready to leave hospital, reducing risk of harm to patients from physical and cognitive deconditioning complications. The goal over the next two years is to achieve and maintain an average Delayed Transfer of Care (DTOC) figure of 4,000 or fewer delays, and over the next five years to reduce them further”*.

1.3 The purpose of this report is to update Cabinet on the progress made in relation to DTOC since the last report in December 2018. This report also draws Cabinet’s attention to the integrated local care arrangements and the impact of

the Additional Social Care Winter Monies Plan 2018/19. Finally, the report provides Cabinet with the opportunity to consider the general direction of travel for health and social care integration.

## 2. DTOC Position (January, February and March 2019) Compared to Previous Quarter

2.1 The table below shows the national and Kent data compared to previous quarters. All data used in this report is from the NHS England publication, however due to the timeliness of this report; the data collected by KCC is used in table 2.3 in order to ascertain a total from November 2018 to February 2019. The Local Government Association recently released its analysis of the local authority performance nationally and the main findings as reported in the statistical release can be found in Appendix A.

Indicator	Baseline Positions 2017/18 Q3		New 2018/19 Target		Current Position - 2018/19 Q3	
	National	Kent	National	Kent	England	Kent
Number of people delayed per 100,000 population	11.7	11.4	9.1	8.7	10.3	13.1
Number of people delayed per 100,000 population – Social care responsibility	4	2.9	2.7	2.6	3.1	4.2
Number of people delayed per 100,000 population – Health responsibility	6.8	8	5.5	5.6	6.3	8.4
Number of people delayed per 100,000 population – Joint responsibility	0.9	0.5	0.9	0.5	0.8	0.6

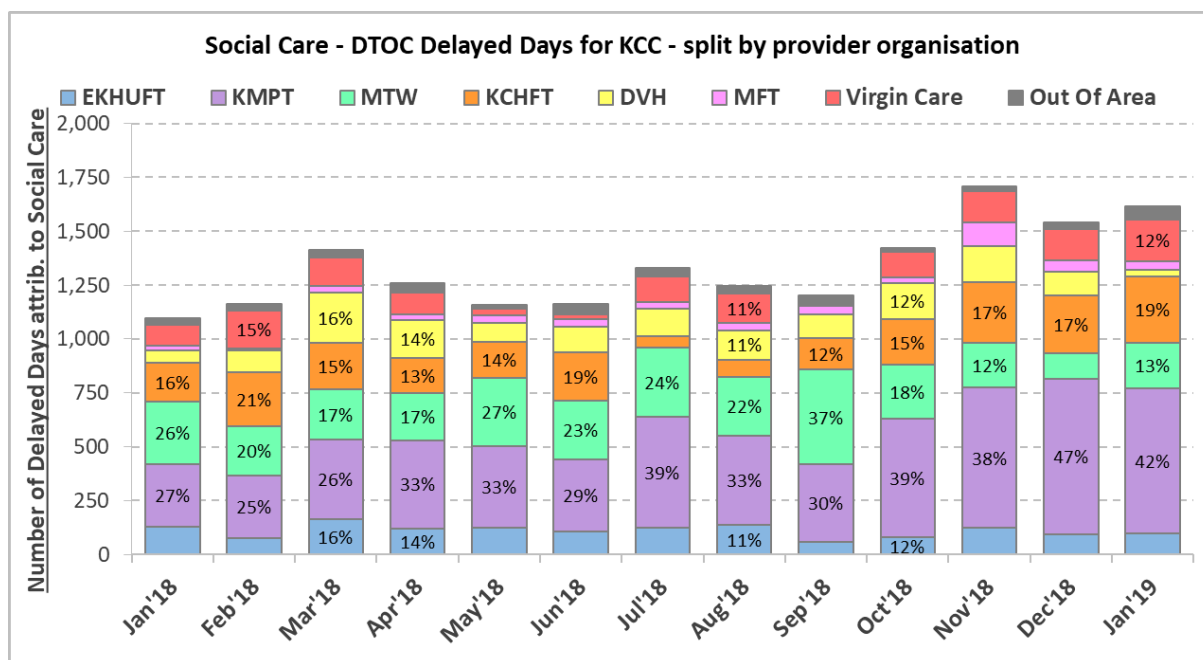
2.2 Kent currently sit higher than England across all categories according to NHS England data for Q3 2018/19, this can be attributed to a more robust data collection now in place rather than a decrease in performance levels.

2.3 The NHS England data has shown the social care delayed days proportion increase slightly since October 2018. The chart below shows the breakdown of these social care delays by provider. 73% of all social care delays in Kent relate to community hospital-based providers:

- Kent Community Health Foundation Trust
- Virgin Care and
- Kent and Medway Partnership Trust

2.4 There is evidence to suggest that the KMPT data requires further validation as these are not being correctly signed off with social care colleagues prior to the data being submitted.

**Chart showing total number of all social care delays and proportion attributed to each provider**



**Table showing Social Care percentage against target for KCC**

	Jan'18	Feb'18	Mar'18	Apr'18	May'18	Jun'18	Jul'18	Aug'18	Sep'18	Oct'18	Nov'18	Dec'18	Jan'19
Target	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Percentage	23.6%	28.6%	27.8%	24.9%	24.1%	25.6%	27.0%	25.5%	28.2%	29.2%	33.4%	32.5%	32.8%
RAG Rating	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Red	Amber	Amber

2.5 The acute hospitals in Kent managed varying pressures in the lead up to Christmas and across the winter months. Each economy had worked to develop and test whole system plans in readiness for winter which included investment in admission avoidance and discharge from hospital schemes. Demand was generally as expected and the health and social care system, including South East Coast Ambulance Service worked well together. The whole system plans that were put in appeared to have yielded positive outcomes. The partnership engagement and dialogue that took place in key forums such as the Local A&E Delivery Board was recognised. For example, the Chief Executive of the Maidstone and Tunbridge Wells NHS Trust wrote to the Corporate Director for Adult Social Care and Health to acknowledge the part played by adult social care (see attached Appendix B).

2.6 In order to ensure that the whole system is prepared for any new arrangements which may affect patients and service users as a result of exiting the European Union, the Adult Social Care and Health Directorate has worked across KCC and with the Local Health Resilience Partnership and the Kent Resilience Forum to develop a detailed understanding of the potential areas of impact across the Kent and Medway Health and Social Care System. Detailed planning has been undertaken in areas such as the medicines and equipment supply chain, and system readiness as well as access to services across business operations.

- 2.7 There is also an ongoing dialogue with providers to test their plans, as much as is practically possible. The trade association, Kent Integrated Care Alliance (KICA), is also encouraging more collaboration and communication across the alliance so that providers can be as flexible with their work force and clients to enable services provision to continue in the face of any disruption.

### **3. Impact of Commissioned Services and Schemes**

- 3.1 Several commissioned services and in-house schemes informed by the High Impact Change (HIC) were in place, these were designed to help improve the council's position on DTOC. The investment in schemes such as home first pathways and discharge to assess resulted in supporting people to live at home with the appropriate wraparound care. By working with our health colleagues to strengthen the existing pathways in readiness for winter, overall capacity was increased and by working with our providers to increase capacity or flex existing contracts the system was able to cope even in the face of severe pressures areas across the county. The attached presentation provides additional information which demonstrates where the money was invested. (See Appendix C)
- 3.2 The Adult Social Care and Health Directorate increased the Kent Enablement at Home (KEaH) capacity with additional supervisors and enablement support worker hours to help deal with additional demand, this together with increased capacity in the Mental Health Early Discharge Team as well as enhancements to countywide capacity in the Kent Enablement and Recovery Service facilitated the ability to undertake assessments within two hours of referral and with rapid on the day access to care and support.
- 3.3 Going forward work has commenced through Local A&E Boards to review winter activity and pressures, evaluate schemes and identify the areas for further intervention as well as schemes to progress ongoing reduction of people medically fit for discharge and delayed transfers of care.

### **4. Conclusion**

- 4.1 Adult social care continues to work with health on the progression of integrated local care development with a focus on multidisciplinary meetings where complex cases that would benefit from oversight of health and social care leading to the most appropriate care and support planning and services for individuals. In practice this means that local multidisciplinary teams which are made up of a cross section of health professionals including nurses, mental health workers, social care practitioners, providers, housing and the voluntary sector all working collaboratively.
- 4.2 The continuing attention paid to DTOC was brought into a sharp focus by NHS England, when it set the policy goal of 4,000 or fewer over the next two years with the expectation of further reduction over the next five years in the NHS Long Term Plan. Moreover, the fact that the Secretary of State for Health and Social Care has directed the Care Quality Commission to carry out additional local system reviews means that the spotlight on DTOC may intensify during

2019/20. It is therefore prudent for Cabinet to remain vigilant on the matter of the health and care system performance on DTOC.

- 4.3 This report has focused on how the Kent and Medway health and social care system has managed delayed transfers of care since December 2018 up to the time of writing this report. The objective of the Kent and Medway Sustainability and Transformation Partnership (STP) is that with the planned increase in investment in community services, more people will be supported in the community with the appropriate level of wrap around support and Cabinet may wish to keep this under regular review.

## 5. Recommendations

5.1 Recommendations: Cabinet is asked to:  
**CONSIDER** and **COMMENT** on the current position on DTOC;  
**CONSIDER** and **COMMENT** on impact of the Additional Social Care Winter Monies Plan; and  
**CONSIDER** and **COMMENT** on the development of the Integrated Local Care arrangements.

## 6. Background Documents

Delayed Transfers of Care – Report to Cabinet on 3 December 2018  
<https://democracy.kent.gov.uk/documents/s87927/Item%206%20R%20Delayed%20Transfers%20of%20Care%20Cabinet%203%20December%202018.pdf>

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## Appendix – A – Main Findings of LGA Statistical Release

The main findings as reported in the [statistical release](#) are as follows:

- There were 135,700 total delayed days in January 2019, of which 86,800 were in acute care. This is a decrease from January 2018, where there were 151,400 total delayed days, of which 99,000 were in acute care.
- The 135,700 total delayed days in January 2019 is equivalent to 4,377 daily DTOC beds. This compares to 4,883 in January 2018 and 4,173 in December 2018. Both the NHS and Social Care sectors have seen reductions in the volume of delayed transfers of care in the last year.
- 61.3% of all delays in January 2019 were attributable to the NHS, 30.5% were attributable to Social Care and the remaining 8.1% were attributable to both NHS and Social Care. The proportion of delays attributable to Social Care has decreased over the last year to 30.5%.
- The main reason for NHS delays in January 2019 was “Patients Awaiting further Non Acute NHS Care”. This accounted for 24,500 delayed days (29.4% of all NHS delays). The number of delays attributable to this reason showed an increase between August 2015 and January 2017. Since March 2018, the number has been generally decreasing, although the delayed days in January 2019 is an increase on the previous month (21,400 in December 2018).
- The main reason for Social Care delays in January 2019 was “Patients Awaiting Care Package in their Own Home”. This accounted for 13,900 delayed days (33.6% of all Social Care delays). The number of delays attributable to this reason had been increasing steadily since April 2014 and reached a peak in December 2016. Delays attributable to this reason have been gradually decreasing since March 2018.
- Delays can occur in either an acute or non-acute care setting. The proportion of delays occurring in acute care in January 2019 was 63.9% compared to 65.4% in January 2018.

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16th January 2019

Penny Southern  
Corporate Director Adult Social Care  
and Health  
Kent County Council

Miles Scott  
Chief Executive  
Maidstone and Tunbridge Wells NHS Trust  
Maidstone Hospital  
Hermitage Lane  
Maidstone  
Kent, ME16 9QQ

**Sent via email**

Tel: 01622 226419  
Email: [miles.scott1@nhs.net](mailto:miles.scott1@nhs.net)

Dear Penny

I am delighted to see that DToCs across Maidstone and Tunbridge Wells fell once again in December to 3.2%. This is the lowest level for nearly five years. I would like to thank you and your team for all your hard work in delivering this position.

Since coming to MTW I have had good feedback on the operational relationship between our teams. It is great to see this translated into real benefits for local people.

With best wishes,

Yours sincerely

**Miles Scott**  
**Chief Executive**

Cc: Glenn Douglas, Accountable Officer/Chief Executive, Kent and Medway STP  
Paul Carter CBE, Leader, Kent County Council  
Bob Bowes, Clinical Chair, West Kent CCG  
Ian Ayres, Managing Director, Medway North and West Kent CCGs

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## Integrated Local Care - Additional Social Care Winter Monies Plan - 2018/19



## Adult Social Care and Health Kent County Council



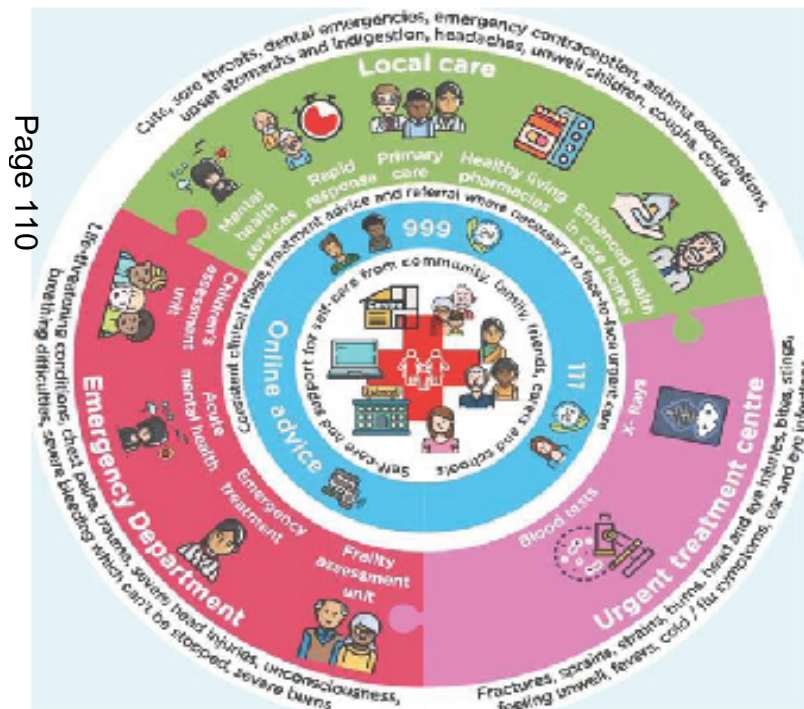
Your life, your well-being

# STP - Programme Board Presentation – 8/11/2018

2

## Strategy

- The STP Clinical and Professional Board agreed the Urgent and Emergency Care model which the system will continue to develop and will be implemented over the next 18 months.



Systems are determining which elements of the strategy can be delivered at pace for winter. The new services put in place will be publicised across Kent and Medway to the general public, with the aim to shift activity from the Emergency Department to the other two settings for urgent care.

The second challenge will be when systems are struggling during peaks in demand or capacity constraints how the whole health and social care system in K&M is co-ordinated and collectively responds and works together to resolve issues



## Governance – A&E Boards and KCC

There is an Accident and Emergency (A&E) Delivery Board in each of the following areas - North Kent & Swale, Medway, West Kent and East Kent which focus on driving performance.

The A&E Delivery Boards are assisted by operational groups tasked to deliver whole system plans and escalate issues that require decisions to be made at a higher-level.

During times of pressure multi-agency teleconferences are instigated to support 'on the ground' issues providing a whole system approach to finding quick solutions to maximise flow and challenge services where necessary.

Kent County Council approved the recommendation to delegate authorisation to the Corporate Director of Adult Social Care and Health to spend against the agreed plan of winter funding at its Cabinet Meeting on 3 December. Cabinet also requested an update be provided to its March meeting.



# Additional Winter Pressures Funding - Grant Determination

DHSC confirmed there will be additional £240m winter pressures funding for local government in 2018-19. Kent County Council received a grant allocation of £6.1m

Each council will make its own decision about the most effective way to spend the money to achieve the purposes of the grant, including tackling delayed discharges of care, based on the situation they are facing in their local health and care system, including local market conditions.

DHSC expect the funding to be used in addition to planned spending on adult social care services in 2018-19 and it should be directed towards reducing the identified challenges the NHS faces this winter, including to meet or exceed the expectations set for delayed transfers of care.

In recognition of the need to provide continuity / sustainability of funding into 2019-20, you will note that Budget 2018 also confirmed a further £240m for 2019-20 to be spent on the same purposes. Government expects that this will enable local authorities to achieve more advantageous rate for packages than if the funding were non-recurrent.



# Additional Winter Pressures Funding - Grant Determination

## ***Kent Adult Social Care and Health with health partners has developed a plan for the funding***

The DHSC expect councils will want to ensure any plan meets the needs of their local health and social care system and therefore anticipate KCC will hold discussions with your local health partners. Councils are asked to confirm that you have discussed this with local NHS partners, including local acute hospital trusts.

***The principle in setting out this plan, is to ensure people return home with the appropriate levels of support with the emphasis on enablement and not for people to remain in long term placements.***

## ***Information to be returned to the Department of Health and Social Care***

The template received from the DHSC must be signed off by the DASS. The information requested on the template:

- **Confirms that you have discussed your plan with local NHS partners, including local acute hospital trusts;**
- **Provides an indication as to how the money will be spent**

The first return is due by 14 December 2018, with an update in January and a final report by 30 April 2019, detailing how the funding has been spent.

# Overview of Spend

We are working with our health partners to build on some of our existing HIC projects which will see the additional Winter Pressures funding supplement and increase capacity in these schemes and working with our providers to increase capacity or flex existing contracts or through new commissioning activity.

***Your Life, Your Wellbeing is the Adult Social Care Vision and Strategy for 2018 -2021. The three key themes are Promoting Wellbeing, Promoting Independence and Supporting Independence to help people to improve or maintain their well-being and to live as independently as possible.***

***Below is the total overview spend against the 3 themes***

Promoting Wellbeing	Promoting Independence	Supporting Independence
£0.445m	£2.222m	£3.498m

# Promoting Wellbeing

Schemes	Area	Funding Allocated
Home to Settle Scheme	East Kent	£0.030m
Care Navigators to support hospital discharges	County	£0.050m
Mental Health vol org support with AIG	County	£0.015m
Extra support for supporting carers in their own homes	County	£0.030m
Short term hot meals delivery	County	£0.270m
Vol Org Support	County	£0.050m
<b>Total</b>		<b>£0.445m</b>

# Promoting Independence

Schemes	Area	Funding Allocated
Increased capacity in KEaH, KERS and KPS	County	£0.095m
Discharge to Assess – Domiciliary including EK Bridging	County	£0.500m
Continuing Healthcare Pathway	East and West Kent	£0.105m
Home First - Integrated Triage	North and West Kent	£0.043m
Purchasing Team - Additional capacity over bank holidays etc.	County	£0.003m
Home to Decide Scheme	County	£0.500m
Additional Weekend Cover - Hospitals	County	£0.019m
Mental Health - Early Discharge	County	£0.028m
Move on Short Bed Capacity and Beds all services including out of county DToC	County	£0.450m
OT Pilot to support Care Homes and OT support to KEaH	County	£0.119m
In house integrated care beds- support efficiency	County	£0.030m
In-House reablement pathway	County	£0.330m
<b>Total</b>		<b>£2.222m</b>

**Adult Social Care and Health**

# Supporting Independence

Scheme	Area	Funding Allocated
Sensory & Autism Additional Case Mgt. to support complex discharges for known patients	County	£0.028m
Increased Care Packages – Residential/Nursing across OPPD, MH and LD	County	£1.850m
Increased Care Packages – Homecare and Supported Living in the community all services	County	£0.872m
Increased enablement costs	County	£0.665m
Mental Health Support to Care Homes	County	£0.038m
Dementia Beds	Swale	£0.045m
<b>Total</b>		<b>£3.498m</b>

# Monitoring and measuring impact

Promoting Wellbeing	Promoting Independence	Supporting Independence
<b>£0.445m</b>	<b>£2.222m</b>	<b>£3.498m</b>
Grant or contract management for commissioned services to report on KPIs	Grant or Contract management- for commissioned services to report on KPIs	Number of Increased Homecare, residential or nursing placement made in the time period
Number of people supported to be discharged from hospital	Number of people supported to be discharged from hospital	
Number of people supported in the community	Number of people supported in the community	

Overall measure will be a reduction in Delayed Transfers of Care - current target is 2.6 days per 100,000 population per day.

# Risks

Issue	Description	Mitigation
<b>Workforce availability in the Homecare market</b>	Recruitment and retention of staff	<p>Continued commissioning work with providers looking at alternatives/ options.</p> <p>Operational focus on improved outcomes to reduce dependency levels . This includes work with district councils re DFG's</p>
<b>Workforce within statutory services – health and social care</b>	High levels of vacancies in professional roles across health and social care	<p>Continued progression with integration , trusted assessor to reduce duplication.</p> <p>Joint recruitment</p> <p>Focus on what professional roles are really required for and the value of 'generic support'</p>
<b>Commissioning issues</b>	<p>Provider engagement and capacity to increase volumes</p> <p>Increase in homecare handbacks , particularly in East Kent</p> <p>One major provider failure in East Kent</p> <p>All organisations 'fishing' in the same workforce pool and contracting</p>	<p>Market management and ongoing negotiations.</p> <p>New contract</p> <p>Integrated commissioning</p>
<b>Quality in care</b>	<p>Expectations of CQC in relation to care &amp; support plans</p> <p>Care home closures</p>	<p>Continued market shaping</p> <p>Support to the market e.g OT support to care home project</p>

**Thank you**

**Any questions?**