



AGENDA

CABINET

Monday, 14th December, 2020, at 10.00 am
Online

Ask for: **Emily Kennedy**
Telephone: **Tel: 03000 419625**
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UNRESTRICTED ITEMS

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

1. Introduction/Webcasting Announcement
2. Apologies and Substitutes
3. Declaration of Interests by Member in Items on the Agenda for this meeting
4. Minutes of the Meetings held on 9 and 30 November 2020 (Pages 1 - 14)
5. Cabinet Member Updates
6. Revenue and Capital Budget Monitoring Report - September 2020-21 (Pages 15 - 58)
7. Quarterly Performance Report - Quarter 2 2020/21 (Pages 59 - 108)
8. Corporate Risk Register (Pages 109 - 122)
9. Sustaining the Economy Post-Lockdown
Report to follow.
10. Spending Review (Pages 123 - 130)

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
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Friday, 4 December 2020

KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held online on Monday, 9 November 2020.

PRESENT: Mr R W Gough (Chairman), Mrs C Bell, Miss S J Carey, Mrs S Chandler, Mr P M Hill, OBE, Mr R L H Long, TD, Mr P J Oakford, Mr M D Payne, Mrs S Prendergast and Mr M Whiting

ALSO PRESENT: Mr Hotson

IN ATTENDANCE: Amanda Beer (Corporate Director People and Communications), Matt Dunkley CBE (Corporate Director for Children Young People and Education) and Christina Starte (Head of Customer Service)

UNRESTRICTED ITEMS

178. Apologies and Substitutes

(Item 2)

There were no apologies for absence.

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

(Item 3)

There were no declarations of interest.

180. Cabinet Member Updates

(Item 4)

- (1) Mrs Bell reported that KCC was supporting a new urgent campaign to raise awareness of domestic abuse and signposting to help and support. Over 2 million people a year in England and Wales experience domestic abuse and 14% of children and people under the age of 18 will have lived with it at some point.

It was reported that domestic abuse had a negative effect on businesses, forced employees to take unplanned time off work and decreased productivity. It cost UK businesses almost £2 billion a year.

Lockdown had heightened the risk to victims and Kent Police saw a 12% increase in domestic abuse crime reports between March and July 2020. KCC had been working with multi agency partners to ensure a coordinated and widespread support structure was available. The campaign was called, "Domestic Abuse - it's everybody's business". A programme of free events had been organised by Kent Integrated Domestic Abuse Service.

KCC was backing a winter campaign called 'Knock and Check', which was asking residents to help the most vulnerable during winter months. This tied in with the select committee on social isolation which had made recommendations including

raising awareness of social isolation and loneliness. The details of the campaign were available at: KentCF.org.uk/knockandcheck

The Kent Together contact line callers would be doing contact tracing calls, following GDPR training and liaison with the districts. Advisors would establish contacts, give advice on isolation and testing, signpost and upload details to national contact tracing system.

- (2) Mrs Chandler reported that work had continued in response to the Written Statement of Action relating to special educational needs and disabilities. The quarterly monitoring meeting took place on 16 October and was very positive. The Department for Education had acknowledged improvements across the programme, in particular improvement on relationships on “Kent Parents and Carers Together” and partnership working across all stakeholders.

Key projects with health partners had been reinitiated following the first wave of the pandemic and the local offer has been upgraded with a new ‘local offer’ team.

It was reported that school engagement had improved. A countywide discussion around inclusion had been initiated with engagement from over 120 schools shaping a new vision for inclusivity for children with special educational needs. Significant resource and effort had been put into the timeliness of the issuing of Education, Health and Care Plans. The backlog was reduced and it was anticipated that this would be cleared by spring 2021.

The new SEND strategy had been drafted and was due to go out to public consultation at end of November.

KCC held a virtual ceremony for Kent Foster Carer Awards, which recognises the inspirational work done by those working with fostered children helping them to reach independence. A record 149 nominations had been received and the nominations were open to others such as social workers, nurses and teachers, in addition to foster carers.

There was a virtual launch for the Adoption Partnership South East which was formed in response to a government mandate that all local authorities must join a regional adoption agency by 2020.

Last year, the corporate parenting team brought Christmas to care leavers, by distributing gifts. The aim for Christmas 2020 was to raise £10,000 in order to fund £5 gifts for all care leavers and Members were encouraged to be generous with their donations.

- (3) Mr Long reported that KCC had implemented its free school meals scheme, through a helpline and webpage to provide vouchers to eligible families over half term. This was done at very short notice by working with partners and they were able to reach out to those the scheme was intended to help and approximately 20,000 £15 vouchers, redeemable at Asda or Tesco, were issued to families. The Kent Together webpage and helpline was open for those struggling during pandemic.

The Kent Test dates went ahead as planned but for those who were not able to sit tests due to Covid-19, further sessions were arranged to ensure all registered applicants could be tested.

Thanks were given to the Fair Access Team.

- (4) Mr Payne reported that there was a trial of electric scooters in Canterbury as part of the Department for Transport national trial. A dedicated route for the electric scooters with geo fencing was being tested in conjunction with a rental company, linking the university with the city.

Work had continued to deliver the Inland Border Facility at Sevington for HMRC and others. Work on site was on course but weather dependent. The site would be used for HGVs and HMRC would be on site from 1 January 2021.

The sweeps at the windmill at Chillenden had turned using wind power for the first time since 1949.

Thanks were given to all Kent Highways staff who continue to work as key workers during lockdown.

- (5) Miss Carey congratulated KCC's waste management team for the smooth handover from the previous contractors to FCC at 12 of the 18 household waste recycling centres. This was a major piece of work with one contract expiring on 31 October and the new contractor starting on 1 November.

All 18 centres were open during the second lockdown with the booking system being operational on each site, allowing up to 4 bookings per household per month but it was considered that this limit could be lifted as few people were making multiple visits.

It was reported that one of the Environment Team's projects had been chosen as sustainable energy project of the year by the Business Green Leaders Awards. This project led by KCC was for solar panels for Northfleet School for Girls and involved pupils from the school. It was delivered by Kent company, SAS Energy and funded with a Salix loan. The team had helped with over a hundred projects at Kent schools, with the most recent at the Wyvern School in Ashford.

KCC was hosting the first 'Plan Bee' conference to launch the pollinator strategy on 16 November. On 27 November, Lord Deben, chairman of the independent Committee on Climate Change was to formally launch the low emission strategy at the Kent Environment Strategy Conference, also being held online.

- (6) Mr Hill reported on community services during the second lockdown. Kent's public rights of way network and country parks were to stay open and the community warden service would remain operational. Registrations of deaths would continue over the telephone and registrations of birth were to be face-to-face, conducted in a Covid secure manner. Ceremonies were to continue for those with terminal conditions. Citizenship ceremonies would recommence in a Covid secure way.

Libraries were operating a 'select and collect' service and one hour PC use slots were available at 13 Covid secure libraries, with other libraries closed to the public. It

was planned to roll out the same service offer at 14 more libraries. Work was being done to open other libraries as soon as possible.

Home library services would continue and befriending telephone calls were being reinstated. Mobile library services would continue on a 'select and collect' basis as would postal loans for the blind and partially sighted. Digital and remote services would also continue but the archives would be closed during lockdown.

- (7) Mrs Prendergast reported that the Kent Together helpline was still open, working closely with partners and a wide range of help was available. Access to help was available via the website or helpline.

More than 2000 responses to the Budget Consultation had been received since it had opened on 14 October. The consultation was open until 24 November and encouragement was given to everyone to respond.

A second staff survey was conducted and the results were to be shared with staff and new ways of supporting staff explored. Thanks were given to staff for their excellent work and the services they provide to residents.

- (8) Mr Oakford expressed his pleasure to see and hear residents responding to the Budget Consultation and that already there were more responses than last year's total. The consultation was showing there was support for the Council's transformation programme, more focussed workplace hubs and better use of technology.

The Chancellor had announced that the furlough scheme was being extended until March 2021 and this was welcomed as good news for the Budget as it impacted the employment of Kent's residents. Lobbying of government on the impact of this issue was to continue.

The second round of Covid restrictions had an impact on the number of buildings KCC was able to operate from. Thanks were expressed to the staff who continued to deliver an outstanding service to the residents of Kent during difficult times without the normal facilities.

- (9) Mr Gough noted the strong response to the Budget Consultation, which was considered important given the scale of the issues which needed to be addressed. Mr Gough also wished to highlight that Mrs Chandler's comments on the work and progress on SEND were also very important.

There had been reports over the weekend concerning the government's proposed measures for Christmas and families experiencing poverty and hardship. KCC awaited further details of the proposed measures. It was planned that this would enable KCC to build on the work done in half term to support those families.

181. Covid-19 - Public Health Update (presentation)

(Item 5)

(Andrew Scott-Clark, Director of Public Health and Jo Allen, Communications Partner, were in attendance for this item)

- (1) Mr Scott-Clark reported a steady upswing in cases of Covid-19 since 20 September in Kent. The rate had been relatively low in Kent until that time and it was thought that Kent was around 4 weeks behind the average rate for England and therefore, it was felt that the second lockdown would reduce social contact, which was felt to be driving the pandemic. The national data up to 2 November 2020, showed a differential pattern across Kent, with a large upswing in Thanet and Swale districts.

In September and early October, the statistics for some boroughs had been affected by students who had tested positive for Covid-19 and then these cases had been assigned back to students' home GP surgeries. Cases were increasing in the working population but there were concerns regarding protecting the older population. There had been greater upswings in cases in the older population in Swale, Gravesham and Dartford.

Work was being done by Public Health to manage outbreaks in schools, care settings and workplaces, including some of the county's hospital trusts. It was reported that Medway NHS Foundation Trust had experienced some issues over the previous weekend and other Trusts had seen an upswing but so far, it had not impacted on their functioning.

The number of cases in Kent was comparable to other areas in the south east and there were fewer cases in Kent than other areas in England like Leicester or parts of Wales.

Work was being done with Public Health England and NHS to manage outbreaks in vulnerable settings as well as work with other partners around enforcement of restrictions.

Developing the local "Test and Trace" system had some initial issues, but these had been resolved and the next step was to get onto the national system. KCC was working with Department of Health and Social Care around coming out of lockdown and making sure testing and systems were in place going forward.

Congratulations were given to the Communications Team who had worked hard with district and NHS partners to ensure joined up communications messages.

- (2) Ms Allen reported that the "Protect Kent and Medway" campaign had localised national messages and was developed with Medway Council, the NHS, district and borough councils. It also had given Public Health colleagues a brand through which they could talk to the public.

As part of the campaign, a website section had been created which had over 40,000 page views as the public were looking for trusted information and advice, as well as looking for service updates and numbers of cases on the website.

Social media posts had been used to get messages out to target audiences. The public were not only accessing these posts but were re-sharing them. There was a lot of engagement with the social media posts and the public wanted to have conversations about what was happening in their local areas. The key messages around the pandemic had changed and the media had played an important part in sharing messages.

Campaign messages were adapted for key audiences such as younger people, black and ethnic minority communities and families with young children. Messages were also adapted for key events in the year. Materials were provided in toolkits for services to get message out 'offline' and so local knowledge can be used to get messages out.

The focus had moved to supporting the central government messages for the second lockdown but the work around tiers in different areas and 'Protect Kent and Medway' was continuing.

In response to the presentations, the following points were noted:

- The situation in regard to numbers of cases of Covid-19 was evolving and moving quite sharply. It was noted that fluctuations locally had been affected by outbreaks in institutional settings or clusters of people in residential settings but moving forward, other factors such as people socialising would impact figures. It was hoped during the second lockdown, areas of work like 'Test and Trace' could be brought forward.
- Thanks were given to Mr Scott-Clark and his team. It was recognised that they had worked tirelessly since the start of the pandemic. Thanks were also given to Communications for their efforts.

182. Covid-19 - Economic Update (presentation)

(Item 6)

(Barbara Cooper, Corporate Director for Growth, Environment and Transport, and David Smith, Director of Economic Development, were in attendance for this item)

- (1) Mike Whiting reported that KCC had responded to support business and employment.

Covid-19 had multi-faceted impacts and these impacts were considered likely to persist. A survey conducted by Kent Invicta Chamber of Commerce showed that more than half of businesses felt that their ability to trade as viable entities had been put under threat. There had been fall in output in Kent between March and May 2020 worth an estimated £2.3 billion. Some sectors, such as hospitality were hardest hit during the first lockdown. The continuation of people working from home and decline in public transport use had all had a wider impact on local supply chains and economies.

It was anticipated that there would be a 12% loss of GDP in 2021. Despite the introduction of the furlough scheme, universal credit claims had trebled since March and unemployment had risen dramatically between March and September. In response, KCC and partners in Medway had taken immediate actions such as setting up a business helpline and freezing repayments on business investment loans.

The Kent & Medway Economic Partnership had developed an economic renewal and resilience plan with 5 channels of work priorities which was to be reviewed in the autumn in line with developments nationally.

- (2) Mr Smith reported that KCC had been leading the work on the Kent and Medway economic renewal and resilience plan with agreement and support with colleagues from the other local authorities, the universities and business community.

The 5 channels from the plan were outlined with measures to support businesses such as helplines, an economic dashboard and communications messages. It was agreed that the weblink for the economic dashboard would be shared. There had been a significant increase in interest in 'Locate in Kent' with 118 projects in the pipeline.

It was reported that Mr Whiting was an executive member of the Straits Committee which was planning for the new relationship with neighbouring departments in France, Belgium, the Netherlands and France and work was focussed on the key challenges following the ending of the transition arrangements for the UK's exit from the European Union.

It was also reported that the Leader was chairman of an Employment Taskforce which had been meeting with key partners to look at Kickstart Placement and Apprenticeships, skills hubs and academies. The taskforce was working to the Kent & Medway Employment Action Plan.

- (3) Ms Cooper reported that the traffic management plans were aiming to keep Kent 'open for business'. Traffic management plans were still being refined but work was being done so that 'real time' information would be available showing congestion hotspots. Work was being done with hauliers in east Kent to make sure they have their own permits so they are not caught in Operation Brock or traffic management plans. This had been extended to business in Faversham and Teynham in recognition that there were businesses there which fed into the port at Dover and Eurotunnel.

The Trading Standards Business Advice Team had been in communication with businesses with key messages around plans for departure from the EU about labelling, authorised representation, etc, and an event about food and drink exports was being held. A full report was to be brought to the Growth, Economic Development and Communities Cabinet Committee.

In response to the presentations, the following points were raised:

- Excellent work had been done to support local enterprises through this time of transition. Driving future growth would be critical moving forward and Kent had seen investment in areas like the creative sectors, in life sciences and infrastructure. Wherever such investment was taking place, there would need to be opportunities for local people and the workforce.
- Highways England had agreed that the quick moveable barrier on M20 was put in place by 29 December, ready for the ending of the transition period. It was also highlighted that there was some potential for issues relating to Covid-19 and issues relating to the transition arrangements to be conflated.

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KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Virtual on Monday, 30 November 2020.

PRESENT: Mr R W Gough (Chairman), Mrs C Bell, Mrs S Chandler, Mr P M Hill, OBE, Mr R L H Long, TD, Mr P J Oakford, Mr M D Payne, Mrs S Prendergast and Mr M Whiting

ALSO PRESENT: Mr J McInroy and Mr T Hills

IN ATTENDANCE: Jo Allen (Communications Partner), Amanda Beer (Corporate Director People and Communications), Matt Dunkley CBE (Corporate Director for Children Young People and Education), Mark Scrivener (Corporate Risk Manager and Interim Corporate Assurance Manager) and Benjamin Watts (Legal Counsel)

UNRESTRICTED ITEMS

183. Apologies and Substitutes

(Item 1)

Apologies for absence were received from Miss Carey and Mr Hills attended as her representative. Mr Whiting had advised that he hoped to join the meeting, following another briefing which he needed to attend. Mr McInroy was in attendance as his representative.

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

(Item 2)

There were no declarations of interest.

185. Minutes of the Meeting held on 12 October 2020

(Item 3)

Resolved that the minutes of the meeting held on 12 October 2020 are correct record and that they be signed by the chairman.

186. 'Setting the Course' - Kent County Council's Interim Strategic Plan

(Item 4)

David Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Jenny Dixon-Sherreard (Policy Adviser) were in attendance for this item

- (1) Mr Gough said the Interim Strategic Plan had been developed to set the priorities for KCC over the next 18 months. He said that the draft 5 Year Plan to replace the current strategic statement '*Increasing Opportunities, Improving Outcomes*', had been postponed because of the Covid-19 crisis. The interim plan had however been informed by members' priorities and engagement with

Trade Unions as well as the public engagement and consultation undertaken for the draft five-year plan.

- (2) David Whittle said that the plan sought to set out the priorities for dealing with the immediate impact of the Covid-19 pandemic and the end of the EU transition arrangements as well as setting out the foundations for longer term priorities. He said that the long term priorities were largely unchanged from the draft 5 Year Plan but there was a need to understand how they might be achieved in the light of the changes to ways of working as a result of Covid-19.
- (3) Mr Whittle said that any substantive changes to the draft interim plan had to be agreed by the Cabinet and recorded in the minutes of the meeting as a designed version needed to be produced for publication with the agenda for the County Council meeting scheduled for 10 December. Mr Whittle also said that it was not intended to produce hard copies of the plan and paid tribute to Jenny Dixon-Sherreard who had co-ordinated contributions to the plan and drafted the text.
- (4) Members commented on the demand challenge identified in the plan and in particular to transport and the Local Transport Plan for Kent as well as the increased demand for services for children including increased requests for assessments that might lead to an EHCP. It was acknowledged that the spike in demand for Social Services and the Integrated Children's Services was not as big as anticipated but this needed to be fully explored and there was evidence that referrals were increasing both in terms of numbers and in complexity.
- (5) Mr Gough said that in addition to the challenges outlined in the plan, some of the macro-impacts of the Covid 19 pandemic and the lockdowns, such as changes in partnership working and the evidence that people were interested in moving out of big cities, might create some opportunities that could be exploited in the interests of the residents of Kent.
- (6) Resolved that the Interim Strategic Plan for Kent County Council be endorsed and that it be recommended to County Council for approval.

187. EU Transition Preparedness - Update

(Item 5)

- (1) Mr Gough introduced the report which provided an update on the work being undertaken by Kent County Council (KCC) internally and with local and national public agencies through the Kent Resilience Forum, to prepare for the ending of EU Transition arrangements on 31 December 2020. He referred in particular to KCC's ask of Government in relation to the enforcement of traffic regulations to keep traffic flowing, the health and safety measures to be in place at key sites and referred to the cumulative impact of measures relating to Covid-19, the end of transition arrangements and the impact of severe weather on transport and health in the county.
- (2) Barbara Cooper said the update built on the reports previously presented to the County Council in July 2018, December 2018, March 2019, September

2019, and October 2020, as well as several briefings for members and sought to update members on local resilience and preparedness, KCC's own readiness and the activities of the cross directorate resilience forum as well as the activities of KCC's Resilience and Emergency Planning Service and the cumulative impacts arising from the pandemic, EU Transition and winter pressures. She said construction works at Sevington near Ashford and at Ebbsfleet were well underway. She also said the government had provided assurances that the site at Manston would be available for six months and that the statutory instruments enabling fines to be imposed on lorry drivers who deviated from approved routes to the port or engaged in anti-social parking would go through Parliament shortly.

- (3) Mr Hill commented on the challenges facing the Trading Standards team and said that import referrals had already increased fivefold. He also said that an additional six staff had been recruited and he was reasonably confident that plans were sufficiently robust to meet the challenges. He paid tribute to the community wardens who had made an invaluable contribution to the safety of local communities as they were well trained and well placed to respond in an emergency.
- (4) Mrs Chandler referred to the particular concerns of Dover's residents, who felt they were even further along the front line than the rest of Kent and said the re-assurances given over the weekend had generated some confidence. She also referred to the demands on Integrated Children's Services and said that planning within the directorate had taken account of the impact of Covid-19, the ending of transition arrangements and winter pressures, to ensure that services could continue especially in relation to vulnerable children.
- (5) Mr Gough reminded members of the briefing scheduled for tomorrow and thanked Mrs Cooper and her team for preparing the report.
- (6) Resolved that the KCC and local preparations for the end of the EU Transition phase be noted.

188. Covid -19 Update -presentation

(Item 6)

(Jo Allen, Communications Partner was in attendance for this item)

- (1) Andrew Scott-Clark (Director of Public Health) gave a presentation updating members on the position relating to the Covid-19 pandemic in Kent. A copy of the presentation is at an appendix to these minutes. Following the presentation, Mr Gough said he had written to Mr Hancock, Secretary of State for Health and Social Care arguing that, while high infection rates were a major cause of concern across large parts of the county, some areas with very low rates lent themselves to a more granular, locally-targeted approach. The letter also requested aid from the military with the logistics of rolling out a mass testing programme.
- (2) In response to a question about why Kent had been placed in Tier 3 especially as some areas within Kent had very low or no infections of

Covid-19 and the evidence used by Government to inform its decision, Mr Gough said that the Government had taken upper tier authorities as the most appropriate unit to be dealing with. Mr Scott-Clark confirmed that infections were reported based on where an individual lived and not on the hospital in which they were being treated. He said the NHS locally were under pressure as a result of both rising infection rates in the population and on the numbers of staff testing positive for Covid-19. He said the number of infections in the community had increased, the number of people requiring hospital treatment had also increased and it was expected that death rates would also increase.

- (3) Mr Whiting referred to the impact of the pandemic on the local economy and in particular on the hospitality sector as well as the measures introduced to help business and the fact that he wrote weekly to the Government setting out the concerns of business leaders.
- (4) Mr Hill reported on a day of action during which Kent Trading Standards had investigated 242 referrals from Kent Police and 62 from Kent Environmental Health Officers which resulted in visits to 48 businesses and the issuing of 13 prohibition notices. He also said he would send a note to members about the libraries and other services in his portfolio, however, 28 libraries would remain open, deaths could be registered over the phone, and citizenship and wedding ceremonies could re-start.
- (5) Mrs Chandler said that lockdown and being placed in Tier 3 had created problems for the delivery of statutory services as had the rising infection rates. The managers of the Children and Young Peoples directorate had sought to maintain a balance between protecting the health of front line staff such as social workers and continuing to provide services to vulnerable children. She said that with the appropriate risk assessments and protective equipment face to face visits would continue.
- (6) Mr Oakford said he had been contacted by businesses, particularly hospitality businesses, in Tunbridge Wells where Covid-19 infection rates were among the lowest in the country and wanted to understand the reasons why the hospitality sector could not open but shops and gyms could. Mr Scott-Clark and Mr Gough said the decision was taken nationally and Mr Scott-Clark undertook to provide evidence produced by SAGE which the Government had used to inform its decision. He also said there was evidence that suggested that Tier 3 restrictions in other parts of the country had driven infection rates down, Tier 2 restrictions had not contributed to the reduction in rates and had maintained rates of infection while Tier 1 restrictions had not worked.
- (7) Mr Oakford outlined the additional funding being provided to local authorities in Tier 3 and to the support being provided to business including the business rates holiday, the extension of the furlough schemes to the end of March and the support to the self-employed. He said these schemes were worth billions, but it was important to understand the challenges being faced by business.

(8) Mr Gough said the authority had responded to the announcement that Kent and Medway were to be in Tier 3 and that it was important to continue to support business, roll out local testing and tracing, support the Trading Standards team with enforcement and to work with district councils and partners to join up responses to challenges associated with the pandemic and ensure consistent messaging with a view to reducing infection rates.

(9) Resolved that the update be noted.

189. Budget Consultation 2021-22

(Item 7)

Simon Pleace (Revenue and Tax Strategy Manager) was in attendance for this item

(1) Mr Oakford introduced the report which set out the approach taken for the Budget Consultation. He said the consultation had asked residents to consider where savings could be made. He said the response was excellent and he thanked those who had participated as well as the officer who had collated the data especially as the consultation period had only ended on 24 November. Simon Pleace gave a presentation summarising the responses received to each question in the consultation. A copy of the presentation is at an appendix to these minutes.

(2) Mr Gough said it was heartening to see the scale of response to the consultation and that it was important to take the messages from it. He also thanked Mr Pleace for his presentation.

(3) Resolved that the report and the presentation be noted

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From: Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, Peter Oakford
Corporate Director of Finance, Zena Cooke

To: Cabinet, 14 December 2020

Subject: Revenue and Capital Budget Monitoring Report – September 2020-21

Classification: Unrestricted

Summary:

The attached report outlines the new budget monitoring format and sets out the revenue and capital budget monitoring position as at September 2020-21 excluding and including the impact of Covid 19.

Recommendation(s):

Cabinet is asked to:

- a) Note the forecast Revenue and Capital monitoring position.
- b) Note the way we are monitoring the financial impact of Covid-19.
- c) Note and agree Capital budget adjustments.
- d) Note the Subjective Analysis presentation of the forecast
- e) Note the latest position on the delivery of agreed savings
- f) Note the Revenue Reserves half year position.
- g) Note the Prudential Indicators report.

1. Introduction

- 1.1 The September 2020-21 budget monitoring report is being presented is the first monitoring position following the budget amendment taken to County Council on 10 September 2020.
- 1.2 The report includes the financial information related to the impact of responding to the Covid 19 pandemic.
- 1.3 For ease of reference, the revenue and capital position are reported together in the sections that set out the overall position and those sections that set out the directorate positions. It is important that the reporting style and approach are consistent across the council.

2 Revenue and Capital Budget Monitoring Report – September 2020-21

- 2.1 The attached report sets out the overall forecast position as at 30 September 2020-21, which excluding Covid-19 for revenue is an underspend of -£4.5m and an underspend on capital of -£138m. The report also sets out the Covid-19 related financial position which takes account of estimated risks, resulting in a total estimated spend and loss of income of £100.1m. The Covid-19 allocation held corporately totals £72.2m, leaving a funding shortfall of £27.9m.

3. Recommendation(s)

Cabinet is asked to:

- a) Note the forecast Revenue and Capital monitoring position.
- b) Note the way we are monitoring the financial impact of Covid-19.
- c) Note and agree Capital budget adjustments.
- d) Note the Subjective Analysis presentation of the forecast
- e) Note the latest position on the delivery of agreed savings
- f) Note the Revenue Reserves half year position.
- g) Note the Prudential Indicators report.

4. Contact details

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Revenue and Capital Budget Monitoring & Forecast Outturn 2020-21

September 2020-21

By Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services,
Peter Oakford
Corporate Director of Finance, Zena Cooke
Corporate Directors

To Cabinet – 14 December 2020

Unrestricted

Contents

Section

- 1 Introduction
- 2 Recommendations
- 3 Revenue & Capital Positions
- 4 Covid-19
- 5 Adult Social Care & Health
- 6 Children, Young People & Education
- 7 Growth, Environment & Transport
- 8 Strategic & Corporate Services
- 9 Financing Items & Unallocated
- 10 Schools' Delegated Budgets
- 11 Capital Budget Changes

Appendices

- A1 Revenue Variances Table
 - A2 Subjective Analysis
 - A3 Actions to Close the Budget Gap – Savings Update
 - A4 Monitoring of Revenue Reserves
 - A5 Monitoring of Prudential Indicators
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1 Introduction

This report provides the budget monitoring position up to 30 September 2020-21 for both Revenue and Capital budgets, and how we are responding to the Covid-19 pandemic. Also included are capital budget adjustments which require Cabinet approval.

1.1 We've improved the clarity of the report. Key information is on the left, detail is on the right, in grey

All figures are in millions, to one decimal place, unless otherwise stated

This report uses the following key abbreviations and colours:

	ASCH	Adult Social Care & Health
	CYPE	Children, Young People & Education
	GET	Growth, Environment & Transport
	S&CS	Strategic & Corporate Services
	FI&U	Financing Items & Unallocated
	SDB	Schools' Delegated Budgets
	U	Unallocated

1.2 This report is based on September actuals and is therefore after the budget amendment

This is the first budget monitoring position following the budget amendment that was taken to County Council on 10 September 2020. This means there are changes to the over and underspends reported prior to the budget amendment.

1.3 The budget amendment included £72.2m of Covid-19 budgets allocated by directorate but held corporately

Following the budget amendment, the Covid-19 budgets of £72.2m have been allocated by Directorate but are held corporately. These corporately held budgets will be allocated at the end of the year when the final costs of Covid are known.

The Covid-19 pandemic has impacted on the way we are monitoring the budget this year

The Covid-19 pandemic continues to have a huge impact on the way the Council works. It's important for us to understand and report on the financial effect of Covid-19 and for us to monitor against the emergency funding the government has provided. Alongside a dedicated section on Covid-19 in this report, we are showing two variance figures in all Directorate and Key Service summaries, excluding and including the impact of Covid-19.

1.4 We continue to provide regular returns to the Ministry of Housing Communities and Local Government (MHCLG) setting out the impact of Covid-19 and the application of additional government grants

The MHCLG return differs from this monitoring as it includes the gross impact of additional spending related to responding to the pandemic and the economic fallout, delays to planned savings and loss of income. The gross impact includes estimates for potential additional costs arising later in year (which are not included in this monitoring report) and does not net off any in-year underspends, which are reflected in this report.

1 Introduction

- 1.5 The Revenue forecast as at the end of September is an underspend of -£4.5m excluding Covid-19.
- The Revenue forecast including the Covid-19 position as at the end of September is an underspend of -£19.9m
- ASCH is forecasting an overspend of £1.3m. All other directorates are reporting an underspend. The largest is -£3.4m in FI&U, followed by CYPE (-£1.1m), S&CS (-£1.1m) and GET (-£0.1m). The forecast variance has decreased by £12.4m since the last report in July, however much of this movement is a result of 'business as usual' budget changes detailed in the Budget Amendment.
- The Covid-19 related variance as at the end of September is -£15.4m. However, it is important to recognise that the timing of this report was before the second national lockdown and tiered localised approaches were introduced and we do not yet know the full financial impact of this. We also have £11.0m of additional risks identified as part of our MHCLG government return.
-
- 1.6 The Capital forecast as at the end of September is an underspend of £138.0m excluding Covid-19. The forecast underspend has increased by £16.4m
- The underspend is made up of +£12.5m real and -£150.5m rephasing variance. This represents 29.7% of the capital budget.
- The largest real variance is +£15.5m in GET, predominantly related to Highway Major Enhancement (+£13.9m), with underspend forecast in CYPE (-£4.0m, due to some Basic Need projects no longer taking place in 20-21 and underspends as a result of detailed feasibilities and costings for School Roofs projects).
- The major rephasing variances are -£60.1m in GET and -£58.4m in S&CS.
-
- 1.7 Schools' Delegated Budgets are reporting a £34.7m overspend
- The overspend position of +£34.7m reflects the impact of high demand and high cost per child of High Needs Placements.

2 Recommendations

Cabinet is asked to:

2.1	Note the forecast Revenue and Capital monitoring position	The forecast underspend on the Revenue budget is the position as at the end of September. Whilst it is positive that the forecast position has moved from being an overspend, it is important to note that this is the half year position that does not take account of the second national lockdown or local tiering arrangements which may impact on the budget position.
2.2	Note the way we are monitoring the financial impact of Covid-19	Please refer to Section 4 for details.
2.3	Note and agree the Capital budget adjustments	Please refer to Section 11 for details.
2.4	Note the Subjective Analysis presentation of the forecast	Please refer to Appendix 2.
2.5	Note the latest position on the delivery of agreed savings	Please refer to Appendix 3.
2.6	Note the Revenue Reserves half year position	Please refer to Appendix 4.
2.7	Note the half year position on the Prudential Indicators	Please refer to Appendix 5.

The revenue monitoring position as at the end of September is showing a variance of **-£4.5m excluding Covid-19**. The revenue monitoring position will be used to inform the **Medium Term Financial Plan, identifying growth proposals alongside reducing costs/increasing income levels**. The **Covid-19 forecast as at the end of September is showing a variance of -£15.4m but there will still be further financial challenges as the pandemic continues and we do not know the impact of the second national lockdown or the local tiering system**.

The capital monitoring position is **-£138m of which -£150.5m relates to rephasing of projects and +£12.5m are real variances**.

3.1 There is a variance of -£4.5m on the 20-21 revenue budget excluding Covid-19

ASCH is forecasting an overspend of +£1.3m, made up of a +£3.3m overspend in Adult Social Care & Health Operations, compensated by underspends in the Strategic Management and Business Delivery divisions of -£2.0m. All other directorates are reporting an underspend. -£3.4m in FI&U, -£1.1m in CYPE in Other School Services, -£1.1m in S&CS predominately in the Infrastructure division and -£0.1m in GET.

3.2 The use of the Corporately held Covid-19 allocation is currently showing a variance of -£15.4m

The corporately held budget for Covid-19 as detailed in the Budget Amendment of £72.2m will be allocated at year-end once final costs are known.

For the purposes of this report, the budget and forecast has been shown by directorate, showing a net revenue variance of -£15.4m including additional spending incurred to date, delayed savings, income losses and underspends on the approved budget. The +£4.5m in the Capital position table matches the -£4.5m referred to the Covid-19 Funding Summary table in Section 4.

3.3 There is a variance of -£138.0m on the 20-21 capital budget excluding Covid-19

This is made up of +£12.5m real variance and -£150.5m rephasing variance. Headline variances are detailed in the relevant directorate sections.

Directorate Revenue variances excluding the impact of Covid-19

Directorate	Revenue Budget £m	Variance excl. Covid-19 £m	Last Reported Position (July) £m	Movement (+/-) £m
Adult Social Care & Health	402.4	+1.3	+2.8	-1.5
Children, Young People & Education	282.0	-1.1	+6.7	-7.8
Growth, Environment & Transport	173.8	-0.1	-1.4	+1.3
Strategic & Corporate Services	89.9	-1.1	+1.7	-2.8
Financing Items & Unallocated	79.6	-3.4	-1.9	-1.5
	1,027.7	-4.5	+7.9	-12.4
Schools' Delegated Budgets	0.0	+34.7	+30.6	+4.1
	1,027.7	+30.2	+38.5	-8.3

Details of the forecasts in the table above can be found in the relevant directorate pages, but the key ones are here:

Key Service (Division)	Variance £m	Summary	Detail
Adult Learning Disability - Residential Care Services & Support for Carers Care Services (Adult Social Care & Health Operations)	+£1.4m	The number of younger people in residential care is higher than budgeted.	The number of Learning Disability clients in residential care in 2020-21 has remained consistently higher than budgeted with costs also higher than budgeted. This is mainly due to the level of complexity of clients transferring in from 18 – 25 and not as many clients as anticipated moving out of Residential into Supported Living. as explained above.
Adult Physical Disability - Residential Care Services (Adult Social Care & Health Operations)	+£2.0m	The number and complexity is greater than budgeted.	In addition to having increased numbers of clients, the level of complexity we are seeing in Physical Disability clients is also increasing with associated higher unit cost. The combination of these has resulted in an overspend on this line.
Adoption & Special Guardianship Arrangements & Service (Integrated Children's Services)	-£1.0m	Means testing review of Adoption allowances	In 2017-18 changes were made to the means-testing of permanency related payments. The full year impact of this review has been much greater than originally estimated resulting in both a reduction in the number of allowances issued along with overall unit cost.

3 Revenue & Capital Positions

Revenue Variance -4.5m underspend
Capital Variance -138.0m underspend

Key Service (Division)	Variance £m	Summary	Detail
Financing Items & Unallocated	-£3.4m	Underspending against the budget for the retender of contracts in ASCH	An underspend against the budget for the retender of Care & Support in the Home and LD/PD/MH residential care, which is partly due to there only being a part year effect in 2020-21.

Covid-19 budgets held corporately allocated by Directorate as per the Budget Amendment

The table below shows the forecast position against the Covid-19 budgets as at September 2020. It shows a surplus of -15.4m. More detail can be found in Section 4.

Directorate	Covid-19 Allocation £m	Covid-19 Forecast £m	Covid-19 Variance £m	Overall Variance £m
Adult Social Care & Health	33.7	21.2	-12.5	-11.2
Children, Young People & Education	7.7	3.0	-4.7	-5.8
Growth, Environment & Transport	9.9	9.5	-0.4	-0.5
Strategic & Corporate Services	7.2	10.2	+2.7*	+1.5
Financing Items	6.7	6.1	-0.5	-3.9
Unallocated	7.0	7.0	0.0	0.0
	72.2	57.1	-15.4	-19.9

*The Strategic & Corporate Services variance includes a drawdown from the Public Health Reserve of £0.3m to cover their additional costs.

3 Revenue & Capital Positions

Revenue Variance -4.5m underspend
Capital Variance -138.0m underspend

Capital position

Directorate	Capital Budget £m	Variance excl. Covid-19 £m	Real Variance £m	Rephasing Variance £m	Covid-19 Forecast £m	Variance incl. Covid-19 £m
Adult Social Care & Health	4.2	-3.6	0.1	-3.7	0.0	-3.6
Children, Young People & Education	154.3	-32.3	-4.0	-28.3	4.4	-27.9
Growth, Environment & Transport	234.5	-44.6	15.5	-60.1	0.1	-44.5
Strategic & Corporate Services	71.5	-57.5	0.9	-58.4	0.0	-57.5
	464.5	-138.0	+12.5	-150.5	4.5	-133.5

4 Covid-19

We are forecasting revenue costs of £57.1m due to Covid-19 in 2020-21. A further £11.0m of additional Covid related risks have also been identified, taking the total to £68.1m. The shortfall between the funding received and our estimated revenue spend, excluding compensating forecasted underspends and capital costs is £27.9m. As a result of the Budget Amendment, we have held budgets corporately for Covid-19 response and recovery of £72.2m.

4.1	The Covid-19 related spend is currently showing a surplus of £15.4m compared to the corporately held budget	The Covid-19 related spend is across all directorates, but the largest area of spend is in ASCH. The revenue forecast has been split between several categories in the Covid-19 Revenue Forecasts table below. The narrative for these forecasts is in the directorate sections of this report. These figures are estimates and the £15.4m surplus is largely as a result of underspends, notably due to much lower numbers of social care clients moving into care, and reduced demand for home to school/college transport.
4.2	£11.0m additional Covid-19 related risks have been estimated in the November MHCLG Return, taking the total gross additional spending and forecast income losses to £100.1m.	The total Covid-19 related spend reported in the November return to Government was £100.1m. This includes potential future risks of £11.0m. In addition, the £11.0m does not include the underspends currently included in this monitoring report as it is too early to be confident they will be delivered and the return requests information on gross expenditure and income losses. We do not know the full impact of the second national lockdown, or the localised tiered approach Kent will be in from 2 December. No allowance has been made for any further outbreaks or a longer recession
4.3	We're estimating additional capital costs of around £4.5m	The anticipated impact from Covid-19 on capital will be a mixture of rephasing due to contractors not having been on site for the first few weeks of the financial year, and cost overruns. Initial indications show that the majority of the Covid-19 impact relates to overspends in the construction of schools.
4.4	Emergency funding of £77.2m has been provided by the Government	In March, April and August 2020, the government provided £39m, £27.9m and £10.3m respectively of Covid-19 Financial Support Grant. £1.7m was spent in 2019-20, with the remaining £75.5m that will be used 2020-21.
4.5	We amended the 2020-21 budget at September County Council	The budget amendment included £72.2m for Covid-19 budgets held corporately allocated by directorate. £3m was allocated to the retained business rates levy due to recognising the impact of lower business rate income.
4.6	Since September, we have received a further £17.7m emergency funding from government	<p>The fourth tranche of funding takes our total additional funding to date to £94.9m and this increase will be reflected in future monitoring reports.</p> <p>We also expect to receive further funding as a result of the second national lockdown implemented in November. There could be further funding beyond 2 December dependent on the return to a localised approach to restrictions.</p>
4.7	We have received to date nine specific grants amounting to £37m	We have received nine additional grants to support the Covid-19 pandemic. These are specific, ring-fenced grants, Test & Trace Grant Adult Social Care Infection Control Grant, NHS Hospital Discharge Claim, a Subsidised Buses Grant, Emergency Active Travel Fund, Bus Services Support Grant Restart scheme, Emergency Assistance Grant for Food & Essential Supplies, School &

4 Covid-19

College Transport Capacity funding and Targeted support for UASC. These grants do not affect or reduce the £57.7m Covid related spend as they are being spent on other things.

Covid-19 Forecasts (20-21)

	ASCH £m	CYPE £m	GET £m	S&CS £m	FI £m	U £m	Total £m
Covid-19 allocation held corporately	33.7	7.7	9.9	7.2	6.7	7.0	72.2
Drawdown from Public Health Reserve*				0.3			
Revenue Forecasts							
Actual spend	15.3	7.9	5.1	11.4		7.0	47.3
Underspends	-15.1	-11.8	-7.1	-2.6			-36.6
Loss of income	0.4	1.6	8.1	1.0	4.1		15.3
Unrealised savings	3.3	1.3	0.1		2.0		6.7
One off payments to the market	17.2	0.4	0.2				17.8
Payments for undelivered variable fee services	0.1	3.7	3.1	0.3			7.2
Total Revenue forecast	21.2	3.0	9.5	10.2	6.1	7.0	57.1
Variance to Covid-19 Budgets held corporately	-12.5	-4.7	-0.4	+2.7	-0.5	0.0	-15.4
Reconciliation to MHCLG Return							
Removal of underspends not included	15.1	11.8	7.1	2.6			36.6
Removal of capital forecasts not included		-4.4	-0.1				-4.6
Additional risks identified							11.0
Total per MHCLG Return	36.9	10.4	16.5	12.8	6.1	7.0	100.1
Variance to Covid-19 Budgets held corporately							+27.9
Capital Forecasts							
Actual spend to be covered by Revenue Contribution		4.4	0.1				4.6

*Public Health are forecasting a net spend of £0.3m in response to Covid-19 which will be funded by a drawdown from the Public Health reserve

4 Covid-19

Details of the forecasts in the table above can be found in the relevant directorate pages, but the key ones are here:

4.8	£15.3m actual spend in ASCH	The cost of supporting additional demand for services resulting from Covid-19, including: equipment for supporting clients in the community; additional care packages after hospital discharge (residential and community care); increases in bad debts, essential system improvements; and domestic abuse.
4.9	£17.2m one off payments to the market in ASCH	We have supported the Residential and Homecare markets by providing £17.2m, the equivalent of 2 weeks payments. We have also provided financial support to the VCSE (Voluntary, Community and Social Enterprise) sector through additional contracts totalling £3.7m.
4.10	-£15.1m underspends in ASCH	We are continuing to see the number of people over the age of 65 being admitted to long-term residential and nursing care running at much lower levels than previous years, in particular Nursing. Further underspends have been observed in areas including client travel to day care, staff travel and use of commissioned day care.
4.11	£7.9m actual spend in CYPE	Additional demand across a range of services including: increased costs of placing looked after children due to reduced availability of foster care provision and more limited movement of children, estimate of increased demand following the return of children from September in both social work and SEND and a revenue contribution to capital to cover extra construction costs for the basic need programme.
4.12	-£11.8m underspend in CYPE	Revised estimate based on reduced demand for home to school/college transport.
4.13	£5.1m actual spend in GET	Additional service provision for emergency mortuary provision and associated staffing costs and increases in Waste expenditure (increased kerbside tonnes going into Transfer Stations, providing additional support to districts, impact on commodity prices for recycled materials, costs associated with the closing and re-opening of household waste recycling centres). Also costs of PPE, cleaning, sanitiser, ICT, etc.
4.14	-£7.1 underspends in GET	Public Transport costs eligible for Government grant, reductions in Waste tonnage at our HWRC's as they were closed during lockdown and the booking system in place controls the number of visits to allow for compliance with social distancing, delay in new highways term maintenance contract.
4.15	£8.1m loss of income in GET	Income Loss including Kent Travel Saver, libraries, registration, and country parks.
4.16	£11.4m actual spend in S&CS	Additional council-wide costs including: the provision of PPE and sanitiser across all services; additional staffing to handle increased call volumes in the KCC contact centre; and additional ICT infrastructure to enable staff

to work from home, such as laptops and licenses for A2K and Microsoft Teams and early implementation of Microsoft E5 licence. Also, costs related to reopening buildings, surveys and adaptations to make offices Covid secure and enhanced cleaning specification. Members' Grants given for Covid related community support.

£0.9m relates to Public Health, made up of support to the voluntary sector, additional capacity for substance misuse and mental health services, Digital Inclusion initiatives for Children, and provision of alternative pharmaceutical services, including phone triage and a home delivery service for pregnant smokers and emergency contraception.

4.17	£4.1m loss of income in FI&U	Anticipated reduction in the return from our companies.
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Revenue

The ASCH directorate is currently forecasting a revenue variance excluding Covid-19 of +£1.3m. This includes a +£3.3m variance in Adult Social Care & Health Operations, compensated by underspends of -£1.2m and -£0.8m in Strategic Management & Directorate Budgets and Business Delivery, respectively.

A summary table at Key Service Level can be found in Appendix 1

Revenue Variance by Division

Division	Revenue Budget £m	Variance excl. Covid-19 £m	Last Reported Position (Jul) £m	Movement (+/-) £m
Adult Social Care & Health Operations	373.1	+3.3	+5.0	-1.7
Strategic Management & Directorate Budgets	19.3	-1.2	-1.1	-0.1
Business Delivery	10.1	-0.8	-1.1	+0.3
	402.4	+1.3	+2.8	-1.5

(The last reported position has been realigned to the new ASCH structure)

The biggest Key Service variances in the directorate are as follows, in numerical order:

Key Service (Division)	Variance	Summary	Detail
Adult Learning Disability - Residential Care Services & Support for Carers Care Services (Adult Social Care & Health Operations)	+£1.4m	The number of younger people in residential care is higher than budgeted.	The number of Learning Disability clients in residential care in 2020-21 has remained consistently higher than budgeted with costs also higher than budgeted. This is mainly due to the level of complexity of clients transferring in from 18 – 25 and not as many clients as anticipated moving out of Residential into Supported Living. as explained above.
Adult Physical Disability - Residential Care Services (Adult Social Care & Health Operations)	+£2.0m	The number and complexity is greater than budgeted.	In addition to having increased numbers of clients, the level of complexity we are seeing in Physical Disability clients is also increasing with associated higher unit cost. The combination of these has resulted in an overspend on this line.
Adult Learning Disability - Community Based Services & Support for Carers (Adult Social Care & Health Operations)	-£1.6m	There is a decrease in 'one off payments' made to clients receiving Direct Payments.	Most of the underspend relates to Direct Payments (-£1.2m) where the normal level of one-off payments to clients has significantly decreased during the year. There is an underspend of -£0.3m on Supported Living as fewer clients than anticipated have moved to Supported Living from Residential, which is likely to be due to restrictions in placement moves during the

Key Service (Division)	Variance	Summary	Detail
			lockdown period of the pandemic, although as with older people it is not possible to confirm an exact cause to correlate with this level of underspend.
Adult Mental Health - Community Based Services (Adult Social Care & Health Operations)	+£1.6m	Increased number of Supported Living clients in Mental Health Clients	Our Mental Health service has seen an increase in the number of clients placed in Supported Living Placements. Further analysis is being undertaken to understand the increases in client numbers seen this month.
Strategic Management & Directorate Support (ASCH) (Strategic Management & Directorate Budgets (ASCH))	-£1.2m	Some funds are held centrally to distribute later in the year.	-£1.9m of these combined underspends relate to centrally held funds still to be allocated which cover underlying overspends already recognised within the forecast. These centrally held funds will be allocated later in the year when we can more clearly understand the effect of the current climate on the core client services. We have additional underspends on a number of centrally held projects.
Business Delivery (Business Delivery Unit)	-£1.2m		
Older People - Residential Care Services (Adult Social Care & Health Operations)	+£1.0m	Overspend due to increased market prices and complexity	The expected additional costs arising from increasing market prices and complexity have been slightly greater than expected which has resulted in a pressure. As this service is demand led, and the budget has been built assuming a similar trend to previous years, it is not easy to give an exact cause of any variance. However, it is likely that admission patterns and placement moves have been different this year due to the pandemic, which may have contributed to this variance.

Capital

The ASCH directorate is currently forecasting a capital variance excluding Covid-19 of -£3.6m, made up of a +£0.1m real and a -£3.7m rephasing variance. As this is the first report of the year there are no previously reported variances.

Real variances over £0.1m and rephasing variances over £1.0m are as follows:

Project	Real Variance	Rephasing Variance	Detail
New variances to report:			
Home Support Fund & Equipment	-0.1m		This is a reactive budget subject to in-year fluctuations
Learning Disability Good Day Programme		-2.9m	Whilst major projects at Meadowside and Southfields are ready to proceed, all capital projects within this programme

are on hold pending review

Previously reported variances:

Adult Social Care Case Management +0.2m

It is proposed that this overspend is covered by the rolling budget reserve

Covid-19 Forecast

The ASCH directorate is currently forecasting a surplus of -£12.5m against corporately held budgets of £33.7m. This is predominantly due to the underspend of -£15.1m. Whilst there is a forecast surplus as at the end of September it does not take into account the impact of the national lockdown or the tiering system on the projected outturn.

Grant Category	Forecast	Explanation
Covid-19 Allocation held corporately	£33.7m	
Additional spend (Revenue)	£15.3m	The cost of supporting additional demand for services resulting from Covid-19, including: equipment for supporting clients in the community; additional care packages after hospital discharge (residential and community care); increases in bad debts, essential system improvements; and domestic abuse.
One off payments to the market	£17.2m	We have supported the Residential and Homecare markets by providing £17.2m, the equivalent of 2 weeks payments. We have also provided financial support to the VCSE (Voluntary, Community and Social Enterprise) sector through additional contracts totalling £3.7m.
Unrealised savings	£3.3m	Due to Covid, we have been unable to realise the planned Whole System Change saving of £2.3m. The planned savings from Targeted Interventions (£0.6m) and Bad Debt (£0.5m) have also not been realised due to Covid.
Loss of income	£0.4m	Relates to the period where day services are still not providing the same level and type of service as before meaning that clients cannot be charged for those periods
Underspends	-£15.1m	We are continuing to see the number of people over the age of 65 being admitted to long-term residential and nursing care running at much lower levels than previous years, in particular Nursing. Further underspends have been observed in areas including client travel to day care, staff travel and use of commissioned day care.
Payments for undelivered services (variable fee)	£0.1m	
Total Revenue Forecast	£21.2m	
Revenue surplus	-£12.5m	

Revenue

The CYPE directorate is forecasting a revenue variance excluding Covid-19 of **-£1.1m**, predominantly in the Education division. The variance position has moved from a **£6.7m overspend** to an underspend of **-£1.1m underspend**, a movement of **-£7.8m**, mainly due to Business As Usual changes made as part of the Budget Amendment.

A summary table at Key Service Level can be found in Appendix 1

Revenue Variance, by Division

Division	Revenue Budget £m	Variance excl. Covid-19 £m	Last reported position (Jul) £m	Movement £m
Integrated Children's Services	158.5	-0.4	+4.7	-5.1
Special Educational Needs & Disabilities	70.3	+0.2	+1.0	-0.7
Education	49.1	-1.2	+0.9	-2.1
Strategic Management & Directorate Budgets	4.2	+0.3	+0.2	+0.1
	282.0	-1.1	+6.7	-7.8

The biggest Key Service variances in the directorate are as follows, in numerical order:

Key Service (Division)	Variance	Summary	Detail
Looked After Children – Care & Support (Integrated Children's Services)	+£0.8m	Unachieved Change for Kent Children savings	Pressure mainly arising from delay in achieving the CfKC savings, the expected profile of savings has changed from when the savings were included in the MTFP. The Directorate has agreed to identify other compensating savings which are reflected in this report.
Care Leavers Service (Integrated Children's Services)	-£0.6m	Council Tax underspend	As part of an enhanced offer, from April 2021 the council agreed to pay council tax for care leavers aged 18-21. Current activity indicates the number of care leavers claiming this benefit is far lower than originally estimated. Work is underway to determine the reasons behind this low take up and an update will be given in future monitoring reports.

Key Service (Division)	Variance	Summary	Detail
Adoption & Special Guardianship Arrangements & Service (Integrated Children's Services)	-£1.0m	Means testing review of Adoption allowances	In 2017-18 changes were made to the means-testing of permanency related payments. The full year impact of this review has been much greater than originally estimated resulting in both a reduction in the number of allowances issued along with overall unit cost.
Adult Learning & Physical Disability Pathway – Residential Care/Community Based Services (Special Educational Needs & Disabilities)	-£0.1m	Reduction in the cost of supporting 18-25 year old young people with a disability	There are several compensating variances across 0-25 disability services showing a small underspend of at least -£0.1m. There is some work being undertaken around year end creditors from 2019-20 and early indications suggest that there will be one-off savings on creditors set up at the end of 2019-20 which have not been invoiced for. The impact of this will be forecast in the next monitoring report.
Other School Services (Education)	-£0.9m	Various schools related costs	There is a forecast underspend of -£0.8m on the School Improvement Grant due to late notification of the extension of this grant for a further year. There are no further commitments expected against this grant in 2020-21.
Asylum (Integrated Children's Services)	£0.0m	Breakeven position for 2020-21 following Home Office announcement on funding rate changes. Prior year funding shortfall still an issue	<p>Over the last year, the council had seen a significant rise in the number of UASC being supported, due to an increasing number of referrals, and the stopping of the National Transfer Scheme previously used by the Home Office to encourage other local authorities to support UASC. The number of UASC reached similar levels to that experienced at the height of the 2015 crisis. This culminated in the council not taking new arrivals until such time that it would be considered safe to do so. Since this point there has been some success with the relaunch of the National Transfer Scheme with some other local authorities agreeing to offer places to both new arrivals and those initially supported by Kent. As at the 3 November 186 UASC have been transferred to other local authorities since June 2020 and there are 440 UASC and 985 Care leavers currently being supported in Kent.</p> <p>The grant was increased from April 2021 and this will help to ensure the rise in the number of UASC does not result in a shortfall in funding in 2020-21, as seen in previous years, however due to the higher number of children and the need to implement appropriate social distancing measures it has not always been possible use the most cost effective accommodation. The council continues to discuss the position with both the Home office and the DfE in relation to both continual high number of new arrivals and the impact of Covid-19.</p>

Capital

The CYPE directorate is currently forecasting a capital variance excluding Covid-19 of -£32.3m. This is made up of a -£4.0m real and a -£28.3m rephasing variance. The underspends predominately relate to Schools projects. Previously reported variances are shown in italics.

Real variances over £0.1m and rephasing variances over £1.0m are as follows:

Project	Real Variance	Rephasing Variance	Detail
New variances to report:			
Annual Planned Enhancement Programme	-0.3m	-3.3m	Rephasing: Due to Covid, the uncertainty of buildings being operational and contractors unable to work, there has been a delay on projects across the programme Real: £0.3m to be vired to basic need to cover works being undertaken as part of the basic need project
Basic Need KCP16 and Previous Years	+0.3m	+0.5m	Real: £0.3m to be vired from Annual Planned Enhancement Programme to cover works being undertaken as part of the basic need project
Basic Need KCP17	-2.4m	-4.3m	Rephasing: Delays on a project due to contract variations and listed buildings time delays Real: Following a review of the programme some projects which were due to take place this financial year are no longer required
<i>Previously reported variances:</i>			
<i>Barton Court Free School</i>		<i>-11.6m</i>	<i>This is a Department for Education (DfE) project being managed by KCC. The delivery date has been pushed back from September 2021 to September 2022 by the DfE.</i>
<i>School Roofs</i>	<i>-1.6m</i>	<i>-5.5m</i>	<i>The rephasing is reflecting that construction will now start in 21-22. Previously reported rephasing was -£5.1m The real variance is due to the detailed feasibilities and costings having now taken place resulting in an expected underspend</i>
<i>Priority School Build Programme</i>		<i>-1.7m</i>	<i>This reflects the later planned construction start date.</i>
<i>Nest 2</i>		<i>-1.6m</i>	<i>Revenue funding for the project is being sought and the</i>

project initiation document is to be submitted to the NHS by 31 March 2021

Covid-19 Forecasts

The CYPE directorate is currently forecasting a surplus of -£4.7m against corporately held budgets of £7.7m. This is a combination of forecast spend and payments for undelivered variable fee services being offset by underspends. Whilst there is a forecast surplus as at the end of September it does not take into account the impact of the national lockdown or the tiering system on the projected outturn.

Grant Category	Forecast	Explanation
Covid-19 Allocation held corporately	£7.7m	
Underspends	-£11.8m	Revised estimate based on reduced demand for home to school/college transport.
Additional spend (Revenue)	£7.9m	Additional demand across a range of services including: increased costs of placing looked after children due to reduced availability of foster care provision and more limited movement of children, estimate of increased demand following the return of children from September in both social work and SEND and a revenue contribution to capital to cover extra construction costs for the basic need programme.
Loss of income	£1.6m	Loss of income across a range of CYPE services during lockdown mainly in 16+ travel saver and adult learning services.
Unrealised savings	£1.3m	Non delivery of service integration savings due to reprioritisation of resources to Covid-19 response and recovery.
One off payments to the market	£0.4m	Additional payments to support tutors in adult learning and children social work placements.
Payments for undelivered variable fee services	£3.7m	Payments to Home to School Transport providers to support their financial stability during the pandemic.
Total Revenue Forecast	£3.0m	
Actual spend (Capital)	£4.4m	Additional forecast costs relating to construction delays due to Covid-19.
Revenue Surplus	-£4.7m	
Capital Deficit	+£4.4m	

Revenue

The GET directorate is currently forecasting a revenue variance, excluding Covid-19 adjustments, of -£0.1m, with forecast pressures of +£1.7m being more than offset by underspends of -£1.8m. The biggest variance is +£0.5m within the Highways, Transportation & Waste division, and most specifically in Highway Asset Management (Other).

A summary table at Key Service Level can be found in Appendix 1

Revenue Variance by Division

Division	Revenue Budget £m	Variance excl. Covid-19 £m	Last Reported Position (Jul) £m	Movement (+/-) £m
Highways, Transportation & Waste	141.7	+0.5	-0.4	+0.9
Environment, Planning & Enforcement	17.3	-0.2	-0.1	-0.1
Libraries, Registration & Archives	8.7	-0.2	-0.6	+0.4
Economic Development	4.6	-0.2	-0.1	-0.1
Strategic Management & Directorate Budgets	1.4	-0.1	-0.2	+0.1
	173.8	-0.1	-1.4	+1.2

The biggest Key Service variances in the directorate are as follows, in numerical order:

Key Service (Division)	Variance	Summary	Detail
Highway Asset Management (Other) (Highways, Transportation & Waste)	+1.0m	Drainage overspends slightly offset by streetlight energy and maintenance underspends	This budget is showing an overspend within drainage (+£1.2m) following the recent storms and adverse weather. Underspends against streetlight energy and maintenance combine to reduce this down by -£0.2m.
Kent Travel Saver (Highways, Transportation & Waste)	-0.6m	Lower than anticipated payments to operators	The current underspend, which will be subject to change, is due to anticipated additional costs on a number of Kent Travel Saver focused services not materialising in year
Waste Facilities & Recycling Centres (Highways, Transportation & Waste)	+0.4m	Price related overspend mainly within the material recycling facilities contract	Material Recycling Facility tonnage price pressures resulting from delays in contract negotiations (+£0.3m) are offset in part by reduced prices in food composting (-£0.1m). Several small variances make up the balance (+£0.2m).
Highway Asset	-0.3m	Release of uncommitted	Although this reflects the release of all uncommitted

Management (Roads and Footways) (Highways, Transportation & Waste)		budgets offset by overspends within staffing and inspection works.	budgets (-£0.7m) to help mitigate the issues with drainage in Highway Asset Management (Other), the impact is reduced due to overspends within staffing and inspection works (+£0.4m).
Highway Transportation (including School Crossing Patrols) (Highways, Transportation & Waste)	-0.3m	Staffing and other minor variances	Staffing vacancy management and several other minor variances.

Capital

The GET directorate is currently forecasting a capital variance excluding Covid-19 of -£44.6m. This is made up of a +£15.5m real and -£60.1m rephasing variance. Previously reported variances are shown in *italics*.

Real variances over £0.1m and rephasing variances over £1.0m are as follows:

Project	Real Variance £m	Rephasing Variance £m	Detail
<u>New Variances to Report:</u>			
Highway Major Enhancement (Highways Transportation & Waste)	+13.9m	-3.9m	Real: Additional grant funding is due to be received from the Department for Transport for works to maintain KCC highways. Rephasing: Relates to Thanet Way Challenge Fund 2b for works that will now be undertaken early in 21-22.
Integrated Transport (Highways, Transportation & Waste)	+0.9m		Various additional schemes to be funded by external funding and developer contributions. <i>(Previously reported +£0.3m)</i> .
Kent Thameside Strategic Transport Programme (Highways, Transportation & Waste)		-8.9m	The rephasing is due to the Thames Way project being put on hold pending the completion of the master planning in the area by Ebbsfleet Development Corporation. <i>(Previously reported -£2.0m)</i>
Thanet Parkway (Highways, Transportation & Waste)		-2.9m	The delays to this project are due to Covid 19 and the subsequent delays to the planning determination from May 20 to September 20 when approval was granted.
Sturry Link Road (Highways, Transportation & Waste)		-3.5m	The project has been delayed by 6-9 months due to Covid 19 and developer funding delays.

Kent Thameside LSTF (Highways, Transportation & Waste)	-1.5m	The Kent Thameside LGF project has increased the scope of the Gravesend Bus Hub to incorporate additional elements to join up with the Fastrack service. There is additional funding to cover the additional costs, with most being required in 2021-22.
Dartford Town Centre (Highways, Transportation & Waste)	-1.4m	Delays are due to Covid 19.
A2 Off Slip Wincheap, Canterbury	-1.5m	Project timescales have changed due to external pressures and the requirement for Highways England agreement for a desired scheme.
M2 Junction 5 (Highways, Transportation & Waste)	-1.6m	Rephasing in line with expected revised timescales.
Fastrack Full Network – Bean Road Tunnels (Highways, Transportation & Waste)	-5.3m	The funding agreements have taken longer than expected and Covid-19 has also slowed progress since March. Consequently the engagement of a contractor and the design phase has been delayed. <i>(Previously reported - £2.3m).</i>
Leigh (Medway) Flood Storage Areas (Highways, Transportation & Waste)	-1.5m	Due to last winter's flooding there have been delays to the project due to ongoing talks with partners on where best to implement schemes. Talks have also been delayed due to Covid 19.
Digital Autopsy (Environment, Planning & Enforcement)	-2.0m	The forecast has been reprofiled to fit with the expected build profile. Some delays have occurred due to Covid 19 as this was the site of the temporary mortuary facility, plus land surveys were delayed as a result.
Kent & Medway Business Fund (Economic Development)	-11.4m	Rephasing of -£11.4m due to the on-going business uncertainty due to the COVID-19 outbreak <i>(Previously reported -£9.5m)</i>
Javelin Way Development (Economic Development)	-3.0m	The start on site is later than anticipated, resulting in rephasing.
<i>Previously Reported Variances:</i>		
National Productivity Investment Fund – Kent Medical Campus (Highways, Transportation & Waste)	-3.8m	<i>The rephasing is due to delays relating to Covid-19 where the contractors had furloughed staff. A 5-week extension has been agreed but the cost is not yet known.</i>
Maidstone Integrated Transport (Highways, Transportation & Waste)	-3.4m	<i>Covid-19 has affected the ability to deliver this full programme as was initially expected and therefore some works will need to be rolled into future financial years.</i>
Dover Bus Rapid Transit (Highways, Transportation & Waste)	-2.0m	<i>KCC is the delivery partner of this project and any Covid-19 impact will not be a risk to KCC, however the spend associated with the project has been re-profiled.</i>

*Kent Strategic
Congestion Management
(Highways, Transportation & Waste)* +0.1m

This project has had a successful Kent Lane Rental bid for the renovation of traffic lights in the Dover area.

Covid-19 Forecasts

The GET directorate is currently forecasting a surplus of -£0.4m against corporately held budgets of £9.9m. This is a combination of forecast spend and loss of income being offset by underspends. Whilst there is a forecast surplus as at the end of September it does not take into account the impact of the national lockdown or the tiering system on the projected outturn.

Grant Category	Forecast	Explanation
Covid-19 Allocation held corporately	£9.9m	
Additional spend (Revenue)	£5.1m	Additional service provision for emergency mortuary provision and associated staffing costs and increases in Waste expenditure (increased kerbside tonnes going into Transfer Stations, providing additional support to districts, impact on commodity prices for recycled materials, costs associated with the closing and re-opening of household waste recycling centres). Also costs of PPE, cleaning, sanitiser, ICT, etc.
Underspends	-£7.1m	Public Transport costs eligible for Government grant, reductions in Waste tonnage at our HWRC's as they were closed during lockdown and the booking system in place controls the number of visits to allow for compliance with social distancing, delay in new highways term maintenance contract.
Loss of income	£8.1m	Income Loss including Kent Travel Saver, libraries, registration, and country parks.
Unrealised savings	£0.1m	Delay in awarding of a new food waste contract.
Market sustainability – one off payments	£0.2m	Support to maintain financial stability in the Waste sector.
Payments for undelivered variable fee services	£3.1m	Support to maintain financial stability mainly in public transport.
Total Revenue forecast	£9.5m	
Capital spend	£0.1m	
Revenue surplus	-£0.4m	
Capital deficit	£0.1m	

The S&CS Directorate is currently forecasting a revenue variance, excluding the impact of Covid-19 adjustments, of -£1.3m with Directorate net underspends of -£1.1m alongside an underspend of -£0.2m within the Corporate Landlord estate.

A summary table at Key Service Level can be found in Appendix 1

Revenue Variance by Division

Division	Revenue Budget £m	Variance excl. Covid-19 £m	Last Reported Position (Jul) £m	Movement (+/-) £m
Infrastructure	24.6	-0.8	-0.2	-0.5
Corporate Landlord	24.4	-0.2	+2.1	-2.3
People & Communication	13.2	-0.0	-0.1	+0.1
Finance	10.2	+0.1	+0.0	+0.1
Strategic Commissioning including Public Health	8.0	-0.1	-0.1	-0.0
Governance, Law & Democracy	8.8	+0.0	-0.1	+0.1
Strategy, Policy, Relationships & Corporate Assurance	2.0	-0.1	+0.1	-0.2
Strategic Management & Directorate Budgets	-1.2	-0.3	-0.0	-0.2
	89.9	-1.3	1.7	-3.0

The biggest Key Service variances in the directorate are as follows, in numerical order:

Key Service (Division)	Variance	Summary	Detail
Property Related Services (Infrastructure)	-£0.4m	Oakwood House costs recharged to Asylum Seekers grant	This underspend is due to Oakwood House operating costs (£0.35m) being met from the Asylum Service as the building is being used for Asylum seekers accommodation, and vacancy management in Asset Strategy and Transformation (-£0.068m).
ICT Related Services (Infrastructure)	-0.4m	Vacancy management	This forecast underspend is due to staffing variances on ICT core client (-£0.3m) and vacancy management in ICT Business Partnerships and Relationships (-£0.1m).
Strategic Management & Divisional Budgets	-£0.3m	Reduced early retirement costs	Strategic Management underspend is due to reduced early retirement costs this year.

Key Service (Division)	Variance	Summary	Detail
Corporate Landlord (CLL)	-£0.2m	Phased implementation of survey work for properties transferred to Corporate Landlord	The CLL underspend is on properties which transferred to the CLL last financial year and relates to the time required to set up and agree Change Control Notices (CCNs) for statutory compliance and planned preventative maintenance.
Strategy Policy Relationships & Corporate Assurance	-£0.1m	Additional income to fund existing work	Strategy, Policy, Relationships & Corporate Assurance underspend is due to additional income from Public Health for Civil Society Strategy with no additional expenditure required.
Finance	+£0.1m	One-off staffing costs	The Finance division overspend is due to increased staffing and software costs in CFS and agency staff costs in Internal Audit.
Strategic Commissioning	-£0.1m	Staffing vacancies	Strategic Commissioning underspend is due to short term staff vacancies.

Capital

The S&CS directorate is currently forecasting a capital variance excluding Covid-19 of -£57.5m, made up of a +£0.9m real variance and a -£58.4m rephasing variance. Previously reported variances are shown in *italics*.

Real variances over £0.1m and rephasing variances over £1.0m are as follows:

Project	Real Variance £m	Rephasing Variance £m	Detail
New variances to report			
Modernisation of Assets	+0.9m	+0.8m	The real variance relates to the works at the Turner Trust, for which additional revenue funds have been secured.
Acquisition of Strategic Assets		-41.8m	Strategic acquisitions are not being pursued.
Asset Utilisation – Oakwood House		-6.0m	There are delays due to emergency use of the Oakwood House as asylum accommodation. <i>Previously reported -£1m rephasing.</i>
MOA Plus		-2.5m	Spend has been reprofiled in line with expectations.
Asset Utilisation		-1.8m	Service level requirements have been re-evaluated due to Covid and the forecast has been rephased.

Live Margate	-1.6m	This money has been rephased pending a review of the options for the development of some properties.
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Dover Discovery Centre	-1.4m	Following stage 2, design consultants have now quoted their fees for the remaining stages and there is now a clearer picture of the spread of costs for this project, which has resulted in rephasing.
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Property Investment Fund (PIF) 1 & 2	-5.4m	No investments are planned.
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Options for Strategic Estate	+1.3m	Money has been brought forward to fund the development costs for the next phase of the strategic headquarters project.
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Previously Reported Variances:

Modernisation of Assets	+1.8m	Due to programme demands money has been rolled forward.
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Covid-19 Forecasts

The S&CS directorate is currently forecasting a deficit of +£3.0m against corporately held budgets of £7.2m. This is due to higher than anticipated forecast additional spend, particularly on the provision PPE. Whilst there is a forecast surplus as at the end of September it does not take into account the impact of the national lockdown or the tiering system on the projected outturn.

Grant Category	Forecast	Explanation
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Covid-19 Allocation held corporately	£7.2m	
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Additional Spend (Revenue)	£11.4m	Additional council-wide costs including: the provision of PPE and sanitiser across all services; additional staffing to handle increased call volumes in the KCC contact centre; and additional ICT infrastructure to enable staff to work from home, such as laptops and licenses for A2K and Microsoft Teams and early implementation of Microsoft E5 licence. Also, costs related to reopening buildings, surveys and adaptations to make offices Covid secure and enhanced cleaning specification. Members' Grants given for Covid related community support.
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£0.9m relates to Public Health, made up of support to the voluntary sector, additional capacity for substance misuse and mental health services, Digital Inclusion initiatives for Children, and provision of alternative pharmaceutical services, including phone triage and a home delivery service for pregnant smokers and emergency contraception.

Underspends	-£2.6m	Reduced costs for printing and copying with an offsetting reduction included in Loss of Income below. There are savings on TFM and electricity costs due to some properties not being reopened. An underspend is forecast in Member Services for
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Members' Grants due to grants being diverted to Covid related initiatives, there is an offsetting cost in Real Additional Spend. Forecast reductions in travel, room hire and printing costs.

-£0.9m relates to Public Health made up of costs eligible for the Hospital Discharge Grant, supplier relief payments for GPs and Pharmacies already budgeted for.

Loss of income	£1.0m	For Managed Print, there is forecast reduced income with an offsetting cost saving in underspends. Also forecast potential loss of rental income for KCC properties.
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Payments for undelivered services (variable fee)	£0.3m	Support to maintain the financial stability of GP practices and pharmacies.
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Total Revenue forecast	£10.2m
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Revenue deficit	+£3.0m
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Revenue

FI&U is currently forecasting a revenue variance excluding Covid-19 of -£3.4m.

A summary table at Key Service Level can be found in Appendix 1

Revenue Variance by Division

Division	Revenue Budget £m	Variance excl. Covid-19 £m	Last reported position (Jul) £m	Movement (+/-) £m
Financing Items & Unallocated	79.6	-3.4	-1.9	-1.5

The variance is explained below:

Key Service (Division)	Variance	Summary	Detail
Financing Items & Unallocated	-£3.4m	Underspending against the budget for the retender of contracts in ASCH	An underspend against the budget for the retender of Care & Support in the Home and LD/PD/MH residential care, which is partly due to there only being a part year effect in 2020-21.

Covid-19 Forecasts

The FI&U directorate is currently forecasting a surplus of -£0.5m against corporately held budgets of £6.7m. Whilst there is a forecast surplus as at the end of September it does not take into account the impact of the national lockdown or the tiering system on the projected outturn.

Grant Category	Forecast	Explanation
Covid-19 Allocation Held Corporately	6.7m	
Loss of Income	£4.1m	Anticipated reduction in the return from our companies.
Unrealised savings	£2.0m	Loss of investment income target in 2020-21 because of a shortfall in dividends and the impact of a lower base rate on interest receipts.
Total Revenue Forecast	£6.1m	
Revenue Surplus	-£0.5m	

The latest forecast for the Schools' Delegated Budget reserves as at the end of September estimates a deficit of £20.8m, compared to a surplus of £13.8m at the start of the financial year.

This is made up of a forecast surplus of £34.7m on individual maintained school balances, and a deficit on the central schools' reserve of £55.5m. The table below provides the detailed movements on each reserve.

Dedicated Schools Grant (DSG) budgets held centrally are forecast to overspend by £2.9m and this is predominately linked to the additional cost of supporting Special Educational Needs services.

	Individual School Reserves	Central Schools Reserve	Total School Reserves	<i>Note: a negative figure indicates a drawdown from reserves/deficit</i>
Balance brought forward	35.3	-21.5	13.8	
Forecast movement in reserves:				
Academy conversions and closing school deficits	-0.6		-0.6	
School Growth		0.5	0.5	
Falling Rolls		0.7	0.7	
High Needs		-33.4	-33.4	
Various		1.1	1.1	
Overspend on Central DSG Budgets		-2.9	-2.9	
Forecast reserve balance	34.7	-55.5	-20.8	

The Department of Education (DFE) has advised that local authorities are not expected to repay deficits on the DSG from the General Fund and Secretary of State approval is now required if a local authority wishes to do so. The Ministry of Housing, Communities & Local Government (MHCLG) have confirmed they will be implementing a statutory override, whereby DSG deficits should be held in a separate unusable reserve from the main council reserves. The statutory override is expected to be in place for the next three years whilst Councils implement recovery plans. The Council is working with the Schools Funding Forum to set out the challenge and agreeing a plan. The DFE has yet to confirm their long-term strategy in how to deal with deficits where it is clear a local authority is unable to repay these deficits within a reasonable timescale. The DFE is expected to contact local authorities to discuss the detail of their plan and next steps.

Key Issues	Details
Reduction in government funding for Central Services	<p>In 2020-21, the Government reduced the amount used to support some of the central services currently funded from the DSG. In the short-term this has been addressed in the 2020-23 Medium Term Financial Plan without any direct impact to schools however during the next year we will need to review our relationship with schools in line with Government policy and funding.</p>
Higher demand and higher cost for high needs placements	<p>The in-year funding shortfall for High Needs placements is expected to continue in 2020-21 (+£33.4m) due to a combination of both higher demand and higher cost per child. The forecast has been updated to reflect September activity and it assumes in future months, there will be similar levels of growth in the use of higher cost placements as seen in previous years since the introduction of the legislative changes in 2014.</p> <p>The overall pressure has increased since the initial forecast due to higher than initially expected numbers of children being placed in the highest cost placements. It is important to note this is not a Kent phenomenon; and this pressure is being experienced in many other local authorities to varying extents. In response, the Government launched a major review into support for children with SEN however the outcome has been delayed and is not expected until Spring 2021. In the interim, further funding is being provided, however, as can be seen from the forecast, this has been insufficient to meet the demand. This position reflects the fact that more funding can only be part of the answer and that there is need for a wider legislative reform.</p> <p>The Written Statement of Action (WSOA), put in place to address a number of areas of concern raised in last year's Ofsted/CQC Local Area SEND Inspection, overlaps in a number of places with our strategy for reducing the pressure on the High Needs budget which includes:</p> <ul style="list-style-type: none"> • Reviewing our commissioning strategy for SEN provision across the county including supporting the development of new special schools and SRPs to reduce our increasing reliance on independent schools • Reviewing commissioning arrangements with independent providers. • Improving parental confidence through supporting inclusive practice and capacity building in mainstream schools • Further collaborative working with Health and Social Care partners <p>Work is progressing however this has been slowed/paused due to the COVID outbreak. There are also wider concerns on the longer-term impact of children being out of school during the Summer Term on this budget.</p>

11 Capital Budget Changes

Cabinet is asked to note the following changes to the Capital Budget:

Project	Year	Amount (£m)	Reason
Highway Major Enhancement (GET)	20-21	+3.000	Additional grant awarded by the Department of Transport
Highway Major Enhancement (GET)	20-21	+3.978	Additional grant Challenge Fund 2B re Thanet Way
Government Transition Works (GET)	20-21	+11.9	Additional grant
Electric Vans Scheme (GET)	20-21	+1.277	Additional grant to encourage use of electric vehicles.
A226 St Clements Way (GET)	20-21	-0.096	Reduction of developer contributions in line with spend.
Kent Strategic Congestion Management (GET)	20-21	-0.1	Decrease in grant due to a successful lane rental bid.
Fastrack Full Network – Bean Road Tunnels (GET)	20-21	-0.07	Reduction of external funding due to third party paying directly for legal fees.
Integrated Transport Schemes (GET)	20-21	+0.065	Additional revenue funding.
Public Rights of Way (PROW) (GET)	20-21	+0.12	Additional grant to aid Covid recovery.
Emergency Active Travel Fund (GET)	20-21	+1.01	Additional grant to aid Covid recovery.
Basic Need KCP16 (CYPE)	21-22	+2.072	Additional Priority School Building Programme grant.
Basic Need KCP19 (CYPE)	21-22	+6.118	Additional Schools Condition Allocation grant
Market Square, Dover (GET)	20-21	+0.35	Additional external funding
	20-21	+0.22	Additional grant
	21-22	+2.210	Additional grant
	21-22	+0.150	Additional external funding
	22-23	+0.005	Additional grant
	23-24	+0.005	Additional grant
LCMS (GET)	20-21	+0.044	Additional revenue contribution

11 Capital Budget Changes

Cabinet is asked to approve the following changes:

Project	Year	Amount (£m)	Reason
Annual Planned Enhancement Programme (CYPE)	20-21	-0.3	Virement of grant to Basic Need
Basic Need Kent Commissioning Plan 16	20-21	+0.3	Virement from Annual Planned Enhancement Programme
Kent Empty Property Initiative – No Use Empty (GET)	20-21	+1.108	Reallocation of funding from No Use Empty.
No Use Empty – Rented Affordable Homes (GET)	20-21	-1.108	Reallocation of funding to Kent Empty Property Initiative.
Kent Thameside Strategic Transport Programme (GET)	20-21	-1.480	Reallocation of grant funding to Kent Thameside Local Sustainable Transport project
Kent Thameside Local Sustainable Transport (GET)	20-21	+1.480	Reallocation of grant funding from the Kent Thameside Strategic Transport Programme
Kent & Medway Business Fund	20-21	-4.000	Virement from the core Kent & Medway Business Fund pot into the two new streams of support to businesses
Kent & Medway Business Fund – Recovery Loans	20-21	+2.000	
Kent & Medway Business Fund – Capital Growth	20-21	+2.000	
Basic Need KCP 16 and Previous (CYPE)	20-21 21-22 22-23	-1.069 +7.393 +1.000	Rephasing from budget re-alignment exercise.
Basic Need KCP 17 (CYPE)	20-21 21-22 22-23	-26.564 +28.998 +11.465	Rephasing from budget re-alignment exercise, including additional developer contributions.
Basic Need KCP 18 (CYPE)	20-21 21-22 22-23	-6.442 -9.325 +3.500	Rephasing from budget re-alignment exercise, including additional developer contributions.
Basic Need KCP 19 (CYPE)	20-21 21-22 22-23	-18.019 +14.292 +7.904	Rephasing from budget re-alignment exercise, including additional developer contributions.

Appendix 1 - Key Service Summary

	Revenue Budget £m	Variance excl. Covid-19 £m	Last Reported Position (July) £m	Movement +/- £m
Community Based Preventative Services	13.4	+0.0	-0.0	+0.0
Housing Related Support	7.0	+0.1	+0.1	-0.0
Transfers to and from Reserves	-7.5	+0.0	+0.0	+0.0
Strategic Management & Directorate Support (ASCH)	3.3	-1.2	-1.2	-0.0
Social Support for Carers	3.0	-0.0	-0.0	+0.0
Partnership Support Services	0.0	-0.0	-0.0	+0.0
Strategic Safeguarding	0.2	-0.1	+0.0	
Strategic Management & Directorate Budgets	19.3	-1.2	-1.1	+0.0
Adult In House Carer Services	2.6	-0.1	-0.1	+0.0
Adult In House Community Services	7.3	-0.2	+0.7	-0.9
Adult In House Enablement Services	3.2	-0.0	+0.0	-0.0
Adult Learning Disability - Case Management & Assessment Service	6.1	-0.6	-0.6	+0.1
Adult Learning Disability - Community Based Services & Support for Carers	79.6	-1.6	-0.7	-0.9
Adult Learning Disability - Residential Care Services & Support for Carers	62.1	+1.4	+2.4	-1.0
Adult Mental Health - Case Management & Assessment Services	9.9	-0.2	-0.3	+0.1
Adult Mental Health - Community Based Services	6.7	+1.6	+1.6	-0.0
Adult Mental Health - Residential Care Services	13.0	+0.8	+0.3	+0.5
Adult Physical Disability - Community Based Services	17.3	+0.6	+0.4	+0.2
Adult Physical Disability - Residential Care Services	14.0	+2.0	+1.9	+0.1
ASCH Operations - Divisional Management & Support	0.6	-0.0	-0.1	+0.0
Looked After Children (with Disability) - In House Provision	2.9	+0.0	+0.1	-0.1
Older People - Community Based Services	39.4	+0.3	+5.8	-5.5
Older People - In House Provision	15.8	-0.5	-0.4	-0.1
Older People - Residential Care Services	51.1	+1.0	-4.4	+5.4
Older People & Physical Disability - Assessment and Deprivation of Liberty Safeguards Services	24.8	-0.2	-0.4	+0.2
Older People & Physical Disability - In House Community Homecare Service	4.0	-0.1	-0.0	-0.1
Older People & Physical Disability Carer Support - Commissioned	0.6	-0.5	-0.5	-0.0
Physical Disability 26+ Lifespan Pathway & Sensory and Autism 18+ - Community Based Services	6.4	+0.1	-0.0	+0.1
Physical Disability 26+ Lifespan Pathway & Sensory and Autism 18+ - Residential Care Services	1.2	-0.1	-0.1	+0.1
Sensory & Autism - Assessment Service	1.8	+0.0	-0.0	+0.0

Appendix 1 - Key Service Summary

	Revenue Budget £m	Variance excl. Covid-19 £m	Last Reported Position (July) £m	Movement +/- £m
Service Provision - Divisional Management & Support	0.5	+0.2	+0.1	+0.1
Adaptive & Assistive Technology	2.0	-0.6	-0.8	+0.2
Adult Social Care & Health Operations	373.1	+3.3	+5.0	-1.7
Business Delivery	8.0	-1.2	-1.1	-0.1
Safeguarding Adults	0.3	+0.0	+0.0	-0.0
Independent Living Support	0.7	+0.0	+0.1	
Statutory and Policy Support	1.1	+0.3	-0.1	+0.4
Business Delivery Unit	10.1	-0.8	-1.1	+0.3
Adult Social Care & Health	402.4	+1.3	+2.8	-1.3
Strategic Management & Directorate Budgets	4.2	+0.3	+0.2	+0.1
Community Learning & Skills (CLS)	-0.7	-0.0	+0.8	-0.8
Early Years Education	0.0	-0.0	-0.0	+0.0
Education Management & Division Support	1.1	+0.0	+0.2	-0.2
Education Services provided by The Education People	3.9	+0.1	+0.1	+0.0
Fair Access & Planning Services	0.0	+0.0	+0.0	+0.0
Home to School & College Transport	44.5	-0.4	-0.5	+0.1
Other School Services	0.3	-0.9	+0.3	-1.2
Education	49.1	-1.2	+0.9	-2.1
Adoption & Special Guardianship Arrangements & Service	14.8	-1.0	+0.1	-1.1
Asylum	-0.1	-0.0	-0.0	-0.0
Care Leavers Service	8.6	-0.6	+0.0	-0.6
Children in Need - Care & Support	3.3	-0.1	-0.1	-0.0
Children's Centres	3.6	+0.2	-0.1	+0.3
Children's Social Work Services - Assessment & Safeguarding Service	46.8	+0.6	-0.0	+0.6
Early Help & Preventative Services	7.1	+0.0	+0.3	-0.3
Integrated Services (Children's) Management & Directorate Support	5.0	-0.4	-0.4	-0.0
Looked After Children - Care & Support	64.6	+0.7	+4.8	-4.1

Appendix 1 - Key Service Summary

	Revenue Budget £m	Variance excl. Covid-19 £m	Last Reported Position (July) £m	Movement +/- £m
Pupil Referral Units & Inclusion	0.0	+0.0	+0.0	+0.0
Youth Services	4.7	+0.2	+0.1	+0.1
Integrated Children's Services (East & West)	158.4	-0.4	+4.7	-5.1
Adult Learning & Physical Disability Pathway - Community Based Services	25.9	-0.8	-1.0	+0.2
Adult Learning & Physical Disability Pathway - Residential Care Services & Support for Carers	9.4	+0.7	+1.9	-1.3
Children in Need (Disability) - Care & Support	5.1	-0.4	-0.9	+0.5
Children's Disability 0-18 Commissioning	1.7	+0.0	+0.0	-0.0
Disabled Children & Young People Service (0-25 LD & Complex PD) - Assessment Service	7.9	-0.2	-0.2	-0.0
Looked After Children (with Disability) - Care & Support	10.1	+0.9	+0.4	+0.5
Special Educational Needs & Psychology Services	10.2	+0.1	+0.7	-0.6
Special Educational Needs & Disabilities	70.3	+0.2	+1.0	-0.7
Children, Young People & Education	282.0	-1.1	+6.7	-7.8
Strategic Management & Directorate Budgets	1.4	-0.1	-0.2	+0.1
Arts	1.5	-0.0	+0.0	-0.0
Economic Development	3.1	-0.2	-0.1	-0.0
Economic Development	4.6	-0.2	-0.1	-0.0
Highway Transportation (including School Crossing Patrols)	6.2	-0.3	-0.2	-0.1
Highway Asset Management (Roads and Footways)	8.0	-0.3	+0.3	-0.5
Highway Asset Management (Other)	17.0	+1.0	-0.3	+1.3
Subsidised Buses and Community Transport	6.5	-0.0	-0.0	+0.0
Concessionary Fares	17.2	-0.0	-0.0	-0.0
Kent Travel Saver	8.1	-0.6	-0.5	-0.1
Residual Waste	39.7	+0.1	-0.4	+0.4
Waste Facilities & Recycling Centres	33.7	+0.4	+0.6	-0.3
Highways, Transport & Waste Management Costs and Commercial Operations	5.3	+0.2	+0.1	+0.1
Highways, Transportation & Waste	141.7	+0.5	-0.4	+0.9

Appendix 1 - Key Service Summary

	Revenue Budget £m	Variance excl. Covid-19 £m	Last Reported Position (July) £m	Movement +/- £m
Environment & Planning	5.6	+0.1	+0.1	-0.0
Environment, Planning & Enforcement Management Costs	0.7	-0.0	-0.0	-0.0
Public Protection (Enforcement)	11.0	-0.2	-0.1	-0.1
Environment, Planning & Enforcement	17.3	-0.2	-0.1	-0.1
Libraries, Registration & Archives	8.7	-0.2	-0.6	+0.4
Growth, Environment & Transport	173.8	-0.1	-1.4	+1.2
Strategic Management & Directorate Budgets	-1.2	-0.3	-0.0	-0.2
Customer Contact, Communications & Consultations	5.4	+0.1	+0.1	+0.0
Human Resources related services	7.7	-0.2	-0.2	+0.1
People & Communication	13.2	-0.0	-0.1	+0.1
Finance	10.2	+0.1	+0.0	+0.1
Governance & Law	6.1	+0.0	+0.1	-0.0
Local Member Grants	2.8	+0.0	-0.2	+0.2
Governance, Law & Democracy	8.8	+0.0	-0.1	+0.1
ICT related services	18.7	-0.2	-0.4	+0.2
Property related services	5.9	-0.4	+0.1	-0.5
Infrastructure	24.6	-0.6	-0.2	-0.3
Corporate Landlord	24.4	-0.2	+2.1	-2.3

Appendix 1 - Key Service Summary

	Revenue Budget £m	Variance excl. Covid-19 £m	Last Reported Position (July) £m	Movement +/- £m
Strategic Commissioning	7.9	-0.1	-0.1	-0.0
Public Health - Advice and Other Staffing	0.0	+0.0	-0.0	+0.0
Public Health - Children's Programme	0.0	+0.0	+0.0	+0.0
Public Health - Healthy Lifestyles	0.0	+0.0	+0.0	-0.0
Public Health - Mental Health, Substance Misuse & Community Safety	0.1	+0.0	+0.0	-0.0
Public Health - Sexual Health	0.0	+0.0	-0.0	+0.0
Strategic Commissioning including Public Health	8.0	-0.1	-0.1	-0.0
Strategy, Policy, Relationships & Corporate Assurance	2.0	-0.1	+0.1	-0.2
Total - Strategic & Corporate Services	89.9	-1.1	+1.7	-2.8
Financing Items & Unallocated	79.6	-3.4	-1.9	-1.4
Total excluding Schools' Delegated Budgets	1,027.7	-4.5	+7.9	-12.2

Covid-19 budgets held corporately for:

	Budget £m	Variance £m
Adult Social Care & Health	33.7	-12.5
Children, Young People & Education	7.7	-4.7
Growth, Environment & Transport	9.9	-0.4
Strategic & Corporate Services	7.2	+2.7
Financing Items	6.7	-0.5
Unallocated	7.0	+0.0
	72.2	-15.4
Total including Unallocated Budgets	1,099.9	-19.9

Appendix 2 - Subjective Analysis of Revenue Spend

	Revenue Budget £m	Revenue Forecast £m	Revenue Variance £m	<i>Actuals</i> <i>(Apr-Sep)</i> £m
Employees	332.3	339.0	6.7	165.7
Premises	36.2	36.8	0.6	19.3
Transport	58.4	48.5	-10.0	12.4
Supplies & Services	25.2	34.6	9.4	25.1
Professional Fees, Grants & Subscriptions	89.6	96.7	7.1	43.9
Commissioned Services	1,008.9	1,008.8	-0.1	474.6
Transfer & Internal Purchases	21.6	-6.7	-28.4	6.8
Income from Grants & Contributions	-455.7	-430.1	25.6	-109.2
Income from Sales, Fees, Charges & Other Sources	-168.6	-168.1	0.6	-63.9
Schools	0.0	-22.5	-22.5	0.0
Financing Items & Unallocated	79.6	76.3	-3.4	19.2
Covid-19 Adjustments		9.8	9.8	
Budget, Forecast & Variance excl. Covid-19	1,027.7	1,023.2	-4.5	593.9
Covid-19 Budget held corporately	72.2	57.1	-15.4 *	
Budget, Forecast & Variance incl. Covid-19	1,099.9	1,080.3	-19.9	

The £8.3m Covid-19 Adjustments row shows changes made to the add back and remove forecasts relating to Covid-19 to calculate the Variance excl. Covid-19.

The Covid-19 Forecast of £59.6m is held at summary level and is therefore not available for more detailed Subjective analysis.

Actuals include all spend from April-September 2020 inclusive.

*The Strategic & Corporate Services variance includes a drawdown from the Public Health Reserve of £0.3m to cover their additional costs.

Appendix 3 - Actions to close the Budget Gap - Savings Update

As part of closing the Budget Gap for the Budget Amendment, £12,779.0k policy savings were identified across GET, S&CS and FI&U. An update and comments on progress is below.

Area	Description	Amount
Growth, Environment & Transport		
All savings below are on track to be delivered during 2020-21. The £1,500.0k grant from government is yet to be received but is expected and has therefore been included in the monitoring.		
Highways Maintenance Contract	Delay in the recommissioning of the Highways Maintenance contract resulting in a delay in the projected increase in contract values	-1,994.3
Libraries	One-off reduction to the book fund	-300.0
Libraries, registration & archives	Defer some service development	-100.0
Libraries, registration & archives	Review of staffing and vacancy management	-49.5
Community Wardens	Review of staffing and vacancy management	-130.0
Strategic Planning	Review of staffing and vacancy management	-65.0
Sustainable Communities	Review of staffing and vacancy management	-60.0
Public protection	Review of staffing and vacancy management	-37.0
Emergency Planning & Kent Scientific Services	Review of staffing and vacancy management	-50.0
Highways, Transport & Waste	Review of staffing and vacancy management	-25.0
Strategic Management	One off release of underspend	-150.0
Highways Maintenance	Further capitalisation of eligible highway maintenance costs following receipt of additional Government grant	-3,000.0
Highways	Revenue costs chargeable to additional government grants	-1,500.0
Highways Maintenance	One-off release of reactive budget given Government grant for increased proactive maintenance spend	-100.0
Streetlight Energy	On-off release of streetlight energy budget due to delay in new streetlight adoptions at new housing developments etc	-200.0
Flood Protection	Deferral of planned Flood protection project until 2021-22	-70.0
Other	Other minor policy savings	-37.0
		-7,867.8
Strategic & Corporate Services		
The two savings below have been achieved by adjusting the cash limits and spending against the revised limits.		
Member Community Grants	£5k per Member reduction in Community Grants budget	-405.0
Member Allowances	5% reduction in Member Allowances from September	-55.2
		-460.2
Financing Items & Unallocated		
The two savings below have been achieved.		
Minimum Revenue Provision (MRP)	Reduction in MRP required based on assets completed in 2019-20	-1,151.0
Strategic Priorities Funding	Removal of remaining funding set aside for Strategic Priorities	-3,300.0
		-4,451.0
Total		-12,779.0

Appendix 4 – Monitoring of Revenue Reserves 2020-21 – Half-Year Position

1. Following the quarterly review of reserves, the table below shows the projected impact of the current forecast spend and activity for 2020/21 on our revenue reserves.

Account	Balance at 31/3/20	Projected balance at 31/3/21	Movement
	£m	£m	£m
General Fund balance	37.2	37.2	0.0
Earmarked Reserves	232.8	182.7	-50.1
Surplus on Trading Accounts	1.1	1.1	0.0
School Reserves	13.8	-20.9	-34.7

The movement in earmarked reserves is due to the following:

- Planned drawdowns of £9.1m as agreed in the MTFP
- The £50.1m movement in earmarked reserves includes the £37.3m drawdown of the Covid 19 emergency government grant funding
- Funding of approved roll forwards totalling £3.1m from the rolling budget reserve.

Details of the reasons for the movement in schools' reserves are provided in section 10 of the main report.

The half year reserves position does not include the forecast underspend.

Prudential Indicator 1 : Estimates of Capital Expenditure (£m)

	19-20 Actuals	20-21 Budget	20-21 Forecast
Total	241.53	471.9	326.40

Prudential Indicator 2: Estimate of Capital Financing Requirement (CFR) (£m)

	19-20 Actuals	20-21 Budget	20-21 Forecast
Total CFR	1,284.96	1,433.80	1,329.22

Prudential Indicator 3: Gross Debt and the Capital Financing Requirement (£m)

	19-20 Actuals	20-21 Budget	20-21 Forecast
Other Long-term Liabilities	245.20	254.90	245.20
External Borrowing	883.82	944.00	878.38
Total Debt	1,129.02	1,198.90	1,123.58
Capital Financing Requirement	1,284.96	1,433.80	1,329.22
Internal Borrowing	155.94	234.90	320.22

Prudential Indicator 4 : Authorised Limit and Operation Boundary for External Debt (£m)

	19-20 Limit	20-21 Limit	20-21 Position
Authorised Limit - borrowing	1,013	1,050	1,050
Authorised Limit - PFI and leases	263	246	246
Authorised Limit - total external debt	1,276	1,296	1,296
Operational Boundary - borrowing	988	995	995
Operational Boundary - PFI and leases	263	246	246
Operation Boundary - total external debt	1,251	1,241	1,241

Prudential Indicator 5: Proportion of Finance Costs to Net Revenue Stream (%)

	19-20 Actual	20-21 Budget	20-21 Forecast
Proportion of net revenue stream	10.81%	10.30%	10.13%

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From: Roger Gough – Leader of the Council
David Cockburn – Corporate Director, Strategic and Corporate Services

To: Cabinet – 14 December 2020

Decision No: n/a

Subject: **Quarterly Performance Report, Quarter 2, 2020/21**

Classification: Unrestricted

Summary: The purpose of the Quarterly Performance Report (QPR) is to inform Cabinet about key areas of performance for the authority. This report presents performance to the end of September 2020 (Quarter 2, 2020/21)

Of the 35 Key Performance Indicators (KPIs) contained within the QPR, 21 achieved target (Green), 11 achieved and exceeded the floor standard but did not meet target (Amber). 3 KPIs did not meet the floor standard (Red).

Recommendation(s):

Cabinet is asked to NOTE the Quarter 2 Performance Report.

1. Introduction

- 1.1. The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council. The report for Quarter 2, 2020/21 is attached at Appendix 1, and includes data up to the end of September 2020.
- 1.2. The QPR includes 35 Key Performance Indicators (KPIs) where results are assessed against Targets set at the start of the financial year.

2. Quarter 2 Performance Report

- 2.1. Results for KPIs compared to Target are assessed using a Red/Amber/Green (RAG) status.
- 2.2. Of the 35 KPIs included in the report, the latest RAG status are as follows:
 - 21 are rated Green – the target was achieved or exceeded. A decrease of 1 on the previous quarter.
 - 11 are rated Amber – performance achieved or exceeded the expected floor standard but did not meet target.

- 3 are rated Red – Performance did not meet the expected floor standard. The same as the previous quarter.
- 2.3. With regards to Direction of Travel¹, 5 indicators show a positive trend, 22 are stable or with no clear trend, and 8 are showing a negative trend.
- 2.4. The 3 indicators where the RAG rating is Red, are in:
- Children, Young People and Education
 - Percentage of Education, Health Care Plans (EHCPs) issued within 20 weeks.
 - Public Health
 - Number. of eligible people receiving an NHS Health Check.
 - Percentage of new first-time attendances at sexual health clinics who take up the offer and are screened for chlamydia, gonorrhoea, syphilis, and HIV.

3. Recommendation(s)

Recommendation(s):

Cabinet is asked to NOTE the Quarter 2 Performance Report.

4. Contact details

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¹ Calculated based on the new regression-based approach agreed by Cabinet in July.

Kent County Council

Quarterly Performance Report

Quarter 2

2020/21

Produced by: KCC Strategic Commissioning – Analytics
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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. Progress against Target is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of Direction of Travel (DoT) through the use of arrows. Direction of Travel is now based on regression analysis across the whole timeframe shown in the graphs, and not, as previously the case, on the movement from the last quarter.

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

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

Key to Activity Indicator Graphs

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

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

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

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

Executive Summary

21 of the 35 indicators are rated as Green, on or ahead of target, the same as the previous quarter. 11 indicators reached and exceeded the floor standard (Amber) with 3 indicators not achieving the floor standard (Red). 5 indicators were showing an improving trend, with 8 showing a worsening trend.

	G	A	R	↑	↔	↓
Customer Services	2	1			3	
Economic Development & Communities	2				2	
Environment and Transport	4	2		1	5	
Children, Young People and Education	7	6	1	3	5	6
Adult Social Care	3	2			4	1
Public Health	3		2	1	3	1
TOTAL	21	11	3	5	22	8

Customer Services - Satisfaction with Contact Point advisors achieved target, and the percentage of phone calls answered continues to exceed target. The percentage of complaints responded to within timescale improved but remained below target, and the number of complaints received increased. Visits to the KCC website continue to increase.

Customer Services KPIs	RAG rating	DoT
% of callers to Contact Point who rated the advisor who dealt with their call as good	GREEN	↔
% of phone calls to Contact Point which were answered	GREEN	↔
% of complaints responded to within timescale	AMBER	↔

Economic Development & Communities – The No Use Empty programme, which returns long term empty domestic properties into active use, continues to exceed its rolling 12 months target. The amount of Developer Contributions secured achieved 100% of the total sought for the second quarter in a row. Visits to libraries have started again.

Economic Development & Communities KPIs	RAG rating	DoT
No. of homes brought back to market through No Use Empty (NUE)	GREEN	↔
Developer contributions received as a percentage of amount sought	GREEN	↔

Environment and Transport – Three of the four indicators for Highways and Transport remained above target. Emergency incidents attended within 2 hours of notification dropped to 97%, missing the 98% target. This was due to some issues with the use of new ICT equipment in July. The target for Waste diverted from landfill fell below target due to maintenance work at Allington Energy from Waste plant. Greenhouse Gas emissions continue to trend downwards, achieving target.

<u>Environment & Transport KPIs</u>	RAG rating	DoT
% of routine pothole repairs completed within 28 days	GREEN	↔
% of routine highway repairs reported by residents completed within 28 days	GREEN	↔
Emergency highway incidents attended within 2 hours of notification	AMBER	↔
% of satisfied callers for Kent Highways & Transportation, 100 call back survey	GREEN	↔
% of municipal waste recycled or converted to energy and not taken to landfill – rolling 12 months	AMBER	↔
Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes – rolling 12 months	GREEN	↑

Education and Wider Early Help – Due to Ofsted suspending school inspections until 2021 there is no update for State funded schools or Early Years settings which are rated Good or Outstanding, both were meeting target at the end of March 2020. Completion of Education, Health and Care Plans (EHCPs) in timescale improved but remains below the floor standard. Permanent pupil exclusions and first-time entrants to the Youth Justice System both remain ahead of target.

<u>Education & Wider Early Help KPIs</u>	RAG rating	DoT
% of all schools with Good or Outstanding Ofsted inspection judgements (data to March 20)	GREEN	↔
% of Early Years settings with Good or Outstanding Ofsted inspection judgements (childcare on non-domestic premises) (data to March 20)	GREEN	↔
% of Education, Health Care Plans (EHCPs) issued within 20 weeks – rolling 12 months	RED	↔
% of pupils permanently excluded from school – rolling 12 months	GREEN	↑
No. of first-time entrants to youth justice system – rolling 12 months	GREEN	↓

Children's Integrated Services – Three of the nine indicators met target, with the other six achieving the floor standard. Five of those missing target are also showing a negative direction of travel. The number of children in care decreased slightly, but the number of care leavers increased.

<u>Children's Integrated Services KPIs</u>	RAG rating	DoT
Percentage of front door contacts where the final decision is made within 3 working days	GREEN	↑
Percentage of Early Help cases closed with outcomes achieved that come back to Early Help / Social Work teams within 3 months	AMBER	↓
% of case holding posts filled by permanent qualified social workers	GREEN	↔
% of children social care referrals that were repeat referrals within 12 months	AMBER	↓
Percentage of child protection plans that were repeat plans	AMBER	↓
Average no. of days between becoming a child in care and moving in with an adoptive family – rolling 12 months	GREEN	↑
% of children in care with 3 or more placements in the last 12 months	AMBER	↓

<u>Children's Integrated Services KPIs</u>	RAG rating	DoT
% of foster care placements which are in-house or with relatives and friends (excluding UASC)	AMBER	↔
% of care leavers in education, employment or training (of those KCC is in touch with)	AMBER	↓

Adult Social Care – Short-term services which lead to lower or no ongoing support, and the proportion of clients receiving direct payments, both decreased and did not meet target. The other three indicators all exceeded target, including the proportion of adults with a learning disability who live in their own home or with family, which was below target last quarter.

<u>Adult Social Care KPIs</u>	RAG rating	DoT
Proportion of people who have received short term services for which the outcome was either support at a lower level or no ongoing support	AMBER	↔
Proportion of clients receiving Direct Payments	AMBER	↓
The proportion of adults with a learning disability who live in their own home or with their family	GREEN	↔
Proportion of KCC clients in residential or nursing care where the CQC rating is Good or Outstanding	GREEN	↔
Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	GREEN	↔

Public Health – NHS Health Check delivery continues to be affected by Coronavirus but health checks have now re-started. Health visiting for mandated checks continues to increase and exceeded target, with the service delivered both online and face to face. The sexual health service is currently unable to report accurately on its KPI due to Coronavirus, and there is no update for Quarter 2. The other two indicators exceeded target despite having to move away from face to face appointments.

<u>Public Health KPIs</u>	RAG rating	DoT
Number. of eligible people receiving an NHS Health Check – rolling 12 months	RED	↓
Number. of mandated universal checks delivered by the health visiting service – rolling 12 months	GREEN	↔
% of new first-time attendances at sexual health clinics who take up the offer and are screened for chlamydia, gonorrhoea, syphilis, and HIV	RED	↔
Successful completion of drug and alcohol treatment	GREEN	↑
% of Live Well clients who would recommend the service to family, friends or someone in a similar situation	GREEN	↔

Customer Services	
Cabinet Member	Shellina Prendergast
Corporate Director	Amanda Beer

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	2	1			3	

Customer contact through Contact Point (KCC's call centre) is provided via a strategic partnership, whilst Digital services are provided by KCC. Satisfaction with Contact Point advisors, and the percentage of calls answered by Contact Point both met target.

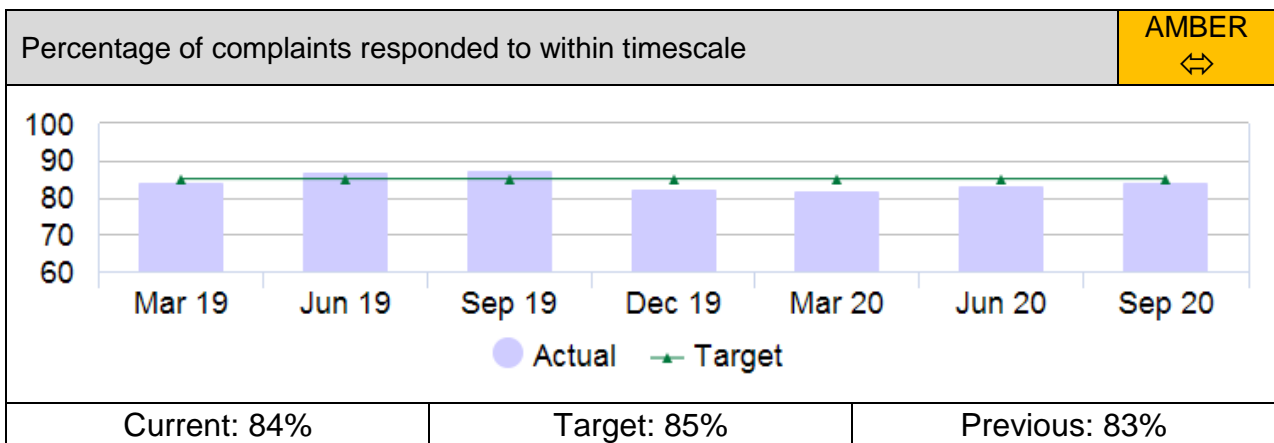
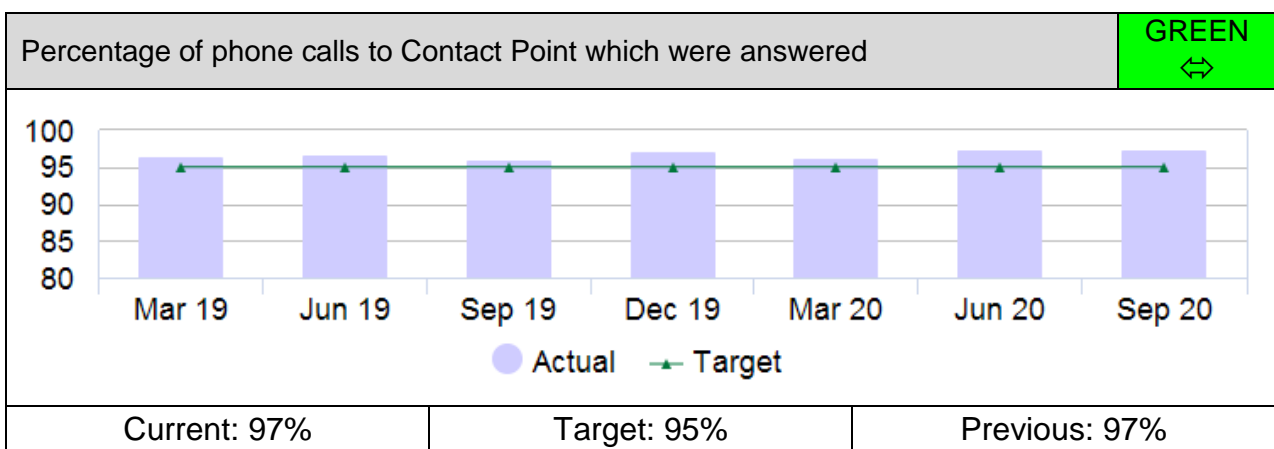
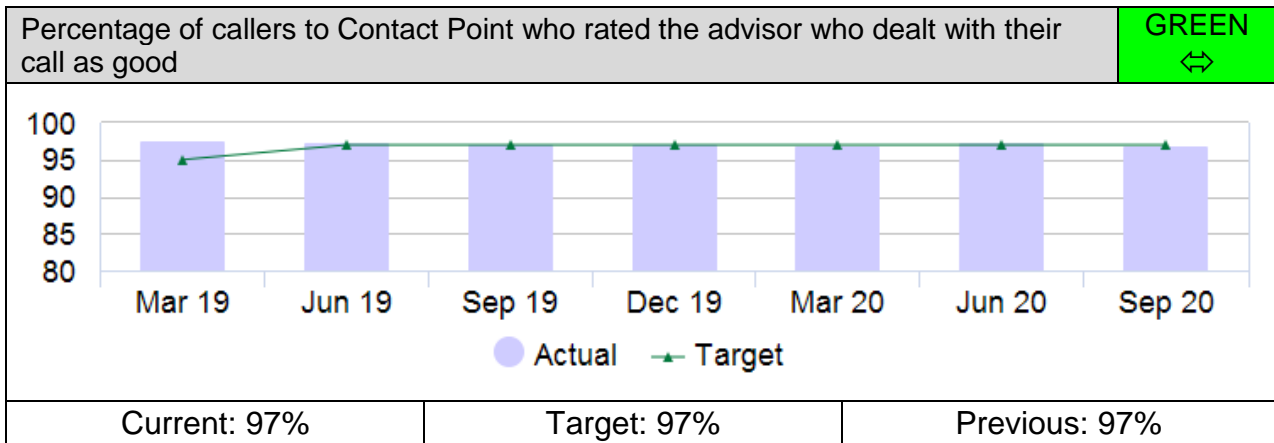
Contact Point received 35% more calls than the previous quarter, which was affected by lockdown, but 7% fewer calls than the same period last year. The 12 months to September 2020 saw 7% fewer calls than in the 12 months to September 2019 as there continues to be a shift to online communication.

Average call time reduced to 5 minutes 24 seconds, remaining ahead of the target of 5 minutes 45 seconds.

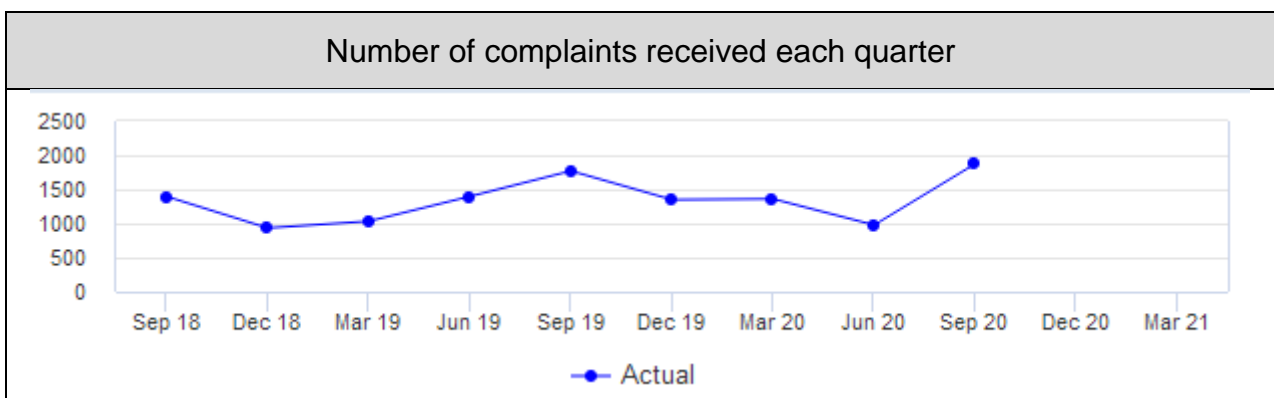
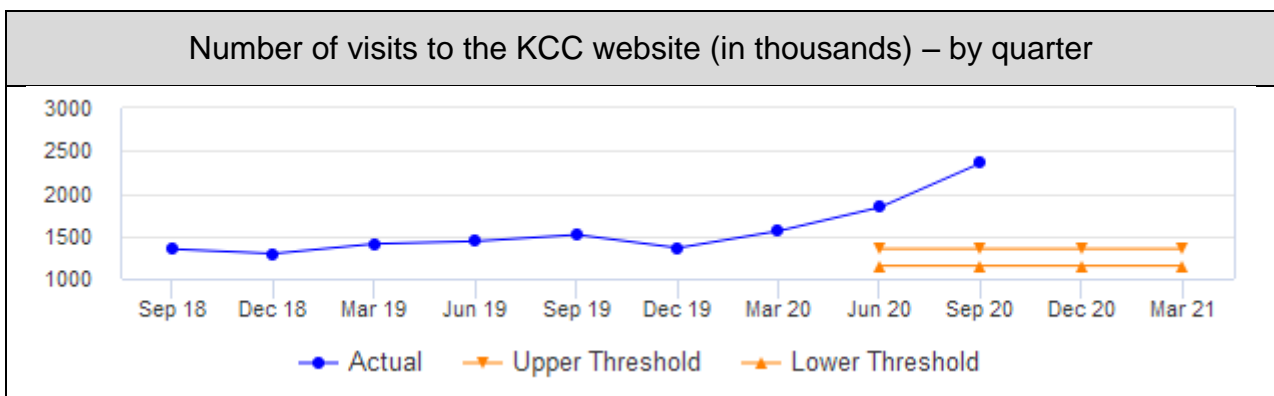
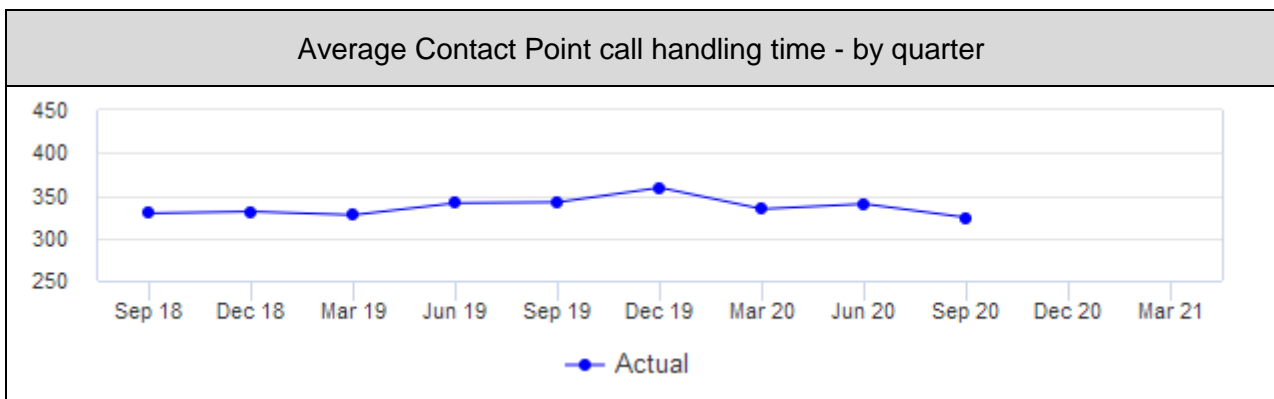
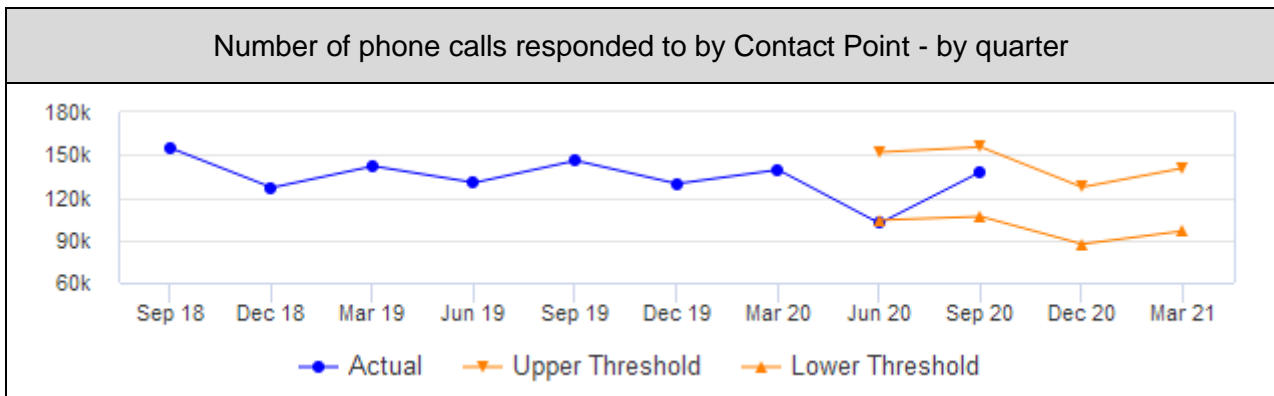
Visits to the KCC website continue to increase. The majority of the increase relates to waste and recycling, with individual household waste recycling centre (HWRC) web pages receiving between two to five times as many visits than the same period the previous year. Country parks pages have also seen a 200% increase in web traffic since last year. Other pages with significant increases included Library services, such as eBooks, eMagazines and Audiobooks, as well as the new Select and Collect service. Birth and Death registration page visits were also higher, as were pages relating to Free School Meals, Kent Test and Kent Travel Saver.

There were 1,886 complaints received between July and September, an increase of 93% on the previous quarter. 84% of complaints were responded to within 20 working days which is an increase, but it remains below the 85% target. During lockdown there was a significant decrease in feedback received but the lifting of restrictions led to the Council needing to revise access to certain services or to offer alternative solutions. This Quarter there was a significant uplift in complaints for Highways, Transportation and Waste Management. These are largely attributed to: access to HWRCs for which customers now need to book slots in advance, active travel fund trials, and the goodwill payment for those customers who purchased travel passes last year.

Key Performance Indicators



Activity indicators



Customer Services – Call Activity

Number of phone calls to Contact Point (thousands)

Contact Point received 35% more calls than the previous quarter which was affected by lockdown, but 7% fewer calls than the same period last year. The 12 months to September 2020 saw 7% fewer calls than in the 12 months to September 2019.

Service area	Oct – Dec 19/20	Jan - Mar 19/20	Apr – Jun 20/21	Jul – Sep 20/21	Yr to Sep 20	Yr to Sep 19
Adult Social Care	29	32	28	31	120	126
Highways	18	20	8	20	66	75
Specialist Children's Services	20	20	17	16	73	80
Transport Services	10	10	3	15	38	49
Waste and Recycling	3	4	16	15	38	15
Libraries and Archives	9	9	1	11	29	36
Blue Badges	13	14	8	9	44	54
Registrations	8	8	5	6	27	30
Schools and Early Years	6	8	4	6	23	30
Speed Awareness	6	7	2	4	20	22
Other Services	1	2	1	3	8	6
General	4	4	3	2	12	13
KSAS*	2	3	2	2	10	8
Adult Education	4	5	1	2	12	22
Kent Together	-	-	5	1	6	0
Total Calls (thousands)	134	146	105	142	527	568

* Kent Support and Assistance Service

Numbers are shown in the 1,000's and may not add exactly due to rounding. Calculations in commentary are based on unrounded numbers.

Customer Services – Complaints Monitoring

There has been a significant increase in the volume of complaints received following the lifting of lockdown restrictions. The number of complaints received in this quarter is 93% higher than the previous quarter and 7% higher than the corresponding quarter last year. Over the last 12 months there has been an 8% increase compared to the previous year.

During lockdown there was a significant decrease in feedback received but the lifting of restrictions led to the Council needing to revise access to certain services or to offer alternative solutions.

This Quarter there was a significant uplift in complaints for Highways, Transportation and Waste Management. These are largely attributed to: access to Household Waste and Recycling Centres for which customers now need to book slots in advance, active travel fund trials, and the goodwill payment for those customers who purchased travel passes last year.

Service	12 mths to Sep 19	12 mths to Sep 20	Quarter to Jun 20	Quarter to Sep 20
Highways, Transportation and Waste Management	2,760	3,026	524	1,216
Adult Social Services	852	1018	174	218
Specialist Children's Services	492	571	147	173
Education & Young People's Services	342	297	16	79
Libraries, Registrations and Archives	370	267	19	93
Strategic and Corporate Services	145	103	23	32
Environment, Planning and Enforcement & Economic Development	95.3	205	70	66
Adult Education	86	62	4	9
Total Complaints	5,142	5,549	977	1,886

Customer Services – Digital Take-up

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

Transaction type	Online Oct 19 - Dec 19	Online Jan 20 – Mar 20	Online Apr 20 – Jun 20	Online Jul 20 – Sep 20	Total Transactions Last 12 Months
Renew a library book*	79%	77%	**	74%	564,482
Report a Highways Fault	57%	56%	55%	52%	100,793
Book a Speed Awareness Course	74%	76%	85%	85%	30,966
Apply for a KCC Travel Saver (Rolling 12 months)	76%	73%	70%	95%	21,042
Book a Birth Registration appointment	77%	80%	89%	87%	18,620
Apply for or renew a Blue Badge	64%	70%	81%	81%	15,298
Apply for a Concessionary Bus Pass	39%	43%	71%	74%	8,088
Report a Public Right of Way Fault	76%	65%	88%	84%	6,951
Highways Licence applications	83%	83%	84%	97%	6,311
Apply for a HWRC recycling voucher	97%	97%	100%	99%	4,680

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

** No data available due to lockdown

Economic Development & Communities	
Cabinet Members	Mike Whiting, Mike Hill
Corporate Director	Barbara Cooper

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	2				2	

Support for business

Kent's Regional Growth Fund (RGF) investments have continued to create and sustain employment opportunities. The extent of the impact caused by the economic disruption of the Coronavirus pandemic (in terms of business failures and loss of jobs) on the Kent and Medway Business Fund (KMBF) loan recipients has still not fully emerged, with the positive effect of the government support schemes in reducing business failures and protecting jobs still to be evaluated.

The KMBF had committed £10.4m to 76 businesses in Kent and Medway by the end of March 2020. In Quarter 2 the scheme has created 164 new jobs and safeguarded a further 60 jobs. These investments are intended to support 739 new and safeguarded jobs over the next 3 years.

A new KMBF funding round was launched in August 2020 consisting of three strands: Recovery Loans (£50k-£100k), Capital Investment Loans (£50k-£100k) and Large Loans (£101k-£500k) – with a total allocation of £6m. Funding approvals will be made in Quarter 3.

The South East Local Enterprise Partnership (SELEP) funded Innovation Investment Loan scheme, managed by KCC over the period 2015-2018, has so far committed £6.2 million to 19 businesses in Kent and Medway, creating 54 new jobs and safeguarding a further 70 jobs, to the end of September 2020.

To mitigate the impact of the Coronavirus pandemic, KCC agreed to offer all loan recipients a one-year repayment holiday until March 2021. KCC Economic Development has continued to play a leading role in financing and establishing, with the support of the Kent districts, the Coronavirus Business Support Helpline operated by Kent Invicta Chamber of Commerce.

KCC is working with its equity partner, NCL Technology Ventures, to ensure that the innovative companies in which KCC has an equity stake, receive specialist support and assistance.

An online Coronavirus questionnaire is building understanding of the needs of local companies and the Kent economy. For example respondents have been asked for their opinions on the types of future support that would be helpful in present circumstances; the most popular are: Access to finance, Specific Business Advice, Advice on financial business planning and Adoption of new Technology / Digitisation. This questionnaire will be continually reviewed and used to inform the next round of KMBF.

Converting derelict buildings for new housing

In Quarter 2, 101 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme, bringing the total to 6,667 since the programme began in 2005. NUE had processed 20 loan applications by September increasing the total NUE investment to £67.4 million (£35 million from KCC recycled loans and £32.4 million from public/private sector leverage).

NUE submitted individual business cases to GPF round 3: NUE Commercial Phase II (request £2m) and further investment into the main NUE scheme (£2.5m). These are due to be considered by SELEP in February 2021.

Following the approval of £12m from Treasury, NUE have processed 9 loans (value £5.4m) to bring forward empty/derelict sites which have planning permission to create new housing. A total of 46 new units are currently supported, an increase of 16 since last quarter. NUE have 8 more potential projects to research (new builds) with an indicative value of £5m.

The Cabinet Member for Economic Development visited 3 NUE projects in Dover on 29 September 2020: refurbishment of the Beacon Church which on completion will provide 9 new homes, a commercial unit which now hosts 2 businesses, and to a new build project which created 5 family sized homes, of which 4 are sold subject to completion.

Infrastructure projects

In Quarter 2, the following capital funding awards were made by the SELEP Accountability Board:

- The award of £500,000 of Local Growth Fund (LGF) to support the delivery of the A2/A251 junction improvements project, as part of the Kent Strategic Congestion Management Programme. This project will involve the conversion of the existing priority junction into a single-controlled junction with pedestrian provision.
- The award of £4m of LGF to support the delivery of the phase 2 of the Kent and Medway Medical School Project (bringing the total LGF award by SELEP to £8m for phases 1 & 2). The Project will deliver a new undergraduate training facility, shared by University of Kent and Canterbury Christ Church. 107 undergraduates per cohort will train to become doctors, rising to 214 undergraduates in 2029/30.
- The award of £1.684m of LGF to support the delivery of the East Malling Advanced Technology Horticultural Zone Project. The project supports the installation of new utility services to the NIAB EMR site and enables the construction of a low-carbon energy centre and 1,200m² of new state-of-the-art glasshouses. These glasshouses will be used to further research and development into how to improve horticultural yields and reduce waste.
- The award of £2.29m of Getting Building Funding (GBF) to support the delivery of the Digitally Connected Rural Kent and Medway Project. This project will enable broadband connections to businesses and residents that are unable to access connectivity of 30 Mbps or above, within postcode areas in the 'final 4%' that are not served by the rollout of existing schemes. These postcodes are in rural areas across Kent and Medway (*see broadband section for more details*).

- The award of £3.47m Growing Places Funding (GPF) by way of a loan to support the delivery of the Green Hydrogen Generation Facility project in Herne Bay. The loan facilitates the construction of a green hydrogen generation facility on an old unused BMX park site near the existing waste recycling facility in Herne Bay. It will be the largest zero carbon hydrogen production system in the UK and will be powered by the offshore windfarm. The GPF funding will be used to purchase equipment for hydrogen production facility (electrolysers and compressors), specialised tube trailers for storage and distribution of hydrogen and hydrogen refuelling systems.
- The award of £0.6m of GPF by way of a loan to support the delivery of the Wine Innovation Centre project in East Malling. The loan facilitates the construction of a state-of-the-art wine research facility which will be capable of housing a modern fruit press, fermentation tanks, and the enabling infrastructure.
- £13m of Capital Skills Funding has been allocated to Kent between 2015-21 to support the further education sector. This has been invested into capital projects on college campuses (including the building and refurbishment of college facilities and the purchasing new equipment).

Broadband

BDUK Project

KCC has been working with the Government's broadband agency, Building Digital Delivery UK (BDUK), to improve broadband connectivity since 2012. As a result of this work, 96% of homes and businesses in Kent now have access to a superfast broadband service of at least 24mbps. The project has been extended with Openreach contracted to deliver full fibre (fibre-to-the-premise) connections to over 5,000 rural homes and businesses in Kent that currently have a sub-superfast broadband service (less than 24mbps). The infrastructure build for these new connections continues despite Coronavirus and over 139,500 homes and businesses have benefited from the Kent BDUK project to date.

Broadband Vouchers

The Kent Voucher Top-Up Scheme offers funding of up to £2,500 for residential properties and £3,500 for business properties applying to the Government's Rural Gigabit Voucher Scheme. There are now 42 community projects that have been awarded Kent top-up vouchers, with over £596,000 of KCC funding having been allocated to enable these projects. Over 80 further projects are currently under development.

KCC has also been awarded over £2 million under the 'Getting Britain Building' Fund to trial a new higher value top voucher. This new scheme will provide up to £7,000 of funding through the Government's Rural Gigabit Voucher Scheme to obtain a gigabit capable broadband connection. It is anticipated that this scheme will benefit circa 600-800 homes and businesses in some of Kent and Medway's hardest and most expensive to connect rural areas.

Funding Infrastructure

KCC has a statutory right to seek financial contributions for capital investment from developers of new housing sites. In Quarter 2, 16 Section 106 agreements were completed and a total of £8.7m was secured.

s.106 contributions secured £000s	Oct to Dec 2019	Jan to Mar 2020	Apr to Jun 2020	Jul to Sep 2020
Primary Education	4,518	7,892	1,006	5,249
Secondary Education	3,494	2,641	895	3,243
Adult Social Care	31	146	27	67
Libraries	105	330	21	69
Community Learning	22	130	8	38
Youth & Community	11	70	10	36
Total	8,181	11,209	1,966	8,702
Secured as % of Amount Sought	82%	99%	100%	100%

Kent Film Office

In the 2nd quarter of 2020/21, the Film Office handled 178 filming requests and 131 related enquiries. 99 filming days were logged bringing an estimated £197K direct spend into Kent.

Libraries, Registration and Archives (LRA)

During Quarter 2 the focus for Kent LRA was recovery, which entailed a careful, considered approach to re-establishing physical services, ensuring that safety of customers and staff was paramount. Running parallel to this was the continued development and promotion of digital offers, including the virtual delivery of the Summer Reading Challenge.

The first customer-facing services to return were birth registrations from 17th June, and by the end of Quarter 2 the majority of over 4,000 births unable to be registered during lockdown were completed. Death registrations continue to be delivered over the telephone. Ceremonies resumed from 4th July in Coronavirus secure locations and taking a social distancing approach, although numbers are relatively low with many couples having re-booked for 2021 or later as a result of reduced guest numbers and the uncertainty of still being in a pandemic.

On 13th July 12 libraries were opened across the county, offering a Select and Collect service and pre-booked slots on the PCs and Wi-Fi. On 24th and 25th August a further 12 libraries were opened for socially distanced book browsing and PC usage, and throughout September another 7 libraries opened for browsing, while the initial 12 libraries extended services to incorporate browsing as well as the Select and Collect service.

Mobile Libraries returned from 15th September, also offering a Select and Collect service, visiting stops at the usual location and times, but running on a 4 weekly cycle instead of fortnightly.

The Archive Search Room reopened on 18th August with a reduced, social distancing offer of 4 bookable sessions per day. The Archive team continue to maintain online enquiries which are increasing month on month.

In terms of the digital offer, use of e-Resources has expanded, with an 81% increase on e-Issues against the same reporting period last year. Both e-Books and e-Newspapers have increased by 91%, while e-Audiobooks have increased by 66% and e-Magazines by 30%.

Virtual Library & Archive events and activities continue, although at a reduced rate due to staff returning to delivering customer-facing services. The Silly Squad Summer Reading Challenge was delivered virtually and saw over 2,400 children in Kent taking part by reading a chosen number of books.

Following an external assessment in September, LRA was successful in maintaining its Customer Service Excellence standard, acquiring 3 additional Compliance Plus ratings which reflect best practice. The assessor was particularly complimentary about LRA staff and their speedy response and adaptability to the changing circumstances caused by the Coronavirus 19 pandemic.

Resilience and Emergency Planning Service (REPS)

Quarter 2 has seen continued wide-ranging engagement by the service with both KCC and Kent Resilience Forum (KRF) pandemic response and recovery. Planning to ensure the County Council is well prepared for the increased risk that winter brings, as well as any local impacts from Transition from the EU, was also intensified. Exercise Lundy III on 22nd September specifically tested KCC and KRF planning to deal with any local impacts which may arise from the end of transition 31st December 2020.

Notable incidents requiring response interventions from the service in this quarter included responses to the very hot weather and associated thunderstorms experienced during July and August which resulted in localised intense deluges causing surface water flooding and landslips. September saw Operation Stack implemented on two occasions and a subsidence event near Aylesford threatened water supply to local residents and Maidstone hospital.

Community Safety

The Kent Community Warden Service (KCWS) has continued to identify, support and reassure those vulnerable people most in need. Efforts have also been focused on supporting communities to adapt to the changing restrictions. This has included providing advice around social distancing and related guidelines. KCWS undertook over 4,000 tasks during this period and were able to deliver across their full range of objectives.

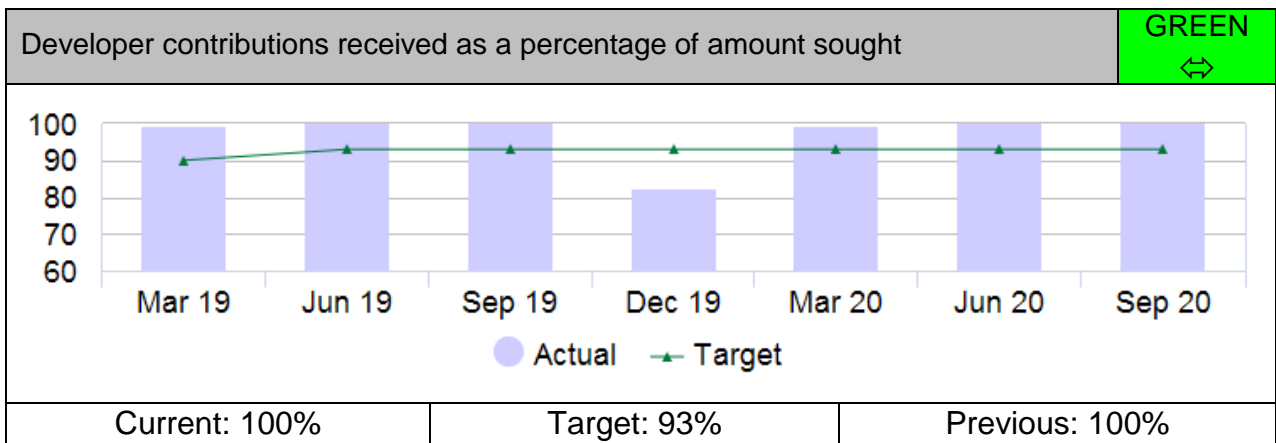
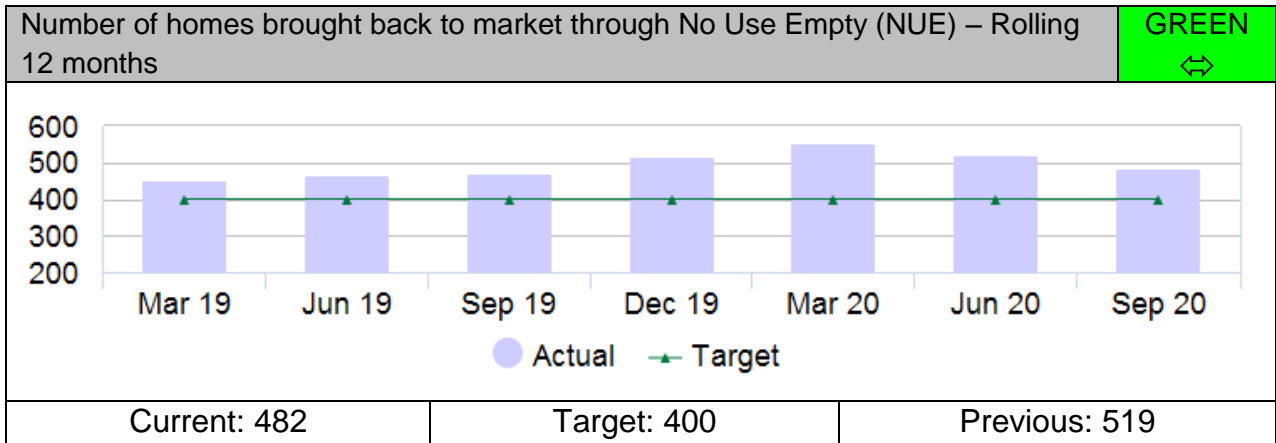
The Kent Community Safety Team (KCST) is currently managing 18 domestic homicide reviews (DHRs) on behalf of the Kent Community Safety Partnership (KCSP) that are at various stages of the process. The KCST submitted three cases to the Home Office for quality assurance and two reports were published in July with the learning from these being shared with partners.

Sport and Physical Activity

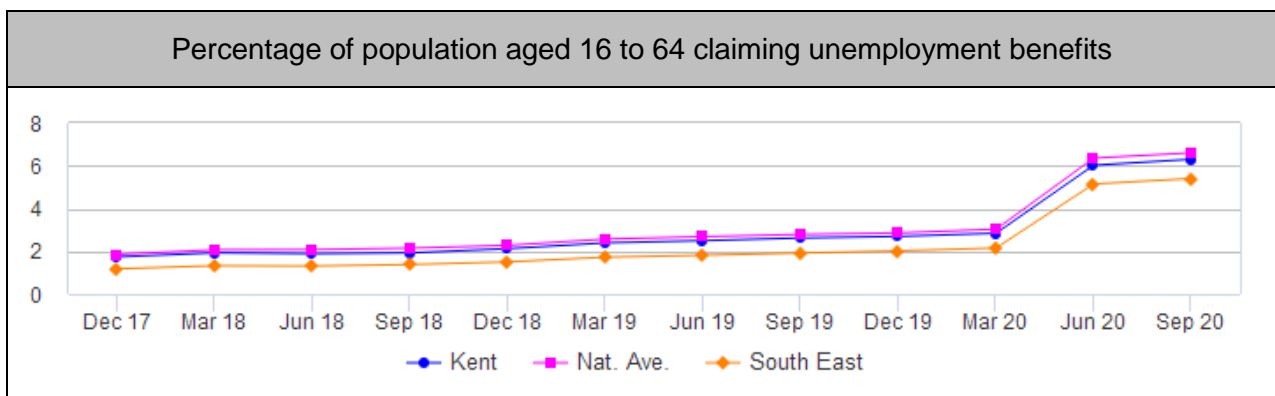
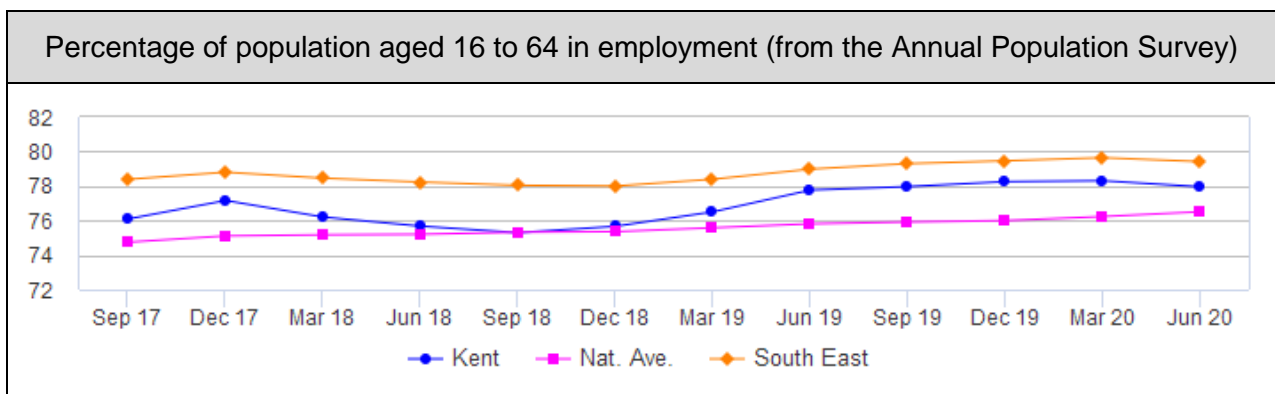
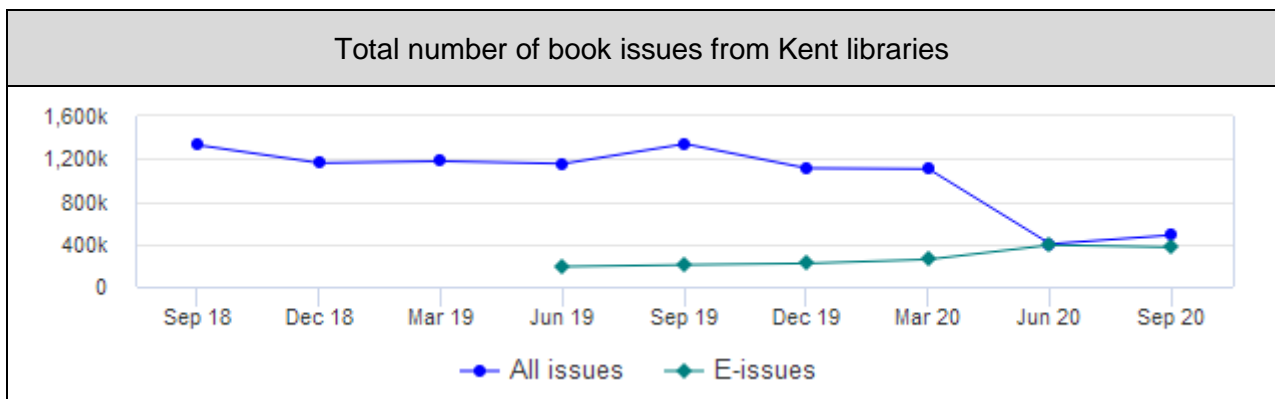
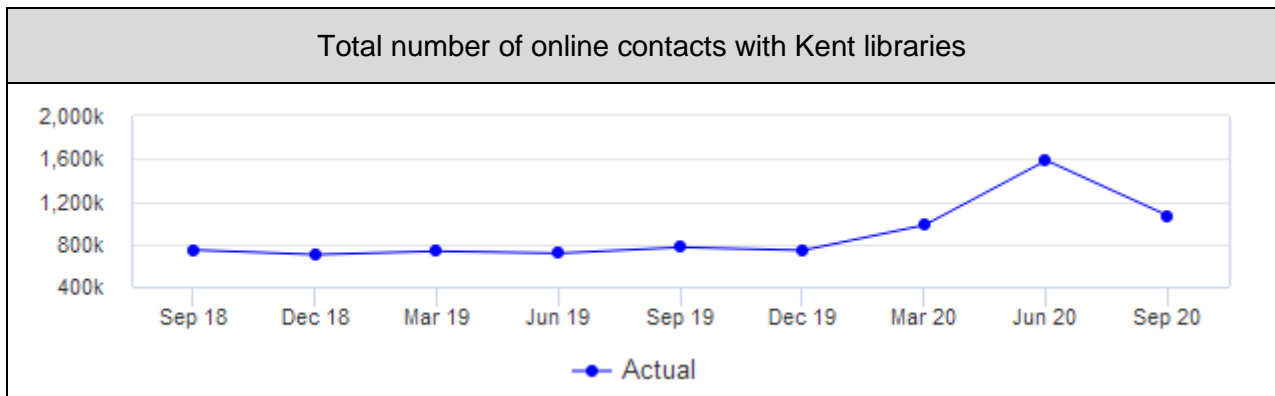
During Quarter 2, the service has secured over £250,000 of external funding to help support local organisations to reduce the physical activity inequality gap amongst underrepresented and vulnerable groups. Other support provided to the local sports

sector and to encourage residents to be active to benefit their physical and mental health, included: delivering virtual physical activity competitions and challenges, and providing guidance, resources and online training opportunities. In addition, the Everyday Active website has been tested with health professionals to ensure that it helps them to have productive conversations about physical activity.

Key Performance Indicators



Activity indicators



Environment and Transport	
Cabinet Members	Michael Payne, Susan Carey
Corporate Director	Barbara Cooper

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	4	2		1	5	

Highways

Highways staff and contractors continue to ensure roads and footways are as safe as possible whilst adapting to the impact of Coronavirus. Performance has been maintained above target for all but one highway KPI. Response to 2-hour emergency incidents is at 97% against a target of 98%. This was due to the introduction of a new approach to manage and administer highway works. The contractor (Amey) provided all crews with mobile tablet devices to electronically record arrival and completion dates/times and provide before and after photographs. They have adopted the same system as KCC so there is now a full end to end process of enquiry-to-fix in one system and this will deliver significant benefits in the future. This led to some data and user errors that have contributed to the Amber result. The target was missed for July only and results are back on track for August and September.

New enquiries and faults raised for action by customers in this quarter increased to 19,191 which is slightly under the normal seasonal demand. The number of open customer enquiries increased to 5,618 this is also still slightly below usual seasonal expectations. So far this year the demand from utility companies to access and open Kent roads led to 63,347 permits requested and this is up on the 59,678 at the same time last year.

The Live Labs project which commenced in June 2019 will embed digital technology in everyday service delivery in a meaningful way that communities can engage with and understand. Due to the Coronavirus pandemic and the potential impact on the programme, funding has been extended to November 2021. New contractual arrangements with Commercial Services have been agreed for the provision of a complete end to end fleet management service of 165 vans and cars. There has been progress on the delivery of new key contracts for Urban Grass, Shrubs, Hedges Maintenance Contract and Road Asset Renewal. The 2020/21 Winter Service Policy has been published as well as the operational plan that includes changes in national guidance and lessons learnt from the previous winter.

Highways services continue to be fully operational and it is expected that a full delivery of programmes will be achieved during 2020/21

Casualty Reduction.

Since lockdown has been eased, traffic levels have been returning to normal and collisions in which someone is killed or seriously injured (KSI collisions) look to be returning to the 3-year (2017–19) trend. There have been a reported 130 KSI Collisions this Quarter on Kent's road network (excluding motorways and other roads managed by Highways England) which, when all crash records are received, is likely to be near the 3-year average of 159 KSI collisions

The Road Safety team have launched 3 campaigns - Inappropriate Speed, Stop Drink Driving, and Speak Out campaigns, the latter encourages passengers to speak out

about poor driving. The Road Safety Club continue to develop online courses but are also starting to go back to school for delivery. Minibus courses restarted in September using a new e-learning package. The Cycle training team began courses over the summer and are also starting to deliver Bikeability in schools.

Public Transport

At the beginning of September, schools across Kent re-opened. Based on government guidance, capacity on buses has been reduced to 50% for those services open to the public and to 70% for those designated for school students only. Uptake of the Kent Travel Saver/16+ is 70% of normal levels. This means that there have been capacity issues across the network, which the service has sought to address through work with operators and schools. Solutions have been found through re-allocation of resources, moving different vehicle types to different routes, and by providing additional vehicles (funded by government). An additional 120 vehicles have been provided by existing operators and coach operators. Approximately 25,000 students are currently being transported to school/college by bus.

Journey Time Reliability/Congestion Strategy

A programme of schemes within the Local Growth Fund (LGF) to improve the reliability of localised journey times continues. Areas of less reliability are identified and assessed to determine if improvements can be engineered. Despite coronavirus, Officers continue to progress interventions. One key signalised junction refurbishment in Dover has been completed with another commencing shortly, permitting the implementation of new traffic signal technology, MOVA, to improve junction efficiency.

There is continued engagement with Highways England to work collaboratively to tackle congestion issues where the Kent network interacts with the Strategic Road Network. Camera enforcement of yellow box markings at A282 J1B in Dartford is expected to be operational in the coming months and will help reduce congestion at this key part of the network.

Local Growth Fund Transport Capital Projects

Through SELEP, KCC are managing £127 million of Government funding from rounds 1, 2 and 3 of the Local Growth Fund (LGF) allocated for projects within Kent. There are currently 2 'Red' schemes causing concern, Sturry Link Road and Maidstone Integrated Transport Project.

For the Sturry Link Road project, SELEP Accountability Board agreed in September 2020 that the £4.791m remains ringfenced until the Accountability Board scheduled for 20th November 2020, to allow planning consent to be secured. Additionally, KCC will need to provide written confirmation by 12th February 2021 to confirm that the funding package is in place for the project to enable the release of the £4.791m for the delivery of the Project beyond 31st March 2021. The Maidstone Integrated Transport Project has encountered difficulties due to Coronavirus, and as such, a request will be made to the next Accountability Board to release the remaining LGF for the delivery of the Project beyond 31st March 2021.

SELEP received confirmation from government in August that the remaining third of LGF (totalling £25.9m) would be released. The Growth Deal expires on 31st March 2021 but SELEP will advise accordingly on how they intend to manage the financial position at the end of this final year. It is likely this will take the form of capital swaps into local authorities' own capital programmes.

Waste Management

The target for 99% of municipal waste to be recycled or converted to energy and not taken to landfill was missed by 1% due to delayed maintenance work at Allington Energy from Waste plant. This is entirely due to the pandemic, whereby planned works scheduled for March / April had to be postponed. This has resulted in increased repairs & maintenance due to the infrastructure operating for longer than the optimal time.

This impact has been compounded by increased volumes of residual waste collected at the kerbside and reduced levels of garden waste. The increase in residual waste is disproportionately higher than the volume of recycling and composting. Many people working from home are discarding their normal levels of waste at home rather than in the workplace. There have been significant drops in composted waste, most likely explained by the very hot weather through August.

Canterbury City Council introduced its chargeable garden waste collection services which accounted for an even higher decline in the garden waste for composting. This will continue to be the status through winter months as the garden waste declines further. All Districts have dropped recycling rates, when compared with the same period last year, with the lowest performer dropping from 24.1% down to 21.6% and the highest from 51.0% to 46.8%.

Overall volumes of waste, usually converted to energy, has increased in volume by nearly 2,500 tonnes per month. However, due to maintenance works, delayed by lockdown and travel restrictions, the Allington Energy from Waste plant has provided a restricted service. This will result in increased landfill rates in the next quarter, although some residual waste was successfully diverted to alternate energy plants in the South East.

Residents are paying fewer visits to the HWRCs. In August, 69% of available booking slots were utilised. When compared with the same period last year, HWRCs are receiving 60% of normal volumes. Generally, greater volumes of waste are collected at the kerbside, with recent volumes being about 10% higher compared to normal years. The overall effect is that the service is forecast to receive 24,000 less tonnes than those originally budgeted of 686,338. However, increases in kerbside collected waste are generally more costly to dispose of, and as such, corresponding financial savings are not forecast at this time

At the Environment & Transport Cabinet Committee in September, Members considered a report showing that, historically, Waste Management has not been included in requests for Developer Contribution funding. Over the past year the service has been compiling 'The Case for Waste' to provide an evidence base and methodology for collecting these contributions for waste infrastructure investment, in advance of being included in the overall 'Developer Contribution Guide' consultation to be undertaken by KCC Economic Development in the coming months.

Countryside Management Partnerships

Partnerships have resumed their project and partner delivery across the county, including volunteering. The pond creation and great crested newt (GCN) project with Natural England (NE) has seen 38% of ponds with GCN recordings. This exceeds the 15% GCN recording target set by NE.

Natural Environment and Coast

A 12-month staff secondment from Kent Wildlife Trust to the Natural Environment & Coast team commenced in July, to assist in the delivery of action under Kent's Plan Bee. Initially this work will focus on working with Highways and Property to identify where improvements to management and maintenance can be made for the benefit of pollinators; and the development of a Plan Bee framework for districts in the county to adapt and adopt for their own pollinator action plan. Also underway for Plan Bee this quarter was preparatory work for a virtual summit to launch the KCC Pollinator Action Plan, which will be hosted on 16th November.

Consultants were appointed in August to undertake an assessment of natural solutions for climate change in Kent. The work will provide the evidence and rationale to demonstrate where the greatest opportunities exist and therefore, ultimately, enable decisions on where interventions and investment would most effectively be targeted to deliver not just climate change mitigation and adaptation but also ecological and societal benefits. This evidence will be used to inform KCC's future natural solutions framework.

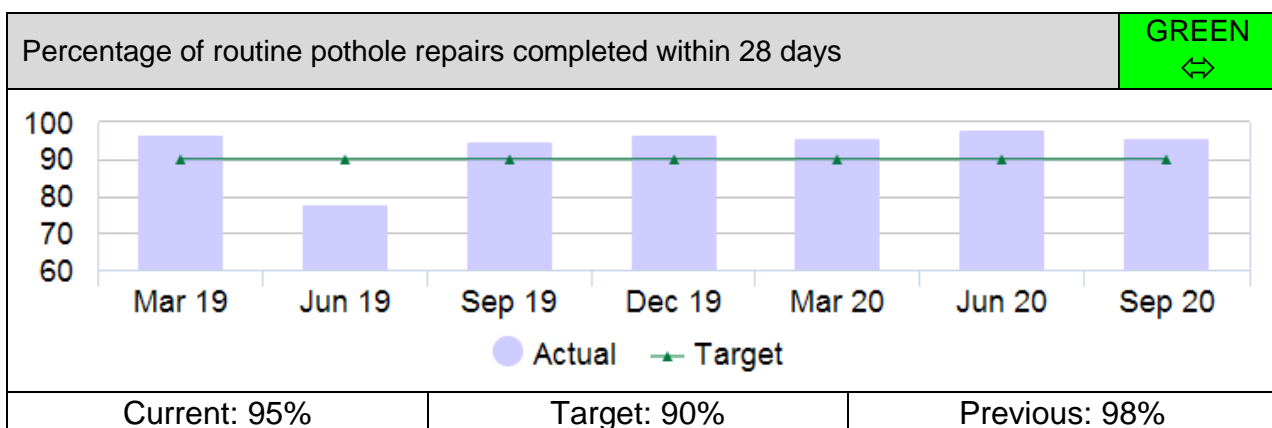
Transport Strategy

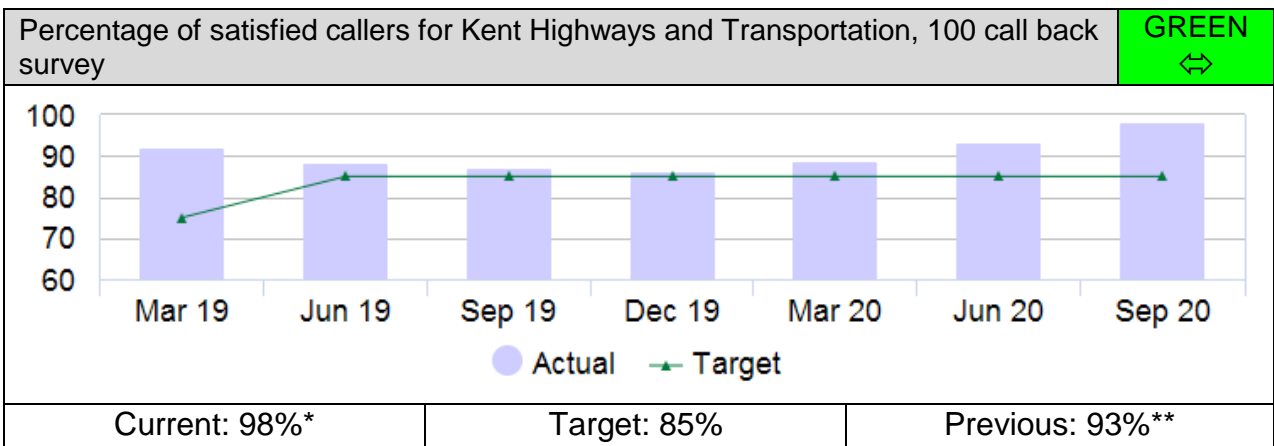
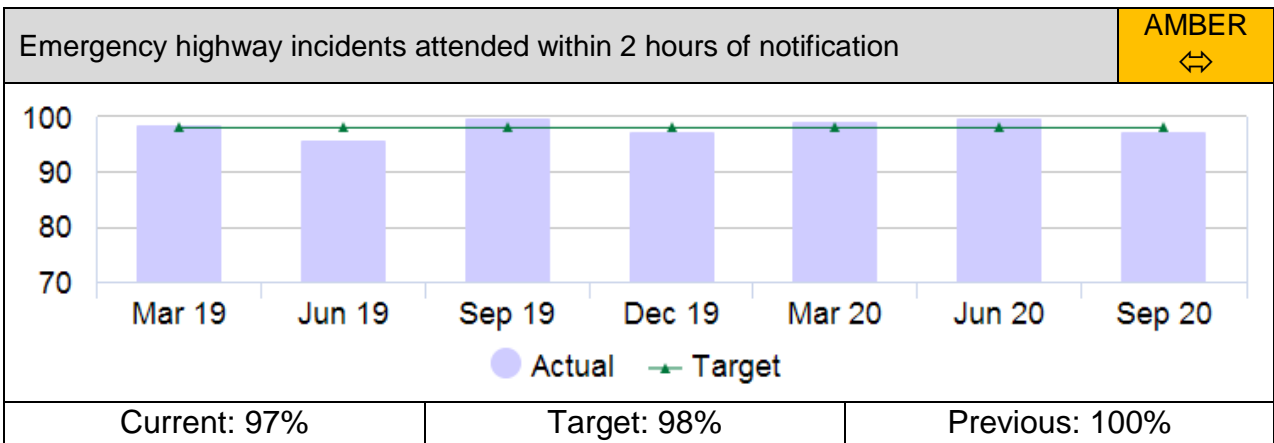
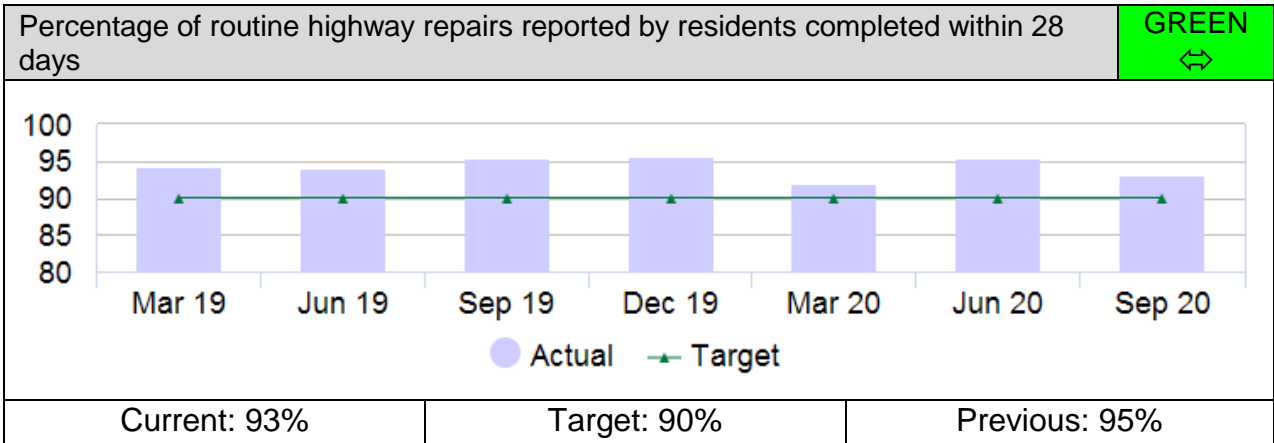
Thanet Parkway railway station was granted planning consent on 2nd September by KCC's Planning Applications Committee. The archaeological excavation of the site has now commenced before construction starts next year. The consultation on a new Rail Strategy for Kent was launched in September and was publicised through this year's Kent Rail Summit, which was held virtually as a webinar due to Coronavirus restrictions and was attended by over 100 delegates. A further consultation on the Lower Thames Crossing (a design refinement consultation) was conducted by Highways England in August which KCC responded to, ahead of the submission of the Development Consent Order (DCO) which is expected in October.

Sustainable Business and Communities

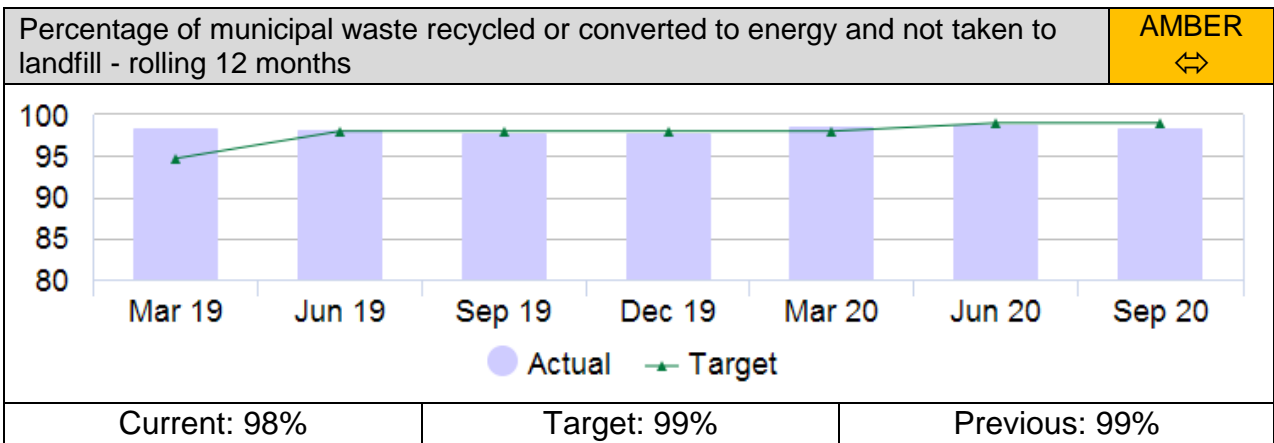
Quarter 1 has seen a reduction in emissions, most significantly from reduced staff travel and closure of many buildings due to Coronavirus. Based on the trend prior to this, it is estimated that the likely BAU (Business as Usual) position in June would have been slightly above the targeted level, with the following quarter likely to meet or exceed target. This review also gives confidence that by March 2021 the stretch target would be achieved even without the effect of Coronavirus, with the emissions reduction programme continuing to provide a strong pipeline of energy, efficiency, and solar projects.

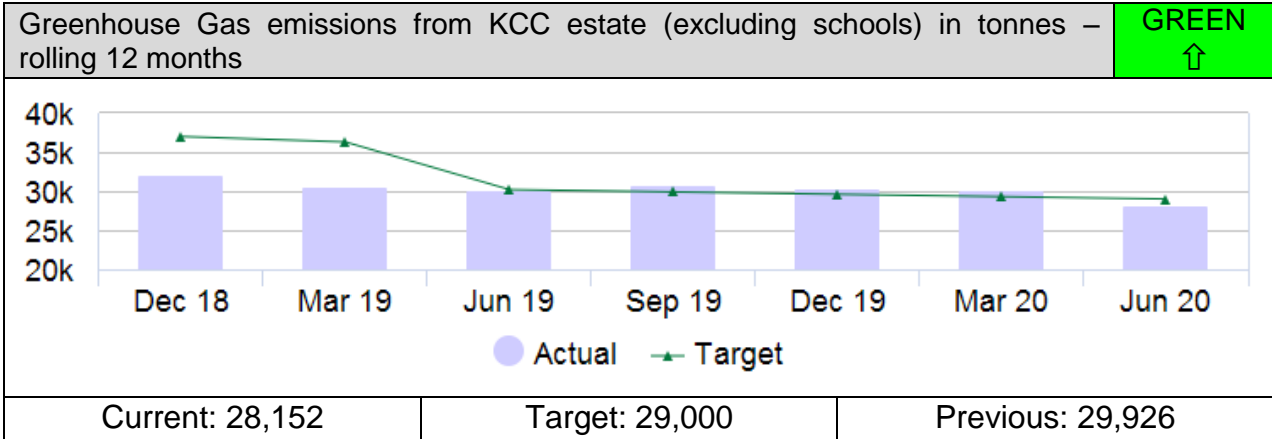
Key Performance Indicators



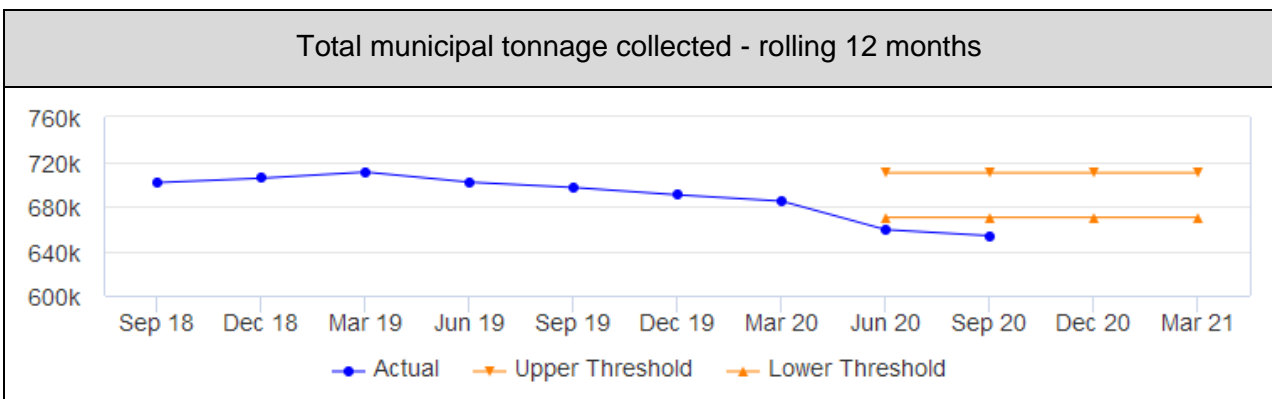
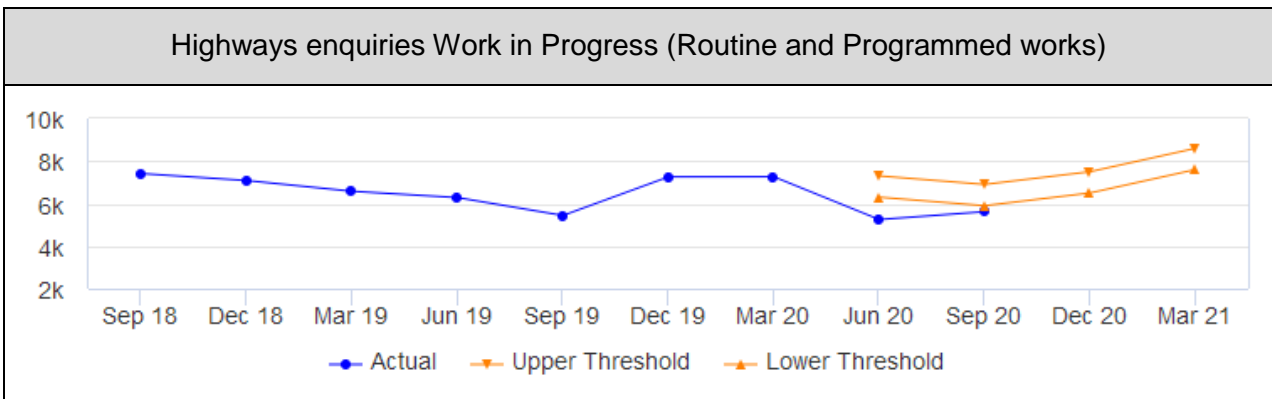
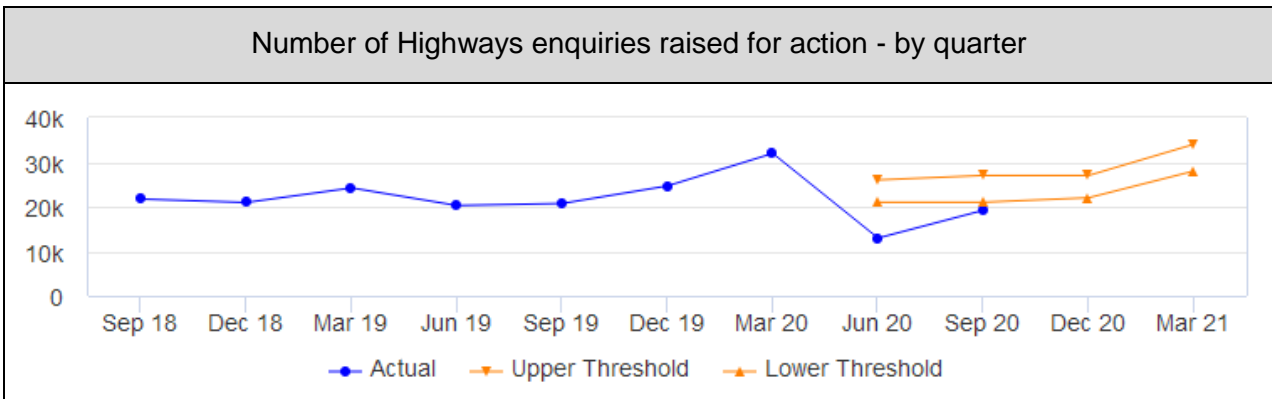


*July and August figures only; **June figures only





Activity indicators



Children, Young People and Education	
Cabinet Member	Richard Long, Sue Chandler
Corporate Director	Matt Dunkley

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	7	6	1	3	5	6

Schools

From Friday 20 March, all educational settings were closed to everyone except the children of critical workers and vulnerable children due to the coronavirus outbreak. The Department for Education (DfE) cancelled all exams and assessments that would have taken place in the Summer term. There are no results for Early Years Foundation Stage, Key Stage 1, Phonics and Key Stage 2. Students who were due to sit GCSE or A level, AS level or exams this summer were awarded their centre assessment grade or a calculated grade, whichever was the higher.

The DfE will not hold schools/colleges to account on the basis of exams and assessment data from summer 2020, and they have stated that the data should not be used by others, such as Ofsted, local authorities, academy trusts, etc to hold schools/colleges or teachers to account. The DfE will not be publishing, or sharing, institution-level school/college accountability measures. Therefore, the Local Authority has no attainment data to report on this Summer.

Ofsted inspections were halted during the partial closure of schools with plans for them not to resume until at least January 2021. Therefore, the latest Ofsted data available for schools based on their last inspection is from March 2020 when 91% of schools in Kent (530 of the 580) were Good or Outstanding, compared to the national figure of 86%. The percentage of Primary schools judged as Good or Outstanding at 92% compares favourably to the national figure of 88%. 87% of Secondary schools were judged to be Good or Outstanding compared to 76% nationally. The percentage for Special schools at 96% was six percentage points higher than the national position.

The Local Authority continues to receive daily updates on schools' attendance levels. On 30th September 2020, out of the 423 who returned data to the DfE, 416 were fully open. Seven schools (4 primary, 2 secondary and 2 special) were not fully open due to suspected or confirmed Coronavirus cases and staff shortages.

The impact of Coronavirus and subsequent lockdown of schools removed the ability of advisers to deliver on-site support in July, on-site and face to face training also ceased during the quarter. For many schools, Coronavirus continues to impede learning and progress for children, particularly those with SEND and disadvantage, such as looked after children, or those eligible for free school meals. A significant amount of time was spent working on KCC's Coronavirus guidance and pupil return toolkits for schools. In July, recruitment of senior leaders remained an issue with potential candidates committing to remain in their current schools during lockdown. As a result, it has been challenging to fill any interim or substantive vacancies. The School Improvement service was swift to adapt support into a series of virtual visits. Throughout July, advisers continued to have regular, often daily or weekly, contact with schools, providing high levels of ad hoc virtual and telephone support as required. Additional intervention funding was secured to deliver a program of targeted support. This

includes a “recovery curriculum” program of support and a wide range of “closing the gap” resources and toolkits. This package was front loaded in September focussing on the areas of risk outlined above.

School Places and Admissions

For admissions in September 2020, 88% of parents secured their first preference primary school, and 78% of families secured their first preference for secondary school places, both are one percentage point lower than last year.

The net change to the total number of places being offered for September 2020 entry was an increase of 139 Year 7 places and an increase of 83 Year R places.

Early Years

The percentage of Early Years settings which were rated Good or Outstanding was equal to the target of 98%.

3,002 two-year olds have been funded through the Free for Two scheme equating to a 56.7% take up. This is a decrease of 3.8 percentage points compared to the same period last year.

The Early Years and Childcare Service has continued to support the Early Years and Childcare Sector through the Coronavirus pandemic, acting on Department for Education (DfE), Public Health England (PHE) and Ofsted advice and guidance. Supply and demand are being regularly monitored which has shown that supply in general has continued to meet demand. Whilst it is early days, the childcare market in Kent at the moment seems to be recovering reasonably well, notwithstanding any longer-term sustainability issues and the possibility of further lockdowns. There have been regular communications with the Early Years and Childcare Sector as a whole, including a weekly ‘Early Years and Childcare COVID-19 Blog’ and a now monthly (previously termly) more generic Early Years and Childcare Bulletin, as well as ongoing supportive contact with individual providers. The Early Years and Childcare Service’s Threads of Success training offer has been converted almost entirely to virtual platforms.

Skills and Employability

There has been a focus on ensuring young people have secured a place in education, employment or training for September. All Kent schools, colleges, and training providers have been consulted. In September 2020, the percentage of year 11 and 12s that had a September Guarantee was 91.2% compared to 90.4% the previous year.

Activities undertaken during this time have included: communication with all Year 11s and selected year 12s via text and postcard around GCSE results day; additional capacity added to the NEET support Service via the Skills and Employability Service’s bookable telephone advice service, and those young people in education identified as being at risk of becoming NEET were tracked and supported over the summer. In July and August, the NEET percentage was higher than the previous year, though only by 0.5%. Those looking for employment have had to compete in a very difficult job market.

Plans are being drawn up for the transfer from CXK of the NEET Support Service to The Education People. In conjunction with this, the County NEET Action Plan is being reviewed with the other young people’s services involved in the NEET Interdependencies Group. This is an opportunity to radically rethink how to operate the

service, streamline processes and increase the support available for vulnerable young people, particularly those with an EHCP. The new action plan will be ready for November 2020.

SEND (Special Educational Need and Disability)

On 1 May 2020 some aspects of the law on education, health and care (EHC) needs assessments and plans, changed temporarily to give local authorities, health commissioning bodies, education settings and other bodies who contribute to these processes, more flexibility in responding to the demands placed on them by Coronavirus. This included the temporary amendment of the regulations that specify timescales that apply to local authorities, health commissioning bodies and others relating to EHC needs assessments and plans. This flexibility expired in September and Kent continues working to meet the 20-week timescale wherever possible.

Based on the rolling 12-month average 31% of EHCPs were completed within 20 weeks (661 out of 2,109). This is an increase of two percentage points since last quarter. Data for the single month of September is 33%.

Work is taking place as part of the SEND improvement programme to develop quality assurance of EHCPs, including an increased understanding of what good looks like, and to improve Educational Psychology (EP) timescales in statutory advice by reviewing triage and assessment processes, and building capacity in the Service. This is an important development as every single Educational Healthcare Plan (EHCP) requires an EP assessment. The percentage of EP reports submitted within 6 weeks has increased from 4% in April to 43% in September and the number of unallocated statutory assessments has decreased from 501 to 324 in the same time period.

Wider Early Help

There were 24 permanent school exclusions in the last academic year 2019/20, 19 fewer than in 2018/19. Of these, 12 were from primary schools and 12 from secondary schools. At 0.01% of the school population, the 0.03% target was achieved, and is better than the latest published national average of 0.10%.

The number of first-time entrants to the Youth Justice system has increased for the fourth consecutive quarter from 188 in September 2019 to 240 in September 2020 but remains below the target of 290.

Front Door

An additional measure has been added into the 2020/21 KCC Quarterly Report to cover performance of the Front Door for Intensive Children's Services. The performance measure is "Percentage of front door contacts where the final decision is made within 3 working days" which has been set to ensure timeliness in this initial stage of decision making. Performance as of 30th September 2020 was 93.9%, which is above the Target of 90.0% and an improved position from 30th June 2020 when it was 90.6%.

Early Help

At the end of September 2020 there were 2,456 families open to Early Help units, providing support for 5,049 children and young people under the age of 18 (including unborn). Whilst this is a 37% increase in the number of families being supported compared to the end of June 2020 (1,798), it is now in line with the number of families

who were being supported pre-Coronavirus, which was 2,554 families as at 31st March 2020.

The performance measure on outcomes achieved has been replaced by a new performance measure, "Percentage of Early Help cases closed with outcomes achieved that come back to Early Help / Social Work teams within 3 months". At the end of the second quarter performance was 15.1% which is just above the 15.0% Target.

Children's Social Work (CSW) - Staffing and Caseloads

After decreasing slightly in Quarter 1 (10,661) the number of open cases at the end of Quarter 2 was 10,978 which is just above the pre-Coronavirus caseload of 10,909 (31st March 2020). This equates to a rate of 323 per 10,000 children (aged 0-17) in Kent and remains below the rate for England which was 334 as at 31st March 2019.

There were 5,170 referrals to children's social care services in the quarter, an increase of 16% when compared to the previous quarter, but closer to the number received during the same period for 2019 (5,477). The reduction in Quarter 1 can largely be attributed to a reduction in referrals from schools and Kent Police during the Coronavirus pandemic. During this time Kent Police changed their referral process to only refer tier 3 and 4 domestic abuse cases and this process has remained in place. The number of referrals from education settings is expected to rise during quarter three following a return to education for most children and young people.

The rate of re-referrals within 12 months changed very little between Quarter 1 and 2, from 29.5% to 29.6%. The rate of referrals is currently being reviewed, with additional audit activity and analysis being undertaken during Quarter 3 to better understand the reasons for the higher rates.

The percentage of case-holding social worker posts held by permanent qualified social workers increased in the quarter, from 89.9% in June 2020 to 93.0% in September 2020 and has continued to remain above the target of 85.0%. The increase in the number of social workers employed by KCC has led to a reduction in the percentage of case-holding social work posts filled by agency staff, from 14.7% at the end of Quarter 1 to 13.9% at the end of Quarter 2.

At 20 cases, the average caseload for Social Workers in children's social work teams remains above the target level of 18. This remains at the same level as the previous quarter.

Child Protection

As at 30th September 2020 there were 1,199 children subject to a child protection plan, a decrease of 38 from the end of the previous quarter (1,237). The rate per 10,000 children (aged 0-17) was 35.2, which remains below the last published rate for England, which was 43.7 as at 31st March 2019. The percentage of children who were subject to a Child Protection Plan for a second or subsequent time was 24.0% at the end of Quarter 2, which is little changed from the previous Quarter (23.7%), and remains outside of the target range of between 17.5% and 22.5%.

Children in Care

The number of citizen children in care decreased by 11 in the last quarter, to 1,378. The number of unaccompanied asylum seeker children (UASC) in care decreased 23 to 474, however KCC has not accepted responsibility for new arrivals into Kent since 18th August 2020. The number of children in care placed in Kent by other local authorities (OLA) increased during the quarter, from 1,297 to 1,324.

Status	Dec 19	Mar 20	Jun 20	Sep 20
Citizen	1,414	1,388	1,389	1,378
UASC	440	423	497	474
Total	1,854	1,811	1,886	1,852
Gender				
Male	1,191	1,168	1250	1215
Female	663	643	636	637
Age Group				
0 to 4	196	188	193	187
5 to 9	192	193	199	205
10 to 15	740	716	714	706
16 to 17	726	714	780	754
Ethnicity				
White	1,284	1,241	1,245	1,228
Mixed	91	94	94	99
Asian	71	85	101	98
Black	107	112	120	124
Other	301	279	326	303

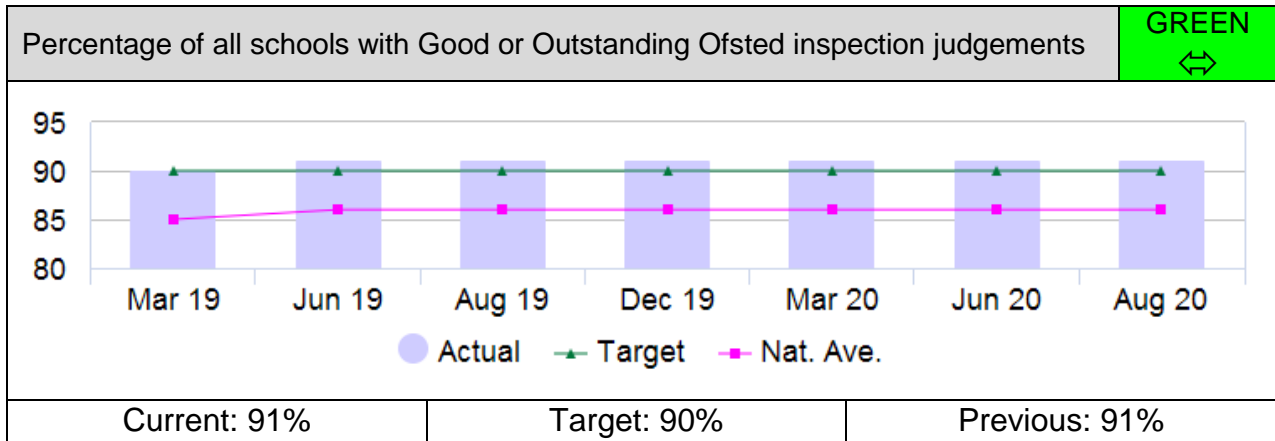
The percentage of Kent children placed in KCC in-house foster care or with family/friends is now 80.1%, compared to 80.3% the previous Quarter, and remains below the 85.0% target. Performance against placement stability of 3 or more placements in a 12-month period has decreased in the last quarter, from 10.6% to 12.0%. This compares to the latest published England average of 10.0% (2018/19).

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 average number of days for Kent children at the end of September 2020 was 310 days, compared to 336 at the end June 2020.

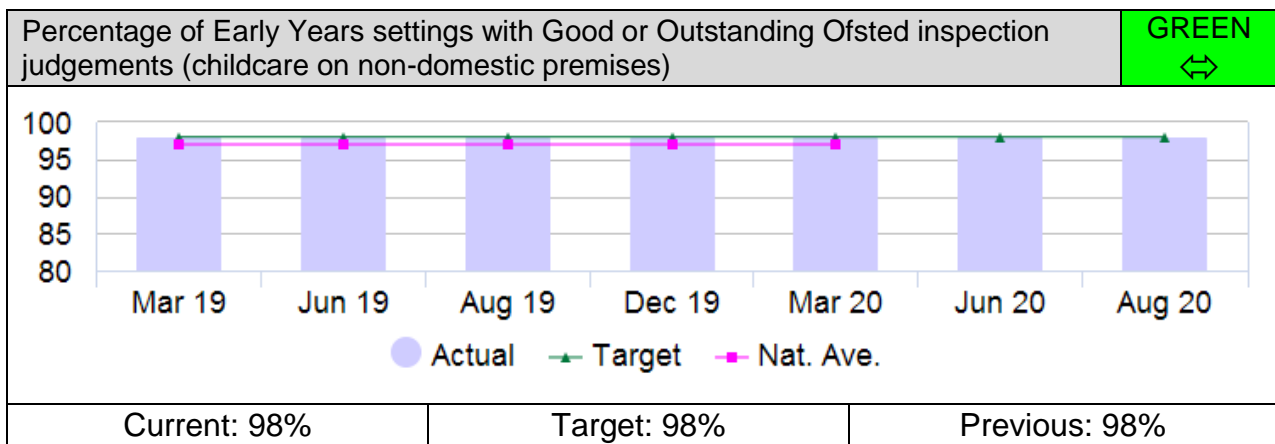
Care Leavers

The number of care leavers at the end of September 2020 was 1,872 which is an increase of 58 from the previous quarter. Of these, 901 were citizen care leavers and 971 were unaccompanied asylum-seeking young people. The percentage of care leavers in education, employment or training is 60.4%, which is a 1.0% reduction from June 2020 and remains below the 65.0% target.

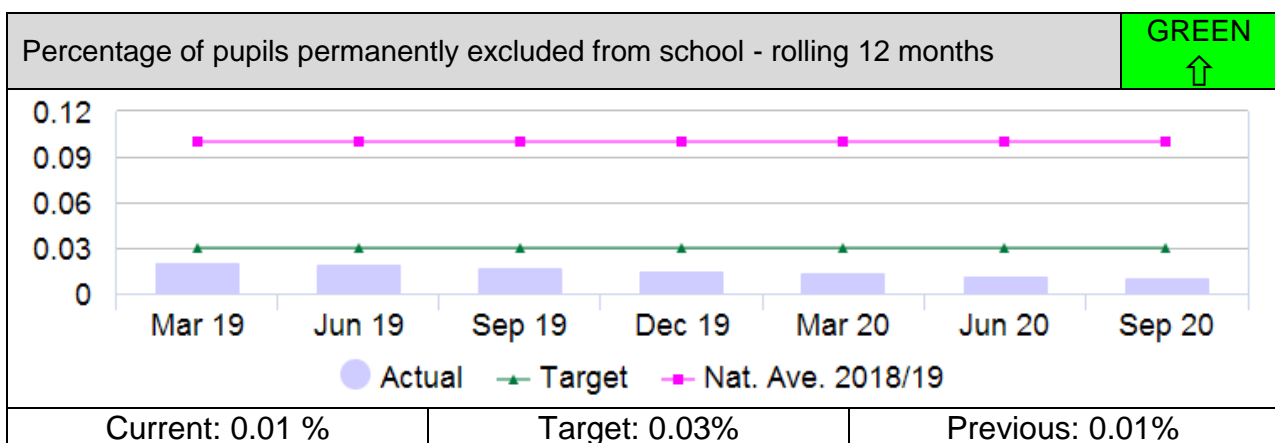
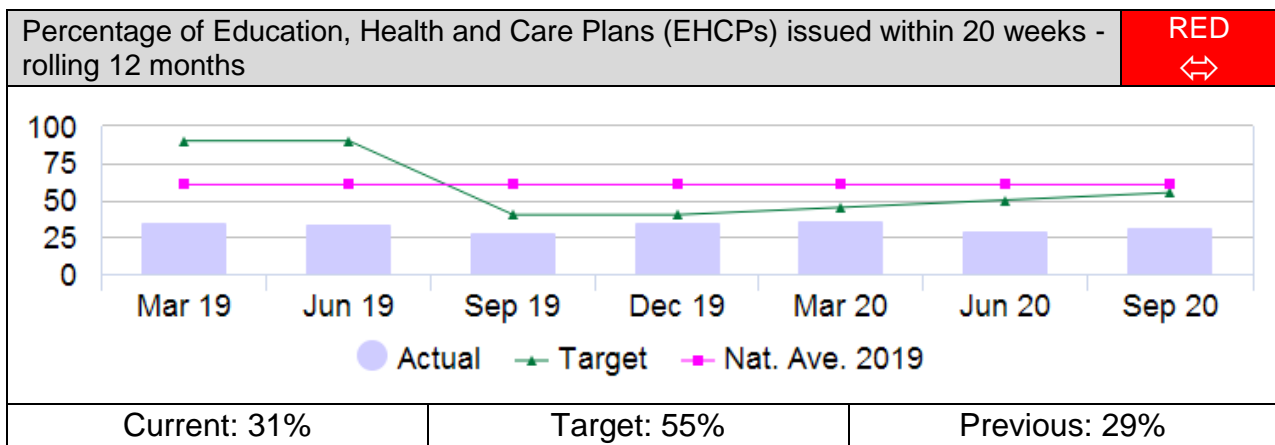
Key Performance Indicators

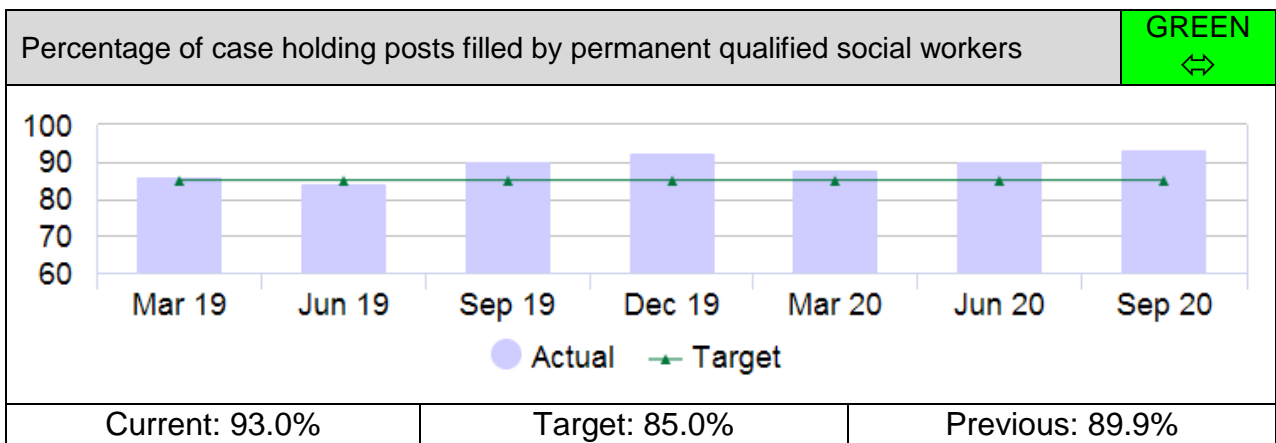
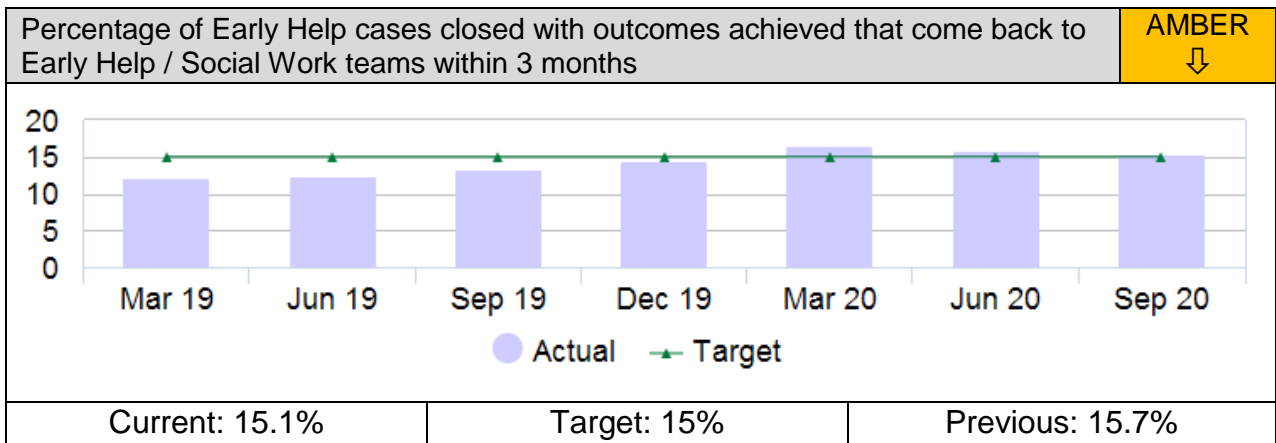
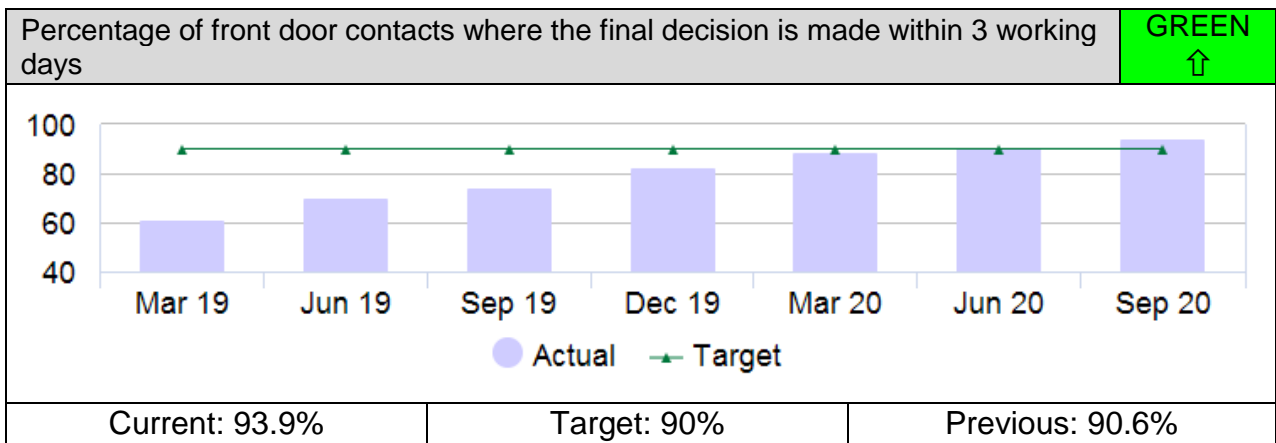
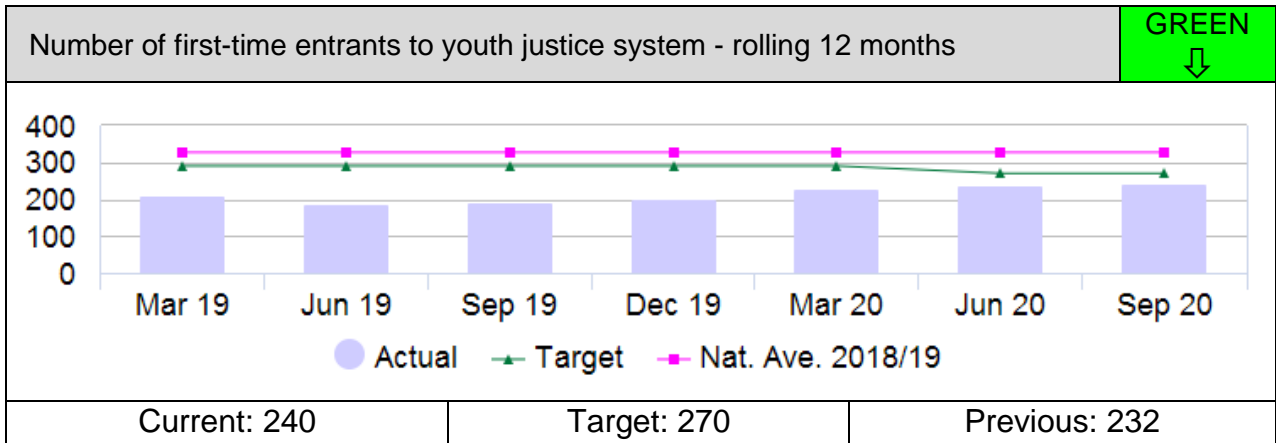


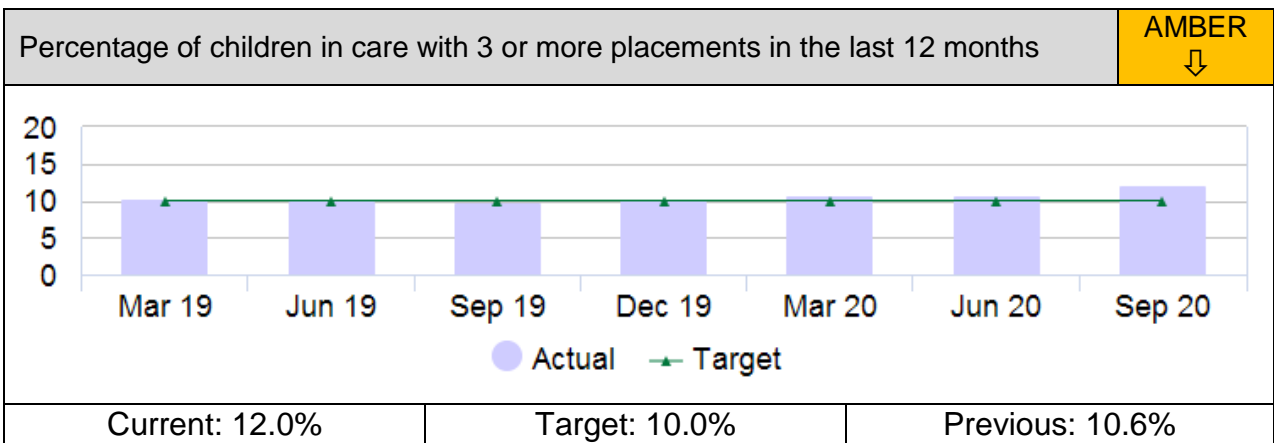
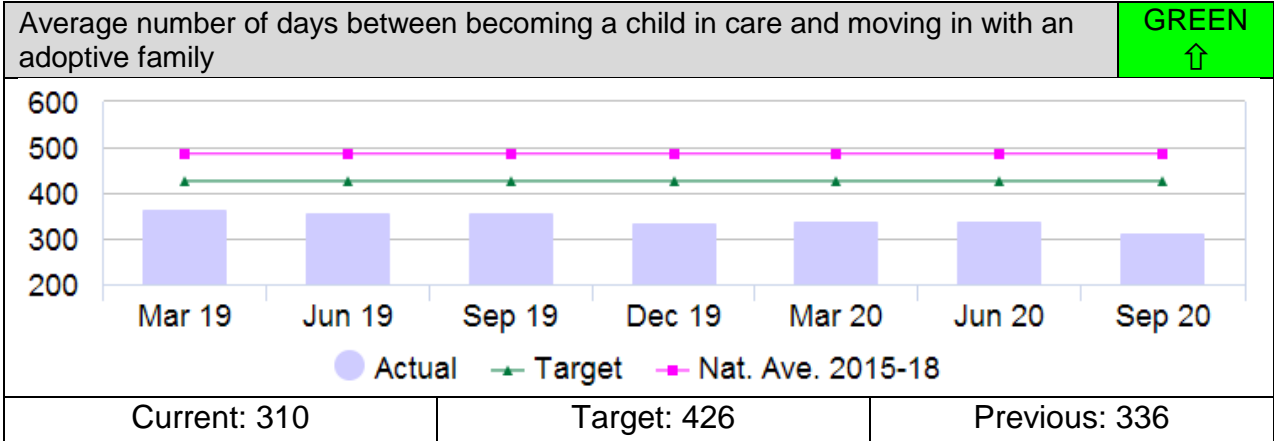
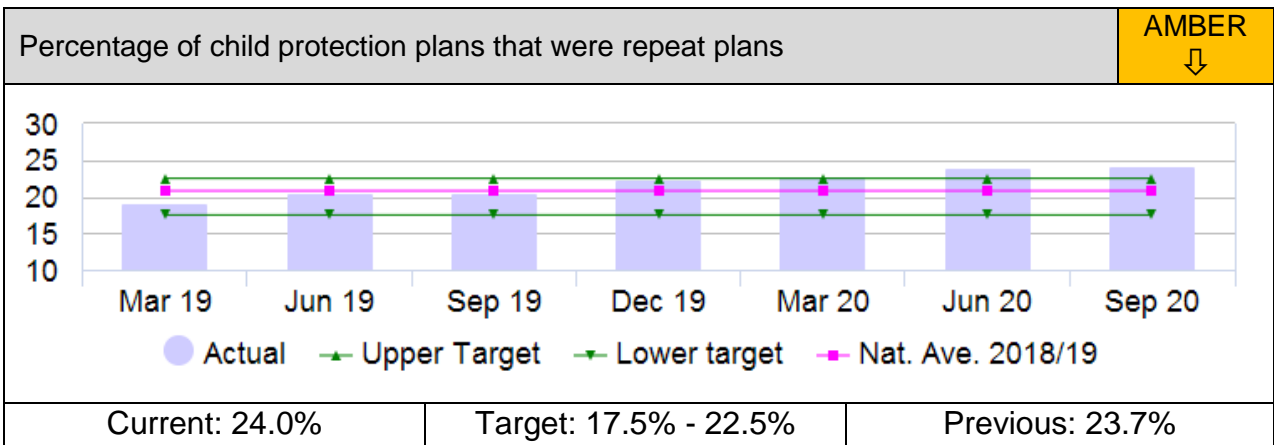
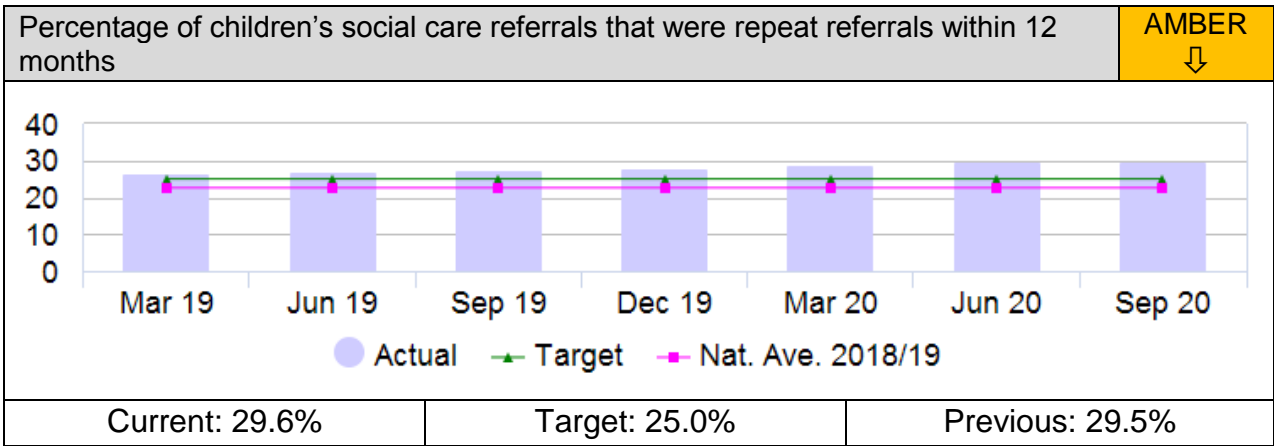
Inspections suspended since March 2020

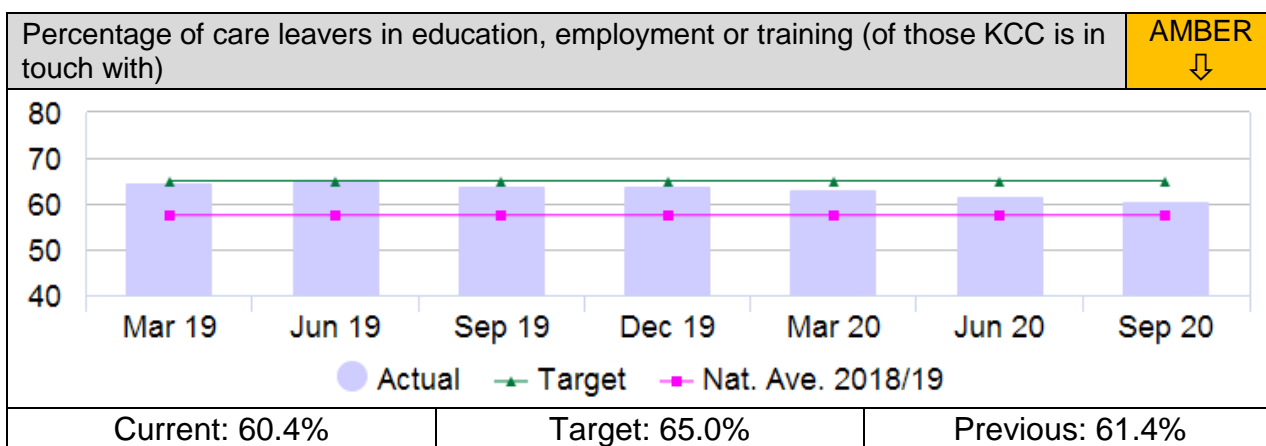
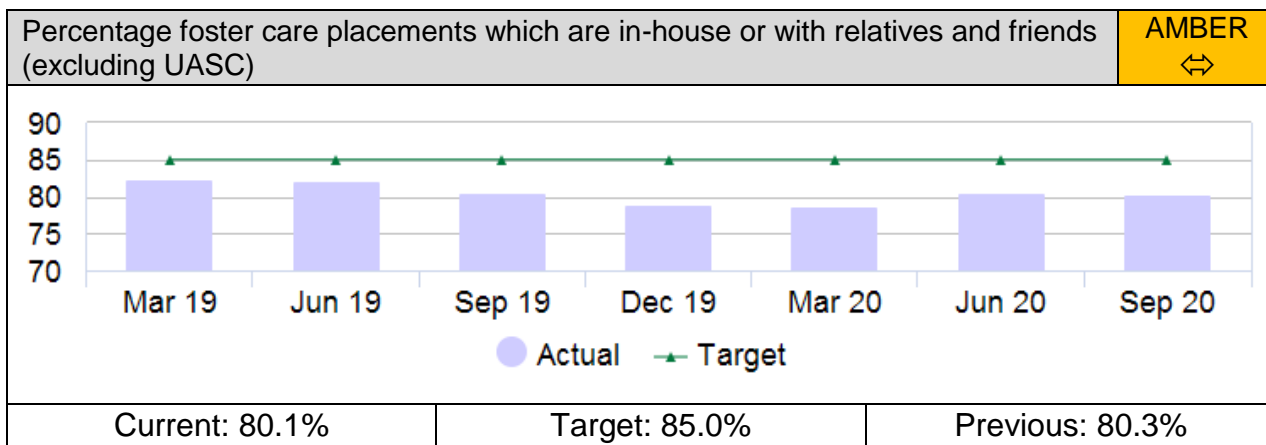


Inspections suspended since March 2020

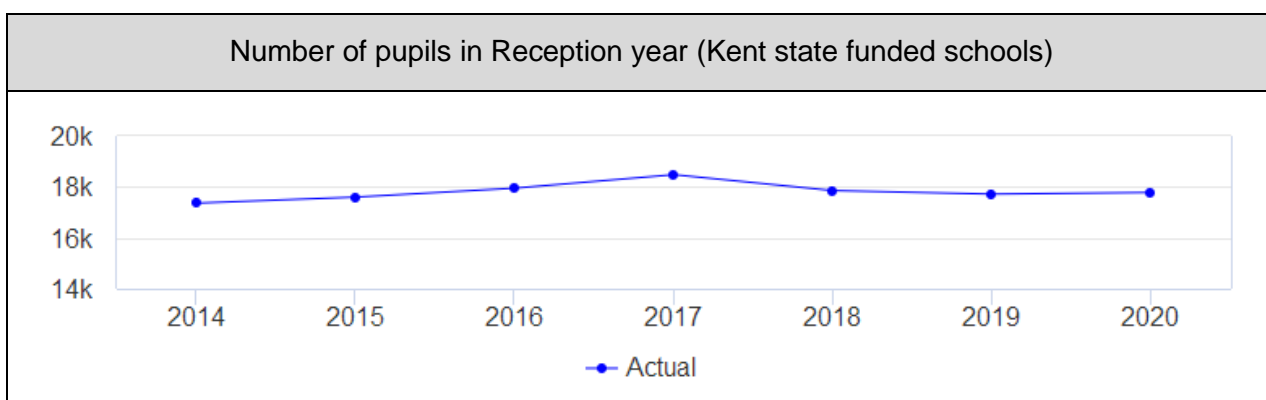
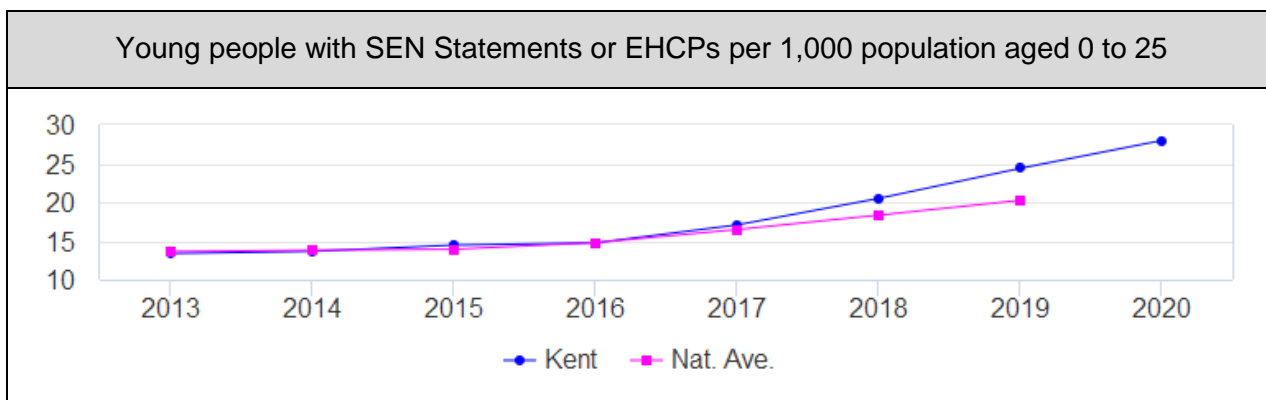


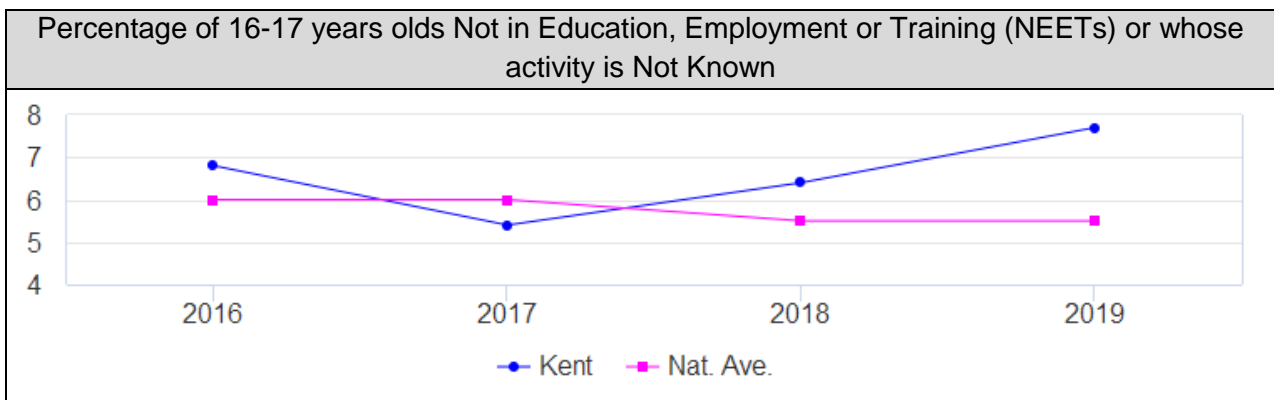
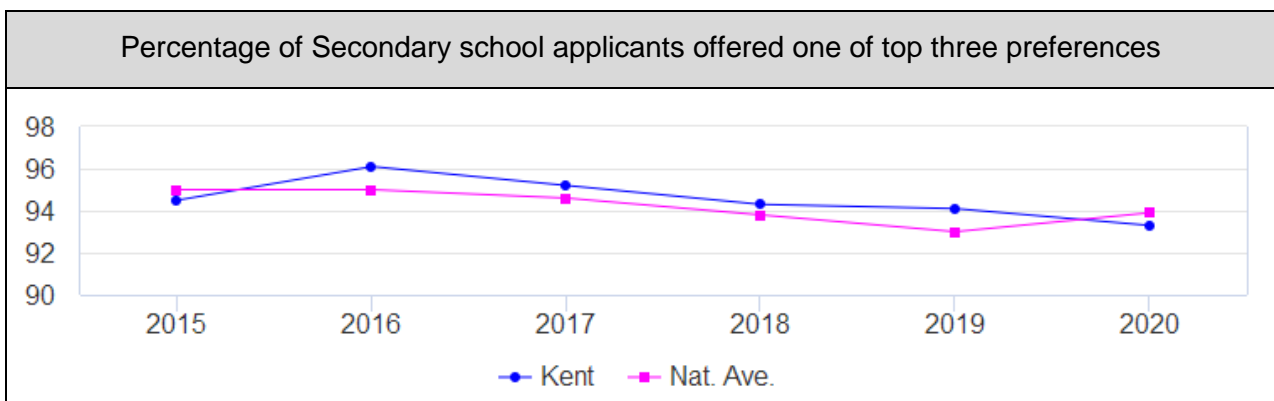
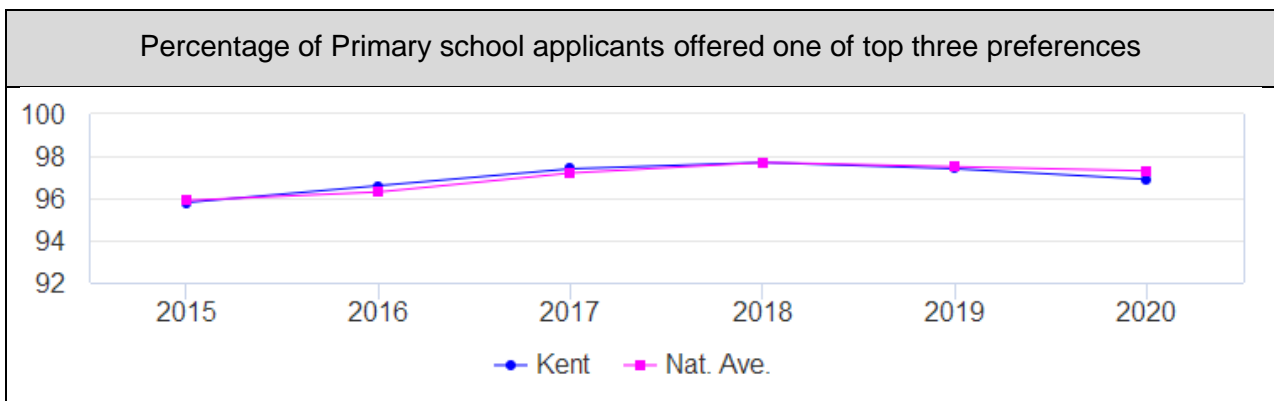
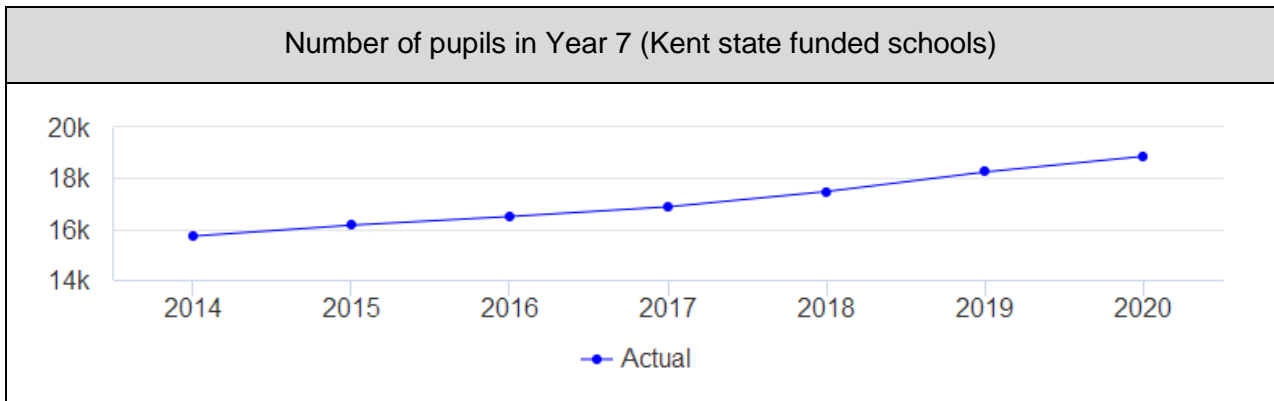




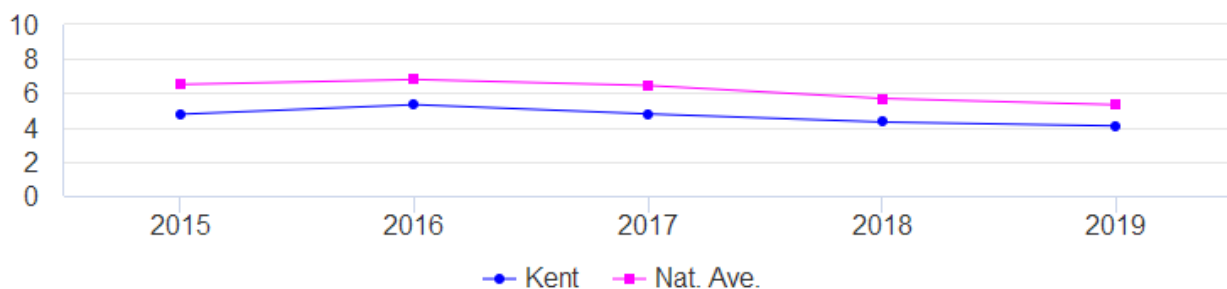


Activity indicators

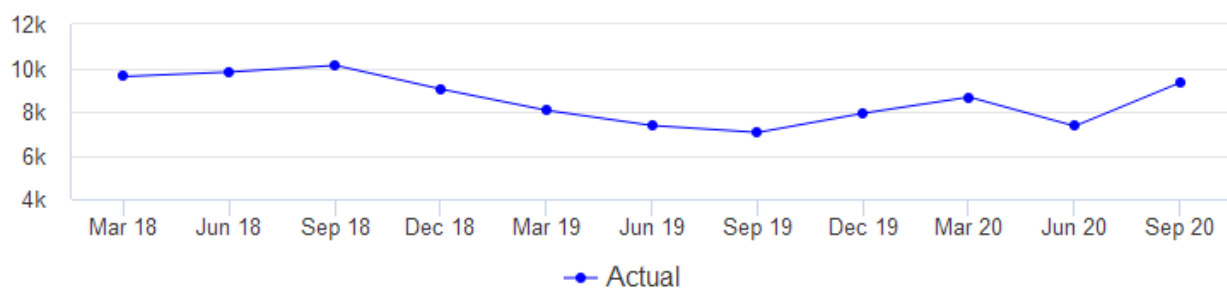




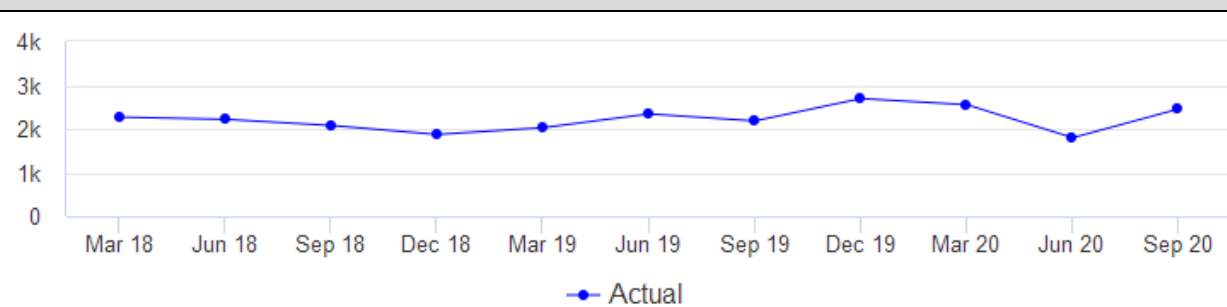
Percentage of 16-18 year olds who start an apprenticeship



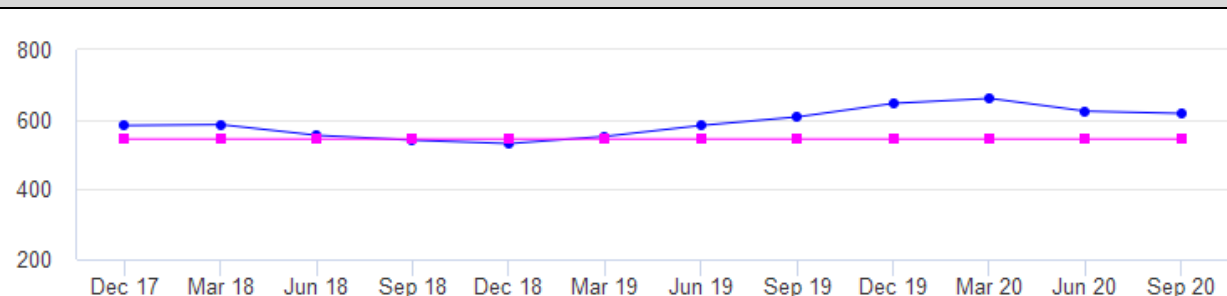
Number of contacts processed in the Front Door which proceeded to Early Help – rolling 12 months



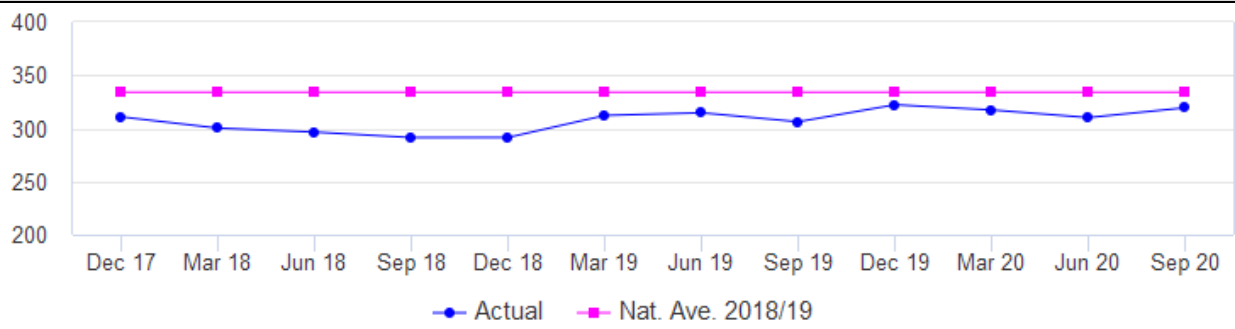
Number of open Early Help cases managed by Units



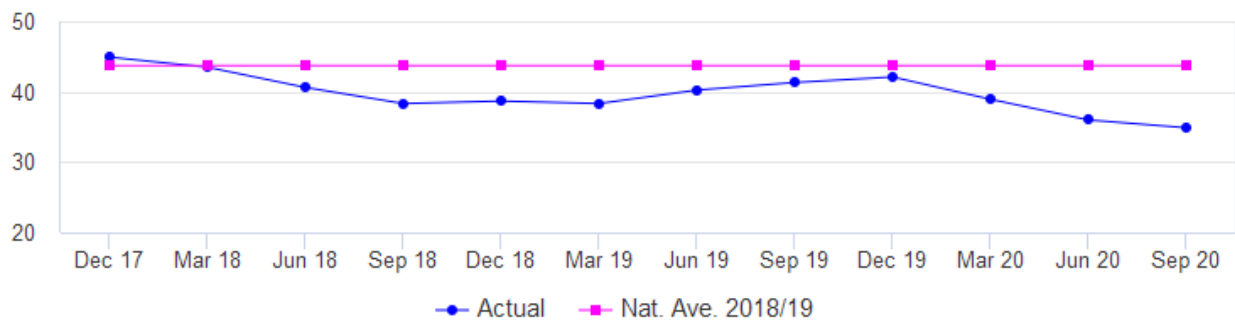
Rate of CSW referrals per 10,000 population aged under 18 – rolling 12 months



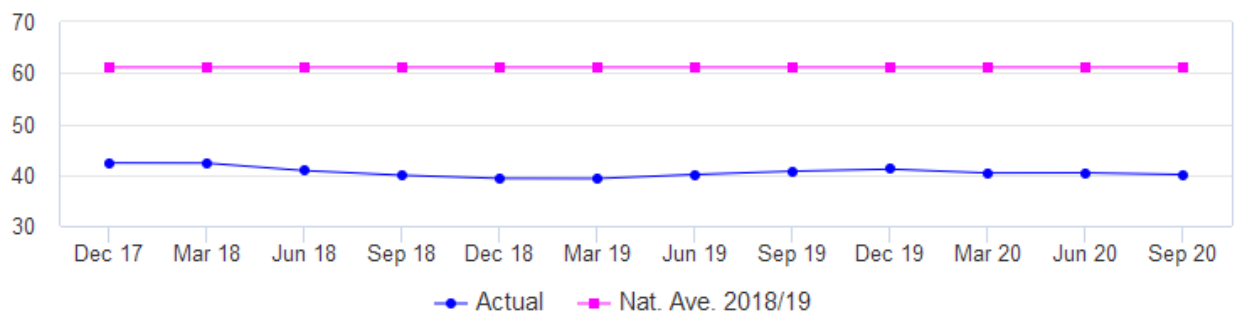
CSW caseload per 10,000 child population – snapshot at quarter end



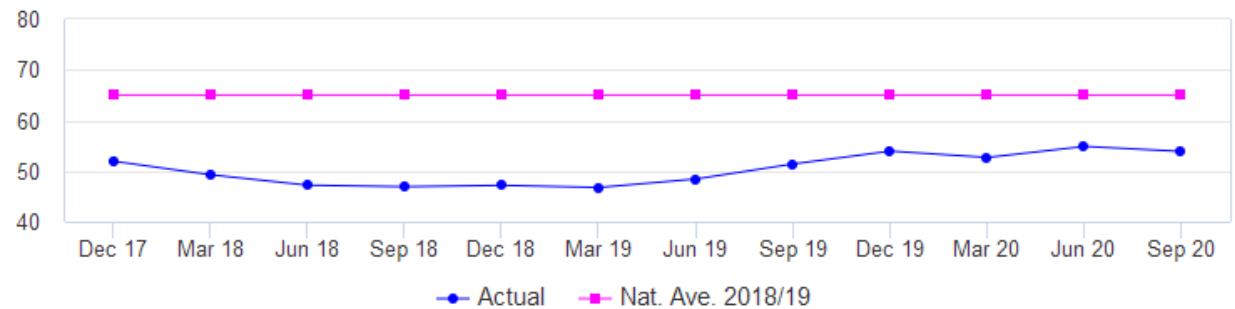
Rate of children with Child Protection Plans per 10,000 child population – snapshot at quarter end



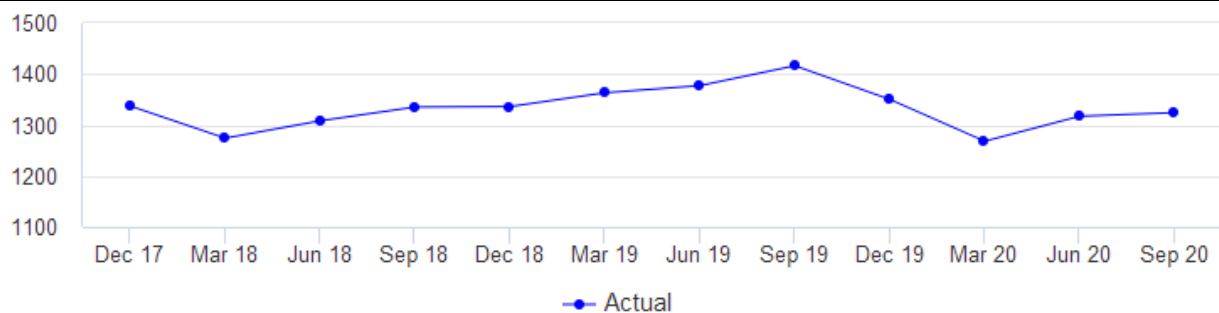
Rate of Children in Care (excluding UASC) per 10,000 child population – snapshot at quarter end



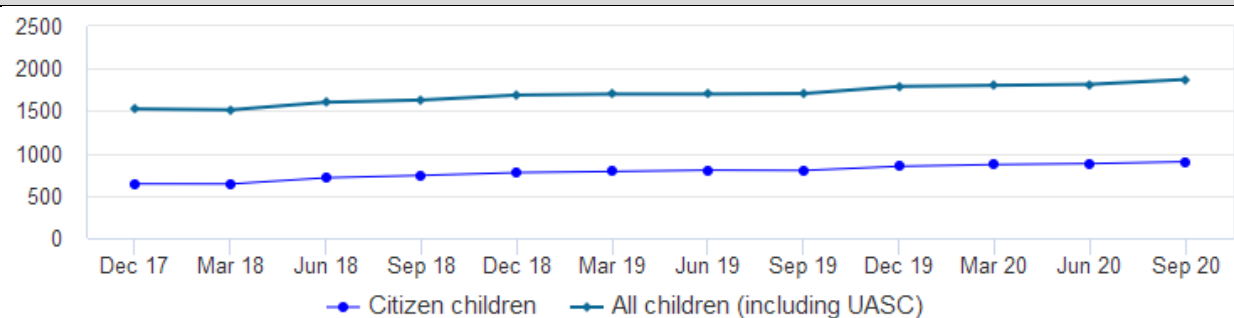
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at quarter end



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



Number of care leavers as at quarter end



Adult Social Care	
Cabinet Member	Clair Bell
Corporate Director	Richard Smith

KPI	GREEN	AMBER	RED	↑	↔	↓
Summary	3	2			4	1

Key Performance Indicators

Adult Social Care & Health (ASCH) continue to assess the immediate and long-term impact of the Coronavirus pandemic on services and clients. Changes seen in Q1 2020/21, which saw a lower number of contacts with ASCH and decreases in those accessing long-term services, are starting to return to previous levels in Quarter 2 2020/21, albeit ASCH are seeing changes to the overall profile of services delivered.

Over 1,300 clients received short-term services in Quarter 2 2020/21, which is a 13% increase on the previous quarter, 795 clients did not require long term care following receipt of this service. The significant increase in the number of clients receiving services through short term pathways includes those being discharged from hospitals due to the Coronavirus pandemic. This increase indicates that clients with a wider range of needs are now accessing short term pathways which impacts on the overall performance of the short term services indicator. ASCH Directors and the Senior Management Team are closely monitoring this service area and are implementing appropriate actions with NHS partners.

The number and proportion of clients in ASCH receiving Direct Payments decreased in Quarter 2 2020/21. Adult Social Care and Health Services are keen to promote the use of Direct Payments to ensure clients benefit from the choice and control over the support they receive. The 'Making a Difference Every Day' programme will therefore include work to promote the use of Direct Payments.

The proportion of KCC clients in residential or nursing homes with a CQC rating of Good or Outstanding, where the rating is known to KCC and the home has been inspected, was 76% in Quarter 2 2020/21. There are many factors that contribute to where clients are placed in Kent, many of which are market focused. KCC commissions approximately 33% of all the care homes beds in the Older Person's care home market in Kent, 48% of Learning Disability beds, 35% of Physical Disability beds and in Mental Health it is 62% (all can vary slightly from quarter to quarter).

Where KCC have clients in homes which Require Improvement or are Inadequate, steps are taken by commissioners to risk assess the situation and use a proportionate contract management approach. For example, a number of providers who have been rated as Requires Improvement will have contract sanctions until evidence of improvement is provided. For those rated as Inadequate, the Council will consider issuing Poor Practice 3 (the contract is suspended and no further placements are made). During Quarter 2, the Council served notice on one provider who was unable to improve the quality of care required by the Council.

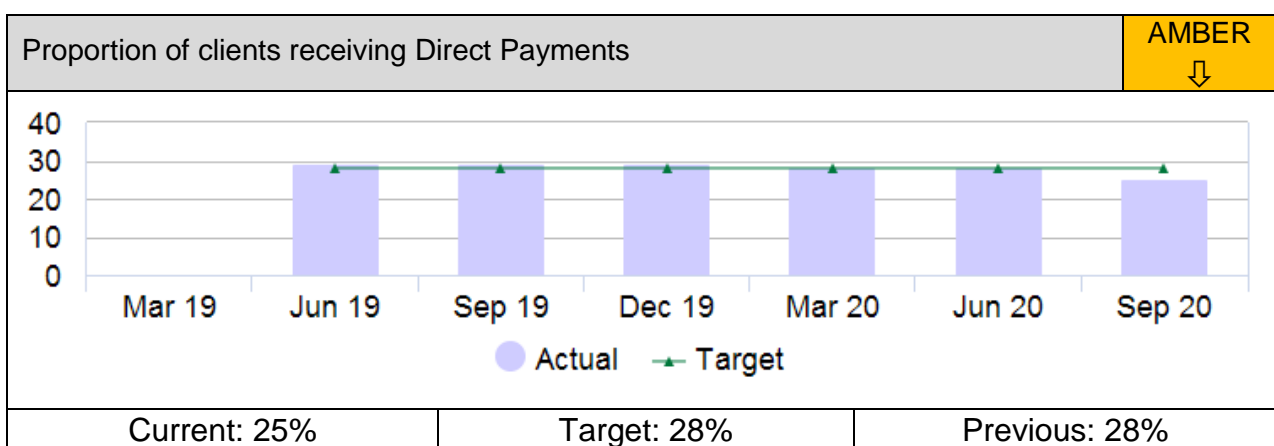
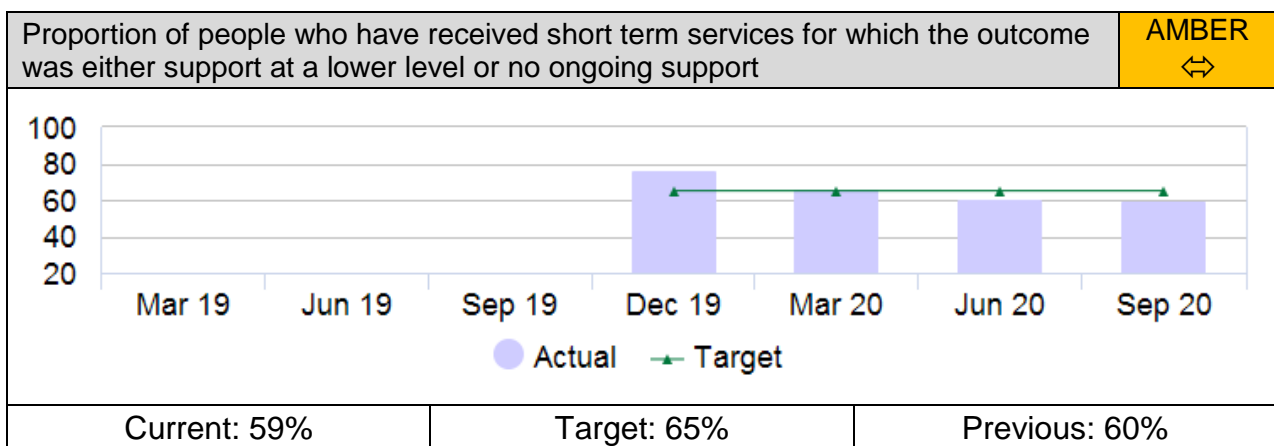
CQC suspended inspections for four months during the Coronavirus pandemic and the number of CQC inspections in Quarter 2 2020/21 were low. CQC prioritised their inspections on homes where they have very serious concerns. Whilst CQC are

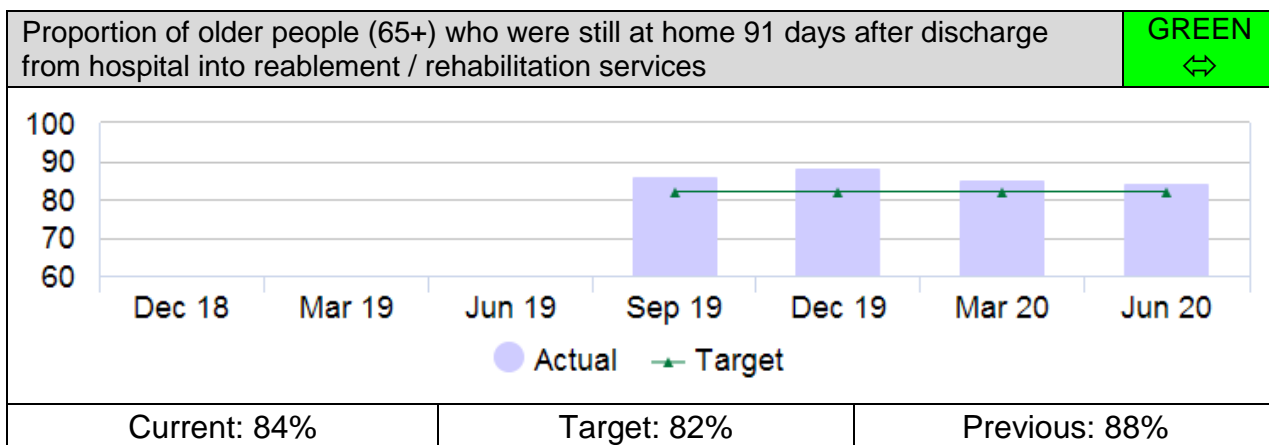
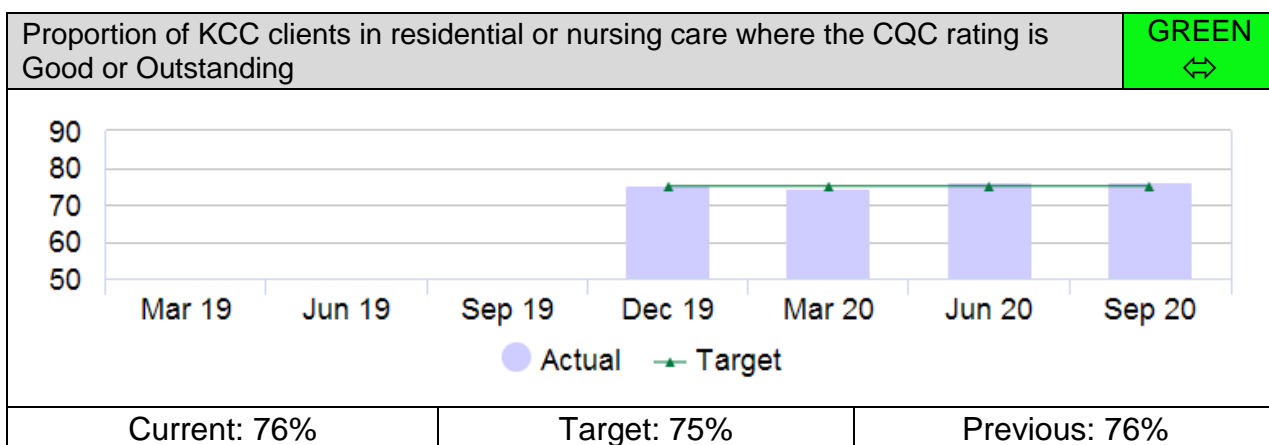
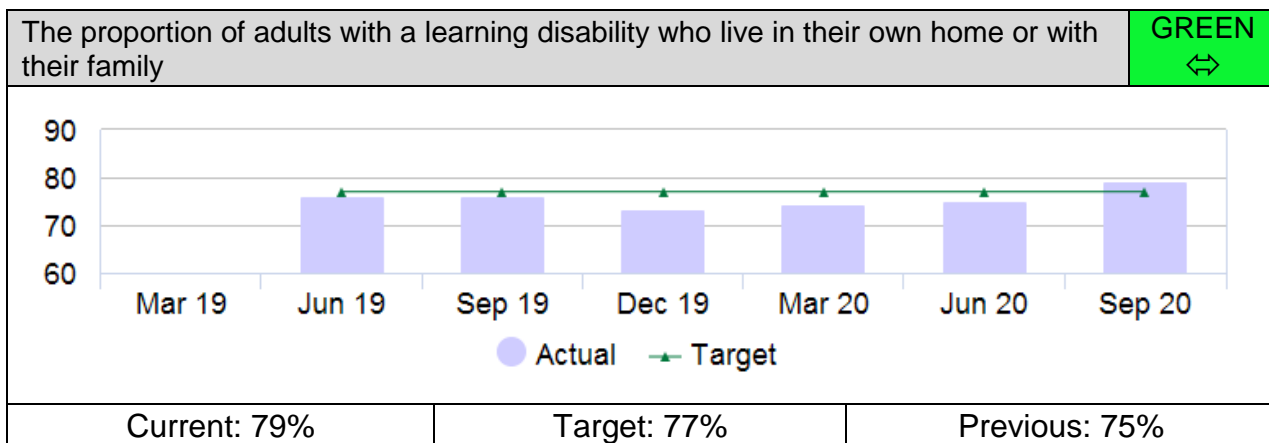
completing only “focussed” and not “comprehensive” inspections, provider ratings cannot be changed until CQC resume comprehensive reviews and Government guidance on visits to care homes will need to be changed to enable this.

When care homes close or KCC ends a contract, the commissioners work in close partnership with the provider and stakeholders including the CCG, CQC and family members. Family members are given explanations for the closure, and KCC work in partnership with residents and their next of kin to choose which care home they will move to. All residents receive an assessment to ensure there is an up-to-date understanding of needs and requirements, with care home options based on this.

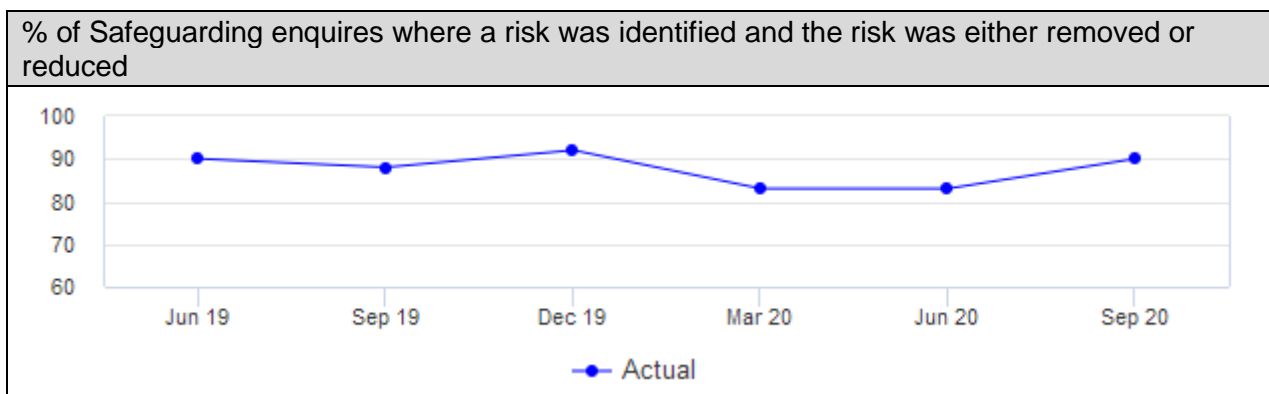
The most recently available figures for the proportion of older people (65+) who were still at home 91 days after discharge from hospital having received enablement services was 84% in Quarter 1 2020/21. Performance on this measure remains above the target of 82%.

Key Performance Indicators

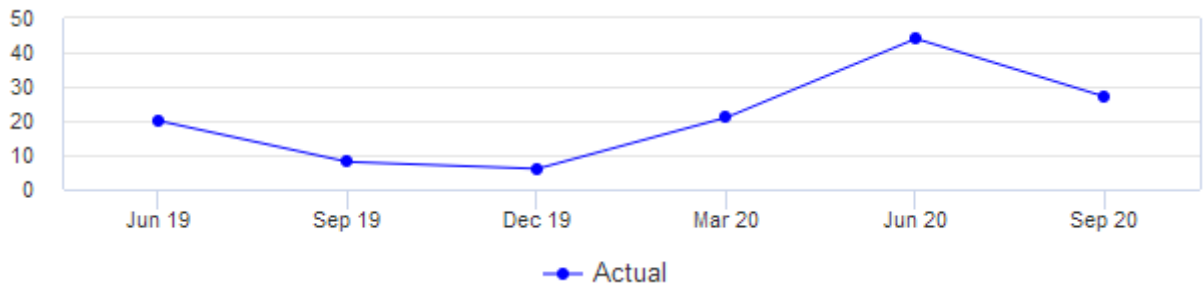




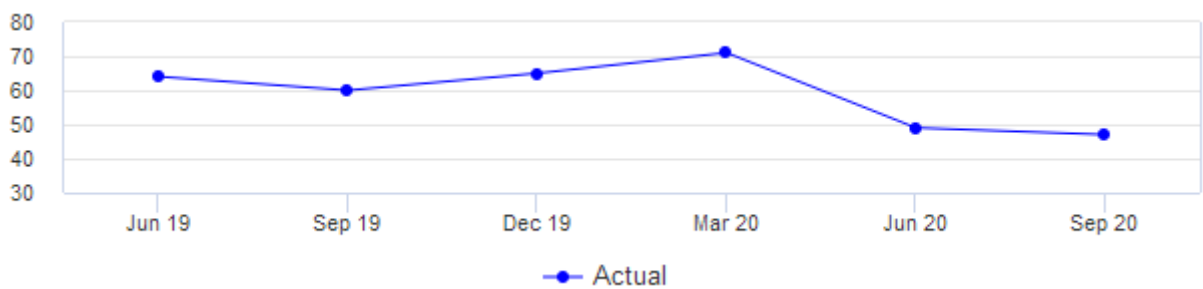
Activity indicators



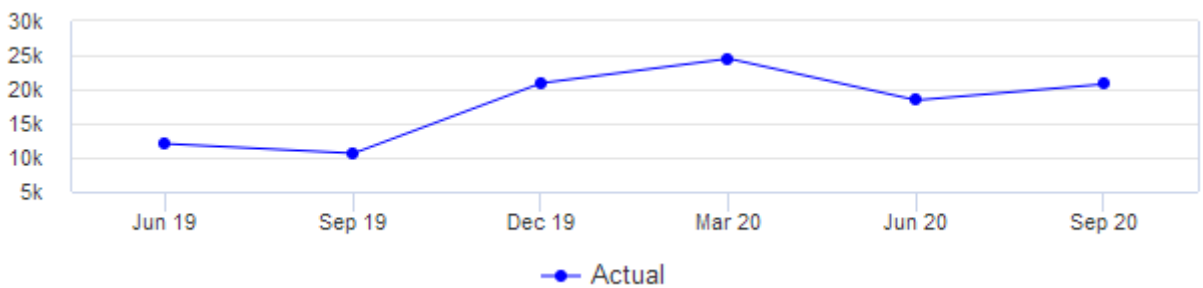
% of carers who are receiving services, and who had an assessment or review during the year



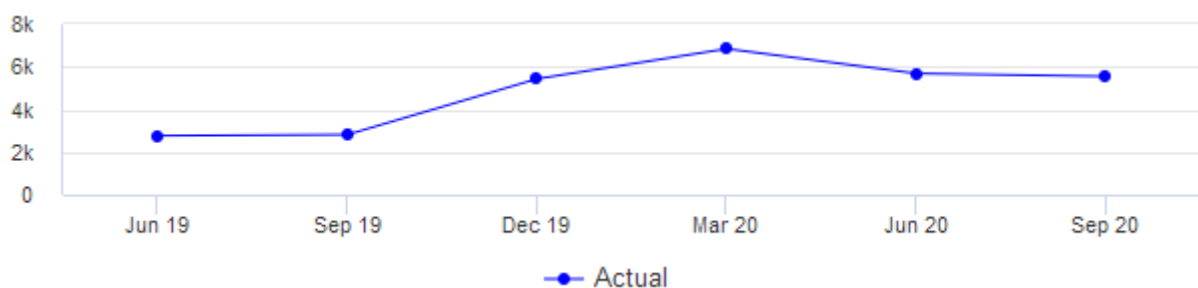
Proportion of complaints upheld (upheld and partially upheld)

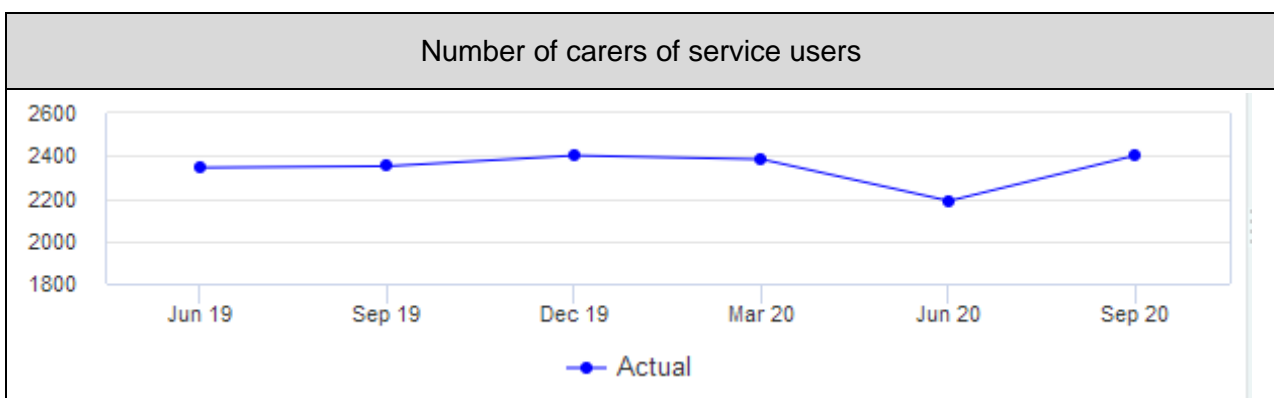
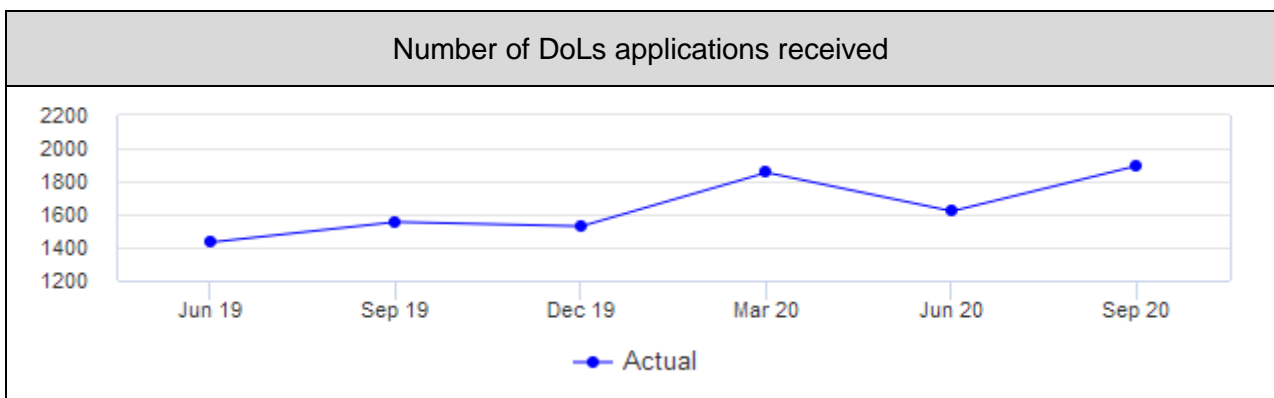
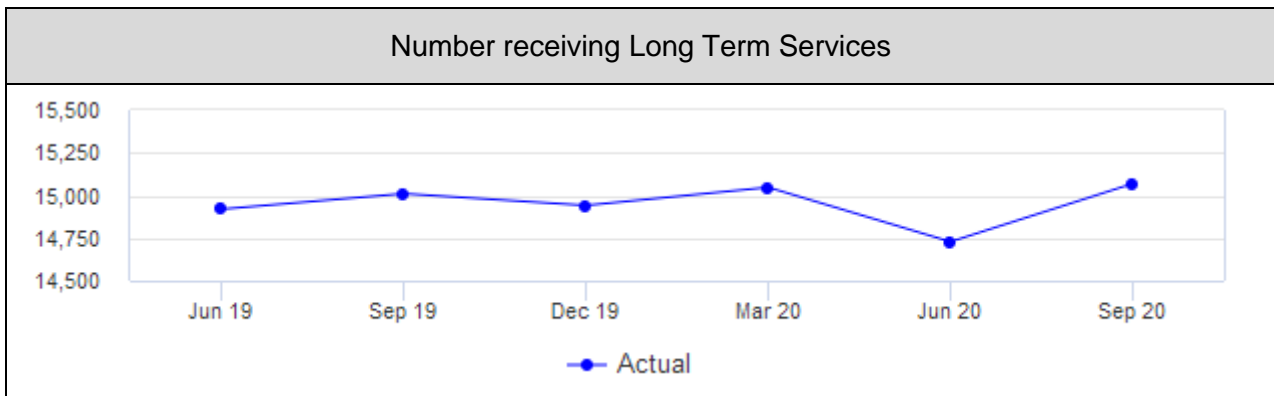
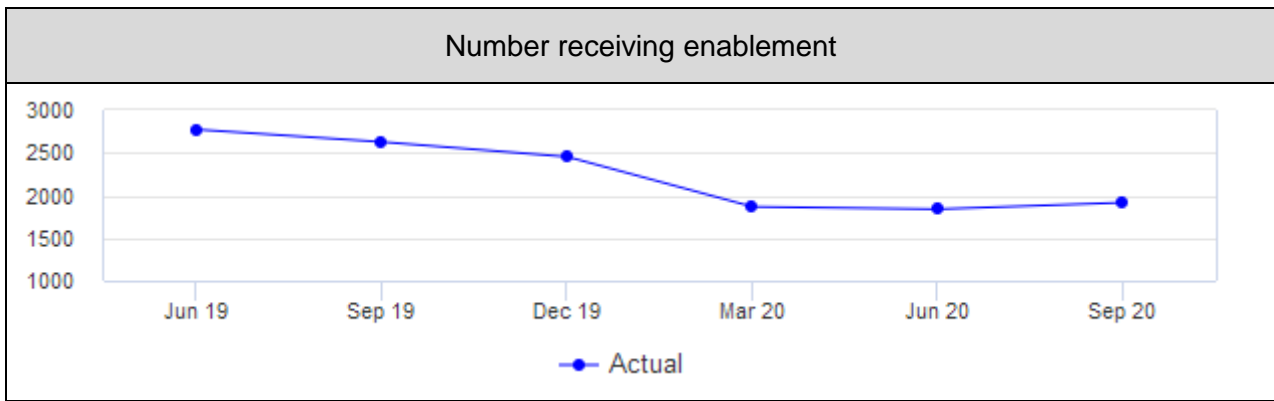


Number of people making contact with ASCH



Number of assessments delivered (Care Needs Assessment)





Public Health	
Cabinet Member	Clair Bell
Director	Andrew Scott-Clark

KPI	GREEN	AMBER	RED	↑	↔	↓
Summary	3		2	1	3	1

The NHS Health Check Programme was halted in March due to the Coronavirus pandemic, in line with National guidance, and did not deliver during Quarter 1. The service is now on a careful and managed roll-out from Quarter 2 onwards, where invites have started to be issued and a small number of Health Checks have been delivered. Around a third of contracted GP practices have come forward to confirm that they are able to restart services and, although performance is below where it usually would be at this point, the numbers are steadily increasing.

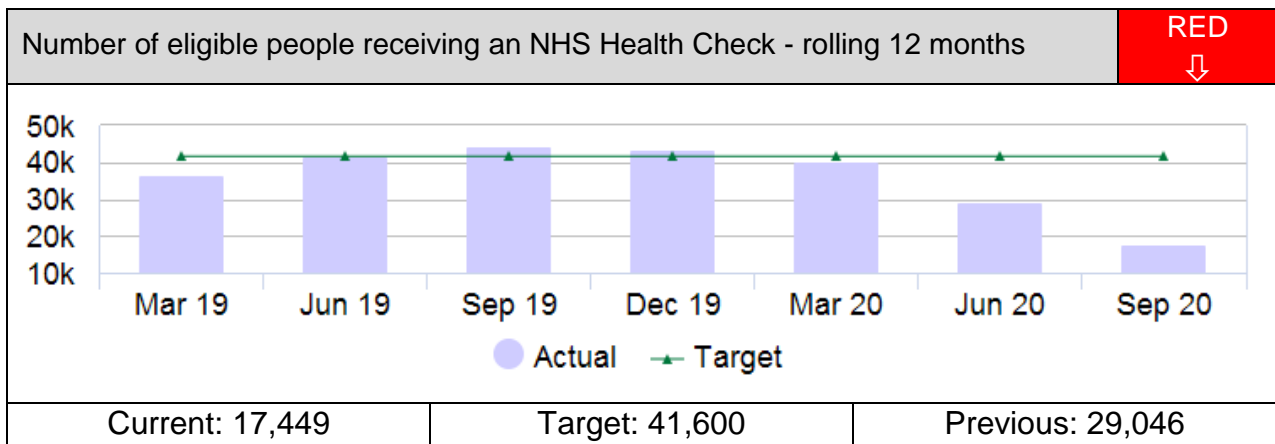
The Health Visiting Service has continued to increase the number of mandated universal contacts delivered. Antenatal contacts were part of the nationally focused service offer during the Coronavirus pandemic and saw a significant increase in delivery at 76% for Quarter 1, and 70% for Quarter 2. Since August 2020 new birth visits have been predominantly delivered at home, and the service has continued to deliver the other 3 mandated contacts either virtually or face to face. Families have been risk assessed, based on vulnerabilities and on need, for face to face contact to be delivered in clinics or at home.

The sexual health service is currently unable to report accurately on the KPI due to changes in the pathway for testing in response to the Coronavirus pandemic. The available data only includes clients who are seen face to face and does not include those clients who are directed to online testing. It is unlikely that can be resolved, and so discussions are taking place with the provider on potential alternative indicators that will provide a robust measure of performance. Services have adapted to Coronavirus and through the new triage process are able to direct clients to the most appropriate form of care. Online requests for sexual health tests have increased with 3,816 tests requested through the service in September which is more than double the amount at the start of 2020/21.

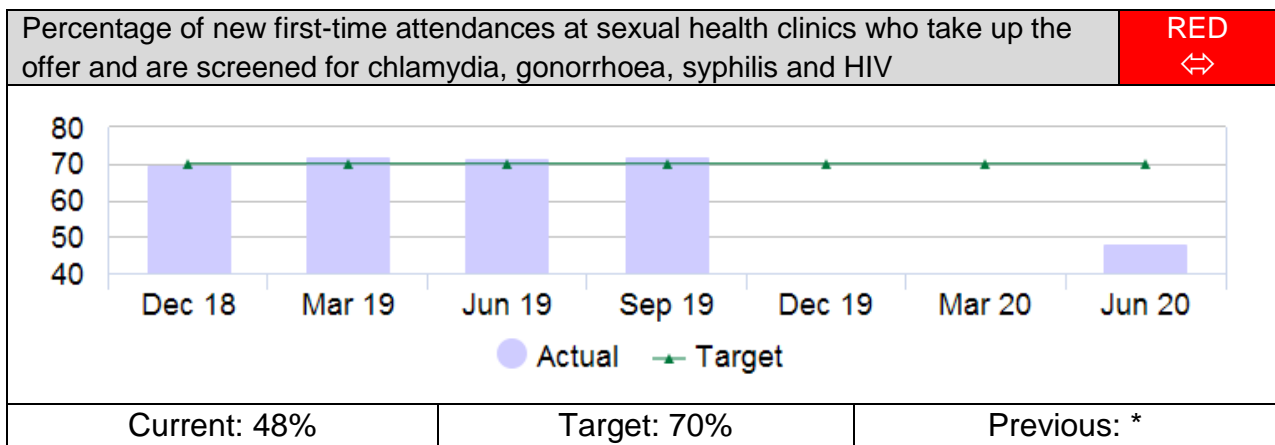
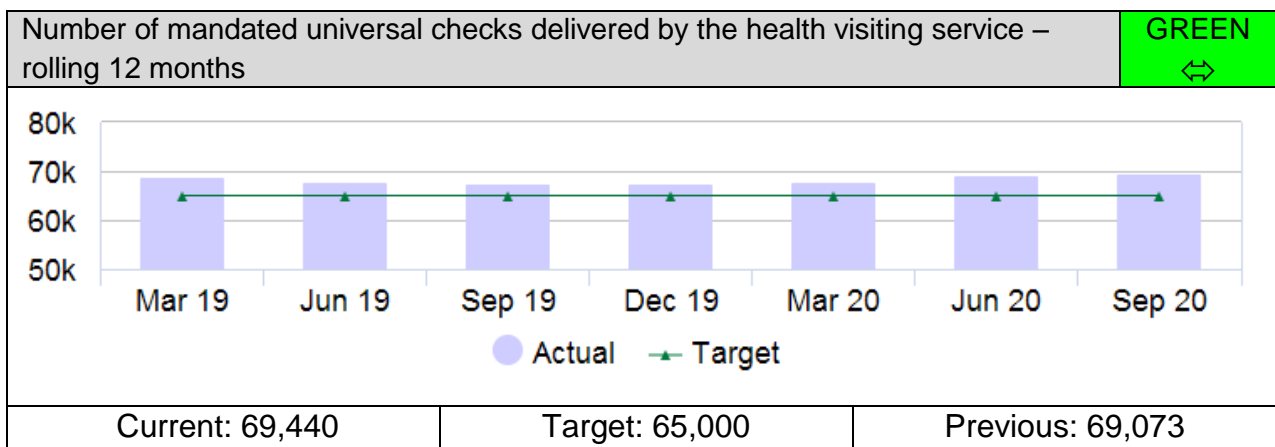
The Community Drug and Alcohol providers have continued to run effective services. This involved switching from face to face appointments to phone calls where appropriate and continuing to keep community hubs open to allow staff to respond to people coming to those services. Evidence shows that the new way of working by providing some interventions remotely, has reduced the number of people missing appointments. For Quarter 2, 27% of individuals completed treatment successfully over a rolling 12-month period which is above the target of 26%.

Live Well Kent Services ceased face to face appointments during the pandemic and moved over to phone or online sessions. During this period, service user satisfaction rates have maintained above target performance, with 99.4% of people indicating that they would recommend the service to family, friends or someone in a similar situation.

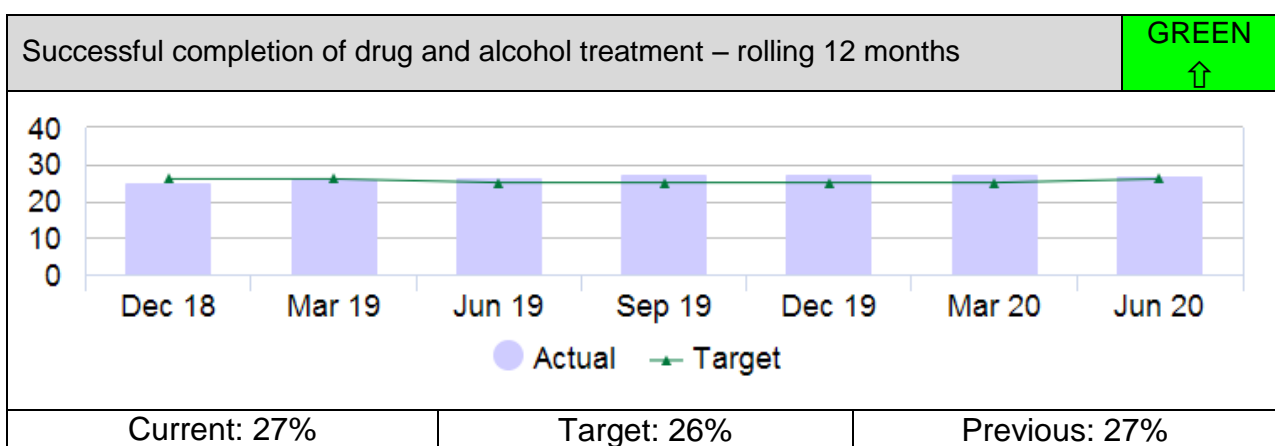
Performance Indicators

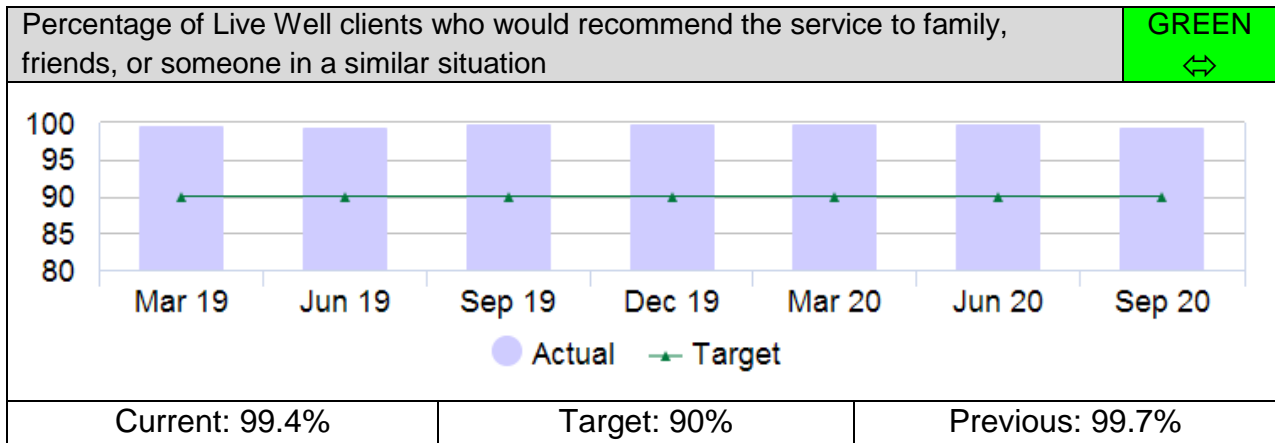


Trend based on last 6 periods

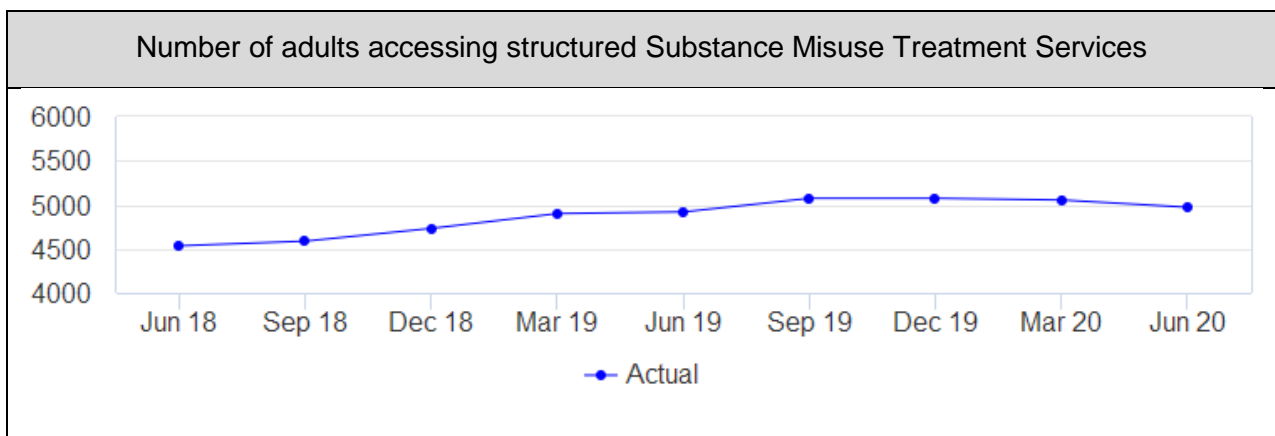
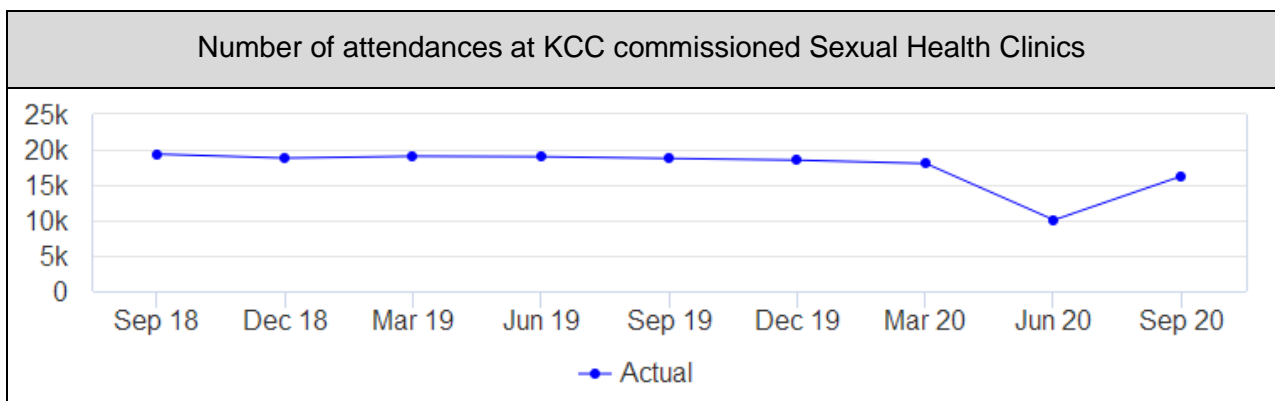
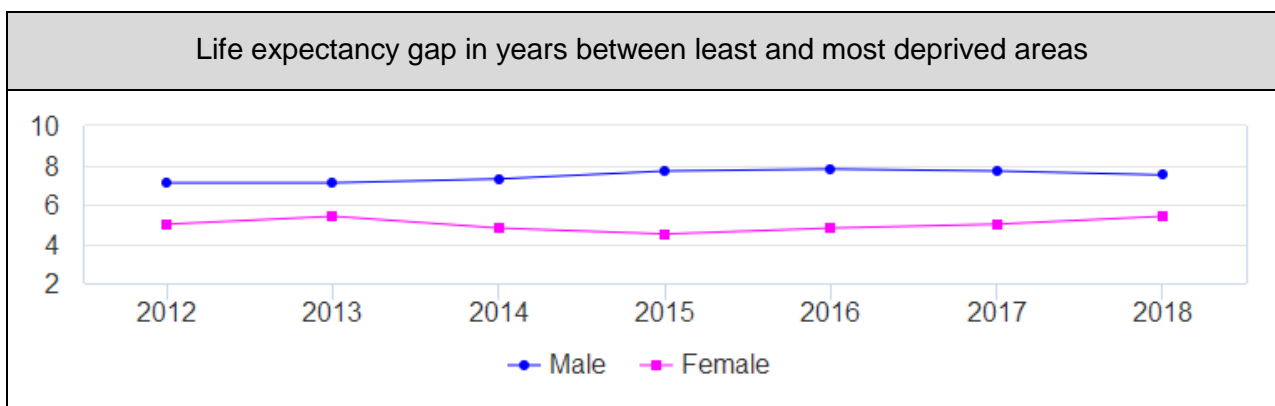


* Data for December 19 and March 20 is embargoed





Activity indicators



Corporate Risk Register – Overview

The coronavirus public health emergency continues to have a profound impact on the risk environment that the council is operating in, particularly with national restrictions being re-introduced during November to cope with the “2nd wave” of the virus and Kent and Medway being placed into Tier 3 restrictions from the 2nd December. The Council is an integral part of the county’s response to the pandemic and is leading local recovery efforts via the multi-agency Local Resilience Forum. The pandemic, as well as introducing new risks, has compounded existing challenges.

The table below shows the number of corporate risks in each risk level (based on the risk score) in December 2020, compared with September 2020.

	Low Risk	Medium Risk	High Risk
Current risk level September 2020 *1 risk had a score TBC	0	2	19
Current risk level December 2020 *1 risk has a score TBC	0	1	19

CHANGES DURING LAST QUARTER

As a result of coronavirus impacts, the Corporate Risk Register underwent significant revision during the summer of 2020. As the pandemic continues, the risk profile has not changed greatly in the past few months. However, a few changes have been made relating to the following areas:

RISK LEVEL INCREASED

CRR0051: Maintaining or Improving workforce health, wellbeing and productivity throughout Coronavirus response and recovery – The Coronavirus pandemic has required the council’s workforce to substantially adapt the way it operates and delivers services at short notice. This brings with it opportunities to accelerate programmes of change, improve productivity, wellbeing and promote our employer brand, but also, in the short term at least, risks that require close monitoring and management. The workforce has been working tirelessly to respond to the pandemic, adapting working practices either to operate services remotely or in a covid-secure way. A significant majority of the workforce has been working remotely for 8 months and the recent Work and Wellbeing “pulse check” survey indicates that our staff are showing tremendous resilience. However, there are potential wellbeing concerns for public service user facing staff, particularly in areas of high infection rates, as we enter a challenging winter period. The Corporate Management Team will ensure continual engagement with staff to monitor the situation and respond appropriately, putting in place further interventions as necessary to supplement pre-existing support to aid health and wellbeing.

RISK LEVEL REDUCED

CRR0014: Cyber-attack threats and their implications - the risk remains high, but the likelihood has been reassessed downwards slightly due to increased resilience being built into KCC's infrastructure during the past six months, with further work ongoing. Continued vigilance is essential, as the Council, along with other organisations countrywide, continues to repel significant volumes of cyber threats daily.

RISK REMOVED FROM CORPORATE REGISTER

CRR0040: Financial, governance and service delivery risks associated with KCC's Local Authority Trading Companies. This risk was initially added to the register several years ago as the individual companies were being formed. Since then, holding company arrangements have been implemented and from a governance perspective, the council retains control as 100% shareholder to mitigate governance risks. The risk level was previously raised in summer 2020 from a financial perspective, due to the potential loss of income for these companies because of Covid-19 disruption. While this may be the case, this is not of the same scale as other financial pressures presented by Covid-19. A HoldCo (Holding Company) transformation project is being scoped as part of the KCC Strategic Reset Programme and the risk is being delegated to the Strategic & Corporate Services directorate register for monitoring and review.

MITIGATING ACTIONS

As part of the refresh of the Corporate Risk Register during summer 2020, existing mitigations were reviewed for their continued relevance and urgency, and new mitigations introduced as required. In a constantly evolving risk environment, this has continued. As is to be expected, the response to, and recovery from, the Coronavirus pandemic is being managed, both at KCC level and with partners, alongside UK/EU Transition preparedness activity. Updates to risk mitigations can be summarised as follows:

- CRR0050 - CBRNE incidents, communicable diseases and incidents with a public health implication – KCC response to and recovery from the impacts of the Coronavirus public health emergency. KCC, with partners, has been working to ensure the national lockdown and tiered local restrictions are effectively implemented and enforced across the county, as well as managing outbreaks in vulnerable settings with the local Public Health England team. A local Test and Trace system went live on 27th November in the county to support the national system and KCC and partners are working to support the preparations for mass vaccination rollout.
- CRR0003 – Securing Access to Resources to aid economic recovery and enabling Infrastructure: As part of the Kent & Medway Economic Renewal and Resilience Plan, a multi-agency Kent and Medway Employment Task Force has been established and a Kent & Medway employment action plan developed. These are part of a broader range of actions in the plan that will be kept under review given the continuing pandemic and its implications. In relation to proposals to amend planning regulations, the Council has responded to relevant consultations.

- CRR0042 - Post-Transition border systems, infrastructure and regulatory arrangements. During the coming weeks, a series of multi-agency exercises are being conducted to finalise preparations ahead of 1st January 2021.
- CRR0004: Simultaneous Emergency Response, Recovery and Resilience: A work programme has been delivered to ensure Kent County Council compliance with the Radiation (Emergency Preparedness and Public Information) Regulations 2019, including amendments to the Dungeness Offsite Emergency Plan. A multi-agency exercise will be conducted to test its adequacy by autumn 2021.
- CRR0009: Future Financial and Operating Environment: The County Council approved a budget amendment for 2020-21 in September. This included forecast additional spending, delays to planned savings and forecast income losses due to Covid-19; underspends occurring as a result of lockdown; additional un-ringfenced and specific grants announced from Government; additional non Covid-19 spending; and further savings to be delivered during the remainder of the year to maintain a balanced budget. Work is now focusing on assessing implications of the one-year Government Spending Review. In addition, a KCC Interim Strategic Plan has been developed, setting out priorities for the council for the coming year. This sits alongside the development of a Strategic Reset Framework for KCC, outlining how the council will operate in future, considering implications of the Coronavirus pandemic.
- CRR0047 – Adequacy of support for children with Special Educational Needs and Disabilities (SEND) – response to Written Statement of Action. A local area SEND Strategy has been developed in collaboration with partners, which goes beyond the Written Statement of Action to enable sustained improvement and transform Kent’s SEND offer. Public consultation is due to complete at the end January 2021 with launch of new strategy in April.
- CRR0001 and CRR0007: Children’s Demand and Safeguarding risks: The Analytics function had previously modelled potential latent demand for children’s services caused by the coronavirus pandemic to inform service resource planning. Further analysis is now taking place to review changes to demand profiles.
- CRR0014: Cyber-threats and their implications: Given the increasing dependency on ICT, the Council is utilising an upgraded licensing agreement with Microsoft to enhance the security of KCC’s infrastructure, as well as offering other benefits. Several security enhancements have already been implemented, with further work continuing during the coming months. An action plan in response to findings from an independent security review is being delivered, which is regularly monitored by the Council’s Strategic Technology Board.
- CRR0051 - Maintaining or Improving workforce health, wellbeing and productivity throughout Coronavirus response and recovery – The Corporate Management Team is utilising feedback from the second *Work and Wellbeing* staff survey to engage with managers across the organisation and explore solutions and devise next steps as we head into a challenging winter period.

From: Roger Gough, Leader of the Council
David Cockburn, Corporate Director for Strategic & Corporate Services and Head of Paid Service

To: Cabinet – 14th December 2020

Decision No: N/A

Subject: Corporate Risk Register

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: Governance & Audit Committee – 21st Jan 2021

Electoral Division: ALL

Summary: This report updates Cabinet on the revised process for the refresh of the Corporate Risk Register, taking Covid-19 and other operating environment considerations into account.

Recommendation(s):

Cabinet Members are asked to NOTE the report

1. Background

- 1.1 The Corporate Risk Register is a 'living document' and is usually subject to a more formal and comprehensive refresh annually in the autumn. However, the coronavirus pandemic led to a significant revision of the register during the summer of 2020, which was reported to Cabinet in June as part of the Risk section of the Quarterly Performance Report. A summary of the corporate risk profile was also presented to Cabinet in September, as part of a "winter risks" item.
- 1.2 Given the above, and the continually evolving risk environment, a more streamlined process has been undertaken, involving several conversations with risk and action owners across the organisation to answer specific questions, ahead of collective discussion with Corporate Management Team and Cabinet Members.

2. Corporate Risk Register summary

- 2.1 Given the significant refresh over the summer, there has not been major change to the corporate risk profile in terms of the ratings assigned to the risks, particularly as the coronavirus pandemic continues to present the challenges for the council that has led to many risks increasing in recent months.
- 2.2 However, the context of the risks continues to evolve, along with the Council's responses. A summary of the latest position for each risk is attached in appendix 1, while a summary list of all risks with direction of travel is in appendix 2.
- 2.3 During the latest refresh process, no new risks have been added to the register, although there have been several amendments to risk levels, as well as risks identified where the context requires significant updating:
- 2.3.1 CRR0051 - Maintaining or Improving workforce health, wellbeing and productivity throughout Coronavirus response and recovery. A significant majority of the KCC workforce has been working remotely for eight months and the recent *Work and Wellbeing* "pulse check" survey indicates that our staff continue to show tremendous resilience in adapting to new working practices, finding innovative ways to engage with service users and residents and continue to deliver services. However, there are potential wellbeing concerns for public, service user facing staff, particularly in areas of high infection rates, as we enter a challenging winter period. The Corporate Management Team will ensure continual engagement with staff to monitor the situation and respond appropriately, putting in place further interventions as necessary to supplement pre-existing support to aid health and wellbeing. Given the above, it is proposed that the risk level is increased from 'medium' to 'high' for the coming months.
- 2.3.2 CRR0014 - Cyber-attack threats and their implications. The risk remains high due to the continuing significant volumes of attempted attacks across the sector and inherent risks of increased cyber-attacks during emergencies such as a pandemic. Further improvements have been made to KCC's ICT security infrastructure over the past six months, hence the rating has been reduced slightly from the maximum 25 to 20. The Authority's Technology Strategy continues the endorsement of a move to the "Cloud", to further increase resilience.
- 2.3.3 CRR0040 - Financial, governance, reputational and service delivery risks associated with KCC's Local Authority Trading Companies. This risk was initially added to the register several years ago as the individual companies were being formed. Since then, holding company arrangements have been implemented and from a governance perspective, the council retains control as 100% shareholder to mitigate governance risks. The risk level was previously raised in summer 2020 from a financial perspective, due to the potential loss of income for these companies because of Covid-19 disruption. While this may be the case, this is not of the same scale as other financial pressures

presented by Covid-19. A HoldCo transformation project is being scoped as part of the KCC Strategic Reset Programme and the risk is being delegated to the Strategic & Corporate Services directorate register for ongoing monitoring and review.

2.3.4 CRR0045 - Effectiveness of Governance within a Member-led Authority

When presented to Governance and Audit Committee in July 2020, it was stated that, *“As currently drafted, it is expected that this risk will come off the register, but it may need to be re-cast alongside the KCC reset.”* It is felt that while several mitigating actions relating to this risk were completed some time ago i.e. review of informal governance arrangements, introduction of officer operating standards etc. the source of the risk relating to the challenging financial and operating environment across the local government sector remains, including the critical importance of avoiding any consequent governance failures relating to decision-making that have been experienced elsewhere in the sector. Therefore, rather than remove this risk altogether, the risk is to be re-cast to enable review of any emerging lessons from the sector and any governance implications arising from the coronavirus pandemic that the Council should be cognisant of and actively seek to mitigate or avoid locally.

3. Monitoring and Review

- 3.1 The corporate risks led by each Corporate Director are presented to the relevant Cabinet Committees annually, alongside existing arrangements for presentation of directorate risks.
- 3.2 The corporate register is also presented to Governance & Audit Committee twice yearly for assurance purposes, and the Internal Audit function uses the register as a source of information to inform its audit plan for the coming year.
- 3.3 There is a focus on ensuring that key mitigating actions are identified, and progress monitored. The risks within the Corporate Risk Register, their current risk level and progress against mitigating actions are reported to Cabinet quarterly via the Quarterly Performance Report.

4. Recommendation

- 4.1 Cabinet Members are asked to NOTE the report.

Report Author:

Mark Scrivener, Corporate Risk Manager

Email: mark.scrivener@kent.gov.uk

Relevant Director

David Whittle, Director of Strategy, Policy, Relationships and Corporate Assurance

Email: David.whittle@kent.gov.uk

APPENDIX 1

Corporate Risk Register summaries – ranked from highest to lowest Current Score

As at 03/12/2020

Risk Reference	Risk Description	Current Score	Target
CRR0009	Future financial and operating environment for local government	25 (High)	16 (High)
<p><u>Comment:</u> This risk underpins many of the risks on the corporate risk register and was raised to the maximum level due to the continued uncertainty regarding local government funding and other national policy agendas and the difficulties this presents for financial planning, exacerbated by the financial effects of the Covid-19 pandemic.</p> <p>County Council approved a budget amendment for 2020-21 in September. This included forecast additional spending, delays to planned savings and forecast income losses due to Covid-19; underspends occurring as a result of lockdown; additional un-ringfenced and specific grants announced from Government; additional non Covid-19 spending; and further savings to be delivered during the remainder of the year to maintain a balanced budget.</p> <p>Council tax monitoring shows in-year losses due increased council support discounts and lower collection rates. KCC submits regular monitoring returns to Ministry of Housing and Local Government (MHCLG), outlining the shortfall between forecast spending and income losses due to Covid-19, and additional government funding.</p> <p>Details of the 2020 one-year spending review were announced by the Chancellor of the Exchequer on 25th November and an update outlining the implications for KCC will be presented to Corporate Board on 2nd December. KCC expects to receive confirmation of its allocation by mid-December.</p>			

Risk Reference	Risk Description	Current Score	Target
CRR0004	Simultaneous Emergency Response and Resilience	25 (High)	15 (Medium)
<p>While there are robust controls in place for this risk, it carries a maximum rating of 25 to acknowledge the expected ongoing strain on council capacity and resources in the coming months, as we continue to run aspects of Covid-19 response and recovery in parallel, as well as intensifying preparations for the end of the UK/EU transition period on 31st December 2020 (see risk CRR0042). This is in addition to the more 'regular' planning for severe weather during the winter, closely monitoring and responding as appropriate to any avian flu outbreak(s) and maintaining local vigilance in light of the recent increase in national terrorism threat to "severe."</p>			

Risk Reference	Risk Description	Current Score	Target
CRR0050	CBRNE incidents, communicable diseases and incidents with a public health implication – KCC response to and recovery from the impacts of the Coronavirus public health emergency	25 (High)	12 (Medium)

Comment: This risk was escalated to the Corporate Risk Register by the Director of Public Health and relates to his and the organisation's statutory responsibilities relating to planning, response and recovery from communicable diseases – in this instance Covid-19. There has been a rise in cases across parts of Kent since the end of October and the Kent and Medway area has been placed by central Government into 'Tier 3' restrictions from 2nd December, with the next national review on 16th December. The Public Health team at KCC is working with partners to ensure the local restrictions are effectively implemented across the county, as well as managing outbreaks in vulnerable settings with the local Public Health England team. A local Test and Trace system went live on 27th November in the county to support the national system and KCC and partners are working to support the preparations for mass vaccination rollout.

Risk Reference	Risk Description	Current Score	Target
CRR0015	Managing and working with the social care market	25 (High)	15 (Medium)

Comment: There is continued concern regarding the viability of local care markets in the wake of the Covid-19 outbreak, which has exacerbated pre-existing challenges. Care home occupancy rates have fallen in some areas, in part due to deaths from coronavirus and possibly a reluctance on the part of families to see loved ones go into care homes. Regular monitoring of supply and demand is undertaken by our Commissioning Analytics team to enable effective oversight and help inform service planning. With the continuation of the Government's Infection Control Fund over the winter, a multi-disciplinary project group has been set up to administer the fund and meet the requirements set out by government to pass the funding to care providers as soon as possible and complete regular monitoring and reporting to notify the government on what the fund has been used for.

Risk Reference	Risk Description	Current Score	Target
CRR0003	Securing resources to aid economic recovery and enabling infrastructure	20 (High)	16 (High)

Comment: The scope of the risk has broadened since the coronavirus pandemic, as the Authority, working with partners, seeks to fully understand both short and longer term Covid-19 impacts. The Kent and Medway Economic Partnership has produced a comprehensive Economic Renewal and Resilience Plan to aid local recovery, which has 5

key workstreams, including the establishment of a Kent and Medway Employment Task Force and Action Plan. It is acknowledged that given the continued uncertainty and Covid-19 related restrictions, the plan and associated actions will require continual review.

An active pipeline of local projects is in place for potential funding announcements, while KCC has also submitted responses to Government consultations for reform of the planning system, which would have significant infrastructure related impacts for the county.

Risk Reference	Risk Description	Current Score	Target
CRR0014	Cyber-attack threats and their implications	20 (High)	16 (High)
<p><u>Comment:</u> The risk remains high due to the continuing significant volumes of attempted attacks across the sector and inherent risks of increased cyber-attacks during emergencies such as a pandemic. Further improvements have been made to KCC's ICT security infrastructure over the past six months, with more work planned in the six months ahead. The Authority's Technology Strategy continues the endorsement of a move to the "Cloud" in order to increase resilience.</p>			

Risk Reference	Risk Description	Current Score	Target
CRR0001	Safeguarding – protecting vulnerable children	20 (High)	15 (Medium)
<p><u>Comment:</u> The risk level was raised during the initial 'lockdown' period to reflect the potential for 'hidden harm' and pent-up demand, given that referrals to children's services dropped considerably. Since children have been back at school, referral rates have been returning to pre-lockdown levels, although the nature of referrals is changing, and more complex and serious cases are being investigated.</p>			

Risk Reference	Risk Description	Current Score	Target
CRR0007	Resourcing implications arising from serious and complex children's services demand	20 (High)	15 (Medium)
<p><u>Comment:</u> This risk links to the safeguarding risk CRR0001 above. After a reduction in demand through the initial lockdown period and no obvious reduction in need, the risk of a demand 'spike' was raised, with consequent resourcing implications and impact on service. In order to aid service planning, modelling of pent-up demand took place. So far demand has been returning to pre-Covid-19 levels, although there are indications that a greater proportion of cases are more complex and serious in nature.</p>			

Risk Reference	Risk Description	Current Score	Target
CRR0002	Safeguarding – protecting vulnerable adults	20 (High)	15 (Medium)
<p><u>Comment:</u> Similar to the safeguarding children risk above, the risk level was raised due to emerging evidence from statutory and voluntary agencies emphasising the increased risks of domestic abuse, as well as safeguarding concerns for older vulnerable adults that live alone. These concerns are still valid and therefore the risk remains 'high'.</p>			

Risk Reference	Risk Description	Current Score	Target
CRR0006	Resourcing implications arising from increasing complex adult social care demand	20 (High)	15 (Medium)
<p><u>Comment:</u> During the coronavirus pandemic demand has been unpredictable, with significant reductions in some areas and increases in others, and there is still the potential for latent demand. Supply and demand is being regularly monitored to help inform service planning and any mitigating action required. In addition, the Adult Social Care and Health directorate has developed a Winter Pressure Plan for 2020-21, incorporating the actions required by the Department for Health and Social Care into pre-existing winter preparations, in order to ensure that high-quality, safe and timely support is provided to those who need it, whilst protecting the people who need support, their carers and the social care workforce from COVID-19.</p>			

Risk Reference	Risk Description	Current Score	Target
CRR0039	Information Governance	20 (High)	15 (Medium)
<p><u>Comment:</u> Messages are being communicated to staff to raise awareness and warn of increased information governance incidents and signposting to guidance. An audit of information governance arrangements in the context of a mainly 'digital' workplace is in progress, and any issues raised will be responded to by management.</p>			

Risk Reference	Risk Description	Current Score	Target
CRR0042	Post-Transition border systems, infrastructure and regulatory arrangements	20 (High)	12 (Medium)
<p>KCC, working with both national and local partners, has worked hard to prepare for all eventualities. Preparations for 1 January 2021 are driven by the objective to minimise disruption to local communities and to keep the county open for business. Local plans are being shaped by national planning assumptions and are as robust as they can be against a continually evolving background. We are also working across directorates to ensure that the County Council can meet its statutory obligations and Kent's public services can continue to be delivered.</p> <p>KCC has worked closely with colleagues from the Government's Border and Protocol Delivery Group (BPDG), Department for Transport (DfT), Her Majesty's Revenue and Customs (HMRC) and the Department for Environment, Food and Rural Affairs (Defra), to</p>			

address the potential issues that could be realised as a result of congestion caused by delays across the 'Short Straits'. KCC has stated its priorities for urgent Government action to resolve outstanding issues. During the coming weeks, a series of multi-agency exercises are being conducted to finalise preparations ahead of 1st January. Specific activities of the Trading Standards service in preparation for the end of Transition have been highlighted in a recent Cabinet Committee report. A paper on EU Transition preparedness, including outstanding dependencies and future risks, was presented to County Council on 10th December.

Risk Reference	Risk Description	Current Score	Target
CRR0016	Delivery of New School Places is constrained by capital budget pressures and dependency upon the Basic Need allocation and the Education and Skills Funding Agency (ESFA)	20 (High)	12 (Medium)

Comment: The impact of Covid-19 delays on school places for September 2020 and 2021 has been assessed, which has led to some delays and additional cost pressures, although mitigations are being put in place. Operational delivery risk for 2021 is being mitigated, although the medium-term risk remains. The financial aspect of the risk remains high, with continued shortfall in Basic Need grant.

Risk Reference	Risk Description	Current Score	Target
CRR0010	Suitable accommodation and funding for Unaccompanied Asylum-Seeking Children (UASC)	20 (High)	12 (Medium)

Comment: In August 2020 the Council announced that, despite efforts to work with the Home Office, and the County Council's many appeals for support from other UK Local Authorities, it had reached the limit of safe capacity to care for new arrivals of UASC and is unable to accept new arrivals until a solution can be found by the Home Office to fairly distribute the children to other Local authorities. The Council is in regular discussion with the Home Office on this matter and is continually reviewing its position.

Risk Reference	Risk Description	Current Score	Target
CRR0044	High Needs funding shortfall	20 (High)	12 (Medium)

The increase in high needs funding in 2020-21 from Govt is welcome but insufficient to meet the expected demand and the cumulative deficit is expected to increase further during 2020-21 based on current trends. The publication of the government's review into the provision for children with special educational needs and disabilities (SEND) has been delayed until early 2021.

Risk Reference	Risk Description	Current Score	Target
CRR0047	Adequacy of support for children with Special Educational Needs and Disabilities (SEND) – response to Written Statement of Action	20 (High)	10 (Medium)
<p>Comment: Progress has been made in implementing a new structure to add capacity to the programme team and improve integration between workstreams and delivery plans going forward. A local area SEND Strategy has been developed in collaboration with partners, which goes beyond the Written Statement of Action, to enable sustained improvement and transform Kent's SEND offer. The new strategy is due to launch in April, after public consultation. A SEND Improvement Programme update was recently considered by the CYPE Cabinet Committee.</p>			

Risk Reference	Risk Description	Current Score	Target
CRR0048	Maintenance and modernisation of the KCC estate	16 (High)	12 (Medium)
<p>Comment: The risk relates in part to the ability to produce an affordable capital programme in the current environment, which could mean insufficient funds to undertake the required maintenance. There may be an opportunity to accelerate certain projects in light of the increased speed of adoption of virtual solutions to service delivery, although realising some of the benefits from these may be more medium-term.</p>			

Risk Reference	Risk Description	Current Score	Target
CRR0049	Fraud and Error	16 (High)	6 (Low)
<p>Comment: The risk rating is high due to the fraud threat posed during emergency situations being higher than at other times. Covid-19 related fraud risk assessments have been drafted by KCC Counter-Fraud Team for review by services and awareness raising messages are being delivered across the organisation. An exercise is currently in progress to review urgent payments made to suppliers under Procurement Policy Notices (PPN) to help maintain continuity of business during the coronavirus pandemic. It is important to note that the risk rating does not necessarily relate to staff fraud/error, but other factors such as cyber-fraud, fraud within the supply chain and 'scams' against the Council and Kent residents.</p>			

Risk Reference	Risk Description	Current Score	Target
CRR0051	Maintaining or Improving workforce health, wellbeing and productivity throughout Coronavirus response and recovery	16 (High)	8 (Medium)
<p>Comment: The majority of the workforce has been working remotely for eight months and the recent Work and Wellbeing "pulse check" survey indicates that our staff continue to show tremendous resilience in adapting to new working practices, finding innovative ways to engage with service users and residents, whilst continuing to deliver</p>			

services. However, going forward there are potential wellbeing concerns for public service user facing staff, particularly in areas of high infection rates, as we enter a challenging winter period. The Corporate Management Team will ensure continual engagement with staff to monitor the situation and respond appropriately, putting in place further interventions as necessary to supplement pre-existing support to aid health and wellbeing. Therefore, the risk level has been raised for the coming months.

Risk Reference	Risk Description	Current Score	Target
CRR0005	Development of Integrated Care System (ICS) / Integrated Care Programmes (ICPs) in Kent and Medway NHS system	12 (Medium)	8 (Medium)

Comment: There is well established partnership working between the Council and Health partners, with considerable effort and resource from KCC senior leaders into the development of health and social care “system” arrangements. A practical programme of joint commissioning is being developed, focusing on areas such as the discharge process and mental health recovery. An NHS Bill is expected in early 2021, to include creating a legal framework for the ICS, which will be an opportune time for a more fundamental review of the opportunities and risks relating to health and social care integration. Any implications for local Public Health teams arising from the national closure of Public Health England and formation of the Health Protection Institute will be considered once more information is known.



APPENDIX 2

KCC Corporate Risk Register – Summary Risk Profile as at 03/12/20

Corporate Risk Register - Summary Risk Profile

Low = 1-6
Medium = 8-15
High =16-25

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since July 2020
CRR0001	Safeguarding – protecting vulnerable children	20	15	↔
CRR0002	Safeguarding – protecting vulnerable adults	20	15	↔
CRR0003	Securing resources to aid economic recovery and enabling infrastructure	20	16	↔
CRR0004	Simultaneous Emergency Response and Resilience	25	15	↔
CRR0005	Development of Integrated Care System (ICS) / Integrated Care Programmes (ICPs) in Kent and Medway NHS system	12	8	↔
CRR0006	Resourcing implications arising from increasing complex adult social care demand	20	15	↔
CRR0007	Resourcing implications arising from serious and complex children’s services demand	20	12	↔
CRR0009	Future financial and operating environment for local government	25	16	↔
CRR0010	Suitable accommodation and funding for Unaccompanied Asylum-Seeking Children (UASC)	20	12	↔
CRR0014	Cyber-attack threats and their implications	20	16	DECREASE from 25
CRR0015	Managing and working with the social care market	25	15	↔
CRR0016	Delivery of New School Places is constrained by capital budget pressures and dependency upon the Basic Need allocation and the Education and Skills Funding Agency (ESFA)	20	12	↔
CRR0039	Information Governance	20	12	↔
CRR0042	Post-Transition border systems, infrastructure and regulatory arrangements	20	12	↔
CRR0044	High Needs Funding shortfall	20	12	↔

CRR0045	Effective governance in a Member-led Authority – <i>risk being revised to reflect current risk environment</i>	TBC	TBC	UNDER REVIEW
CRR0047	Adequacy of support for children with Special Educational Needs and Disabilities (SEND) – response to Written Statement of Action	20	10	↔
CRR0048	Maintenance and modernisation of the KCC estate	16	12	↔
CRR0049	Fraud and Error	16	6	↔
CRR0050	CBRNE incidents, communicable diseases and incidents with a public health implication – KCC response to and recovery from the impacts of the Coronavirus public health emergency	25	12	↔
CRR0051	Maintaining or Improving workforce health, wellbeing and productivity throughout Coronavirus response and recovery	16	8	INCREASE from 12

*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Corporate Register. Therefore, there will be some 'gaps' between risk IDs.

** Context of the risk has been changed, hence direct comparison of score not applicable.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

From: Peter Oakford, Deputy Leader and Cabinet Member for Finance,
Corporate and Traded Services
Zena Cooke, Corporate Director of Finance

To: Cabinet 14th December 2020

Decision No:

Subject: **Spending Review 2020**

Classification: **Unrestricted**

Summary:

This report provides an update on the Spending Review announcement on 25th November 2020. The Spending Review 2020 (SR2020) prioritised funding to support the response to Covid-19, invest in the UK's recovery and deliver on the government's programme. It sets departmental budgets for 2021-22 and devolved administrations' block grants for the same period. SR2020 also provides £100 billion of capital investment next year.

SR2020 does not include the detail of individual grant settlements from government departments (revenue or capital) although does include some additional information regarding the revenue settlement for the local government sector from Ministry of Housing Communities and Local Government (MHCLG). This enables modelling of a range of potential scenarios for the revenue settlement. We are anticipating that the provisional local government settlement will be announced before Christmas recess providing more detail.

This report focusses on the fiscal and economic forecasts and the main departmental budgets affecting local authorities

Recommendations:

- a) Cabinet is asked to note the outcome of the Spending Review and potential impact on planning for 2021-22 revenue budget, 2021-24 medium term financial plan and 2021-24 capital programme.
- b)

1. Background

1.1 The Chancellor launched the Comprehensive Spending Review (CSR) on 21st July 2020. At the time of the launch the review was planned to cover multi year settlement covering 2021-22 to 2023-24 for day to day spending and 2021-22 to 2024-25 for capital infrastructure. However, on 21st October the Chancellor confirmed there would only be a one-year Spending Review for 2021-22 in order to prioritise the response to Covid-19 and focus on supporting jobs. The one-year Spending Review aimed to focus on three areas:

- Providing departments with the certainty they need to tackle Covid-19 and deliver the Plan for Jobs to support employment;
- Giving vital public services enhanced support to continue to fight against the virus alongside delivering first class frontline services; and
- Investing in infrastructure to deliver ambitious plans to unite and level up the country, drive economic recovery and Build Back Better

1.2 As well as setting out departmental spending plans for 2021-22 SR2020 also includes an assessment of the economic and fiscal context, the response to the Covid-19 pandemic and investment in recovery, improving outcomes from public services and delivering value for money, and strengthening the UK's place in the world.

1.3 The economic outlook report from the Office for Budget Responsibility (OBR) was published at the same time as the Spending Review announcement. The OBR report provides an independent assessment of economic and fiscal forecast, and the government's performance against fiscal targets.

2. Economic & Fiscal Context

2.1 The Covid-19 pandemic has presented an extraordinary and unexpected challenge to the UK economy and economies across the world. The combination of additional public spending both on dealing with the pandemic and the economic fallout from the subsequent recession, and reduced tax yields, has resulted in an unprecedented peacetime budget deficit. Table 1 shows the central OBR fiscal forecasts for public sector spending, receipts, net borrowing, and total debt. In the central forecast spending is forecast to be £281bn higher than the previous year and receipts £57bn lower, resulting in an annual deficit of £394bn. It should be noted that the economic outlook remains highly uncertain and the OBR have produced a number of alternative scenarios reflecting different assumptions on the path of the virus and its impact on the economy (with a range for the annual deficit of £353bn to £440bn under the various scenarios for the pace of economic recovery).

Table 1	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
OBR Fiscal Forecasts	£bn	£bn	£bn	£bn	£bn	£bn	£bn
Total Public Spending	883.7	1,164.6	1,011.5	990.5	1,027.4	1,064.0	1,106.1
(as % of GDP)	39.8%	56.3%	45.6%	42.1%	42.1%	42.0%	41.9%
Total Public Receipts	827.6	771.0	847.3	885.9	927.0	964.4	1,004.3
(as % of GDP)	37.3%	37.3%	38.2%	37.7%	38.0%	38.0%	38.1%
Net Borrowing	56.1	393.5	164.2	104.6	100.4	99.6	101.8
(as % of GDP)	2.5%	19.0%	7.4%	4.4%	4.1%	3.9%	3.9%
Total Accumaltd Debt	1,800.5	2,273.9	2,478.4	2,602.2	2,720.9	2,714.1	2,816.6
(as % of GDP)	85.5%	105.2%	108.0%	108.6%	109.4%	105.0%	104.7%

- 2.2 In SR2020 it was acknowledged that due to the high levels of uncertainty it was not the right time to set out a detailed medium-term fiscal strategy. However, the Chancellor did state that over time, and once the economic recovery is secured, that the government is fully committed to taking the necessary steps to ensure borrowing and debt are on a sustainable path. The OBR has identified that even on the loosest conventional definition of balancing the books, a fiscal adjustment of £27 billion (1% of GDP) would be required to match day-to-day spending to receipts by the end of the five-year forecast period in 2025-26.
- 2.3 The OBR central forecast is that size of the UK economy, as measured by Gross Domestic Product (GDP), will reduce by 11.3% in the current year (11.8% per capita). This is the largest annual reduction in over 300 years. Under the various scenarios, the upside GDP shrinks by 10.6% in the current year, and the downside by 12%.
- 2.4 In the OBR's upside scenario, consistent with a vaccine becoming widely available in spring of 2021, activity rebounds quickly and GDP recovers to pre-virus levels by the end of 2021, and there is no enduring economic scarring. However, under the downside scenario, where subsequent waves of infection require periodic re-imposition of health restrictions, output does not recover to its pre-virus levels until the third quarter of 2024 with persistently higher levels of unemployment and enduring economic scarring.
- 2.5 Table 1.1 from the OBR report summarises the scenarios and economic impact.

Table 1.1: Summary of virus scenarios

	Virus scenarios		
	Upside	Central	Downside
Public health assumptions			
Lockdown ends	2 December	2 December	2 December
Test, trace and isolate	Effective	Partly effective	Ineffective
Public health restrictions: lockdown to vaccine ¹	Medium-low	High-medium	Very high ²
Vaccines widely available	From Spring 2021	From mid-2021	Ineffective
Economic effects (per cent, unless otherwise stated)			
Real GDP growth in 2020	-10.6	-11.3	-12.0
Return to pre-virus peak (2019Q4)	2021Q4	2022Q4	2024Q4
Peak unemployment rate	5.1	7.5	11.0
Long-term GDP scarring	0.0	3.0	6.0
Fiscal effects (per cent)			
Public sector net borrowing in 2020-21	16.7	19.0	21.7
Public sector net borrowing in 2025-26	1.7	3.9	6.1
Public sector net debt in 2025-26	90.5	104.7	123.1
Budget 2020 fiscal targets			
Current budget balance in 2023-24	Met	Not Met	Not Met
Net investment below 3 per cent of GDP	Met	Met	Not Met
Debt interest to revenue ratio below 6 per cent	Met	Met	Met

¹ Low, medium and high are broadly equivalent to October 2020 tiers 1, 2 and 3 in England. Very high is between October 2020 tier 3 and November 2020 lockdown in England.

² Restrictions to ease to low by end of 2021.

- 2.6 All the OBR scenarios assume a smooth transition to a free-trade agreement with the EU in the new year. However, they have we also described an alternative scenario in which the Brexit negotiations end without a deal. This would further reduce output by 2% initially, and by 1½% at the end of the forecast period.
- 2.7 The OBR central forecast for unemployment is for it to peak at 7.5% in quarter 2 of 2021 (up from 4% in quarter 1 of 2020), with a subsequent recovery to 4.4% by quarter 4 of 2024. Under the upside scenario unemployment would peak at 5.1% in quarter 2 of 2021, with a more rapid and full recovery to 3.9% by quarter 1 of 2022. Under the downside the peak would be higher and later at 11% in quarter 1 of 2022, recovery would be slower and more damaging with unemployment at 5.2% at quarter 1 of 2025. The changes in forecast unemployment are shown in table 2. Unemployment will have a greater impact on the Council than previous recessions following the localisation of council tax support for low income households.

Table 2 Unemployment Forecasts	Central Forecast		Upside Scenario		Downside Scenario	
	Rate	Quarter	Rate	Quarter	Rate	Quarter
Prior to Pandemic	4.0%	2020Q1	4.0%	2020Q1	4.0%	2020Q1
Peak Rate	7.5%	2021Q2	5.1%	2021Q2	11.0%	2022Q1
Recovery to	4.4%	2024Q4	3.9%	2022Q1	5.2%	2025Q1

- 2.8 Forecasts for CPI inflation falls under all three scenarios from 1.8% last year to 0.8% in 2020, due in part to lower indirect taxes and energy prices, as well as increased slack in the economy. Thanks primarily to relatively weak average earnings growth, inflation remains subdued over the next three years, returning to the 2% target by the end of 2024. Average earnings continue to rise this year in the upside and central scenarios, despite the pandemic. In the medium term, earnings growth picks up steadily as labour market slack declines, reaching 3.5% by 2025.
- 2.9 SR2020 included an announcement that public sector pay rises for 2021-22 will be restrained and targeted. SR2020 confirmed that the government will include provision for pay rises for NHS workers and will prioritise pay rises for the lowest paid public sector workers with a guaranteed minimum increase of £250 for workers earning less than £24,000. Pay rises for other public sector workers paid directly by central government will be paused for one year in 2021-22.
- 2.10 SR2020 included decisions on increases in National Living Wage (NLW) and National Minimum Wage (NMW). NLW will increase by 2.2% from £8.72 an hour to £8.91 an hour from April 2021. NLW will now apply to workers aged 23 and over (previously 25). This decision balances the government's long-term target for NLW to reach two thirds of median earnings by 2024 (subject to economic conditions) and helps to ensure that the lowest-paid workers continue to see pay rises without significant risks to their employment prospects. NMW rates will increase between 2% to 1.5% depending on age. The lowest KCC pay grade is above NLW/NMW and Foundation Living Wage.

3. Local Government Spending Plans

- 3.1 Over £5.4bn has been made available to help local authorities in England respond to the impacts of Covid-19 in 2020-21. This is in addition to £1.6bn made available in 2019-20. Additional financial support will continue to be available to public health local authorities facing the highest Covid-19 restrictions through the Contain Outbreak Management Fund.
- 3.2 SR2020 includes a package of £55bn to support the public services response to Covid-19 in 2021-22. This includes £21bn of contingency funding not allocated to any particular services to enable support to be adapted over the course of next year. It also includes over £3bn which the government expects to provide to local authorities through additional funding in 2021-22 to support the response to the pandemic including:
- £1.55bn of additional grant funding to help local authorities to meet additional spending pressures as a result of Covid-19 in 2021-22
 - £0.67bn of additional grant funding to help local authorities manage the cost of households least able to afford council tax payments
 - An estimated £0.762bn to compensate local authorities for 75% of irrecoverable loss of council tax and business rates revenue in 2020-21 that would otherwise need to be funded through local authority budgets in 2021-22 and later years
 - Extending the existing Covid-19 sales, fees and charges reimbursement scheme for a further 3 months until June 2021
- 3.3 In addition to the Covid-19 funding the core settlement for local authorities includes the following grant announcements:
- £300m of new grant funding for adult and children's social care (in addition to the £1bn included in the 2020-21 settlement that will be maintained in 2021-22)
 - Increasing Revenue Support Grant in line with inflation
 - Maintaining the existing New Homes Bonus scheme for a further year with no new legacy payments
 - £16m to support modernisation of local authorities' cyber security systems
- 3.4 At this stage we do not have the detail of individual allocations of either the additional Covid-19 grants or the core grants. Cabinet will be given a verbal update and presentation on the latest forecast projections at the meeting.
- 3.5 The government anticipates that core spending power for all local authorities for 2021-22 will increase by 4.5% compared to 2020-21. The core spending power includes the main settlement from government (the Settlement Funding Assessment which includes the baseline calculation for business rate retention and Revenue Support Grant), council tax and core grant settlements outlined in paragraph 3.3. It does not include changes in locally retained business rates or the share of 2020-21 collection deficits not funded by the additional Covid-19 arrangements outlined in paragraph 3.2. The core spending power is based on assumed tax base and assumptions about permitted council tax increases

outlined in paragraph 3.6 below. The % increase for individual authorities will vary according to their individual elements and choices.

- 3.6 The referendum threshold for council tax increases will remain at 2% in 2021-22. In addition local authorities will be able to levy a 3% adult social care precept through council tax in 2021-22. There is the possibility some of the permitted council tax increase can be deferred until 2022-23. MHCLG will set out full details of the council tax referendum principles and adult social care precept flexibility as part of the detailed consultation on the Local Government Finance Settlement for 2021-22. In the longer term, the government is committed to sustainable improvement of the adult social care system.
- 3.7 The government is undertaking a fundamental review of the business rate system. A final report on the responses to the call for evidence will be published in spring 2021. In the meantime, to support businesses in the near-term the government has decided to freeze the business rate multiplier in 2021-22. Local authorities will be fully compensated for the loss of retained business rate revenue.
- 3.8 Earlier in the year the government announced that it was delaying the move to 75% Business Rate Retention and the implementation of the fair funding review. To provide further stability to the sector the government has decided not to proceed with a reset of business rates baselines in 2021-22 and will maintain the existing 100% business rate retention pilots for a further year. The government will be consulting on further reforms to the New Homes Bonus shortly, with a view to implementing reform in 2022-23.
- 3.9 The government has published responses to consultation on Public Works Loans Board (PWLB) terms. The government will reform the terms of future loans ending the use of PWLB for property investments acquired primarily for income yield and will cut interest rates for other loans by 1% for Standard Rate and 0.8% for Certainty Rate.
- 3.10 £165m will continue to be available for troubled families programme in 2021-22. An additional £98m of funding (taking the total to £125m) will be available to enable local authorities to deliver new duty to support victims of domestic abuse and their children in safe accommodation.

4.0 Other Departmental Spending Plans

- 4.1 SR202 includes a new £4bn Levelling-up Fund to invest in local infrastructure that has a visible impact on people and their communities and will support economic recovery. This cross departmental fund is available to support projects up to £20m (or more by exception) including bypasses and other local roads schemes, bus lanes, railway station upgrades, regenerating eyesores, upgrading town centres and community infrastructure, and local arts and culture. The government will publish a prospectus for the fund and launch the first round of competitions in the New Year

Department for Transport

4.2 The overall department core budget will increase by £700m from £4.0bn to £4.7bn (13.8% real terms increase). Capital spending will increase by £600m from £18bn to £18.8bn. The department will be allocated £2.1bn from the additional £55bn of Covid-19 spending in 2021-22. The settlement includes £1.7bn in 2021-22 for local roads maintenance and upgrades to tackle potholes, relieve congestion and boost connectivity.

Department for Health and Social Care

4.3 The overall department core budget will increase by £6.6bn from £140.5bn in 2020-21 to £147.1bn in 2021-22 (3.5% average real terms increase per year since 2019-20). Capital spending will be £9.4bn (an increase of £2.3bn on 2019-20). The department will be allocated £20.3bn from the additional Covid-19 spending in 2021-22.

4.4 The Covid-19 spending in 2021-22 includes £15bn for Test and Trace, £2.1bn to continue to maintain and distribute stocks of personal protective equipment, and £163m for medicines and therapeutics. The core settlement includes £573m for Disabled Facilities Grant (paid to local authorities) and £71m in the Care and Support Specialised Housing Fund supporting people to live independently for longer.

Department for Education

4.5 The overall department core budget will increase by £2.9bn from £67.8bn to £70.7bn (3.2% real terms increase). Within this the amounts for schools will increase by £2.2bn from £47.6bn to £49.8bn, this is in line with planned increase announced in last year's Spending Review to increase the core schools budget by £7.1bn by 2022-23. Capital spending will increase by £500m from £5.1bn to £5.6bn. The department will be allocated £0.4bn from the additional £55bn of Covid-19 spending in 2021-22. The settlement includes:

- £1.8bn in 2021-22 to maintain and improve the condition of school buildings
- £300m in 2021-22 for new places for children with special educational needs and disabilities
- £24m in 2021-22 to start a new programme to maintain capacity and expand provision in secure children's homes
- Holiday Activities and Food programme to provide enriching activities and a healthy meal for disadvantaged children during Easter, summer and Christmas holidays in 2021
- £44m in 2021-22 for early years education to increase the hourly rate paid to childcare providers for free entitlement hours. This is on top of the £66m increase confirmed in last year's Spending Review

5. Recommendations

Recommendations:

- a) Cabinet is asked to note the outcome of the Spending Review and potential impact on planning for 2021-22 revenue budget, 2021-24 medium term financial plan and 2021-24 capital programme.
- b)

6. Background Documents

6.1 Spending Review publication

<https://www.gov.uk/government/publications/spending-review-2020-documents>

6.2 Office for Budget Responsibility Economic Outlook Report

<https://obr.uk/efo/economic-and-fiscal-outlook-november-2020/>

7. Contact details

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