



AGENDA

CABINET

Thursday, 24th June, 2021, at 10.00 am Ask for: **Emily Kennedy**
Council Chamber, Sessions House, Telephone **Tel: 03000 419625**
County Hall, Maidstone **emily.kennedy@kent.gov.uk**

UNRESTRICTED ITEMS

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

1. Apologies and Substitutes
2. Declaration of Interests by Member in Items on the Agenda for this meeting
3. Minutes of the meeting held on 25 January 2021 (Pages 1 - 10)
4. Cabinet Member Updates
5. Quarterly Performance Report, Quarter 4, 2020/21 (Pages 11 - 70)
6. Revenue and Capital Outturn 2020/21 (Pages 71 - 134)
7. Medium Term Financial Outlook (Pages 135 - 144)
8. Key Decision 21/00042 - Reconnect: Kent Children and Young People Programme (Pages 145 - 158)
9. Revising the draft Civil Society Strategy and Support to the Voluntary Sector 21-22 and beyond (Pages 159 - 166)

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Wednesday, 16 June 2021

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KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the online on Monday, 25 January 2021.

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

UNRESTRICTED ITEMS**203. Apologies and Substitutes**

(Item 1)

No apologies for absence were received.

204. Cabinet Member Updates

(Item 3)

1) Mrs Bell said the latest data report on the NHS Vaccination programme in Kent and Medway had been published showing data up until 17 January 2021. 50,000 people aged over 80 and almost 58,000 under 80 years old had been given their first dose of the Covi-19 vaccination. A further 20,000 people had received a second dose of the vaccination. In total, 127,823 doses had been administered across the county by 17 January 2021.

Services for 41 Primary Care Networks covering 197 of 200 GP practices had started administering the Covid-19 vaccine. The Clinical Commissioning Group was working with the Primary Care Networks to see how the vaccination could be distributed to more sites and to address areas where travel distance to a vaccination site was more than 10 miles. Large vaccination centres and pharmacy-based services were being developed to increase capacity.

The CCG was working to meet the government's target of vaccinations being rolled out to the top 4 priority groups by mid-February. Where services started later in parts of the county, the CCG was working on plans to provide the capacity needed. In Sandwich, Deal and Dover, vaccinations were being delivered by the neighbouring Primary Care Network from the Dover Health Centre Site. The PCN had been in a later wave of vaccination sites approved to start but first supplies of the vaccination were received on 14 January and the vaccination service began on 15 January 2021. To support catching up on priority groups, all Sandwich residents aged over 80 years old were being contacted to invite them to an additional vaccination service running from Broadstairs.

In Romney Marsh, the vaccination site at Lydd Airport had opened and KCC was providing support with transport for the centre. Mr Hills had been active alongside the Romney Marsh Day Centre, the local Community Warden and many volunteers acting as drivers and marshals to assist in running the vaccination centre.

Other Members had been involved directly in the delivery of the vaccination in their local areas, including Mr Butler, Ms Morton and others. Thanks were given to Members for their assistance.

There were 332 older people's care homes in Kent and Medway and 237 homes had been vaccinated. A further 57 were due to be vaccinated within the week. Some homes could not be fully vaccinated whilst there was an outbreak within the setting.

The Minister for Social Care had written to local authorities setting out tasks to be carried out with the Care Quality Commission and NHS partners to help community-based care staff to get vaccinated. This included identifying providers of social care services and the number of eligible frontline social care workers employed and to ensure that employers received the appropriate national and local vaccination communications. The Adult Social Care team had complied with all recommendations and continued to work with providers to support staff to get the vaccine.

Symptom-free testing sites were to open in Herne and Gravesend, bringing the number of symptom-free testing centres to 24. Booking was available for all centres on [Kent.gov.uk/symptomfreetest](https://kent.gov.uk/symptomfreetest). Up to the 20 January 2021, 109,972 tests had been conducted and 1370 of these were positive, a percentage of 1.2%.

2) Mrs Chandler said the Children & Young People's Mental Health Week was to take place from 1 to 7 February. HeadStart Kent and Kent Youth County Council were working together to ensure that young people would feel supported during these difficult times and through the collaborative work with services across the county, they were coordinating an approach to help to promote the work which Kent County Council was doing, and the services available to young people.

An extension to the HeadStart Kent Social Marketing Campaign was to be launched on 1 February 2021 to coincide with Mental Health week. This burst of activity would go out across multiple platforms and to targeted audiences, particularly parents and young people. All partners were to be provided with the assets and guidance of what to share and when, and this was also to be shared with schools for use on their own social networks.

Young people working directly with HeadStart Kent and KYCC had also got involved, creating content to be shared on social media promoting tips for keeping mentally well during lockdown.

Advertising across social media and radio was also to be utilised promoting MoodSpark and Kent Resilience Hub.

Furthermore, as part of Mental Health Week, Headstart were to support Kooth in the promotion of their new campaign 'Don't do it alone.' HeadStart Kent and the Kent Clinical Commissioning Groups commissioned free support and access to fully trained online counsellors 365 days a year, and the "Don't Do It Alone" campaign was designed to encourage open conversations around mental health, so children and young people would know they were not alone with their struggles. Some of the

biggest stars on social media had also helped to support this campaign and had developed a video to appeal to young people. A summary of the support was to be circulated to Members.

During the first Covid-19 lockdown KCC helped many families with disabled children by providing toys and equipment aimed at enabling a diversion from the pressures and difficulties of being confined to home. Following its success, it was intended to run another Toy Scheme with a widened eligibility criterion to help alleviate some of the pressures felt by families whose children and young people were without their usual support network.

The scheme was to be operated by issuing retail vouchers allowing for families to identify exactly what would benefit them most.

Kent PACT, a parent carer forum set up for parents of children and young adults with disabilities and additional needs had made significant progress towards becoming its own independent, constituted group which was a significant progress in restoring confidence and increasing engagement between PACT and KCC. A funding stream had also been agreed and KCC were working with PACT to recruit a parent champion for each of the four quadrants and secure a centralised office.

On 15 January 2021, the Education Minister had launched the government's independent review on Children's Social Care Services which would change the way that services were delivered across England and the review had a wide remit. It was reported in the launch that it was to re-shape the way children interact with the care system, looking at the process from referral to becoming a looked after child. The review was welcomed by KCC and KCC was to participate fully to share recognised best practice.

There had been an increase in staff sickness as many were suffering with Covid or were in isolation, and with the rise in Covid infections, it was having an unprecedented impact on anxiety levels and staff morale as capacity within teams was diminished, creating pockets of pressure. CYPE had continued to suffer from loss of staff, and condolences were offered to all those who had lost loved ones to Covid and thoughts were with any staff who had contracted the virus.

3) Mr Long said that a letter had been sent from Gavin Williamson on 20 January 2021 and schools were informed that the daily contact testing for pupils and students would be paused whilst further evaluation work was undertaken in order to understand the impact. However, regular testing of school staff was to increase to twice weekly.

Given the further disruption to education and that there was no guarantee that all students would be able to fairly sit their exams in the summer, an alternative arrangement to award qualifications was being considered. It was not proposed that the Kent Test be cancelled. Together with Ofqual, the DfE had launched a joint consultation to seek views on alternative assessment arrangements for GCSE, AS,

and A levels and propositions for vocational and technical qualifications (VTQs). The consultation launched on Friday 15 January and was to run for two weeks. Views from students, parents and carers had been invited.

The DfE were keeping plans for the return to school and college under continuous review and were to ensure that children and young people returned to face to face education as soon as was possible. The DfE were to inform schools, colleges and parents ahead of the February half term, and would take into account fully the evolving and challenging position of the spread of the virus, as well as the views from health colleagues, the Chief and Deputy Chief Medical Officers.

Deepest sympathies were offered to those who had lost someone to Covid and thoughts were with all staff who continued to do an outstanding job under the extreme pressures, whether this had been in a professional or personal capacity. Thanks were given to all the education officers.

4) Mr Payne said work continued to be done by Kent Highways and Transportation despite challenges and there had been little interruption to the works programme. The Machine Road Surfacing contract was underway. Work was continuing with the backdrop of keeping social distancing measures and therefore, site visits were not taking place. Many traffic counts were not being undertaken as distorted traffic flows meant that collection of meaningful data was not always possible. Thanks were given to Kent Highways staff.

Extra resources had been stationed in Sandwich to deal with the winter weather. Gritting was important in ensuring access to Manston and to the Sevington inland border facility, as well as to vaccination sites.

5) Miss Carey thanked KCC staff, partners and contractors for their efforts in a difficult period. KCC Waste Transfer Stations had been operating extra opening hours to help district partners with their work of collecting kerbside waste. A decision had just been published on waste performance payments for Canterbury City Council and Thanet District Council. This meant that there were agreements with all four of the east Kent councils on recycling which incentivised improved recycling rates. There were shared benefits of reduced cost and extra income for all partners and it was an area where everyone wanted to see improvement to meet environmental goals.

The Low Carbon Homes Conference was being hosted by KCC online from 26 January 2021. As well as the target of net zero carbon for KCC services and buildings by 2030, there was a linked commitment to reaching net zero for Kent as a whole by 2050.

Carbon emissions in Kent had fallen by 40% between 2005 and 2018 but considerable work was needed to reach net zero by 2050. Over the next 30 years, it was anticipated that most greenhouse gases emitted in Kent would come from existing buildings so the focus of the Conference would be on retrofitting. Nearly 200 people had registered and it was hoped that the Conference would help to identify where progress could be accelerated.

6) Mr Whiting said thanks to staff at KCC but also to colleagues in the districts and boroughs for their work during the pandemic assisting with business grants.

Kent Ambassadors had been briefed on various aspects of the post-Brexit reality in Kent. He had introduced two Straits Committee Colleagues, Bruno Ficheux, Vice President of the Department of Nord; and Mireille Hingrez-Cereda, Vice-President of the Department of Pas-de-Calais, who gave their perspective from the other side of the Channel. Kent Ambassadors had said how interesting they found the session, and they were particularly grateful to French partners for their insight.

The Broadband team, headed by Liz Harrison, continued to work with BDUK to roll out gigabit broadband to communities in Kent. Briefings had been sent to Members and to Members of Parliament regarding the BDUK and KCC Vouchers schemes. Briefings for District and Borough Councils were being set up to assist them with their understanding of the roll-out and the voucher schemes.

The Marsh Millions, a fund of £1m set up with funding from Magnox/NDA, KCC, Folkestone & Hythe District Council and Ashford Borough Council had been used to successfully create and sustain employment in the Romney Marsh area. The legal agreement under which the fund operated had expired and the four co-funders had met and formally agreed to wind-up the scheme to new applicants. A decision was going through KCC's internal governance processes.

In response to the Covid emergency and first lock down in March last year, the Marsh Millions co-funders agreed to a 12-month repayment holiday for companies that had taken out loans from the scheme. It had been agreed that period may be extended on a case by case basis for a further six months for companies that continued to have difficulties in making their repayments.

KCC was to continue to manage the loan repayment process which was expected to take several years.

The Taste of Kent Awards 2021 were open for public voting. The awards were facilitated by Produced in Kent, which represented over 300 of Kent's growers, producers, manufacturers, wholesalers, retailers, pubs and restaurants. The Awards were open to any food and drink business located in Kent and, in their 17th year, were the longest running and most prestigious food & drink awards in the South East. The Awards had particular importance in 2021, given the massive effect Covid had on the sector. The vote was open until the 28 February and details of the nominees and how to vote was available at: www.tasteofkentawards.co.uk.

KCC had engaged with SME house builders, to discuss the important role they were to play in delivering new homes and sustaining the local supply chains and employment in Kent. The issues were further discussed at an online conference facilitated by Localis and jointly led by the Developer Groups in Kent, Essex and East Sussex.

Mr Whiting reported that he was attending the UK Building and Supply Conference, which would look at the wide range of issues affecting delivery of housing, including affordable housing.

7) Ms Prendergast said the further symptom free testing sites had been opened across Kent, increasing testing capacity to over 20,000 per day. As of 22 January,

booking analysis showed 50% of slots for the following 5 days had been filled. Kent Communications continued to promote symptom free testing across many channels including social media, radio and outdoor mobile advertising. For those residents who had already been tested, work was being done on an email or text message to remind them to book another test. Going forward, bookings would generate automatic reminders for re-testing.

Since the start of Covid-19 contact tracing and up to 21 January 2021, of 89713 cases in Kent residents, 85.1% had been successfully contacted. The NHS Test and Trace target set by the scientific advisory group for emergencies was for at least 80% to be contacted so it was encouraging that Kent was exceeding the target. As of 25 January, positive lateral flow tests would also feed into the Contact and Trace system. Additional measures including an uplift in staffing levels had been taken to address likely increase in volumes.

To help understand attitudes to the situation in regard to the pandemic, the residents' survey which sought residents' views on compliance with Covid-19 guidance and attitudes to symptom free testing had been refreshed. The survey had received over 4500 responses and was due to close on 29 January. Work was also being done with KYCC to better understand the pandemic from a youth perspective.

A well-known and well-respected Kent resident had agreed to endorse and support the "Don't be the reason" campaign, to encourage compliance with the guidelines, booking regular symptom free tests and adhering to contact tracing, if contacted. Details were being finalised and would be shared across social media platforms.

205. Revenue and Capital Budget Monitoring - November 2020-21

(Item 4)

1) Mr Oakford said the report presented the position for KCC as of November 2020. The forecast revenue position excluding spending associated with schools and Covid-19, was an £11.8million underspend. This was an increase to the underspend of £7.3million since the last monitoring report. The money saved as an underspend was going to be needed for services when the lockdown was eased and children returned to schools.

2) There were building budget pressures in areas of the council such as those relating to mental health, domestic abuse and referrals to Children's Services. All directorates had reported underspends but this had not taken into account the impact of the third lockdown.

3) Underspends that had been reported relating to Adult Social Care were due to less home care client hours being commissioned through homecare but this needed to be considered alongside the additional expenditure on homecare attributed to Covid-19.

4) The available emergency grant funding was £17.4million after taking into consideration additional spending incurred, delayed savings, income losses and underspends. The social impact of the third lockdown was not yet known. The MHCLG report which totalled the Covid-19 related spend was £104million.

5) The Capital forecast showed an underspend of £179.4million.

6) Resolved that the recommendations in the Revenue and Capital Budget Monitoring Report be agreed.

206. Capital Programme 2021-24, Revenue Budget 2021-22 and Medium Term Financial Plan 2021-24

(Item 5)

Zena Cooke, Corporate Director Finance and Dave Shipton, Head of Finance Policy, Planning & Strategy and Benjamin Watts, Monitoring Officer were in attendance for this item.

1) Mr Oakford said that the scrutiny process with all KCC Members for the draft budget had been completed. The draft budget had been presented at all Cabinet Committees and was finalised by the full Scrutiny Committee. No formal recommendations for changes to the draft budget were received as part of this process.

2) The draft budget had been developed to reflect the uncertainty caused by the pandemic and contained an element of financial sustainability to ensure that KCC was able to support residents throughout the next financial year and beyond.

3) Mr Shipton updated Members regarding responses from the budget consultation and it was noted that there had been a significant increase in responses compared to other recent budget consultations. An overview of the key issues raised at Cabinet Committees and at Scrutiny Committee was given but no changes were formally recommended.

4) The government's expectation is that an increasing proportion of KCC's core spending power is funded from council tax. This is reflected in the amount of council's core spending funded from council tax has increased from 61% in 2015-2016 to 72.8% for 2021/2022 settlement. The 2021/2022 amount is based on the government's estimate for council tax base growth and council tax charge increases although we now have evidence that the tax base for 2021/2022 will be less than the government's estimate and consequently the increase in the 2021/2022 budget will be less than the increase assumed in the government's core spending power illustration.

5) Measures were proposed to strengthen KCC's financial resilience within 2021-22 budget but it was not known what the final outturn was for 2020-21.

6) Ms Cooke said that work had been done since the budget amendment agreed in September 2020 and it was hoped there would be an underspend at the end of the financial year to support the 2021-22 budget. There was a high level of risk, particularly in areas like Adult Social Care and Children's Services where demand had been suppressed during lockdown restrictions.

7) Mr Watts said that queries that had been raised around the format of the budget provided to Members at Scrutiny Committee would be answered and Members of Cabinet copied into the response.

8) Miss Carey said that KCC's spending power should be coming more from council tax as it was more reliable than investments and government grants and it was a strength that more of KCC's core spending power was coming directly from Kent residents.

9) Ms Chandler said there was emphasis in the draft budget around the work on Special Educational Needs and Disabilities and this had been noted by the Department for Education.

10) Mr Whiting said that he would have liked to have seen more going into reserves but felt it was a balanced and prudent budget.

11) The Leader said that some Members sitting on Cabinet Committees had raised concerns as part of the budget consultation that there was too much emphasis on income from council tax and others had queried whether enough was being done to increase reserves. A balance was found to ensure KCC was prepared for the coming year.

12) Resolved that the briefing and consultation responses in the report be noted and the Capital Programme 2021-24, Revenue Budget 2021-22 and Medium term Financial Plan 2021-24 be endorsed.

207. Decision 21/00011 - Kent Rail Strategy

(Item 6)

Stephen Gasche, Rail Project Manager was in attendance for this item.

1) The Leader said the decision to adopt the Kent Rail Strategy had been recorded at previous Cabinet Committee meetings and was stated on the relevant consultation pages on KCC's website. Members of the public had an opportunity to contribute to the development of the strategy. However, the notice of decision was not published on the list of Forthcoming Executive Decisions for the normal 28 days in advance of the meeting of Cabinet. This was an oversight due to a minor administrative error. The decision was therefore to be recorded as urgent but it was noted that the minimum 5 clear working day notice was provided.

2) Mr Payne said that the new strategy was in response to the Williams Rail Review which had highlighted the failure of the existing franchise system. The Kent Rail Strategy flagged up expectations around the train service and rolling stock specifications required moving forward. The need for additional capacity on high speed, mainline and metro services had been highlighted. The strategy was aligned with the Kent and Medway growth and infrastructure framework forecasts and with the success of the current local transport plan. The strategy sought to promote greater integration in line with transport for the south east around better east-to-west connectivity.

3) Mr Gasche outlined the report regarding the Kent Rail Strategy 2021. There had been some amendments which had been recommended by the Environment & Transport Cabinet Committee and feedback had been considered from the public consultation. There was also a Rail Summit webinar with over 100 participants which also contributed to consultation.

4) Mr Gasche advised that the key outcome was the provision of a Thameslink service from Maidstone East to London, initially to Blackfriars and in due time, to St Pancras and on to Cambridge. This had overwhelming support from stakeholders across mid-Kent.

5) The Leader said that the Kent Rail Strategy was to replace the Rail Action Plan produced in 2011.

6) Resolved to adopt the Kent Rail Strategy 2021 as the Council's rail policy.

208. Learning Loss and Support to Schools

(Item 7)

David Adams (Interim Director for Education) was in attendance for this item.

1) Mr Long introduced the report regarding learning loss and support to schools. As a consequence of the pandemic, there had been a loss of learning for children and work was being done to support schools to respond and recover.

2) Mr Adams said schools were to put in place arrangements to support children and to cover their learning loss. Support was to be given to schools in terms of materials and staff training, helping schools to identify needs and target resources.

3) In response to questions from Members, it was noted:

- It would be difficult to know how successful KCC's input had been in the recovery of learning loss due to the Covid-19 pandemic but school level data would inform KCC moving forward. The data was also affected by the disruption but The Education People were assisting schools in this regard.
- It was likely that there would be an increase in the number of deferred entries to primary school. The readiness of some children to start school had been affected as numbers of children attending nurseries had dropped. Work would need to be done with schools regarding readiness of children for primary school.
- Schools were being surveyed about how many young people were not felt to have adequate access to remote learning because of the lack of an appropriate device or lack of internet access. KCC was in contact with the Kent Association of Headteachers around messages to schools and around provision of headteacher wellbeing support.

4) Resolved to note the report.

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

To: Cabinet – 24 June 2021

Decision No: n/a

Subject: **Quarterly Performance Report, Quarter 4, 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 March 2021 (Quarter 4, 2020/21)

Of the 35 Key Performance Indicators (KPIs) contained within the QPR, 22 achieved target (Green), 10 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 4 Performance Report and proposed indicators for 2021/22.

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 4, 2020/21 is attached at Appendix 1, and includes data up to the end of March 2021.
- 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 4 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:
 - 22 are rated Green – the target was achieved or exceeded. An increase of 2 on the previous quarter.
 - 10 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. A decrease of 1 on the previous quarter.
- 2.3. With regards to Direction of Travel¹, 8 indicators show a positive trend, 20 are stable or with no clear trend, and 7 are showing a negative trend.
- 2.4. The 3 indicators where the RAG rating is Red, are in:
- Economic Development & Communities
 - Developer contributions secured as a percentage of amount sought.
 - 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.
3. Proposed KPIs and targets for 2021/22 are given in Appendix 2.

4. Recommendation(s)

Cabinet is asked to NOTE the Quarter 4 Performance Report and proposed indicators for 2021/22.

5. Contact details

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¹ Calculated based on the new regression-based approach agreed by Cabinet in July 2020.

Kent County Council

Quarterly Performance Report

Quarter 4

2020/21

Produced by: Kent Analytics
E-mail: performance@kent.gov.uk
Phone: 03000 415501



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

22 of the 35 indicators are rated as Green, on or ahead of target, 2 more than the previous quarter. 10 indicators reached or exceeded the floor standard (Amber) with 3 indicators not achieving the floor standard (Red), 1 less than the previous quarter. 8 indicators were showing an improving trend, with 7 showing a worsening trend.

	G	A	R	↑	⇒	↓
Customer Services	2	1			3	
Economic Development & Communities	1		1		1	1
Environment and Transport	4	2		1	4	1
Children, Young People and Education	8	5	1	4	7	3
Adult Social Care	4	1		2	2	1
Public Health	3	1	1	1	3	1
TOTAL	22	10	3	8	20	7

Customer Services - Satisfaction with Contact Point advisors and the percentage of phone calls answered both improved in the Quarter 4 and met target. The percentage of complaints responded to within timescale also improved, but not enough to meet target. Visits to the KCC website increased significantly with many visits to new pages on Covid-19 testing.

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 dropped below floor standard for the Quarter due to delays and unexpected costs on one project. Online contacts with libraries remain above pre-pandemic levels.

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

Environment and Transport – Three of the four indicators for Highways and Transport remained above target. Emergency incidents attended within 2 hours of notification dropped one percentage point to 96%, missing the 98% target for the third quarter in a row. The percentage of Waste diverted from landfill was narrowly under target at 98.7% for the rolling 12 months, but for the last 3 months has been close to 100%. Greenhouse Gas emissions continue to trend downwards, ahead of 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 the 2021 summer term, 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 saw a small improvement, but remained below the floor standard. Permanent pupil exclusions remains ahead of target. Number of first-time entrants to the youth justice system continues to trend upwards, and is now missing 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	AMBER	↓

Children’s Integrated Services – Five of the nine indicators met target, with the other four achieving the floor standard, which is an improvement on the previous Quarter. The number of children in care continued to decrease, but the number of care leavers maintained an upward trajectory.

<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	GREEN	⇒
% 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	GREEN	⇒
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 – Four out of the five KPIs met or exceeded target, and were RAG rated Green. Proportion of clients receiving Direct Payments remained the same as the previous Quarter and did not meet target. Number of Deprivation of Liberty safeguards (DoLs) applications increased to over 2,000 for the 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	GREEN	⇒
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 continued to be affected by Coronavirus although a limited number of checks were possible in the last 2 Quarters. Health visiting for mandated checks continues to exceed target and maintained an upward trend. This is the first report to include the new sexual health indicator which monitors the percentage of new patients who are offered a full sexual health screen, and this was under target for Quarter 4. The other two indicators maintained above target performance.

<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	⇧
Percentage of first-time patients (at any sexual health clinics or telephone triage) who are offered a full sexual health screen	AMBER	⇒
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	Bryan Sweetland
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.

The percentage of callers who rated their advisor as good, improved on the previous quarter and met target. The percentage of calls answered improved by 2 percentage points and was above target. Advisors that were redeployed to the Kent Local Tracing partnership in December returned to answer incoming calls for January as new staff were employed to complete the tracing calls.

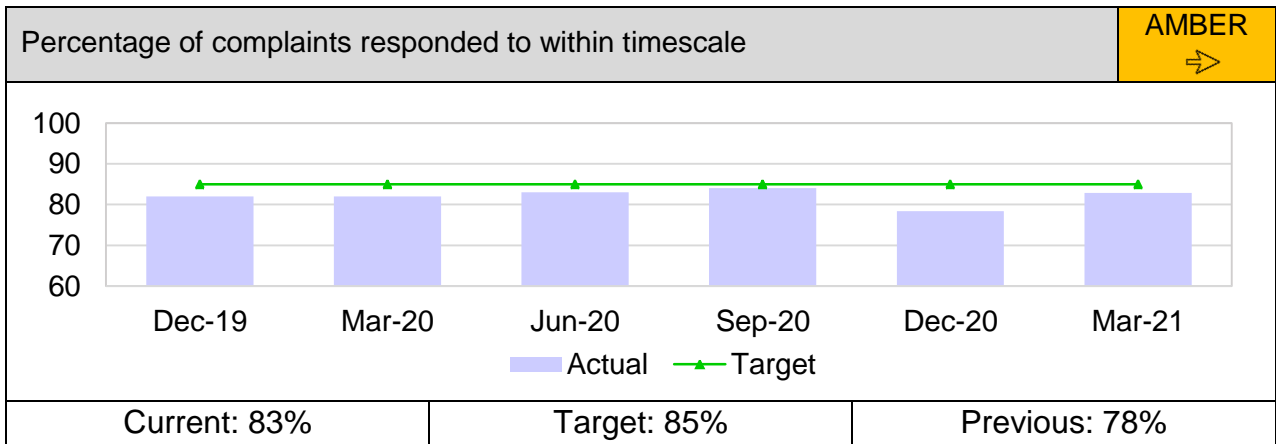
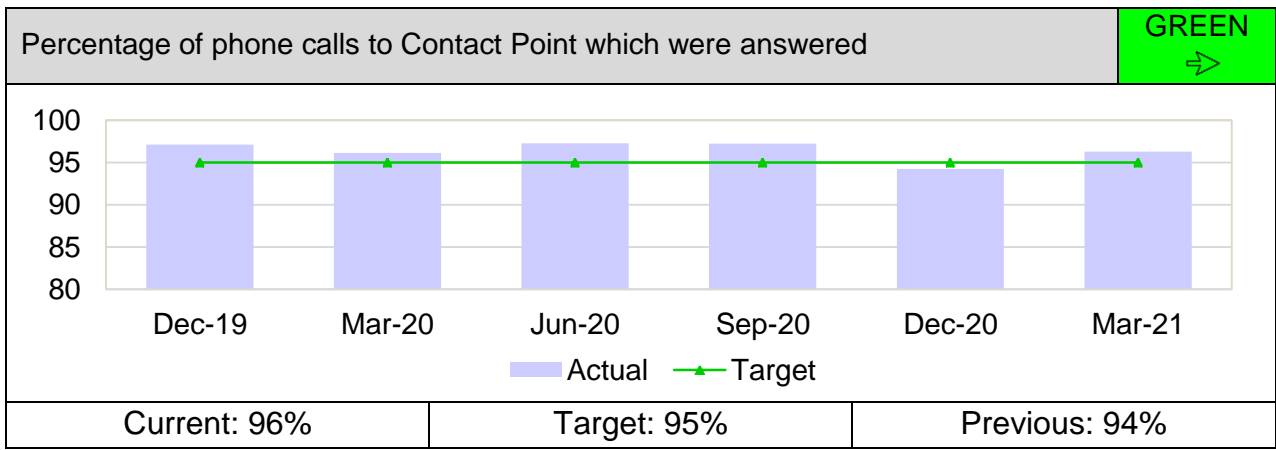
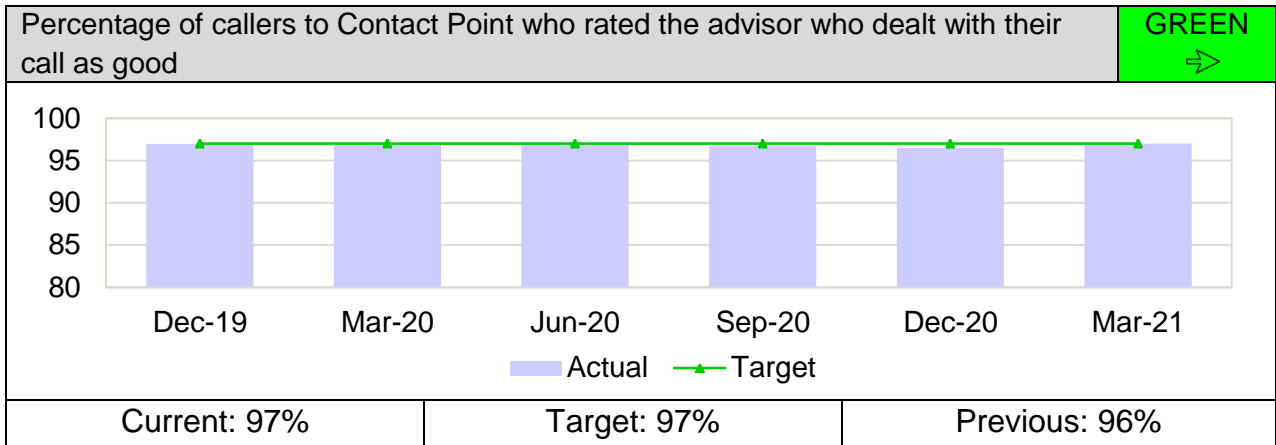
Contact Point received 1% more calls than the previous quarter but 18% fewer calls than the same period last year. The 12 months to March 2021 saw 15% fewer calls than in the 12 months to March 2020. The lockdown from January suppressed call demand to most services, with a key exception being Waste and Recycling which maintained a much higher volume of calls compared to last year.

Average call time increased to 5 minutes 42 seconds, remaining within the target of 5 minutes 45 seconds.

Visits to the KCC website increased well above normal levels. Pages relating to Coronavirus continued to see a high volume of visits, with new pages on symptom-free testing having over 900,000 visits in the Quarter, and pages on Coronavirus cases in Kent over 400,000 visits. House Waste Recycling Centre pages also continued to have high numbers of visits.

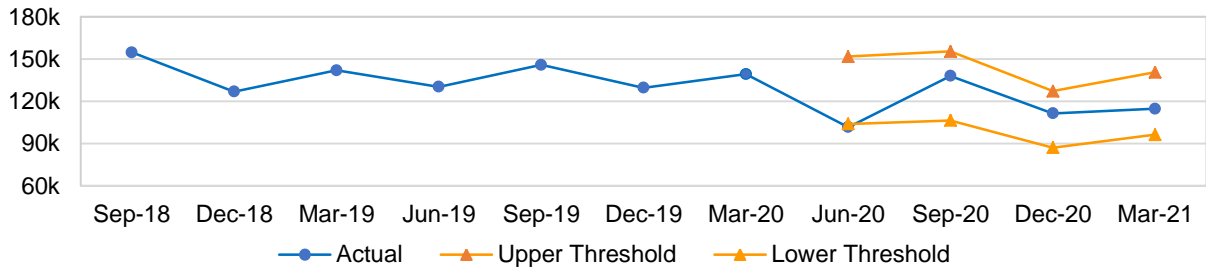
The Quarter to March saw a 11% increase in the volume of complaints received on the previous quarter, but a decrease of 1% on the same quarter in 2020. There was an improvement in responding to complaints within timescale from the previous quarter, with 83% responded to, however this remains under the target of 85%.

Key Performance Indicators

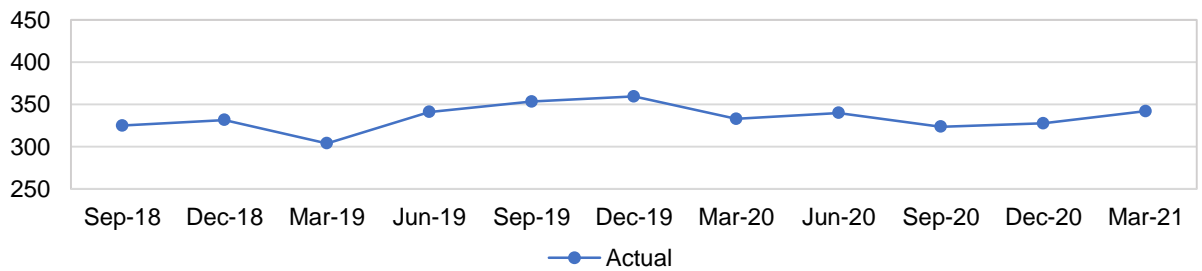


Activity indicators

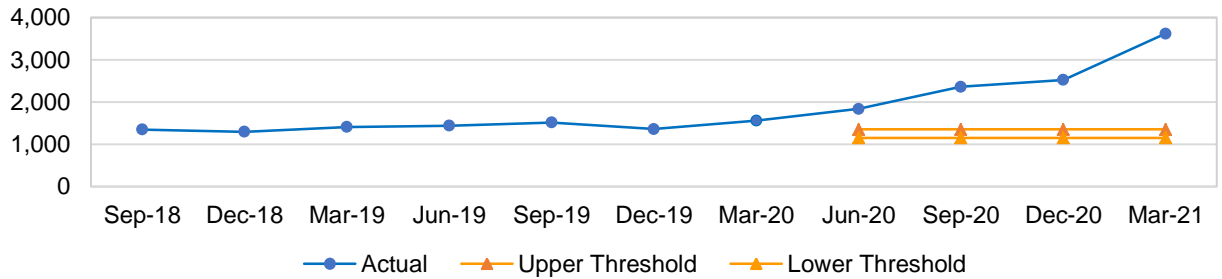
Number of phone calls responded to by Contact Point – by quarter



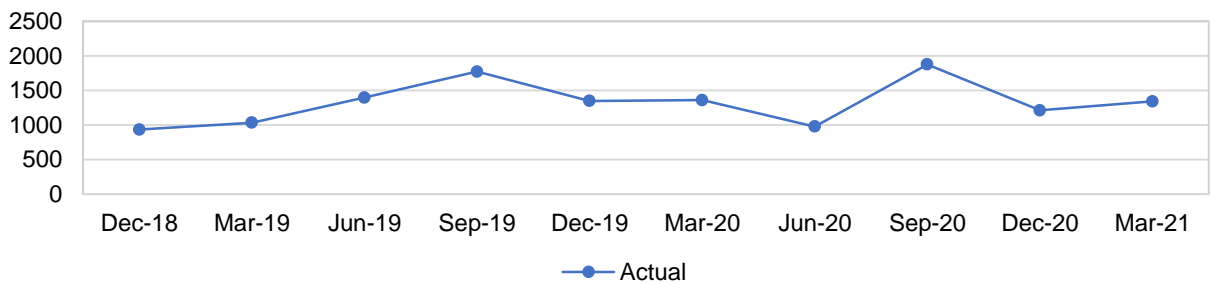
Average Contact Point call handling time in seconds – by quarter



Number of visits to the KCC website (in thousands) – by quarter



Number of complaints received each quarter



Customer Services – Call Activity

Number of phone calls to Contact Point (thousands)

Contact Point received 1% more calls than the previous quarter but 18% fewer calls than the same period last year. The 12 months to March 2021 saw 15% fewer calls than in the 12 months to March 2020.

Service area	Apr – Jun 20	Jul – Sep 20	Oct – Dec 20	Jan – Mar 21	Yr to Mar 21	Yr to Mar 20
Adult Social Care	28	31	27	30	117	125
Integrated Children's Services	17	16	18	18	68	82
Highways	8	20	14	16	57	75
Waste and Recycling	16	15	10	10	51	17
Blue Badges	8	9	8	8	33	52
Transport Services	3	15	7	6	32	49
Libraries and Archives	1	11	8	6	25	36
Registrations	5	6	5	6	21	30
KSAS*	2	2	4	5	13	10
Schools and Early Years	4	6	8	5	22	28
Main line	3	2	3	4	12	14
Speed Awareness	2	4	3	2	12	25
Other Services	1	3	1	2	8	7
Adult Education	1	2	1	1	6	21
Kent together	5	1	1	1	8	N/a
Total Calls (thousands)	105	142	119	120	486	569

* 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

The number of complaints received in Quarter 4 were close to the number received last March, but did increase by 11% on the previous quarter.

Over the last 12 months there has been an 8% decrease in complaints received compared to the previous year.

In Quarter 4 there were a number of complaints following the snow in February, with regards to Highways related matters, such as issues with gritting and salt bins. In relation to complaints received outside expected topics, complaints were received for new services such as the asymptomatic testing centres and feedback relating to changes to the way services are delivered due to Covid, such as Household Waste and Recycling Centres and public transport including bus passes for those travelling to school.

Service	12 mths to Mar 20	12 mths to Mar 21	Quarter to Dec 20	Quarter to Mar 21
Highways, Transportation and Waste Management	3,134	3,114	661	725
Adult Social Services	1,092	759	193	186
Specialist Children's Services	595	711	169	226
Libraries, Registrations and Archives	326	230	71	40
Education & Young People's Services	375	141	42	17
Strategic and Corporate Services	118	166	38	71
Environment, Planning and Enforcement & Economic Development	137	242	34	73
Adult Education	77	21	2	2
Total Complaints	5,854	5,384	1,210	1,340

Customer Services – Digital Take-up

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

Transaction type	Online Apr 20 – Jun 20	Online Jul 20 – Sep 20	Online Oct 20 – Dec 20	Online Jan 21 – Mar 21	Total Transactions Last 12 Months
Report a Highways Fault	55%	52%	58%	63%	89,475
Renew a library book*	**	74%	79%	70%	68,982
Book a Speed Awareness Course	85%	85%	81%	86%	25,579
Report a Public Right of Way Fault	88%	84%	86%	88%	22,066
Apply for a KCC Travel Saver (Rolling 12 months)	70%	95%	98%	99%	20,757
Book a Birth Registration appointment	89%	87%	88%	88%	20,265
Apply for or renew a Blue Badge	81%	81%	76%	72%	8,493
Highways Licence applications	84%	97%	97%	98%	6,245
Apply for a Concessionary Bus Pass	71%	74%	65%	77%	6,065
Apply for a HWRC recycling voucher	100%	99%	99%	98%	5,024

* 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	Derek Murphy
Interim Corporate Director	Simon Jones

KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
	1		1		1	1

Support for business

Kent's Regional Growth Fund (RGF) investments have continued to create and sustain employment opportunities throughout 2021. The full impact in terms of business failures and loss of jobs caused by the economic disruption from the Coronavirus pandemic on the Kent and Medway Business Fund (KMBF) loan recipients has still not fully emerged. This, in part, appears to be due to the positive impact of the continued government support schemes in reducing business failures and protecting jobs (CBIL, BBLs, Coronavirus Job Retention Scheme). KCC also sought to mitigate the impact of the Coronavirus pandemic by offering all loan recipients a one-year repayment holiday (April 2020 - March 2021) and this has been extended for a further 6 months (to September 2021).

Since 2017 to the end of Quarter 4 2020-21, the KMBF had provided funding of £14.4 million to 101 Kent and Medway businesses, creating 225 new jobs and safeguarding 63 further jobs.

A further funding round was launched at the end of Quarter 2 consisting of three strands: Recovery Loans (£50k-£100k), Capital Investment Loans (£50k-£100k) and Large Loans (£101k-£500k). Applications were received in Quarter 3 and those which were approved received funding by Quarter 4.

Economic Development continues to work with its equity partner, NCL Technology Ventures, to ensure that the innovative companies in which the KMBF has an equity stake receive specialist support and assistance.

The South East Local Enterprise Partnership (SELEP) provides funding for the Innovation Investment Loan scheme over the period 2015-2018; KCC manages this scheme for Kent and Medway and has so far committed £6.2 million to 19 businesses in Kent and Medway, creating 59 new jobs (a deduction of 2 over previous figures as companies suffered the impact of Covid-19) in addition to safeguarding a further 70 jobs.

KCC's Economic Development team played a leading role establishing and financing the Kent & Medway Business Support Helpline which is operated by the Kent Invicta Chamber of Commerce. Most Kent districts also provided finance. During Quarter 4 2020-21 the Helpline provided 103 Business Support Network Sessions and delivered 512 one-to-one sessions with businesses. 30% of businesses confirmed an improvement in confidence as a result and over 98% expressed satisfaction with the service.

Converting derelict buildings for new housing and commercial space

In Quarter 4, 126 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme, bringing the total to 6,924 since the programme began in 2005. NUE had processed 40 loan applications in Quarter 4 increasing the

total NUE investment in converting derelict properties to £71 million (£38 million from KCC recycled loans and £33 million from private sector leverage).

In February 2021 SELEP approved a £2 million allocation to NUE for a Commercial Phase II from the Growing Places Fund (GPF) Round 3. The contract is now being sealed with a view to projects starting in the first quarter of the new financial year.

Following the approval of £12m from KCC Treasury, NUE has processed a further 3 loans (21 to date) with a cumulative total value of £11.2 million to bring forward empty/derelict sites which have planning permission to create new housing. A total of 91 new units are currently supported, an increase of 20 since Quarter 3. NUE is evaluating 12 more potential projects with an indicative value of £6 million.

The first NUE project in Dover completed in January 2021, with the supporting loan from KCC Treasury now repaid. The property has 8 new residential units and was acquired by Dover District Council to provide affordable housing. A second project in Ramsgate will complete in May 2021 with all apartments sold subject to contract, and the KCC loan already partially repaid.

In Quarter 4, KCC's Treasury Investment Management Team approved further £4m of additional investment.

Infrastructure projects

In Quarter 4, the following new capital funding awards in Kent were made by the South East Local Enterprise Partnership's (SELEP) Accountability Board:

- The award of £323,204 of Getting Building Funding (GBF) to support the St George's Creative Hub project. St George's is a retail centre, owned by Gravesham Borough Council, located in the heart of Gravesend town centre. The St George's Creative Hub project will convert two vacant retail units into a new 2,000 sq.ft. arts facility/gallery space, a café, and a new workspace for the creative sector.
- The award of £3,500,000 of Growing Places (loan) Funding (GPF) to support the delivery of the Herne Relief Road project, noting that the funding will be transferred in two tranches, with the second tranche (£1.4m) dependent upon a successful outcome of the ongoing planning appeal. The project seeks to bring forward improvements to Bullockstone Road, which will reduce congestion and traffic volumes in the village of Herne and will provide the transport infrastructure required to support the construction of approximately 2,500 new homes in the area.
- The award of a further £1m of Local Growth Funding (LGF) to support the delivery of the Kent & Medway Medical School. This brings the total LGF funding award for this project to £9m. The project has established a new medical school, which is jointly run by the University of Kent and Canterbury Christ Church University. The medical school, when fully operational, will offer 200 places per year.
- The award of a further £100,000 of Local Growth Funding (LGF) to support the Dover TAP project, which is part of the Kent Strategic Congestion Management Programme. This brings the total LGF funding award for the Programme to £4,800,000. The Dover TAP project aims to ease congestion in and around

Dover. This ambition is achieved through a series of measures, such as monitoring congestion along key routes using CCTV cameras, advising the public of congestion so they can make well-informed travel choices, and providing public infrastructure.

- The award of a further £315,000 of Local Growth Funding (LGF) to support the delivery of the Advanced Horticultural Zone at NIAB EMR (East Malling). This brings the total LGF funding award to just under £2m. 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, and secures the long-term delivery of world-class research, innovation and knowledge exchange for the UK horticultural industry.
- The award of a further £901,128 of Local Growth Funding (LGF) to support the delivery of the Kent & Medway Engineering, Design, Growth and Enterprise (EDGE) Hub. This brings the total LGF funding award to over £7m. The new EDGE hub will transform regional Science, Technology, Engineering and Maths (STEM) education by increasing diversity and the retention of highly skilled graduates in Kent and Medway. As well as a centre for industry collaboration and education that directly responds to employers' needs, it will also provide first-class facilities for current and future generations of students, supporting them into a wide range of careers. The EDGE Hub will support circa 1,250 new learners with higher level Engineering and Technology skills to enter the labour market by 2024.

For reference, Getting Building Funding (GBF) is capital grant funding. In total, £35m of GBF has been awarded to organisations in Kent. GBF awards are subject to sufficient GBF being received by SELEP from Central Government in 2021/22.

Growing Places Funding (GPF) is capital loan funding. In total, £18.7m of GPF has been awarded to projects in Kent. One GPF project (Javelin Way) sought approval during quarter 4 for a revised repayment schedule due to the impact of Covid-19, and this was agreed by the SELEP Accountability Board.

Local Growth Funding (LGF) is capital loan funding. In total, £129m of LGF has been awarded to projects (predominantly transport projects) in Kent.

Capital Skills Funding is capital grant funding. In total, £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 of new equipment).

Broadband

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 140,000 homes and businesses have benefited from the Kent BDUK project to date. A further 2,000 homes and businesses are also receiving a

faster broadband connection as a result of the Government’s Rural Gigabit Voucher Scheme and the Kent Top Up Voucher pilot.

KCC is also working with BDUK to get the County ready for the Government’s new £5 billion ‘Project Gigabit’ programme. Whilst the delivery details of these new national programmes are currently being finalised by Government, we understand that the programme will comprise a mix of area-based procurements and new voucher schemes.

In the meantime, broadband network operators are continuing to invest in the next generation, gigabit-capable networks across Kent. The availability of gigabit capable connections doubled over 2020 and is currently at 20%. It is anticipated, given current build rates, that this market-led investment will reach over 40% of homes and businesses by the end of 2021.

Funding Kent’s Infrastructure

KCC has a statutory right to seek financial contributions for capital investment from developers of new housing sites. In Quarter 4, twenty-two Section 106 agreements were completed and a total of £11.09 million was secured. Quarter 4 was the first time this year that contributions did not exceed target. This was due to one project, namely the proposed housing development at Sturry/Broad Oak. The 78% secured is based on a worst-case scenario which includes potential loss of LEP funding due to project delays, and unexpected costs for Nitrate mitigation. At a minimum, the contributions would be used for the Sturry Relief Road and new primary school.

s.106 contributions secured £000s	Apr to Jun 2020	Jul to Sep 2020	Oct to Dec 2020	Jan to Mar 2021
Primary Education	1,006	5,249	8,073	7,064
Secondary Education	895	3,243	8,491	3,699
Adult Social Care	27	67	155	128
Libraries	21	69	398	120
Community Learning	8	38	55	29
Youth & Community	10	36	76	52
Total	1,966	8,702	17,248	11,092
Secured as % of Amount Sought	100%	100%	97%	78%

Kent Film Office

In 2020/21, the Film Office handled 905 enquiries. The Office logged 519 filming days bringing an estimated £3.4million direct spend into the Kent economy.

Libraries, Registration and Archives (LRA)

In accordance with the government’s lockdown guidelines announced in January 2021, 29 libraries continued to offer the Select and Collect service within reduced opening hours. Taking account of the very high level of Covid-19 cases in Kent at the time, PC and Wi-Fi provision were suspended for the lockdown period. A further three libraries were opened for Select and Collect during January and February, two of which were to ensure library provision in areas where libraries were assigned as Covid testing centres. The Archive Search Room remained closed, with staff both working at home and coming in to carry out collection work and research for enquiries. Birth registrations were suspended so that the team could focus on the high number of death

registrations. Ceremonies were also suspended, unless there were exceptional circumstances, as required by government, but Citizenship Ceremonies were able to continue on an individual basis.

The temporary KPIs the service has deployed this year were retained for Quarter 4 in order that LRA's output could be measured, particularly with regards to digital content and services tailored to be delivered during the Covid pandemic. Development of the online offer continued, and e-issues increased by 97.1% on the same reporting period last year, with March seeing the highest weekly issues to date. The online service offer was developed to include a YouTube channel, launched in February 2021, and a Podcast channel featuring On the Books author interviews. The number of customers joining online increased by 35.5% from Quarter 3, reflecting the increased online engagement during the lockdown period.

Mobile libraries continued to deliver the Select and Collect book offer throughout Quarter 4, and between 2nd March and 6th April, brand new mobile vehicles were deployed, carrying the new LRA branding. The vehicles are greener and although smaller, can hold more stock than the old mobile vehicles.

Other projects that were completed during this period included the refurbishment of Greenhithe Library, and the completion of the new multi-partner Southborough Hub building, in which the library will be housed. Both libraries are due to open at the end of April. In addition, Kent LRA joined the British Library's network of Business and Intellectual Property Centres (BIPC), which will enable the Service to support small businesses in the county through a host of different services. Plans have been drawn up for a BIPC hub at Kent History and Library Centre.

In line with the government's roadmap to recovery, a phased recovery programme has been developed for LRA, and during March, essential PC use and birth registrations were resumed in libraries. Staff have been working to clear the backlog of almost 3,000 birth registrations from the lockdown period alongside all the new births, and registering a total of 2,486 births during March, reducing the backlog in that time by just under 1,000. Although up by 29.3% from Quarter 4 last year, death registrations have been reducing month on month during this quarter. Customer satisfaction with registration overall is at 94.5% which is just 1.5 percentage points below the target that was set pre-Covid.

The results of the Library Survey indicate that satisfaction is at 83% which is 2 percentage points below the floor level. An examination of the comments revealed that the closure of smaller branch libraries due to the pandemic was the main reason for dissatisfaction. However, satisfaction with specific services was higher, with 88% satisfaction with the e-offer and 90% with the Select and Collect service.

LRA are now working towards the reopening of libraries in line with the government roadmap, with a view to reopening all 99 libraries by the summer.

The Coroner Service

The Coroner Service continued to manage service delivery despite an unprecedented workload arising from the pandemic.

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 and providing support

during the national lockdown, with almost 7000 tasks undertaken in Quarter 4. The Kent Community Safety Team (KCST) is currently managing and coordinating 16 domestic homicide reviews (DHRs) on behalf of the Kent Community Safety Partnership (KCSP) with one new notification currently being considered. One DHR (Ann/2018) has recently been published and the full overview and executive summary reports can be found on the KCC and Medway Council websites. The KCST commissioned the Chartered Institute of Procurement and Supply (CIPS) to deliver a two-day training course on Modern Slavery in the Supply Chain to 15 people attending from a variety of agencies across Kent in Quarter 4.

Explore Kent

In Quarter 4, demand for information about local walking and cycling routes continued to be high, with the website pages achieving substantially more visits than the same period last year.

Kent Country Parks

The last quarter of the year is normally the quietest for parks but this has not been the case this year with Covid restrictions continuing. Parks have performed exceptionally well coming in on budget despite many areas of the business not being fully operational. It is anticipated that visitor numbers, and the associated car parking and café incomes, to fall back to nearer pre-covid levels as restrictions lift and the economy opens up.

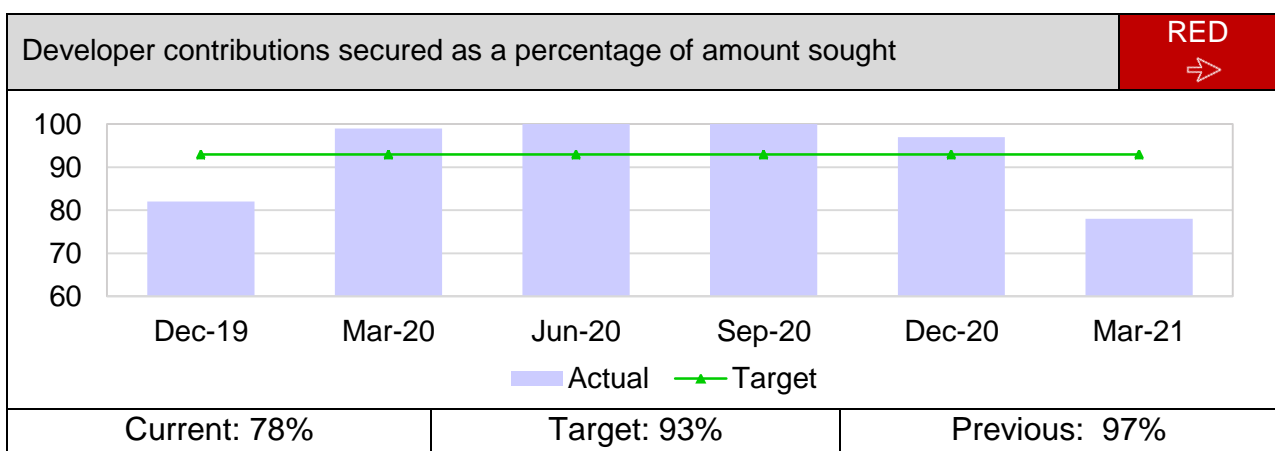
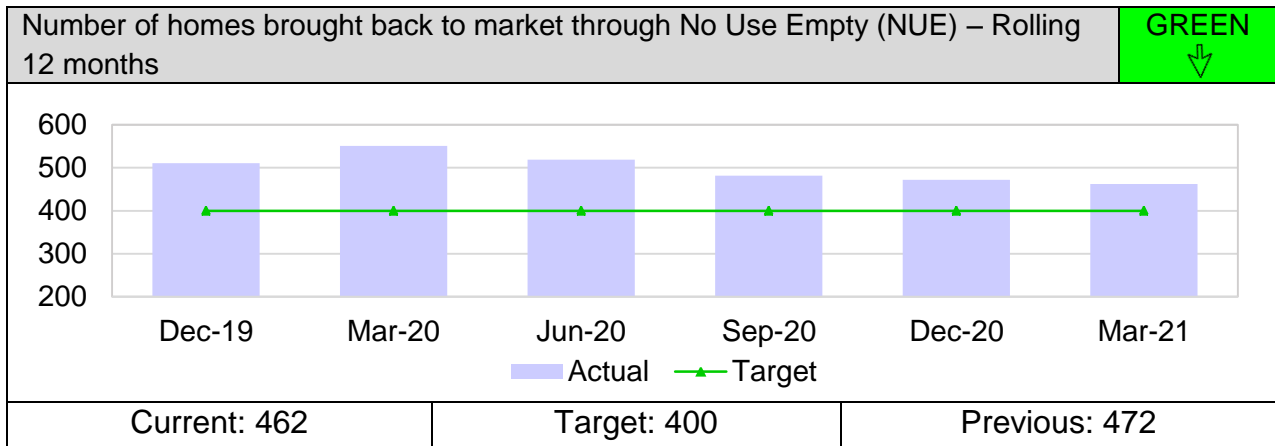
Public Rights of Way (PRoW)

Although the first quarter saw a significant impact on income due to Covid there was a strong financial recovery through the remainder of the year reflecting adaptation to the requirements of Covid, high levels of local authority searches, temporary closures and public path orders to enable development. By the end of the year income had almost completely recovered. Investment was largely as expected with an additional £136k funding secured through the Emergency Active Travel Fund. Despite measuring increased use of the PRoW network (110% - 483% on individual routes when compared to pre lockdown levels) the levels of fault reporting only increased by 4% overall.

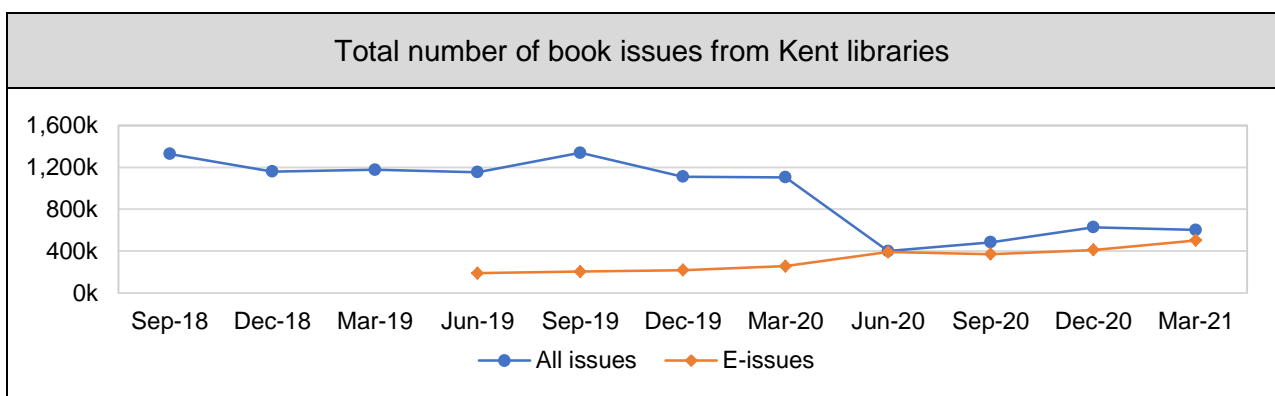
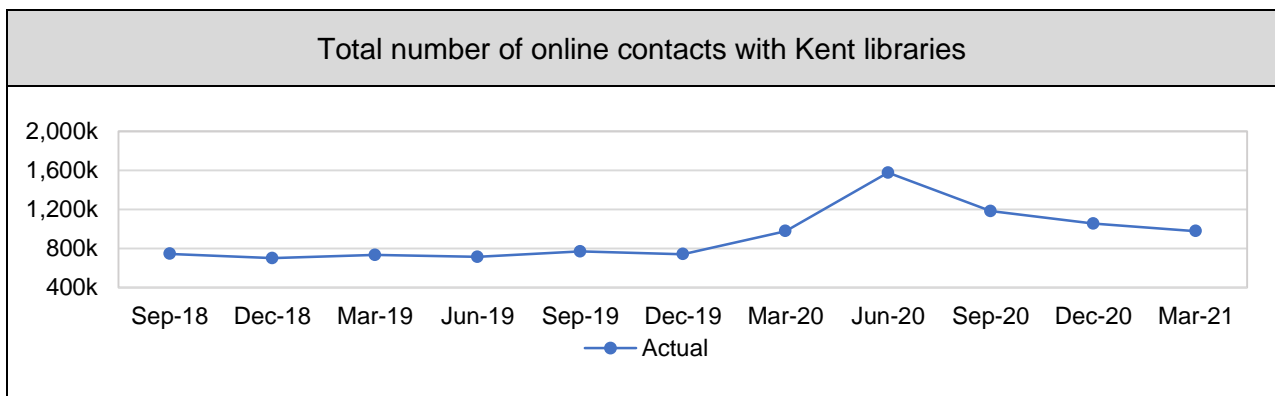
Resilience and Emergency Planning Service (REPS)

In Quarter 4, the 24/7 Duty Emergency Planning Officer received 200 alerts (less than the 240 for the same period last year). Notable incidents in this quarter, which coincided with a peak in Covid-19 infections, included intense, but very localised, rainfall events experienced overnight on 27th and 28th January. Residential and commercial addresses in Edenbridge, Paddock Wood, Thurnham, Sheerness and Smarden were most affected. Groundwater emergence impacts also began to be felt at around this time, including along the course of winterbournes such as the Drellingore at Alkham, and Nailbourne at Barham. Groundwater saturation also contributed to highway flooding at Quarry Road, Boughton Monchelsea, where KCC undertook proactive community liaison and site assessment, deploying pumps and tankers from 1st February. Storm Darcey brought persistent and occasionally heavy snow to the county on 7th and 8th February, with a maximum snow depth of 16 cm recorded at Manston in Thanet. Widespread disruption to both the strategic and local transport networks resulted, notably including the A229 at Bluebell Hill, A249 at Detling and Medway Valley Line.

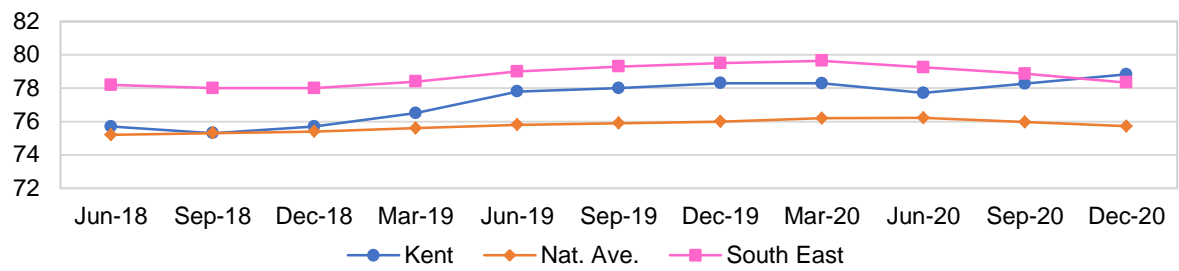
Key Performance Indicators



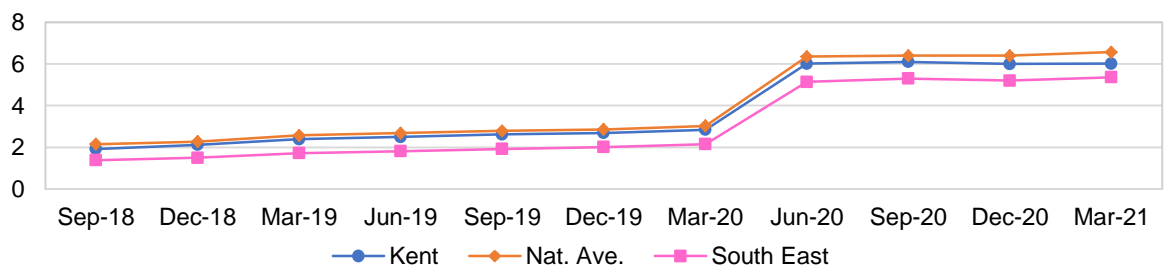
Activity indicators



Percentage of population aged 16 to 64 in employment (from the Annual Population Survey)



Percentage of population aged 16 to 64 claiming unemployment benefits



Environment and Transport	
Cabinet Members	David Brazier, Tony Hills
Interim Corporate Director	Simon Jones

KPI Summary	GREEN	AMBER	RED	↑	→	↓
	4	2		1	4	1

Highways

Performance has been maintained above target for all but one highway KPI. The attendance at Emergency Incidents within 2 hours of notification is at 96% compared to a target of 98%. Emergency callouts put pressure on both KCC Incident Response Officers and Amey crews during the working day as well as out of hours with over 1,300 incidents attended in this Quarter. The service was impacted by the weather event in February where continuous snow response led to a loss of over 2,000 productive hours due to stand-down periods whilst crews rested from winter salting. In addition, both Amey and their supply chain had staff and operatives self-isolating due to Covid symptoms. Over the year, impacted by Covid, 97% of almost 3,000 emergency incidents were attended within 2 hours. Whilst being above target, potholes repaired in 28 days measure has seen a slight drop in overall performance to 91% with the usual higher demand in the winter period, impact from Covid and winter salting resource pressures.

The total number of customer contacts for highway issues in the last financial year reached over 210,000 with almost 78,000 of these being faults requiring action by front line teams. The highest demands were for pothole repairs (14,000) and blocked drains (9,000). Following completion of the Streetlight LED project, customer enquiries regarding faulty lights has reduced to a third of what they used to be. The financial year closed with 6,681 open enquiries as 'work in progress' to be resolved, which is below expectations for an average year. Despite Covid, strong customer approval was maintained as measured through calling back 100 customers each month who had reported a problem.

Over 60% of enquiries were raised direct by customers via the KCC website in Quarter 4. This produces accurate location information and details of the fault, whilst also giving a unique reference number for customers to track progress if they wish to. Greater detail on Highways assets are going into the fault reporting tool to show which roads are maintained by KCC and the location of key assets such as streetlights, grass verges and traffic signals.

The demand from utility companies to access and open Kent roads this year has resulted in 138,868 permit requests, up on 125,350 for last year. This pressure for road space and managing the Kent network continues to put significant pressure on the team working remotely due to Covid.

The first tranche of Department for Transport active travel funding supported the installation of temporary projects for the Covid-19 pandemic, the second tranche is to enable and support the creation of permanent infrastructure to support walking and cycling and active travel, for which Kent has been awarded over £6m. This was the third highest settlement in the Country and covers the cost of five schemes across the County.

Approval has been given for KCC's Highway Civils Framework to enable the procurement and delivery of significant highway infrastructure development, civil engineering works and associated major value construction works. Currently, significant highway infrastructure development and civil engineering works are procured on an individual basis and this new delivery model will allow future schemes to be procured more quickly and efficiently.

The Trees Outside Woodlands (TOW) project, led by Defra, Natural England, and the Tree Council, is a £2.52 million investment over the next two and a half years with up to £500k being allocated to Kent County Council. It is aimed at supporting schemes that establish new ways of expanding tree cover in cities, towns, and countryside.

Asset Management

KCC's Highways Asset Management Plan is being developed to replace and update six existing documents. The new single document is forward-looking and amounts to an action plan and investment strategy for the next five years. It recognises the increasingly challenging environment with deteriorating assets, increasing traffic volumes, uncertainty around future funding and, more recently, Coronavirus impacts. The new document will be considered by the Environment and Transport Cabinet Committee in June, prior to a Cabinet Member key decision. In March, KCC published a five-year forward maintenance works programme.

Casualty Reduction.

'Vision Zero – The Road Safety Strategy for Kent' went to public consultation between January 26th and March 15th and received 780 complete responses of which over 100 were from organisations. Overall, 77% agree or strongly agree with Vision Zero.

Between January and March 2021 there were 8 fatal and 87 serious injuries, 481 collisions which resulted in 596 casualties of any severity, compared to 2 fatal and 166 serious injuries, 796 collisions and 1,079 casualties the same period last year. This shows a drop in collisions, although not all records have been received from the Police for this period.

Data for 2020 has now been finalised with 2,976 total Collisions (36 Fatal, 645 Serious and 2,295 Slight) resulting in 3,940 Casualties (39 Fatal, 712 Serious and 3,189 Slight). Compared to 2019 data there was an overall reduction across all severities of 830 and reduction in casualties by 1,015, there was an increase in fatal casualties of 2 and a drop in Killed and Serious Injury (KSI) collisions of 12. This shows an approximate 25% drop in casualties in 2020, but only a 1.5% drop in KSI casualties. All figures should be considered in context of an estimate 24% reduction in road traffic volumes in 2020,

Public Transport

Schools returned in early March and as a result, the bus network was restored to 100% of normal operation (with social distancing in force). 140 additional coaches/buses were hired with return of schools and all other school transport services restored. The Kent Travel Saver and 16+ refunds are being delivered.

The government published the new 'National Bus Strategy' in March which sets out a new framework for bus services and an ambitious roadmap of development. The Service will be working through its impact and how KCC responds over the coming weeks.

Crash Remedial Measures & Local Transport Plan (LTP)

Delivery of the 2020/21 Crash Remedial Measures (CRM) and Local Transport Plan (LTP) programme is complete with over 125 schemes successfully delivered in addition to the hundreds of 'smaller interventions' to improve safety.

There is now a focus on the detailed investigations of the latest 122 crash cluster sites across the County. Each will require detailed accident investigation to see if engineering interventions could help reduce crashes as well as working closely with the road safety team on behavioural change. Local Transport Plan schemes for 2021/22 are being programmed for delivery.

Local Growth Fund Transport Capital Projects

Through SELEP, KCC is managing £128 million of Government funding from rounds 1 to 3 of the LGF. 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 February 2021 that the £4.791m remains ringfenced to allow planning consent to be secured. The Maidstone Integrated Transport Project has suffered numerous delays due to Covid, and as such, a request was approved at the Accountability Board on February 12th to release the remaining LGF (£4.1m) for the delivery of the Project beyond 31st March 2021. However, as a condition of this transfer of funds a further update will be required in September 2021.

With regards to the unspent LGF allocation to KCC, the SELEP Accountability Board agreed that a variation to the Service Level Agreements be made to enable this unspent LGF to be invested as an 'Option 4 Capital Swap' within the local authority's own capital programme. This equates to £25.216m of LGF funding, not inclusive of the monies held by the Accountable Body against the Sturry Project.

Waste Management

The final quarter saw a welcome return to very low waste to landfill, at under 0.2%, this figure includes asbestos, with landfill being the only approved way to dispose of this material.

Waste converted to energy was 52% in 2021/22 the same as in 2019/20, this is largely due to a much lower volume of materials being taken to the Household Waste Recycling Centres (HWRCs) the majority of which are recycled. HWRC recycling rates for the year were 70%, however due to Covid restrictions, these sites received just under half of a normal year's volume at 73,000 tonnes. Latest data shows that the Collection Authorities recycled at a rate of 42%, a slight improvement of 1 percentage point when compared with the previous year. Cumulative recycling is recorded at just above 43% for the whole County.

January saw the implementation of the Business Continuity Plan with extended opening hours offered to East Kent Districts to support the anticipated disruption. In general terms that has been much larger quantities of kerbside waste due to the lockdown, typically around a 10% increase. In the last quarter, Canterbury has seen the introduction of a new collection service operated by Caneco, an in-house provider, flexibility has been provided by the County to support this service implementation. The Waste Management team have been nominated for a number of national awards for their work in responding to both waves of the pandemic and EU transition.

Natural Environment and Coast

The Ecological Advice Service has continued to grow and increase the service of ecological planning advice across the county during 2020/21. This has included two new planning authorities signing up to the service – Gravesham and, most recently, Tonbridge and Malling. The service now supports 12 of the county’s local planning authorities. In 2020/21, the service provided ecological advice on over 2,500 applications (an increase of 200 on the previous year) and across the year exceeded our response to deadline target, with 92% of requests for advice responded to within the deadline. Further the service generated over £110,000 of income.

Sustainable Business and Communities

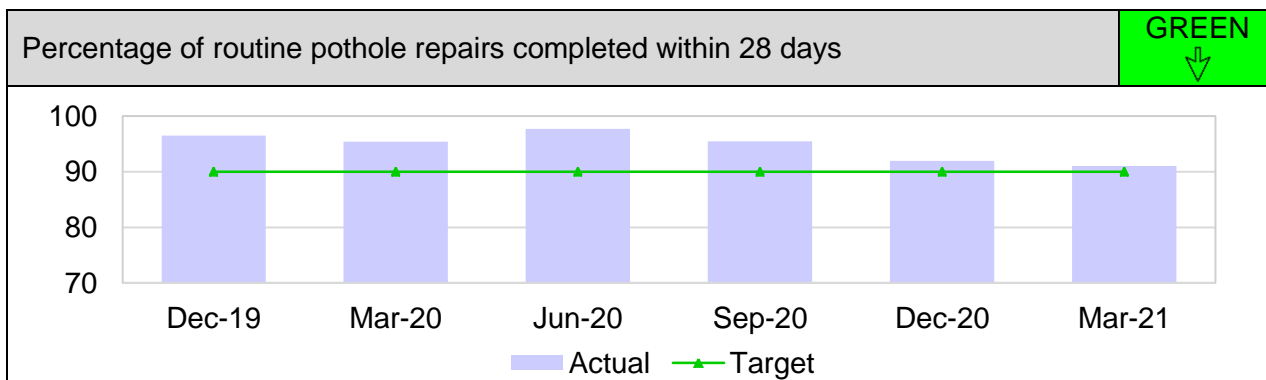
As expected, emissions have continued to reduce sharply, partly due to the impact of Covid-19 restrictions, resulting in a 44% reduction in emissions compared to the 2015 baseline. This exceeds the stretch target of 38% reduction to be achieved by March 2021. Net Zero monitoring commences from April 2021 with first quarter data due early Autumn.

Of the 697 households who accepted quotes from Solar Together Kent, so far, 702 panels have been installed on 62 homes, of which 31 include battery storage, reducing carbon emissions by 59 tonnes per annum. The Low Carbon Across the South East (LoCASE) programme has completed recruitment with seven new job roles created. A further £21.6 million of grant funding was awarded for energy projects, including a large solar park, low carbon heat pumps, rooftop solar, LED lighting and other energy efficiency works. An additional £1.2 million is for schools, including several heat pumps to replace old boilers. The funding is from Salix Finance on behalf of the Department for Business, Energy and Industrial Strategy (BEIS) and will make a significant contribution towards achieving KCC’s Net Zero target by 2030.

Transport Strategy

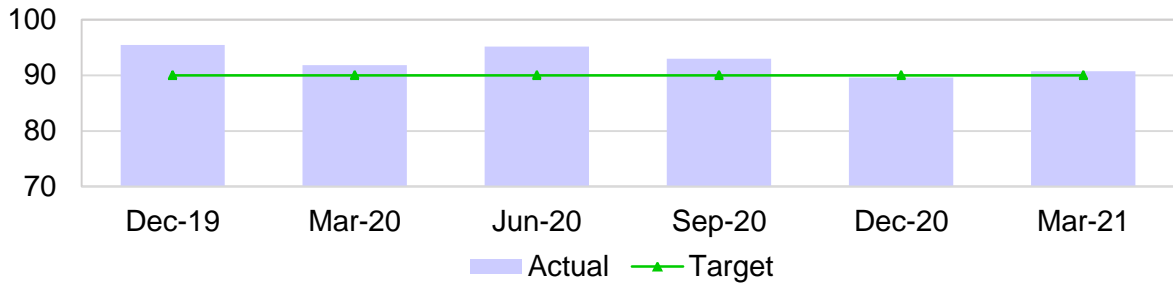
The Kent Rail Strategy 2021 was adopted by Cabinet in March following the Scrutiny Committee recommending an amendment to the version previously adopted by Cabinet in January. Works on the new Thanet Parkway railway station continue with discharge of planning conditions, including the continuation of the archaeological excavation of the site and the contract award for the road access junction. The Implementation Agreement with Network Rail was sealed in March so that main construction on the station can commence in the coming months. KCC’s response to the Department for Transport consultation on night flights at Gatwick Airport was also agreed at the Environment and Transport Cabinet Committee in March and has been submitted to government.

Key Performance Indicators



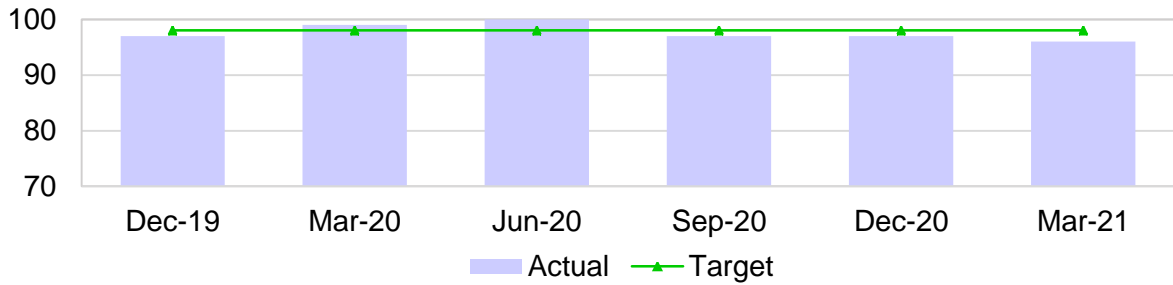
Current: 91%	Target: 90%	Previous: 92%
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Percentage of routine highway repairs reported by residents completed within 28 days GREEN
⇒



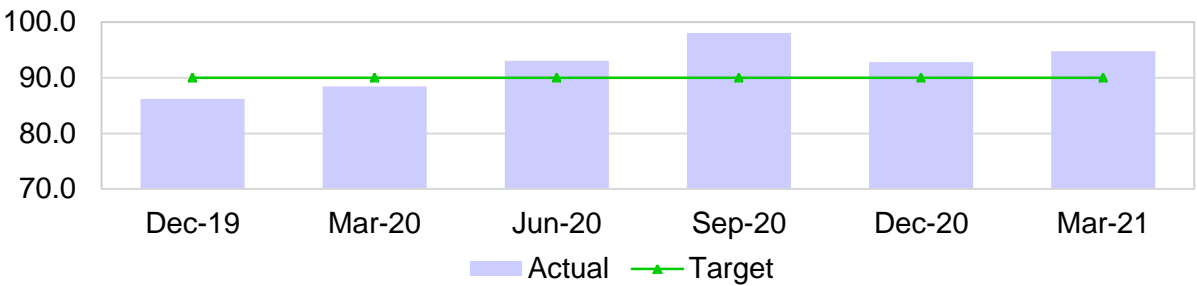
Current: 91%	Target: 90%	Previous: 90%
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Emergency highway incidents attended within 2 hours of notification AMBER
⇒



Current: 96%	Target: 98%	Previous: 97%
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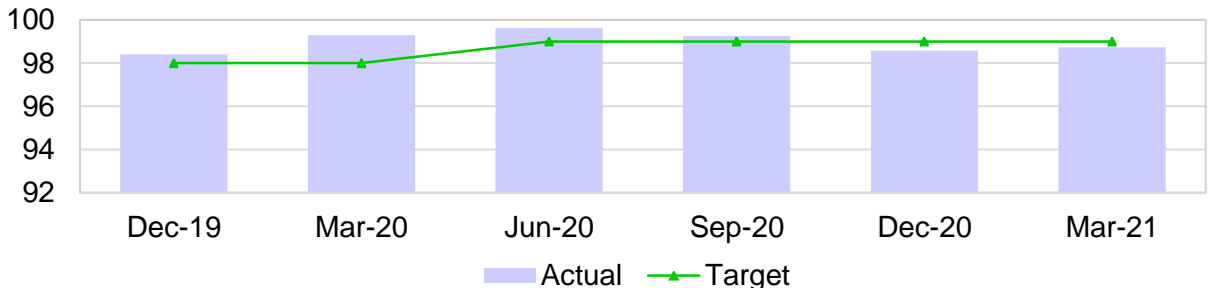
Percentage of satisfied callers for Kent Highways and Transportation, 100 call back survey GREEN
⇒



Current: 95%	Target: 85%	Previous: 93%*
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*October and December figures only

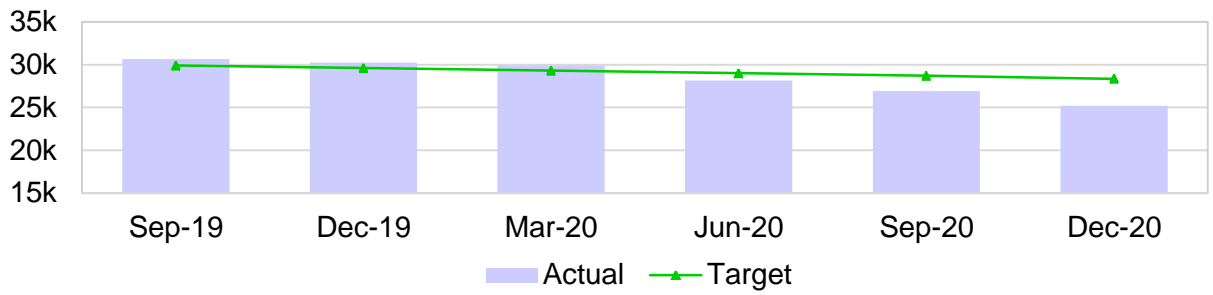
Percentage of municipal waste recycled or converted to energy and not taken to landfill – rolling 12 months AMBER
⇒



Current: 98.7%	Target: 99%	Previous: 98.6%
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Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes – rolling 12 months

GREEN
↑



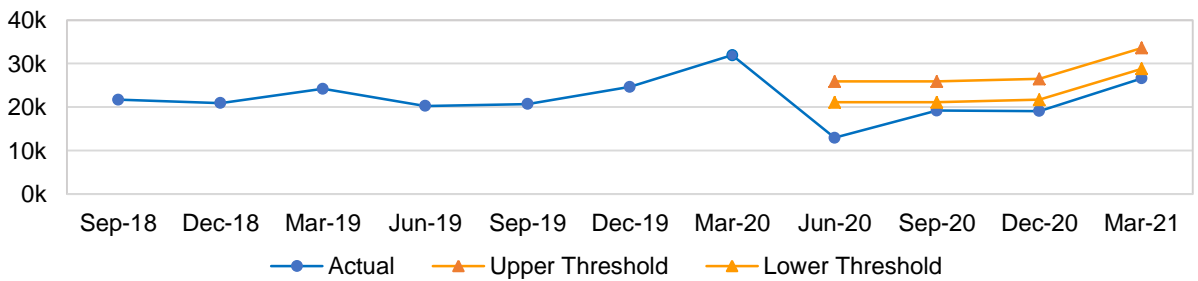
Current: 25,187

Target: 28,400

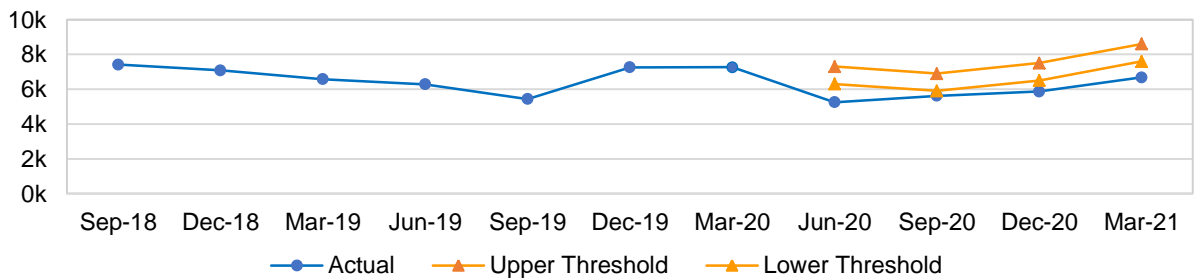
Previous: 26,908

Activity indicators

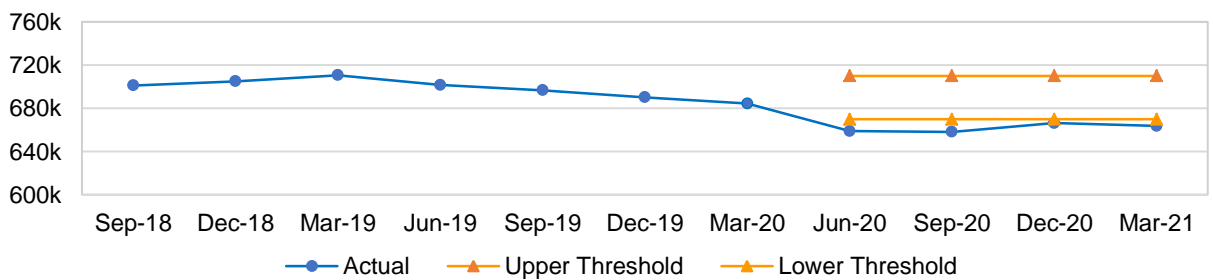
Number of Highways enquiries raised for action – by quarter



Highways enquiries Work in Progress (Routine and Programmed works)



Total municipal tonnage collected – rolling 12 months



Children, Young People and Education	
Cabinet Member	Shellina Prendergast, Sue Chandler
Corporate Director	Matt Dunkley

KPI	GREEN	AMBER	RED	↑	⇒	↓
Summary	8	5	1	4	7	3

Schools

Schools were closed from 8th January 2021 and reopened to all pupils from 8th March 2021 following the partial easing of Covid-19 restrictions. Attendance at primary and secondary schools as of 31st March was 91% based on the 343 schools (out of 560) submitting their data to the Department for Education (DfE). For the second year there will be no statutory tests and assessments for primary schools. Key Stage 4 (GCSE and equivalents) and Post-16 (A Level and equivalents) students will be awarded grades based on teacher assessments.

Ofsted ceased their full programme of graded inspections in March 2020. They will inspect schools and further education & skills (FES) providers in the summer 2021 term to provide reassurance about how well children and learners are catching up, but full inspections will not commence until September 2021. Based on the last inspection data, 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 overarching priority of The Education People (TEP) is to continue to support schools in mitigating the impact of the Covid-19 pandemic. It has been a fundamental part of the school improvement strategy to ensure schools received systematic support and advice throughout lockdown. This includes focussed support on the recovery curriculum, closing learning gaps, and wellbeing. For some school leaders, the pandemic has had a significant impact on the wellbeing of school staff. In addition to the DfE funded wellbeing support directed through the Kent resilience forum, TEP continues to provide access to weekly or daily wellbeing calls for schools and a funded program of coaching support for headteachers. The second lockdown required primary schools to rapidly develop their remote learning offer, through the development of digital learning platforms and use of live and pre-recorded lessons. Compared to the secondary sector, this had previously been a significant gap in provision. Recruitment in maintained schools continued with School Improvement (SI) support and visits continued virtually with on-site visits recommencing immediately after schools reopened on 8th March. Special Educational Needs Co-Ordinator (SENCO) briefings are now an established part of the SI calendar and have attendance of 350+ SENCO's.

School Places and Admissions

For primary schools admissions in September 2021, 97.7% of applicants were offered a place at one of their three named schools with 89.2% securing their first preference. 95.4% of Kent families were offered a place at one of the secondary schools they selected. As parents/carers selected their six secondary schools before knowing their child's Kent Test results, for some, their child did not end up being eligible for their first

preference and as a result, the percentage of pupils offered a place at their first preference school at 69.7% of the Kent cohort was significantly lower than last year's 77.7%.

Early Years

Unlike schools, all Early Years settings were advised to remain open during the last coronavirus lockdown. Ofsted has not carried out any new inspections since March 2020, and the latest inspection data for the percentage of Early Years settings rated Good or Outstanding at 99% is one percentage point above the target.

3,080 two-year olds have been funded through the Free for Two scheme equating to a 58.1% take up. This is a decrease of 7.4 percentage points compared to the same period last year.

Supply and demand have been regularly monitored throughout (with supply having been steadily meeting demand). In January, the interim scenario based Childcare Sufficiency Assessment for 2020/21 was updated. During the period January to March the Childcare Market in Kent presented as recovering and coping reasonably well, however longer-term financial viability and sustainability are being closely observed. There have been ongoing regular communications with the Early Years and Childcare Sector as a whole, including a weekly 'Early Years and Childcare COVID-19 Blog', a monthly generic Early Years and Childcare Bulletin and ongoing supportive contact with individual providers. The Early Years and Childcare Service's Threads of Success training offer continues to be delivered on virtual platforms. These ways of working will continue moving forward.

Skills and Employability

Despite schools being closed to most students the Service's Engagement Officers continued their work with schools. 68 Kent schools have an action plan to support their learners who are at risk of becoming NEET. A number of online resources have also been created for schools to use with their learners. Following meetings and conversations which started in February with the DfE's Senior Policy Adviser for NEETs and Participation, to raise the concerns regarding the lack of NEET re-engagement provision in the county, the NEET deep dive has been completed which has informed the re-writing of the provision gap analysis. This will drive negotiations with external bodies and form the basis of an influencing strategy to bring more provision into the county.

The County NEET Action plan was agreed and finalised in January, with the sign up of VSK, SEND, Youth Justice, Management Information, Elective Home Educated and Open Access. The action plan's new monthly NEET review processes began in January. It includes a monthly review meeting with SEND which focuses on young people who have an EHCP and are NEET. The changes have been well received by the services involved as they are streamlined and more focused on case reviews. In response to the challenges faced by young people not being in school during the critical months after Christmas when much of the post 16 transition work is usually done, the team have targeted parents/carers to ensure that the momentum is maintained and to support schools in this work. In March a letter was sent to the parent/carers of every Year 11 learner in Kent, advising on the next step in the KentChoices online application process. Their children need to put offer/applications in order of preference to assist providers planning for the next academic year. The letter also acts as a trigger to encourage those without finalised September plans to act. The letter includes advice, information and where to get support.

SEND (Special Educational Need and Disability)

Based on the rolling 12-month average, 33% of EHCPs were issued within 20 weeks (772 out of 2,363). In the single month of March this increased to 40.3% with 177 of plans out of 439 being issued within timescale. This percentage increase is in the context of an overall increase in the number of EHC plans issued each month. This is the result of using an outside contractor to draft EHC plans where assessments have extended beyond 20 weeks (those in the 'backlog') and an increase in the number of SEN Assessment and Placement Officers (Interim positions) who issue the draft and final EHC plans.

The activity of the Educational Psychology (EP) Service has increased significantly over the last quarter (averaging at around 270 pieces of advice each month). However, the SEND Service continue to receive the majority of reports from the EP Service after the six-week timescale; this is in part due to the EP service using a proportion of their additional capacity to assess CYP who have been waiting for assessment the longest. The Service has revised its target of completing all overtime EHC needs assessment from April to the end of August 2021.

Work continues to improve the quality of EHC plans issued. A quality assurance framework has been developed and implemented to ensure that the Service monitors the quality of EHC plans issued and drives continuous improvement through analysis of data and moderation. To enable the Service to extend its Quality Assurance activity, an online platform (Innovate Invision) has been purchased. This platform uses a quality assurance framework which is very similar to the framework developed in Kent but has a more sophisticated weighting system and allows for faster and more complex analysis of areas of strength and areas requiring further improvement. In addition, the platform allows representatives from SEN, health, parent groups and social care to QA plans remotely during an auditing cycle, with nominated 'auditors' given access to the system. The first round of auditing using the portal is taking place during May.

There was a significant increase in requests for Statutory Assessment (EHC needs assessment) in March (444). As before, this may be linked to the difficulties that some children and young people experienced when returning to education following the national lockdown.

Wider Early Help

Two pupils were permanently excluded for the rolling 12-month period to March 2021, one primary phase and one secondary phase pupil. The percentage of pupils excluded from school equates to less than 0.01%. 31 pupils were excluded in the previous 12 months. The reduction is due to the Covid-19 pandemic. School closures during the first National Lockdown resulted in 34 school days lost to all pupils with the exception of 'key worker' and 'vulnerable' children from 23 March 2020 to 31 May 2020. Select 'primary' and 'secondary' year groups returned to school from 1 June 2020 and 15 June 2020 respectively. Closures during the third National Lockdown resulted in 39 school days lost to all pupils with exception to 'Key worker' and 'Vulnerable' children from 5 January 2021 to 5 March 2021.

The number of first-time entrants (FTE) in Kent has been increasing over the last four quarters and the rolling 12-month figure for the end of March 2021 at 271 means Kent has just missed the target by one young person. While still performing strongly compared with our youth justice neighbours, as well as regional and national rates, we have implemented several approaches to improve preventative outcomes.

Improvements include: increased restorative justice and victim-informed intervention, which, as an evidence based approach should, reduce overall re-offending rates; agreement with 'We Are With You', provider of the Kent Youth Drug Intervention Scheme (KYDIS) diversion scheme, to consider Early Help (prevention) referrals for young people. In time, this should see young people's needs being met at the early stage of criminal justice involvement and thus reduce FTEs. We continue to collaborate with Police to implement Outcome 22 (which is not yet operational). This will see more young people referred to prevention rather than given 'no further action' – and thus increase early intervention before entry into the criminal justice system.

Front Door

The performance measure for the 'Percentage of front door contacts where the final decision is made within 3 working days', has been set to ensure robust timeliness in this initial stage of decision making. Performance as of 31st March 2021 was 93.9% which is above the Target of 90.0% but a slight reduction in performance from the end of Quarter 3 when it was 94.8%.

Early Help

At the end of March 2021, 2,646 families were open to Early Help units, providing support for 5,591 children and young people under the age of 18. This is a 4.2% reduction in the number of families supported compared to the end of the previous quarter (2,761 families) but a 3.6% increase compared to March 2020 (2,554).

The performance measure for 'Percentage of Early Help cases closed with outcomes achieved that come back to Early Help / Social Work teams within 3 months', was 13.6% for the rolling 12 months to March 2021, achieving the Target of below 15.0%.

Children's Social Care - Staffing and Caseloads

The number of open cases (including those for care leavers above the age of 18) was 11,327 as at 31st March 2021, an increase of 176 children and young people when compared to the number of cases open on 31st December 2020 (11,151).

There were 4,637 referrals to children's social care services in the quarter, a decrease of 6.5% when compared to the previous quarter (4,961). The rate of re-referrals within 12 months for the 12 months to March 2021 was 28.0% compared to 29.0% at the end of Quarter 3. The reductions in re-referrals are more evident when looking at the re-referral rates for a 3-month period, which for March 2021 was 24.9% compared to 29.9% for April 2020.

The percentage of case-holding social worker posts held by permanent qualified social workers decreased slightly in the quarter, from 93.5% in December 2020 to 92.5% in March 2021 but has continued to remain above the target of 85.0%. The number of case-holding social work posts filled by agency staff decreased in the quarter, from 14.1% at the end of Quarter 3 to 13.0% at the end of Quarter 4. There has been no change in the average caseload for Social Workers in Children's Social Work Teams; this remains at an average of 21 cases.

Child Protection

On 31st March 2021 there were 1,199 children subject to a child protection plan, an increase of 56 from the end of the previous quarter (1,143). The rate per 10,000 children (aged 0-17) was 34.9, which remains below the last published rate for England of 43.8, as at 31st March 2020. The percentage of children who were subject to a Child

Protection Plan for a second or subsequent time was 22.4% at the end of Quarter 4, which is reduction from the previous Quarter (23.3%) bringing it within the target range of between 17.5% and 22.5%. This compares to an average for England of 21.9%, and an average for Kent's Statistical Neighbours of 22.7% (for those becoming subject to a repeat plan during April 2019 – March 2020).

Children in Care

The number of citizen children in care increased by 3 in the last quarter, to 1,373. The number of unaccompanied asylum seeker children (UASC) in care decreased by 134 to 277. The number of children in care placed in Kent by other local authorities (OLA) decreased by 42 during the quarter, from 1,266 to 1,224.

Status	Jun 20	Sep 20	Dec 20	Mar 21
Citizen	1,389	1,378	1,370	1,373
UASC	497	474	411	277
Total	1,886	1,852	1,781	1,650
Gender				
Male	1,250	1,215	1,157	1,039
Female	636	637	624	611
Age Group				
0 to 4	193	187	203	219
5 to 9	199	205	188	188
10 to 15	714	706	676	651
16 to 17	780	754	714	592
Ethnicity				
White	1,245	1,228	1,201	1,212
Mixed	94	99	102	90
Asian	101	98	88	66
Black	120	124	109	71
Other	326	303	281	211

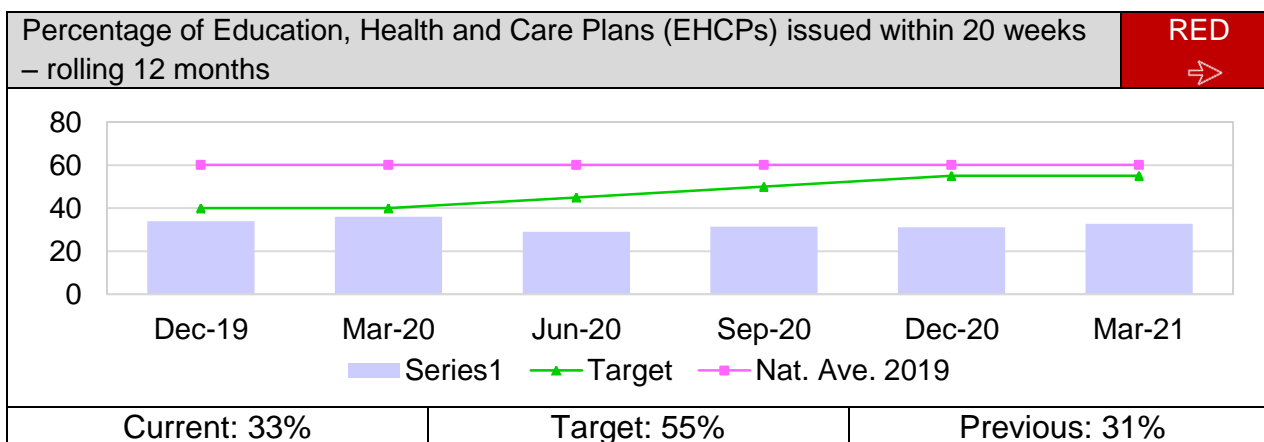
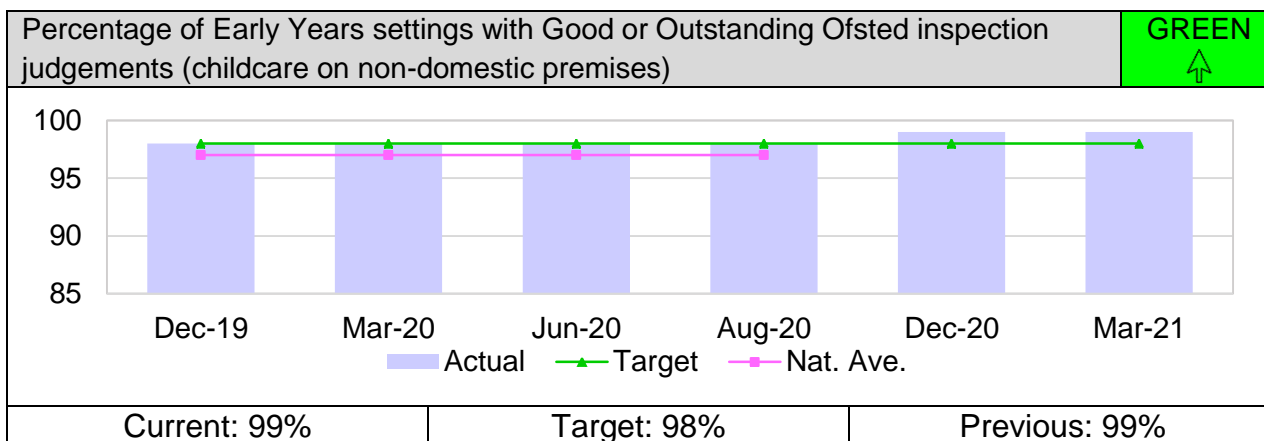
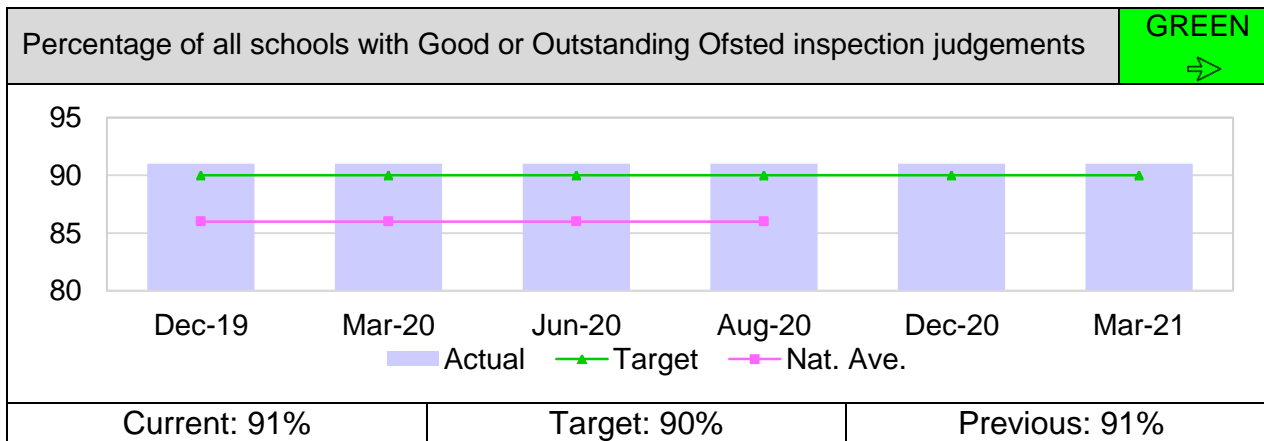
The percentage of Kent's children placed in KCC in-house foster care or with family/friends is now 79.3%, compared to 80.2% at the end of the previous Quarter, remaining below the 85.0% target. Performance against placement stability of 3 or more placements in a 12-month period has improved, reducing from 12.2% from 11.9% in the Quarter and for Citizen CIC only was 10.9%. This compares to the latest published England average (including UASC) of 11.0% (2019/20).

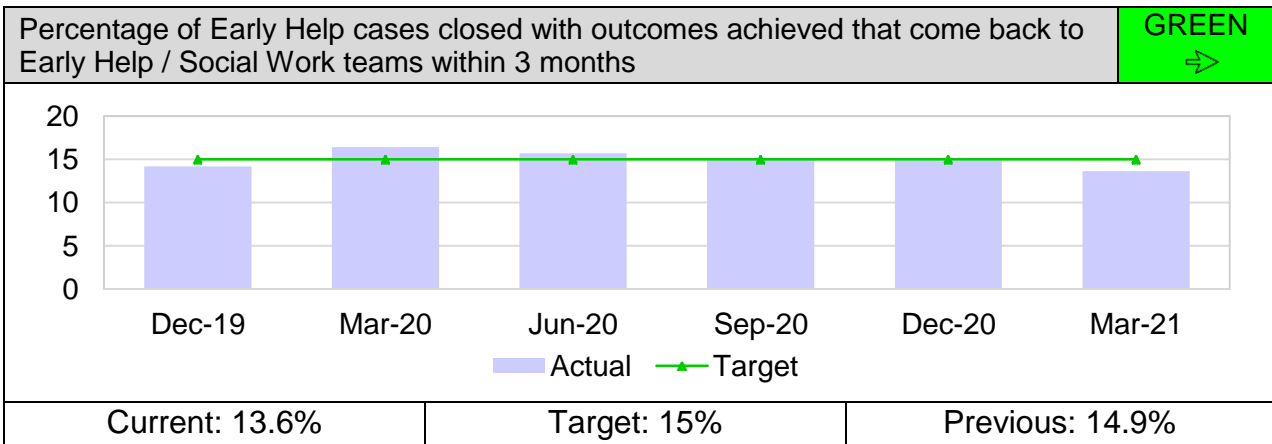
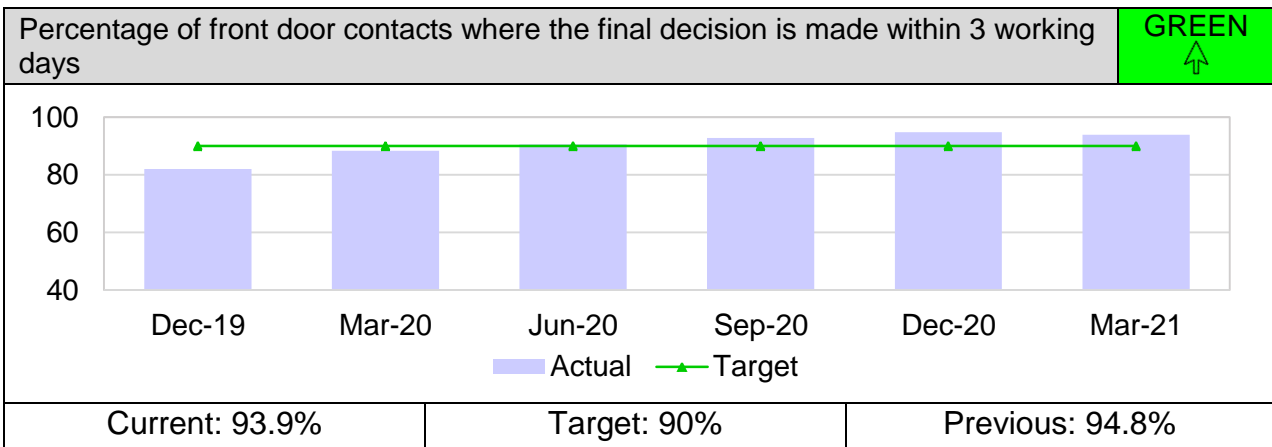
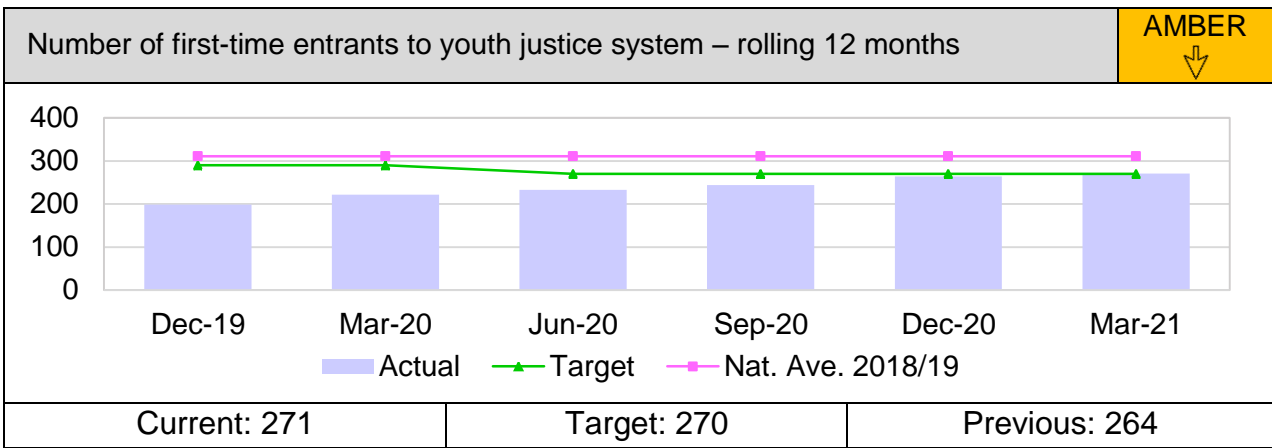
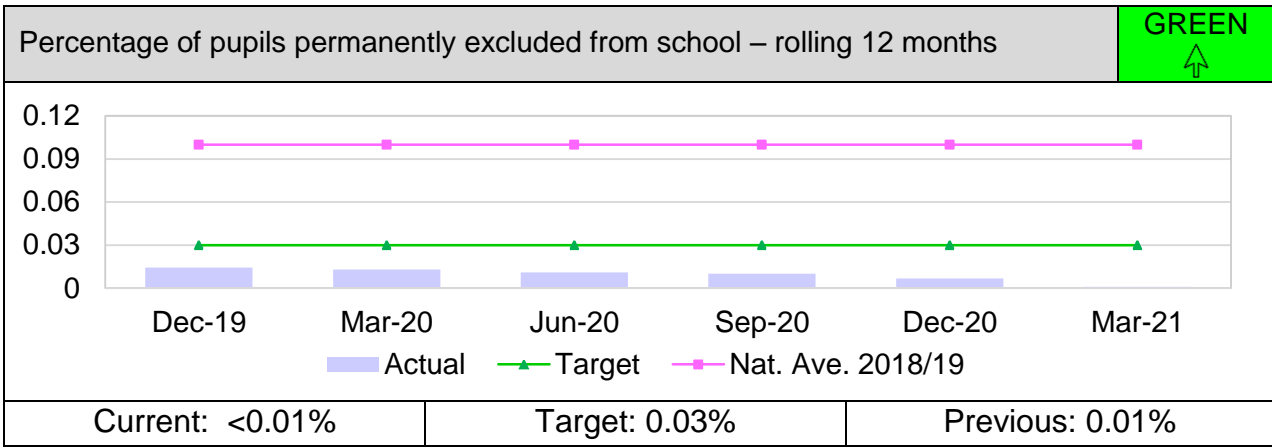
For children who were adopted in the last 12 months the average number of days between coming into care and moving in with their adoptive family continues to outperform the nationally set target of 426 days. The average number of days for Kent's children at the end of March 2021 was 316 days, compared to 306 at the end December 2020.

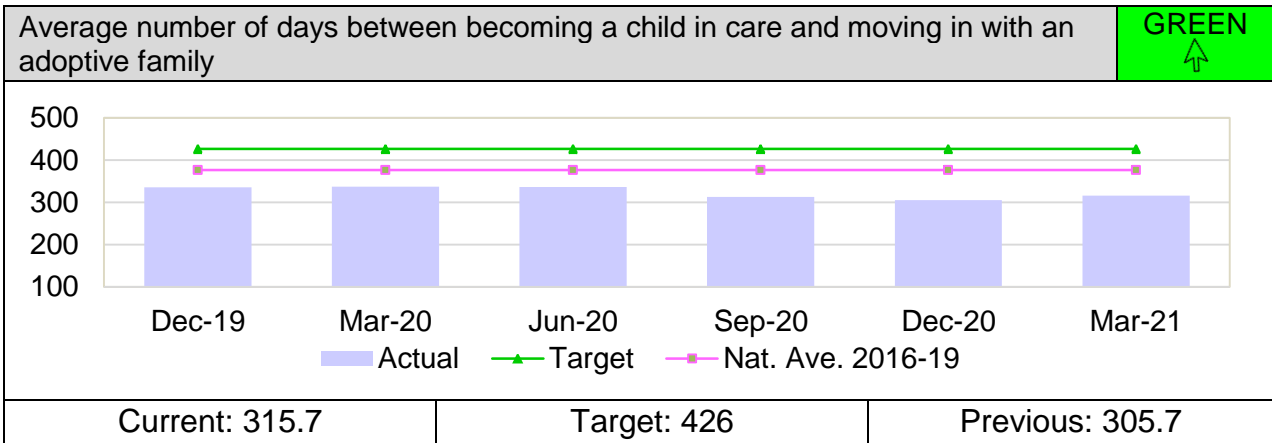
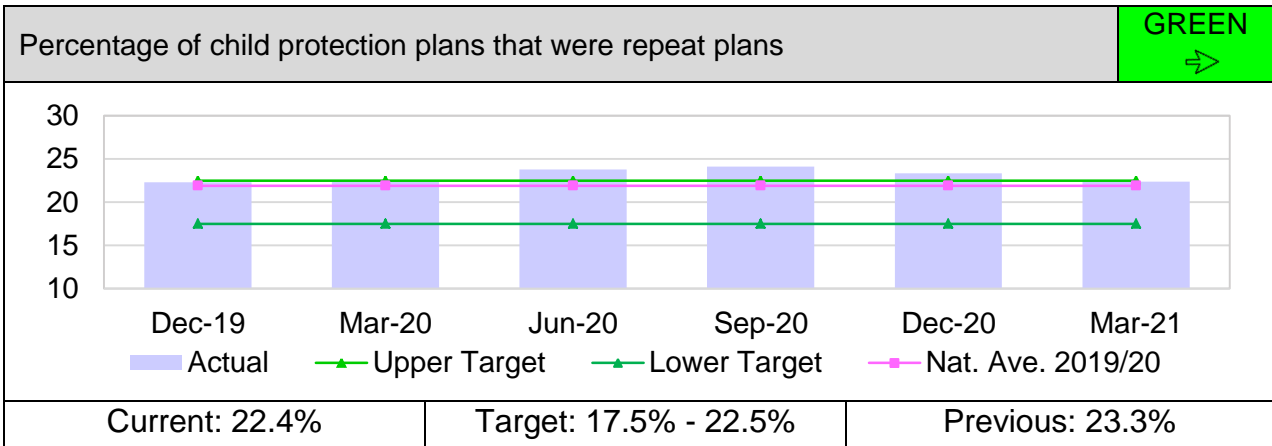
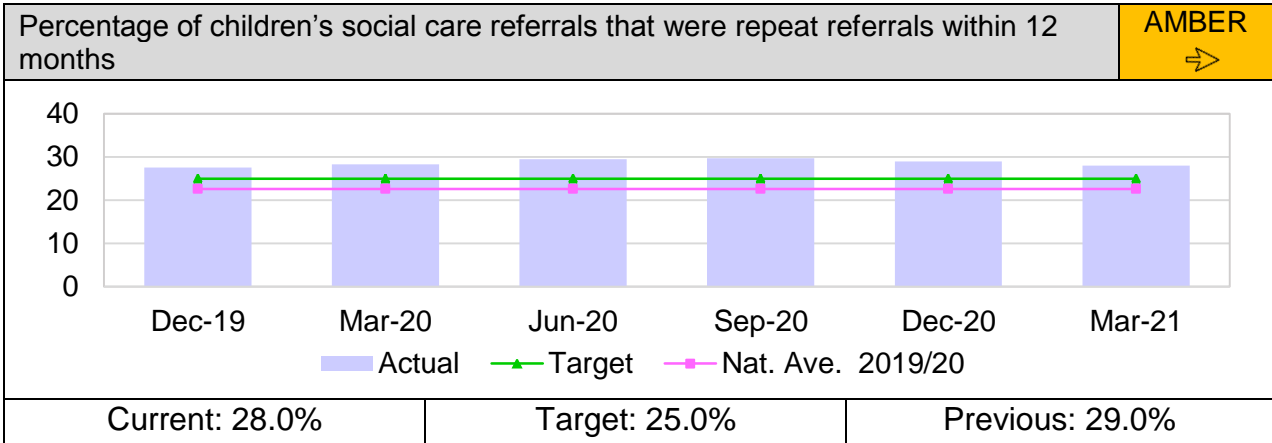
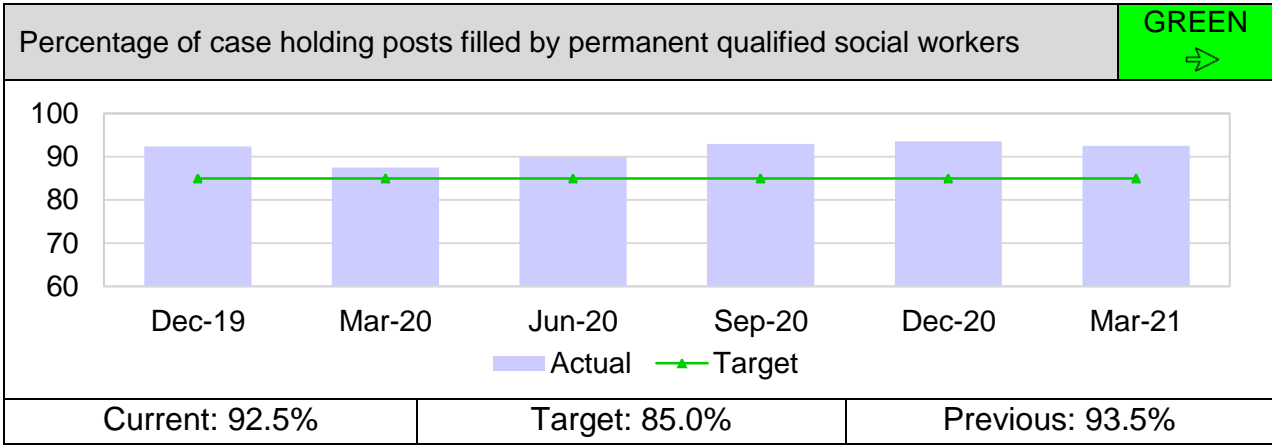
Care Leavers

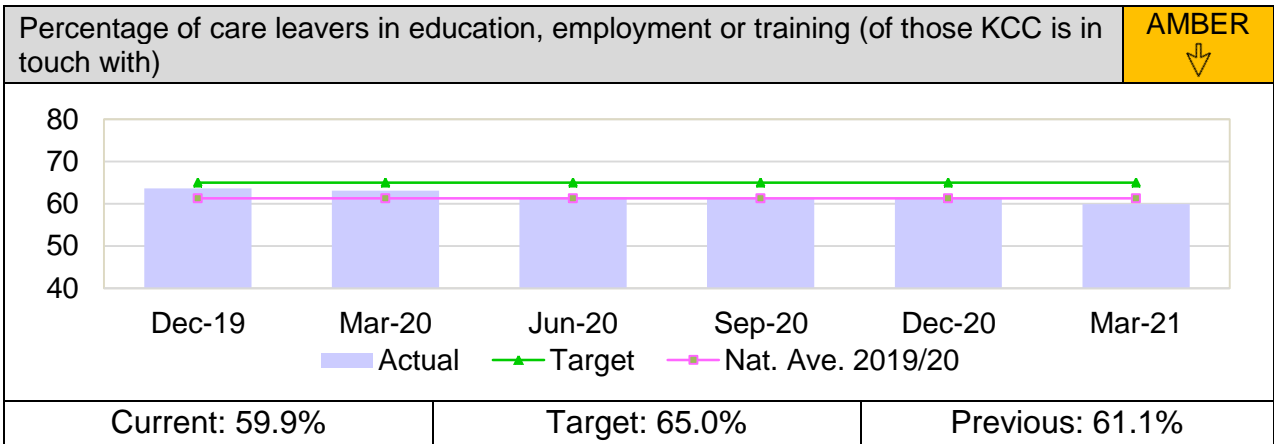
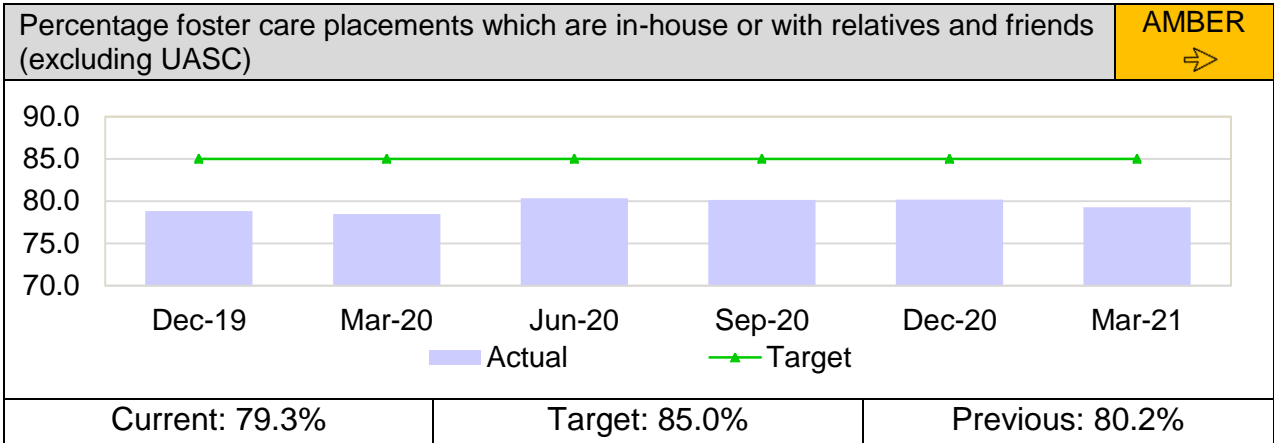
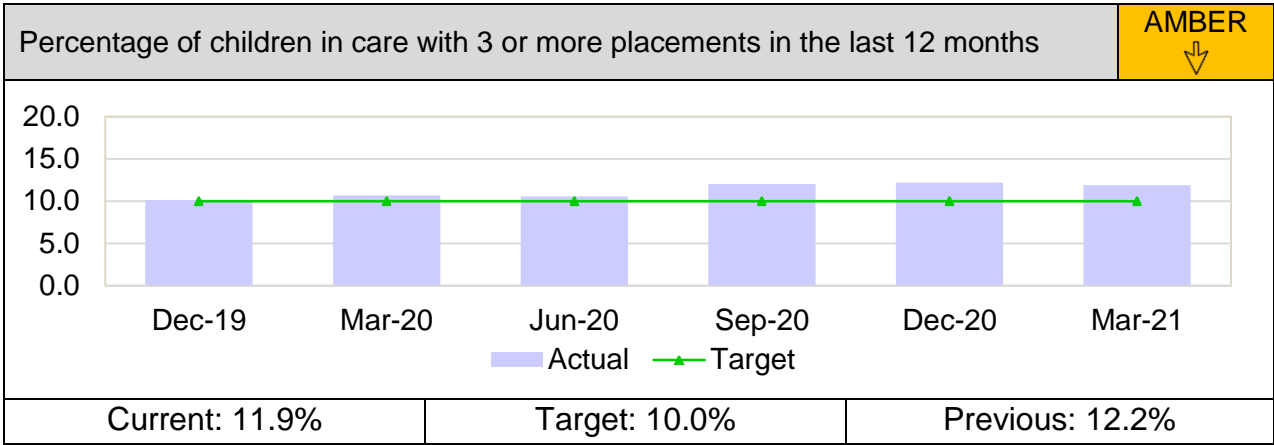
The number of care leavers at the end of March 2021 was 2,021 which is an increase of 53 from the previous quarter and an increase of 12.4% from April 2020. Of the 2,021 Care leavers 941 (47%) were citizen care leavers and 1,080 (53%) were unaccompanied asylum-seeking young people. The percentage of care leavers in education, employment or training reduced in the Quarter, from 61.1% in December 2020 to 59.9% in March 2021, remaining below the 65.0% target.

Key Performance Indicators

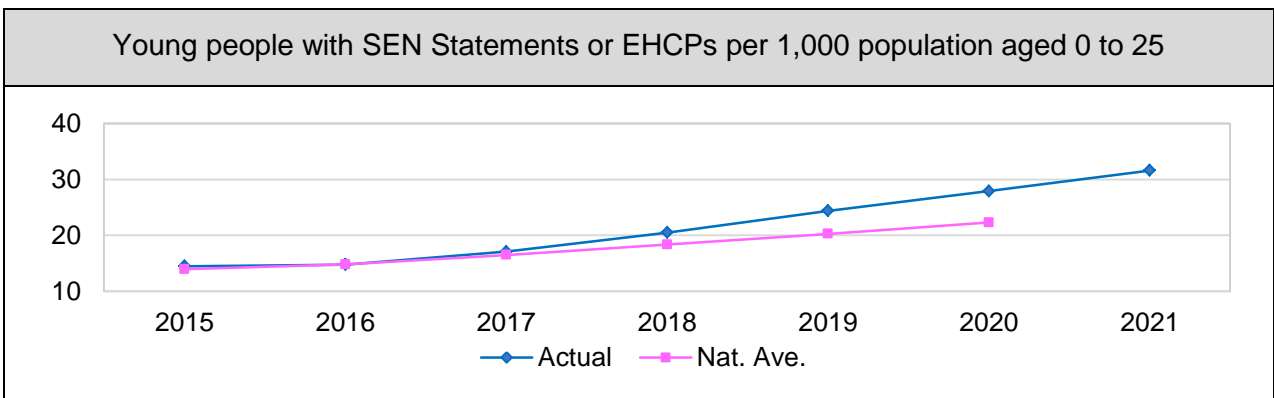




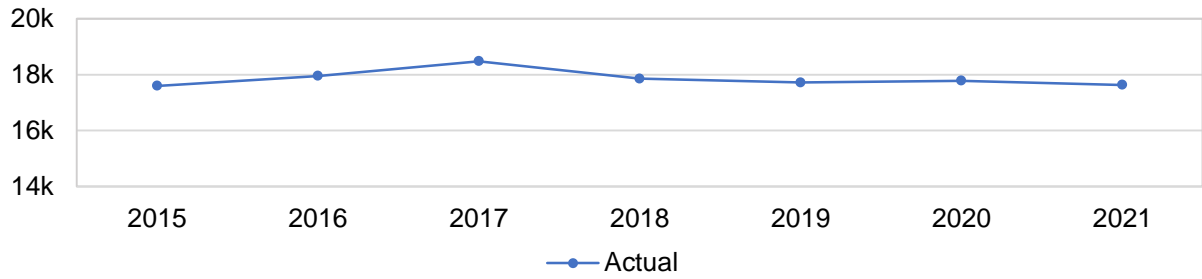




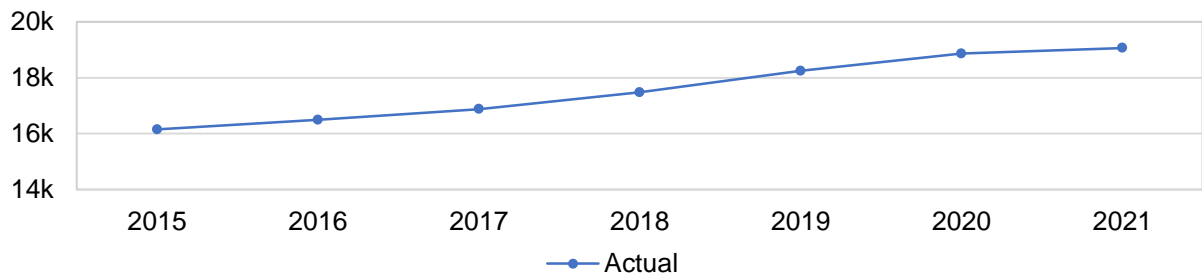
Activity indicators



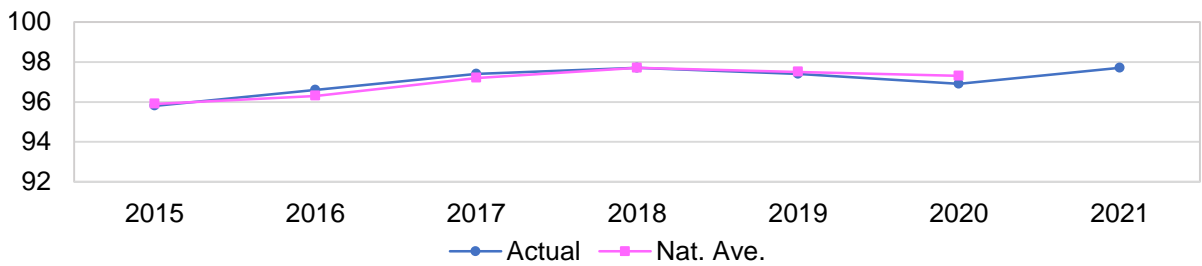
Number of pupils in Reception year (Kent state funded schools)



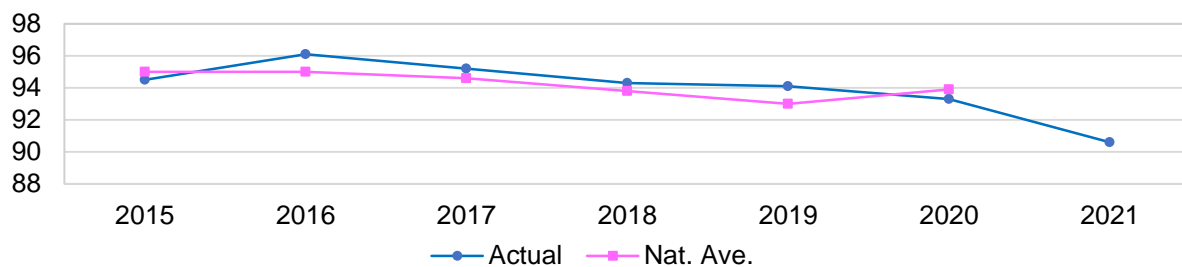
Number of pupils in Year 7 (Kent state funded schools)



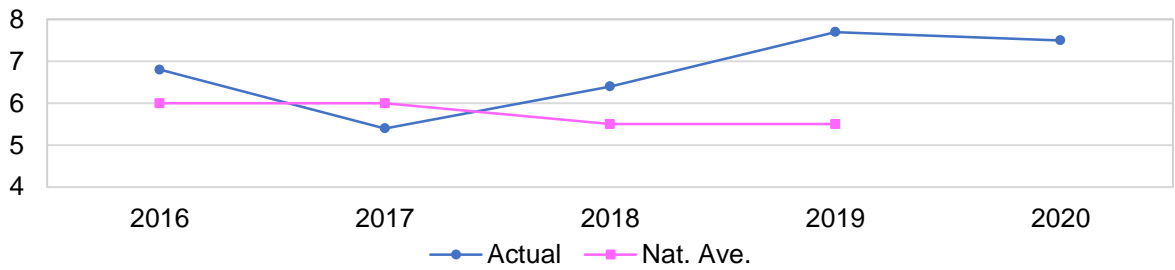
Percentage of Primary school applicants offered one of top three preferences



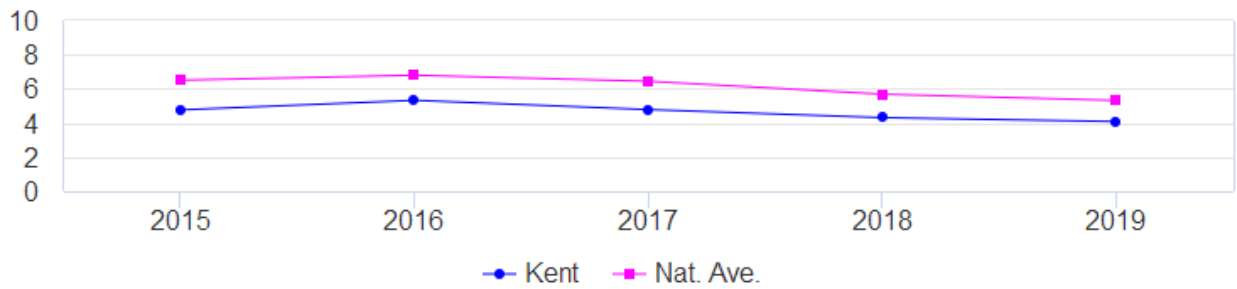
Percentage of Secondary school applicants offered one of top three preferences



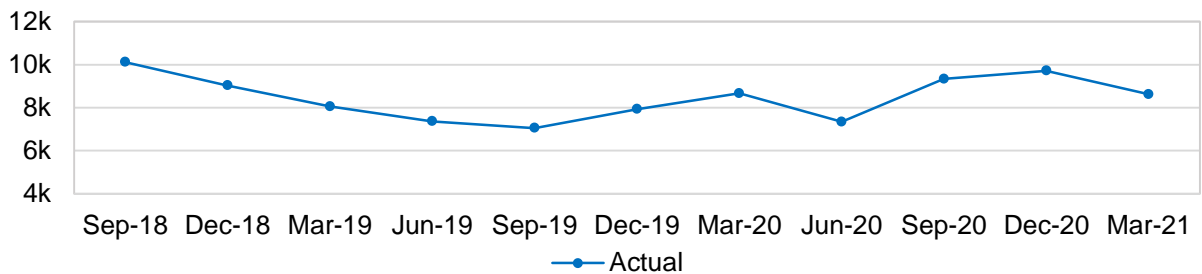
Percentage of 16-17 years olds Not in Education, Employment or Training (NEETs) or whose activity is Not Known



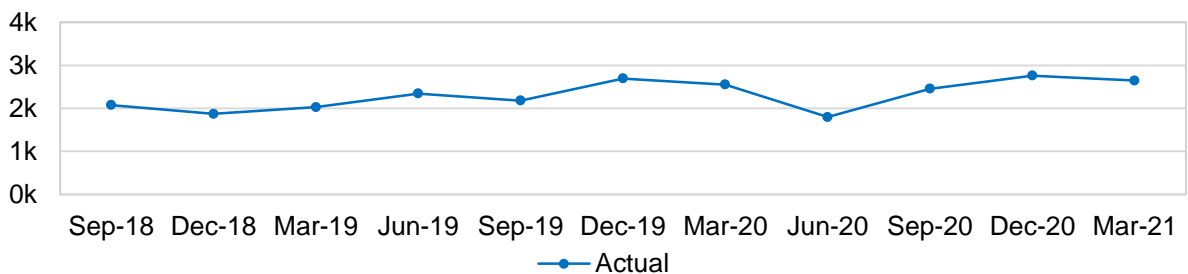
Percentage of 16-18 year olds who start an apprenticeship



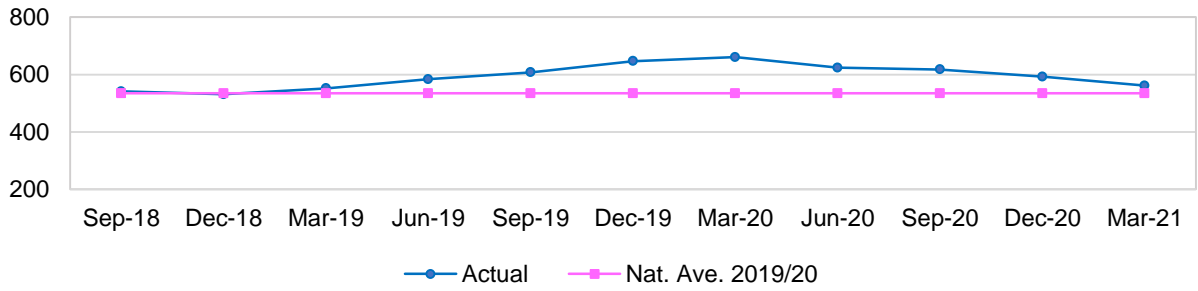
Number of contacts processed in the Front Door which proceeded to Early Help – rolling 12 months



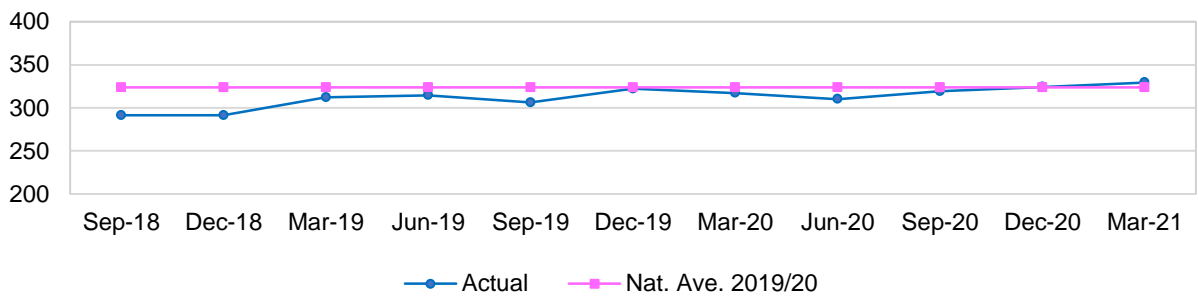
Number of open Early Help cases managed by Units



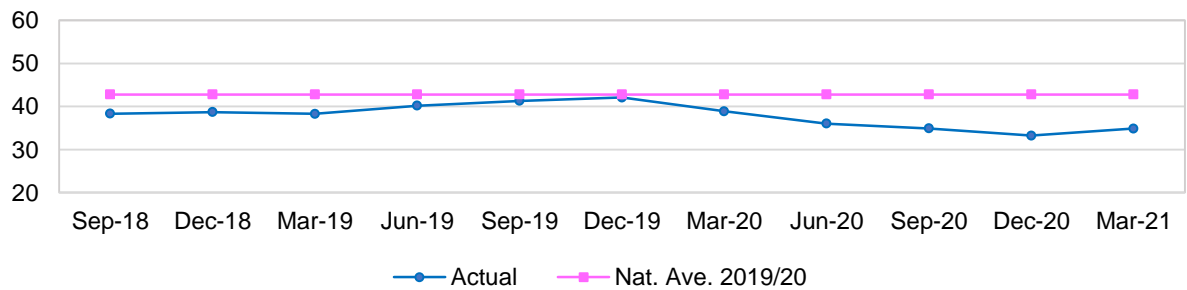
Rate of CSW referrals per 10,000 population aged under 18 – rolling 12 months



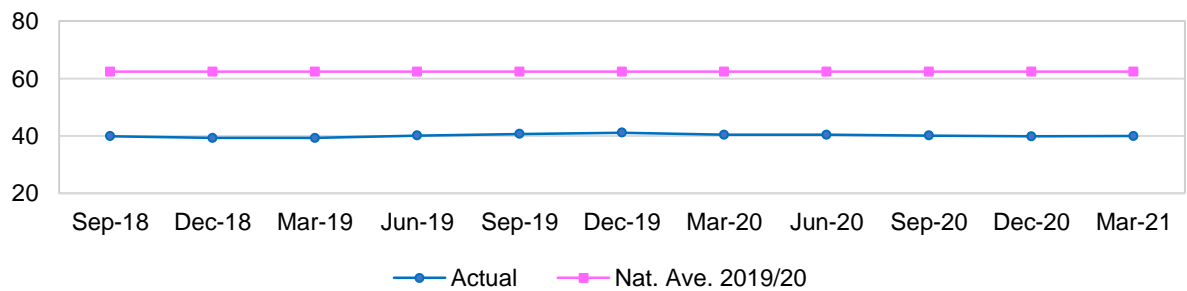
CSW caseload per 10,000 child population – snapshot at quarter end



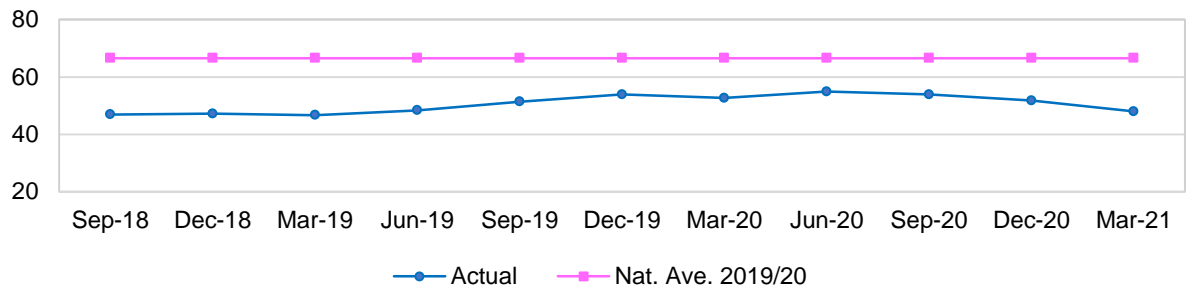
Rate of children with Child Protection Plans per 10,000 child population – snapshot at quarter end



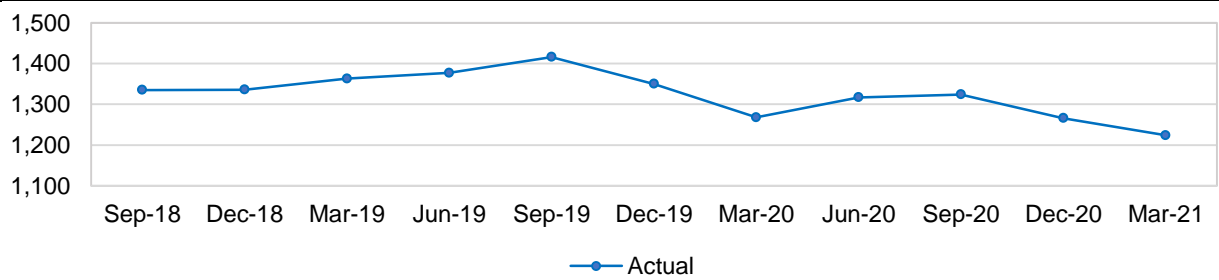
Rate of Children in Care (excluding UASC) per 10,000 child population – snapshot at quarter end



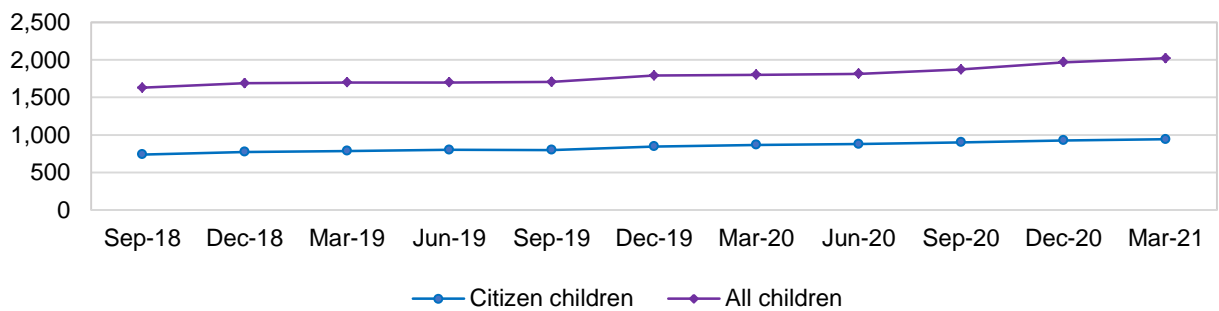
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at quarter end



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 Summary	GREEN	AMBER	RED	↑	⇒	↓
	4	1		2	2	1

Key Performance Indicators

Adult Social Care continues to work in an evolving environment during the Pandemic, with variances in activity across 2020/21 mirroring the series of lockdowns in Kent. In the final 3 months of the year there was an increase in the number of contacts, an increase of new contacts made, an increased number of residents identifying themselves as Carers, ongoing shifts in the long-term services profile from residential and nursing services to community based services, continuing increases in the number of people in receipt of services with a Mental Health need, and continuing increases in Deprivation of Liberty applications.

A peak in contact activity was seen specifically in March 2021 and this may reflect a number of factors and behaviour changes following the announcements of shielding being ended, increased vaccinations and lockdown easement dates, alongside the ability for one person to visit people in care homes. Adult Social Care saw increases in hospital discharges and referrals from Primary Care during the Quarter.

The proportion of people who have received short-term services for which the outcomes were either support at a lower level or no ongoing support has been affected by both the winter pressures experienced early in 2020 and the Coronavirus Pandemic throughout the rest of the year, with increasing numbers of people accessing short-term services with a wider range of needs. In the final 3 months of 2020/21, 1,401 people received short term support with 910 people requiring less or no ongoing support (65%). This is an increase on the previous quarter, where 62% required less or no support.

The proportion of people receiving a Direct Payment has been on a downward trend and remains below the target of 28%, however during the last 3 months the proportion held at 24%. Direct Payments have been affected by the Pandemic where people have needed or chosen to self-isolate and have not wanted Personal Assistants or other workers in their home. In addition, the flexibilities for using a Direct Payment to access alternative services are not available as many options were closed due to lockdown.

Following research and analysis to understand all the causes for the decline in Direct Payments, a number of actions have been identified which will be implemented as part of the Making a Difference Everyday approach. The aim will be to simplify the process of receiving a Direct Payment, to increase the options in terms of what Direct Payments can be used to purchase and raise awareness of the benefits. The Making a Difference Everyday approach will also involve people in the redesign of the Direct Payment process to help ensure it meets the required outcomes.

The proportion of adults with a Learning Disability who are living in their own home or with their family has remained stable at 79% for the last 9 months of 2020/21, above the target of 77%.

The proportion of KCC clients in residential or nursing care where the CQC rating is Good or Outstanding was 80% in the last 3 months. This is an increase on the previous quarter and above the target of 75%.

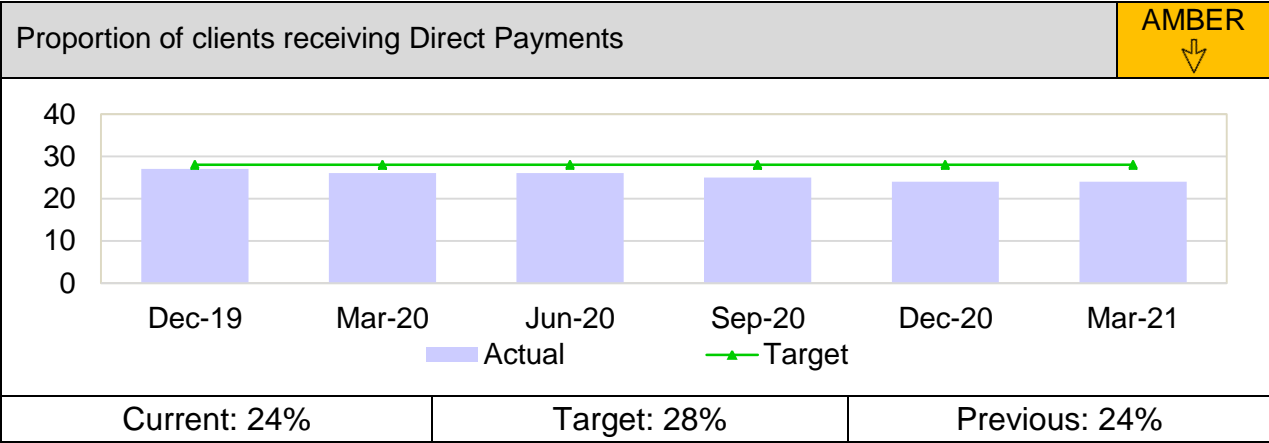
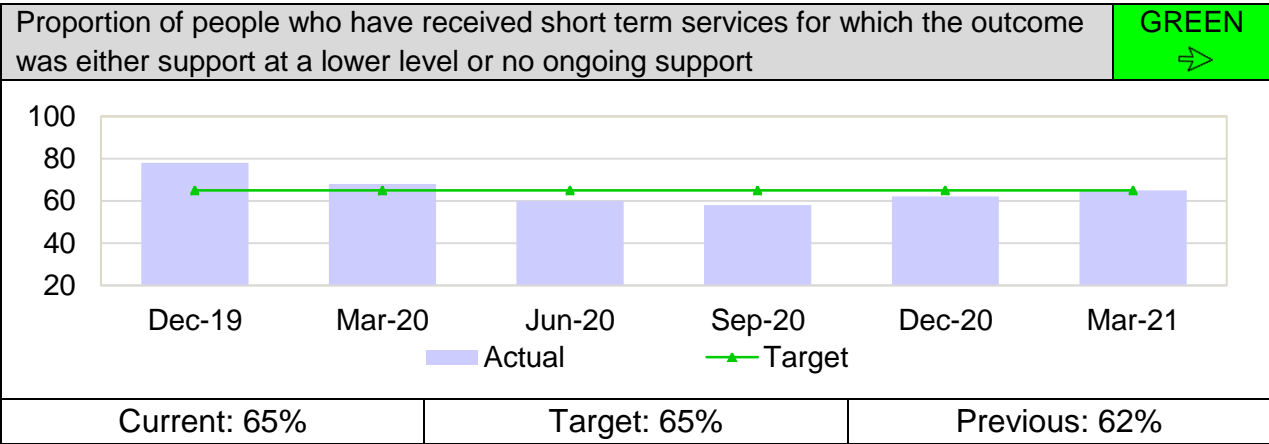
The impact of the Pandemic is reducing across the care home market and providers are starting to return to business as usual as much as possible. Face to face visits to homes with concerns are resuming but on a strict risk assessed basis.

CQC are restarting their focused visits to care homes, targeting those that are repeatedly rated as “requires improvement” and those that are “Inadequate”. As these visits resume with the focus on reassessing care homes rating statuses, it is expected that the Kent profile on ratings may change.

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 87% and remains above the target of 82%.

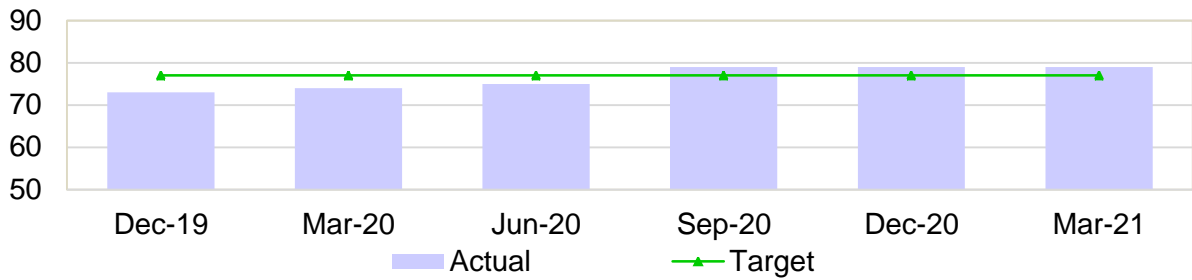
Adult Social Care’s Senior Management Team are currently looking at Carer involvement and support. National figures indicate that more people are recognising themselves as Carers as an outcome of the Pandemic, which is also true in Kent, with an increase in people identifying themselves as Carers in the last year.

Key Performance Indicators



The proportion of adults with a learning disability who live in their own home or with their family

GREEN
↑



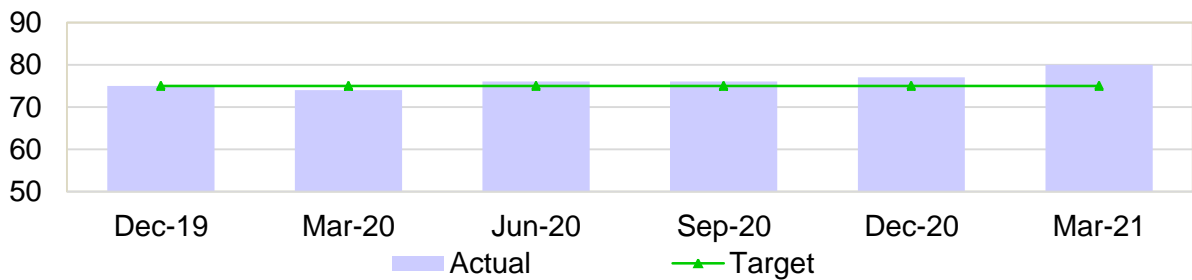
Current: 79%

Target: 77%

Previous: 79%

Proportion of KCC clients in residential or nursing care where the CQC rating is Good or Outstanding

GREEN
↑



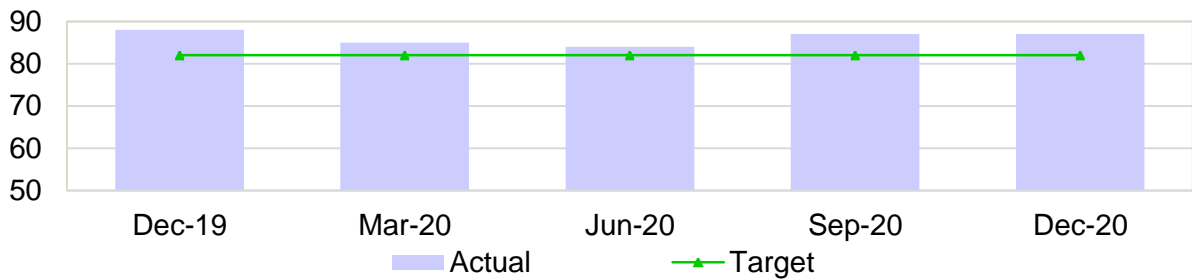
Current: 80%

Target: 75%

Previous: 77%

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

GREEN
➡



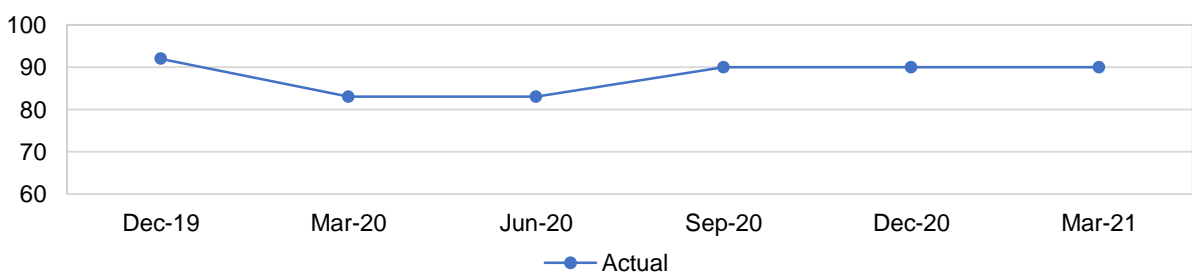
Current: 87%

Target: 82%

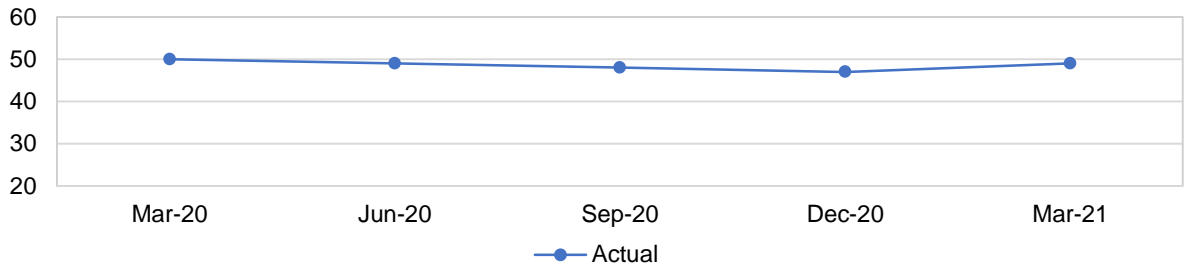
Previous: 87%

Activity indicators

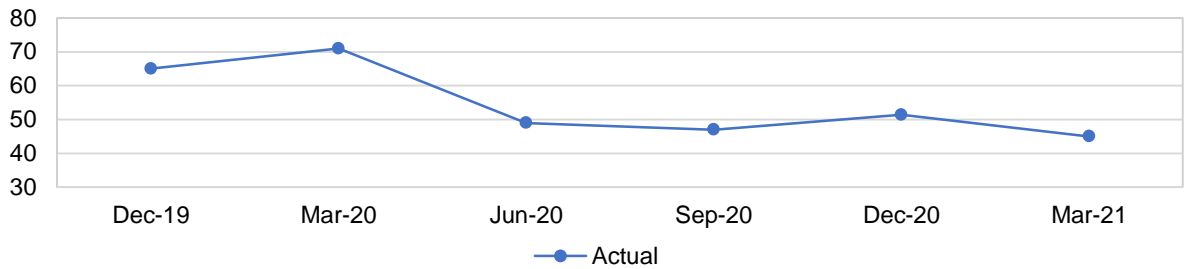
% of Safeguarding enquires where a risk was identified, and the risk was either removed or reduced



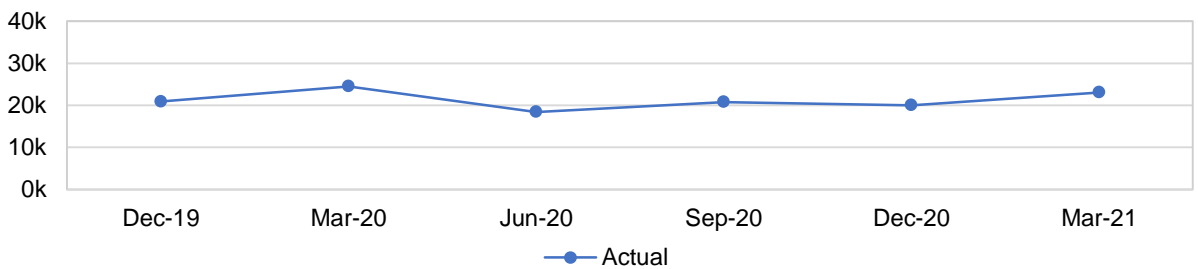
% of carers who are receiving services, and who had an assessment or review during the year



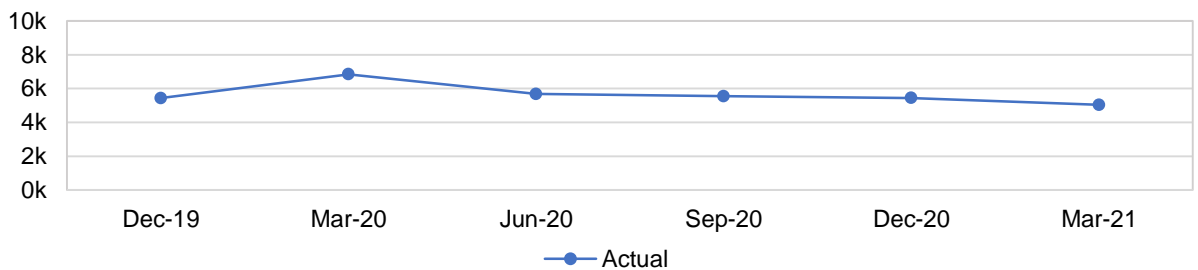
Proportion of complaints upheld (upheld and partially upheld)



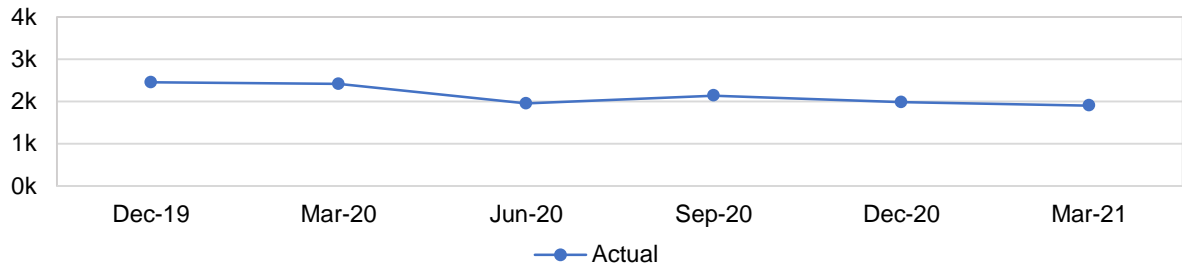
Number of people making contact with ASCH



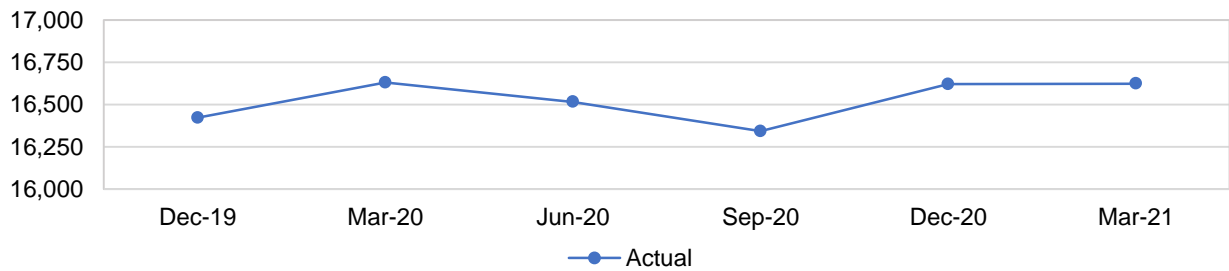
Number of assessments delivered (Care Needs Assessment)



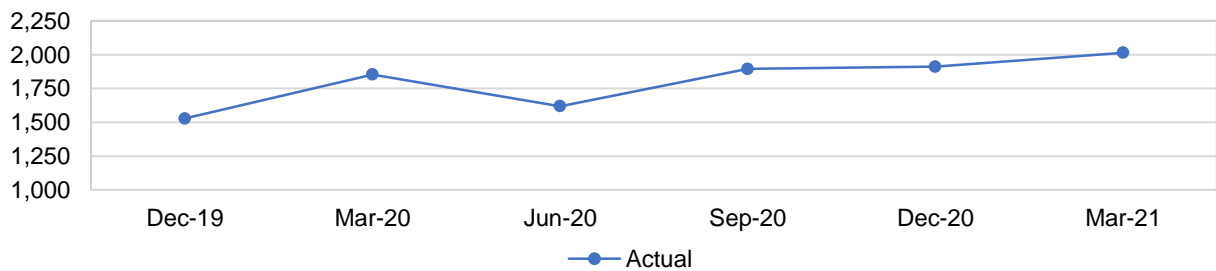
Number receiving enablement



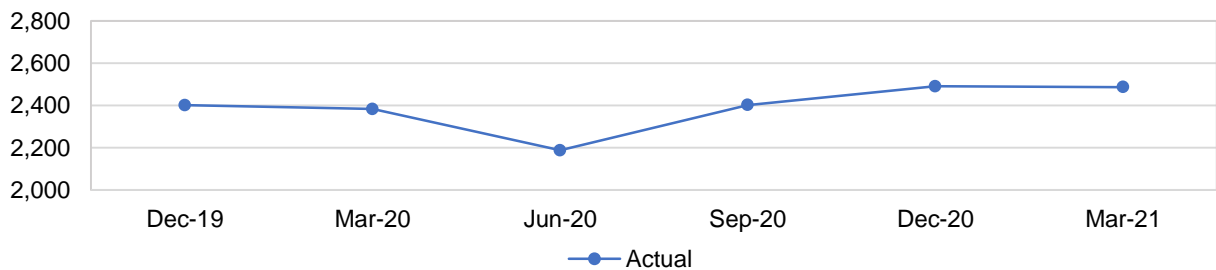
Number receiving Long Term Services



Number of Deprivation of Liberty safeguards (DoLs) applications received



Number of carers of service users



Public Health	
Cabinet Member	Clair Bell
Director	Andrew Scott-Clark

KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
	3	1	1	1	3	1

The NHS Health Check Programme was halted in March 2020 due to the Coronavirus pandemic following National guidance. The service was able to resume from Quarter 2 onwards and is on a careful and managed roll-out ensuring all Health Checks are delivered in a safe way. Around a third of contracted GP practices have come forward to confirm they are able to restart delivery or will be able to in the next few months, but the provider core team are continuing to run clinics. In order to reflect the efforts and performance of the core team, a new target has been agreed for 2021/22 which takes into account the reduced delivery from GP's. The new target will be based on a 20% increase quarter on quarter using Quarter 4 2020/21 as the baseline. This reflects the expected gradual recovery of the programme and is based on the capacity of the core team and GP's. There are plans in place to ensure that a targeted approach is taken to address the backlog from 2021/22 and the current 2021/22 eligible cohort. Performance is steadily improving and in Quarter 4 there were 1,482 Health Checks completed making a total of 3,490 for the year.

The Health Visiting Service has continued to increase the number of mandated universal contacts delivered during the year. Delivery of all five mandated contacts has remained above target during Quarter 4. Over the last 12 months, 71,932 checks were delivered against a target of 65,000 (up by 3% on the previous quarter). The service has continued to increase face to face delivery for mandated contacts throughout the year in line with national guidelines, but many contacts are still conducted virtually or by phone.

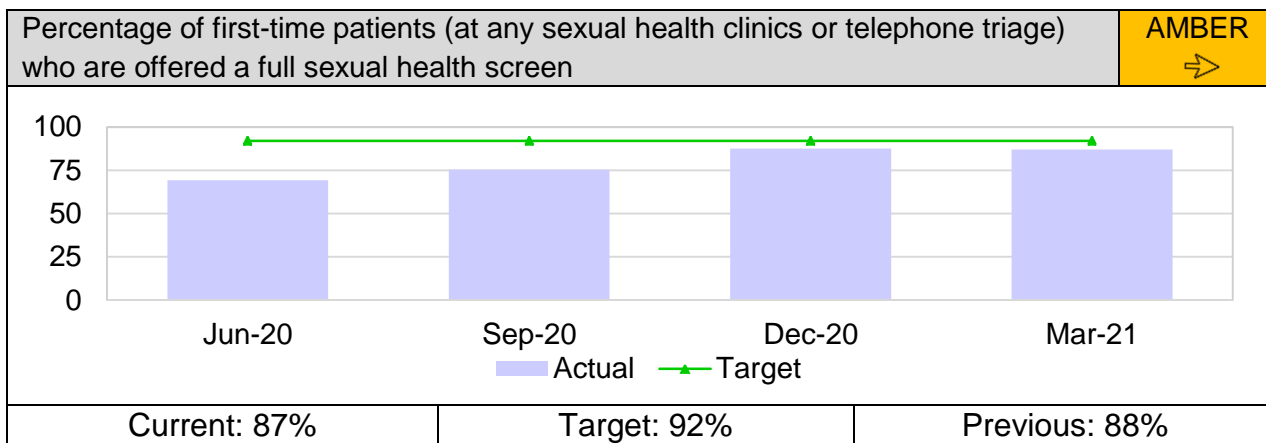
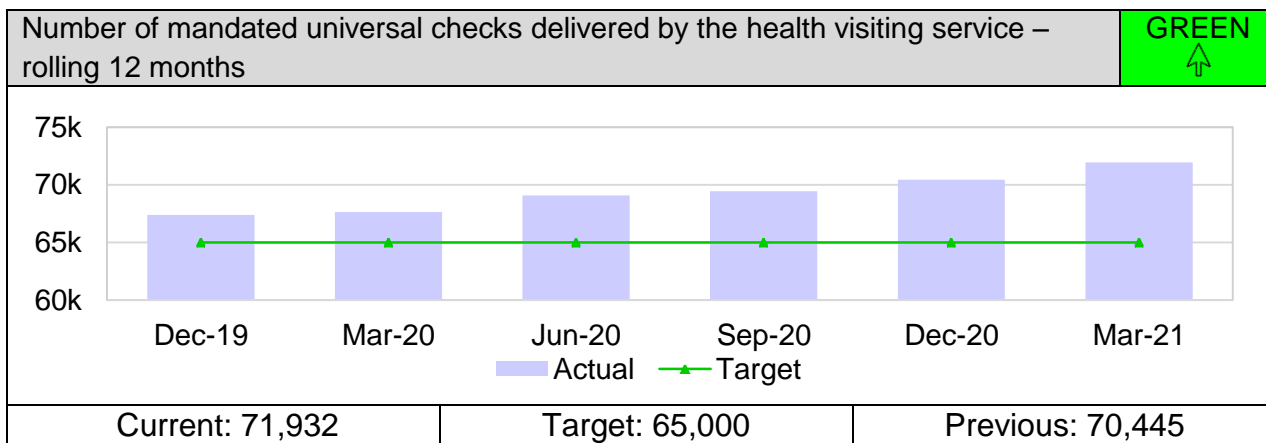
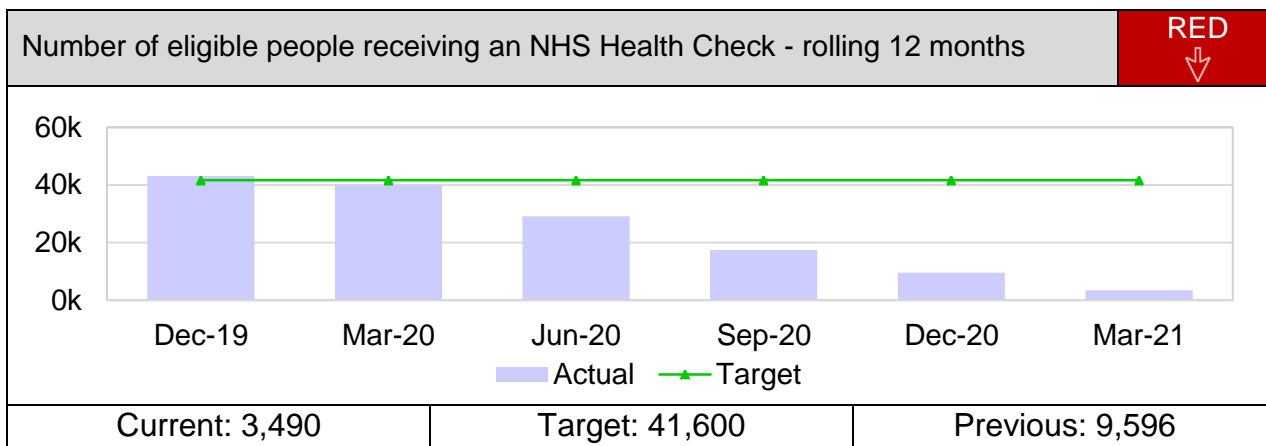
The sexual health service was unable to report accurately on the previous KPI due to changes in the pathway for testing in response to the Coronavirus pandemic. The available data only included clients who are seen face to face and not those clients who are directed to online testing. The latter now makes up a significant proportion of clients due to new ways of working. An agreement has been reached with the providers to deliver an alternative metric which demonstrates provider contribution to improving outcomes by ensuring patients are directed to testing either face to face or through the online service. The new sexual health indicator seeks to monitor the percentage of new patients who are offered a full sexual health screen, where it is appropriate to do so, with the purpose of improving detection rates. The screen will be offered to patients that visit specialist integrated sexual health services for both genitourinary reasons and/or contraceptive reasons to ensure staff are taking the opportunity to triage and offer a screen to patients. This new indicator is reported below, and was 87% in the Quarter 4, below the target of 92%.

The Adult Community Drug and Alcohol providers have continued to deliver treatment interventions throughout 2020/21. Due the Coronavirus pandemic, there has been a blend of virtual and face-to-face delivery based on service user risk, vulnerability, and clinical need. Community Drug and Alcohol services experienced a reduction in referrals and treatment starts during the early phase of both lockdowns (Quarter 1 and

Quarter 4); however, referrals in Quarter 2 and Quarter 3 rose to higher levels than before lockdown. Aside from the temporary lockdown-related decreases, the number of treatment starts has remained relatively stable throughout the year, highlighting that services have effectively facilitated access to treatment during the pandemic.

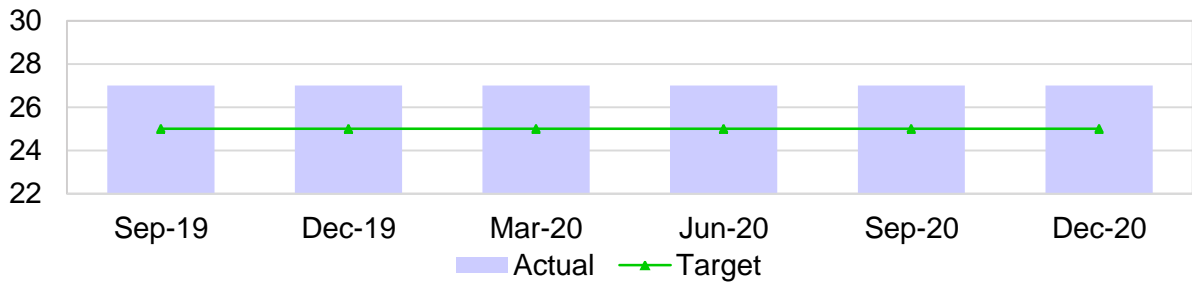
Due to the Coronavirus pandemic, more intensive support from Live Well Kent Services has been required for individuals and the service responded effectively to this need, with service user satisfaction rates remaining above target throughout the year. The service is following national guidance in offering face to face support when safe and appropriate to do so.

Performance Indicators



Successful completion of drug and alcohol treatment – rolling 12 months

GREEN
➔



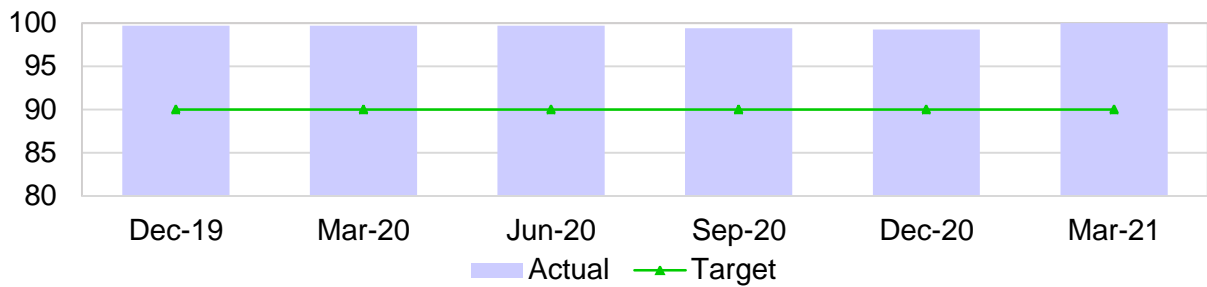
Current: 27%

Target: 25%

Previous: 27%

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

GREEN
➔



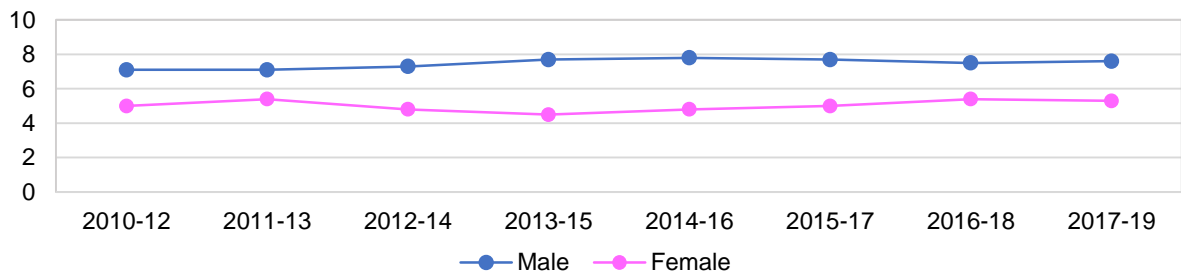
Current: 100%

Target: 90%

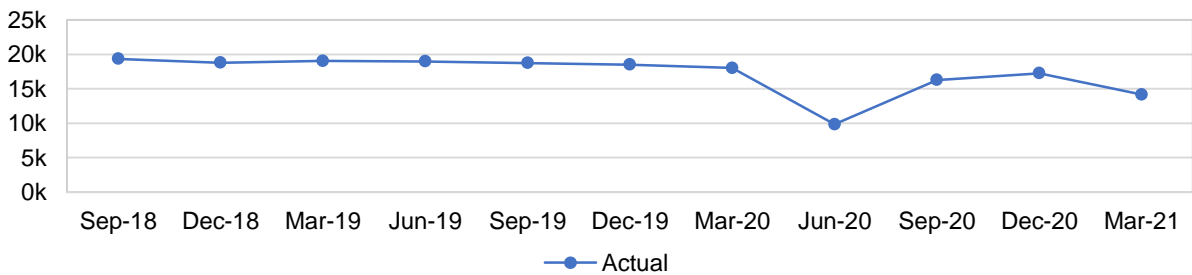
Previous: 99.3%

Activity indicators

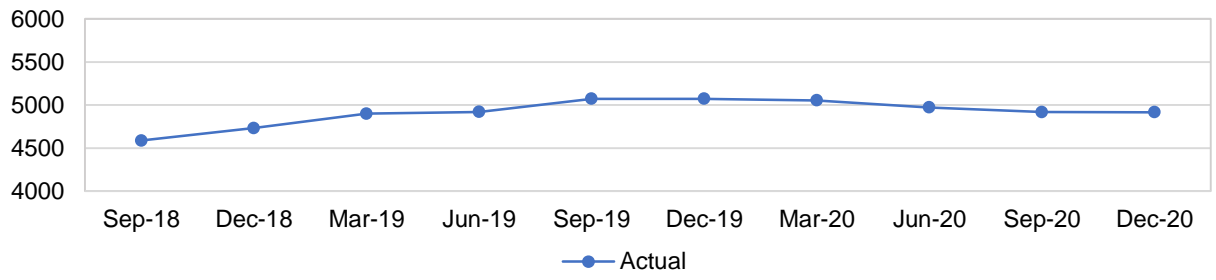
Life expectancy gap in years between least and most deprived areas



Number of attendances at KCC commissioned Sexual Health Clinics



Number of adults accessing structured Substance Misuse Treatment Services



Corporate Risk Register – Overview

The Authority continues to balance ongoing recovery from the Covid-19 emergency with delivery of more “business as usual” type activities, while also leading on the development of new ways of working and delivery of services. It remains clear that 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 April 2021, compared with February 2021.

	Low Risk	Medium Risk	High Risk
Risk level February 2021	0	2	19
Risk level May 2021	0	2	19

CHANGES DURING LAST QUARTER

As the Authority continues to recover from the impact of the coronavirus, the risk profile has not changed greatly in the past few months. The Corporate Risk Register will be subject to its more formal annual refresh in the autumn to investigate if any Covid-related risks have decreased and what longer term risks remain.

DECREASING RISKS

One risk has a slightly decreased risk rating:

CRR0007: Resourcing implications arising from serious and complex Children’s Services demand (excludes SEND) – The Coronavirus pandemic has presented a number of challenges to delivering services and due to the ‘lockdown’ situations, KCC has not been able to provide the support to children in the usual way. As a consequence, there is a reduction in the spend of the revenue budget for the year which has driven the reduction in the rating of this risk. There are still many unknowns about future demand and impact and there is the potential for an increase in under 5’s coming into the care of the Authority as a result of the pandemic. This is a longer-term risk to be kept under review. The risk rating has reduced from 20 to 16, but still remains high.

MITIGATING ACTIONS

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

Updates have been provided for 17 actions to mitigate elements of Corporate Risks that were due for completion or review up to the end of May 2021. These are summarised as follows:

Due Date for Completion	Actions Completed/ Closed	Actions Outstanding or Partially complete	Regular Review
Up to and including May 2021	5	9	3

The Corporate Risk Register mitigations are regularly reviewed for their continued relevance and urgency, and new mitigations introduced as required. Updates to risk mitigations can be summarised as follows:

CRR0009: Future Financial and Operating Environment:

Partially Complete

Business rate retention and fair funding arrangements for local government have been delayed again by central Government, due to the pandemic. KCC will respond to the Government Spending Review in the Autumn or sooner dependent on the Government timetable, which has yet to be produced.

Regular Review:

We continue to make representations to central Government in relation to 'High Needs' funding concerns.

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.

Regular Review

KCC, with partners, and the local Public Health England team continue to work successfully to deliver the Test and Trace programme at a local level, ensuring that service delivery is aligned locally.

CRR0015 – Managing and working within the social care market:

Partially Complete

The Market Position Statement now consists of six statements. One has been published on Kent.gov. Going forward with a new approach, position statements will be kept up to date to present current position and therefore more useful for developers and providers.

Partially Complete

Analytical work has been completed focusing on client numbers and staffing levels within residential and nursing care environments. Further work on looking at indicators of sustainability of care homes is due to complete at the end of June.

We await the proposal on social care and health reform from the Government and will update this risk accordingly.

CRR0014: Cyber-threats and their implications:Partially complete

Further progress has been made on the implementation of Microsoft Security & Compliance suite of programs and features, with planned implementation dates for various projects by end of summer 2021. These features will further enhance the security of KCC's infrastructure. This is also a relevant mitigating action against KCC's Information Governance risk.

Partially complete

Progress is being made against the actions detailed within the Cyber Security and Resilience action plan. A detailed progress report was provided to Policy and Resources Cabinet Committee in March 2021.

CRR0044: High Needs Funding Shortfall:Partially Complete

A High Needs recovery plan is underway, although it is unlikely to show a full recovery without legislative reform. An update is due to go to the Schools Funding Forum in June 2021.

CRR0003 – Securing Access to Resources to aid economic recovery and enabling Infrastructure:Partially Complete

Kent and Medway Business Fund (KMBF), Recovery Fund and Capital Growth Fund (first round), has been concluded and the majority of funding (circa £3m) has been defrayed to the successful businesses. Discussions are taking place to agree the Guidance Notes for the second round to support the reopening of the KMBF Business Fund and the Innovation Loan.

CRR0002 - Safeguarding - Protecting Vulnerable Adults:Complete

A suite of performance data has been developed to provide practice intelligence. A competency framework is now in place.

Regular review

Safeguarding activity and practice is under review as a specific workstream within the Practice Pillar of the Make A Difference Everyday approach.

CRR0001 – Safeguarding Protecting Vulnerable Children:Complete

A Quality Assurance Framework has been rolled out and the Integrated Children's Services team has received mandatory training related to this. A new adolescent risk management process has been agreed and the approach has been approved.

CRR0047 – Adequacy of support for children with Special Educational Needs and Disabilities (SEND):Complete

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. In addition, the SEND Improvement Programme has been implemented, which includes delivery of requirements detailed in the Kent Written Statement of Action, covering five key workstreams.

CRR0048 – Maintenance and modernisation of the KCC Estate:Complete

A Lifecycle Programme Manager has been appointed and a 10-year Lifecycle programme has been commissioned and is underway.

Partially Complete

It is expected that the stock condition survey for KCC maintained schools and corporate buildings will be completed by the end of 2021/22. The survey allows KCC to collect valid data and information to understand forward maintenance liabilities and plan the expenditure of the maintenance budget.

CRR0051 - Maintaining or Improving workforce health, wellbeing and productivity throughout Coronavirus response and recovery:Complete

Work and wellbeing surveys and engagement with managers across the organisation has been conducted to capture current picture and inform future planning.

CRR0049 – Fraud and Error:Partially complete

The Counter Fraud Action plan is being progressed, with some delay due to the new ways of working. Fraud risks are being assessed, with the embedding of fraud risk assessments in new policies, strategies and initiatives a particular area of focus, to ensure services engage effectively at concept stage to properly assess the risks, in particular with the new initiatives to respond to the pandemic.

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Proposed KPIs and Activity indicators for QPR 2021/2022

Customer Services

Key Performance Indicators

Indicator description	2020/21 Q4 Actual	2021/22 Target	2021/22 Floor
Percentage of callers to Contact Point who rated the advisor who dealt with the call as good	97%	97%	90%
Percentage of phone calls to Contact Point which were answered	96%	95%	90%
Percentage of complaints responded to within timescale	83%	85%	80%

Activity indicators

Indicator description
Number of phone calls responded to by Contact Point
Average Contact Point call handling time
Number of visits to the KCC website
Number of complaints received

Economic Development & Communities

Key Performance Indicators

Indicator description	2020/21 Q4 Actual	2021/22 Target	2021/22 Floor
Number of homes brought back to market through No Use Empty	462	400	350
Developer contributions received as a percentage of amount sought	78%	93%	85%

Activity indicators

Indicator description
Total number of online contacts with Kent libraries
Total number of book issues from Kent libraries
Percentage of population aged 16 to 64 in employment (from the Annual Population Survey)
Percentage of population aged 16 to 64 claiming unemployment benefits

Environment and Transportation

Key Performance Indicators

Indicator description	2020/21 Q4 Actual	2021/22 Target	2021/22 Floor
Percentage of routine potholes repaired in 28 days	91%	90%	80%
Percentage of routine highway repairs reported by residents completed within 28 days	91%	90%	80%
Emergency incidents responded to within 2 hours of notification (%)	96%	98%	95%
Percentage of satisfied callers for Kent Highways 100 call back survey	95%	85%	70%
Percentage of municipal waste recycled or converted to energy and not taken to landfill	98%	99%	95%
GHG emissions (KCC estate/services and Traded Companies) in tonnes, to measure progress towards Net Zero by 2030	New Indicator	TBC	TBC

Activity indicators

Indicator description
Number of Highways enquiries raised for action
Highways enquiries work in progress (Routine and Programmed works)
Number of Street work permit requests
Total municipal tonnage collected (rolling 12 month)

Education and Wider Early Help

Key Performance Indicators

Indicator description	2020/21 Q4 Actual	2021/22 Target	2021/22 Floor
Percentage of Primary, secondary, Special and PRUs with good or outstanding Ofsted inspection judgements	91%	90%	87%
Percentage of Early Years settings with Good or Outstanding Ofsted inspection judgements	99%	98%	93%
Percentage of EHCPs issued within 20 weeks	33%	60%	55%
Number of pupils permanently excluded from school	<0.01%	0.03%	0.04%
Number of first-time entrants to youth justice system	271	270	340

Activity indicators

Indicator description
The number of initial requests for statutory assessment (for an EHC plan) per 1,000 population
Percentage of Primary school applicants offered one of top three preferences
Percentage of Secondary school applicants offered one of top three preferences
Number of pupils in Reception year (Kent state funded schools)
Number of pupils in Year 7 (Kent state funded schools)
Percentage of 16-17 years olds Not in Education, Employment or Training (NEETs) or whose activity is Not Known
Percentage of 16-18 year olds who start an apprenticeship
Percentage of 18-24 year olds claiming Universal Credit

Integrated Children's Services

Key Performance Indicators

Indicator description	2020/21 Q4 Actual	2021/22 Target	2021/22 Floor
% of EH cases closed with outcomes achieved that come back to EH or CSWS in 3 months	13.6%	15%	20%
Percentage of Case holding posts filled by permanent qualified social workers	92.5%	85%	75%
Percentage of SCS Referrals with a previous SCS referral within 12 months	28%	25%	30%
Children subject to a child protection plan for the second or subsequent time	22.4%	Between 17.5% and 22.5%	Above 27.5% or below 12.5%
Average number of days between becoming looked after and moving in with adoptive family	315.7	426	450
Percentage in foster care in KCC foster care or with relatives/friends	79.3%	85%	75%
Percentage of care leavers in education, employment or training (of those KCC is in touch with)	59.9%	65%	55%

Activity indicators

Indicator description
Number of open Early Help cases
Rate of Children's Social Work (CSW) referrals per 10,000 population aged under 18
CSW caseload per 10,000 child population – snapshot at quarter end
Children with Child Protection Plans per 10,000 population
Children in Care (excluding Unaccompanied Asylum Seeking Children (UASC)) per 10,000 child population
Children in Care including UASC per 10,000 child population
Other local authority children in care placed into Kent
Number of care leavers

Adult Social Care

Key Performance Indicators

Indicator description	2020/21 Q4 Actual	2021/22 Target	2021/22 Floor
Proportion of people who have received short term services for which the outcome was either support at a lower level or no ongoing support	65%	65%	52%
Proportion of clients receiving Direct Payments	24%	28%	22%
The proportion of adults with a learning disability who live in their own home or with their family	79%	77%	62%
Proportion of KCC clients in residential or nursing care where the CQC rating is Good or Outstanding	80%	75%	60%
Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	87%	82%	66%

Activity indicators

Indicator description
% of Safeguarding enquires where a risk was identified, and the risk was either removed or reduced
% 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)
Number receiving enablement
Number receiving Long Term Services
Number of Deprivation of Liberty safeguards (DoLs) applications received
Number of carers of service users
The number of people accessing ASC Services who have a Mental Health need

Public Health

Key Performance Indicators

Indicator description	2020/21 Q4 Actual	2021/22 Target	2021/22 Floor
Number of eligible population aged 40-74 years old receiving an NHS Health Check – rolling 12 months	3,490	9,546	8,589
Number of mandated universal checks delivered by the health visiting service – rolling 12 months	71,932	65,000	52,000
Proportion of all new first-time attendances (face to face or online) who take up the offer and are screened for chlamydia, gonorrhoea, syphilis and HIV	87%	92%	75%
Successful completion of drug and alcohol treatment	27%	25%	20%
Percentage of Live Well clients in the most deprived quintiles who would recommend the service to family, friends or someone in a similar situation	100%	90%	72%

Activity indicators

Indicator description
Life expectancy gap between least and most deprived 10% wards
Number of people accessing KCC commissioned sexual health clinics
Number of adults accessing structured substance misuse treatment services

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

To: Cabinet, 24 June 2021

Subject: Provisional Revenue and Capital Budget Outturn Report 2020-21

Classification: Unrestricted

Summary:

The attached report sets out a high-level summary of the provisional revenue and capital budget outturn position for 2020-21 excluding and including the impact of Covid 19. Included are revenue budget roll forwards, capital rephasing and budget adjustments. The report sets out the position regarding the Council's main revenue budget and separately the position regarding Covid-19 related expenditure and funding.

Recommendation(s):

Cabinet is asked to:

- a) NOTE the provisional Revenue and Capital outturn position for 2020-21.
- b) AGREE that £1.439m of the 2020-21 revenue underspending is rolled forward to fund existing commitments.
- c) AGREE that £4.427m of the 2020-21 revenue underspending is rolled forward to fund the rephasing of existing initiatives.
- d) AGREE that £0.050m of 2020-21 revenue underspending is rolled forward to fund bids.
- e) AGREE that £7.758m of 2020-21 revenue underspending is rolled forward to fund time critical service priorities.
- f) AGREE that the £0.775m remaining business as usual underspend is set aside in the earmarked reserve to support future years' budgets.
- g) AGREE that £28.810m of Covid-19 underspending is rolled forward to fund time critical service priorities relating to Covid-19, of which the main areas are £16m for Helping Hands, £7.5m for Reconnect and £5m for Market Sustainability.
- h) AGREE that the £26.773m of Covid-19 related underspend is set aside in the Covid-19 earmarked reserve to support future Covid-19 related spend, loss of income and unrealised savings.
- i) AGREE the £175.393m of capital re-phasing from 2020-21 will be added to the 2021-221 and later years capital budgets.
- j) AGREE the proposed capital cash limit changes.
- k) AGREE the closure and creation of new reserves; and contributions to and from reserves (which includes all previously agreed transfers to and from reserves).

1. Introduction

- 1.1 The attached report sets out the provisional revenue and capital outturn position for 2020-21 including the financial information related to the impact of responding to the Covid 19 pandemic.

2 Provisional Revenue and Capital Budget Outturn Report 2020-21

- 2.1 The attached report sets out the provisional outturn position for 2020-21. The report also sets out revenue roll forward requests for business as usual and Covid-19 to fund existing commitments, re-phasing of existing initiatives and time critical service priorities.
- 2.2 The Capital position includes re-phasing into 2021-22 and later years and cash limit changes.

3. Recommendation(s)

Cabinet is asked to:

- a) NOTE the provisional Revenue and Capital outturn position for 2020-21.
- b) AGREE that £1.439m of the 2020-21 revenue underspending is rolled forward to fund existing commitments.
- c) AGREE that £4.427m of the 2020-21 revenue underspending is rolled forward to fund the rephasing of existing initiatives.
- d) AGREE that £0.050m of 2020-21 revenue underspending is rolled forward to fund bids.
- e) AGREE that £7.758m of 2020-21 revenue underspending is rolled forward to fund time critical service priorities.
- f) AGREE that the £0.775m remaining business as usual underspend is set aside in the earmarked reserve to support future years' budgets.
- g) AGREE that £28.810m of Covid-19 underspending is rolled forward to fund time critical service priorities relating to Covid-19, of which the main areas are £16m for Helping Hands, £7.5m for Reconnect and £5m for Market Sustainability.
- h) AGREE that the £26.773m of Covid-19 related underspend is set aside in the Covid-19 earmarked reserve to support future Covid-19 related spend, loss of income and unrealised savings.
- i) AGREE the £175.393m of capital re-phasing from 2020-21 will be added to the 2021-221 and later years capital budgets.
- j) AGREE the proposed capital cash limit changes.
- k) AGREE the closure and creation of new reserves; and contributions to and from reserves (which includes all previously agreed transfers to and from reserves).

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Revenue and Capital Budget Outturn 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 – 24 June 2021

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

Appendices

- A1 Proposed Revenue Budget Roll forwards
 - A2 Capital re-phasing
 - A3 Proposed capital programme cash limit changes
 - A4 Impact of the provisional outturn on our reserves as at 31st March 2021
 - A5 Final monitoring of prudential indicators 2020-21
 - A6 Council Tax and Business Rates Collection Losses
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1 Introduction

This report presents the provisional budget outturn position for 2020-21 for both Revenue and Capital budgets, and how we are responding to the Covid-19 pandemic. Also included are revenue budget roll forwards, capital re-phasing and budget adjustments which require Cabinet approval. It also includes the proposed use of reserves taking account of an extensive review and the impact of the outturn position.

1.1 We have 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 three decimal places, 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 The provisional revenue outturn for business as usual and Covid-19 after taking account of roll forwards is an underspend of £27.548m.

The provisional revenue outturn for business as usual and Covid-19 before roll forwards is an underspend of -£70.032m. After roll forwards of £42.484m the underspend reduces to -£27.548m. This financial year has been an exceptional year due to the Covid-19 pandemic and the outturn should be viewed in light of the significant impact of lockdowns on services and additional support received in the form of grants.

1.3 The provisional revenue outturn for business as usual after taking account of roll forwards is an underlying underspend of £0.775m excluding Covid-19.

The provisional revenue outturn for business as usual before taking account of roll forwards is an underlying underspend of -£14.449m excluding Covid-19. All directorates are showing an underspend, the largest is -£5.509m in FI&U, followed by ASCH (-£4.106m), S&CS (-£2.892m), CYPE (-£1.423m) and GET (-£0.519m).

There are roll forward requests of £13.674m and after taking these into consideration the underlying underspend is -£0.775m. There may be minor variations to the figures during the final stages of the year end processes and external audit.

1.4 The provisional revenue outturn position for Covid-19 after taking account of roll forwards is an underlying underspend of -£26.773m.

The provisional outturn position for Covid-19 before taking account of roll forwards is an underspend of -£55.583m. £28.810m of the underspend is required to fund Covid-19 time critical service priorities, of which the main areas are £16m for Helping Hands, £7.5m for Reconnect and £5m for Market Sustainability. The remaining -£26.773m Covid-19 related underspend is to be set aside in the Covid earmarked reserve to support future Covid-19 related spend and loss of income and unrealised savings that have been impacted by Covid-19.

1 Introduction

- 1.5 The Covid-19 provisional outturn position includes underspends of £51.316m that have arisen within the Directorates where Covid-19 has impacted the delivery of services.
- Examples of the main underspends include the following:
- In ASCH, where the number of people over the age of 65 being admitted into long-term residential and nursing care are running at a lower level than in previous years.
 - In CYPE, where there is reduced demand for home to school/college transport.
 - In GET, where public transport costs have been eligible for Government grant and there has been a reduction in Waste tonnage in our Household Waste Recycling Centres due to lockdown.

More detail can be found in Section 4.

- 1.6 The provisional capital outturn position is an underspend of -£184.8m excluding Covid-19.
- The underspend is made up of -£9.4m real and -£175.4m rephasing variance. This represents 35.2% of the capital budget.

The largest real variance is an underspend of -£46.0m in S&CS (-£42.1m due to the inclusion of the Acquisition of Strategic Assets, which has now been removed from the capital programme for 2022-24). GET is reporting a real overspend of +£38.3m (+£31.8m due to Government Transition Works, this is primarily a timing issue and is to be funded from Government Grant).

The major rephasing variances are -£120.4m in GET, -£33.9m in CYPE and -£17.9m in S&CS.

- 1.7 Schools' Delegated Budgets are reporting a £8.937m overspend.
- The overspend position of £8.937m reflects the combination of high demand and high cost per child of High Needs Placements. This is in part due to the impact of legislative changes introduced in 2014 and funding shortages. Section 10 of the report provides more detail.
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2 Recommendations

Cabinet is asked to:

- | | | |
|-----|--|--|
| 2.1 | Note the provisional Revenue and Capital outturn position for 2020-21 | Please refer to Section 3 and 4 for details. |
| 2.2 | Agree that £1.439m of the 2020-21 revenue underspending is rolled forward to fund existing commitments | Please refer to Section 2 of Appendix 1. |
| 2.3 | Agree that £4.427m of the 2020-21 revenue underspending is rolled forward to fund the re-phasing of existing initiatives. | Please refer to Section 3 of Appendix 1. |
| 2.4 | Agree that £0.050m of 2020-21 revenue underspending is rolled forward to fund bids. | Please refer to Section 4 of Appendix 1. |
| 2.5 | Agree that £7.758m of 2020-21 revenue underspending is rolled forward to fund time critical service priorities. | Please refer to Section 5 of Appendix 1. |
| 2.5 | Agree that the £0.775m remaining business as usual underspend is set aside in the earmarked reserve to support future years' budgets. | |
| 2.6 | Agree that £28.810m of Covid-19 underspending is rolled forward to fund time critical service priorities relating to Covid-19, of which the main areas are £16m for Helping Hands, £7.5m for Reconnect and £5m for Market Sustainability | Please refer to Section 8 of Appendix 1. |
| 2.7 | Agree that the £26.773m of Covid-19 related underspend is set aside in the Covid-19 earmarked reserve to support future Covid-19 related spend, loss of income and unrealised savings. | |
-

2 Recommendations

2.8 Agree the £175.393m of capital re-phasing from 2020-21 will be added to the 2021-22 and later years capital budgets. Please refer to Appendix 2.

2.9 Agree the proposed capital cash limit changes. Please refer to Appendix 3.

2.10 Agree the closure and creation of new reserves; and contributions to and from reserves (which includes all previously agreed transfers to and from reserves) Please refer to Appendix 4.

The revenue provisional outturn position for business as usual is showing an underlying underspend of £0.775m after taking account of roll forwards. There are Directorate roll forward requests of £5.916m and Council-wide roll forward requests of £7.758m. The Covid-19 provisional outturn position is showing an underlying underspend of £26.773m after taking account roll forwards. There are £28.810m of Covid-19 time critical roll forwards, of which the main areas are £16m for Helping Hands, £7.5m for Reconnect and £5m for Market Sustainability.

The capital provisional outturn position is -£184.8m of which -£175.4m relates to rephasing of projects and -£9.4m are real variances.

3.1 The underlying underspend is -£0.775m after taking account of roll forward requests. There is a variance of -£14.449m on the 20-21 revenue budget before roll forwards and excluding Covid-19. There are Directorate roll forward requests of £5.916m and Council-wide roll forward requests of £7.758m. All directorates are reporting an underspend. -£5.509m in FI&U followed by -£4.106m in ASCH (-£6.336m in Adult Social Care & Health Operations division), -£2.892m in S&CS (-£0.941m in Governance, Law and Democracy), -£1.423m in CYPE (-£1.066m in Integrated Children's Services) and -£0.519m in GET.

The £5.916m proposed roll forward requests are split as follows:

- £1.440m of contractually committed items
- £4.426m relating to rephasing of existing initiatives
- £0.050m of bids

The remaining £0.775m is to be set aside in the earmarked reserve to support future years' budgets.

3.2 The Covid-19 revenue position is an underlying underspend of -£26.773m after roll forwards. The corporately held budget related to Covid-19 was allocated at year end to fund 'Real Spend' and no variances relating to Covid-19 are reflected in the Directorate's positions. This includes Covid-19 related underspends, loss of income and unrealised savings.

£28.810m is requested to be rolled forward to fund Covid-19 time critical service priorities. The remaining -£26.773m Covid-19 related underspend is set aside in the Covid-19 earmarked reserve to support future Covid-19 related spend.

3.3 There is a variance of -£184.8m on the 20-21 capital budget excluding Covid-19. This is made up of -£9.4m real variance and -£175.4m rephasing variance. Headline variances are detailed in the relevant directorate sections.

3 Revenue & Capital Positions

Revenue Variance -14.4m underspend
Capital Variance -184.8m underspend

Directorate Revenue variances excluding the impact of Covid-19

Directorate	Revenue Budget £m	Provisional Outturn £m	Variance excl. Covid- 19 £m
Adult Social Care & Health	393.773	389.667	-4.106
Children, Young People & Education	250.920	249.497	-1.423
Growth, Environment & Transport	167.467	166.948	-0.519
Strategic & Corporate Services	87.477	84.585	-2.892
Financing Items & Unallocated	146.868	141.359	-5.509
Initial Revenue Position	1,046.505	1,032.056	-14.449
Roll forward requests			+13.674
Revised variance			-0.775
Schools' Delegated Budgets	0.0	8.937	+8.937
	1,046.505	1,040.993	+8.162

Directorate £m	Variance	Roll Forwards			Revised Variance
		Committed	Re-Phased	Bid	
Adult Social Care & Health	-4.106	0.343	3.389	0.000	-0.374
Children, Young People & Education	-1.423	0.257	0.916	0.000	-0.250
Growth, Environment & Transport	-0.519	0.778	0.087	0.000	+0.346*
Strategic & Corporate Services	-2.892	0.062	0.034	0.050	-2.746
Financing Items & Unallocated	-5.509	0.000	0.000	0.000	-5.509
Total excluding Schools	-14.449	1.440	4.426	0.050	-8.533
Council-wide roll forward requests		7.758	0.000	0.000	-0.775

* The actual outturn position in the GET directorate is an underspend of -£113.1k. The £0.346k figure shown above includes Brexit costs of £459.7k that are offset against the overall council underspend.

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

Division	Variance £m	Summary	Detail
Adult Social Care & Health Operations	-£6.336m	Older Person and Learning Disabilities Community Services have an underspend	<p>The reported underspend is as a result of the direct business as usual response to the pandemic. People have chosen not to enter long term funded care as families have continued to support people at home. Temporary legislative changes to how hospital discharge is funded has also contributed to the underspend.</p> <p>The underspend is in part due to a reduction in the level of one-off direct payments to clients compared to previous years and lower than budgeted levels of Day-care and Supported Living.</p> <p>The number and costs of Learning Disability clients in Residential care has remained consistently 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.</p> <p>The mental health service has an overspend due to higher than budgeted costs and client numbers.</p> <p>A significant proportion of this variance is related to in house services; several units have remained closed or have operated at reduced service levels during 2020-21 due to the pandemic.</p>
Integrated Children's Services	-£1.066m	Underspends on care leavers services, and adoption services offset by delays in delivering Change for Kent Children (CFKC) savings	<p>Care Leavers Services have underspent by -£1.6m: as part of the savings targets for 2021-22 an in-depth review of all high-cost placements is being undertaken, leading to an initial saving of approximately £1m by ensuring young people are in the most cost effective accommodation. The remaining £0.6m underspend has resulted from lower than originally estimated numbers of care leavers requesting their council tax to be paid by the Council (introduced as part of an enhanced offer from April 2021).</p> <p>The Adoption Service has underspent by -£0.447m of which -£0.223m relates to the newly formed Regional Adoption Agency (Adoption</p>

Division	Variance £m	Summary	Detail
			<p>Partnership South East) and has been requested as a committed roll forward.</p> <p>This position also includes a further -£0.166m underspend which has been requested as a roll forward relating to the Wellbeing for Education Return Grant and Extension of duties for Virtual Schools Kent (VSK) to Previously Looked After Children Grant where commitments extend into the following financial year.</p> <p>These underspends have been partially offset by a pressure mainly arising from a delay in achieving the Change for Kent Children (CfKC) savings, the expected profile of savings has changed from when the savings were included in the MTFP (£1m).</p>
Highways, Transportation & Waste	+£1.251m	<p>+£1.191m overspend in Waste Facilities & Recycling Centres, increased haulage costs, price-related variances, site refurbishments and other costs, offset in part by income</p> <p>+£0.918m overspend in Highways Asset Management (Other) - Drainage and winter maintenance overspends following recent adverse weather, partly offset by streetlight energy and maintenance and income.</p> <p>-£0.889m underspend for Kent Travel Saver due to payments to operators lower than anticipated and grant funding.</p>	<p>Increased haulage costs (+£0.6m), plus material recycling facility tonnage and paper and card price pressures (+£0.5m), additional spend on major site refurbishment (+£0.2m) and other minor variances (+£0.2m). These are offset in part by reduced prices in food composting (-£0.1m) and additional income from materials transferred back to KCC following changes in contracts (-£0.2m). Most have been reflected in the 2021-22 budget build process.</p> <p>This budget is showing an overspend within drainage (+£2.1m) following considerable and persistent rainfall. Given this budget has been overspent for the past two years and a change in weather patterns, additional budget has been built in for 2021-22.</p> <p>There is also an overspend of £0.5m within winter maintenance following the heavy snow and freezing conditions in February. Underspends against streetlight energy and maintenance, together with additional permit and street works income, combine to reduce this by -£1.2m.</p> <p>This is due to anticipated additional costs on a number of Kent Travel Saver focused services not materialising as well as grant funding received in-year.</p>

3 Revenue & Capital Positions

Revenue Variance -14.4m underspend
Capital Variance -184.8m underspend

Division	Variance £m	Summary	Detail
Environment, Planning & Enforcement	-£1.357m	Public Protection staffing underspend and additional income.	This primarily results from -£0.5m underspend on staffing and additional income of -£0.4m.
Governance Law & Democracy	-£0.941m	Member Grant underspend	Underspend on member grants that are not permitted to be rolled forward into an election year -£0.835m and additional School's appeals income -£0.104m.
Financing Items & Unallocated	-£5.509m	Underspending against the budget for the retender of contracts for Adult Social Care, together with underspending on net debt costs	A £3.9m 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 impact in 2020-21. A £1.4m underspend on net debt costs mainly due to no new long-term borrowing being taken in 2020-21.

Covid-19 budgets were held centrally and allocated to Directorate budgets at the end of the year to cover real spend. Covid-19 related underspends, loss of income and unrealised savings were transferred to Unallocated and are held corporately so as not to distort the business as usual budget position.

The table below shows the Covid-19 revenue position against the Covid-19 budgets. It shows an underspend of -£55.583m before roll forward requests of £28.810m on time critical service priorities. More detail can be found in Section 4.

Directorate	Covid-19 Allocation £m	Covid-19 Outturn £m	Covid-19 Variance £m
Adult Social Care & Health	24.958	24.958	0.000
Children, Young People & Education	10.549	10.549	0.000
Growth, Environment & Transport	15.279	15.279	0.000
Strategic & Corporate Services	8.977	8.977	0.000*
Financing Items	-32.276	-40.284	-8.008
Unallocated	54.873	7.298	-47.575
Initial Covid-19 revenue position	82.360	26.777	-55.583
Council-wide roll forward requests			28.810

3 Revenue & Capital Positions

Revenue Variance -14.4m underspend
Capital Variance -184.8m underspend

Division	Variance £m	Summary	Detail
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	Revised Variance		-26.773
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*The Strategic & Corporate Services variance includes a contribution to the Public Health Reserve of £1.182m due to the outturn position being a net underspend.

3 Revenue & Capital Positions

Revenue Variance -14.4m underspend
Capital Variance -184.8m 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	-3.9	-0.7	-3.2	0.0	-3.9
Children, Young People & Education	154.3	-34.9	-1.0	-33.9	1.0	-33.9
Growth, Environment & Transport	295.4	-82.1	38.3	-120.4	0.1	-82.0
Strategic & Corporate Services	71.5	-63.9	-46.0	-17.9	0.0	-63.9
	525.5	-184.8	-9.4	-175.4	1.1	-183.7

Nb. The Covid-19 forecast of £1.1m has reduced from the previously reported £4.5m as some has been rephased into 21-22.

4 Covid-19

As a result of the Budget Amendment approved by County Council in September 2020, we held budgets corporately for Covid-19 response and recovery of £72.2m. At year end we transferred cash limits to the directorates for actual Covid-19 spend incurred resulting in no Covid-19 related variance being shown within the Directorates. Covid-19 related underspends, loss of income and unrealised savings variances have been held corporately in unallocated.

4.1	The Covid-19 related provisional revenue outturn position after roll forwards shows an underspend of -£26.773m	<p>The Covid-19 provisional revenue outturn position is a combination of actual spend, loss of income and unachieved savings incurred due to responding to the pandemic.</p> <p>Underspends amounting to -£51.316m have arisen within the Directorates where business as usual activities could not be delivered due to Covid-19. The underspends have been transferred from the Directorates to Unallocated and held corporately.</p>
4.2	The Covid-19 related provisional revenue outturn position shows spend of +£58.604m	<p>The Covid-19 related spend is across all directorates, but the largest area of spend is in ASCH. The provisional revenue outturn has been split between several categories in the Covid-19 Provisional Revenue Outturn table below. The narrative for these forecasts is in the directorate sections of this report.</p>
4.3	£28.810m is to be rolled forward	<p>£28.810m is requested to be rolled forward to fund Covid-19 time critical service priorities, including Helping Hands, the Reconnect Programme and Market Sustainability. The remaining -£26.773m Covid-19 related underspend is set aside in the Covid-19 earmarked reserve to support future Covid-19 related spend.</p>
4.3	Emergency funding totalling £94.9m has been provided by the Government. £92.924m of this funding was available in 2020-21.	<p>In March, April, August and November 2020, the government provided £39m, £27.9m, £10.3m and £17.7m respectively of Covid-19 Emergency Support Grant.</p> <p>The £17.7m tranche 4 funding has been transferred to earmarked reserves to fund the 2021-22 budget, as agreed at County Council on 11 February 2021.</p>
4.4	We received specific grants amounting to £135.471m. These have been used to fund additional activity and have not had an impact on the Council's base budget	<p>We have received additional grants to support the Covid-19 pandemic. These are specific, ring-fenced grants to support a range of additional activity primarily relating to public health.</p> <p>The majority of these are treated as receipts in advance at year end and do not impact the outturn.</p> <p>Additional S31 compensation grants have been received and set aside to fund the collection fund deficit.</p>
4.5	There are additional capital costs of around £1.1m	<p>The impact from Covid-19 on capital is a mixture of rephasing due to contractors not having been on site for the first few weeks of the financial year, and cost overruns. The majority of the Covid-19 impact relates to overspends in the construction of schools.</p>

4 Covid-19

Covid-19 Outturn 2020-21

Summary Covid-19 Outturn Position

	£m
Covid-19 20-21 Emergency Grant Allocation	92.924
Actual spend	58.604
Underspends, Loss of Income & Unrealised savings	-29.743
	-64.063
Contribution to Public Health Reserve	1.182
Contribution to Reserves to support the 2021-22 budget	7.298
	Covid-19 Variance -55.583
Roll forward Requests	28.810
	Revised Variance -26.773

Further details are provided in the table below.

Detailed Covid-19 Outturn 2020-21

	ASCH £m	CYPE £m	GET £m	S&CS £m	FI £m	U £m	Total £m
Covid-19 allocated to Directorates	24.958	10.549	15.279	8.977	-32.276		27.487
Covid-19 allocation held corporately						54.873	54.873
Contribution Public Health Reserve*				-1.182			-1.182
Provisional Covid-19 Revenue Outturn							
Actual spend	7.462	4.231	9.322	9.254	0.023		30.292
Underspends		-0.001		-1.720			-1.721
Loss of income		0.167	1.711				1.878
One off payments to the market	17.207	0.737	0.223	0.261			18.428
Payments for undelivered variable fee services	0.289	5.415	4.023				9.727
Total Provisional Revenue Outturn	24.958	10.549	15.279	7.795	0.023	0.000	58.604

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

4.6	£17.207m one off payments to the market in ASCH	We have supported the Residential and Homecare markets by providing £13.5m, 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.
4.7	-£15.612m 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.
4.8	£4.231m 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; increased support for children with a disability and their families; increased number of Education Health and Care Plan referrals; and a revenue contribution to capital to cover extra construction costs and additional mobile hire for the basic need programme.
4.9	-£19.526m underspend in CYPE	Mainly due to reduced demand for home to school/college transport. Other general underspends including savings from closure of open access settings (including extended detached youth offer); delay in commissioning new early help services including Positive Behaviour Service and SEN Parenting Programme; reduced travel and room hire costs across the directorate particularly in social care teams and early help units.
4.10	£9.322m actual spend in GET	Additional service provision for emergency mortuary and associated staffing costs, along with a number of Waste-related areas of expenditure. These include a significant increase in kerbside tonnes being presented at Waste Transfer Stations during lockdown and where people home-working (plus Household Waste Recycling Centres (HWRCs) were closed initially, then operating at reduced capacity); providing additional support to districts for Waste Collection; impact on commodity prices for recycled materials; costs associated with the closing and re-opening of HWRCs). Also costs of PPE, cleaning, sanitiser, ICT, etc.
4.11	-£14.203m underspends in GET	Public Transport costs eligible for Government grant and reductions in Waste tonnage at our HWRC's, which were initially closed during lockdown. Subsequently there were lower than budgeted visits/tonnes as the booking system was introduced to ensure compliance with social distancing. Other general underspends across the directorate due to home-working and reduced activity.

4 Covid-19

4.12	£9.443m loss of income in GET	Income Loss including Kent Travel Saver (less passes in issue, refunds), as well as reduced operations at Libraries, Registration, and Country Parks. Other minor income impacts across various services that will continue into 2021-22.
4.13	£9.245m actual spend in S&CS	<p>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-19 secure and enhanced cleaning specification. Members' Grants given for Covid-19 related community support and other revenue grants to the VCS, Civil Society Strategy Grant.</p> <p>£0.278m relates to Public Health, made up of support to the voluntary sector and additional capacity for substance misuse services.</p>
4.14	£1.500m loss of income in FI&U	Reduction in the return from our companies.

4 Covid-19

4.16 During 2020-21 we received additional specific grants amounting to £135.5m to support the response to the Covid-19 pandemic. The table below shows all the grants received during 2020-21.

The Covid-19 Compensation for irrecoverable local taxation losses (local tax income guarantee for 2020-21) and Covid-19 Compensation for Covid related business rate reliefs grants amounting to £7.0m and £25.6m respectively have been transferred to reserves to be earmarked to fund the collection fund deficit and fall outside the scope of reserves earmarked for services.

The Covid-19 Compensation for Loss of Sales, Fees & Charges grant of £11.3m has been transferred to earmarked reserves to fund next year's budget.

£3.3m of unused grant has been requested to be rolled forward and is shown in the table below and included in Appendix 1.

COVID-19 GRANT 2020-21

Specific Grant Name	Amount Received £m
Covid-19 Test & Trace grant	1.309
Covid-19 Adult Social Care Infection Control grant	18.154
Covid-19 Adult Social Care Infection Control grant - tranche 2	16.644
Covid-19 NHS Hospital Discharge claim	8.848
Covid-19 Bus Services Support Grant	4.295
Covid-19 Emergency Active Travel Fund (tranche 1)	0.47
Covid-19 Bus Services Support Grant Restart scheme	0.62
Covid-19 Emergency Assistance Grant for Food & Essential Supplies	1.669
Covid-19 School & College Transport Capacity funding	4.214
Covid-19 Targeted support for UASC	0.794
Covid-19 Wellbeing for Education Return project	0.206
Covid-19 Contain Outbreak Management Fund	8.434
Covid-19 Compensation for Loss of Sales, Fees & Charges	11.256
Covid-19 Winter Grant Scheme	4.47
Covid-19 Clinically Extremely Vulnerable	4.624
Covid-19 NHS Hospital Discharge claim Part 2	1.736
Covid-19 Asymptomatic Community Testing	7.193
Covid-19 Adult Social Care Rapid Testing Fund	4.686
Covid-19 Adult Social Care Workforce Capacity Fund	3.082
Covid-19 Compensation for irrecoverable local taxation losses (local tax income guarantee for 2020-21)	7.013
Covid-19 Compensation for Covid related business rate reliefs	25.613
Covid-19 Operation Barton (targeted testing for South African variant)	0.063
Covid-19 Working in Partnership to support the vaccination delivery programme	0.078
TOTAL GRANT RECEIVED 2020-21	135.471

Unused Grant requested to be rolled forward

Covid 19 Wellbeing for Education Return project	0.121
Covid-19 Clinically Extremely Vulnerable	3.211

Total requested to be rolled forward	3.332
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Revenue

The ASCH directorate provisional revenue outturn variance, excluding Covid-19 is **-£0.374m after roll forwards**. Details of the underspend of **-£4.106m before roll forwards of £3.732m** is detailed below and the roll forwards are set out in Appendix 1.

Business as Usual Revenue Variance by Division

Division	Revenue Budget £m	Provisional Outturn £m	Variance excl. Covid-19 £m
Adult Social Care & Health Operations	361.996	355.660	-6.336
Strategic Management & Directorate Budgets	20.744	24.604	+3.860
Business Delivery	11.033	9.403	-1.630
	393.773	389.667	-4.106
Roll forward requests			+3.732
Revised Variance			-0.374

Explanation of Divisional variance, in numerical order:

Division	Variance	Summary	Detail
Strategic Management & Directorate Budgets	+£3.826m	Several roll forwards have been requested, and planned reserve drawdowns are no longer required.	<p>-£3.211m of un-ringfenced Clinically Extremely Vulnerable grant has been requested as roll forward into 2021-22.</p> <p>-£0.178m of this variance relates to the Kent Support and Assistance Service and has been requested as roll-forward to be utilised in 2021-22.</p> <p>-£0.064m has been requested as roll forward as a legally committed contribution to Kent and Medway Safeguarding Board pooled fund.</p> <p>A planned reserve drawdown for £7.739m was not needed for the original purpose and was therefore not actioned.</p>

Business Delivery -£1.597m Some funds are held centrally and will be distributed in 2021-22.

Most of this underspend relates to centrally held funds to cover underlying overspends elsewhere within the outturn position. These centrally held funds will be allocated during 2021-22 when we can more clearly understand the effect of the current situation on the core client services.

-£0.279m has been requested as roll forward into 2021-22 as legally committed match funding for on-going Interreg projects.

Adult Social Care & Health Operations -£6.336m Older Person and Learning Disabilities Community Services have an underspend

The reported underspend is as a result of the direct business as usual response to the pandemic. People have chosen not to enter long term funded care as families have continued to support people at home. Temporary legislative changes to how hospital discharge is funded has also contributed to the underspend.

The underspend is in part due to a reduction in the level of one-off direct payments to clients compared to previous years and lower than budgeted levels of Day-care and Supported Living.

The number and costs of Learning Disability clients in Residential care has remained consistently 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.

The mental health service has an overspend due to higher than budgeted costs and client numbers.

A significant proportion of this variance is related to in house services; several units have remained closed or have operated at reduced service levels during 2020-21 due to the pandemic.

Capital

The ASCH directorate has a provisional capital outturn variance excluding Covid-19 of -£3.913m, made up of a -£0.667m real and a -£3.246m 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>			
<u>Housing & Technology Fund</u>	-0.525		No suitable property has been identified for purchase as yet.
<u>Previously Reported Variances:</u>			
<i>Home Support Fund & Equipment</i>	<i>-0.125</i>		<i>This is a reactive budget and is subject to in-year fluctuations.</i>
<i>Learning Disability Good Day Programme</i>		<i>-2.9</i>	<i>All capital projects within this programme are on hold pending review.</i>

Covid-19 Outturn

Grant Category	Provisional Outturn	Explanation
Additional spend (Revenue)	£7.462m	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	£17.207m	We have supported the Residential and Homecare markets by providing £13.5m, 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.

Grant Category	Provisional Outturn	Explanation
Unrealised savings	£3.310m	Due to Covid-19, we have been unable to realise the planned Whole System Change saving of £2.1m. The planned savings from Targeted Interventions (£0.7m) and Bad Debt (£0.5m) have also not been realised due to Covid-19.
Loss of income	£3.650m	The majority of this (£3.24m) relates to income lost due to reduced activity resulting from Covid-19. The balance 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, whilst costs are still incurred.
Underspends	-£15.612m	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)	£0.289m	Honouring commitments to planned care visits unable to be completed during the disruption of Covid-19.
Total Covid-19 Revenue Outturn	£16.306m	

Revenue

The CYPE directorate provisional revenue outturn variance, excluding Covid-19 is -£0.250m after roll forwards. Details of the underspend of -£1.423m before roll forwards of £1.173m is detailed below and the roll forwards are set out in Appendix 1.

Business as Usual Revenue Variance by Division

Division	Revenue Budget £m	Provisional Outturn £m	Variance excl. Covid-19 £m
Integrated Children's Services	156.489	155.423	-1.066
Special Educational Needs & Disabilities	70.961	70.314	-0.647
Education	19.545	19.484	-0.061
Strategic Management & Directorate Budgets	3.925	4.276	+0.351
	250.920	249.497	-1.423
Roll forward requests			+1.173
Revised Variance			-0.250

Explanation of Divisional variance, in numerical order:

Division	Variance	Summary	Detail
Integrated Children's Services	-£1.066m	Underspends on care leavers services, and adoption services offset by delay in the delivery of Change for Kent Children (CFKC) savings	<p>Care Leavers Services have underspent by -£1.6m: as part of the savings targets for 2021-22 an in-depth review of all high-cost placements is being undertaken, leading to an initial saving of approximately £1m by ensuring young people are in the most cost effective accommodation. The remaining £0.6m underspend has resulted from lower than originally estimated number of care leavers requesting their council tax to be paid by the Council (introduced as part of an enhanced offer from April 2021).</p> <p>The Adoption Service has underspent by -£0.447m of which -£0.223m relates to the newly formed Regional</p>

Division	Variance	Summary	Detail
			<p>Adoption Agency (Adoption Partnership South East) and has been requested as a committed roll forward.</p> <p>This position also includes a further -£0.166m underspend which has been requested as a roll forward relating to the Wellbeing for Education Return Grant and Extension of duties for Virtual Schools Kent (VSK) to Previously Looked After Children Grant where commitments extend into the following financial year.</p> <p>These underspends have been partially offset by a pressure mainly arising from the delay in achieving the Change for Kent Children (CfKC) savings, the expected profile of savings has changed from when the savings were included in the MTFP (£1m).</p>
Strategic Management & Directorate Budgets	+£0.351m	SEN improvement works	This includes £0.3m of costs in supporting actions to address the Written Statement of Action (WSOA). This is offset by a compensating underspend in the Special Education Needs & Disability Division.
Education	-£0.061m	Additional cost of supporting capital projects	One-off pressures totalling £0.8m relating to capital related projects including: abortive costs of a basic need project following re-evaluation of scope and retention of buildings for educational purposes. Offset by £0.784m underspend to be requested as a roll forward relating to committed activities against the school improvement grant and INTERREG externally funded project.

Capital

The CYPE directorate has a provisional outturn capital variance excluding Covid-19 of -£34.898m. This is made up of a -£1.043m real and a -£33.855m 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 £m	Rephasing Variance £m	Detail
<u>New Variances to Report:</u>			
Basic Need Kent Commissioning Plan_16 and Previous Years	+2.6	-0.7	Real variance is due to: +£0.1m Covid-19 costs, +£0.5m St Peters CEPS – agreed works had not been completed which KCC then funded, a claim is being pursued, +£1.3m Wilmington Academy and Wilmington Girls Grammar – projects have had contract variations and have incurred additional costs due to pre-construction service agreement costs and S278 works, +£0.5m across four projects due to additional works.
Basic Need Kent Commissioning Plan 17	-0.4	-8.1	Real variance is due to: +£0.8m Covid-19 costs -£1.2m projects no longer progressing -£0.4m Tunbridge Wells Boys Grammar – costs have been value engineered down, +£0.4m Springhead Park Primary – developer contributions have been passed across to the DfE as it is a DfE managed project. Rephasing variance is across a number of projects, and is due to delays due to Covid-19, need for places having been pushed back and changes to project scope, offset by some projects coming forward where works have been accelerated on Maplesden Noakes and Saint George’s Secondary.

Basic Need Kent Commissioning Plan 18	-0.2	-1.2	Real variance is due to: -£0.2m Water Meadows Primary where costs were less than forecast. Rephasing variance is across a number of projects due to Covid-19, planning restrictions leading to delays, review of the basic need programme and a delay with DfE project works. This has been offset by a +£3.9m escalating works forward on Tunbridge Wells Grammar School for Boys Annex.
Basic Need Kent Commissioning Plan 19	-1.5	-0.7	Real variance is due to: -£1.2m of projects which are no longer progressing, -£0.4m for Five Acre Wood which is being funded from the Special Schools Review budget, +£0.1m additional costs due to Covid-19. Rephasing variance is due to: +£3m Broomhill Bank – this is a school managed project and funds were paid to the school at the end of March which had been expected to be paid in 21-22. -£3.7m rephasing across 15 projects due to Covid-19 delays, places not needed in originally anticipated timeframe, planning delays and change of project scopes.
<i>Previously Reported Variances:</i>			
Annual Planned Enhancement Programme		-4.1	<i>Rephasing: Due to Covid-19, the uncertainty of buildings being operational and contractors unable to work, there has been a delay on projects across the programme. (Previously reported -£3.3m).</i>
Barton Court Free School		-8.1	<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. (Previously reported -£11.1m).</i>
School Roofs	-1.6	-5.9	<i>The rephasing is reflecting that construction will now start in 21-22. The real variance is due to the detailed feasibilities and costings having now taken place resulting in an expected underspend.</i>
Priority School Build Programme		-1.2	<i>The rephasing relates to Platt Primary School. The final contract sum has been agreed with the Department for Education and works have now started. (Previously reported -2.1m).</i>

Nest 2	-1.6	<i>The project is on hold whilst revenue funding is being sought.</i>
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Covid-19 Outturn

Grant Category	Provisional Outturn	Explanation
Underspends	-£19.527m	Mainly due to reduced demand for home to school/college transport. Other general underspends including savings from closure of open access settings (including extended detached youth offer); delay in commissioning new early help services including Positive Behaviour Service and SEN Parenting Programme; reduced travel and room hire costs across the directorate particularly in social care teams and early help units.
Additional spend (Revenue)	£4.232m	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; increased support for children with a disability and their families; increased number of Education Health and Care Plan referrals; and a revenue contribution to capital to cover extra construction costs and additional mobile hire for the basic need programme.
Loss of income	£2.589m	Loss of income across a range of CYPE services during lockdown mainly in 16+ travel saver and adult learning services.
Unrealised savings	£1.780m	Non delivery of service integration savings due to reprioritisation of resources to Covid-19 response and recovery.
One off payments to the market	£0.737m	Additional payments to support tutors in adult learning and additional payments to foster carer and shared lives carers.
Payments for undelivered variable fee services	£5.415m	Payments to Home to School Transport providers to support their financial stability during the pandemic.
Total Covid-19 Revenue Outturn	-£4.774m	

Revenue

The GET directorate provisional revenue outturn variance, excluding Covid-19 is +£0.346m. Details of the underspend of -£0.519m before roll-forwards of £0.865m is detailed below and the roll forwards are set out in Appendix 1.

Business as Usual Revenue Variance by Division

Division	Revenue Budget £m	Provisional Outturn £m	Variance excl. Covid-19 £m
Highways, Transportation & Waste	133.365	134.616	+1.251
Environment, Planning & Enforcement	17.133	15.776	-1.357
Libraries, Registration & Archives	10.828	10.637	-0.191
Economic Development	4.718	4.505	-0.213
Strategic Management & Directorate Budgets	1.422	1.415	-0.007
	167.467	166.948	-0.519
Roll forward requests			+0.865
Revised Variance			+0.346*

* The actual outturn position is an underspend of -£113.1k. The £0.346k figure shown above includes Brexit costs of £459.7k that are offset against the overall council underspend.

Explanation of Divisional variance, in numerical order:

Division	Variance	Summary	Detail
Waste Facilities & Recycling Centres (Highways, Transportation & Waste)	+£1.191m	Increased haulage costs, price-related variances, site refurbishments and other costs, offset in part by income	Increased haulage costs (+£0.6m), plus material recycling facility tonnage and paper and card price pressures (+£0.5m), additional spend on major site refurbishment (+£0.2m) and other minor variances (+£0.2m). These are offset in part by reduced prices in food composting (-£0.1m) and additional income from materials transferred back to KCC following changes in contracts (-£0.2m). Most have been reflected in the 2021-22 budget build process.
Highway Asset Management (Other) (Highways, Transportation & Waste)	+£0.918m	Drainage and winter maintenance overspends following recent adverse weather, partly offset by streetlight energy and maintenance and income.	<p>This budget is showing an overspend within drainage (+£2.1m) following considerable and persistent rainfall. Given this budget has been overspent for the past two years and a change in weather patterns, additional budget has been built in for 2021-22.</p> <p>There is also an overspend of £0.5m within winter maintenance following the heavy snow and freezing conditions in February. Underspends against streetlight energy and maintenance, together with additional permit and street works income, combine to reduce this by -£1.2m.</p>
Kent Travel Saver (Highways, Transportation & Waste)	-£0.889m	Payments to operators lower than anticipated and grant funding.	This is due to anticipated additional costs on a number of Kent Travel Saver focused services not materialising as well as grant funding received in-year.
Public Protection (Enforcement) (Environment, Planning & Enforcement)	-£0.978m	Staffing underspend and additional income.	This primarily arises from -£0.5m underspend on staffing and additional income of -£0.4m.

Capital

The GET directorate provisional capital outturn is a variance excluding Covid-19 of -£82.178m. This is made up of a +£38.271m real and -£120.449m 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)	2.1		The real variance is due to increased spend on roads due to Brexit and is funded by a revenue contribution.
Old Schemes Residual Works (Highways, Transportation & Waste)	-0.2		The small underspend is due to unrealised creditors, some of which will be used against Kent Medical Campus.
Government Transition Works (Highways, Transportation & Waste)	31.8		The variance relates to works at Sevington for the Inland Border Facility, all of which is to be funded from Government Grant.
National Productivity Investment Fund – Kent Medical Campus (Highways, Transportation & Waste)	0.2		The small overspend will be funded from underspends on the Old Schemes Residual Works.
LED Conversion (Highways, Transportation & Waste)		-2.2	The rephasing is due to a slower adoption rate of streetlights than anticipated.
A252 Safer Roads Fund (Highways, Transportation & Waste)		-1.1	This programme of works has been delayed due to the Brexit embargo.
M2 Junction 5 (Highways, Transportation & Waste)		-2.5	The scheme has been rephased
Emergency Active Travel Fund (Highways, Transportation & Waste)	0.4		Additional works undertaken on this scheme to be funded from Integrated Transport grant.
Public Rights of Way (Environment, Planning & Enforcement)	0.1		Additional PROW works funded by additional S106 and grant.

Mobile Library Vans (Environment, Planning & Enforcement)	0.5		The purchase of 5 mobile library vans has been correctly transferred to capital expenditure and is funded from a revenue contribution (renewals reserve).
Innovation Investment Fund (I3) (Economic Development)		-1.7	The fund has been rephased in line with current scheme profiles.
Javelin Way Development (Economic Development)	0.6	-6.1	Rephasing is due to delays caused by Covid-19 and ecology issues. The real variance is due to additional funding received in-year.
Kent & Medway Business Fund – Recovery Loans (Economic Development)		-1.4	Uptake during the year was not as originally profiled, so rephased to next year.
Kent & Medway Business Fund – Capital Growth (Economic Development)		-1.7	Uptake during the year was not as originally profiled, so rephased to next year.
<i>Kent Empty Property Initiative – No Use Empty (Economic Development)</i>	<i>0.7</i>	<i>-3.3</i>	<i>Rephasing is attributed to projects which are approved but span more than one financial year, loans which were repaid ahead of schedule (£1m) and additional funding received (£0.2m).</i>
Turner (Economic Development)	1.0	-0.6	Real variance - Additional funds received for additional works on the car park and adjoining RNLI site.
<u><i>Previously Reported Variances:</i></u>			
<i>Highway Major Enhancement (Highways Transportation & Waste)</i>		<i>-27.7</i>	<i>Rephasing relates to a combination of Thanet Way Challenge Fund 2b (£4m) for works that will now be undertaken early in 21-22, as well as maintenance schemes (£23m) that have been delayed until early summer 2021 due to being heavy on design and the onset of winter and associated weather restrictions. Brexit embargos have also led to delays on various planned works. (Previously reported -£14.8m).</i>
<i>Manston Green (Highways Transportation & Waste)</i>		<i>-1.2</i>	<i>The project has been re-phased by two years in order to seek alternative funding following the mutually agreed withdrawal of Homes England funding.</i>

<i>Integrated Transport (Highways, Transportation & Waste)</i>	0.8	<i>Various additional schemes to be funded by external funding and developer contributions. (Previously reported +£0.9m)</i>
<i>Kent Thameside Strategic Transport Programme (Highways, Transportation & Waste)</i>	-5.7	<i>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. (Previously reported -£8.9m)</i>
<i>National Productivity Investment Fund – Kent Medical Campus (Highways, Transportation & Waste)</i>	-6.8	<i>Delays on the project are a result of an objection raised during the planning application process, issues with the tender documentation and earlier delays due to Covid-19. (Previously reported -£6.6m).</i>
<i>Fastrack Full Network – Bean Road Tunnels (Highways, Transportation & Waste)</i>	-5.8	<i>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. (Previously reported -£5.3m).</i>
<i>Maidstone Integrated Transport (Highways, Transportation & Waste)</i>	-5.3	<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 (previously reported -£5.1m).</i>
<i>Sturry Link Road (Highways, Transportation & Waste)</i>	-4.1	<i>The project has been delayed by 6-9 months due to Covid-19 and developer funding delays (Previously reported -£3.6m).</i>
<i>Thanet Parkway (Highways, Transportation & Waste)</i>	-6.5	<i>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. Further delays are due to inclement weather and covid restrictions on site. (Previously reported -£3.2m).</i>
<i>Dover Bus Rapid Transit (Highways, Transportation & Waste)</i>	-2.9	<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. (Previously reported -£2.0m).</i>
<i>Kent Thameside LSTF (Highways, Transportation & Waste)</i>	-2.1	<i>The Gravesend Bus Hub has experienced delays to the start date due to the tender process taking longer than anticipated. New designs are required for the Princes Road project hence leading to a delayed start date. (Previously reported -£1.5m).</i>

<p>A2 Off Slip Wincheap, Canterbury (Highways, Transportation & Waste)</p>	<p>-1.5</p>	<p>Project timescales have changed due to external pressures and the requirement for Highways England agreement for a desired scheme.</p>
<p>Leigh (Medway) Flood Storage Areas (Highways, Transportation & Waste) Flood is EPE isn't it?</p>	<p>-1.5</p>	<p>Due to last winter's flooding there have been delays to the project due to ongoing negotiations with partners on where best to implement schemes. Talks have also been delayed due to Covid-19.</p>
<p>Dartford Town Centre (Highways, Transportation & Waste)</p>	<p>-1.5</p>	<p>Delays are due to Covid-19. (Previously reported - £1.4m)</p>
<p>Digital Autopsy (Environment, Planning & Enforcement)</p>	<p>-2.1</p>	<p>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 resting place causing delays to land surveys and demolition taking place. (Previously reported -£2.0m).</p>
<p>Kent & Medway Business Fund (K&MBF) (Economic Development)</p>	<p>-11.7</p>	<p>A limited number of loans were issued during the financial year which is attributed to the core Business Loan Scheme primarily being put on hold as Covid-19 specific K&MBF schemes were initiated and delivered in line with government directives of high priority to meet the needs of businesses as part of the response/recovery process. Therefore re-phasing required to ensure there is differentiation between current or future government support schemes versus the sector specific schemes across Kent & Medway. Covid-19 specific schemes using core funds are reported separately above i.e.. Recovery Loans and Capital Loans budget lines. (Previously reported - £11.4m).</p>

Covid-19 Outturn

Grant Category	Provisional Outturn	Explanation
Additional spend (Revenue)	£9.322	Additional service provision for emergency mortuary and associated staffing costs, along with a number of Waste-related areas of expenditure. These include a significant increase in kerbside tonnes being presented at Waste Transfer Stations during lockdown and where people home-working (plus Household Waste Recycling Centres (HWRCs) were closed initially, then operating at reduced capacity); providing additional support to districts for Waste Collection; impact on commodity prices for recycled materials; costs associated with the closing and re-opening of HWRCs). Also costs of PPE, cleaning, sanitiser, ICT, etc.
Underspends	-£14.202	Public Transport costs eligible for Government grant and reductions in Waste tonnage at our HWRC's, which were initially closed during lockdown. Subsequently there were lower than budgeted visits/tonnes as the booking system was introduced to ensure compliance with social distancing. Other general underspends across the directorate due to home-working and reduced activity.
Loss of income	£9.443m	Income Loss including Kent Travel Saver (less passes in issue, refunds), as well as reduced operations at Libraries, Registration, and Country Parks. Other minor income impacts across various services that will continue into 2021-22.
Unrealised savings	£0.117m	Delay in awarding of a new food waste contract.
Market sustainability – one off payments	£0.223m	Support to maintain financial stability in the Waste sector. Other market sustainability was paid within Public Transport as referenced below.
Payments for undelivered variable fee services	£4.023m	Support to maintain financial stability mainly in public transport, partially offset by Government grant for those services that were not within fixed price contracts.
Total Covid-19 Revenue Outturn	£8.926m	

The S&CS Directorate provisional revenue outturn variance, excluding the impact of Covid-19 is -£2.746m after roll forwards. Detail of the underspend of -£2.892m before roll forwards of £0.146m is detailed below and the roll forwards are set out in Appendix 1.

Business as Usual Revenue Variance by Division

Division	Revenue Budget £m	Provisional Outturn £m	Variance excl. Covid-19 £m
Infrastructure	24.011	23.472	-0.539
Business Service Centre	0	0.009	+0.009
Corporate Landlord	23.096	23.022	-0.074
People & Communication	12.897	12.773	-0.124
Finance	9.898	9.703	-0.195
Strategic Commissioning including Public Health	8.248	7.593	-0.655
Governance, Law & Democracy	8.615	7.674	-0.941
Strategy, Policy, Relationships & Corporate Assurance	1.961	1.939	-0.022
Strategic Management & Directorate Budgets	-1.249	-1.600	-0.351
	87.477	84.585	-2.892
Roll forward requests			+0.146
			-2.746

Explanation of Divisional variance, in numerical order:

Division	Variance	Summary	Detail
Governance Law & Democracy	-£0.941m	Member Grant underspend	Underspend on member grants that are not permitted to be rolled forward into an election year (-£0.835m) and additional School's appeals income (-£0.104m)
Strategic Commissioning	-£0.655m	Mainly short-term staffing vacancies	Strategic Commissioning underspend is due to short-term staffing vacancies, additional Grant income, and other minor variances. Of this £0.135m, is subject to a roll forward request for a

Division	Variance	Summary	Detail
			few small items that could not be completed this year.
Infrastructure	-£0.539m	Increased capitalisation of staff costs and Asylum income for Oakwood, offset by other variances.	Underspend due to increased capital activity; Oakwood House operating costs met from the Asylum Service as the building was being used for Asylum seekers accommodation; off-set by additional expenditure relating to the removal of Gen2 support income no longer chargeable and settlement of historic liability for various NHS sites and dual running costs in ICT 3 rd party contracts due to the change in support arrangements for Oracle.
Strategic management & Directorate Budgets	-£0.351m	Reduced early retirement costs	Strategic Management underspend is due primarily to reduced early retirement costs this year.
Finance	-£0.195m	Staffing underspend and additional income	Primarily staffing with additional income received on internal audit.
People & Communication	-£0.124m	Kent Graduate Scheme underspend	Recruitment of Cohorts under Kent Graduate Scheme has resulted in a one year only underspend with full year costs expected next year.

Capital

The S&CS directorate has a provisional capital outturn variance excluding Covid-19 of -£63.902m, made up of a -£45.986m real variance and a -£17.916m 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>			
Disposal Costs	-0.3		This budget relates to costs of disposing of the Council's assets and there are fluctuations year on year.
Acquisition of Strategic Assets	-42.1		This budget was removed during the 2021-24 budget process. (Previously reported -£41.8m rephasing).
Local Area Network Refresh	+1.1		Laptop and mobile phone purchases have been capitalised at year end in accordance with accounting regulations, funded by revenue.
Property Investment Funds 1 and 2	-5.4		These budgets were removed during the 2021-24 budget process. (Previously reported -£5.4m rephasing).
Feasibility Fund	+0.8		The feasibility fund is a new line in the 2021-24 capital programme. Some funding has been brought forward to 2020-21 for feasibility works on the Bluebell Hill highways scheme.
<u>Previously Reported Variances:</u>			
<i>Community Sexual Health Services</i>	<i>-0.2</i>		<i>The variance reflects actual spend on various sites and delays due to Covid-19. (Previously reported -£0.1m).</i>
<i>Asset Utilisation – Oakwood House</i>		<i>-6.0</i>	<i>There are delays due to emergency use of the Oakwood House as asylum accommodation.</i>
<i>MOA Plus</i>		<i>-3.9</i>	<i>Spend has been reprofiled in line with expectations. (Previously reported -£2.5m).</i>
<i>Asset Utilisation</i>		<i>-2.0</i>	<i>Service level requirements have been re-evaluated due to Covid-19 and hence the forecast has been rephased. (Previously reported -£1.8m).</i>

<i>Live Margate</i>	-3.5	<i>This money has been rephased pending a review of the options for the development of some properties. (Previously reported -£1.6m).</i>
<i>Dover Discovery Centre</i>	-1.4	<i>Following stage 2, design consultants have 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.</i>
<i>Options for Strategic Estate</i>	-0.3	<i>Money had been brought forward to fund the development costs for the next phase of the strategic headquarters project, but this not been required in this financial year. (Previously reported +1.3m).</i>

Covid-19 Outturn

Grant Category	Provisional Outturn	Explanation
Additional Spend (Revenue)	£9.254m	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-19 secure and enhanced cleaning specification. Members' Grants given for Covid-19 related community support and other revenue grants to the VCS, Civil Society Strategy Grant. £0.278m relates to Public Health, made up of support to the voluntary sector and additional capacity for substance misuse services.
Underspends	-£3.696m	Reduced costs for printing and copying with an offsetting reduction included in Loss of Income below. There are savings on Total Facilities Management and electricity costs due to some properties remaining closed. -£1.72m 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	£0.926m	For Managed Print there is forecast reduced income with an offsetting cost saving in underspends, and other variances each of which is under £0.1m
One off payments to the market	£0.010m	

Grant Category	Provisional Outturn	Explanation
Payments for undelivered services (variable Fee)	£0.251m	Support to maintain the financial stability of GP practices and pharmacies.
Unrealised savings	£0.016m	
Total Covid-19 Revenue Outturn including PH	£6.761m	

Revenue

FI&U provisional revenue outturn variance, excluding Covid-19 is -£5.509m.

Business as Usual Revenue Variance by Division

Division	Revenue Budget £m	Provisional Outturn £m	Variance excl. Covid-19 £m
Financing Items & Unallocated	146.868	141.359	-5.509

The variance is explained below:

Division	Variance	Summary	Detail
Financing Items & Unallocated	-£5.509m	Underspending against the budget for the retender of contracts for Adult Social Care, together with underspending on net debt costs	A £3.9m 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 impact in 2020-21. A £1.4m underspend on net debt costs mainly due to no new long-term borrowing being taken in 2020-21.

Covid-19 Outturn

Grant Category	Provisional Outturn	Explanation
Loss of Income	£1.500m	Reduction in the return from our companies.
Unrealised savings	£0.120m	Impact of Covid on the financial markets and base rates resulting in a reduced return on our investments.
Additional spend (Revenue)	£0.022m	External Audit Fee variation for 2019-20 audit due to Covid time impact.
Total Covid-19 Revenue Outturn	£1.642m	

The Schools' Delegated Budget reserve has ended the financial year with a surplus of £4.9m, compared to a surplus of £13.8m at the start of the financial year.

This is made up of a surplus of £56.0m on individual maintained school balances, and a deficit on the central schools' reserve of £51.1m. The table below provides the detailed movements on each reserve.

Dedicated Schools Grant (DSG) budgets held centrally have overspent by £3.9m and this is predominately linked to the additional cost of supporting Special Educational Needs centrally commissioned 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	-0.72		-0.72	
Reduction in School deficit balances	1.42		1.42	
Increase in School surplus balances	19.91		19.91	
School Growth		0.69	0.69	
Falling Rolls		0.67	0.67	
High Needs Placements & Inclusion Fund		-28.6	-28.6	
Various		-1.64	-1.64	
Overspend on Central DSG Budgets		-3.9	-3.9	
Forecast reserve balance	55.95	-51.05	4.90	

In accordance with the statutory override implemented by the Ministry of Housing, Communities & Local Government (MHCLG) during 2020-21, and in line with the Department for Education (DfE) advice that local authorities are not expected to repay deficits on the DSG from the General Fund and can only do so with Secretary of State approval, the central DSG deficit of £51.1m will be held in a separate unusable reserve from the main council reserves. This statutory override is expected to be in place for the next three years whilst Councils implement recovery plans. The Council continues to work with the Schools Funding Forum to set out the challenge and agree a plan to address the deficit which has more than doubled. The DfE is expected to make contact with local authorities to discuss the detail of their plan and next steps.

Key Issues	Details
Reduction in government funding for Central Services	<p>Since 2020-21, the Government has 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 2021-24 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 was +£38.4m due to a combination of both higher demand and higher cost per child. There have been 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. This pressure has been offset by a one-off underspend on activities to support inclusive practices in mainstream schools (-£9.8m). Work has been underway to establish how this fund should be used but activity in relation to this programme of spend is now expected to occur in 2021-22 due to Covid-19 related delays.</p>
	<p>It is important to note this is not a Kent phenomenon; and this pressure is being experienced in many other local authorities to varying degrees. 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 June 2021. In the interim, further funding is being provided, however, as can be seen from the outturn, 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 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 Specialist Resource Provisions 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 progress has been slower/paused/stopped due to the Covid-19 pandemic. There are also wider concerns on the longer-term impact of children being out of school during the Summer Term on this budget.</p>

2020-21 REVENUE BUDGET PROPOSED ROLL FORWARDS

£'000

1	2020-21 provisional business as usual underspend		-14,448.6
2	Details of committed projects where we have a legal obligation or contractual commitment:		
a) Adult Social Care & Health			
i)	Rephasing of Kent & Medway Safeguarding Vulnerable Adults Committee into 2020-21	This represents KCC's share of the underspend of the Kent & Medway Safeguarding Vulnerable Adults Committee. Under the terms of the inter-agency agreement, KCC has an obligation to provide this funding to the Committee. The underspending relating to partners contributions is held in a Fund.	63.8
ii)	Various external funded projects	This represents funds required to fulfil our obligation to the partnership agreements in relation to various externally funded projects.	279.1
b) Children, Young People & Education			
i)	Regional Adoption Agency	Committed for ongoing delivery of the RAA Project.	222.9
ii)	BHC21 - INTERREG VA 2 SEAS externally funded project	Committed match-funding for on-going project delivery.	34.1
c) Growth, Environment & Transport Directorate			
i)	Various external funded projects	This represents funds required to fulfil our obligation to the partnership agreements in relation to various externally funded projects.	510.7
ii)	Barnfield GTS site	Phase 1 of a significant clean up and improvement works has been commissioned. Contracts agreed with two companies for waste clearance and fencing. The work commenced late 2020-21 but delayed by the weather as ground conditions were very poor; it will be completed in early 2021-22.	119.1
iii)	Meopham and Herne Windmills	Urgent works, including health and safety, required to the two windmills. Weatherboarding repairs for Meopham and sweep repairs and new sweeps for Herne. Works commissioned with two contractors were expected to be completed in 2020-21 but delayed by the weather.	101.0
iv)	Public Transport Novus software upgrade	Software upgrade for managing transport data which was due to be completed in 2020-21 but will not be delivered until 2021-22.	45.7
v)	Domestic Homicide Review	Underspend on KCC share of the partnership. The underspending relating to partners contributions is held in a Fund.	1.2
d) Strategic & Corporate Services			
i)	Various external funded projects	This represents funds required to fulfil our obligation to the partnership agreements in relation to various externally funded projects.	51.7
ii)	Mac Equipment	New Mac Equipment for Comms Team has been ordered and will be received in 2021-22.	9.9
Total of committed projects			1,439.2

3 Details of re-phasing required to continue/complete an initiative where we are not yet legally/contractually committed

£'000

a) Adult Social Care & Health			
i)	Covid 19 Clinically Extremely Vulnerable Grant	Unspent un-ringfenced grant received in 2020-21 required for costs that will be incurred in 2021-22	3,211.3
ii)	Kent Support and Assistive Service	KSAS BAU underspend to be utilised in 2021-22 to deal with continuing demand.	178.3
b) Children, Young People & Education			
i)	School Improvement Grant	To be used to fund planned school improvement related activity in 2021-22.	750.0
ii)	Wellbeing for Education Return Grant	Schools closed after grant received so now required for a wider reconnect programme in schools in 21-22.	121.3
ii)	Previous Looked After Children (PLAC) Implementation Grant	Delays in recruitment resulting in unspent grant funding. This roll forward request is to fund staffing costs and events in 2021-22.	44.7
c) Growth, Environment & Transport			
i)	Lower Thames Crossing (LTC)	This budget is to cover a number of consultation responses.	50.0
ii)	Trading Standards Doorstep crime	A one-off fixed term post to deliver a permanent multi agency product to better pre-empt and tackle doorstep crime. The scheme has been delayed due to member of staff leaving and it has been re-phased into 2021-22.	29.7
iii)	Serious Crime Project	Funding was for one year but the member of staff spent 2 months on covid work and the roll forward will cover costs to the completion of the project.	7.6
d) Strategic & Corporate Services			
i)	Strategic Commissioning GDPR Compliance	This underspend relates to a project on GDPR to achieve a higher level of assurance. GDPR audits 2nd stage are planned for 2021-22 and internal audit engaged.	33.7
Total of re-phasing			4,426.6
4 Bids for Roll Forward not already committed			
a) Strategic & Corporate Services			
i)	Chartered Institute of Procurement & Supply (CIPS)	Completion of the CIPS accreditation programme which has been delayed due to Covid-19.	50.0
Total of Bids			50.0

5 Time critical service priority requests

£'000

a) Children, Young People & Education		
i) Therapy Services	Funding would employ an additional case coordinator and specialist OT to support additional referrals to the service for up to 18 months.	160.4
ii) SEN – additional specialist provision	SEN have needed to employ expensive temps as they have been unable to use their normal recruitment process.	100.0
b) Growth, Environment & Transport		
i) Pothole Blitz	Pothole Blitz return of 2020-21 RCCO.	3,000.0
ii) Closed landfill sites	Environmental works needed at North Farm to ensure compliance and allow Solar Park project to complete, environmental restoration at Sturry road, new CCTV at Church Marshes/Sturry Road and replacement of electrical mechanical food equipment at Church Marshes.	1,206.0
iii) Provision of additional LCMSMS and GCMS instruments	Provision of additional LCMSMS and GCMS instruments to allow greater capacity for toxicology testing in both screen testing and quantification testing.	200.0
£'000		
iv) Kent Scientific Services (KSS) metrology equipment that requires updating and replacement van	KSS metrology equipment that requires updating, as well as KSS replacement van for collecting samples.	35.0
v) London Resort	KCC contribution to the joint appointments to cover the period of the enquiry.	175.0
vi) Visit Kent - Experience Project	An EU project match funded by KCC cash with 2.5 years to run from 2021-22.	147.0
vii) Signal box move - Dover		140.0
viii) Serious and Organised Crime	Serious and Organised Crime - first year of 2 year pilot (2nd year to come from Transformation Fund).	130.0
ix) Planning apps	1 year post for Enforcement to address ongoing and extensive Member/ and member of public enquiries.	75.0
x) Swanley HWRC	Improvements for customer access to bins; Gangways £10,500 each x4. Extra safe tread for Swanley Gangways £3600 X6 (2 existing and 4 new).	63.6
xi) Local Transport Plan 5 (LTP5)		50.0
xii) Remote sensing drainage pumps		50.0
xiii) Highway Inspectors (uncapitalise inspectors time)		50.0
xiv) Mapping and Digitising Farmers snow routes		50.0
xv) Grant Finder	Grant Finder which provides information to across KCC and voluntary/business sector to be renewed.	33.0
xvi) Refresh the Kent and Medway Workforce Skills Evidence Base	Undertaken in 2020-21 - currently unfunded.	25.0
xvii) HWRC repairs	Metal work to split paper and card at Pepperhill £1000, New Romney Drainage improvements to reduce flood risk £5000, Dunbrik Drain Gate improvement to reduce debris and major drainage cleansing £9,000, signage refresh across sites £5000, Margate entrance retaining wall repair £1500.	21.5
xviii) Installation of fibre at replacement premises for Kent High Weald Countryside Partnership		8.0

£'000

c) Strategic & Corporate Services			
i)	Temporary lease of high availability SAN for Sessions and Medway Datacentres	Temporary lease of high availability SAN for Sessions and Medway Datacentres - 12 month lease c. £120k plus £200k implementation.	350.0
ii)	Wider use of Windows Virtual Desktop	Wider use of Windows Virtual Desktop to replace legacy Remote Desktop Services and RDA.	250.0
iii)	Move of Data Shares to one drive and SharePoint on line		200.0
iv)	Review and renew technology architecture	Review and renew technology architecture at Sessions to improve recovery	100.0
v)	Shared space project	£60K to test develop and pilot supporting technology that would enable share workspace across all partners, including desk booking, shared entry and ID cards and seamless connection to partners IT network via Kent connects partnerships. £60K for a project resource to lead on the technology side of this project.	120.0
vi)	Investment in reporting and analytics capability	Investment to deliver direct reporting of HR data from Oracle	120.0
vii)	Additional resource in Finance	To support implementation of Outcome Based Budgeting and CIPFA Financial Management Review.	100.0
viii)	System development costs	The development of Delta platform to enable virtual learning integration i.e. Teams.	10.0
ix)	Social Value Platform		175.0
x)	Staff resource to implement Social Value Platform		42.0
xi)	Resource to Support Strategic Commissioning Projects	Temporary resource for Strategic Commissioning to implement the Contract Management System, training days, EBC project role and PO Purchase work	255.0
xii)	Resource to support revenue and capital reporting	Additional finance resource to implement Power BI revenue and capital reporting.	150.0
xiii)	Inclusion and Diversity - Mental health.	Temporary HR resource to support sickness intervention/reporting work across the organisation and the implementation of the financial wellbeing support product	53.0
xiv)	Inclusion and Diversity - Wider Inclusion and Diversity agenda	£50k to create internal marketing collateral to support engagement across KCC and promote the 6C model/values, etc. £20k to support facilitation of additional action learning sets. £43k for temporary additional HR/OD resource to provide project based support for the agenda corporately and in service directorates, including linking to the work being done as part of the MADE and other programmes.	113.0
Total of Time critical service priority requests			7,757.5
6 Overspend balance after roll forward requests			-775.3

£'000

7	2020-21 provisional Covid-19 underspend		-55,583.4
8	Details of committed projects:		
i)	Helping Hands	Supporting Financial Hardship and Digital Inclusion	16,000.0
ii)	Base in MTFP, Covid Related	Market Sustainability	5,000.0
iii)	Reconnect	Additional funding requirement	7,500.0
iv)	E-books for the Library Service	To support those self-isolating whilst the libraries remain closed- additional allocation in 2021-22.	150.0
v)	COVID-19 Scams Champion	To deliver accelerated outreach and multi-agency partnership development programme	50.0
vi)	Cyclopark	Loss of income	40.6
vii)	Post to develop our digital LRA delivery	To deliver virtual events, social media etc	34.0
viii)	Kickstart programme delivery	HR resource to support the delivery of the kickstart programme	33.7
ix)	Staff Recruitment	Development of remote interviewing as an option on Tribepad system	1.8
	Total of committed projects		28,810.1
9	Overspend balance after roll forward requests		-26,773.3

APPENDIX 2 - CAPITAL RE-PHASING

CYPE	2020-21 £'000	2021-22 £'000	2022-23 £'000	Future years £'000	Total £'000
Management & Modernisation of Assets - Youth	-72	72			0
Annual Planned Enhancement Prog	-4,129	4,129			0
Modernisation Prog	-829	829			0
School Roofs	-5,952	5,952			0
Basic Need Kent Commissioning Plan 16	-658	1,658	-1,000		0
Basic Need Kent Commissioning Plan 17	-8,126	9,076	-950		0
Basic Need Kent Commissioning Plan 18	-1,229	863	366		0
Basic Need Kent Commissioning Plan 19	-713	-2,787	3,500		0
Barton Court Free School	-8,122	7,262	860		0
Special School Review Phase 2	-992	992			0
John Wallis Academy	-332	332			0
Priority School Build Programme	-1,151	1,151			0
Nest 2	-1,550	1,550			0
TOTAL CYPE REPHASING	-33,855	31,079	2,776	0	0
Rephasing already actioned through Budget Build	-28,706	27,533	1,173		0
Remaining rephasing to action from outturn	-5,149	3,546	1,603	0	0

ASCH	2020-21 £'000	2021-22 £'000	2022-23 £'000	Future years £'000	Total £'000
					0
Learning Disability Good Day Programme	-2,876	1,976	900		0
Developer Funded Community Schemes	-45	45			0
Hedgerows	-326	-309	635		0
Older Persons Strategy - Extra Care Facilities		-16,800	4,000	12,800	0
TOTAL ASCH REPHASING	-3,247	-15,088	5,535	12,800	0
Rephasing already actioned through Budget Build	-3,228	-15,107	5,535	12,800	0
Remaining rephasing to action from outturn	-19	19	0	0	0

GET - Highways, Transportation & Waste	2020-21 £'000	2021-22 £'000	2022-23 £'000	Future years £'000	Total £'000
Major Schemes Preliminary Design Fees	-295	145	150		0
Highway Major Enhancement	-27,651	24,751	-2,100	5,000	0
Integrated Transport Schemes	-1,291	1,291			0
Old Schemes Residual Works	-492	300	180	12	0
Energy & Water Efficiency Investment Fund	-101	101			0

	2020-21	2021-22	2022-23	Future	Total
GET - Highways, Transportation & Waste	£'000	£'000	£'000	years	£'000
Energy Reduction & Water Efficiency Investment	-15	15	-129	129	0
Kent Medical Campus (NPIF)	-6,860	4,284	2,576		0
Street Lighting Concrete Column Replacement	-34	34			0
LED Conversion	-2,185	185	2,000		0
Live Labs	-382	382			0
Thanet Parkway Railway Station	-6,512	-3,588	8,946	1,154	0
Windmill Weatherproofing	-169	169			0
Leigh Flood Storage Areas	-1,500	1,500	-2,500	2,500	0
Kent Thameside Strategic Transport (STIPS)	-5,712	-1,396	10	7,098	0
Urban Traffic Management Control	-444	-796	1,240		0
Rathmore Road Link	-260	116	144		0
A226 St Clements Way	-262	169	49	44	0
A28 Chart Road	-258	356	-969	871	0
Bath Street		-4,418	4,420	-2	0
Maidstone Integrated Transport	-5,262	3,337	1,925		0
M20 Junction 4 Eastern Overbridge	-59	24	23	12	0
Tunbridge Wells Junction Improvements	-781	781			0
Sturry Link Road, Canterbury	-4,090	-6,179	199	10,070	0
West Kent LSTF	-190	190			0
Kent Strategic Congestion Management	-748	748			0
Kent Thameside - Integrated Door to Door Journeys	-2,164	2,164			0
Kent Sustainable Interventions	-553	553			0
Dartford Town Centre	-1,508	1,008	500		0
A2500 Lower Road Improvements	-46	46			0
A2 Off Slip Wincheap	-1,500	-699	1,498	701	0
Herne Relief Road	-403	403	-15	15	0
Waste Compactor Replacement	-362	362			0
A252 Safer Roads Fund	-1,131	1,131			0
A290 Safer Roads Fund	-766	766			0
M2 Junction 5	-2,500	2,500			0
Housing Infrastructure Fund - Swale Infrastructure Projects	-167	3,532	-6,614	3,249	0
Dover Bus Rapid Transit	-2,886	-9,903	12,664	125	0
Fastrack Full Network - Bean Road Tunnels	-5,804	5,714	90		0
Newingreen A20 Junction Improvement	-862	-1,926	2,449	339	0
New Transfer Station - Folkestone & Hythe	-491	-5,554	6,045		0
Faversham Swing Bridge	64	-64			0
Electric Van Scheme	-508	508			0
Kent Active Travel Fund	-143	143			0
Green Corridors	-440	440			0
Manston Green	-1,213	-4,215	379	5,049	0
Market Square Dover	-372	372			0
					0

TOTAL HIGHWAYS, TRANSPORTATION & WASTE REPHASING	-89,308	19,782	33,160	36,366	0
Rephasing already actioned through Budget Build	-51,689	1,092	14,245	36,352	0
Remaining rephasing to action from outturn	-37,619	18,690	18,915	14	0

	2020-21	2021-22	2022-23	Future	Total
	£'000	£'000	£'000	years	£'000
				£'000	
GET - Environment, Planning & Enforcement					
Country Parks	-109	109			0
Public Rights of Way	-162	162			0
Public Sports Facilities Grants	-11	11			0
Sustainable Access to Education and Employment	-31	31			0
Tunbridge Wells Cultural Hub	-25	25			0
Herne Bay Gateway - Library Plus	-424	424			0
Southborough Hub	-345	345			0
Essella Road Foot Bridge	-238	238			0
Digital Autopsy	-2,156	1,656	500		0
TOTAL ENVIRONMENT, PLANNING & ENFORCEMENT REPHASING	-3,502	3,002	500	0	0
Rephasing already actioned through Budget Build	-2,633	2,133	500	0	0
Remaining rephasing to action from outturn	-869	869	0	0	0

	2020-21	2021-22	2022-23	Future	Total
	£'000	£'000	£'000	years	£'000
				£'000	
GET - Economic Development					
Village Halls & Community Centres	-44	44			0
Innovation Investment Initiative (I3)	-1,687	1,455	232		0
Broadband Contract 2 Superfast Extension Prog		-1,349	1,349		0
Javelin Way Development	-6,141	6,141			0
Kent & Medway Business Fund	-11,694	2,851	8,843		0
Kent Empty Property Initiative	-3,325	1,406	1,500	419	0
Kent Broadband Voucher Scheme	-275	-1,787	2,062		0
Marsh Million	-269	269			0
Connecting Rural Kent and Medway Broadband Project	-261	261			0
Kent & Medway Business Fund - Recovery Loan	-1,433	1,433			0
Kent & Medway Business Fund - Capital Growth	-1,695	1,695			0
Turner	-641	641			0
Workspace Kent	-175	175			0
					0
TOTAL ECONOMIC DEVELOPMENT REPHASING	-27,640	13,235	13,986	419	0
Rephasing already actioned through Budget Build	-16,391	2,396	13,995	0	0
Remaining rephasing to action from outturn	-11,249	10,839	-9	419	0

	2020-21	2021-22	2022-23	Future	Total
S&CS	£'000	£'000	£'000	years	£'000
				£'000	
Modernisation of Assets	-625	964	-339		0
Property Investment Fund	-170	170			
Asset Utilisation	-2,014	1,110	904		0
Oakwood House Transformation	-6,088	2,746	3,342		0
Dover Discovery Centre	-1,399	-2,413	3,812		0
Live Margate	-3,468	1,968	1,500		0
MOA Plus	-3,862	-1,336	5,198		0
Options for Strategic Estate	-259	3,059	7,700	-10,500	0
Maximising value from the disposal of Council Assets	-31	31			0
TOTAL S&CS REPHASING	-17,916	6,299	22,117	-10,500	0
Rephasing already actioned through Budget Build	-11,180	2,124	19,556	-10,500	0
Remaining rephasing to action from outturn	-6,736	4,175	2,561	0	0

GRAND TOTAL

TOTAL REPHASING	-175,468	58,309	78,074	39,085	0
Total Rephasing already actioned through Budget Build	-113,827	20,171	55,004	38,652	0
Total Remaining rephasing to action from outturn	-61,641	38,138	23,070	433	0

APPENDIX 3 - CAPITAL CASH LIMIT CHANGES

To reflect revised funding/phasing since budget

CYPE	2020-21	2021-22	2022-23	Future Yrs	Total
	£'000	£'000	£'000	£'000	£'000
Basic Need KCP16	2,104	-86	0	0	2,018
Basic Need KCP17	7,017	-6,058	950	0	1,909
Basic Need KCP18	-1,148	-536	850	0	-834
Basic Need KCP19	-1,093	-7,784	-16,146	0	-25,023
Basic Need KCP21-25		-3,779	-7,149	-18,716	-29,644
Barton Court Free School	848	-1,680	640	0	-192
Priority School Build Programme	0	507	0	0	507
Academy Unit Costs	28	0	0	0	28
Annual Planned Enhancement	66	-204	-1,400	0	-1,538
Pupil Referral Units	-11	0	0	0	-11
DfE Fully Funded Projects	12	1,059	0	0	1,071
EYPS Single System	-3				-3
Tunbridge Wells Cultural Hub	-2				-2

Total Other Cash Limit Changes	7,818	-18,560	-22,255	-18,716	-51,714
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ASCH	2020-21	2021-22	2022-23	Future Yrs	Total
	£'000	£'000	£'000	£'000	£'000
Home Support Fund	-25				-25
Adult Social Care Case Management	-117				-117
Developer Funded Community Schemes	-9				-9
Housing & Technology Fund	0				0
Learning Development Good Day Programme	-78				-78
Total Other Cash Limit Changes	-229	0	0	0	-229

GET - Highways, Transportation & Waste	2020-21	2021-22	2022-23	Future Yrs	Total
	£'000	£'000	£'000	£'000	£'000
Highway Major Enhancement	2,055	-1,541	-4,979	5,000	535
Integrated Transport Schemes	-113	570	570	0	1,027
Old Schemes Residual	-218	7	0	0	-211
Energy & Water Efficiency Investment Fund (External)	0	-3	-3	-15	-21
Energy Reduction & Water Efficiency Investment	0	0	0	-3	-2
Government Transition Works	31,829	16,080	0	0	47,909
Dover Inter Border Facility	57	7,853	0	0	7,910
Kent Medical Campus (NPIF)	211	0	0	0	211
Windmill Weatherproofing	0	19	0	0	19

	2020-21	2021-22	2022-23	Future Yrs	Total
GET - Highways, Transportation & Waste	£'000	£'000	£'000	£'000	£'000
Kent Thameside Strategic Transport (STIPS)	10	-3,540	0	0	-3,530
A2500 Lower Road Improvements	0	78	30	16	124
Waste Replacement Vehicles	23	0	0	0	23
Fastrack Full Network - Bean Road Tunnels	16	0	0	0	16
Emergency Active Travel Fund	367	0	0	0	367
Trees Outside Woodlands	25	12	0	0	37
Maidstone Heat Network	64	336	0	0	400
New Transfer Station - Folkestone & Hythe	150	350	-500	0	0
Urban Traffic Management		2,740	2,136		4,876
Total Other Cash Limit Changes	34,478	22,960	-2,746	4,998	59,691

	2020-21	2021-22	2022-23	Future Yrs	Total
GET - Environment, Planning & Enforcement	£'000	£'000	£'000	£'000	£'000
Country Parks	27	0	0		27
PROW	147	0	0		147
Mobile Library Vans	534	0	0		534
Herne Bay Gateway - Library Plus	47	0	0		47
Southborough Hub	67	-8	0		59
Total Other Cash Limit Changes	823	-8	0	0	815

	2020-21	2021-22	2022-23	Future Yrs	Total
GET - Economic Development	£'000	£'000	£'000	£'000	£'000
Javelin Way Development	578	375	375	0	1,328
Kent Empty Property Initiative	652	500	0	0	1,152
Village Halls	10	0	0	0	10
Turner	1,039	0	0	0	1,039
Total Other Cash Limit Changes	2,279	875	375	0	3,529

	2020-21	2021-22	2022-23	Future Yrs	Total
SCS	£'000	£'000	£'000	£'000	£'000
Modernisation of Assets	-779	0	-500	0	-1,279
Acquisition of Strategic Assets	-312	0	0	0	-312
Community Sexual Health Services	-194	0	0	0	-194
Corporate Property Strategic Capital	-60	0	0	0	-60
Disposal costs	-307	0	0	0	-307
Asset Utilisation	0	0	-600	0	-600
Dover Discovery Centre	18	0	1,650	0	1,668
Feasibility Fund	821	-821	0	0	0
HR System Development	-3	0	0	0	-3
Lan Refresh	1,137	0	0	0	1,137
New Ways of Working	-5	0	0	0	-5
Turner		61			61
Total Other Cash Limit Changes	316	-760	550	0	106

	2020-21	2021-22	2022-23	Future Yrs	Total
	£'000	£'000	£'000	£'000	£'000
Total Other Cash Limit Changes	45,485	4,507	-24,077	-13,718	12,198

Appendix 4

Earmarked and general reserves position at close of 31 March 20-21 and recommendations

	Total	Business As Usual	Covid-19
Reserves balances at 31-3-21	-397,563.4	-341,980.1	-55,583.3
(after final closing journal i.e incl 20-21 underspend)			
balances to transfer to Funds etc. as do not meet criteria for a reserve	4,853.8	4,853.8	
	<u>-392,709.6</u>	<u>-337,126.3</u>	<u>-55,583.3</u>
Required to fund roll forwards (detail in outturn report)	42,483.7	13,673.7	28,810.0
	<u>-350,225.9</u>	<u>-323,452.6</u>	<u>-26,773.3</u>
Balances released from closing reserves and review of balances in reserves to continue, as deemed no longer appropriate or required			
		-51,615.6	
Contributions to Strategic Priorities:			
- ICT		18,750.0	
- Strategic Reset Programme		2,226.7	
Contingent emerging pressures (risk reserve)			
		3,000.0	
Other new reserve requirements:			
E.g. Environment/Net Zero and capital feasibility and aborted costs		22,429.5	
Required to fund commitments:			
- S31 grant shortfall		1,078.7	
- Increase general reserves to 5%		5,408.4	
- Repayment to general reserves in relation to asylum grant shortfalls		-4,277.7	
Retained Business Rates Levy for 20-21 to transfer to a new Regen reserve		3,000.0	
SHORTFALL/(SURPLUS)		<u>0.0</u>	<u>-26,773.3</u>
Breakdown of the £51.6m released from reserves review			
- Reserves to close:			
- Social Care funding rolling budget	-11,953.8		
- Departmental Control Account - feasibility studies	-55.7		
- rolling budget earlier decisions	-9,982.1		
- iProc Payments Reserve	-5,777.7		
- Local Authority Mortgage Scheme	-17.5		
- Rolling reserve for 60% of CLS surplus	-71.1		
- Public Inquiries reserve	-487.3		
- Archaeological Resource Centre	-267.1		
- Kent & Medway Business Fund	-161.6		
- LRA Future vision & strategy development & delivery reserve	-84.7		
- Kent Nature Partnership	-60.5		
- Domestic Homicide Reviews	-60.5		
- Corporate Records Management reserve	-60.0		
- Shaw Grange restoration works	-54.2		
- Commuted Sums Reserve	-25.4		
- Archives Purchasing Fund	-20.9		
- Finance Developments, FBS & e-procurement	-237.6		
- EIS Schools Support	-21.4		
- Kevin Lynes Apprenticeship Scheme	-5.5		
	<u>-29,404.6</u>		
- Balances released from continuing reserves:			
- Departmental Under/Overspends reserve		-774.9	
(balance of 20-21 underspend not required to roll forward)			
- Local Taxation Equalisation reserve		-18,436.1	
- Insurance reserve		-3,000.0	
		<u>-22,211.0</u>	
TOTAL		<u><u>-51,615.6</u></u>	

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

	19-20 Actuals	20-21 Budget	20-21 Actuals
Total	241.53	471.9	340.63

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

	19-20 Actuals	20-21 Budget	20-21 Actuals
Total CFR	1,284.96	1,433.80	1,269.16

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

	19-20 Actuals	20-21 Budget	20-21 Actuals
Other Long-term Liabilities	245.20	254.90	235.80
External Borrowing	883.82	944.00	853.73
Total Debt	1,129.02	1,198.90	1,089.53
Capital Financing Requirement	1,284.96	1,433.80	1,269.16
Internal Borrowing	155.94	234.90	179.63

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

	19-20 Limit	20-21 Limit	20-21 Actuals
Authorised Limit - borrowing	1,013	1,050	854
Authorised Limit - PFI and leases	263	246	246
Authorised Limit - total external debt	1,276	1,296	1,100
Operational Boundary - borrowing	988	995	854
Operational Boundary - PFI and leases	263	246	246
Operation Boundary - total external debt	1,251	1,241	1,100

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

	19-20 Actual	20-21 Budget	20-21 Actuals
Proportion of net revenue stream	10.81%	10.30%	9.57%

Appendix 6 - Council Tax and Business Rates Collection Losses

This appendix provides further analysis of the council tax and business rates collection losses during 2020-21 and the compensation grants, as well as three-year extension to account for the exceptional losses from central government. The total council tax collection losses for the year were £13.9m (1.85% of the total precept). Business rates losses were £29.0m (54.8% of the precept). Central government has provided £32.6m in compensation grants.

- | | |
|--|--|
| <p>1.1 The council tax precept for 2020-21 was originally approved for £749,443.4k.</p> <p>The precept comprised £683,653.7k for the general levy and £65,789.7k for the adult social care levy.</p> | <p>At the beginning of each year the County Council agrees the county's share of the council tax to be levied on each chargeable dwelling. This is then applied to the net tax base estimated by each district to determine the council tax precept. Districts must remit the precepted amount.</p> <p>Any variations in the amount collected (due to changes from the estimated tax base) are recorded in district's local collection fund accounts. At the end of the year the county's share of any over collection from the collection account is accrued as a surplus (or any under collection accrued as a deficit).</p> |
| <p>1.2 District councils have notified KCC's share of council tax collection fund deficit of £13,864.8k for the financial year 2020-21.</p> <p>This deficit must be spread over 3 years 2021-22 to 2023-24 in equal amounts of £4,621.6k under the exceptional arrangements allowed by government.</p> | <p>During the course of 2020-21 there has been significant disruption to council tax collection due to the Covid-19 pandemic and subsequent economic recession. These have resulted in significant changes to the number of households eligible for discounts due to reduced income through local council tax reduction schemes (LCTRS) and reduced collection rates, as well as lesser impact from delays to new housing and changes in individual circumstances for other discounts and exemptions. This has resulted in an unprecedented collection fund deficit.</p> <p>The surplus brought forward in the council tax collection fund relating to 2019-20 is £1,579.9k to be accounted for in 2021-22 resulting in a net deficit of £3,041.7k. This was the amount included in the approved 2021-22 budget.</p> |
| <p>1.3 The Tax Income Guarantee (TIG) grant for KCC's council tax collection losses has initially been determined as £4.856.4k.</p> <p>This has been accrued in 2020-21 accounts and held in reserve to support the collection fund balances to be accounted for in 2021-22 to 2023-24. This will be drawn down in equal instalments of £1.618.8k in each of 2021-22, 2022-23 and 2023-24.</p> | <p>The government has provided local authorities with an additional grant to provide 75% compensation for collection losses on the general fund.</p> <p>The TIG compensation only relates to losses on the collectable council tax (principally the losses due to additional LCTRS discounts). The TIG compensation does not include losses due to reduced collection rates on the assumption that such losses can be recovered in subsequent years. If these losses are recovered we will receive higher collection fund surpluses in future years. This decision to only compensate for losses on the collectable base was announced after the 2021-22 budget was approved.</p> <p>The approved budget included an estimate for the TIG grant based upon the best available information of £7,534.7k i.e. £2,678.3k higher than the subsequent initial grant determination, split in equal instalments of £2,511.6k in each of 2021-22, 2022-23 and 2023-24. This was the amount reflected in 2021-22 approved budget. Any shortfall will be managed in 2021-22. There will be further shortfalls in 2022-23 and 2023-24 which will need to be reflected in future years' budgets and medium term financial plan</p> |

1.4	The business rate precept for 2020-21 was originally approved for £52,938k .	Districts estimate the amount to be raised through business rates and the County Council precepts for its 9% retained share based on these estimates. Of the remaining business rates 50% are returned to central government, 40% retained by districts (although subject to tariff and levy) and 1% is precepted by Kent & Medway Fire & Rescue Authority. As with council tax any variations in the amount collected are accrued at year end through the collection fund.
1.5	District councils have notified KCC's share of collection fund deficit of £28,995.7k for the financial year 2020-21.	During the course of 2020-21 there has been even greater disruption to business rate collection where businesses have been shut down and the government has granted additional Covid-19 reliefs such as those for businesses in retail, leisure and hospitality sectors. Local authorities have been compensated for the additional discounts which have significantly reduced the business rate collection losses that need to be accrued.
	Of this overall loss £25,612.9k is due to the additional Covid-19 reliefs. This has been compensated by a separate section 31 grant.	This section 31 compensation grant was accrued and accounted for in 2020-21. This grant will be held in a separate reserve and drawn down in 2021-22. The £25,612.9k compensation for additional Covid-19 reliefs was £1,078.7k less than the £26,671.6k estimate included in the approved 2020-21 budget. This shortfall is proposed to be funded from a review of our reserves.
	The remaining deficit of £3,382.8k must be spread over 3 years 2021-22 to 2023-24 in equal amounts of £1,127.6k under the exceptional arrangements allowed by government.	The deficit brought forward in the business rate collection account relating to 2019-20 is £509.5k to be accounted for in 2021-22 resulting in a net deficit of £1,637.1k plus the £25,612.9k due to Covid-19 reliefs leaving a total collection fund deficit of £27,250k. This was the amount included in the 2021-22 budget.
1.6	The Tax Income Guarantee (TIG) grant for KCC's business rate collection losses (excluding those due to additional Covid-19 reliefs) has initially been determined as £2,156.4k.	There is a separate 75% TIG grant for other business rates losses not due to Covid-19 reliefs (collection losses, change in use, etc.). Unlike council tax the business rates TIG pays compensation on both reductions in payable tax and on losses in collection (bad debts).
	This has been accrued in 2020-21 accounts and held in reserve to support the collection fund balances to be accounted for in 2021-22 to 2023-24. This will be drawn down in equal instalments of £718.8k in each of 2021-22, 2022-23 and 2023-24.	The only business rates losses that are not compensated through TIG are impact on appeals provision for any one-off changes in the appeals in respect of the 2017 rating list and any changes in respect of material changes in circumstances (MCC). It is reasonable for these two items to be excluded. Changes in the provision for appeals on the 2017 rating list are not affected by the pandemic and the Government has said it will legislate to rule-out any MCC appeals on the grounds of Covid-19.
	We did not include any estimate for the business rate TIG in the approved 2021-22 budget due to a lack of robust estimates. This means the grant and reserve represents a surplus on the approved budget to help offset the shortfall in TIG compensation grant for Council Tax set out in section 1.3 above.	

1.8 Overall there is a shortfall between the Covid -19 compensation grants (TIG and Covid-19 reliefs) between the estimate included in the approved 2021-22 budget and the notified amounts of £1,252.7k	This shortfall is proposed to be managed through the reserves review and through in year monitoring during 2021-22. The impact in later years will be reflected in future budgets and medium term financial plan.
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From: Peter Oakford, Deputy Leader and Cabinet Member for Finance, Corporate & Traded Services
Zena Cooke, Corporate Director - Finance

To: Cabinet – 24 June 2021

Subject: **Medium Term Financial Outlook**

Key decision: No

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Summary:

The attached report provides a reminder and update to the medium-term financial outlook first published as part of the 2021-22 budget report. It is essential that the 2020-21 outturn is considered in the context of the medium-term financial outlook.

Recommendations

Cabinet is asked to note the report

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Medium Term Financial Outlook

	Sctn	Page
Summary	1	2
Background	2	3
Planning Scenarios	3	5
Updated Forecasts	4	6

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Summary

<p>Financial outlook remains highly uncertain</p>	<p>The pandemic and economic recession have resulted in a more uncertain medium term outlook. In particular there is only a one-year funding settlement from government and spending growth and income will be significantly impacted by pace of recovery from the pandemic.</p>
<p>The range of potential gaps between spending forecasts and available funding remain excessively large</p>	<p>The original outlook resulted in range of potential gaps of between £20m to £120m. The first update to the outlook has not significantly reduced the potential range although we have identified are narrower range for the most probable outcome of between £40m to £60m although at this early stage this should not be assumed as the most likely outcome.</p>
<p>The impact of economic recovery on inflation and levels of employment are likely to have a significant impact on 2022-23</p>	<p>The economic recovery, and in particular levels of employment, will be vital to recovery of council tax base and retained business rates. The Council is also exposed if rates of inflation increase as the impact of inflation on council contracted services is only partially reflected in grant settlement if these continue to be a rollover as has been the case in the one-year settlements for 2020-21 and 2021-22</p>
<p>2020-21 outturn provides an opportunity to strengthen the council's financial resilience</p>	<p>Due to the uncertainties and risks it is essential that the council has sufficient reserves to manage unforeseeable circumstances. This includes general reserves and earmarked reserves for specific eventualities e.g. ongoing impact of Covid-19 pandemic in 2021-22. If the council does not have adequate reserves there is a heightened risk of overspends in 2021-22 which in turn could increase the potential gaps for 2022-23 and beyond.</p>
<p>Further updates to the medium term outlook will be provided during the autumn</p>	<p>The spending growth and savings plan estimates will be updated over the course of summer and autumn. Consultation on the budget strategy for 2022-23 will be undertaken earlier than in recent years to inform the updates in the autumn</p>

2.1 The County Council budget report for 2021-22 on 11th February 2021 included a high-level medium term financial outlook. This outlook acknowledged that the financial environment for local authorities remains highly uncertain. Since this outlook was published progress on the national roadmap for easing restrictions has until recently been largely positive although the lasting impact of the Covid-19 pandemic and the economic recession on council spending and income remains unclear. This means that forecast spending, income levels and council tax/business rates yields are considerably less reliable than we have been used to in previous years. Added to this uncertainty we only have a one-year settlement for local government from central government.

2.2 The medium-term outlook is based around three potential scenarios. These include a central case (not necessarily the most likely scenario) together with upside scenarios (based on a rapid recovery) and downside scenarios (based on a slower recovery with lasting impact of Covid-19 pandemic). This is consistent with the approach adopted by the Office for Budget Responsibility (OBR) in their Economic and Fiscal Outlook reports.

2.3 The scenarios encompass spending growth forecasts, existing savings plans and funding forecasts, and result in a wide range for future budget gaps. The gaps make no assumptions about the Council agreeing further savings although do include the full year effect of 2021-22 savings in 2022-23 plus any annual savings/income from continuation of existing policies e.g. fees and charges.

2.4 Each scenario assumes future 2%+2% council tax increases, and that one-off spending and funding from one-off sources included in the 2021-22 are not repeated. At this stage none of the scenarios assume recovery of collection losses in 2020-21 through higher future collection fund balances although this would not help to resolve the budget gaps assuming we continue with the approach that recurring spending should not be supported from insecure funding sources.

2.5 All the scenarios are based on high level assumptions to give an indication of the potential scale of the challenge and are not predictions. We are likely to maintain forecasts based on these scenarios for the immediate short-term future until uncertainties are resolved.

2.6 Ultimately, we anticipate that 2022-23 budget will be honed into a single scenario (as this is essential to comply with requirements for a balanced budget) albeit with the enhanced financial resilience arising from 2020-21 outturn if agreed providing scope to mitigate outstanding uncertainties and risks. These uncertainties include the one-year funding settlement for 2021-22 and several possible trajectories for future spending including ongoing impact of Covid-19.

2.7 The one-year settlement means that the council tax referendum principles and grant settlements are not known for 2022-23, although it seems likely that the Fair Funding reforms and reforms to business rate retention will be further delayed. We had hoped these would address long standing concerns with the redistribution of funding between different classes of authority.

2.8 Due to ongoing uncertainties we anticipate that future years' projections will continue to include alternative scenarios until government has set out detailed government medium-term financial strategy to put public finances and accumulated debt on a sustainable path. The original summary of the scenarios as presented to County Council is shown in table 1.

Table 1 – Original Forecast February 2021

	Upside Scenario		Central Case		Downside Scenario	
	2022-23 £m	2023-24 £m	2022-23 £m	2023-24 £m	2022-23 £m	2023-24 £m
Spending Growth Forecasts						
Business as usual	57.0	57.0	68.0	68.0	79.0	79.0
Covid-19	0.0	0.0	14.0	7.0	21.0	21.0
Replace one-offs from insecure sources in 2021-22	13.0		13.0		13.0	
Remove One-off spending in 2021-22	-10.0		-10.0		-10.0	
Existing savings and policy	-27.0	-20.0	-27.0	-20.0	-27.0	-20.0
Total Spending Growth	33.0	37.0	58.0	55.0	76.0	80.0
Funding Change Forecasts						
Council Tax Base	15.6	16.5	7.8	8.2	-15.6	7.9
Assumed 2%+2% Tax Increases	31.8	33.7	31.5	33.0	30.5	30.5
Government Core Grants	12.5	13.1	0.8	0.8	-12.5	-13.1
Covid-19 Grants	-46.7		-46.7		-46.7	
Total Funding Change	13.1	63.3	-6.6	42.0	-44.2	25.4
Gap	19.9	-26.3	64.6	13.0	120.2	54.6

3.1 The three planning scenarios are based on the assumptions set out below. It is important that these are not considered as a best/worst case as they are based upon assumed possible trajectory for spending and income rather than predictions of final levels.

Upside (rapid recovery)	Successful eradication of the virus with no lasting impact on spending or income levels; Rapid economic recovery for tax base with support discounts, collection rates and housing growth returning to pre-pandemic levels; Business as usual spending growth at lower end of forecast spectrum; Cash increases in government grant
Central (partial recovery)	Partial recovery from pandemic with some additional but reducing impact on spending and income; Partial economic recovery but with higher support discounts and lower collection rates and housing growth than pre-pandemic levels; Business as usual spending growth at the mid-range of forecast spectrum; Rollover grant settlement from government
Downside (ongoing restrictions)	Continuing and ongoing need to take measures to tackle spread of the virus; Continuing economic impact with further reduction in tax base and collection rates in 2022-23 followed by slower economic recovery; Business as usual spending growth at the upper end of forecast spectrum; Reductions in grant settlement from government

3.2 In all likelihood the final outcome for 2022-23 is likely to include aspects of each of the scenarios rather than ending up exactly equating to one of the scenarios. The purpose of medium-term planning based upon scenarios is to demonstrate the potential range of outcomes.

4.1 Since the original publication we have updated some of the forecasts. In particular we have revised the impact of one-off spending and funding within 2021-22 and separated out the impact of inflation uplifts to core grants under rollover arrangements and potential increases/decreases in government grants under the upside and downside scenarios. We have also included forecasts for 2024-25 based on rolling forward the scenario assumptions illustrating the continuing uncertainty. The further into the future we make forecasts the less reliable the estimates become. A summary of the updated forecast is shown in table 2.

Table 2 – Updated Forecast June 2021

	Upside Scenario			Central Case			Downside Scenario		
	2022-23 £m	2023-24 £m	2024-25 £m	2022-23 £m	2023-24 £m	2024-25 £m	2022-23 £m	2023-24 £m	2024-25 £m
Spending Growth Forecasts									
Business as usual	56.6	56.6	56.6	67.9	67.9	67.9	79.3	79.3	79.3
Covid-19	0.0	0.0	0.0	14.0	7.0	0.0	21.0	21.0	10.5
Replace one-offs from insecure sources in 2021-22	4.6			4.6			4.6		
Remove One-off spending in 2021-22	-8.0			-8.0			-8.0		
Existing savings and policy	-26.5	-20.2	-2.8	-26.5	-20.2	-2.8	-26.5	-20.2	-2.8
Total Spending Growth	26.8	36.4	53.8	52.1	54.7	65.1	70.4	80.1	87.0
Funding Change Forecasts									
Council Tax Base	15.6	16.5	17.5	7.8	8.2	8.6	-15.6	7.9	8.3
Assumed 2%+2% Tax Increases	31.8	33.7	35.8	31.5	33.0	34.7	30.5	32.1	33.7
Inflationary uplift	4.0	4.1	4.2	4.0	4.1	4.2	4.0	4.1	4.2
Government Core Grants	8.5	9.0	9.6	0.0	0.0	0.0	-16.5	-16.0	-15.5
Covid-19 Grants	-46.6	0.0	0.0	-46.6	0.0	0.0	-46.6	0.0	0.0
Removal of residual collection fund & S31 Balances	-1.0	0.0	3.4	-1.0	0.0	3.4	-1.0	0.0	3.4
Total Funding Change	12.2	63.4	70.5	-4.4	45.3	50.9	-45.2	28.1	34.1
Gap	14.6	-27.0	-16.7	56.5	9.4	14.3	115.6	51.9	52.8

4.2 Further updates will need to be sensitive to the emerging economic scenario particularly in relation to inflation and levels of employment as the economy recovers. Any increase in inflation will increase the budget gap as this will have a much greater impact on spending than uplifts in grants.

4.3 We are working on the probability of the likelihood of outcomes from the individual scenarios to refine them as far as is possible. Despite the positive progress on the national roadmap for easing restrictions this initial work indicates that the more likely outcome will be between the upside and central scenarios. This could result in a budget gap of between £40m to £60m but it is too early to assume that this is the most likely outcome.

4.4 The ongoing uncertainties for the medium term outlook emphasises the need for the Council to take every opportunity to strengthen financial resilience. Prior to 2020-21 we had assessed that KCC's overall resilience (as measured by accumulated debt and usable reserves) was around the lower quartile for all county councils. If we do not strengthen the council's reserves and some of the risks materialise this could result in an overspend on 2021-22 budget which in turn would reduce reserves at the end of that year, and subject to the level of the reduction

could require replenishment of reserves which would increase the potential gaps in the medium term.

4.5 We have embarked upon the first review of the existing savings plan and business as usual spending growth. This first review will be completed during the summer and the next updated outlook will be reported in September. In the meantime we are planning to launch consultation on the budget over the summer, earlier than in previous years. This will enable the responses to be evaluated to include with the updated forecast. We will undertake further reviews of spending growth and savings plans throughout the autumn as a clearer picture emerges.

4.6 As well as updating spending growth and savings we will also be closely monitoring changes to council tax and business rate collection over the coming months. As shown in the scenarios the possible trajectory for council tax base growth (assuming a rapid economic recovery) provides a significant contribution towards the smaller budget gap under the upside scenario if levels of council tax support discounts recover to pre-pandemic levels. As well increasing the tax base we will also need to monitor recovery of uncollected council tax from 2020-21 which has not been compensated by Tax Income Guarantee grant from government on the assumption that under collection of the collectable based will be recovered in subsequent years.

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From: Sue Chandler, Cabinet Member – Integrated Children’s Services
Shellina Prendergast, Cabinet Member – Education and Skills
Matt Dunkley, Corporate Director – Children, Young People and Education

To: **Cabinet – 24 June 2021**

Subject: **Decision 21/00042 - Reconnect: Kent Children and Young People Programme**

Classification: **Unrestricted**

Past Pathway of report: Previous report to Cabinet 15th March 2021, leading to decision 21/00035

Future Pathway of report: None

Electoral Division: **All**

Summary:

On 15 March 2021, Cabinet agreed the creation of the ‘Reconnect: Kent Children and Young People’s Programme. This initiative invites the whole Kent community to join together to provide a range of exciting and supportive opportunities for children and young people during the period to end of August 2022, in order to recognise their selfless contribution to helping keep the residents of Kent as safe as possible during the past 15 months. The Revenue and Capital Outturn 2020-21 Report, presented to Cabinet as part of this agenda, includes a recommendation to set up a specific reserve totalling £10m to support the outcomes of Reconnect.

Due to limited timescales and the urgency to commence Reconnect, Cabinet confirm that its decision (21/00035) established the Programme via formal governance to ensure transparency, evidenced a clear intention to deliver in the future and allowed appropriate preparatory work to be undertaken, prior to a further key decision where scope, objectives, outcomes and funding for the full project may be confirmed. This report provides an update on the preparatory work undertaken, sets out the scope of the programme, including its aims, objectives and outcomes, and proposes a governance model and funding framework.

Recommendation(s):

Cabinet to:

1. Set the scope of Reconnect as per section 4.1 of this report.
2. Agree the aims, strategic objectives and outcomes of Reconnect as per section 3 of this report.
3. Agree a specific Reconnect reserve of £10m, the funding principles and the criteria within which Reconnect will operate as set out within section 6 of this report, including the Funding Framework that is intended to provide sufficient flexibility to respond to the needs of the County and the allocation of additional funding sources that may become available over the life of this project, as set out in section 6.4 of this report.

4. Confirm the governance arrangements for Reconnect, as set out in section 8 of this report.
5. Delegate authority to the Corporate Director for Children, Young People and Education to take necessary actions, including but not limited to, entering into relevant contracts or other legal agreements, as required to implement Reconnect.
6. Delegate authority to the Corporate Director of Finance after consultation with Leader to update, review and amend the proposed distribution of funding in response to changing need, including use of additional funding within the scope of the programme.

1. Introduction

- 1.1 Members have been united in expressing their concern about the impact of the pandemic on the children and young people (C&YP) of Kent and recognising the key role and responsibilities of the County Council in supporting our C&YP people recover. Accordingly, Cabinet approved the creation of a “Reconnect: Kent Children and Young People” Programme (Reconnect).
- 1.2 C&YP have made it clear that they want to feel optimistic and look forward. Reconnect must be for all, but it will recognise that some will need more support reconnecting, as the gaps will have become wider for some than others. It will promote **existing** opportunities for C&YP to connect or reconnect to, fund and empower others to create **additional** opportunities, and pull these together into a coherent offer. It will harness the variety of funding streams that exist now, and in the future providing a vehicle for coalescing, corralling and delivering opportunities.
- 1.3 The County Council has a range of ideas, plans and powers that can give life to Reconnect, but we recognise that we are not alone in that. Our colleagues elsewhere in the districts, boroughs and city councils will have their own ideas and plans and it is vital that we draw in partners who already occupy the space to work cohesively to support our C&YP. We will capitalise on the spirit of the Kent community to support each other.
- 1.4 Reconnect is a priority of the County Council and our community. It will operate between now and the end of August 2022, after which we aim to have a more sustainable, better networked community supporting C&YP. We want Kent to “give a year to the children”.

2. Vision Statement

2.1 A Vision of Reconnected Children and Young People

Childhood is a brief and precious period in life, which should be full of fun, adventure, new experiences, and social interactions. These experiences help shape the people we become. The childhoods of Kent’s C&YP have been impacted by the Covid-19 pandemic. Experiences will have varied, these may have been positive or negative and for many, both. We want to create positive change for C&YP. We know impactful change across the County is not something anyone or any single organisation can do alone.

We have a vision of an enhanced and networked approach to creating opportunities for children and young people in their communities. Organisations and communities will thrive, joined around the shared value of generating meaningful impact and sustainable change for children and young people.

We believe in the power of local organisations and communities as drivers for change. C&YP are surrounded by a wealth of skills, strengths, and resources in their local communities. Reconnect is not just about connecting C&YP to these assets but connecting assets to each other to increase their potential. If we get this right, thriving Kent communities will lead to thriving C&YP in Kent.

3. Aims, Objectives and Outcomes of the Programme

3.1 The aim is to reconnect C&YP in Kent to:

- learning missed
- health and happiness
- friends, family and community
- sports, activities and the outdoors
- economic wellbeing.

3.2 The objectives for Reconnect are as follows:

- i. To support C&YP to re-engage in education following the pandemic.
- ii. To work with multi-agency partners, business, community organisations and groups to increase the number of local activities and opportunities available to C&YP in their communities.
- iii. To support C&YP to live healthier lifestyles and engage in sport and physical activity.
- iv. To promote suitable engagement with children's and family services and support groups.
- v. To work with businesses and partner agencies to support young people to engage with future employment opportunities.

3.3 The medium-term outcomes (to be realised during the programme) are:

- i. C&YP catch up with learning missed and are engaged in education.
- ii. More C&YP are engaged in healthier activity.
- iii. C&YP engage in health checks and dental checks.
- iv. Young people and families know how to access mental health services and develop good management strategies.
- v. More families access Free School Meal related benefits.
- vi. Enhance local networks for community assets. These have the resources and support needed to deliver a localised programme of opportunities.
- vii. The "accessibility gap" is reduced for disadvantaged C&YP.
- viii. Connections between C&YP and responsible adults from older generations are increased.
- ix. Families engage with local services and support groups.
- x. Young People that were aged between 15 and 19 at the start of the pandemic are given a better chance of securing work in future.

3.4 The long-term outcomes (to be realised after the programme) are:

- i. C&YP are engaged in education and achieve well. Attainment is back at pre-pandemic levels by 2024 for all students including, in particular, disadvantaged students.
- ii. C&YP are healthier both mentally and physically and understand how to live healthy lives.
- iii. Emotional resilience improves for C&YP.
- iv. Families are better equipped to understand the support that is available to their family to improve whole family wellbeing and prosperity.
- v. Communities can continue to provide a diverse range of opportunities based on the wants and needs of families and young people.
- vi. The “accessibility gap” continues to reduce for disadvantaged C&YP.
- vii. Families are empowered to navigate local services and enhance their self-efficacy and find the right support for them when they need it.
- viii. An increase in inter-generational connection is sustained long-term.
- ix. Young people that were aged between 15 and 19 at the start of the pandemic have as high employment rates in adult life as those that come before or go after.

4. Scope and Timescales

4.1 The following is in scope for the programme:

- Universal programme of activities for C&YP in Kent aged 0–19 years (or 24 with special educational needs and/or disabilities and **specifically** for activity related to unemployment amongst young people). Please note the paper to Cabinet in March 2021 indicated the age range commence at 2 years. The suggested change is to support babies and toddlers as they and their parents may have been isolated and less well supported during lockdown periods, and to support initiatives and activity regarding unemployed young people.
- Activities and opportunities relating to learning missed; health and happiness; family, friends, and communities; sports, activities, and the outdoors; and economic wellbeing.
- Existing and new opportunities.
- Targeted support for those needing more help to reconnect, including financial assistance to reduce the accessibility gap.
- Connecting funding streams.
- Linking initiatives to make the sum greater than the value of the parts.

4.2 The programme will not cover funding for activities post-August 2022 or demand management pressures for existing services.

4.3 There are three key phases to the development and delivery of Reconnect:

Phase 1 – Create climate for change (April – May 2021)

- Make a wide ranging and emotional case for the benefits of the programme.
- Establish a team to co-ordinate the activities within the programme.
- Set the programme vision for all those involved in delivering.

Phase 2 – Engage and enable people (May – August 2021)

- Meaningful engagement with all stakeholders including a universal awareness campaign.

- Identify existing networks and support them to enhance the power of their network to deliver the vision.
- Deliver quick wins, urgent support and programme of summer activities and celebrate them widely.

Phase 3 – Embed and sustain change (August 2021 – August 2022)

- Stay focused on delivery, measure outcomes and impact, and tell good news stories about the great work happening.
- Develop a Legacy Plan to support sustained outcomes and longer-term impact.

4.4 There are a number of forthcoming milestones associated with the programme, including:

- 24 June 2021 – Cabinet approves funding,
- 30 June 2021 – CYPE Cabinet Committee update,
- Early July 2021 – first Young Persons Steering Group meeting,
- 19 July 2021 – launch of Reconnect online directory,
- 31 August 2021 – conclusion of universal awareness campaign and 2021 summer programme,
- September 2021 – receive monitoring reports from summer Reconnect and HAF commissioned activity,
- September 2021, February 2022 and July 2022 – user reviews.

5. Resource Implications

5.1 A small Programme Team has been formed to manage the delivery of “Reconnect”, currently comprising a Programme Director, part-time Programme Manager, Programme Officer, Kickstart Project Manager and part-time Business Support Officer. A Reconnect Project Officer joins in June.

5.2 Six colleagues from across KCC and The Education People have agreed to be the Reconnect “Theme Leads”, co-ordinating Theme Teams and driving work forward to achieve the aims of Reconnect. These colleagues will be managing their Reconnect Themes alongside their current roles.

5.3 A Communications Officer, a Commissioning Officer and a Contracts Officer, and a Finance Officer, all dedicated to Reconnect, are being recruited by the relevant services.

5.4 Support will be required from across KCC directorates, not only in the form of opportunity provision, but also for management of Reconnect and delivery of the infrastructure required for the programme to succeed. For example, officers may be “Reconnect Network Champions” or participate in the programme design through “Theme Teams”.

5.5 Although “Reconnect” is led by KCC, it will require the involvement and resources of partners, local organizations and individuals to deliver activities for C&YP at a localised level.

6. Financial Implications

- 6.1 It is proposed that the programme be provided with dedicated KCC funding and be the umbrella for specific grant funding which supports the aims of Reconnect. The activities and projects funded by the programme will be additional to the core activity of KCC's directorates, and the funding commitments will be time limited and will not be a recurring cost to the Council beyond 31 August 2022.
- 6.2 The Revenue and Capital Outturn 2020-21 Report, presented to Cabinet as part of this agenda, includes a recommendation to set up a specific reserve totalling £10m to support the outcomes of Reconnect. This includes £7.5m from the COVID reserve and £2.5m from the Containing Outbreaks Management Fund (COMF).
- 6.3 Cabinet has previously agreed that the Holiday Activities and Food (HAF) Programme would be sheltered under the Reconnect umbrella. This is £5.3m of targeted funding. A good proportion of the external funding has criteria targeting this to vulnerable and disadvantaged individuals, with clear eligibility criteria such as entitlement to Free School Meals. It is important to recognise that a universal offer does not mean all opportunities are universally free to the recipient.
- 6.4 It is anticipated that further funding streams will be made available by Government which will assist with successful achievement of Reconnect. To ensure there is no delay in assigning these resources to Reconnect, which is a time limited programme, the Corporate Director of Finance will be delegated authority to accept such grant allocations and allocate these to the Programme in consultation with the Leader.
- 6.5 A flexible approach to the deployment of the funding is proposed, subject to any specific grant conditions, to ensure the programme can respond to changes in need and demand across the county.
- 6.6 Established mechanisms for allocating funding will be used, where sensible to do so, to ensure pace and simplicity in Reconnect's delivery, for example COMF's grant award process, and Local Children's Partnership Group's approved process.
- 6.7 Monitoring and compliance checks will be applied to all areas of spend, in line with the requirements of the specific grant funding, to allow for informed Officer decision-making as part of the ongoing implementation of this Key Decision. It is recognised the level of checks will be proportional to the amount of funding awarded for specific activities.
- 6.8 A funding framework has been developed to ensure a consistent process for decision-making that aligns with the objectives of the Reconnect, as determined by this decision. The key principles include:
- i. All spend should align to the purpose of the Reconnect Programme, and where appropriate, conditions of any specific grant funding attributed to this programme.
 - ii. KCC specific funding is expected to be split equally across the five aims of the programme.

- iii. Initially, 25% of the £10m Reconnect Reserve will be assigned to Local Children's Partnership Groups (LCPGs) for local commissioning, delivery and monitoring. Spend will need to meet the aims, objectives and outcomes of Reconnect and the priorities agreed by the Delivery Board. The allocation to LCPGs will be based on child population numbers (0-17 year olds) and a deprivation allowance based on the Income Deprivation Affecting Children Indices. As the programme develops this figure will be reviewed by the Cabinet Members for Education and Skills and Integrated Children's Services who will be able to increase this to 35%, if funding is available, and they deem this to be in the best interests of achieving the aims, objectives and outcomes of the programme. Any further allocation will require a further key decision. LCPGs will be expected to apportion 20% of their allocations to delivering each of the five aims of Reconnect.
- iv. To ensure consistent decision-making and best use of resources is made across the programme and individual aims the Theme Teams (described in section 10 of this report) will propose the priorities for spend within their theme and will lead County level commissioning activity related to their area, with recommendations being made to the Delivery Board (described in section 10). The Delivery Board will co-ordinate and approve spending requests. This is to ensure co-ordination and visibility across the themes and remove any risk of duplication. The Delivery Board will also be responsible for identifying the most appropriate funding stream for each request to ensure best use of resources across the Council.
- v. Where funding is delegated to partners, such as LCPGs, the partners will develop plans for spend. These will reviewed by the Delivery Board to ensure there is no duplication of commissioning by the Programme Team and LCPGs, and compliance with the funding criteria.
- vi. Any organisations in receipt of the grant will be required to regularly report on the use of the funding and return any unspent funding if requested by KCC.
- vii. To recognise the various funding streams this programme of activity will draw on, contract and grant conditions will be aligned to meet specific requirements. For example, the wording will be agreed to ensure both COMF and Reconnect conditions are conveyed appropriately. Monitoring arrangements have also been aligned to ensure partners, for example district councils, report simultaneously on COMF, Helping Hands and Reconnect spend and activity.
- viii. Records will be kept of all funded activities to provide an auditable process.
- ix. The use and impact of the spending commitments will be monitored regularly and reported to The Reconnect Partnership Board and CYPE's DMT.

6.9 Staff posts directly funded from the Reconnect Programme comprise of secondments and fixed term contracts ending 31 August 2022. These posts will be funded from dedicated or, where appropriate, external funding/grants that are sheltered within the programme.

6.10 An interim allocation of £50k per LCPG has been made and communicated in order to enable localised delivery of the urgent support needed by some C&YP

to reconnect, and to deliver a summer programme. This allocation has been made via COMF monies and in accordance with the delegated authority already agreed for this grant.

- 6.11 It is anticipated that District Councils will wish to directly delivery activity to their local communities. They will be able eligible to apply for funding from the LCPG allocations, as determined by those groups, from funding streams such as the Holiday Activity and Food Programme where their proposals meet the necessary criteria for these, and from the central Reconnect funding pot in accordance with its funding rounds/arrangements.
- 6.12 In respect of Learning Missed activity, expenditure will focus on providing additionality therefore it is unlikely to include purchasing traditional classroom teaching resources on behalf of all schools, as they have autonomy to make their own decisions about the resources they chose to use. Reconnect will work closely with schools and settings to invest in resources which assist C&YP themselves to pursue learning at summer schools and outside of school with, as appropriate, the support of parents.

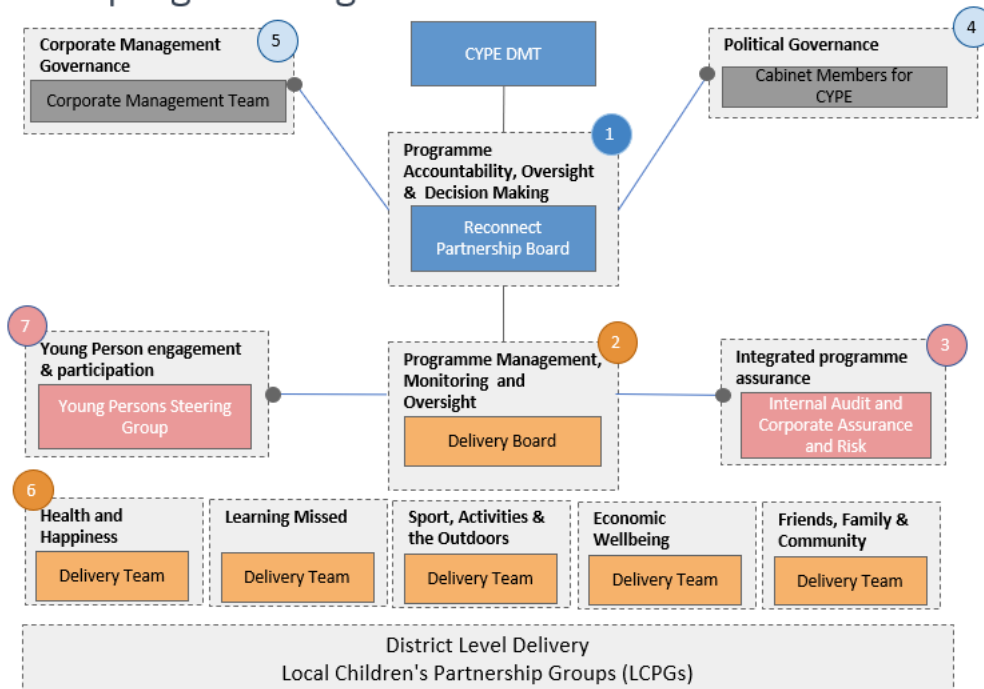
7. Equalities Implications

- 7.1 A programme level EQIA has been developed. "Theme Teams" will be responsible for ensuring that the localised delivery of the programme meets equality requirements.
- 7.2 The programme will be universal, supporting all C&YP aged 0 to 19/24 years old, but with targeted support as appropriate, for example a good proportion of the external funding has grant criteria targeting this to vulnerable and disadvantaged individuals, with clear eligibility criteria. Efforts will be made to target specific groups who are vulnerable, either by raising their awareness of the opportunities provided by the funding to ensure they do not miss out, or by direct provision of support. Evidence of the impact of Covid-19 on protected characteristics will be used to influence decision making.

8. Governance

- 8.1 The proposed governance structure for the programme is:

The programme governance structure



- 8.2 Key decision 21/00035 and the proposed recommendations for this paper delegates authority to the Corporate Director Children, Young People and Education to implement Reconnect. The Directorate’s Management Team acts as the programme owner, maintaining regular reports of progress and outcomes from the Reconnect Programme Director. A scheme of delegation is in place from the Corporate Director to the Reconnect Programme Director.
- 8.3 Political governance is provided by the two CYPE Cabinet Members who oversee the implementation of Reconnect, and hold the Corporate Director and Reconnect Programme Director to account. The Cabinet Members will take progress reports to Cabinet and CYPE Cabinet Committee as appropriate.
- 8.4 Reconnect seeks to unite the whole community behind the call to “give a year to the children”. It is fundamental that there is a strong stakeholder voice to shape its strategic direction, its activities, spending priorities and outcomes, to provide the Programme Director with a unifying group of senior figures from across Kent’s organisations who can influence and lead their sectors, and to hold the Programme Director to account for delivery and implementation of this community-based programme. The Reconnect Partnership Board provides these functions. Its membership comprises of Kent Police, district council representative, chamber of commerce, Kent and Medway CCG, schools, early years providers, community and voluntary sector, and KCC directorates.
- 8.5 Management of Reconnect sits with the Delivery Board, which will act as the main co-ordination apparatus, ensuring linkage between the theme teams and local delivery mechanism. Membership comprises of Theme Team Leads, Area Partnership Managers (who support the LCGPs), the Programme Team and the dedicated postholders from Finance, Communications and Strategic Commissioning. The Board receives data and information regarding the needs

and wants of C&YP, user feedback and survey data, determines the corresponding priorities and spending plans, drives delivery of the programme activities and commissions provision as appropriate.

- 8.6 The Theme Delivery Teams are responsible for analysing the needs and wants related to their areas, understanding the existing offer and identifying gaps. They will identify the priorities which will inform their commissioning plans (County/area level commissioning) and direct that of the LCPGs. The priorities will be co-ordinated by the Delivery Board.
- 8.7 Local planning, co-ordination, commissioning and delivery will be via the LCPGs, which are already mandated to make grant awards and undertake localised commissioning. For Reconnect activity they will operate with the aims and objectives set by/for the Programme by Cabinet and the priorities set by the Delivery Board.
- 8.8 Young Peoples' views have been heard and are shaping Reconnect (section 9.5 below), its design and delivery of programme activities. This will continue. Feedback will be gathered from children and young people, and their families and carers, throughout the programme to inform delivery. A Young Persons Steering Group, made up of 11–18-year-olds from across Kent, is being established to inform the programme and share feedback from young people. This group will meet every two months and a member of this group will be invited to sit on the Delivery Board to ensure the voice of young people is represented. The Programme Team will also continue to liaise with the children's workforce to understand what C&YP want from the programme.
- 8.9 Assurance will be provided by the Corporate Assurance and Risk Team and Internal Audit.

9. Progress to Date

- 9.1 The Reconnect Team has been undertaking a wide scale engagement programme. Reconnect has been positively received, both by external organisations and departments within KCC. All feedback has been incorporated into the programme's design principles, which are: we will focus on maximising the networks and structures that exist; amplify the great work of others; focus on meaningful impact; leverage support from people and organisations who are working towards the same shared goals; and prioritise people, relationships, interactions and behaviours over processes, systems and documents.
- 9.2 The Cabinet Member for Integrated Children's Services held two meetings, prior to the May elections, with LCPG Chairs and Opposition Members to discuss the programme. These meetings highlighted in particular the support for local design, delivery and co-ordination of the Programme using LCPGs as the vehicle for this, recognising the tremendous work already taking place in localities which needs amplifying and supporting to do more, and that local networks will be critical to the success of Reconnect.
- 9.3 Area Partnership Managers have consulted with their LCPGs. 100% of LCPG members in Ashford, Canterbury and Dover, 96% in West Kent, 75% in North Kent, and 82% in Thanet agreed that the vision and aims of Reconnect are clear.

LCPGs supported for the design principles of the programme and LCPG members are willing to be Reconnect Network Champions to help promote engagement with the programme at a local level. LCPGs indicated that to manage local co-ordination and delivery, funding, clear feedback from children and young people, resources, and an interface with the County Programme Lead were required. This support will be provided with LCPGs to enable them to support Reconnect in an effective way.

- 9.4 Communications materials, including a website and promotional videos, have been developed and shared online. Almost 500 people/organisations have signed up to the Reconnect Newsletter. A Communications and Engagement Strategy, and the branding and programme campaign materials have been approved.
- 9.5 User research with C&YP has, and continues, to take place, with outputs being used to shape the programme's offer. Focus groups have taken place, including with the Children in Care Focus Group, Children in Care 16+ Group, Kent Youth Voice, Mental Health Group, and Speak-out groups for North, South, East and West Kent. Feedback showed that C&YP would like to engage in a range of activities, including volunteering and work experience placements, and they would like to participate in activities focussed on mental health and resilience. Young people also raised the importance of knowing who was going to be at activities and what they would involve, to help reduce anxiety about attending new groups. A survey, asking what C&YP have missed most during lockdown and what the programme should deliver, was distributed to schools and settings, with onward distribution to families. Over 2,000 responses were received from schools, parents and carers, and C&YP. The responses were analysed and the key themes mentioned were:

What have C&YP missed?

- Socialising and being with friends
- Sport, physical activity and clubs
- School and having a routine

What would C&YP like to do as part of the Reconnect programme?

- Socialise, meet friends, and meet new people
- Fun activities including festivals, physical activity and clubs
- Outdoor activities, including camping and sailing

What would be a barrier to C&YP participating in the programme?

- Distance and travel
- Costs
- Anxiety of being in big groups, not knowing who else would be at the activities

- 9.6 Organisations providing activities or opportunities are informing us via a form on the Reconnect webpage. Details will be transferred to the What's On guide when this is complete.
- 9.7 The Reconnect Pledge is live. These can be applied to all sectors of the community and personalised. For example, these pledges may involve volunteering time to support with the delivery of local activities, donating items such as sports kits, providing access to facilities for clubs, or providing work

experience. The aim is to maximise the number of pledges made and publicise these as a visible display of the commitment of the whole Kent community to the County's C&YP.

- 9.8 A Reconnect 'Do It' webpage has been developed as a volunteering platform for the programme. Organisations can advertise volunteering vacancies and potential volunteers can search for opportunities.
- 9.9 Some activities for C&YP have already been delivered. The HAF programme delivered over 2,300 holiday places for eligible young people at Easter. Further, Invicta National Academy ran an Easter programme, providing online sessions covering Maths, English, confidence boosting and public speaking, with sessions being accessed by over 1,000 C&YP logging in every day.
- 9.10 Funding has been provided to KCC's Duke of Edinburgh Award's office and has been added to Headstart's Talents and Interests grants to ensure family finance is not a barrier to participation. The latter extends their existing grants scheme to primary children and ensures the whole County is covered. Funding has been provided to accelerate delivery of a Careers Enterprise Company Hub in Kent, which will help drive activity under the economic wellbeing theme. This funding is part matched by the Careers Enterprise Company, thereby securing additional value. Contract variations are being pursued to ensure targeted support, such as intensive mentoring, is available to more C&YP and across Kent as an immediate response to need. The "Playground" arts project has been commissioned to provide sessions across Kent, attracting £50k investment from the Arts Council.
- 9.11 Live learning opportunities for the summer have been commissioned from Invicta National Academy, a Kent based charity. They will provide daily live lessons in English, Maths, fitness and some sessions on other topics such as health and wellbeing, and confidence building. Lessons will be for Key stages 1-4, and run over a five week period. Schools will be able to access the lesson objectives and signpost children and families to particular sessions to encourage continued learning over the summer, targeted by their own gap analysis.
- 9.12 Indications are that over two thirds of secondary schools will run summer school provision. This is being further supported by Holiday Activities and Food (HAF) money for appropriate pupils.
- 9.13 Applications to deliver HAF over the summer continue to be received and evaluated. The closing date for applications is 25 June.
- 9.14 There will be a series of fun activity days in every district, delivered by district councils, KCC and the community sector.
- 9.15 Audiopi, a Kent based company which produces exam board approved, curriculum based audio podcasts to support GCSEs and A-levels have generously made their products available to all Kent schools and appropriate pupils free of charge throughout the summer period. They are also producing bespoke podcasts relating to health and well being and careers.
- 9.16 We are in discussions with leisure centre operators regarding a summer offer for all C&YP, together with HAF delivery.

9.17 Passenger transport Unit have agreed in principle with bus operators a free travel offer throughout the summer for secondary aged pupils and those in Year Six.

9.18 The summer reading challenge is being incorporated in to other Reconnect events and activities, such as those running in country parks.

10. Conclusions

10.1 Reconnect will bring together the wide array of opportunities that already exist in the County which support the health, wellbeing, and development of our C&YP. It seeks to connect these together, so they are stronger, more navigable, better understood, and to add to these and enable others to do so too. It is a programme for the C&YP of our community, delivered by our community.

11. Recommendations:

Cabinet to:

1. Set the scope of Reconnect as per section 4.1 of this report.
2. Agree the aims, strategic objectives and outcomes of Reconnect as per section 3 of this report.
3. Agree a specific Reconnect reserve of £10m, the funding principles and the criteria within which Reconnect will operate as set out within section 6 of this report, including the Funding Framework that is intended to provide sufficient flexibility to respond to the needs of the County and the allocation of additional funding sources that may become available over the life of this project, as set out in section 6.4 of this report.
4. Confirm the governance arrangements for Reconnect, as set out in section 8 of this report.
5. Delegate authority to the Corporate Director for Children, Young People and Education to take necessary actions, including but not limited to, entering into relevant contracts or other legal agreements, as required to implement Reconnect.
6. Delegate authority to the Corporate Director of Finance after consultation with Leader to update, review and amend the proposed distribution of funding in response to changing need, including use of additional funding within the scope of the programme.

12. Background Documents

12.1 The Reconnect: Kent C&YP Programme paper, which went to Cabinet on 15 March 2021, was used to support the development of this report.

13. Contact Details

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From: Roger Gough, Leader of the Council
 Mike Hill, Cabinet Member for Community and Regulatory Services
 David Whittle, Director of Strategy, Policy, Relationships and Corporate Assurance

To: **Cabinet 24 June 2021**

Subject: **Revising the draft Civil Society Strategy and Support to the Voluntary Sector 21-22 and beyond.**

Classification: Unrestricted

Future Pathway of Paper:

Electoral Division: Countywide- all divisions affected.

Summary:

This report is intended to provide an overview of the infrastructure support to be put in place for the Voluntary and Community Sector (VCS) for 2021-22 and a roadmap for the future support offer and revision of the draft Civil Society Strategy.

Recommendation(s):

For Cabinet to:

- 1) Note the contents of the report
- 2) Agree the proposals set out for the support offer to the sector 21-22
- 3) Agree the proposed roadmap for the revised Civil Society Strategy and future support offer to sit alongside this.

1. Background

- 1.1 Kent County Council made a commitment to adopt a new Civil Society Strategy¹ (CSS) in 2019 and formal consultation on the draft strategy began in February 2020, running until April. However, the events of the pandemic overtook, and it was agreed to pause the final development of the strategy and concentrate on Covid response and recovery. Since this time, a great deal of work has taken place with the Voluntary and Community Sector (VCS) to improve partnership working and engagement. Whilst the commitments in the original draft strategy remain relevant, it is right to reflect on the significant impact of the last year and therefore we are setting out a proposal to revise the draft strategy.
- 1.2 The Interim Strategic Plan agreed by County Council on 10 December made a commitment and reference to supporting a strong Civil Society and the Voluntary sector as a core part of that. It is our intention, as outlined in this report, to put interim plans in place for this financial year (21-22) to provide the much-needed support to the sector whilst

¹ By Civil society we mean all those individual, informal, and formal groups and organisations that operate outside of state control and for the primary purpose of social good.

revising and then adopting the strategy, with a longer-term model of support developed to deliver against the strategy objectives.

- 1.3 The budget allocation for support is £700K p.a. and whilst both a Civil Society Strategy and infrastructure support offer to the VCS is not a statutory responsibility it remains a significant political priority that has only strengthened in the last year. Many Councils do continue to fund support to the sector; however, KCC's support offer is unique in its scale. The intention of our infrastructure support budget is to help to build a sustainable and resilient voluntary sector and to support civil society it is not to create dependency or dictate the direction of activity. The details are set out in Figure 1.
- 1.4 It was agreed in 2019 by the Director of Public Health that a proportion of this support funding would be allocated from Public Health in recognition that a vibrant and sustainable voluntary sector supports the strategic aims of Public Health. However, it was also agreed that the Civil Society Strategy must set out the principles and objectives of any future infrastructure support to the sector and therefore the budget for the support is held by Strategy, Policy, Relationships and Corporate Assurance (SPRCA) as the strategy owners.

2. Infrastructure support 2021-22

- 2.1 Although the CSS has not yet been fully developed, many of the objectives within the draft have continued to be delivered against and the infrastructure support proposed for this year is based upon both the intentions of the CSS and extensive engagement with the sector over the last year. **Whilst we have developed a proposed interim support offer for this year (Figure 1), we are proposing to develop this into longer term arrangements once the CSS is agreed. We are therefore proposing that the funding to support the strategy is in place for the duration of the Strategy, over the next 3 years from 2021-24.** The following sets out the support that will be put in place by the summer 21. In some cases, elements have already begun.

Figure 1:

Supporting the Social Sector to be sustainable and maintain its independence		
Objectives	Identified Need	Delivery Mechanism
Improving VCSE Engagement and Partnership Working	An effective, strategic engagement mechanism between KCC and the VCS that is representative and supports the partnership work seen during Covid.	VCS Strategic Partnership Board VCS Steering Group
Business and organisation development to build Sustainability	Access to a range of support to help improve the sustainability of the VCS and support organisations to adapt post Covid.	Strategic Recovery Fund
Empowering Neighbourhoods and Resilient Communities	Access to innovative and flexible funding to support community led projects. A co-ordinated and properly resourced volunteering infrastructure across the County.	Crowdfund Kent Volunteering Infrastructure

Engagement and partnership working with the VCS.

- 2.2 A key focus of the draft CSS was to improve engagement and partnership working with the VCS. Within Kent there is no single infrastructure body that is representative of the sector and we have for many years looked to develop a model which enables the County Council to have strategic engagement with the sector.
- 2.3 Over the last year, the VCS has played a vital role in supporting our communities both informally through social infrastructure but also in providing services funded by the County Council. It is for this reason that a Voluntary Sector Recovery Cell was established as part of the recovery architecture under the Kent Resilience Forum during the early part of the pandemic. This was chaired by Josephine McCartney as Chief Executive of Kent Community Foundation, a grant making organisation, with a range of representatives from the sector on the cell. The cell produced an impact assessment and action plan outlining the necessary actions to support recovery, and these were fed into the overarching Kent and Medway Recovery Strategy and action plan.
- 2.4 It was the creation of this cell and the subsequent recovery actions that were developed, which has led to the development of an improved architecture for partnership working and engagement with the VCS. We have now established a VCS Strategic Partnership Board, and this met for the first time in January. It brings together representatives from KCC, the District Councils, NHS Kent and Medway CCG and the voluntary sector. Chaired by Mike Hill as Cabinet Member for Community and Regulatory Services, with a standing invite for Roger Gough as Leader; this is an informal KCC board. The Board is intended to provide a vehicle to deliver the actions, involving statutory agencies, that were identified by the recovery cells in relation to the VCS, provide a forum for strategic discussion between the voluntary sector and statutory partners including key strategic issues impacting on the VCS in Kent and its resilience. It will also provide an opportunity for early engagement with the VCS on the development of strategy and policy.
- 2.5 Alongside this, a VCS Steering Group has been established by Josephine McCartney as legacy to the VCS recovery cell and Josephine provides the link between the Partnership Board (as the VCS rep) and the wider Steering Group. This Steering Group has representation across the VCS and members of the group act as champions for the beneficiary groups or communities they represent; they are not there to represent their own organisation's interests. The purpose of this Steering Group is to ensure that the recovery actions are taken forward, to lobby effectively on issues affecting the most vulnerable in our society at both a local and national level, represent the issues facing people in Kent and the sector. It is also to provide the strategic engagement mechanism with the Strategic Partnership Board to inform strategy development and key areas of work across the County Council, where the VCS is a key partner.
- 2.6 It is our intention to build upon these partnership arrangements and to develop a longer-term mechanism by which engagement with the VCS can be funnelled. That is not to say that we will not consult or engage outside of these arrangements but that we have a trusted source, that is representative of the sector (in so much as it can be) by which we can gather information, intelligence about the sector and have a two-way, honest communication channel on strategic issues. This includes ensuring that we can engage the VCS in KCC strategy development in a meaningful way. With a County the size of Kent it is difficult to create a single vehicle for this engagement, especially one that can be truly representative. However, a trusted place that the sector recognises as advocating on its behalf with the County Council is a step in the right direction and has been welcomed. **It is therefore proposed that we look to continue to review the current Steering**

Group and Partnership Board relationship over the next year and consult with the sector on how this model can work most effectively over the longer term. This could include funding a piece of work to evaluate and consult on a future model. We will also continue to look at how we engage with the sector more widely, through engagement networks, which were previously run twice a year pre Covid; these were large scale events and in person.

Business and organisation support- Strategic Recovery Fund

- 2.7 In response to the findings of the VCS recovery cell impact assessment and to deliver against the recovery action plan, a new Strategic Recovery Fund for the voluntary sector was launched in December 2020. This was administered by Kent Community Foundation (KCF) who had the expertise and resources to get this fund up and running quickly and support organisations in their application. This fund provided small grants ahead of the new financial year for organisations to access expertise and support to adapt to the “new normal” post Covid 19. The fund was very successful, and 74 organisations were awarded grants totalling c£400K, with the average grant around £5K.
- 2.8 From conversations with other funders and from our own funding arrangements, we know that business and financial planning and strategies can be a weakness in the sector, as many organisations do not have the time or capacity to prioritise these areas. The intention of this fund was therefore to provide the headroom to develop longer term strategies that will help improve the sustainability of organisations, a key objective in the draft CSS.
- 2.9 Alongside this we wanted to gather information from this fund to establish where organisations go to get support and the type of support that they need. Previous attempts to work with a single support organisation have not proved effective in meeting the diverse needs of the sector and therefore we have moved to a demand led model, where we fund organisations directly to access the support, they need rather than prescribing the providers of the support. Feedback from the fund was that most organisations used local organisations to support them, and the support required was for organisational/business review, marketing (inc. social media) and digital support.
- 2.10 There are a range of options to explore on how we could meet these support needs in the future. Potential future options could be a framework of providers, based on the feedback of the fund, where KCC purchases support on behalf of VCS organisations or a similar grant scheme where applicants must use providers off the framework. This will take some time to develop, and we do not yet feel we are in a position to create the best framework to meet the sector’s needs. Furthermore, we are also in discussion with National Lottery Community Fund about potential opportunities to develop infrastructure support in partnership and have shared the findings from this fund. We therefore wish to develop this model further over the next year before putting in place more permanent arrangements.
- 2.11 However, what is most important is that we support the sector over what will be a financially difficult year and do not delay funding and support being available. **We are therefore proposing that we work with KCF to develop a second round of the Strategic Recovery Fund grant programme for this financial year, which will open by September. We will revise elements of the fund based on feedback from round 1 but also from the on ongoing engagement with the sector we are undertaking regarding recovery. Whilst we are likely to repeat a similar criterion for the grant programme – access to organisational and business support, funding advice, digital support, and expertise, we will also look to support organisations wishing to access training and leadership skills development. This is particularly important given the impact of the last year and that there will have been significant changes in charity leadership roles and staffing.**

Supporting Social action -Volunteering infrastructure

- 2.12 Another focus of the draft CSS was the importance of supporting social action and volunteering; recognising the significant contribution this makes to our communities. During Covid we have seen the incredible response from volunteers locally in supporting those who are shielding and isolated or indeed in supporting the Covid response and recovery alongside statutory agencies. The local intelligence and reach of our volunteer centres became a vital resource from the very early stages of the pandemic. Whilst KCC has funded volunteer support in different ways over the years and many volunteer centres receive funding from their local district councils, one of the key findings from the VCS recovery cell was the gap in a co-ordinated and properly resourced volunteering system.

Recovery Cell Action: Volunteering

Lead: Ashford Volunteer Centre

Establish a coordinated and properly resourced volunteering system across the county working with the volunteer centres/bureaus, building on good practice. To be informed by the lessons learnt from COVID-19 and the increased participation in volunteering seen during the crisis.

- 2.13 During Covid Ashford Volunteer Centre have taken the lead on bringing together the volunteer centres across Kent to look at how they can co-ordinate their work across the County and to share intelligence. They have also worked with the Lord Lieutenants Office to further develop and co-ordinate a Kent Volunteers website, which pulls in volunteering opportunities across the districts, and this has been developed alongside the volunteer centres. This work is the starting point for developing a less fragmented process to volunteering across the County and that enables people to easily find and advertise volunteer opportunities.
- 2.14 The success to developing a sustainable volunteering infrastructure across a County the size of Kent is to work with the local volunteer infrastructure and not seek to override or duplicate it; we have seen the strength of this over the last year. Volunteering needs to be local but there is also a need for standardised approaches to ensure quality and access to volunteering opportunities. There is also an ambition to have a strategic view and engagement mechanism with the volunteering infrastructure across the county. **We are in the very early stages of this development, but we are proposing to grant fund a pilot by the summer, which will look to work with the volunteer centres to develop a volunteering system that provides KCC with a strategic lead to engage with on volunteering and to gather intelligence and data on volunteering across the County, which is currently not routinely available to KCC. This will also seek to build upon the digital platform already developed and look at how online resources and information can be provided through this in a consistent way. However, it will also importantly look to develop a local volunteer network, which will support local volunteer organisations with their volunteer management and networking. We propose to work with Ashford Volunteer Centre as the lead, as they have actively taken this role during the last year but for them to work alongside the other recognised volunteer centres across the County to develop this work programme.**
- 2.15 We will evaluate this pilot alongside the volunteer centres and look at the best model for ensuring a sustainable infrastructure across the County longer term. Given the benefits of volunteering are felt across all statutory partners we will seek to engage partners through the Strategic Partnership Board on this also.

Empowering neighbourhoods and community resilience- Crowdfunding

2.16 In March 2021 we launched CrowdFundKent, working in partnership with the crowdfunding platform Spacehive. This is a pilot over 2 years, and we have allocated £500K to this fund as part of the Covid Recovery funding Helping Hands Scheme. This funding is in addition to the allocated £700K infrastructure support budget.

The projects KCC will support within the Fund must meet the following broad objectives:

- Supporting community action in Kent, particularly activities that are focused on supporting people who are facing financial difficulties or who are isolated as a result of Covid.
- Supporting community assets and venues in Kent, that contribute to our local communities and local connections, improving wellbeing.
- Helping to maintain the volunteering offer/social action we have seen during the pandemic post Covid 19.

2.17 It was our intention to explore crowdfunding when developing the CSS and we began some initial conversations with Spacehive about piloting a fund. A focus of the CSS was to support small grass roots organisations and civic activity or social action. The community response to the pandemic and the ability of informal networks and social infrastructure to respond quickly, only strengthened this. As a result of Covid, additional funding was able to be allocated to this pilot leading to a much bigger fund and CrowdFundKent is the largest crowdfund on the platform. Spacehive work primarily with local authorities and there has been an increase in funds that have joined since Covid-19.

2.18 The virtual launch was very successful with almost 300 attendees and we have had an overwhelmingly positive response to the Fund. The first round has now closed, and we have had 35 verified pitches to date. 28 of these projects clearly met our criteria and have been campaigning on our microsite. Some projects did not meet our criteria or required more information before we could consider them; however, all projects that have pitched will be able to Crowdfund on the site regardless of whether they eventually receive pledges from KCC. The Cabinet Member for Community and Regulatory Services has now approved the proposed pledges following officer assessment. We are looking to pledge in the region of £100K across the 28 projects, however the total cost of projects is c.£550K, so this relatively small investment will leverage significant funding into the County.

2.19 There has been a good spread of projects from across the County, the majority for this round came from Thanet. A further funding round will take place in the summer by late June running into September, however the pilot will continue for another year. Our intention at this time and dependent on reviewing the success over the next year, is to then allocate some of the infrastructure support budget to this on an ongoing basis, albeit a much smaller fund than we have been able to put up this year. The benefit of crowdfunding is of course that we are only one backer, and our funding can go much further by leveraging other funds. However, it also puts the emphasis on community led projects- the community needs to back it to make it a success. Projects that we pledge against should have at least 20 other backers.

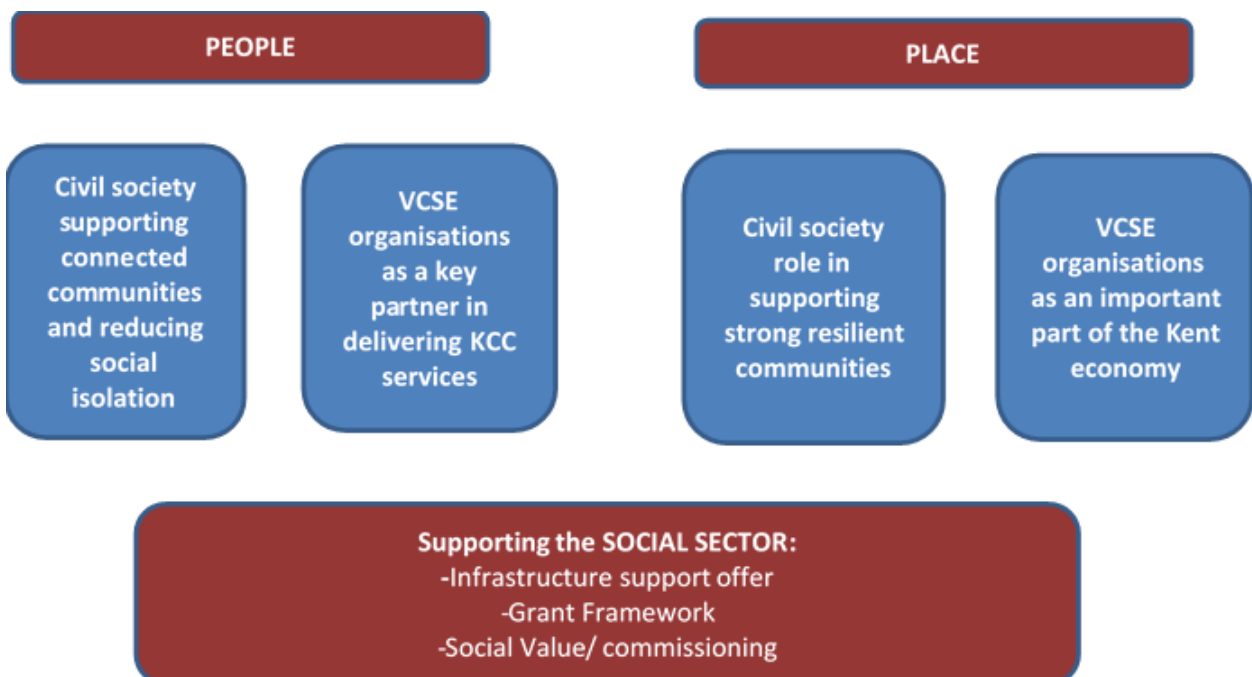
2.20 There is also an option for Members to use their Member Grants to support Crowdfunding projects. In the first instance we expect this to be a particularly good fit for the additional Member Support Grant allocated for Covid Recovery (Helping Hand Scheme) and we are, working with Member Hub support to put this in place. We will also be holding an all-Member briefing to give more detail on this later in the summer. We will be providing regular newsletters to Members to give an overview of the projects we have pledged

against and linking to the project pages on the CrowdFundKent website. It is our intention to increase the crowdfunding movement across Kent and for other funders and partners to come on board; we have had positive conversations with the district councils to this effect.

3. Road map for revising the Civil Society Strategy

- 3.1 Whilst many of the commitments of the previous strategy still stand, the significant impact of Covid and the challenges it has brought must be reflected upon and we will therefore be revising the strategy over the summer and autumn. The immediate priority as stated is to ensure that the support offer is in place for the VCS; however, the revised strategy will underpin the longer-term support offer and future strategic relationship with civil society and the VCS as a core part of that.
- 3.2 The focus of people, place and supporting the sector (*figure 2 below*) are still broadly right and arguably have become more relevant post Covid; however, the financial impact of Covid, the challenges it has brought to both our commissioned parts of the VCS, which deliver KCC services, and the wider sector cannot be ignored. The sector has adapted and changed as we all have, and it is right that we consult again on what the sector believes the priorities are. The strategy will remain a strategic and visionary document, it was never intended to prescribe the detail of every relationship and interaction with the sector but some of its ambitions are likely to have shifted.
- 3.3 **It is our proposal that we work with the Strategic Partnership Board and Steering Group to inform the development of the revised strategy and to take this to consultation by the autumn. Previously we undertook a 10-week formal consultation, and we are proposing to reduce this given the previous consultation but more importantly that we will have worked with the engagement mechanisms we now have in place to help shape the strategy from the start. In this sense the consultation will be ongoing throughout. The revised strategy is therefore likely to be consulted on during September and then be taken to Policy and Resources Cabinet Committee and Cabinet for approval and adoption not before November; dates are yet to be finalised (once committee dates for the year ahead are agreed).**

Figure 2



4. Next steps

- 4.1. If the proposals set out in this report are agreed, we will work to develop the various elements of the infrastructure support offer by the summer to ensure this is in place as soon as possible. The findings of these interim arrangements will be used to inform the support offer from 2022 and when the Civil Society strategy is finalised and endorsed.
- 4.2 The importance of local connections and social infrastructure in supporting people during challenging and difficult times has been seen across our communities over the past year. A three-year strategy will recognise this important contribution and the role that civil society plays in creating a sense of place and community. The support offer underpinning the strategy, will help to build back resilience in the VCS and a more sustainable social infrastructure to ensure there continues to be a vibrant Civil Society in Kent.

Recommendations:

For Cabinet to:

- 1) Note the contents of the report
- 2) Agree the proposals set out for the support offer to the sector 21-22
- 3) Agree the proposed roadmap for the revised Civil Society Strategy and future support offer to sit alongside this.

5. Contact Details

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