

SCRUTINY COMMITTEE

Wednesday, 7th December, 2022

2.00 pm

**Council Chamber, Sessions House, County
Hall, Maidstone**





AGENDA

SCRUTINY COMMITTEE

Wednesday, 7th December, 2022, at 2.00 pm
Council Chamber, Sessions House, County Hall,
Maidstone

Ask for: **Anna Taylor**
Telephone: **03000 416478**

Membership

Conservative (10): Mr A Booth (Chairman), Mr P V Barrington-King (Vice-Chairman), Mr N Baker, Mrs R Binks, Mr T Bond, Mr N J Collor, Mr G Cooke, Mrs S Hudson, Mr H Rayner and Mr O Richardson

Labour (1): Dr L Sullivan

Liberal Democrat (1): Mr A J Hook

Green and Independent (1): Rich Lehmann

Church Representatives (3): Mr J Constanti, Mr M Reidy and Mr Q Roper

Parent Governor (2): Mrs K Moses, vacancy

County Councillors who are not Members of the Committee but who wish to ask questions at the meeting are asked to notify the Chairman of their questions in advance.

UNRESTRICTED ITEMS

A - Committee Business

A1 Introduction/Webcast Announcement

A2 Membership

To note that Mr Baker, Mr Bond and Rich Lehmann have joined the Committee in place of Mr Jeffrey, Mr Love and Mr Stepto.

A3 Apologies and Substitutes

A4 Declarations of Interests by Members in items on the Agenda for this Meeting

A5 Minutes of the meeting held on 11 October 2022 (Pages 1 - 6)

B - Any items called-in

None for this meeting.

C - Any items placed on the agenda by any Member of the Council for discussion

- C1 Revenue and Capital Budget Monitoring Report - September 2022-23 (Pages 7 - 72)
- C2 Making a Difference Everyday Strategy - 6 month update (Pages 73 - 86)
- C3 Family Hubs Transformation Decision (Pages 87 - 106)
- C4 Scrutiny Committee's role in relation to KCC's SEND provision

D - For Information

- D1 Work Programme (Pages 107 - 108)

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

Tuesday, 29 November 2022

KENT COUNTY COUNCIL**SCRUTINY COMMITTEE**

MINUTES of a meeting of the Scrutiny Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 11 October 2022.

PRESENT: Mr A Booth (Chairman), Mr P V Barrington-King (Vice-Chairman), Mr N J Collor, Mr G Cooke, Mrs S Hudson, Mr D Jeffrey, Mr R C Love, OBE, Mr H Rayner, Dr L Sullivan, Mr A J Hook and Mr P Stepto

ALSO PRESENT: Mr D L Brazier (Cabinet Member for Highways and Transport), Mrs S Prendergast (Cabinet Member for Education and Skills), Mr A Brady, Ms S Hamilton and Mr T Hills

IN ATTENDANCE: Mrs S Hammond (Corporate Director of Children, Young People and Education), Mr S Jones (Corporate Director of Growth, Environment and Transport), Mr B Watts (General Counsel), Ms C McInnes (Director of Education), Mr M Tant (Flood Risk Manager), Mrs A Taylor (Scrutiny Research Officer), Mr G Romagnuolo (Research Officer - Overview and Scrutiny) and Mr M Dentten (Democratic Services Officer)

IN ATTENDANCE VIRTUALLY: Mrs R Binks

UNRESTRICTED ITEMS**58. Declarations of Interests**

(Item A3)

1. The following declarations were received:
 - a. Mr Jeffrey declared in relation to Item A5 'SEND Transport Lessons Learnt Review Report' that he was a qualified teacher, register to two agencies for supply teaching, and a member of NASUWT, the Teachers' Union.
 - b. Mr Collor declared in relation to Item A6 'Short Focused Inquiry - Section 106 Contributions' that he had been a member on the Short Focused Inquiry.
 - c. Dr Sullivan declared, in relation to Item A6 'Short Focused Inquiry - Section 106 Contributions,' that she was the Cabinet Member for Strategic Environment at Gravesham Borough Council, which included Planning.

59. Minutes of the meetings held on 20 July and 18 August 2022

(Item A4)

RESOLVED that the minutes of the meetings held on 20 July and 18 August 2022 were an accurate record and that they be signed by the Chairman.

60. SEND Transport Lessons Learnt Review Report

(Item A5)

Mr D Brazier, Cabinet Member for Highways and Transport; Mrs S Prendergast, Cabinet Member for Education and Skills; Mr A Brady, Member for Canterbury City North; Mrs S Hammond, Corporate Director of Children, Young People and Education; Mrs S Jones, Corporate Director of Growth Environment and Transport; Mr B Watts, General Counsel; and Mrs C McInnes, Director of Education were in attendance for this item.

1. The Chairman introduced the item, reminded Members of the Committee's previous scrutiny of SEND Transport at its meetings in March and April 2022, the service failure's impact on some of Kent's most vulnerable residents and highlighted Internal Audit's SEND Transport Lessons Learnt Review Report which was published on 29 September. He emphasised the importance of the Committee investigating what changes and improvements had been made since the issues were originally identified in February.
2. After introducing the Cabinet Members, the Chairman asked what guarantees could be given to reassure the public and service users that a quality service was now being provided by the Council.
3. Mrs Prendergast reiterated her sorrow and recognised that issues were unacceptable. She thanked Internal Audit for their Review and identification of the corporate inadequacies which contributed to the issue. She reassured the Committee that the Review's recommendations would be followed up by herself as the Cabinet Member and senior officers within her portfolio. The Committee were told of the work undertaken since February to rectify the issues, which had included extensive consult with Kent Parents and Carers Together (PACT) throughout, Mrs Prendergast explained that as of September 99% of on time applicants for SEND Transport had received appropriate provision.
4. Mr Brazier reminded Members that the issues had been brought to his attention on 10 February and summarised the steps taken to rectify the issues in the days following. He noted that following his appointment as Cabinet Member for Highways and Transport in May 2021, he had been briefed on the retender of SEND transport and was advised that the exercise was business-as-usual and would not require a key decision. He reassured Members that the efforts to return the service to a business-as-usual footing had been carried out in a diligent and structured manner. Thanks were given to Internal Audit for their Review.
5. The significance of the distress experienced by children and parents as a result of the service failure, which had compounded the pandemic's negative impact on education, health and social wellbeing was highlighted by a Member. They asked that the impact of the issue on attainment and behaviour be investigated, incorporating direct feedback from schools. Mrs Prendergast outlined the arrangements put in place in response, which included providing children with alternative and online education. Mrs Hammond acknowledged the merits of a deep dive into the impact on children's educations and agreed to be involved where required.

6. A Member asked for reassurance that future SEND transport tenders would take account of the human cost on proposed changes and that the officers involved in the exercise be appropriately resourced and trained. Mrs Prendergast agreed that any future service redesign or re-tendering would factor in the human impact.
7. A comment was made by a Member, that it was difficult to fully scrutinise the changes proposed by the executive until the planned management response was published. Mr Watts confirmed that the management response would be reported initially to the Governance and Audit Committee.
8. Members asked whether the intended £2m saving had been realised as a result of the tender. Mrs Prendergast confirmed that the planned savings had been achieved and reassured the Committee that the service tender, taking account of increased service demand, had created sufficient capacity.
9. A Member highlighted the Review's conclusion that there had been a detrimental impact on SEND children and families across Kent that had resulted in a lack of trust in SEND transport. They asked whether the Cabinet Members had been updated on the progress of the tender between May 2021 - February 2022. Mrs Prendergast confirmed that she had regularly received updates on the new software used as part of the tender process. She reiterated that at no point in the period was she advised that a key decision was required.
10. Mr Brazier left the meeting. The Chairman expressed his disappointment that Mr Brazier had left partway through the item, given the impact of the issue under consideration on residents across Kent and that Members had been left with unanswered questions.
11. Mrs Prendergast was asked by a Member whether she believed the Children, Young People and Education (CYPE) directorate had sufficiently instructed and intervened when commissioning the SEND transport tender. She confirmed that she had been assured that at all times the correct information was shared with Growth, Environment and Transport (GET) in order to allow them to complete the tender and deliver the service.
12. In relation to the tracker for pupil transport arrangements recommended by the Review, a Member asked that pupils' transport requirements also be included in the tracker to ensure appropriate provision. Mrs McInnes reassured Members that the authority held accurate data about pupils' and their requirements. She explained the operational data sharing process and acknowledged that whilst the Review had highlighted multiple points of failure that the data held was accurate and improvements had been made as to how it was used.
13. The Chairman thanked Mrs Prendergast, Mrs Hammond, Mr Jones and Mrs McInnes for their attendance and assured Members that future key decisions related to SEND transport would be brought to Scrutiny for consideration.

RESOLVED to comment on and note the SEND Transport Lessons Learnt Review Report.

61. Short Focused Inquiry - Section 106 Contributions

(Item A6)

Mr T Hills, Chairman of the Section 106 Contributions Short Focused Inquiry; Ms S Hamilton, Member for Tunbridge Wells Rural; and Mr G Romagnuolo, Research Officer (Overview and Scrutiny) were in attendance for this item.

1. Mr Hills introduced the Section 106 Contributions Short Focused Inquiry's (SFI) Report. He outlined the SFI's headline findings, which included: that KCC had secured over £300m in developer contributions since 2014, leaving an infrastructure funding gap of £4bn; the importance of early Member involvement in the planning process to maximise the impact of developer contributions; and that the impact of development on the natural environment should be factored into decision-making.
2. Mr Romagnuolo detailed the SFI's terms of reference which were to: define and contextualise Section 106 contributions in Kent; explore the key challenges experienced by KCC in securing Section 106 contributions; and identify actions that KCC could take to maximise Section 106 contributions. He gave an overview of the individuals and organisations which had given evidence to the Inquiry, including KCC's Cabinet Member for Economic Development, Chairman of the Kent Planning Officers Group and Chairman of the Kent Developers Group.
3. Members commended recommendation 2 'that KCC Members should be advised early enough on planning applications to be able to have an input into Section 106 agreements. The relevant KCC services should inform KCC Members at the earliest possible time of proposals for new housing development in their own divisions.'
4. A Member commented that the report required a greater focus on what could be done to enhance planning and developer contribution partnership working between KCC and borough, district and city councils. They added that information on how contributions had been spent in districts should also be included.
5. In relation to recommendation 5, a Member asked what constituted 'exceptional circumstances.' Mr Romagnuolo clarified that the caveat had been included in the recommendation as there may be circumstances in which a minimum 20% Biodiversity Net Gain may be unfeasible.
6. Concerning recommendation 1, Mr Love confirmed, as Chairman of the Growth, Economic Development and Communities Cabinet Committee, that an All-Member Briefing on infrastructure funding had been organised for 31 October.
7. A Member emphasised the importance of KCC engaging developers early in the planning process and noted that an agile approach could lead to more

contributions. They commented that developer contributions should be monitored by Members at the most appropriate committee.

8. The SFI was commended by a Member for expanding Members' understanding of Section 106 and the wider planning process, noting the legal constraints. They stated that it was important to explain how Members could suitably represent local needs.
9. A Member asked whether the SFI had considered whether the suggested minimum of 20% Biodiversity Net Gain from new developments, cited in recommendation 5, took account of Kent's economic growth goals and remarked that the target could impact inward investment into Kent as well as the construction of housing, including starter homes. Mr Romagnuolo reassured the Committee that the 'exceptional circumstances' caveat enabled a level of flexibility on the matter, accounting for Kent's economic growth ambitions. He added that the Inquiry had received an independent assessment on the matter, which concluded that most costs to developers occurred when meeting the minimum target of 10% Biodiversity Net Gain and that an uplift would have a lesser impact.
10. Mr Hills detailed the SFI's 6 recommendations.
11. The Chairman moved "that the Scrutiny Committee approve the Short Focused Inquiry Report into Section 106 contributions, and that it be submitted to the Leader and relevant Cabinet Members along with a request for a formal response to the recommendations within two months."
12. Members voted on the motion. The motion passed by majority vote.
13. Mr Love and Dr Sullivan asked that it be recorded that they voted against approving the SFI Report.

RESOLVED to approve the Short Focused Inquiry Report into Section 106 Contributions, and that it be submitted to the Leader and relevant Cabinet Members along with a request for a formal response to the recommendations within two months.

62. Kent Flood Risk Management Committee - Annual Report *(Item A7)*

Mr T Hills, Chairman of the Kent Flood Risk Management Committee; and Mr M Tant, Flood Risk Manager were in attendance for this item.

1. Mr Hills introduced the Annual Report which provided an overview of the Kent Flood Risk Management Committee's work since the May 2021 election. He explained the Committee's role and highlighted the two-pronged approach employed, which focused on the impacts of and readiness for climate change, whilst also scrutinising Kent flood risk authorities' ability to respond to events in the short term.

2. A Member shared their concerns in relation to the risks exposed to vulnerable residents at the Little Venice Country Park and Marina, which was considered by the Committee in July 2021.
3. The Chairman asked that the Committee further investigate the issue of cliff erosion and efforts of partners, including the Environment Agency, going forward.
4. Mr Hills invited Members to attend future meetings of the Kent Flood Risk Management to share their concerns and receive updates from partners.

RESOLVED that the Kent Flood Risk Management Committee Annual Report be noted.

63. Work Programme

(Item A8)

RESOLVED that the work programme be noted.

By: Anna Taylor, Scrutiny Research Officer
To: Scrutiny Committee, 7 December 2022
Subject: Revenue and Capital Budget Monitoring Report – September 2022-23

Summary: As requested by the Chairman and Spokespeople of the Scrutiny Committee the Committee is asked to discuss and note the Revenue and Capital Budget Monitoring Report September 2022-23

1. Introduction

- a) By the time the Scrutiny Committee meets the attached report will have been presented to Cabinet (1 December 2022). The report sets out the revenue and capital budget monitoring position as at September 2022 – 23.
- b) The Chairman and Spokespeople considered that Scrutiny has a key role to play when considering the Executive's draft budget proposals in January but it was vital to ensure regular finance monitoring reports were submitted to Scrutiny Committee to allow the Committee to consider the budget throughout the year.
- c) Scrutiny Committee has a role in financial monitoring and can add value by reviewing draft financial plans to challenge the forecasts, affordability, risks, clarity and feasibility of what is proposed. In particular, how any financial plans will affect other important corporate or service plans.
- d) To ensure this task does not place any additional burden the Scrutiny Committee will follow the budget reporting cycle of the Cabinet and receive finance reports twice a year in addition to the draft budget proposals in January.

2. Attached documents

- a) [Cabinet Covering Report](#)
- b) [Revenue and Capital Budget Monitoring Report – September 2022-23](#)

3. Recommendation

The Scrutiny Committee is asked to discuss and note the report.

Contact Details

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

To: Cabinet, 1 December 2022

Subject: Revenue and Capital Budget Monitoring Report – September 2022-23

Classification: Unrestricted

Summary:

The attached report sets out the revenue and capital budget monitoring position as at September 2022-23.

Recommendation(s):

Cabinet is asked to:

- a) NOTE the projected Revenue monitoring position of £60.9m overspend.
- b) NOTE the projected Schools' monitoring position of £50.4m overspend.
- c) APPROVE the use of reserves in this year to fund the £1.1m timing difference in Kent Travel Saver income
- d) NOTE the progress on the delivery of £41.2m in-year savings.
- e) NOTE the actions being taken to reduce the projected overspend as far as possible.
- f) NOTE the projected Capital monitoring position of £74.6m underspend.
- g) NOTE the Prudential Indicators report.
- h) NOTE the Reserves monitoring position.

1. Introduction

- 1.1 The September 2022-23 budget monitoring report being presented is the second monitoring position for 2022-23 and sets out the revenue and capital projected position.

2 Revenue and Capital Budget Monitoring Report – September 2022-23

- 2.1 The attached report sets out the overall projected position as at 30 September 2022-23, which is a revenue overspend of +£60.9m and a capital underspend of -£74.6m.
- 2.2 The size of the overspend is of serious concern and will require significant management action, minimising spend as far as possible to ensure we are as close

to a balanced budget as possible by the year end. This is particularly important given the 2023-24 and medium-term budget challenge. Inflationary and demand pressures, combined with non-delivery of some agreed savings, are impacting on both income and expenditure. Any overspend at the end of the financial year will need to be met from general or earmarked reserves, but this approach is not sustainable in the medium term. A new section 12 has been added to the report which details the actions that are being, and will be taken that are not yet reflected in the report but which will reduce the overspend position. Section 12 also highlights the impact of these actions on the 2023-34 budget position.

- 2.4 The Schools' Delegated budgets are reporting an overspend of +£50.4m. This reflects the impact of high demand for additional SEN support and greater demand for specialist provision. The High Needs deficit is the Council's single most significant financial risk and is now part of the DfE's Safety Valve Programme which requires a robust deficit reduction plan to bring the deficit back into balance within 5 years.

3. Recommendation(s)

Cabinet is asked to:

- a) NOTE the projected Revenue monitoring position of £60.9m overspend.
- b) NOTE the projected Schools' monitoring position of £50.4m overspend.
- c) APPROVE the use of reserves in this year to fund the £1.1m timing difference in Kent Travel Saver income
- d) NOTE the progress on the delivery of £41.2m in-year savings.
- e) NOTE the actions being taken to reduce the projected overspend as far as possible.
- f) NOTE the projected Capital monitoring position of £74.6m underspend.
- g) NOTE the Prudential Indicators report.
- h) NOTE the Reserves monitoring position.

4. Contact details

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Relevant Director

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Finance Monitoring Report

As at September 22-23

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

To Cabinet – 1 December 2022

Unrestricted

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Contact Details

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1 Introduction

This report sets out the Council's financial position for the year as at the end of September 2022-23. The Revenue General Fund is projecting a +£60.9m overspend for the full financial year. Adult Social Care and Children, Young People and Education are projecting significant overspends of +£27.7m and +£33.9m respectively.

The size of the overspend is of serious concern and will require significant management action, minimising spend as far as possible to ensure we are as close to a balanced budget as possible by the year end. This is particularly important given the 2023-24 and medium-term budget challenge. Inflationary and demand pressures, combined with non-delivery of some agreed savings, are impacting on both income and expenditure.

Any overspend at the end of the financial year will need to be met from general or earmarked reserves, but this approach is not sustainable in the medium term. A new section 12 has been added to this report which details the actions that are being and will be taken that are not yet reflected in this report but which will reduce the overspend position. This section 12 also highlights the impact of these actions on the 2023-34 budget position.

1.1 The overall Revenue General Fund projection is a +£60.9m overspend. The Revenue General Fund projected year end position is a net overspend of +£60.9m.

Overspends are projected in all Directorates except CED & NAC. The largest variances are +£33.9m in CYPE and +£27.7m in ASCH, with overspends in GET of +£5.1m, and DCED +£1.4m. NAC is projecting an underspend of -£6.5m. Details can be found in the individual directorate sections.

1.2 There is £11m of spend that will be funded from the Covid-19 emergency grant reserve. The projected net spend of £1,260.0m includes £11m of Covid-19, and committed Helping Hands and COMF spend which will be funded from the Covid-19 emergency grant reserve. £11m of this is reflected in this report as a drawdown from the reserve as it relates to the committed spend identified in the 2021-22 outturn report.

1.3 The Schools' Delegated Budgets are reporting a +£50.4m overspend. The overspend position of +£50.4m reflects the impact of high demand for additional SEN support and high cost per child resulting from greater demand for more specialist provision. The projected deficit on the High Needs budget has increased by £46m in this year from £101m at the end of the 2021-22 and estimated to increase to around £147m by the end of this financial year. The High Needs deficit is the Council's single most significant financial risk and is now part of the DfE's Safety Valve Programme which requires a robust deficit reduction plan to bring the deficit back into balance within 5 years.

1.4 The Capital projection is a net underspend of -£74.6m.

The Capital Programme continues to experience significant slippage. The net underspend is made up of +£29.1m real overspend and -£103.7m slippage, which represents almost 20% of the budget.

The largest real variance is an overspend of +£19.3m in GET. Details can be found in the capital sections.

The major slippage is -£66.1m in GET and -£23.2 in CYPE. Details can be found in the capital section.

2 Recommendations

Cabinet is asked to:

- | | | |
|-----|--|---------------------------------|
| 2.1 | Note the projected Revenue monitoring position of £60.9m overspend | Please refer to sections 3 to 9 |
| 2.2 | Note the projected Schools' monitoring position of £50.4m overspend | Please refer to section 10 |
| 2.3 | Approve the use of reserves in this year to fund the £1.1m timing difference in Kent Travel Saver income | Please refer to section 6 |
| 2.4 | Note the progress on the delivery of £41.2m in-year savings | Please refer to section 11 |
| 2.5 | Note the actions being taken to reduce the projected overspend as far as possible | Please refer to Section 12 |
| 2.6 | Note the projected Capital monitoring position of £74.6m underspend | Please refer to Section 13 |
| 2.7 | Note the Prudential Indicators report | Please refer to Appendix 2 |
| 2.8 | Note the Reserves monitoring position | Please refer to Appendix 3 |
-

General Fund

Projected position as overspend/(underspend)

Directorate	Revenue Budget	Revenue Projected Outturn	Net Revenue Projected Variance	Last reported position	Movement (+/-)
	£m	£m	£m	£m	£m
Adult Social Care & Health	460.6	488.3	27.7	25.6	2.1
Children, Young People & Education	321.0	354.9	33.9	24.5	9.4
Growth, Environment & Transport	178.7	183.8	5.1	5.7	(0.6)
Deputy Chief Executive Department	71.7	73.2	1.4	0.5	0.9
Chief Executive Department	33.5	32.7	(0.7)	0.1	(0.8)
Non-Attributable Costs	129.4	123.0	(6.5)	(5.7)	(0.8)
Corporately Held Budgets	4.1	4.1	0	0.	0
General Fund	1,199.1	1,260.0	60.9	50.6	10.3
Ringfenced Items					
Schools' Delegated Budgets	0.0	50.4	50.4	0.0	50.4
Overall Position	1,199.1	1,310.4	111.3	50.6	59.4

General Fund

The General Fund projected position is a net overspend of +£60.9m, with the most significant overspends in Children, Young People and Education of £33.9m and Adult Social Care & Health of £27.7m. The projected overspend represents 5% of the Revenue Budget and presents a serious and significant risk to the Council's financial resilience if it is not addressed. More detail is provided in the Covid-19 section below. There is £25m set aside in a risk reserve that can be used to mitigate in part the projected overspend, but action will be required to address the remaining overspend.

Covid-19

The 2021-22 Outturn position set aside £15m for the continuation of Contain Outbreak Management (COMF), £8.3m for Helping Hands, £6.8m for Reconnect, £5m for Market Sustainability and £3.7m Covid-19 related roll forward requests. There is £14.9m set aside that is available to support unavoidable future Covid-19 related spend, loss of income and unrealised savings that have been impacted by Covid-19. The £5m for Market Sustainability is available to offset the overspend as it is unlikely that there will be a call on this in this financial year.

The projected Revenue net spend of £1260.0m includes £11.0m spend relating to Covid-19 and committed COMF and Helping Hands off set by £11m (a £10.4m drawdown from the Covid-19 emergency grant reserve and a £0.6m budget allocation).

Collection Fund

Council Tax remains a significant source of income and the 2023-24 budget will be dependent on the improved levels budgeted for in 2022-23 for Council Tax Reduction Scheme discounts and the collection rate materialising.

At this early stage, we can gain some confidence that the projected collection fund deficit is relatively minor (0.8% of the budget). There have also been some changes to the payment arrangements for Council Tax which affect the profile of collections; this has not been factored into this projection and is likely to improve the position further. For more information, please refer to section 15.

Schools' Delegated Budgets

The projected overspend is +£50.4m. The DSG deficit will increase from £97.6m to £146.6m in 2022-23. This is almost entirely due to an increase in the High Needs budget deficit, which is the Council's single biggest financial risk and the finalisation and successful delivery of the Council's deficit recovery plan is critical to bring the budget into balance. The Council is working with the Department for Education (DfE) in the second round of the Safety Valve Programme for those Councils with the highest deficits to support the development of a sustainable plan for recovery. For more information, please refer to section 10.

	Budget	Revenue Projected Outturn	Projected Variance Net Revenue Projected Variance	Last reported position (June)	Movement (+/-)
	£m	£m	£m	£m	£m
Adult Social Care & Health Operations	411.6	448.9	37.3	31.3	6.0
Strategic Management & Directorate Budgets (ASCH)	40.1	30.9	(9.2)	(5.2)	(4.0)
Public Health	0.0	0.0	0.0	0.0	0.0
Business Delivery	9.0	8.5	(0.5)	(0.5)	0.1
Adult Social Care & Health	460.6	488.3	27.7	25.6	2.1
Earmarked Budgets Held Corporately	4.2	4.2	0.0	0.0	0.0
Net Total incl provisional share of CHB	464.9	492.5	27.7	25.6	2.1

The Adult Social Care & Health directorate is projecting a net overspend of +£27.7m, which includes a net contribution to reserves of +£2m.

The Adult Social Care & Health Operations division has a projected net overspend of +£37.3m, which is predominantly due to Older People – Residential Care Services which are projecting a net overspend of +£22.5m.

Projected contributions to the provision for bad and doubtful debts is contributing +£2.1m to the overall overspend, with this pressure arising due to both an increase in levels of debt owed to the council as well as the requirement to set aside an amount for debts not yet due. This is based on the bad debt provision policy, so as debt rises, so will the provision required.

£5.6m has been released from unrealised creditors that are not anticipated to be required. The creditor position at the end of each year is based on the activity position known as at 31 March.

Details of the significant variances on the General Fund are shown below and details of where savings have not been achieved can be found in the Savings Section 11.

Key Service (Division)	Variance	Summary	Detail
Older People - Residential Care Services	+£22.5m	High levels of complexity requiring additional support	<p>+£22.5m of this overspend is driven by increased demand in higher needs placements which are costing more, possibly due to a requirement to pay more due to a shortage in the social care workforce and costs for older people accessing residential and nursing care services, including +£10.4m from the increasing use of short-term beds which are significantly more expensive than long term beds.</p> <p>These are in part due to individuals leaving hospital with increased complex needs requiring additional support and an increase in situations where having been placed in a short term bed, it is considered detrimental to move an individual to a lower cost placement.</p> <p>+£0.9m of this overspend relates to the £2.1m projected contribution to the provision for bad and doubtful debts.</p>

A further overspend of +£0.9m relates to contract and commissioning savings which are no longer expected to be realised against this service line.

The above overspends are partly offset by -£1.8m released from centrally held funds, such as prices and winter pressures and provisions.

Adult Mental Health -
Community Based
Services

+£5.2m

Increases in Supported Living care packages & non-achievement of savings

+£3.3m of this overspend relates to clients receiving supported living care packages, including an increase in average hours provided per client to meet more complex needs.

A further +£2.7m relates to savings which are no longer expected to be realised against this service line. £1.4m is due to arranging care and support where achievement of savings has been impacted by demand and pressures in the social care market. And +£1.3m is due to delays in the procurement of new models of care relating to microenterprises and Technology Enabled Care (TEC).

The above overspends are partly offset by -£0.9m which relates to unrealised creditors.

Adult Learning Disability -
Community Based
Services & Support for
Carers

+£4.4m

Increased complexity and higher costs than anticipated.

+£6.6m of the overspend relates to clients receiving supported living and day care packages with higher costs mainly driven by increasing complexity of needs.

+£0.2m of this overspend is due to unrealised savings, mainly due to contract and commissioning savings which are no longer expected to be achieved this financial year.

+£0.1m due to an increase to projected contributions to the provision for bad and doubtful debts.

The above overspends are partly offset by -£2.5m which related to unrealised creditors (-£2.2m) and centrally held funds (£0.3m).

Older People -
Community Based
Services

+£2.7m

Non-achievement of savings

The overspend is largely due to +£8.7m of savings which are no longer expected to be realised in-year against this service line. +£4.3m is due to arranging care and support where achievement of savings has been impacted by demand and pressures in the social care market and +£4.4m is due to delays in the procurement of new models of care relating to microenterprises and Technology Enabled Care (TEC).

+£0.9m of the overspend relates to an increase in projected contributions to the provision for bad and doubtful debts.

The overspends are partly offset by -£2.4m released from centrally held funds and provisions, and -£1.9m from the unrealised creditors.

The underlying service activity is projecting an underspend of -£2.6m where continuing workforce shortages in the social care

market have reduced the availability of suitable homecare packages and resulted in more clients receiving alternative support.

Adult Mental Health - Residential Care Services	+£2.1m	Increasing complexity of need and costs and non-achievement of savings	+£1.8m of the overspend is due to service activity exceeding budgeted levels. +£0.3m of this overspend is due to contract and commissioning savings which are no longer expected to be achieved this financial year. The above overspends are partly offset by -£0.1m unrealised creditor position and centrally held funds.
Adult Physical Disability – Community Based Services	+£1.8m	Increasing complexity of need and costs and non-achievement of savings	+£1.1m of the overspend is due to service activity exceeding budgeted levels, and +£1.0m relates to savings which are no longer expected to be realised against this service line. The above overspend from service activity and unrealised savings are partly offset by -£0.2m unrealised creditor position and centrally held funds.
Adult Physical Disability - Residential Care Services	+£1.2m	Increasing complexity of need and costs and non-achievement of savings	+£1.2m of this overspend is due to service activity exceeding budgeted levels, and +£0.2m relates to savings which are no longer expected to be realised against this service line. A further +£0.2m pressure relates to contract and commissioning savings which are no longer expected to be realised against this service line. The above overspends are partly offset by -£0.2m released from centrally held funds and provisions.
Strategic Management & Directorate Support (ASCH)	-£2.2m	Release of centrally held funds.	There is a -£2.2m projected underspend on this service due to the release of centrally held funds to partly offset pressures across ASCH operations.
Adaptive & Assistive Technology	-£3.9m	Re-alignment of savings	-£3.1m of this projected underspend relates to savings, with -£2.9m relating to planned expenditure to achieve efficiencies through greater use of technology enabled care being deferred to the following financial year, and -£0.2m from realigned savings which are now expected to be achieved against this service line.
Provision for Demographic Growth - Community Based Services	-£6.7m	Release of centrally held funds.	This is the release of centrally held funds to partly offset pressures across ASCH operations.

	Budget £m	Revenue Projected Outturn £m	Projected Variance Net Revenue Projected Variance £m	Last reported position (June) £m	Movement (+/-) £m
Integrated Children's Services (East & West)	165.8	175.7	9.9	5.6	4.3
Special Educational Needs & Disabilities	91.8	100.2	8.4	7.5	0.9
Education	61.2	76.7	15.5	11.0	4.5
Strategic Management & Directorate Budgets (CYPE)	2.3	2.3	0.0	0.3	(0.3)
Children, Young People & Education	321.0	354.9	33.9	24.5	9.4
Earmarked Budgets Held Corporately	0.0	0.0	0.0	0.0	0.0
Net Total incl provisional share of CHB	321.0	354.9	33.9	24.5	9.4

The Children, Young People & Education directorate is projected to be overspent by +£33.9m

This is due to significant inflationary pressures in school transport services along with higher costs of supporting both looked after children and disabled children and young people.

The £354.9m forecast includes £6.8m in relation to the Reconnect project and £0.1m of Contain Outbreak Management Fund spend. Both have been covered by a drawdown from the Covid-19 emergency grant reserve as agreed in the 2021-22 outturn report.

Details of the significant variances on the General Fund are shown here:

Key Service (Division)	Variance	Summary	Detail
Home to School Transport (Education)	+£13.6m	Significant inflationary increases on transport contracts and increase in demand	The projection includes +£1.3m overspend on mainstream home to school transport and +£12.7m on Special Education Needs (SEN) transport services. Significant inflationary increases on new transport contracts due to higher operating costs and a reducing supplier base, along with increasing bus ticket prices have led to price rises of between 10-20% and pressures of approximately +£1.1m and +£9.3m on mainstream and SEN transport services respectively. The projection assumes the number of children requiring SEN transport will continue to increase in line with historic trends with nearly 10% year on year increase in the number travelling. This is a consequence of the higher Education Health and Care Plan numbers and greater number of children with SEN not being educated in their local school. The forecast assumes work to slow this trend will not start to impact significantly until 2023 (leading to a total pressure of +£3.1m).

The mainstream home to school transport projection also assumes a rise in the number of pupils travelling from the Autumn term due to a combination of rises in secondary population, greater automation of the eligibility process that may result in more children being identified to receive free transport, and wider changes in bus services (leading to a pressure of +£0.3m).

Other School Services (Education) +£1.6m Various school related costs

Delays in basic need capital projects have resulted in use of more temporary accommodation to ensure sufficient school places are available (+£1.0m). Projected estimates of +£0.4m pressure on essential maintenance of school properties that do not meet the threshold for capital projects. There is a further risk of costs associated with feasibility costs or capital surveys that may result in additional works updates; however these will be forecast once there is clarity regarding the safety valve programme. Further updates will be given in future reports.

Children's Social Work Services - Assessment & Safeguarding Service (Integrated Children Services) +£1.9m High use of agency required to meet demand and inflationary cost increases of agency workers

Recruitment and retention of social workers continues to be a challenge, along with the need to provide sufficient cover for high levels of maternity leave. This has led to a higher number of agency staff to meet demand, coupled with higher costs following high inflationary increases.

Looked After Children - Care & Support (Integrated Children Services) +£8.1m Increase in number and cost of looked after children. High costs of legal services.

The number of looked after children has increased slightly over the past 6 months (6%) resulting in a higher use of independent fostering agency placements (increases in demand +£1.6m overspend). The cost of placements continues to rise with a greater number being placed in more expensive external settings as no suitable alternative is available. In addition, the use of unregulated placements has also become more common where it has become more difficult to find suitable residential placements and at significant cost (increases in cost of placements +£3.1m).

Campaigns are continuing to recruit more in-house foster carers but based on current success rates it is likely some savings may not be achieved whilst some will be delayed to 2023-24 (+£1.0m).

The cost of legal services has increased significantly since COVID-19 and initial projections suggest similar levels of activity will occur in 2022/23 due to the continual backlog in court proceedings (+£2.3m).

<p>Adult Learning & Physical Disability Pathway – Community Based Services (Special Educational Needs & Disabilities)</p>	<p>+£4.5m</p>	<p>Increasing cost of Supported Living and Homecare packages</p>	<p>The number of supported living and homecare packages have remained relatively static, however the average cost of packages continue to increase in response to the level of support required. The service has seen a reduction in the use of residential care but this has resulted in higher packages of community support contributing to the higher cost.</p>
<p>Children in Need (Disability) - Care & Support (Special Educational Needs & Disabilities)</p>	<p>+£0.5m</p>	<p>Increasing number of Direct Payments and cost of homecare packages</p>	<p>The number and cost of packages for disabled children have increased, this is partly due to inflationary increases and additional support required during to COVID.</p>
<p>Looked After Children (with Disability) - Care & Support (Special Educational Needs & Disabilities)</p>	<p>+£1.8m</p>	<p>Increased number and cost of residential and unregulated placements</p>	<p>The projection assumes the number of residential & unregulated placements continue to increase in line with historic trends. The projection recognises the increasing cost of new placements.</p>
<p>Special Educational Needs & Psychology Services (Special Educational Needs & Disabilities)</p>	<p>+£1.4m</p>	<p>Increased use of agency</p>	<p>Difficulties in the recruitment of suitably qualified Education Psychologists and SEN officers has led to an increasing use of agency staff.</p>

	Budget	Revenue Projected Outturn	Net Revenue Projected Variance	Projected Variance	
				Last reported position (June)	Movement (+/-)
	£m	£m	£m	£m	£m
Highways & Transportation	66.3	69.9	3.6	1.7	1.9
Growth & Communities	29.1	30.3	1.2	1.9	(0.8)
Environment & Waste	81.9	82.2	0.3	2.0	(1.7)
Strategic Management & Directorate Budgets (GET)	1.4	1.4	0.0	0.1	0.0
Growth, Environment & Transport	178.7	183.8	5.1	5.7	(0.6)
Earmarked Budgets Held Corporately	0.2	0.2	0.0	0.0	0.0
Net Total incl provisional share of CHB	178.9	184.0	5.1	5.7	(0.6)

The Growth, Environment & Transport Directorate is projected to be overspent by £5.1m with significant inflationary pressures (over £5m) contributing to this position. There is a recommendation to fund £1.1m of the overspend from reserves due to the timing of income received in relation to Kent Travel Saver. The income received in 2023-24 will repay the reserve.

The projected variance now reflects that all Contain Outbreak Management Fund (COMF) and Helping Hands projects (£1.0m) are funded from the Covid-19 emergency grant reserve. This is offset by a £1.5m non-delivered income target for recouping business rates to support expenditure on economic development and COVID recovery projects/strategies.

The projection continues to show that bus operators are being supported through this period of recovery and transition and continue to be paid at budgeted levels of activity, which are significantly above actual levels of activity. These payments are being paid on a phased reducing basis down towards the actual level of activity in line with the Government request. For Kent Travel Saver (KTS) and the English National Concessionary Travel Scheme (ENCTS) this is a combined cost of £2.8m. This is included in the projections and is within the existing cash limits. The GET Directorate Management Team (DMT) have also enacted other mitigations, for example, extended vacancy management, delaying non-essential projects/pilots and spend to bring the overspend position into balance by the year-end. More detail on future actions can be found in Section 12.

Details of the significant variance on the General Fund are shown below:

Key Service (Division)	Variance	Summary	Detail
Supported Bus Services (Highways & Transportation)	+£2.7m	Undelivered saving	A budget reduction of £2.2m was agreed at County Council but a delay in progressing the decision has meant that the profiled savings have not been delivered as planned. The decision was confirmed at October's County Council and 90 days' notice has been given to operators with savings assumed to be made from February. The quantum of routes that require withdrawal (to achieve the net £2.2m budget reduction) is in excess of £3m.

Kent Travel Saver (Highways & Transportation)	+£2.1m	Delays in income and increased operator costs	<p>System issues have resulted in direct debits for the first two monthly instalments not being taken from parents who pay the full cost of the pass. It was decided that the instalments would therefore slip by two months with the final payments being taken in April and May. This means the income falls into the next financial year leaving a significant shortfall this financial year (+£1.1m). Due to the timing nature of this overspend, it will be met from reserves in 2022-23 and the reserve repaid with late income received in 2023-24.</p> <p>The remaining overspend relates to increased payments to operators, including additional capacity payments, following an increased take up of passes, offset in part by additional income (+£1.0m). The position would be improved should the service not be required to pay bus operators at budgeted levels for the summer term in line with a request from Government (+£0.4m).</p>
Highway Assets Management (Highways & Transportation)	+£1.2m	Energy inflationary pressure, partially offset by income.	<p>The cost of energy for streetlighting, tunnels and traffic signals has increased significantly since the budget was set (+£1.7m). The projection is based on a known summer price and an estimated winter price as advised by LASER, although the latter is expected to be confirmed shortly. Increases in street works and permit income partially offset the additional energy costs plus small overspends in Highways Managers and Soft Landscaping.</p>
Growth and Support to Businesses (Growth & Communities)	+£1.2m	Non-achieved income target	<p>The business rate pool between KCC and districts and boroughs funds a range of regeneration and economic development projects. To date it has not been possible to identify and agree projects and spend that could be funded by the Business Rate pool. Further work will be undertaken to achieve this income target, this shortfall in income relates to (+£1.5m). This is partially offset by other small variances including vacancies in staffing.</p>
Residual Waste, (Environment & Waste)	+£0.5m	Inflationary pressure partially offset by reduced volumes	<p>This overspend relates to the significant price pressure for Allington Waste to Energy plant as the contractual uplift based on April RPI was much higher than the budgeted estimate (£2.6m). This is offset by reduced tonnes (-£2.0m).</p>
Public Protection (Enforcement) (Growth & Communities)	+£0.2m	Trading Standards new burdens grant not received	<p>The budget for this service was built on the assumption that funding would accompany the additional burdens being placed on Trading Standards following EU Exit (including Border Ports, Animal Health, and Feed Officers/Teams) but no Government funding has been forthcoming. (+£0.5m). This is partially offset by other small underspends including vacancies in staffing.</p>

Waste Facilities & Recycling Centres (Environment & Waste)	-£0.2m	Favourable recycling prices offsetting other pressures	This underspend is due to favourable prices relating to the material recycling facility as well as additional income for recyclables (-£1.7m) and a reduction in tonnes primarily composting and food waste (-£0.5m). However, these savings are almost entirely offset by pressures within haulage (£0.4m), increased price of composted waste (£0.4m), inflationary increases in the costs of managing Transfer Stations and Household Waste Recycling Centres (£0.4m), and shortfalls in some areas of income (£0.5m).
Libraries, Registration & Archives (Growth & Communities)	-£0.3m	Registration income offset by reduced Library income	Levels of Registration income remain high post pandemic (-£0.6m) but Library usage has not returned to pre-pandemic levels, with income lower in areas such as fines and printing (+£0.5m). There are several other smaller variances including staffing underspends due to vacancies. No government funding for the new burden costs resulting from increased demands on the Registration service, following the introduction of the Marriage Schedule Act 2021 (+£0.1m) has been forthcoming.
Transportation (Highways & Transportation)	-£0.4m	Underspend on Driver Diversion Schemes	This is largely due to an underspend within Driver Diversion Schemes resulting from vacancy management, an increase in client numbers and a reduction in venue costs (-£0.2m), together with small underspends across a range of budgets. The increased cost of energy for traffic signals has resulted in a small overspend (+£0.1m).
English National Concessionary Travel Scheme (ENCTS) (Highways & Transportation)	-£1.9m	Activity is below budgeted level	The service is projecting an underspend (-£1.9m) as activity is projected to be below the levels built into the budget. The Government's expectation is that bus operators are paid at pre pandemic rates, reducing towards actual activity by the end of the financial year. Without this request, the service would have been projecting an additional underspend of around (-£2.4m), (-£4.3m in total).

	Budget £m	Revenue Projected Outturn £m	Projected Variance		Movement (+/-) £m
			Net Revenue Projected Variance £m	Last reported position (June) £m	
Finance	12.7	12.8	0.1	0.2	(0.1)
Strategic Commissioning	8.0	8.0	(0.1)	0.1	(0.2)
Governance, Law & Democracy	8.3	8.1	(0.2)	(0.2)	0.0
Strategy, Policy, Relationships & Corporate Assurance	4.4	4.3	(0.1)	0.0	(0.1)
Strategic Management & Directorate Budgets (S&CS)	0.0	(0.4)	(0.4)	0.0	(0.4)
Chief Executive's Department	33.5	32.7	(0.7)	0.1	(0.8)

The Chief Executive's Department is projected to underspend by -0.7m

This consists of the following variances within several key services as below:

Key Service (Division)	Variance	Summary	Detail
Strategic Management & Directorate Budgets (S&CS)	-£0.4m	Reduced Early Retirement Costs	This projected underspend is due primarily to reduced early retirement costs.
Governance, Law & Democracy	-£0.2m	Additional income	Increased income from Schools' appeals together with reduced cost of provision.
Strategic Commissioning	-£0.1m	Difficulties recruiting commissioning staff	Staffing underspend due to difficulties recruiting commissioning staff.
Strategy, Policy, Relationships & Corporate Assurance	-£0.1m	Release of contingencies	Release of contingency budget (held against unpredictable risk exposure), which is no longer required.
Finance	+£0.1m	Overspend against staffing.	This projected overspend relates to staffing and is due primarily to currently unfunded trainee costs.

	Budget	Revenue Projected Outturn	Projected Net Revenue Variance	Projected Variance Last reported position (June)	Movement (+/-)
	£m	£m	£m	£m	£m
Infrastructure	6.2	6.2	0.0	0.0	0.0
Strategic Management & Departmental Budgets (DCED)	3.3	3.3	0.0		
Technology	24.0	23.8	(0.2)	(0.6)	0.4
Corporate Landlord	27.1	28.9	1.9	1.3	0.5
Marketing & Resident Experience	6.0	6.0	0.0		
Human Resources & Organisational Development	5.1	4.9	(0.2)	(0.3)	0.1
Deputy Chief Executive's Department	71.7	73.2	1.4	0.4	1.0

The Deputy Chief Executive's Department is projected to overspend by +£1.4m.

This is mainly due to a projected overspend within Corporate Landlord, with minor projected underspends within the Technology, and Human Resources & Organisational Development Key Service lines.

Details of the significant variances on the General Fund are shown here:

Key Service (Division)	Variance	Summary	Detail
Corporate Landlord	+£1.9m	Inflationary Pressure on Utilities	<p>There is a +£1.9m projected overspend which is due to an anticipated increase in utility costs across all properties. These increases are related to the current national trend and are significantly higher than the budgeted price increase funded as part of the 2022-23 budget. The projected overspend has been modelled by Laser.</p> <p>This position does not show the effect of the government's energy support scheme (the position will be updated in future reports).</p>

	Projected Variance				
	Budget £m	Revenue Projected Outturn £m	Net Revenue Projected Variance £m	Last reported position (June) £m	Movement (+/-) £m
Non-Attributable Costs	129.4	123.0	(6.5)	(5.7)	(0.8)
Earmarked Budgets Held Corporately	(0.3)	(0.3)	0	0.0	0.0
Net Total incl provisional share of CHB	129.2	123.0	(6.5)	(5.7)	(0.8)

Non-Attributable Costs are projected to be underspent by (£6.5m). -£3m of the underspend relates to a drawdown from reserves of the S31 grant for Covid Additional Relief Fund (CARF) which was accrued for in 2021-22.

Details of the significant variances on the General Fund are shown below:

Key Service (Division)	Variance	Summary	Detail
Non-Attributable Costs	-£6.5m	S31 grant for Covid Additional Relief Fund (CARF), net debt costs and increase in Extended Rights to Travel grant	<p>-£3.0m of the underspend is due to the drawdown from reserves of the S31 grant for Covid Additional Relief Fund (CARF) which was accrued for in 2021-22 based on a government data collection exercise and the final figure has not been confirmed. This funding had not been built into the 2022-23 budget and will be an in-year underspend.</p> <p>-£2.4m net debt costs due to the estimated impact of the increase in the Bank of England base rate on our interest on cash balances.</p> <p>-£1.0m increase in the Extended Rights to Travel grant compared to the budget assumption.</p>

The latest forecast for the Schools' Delegated Budget reserves is a surplus of £59.9m on individual maintained school balances, and a deficit on the central schools' reserve of £146.6m.

The balances of individual schools cannot be used to offset the overspend on the central schools reserves and therefore should be viewed separately. The table below provides the detailed movements on each reserve.

The Central Schools Reserve holds the balance of any over or underspend relating to the Dedicated Schools Grant (DSG). This is a specific ring-fenced grant payable to local authorities to support the schools' budget. It is split into four main funding blocks, schools, early years, high needs and central, each with a different purpose and specific rules attached. The Council is required to hold any under or overspend relating to this grant in a specific reserve and is expected to deal with any surplus or deficits through future years' spending plans.

	Individual School Reserves	Central Schools Reserve	<i>Note: a negative figure indicates a drawdown from reserves/deficit</i>
Balance brought forward	61.3	-97.6	
Forecast movement in reserves:			
Academy conversions and closing school deficits	-1.4		
School Block Related Spend		-3.1	
High Needs Placements, Support & Inclusion Fund		-44.9	
Underspend on Early Years		0.2	
Overspend on Central DSG Budgets		-1.1	
Forecast reserve balance	59.9	-146.6	

In accordance with the statutory override implemented by the then 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 £146.6m will be held in a separate unusable reserve from the main council reserves. This statutory override is currently in place until April 2023 and may be further extended whilst Councils implement recovery plans. The Council continues to work with the Schools Funding Forum to address the deficit. The DfE have invited the Council to take part in the second round of the Safety Valve Programme for those Councils with the highest deficits to support the development of a sustainable plan for recovery; this may include further funding from the DfE to pay off part of the deficit but only if the Council can demonstrate a credible plan. The DSG deficit is the Council's single biggest financial risk; therefore, the finalisation and successful implementation of the Council's deficit recovery plan is critical. The SEND Green Paper published earlier this year sets out the Governments proposed reforms to the SEND and alternative provision (AP) system which in part is expected to support a more sustainable high needs funding system although it is recognised this will not impact immediately and local actions are required.

Key Issues	Details
School Block: One-off Settlement	<p>The DSG Reserve as at 31st March 2022 of £98m is formed from a net surplus on the Schools Block of £3m and a net deficit on the High Needs block of £101m. The two blocks of funding have different purposes and rules and Secretary of State Approval is needed to transfer funding from the schools' block to other funding blocks. The Schools Block funds primary and secondary schools' budgets, and the accumulated balance from previous years underspend, has been fully committed to be paid to schools, as a one-off additional payment to support the cost of changes to the calculation of pay for term time only staff. Payments began in 2021-22 and the remaining payments are expected to be paid in 2022-23.</p>
Early Years: general underspend	<p>The Early Years Block is used to fund early years' providers the free entitlement for eligible two, three and four-year olds. Each year, when setting the funding rate an estimate must be made as to likely hours that will be provided to ensure it is affordable within the grant provided. This can lead to minor under or overspends if activity is slightly lower or higher than expected. This has led to a small underspend of £0.2m, which will be used to partly fund spend on the Early Years SEN Inclusion Fund which is currently funded from the High Needs Block.</p>
Reduction in government funding for Central Services	<p>Since 2020-21, the Government has reduced the funding used to support some of the central services currently funded from the DSG (£3.3m). Although some of this has been addressed through the Medium-Term Financial Plan (£1.5m) and other short term alternative funding sources (£1.3m) without any direct impact to schools; we are currently undertaking an initial scoping of the areas we may need to review in terms of our future relationship with schools in line with Government policy, funding and wider DSG deficit recovery plan and implement changes that will eliminate the funding shortfall.</p>
Higher demand and higher cost for high needs placements	<p>The High Needs Block (HNB) is intended to support the educational attainment of children and young people with special educational needs and disabilities (SEND) and pupils attending alternative education provision. The HNB funds payments to maintained schools and academies (both mainstream and special), independent schools, further education colleges, specialist independent providers and pupil referral units. Some of the HNB is also retained by KCC to support some SEND services (staffing/centrally commissioned services) and overheads.</p> <p>The net deficit on the high needs block was £101m as at 31st March 2022 and is estimated to increase to around £147m by 31st March 2023. The overspend on the high needs block has been growing significantly over recent years and is the most significant financial risk to the council.</p> <p>The forecast in-year funding shortfall for High Needs placements and support in 2022-23 is +£46m due to a combination of both higher demand for additional SEN support and higher cost per child resulting from greater demand for more specialist provision. The forecast levels of growth are expected to be similar to previous years, since the introduction of the legislative changes in 2014, which also saw the expansion of duties to the age of 25 without sufficient extra funding. Many other local authorities are also reporting deficits on their high needs block resulting from significant increases in their number of EHCPs and demand for SEN services. However, the increases locally are increasing at a significantly faster rate than the other comparative councils and the council is now placing a greater proportion of children in both special and independent schools compared to other local authorities, and a smaller proportion of children with</p>

SEND included in mainstream schools. The tables below detail the trend in both spend and number of HNB funded places or additional support across the main placement types.

Table: Total Spend on High Needs Block by main spend type

	19-20 £'ms	20-21 £'ms	21-22 £'ms	22-23 £'ms
Maintained Special School	97	106	123	136
Independent Schools	40	49	60	70
Mainstream Individual Support & SRP* **	38	46	54	62
Post 16 institutions***	16	17	19	21
Other SEN Support Services	44	49	43	49
Total Spend	234	264	299	338

*Specialist Resource Provision

** Please note this data excludes any costs incurred by primary & secondary schools from their own school budget.

***Individual support for students at FE College and Specialist Provision Institutions (SPIs)

Table: Average number of HNB funded pupils receiving individualised SEN Support/placements. This is not the total number of children with SEN or number of EHCPs.

	19-20 No	20-21 No	21-22 No	22-23 No
Maintained Special School	4,751	5,118	5,591	5,760
Independent Schools	907	1,126	1,348	1,554
Mainstream Individual Support & SRP*	3,922	4,510	5,258	5,938
Post 16 institutions***	1,196	1,281	1,453	1,516
Total Number of Pupils	10,776	12,035	13,650	15,069

Table: Average cost of HNB funded pupils receiving individualised SEN Support or placement cost.

	19-20 £s per pupil	20-21 £s per pupil	21-22 £s per pupil	22-23 £s per pupil
Maintained Special School	£20,330	£20,629	£21,648	£22,066
Independent Schools	£43,851	£43,734	£44,799	£45,349
Mainstream Individual Support & SRP*	£9,691	£10,294	£15,464	£16,326
Post 16 institutions***	£13,393	£13,309	£13,090	£13,865

Since 2020-21 the Government has provided further funding; however, as can be seen from the projection, this has been insufficient to meet the demand and we will need to take further actions to ensure we are able to support children with SEN sustainably, in partnership with the Schools Funding Forum. The Council, with support from Schools, Schools Funding Forum and the Secretary of State have continued to transfer £10m from the schools' budget to the high needs budget each year to fund activities to support inclusive practices in mainstream schools. These activities are being implemented and their impact monitored.

Our response to the Written Statement of Action (WSOA), put in place to address a number of areas of concern raised in the 2019 Ofsted/CQC Local Area SEND Inspection,

overlaps in a number of places with our strategy for reducing the pressure on the High Needs budget. The recent re-inspection has identified further accelerated progress is required to address these concerns and a renewed focus on actions to support improvements across the SEN system. Overlapping actions include:

- 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 including the opening of two new special schools last year which when fully opened will avoid over 350 higher cost placements.
- Reviewing commissioning arrangements including independent providers, home tuition and therapy services.
- Improving parental confidence through supporting inclusive practice and capacity building in mainstream schools and FE Colleges to reduce reliance on special and independent schools. This will support the council's ambition set out in the report presented to Cabinet in January setting out the council's intention to support a model of provision where the proportion of children and young people supported in each provision type (mainstream and specialist provision) will more closely reflect both statistical neighbours and national averages.
- Further collaborative working with Health and Social Care partners

The longer-term impact of children being out of school during the COVID pandemic on this budget is starting to be evidenced though increasing demand for Social Emotional and Mental Health (SEMH) services.

The budget agreed at County Council included the requirement to deliver savings totalling £41m during 2022-23. A further £10.6m of undelivered savings from the previous year are included in the overall 2022-23 savings requirement of £51.6m. £24.7m of the total £41m agreed savings are on track to be delivered, with the breakdown of the position as follows:

- A net position of £14.3m is forecast for ASCH, CYPE and GET as not achieved in 2022-23 and will slip into future years;
- £4.5m has been identified by ASCH, CYPE, and GET as undeliverable in 2022-23;
- The Public Health, CED and DCED savings for 2022-23 are £2.6m and are on track to be delivered;
- The NAC overachieved saving is due to £2m relating to additional MRP saving due to fewer assets becoming operational in 2021-22 as a result of slippage in the capital programme and £0.5m over-achievement of forecast dividends from our wholly-owned companies.
- £10.6m of undelivered savings from the previous year have been delivered

Directorate	Previous year saving delivered in 2022-23 £m	2022-23 Target £m	Not achieved in 2022-23 £m	Saving no longer required £m	Not Deliverable £m	Over Recovery £m	Forecast Savings 2022-23 £m
Adult Social Care & Health	5.4	22.2	(11.0)		(1.4)		15.1
Public Health		2.2		(0.1)			2.1
Children, Young People & Education	5.2	2.7	(0.8)		(0.9)		6.1
Growth, Environment & Transport		7.1	(2.5)		(2.2)	0.2	2.6
Deputy Chief Executive's Department		0.1					0.1
Chief Executive's Department		0.4					0.4
Non Attributable Costs		6.1				2.5	8.6
Corporately Held Budget		0.3					0.3
Total	10.6	41.0	(14.3)	(0.1)	(4.5)	2.7	35.3

Directorate	2022-23 Target £m	Previous year saving delivered in 2022- 23 £m	Not achieved in 2022- 23 £m	Saving no longer required £m	Not Deliverab le £m	Over Recovery £m	Forecast Savings 2022-23 £m	Split of Forecast savings 2022-23		
								As planned £m	from alternative s (ongoing) £m	from alternati ves (one-off) £m
Adult Social Care & Health	22.2	5.4	(11.0)		(1.4)		15.1	12.5	2.0	0.6
Transformation: Service Redesign	8.4	5.4	(6.6)		(1.0)		6.2	3.7	1.9	0.6
Efficiency: review of existing contracts for commissioned services	5.0		(4.4)		(0.3)		0.3	0.2	0.1	
Income: uplift in social care client contributions	2.5						2.5	2.5		
Policy: Housing Related Support - Homelessness	2.3						2.3	2.3		
Policy: Strategic Review of in-house services	3.4						3.4	3.4		
Policy: review existing contracts & grants with voluntary sector	0.6				(0.1)		0.4	0.4		
Policy: Adult social care non residential charging										
Public Health	2.2				(0.1)		2.1	2.1		
Grant Income: Increase in Public Health Grant	2.0						2.0	2.0		
Income: increase in income for externally funded posts	0.1						0.1	0.1		
Small efficiency savings	0.2				(0.1)		0.1	0.1		

Children, Young People & Education	2.7	5.2	(0.8)	(0.9)	6.1	4.0	1.4	0.7	
Transformation: Change for Kent Children (In-house fostering, newly qualified social workers & social work establishment)		3.1	(0.2)	(0.9)	2.0	0.2	1.4	0.4	
Transformation: Community Learning & Skills Efficiency: SEN Transport re-procurement		2.0			2.0	2.0			
Efficiency: savings to offset reduction in Central Services for Schools Block DSG	0.8		(0.5)		0.3			0.3	
Efficiency: efficiency measures within Community Learning & Skills Grant income: new Supporting Families grant	0.2				0.2	0.2			
Income: uplift in social care client contributions	0.8				0.8	0.8			
Policy: Care Leavers placement cost reductions	0.1				0.1	0.1			
Policy: above inflation increase in price of Kent 16+ Travel Saver	0.4				0.4	0.4			
Policy: Adult social care non residential charging	0.4				0.4	0.4			
Policy: introduce HTST hubs for SEN children		0.1	(0.1)						
Growth, Environment & Transport	7.1		(2.5)	(2.2)	0.2	2.6	2.2	0.3	0.1
Transformation: re-focus Sports & Physical activity service to deliver Public Health outcomes with grant funding allocated accordingly	0.2				0.2	0.2			

Transformation: introduction of use of Digital Autopsy within Coroners service	0.1	(0.1)			
Transformation of Country Parks					
Efficiency: Waste renegotiation of gate fee	0.2	0.2	0.3	0.2	
Efficiency: Waste dampening of impact of new recycling performance payments	0.2		0.2	0.3	
Efficiency: Review of school road crossing patrol service	0.1	0.1	0.1	0.1	
Efficiency: Release of LRA ambition delivery budget	0.1	0.1	0.1	0.1	
Efficiency: review of early retirement budget					
Efficiency: Kent Scientific Services savings from expanding toxicology service					
Efficiency: Review of LRA non staffing spend					
Efficiencies within Heritage Conservation Service					
Grant Income: Assumed new burdens grant for ongoing EU Exit costs incl Border Ports and new responsibilities under the Marriage Schedule Act 2021	0.7	(0.6)	0.1		0.1
Income: Reprioritise external income to support the wider economic recovery within Kent	1.5	(1.5)			
Income: Increase in net income for street works and permit scheme	0.4		0.4	0.4	
Income: Kent Travel Saver price increase to offset bus operator inflationary fare increases	0.1		0.1	0.1	
Income: surplus generated from Solar Park					

Income: Review of charges for service users (Coroners SLA with Medway & Highways charges)	0.1		0.1	0.1
Policy: Review and reduction in subsidised bus contracts	2.2	(2.2)		
Policy: above inflation increase in the price of the Kent Travel Saver pass	0.9		0.9	0.7
Policy: HWRC booking system	0.2	-0.2		
Policy: Charge all non-Kent residents for using HWRCs	0.1		0.1	0.1
Policy: Reduction in Trading Standards budget	0.1	(0.1)		
Policy: Review of book start service to nursery settings				
Policy: Change neighbourhood notification as part of determination of planning applications				
Deputy Chief Executive's Department	0.1		0.1	0.1
Efficiency: Emergency Planning deletion of temporary post				
Policy: Review of on-call payments for tactical managers & emergency response team	0.1		0.1	0.1
Chief Executive's Department	0.4		0.4	0.4
Transformation: Automation of Adult Social Care payment system	0.1		0.1	0.1
Efficiency: Review of early retirement budget	0.3		0.3	0.3
Non Attributable Costs	6.1		2.5	8.6
Income: Return from our companies	4.0		0.5	4.5
Financing: Reduction in overall level of	2.1		2.0	4.1

prudential borrowing including review of amounts set aside for debt repayment (MRP)											
	Corporately Held Budget	0.3					0.3				0.3
	Efficiency: Workforce Management	0.3					0.3				0.3
	Total	41.0	10.6	(14.3)	(0.1)	(4.5)	2.7	35.3	29.8	3.7	1.6

Explanation of the Directorate Savings variances are shown below:

Page 42	11.1	The ASCH budget savings for 2022-23 are £22.1m plus £5.4m previous year saving. Of the overall £27.5m £15.1m is identified as being on track to be delivered with £11.0m forecast to slip into future years, and £1.4m assumed at this stage not to be achievable.	£11.0m of slippage is due to delays in the procurement of new models of care; Digital Front Door, Microenterprises and Technology Enabled Care (TEC) £4.8m, Commissioning activity £4.4m and a further £1.9m on 'Arranging support', both which are anticipated to be achieved fully once the new adult social care and health operating model is implemented fully next year, which has been delayed due to the scale and size of the restructure.
		Overall it is felt that £1.4m will not be achieved over the medium term £1m relates to 'Arranging Support' and £0.4m relates to Commissioning activity this will not be achieved over the medium term primarily due to the demand and pressures in the social care market, increased unit costs and potential overlap with other commissioning and review work that is underway.	
	11.2	The CYPE budget savings for 2022-23 £2.7m plus a £5.2m previous year saving. £6.1m has been identified as on track to be achieved, £0.9m will not be achieved and the remaining £0.8m has been slipped into future years.	CYPE budget savings for 2022-23 were set at £2.7m and £5.2m of a prior year savings target has been added to the 2022-23 target, a total of £7.9m. £6.1m is forecast to be achieved this year, of which £2.1m relates to CFKC CSW agency and staffing savings that were not achieved and has been covered through alternative actions including use of MTFP funding and one-off grants.
		The remaining £0.8m savings has slipped into future years and is due to:	
		<ul style="list-style-type: none"> delays in the piloting of standard pick up points for some SEN transport services until 2023-24 to allow more time to explore and plan for any changes. efficiency savings to offset the anticipated 20% annual reduction in Dedicated Schools Grant: Central Services for Schools Block has not been achieved and is to be considered as part of a wider review of the 	

DSG and services currently paid for on behalf of the schools. This has been delayed further to reflect any requirements of the DSG safety valve plan.

- £0.2m of CFKC savings relating to foster carer recruitment has been slipped to future years where COVID has delayed delivery.

11.3	The GET budget savings for 2022-23 are £7.1m. £2.7m is identified as being on track to be delivered with £2.2m forecast to slip into future years, £2.2m assumed at this stage not to be achievable.	<p>The £2.2m saving that has not been delivered relates to a budget reduction to Subsidised/Supported Bus services that was agreed at County Council. A delay in progressing the decision has meant that the profiled savings have not been delivered as planned. The decision has now been taken and 90 days notice shortly to be given to operators so the saving will commence from mid February 2023.</p> <p>The £2.2m saving that has not been delivered comprises of two elements:</p> <ul style="list-style-type: none"> • £0.7m was primarily an income target from a grant expected from Government for new burdens in relation to a new border control team that was a required following Brexit/Transition. No new burdens monies have been provided. • £1.5m was a proposal to try and utilise Business Rates income to fund regenerative and environmental activities. This has not been delivered in-year. The proposal will look to be rolled out to fund future growth pressures and projects going forward but this will be worked up working collaboratively with districts on certain projects/initiatives rather than having a target set.
11.4	The NAC budget savings for 2022-23 are £6.1m with £8.6m forecast to be achieved.	£2.0m over achievement relates to additional Minimum Revenue Provision (MRP) saving due to fewer assets becoming operational in 2021-22 due to slippage in the capital programme, but this is simply re-phasing of MRP into future years. £0.5m over-achievement of forecast dividends from our wholly-owned companies.

12 Reducing the gap

This section sets out the management action being taken to reduce the Council's projected overspend of £60.9m, which are not yet reflected in this report. The actions identified to date are expected to deliver a reduction of £7.9m in spend by the end of the financial year, £6.2m one-off reductions and £1.7m that will have an on-going impact. Work is continuing to identify more actions to reduce the overspend further, to be as close as a possible to a balanced budget position. This is particularly important given the 2023-24 and medium term budget challenge. This section 12 also highlights the impact of these actions on the 2023-34 budget position.

Any overspend at the end of the financial year will need to be met from general or earmarked reserves, but this approach is not sustainable in the medium term.

										2023-26 MTFP impact		
Corporate Board Agreed Action	ASCH	CYPE	GET	CED	DCED	TOTAL	22-23 one-off	22-23 recurring	23-24	24-25	25-26	
	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	
Corporate Directors to continue to work with their DMTs and services to substantially reduce the current gap e.g. reduced activity in non-essential areas,		+12.5	-600.0	-36.9	0.0	-624.4	-210.9	-413.5	-1,382.0	-300.0	250.0	
"Deep dives" in key areas of demand led spend to identify options for savings / spending reductions through reducing future activity forecasts	-1,615.0	-415.0				-2,030.0	-1,615.0	-415.0	-2,243.8	-845.6		
Maximising use of grant funding and other income for existing eligible spend	-1,345.0	-2,000.0			-115.0	--3,460.0	-3,405.0	-55.0	0.0	0.0	0.0	
Reviewing contract forward plan to identify contracts where quality / quantity can be amended to deliver savings or decommissioned entirely	0.0	0.0	0.0	0.0	-20.0	-20.0	-20.0	0.0	0.0	0.0	0.0	
Ensuring potential discretionary spend over a particular threshold is avoided, largely non staffing	0.0	-250.0	0.0	0.0	0.0	-250.0	-250.0	0.0	0.0	0.0	0.0	
Reviewing and monitoring agreed savings and cost reduction proposals to ensure they are delivered	0.0	0.0	0.0	0.0	-98.0	-98.0	-98.0	0.0	0.0	0.0	0.0	
Formal process to approve workforce spend e.g. vacancy management, use of interims/agency etc.	0.0	-220.8	0.0	-700.0	0.0	-920.8	-620.9	-300.0	-300.0	0.0	0.0	

12 Reducing the gap

Resource Review Panels to review spending for key demand led budgets e.g. care placements and packages	0.0	-480.2	0.0	0.0	0.0	-480.2	0.0	-480.2	-3,284.1	-2,400.2	0.0
	-2,960.0	-3,353.5	-600.0	-736.9	-233.0	-7,883.4	-6,219.8	-1,663.7	-7,209.9	-3,545.8	250.0

Directorate & Division	Details of Actions to be taken	22-23 one-off	22-23 Recurring	23-24	24-25	25-26
		£k	£k	£k	£k	£k
ASCH - Operations	Review of day care forecast	-900.0				
ASCH - Operations	Review of forecast for clients in receipt of more than one type of service	-715.0				
ASCH - Strat Mgmt.	Alternative eligible use of non-ringfenced grant	-845.0				
ASCH - Operations	Public Health Contribution to discretionary preventative services	-500.0				
		-2,960.0				

12 Reducing the gap

Directorate & Division	Details of Actions to be taken	22-23 one-off	22-23 Recurring	23-24	24-25	25-26
		£k	£k	£k	£k	£k
CYPE - ICS	Explore strategies, including statutory guidance, to reduce dependency on social work agency staff		12.5	-1,005.0	-300.0	
CYPE - ICS	Review of Integrated Children's Placements: Reduce dependence on high levels of additional support and seek enhanced contributions from health.		-225.0	-1,000.0		
CYPE - ICS	Reduction in Legal Services Spend through cost efficiencies by Invicta Law and review of the use of legal services by social workers		-169.1	-1,014.6	-845.6	
CYPE - ICS	Section 17 payments will only be made in exceptional circumstances where there is a clear statutory responsibility or where this avoids children coming into care		-20.8	-229.2		
CYPE - ICS	Maximise use of grants to meet statutory responsibilities	-2,000.0				
CYPE - ICS	Review all non-essential non-staffing spend across open access services	-250.0				
CYPE - ICS	Review of vacancies across the directorate	-220.9				
CYPE - SEND	Review of 18-25 community-based services (including daycare, transport, direct payments and supported living): ensuring strict adherence to policy, increased use of framework providers and enhanced contributions from health.		-165.9	-1,754.8	-1,334.1	
CYPE - SEND	Review of Children with disability packages: ensuring strict adherence to policy, review of packages with high levels of support and enhanced contributions from health		-314.4	-1,529.3	-1,066.1	
		-2,470.9	-882.7	-6,532.9	-3,545.8	

12 Reducing the gap

Directorate & Division	Details of Actions to be taken	22-23 one-off	22-23 Recurring	23-24	24-25	25-26
		£k	£k	£k	£k	£k
GET - H&T	Increased income from Technology bagging-up to offset rise in activity		-100.0	-100.0		
GET - H&T	Developer Agreements contribution to part-offset cost increases		-300.0	-250.0		250.0
GET - H&T	Stop in-year road safety campaigns	-100.0				
GET - H&T	Public Protection staff/vacancy management and income opportunities	-100.0				
		-200.0	-400.0	-350.0		250.0

Directorate & Division	Details of Actions to be taken	22-23 one-off	22-23 Recurring	23-24	24-25	25-26
		£k	£k	£k	£k	£k
CED - Strat Comm	Management action to reduce non-essential spend	-10.9	-26.0	-27.0		
CED - Strat Comm	Hold vacancies in year pending the review of the Strategic Commissioning structure.	-400.0	-300.0	-300.0		
		-410.9	-326.0	-327.0		

12 Reducing the gap

Directorate & Division	Details of Actions to be taken	22-23 one-off	22-23 Recurring	23-24	24-25	25-26
		£k	£k	£k	£k	£k
DCED - Property	Increased cost retrieval from industry for regulatory compliance interventions	-60.0				
DCED - Property	Recharge a proportion of team members' time spent working on EU Exit / KRF Pilot		-55.0			
DCED - CLL	Temporary Closure of part floors of buildings or on certain days of the week where occupancy levels are low. Targeted Utilities saving	-20.0				
DCED - CLL	Temporary closure of Henwood and Aylesford Offices in 2022/3 with consolidation into other offices	-98.0				
		-178.0	-55.0			

Directorate	Capital Budget	Variance	Real Variance	Rephasing Variance
Adult Social Care & Health	1.8	-0.5	0.2	-0.7
Children, Young People & Education	96.7	-18.4	4.8	-23.2
Growth, Environment & Transport	255.1	-46.8	19.3	-66.1
Chief Executive's Department	0.6	-0.1	0.0	-0.1
Deputy Chief Executive's Department	37.0	-8.8	4.8	-13.6
TOTAL	391.2	-74.6	29.1	-103.7

The total approved General Fund capital programme including roll forwards for 2022-23 is £391.2m

The current estimated capital programme spend for the year as at the end of September is projected at £316.6m, which represents 81% of the approved budget. The spend to date as at the end of September is £120.8m, representing 31% of the total approved budget.

The directorates are projecting a £74.6m underspend against the budget, this is split between a +£29.1m real variance and -£103.7m slippage.

Inflation

Across the capital programme there are inflationary pressures that are forecast to hit predominantly from 2023-24. The main areas impacted are below:

Education capital projects - £18m forecast inflation pressure based on the latest information from quantity surveyors, of which, £8.1m is included within the current forecast. The majority of the inflation pressure is likely to hit in 2023-24 and 2024-25.

Highways Asset Management (HAM)

The resurfacing element of HAM will not be impacted by inflation until after January 2023 when the contract is renewed for next year's programme of works. The impact could be as much as 20% increase. If there is no additional funding available then less works will be able to be done within the resource available, accelerating the maintenance backlog.

For structures and other areas within this budget the inflation increase will result in less work being done within the budget available and things will have to get pushed back to future years.

Major Highways Schemes - schemes in delivery

The Major Capital Programme team are currently delivering seven schemes which have achieved funding, awarded a construction contract and are currently being delivered on site through a contractor. Where the existing scheme allowance for inflation and cost increases cannot be met by risk and contingency budgets, projects have been descoped to meet the available funding. In all cases, the Council will be a last resort for covering increased costs and additional funding options will be explored and requested from Central Government or the District Council that KCC are delivering on behalf of.

Major Highways Schemes - schemes not yet in delivery

The Major Capital Programme Team are currently progressing 13 schemes which have unlocked external funding, been designed and have either achieved or are very close to achieving planning. The KCC Commissioning Team have been engaged and a contract award is required in the next 12 to 18 months. An increase in cost due to inflation is dependent on how the market prices each scheme through the procurement phase and whether KCC is willing to potentially accept further risk and award a construction contract, noting that this increase may not be fully felt until delivery begins on site.

2022-23 Variances

The major variances (>£1m rephasing and >£0.1m real variances) are described below:

Adult, Social Care & Health:

Project	Real Variance £m	Detail £m
<u>New variances to report:</u>		
There are no variances to report.		

Children, Young People & Education:

Project	Real Variance £m	Slippage£m	Detail
<u>New Variances to Report:</u>			
Annual Planned Enhancement Programme	2.0	-0.5	Real variance represents decarbonisation projects for which Salix funding may be available but has not yet been bid for. If unsuccessful there will be a funding gap. There is also a projected overspend of £6.2m across 2023-24 and 2024-25 due to facilities management referrals which have been identified as priority 1's.
Basic Need Kent Commissioning Plan 2017	3.2	-6.3	The real variance is due to: -£2.7m Deal School and -£1m Oakley Satellite now being reported under High Needs Provision 22-24. +£0.3m Ebbsfleet Green Primary – correction of prior years costs. +£0.2m Sunny Bank Primary due to additional works agreed to finalise the project. +£6.2m correction to overall budget due to funding re Royal School for the Deaf inadvertently added back twice into basic need, which was highlighted during the closure of accounts.

			Slippage due to: -£3.3m Meopham School – the contract has only recently been awarded. -£3.0m Thamesview School due to a delay going out to tender. (Previously reported -£1.8m real and -£0.5m slippage).
Basic Need Kent Commissioning Plan 2018	-0.8	-2.2	The real variance is due to -£ 1.2m Garlinge Primary now being reported under the High Needs Provision line and +£0.4m Tunbridge Wells Boys Annex where the previous forecast was incorrect but it was completed within the Record of Decision (ROD). The slippage is due to Dartford Bridge Primary – offices within the school site are being used by other services and need to be vacated before the expansion can proceed. (Previously reported -£1.2m real and -£0.9m slippage).
Basic Need Kent Commissioning Plan 2019	1.0	-12.0	Real overspend due to: +£0.9m Towers School – previous forecast too low but is within ROD. +£0.6m Whitstable & Seasalter Junior which includes improvement and modernisation works from Annual Planned Enhancement. -£0.5m Nexus Special School now being reported under High Needs Provision 2022-24. Rephasing is due to: -£4.0m Borden Grammar due to a review of design required. -£2.9m Chilmington Green Secondary – initial service installation works have not yet been started. -£1.6m Queen Elizabeth’s Grammar – a school managed project where expenditure is dependant on parties agreeing and signing a funding agreement. -£1.5m Maidstone Girls Grammar- the costs came in high and the quantity surveyor is now reviewing the project which has delayed works. (Previously reported +£3.5m real variance).
Basic Need Kent Commissioning Plan 2020 (2021-25)	-0.5	-2.8	The real variance is due to Dover Christ Church as places are not needed until 2028-29 so it has been removed. The slippage is due to St Mary of Charity Primary where places are not needed until 2024 at the earliest. (Previously reported -£1m slippage).
Basic Need Kent Commissioning Plan 2021 (2022-26)	-0.3	-2.3	The real variance is due to: +£1.0m Archbishop’s School – an urgent bulge year is required. -£0.6m Parkside Primary where expansion is no longer needed. -£0.4m Towers School where expansion is no longer required. -£0.3m Meadowfield School satellite now reported under High Needs Provision 22-24.

£1.8m of the slippage is due to Marden Primary where the timing of expenditure is dependent on parties agreeing and signing a funding agreement, and delivery timescales by the school.

Overall Basic Need Programmes

Across the basic need programmes over the next three years, there is a projection in excess of current budget of approximately £11m. Of this, £6m is due to forecast inflation pressures, which are not expected to materialise until 2023/24 and 2024/25. There are sufficient basic need grant allocations to cover the expected overspend in the current programme, however cash limit changes are on hold pending discussions around total pressures on the capital programme.

High Needs Provision

0.6

The variance is due to:
 +£0.4m Tenders for the Canterbury Academy are higher than expected due to the requirement of a steel frame.
 +£0.1m Parkside Primary where design changes have increased costs.
 (Previously reported +£0.3m real variance).

High Needs Provision 2022-24

-0.6

+6.3

The real variance of -£0.6m is to be used to fund the overspend on the High Needs Provision 21-22 line.

The slippage is due to a number of projects that have been added and brought forward: Deal Special School, Garlinge Primary, Oakley Satellite, Nexus Satellite and Sunny Bank Primary. Expenditure is to be funded from the high needs grant which is due to be received in 2022/23.
 (Previously reported +£5.8m slippage).

School Roofs

-2.6

Birchington CEPS is not commencing until the completion of Lunsford Primary as the mobiles purchased are to be used at Birchington. There is also a forecast overspend of £1m across later years and a revised ROD is being sought.

Previously reported variances:

Modernisation Programme

+0.1

The real variance is due to a project which has been transferred from the Annual Planned Enhancement Programme. Funding will be transferred and listed in the cash limit changes section of the report.

Basic Need Kent Commissioning Plan 2016

+0.2

The real variance is due to the addition of a school managed project to enable additional places.

Overall Basic Need Programmes

Across the basic need programmes over the next three years, there is a forecast in excess of current budget of approximately £15m. Of this, £7m is due to forecast inflation pressures, the majority of which are not expected

to materialise until 2023/24 and 2024/25. There are sufficient basic need grant allocations to cover the expected overspend, however cash limit changes are on hold pending discussions around other pressures on the capital programme.

	Nest 2	-1.6	Slippage due to land being sought and the project is still at discussion/planning stage.
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Growth, Environment & Transport:

Project	Real Variance £m	Slippage £m	Detail
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New Variances to Report:

Highways Asset Management and Programme of Urgent Safety Critical Works (Highways & Transportation)	-16.8	The slippage includes £4.9m of Challenge Fund grant relating to tunnels/structures lighting and re-construction of the Thanet Way. The remaining slippage of £11.88m is due to a lack of Senior Resource in the Structures Operation Team due to the inability to recruit specialist staff and rolling forward funds due to the scale of some projects and lead in time for design, tendering and commissioning. There are also delays with Amey delivery times.
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A229 Bluebell Hill M2 and M20 Interchange Upgrades (Highways & Transportation)	-4.4	This project is awaiting commitment of funding from the Department for Transport therefore it has been profiled across future years
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Bath Street Fastrack (Highways & Transportation)	-2.0	The invitation to tender (ITT) has been delayed due to last minute design changes due to statutory undertake requirements. The ITT is now being issued October 22 meaning the likely start for the contractor will be mid February 23.
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Bearsted Road (National Productivity Investment Fund) – Kent Medical Campus (Highways & Transportation)	1.4	-7.9	<p>Significant challenges have been encountered during the design phase which has delayed the programme and contract award. The current profiling reflects expected construction to commence in January 2023 (delayed from April and then August 2022), however since the original pricing of the contract, there have been significant increases in construction costs, notably due to increase in energy and fuel prices and on top of this inflation costs have increased significantly along with changes to red diesel tax and National Insurance increases. Until the price and programme is agreed there could be further changes to the profiling and the overall cost</p> <p>The predicted overspend is due to delays and loss of income due to COVID.</p> <p>(Previously reported -£1.9m slippage).</p>
Dartford Town Centre (Highways & Transportation)		-2.9	<p>The project has been delayed due to partner project management changes, that are now resolved, therefore budget has been reprofiled to 2023/24.</p>
Dover Inter Border facility (Highways & Transportation)	0.7		<p>The real variance is due to additional grant that needs to be added to the cash limit.</p>
Fastrack Full Network (Highways and Transportation)		-8.1	<p>Over the last year or so Balfour Beatty have been slow completing the Preconstruction stage and reviewing internal governance regarding their ability to deliver the works etc. We have therefore been unable to start the tunnel works and have been moving costs back. We have now reached the situation where the project costs have increased significantly, particularly due to inflation pressures. The works are now beyond the available budget and a review is in hand to determine if our funders will/can provide additional budget.</p> <p>At this stage little construction spend is now forecast for FY22/23.</p> <p>(Previously reported -£6.0m)</p>
Faversham Swing Bridge (Highways & Transportation)		-1.2	<p>There are ongoing discussions with Peel Ports relating to this project.</p>
Government Transition Works (Highways & Transportation)	2.0		<p>The variance is due to additional grant funding for the works at Sevington, which will be added to the cash limit.</p>
Herne Relief Road (Highways & Transportation)		1.0	<p>The spend on this project has been reprofiled to more accurately report the anticipated monthly spend for the works based on the current programme for the scheme. Funding is available to cover this spend being brought forward.</p>

Housing Infrastructure Fund – Swale (Highways & Transportation)		-1.3	There are programme delays on Grovehurst Road and Key Street. The contract award was delayed by two months on Grovehurst Rd and by 6 months on Key Street due to ongoing works at M2 junction 5 and awaiting the planning consent of the adjacent development roundabout with an impact on the final proposals.
Sturry Link Road (Highways & Transportation)		-1.7	Delays in appointing the principal contractor has resulted in reprofiling to future years.
Leigh (Medway) Flood Storage Areas (Environment & Waste)	-0.1	-0.8	The funding originally allocated to this project (£2.5m) has now been split between this and a new line – Surface Water Flood Risk Management. The real variance therefore shows the amount to be transferred in this financial year.
Surface Water Flood Risk Management (Environment & Waste)	0.1		Funding to be vired from Leigh (Medway) Flood Storage Areas.
Local Authority Treescape Fund (Environment & Waste)	0.1		Additional grant has been received that needs adding to the cash limit.
Country Parks Access & Development (Growth & Communities)	0.2		Additional external funding has been received that needs adding to the cash limit.
Broadband Contract 2 (Growth & Communities)		-1.3	Invoice from BDUK is expected in 2023-24.
Digital Autopsy (Growth & Communities)		-2.5	The slippage is due to the project tender (ITT) for the DA and body store delivery failing. The project is now looking at alternative options to bring in the necessary providers. Given the amount of time this will take to bring forward, the capital spend has been deferred as the capital element can only be entered into at the same time as the revenue contracts to ensure the project is de-risked. (Previously reported -£1.9m slippage).
Innovation Investment Initiative (i3) (Growth & Communities)		-2.6	Due to the launch of the new Kent and Medway Business Fund scheme and the time constraints this has placed on the team it is not possible to also promote the i3 scheme this year so any forecasted expenditure has been pushed back to future years.
Kent & Medway Business Fund (Growth & Communities)		-3.0	Slippage is due to profiling now in line with anticipated loan applications and approvals.
Kent Empty Property Initiative (Growth & Communities)	1.6	0.6	The real variance is due to additional external funding expected to be received.

Previously reported variances:

<i>Highways Asset Management and Programme of Urgent Safety Critical Works (Highways & Transportation)</i>	7.0	<p>The majority of the real variance is due to the re-establishment of the £7m Pothole Blitz programme. A solution for funding this is being worked up. +£0.5m relates to additional grant which has been awarded from the Department of Transport for traffic signal maintenance. +£0.2m relates to additional external funding which has been received towards the Urban Tree Challenge to reinstate tree loss. (Previously reported +£7.6m)</p>
<i>Integrated Transport Schemes (Highways & Transportation)</i>	0.7	<p>The real variance is due to the addition of a number of minor schemes which will be externally funded and the cash limit will be increased when the funding is banked. (Previously reported +0.6m)</p>
<i>A226 St Clements Way (Highways & Transportation)</i>	-0.2	<p>The defects period of the main works has been completed and retention has been released. An allowance has been held back this year to complete some minor works and for landscape works. The underspend is to be released back to the Strategic Transport Infrastructure Programme (formerly known as Kent Thameside Strategic Transport Programme) as these are the conditions of the funding.</p>
<i>Dover Bus Rapid Transit (Highways & Transportation)</i>	-3.9	<p>The profiling of the scheme has been updated to reflect the latest works programme from Colas, and has resulted in slippage following slow mobilisation.</p>
<i>Green Corridors (Highways and Transportation)</i>	-2.4	<p>The slippage is due to the construction of the three largest sites (sites 6, 8 and 11) will span 2022/23 and 2023/24 financial years. The construction periods have been delayed so that the sites can be procured together and constructed by a single contractor. Other works nearby mean that the construction of these sites cannot begin before January 2023 due to road space availability and procurement timescales.</p>
<i>Kent Active Travel Fund Phase 3 (Highways & Transportation)</i>	-1.2	<p>The areas covered by this grant are Herne Bay Seafront and Sevenoaks Urban area. Timeframes suggest £1.2m of the funding received will be in contract by the end of this financial year but spend will incur in 2023-24, hence the slippage. (Previously reported -£1.1m).</p>
<i>Thanet Parkway (Highways & Transportation)</i>	5.4	<p>The costs in excess of budget are expected to start crystallising in this financial year with an anticipated overspend of £5.4m, and another £1.2m in 2022-23. Funding options are being sought and the position will continue to be closely monitored.</p>
<i>Kings Hill Solar Farm (Growth & Communities)</i>	0.6	<p>Higher than anticipated costs have resulted in a forecast overspend, funding options are being explored. (Previously reported +£0.2m)</p>

Javelin Way Development (Growth & Communities)

-0.01

Slippage is due to delays in finalising the legal agreements, and limited capacity of UKPN following the storms. (Previously reported -£1.0m).

Marsh Million (Growth & Communities)

-0.3

The project has now come to an end and distributions will be made to the contributors of the scheme.

Chief Executive’s Department:

Project	Real Variance £m	Slippage £m	Detail
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New variances to report:

There are no variances to report

Deputy Chief Executive’s Department:

Project	Real Variance £m	Slippage£m	Detail
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New variances to report:

No new variances to report.

Previously reported variances:

<i>Modernisation of Assets</i>	+4.8	<i>The real variance is due to inflation (approximately £0.7m) and addressing category 1 and urgent works. Funding from the Public Sector Decarbonisation Fund will offset approximately 0.6m of the variance. There is a £0.3m revenue contribution towards works at Turner Contemporary. Funding options for the remainder of the overspend are being considered as part of the Capital Budget process to address the remainder of the overspend alongside other pressures identified on the Capital Programme. (Previously reported +£5.4m).</i>
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<i>Dover Discovery Centre</i>	-4.1	<i>The project is reporting slippage as there have been delays in planning approval. The forecast for this year is for design costs only. (Previously reported -£2.4m).</i>
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<i>Strategic Estate Programme</i>	-9.0	<i>The slippage reflects the descoping of initial Stage 2 proposals for Sessions and Invicta refurbishment to keep costs in line with the approved budget, which alongside a delay in the release of the Sessions House Masterplan means a postponement of the original planned commencement date for any refurbishment.</i>
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The purpose of this section is to monitor actual Council Tax discounts and collection rates against the budget throughout the year and to use this to inform collection fund and the Council Tax Base estimates to be included in next financial year's budget.

14.1 Council Tax income is vital source of funding for the Council's revenue budget

Council Tax income is a key source of funding for council services and makes up almost 70% of our net budget (and just under 50% of our gross budget). The amount generated through Council Tax is principally determined by the Council Taxbase. The Council Taxbase is the number of properties (expressed as the number of weighted band D equivalent properties) adjusted for exemptions, discounts and premiums, other minor adjustments (e.g. estimated new builds), the band D charge per property and the collection rate. The most significant discounts are the 25% single persons discount and the Council Tax Reduction Scheme (CTRS) for low income households.

14.2 The budget is based on estimated Council Tax collection. Actual collections are managed through local district collection funds

The twelve Kent districts provide the budgeted Council Taxbase. This forms the basis for the County Council precept after applying the county's share of the Council Tax charge (including a separate precept for adult social care), which is included in the Council's annual budget. Districts must provide the budgeted precept to the County Council in-year and any difference between the budgeted precept and the actual Council Tax collected is accounted for by districts through their local collection funds.

14.3 Following an unprecedented collection fund deficit in 2021-22 due to the pandemic, the budgeted taxbase for 2022-23 has increased by 2.63%

From 2015-16 to 2020-21 the budgeted taxbase increased each year by an average of 1.95%. During this period we also saw collection fund surpluses ranging from £3.9m to £12.5m, reflecting over-collection on the budgeted precept. The Covid-19 pandemic significantly affected both the discounts provided through the CTRS and the collection rate, and this resulted in an unprecedented collection fund deficit of £13.9m in 2021-22. This deficit is being accounted for over three years from 2021-22 to 2023-24.

The budgeted increase in taxbase for 2022-23 is 2.63%. This increase reflects a return to pre-pandemic levels for the budget assumptions for CTRS discounts, and an improvement on collection rates from last financial year, from 97.8% to 98.2%.

The purpose of this section of the monitoring report is to provide an early indication of whether CTRS discounts and collection rates during the year are consistent with the amounts in the 2022-23 budget estimates, and to have early oversight of the likely impact of any variances on the collection fund and the Council Taxbase to be included in the forthcoming year's budget.

Budgeted Tax Base 2022-23

- 14.4 563,284.89 band D Equivalents = £823.1m for the County Council precept
- The 2022-23 net budgeted Council Taxbase for Kent is 563,284.89 band D equivalents which produces the County Council precept of £823.1m. The precept includes the following reductions: £74.2m due to single persons discount, £77.8m relating to Council Tax Reduction Scheme, and £15.4m for the expected collection rate loss. The table below shows the composition of the budgeted Council Taxbase for the Kent County Council precept:

	Band D equivalent	Total Precept @ £1,461.24
Number of Dwellings (692,361)	685,572.00	£1,001.8m
Less Exemptions & Disabled	-14,338.11	£-21.0m
Less Single Persons Discount	-50,801.21	£-74.2m
Less Council Tax Reduction Discounts	-53,216.26	£-77.8m
Less Other Discounts	-1,880.42	£-2.7m
Add Premiums, New Builds, etc	8,508.38	£12.4m
Less Collection Losses	-10,559.49	£-15.4m
Net Taxbase/Precept	563,284.89	£823.1m

The net precept of £823.1m includes £97.6m for the Adult Social Care precept.

Council Tax Charge Increase

- 14.5 KCC's element of individual household Council Tax charge for 2022-23 increased by 2.994% compared to 2021-22
- The 2022-23 budget, which was approved by full council on 10th February 2022, included a 2.994% increase to the Council Tax charge. This increased the band D charge by £42.48, from £1,418.76 to £1,461.24. This increase consists of a £28.35 (1.998%) general increase up to the referendum limit and a £14.13 (0.996%) maximum permitted increase for the Adult Social Care Precept.
- Kent County Council and Kent Fire and Rescue Service have a total band D charge of £1,543.59. It is essential to include the Fire Authority's share of Council Tax for comparison purposes with other Shire Counties because some are still responsible for Fire & Rescue Services and do not levy a separate precept. The charge in Kent is ranked 10th out of 24 when compared with other Shire Counties, the highest charge is £1,728.66 and the lowest is £1,432.17.

Monitoring

14.6 Quarter 2 monitoring is showing a forecast collection fund deficit of £6.2m, largely as a result of lower than estimated collection rates to date.

The twelve Kent Districts have provided an update as at quarter 2 on the Council Tax collection and level of CTRS claimants, and this information has been used to produce a forecast against the budget. The forecast is based on actual collection rates to date and the original projected collection rate for the remainder of the year, which is generally consistent with forecasting methodology for the rest of the Council's budgets.

The table below shows a forecast collection fund deficit of £6.2m (0.8%). This is predominantly due to lower than estimated collection rates (average collection rate 56.2% to date, compared to budgeted 57.0%).

	Budget	Forecast	Variance
CTRS	-£77.8m	-£77.7m	£0.1m
Collection Rate	98.2%	97.4%	-£6.3m
Forecast Collection Fund Deficit			-£6.2m

This projected variance is concerning and could indicate that we are starting to see the impact of the increase in cost of living and economic downturn in the form of lower than budgeted Council Tax collection rates. If this forecast was to materialise and not recover, then the Council would have to account for a deficit on the 2022-23 council tax collection in the 2023-24 budget, and potentially face a lower tax base for 2023-24 in what is already going to be an extremely challenging budget to balance.

It is worth noting that the forecast collection rate does not take into consideration any payments against 2021-22 arrears or the impact of the option for Council Tax payers to change to making payments over twelve monthly instalments (which changes the profile of collection compared to the standard 10 monthly payments). These factors are likely to reduce the forecast collection fund deficit by the end of the year, although data is not available to establish how much of an impact this will have.

In the context of the national cost of living crisis, CTRS and collection fund rates will continue to be closely monitored throughout the rest of the financial year. In addition, significant movements in forecast between quarter 1 and quarter 2 for individual districts are being investigated further. An update will be provided at quarter 3.

14.7 Conclusion

Council Tax remains a significant source of income and the 2023-24 budget currently assumes that the improved levels budgeted for in 2022-23 for CTRS discounts and collection rates will materialise. The forecast deficit of £6.2m is a concern, because both the 2022-23 deficit and reduced council tax collection rate will impact on the 2023-24 budget.

This position will continue to be monitored closely and an updated position, along with the outcome of the discussions with individual districts where significant movements have been seen from one quarter to the next, will be provided at quarter 3.

15 Treasury Management Monitoring

Treasury management relates to the management of the Council's debt portfolio (accumulated borrowing to fund previous and current capital infrastructure investments) and investment of cash balances. The Council has a comparatively high level of very long-term debt, a significant proportion of which was undertaken through the previous supported borrowing regime.

15.1 Total external debt outstanding in September was £822.09m down by £3.88m since 31st March 2022

KCC debt includes £425.61m of borrowing from the Public Works Loans Board (PWLb). The vast majority is maturity debt (debt is only repaid upon maturity) at a fixed rate of interest. The average length to maturity of PWLB debt is 15.20 years at an average interest rate of 4.70%.

Outstanding loans from banks amount to £291.8m. This is also at fixed term rates with average length to maturity of 36.01 years at an average interest rate of 4.40%.

The council has £90m of Lender Option Borrower Option (LOBO) loans. These loans can only be renegotiated should the lender propose an increase in interest rates. The average length to maturity of LOBO loans is 38.97 years at an average interest rate of 4.15%.

The balance of debt relates to loans for the LED streetlighting programme. The outstanding balance is £14.68m with average of 11.74 years to maturity at an average rate of 1.80%.

KCC's principal objective for borrowing is to achieve an appropriately low risk balance between securing low interest rates and certainty of financing costs. This is achieved by seeking to fund capital spending from internal resources and short-term borrowing, only considering external long-term borrowing at advantageous interest rates.

15.2 Majority is long term debt with 12.47% due to mature within 5 years

Maturity 0 to 5 years £102.49m (12.47%)¹
Maturity 5 to 10 years is minimal
Maturity 10 to 20 years £212.00m (25.79%)
Maturity over 20 years £507.60m (61.75%)

15.3 Total cash balance at end of September was £476.1m, up by £12.3m from the end of March

Cash balances accrue from the council's reserves and timing differences between the receipt of grants and other income and expenditure. Balances are forecast to decline over the remainder of the year in line with the typical trend observed in previous years.

¹ Split across the next five years is as follows: Year 1 £16.70m, Year 2 £20.60m, Year 3 £24.18m, Year 4 £24.00m, and Year 5 £17.00m

15.4 Cash balances are invested in a range of short-term, medium term and long-term deposits

Investments are made in accordance with the Treasury Management Strategy agreed by full Council alongside the revenue and capital budgets. The treasury strategy represents a prudent approach to achieve an appropriate balance between risk, liquidity and return, minimising the risk of incurring losses on the sum invested. Longer term investments aim to achieve a rate of return equal or exceeding prevailing inflation rates.

Short term deposits (same day availability) are held in bank accounts and money market funds. Current balances in short-term deposits in September were £113.7m (23.89% of cash balances). Short-term deposits enable the Council to manage liquidity. Bank accounts and money market funds are currently earning an average rate of return of 2.04%.

Deposits are made through the Debt Management Office (an executive agency responsible for debt and cash management for the UK Government, lending to local authorities and managing certain public sector funds). As at the end of September, the Council had £31.8m in government bonds. These deposits represent 6.68% of cash investments with an average rate of return of 1.59%.

Medium term deposits include covered bonds, a form of secured bond issued by a financial institution that is backed by mortgages or public sector loans. In the UK the covered bond programmes are supervised by the Financial Conduct Authority (FCA). King and Shaxson acts as the Council's broker and custodian for its covered bond portfolio. As at the end of September, the Council has £132.3m invested in covered bonds earning an average rate of return of 2.60%.

The Council has lent £19.2m through the No Use Empty Loans programme which achieve a return of 2.50% that is available to fund general services. This total includes £4.6m of loans made since March.

The Council has now agreed 3 rolling credit facilities (RCF) with registered providers totalling £25m, for which we are receiving a fee ranging from 0.25% to 0.40%. None of the facilities have been drawn so far.

Long term investments are made through Strategic Pooled Funds. These include a variety of UK and Global Equity Funds, Multi Asset Funds and Property Funds. In total the Council has £177.8m invested in pooled funds (37.34% of cash balances). Excluding capital returns, these funds have earned a total income of £40.6m since inception, at an average annual rate of 4.11%. Returns on pooled funds can be volatile.

15 Treasury Management Monitoring

15.5	Treasury Management Advice	The Council secures external specialist treasury management advice from Arlingclose. They advise on the overall strategy as well as borrowing options and investment opportunities. Arlingclose provide regular performance monitoring reports.
15.6	Quarterly and Bi-annual reports	A fuller report is presented to Governance and Audit Committee on a regular quarterly basis. A report on treasury performance is reported twice a year to full Council.

Appendix 1 - Key Service Summary

	Revenue Budget £m	Forecast £m	Variance £m
Community Based Preventative Services	13.3	13.1	-0.2
Housing Related Support	4.6	4.6	0.0
Statutory and Policy Support	1.2	1.6	0.3
Provision for Demographic Growth - Community Based Services	10.2	3.5	-6.7
Strategic Management & Directorate Support (ASCH)	6.8	4.6	-2.2
Social Support for Carers	3.2	3.0	-0.2
Partnership Support Services	0.0	0.0	0.0
Strategic Safeguarding	0.7	0.5	-0.2
Strategic Management & Directorate Budgets	40.1	30.9	-9.2
Public Health - Advice and Other Staffing	0.0	0.0	0.0
Public Health - Children's Programme	0.0	0.0	0.0
Public Health - Healthy Lifestyles	0.0	0.0	0.0
Public Health - Mental Health, Substance Misuse & Community Safety	0.0	0.0	0.0
Public Health - Sexual Health	0.0	0.0	0.0
Public Health	0.0	0.0	0.0
Adult In House Carer Services	2.4	2.5	0.1
Adult In House Community Services	5.9	5.5	-0.4
Adult In House Enablement Services	7.4	7.0	-0.4
Adult Learning Disability - Case Management & Assessment Service	5.6	5.6	0.0
Adult Learning Disability - Community Based Services & Support for Carers	101.7	106.1	4.4
Adult Learning Disability - Residential Care Services & Support for Carers	72.3	72.4	0.1
Adult Mental Health - Case Management & Assessment Services	10.0	10.0	0.0
Adult Mental Health - Community Based Services	11.4	16.6	5.2
Adult Mental Health - Residential Care Services	15.6	17.7	2.1
Adult Physical Disability - Community Based Services	21.0	22.8	1.8
Adult Physical Disability - Residential Care Services	17.9	19.0	1.2
ASCH Operations - Divisional Management & Support	6.8	6.7	-0.2
Older People - Community Based Services	37.4	40.1	2.7
Older People - In House Provision	14.5	15.2	0.7
Older People - Residential Care Services	45.9	68.4	22.5
Older People & Physical Disability - Assessment and Deprivation of Liberty Safeguards Services	21.7	22.2	0.5
Older People & Physical Disability - In House Community Homecare Service	0.0	0.0	0.0
Older People & Physical Disability Carer Support - Commissioned	1.2	1.6	0.4
Physical Disability 26+ Lifespan Pathway & Sensory and Autism 18+ - Community Based Services	5.9	6.5	0.6
Physical Disability 26+ Lifespan Pathway & Sensory and Autism 18+ - Residential Care Services	1.1	1.1	0.0
Sensory & Autism - Assessment Service	0.7	0.7	0.0
Service Provision - Divisional Management & Support	0.0	0.0	0.0
Adaptive & Assistive Technology	5.1	1.2	-3.9
Adult Social Care & Health Operations	411.6	448.9	37.3
Business Delivery	8.3	7.8	-0.5
Independent Living Support	0.7	0.7	0.1
Business Delivery Unit	9.0	8.5	-0.5
Adult Social Care & Health	460.6	488.3	27.7
Earmarked Budgets Held Corporately	4.2	4.2	0.0

Appendix 1 - Key Service Summary

	Revenue Budget	Forecast	Variance
	£m	£m	£m
Strategic Management & Directorate Budgets	2.3	2.3	0.0
Community Learning & Skills (CLS)	-0.4	-0.3	0.1
Early Years Education	0.0	0.0	0.0
Education Management & Division Support	1.4	1.2	-0.2
Education Services provided by The Education People	4.5	4.5	0.0
Fair Access & Planning Services	0.3	0.5	0.3
Home to School & College Transport	49.7	63.3	13.6
Other School Services	5.8	7.4	1.6
Education	61.2	76.7	15.5
Adoption & Special Guardianship Arrangements & Service	15.5	15.7	0.2
Asylum	-0.1	-0.1	0.0
Care Leavers Service	6.0	6.2	0.1
Children in Need - Care & Support	3.3	3.3	0.0
Children's Centres	4.6	4.5	-0.1
Children's Social Work Services - Assessment & Safeguarding Service	51.2	53.0	1.9
Early Help & Preventative Services	6.9	7.0	0.1
Integrated Services (Children's) Management & Directorate Support	5.7	5.3	-0.4
Looked After Children - Care & Support	66.8	74.9	8.1
Pupil Referral Units & Inclusion	0.1	0.1	0.0
Youth Services	5.7	5.7	0.0
Integrated Children's Services (East & West)	165.8	175.7	9.9
Adult Learning & Physical Disability Pathway - Community Based Services	32.7	37.2	4.5
Adult Learning & Physical Disability Pathway - Residential Care Services & Support for Carers	9.3	9.3	0.0
Children in Need (Disability) - Care & Support	5.5	6.0	0.5
Children's Disability 0-18 Commissioning	1.7	1.7	0.0
Disabled Children & Young People Service (0-25 LD & Complex PD) - Assessment Service	9.0	9.3	0.3
Looked After Children (with Disability) - Care & Support	16.4	18.2	1.8
Looked After Children (with Disability) - In House Provision	3.6	3.7	0.0
Special Educational Needs & Disability Management & Divisional Support	0.2	0.2	0.0
Special Educational Needs & Psychology Services	13.2	14.6	1.4
Special Educational Needs & Disabilities	91.8	100.2	8.4
Children, Young People & Education	321.0	354.9	33.9
Earmarked Budgets Held Corporately	0.0	0.0	0.0

Appendix 1 - Key Service Summary

	Revenue Budget £m	Forecast £m	Variance £m
Strategic Management & Directorate Budgets	1.4	1.4	0.0
Growth and Support to Businesses	4.7	5.9	1.2
Community (Assets & Services)	2.8	2.9	0.1
Public Protection	11.4	11.5	0.2
Libraries, Registration & Archives	9.5	9.2	-0.3
Growth and Communities Divisional management costs	0.8	0.8	0.0
Growth & Communities	29.1	30.3	1.2
Highway Assets Management	33.0	34.3	1.2
Transportation	6.6	6.2	-0.4
Supported Bus Services	4.5	7.2	2.7
English National Concessionary Travel Scheme (ENCTS)	13.8	11.9	-1.9
Kent Travel Saver (KTS)	4.8	6.9	2.1
Highways & Transportation divisional management costs	3.6	3.5	-0.2
Highways & Transportation	66.3	69.9	3.6
Environment	2.4	2.4	0.0
Residual Waste	45.8	46.2	0.5
Waste Facilities & Recycling Centres	31.9	31.7	-0.2
Environment and Waste Divisional management costs	1.8	1.9	0.1
Environment & Waste	81.9	82.2	0.3
Growth, Environment & Transport	178.7	183.8	5.1
Earmarked Budgets Held Corporately	0.2	0.2	0.0

Appendix 1 - Key Service Summary

	Revenue Budget	Forecast	Variance
	£m	£m	£m
Strategic Refresh Programme	0.0	0.0	0.0
Strategic Management & Departmental Support	0.6	0.5	0.0
Health & Safety	0.4	0.4	0.0
Business & Client Relationships	2.4	2.4	0.0
Strategic Management & Departmental Budgets (DCED)	3.3	3.3	0.0
Human Resources & Organisational Development	5.1	4.9	-0.2
Marketing & Resident Experience	6.0	6.0	0.0
Property related services	5.9	6.0	0.1
Emergency Planning	0.2	0.2	0.0
Infrastructure	6.2	6.2	0.1
Technology	24.0	23.8	-0.2
Business Services Centre	0.0	0.0	0.0
Corporate Landlord	27.1	28.9	1.9
Total - Deputy Chief Executive Department	71.7	73.2	1.4
Strategic Management & Directorate Budgets	0.0	-0.4	-0.4
Grants to Kent District Councils to maximise Council Tax collection	3.2	3.1	0.0
Finance	9.6	9.7	0.1
Finance	12.7	12.8	0.1
Governance & Law	6.9	6.7	-0.2
Local Member Grants	1.4	1.4	0.0
Governance, Law & Democracy	8.3	8.1	-0.2
Strategic Commissioning	8.0	8.0	-0.1
Strategy, Policy, Relationships & Corporate Assurance	4.4	4.3	-0.1
Total - Chief Executive Department	33.5	32.7	-0.7
Non Attributable Costs	129.4	123.0	-6.5
Corporately Held Budgets (to be allocated)	-0.3	-0.3	0.0
Total excluding Schools' Delegated Budgets	1,199.1	1,260.0	+60.9
Total Including Schools' Delegated Budgets	0.0	50.4	+50.4

Appendix 2 - Monitoring of Prudential Indicators as at 30 Sept 2022

The prudential indicators consider the affordability and impact of capital expenditure plans, in line with the prudential code.

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

	21-22 Actuals	22-23 Budget	22-23 Forecast
Total	335.3	339.3	316.60

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

The CFR is the total outstanding capital expenditure not yet financed by revenue or capital resources. It is a measure of the Council's underlying borrowing need.

	21-22 Actuals	22-23 Budget	22-23 Forecast
Total CFR	1,294.10	1,364.00	1,293.27

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

Projected levels of the Authority's total outstanding debt (which comprises borrowing, PFI liabilities, leases and transferred debt) are shown below, compared with the CFR.

	21-22 Actuals	22-23 Budget	22-23 Forecast
Other Long-term Liabilities	232.07	235.80	232.07
External Borrowing	825.97	802.50	802.29
Total Debt	1,058.04	1,038.30	1,034.36
Capital Financing Requirement	1,294.10	1,364.00	1,293.27
Internal Borrowing	236.06	325.70	258.91

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

The Authority is legally obliged to set an affordable borrowing limit (the authorised limit for external debt). A lower "operation boundary" is set should debt approach the limit.

	21-22 Actuals	22-23 Limit	22-23 Forecast
Authorised Limit - borrowing	826	876	822
Authorised Limit - PFI and leases	232	245	232
Authorised Limit - total external debt	1,058	1,121	1,054
Operational Boundary - borrowing	826	851	822
Operational Boundary - PFI and leases	232	245	232
Operation Boundary - total external debt	1,058	1,096	1,054

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

Financing costs comprise interest on loans and minimum revenue provision (MRP) and are charged to revenue. This indicator compares the net financing costs of the Authority to the net revenue stream.

	21-22 Actual	22-23 Budget	22-23 Forecast
Proportion of net revenue stream	9.18%	9.06%	8.57%

Appendix 3 - Reserves Monitoring as at 31 September 2022

	Balance as at 1 April 2022 £m	Forecast Contribution to/(from) Reserve £m	Projected Balance at 31 March 2023 £m
General Fund (GF) Balance	56.2		56.2
Budgeted contribution to/(from) in MTFP		3.0	3.0
	56.2	3.0	59.2

Earmarked reserves :

Vehicle, Plant & Equipment (VPE)	18.7	0.7	19.4
Smoothing	124.7	(13.5)	111.2
Major Projects	62.3	9.9	72.1
Partnerships	26.3	4.6	30.9
Grant/External Funds	79.1	(58.1)	20.9
Departmental Under/Overspends	8.4	(41.8)	(33.4)
Insurance	13.8	(0.8)	13.0
Public Health	16.8	(3.5)	13.3
Trading	1.2	0.0	1.2
Special Funds	0.6	0.1	0.7

Total Earmarked Reserves	351.9	(102.4)	249.4
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Total GF and Earmarked Reserves	408.1	(99.5)	308.6
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	Balance as at 1 April 2022 £m	Forecast Contribution to/(from) Reserve £m	Projected Balance at 31 March 2023 £m
Schools Reserves			
School delegated revenue budget reserve - committed	21.8	0.0	21.8
School delegated revenue budget reserve - uncommitted	39.3	0.0	39.3
Community Focussed Extended Schools Reserves	0.2	0.0	0.2
Total School Reserves	61.3	(1.4)	59.9

DSG Adjustment Account - Unusable Reserve

	Balance as at 1 April 2022 £m	Forecast Contribution to/(from) Reserve £m	Projected Balance at 31 March 2023 £m
Unallocated Schools Budget	(97.6)	(49.0)	(146.6)

The General fund Reserve has been increased as agreed by County Council in the 2022-23 MTFP.

The earmarked reserves are decreasing mainly due to the following:

- Funding of £59.7m underlying overspend including using the £24.9m set aside in the risk reserve. The balance is currently being reflected in the Departmental under/overspends until year end when it will be decided which reserves the balance should be funded from.
- £12.2m drawdown from the Covid-19 emergency grant reserve as reflected in this report.

The DSG Adjustment Account deficit has increased due to pressures in Schools Funding. More details can be found in Section 10.

The net £102.4m drawdown reflected in the table above covers more than the reserve drawdowns set out in the Directorate sections of this report, as this includes funding elements, which are roll forwards and the S31 Compensation grants.

By: Anna Taylor, Scrutiny Research Officer
To: Scrutiny Committee, 7 December 2022
Subject: Decision 21/00091 – Making a Difference Everyday: Our Strategy for Adult Social Care in Kent. 2022 - 2027

Summary: The Committee is asked to discuss and note the update on the Making a Difference Everyday (MADE) Strategy.

1. Introduction

- a) On 21 April 2022 the Cabinet Member for Adult Social Care and Public Health took a decision to agree to:
 - a. ADOPT the Making A Difference Every Day – Our Strategy for Adult Social Care in Kent 2022 to 2027;
 - b. DELEGATE authority to the Corporate Director Adult Social Care and Health to refresh and/or make revisions as appropriate during the lifetime of the strategy; and
 - c. DELEGATE authority to the Corporate Director Adult Social Care and Health to take relevant actions, including but not limited to finalising the terms of and entering into required contract or other legal agreements, as necessary to implement the objectives of the strategy.
- b) On 17 May 2022 this decision was considered as a call-in to the Scrutiny Committee. The Scrutiny Committee resolved to ‘express comments but not require reconsideration of the decision’.
- c) The Chairman and Spokespeople requested that 6 months on from the decision being taken an update be provided to the Committee.

2. Background Documents

- a) [Scrutiny Committee – 17 May 2022 – call-in meeting](#)
- b) [Decision Report](#)
- c) [Record of Decision](#)

3. Recommendation

The Committee is asked to discuss and note the update on the Making a Difference Everyday (MADE) Strategy

Contact Details

Anna Taylor, Scrutiny Research Officer
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Adult Social Care and Health

Making a difference every day

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November 2022



Richard Smith

Corporate Director of Adult Social Care & Health

Making a Difference Every Day Timeline

Making a difference every day

Vision: “Making a positive difference every day, supporting you to live as full and safe a life as possible and make informed choices.”



July 2020

Adult Social Care Diagnostic

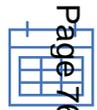
The Diagnostic was undertaken in order to provide a clear view of the Directorate’s current state and future aspiration against the Three Pillars (Practice, Innovation, Meaningful Measures)



2020
2021

Design Groups

The Design Groups focused on exploring the greatest challenges and opportunities in relation to the Three Pillars.



2020
2022

Adult Social Care Strategy co-production and public consultation

The strategy was developed with input from people we support, carers and the public.



April 2022

Adult Social Care Strategy publication

The final strategy for Adult Social Care 2022 – 2027 was published.



May 2022

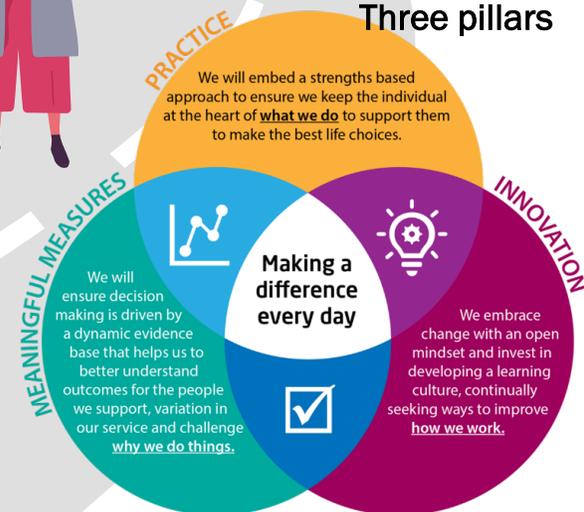
Present

Adult Social Care Strategy Delivery

Key projects move into the ‘delivery’ phase.



Jan 2022
last Strategic Reset Programme update



What we set out to achieve and where we are now

Key
Blue = delivered
Green = in progress

Making a difference every day

Practice

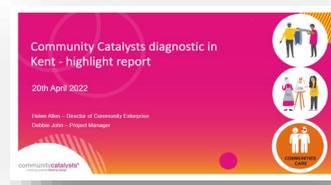
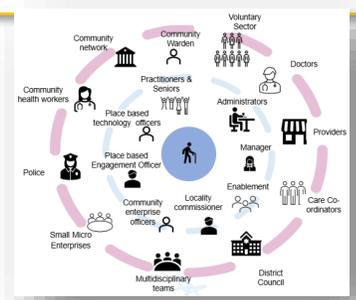
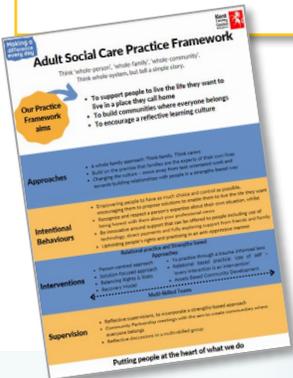
- **Locality Model and Adult Social Care Ways of Working**
- **Organisational Development Group**
- **Practice Framework, Strength-Based Documentation, Mosaic Redesign & Training**
- **Quality Assurance Framework & Quality Assurance Tool**
- **Recruitment Campaign**
- **Arranging Support – Purchasing**
- **Self-Directed Support, Personal Assistant Development Officer & Personal Assistant Portal**
- **Technology Enabled Care Build & Test and Technology for Independent Living Facilitators**
- **Workforce Care Hub**

Innovation

- **Digital Front Door & Digital Self-Serve**
- **Digital Roadmap**
- **Innovation Delivery Team**
- **Innovation Framework**
- **Micro-Enterprises & Community Catalysts**
- **Provider Payments**
- **Provider Portal and Citizen Portal**
- **Self-Directed Support, Personal Assistant Development Officer & Personal Assistant Portal**

Meaningful Measures

- **Benefits Realisation – Key Performance Indicators**
- **Performance Assurance Meetings**
- **Power BI Dashboards (Information and Data)**
- **Performance Improvement planning**
- **Redesigned / Restructured Performance Team**
- **Quality Assurance Framework & Quality Assurance Tool**



Person Journey
visual depiction of mosaic: workflow movement and duration

Contact Overview
further detail around contacts completed

693 People

531 Contacts

506 People

1 Average Duration (Days)

Locality Operating Model

Making a difference every day

Working at a place-based level to help the people we support to access the **right support** at the **right time**, in their local community.



24 Community Teams

Apr 23

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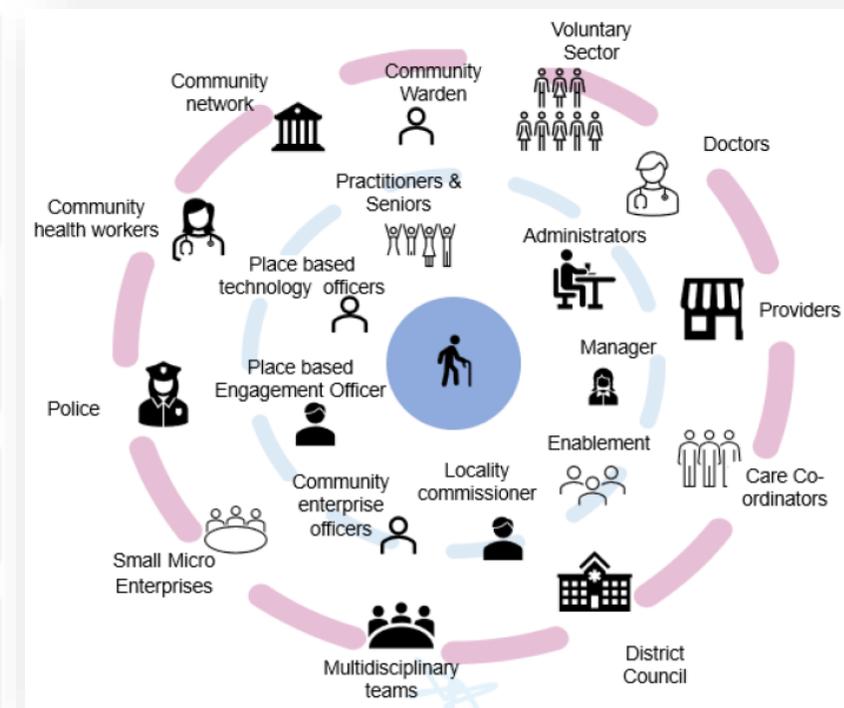
New Adult Social Care Ways of Working (pathways)

Apr 23



Operating Processes and Protocols

Apr 23



NOTE:

As we are implementing a new place-based way of working that involves reorganising our teams' geographic remit and increased flexibility across teams.

Implementing a strengths-based approach to practice in adult social care, so people are listened to and receive support based on their **strengths** and what is **important to them**.



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Practice Framework



Strength-Based Documentation



Strength-Based Training



Quality Assurance Tool Due Dec 2022



Quality Assurance Framework

Approaches

- Whole family approach – think family and think carers
- Focus on families as the experts in their own lives
- Building relationships first – build on people's strengths and move away from task-led results

Intentional Behaviours

- We will empower people to have as much choice and control as possible, encouraging them to lead on their support and live the life they want to live.
- We will listen to and respect the person's expertise about their situation, whilst giving an honest professional opinion.
- We will be innovative in offering support through technology, direct payments and fully exploring support from friends and family.
- We will uphold people's rights with a positive and open practice approach.

Relational Practice and Strengths-Based Interventions

- Use a person-centred approach
- Be solution-focused
- Balance rights and risks
- Recovery model
- Practice through a trauma informed lens
- Build relationships – 'every interaction is an intervention' (relational)
- Build strong communities with the right resources (asset based)

Supervision

- Incorporate a strengths-based approach towards supervision
- Locality partnership meetings with the aim to create communities where everyone belongs
- Reflective discussions in a multi-skilled group
- Promoting personal development and a learning culture, underpinned by the Quality Assurance Framework

We will put people at the heart of what we do

People can find **information**, **advice** and **guidance** to help them look after themselves or others, at a time that suits them.



Adult Social Care and Health Kent.gov.uk Updates



AskSARA (equipment and adaptations portal)



Kent Connect to Support



Light Touch Self-Assessment and Financial Calculator

Due Dec 22



You can access help and arrange care yourself or for friends and family without having to contact us. However, if you think you have care needs, you can get an assessment to find out if you are eligible to receive care services from us.

Arrange your own care with Support

Go to the Kent Connect to Support website to find information and advice on care and support, for you, a relative or a friend. The site can help you find out:

- what sort of support you may need and what's available near you
- about paying for care
- what happens when you leave hospital
- how to buy equipment to help you around your home
- what type of support care homes can offer.

[Go to the Connect to Support website >](#)



To procure and implement a range of digital **self serve tools** that people and/or their carer can access and use to help them make informed choices and purchase what they require.

-  Self Assessment Tool
-  Self Financial Assessment Tool
-  Care Account

NOTE: Development of Kent Self Serve tools has been paused due to the wider implications of social care reform and exploration of a national system solution for all local authorities to adopt. We are reviewing this work now in light of the current delays.



Self-Care Needs Assessment
(used to calculate Estimated Personal Budget)



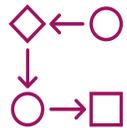
Financial Assessment



Care and Support Plan



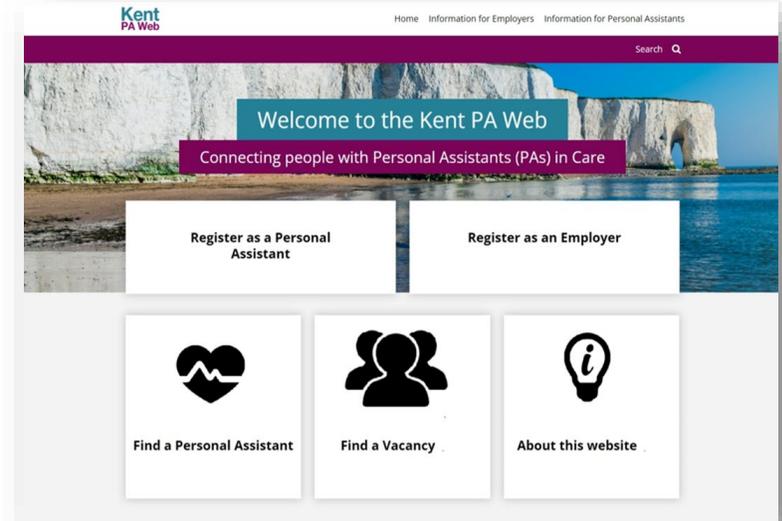
Chat Bot / Virtual Assistant / Automated Telephony



Account and Document Management

People understand the benefits of Self-directed Support and how they enable them to have **choice** and **control** in organising their support; they can explore **innovative ways** of meeting their outcomes.

	Direct Payment improvements	Due Spring 2023
	Game Changer Events	
Page 82 	Operating Protocols and Processes	Complete by Jan 2023
	Personal Assistant Portal	
	People with lived experienced leading this work	Ongoing



People can explore technology that is right for them, improving their **physical and mental wellbeing**; they are **empowered** to manage their home environment more independently. Carers can draw on technology for support and reassurance, **improving their quality of life**, and of the person they are caring for.



Technology Enabled Care Build and Test



Technology Enabled Care Countywide Model

Mobilisation from April 23



Technology for Independent Living Facilitators



Funding secured from NHS England - Digital Social Care Transformation project

Meet our Technology for Independent Living Facilitators, Matt and Lisa



Kent News
Edition 2
October 2022

Welcome to edition 3 of our Technology Enabled Care Service Build and Test Newsletter.

We want to keep you updated about solutions and new approaches in the Making a difference every day Technology Care Project.

TEC of the moment

HandiCalendar

HandiCalendar is an aid that helps you know what needs to be done and ensures that you get started. HandiCalendar is app with reminder prompts that helps the user with what needs to be done and ensures that they get started.

The calendar gives you an overview of your day, week, and month. The user will receive clear alarms when the activities begin and end. With each activity you can see additional information, such as a checklist or a phone number. The app can be downloaded on both IOS and Android platforms, and can be downloaded on both a mobile phone and a tablet.

The activities can be displayed via image and text, making it simple for the user to understand what they are supposed to do. You can view more information about the HandiCalendar here - <http://www.abita.com/service-products/cognition-time-and-planning/memory-and-calendar/handi-calendar>

Client feedback

We also carry out 2-week post installation surveys and 8 weeks with the clients who are part of the build and test project. As a person centred service, it is so important that the clients who use the technology services are happy and understand how to use the TEC, and it is making a difference to their lives.

Following the recent installations of the Chipchuck system, we have called and spoken to the service users to see how they are getting on.

"The Chipchuck system is great to have as it's an added safety net, as I am very prone to 'fall'."

"Couldn't imagine it could be doing better. Laurence came and explained how it works to me in detail."

We want to hear from YOU!

We are always really interested to hear positive feedback from you, as feedback about how you think the build and test project is going, the interactions with the team and successful outcomes.

For us to provide a good service, your feedback is vital. If you would like to provide feedback, please do not hesitate to contact us on feedback@nhs.uk.

A big thank you to Tara Ogburn for providing us with this positive feedback:

"I feel this project has been really beneficial and Lisa and the team have been amazing."

NRS Healthcare

Kent County Council

People are supported **through their community**, rather than formal care and support; their **independence, resilience, choice** and **wellbeing** are protected and promoted.



Approved Provider List



Community Catalysts



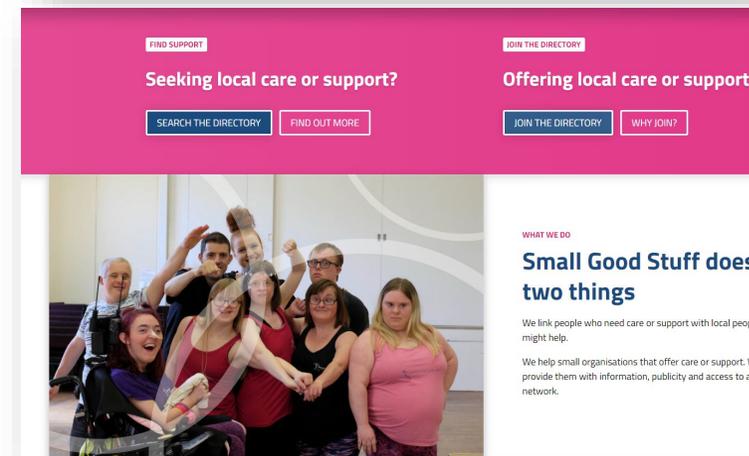
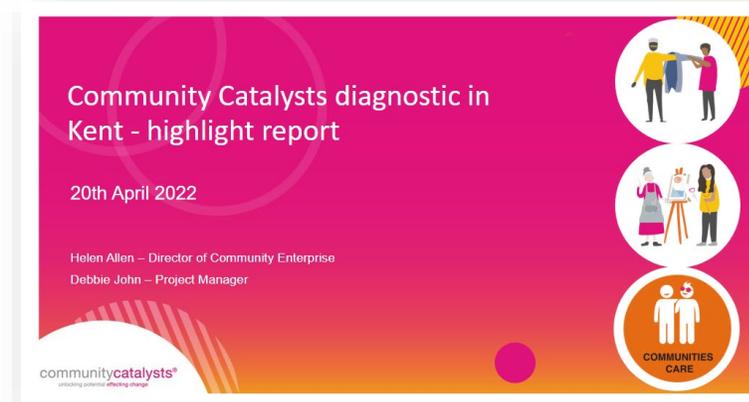
Community Micro-enterprises



Improved Relationships with Growth, Environment and Transport Directorate



Social Prescribing Directory



1 Diagnostic

Provide a clear view of the Directorate's current state and future aspiration



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3 Adult Social Care Strategy and Delivery

Strategy developed with input from people we support, carers and the public followed by project delivery



2 Design Groups

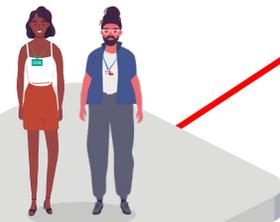
Focus on exploring the greatest challenges and opportunities



4

Culture, Practice Change and implementation

Having the right culture in place will be **key** to operational practice, commissioning and sustainability long term



5 Benefits Realisation

Realisation of strategic outcomes and benefits from the strategy



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By: Anna Taylor, Scrutiny Research Officer
To: Scrutiny Committee, 7 December 2022
Subject: Decision 22/00094 – Family Hubs Transformation

Summary: As requested by the Chairman and Spokespeople of the Scrutiny Committee the Committee is invited to discuss the Family Hubs Transformation decision.

1. Introduction

- a) On 14 October the Cabinet Member for Integrated Children's Services took an urgent decision to agree:
- a. the principle of adopting a Family Hub Model of provision for Open Access Services in Kent, in accordance with the Government Policy on Family Hubs and Start for Life which align with the priorities of the Executive and the Council as per the Strategic Statement;
 - b. to accept relevant funding via the Family Hub Transformation Authority programme, including agreement to the terms of the Memorandum of Understanding requirement to participate as a Transformation Authority;
 - c. to confirm that any implementation or full delivery of a Family Hub Model in Kent will be subject to the development of detailed proposals, appropriate consultation, engagement and governance through normal Executive Decision-making arrangements;
 - d. to delegate authority to the Corporate Director of Children, Young People and Education, in consultation with the Cabinet Member for Integrated Children's Services, to undertake relevant actions, including but not limited to entering into contracts or other legal agreements, as necessary to implement the decision.
- b) The Chairman and Spokespeople considered that this decision needed further exploration and discussion and, in line with the right any Member of the Council has to place an item on the Scrutiny agenda for discussion, have requested that this takes place at the Scrutiny Committee on 7 December.

2. Attached documents

- a) [Decision Details](#)
- b) [Urgent Record of Decision](#)
- c) [Decision Report](#)
- d) [EqIA](#)

3. Recommendation

The Scrutiny Committee is asked to consider the information provided at the meeting in response to Members' questions on the Family Hubs Transformation decision.

Contact Details

Anna Taylor, Scrutiny Research Officer
anna.taylor@kent.gov.uk 03000 416478

KENT COUNTY COUNCIL – URGENT RECORD OF DECISION

DECISION TO BE TAKEN BY:

Sue Chandler, Cabinet Member for Integrated Children’s Services

(in consultation with Clair Bell, Cabinet Member for Adult Social Care and Public Health)

DECISION NO:

22/00094

For publication [Do not include information which is exempt from publication under schedule 12a of the Local Government Act 1972]

Key decision: YES

Key decision criteria. The decision will:

- a) *result in savings or expenditure which is significant having regard to the budget for the service or function (currently defined by the Council as in excess of £1,000,000); or*
- b) *be significant in terms of its effects on a significant proportion of the community living or working within two or more electoral divisions – which will include those decisions that involve:*
 - *the adoption or significant amendment of major strategies or frameworks;*
 - *significant service developments, significant service reductions, or significant changes in the way that services are delivered, whether County-wide or in a particular locality.*

Subject Matter / Title of Decision: Family Hubs

Decision:

As Cabinet Member for Integrated Children’s Services, I agree:

- a. the principle of adopting a Family Hub Model of provision for Open Access Services in Kent, in accordance with the Government Policy on Family Hubs and Start for Life which align with the priorities of the Executive and the Council as per the Strategic Statement.
- b. to accept relevant funding via the Family Hub Transformation Authority programme, including agreement to the terms of the Memorandum of Understanding requirement to participate as a Transformation Authority.
- c. To confirm that any implementation or full delivery of a Family Hub Model in Kent will be subject to the development of detailed proposals, appropriate consultation, engagement and governance through normal Executive Decision-making arrangements.
- d. delegate authority to the Corporate Director of Children, Young People and Education, in consultation with the Cabinet Member for Integrated Children’s Services, to undertake relevant actions, including but not limited to entering into contracts or other legal agreements, as necessary to implement the decision.

The Cabinet Member for Adult Social Care and Public Health was consulted on the decision due to service implications of Family Hubs on activity within Public Health – she supported the decision.

Reason(s) for decision:

To explore how the Family Hubs model could work in Kent. This work will look at how and where services are delivered: virtual, through outreach, and/or face-to-face, to support our vulnerable families in their own communities.

Prior to any implementation or delivery of Family Hubs, detailed proposals will be subject to further decision-making but a Strategic Policy decision to adopt the principle of developing a Family Hub Model for Kent is required at this stage to adhere to relevant deadlines from the DfE to be considered a Family Hub Transformation Authority.

How the proposed decision supports the Framing Kent's Future - Our Council Strategy 2022-2026:

The Council's Strategic Reset Programme has set new Council wide ambitions and aims for how the Council will operate in the future. Aligned to the Strategic Reset Programme and the Strategic Statement "Framing Kent's Future", the Family Hub Model aims to achieve:

- A more targeted open access offer
- An enhanced digital offer across universal provision
- More productive and efficient ways of working using technology and digital solutions
- A greater quality of experience for service users, residents, and staff, informed by a more in depth understanding of what communities need and managing the demand facing the council
- The best use of our data, assets, and trading companies.
- Value for money
- A potential reduction in overall assets within Kent County Council

Financial Implications:

Access to national grants up to £10m over 3 years will be dependent on the specific proposals developed.

Further financial due diligence will be undertaken at the proposal development stage, which will be subject to further decision-making.

Legal Implications:

This decision includes the entering into a Memorandum Of Understanding (MOU) with the DfE which creates obligations to progress with transformation scoping and proposal development to support Kent becoming a Family Hub Authority. Access to the associated funding of up to £10m, depending on the type and level of transformation activity eventually progressed, is conditional on compliance with the terms of the MOU and demonstration of progress toward an effective Family Hub Model.

Equalities Implications:

Assessment at strategic level regarding implementation of the Family Hub model does not have any negative implications (further details contained in appended EQIA).

The Transformation activity will be reliant on the feedback from parents and carers to help shape the services with all detailed proposals being subject to further engagement and formal decision-making (which will be informed by a separate updated EqIA).

Reason for Urgency:

KCC has been exploring scope for shifting to a Family Hubs as an Authority to improve the delivery of Open Access services following the Government Launch of the Family Hubs programme in November 2021.

KCC engaged with the Family Hubs Framework in August 2022 which included an application to be a Transformation Authority – the confirmation that KCC had been selected as a Transformation Authority has now been received and agreement to progress to the transformation stage is required to access relevant funding. This agreement from KCC is required within a much shorter timeframe than was anticipated. It is therefore not possible for this decision to comply with normal Executive Decision notice periods, hence the use of Special Urgency.

Prior to any implementation or delivery of Family Hubs, detailed proposals will be subject to further decision-making but a Strategic Policy decision to adopt the principle of developing a Family Hub Model for Kent is required at this stage to adhere to relevant deadlines from the DfE to be considered a Family Hub Transformation Authority.

Cabinet Committee recommendations and other consultation:

No Cabinet Committee consultation possible due to the urgency process. A report setting out the reasons for urgency will be presented to the next Children's, Young People and Education Cabinet Committee on 29th November and to the next Health Reform and Public Health Cabinet Committee on 23rd November.

The Chair of the Scrutiny Committee, in addition to agreeing that the decision could not be reasonably deferred provided the following comments:

Mr Booth supported the decision.

The Group Spokespeople of the Scrutiny Committee providing the following comments:

Dr Sullivan expressed significant concerns about the nature and timing of the decision, highlighting the lack of Cabinet Committee consideration on 12 October 2022. (Further details may be provided upon request)

The Chair and spokespeople of the Children's Young People and Education Cabinet Committee provided the following comments:

Mr Brady and Mrs Dean expressed significant concerns about nature and timing the decision, highlighting the lack of Cabinet Committee consideration on 12 October 2022. (Further details may be provided upon request)

The Chair and spokespeople of the Health Reform and Public Health Cabinet Committee provided the following comments:

No comments

NOTES:

Any detailed operational questions raised in comments were shared the Executive for consideration and response.

Other consultation:

Detailed proposals for Family Hubs will be subject to relevant consultation and governance activity.

Any alternatives considered and rejected:

1. Do nothing: continue to deliver our existing Open Access services without change.
2. Progress with exploration of the Family Hub Model without being part of the Transformation Fund set up by the DfE.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

None



14 October 2022

.....
signed

.....
date

DECISION REPORT

From: Sarah Hammond – Corporate Director: Children, Young People and Education

To: Sue Chandler – Cabinet Member for Integrated Children’s Services

Subject: Family Hub Transformation

Decision no: 22/00094

Key Decision :

- Affects more than 2 Electoral Divisions
- Involves expenditure or savings of at least £1m
- Represents significant policy development

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: Cabinet Member Decision

Electoral Division: All

Is the decision eligible for call-in? No – Case of Special Urgency

Summary:

Proposal to explore how the Family Hubs model could work in Kent. This work will consider, at how and where services are delivered: through outreach, virtual and digital interfaces, and/or face-to-face, to support vulnerable families in their own communities across Kent.

Kent has applied for Family Hubs Transformation Funding to support the exploration, development and the design of the Family Hubs Model in Kent. We have been successful and this funding could be utilised to support project team resource costs, engagement and coproduction activity costs, partnerships and coproduction and building development/refurbishment costs.

The Council must take a formal decision to confirm the support for the principle of the Family Hub model, however, more work will be undertaken to progress the development of formal proposals regarding how the model could be delivered in Kent.

Recommendation(s):

That the Cabinet Member consider the following proposal:

- a. the principle of adopting a Family Hub Model of provision for Open Access Services in Kent, in accordance with the Government Policy on Family Hubs and Start for Life which align with the priorities of the Executive and the Council as per the Strategic Statement.
- b. to accept relevant funding via the Family Hub Transformation Authority programme, including agreement to the terms of the Memorandum of Understanding requirement to participate as a Transformation Authority.
- c. To confirm that any implementation or full delivery of a Family Hub Model in Kent will be subject to the development of detailed proposals, appropriate consultation, engagement and governance through normal Executive Decision-making arrangements.
- d. delegate authority to the Corporate Director of Children, Young people and Education, in consultation it the Cabinet Member for Integrated Children's Services, to undertake relevant actions, including but not limited to entering into contracts or other legal agreements, as necessary to implement the decision.

1. Introduction

The Council is currently exploring how Kent could implement the national Family Hubs programme, by transforming non-statutory children's services so that they target areas of greatest need and improve access to services through community outreach and an enhanced digital offer.

Identified objectives for the Family Hubs model are as follows:

enhances our community outreach to reach vulnerable children, young people and families and to improve links to local partnerships;

1. develops a targeted approach to reduce risk, vulnerability and escalation and provide additionality to cases held within intensive and specialist services; maximises the use of the collective estate;
2. reinforces and strengthens partnership working to improve our presence as a point of access for support across a range of needs and ages; and
3. builds on a strong digital offer, which is easily accessible and supports the self-efficacy of young people and families.

2. National context

In his budget announcement in October 2021, the then Chancellor, Rishi Sunak, outlined his plans for the roll out of a national Family Hubs programme launching the programme in November 2021. The programme is led by the Department for Education (DfE) in collaboration with the Department of Health and Social Care

(DHSc) to ensure there is policy integration at national level to develop an enhanced multiagency partnership. The framework was developed following the Early Years Healthy Development Review published in 2021 (The Best Start for Life, A Vision for the 1001 Critical Days). The in-depth research and engagement was conducted by a review team including parents, carers, sector professionals, volunteers and academics.

The DfE launched the national Family Hub Programme Framework in August 2022 alongside an application for 75 Local Authorities to apply for transformation funding to create multiagency community-based provision. Kent was identified as one of the 75 eligible Local Authorities for funding aligned to the Family Hub and Best Start for Life strategy.

What is a Family Hub?

A Family Hub is a system-wide, multi-agency model, providing high-quality, whole-family, joined up family support services and is centred around 3 key principles:

- **Access:** There is a clear, simple way for families to access help and support through a digital and virtual offer, outreach activity and, in some specific locations, accessing a physical family hub building.
- **Connectivity:** There are multi-agency services working together to provide a universal and targeted offer for families, 0-19 (up to 25 for SEND). There are professionals working together, through co-location, data sharing and a common approach (joint governance) to their work. The model is supported by the need for families to only have to tell their story once, with services being more efficient, and families receiving more effective support. This also involves statutory services, the community, charities, and faith sector partners working together to get families the help they need.
- **Relationships:** The Family Hub prioritises strengthening relationships and builds on family strengths. Relationships are at the heart of everything that is delivered in Family Hubs.

Kent's current Early Help model comprises:

- An Open Access service delivered through both centre-based provision, across 78 Children's Centres (CCs) and 13 Youth Hubs, and community-based outreach provision. The configuration of the estate is mixed: some are on school sites, some are small and offer limited opening, while others are full-time. We have two Commissioned CCs and 12 district-based commissioned youth service contracts.
- Early Help assessment and whole family intervention for families with multiple or complex needs takes place in Early Help Units (EHU). Families engaged with EHU often have a range of needs, below the threshold of statutory social work. Kent's EH model is bound by the principles of Working Together 2018 and is well established across the internal and multiagency partnership, including across all health services.

3. Options considered and dismissed, and associated risk

Do nothing: continue to deliver our existing Open Access services, in line with our business-as-usual model.

Progress with exploration of the Family Hub without being part of the Transformation Fund set up by the DfE.

4. Financial Implications

- Access to national grants up to £10m over 3 years depending on the specific proposals developed – to further continue exploration on how the Family Hub model could work in Kent.

5. Legal implications

This decision includes the entering into a Memorandum Of Understanding (MOU) with the DfE which creates obligations to progress with transformation scoping and proposal development to support Kent becoming a Family Hub Authority. Access to the associated funding of up to £10m, depending on the type and level of transformation activity eventually progressed, is conditional on compliance with the terms of the MOU and demonstration of progress toward an effective Family Hub Model.

The current Statutory Guidance sets out that the Local Authority is required to ensure that the provision in place for Children's Centres and Youth Services:

- Are sufficient and sustainable to meet the needs of its service users
- Are fully accessible to service users (including location of buildings)
- Provide universal and targeted provision, linking with specialist provision where needed
- Actively reaches and engages children, young people and families who are at risk of poor outcomes
- Has robust mechanisms in place to facilitate and encourage meaningful service user participation and feedback
- Has a Quality Assurance framework which includes feedback from parents, families and young people
- Considers the opportunities to commission/fund, signpost/link to, or host services from partners and the voluntary sector

6. Equalities implications

Assessment at strategic level regarding implementation of the Family Hub model doesn't have any negative implications, see EQIA attached. More detailed EqIAs will be developed as part of proposal development prior to future delivery model decision-making.

7. Data Protection Implications

At the current state a DPIS is not required. A Data Protection Impact Assessment (DPIA) will be carried out when the decision is made to implement, to ensure that the systems, processes and information sharing mechanisms that will be included in the operation of Family Hubs fully considers and resolves and potential issues in the protection of personal and sensitive data.

8. Other corporate implications

The accountability and responsibility sit within the CYPE Directorate, however there are overlaps with the Public Health and Community Services.

9. Governance

Cabinet member decision will provide the strategic policy position of KCC on the development of the Family Hub model, and delegate authority for required activity to support the progression to design and transformation, such as entering into contracts and legal agreements, incl. the Transformation Authority MOU required to access the additional government funding.

Detailed proposals for the Family Hub model in Kent will be subject to future decision-making, with the relevant consultation and governance activity.

10. Conclusions

Taking account of the positive evidence from the research into Family Hubs and the engagement of stakeholders about how these can improve the services to our children, young people and their families there is strong evidence to support the adoption of a Family Hub Model of provision in Kent. With the support of the Transformation funding from Government, access to this being conditional on confirming KCC's adoption of a Family Hub model with details subject to future decision-making, KCC is in a good position to progress the exploration on how the Family Hub model in Kent could work.

Recommendation(s):

That the Cabinet Member consider the following proposal:

- a. the principle of adopting a Family Hub Model of provision for Open Access Services in Kent, in accordance with the Government Policy on Family Hubs and Start for Life which align with the priorities of the Executive and the Council as per the Strategic Statement.
- b. to accept relevant funding via the Family Hub Transformation Authority programme, including agreement to the terms of the Memorandum of Understanding requirement to participate as a Transformation Authority.
- c. To confirm that any implementation or full delivery of a Family Hub Model in Kent will be subject to the development of detailed proposals, appropriate

consultation, engagement and governance through normal Executive Decision-making arrangements.

- d. delegate authority to the Corporate Director of Children, Young people and Education, in consultation it the Cabinet Member for Integrated Children's Services, to undertake relevant actions, including but not limited to entering into contracts or other legal agreements, as necessary to implement the decision.

11. Background Documents

- [Planning Early Childhood Services in 2020: Learning from Practice and Research in Children's Centres and Family Hubs](#)
- [Family Hubs Network Limited – Written Evidence \(PSC0052\)](#)
- [Family Hubs Network Knowledge Base](#)
- [The Best Start for Life: Early Years Healthy Development Review Report](#)
- [Westminster Family Hubs \(Local Gov Article\)](#)
- [Family Hub Model Framework](#)

12. Appendices

- Equality Impact Assessment

13. Contact details

Report Author: Hema Birdi	Director: Stuart Collins
Job title: Assistant Director Open Access and Adolescent Services	Job title: Director: Integrated Children's Services
Telephone number: 03000 411 407	Telephone number: 03000 410 519
Email address: hema.birdi@Kent.gov.uk	Email address: stuart.collins@kent.gov.uk

EQIA Submission Draft Working Template

If required, this template is for use prior to completing your EQIA Submission in the EQIA App.

You can use it to understand what information is needed beforehand to complete an EQIA submission online, and also as a way to collaborate with others who may be involved with the EQIA.

Note: You can upload this into the App when complete if it contains more detailed information than the App asks for and you wish to retain this detail.

Section A

1. Name of Activity (EQIA Title):	Developing Kent's Family Hubs
2. Directorate	Children, Young People and Education
3. Responsible Service/Division	Integrated Children's Services

Accountability and Responsibility

4. Officer completing EQIA Note: This should be the name of the officer who will be submitting the EQIA onto the App.	Hema Birdi Assistant Director – Adolescents and Open Access, Eastern Division
5. Head of Service Note: This should be the Head of Service who will be approving your submitted EQIA.	Hema Birdi Assistant Director – Adolescents and Open Access, Eastern Division Hema Birdi
6. Director of Service Note: This should be the name of your responsible director.	Stuart Collins Director of Integrated Children's Services, North and West Kent and Strategic Lead for Early Help and Preventative Services

The type of Activity you are undertaking

7. What type of activity are you undertaking?	
Tick if Yes	Activity Type
YES	Service Change – operational changes in the way we deliver the service to people.
No	Service Redesign – restructure, new operating model or changes to ways of working
YES	Project/Programme – includes limited delivery of change activity, including partnership projects, external funding projects and capital projects.
No	Commissioning/Procurement – means commissioning activity which requires commercial judgement.
YES	Strategy /Policy – includes review, refresh or creating a new document
	Other – Please add details of any other activity type here.

8. Aims and Objectives and Equality Recommendations – Note: You will be asked to give a brief description of the aims and objectives of your activity in this section of the App, along with the Equality recommendations. You may use this section to also add any context you feel may be required.

Since the inception of EHPS in 2015, Kent County Council (KCC) has been able to maintain a comprehensive Open Access offer, including both universal and targeted provision, delivered through internal staff and settings and commissioned services across 0-19 years.

Open Access services work closely with partners including public health services such as Health Visiting services through co-location. There are also currently two Commissioned Children's Centre in Kent (Millmead and Seashells) and 12 district-based commissioned youth service contracts.

In his budget announcement in October 2021, the then Chancellor, Rishi Sunak, outlined his plans for the roll out of a national Family Hubs programme launching the programme in November 2021. The programme is led by the

Department for Education (DfE) in collaboration with the Department of Health and Social Care (DHSc) to ensure there is policy integration at national level to develop an enhanced multiagency partnership. The framework was developed following the Early Years Healthy Development Review published in 2021 (The Best Start for Life, A Vision for the 1001 Critical Days). The in-depth research and engagement was conducted by a review team including parents, carers, sector professionals, volunteers and academics.

KCC is committed to the implementation of Family Hubs in Kent as part of its ambition to deliver the best outcomes for all, children, young people, and their families, delivering services identified through the Family Hub guidance.

The DfE launched the national Family Hub Programme Framework in August 2022 alongside an application for 75 Local Authorities to apply for transformation funding to create multiagency community-based provision. Kent was identified as one of the eligible Local Authorities for funding aligned to the Family Hub and Best Start for Life strategy.

The Family Hub framework incorporates a core offer of Start for Life multiagency services for families and wider expectations of service delivery. This would require a transformation of existing services within the current operating model to ensure a clear multiagency partnership ranging from:

- Co-location of Midwifery and Health Visiting and Local Authority services
- Joint parenting support services with a increased access to information and guidance from the antenatal stage including support for families with babies and children requiring additional support needs
- Youth services
- Family Support services including Domestic Abuse, support for separated parents
- Mental Health services

Family Hubs are intended to deliver family support services from pregnancy, through the child's early years and later childhood, adolescence and into early adulthood until they reach the age of 19 (or up to 25 for young people with special educational needs and disabilities).

A Family Hub is a system-wide, multi-agency model, providing high-quality, whole-family, joined up family support services and is centred around 3 key principles:

- **Access:** There is a clear, simple way for families to access help and support through a digital and virtual offer, outreach activity and, in some specific locations, accessing a physical family hub building.
- **Connectivity:** There are multi-agency services working together to provide a universal and targeted offer for families, 0-19 (up to 25 for SEND). There are professionals working together, through co-location, data sharing and a common approach (joint governance) to their work. The model is supported by the need for families to only have to tell their story once, with services being more efficient, and families receiving more effective support. This also involves statutory services, the community, charities, and faith sector partners working together to get families the help they need.
- **Relationships:** The Family Hub prioritises strengthening relationships and builds on family strengths. Relationships are at the heart of everything that is delivered in Family Hubs.

Through our engagement with staff and service users our learning from the pandemic has shown us the strengths and areas for development for our services. Some services are best delivered in the community, while other services require fixed buildings. Digital services are valued and have been embraced but access to digital infrastructure is inconsistent across Kent and there is a need to retain face to face interactions. As such services must work in partnership and remain flexible to community needs.

The Family Hub Framework has service users at the heart of the design of services. The requirement is to ensure there is Parent Carer feedback which shapes new service design to ensure babies, children, young people and families are at the heart of service design. This expectation involves parents and carers being part of the co-design and evaluation of services. The Transformation activity will be reliant on the feedback from parents and carers to help shape the services with all detailed proposals being subject to further engagement and formal decision-making (which will be informed by a separate updated EqIA).

The Council's Strategic Reset Programme has set new Council wide ambitions and aims for how the Council will operate in the future. Aligned to the Strategic Reset Programme and the Interim Strategic Plan, the Family Hub Model aims to achieve:

- A more targeted open access offer
- An enhanced digital offer across universal provision
- More productive and efficient ways of working using technology and digital solutions
- A greater quality of experience for service users, residents, and staff, informed by a more in depth understanding of what communities need and managing the demand facing the council
- The best use of our data, assets, and trading companies. Value for money
- A potential reduction in overall assets within Kent County Council

The analysis from the available evidence suggests that the development and implementation of Family Hubs in Kent may have impacts for all protected characteristic groups due to the mixed client base:

- Age
- Disability
- Sex
- Race
- Religion and Beliefs
- Pregnancy and Maternity
- Carer Responsibilities

At this stage of the process, with detailed delivery plans and proposals still pending, it not possible to undertake a full assessment but in view of the positive approach and expected service improvements that could be delivered through the adoption and potential implementation of a Family Hub Model, the impacts are expected to be positive.

Certain individual service arrangements within the model may at the proposal stage involve changes that could potentially have negative impacts (in theory) but these will be fully scoped and considered at the proposal development stage.

A key part of ensuring a wider range of parent carer involvement in co-design should include family feedback from a diverse range of families. The Family Hub framework includes the development of a stronger digital and outreach presence. This should be designed with feedback from service users.

The proposed Family Hubs Model is a community-based model where:

1. A fundamental principle of the model is to ensure that all children, young people, and families are able to access these services, through a range of mechanisms and spaces.
2. It is therefore key to the success of this principle that the model does not discriminate against any group or individual and provides an inclusive offer and environment for service users to access the support they need.
 - Family Hubs provide a multi-agency model working across a range of services and needs
 - With a focus on whole family working across 0-19 (and up to 25 for SEND).
 - With evidence-based targeting of services to provide additional support to vulnerable families.
 - Delivered in places and spaces which best supports the communities they serve.
 - Is relevant across all protected groups.
 - In addition, we will consider health and safety and communication implications for service users, partners, and staff.

Subject to the Strategic decision to adopt Family Hubs and progress with transformation scoping and proposal development, we want to design Kent's Family Hub model so that it achieves the positive impacts outlined in the aims and objectives of the project above, which have been set out in Central Government's framework for the Family Hubs Model: to improve access to and visibility of services, advice and guidance; connect children, families and young people with a network of services and support mechanisms; and embed ways of working, which build on the strengths

of families, children and young people in support them to achieve the best start in life and positive futures.

Section B – Evidence

Note: For questions 9, 10 & 11 at least one of these must be a 'Yes'. You can continue working on the EQIA in the App, but you will not be able to submit it for approval without this information.

<p>9. Do you have data related to the protected groups of the people impacted by this activity? <i>Answer: Yes/No</i></p>	<p>No</p>
<p>10. Is it possible to get the data in a timely and cost effective way? <i>Answer: Yes/No</i></p>	<p>No</p>
<p>11. Is there national evidence/data that you can use? <i>Answer: Yes/No</i></p>	<p>YES Planning Early Childhood Services in 2020: Learning from Practice and Research in Children’s Centres and Family Hubs Family Hubs Network Limited – Written Evidence (PSC0052) Family Hubs Network Knowledge Base The Best Start for Life: Early Years Healthy Development Review Report Westminster Family Hubs (Local Gov Article)</p>
<p>12. Have you consulted with Stakeholders? <i>Answer: Yes/No</i> <i>Stakeholders are those who have a stake or interest in your project which could be residents, service users, staff, members, statutory and other organisations, VCSE partners etc.</i></p>	<p>With Midwifery and health visiting partners</p>
<p>13. Who have you involved, consulted and engaged with? <i>Please give details in the box provided. This may be details of those you have already involved, consulted and engaged with or who you intend to do so with in the future. If the answer to question 12 is ‘No’, please explain why.</i></p>	
<p>Informal engagement will be taking place with staff, service users and partners to explore the themes and aims of a Family Hub Model in Kent. Following this proposal we will have engagement with service users. This engagement will inform the proposals put into consultation.</p> <p>Staff engagement has included information sessions, with a guest speaker from the Anna Freud Centre, who have been appointed by the DfE to support the implementation of Family Hubs across England. Further Area-Based engagement sessions have taken place with Open Access staff and a Lets Talk Kent platform has been set-up to take feedback directly from Open Access staff.</p> <p>A full 10-week consultation will be conducted to provide an opportunity for detailed feedback to be provided on the proposed Family Hub Model in Kent. During this consultation period, there will be opportunities to actively engage with a number of partner and stakeholder groups, to ensure that extensive feedback is received, to further shape the proposals.</p>	
<p>14. Has there been a previous equality analysis (EQIA) in the last 3 years? <i>Answer: Yes/No</i></p>	<p>No</p>

15. Do you have evidence/data that can help you understand the potential impact of your activity? <i>Answer: Yes/No</i>		Yes	
Uploading Evidence/Data/related information into the App <i>Note: At this point, you will be asked to upload the evidence/ data and related information that you feel should sit alongside the EQIA that can help understand the potential impact of your activity. Please ensure that you have this information to upload as the Equality analysis cannot be sent for approval without this.</i>			
Section C – Impact			
16. Who may be impacted by the activity? Select all that apply.			
Service users/clients <i>Answer: Yes/No</i>	Yes	Residents/Communities/Citizens <i>Answer: Yes/No</i>	Yes
Staff/Volunteers <i>Answer: Yes/No</i>	No		
17. Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing? <i>Answer: Yes/No</i>			Yes
18. Please give details of Positive Impacts			
<p>The principles and framework for the Family Hubs model, as set out by central government, are built based on improving user experience by:</p> <p>1. increasing access to a wider range of services in one place or under one shared umbrella; 2. improving the interface and join-up between services; and 3. having services working within practice that builds on strengths and puts families at the centre of services.</p> <p>We want Kent’s Family Hub Model to provide visible services with:</p> <ul style="list-style-type: none"> • Better navigation of services, information, advice, and guidance – through an improved, easy to use digital presence. • Skilled practitioners offering high quality support to children, young people, and families. • Improved partnership working and co-location opportunities. • Better visibility of services within the community through increased outreach delivery in places/spaces where young people, children and families are and not solely from within our buildings. • Access to a wider range of support services. • Improved opportunities to shape services and their delivery, through an enhanced focus on coproduction and volunteering as part of a cycle of continuous improvement. • Enhanced levels of ‘targeted support’ for our most vulnerable families, including those open to Children’s Social Work Services and Intensive Early Help Units. <p>The positive impacts that we anticipate:</p> <p>Service Users/Clients</p> <ul style="list-style-type: none"> • Introduction of the Family Hub Model will enable service users/clients to access services at Family Hubs in their local community. • The Family Hubs Model could benefit service users/clients who would not traditionally access KCC Open Access sites for a variety of reasons, including travel, e.g., if living in rural location where transport is limited to attend venues but would be more inclined to access provision if it were offered in the form of outreach at a community point nearer to their home. • Further development of digital and virtual services could provide greater choice and flexibility for children and young people and parents/carers allowing access to information and services at times and in ways that are 			

convenient to service users.

- Streamlining of information and links to services across full age range 0-19(25) yrs to ensure services are easy to navigate.

Staff and Volunteers

- Staff will be key to delivering services in the Family Hub Model and work across all districts. The changes mean that some staff will become more community outreach based and will need to be supported through this transition.
- Through the development of the Family Hub model, we want to improve our work with the voluntary sector and develop our reach into communities to increase the role of volunteers in service delivery. We recognise the importance of community wisdom and want to develop opportunities for service users becoming befrienders/ambassadors; devising and running self-help groups with support provided from Family Hubs to achieve this.
- To develop senior youth participants in becoming volunteers within the group; identifying a wider pool of professional volunteers who could bring a range of life experience and skills to mentor and benefit disaffected young people.

Residents/Communities/Citizens

- The Family Hub Model is community based and outward, public facing which will build community cohesion and empowerment for vibrant communities where citizens thrive.
- We value service users with lived experiences and want to develop coproduction practices to help shape the design of services.
- Family Hubs will develop the excellent work of the Local Children’s Partnership Group by strengthening the partnership for greater ownership across all agencies including the third sector and local groups to enhance the offer.
- Working with the LCPG to support innovation and local initiatives to meet both individual and local need through Early Help Grants.
- Youth council and youth participation activities
- Partnership service user groups such as Maternity Voices
- The Family Hubs Model will work to support residents to access services at earliest opportunity, reducing the need for intensive support and/or statutory intervention in the future.
- Working with residents to improve the use of outside space to help reduce anti-social behaviour and improve mental health and wellbeing of residents and communities.

Negative Impacts and Mitigating Actions

The questions in this section help to think through positive and negative impacts for people affected by your activity. Please use the Evidence you have referred to in Section B and explain the data as part of your answer.

19. Negative Impacts and Mitigating actions for Age

a) Are there negative impacts for age? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	Yes
b) Details of Negative Impacts for Age	The Family Hub model is a 0-19 model some age groups with a focus on early years and adolescence some age groups may receive less focus
c) Mitigating Actions for age	A focus for services across all age groups
d) Responsible Officer for Mitigating Actions - Age	Stuart Collins

20. Negative Impacts and Mitigating actions for Disability

a) Are there negative impacts for Disability? <i>Answer: Yes/No (If yes, please also complete</i>	No
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<i>sections b, c, and d).</i>	
b) Details of Negative Impacts for Disability	n/a
c) Mitigating Actions for Disability	n/a
d) Responsible Officer for Mitigating Actions - Disability	
21. Negative Impacts and Mitigating actions for Sex	
a) Are there negative impacts for Sex? Answer: Yes/No (If yes, please also complete sections b, c, and d).	n/a
b) Details of Negative Impacts for Sex	n/a
c) Mitigating Actions for Sex	n/a
d) Responsible Officer for Mitigating Actions - Sex	
22. Negative Impacts and Mitigating actions for Gender identity/transgender	
a) Are there negative impacts for Gender identity/transgender? Answer: Yes/No (If yes, please also complete sections b, c, and d).	n/a
b) Details of Negative Impacts for Gender identity/transgender	n/a
c) Mitigating actions for Gender identity/transgender	n/a
d) Responsible Officer for Mitigating Actions - Gender identity/transgender	n/a
23. Negative Impacts and Mitigating actions for Race	
a) Are there negative impacts for Race? Answer: Yes/No (If yes, please also complete sections b, c, and d).	n/a
b) Details of Negative Impacts for Race	n/a
c) Mitigating Actions for Race	n/a
d) Responsible Officer for Mitigating Actions - Race	
24. Negative Impacts and Mitigating actions for Religion and belief	
a) Are there negative impacts for Religion and Belief? Answer: Yes/No (If yes, please also complete sections b, c, and d).	n/a
b) Details of Negative Impacts for Religion and belief	n/a
c) Mitigating Actions for Religion and belief	n/a
d) Responsible Officer for Mitigating Actions - Religion and belief	
25. Negative Impacts and Mitigating actions for Sexual Orientation	
a) Are there negative impacts for sexual orientation. Answer: Yes/No (If yes, please also complete sections b, c, and d).	n/a
b) Details of Negative Impacts for Sexual Orientation	n/a
c) Mitigating Actions for Sexual Orientation	n/a
d) Responsible Officer for Mitigating Actions - Sexual Orientation	n/a
26. Negative Impacts and Mitigating actions for Pregnancy and Maternity	

a) Are there negative impacts for Pregnancy and Maternity? Answer: Yes/No (If yes, please also complete sections b, c, and d).	No
b) Details of Negative Impacts for Pregnancy and Maternity	n/a
c) Mitigating Actions for Pregnancy and Maternity	n/a
d) Responsible Officer for Mitigating Actions - Pregnancy and Maternity	
27. Negative Impacts and Mitigating actions for marriage and civil partnerships	
a) Are there negative impacts for Marriage and Civil Partnerships? Answer: Yes/No (If yes, please also complete sections b, c, and d).	No
b) Details of Negative Impacts for Marriage and Civil Partnerships	n/a
c) Mitigating Actions for Marriage and Civil Partnerships	n/a
d) Responsible Officer for Mitigating Actions - Marriage and Civil Partnerships	n/a
28. Negative Impacts and Mitigating actions for Carer's responsibilities	
a) Are there negative impacts for Carer's responsibilities? Answer: Yes/No (If yes, please also complete sections b, c, and d).	No
b) Details of Negative Impacts for Carer's Responsibilities	n/a
c) Mitigating Actions for Carer's responsibilities	n/a
d) Responsible Officer for Mitigating Actions - Carer's Responsibilities	

Work Programme - Scrutiny Committee December 2022**Items identified for upcoming meetings**

SFI – Highways Improvement Plans – currently in progress.

SFI – S106 complete. Report sent to Leader/Cabinet Member for response
(20/10/22)

25 January 2023	
Item	Item background
Draft Budget 2023/24 and MTFP	
Reconnect Programme - update	Deferred to January following consideration by Cabinet and possibly County Council in December. December 2021 Scrutiny Committee - The Chairman thanked Mrs Chandler and Mr Adams for their attendance and shared his intention for the Reconnect Programme to return to the Committee in late 2022, in order to give Members the opportunity to analyse final outcomes following the Programme's conclusion."
23 February 2023	
Item	Item background
Vision Zero – 18 months on from the adoption of Vision Zero – The Road Safety Strategy for Kent 2021 – 2026	Vision Zero
20 April 2023	
Item	Item background
Homeless Connect – 6 month update on Transition Plans	Concerns raised in September 2022 over Homeless Connect Decisions 22/00075 and 22/00076
Carer's Strategy – 1 year on	Carers Strategy

June 2023 – Budget monitoring year end

June 2023 – Scrutiny Committee meeting as Crime and Disorder Committee

December 2023 - Budget monitoring report

January 2024 – Draft Budget 2024/2025 and MTFP

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