



## AGENDA

## CABINET

**Thursday, 26th September, 2024, at 10.00 am** Ask for: **Georgina Little**  
**Council Chamber, Sessions House, Telephone: Tel: 03000 414043**  
**County Hall, Maidstone** Email: **georgina.little@kent.gov.uk**

### **UNRESTRICTED ITEMS**

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

1. Apologies
2. Declarations of Interest
3. Minutes of the Meeting held on 11 July 2024 (Pages 1 - 12)
4. Cabinet Member Updates
5. 24/00077 - Revenue and Capital Budget Monitoring Report - June 2024-2025 (Pages 13 - 86)
6. Quarterly Performance Report, Q1 2024-2025 (Pages 87 - 158)

### **EXEMPT ITEMS**

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

Benjamin Watts  
General Counsel  
03000 416814

**Wednesday, 18 September 2024**



**KENT COUNTY COUNCIL**

---

**CABINET**

MINUTES of a meeting of the Cabinet held in the Council Chamber on Thursday, 11 July 2024.

PRESENT: Mr R W Gough (Chairman), Mr N Baker, Mrs C Bell, Mrs S Chandler, Mr D Jeffrey, Mr R C Love, OBE, Mr D Murphy, Mr P J Oakford, Mr D Watkins and Mr R J Thomas

IN ATTENDANCE: Dr A Ghosh (Director of Public Health), Mrs A Beer (Chief Executive), Ms C McInnes (Director of Education), Ms S Hill (Interim Director Adult Social Care), Alesbrook (Financial Hardship Programme Manager), Mrs J Dixon-Sherreard (Policy Manager), Tracy Veasey (Commissioning Officer) and Mr T Woolmer (Policy & Partnerships Adviser - Kent Public Services)

**UNRESTRICTED ITEMS****53. Apologies**

*(Item 1)*

No apologies were received

**54. Declarations of Interest**

*(Item )*

Mr Peter Oakford declared an interest in item 9 – Financial Hardship Programme - in that he was a Trustee of the North West Kent Citizen's Advice Bureau.

**55. Minutes of the Meeting held on 20 June 2024**

*(Item 3)*

RESOLVED that the minutes of the meeting on 20 June 2024 were a correct record and that they be signed by the Chair.

**56. Cabinet Member Updates**

*(Item 4)*

1. Mr Watkins, Cabinet Member for Adult Social Care and Public Health, provided an update on the following:
  - (a) Each year on 21<sup>st</sup> June the Motor Neurone Disease (MND) Association join with the wider MND community, including professionals and volunteers involved in the planning and delivery of health and social care services to honour both those living with MND and their carers. Mr Watkins attended the event which was held at the University of Kent and received a number of requests to ensure that those suffering with MND received the required care and support in a timely fashion. Mr Watkins confirmed that this work would be followed up accordingly with officers.

Alcohol Awareness Week ran from 1<sup>st</sup> to 7<sup>th</sup> July 2024. Many people in the UK drank sensibly, and a growing number did not drink at all. However, around a quarter of adults in England and Scotland, including 300,000 residents in Kent, regularly consumed more than the recommended 14 units a week. A reduction in alcohol consumption had a number of both short-term and long-term benefits, including better sleep, healthier weight, lower blood pressure and reduced the risk of some cancers developing. The [Know your score quiz](#) offered practical steps on measuring and monitoring alcohol consumption; however, for those looking for support, Kent County Council (KCC) offered the One You Kent Service which could be accessed via the initial [online referral form](#). KCC also commissioned specialist treatment. [Forward Trust ran the East Kent Community Drug and Alcohol Service](#) while [Change Grow Live](#) delivered the West Kent Drug and Alcohol Wellbeing Service.

- (b) Both KCC and Medway Council were backing calls from the UK Health Security Agency (UKHSA) and NHS for pregnant mums to get vaccinated against whooping cough to protect their babies. Cases continued to rise across England and infants who were too young to start their vaccinations were at greater risk. Parents of babies over 8 weeks old were also urged to get their young children protected against the disease that is caused by a bacterial infection of the lungs and breathing tubes, and which could cause serious problems including pneumonia and seizures. In rare cases it could be fatal. Mr Watkins urged those who were pregnant and who had not been vaccinated, along with those who had a child who had not been vaccinated to contact their GP practice.
2. Mr Love, Cabinet Member for Education and Skills, provided an update on the following:
- (a) Mr Love attended the MJ Awards ceremony which acknowledged the tremendous efforts of those in local government and the difference they made to the communities they served. Mr Love paid tribute to Sarah Hammond, Corporate Director for Children, Young People and Education who was recognised as ‘highly commended’ for her achievements in the ‘Corporate Director of the Year’ category.
  - (b) Mr Charlie Guthrie, Chief Executive Officer of Endeavour Multi-Academy Trust had been appointed as Chair to the Pathways for All Post-16 Board. Collaborative working would continue to ensure that young people of all interests and abilities could access provision closer to where they lived.
  - (c) KCC’s statutory SEND services continued to improve. In June 32.3% of Education Health and Care Plans (EHCPs) were completed within 20 weeks, a rise of 30 percentage points since the service reforms were put in place, and the service was on target to ensure that no child or young person would be waiting over 30 weeks for an EHCP by September 2024. Progress continued and the beneficial impacts of the reforms were now starting to come to fruition.

- (d) Mr Love visited a number of schools and educational provisions across North Kent including the three schools on the Sevenoaks education campus. Mr Love paid homage to KCC for the historical work undertaken to bring two new grammar school buildings to a town previously deprived of grammar schools. The visit highlighted the impressive teaching and learning at all sites and reinforced the reason as to why Kent schools continued to outperform the national average as confirmed by Ofsted data.
- (e) Mrs Hamilton (Deputy Cabinet Member for Education and Skills) attended the new wing at Jubilee Primary School in Maidstone which marked the ten year anniversary of the Free school.
- (f) Aquila, the Diocese of Canterbury Academies Trust also celebrated its tenth year anniversary with a service at All Saints Church in Maidstone to which Mr Love was invited to attend. The 16 schools within the Trust put forward a number of pupils to sing in a choir of 160 young voices which Mr Love remarked was a moment of shared joy.
3. Mr Baker, Cabinet Member for Highways and Transport, provided an update on the following:
- (a) Kent County Council's (KCC) Structures and Tunnels Asset Manager, Helen Rowe, was included in the Women's Engineering Society's Top 50 Women in Engineering (WE50) list of winners for 2024. The yearly award takes place every International Women in Engineering Day on 23 June and celebrated women who were trailblazers in the world of engineering. Mr Baker offered his congratulations and said that anyone living in or visiting Kent benefited from the Helen's work.
- (b) The £8.6m pothole blitz was progressing well. As of 21<sup>st</sup> June a total of 138,557.61 sqm had been completed and would continue into mid-October prior to entering into the winter service period.
- 4110 potholes had been filled
  - 77% of works had been raised and passed to contractors
  - 62% of work had been completed across the network
- (c) Work was also underway to deliver the £40m road surfacing programme for both roads and footways. As of the end of June, the team had successfully delivered £15.5m of road surfacing work covering 350,000sqm and £1.5m improvement of footways covering 42,000sqm.
- (d) Mr Baker advised that there remained no confirmed date for the implementation of the EU Entry/Exit system but KCC continued to work towards 6<sup>th</sup> October. As key partners in the Kent and Medway Resilience Forum, the Council continued to revise business continuity plans to take into account the anticipated impacts on Kent; however, a reasonable worst case scenario was awaited from Government to enable targeted planning. Eurotunnel were continuing to develop the terminal at Cheriton with kiosks for UK nationals to register before traveling to Europe. The port of Dover was developing an area of kiosks to process coaches and a

buffer zone prior to French customs to enable registration for car users. However the port did not have capacity for kiosks and would therefore rely on officers using hand-held devices to register car occupants.

- (e) Operation Brock continued to present challenges and would be a topic of priority to discuss with the new Secretary of State for Transport. KCC remained focused on pressing Government for a multi-year settlement plan to enable forward planning and the ability to secure appropriate resource for Kent.
4. Mr Thomas, Cabinet Member for Environment, provided an update on the following:
- (a) The consultation feedback on the Change to Windmills Policy was presented to the [Environment & Transport Cabinet Committee on Tuesday 9th July](#). The recommendation was that KCC should seek to divest itself of the windmills it currently owns by a method that ensures that the windmills have a sustainable future in which they are appropriately cared for and maintained as community assets. Mr Thomas reiterated the message presented Cabinet Committee and stated that the steps identified were the start of the process and not the end and work would continue to take place with communities to ensure that windmills were conserved for future generations.
  - (b) The build of the new Sevenoaks Household Waste Recycling (HWRC) Centre at Dunbrik was due to be operational by mid-September 2024. The build commenced in early July 2023 and development had been secured through new leasing arrangements that would enable sustainable waste disposal operations along with enhanced capacity whilst also accommodating government's future legislative changes. The HWRC was designed to enable the recycling of more waste streams collected at kerbside by Sevenoaks district council and to ensure statutory requirements were met for both collection and disposal authorities .
  - (c) KCC continued to expand its reuse activities with eight HWRCs collecting items in reuse containers. FCC Environment who provided the management and operation for a number of Kent's HWRCs worked in partnership with charities and local authorities to establish reuse shops. Mr Thomas confirmed that a reuse shop had been established at the Allington HWRC.
  - (d) Mr Thomas confirmed that Mr Simon Springate had joined KCC at the start of July in his role as the new Plan Bee officer.
5. Mr Murphy, Cabinet Member for Growth and Economic Development, provided an update on the following:
- (a) KCC hosted a meeting with the Governor of West Flanders, Carl Decaluwé on 10<sup>th</sup> and 11<sup>th</sup> June. The visit commenced with a political meeting, attended by both Mr Murphy and the Leader of the Council on matters requiring a united approach, with a particular emphasis on economic development, inward investment and research. The meeting

was followed by an intensive workshop on water management, the theme of which stemmed from a meeting of the Straits Committee held in Dover in 2023. Day two of the visit included a series of presentations on water management and a visit to the Lower Medway Drainage Board.

- (b) Mr Murphy met with Matthew Scott, Kent Police and Crime Commissioner on 19<sup>th</sup> June to discuss the resources available to combat environmental crime in the county and principally, how improved communication and cooperation amongst partner organisations such as the Environment Agency and the HMRC could play a pivotal role. Work continued to develop in this area to optimise resource and outcome.
  - (c) The Kent and Medway Business Fund (KMBF) Board had received an encouraging number of applications from across a number of sectors within Kent regarding interest to sit on the Board, which was a voluntary non-paid position. The successful candidate would be announced in due course.
  - (d) Furthermore, due to the success of the KMBF marketing campaign, the Small Business Board was due to convene for a whole day as opposed to a half day in order to assess the volume of applications received.
6. Mrs Bell, Cabinet Member for Community and Regulatory Services, provided an update on the following:
- (a) The Food Standards agency awarded Kent Scientific Services with a grant of over £100,000 to support their work. In addition, Mrs Bell placed on record her congratulations to Ms Rebecca Flint who had excelled in her apprenticeship degree and received 1<sup>st</sup> class in chemistry and a distinction in her final assessment.
  - (b) Kent Community Safety Partnership hosted a webinar to share learning from domestic homicide reviews . The event included a powerful presentation in relation to coercive control. It was attended by 130 professionals and 98% rated it as excellent or very good.
  - (c) The [consultation](#) on Folkstone library was due to commence on Thursday 18<sup>th</sup> July.
  - (d) The Know your neighbourhood project, a national initiative aimed to widen participation in volunteering and tackle loneliness in 27 disadvantaged areas across England received £2.5m of the £30m fund. Thanet libraries which received £85,000 of the grant aimed to use the funding to run a range of activities and events over the course of the next year including walking and gardening for wellbeing, children's craft activities, menopause cafes, family learning support events and social prescribing.

(e) The 2024 [Summer Reading Challenge](#), Marvelous Makers, launched on 6<sup>th</sup> July and would conclude on 7<sup>th</sup> September. The 2023 reading challenge saw 18000 children participate, 2911 of whom joined the library specifically to take part. National evidence from 2023 indicated that 80% of children read more as result of taking part, 70% improved their reading skills and 72% gained reading confidence. A number of free events were taking place across Kent libraries during the Summer Reading Challenge. Mrs Bell urged both residents and Members to visit their local library to see the positive work underway.

7. The Leader attended the opening of the Thanet Earth Centre of Excellence at Hadlow College. The new education centre had been developed to inspire and train the next generation of UK salad and vegetable growers. It was an inspirational occasion and was strongly linked to the growing Kent and Medway initiative. The Leader commented on the scale of work taking place to invigorate a traditional sector, which remained an area of tremendous strength and advantage for the county.

The Leader thanked the Cabinet Members for their updates.

## **57. Medium Term Financial Plan (MTFP) Update** *(Item 5)*

*Dave Shipton (Head of Finance, Policy, Strategy and Planning) was in attendance for this item*

1. Mr Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services) introduced the report that set out the proposed process and timetable for updating the Medium Term Financial Plan (MTFP) which was presented to full Council on 19th February 2024 including consultation, scrutiny and final approval which would be sought by full Council in February 2025. Mr Oakford commented on the welcome news regarding a multi-year settlement from government from 2025-26 onwards; however, the Council needed to continue to identify efficient ways of making savings. Cabinet remained fully committed to finding £20m of policy savings in 2025-26 to replace one-off measures taken to balance 2024-25.
2. Mr Shipton (Head of Finance, Policy, Strategy and Planning) advised that the current plan showed forecast spending growth was higher than the assumed funding growth and the paper presented to Cabinet outlined the timescales and processes to be carried out by Finance to update both the spending and saving figures to identify if there were any gaps that needed to be addressed or a surplus.
3. Price growth was forecast to decline in line with inflation forecasts (the rate of inflation had been declining steadily in recent months). The MTFP was based on the Office for Budget Responsibility (OBR) forecasts made in November 2023 and based on an annual rate of 3.6% for 2024 which fell to 1.8% for 2025. The actual rates for 2024 were lower than the OBR forecast (3.5% in the first quarter, 2.3% in April 2024 and 2.0% in May 2024). However, the May Bank of England forecast



for 2025 was 2.8% in quarters 1 & 2 falling to 2.6% in quarter 3 and 2.4% in quarter 4. These were higher than the 1.8% that the OBR had forecast. Officers were waiting for the August Bank of England projections to review inflation rates.

4. Updates would continue to be received as outlined in the report and as proposed, Scrutiny Committee in November would focus on the policy choices within the budget proposals relevant to each Committee, rather than the overall assumptions on which budget proposals were based. Each Committee would receive a tailored report with an overall budget plan as background information, rather than the standard report that had been published in recent years. The BI dashboard introduced for the 2024 budget would continue to be used, however, enhanced in line with the suggestions put forward by Scrutiny Committee.
5. The [Budget Consultation](#) for 2025-2026 was launched on 13<sup>th</sup> June. To date the response rate had been lower compared to the same time last year. A comprehensive communications campaign had been launched alongside the consultation; however, this was due to be reviewed to ascertain as to whether additional activity was required to increase response rates.
6. Further to comments and questions from Members it was noted:
  - Clarity was needed from Government, particularly in relation to Social Care reform in terms of funding mechanisms and the fair cost of care which was due to come into effect from autumn 2025.
  - A new financial settlement under a new Labour administration was unlikely to relieve the financial pressures for the 2025-26 budget. Whilst there were suggestions of reform that could impact the cost drivers within Adult Social Care and Children's Social Care, the Council would need to continue to make difficult decisions to balance the budget for 2025-26.
  - Whilst local authorities had faced a reduction to core funding from Government over the years, KCC continued to deliver its services despite the financial challenges. Thanks was paid to staff who continued to deliver savings and for their ongoing commitment.
7. RESOLVED that Cabinet note the proposed process and timetable to update the MTFP.

## **58. Unaccompanied Asylum-Seeking Children Update** (Item 6)

*Ben Watts (General Counsel) and Amanda Beer (Chief Executive) were in attendance for this item.*

1. The Leader introduced the report which provided an update on the current operational and legal position regarding the arrival of unaccompanied asylum-seeking children (UASC) in Kent. Members were reminded that following a number of hearings over the past year, the final judgment in the High Court

proceedings that was brought against the Government by Kent County Council (KCC) was handed down on 5<sup>th</sup> June 2024. The judgment concluded the position that KCC had reported through a number of Section 5 reports, regarding its inability to meet its statutory duty regarding UASC and the issue concerning the inequitable National Transfer System (NTS) which placed a disproportionate burden on Kent. The judgment was clear that the Council and the Home Office had to do everything possible to get the Council back to a position of lawfulness. Following discussions and funding from the Home Office for this explicit purpose, the Council had developed additional capacity at pace. However, the challenge remained in ensuring KCC had sufficient capacity to meet the high number of arrivals and work was ongoing to accommodate this. Following the General Election and the appointment of Rt Hon Yvette Cooper MP as the new Home Secretary, the Leader confirmed that he would be writing to her, setting out KCCs current position and would seek to engage with Government to find solutions for a national problem which would be positive and long-lasting. The Leader commended the Children's Services team, along with infrastructure, legal and finance for the work they had done in addressing the challenges.

2. Mrs Chandler (Cabinet Member for Integrated Children's Services) addressed the significant amount of work that had been undertaken across the Council, specifically in relation to 'trigger point 4' under the Early Warning System (EWS) whereby on a number of occasions KCC and central Government narrowly averted crisis and ensured placements were identified within timeframe to accommodate UASC arrivals. The level of participation from other Local Authorities in the NTS had not been maintained, which emphasised the Council's contention that the NTS was not operating in an equitable manner to ensure children were evenly distributed across the country. The level of UASC arrivals remained high and tensions would persist over the summer period. Furthermore, Mrs Chandler noted that that the cohort of KCC's UASC Care Leavers was greater compared to other Local Authorities, however, funding from Government continued to remain inadequate in comparison to funding received for those under 18. Again, this was a national issue which KCC had to effectively manage with very limited resources.
3. Mr Watts (General Counsel) advised that all measures would be taken to mitigate requirement for further litigation. He noted that the litigation did however ensure a package of funding and increased investment to support the steps required by the Court and thus avoided funding from Kent taxpayers. Mr Watts noted the opportunity that was presented to the Council to share and reflect on its learning from the Judicial Review; however, the challenge remained for the Council in its capacity to meet its statutory duty and would continue to advocate to Government the need for sustainable changes.
4. Further to comments and questions from Members it was noted:
  - That despite the Home Secretary retaining the power to accommodate UAS children in hotels under emergency situations, it was unpopular and damaged both local cohesion and the tourism sector.

- Members noted that whilst KCC may have had appropriate funding and capacity to accommodate UAS children, there may not have been the capacity in terms of specialist resource to manage the large numbers of arrivals.

5. RESOLVED that Cabinet note the report.

## **59. Annual Governance Statement Update**

*(Item 7)*

*Ben Watts (General Counsel) was in attendance for this item.*

1. Mr Watts (General Counsel) introduced the report which performed the role of one of the actions which was to be delivered as part of the Annual Governance Statement and ensured Cabinet Members were sighted on areas of the Council where statutory compliance had been identified as a risk. This report replicated some of the discussions held as part of the Performance Monitoring at previous Cabinet meetings. Cabinet Members continued to work with Corporate Directors to address the areas identified as being at risk. The annual internal and external audit and the Annual Governance Statement was due to be presented to County Council in September 2024. Mr Watts thanked all those who continued to support him in effectively dealing with the legal challenges presented to the Council, including Gurpreet Singh (Barrister, Head of Law), Tristan Godfrey (Senior Governance Manager), Lizzy Adam (Operations & Client Relationship Manager) and Joel Cook (Democratic Services Manager).

2. RESOLVED that Cabinet note the report.

## **60. Kent and Medway Integrated Care Strategy/Kent Joint Local Health and Wellbeing Strategy Delivery Plan**

*(Item 8)*

*Dr Anjan Ghosh (Director of Public Health) and Jenny Dixon-Sherreard (Policy Advisor) were in attendance for this item.*

1. The Leader introduced the report which provided an update on the development of the Integrated Care Strategy Shared Delivery Plan (SDP) which in turn encompassed the Delivery Plan for the Integrated Care Strategy, which serves as Kent's Joint Local Health and Wellbeing Strategy (JLHWS), and noted the extensive work undertaken to create a system wide approach.
2. Dr Ghosh (Director of Public Health) informed Members that the Shared Delivery Plan was underpinned by the Logical Framework (logframe) which was an extensive collection of strategic indicators that were linked to the six shared outcomes within the [Kent and Medway Integrated Care Strategy](#). The Shared Delivery Plan was designed to be a useful mechanism to gain oversight and assurance in the coherent delivery of actions across the system. The Shared Delivery Plan also functioned as the NHS Joint Forward Plan which was a statutory requirement of the Integrated Care Board (ICB). The Shared Delivery Plan spanned two years (2024-2026) and therefore took into account the current financial challenges. Dr Ghosh noted that the final version of the Plan would be presented to the Integrated Care Board (ICB) and had been approved by Medway

Council. The final draft was due to be presented to the Integrated Care Partnership on 27 August for endorsement.

3. Mrs Dixon-Sherreard detailed the changes that had been made to the Shared Delivery Plan (as set out within the report)
4. Further to comments and questions from Members it was noted:
  - Members commented on the extensive input and the feedthrough of plans down to district and boroughs through the Kent Association of Local Councils (KALC). It was important that delivery of the plan was consistent.
  - Whilst it was important to ensure progress through extensive monitoring, a central aspect in being able to measure the outcomes of the Shared Delivery Plan would be through the ability to demonstrate the personal outcomes of those individuals.
  - The Shared Delivery Plan was a live document that spanned two years (2024-26), after which it would be refreshed to take account of progress and any national or local changes. The Integrated Care Strategy was a five year document, after which a full review would take place.
  - In response to concerns regarding the performance of the NHS within Kent and the impact this had on the ability to deliver the aims and objectives set out within the Integrated Care Strategy and Shared Delivery Plan, Mr Ghosh advised that the key areas which aimed to be addressed through the work included prevention and tackling health inequalities through providing care closer to home; the other was around strengthening primary care to release pressure in the acute Trusts, both of which are objectives for the new Labour Government. Mr Ghosh advised that 80% of health outcomes sat outside the NHS and the work that was being done through the Integrated Care Strategy and Shared Delivery Plan aimed to be part of that solution.
5. The Leader thanked the officers and all those involved
6. RESOLVED that Cabinet
  - (a) note the process used in developing the Shared Delivery Plan for the Integrated Care Strategy and
  - (b) agree the Shared Delivery Plan to support assurance on delivery of the Integrated Care Strategy
  - (c) note and support ongoing activity to define fully the role of KCC in improving health and wellbeing

**61. Financial Hardship Programme**  
(Item 9)

*Lucy Alesbrook (Financial Hardship Programme Manager) Tracy Veasey (Project Manager - Residential Lead) and Tim Woolmer (Head of Strategic Partnerships)*

were in attendance for this item.

1. The Leader introduced the report which provided a high-level overview of the support provided in response to the ongoing financial pressures, focussing in particular on the work funded by the Helping Hands Scheme, and the delivery of the Department of Work and Pensions Household Support Fund. The Leader thanked the officers for their hard work which had enabled the programme to operate beyond its initial timeline, March 2025.
2. Ms Alesbrook (*Financial Hardship Programme Manager*), presented a series of slides (not included within the agenda pack) which set out the key areas of the Financial Hardship Programme: Residential, Digital Inclusion and Capabilities, Crowdfunding and Business.
3. Further to comments and questions from Members it was noted:
  - In response to the increase in statistics concerning the uptake in residents using NHS online services (17.25%) and online government services (5.62%) and whether this was a direct result of the digital inclusion workstream, Ms Alesbrook confirmed that the digital inclusion workstream provided training and drop-in sessions for residents to both improve their knowledge and understanding of those services. The evaluations had been taken from surveys of those people both before and after training to track their inclination to use services online and their confidence in doing so. The statistics were a direct outcome of the work done with a specific set of people, they were not from other independent surveys. Ms Alesbrook agreed to provide further information on the evaluation process and how this fed into the narrative.
  - In regard to whether there was a coordinated approach to the digital inclusion work to avoid duplication, Ms Alesbrook confirmed that the Programme worked closely in partnership with a number of organisations to reduce duplication and ensure that efforts were focussed on achieving positive impacts for Kent. There were a number of steering groups (led by KCC) along with the Financial Hardship Task and Finish Group, and strong partnership working within the voluntary sector. Whilst there remained no central lead, a number of effective formal and informal channels were established to ensure a joined up approach and which mitigated duplication of efforts. The Financial Hardship Programme had also received funding from other organisations in recognition of the expertise offered and some partners had funded work directly, all of which had helped to ensure the effective coordination of work.
  - It was confirmed that as part of the Device Recycling Scheme, old devices that potentially could not be refurbished would be disposed of in the most environmentally friendly way. A significant number of KCC devices were refurbished and reused.
4. RESOLVED that Cabinet note the report.



**From:** Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, Peter Oakford  
Interim Corporate Director Finance, John Betts

**To:** Cabinet, 26 September 2024

**Subject:** Revenue and Capital Budget Monitoring Report – June 2024-25

**Classification:** Unrestricted

**Summary:**

The attached report sets out the revenue and capital budget monitoring position as at June 2024-25 (Quarter 1). The report also provides detail on the progress on the delivery savings in the 2024-25 revenue budget, revenue and capital cash limit changes made between April and June 2024, and monitoring updates for Treasury Management, Prudential Indicators and Reserves.

**Recommendation(s):**

Cabinet is asked to:

- a) NOTE the forecast revenue overspend of £16.3m (excluding Schools).
- b) NOTE the forecast overspend on Schools' Delegated Budgets of £23.1m.
- c) NOTE the forecast capital underspend of £55.4m.
- d) NOTE the progress on the delivery of savings.
- e) AGREE the Revenue budget changes.
- f) AGREE the Capital budget changes.
- g) NOTE the Reserves Monitoring
- h) NOTE the Prudential Indicators Monitoring

**1. Introduction**

- 1.1 The June 2024-25 budget monitoring report being presented sets out the revenue and capital forecast position.

**2 Revenue and Capital Budget Monitoring Report – June 2024-25**

- 2.1 The attached report sets out the overall forecast position as at 30 June 2024-25, which is a revenue overspend of +£16.3m and a capital underspend of -£55.4m.
- 2.2 The forecast revenue outturn position is an overspend of +£16.3m (excluding schools), which represents 1.1% of the revenue budget. Overspends are being reported in Adult Social Care & Health (+£16.5m), Children, Young People & Education (+£0.1m), Growth Environment & Transport (+£6.2m) and Corporately Held Budgets (+£2.3m). Underspends are being reported in Chief Executive's Department (-£0.9m), Deputy Chief Executive's Department (-£0.9m) and Non Attributable Costs (-£7.1m).

- 2.3 Schools' Delegated budgets are reporting an overspend of +£23.1m. This reflects the impact of high demand for additional SEN support and greater demand for specialist provision. In 2022-23, the Council entered the DfE's Safety Valve Programme for those Councils with the highest deficits to support the development of a sustainable plan for recovery. This includes annual funding from the DfE, totalling £140m by 2027-28 to pay off part of the deficit but only if the Council can demonstrate and deliver a credible plan. Over the same period the Council is also expected to contribute towards the residual deficit estimated to total over £80m.
- 2.4 There is a savings target of £111.2m (excluding changes in grant income and the removal of one-off or undelivered savings in previous years). Currently, £96.3m of savings are forecast to be achieved.
- 2.5 The forecast outturn capital position is a real overspend of £7.7m and a rephasing variance of -£63.1m, so a net underspend of £55.4m.

### 3. Recommendation(s)

Cabinet is asked to:

- a) NOTE the forecast revenue overspend of £16.3m (excluding Schools).
- b) NOTE the forecast overspend on Schools' Delegated Budgets of £23.1m.
- c) NOTE the forecast capital underspend of £55.4m.
- d) NOTE the progress on the delivery of savings.
- e) AGREE the Revenue budget changes.
- f) AGREE the Capital budget changes.
- g) NOTE the Reserves Monitoring
- h) NOTE the Prudential Indicators Monitoring

### 4. Contact details

Report Author

Joe McKay  
Acting Chief Accountant  
03000 419601  
joe.mckay@kent.gov.uk

Relevant Director

John Betts  
Interim Corporate Director Finance  
03000 410066  
John.betts@kent.gov.uk



## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

### DECISION TO BE TAKEN BY:

Cabinet

### DECISION NUMBER:

24-00077

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

### Key decision: NO

*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: Revenue and Capital Budget Monitoring Report – June 2024-2025

### Decision:

The Cabinet agree to:

- a) note the forecast revenue overspend of £16.3m (excluding Schools' Delegated Budgets)
- b) Note the forecast overspend on Schools' Delegated Budgets of £23.1m
- c) Note the forecast capital underspend of £55.4m
- d) Consider and note the progress on delivery of savings
- e) Note and agree the Revenue budget changes
- f) Note and agree the Capital budget changes
- g) Note the Reserves Monitoring
- h) Note the Prudential Indicators Monitoring

### Reason(s) for decision:

The June 2024-25 (Q1) position for the Council needs to be noted by Cabinet. The revenue and capital budget changes need to be agreed by Cabinet.

### Cabinet Committee recommendations and other consultation:

A report will be presented to Cabinet on 26 September 2024.

### Any alternatives considered and rejected:

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

.....  
signed

.....  
date

# Finance Monitoring Report

As at June 2024-25 – Quarter 1



By Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, Peter Oakford  
Interim Corporate Director Finance, John Betts  
Corporate Directors

To Cabinet – 26 September 2024

Unrestricted

## Contact Details

Interim Corporate Director Finance	John Betts	03000 410 066	<a href="mailto:john.betts@kent.gov.uk">john.betts@kent.gov.uk</a>
Head of Finance Operations	Cath Head	03000 416 934	<a href="mailto:cath.head@kent.gov.uk">cath.head@kent.gov.uk</a>
Acting Chief Accountant	Joe McKay	03000 419 601	<a href="mailto:joe.mckay@kent.gov.uk">joe.mckay@kent.gov.uk</a>
Capital Finance Manager	Jo Lee	03000 416 939	<a href="mailto:joanna.lee@kent.gov.uk">joanna.lee@kent.gov.uk</a>
Capital Finance Manager	Julie Samson	03000 416 950	<a href="mailto:julie.samson@kent.gov.uk">julie.samson@kent.gov.uk</a>

# Contents

1   Introduction and Headlines .....	4
2   Recommendations .....	4
3   Revenue Budget Forecast .....	5
3a   Adult Social Care & Health including Public Health .....	6
3b   Children, Young People & Education .....	10
3c   Growth, Environment & Transport .....	12
3d   Chief Executive’s Department .....	16
3e   Deputy Chief Executive’s Department .....	17
3f   Non Attributable Costs including Corporately Held Budgets .....	18
3g   Schools’ Delegated Budgets .....	19
4   Revenue Budget Savings .....	24
4a   Adult Social Care & Health Savings .....	26
4b   Growth, Environment & Transport Savings .....	28
4c   Corporately Held Budgets Savings .....	28
4d   Alternative Savings .....	29
5   Revenue Budget Changes .....	30
5a   Adult Social Care & Health Virements .....	31
5b   Growth, Environment & Transport Virements .....	33
6   Capital Budget Forecast .....	34
6a   Adult Social Care & Health .....	35
6b   Children, Young People & Education .....	35
6c   Growth, Environment & Transport .....	37
6d   Chief Executive’s Department .....	40
6e   Deputy Chief Executive’s Department .....	40
7   Capital Budget Changes .....	41

8 | Reserves Monitoring .....43  
9 | Treasury Management Monitoring .....45  
10 | Appendices .....50

# 1 | Introduction and Headlines

This report provides an update on the Council’s revenue and capital financial position as at June 2024-25 (Quarter 1). The report also provides detail on the progress on the delivery savings in the 2024-25 revenue budget, revenue and capital cash limit changes made between April and June 2024, and monitoring updates for Treasury Management, Prudential Indicators and Reserves.

- The Council is forecasting a revenue overspend of £16.3m (excluding schools)
- Schools’ Delegated Budgets are forecasting a £23.1m overspend
- The Council has a savings target of £111.2m (excluding changes in grant income and the removal of one-off or undelivered savings in previous years). Currently, £96.3m of savings are forecast to be achieved
- The Council is forecasting a real variance of £7.7m and a rephasing variance of -£63.1m on the capital programme, so a net underspend of £55.4m

# 2 | Recommendations

2.1	Note the forecast revenue overspend of £16.3m (excluding Schools)	Please refer to Section 3
2.2	Note the forecast overspend on Schools’ Delegated Budgets of £23.1m	Please refer to Section 3g
2.3	Note the forecast capital underspend of £55.4m	Please refer to Section 6
2.4	Consider and note the progress on the delivery of savings	Please refer to Section 4
2.5	Note and agree the Revenue budget changes	Please refer to Section 5 and Appendix 3
2.6	Note and agree the Capital budget changes	Please refer to Section 7
2.7	Note the Reserves Monitoring	Please refer to Section 8
2.8	Note the Prudential Indicators Monitoring	Please refer to Appendix 4

### 3 | Revenue Budget Forecast

The forecast revenue outturn position is an overspend of +£16.3m (excluding schools), which represents 1.1% of the revenue budget.

Overspends are being reported in Adult Social Care & Health (+£16.5m), Children, Young People & Education (+£0.1m), Growth Environment & Transport (+£6.2m) and Corporately Held Budgets (+£2.3m). Underspends are being reported in Chief Executive’s Department (-£0.9m), Deputy Chief Executive’s Department (-£0.9m) and Non Attributable Costs (-£7.1m). The report details Key Service Line variances by Directorate. Schools’ Delegated Budgets is currently forecasting an overspend of £23.1m.

Delivery of savings is a crucial component of the Council’s forecast position for 2024-25 and the forecast currently indicates that savings of £96.3m will be delivered. The Strategic Reset Programme (SRP) Team is monitoring savings working alongside the Directorates, Finance Business Partners and performance and analytics. Non delivery of these savings will have a significant impact on future years’ budgets.

As per usual practice, revenue budget changes processed between April and June 2024 have been included as an Appendix in this report and require Cabinet approval. Future revenue budget virements will be signed off by the relevant Corporate Director and Cabinet Member.

All figures in £m

Directorate	Revenue Budget	Revenue Forecast	Revenue Variance	% Variance
Adult Social Care & Health	585.9	602.5	+16.5	+2.8%
Children, Young People & Education	430.6	430.7	+0.1	+0.0%
Growth, Environment & Transport	202.9	209.2	+6.2	+3.1%
Chief Executive’s Department	30.3	29.4	-0.9	-3.0%
Deputy Chief Executive’s Department	82.2	81.3	-0.9	-1.1%
Non Attributable Costs	102.8	95.7	-7.1	-6.9%
Corporately Held Budgets	-2.4	-0.1	+2.3	+96.8%
<b>Directorates Position</b>	<b>1,432.3</b>	<b>1,448.6</b>	<b>+ 16.3</b>	<b>+1.1%</b>
Schools’ Delegated Budgets	0.0	23.1	+23.1	
<b>Overall Position</b>	<b>1,432.3</b>	<b>1,471.7</b>	<b>+39.4</b>	

### 3a | Adult Social Care & Health including Public Health

All figures in £m

	Revenue Budget	Revenue Forecast	Revenue Variance
Adult Social Care & Health Operations	524.5	557.7	+33.2
Strategic Management & Directorate Budgets	39.2	21.4	-17.8
Strategic Commissioning (Integrated & Adults)	22.2	23.4	+1.1
Public Health	0.0	0.0	0.0
<b>Total</b>	<b>585.9</b>	<b>602.5</b>	<b>+16.5</b>

The Adult Social Care & Health directorate has a forecast net overspend of £16.5m, of which £13.7m relates to savings which are unable to be delivered in 2024-25. £2.8m of the overspend relates to other service related pressures.

Details of the significant variances are shown on the following page. Savings monitoring for Adult Social Care & Health including Public Health is in Section 4a.



All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
Older People - Residential Care Services	97.5	105.9	+8.4	Pressure from slippage in savings programme	<p>+£5.9m pressure on this service line relates to slippage in savings activity.</p> <p>Other pressures on this service line include a +£1.4m increase in contributions to the provision for bad and doubtful debts, +£1.5m from costs relating to the previous financial year due to additional backdated client activity above the level budgeted, and +£0.6m from forecast pressure relating to client activity.</p> <p>Pressures on this service line have been offset by -£1.0m released from centrally held funds for prices</p>
Adult Mental Health - Community Based Services	21.2	28.2	+7.0	Activity and price pressures beyond budgeted levels, and slippage in savings programme.	<p>+£3.9m pressure relates to more people receiving supported living care packages, including an increase in average hours provided per person to meet more complex needs.</p> <p>Other pressures include +£3.5m from slippage in savings activity.</p> <p>The above pressures are offset by -£0.3m released from centrally held funds.</p>
Older People - Community Based Services	35.4	39.3	+3.9	Activity and price pressures beyond budgeted levels	<p>+£4.4m pressure relates to homecare services where there has been an increase in the average number of hours of support provided.</p> <p>Other pressures include +£0.8m from savings which are no longer anticipated to be achieved, and a +£0.5m increase on contributions to the provision for bad and doubtful debts.</p> <p>The above pressures are offset by forecast underspends across other older people community based services of -£1.1m and -£0.7m released from centrally held funds.</p>
Adult Physical Disability - Community Based Services	32.9	36.0	+3.1	Increases in Supported Living care packages	+£2.5m pressure relates to people receiving supported living services with higher cost packages, and +£0.7m overspend relates to pressures across other community services.
Adult Learning Disability -	127.1	130.1	+2.9	Increases in	+£3.8m of the overspend relates to people receiving supported living

All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
Community Based Services & Support for Carers				Supported Living care packages	<p>services which is driven in the main by increased activity in terms of hours of support being provided.</p> <p>Other pressures include +£0.7m from savings which are no longer expected to be achieved, and +£0.1m from contributions to the provision for bad and doubtful debts.</p> <p>The above pressures are offset by -£0.8m released from centrally held funds and -£0.7m across other LD community based services.</p>
Adult Physical Disability - Residential Care Services	24.5	26.8	+2.3	Activity pressures beyond budgeted levels	+£2.2m overspend relates to people accessing nursing and residential care services, with increases in activity exceeding budgeted levels.
Older People - In House Provision	15.8	17.5	+1.7	Service pressures on In House Residential Units	<p>+£1.5m relates to staffing pressures across Gravesham and Broadmeadow residential units, partly due to increasing staffing levels to maximise bed capacity and use of agency staff to provide additional capacity and cover for unplanned absences.</p> <p>+£0.2m from pressures across other In House Residential and Daycare service provision.</p>
Community Based Preventative Services	7.5	9.1	+1.5	Pressure from slippage in savings programme	+£2.5m pressure from slippage in savings programme, offset by -£1m one-off contribution from Public Health towards mental health services delivered under the Live Well Kent contract.
Adult Case Management & Assessment Services	40.7	41.9	+1.2	Staffing pressures across front line services	Pressure across front line social work teams and referral services due to reducing vacancy rates and use of agency staff, alongside funding pressures related to retaining and attracting social work staff, costs associated with early retirements following a service reorganisation, and additional posts recruited to drive service improvement and organisational change.
Older People & Physical Disability Carer Support - Commissioned	1.7	2.8	+1.1	Activity pressures beyond budgeted levels	Increasing levels of activity and costs associated with carer respite

All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
Provision for Demographic Growth - Residential Based Services	12.5	4.9	-7.6	Release of centrally held funds	This is the release of centrally held funds to partly offset pressures across ASCH operations
Provision for Demographic Growth - Community Based Services	15.8	6.1	-9.6	Release of centrally held funds	This is the release of centrally held funds to partly offset pressures across ASCH operations

### 3b | Children, Young People & Education

All figures in £m

	Revenue Budget	Revenue Forecast	Revenue Variance
Education & Special Educational Needs	125.5	128.5	+2.9
Integrated Children's Services (Operations and County Wide)	300.8	297.9	-2.9
Strategic Management & Directorate Budgets	4.3	4.4	+0.1
<b>Total</b>	<b>430.6</b>	<b>430.7</b>	<b>+0.1</b>

The Children, Young People & Education directorate is projected to be overspent by +£0.1m. This is formed from several significant compensating variances. Integrated Children's Services (Operations and Countywide) is forecasting a net underspend of -£2.9m, mainly related to an underspend on community based services for young adults with disabilities. Education & Special Educational Needs is forecasting a net overspend of £2.9m which relates to pressures on services for schools and Community, Learning & Skills.

Details of the significant variances are shown below:

All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
Community Learning & Skills (CLS)	-0.1	0.8	+0.9	Reduction in fee income from September	Funding rule changes for the new academic year are forecast to result in a reduction in fee income expected from September onwards, where the service is reorganising to meet the requirements of the Governments priorities for adult education services. Mitigating actions are being explored to reduce the impact of this.
Other School Services	5.6	7.9	+2.1	Pressures arising from ensuring sufficient school places, higher number of school related redundancies and legal costs.	Delays in basic need projects have resulted in the continual use of more temporary accommodation to ensure sufficient school places are available (+£1.4m). In addition, a rise in the number of school reorganisations required to ensure schools remain financially sustainable is leading to an increase in requests for school based staff redundancy payments. Legal costs, related to schools including capital projects & academisation, are forecast to remain at a higher level in 2024-25 where costs previously charged to capital must now be charged to revenue, along with a general rise in costs.
Adult Learning & Physical Disability Pathway - Community Based Services	46.7	44.6	-2.1	Underspends across most services	Forecasting underspends across most community services, but mainly Supported living (-£1.5m) and Direct Payments (-£0.4m) due to lower than anticipated costs.

### 3c | Growth, Environment & Transport

All figures in £m

	Revenue Budget	Revenue Forecast	Revenue Variance
Environment & Circular Economy	97.3	99.9	+2.5
Growth & Communities	31.3	30.9	-0.4
Highways & Transportation	72.9	77.0	+4.1
Strategic Management & Directorate Budgets	1.4	1.4	0.0
<b>Total</b>	<b>202.9</b>	<b>209.2</b>	<b>+6.2</b>

The Growth, Environment & Transport Directorate is projected to be overspent by £6.2m. All services across the directorate will continue to review their staffing and spend levels to ensure only essential spend is incurred and income and activity levels will continue to be reviewed and reflected. The unavoidable pressures will be realigned in the MTFP.

Details of the significant variances are shown on the following page:

All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
English National Concessionary Travel Scheme (ENCTS)	13.0	15.9	+2.9	Update to DfT Re-imburement Calculator	<p>In November 2024, the DfT announced changes to the re-imburement calculator for the ENCTS scheme. The changes to the calculator were based on updating a number of key re-imburement factors/inflation factors, that had not updated since the launch of the scheme. The impact of these changes is to raise the re-imburement level for ENCTS acceptance by a bus operator.</p> <p>KCC follows the DfT re-imburement calculator for the payment of ENCTS re-imburement to bus operators and this has presented a near £3m pressure.</p>
Waste Facilities & Recycling Centres	38.8	40.7	+1.9	Paused HWRC saving, unachievable compost saving and reduced income	<p>Part of the projected overspend is due to the proposed consultation on the review of HWRC sites (Waste) being delayed (+£0.5m). The overspend is the non-delivery of the 2023-24 part-year effect of the planned 2-year £1.5m budget reduction.</p> <p>In addition, there was a savings target from reuse and small business trade waste. With regards to the small business trade waste, we are unlikely to meet the full savings target for the following reasons:</p> <ol style="list-style-type: none"> <li>1. Regulatory and compliance – It is taking a significant amount of time to work with the Environment Agency allow us to get the licences for the disposal of commercial waste due to the limitations with regard to the size of our sites and the ability to segregate commercial waste from household waste. This limitation would have negative impacts to our performance, as we would have to record to DEFRA the incoming commercial waste as household waste. As there would be no way to separate this.</li> <li>2. There are, in addition to this, health and safety concerns with regards to mixing those disposing of commercial waste, with those disposing of household waste, as waste types and vehicles would be or a</li> </ol>

				commercial nature.
				3. Finally, there are concerns at the sites without weighbridges, that KCC may actually end up not making money, as we will not be able to charge for the weight and estimates will have to be made.
				This small business trade waste is an ongoing project, as we try to mitigate the above concerns without putting the council at risk, meanwhile we continue to work with the waste transfer stations that are set up for this type of activity to increase the levels of income via this waste stream.
				Some limited reuse activities have been delivered; however, the full reuse shop will not be delivered until the end of 2024/25, and so there will be a delay to achieving this saving target.
				An overspend has arisen this year as a result (+£0.2m).
				A budgeted saving to renegotiate the rate of a green waste contract is no longer possible as the contractor was taken over and the new owner declined the offer to renegotiate the contract. The saving is no longer deliverable (+£0.6m).
				The emergency works to repair and replace jet fans in the Chestfield tunnel have required a contraflow to be put in place and the expense of this and other associated costs have resulted in an overspend (+£0.8m).
Highway Assets Management	38.7	39.7	+1.1	Pressures continue to be reported in Inspections and general maintenance across East/West Kent budgets with prices above budgeted inflation and increased works due to the condition of the network and necessary safety critical works (+£1.2m combined).
				These overspends are partially offset by an underspend on Streetlight and Tunnels energy, due to a one-off rebate following the reconciliation of winter 23/24 usage plus confirmation of a reduced summer price for electricity (-£0.5m), as well as additional income (-£0.5m).
Residual Waste	52.6	53.0	+0.4	An overspend primarily resulting from additional tonnes





---

Community  
Protection

---

12.0

11.8

-0.2

(+£1.2m) is offset by reduced prices for Allington Waste to Energy plant, as the contractual uplift based on April RPI was lower than the budgeted estimate (-£0.8m).

---

Variance is mainly due to an increase in income in Trading Standards from the Office for Product Safety and Standards (OPSS) for Ports and Borders work.

---

### 3d | Chief Executive's Department

All figures in £m

	Revenue Budget	Revenue Forecast	Revenue Variance
Commercial & Procurement	3.1	3.0	-0.1
Finance	13.9	13.9	0.0
Governance, Law & Democracy	8.4	8.0	-0.5
Strategy, Policy, Relationships & Corporate Assurance	5.6	5.6	0.0
Strategic Management & Departmental Budgets	-0.7	-1.0	-0.3
<b>Total</b>	<b>30.3</b>	<b>29.4</b>	<b>-0.9</b>

The Chief Executive's Department is projected to underspend by -£0.9m. Details of the significant variances are shown below:

All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
Local Member Grants	1.0	0.5	-0.5	Currently uncommitted member grants	This underspend reflects current forecast activity. Members need to have committed spend by mid-November 2024 as this year precedes county Council elections in May 2025.
Strategic Management & Departmental Budgets	-0.7	-1.0	-0.3	Additional internal overhead charge made to Public Health.	Revised internal overhead charge made to Public Health in line with policy and to align with Public Health forecast.

### 3e | Deputy Chief Executive's Department

All figures in £m

	Revenue Budget	Revenue Forecast	Revenue Variance
Corporate Landlord	29.0	28.5	-0.4
Human Resources & Organisational Development	5.4	5.2	-0.2
Infrastructure	8.8	8.8	0.0
Marketing & Resident Experience	6.9	7.0	0.0
Technology	26.1	26.1	0.0
Strategic Management & Departmental Budgets	5.9	5.6	-0.3
<b>Total</b>	<b>82.2</b>	<b>81.3</b>	<b>-0.9</b>

The Deputy Chief Executive's Department is projected to underspend by -£0.9m. Details of the significant variances are shown below:

All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
Corporate Landlord	29.0	28.5	-0.4	Utilities underspend due to reduced costs, in-year refunds and asset disposals.	Underspend due principally to change in asset base through disposals or change of use – together with in-year refunds for vacated sites.
Strategic Management & Departmental Support	5.9	5.6	-0.3	Vacancy management	Majority of underspend due to holding vacancies pending decisions on timing of appointments to key posts
Human Resources & Organisational Development	5.4	5.2	-0.2	Increased recharges of Kent Graduate Scheme salaries	Underspend from increased recharges for KGP salaries; increased take up of salary sacrifice schemes leading to NI rebates; staffing

### 3f | Non Attributable Costs including Corporately Held Budgets

All figures in £m

	Revenue Budget	Revenue Forecast	Revenue Variance
Non Attributable Costs	102.8	95.7	-7.1
Corporately Held Budgets	-2.4	-0.1	+2.3
<b>Total</b>	<b>100.4</b>	<b>95.6</b>	<b>-4.8</b>

The forecast underspend for Non Attributable Costs including Corporately Held Budgets is £4.8m. Details of the significant variances are shown below:

All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
Non Attributable Costs	102.8	95.7	-7.1	Higher income from investments & additional income from business rate compensation grant and business rates levies	-£2.2m higher forecast income on investments (partially offset by higher interest payments to third parties), due to the base rate remaining at 5.25% and cash balances remaining robust. This also reflects a contribution to debt costs from the Home Office grant related to the new Unaccompanied Asylum Seeker reception centres. -£2.2m additional business rate compensation grant for freeze of multiplier and temporary discounts due to outturn information for 2023-24 (NNDR3) higher than the original estimate (NNDR1) on which budget and grant settlement was based -£2.6m additional share of retained business rates levies for 2022-23 and 2023-24 through business rates pool due to outturn higher than estimates used for year-end debtors. Both the -£2.2m and -£2.6m figures are provisional and could still change during the audit of the District Council accounts.
Corporately Held Budgets	-2.4	-0.1	+2.3	Undeliverable Savings	+2.3m estimated saving from deep dives into contract renewals including consideration of reducing service levels or from routes to market. Any savings from these contract

renewals will be contained within the directorate forecasts and therefore allocating the saving would not reduce the overall forecast so cannot be presented as being delivered in Corporately Held Budgets.

### 3g | Schools' Delegated Budgets

The Schools' Budget reserves are initially forecast to end the financial year with a surplus of £57.7m on individual maintained school balances, and a deficit on the central schools' reserve of £89.3m. The total Dedicated Schools' Grant for 2024-25 is £1,769.6m and is forecast to overspend by £46.3m.

The balances of individual schools cannot be used to offset the overspend on the central schools' reserve and therefore should be viewed separately.

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. The tables below provide the overall position for the DSG in 2024-25 (table 1) and an overview of the movements on both the central schools' reserve and individual schools' reserves (table 2).

**Table 1 Dedicated Schools' Grant (DSG) 2024-25 Forecast Summary:**

All figures in £m			
DSG Block	2024-25 Budget*	2024-25 Forecast	2024-25 Variance
Schools' Block	1,260.5	1,260.5	0.0
High Needs Block	342.7	389.0	46.3
Early Years Block	154.2	154.2	0.0
Central Services to Schools' Block	12.2	12.2	0.0
<b>Total DSG 2023-24</b>	<b>1,769.6</b>	<b>1,815.9</b>	<b>46.3</b>

\*Before recoupmnt and other DFE adjustments including additional funding from the Safety Valve Programme. Budgets include the impact of moving £15.2m from the Schools' block to the High Needs Block as agreed by the Secretary of State.

**Table 2: Overall Forecast Position for the Schools' Budget Reserves:**

	<b>Individual Maintained School Reserves</b>	All figures in £m <b>Central Schools' (DSG) Reserve</b>
Reserve Balance as at 1 <sup>st</sup> April 2024*	58.6	-67.2
<i>Forecast contribution to/(from) reserves:</i>		
Academy Conversions	-1.0	
Change in School Reserve Balances	0.0	
Overspend on DSG 2023-24		-46.3
Safety Valve: Local Authority Contribution		15.1
Safety Valve: Payment from DfE		9.0
Reserve Balance as at 31 <sup>st</sup> March 2024*	57.7	-89.3

\*Positive figure is a surplus balance & negative balance is a deficit balance

In accordance with the statutory override implemented by the Ministry of Housing, Communities & Local Government (MHCLG), and in line with the Department for Education (DfE) and external auditors advice that local authorities cannot repay deficits on the DSG from the General Fund: any in-year central schools' (DSG) surpluses continue to form part of the main council reserves, whilst any in-year deficit balances are held in a separate unusable reserve from the main council reserves (see Section 8). MHCLG have confirmed this statutory override will be in place until March 2026 whilst Councils implement recovery plans.

In 2022-23, the Council entered the DfE's Safety Valve Programme for those Councils with the highest deficits to support the development of a sustainable plan for recovery; this includes annual funding from the DfE, totalling £140m by 2027-28 (plus £2m of project costs), to pay off part of the deficit but only if the Council can demonstrate and deliver a credible plan. Over the same period the Council is also expected to contribute towards the residual deficit estimated to total over £80m. This has avoided having to identify £220m of savings across the SEN system. The DSG deficit is the Council's single biggest financial risk; therefore, the successful implementation of the Council's deficit recovery plan is critical. It is recognised, the Government's proposals to reform the SEND and alternative provision (AP) system to support a more sustainable high needs funding will not impact immediately and local actions are required.

In 2024-25, the Council is expecting to receive a further £9m from the DfE, the third tranche of the £140m safety valve commitment, with the Council required to contribute a further £14m from reserves. This additional funding, along with the extra funding from the DfE and the Council in 2022-23 will have reduced the accumulated deficit from an estimated £220m to £89.3m as at 31st March 2024.

**Key Issues**                      **Details**

Individual Maintained Schools Reserves	<p>As at 31<sup>st</sup> March 2024, there were 294 maintained schools with a surplus reserve balance and 3 schools with a deficit reserve balance. Maintained Schools are required to submit a six &amp; nine-month monitoring return each financial year and these forecasts will be reported in future reports. The Council commissions The Education People to support Schools with their recovery plans.</p> <p>This forecast includes 2 schools converting to academy status during 2024-25. When a maintained school converts to an academy status, the council is no longer responsible for holding the schools' reserve and the school's remaining school balance is either transferred to the academy trust, or in the case of a deficit, may have to be retained and funded by the Council depending on the type of academy conversion.</p>
Schools' Block: No Variance	<p>The Schools' Block funds primary and secondary core schools' budgets including funding for additional school places to meet basic need or to support schools with significant falling rolls. There is no significant variances forecast at this stage in the year.</p>
Early Years Block: No Variance	<p>The Early Years Block is used to fund early years' providers the free entitlement for eligible two, three and four-year olds, including the newly expanded offer for working parents for children from 9 months, along with the funding of some council led services for early years.</p> <p>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 under or overspend if activity is slightly lower or higher than expected. At this early stage in the year there are no variances reported.</p>
High Needs Block: 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. Costs associated with the EHCP assessment and annual review process are met from the General Fund and are not included in this section of the report.</p>
Safety Valve Payment & Local Authority Contribution.	<p>The in-year funding shortfall for High Needs placements and support in 2024-25 is +£46m due to a combination of continual higher demand for additional SEN support and higher cost per child resulting from continual demand for more specialist provision. The level of growth in spend is forecast to start slowing down during this year (in comparison to recent years, see table 3) as actions to support future financial sustainability are starting to be implemented. However, the impact of SEN transformation with greater proportion of children being supported in mainstream/post 16 settings, is being impeded by higher placements costs, driven by inflation and greater demand by schools for additional funding, along with delays in DfE lead special school builds.</p>
	<p>Many other councils are also reporting deficits on their high needs block, despite extra monies from the Government in recent years, resulting from significant increases in their numbers of EHCPs and demand for SEN services. However, the</p>

increases locally have been increasing at a significantly faster rate than other comparative councils and the council is placing a greater proportion of children in both special and independent schools compared to other councils, and a smaller proportion of children with SEND in mainstream schools. The impact of this is highlighted in national benchmarking data on the placement of children with SEN in Kent and our spend on High Needs Block. The tables below detail the trend in both spend and number of HNB funded places or additional support across the main placement types.

**Table 3: Total Spend on High Needs Block by main spend type**

	All figures in £m				
	2020-21	2021-22	2022-23	2023-24	2024-25
Maintained Special School	106	123	137	151	160
Independent Schools	49	60	68	76	80
Mainstream Individual Support & SRP* **	46	54	61	65	71
Post 16 institutions***	17	19	21	24	24
Other SEN Support Services	46	43	48	49	49
<b>Total Spend</b>	<b>264</b>	<b>299</b>	<b>334</b>	<b>365</b>	<b>384</b>
Rate of increase in spend	-	13%	10%	11%	5%

**Table 4: 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**

	2020-21	2021-22	2022-23	2023-24	2024-25
Maintained Special School	5,118	5,591	6,019	6,382	6,591
Independent Schools	1,126	1,348	1,485	1,620	1,623
Mainstream Individual Support & SRP*	4,510	5,258	5,772	6,496	6,891



Post 16 institutions***	1,281	1,453	1,569	1,665	1,700
<b>Total Number of Pupils</b>	<b>12,035</b>	<b>13,650</b>	<b>14,845</b>	<b>16,163</b>	<b>16,805</b>

**Table 5: Average cost of pupils funded from the HNB and receiving individualised SEN Support or placement cost.**

	£s per pupil				
	<b>20-21</b>	<b>21-22</b>	<b>22-23</b>	<b>23-24</b>	<b>24-25</b>
Maintained Special School	£20,629	£21,648	£22,640	£23,587	£24,252
Independent Schools	£43,734	£44,799	£44,911	£46,894	£49,259
Mainstream Individual Support & SRP* **	£10,294	£10,245	£10,578	£10,051	£10,345
Post 16 institutions***	£13,309	£13,090	£12,927	£14,565	£14,184

\*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)

The Safety Valve agreement, sets out the key actions the Council intends to take to achieve a positive in-year balance on its central schools' DSG reserve by the end of 2027-28 and in each subsequent year. The actions are aligned with our strategy to support improvements across the SEN system in response to the SEN Improvement Notice through the delivery of the Accelerated Progress Plan. The impact of these actions will not be immediate and will take several years to be fully embedded.

## 4 | Revenue Budget Savings

The 2024-25 budget included the requirement to deliver savings and additional income of £81.9m. A further £17.4m of undelivered savings from the previous year are included in the 2024-25 Savings Target, increasing the total requirement to £99.3m.

This Savings section does not include changes to Grant Income of £7.2m or the removal of one-off or undelivered savings in previous years of £4.6m bringing the total savings target for 2024-25 to £111.2m.

The 2024-25 budget also had significant growth. Council Tax and other general funding in the approved budget went into adult social care, children's social care and home to school transport. Adults received their share of targeted grants and Council Tax plus a share of general Council Tax and grants. Home to school transport and all other services are funded from general Council Tax and grants with no targeted funding.

At Quarter 1, £96.3m of savings are forecast to be delivered including £3.8m of alternative savings and £4.6m has been identified as undeliverable. Variances over £0.5m are reported by Directorate in this section with commentary. Where alternative savings have been identified (totalling £3.8m per the table below), details have been provided. A breakdown of all of the savings by Directorate is available in Appendix 2.

All figures in £m

Directorate	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)	Total Forecast	Variance	Un-deliverable	To be achieved in future years
Adult Social Care & Health	(66.9)	(52.1)	0.0	(2.3)	(54.4)	12.4	0.5	(15.5)
Children, Young People & Education	(16.7)	(16.1)	0.0	(0.4)	(16.5)	0.2	0.0	(0.6)
Growth, Environment & Transport	(8.7)	(6.4)	0.0	(0.5)	(6.9)	1.8	1.8	(0.5)
Chief Executive's Department	(0.4)	(0.3)	0.0	(0.1)	(0.4)	0.0	0.0	(0.1)
Deputy Chief Executive's Department	(1.0)	(0.5)	0.0	(0.4)	(1.0)	0.0	0.0	(0.4)
Non Attributable Costs	(14.5)	(16.3)	0.0	0.0	(16.3)	(1.8)	0.0	0.0
Corporately Held Budgets	(3.1)	(0.8)	0.0	0.0	(0.8)	2.3	2.3	0.0
<b>Total</b>	<b>(111.2)</b>	<b>(92.5)</b>	<b>0.0</b>	<b>(3.8)</b>	<b>(96.3)</b>	<b>14.9</b>	<b>4.6</b>	<b>(17.2)</b>

## 4a | Adult Social Care & Health Savings

All figures in £000s

	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)	Total Forecast	Variance	Un-deliverable	To be achieved in future years
Alternate Provision Brand New Starts (DP)	-3,041.1	-2,178.9	-	-	-2,178.9	862.3	-	-862.3
	Evidence shows that new DP starters V's home care remains significantly below target, and the cost associated with receipt of direct payment are above modelling work previously completed. The last BRAG rated the savings in Amber so this is notable deterioration in confidence. Review of high levels plans to be concluded to inform how we will address low take up of direct payments.							
Rehabilitation and Alternate Support for MH	-3,300.0	-259.2	-	-	-259.2	3,040.8	-	-3,040.8
	There is a lack of community rehab offer from KMPT with an offer only available in East Kent, which KCC cannot currently refer into. The development of a Transfer Hub is being looked into by KMPT with consultants reviewing those Clinically Ready for Discharge, and there might be opportunities for savings if KMPT community rehab services are part of that proposal.							
Reduction in Residential and Nursing Placements	-2,900.0	-2,175.0	-	-	-2,175.0	725.0	-	-725.0
	Reducing the number of residential and nursing placements is providing an ongoing challenge to ASCH in the context of meeting an higher acuity of need, the central role short stays placements play in supporting effective hospital flow, and the absence of consistent night time support offers across all communities. At this time the evidence indicates that the plans do not provide high confidence that the savings target will be achieved and it is therefore believed that the savings target is rated red. Urgent plans to be developed around how we will ensure permanent care home placements are reduced through home first solutions that supports people to go home, timely reviews of all individuals in short stay beds, the use of technology to prevent new placements, and maximising the use of other forms of accommodation - shared lives, supported living, extra care.							
Partnership Working (Section 117)	-2,200.0	-171.4	-	-	-171.4	2,028.6	-	-2,028.6
	The savings activity is reliant on the strategic conversations to take place to agree a 50/50 funding split. The plans currently forecast the agreement to be in place by January 2025, which means we might achieve some of the target from January 2025 onwards. Therefore, the remaining target is unlikely to be achieved within this financial year.							
Efficiency Savings in relation to the purchasing of residential care	-8,000.0	-4,000.0	-	-	-4,000.0	4,000.0	-	-4,000.0

	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)	Total Forecast	Variance	Un- deliverable	To be achieved in future years
	We have segmented provider by cost & quality and are making clear that those in the lowest band on these factors are unlikely to receive offers of placements. The rate at which we use Res/Nursing care is a key factor in success as empty beds motivates providers to negotiate. This has motivated some off-framework providers to negotiate on price, but thus far they have only been willing to agree lower fees for new placements not existing ones. We need further work on capturing the benefit of this. There is a close relationship between success in this sector and the level of new placements. Whilst this has shown signs of plateauing it is not enough yet to drive the full savings.							
Adult Social Care contracts with Voluntary Sector	-3,216.8	-	-	-2,304.2	-2,304.2	912.6	-	-3,216.8
	Cabinet Member agreement to postpone the decision to the next financial year 25/26, although one-off efficiencies across Vol Orgs contracts are expected for 24/25 which are offsetting the £3.2m pressure by -£965.0k.							
	Public Health are also to provide an additional £1m in 24/25 to fund priority mental health services delivered under the Live Well Kent contract, in line with the PH grant conditions. This additional £1m is one-off funding for 24/25 only.							
	Public Health to review towards the end of 24/25 the possibility of funding an additional £339.2k for community navigation services subject to Public Health's financial position (particularly in relation to its own transformation programme), other potential funding pressures and the expenditure meeting the PH grant conditions.							
Redesign of In House Adult Social Care Services	-1,456.4	-34.9	-	-	-34.9	1,421.5	-	-1,421.5
	£34.9k to be achieved in 24/25 due to the closure of Blackburn Lodge. Decision was taken for the remaining £1.4m to not be delivered through staffing within In-House Provider Services. The savings will be achieved through other channels and plans are in place, either by re-distributing throughout the Transformation & Efficiency group or as a separate piece of work.							

## 4b | Growth, Environment & Transport Savings

All figures in £000s

All figures in £m	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)	Total Forecast	Variance	Un-deliverable	To be achieved in future years
Review of green waste contract, with market analysis indicating a reduction in gate fee	-621.0	-	-	-	-	621.0	621.0	-
Plans in place to renegotiate the rate downwards whilst in contract but then the contractor was taken over and the new owner declined the offer to renegotiate the contract. Saving no longer deliverable and realignment requested in 25/26. Saving to be revisited upon expiry of contract (July 24)								

## 4c | Corporately Held Budgets Savings

All figures in £000s

All figures in £m	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)	Total Forecast	Variance	Un-deliverable	To be achieved in future years
Part year impact of further discretionary policy decisions and deep dive into contract renewals with consideration of reducing service specifications	-2,300.0	-	-	-	-	2,300.0	2,300.0	-
It is assumed that savings being achieved from these contract reviews will be contained within directorate forecasts and therefore allocating this Corporately Held saving to services would not reduce the overall forecast so cannot be presented as being delivered in CHB. £2.3m has been added back to remove this saving from the base budget in the 2025-28 MTFP refresh proposals								

## 4d | Alternative Savings

All figures in £000s

Directorate	Savings & Income Description	Ongoing Impact	One-off Impact	Total
ASCH	One-off additional funding contribution from Public Health towards priority mental health services of £1m and further potential funding towards community navigation services of £0.34m. In addition to the above, commissioning are anticipating -£692.9k in on-going and -£272.1k in one-off efficiencies across Voluntary Organisation contracts for 24-25	0.0	(2,304.2)	(2,304.2)
ASCH (PH)	Saving achieved through the agreement of a contract adjustment with our NHS provider	0.0	(9.2)	(9.2)
CYPE	Forecast underspend on school's compliance testing. It will be wrapped up as part of wider changes to services to schools that is being processed in the MTFP	0.0	(400.0)	(400.0)
GET	Saving to be achieved by releasing a provision that was set up if there was an adverse impact on recycling rates if the IAA payments to four districts ceased	0.0	(500.0)	(500.0)
CED	Covered from underspend on the Empty Properties budget	0.0	(82.5)	(82.5)
CED	Covered from underspends within other Member service budgets	0.0	(20.0)	(20.0)
DCED	Shortfall on Office stream being off-set against over-recovery on Specialist and Community Asset workstreams. Future Assets should be viewed as a whole programme	0.0	(388.9)	(388.9)
DCED	Covered from underspend on staffing budget	0.0	(60.0)	(60.0)
<b>Total</b>		<b>0.0</b>	<b>(3,764.8)</b>	<b>(3,764.8)</b>

## 5 | Revenue Budget Changes

Roll forwards were agreed at Cabinet on 20 June 2024 as part of the Outturn report for 2023-24. The table below summarises these roll forwards, which have increased the net budget for 2024-25 by £2.8m.

All figures in £000s

Directorate	Roll Forward	Description
Children, Young People & Education	0.171	Section 31 Leaving Care Allowance Uplift
	0.248	Effective Kent Project
	0.185	Pathways For All
	0.182	Regional Adoption Agency
Growth, Environment & Transport	0.243	Various external funded projects
	0.105	Kent Resource Partnership
	0.328	Highways Winter Underspend
	0.134	Tunnels / Structures statutory testing
Chief Executive's Department	0.370	Proceeds from sale of Electric Vans for Environmental Projects
	0.019	Kent Safeguarding Adults Board
	0.112	Kent Safeguarding Children's Board
	0.675	Member Grants
<b>Total</b>	<b>2.772</b>	

In line with usual practice at this stage of the year, revenue budgets have been realigned to reflect a reallocation between Key Services in light of the 2023-24 final spend and activity levels and the latest service plans. Budget changes which have been identified as virements are explained in the tables below and need to be approved by Cabinet. A breakdown of changes by Key Services, which also includes technical adjustments, which do not require approval, is available in Appendix 3. There are no virements in Children, Young People & Education, Chief Executive's Department, Deputy Chief Executive's Department or Non Attributable Costs.



## 5a | Adult Social Care & Health Virements

		All figures in £000s		
Key Service	Description	Gross	Income	Net
Strategic Commissioning (Integrated and Adults)	To fund uplift of Adult Commissioning posts from KR9 to KR11 as a result of the 23-24 Strategic Commissioning restructure	60.0	0.0	60.0
Strategic Management & Directorate Support (ASCH)		-60.0	0.0	-60.0
Strategic Management & Directorate Support (ASCH)	To fund Mosaic Provider Portal Team - from Richard Smith's budget for additional posts (2.5 FTEs) in the Mosaic Provider Portal team in the Business Delivery Unit	-111.3	0.0	-111.3
Transformation Delivery and support		111.3	0.0	111.3
Provision for Demographic Growth - Community Based Services	Technical correction to central demography allocations for 2024-25 budget	-5,470.3	518.3	-4,952.0
Provision for Demographic Growth - Residential Based Services		5,470.3	-518.3	4,952.0
Strategic Management & Directorate Support (ASCH)	Funding of fixed term Provider Portal Payment Team: 1 x KR9 fixed term for 1 year, 5 x KR7 fixed term for 1 year	-214.7	0.0	-214.7
Transformation Delivery and support		214.7	0.0	214.7
Strategic Management & Directorate Support (ASCH)	Adjustment for changes in Charging Policy led by Bettergov	-40.0	0.0	-40.0
Transformation Delivery and support		40.0	0.0	40.0
Older People - Residential Care Services	Transfer to reflect reprovision costs following closure of Blackburn Lodge.	513.6	0.0	513.6
Older People - In House Provision		-526.6	13.0	-513.6
Strategic Management & Directorate Support (ASCH)	Transfer of funding from Corporate Director held funds to the Stakeholder Engagement Team to fund and manage process for reimbursing experts by experience	-50.0	0.0	-50.0
Innovation and Partnership		50.0	0.0	50.0
Public Health - Sexual Health	2024-25 Quarter 1 realignment of Public Health budgets	688.9	-688.9	0.0
Public Health - Healthy Lifestyles		-2,723.0	2,723.0	0.0

Key Service	Description	All figures in £000s		
		Gross	Income	Net
Public Health - Children's Programme		-941.6	941.6	0.0
Public Health - Mental Health, Substance Misuse & Community Safety		1,355.3	-1,355.3	0.0
Public Health - Advice and Other Staffing		2,358.9	-2,358.9	0.0
Adult Learning Disability - Community Based Services & Support for Carers	Redistribution of 2023/24 Commissioning savings to reflect current planned method of delivery	-835.5	0.0	-835.5
Adult Learning Disability - Residential Care Services & Support for Carers		-8.7	0.0	-8.7
Adult Mental Health - Residential Care Services		-54.3	0.0	-54.3
Older People - Community Based Services		51.5	0.0	51.5
Older People - Residential Care Services		1,304.0	0.0	1,304.0
Adult Physical Disability - Community Based Services		-75.4	0.0	-75.4
Adult Physical Disability - Residential Care Services		-46.8	0.0	-46.8
Adult Mental Health - Community Based Services		-334.8	0.0	-334.8
Adult Learning Disability - Community Based Services & Support for Carers		-272.7	0.0	-272.7
Adult Mental Health - Community Based Services		693.0	0.0	693.0
Older People - Community Based Services	Redistribution of Technology Enhanced Lives Service (TELS) saving, according to latest areas of activity, including agreed amount from increased savings to fund increased cost of activity within TELS	121.5	0.0	121.5
Adult Physical Disability - Community Based Services		-5.4	0.0	-5.4
Innovation and Partnership		142.0	0.0	142.0

		All figures in £000s		
Key Service	Description	Gross	Income	Net
Older People - Residential Care Services		-1,173.6	495.2	-678.4

## 5b | Growth, Environment & Transport Virements

		All figures in £000s		
Key Service	Description	Gross	Income	Net
Environment	Environment / Waste 2024-25 adjustment relating to the Environment & Circular Economy restructure. The virement relates to an old Environment budget that was reallocated as part of the new staffing structure but should have been used to reduce the Environment grant income budget. The Director and Heads of Service have agreed to correct that issue. This adjustment also includes a realignment within Environment Key Service which matches Coastal Protection budget with cost to help offset the grant income target.	-20.0	80.0	60.0
Environment and Circular Economy Divisional management costs		-51.0	0.0	-51.0
Residual Waste		-9.0	0.0	-9.0
Waste Facilities & Recycling Centres		328.0	0.0	328.0
Residual Waste		-328.0	0.0	-328.0

## 6 | Capital Budget Forecast

All figures in £m

Directorate	Capital Budget	Variance	Real Variance	Rephasing Variance
Adult Social Care & Health	1.141	-0.111	+0.162	-0.273
Children, Young People & Education	128.226	-19.201	-2.068	-17.133
Growth, Environment & Transport	232.636	-35.988	+4.748	-40.736
Chief Executive's Department	0.230	+0.024	0.000	0.024
Deputy Chief Executive's Department	54.840	-0.167	+4.845	-5.012
<b>Directorates Position</b>	<b>417.073</b>	<b>-55.443</b>	<b>+7.687</b>	<b>-63.130</b>

The total approved General Fund capital programme including roll forwards for 2024-25 is £417.073m.

The current estimated capital programme spend for the year is forecast at £361.630m, which represents 87% of the approved budget. The spend to date is £57.267m, representing 14% of the total approved budget.

The directorates are projecting a £55.443m underspend against the budget, this is split between a +£7.687m real variance and -£63.130m re-phasing variance.

## 6a | Adult Social Care & Health

Project	Real Variance	Rephasing Variance	Detail
Learning Disability Good Day Programme	+0.085	-0.273	Real variance of +£0.085m for electronic care planning equipment to be funded from banked developer contributions and banked grant.

## 6b | Children, Young People & Education

Project	Real Variance	Rephasing Variance	Detail
Overall Basic Need Programmes	0.000	0.000	Across the next three years over all the Basic Need Programmes there is currently sufficient funding to cover the forecast spend, so there is no variance to report. There is a forecast gap in later years of £24.4m, but this will continue to be monitored and brought down wherever possible, by reviewing the timing and need for schemes, and by utilising all possible funding such as developer contributions that may not yet be part of the cash limit. Grant allocations for 2027-28 and 2028-29 are not yet known and are therefore not included in the cash limits. Any basic need grant received for these two years will go towards funding the forecast overspend.
Modernisation Programme	+0.290	-2.492	<p>Real variance is due to:</p> <ul style="list-style-type: none"> <li>19 new projects added to the programme, totalling £2.8m, to be funded from previously unallocated budget and real underspends.</li> <li>-£0.43m Slade Primary -now only replacing 1 mobile instead of 2.</li> <li>-£0.97m Otford Primary – a replacement mobile had been budgeted for but pupil numbers at the school have now reduced and modification works to a mobile will be carried out instead.</li> <li>-£0.121m – Langdon Primary – project complete under budget.</li> <li>-£1.024m – budget previously unallocated has now been allocated to named projects.</li> </ul> <p>Rephasing variance is due to:</p> <ul style="list-style-type: none"> <li>-£1.193m Dover Grammar School for Girls – due to site constraints a two-storey block is now being built to replace mobiles. Discussions with the school and planning has meant rephasing of costs.</li> <li>There is rephasing on two other projects, both of which are under £1m.</li> </ul>

Project	Real Variance	Rephasing Variance	Detail
Basic Need KCP 2017	-0.375		The real underspend is largely due to an underspend on Meopham School, as there is a school contribution towards the hydrant and water tank costs.
Basic Need KCP 2019	+0.266	-1.797	<p>The real variance is due to:            -£0.25m Ashford Non-Selective project removed from the programme.            +£0.516m Wrotham School – DfE schools rebuild programme. The forecast has been updated to match the agreed contribution to the DfE for additional basic need works.            +£6.0m Cable Wharf – Additional funding from the school rebuild programme. Cash limit change is requested for this additional funding.</p> <p>The rephasing is due to:            -£1.623m Cable Wharf Primary – replacement school for Rosherville has been selected under the school rebuild programme for 1FE. KCC to add 1FE for a replacement 2FE school. Developer land transfer issues and planning conditions have led to rephasing.</p>
Basic Need KCP 21 (2022-26)	-0.091	-1.000	Rephasing relates to Sittingbourne non-selective, as a school has not yet been identified.
Basic Need KCP 23 (2024-28)		-1.256	The rephasing variance reflects unallocated budget rephased to future years.
High Needs Provision 22-24	-0.052	-9.087	<p>Rephasing is due to:            -£1.905m Nexus Satellite – school is not yet identified.            -£7.182m unallocated budget to be allocated to projects in future years.</p>
Childcare Expansion (Early Years)	-2.409		Real variance is due to grant payments under £10k made to childcare providers will be charged to revenue. The grant conditions allow for capital grant to be transferred to revenue to fund the expenditure.
Family Hubs and Start for Life Programme	+0.238		Additional grant for a joint programme by the DfE and Department of Health & Social Care (DoH&SC). Cash limit change requested for additional funding.

## 6c | Growth, Environment & Transport

Project	Real Variance	Rephasing Variance	Detail
<b>Highways &amp; Transportation</b>			
Highway Asset Management, Annual Maintenance and Urgent Safety Critical Works	4.218	-0.485	The real variance is due to an unfunded overspend on structures (£3.9m) and an unfunded overspend on inspectors (£0.3m), and additional grant (£0.011m) for trees.
Integrated Transport Schemes under £1m	0.517		The real variance is due to various smaller integrated transport schemes that will be funded from additional external funding.
A228 and B2160 Junction Improvements with Badsell Road		-2.926	Flood Risk modelling has identified issues with the current scheme design. Therefore further design and drainage modelling needs to be carried out and alternative options explored. This is currently affecting the overall programme for the project and causing rephasing of the S106 contributions which are funding the delivery of this scheme.
North Thanet Link (formerly A28 Birchington, Acol and Westgate on Sea Relief Road)		-7.157	The spend profile has been updated to reflect most recent cost estimate and programme which in turn reflects probable timing of approval of the Outline Business Case from the Department for Transport (DfT). This will continue to be reviewed and updated as necessary.
A28 Chart Road, Ashford		-2.236	The current profile is based on the most recent project estimate of £29.7m which assumes start of construction in March 2025 for a period of 2 years. However there is still no certainty on the provision of the security bond from the developer, so the construction period is likely to slip further, and project costs increase in line with inflation.
Bearsted Road		-6.474	Offline works have continued to construct the new Harvestore access roads. Reductions in scope and value engineering opportunities are still being explored to meet the increased risk and contingency budget required on this project. An award of the full construction contract is still outstanding which requires further sign off and has caused delays.
Green Corridors		-2.308	Some spend for this project has been re-profiled into 2025/26 to reflect the updated construction timescales for the Green Corridors 3 programme.
Fastrack Full Network – Bean Road Tunnels		-6.295	Following the project being paused due to a funding gap, the availability of BSIP 2 funding has allowed work to start again to resubmit the planning application and to review the existing design and tender documents. This has led to a rephasing of available funds which are currently being

Project	Real Variance	Rephasing Variance	Detail
			reviewed through updated legal agreements.
Swale Housing Infrastructure Fund (HIF)		-3.101	The rephasing variance is due to delays in the commencement of the works contract whilst awaiting the sign off from National Highways, poor weather and road space clashes on the surrounding network (particularly M2 J5). The project is externally funded by the HIF fund from Homes England and a deed of variation has been agreed with Homes England to cover the programme delays where they have exceeded the original funding deadline.
Kent Active Travel Fund (KATF) Phase 2	-0.239		A change control has been requested from Active Travel England to transfer some unused budget to Sevenoaks Cycle Facility under KATF3. If agreed, a cash limit adjustment will be done.
Kent Active Travel Fund Phase 3	0.239		A change control has been requested from Active Travel England to transfer some unused budget to Sevenoaks Cycle Facility from KATF2. If agreed, a cash limit adjustment will be done.
Kent Strategic Thameside Programme (STIPS)		-2.383	The Thamesway project is on hold pending the outcome of the Northfleet Harbourside planning application and Ebbsfleet Central build out programme confirmation. This follows a decision by the Cabinet Member following Environment and Transport Cabinet Committee in January 2023, to amend the Thamesway project.
M20 Junction 7	0.144		This is a new project to increase capacity and reduce congestions at junction 7 of the M20. To be funded from developer contributions.
Market Square, Dover	-0.330		This project is being funded fully by Dover District Council (DDC) and KCC are drawing down funding directly from DDC. The project is nearing the end and is expected to come in at less than originally forecast. The cash limit will be reduced accordingly.
Moving Traffic Enforcement Service	0.199		This is to be funded from Bus Service Improvement Plan (BSIP) funding as it is funding for cameras on the fast track routes.
Folkestone – A Brighter Future		-5.066	Delays with the detailed design pushed back the tender timescales, construction is now expected to commence in November 24 and spend has been re-profiled to reflect the updated programme.
<b>Environment &amp; Circular Economy</b>			
Energy and Water Efficiency Investment Fund – External	-0.175		The scheme is coming to an end and repayments will be made to Salix over the coming years to repay the 50% - a total of £0.34m.
Kings Hill Solar Farm	-0.141		There is a forecast underspend on this project, however there is the possibility that drainage



Project	Real Variance	Rephasing Variance	Detail
			works will need to be done which would negate the underspend. This will only be known 24 months after practical completion.
<b>Growth &amp; Communities</b>			
Public Rights of Way	+0.151	-0.043	The real variance is due to additional developer contributions, for which cash limit change is requested.
Kent Empty Property Initiative	+0.115		The real variance is due to additional external funding due to KCC from the share of the Marsh Millions funds and district contributions to "top up" loans.
Kent & Medway Business Fund	-2.525		Money to be vired to the Small Business Boost Fund.
Kent & Medway Business Fund – Small Business Boost	+2.525		Money to be vired from the Kent & Medway Business Fund.

## 6d | Chief Executive's Department

There are no major variances to report

## 6e | Deputy Chief Executive's Department

Project	Real Variance	Rephasing Variance	Detail
Unaccompanied Asylum-Seeking Children (UASC) Additional Accommodation Requirements	+4.047		The real variance is due to this project continually evolving and the full extent was not known and budgeted at the start of the year. The project is expected to be fully funded from Central Government.
Strategic Estate Programme		-5.012	This has been rephased as there has been a delay on the decision of which option to proceed with.
Dover Discovery Centre	+0.748		£0.431m variance is due to works that will be funded from Salix grant, which is not yet in the cash limit. The remaining variance is likely to reduce as there is ongoing work to identify abortive costs relating to a previous design which need to be transferred to revenue. Once the figure is agreed this will be reported on both the revenue and capital side.

## 7 | Capital Budget Changes

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

Project	Year	Amount (£m)	Reason
<b>Adult Social Care &amp; Health</b>			
Learning Disabled Good Day Programme	24-25	+0.069	Increase developer contributions to fund electronic care planning equipment.
Learning Disabled Good Day Programme	24-25	+0.016	Increase grant to fund electronic care planning equipment.
<b>Children, Young People &amp; Education</b>			
Modernisation Programme	24-25	+0.256	Increase developer contributions relating to St Lawrence school in Thanet.
Basic Need KCP 2018	26-27	-0.400	Decrease developer contributions in relation to Dartford Bridge Primary, now to be transferred to Ebbsfleet Primary which is in Basic Need KCP 24-28.
	27-28	-2.717	
	28-29	-0.250	
Basic Need KCP 2019	24-25	+6.000	Additional school rebuild programme grant from the DfE for Cable Wharf.
	24-25	+0.075	Additional external funding for Cable Wharf.
Basic Need KCP 21 (22-26)	25-26	-0.246	Decrease of developer contributions as the project has been removed.
Basic Need KCP 22 (23-27)	25-26	-0.550	Basic need grant to be vired to High Needs for the Whitfield Aspen project.
Basic Need KCP 22 (23-27)	25-26	+0.220	Additional developer contributions relating to Lenham Primary.
	27-28	+1.117	Additional developer contributions relating to St Joseph's Catholic Primary and St Mary of Charity schools.
Basic Need KCP 23 (24-28)	24-25	+3.367	Transfer of developer contributions from Basic Need KCP 2018 in relation to Dartford Bridge Primary, now being used for Ebbsfleet Primary.
Basic Need KCP 23 (24-28)	25-26	+1.443	Additional developer contributions for Herne Bay High.
	26-27	+6.403	Additional developer contributions for Herne Bay High (£5.5m) and Hawkhurst (£0.9m).
	27-28	+0.677	Additional developer contributions for Herne Bay High.
High Needs 22-24	25-26	+0.550	Basic need grant to be vired from Basic Need KCP 22 (23-

Project	Year	Amount (£m)	Reason
			27) for the Whitfield Aspen project.
Family Hubs and Start for Life Programme	24-25	+0.238	Additional grant given for this programme.
Virtual School Kent	24-25	+0.040	Additional covid funding agreed
Children's High Costs Placement Project (Project Athena)	24-25	+0.019	Virement of capital receipt funding from the feasibility fund for feasibility works on this project
	25-26	+0.006	
<b>Growth, Environment &amp; Transport</b>			
Public Rights of Way	24-25	+0.151	Additional developer contributions
Kent and Medway Business Fund	24-25	-2.525	To vire monies from the Kent & Medway Business Fund to the Kent and Medway Business Fund - Small Business Boost.
	25-26	-2.382	
	26-27	-3.093	
	27-28	-2.664	
	28-29	-2.232	
	29-30	+1.862	
Kent and Medway Business Fund – Small Business Boost	24-25	+1.743	To vire monies from the Kent & Medway Business Fund to the Kent and Medway Business Fund - Small Business Boost.
	25-26	+1.778	
	26-27	+1.813	
	27-28	+1.849	
	28-29	+1.876	
	29-30	+1.975	
Kent Empty Property Initiative	24-25	+0.115	Additional external funding
Highway Asset Management, Annual Maintenance and Urgent Safety Critical Works	25-26	+0.011	Additional grant funding received related to trees.
<b>Chief Executive's Department</b>			
Feasibility Fund	24-25	-0.025	Virement to CYPE for feasibility works (capital receipt funding) on Children's High-Cost Placements project (Project Athena).

## 8 | Reserves Monitoring

All figures in £m

Reserve	Opening Balance 01/04/24	Forecast Contribution / Drawdown	Projected Balance 31/03/25	Details of key movements
<b>General Fund</b>	-43.2	-16.2	-59.4	£5.1m contribution to reserves in order to maintain general reserves at 5% of the net revenue budget. £11.1m contribution to repay the drawdown required in 2022-23 to fund the overspend (£11.1m also required in 2025-26)
<b>Earmarked Reserves</b>				
Vehicle, Plant & Equipment	-22.6	2.2	-20.4	Drawdowns and contributions to manage purchasing assets with a life of more than one financial year. There are planned drawdowns of £3.0m to replace assets that have come to the end of their useful life and £0.8m contributions to fund renewing assets in future years
Smoothing	-148.7	8.7	-140.0	Includes a £9.1m drawdown budgeted support to the 2024-25 budget
Major Projects	-41.0	6.4	-34.6	Includes a £6.8m drawdown for the Oracle Cloud Programme
Partnerships	-51.5	-5.4	-56.9	Includes £4.3m repayment of reserves used to support the 2023-24 budget.
Grant / External Funds	-16.2	5.8	-10.3	Drawdowns and contributions to manage fluctuations in spend funded externally or by grant. Significant net drawdowns include Helping Hands (£2.5m), Family Hubs and Start for Life grant (£1.1m) and the Urgent & Emergency Care Fund (£0.8m).
Departmental Over/Underspends	-2.8	19.1	16.3	£2.8m drawdown to fund roll forwards. £16.3m drawdown to fund forecast 2024-25 overspend. Any overspend at year end will need to be funded from an alternative reserve balance.
Insurance	-12.4	1.0	-11.4	Drawdown to cover forecast 2024-25 overspend on the Insurance Fund
Public Health	-17.0	3.8	13.2	Drawdown of Public Health reserve to fund one-off costs and to balance the 2024-25 budget plans
Trading	-1.7	0.0	-1.7	
Special Funds	-0.8	0.0	-0.8	
<b>Total Earmarked Reserves</b>	<b>-314.6</b>	<b>41.6</b>	<b>272.9</b>	

All figures in £m

<b>Reserve</b>	<b>Opening Balance 01/04/24</b>	<b>Forecast Contribution / Drawdown</b>	<b>Projected Balance 31/03/25</b>	<b>Details of key movements</b>
<b>Total General Fund &amp; Earmarked Reserves</b>	<b>357.6</b>	<b>25.5</b>	<b>332.1</b>	
<b>Schools</b>	<b>-58.6</b>	<b>1.0</b>	<b>-57.6</b>	Drawdown to fund Academy Conversions
DSG Adjustment Account	<b>103.4</b>	<b>22.2</b>	<b>125.6</b>	The DSG Adjustment Account deficit has increased due to pressures in Schools Funding. More details can be found in Section 3g

## 9 | 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.

9.1	Total external debt outstanding in June was £748.34m down by £23.55m since 31st March 2024	<p>KCC debt includes £433.74m 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 15.34 years at an average interest rate of 4.32%.</p> <p>Outstanding loans from banks amount to £216.10m. This is also at fixed term rates with average length to maturity of 37.98 years at an average interest rate of 4.54%.</p> <p>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 39.63 years at an average interest rate of 4.15%.</p> <p>The balance of debt relates to loans for the LED streetlighting programme. The outstanding balance is £8.51m with an average of 16.09 years to maturity at an average rate of 2.85%.</p> <p>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.</p>
9.2	Majority is long term debt with only 5.49% due to mature within 5 years	<p>Maturity 0 to 5 years £41.08m (5.49%)<sup>1</sup></p> <p>Maturity 5 to 10 years £50.34m (6.73%)</p> <p>Maturity 10 to 20 years £266.03m (35.55%)</p> <p>Maturity over 20 years £390.90m (52.24%)</p>
9.3	Total cash balance at end of June was £515.99m, up by £62.64m from the end of March 2024	Cash balances accrue from the council's reserves and timing differences between the receipt of grants and other income and expenditure.

<sup>1</sup> Split across the next five years is as follows: Year 1 £0.08m, Year 2 £24.00m, Year 3 £17.00m, Year 4 £0.00m, and Year 5 £0.00m

9.4	Cash balances are invested in a range of short-term, medium term and long-term deposits	<p>Investments are made in accordance with the Treasury Management Strategy agreed by full Council alongside the revenue and capital budgets. The treasury management 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.</p> <p>Short term deposits (same day availability) are held in bank accounts and money market funds. Current balances in short-term deposits in June were £140.89m (27.31% 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 5.20%.</p> <p>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 June, the Council had £64.10m in UK treasury bills and other deposits with the UK government. These deposits represent 12.42% of cash investments with an average rate of return of 5.19%.</p> <p>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 June, the Council had £117.95m invested in covered bonds earning an average rate of return of 4.74%.</p> <p>The Council has outstanding loans of £16.69m through the No Use Empty Loans programme which achieves a return of 4.50% that is available to fund general services. This total includes £1.59m of loans made (£0.90m received) since March 2024.</p> <p>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 £175.06m invested in pooled funds (33.93% of cash balances) as at 31 March 2024.</p>
9.5	Treasury Management Advice	<p>The Council secures external specialist treasury management advice from Link Group. They advise on the overall strategy as well as borrowing options and investment opportunities. Link Group provide regular performance monitoring reports.</p>



9.6 Quarterly and statutory reports The Governance and Audit Committee receives detailed statutory on a regular bi-annual basis (the Treasury Strategy Mid Year Update, and the Annual Treasury Outturn report), which are subsequently reported to County Council. Quarterly reports are reviewed by the Treasury Management Group (TMG). The TMG also reviews the three annual statutory reports

**Treasury Management Indicators**

9.7 The Council measures and manages its exposures to treasury management risks using the following indicators:

9.8 **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its internally managed investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Actual 30/06/2024	Target
Portfolio average credit rating	AA+	AA-

9.9 Liquidity: The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing

Liquidity risk indicator	Actual 30/06/2024	Minimum
Total cash available within 3 months	£191.92m	£100m

9.10 **Interest rate exposures:** This indicator is set to control the Council’s exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates was:

Interest rate risk indicator	Actual 30/06/2024	Limit
One-year revenue impact of a 1% rise in interest rates	£3.23m	£10m
One-year revenue impact of a 1% fall in interest rates	-£3.23m	-£10m

9.11 **Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing were:

Interest rate risk indicator	Actual 30/06/2024	Upper limit	Lower limit
Under 12 months	0.01%	100%	0%
12 months and within 5 years	5.48%	50%	0%
5 years and within 10 years	6.73%	50%	0%
10 years and within 20 years	35.55%	50%	0%
20 years and within 40 years	26.78%	50%	0%
40 years and longer	25.46%	50%	0%

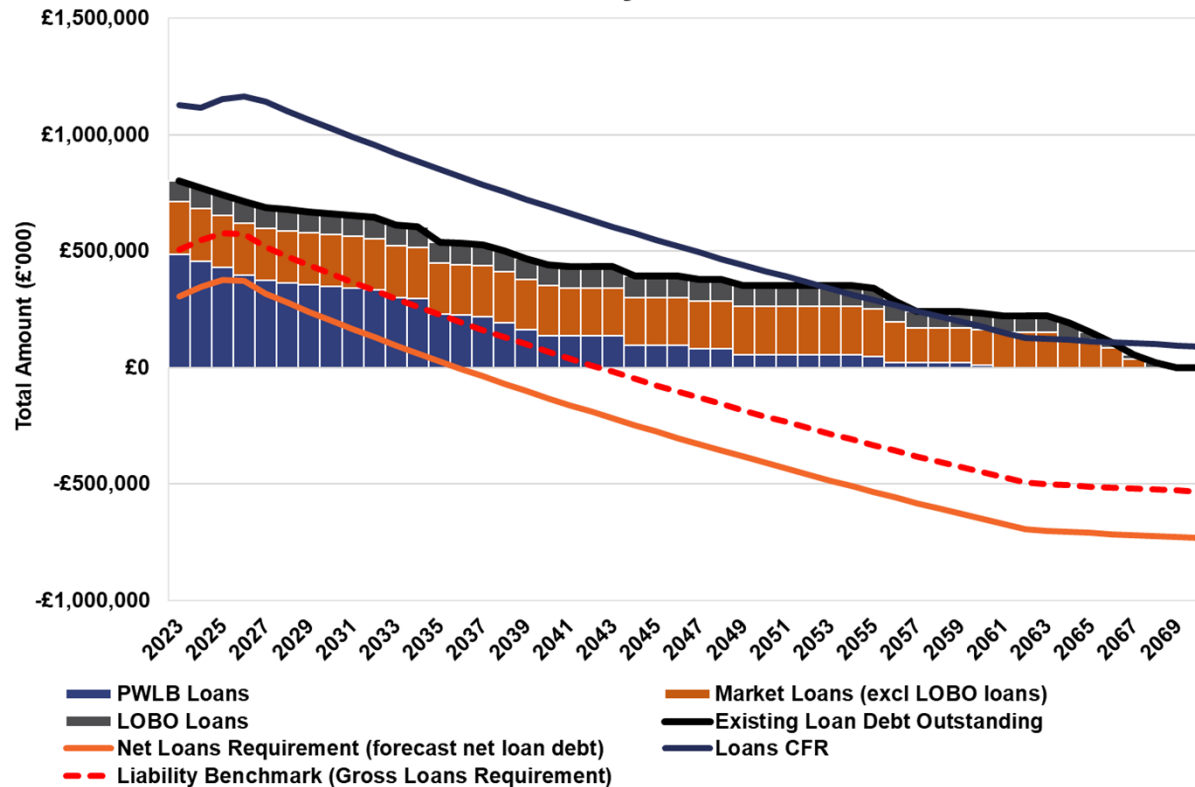
Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

9.12 **Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

Price risk indicator	2024/25	2025/26	2026/27	No Fixed Date
Limit on principal invested beyond year end	£150m	£100m	£50m	£250m
Actual as at 30 June 2024	£70.75m	£49.84m	£9.51m	£193.05m

**Prudential Indicator: Liability Benchmark**

### Liability Benchmark



Page 65

The liability benchmark chart shows the Council should be able to accommodate the movement in Loans CFR through additional internal borrowing given the resources on the balance sheet if it wants to maintain treasury investments at the £200m liquidity allowance. However, this is based on the current assumption with regards to movement in reserves and that the working capital position remains at the 31/03/2023 level of £300m. It also assumes that the liquidity allowance of £200m remains appropriate given the £172m of external investments currently invested with fund managers over a long-term investment time horizon.

# 10 | Appendices

Appendix 1 – Key Service Statement

Appendix 2 – Savings

Appendix 3 – Revenue Budget Changes

Appendix 4 – Prudential Indicators Monitoring

## Appendix 1 - Key Service Statement

		£m		
Directorate, Division & Key Service		Working Budget	Forecast	Variance
<b>Adult Social Care &amp; Health</b>				
<b>Adult Social Care &amp; Health Operations</b>				
	Adaptive & Assistive Technology	0.6	0.8	0.1
	Adult Case Management & Assessment Services	40.7	41.9	1.2
	Adult In House Carer Services	2.4	2.7	0.2
	Adult In House Community Services	6.0	6.1	0.1
	Adult In House Enablement Services	6.5	7.4	0.9
	Adult Learning & Physical Disability Pathway - Community Based Services	0.0	0.0	0.0
	Adult Learning & Physical Disability pathway - Residential Care Services & Support for Carers	0.0	0.0	0.0
	Adult Learning Disability - Community Based Services & Support for Carers	127.1	130.1	2.9
	Adult Learning Disability - Residential Care Services & Support for Carers	79.6	79.1	-0.4
	Adult Mental Health - Community Based Services	21.2	28.2	7.0
	Adult Mental Health - Residential Care Services	21.4	21.7	0.3
	Adult Physical Disability - Community Based Services	32.9	36.0	3.1
	Adult Physical Disability - Residential Care Services	24.5	26.8	2.3
	ASCH Operations - Divisional Management & Support	6.8	6.7	-0.1
	Independent Living Support	1.0	1.0	-0.1
	Older People - Community Based Services	35.4	39.3	3.9
	Older People - In House Provision	15.8	17.5	1.7
	Older People - Residential Care Services	97.5	105.9	8.4
	Older People & Physical Disability Carer Support - Commissioned	1.7	2.8	1.1
	Sensory - Assessment Service	0.7	0.7	-0.0
	Sensory - Community Based Services	0.3	0.5	0.2
	Sensory - Residential Care Services	0.0	0.1	0.0
	Statutory and Policy Support	1.7	2.0	0.3
	Strategic Safeguarding	0.7	0.7	-0.0
	<b>Adult Social Care &amp; Health Operations Total</b>	<b>524.5</b>	<b>557.7</b>	<b>33.2</b>

Directorate, Division & Key Service	£m		
	Working Budget	Forecast	Variance
<b>Strategic Commissioning (Integrated and Adults)</b>			
Community Based Preventative Services	7.5	9.1	1.5
Housing Related Support	1.5	1.5	-0.0
Partnership Support Services	0.0	0.0	0.0
Social Support for Carers	3.0	2.4	-0.6
Strategic Commissioning (Integrated and Adults)	2.4	2.6	0.2
Transformation Delivery and support	7.8	7.8	0.0
<b>Strategic Commissioning (Integrated and Adults) Total</b>	<b>22.2</b>	<b>23.4</b>	<b>1.1</b>
<b>Strategic Management &amp; Directorate Budgets (ASCH)</b>			
Innovation and Partnership	3.3	3.1	-0.2
Operational and transformation costs pending allocation	1.5	1.5	-0.0
Provision for Demographic Growth - Community Based Services	15.8	6.1	-9.6
Provision for Demographic Growth - Residential Based Services	12.5	4.9	-7.6
Strategic Management & Directorate Support (ASCH)	6.1	5.8	-0.3
<b>Strategic Management &amp; Directorate Budgets (ASCH) Total</b>	<b>39.2</b>	<b>21.4</b>	<b>-17.8</b>
<b>Public Health</b>			
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
<b>Public Health Total</b>	<b>0.0</b>	<b>-0.0</b>	<b>-0.0</b>
<b>Adult Social Care &amp; Health Total</b>	<b>585.9</b>	<b>602.5</b>	<b>16.5</b>

		£m		
Directorate, Division & Key Service		Working Budget	Forecast	Variance
<b>Children, Young People &amp; Education</b>				
<b>Education &amp; Special Educational Needs</b>				
	Community Learning & Skills (CLS)	-0.1	0.8	<b>0.9</b>
	Early Years Education	0.0	0.0	<b>0.0</b>
	Education Management & Division Support	1.5	1.4	<b>-0.1</b>
	Education Services provided by The Education People	4.0	4.2	<b>0.2</b>
	Fair Access & Planning Services	0.6	0.6	<b>0.0</b>
	Home to School & College Transport	96.3	96.2	<b>-0.1</b>
	Other School Services	5.8	7.9	<b>2.1</b>
	Pupil Referral Units & Inclusion	0.0	0.0	<b>0.0</b>
	Special Educational Needs & Psychology Services	17.5	17.4	<b>-0.0</b>
	<b>Education &amp; Special Educational Needs Total</b>	<b>125.5</b>	<b>128.5</b>	<b>2.9</b>
	<b>Integrated Children's Services (Operations and County Wide)</b>			
	Adoption & Special Guardianship Arrangements & Service	17.6	17.7	<b>0.0</b>
	Adult Learning & Physical Disability Pathway - Community Based Services	46.7	44.6	<b>-2.1</b>
	Adult Learning & Physical Disability pathway - Residential Care Services & Support for Carers	8.3	8.4	<b>0.2</b>
	Asylum	0.3	0.3	<b>-0.0</b>
	Care Leavers Service	5.6	5.3	<b>-0.3</b>
	Children in Need - Care & Support	3.6	3.7	<b>0.1</b>
	Children in Need (Disability) - Care & Support	8.6	8.6	<b>0.0</b>
	Childrens Disability 0-18 Commissioning	1.8	1.7	<b>-0.0</b>
	Children's Social Work Services - Assessment & Safeguarding Service	52.1	51.9	<b>-0.2</b>
	Disabled Children & Young People Service (0-25 LD & Complex PD) - Assessment Service	9.9	9.9	<b>-0.1</b>
	Early Help & Preventative Services	2.9	2.8	<b>-0.2</b>
	Family Hubs	8.4	8.3	<b>-0.1</b>
	Integrated Services (Children's) Management & Directorate Support	6.4	6.3	<b>-0.2</b>
	Looked After Children - Care & Support	102.0	102.0	<b>-0.0</b>
	Looked After Children (with Disability) - Care & Support	22.5	22.8	<b>0.2</b>
	Looked After Children (with Disability) - In House Provision	3.9	3.7	<b>-0.2</b>
	<b>Integrated Children's Services (Operations and County Wide) Total</b>	<b>300.8</b>	<b>297.9</b>	<b>-2.9</b>

		£m		
Directorate, Division & Key Service		Working Budget	Forecast	Variance
<b>Strategic Management &amp; Directorate Budgets (CYPE)</b>				
Strategic Management & Directorate Budgets (CYPE)		4.3	4.4	0.1
<b>Children, Young People &amp; Education Total (Excluding Schools' Delegated Budgets)</b>		<b>430.6</b>	<b>430.7</b>	<b>0.1</b>
<b>Schools' Delegated Budgets</b>				
Schools' Delegated Budgets		0.0	23.1	23.1
<b>Children, Young People &amp; Education Total (Including Schools' Delegated Budgets)</b>		<b>430.6</b>	<b>453.8</b>	<b>23.2</b>
<b>Growth, Environment &amp; Transport</b>				
<b>Environment &amp; Circular Economy</b>				
Environment				
		3.6	3.8	0.1
Environment and Circular Economy Divisional management costs		2.3	2.4	0.1
Residual Waste				
		52.6	53.0	0.4
Waste Facilities & Recycling Centres		38.8	40.7	1.9
<b>Environment &amp; Circular Economy Total</b>		<b>97.3</b>	<b>99.9</b>	<b>2.5</b>
<b>Growth &amp; Communities</b>				
Community (Assets & Services)				
		2.3	2.3	0.0
Community Protection				
		12.0	11.8	-0.2
Growth - Economy				
		1.7	1.8	0.1
Growth - Place				
		3.8	3.7	-0.1
Growth and Communities Divisional management costs		0.5	0.5	-0.0
Libraries, Registration & Archives				
		11.1	11.0	-0.1
<b>Growth &amp; Communities Total</b>		<b>31.3</b>	<b>30.9</b>	<b>-0.4</b>



Directorate, Division & Key Service	£m		
	Working Budget	Forecast	Variance
<b>Highways &amp; Transportation</b>			
English National Concessionary Travel Scheme (ENCTS)	13.0	15.9	2.9
Highway Assets Management	38.7	39.7	1.1
Highways & Transportation divisional management costs	4.0	4.2	0.1
Kent Karrier	0.0	0.0	0.0
Kent Travel Saver (KTS)	5.1	5.1	0.0
Supported Bus Services	5.8	5.8	0.0
Transportation	6.4	6.4	0.0
<b>Highway &amp; Transportation Total</b>	<b>72.9</b>	<b>77.0</b>	<b>4.1</b>
<b>Strategic Management &amp; Directorate Budgets (GET)</b>			
Strategic Management & Directorate Budgets (GET)	1.4	1.4	0.0
<b>Growth, Environment &amp; Transport Total</b>	<b>202.9</b>	<b>209.2</b>	<b>6.2</b>
<b>Chief Executive's Department</b>			
<b>Commercial &amp; Procurement</b>			
Commercial & Procurement	3.1	3.0	-0.1
Strategic Commissioning	0.0	0.0	0.0
<b>Commercial &amp; Procurement Total</b>	<b>3.1</b>	<b>3.0</b>	<b>-0.1</b>
<b>Finance</b>			
Finance	10.1	10.2	0.0
Grants to Kent District Councils to maximise Council Tax collection	3.7	3.7	0.0
<b>Finance Total</b>	<b>13.9</b>	<b>13.9</b>	<b>0.0</b>
<b>Governance, Law &amp; Democracy</b>			
Governance & Law	7.5	7.5	-0.0
Local Member Grants	1.0	0.5	-0.5
<b>Governance, Law &amp; Democracy Total</b>	<b>8.4</b>	<b>8.0</b>	<b>-0.5</b>

		£m		
Directorate, Division & Key Service		Working Budget	Forecast	Variance
<b>Strategy, Policy, Relationships &amp; Corporate Assurance</b>				
	Childrens and Adults Safeguarding Services	0.4	0.4	0.0
	Resettlement Schemes, Domestic Abuse and Civil Society Strategy	0.4	0.4	-0.0
	Strategy, Policy, Relationships & Corporate Assurance	4.8	4.8	0.0
	<b>Strategy, Policy, Relationships &amp; Corporate Assurance Total</b>	<b>5.6</b>	<b>5.6</b>	<b>0.0</b>
<b>Strategic Management &amp; Departmental Budgets (CED)</b>				
	Strategic Management & Departmental Budgets	-0.7	-1.0	-0.3
	<b>Chief Executive's Department Total</b>	<b>30.3</b>	<b>29.4</b>	<b>-0.9</b>
<b>Deputy Chief Executive's Department</b>				
	<b>Corporate Landlord</b>			
	Corporate Landlord	29.0	28.5	-0.4
	<b>Human Resources &amp; Organisational Development</b>			
	Human Resources & Organisational Development	5.4	5.2	-0.2
	<b>Infrastructure</b>			
	Emergency Planning	0.0	0.0	0.0
	Kent Resilience	0.7	0.5	-0.2
	Property related services	8.1	8.3	0.2
	<b>Infrastructure Total</b>	<b>8.8</b>	<b>8.8</b>	<b>-0.0</b>
	<b>Marketing &amp; Resident Experience</b>			
	Marketing & Digital Services	2.0	2.1	0.1
	Resident Experience - Contact Centre; Gateways; Customer care & Complaints	5.0	4.9	-0.1
	<b>Marketing &amp; Resident Experience Total</b>	<b>6.9</b>	<b>7.0</b>	<b>0.0</b>

Directorate, Division & Key Service		£m		
		Working Budget	Forecast	Variance
<b>Technology</b>				
Technology		26.1	26.1	0.0
<b>Strategic Management &amp; Departmental Budgets (DCED)</b>				
Business & Client Relationships		2.5	2.4	-0.0
Health & Safety		0.4	0.4	-0.0
Strategic Management & Departmental Support		1.4	1.2	-0.2
Strategic Reset Programme		1.6	1.6	-0.0
<b>Strategic Management &amp; Departmental Budgets (DCED) Total</b>		<b>5.9</b>	<b>5.6</b>	<b>-0.3</b>
<b>Deputy Chief Executive's Department Total</b>		<b>82.2</b>	<b>81.3</b>	<b>-0.9</b>
<b>Non Attributable Costs</b>				
Non Attributable Costs		102.8	95.7	-7.1
<b>Corporately Held Budgets</b>				
Corporately Held Budgets (to be allocated)		-2.4	-0.1	2.3
<b>Grand Total</b>		<b>1,432.3</b>	<b>1,471.7</b>	<b>39.4</b>
<b>Directorate Summary</b>				
Adult Social Care & Health		585.9	602.5	16.5
Children, Young People & Education		430.6	430.7	0.1
Growth, Environment & Transport		202.9	209.2	6.2
Chief Executive's Department		30.3	29.4	-0.9
Deputy Chief Executive's Department		82.2	81.3	-0.9
Non Attributable Costs		102.8	95.7	-7.1
Corporately Held Budgets		-2.4	-0.1	2.3
<b>Total</b>		<b>1,432.3</b>	<b>1,448.6</b>	<b>16.3</b>
Schools' Delegated Budgets		0.0	23.1	23.1
<b>Grand Total</b>		<b>1,432.3</b>	<b>1,471.7</b>	<b>39.4</b>

## Appendix 2 - Savings

Saving	£000s				Total Forecast	Variance	Un-deliverable	To be achieved in future years
	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)				
<b>Adult Social Care &amp; Health</b>								
Alternate Provision Brand New Starts (DP)	-3,041.1	-2,178.9	0.0	0.0	-2,178.9	862.3	0.0	-862.3
Technology Enabled Lives Service (TELS)	-2,049.0	-2,049.0	0.0	0.0	-2,049.0	0.0	0.0	0.0
Full Self-Service Solution (Front Door)	-407.9	-407.9	0.0	0.0	-407.9	0.0	0.0	0.0
Reviews: Supported Living (Q&S) & First Reviews (23/24)	-656.8	-1,105.6	0.0	0.0	-1,105.6	-448.8	0.0	0.0
Efficiencies through Enablement	-3,500.0	-3,500.0	0.0	0.0	-3,500.0	0.0	0.0	0.0
Initial Contact (Front Door)	-1,400.0	-1,400.0	0.0	0.0	-1,400.0	0.0	0.0	0.0
Rehabilitation and Alternate Support for MH	-3,300.0	-259.2	0.0	0.0	-259.2	3,040.8	0.0	-3,040.8
Supported Living - LD	-900.0	-900.0	0.0	0.0	-900.0	0.0	0.0	0.0
In-House Short Term Beds (Maximisation)	-1,500.0	-1,500.0	0.0	0.0	-1,500.0	0.0	0.0	0.0
Reduction in Residential and Nursing Placements	-2,900.0	-2,175.0	0.0	0.0	-2,175.0	725.0	0.0	-725.0
Occupational Therapists	-2,500.0	-2,500.0	0.0	0.0	-2,500.0	0.0	0.0	0.0
Partnership Working (Section 117)	-2,200.0	-171.4	0.0	0.0	-171.4	2,028.6	0.0	-2,028.6
Partnership Working (CHC)	-1,800.0	-1,800.0	0.0	0.0	-1,800.0	0.0	0.0	0.0
Reviews: First Reviews	-2,300.0	-3,098.2	0.0	0.0	-3,098.2	-798.2	0.0	0.0
Reviews: Ongoing Reviews	-1,200.0	-1,200.0	0.0	0.0	-1,200.0	0.0	0.0	0.0
Short Term Pathways: Timely Allocation of Workers	-500.0	-500.0	0.0	0.0	-500.0	0.0	0.0	0.0
Efficiency Savings in relation to the purchasing of residential care	-8,000.0	-4,000.0	0.0	0.0	-4,000.0	4,000.0	0.0	-4,000.0
Efficiency Savings in relation to the purchasing of care and support in the home	-3,400.0	-3,400.0	0.0	0.0	-3,400.0	0.0	0.0	0.0
Efficiencies from new contract for the supply of equipment for adult social care clients	-900.0	-900.0	0.0	0.0	-900.0	0.0	0.0	0.0
Uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams - Older People	-6,400.0	-6,400.0	0.0	0.0	-6,400.0	0.0	0.0	0.0
Estimated annual inflationary increase in Better Care Fund - Older People	-2,188.0	-2,188.0	0.0	0.0	-2,188.0	0.0	0.0	0.0
Uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams - Vulnerable Adults	-1,600.0	-1,600.0	0.0	0.0	-1,600.0	0.0	0.0	0.0
Estimated annual inflationary increase in Better Care Fund - Vulnerable Adults	-179.5	-179.5	0.0	0.0	-179.5	0.0	0.0	0.0
Estimated annual inflationary increase in Better Care Fund - Adult Social Care Staffing	-99.8	-99.8	0.0	0.0	-99.8	0.0	0.0	0.0
Estimated annual inflationary increase in Better Care Fund - Integrated Community Equipment Service and Assistive Technology	-4.4	-4.4	0.0	0.0	-4.4	0.0	0.0	0.0
Review of the Adults Charging Policy, in line with Care Act legislation and the statutory guidance	-2,600.0	-2,376.0	0.0	0.0	-2,376.0	224.0	0.0	-224.0
One-off contribution from Public Health for Mental Health Live Well Kent contract	-1,000.0	-1,000.0	0.0	0.0	-1,000.0	0.0	0.0	0.0
2022-23 Slipped Savings - review of all contracts	-4,388.5	-4,388.5	0.0	0.0	-4,388.5	0.0	0.0	0.0
Adult Social Care - Consistently adhere to our policy framework in relation to areas such as: Third Party Top Ups; arranging support and debt for self-funders; transport and maximisation of relevant benefits; use of in house provision and occupancy to reduce reliance on external purchasing of short term beds; people in residential care in receipt of other services; timely reviews of Section 117 status with regard to charging	-851.4	-371.4	0.0	0.0	-371.4	480.0	480.0	0.0
Adult Social Care contracts with Voluntary Sector	-3,216.8	0.0	0.0	-2,304.2	-2,304.2	912.6	0.0	-3,216.8
Adult Social Care PFI	-147.0	-147.0	0.0	0.0	-147.0	0.0	0.0	0.0
Redesign of In House Adult Social Care Services	-1,456.4	-34.9	0.0	0.0	-34.9	1,421.5	0.0	-1,421.5
Additional income from NHSE to fund increased costs linked to HIV prevention	-275.2	-275.2	0.0	0.0	-275.2	0.0	0.0	0.0
Estimated additional income for externally funded posts	-6.1	-6.1	0.0	0.0	-6.1	0.0	0.0	0.0
Review of Public Health Services principally related to Healthy Lifestyles to ensure spending is contained within ringfenced grant	-9.2	0.0	0.0	-9.2	-9.2	0.0	0.0	-9.2
<b>Adult Social Care &amp; Health Total</b>	<b>-66,877.1</b>	<b>-52,116.0</b>	<b>0.0</b>	<b>-2,313.4</b>	<b>-54,429.4</b>	<b>12,447.7</b>	<b>480.0</b>	<b>-15,528.1</b>

Saving	£000s				Total Forecast	Variance	Un-deliverable	To be achieved in future years
	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)				
<b>Children, Young People &amp; Education</b>								
Estimated reduction to the impact of rising pupil population on SEN Home to School and College Transport	-6,300.0	-6,300.0	0.0	0.0	-6,300.0	0.0	0.0	0.0
Implement strategies to reduce the cost of packages for looked after children, including working with Health Review of 18-25 community-based services: ensuring strict adherence to policy, review of packages with high levels of support and enhanced contributions from health	-1,000.0	-1,000.0	0.0	0.0	-1,000.0	0.0	0.0	0.0
Expanding the reach of caseholding Early Help services	-650.0	-650.0	0.0	0.0	-650.0	0.0	0.0	0.0
Review of children with disability packages ensuring strict adherence to policy, review packages with high levels of support and enhanced contributions from health	-560.0	-560.0	0.0	0.0	-560.0	0.0	0.0	0.0
Explore strategies, including statutory guidance, to reduce dependency on social work agency staff	-550.0	-550.0	0.0	0.0	-550.0	0.0	0.0	0.0
Initiatives to increase use of Personal Transport Budgets to reduce demand for Hired Transport	-300.0	-300.0	0.0	0.0	-300.0	0.0	0.0	0.0
Reduction in the number of Historic Pension Arrangements - CYPE Directorate	-300.0	-300.0	0.0	0.0	-300.0	0.0	0.0	0.0
Adoption Service	-206.0	0.0	0.0	0.0	0.0	206.0	0.0	-206.0
Uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams - 0-25	-200.0	-200.0	0.0	0.0	-200.0	0.0	0.0	0.0
Kent 16+ Travel Saver price realignment to offset bus operator inflationary fare increases	-120.0	-120.0	0.0	0.0	-120.0	0.0	0.0	0.0
Review our offer to schools in light of the latest DFE funding changes and guidance including exploring alternative funding arrangements and engaging in efficiency measure to reduce costs	-100.0	-100.0	0.0	0.0	-100.0	0.0	0.0	0.0
Review of youth services offer: cease commissioned youth services contracts	-1,200.0	-1,200.0	0.0	0.0	-1,200.0	0.0	0.0	0.0
Introduction of charging for post 16 SEN transport and reductions to the Post 19 transport offer	-913.0	-913.0	0.0	0.0	-913.0	0.0	0.0	0.0
Review of open access services in light of implementing the Family Hub model	-781.0	-781.0	0.0	0.0	-781.0	0.0	0.0	0.0
Development of in-house residential units to provide an alternative to independent sector residential care placements (invest to save)	-400.0	-400.0	0.0	0.0	-400.0	0.0	0.0	0.0
Efficiency: Adult Social Care – Consistently adhere to our policy framework in relation to areas such as: Third Party Top Ups; arranging support and debt for self-funders; transport and maximisation of relevant benefits; use of in house provision and occupancy to reduce reliance on external purchasing of short term beds; people in residential care in receipt of other services; timely reviews of Section 117 status with regard to charging	100.0	100.0	0.0	0.0	100.0	0.0	0.0	0.0
Efficiency: Children's Social Care – Review of Legal Services Spend through cost efficiencies by Invicta Law and review of the use of legal services by social workers	-250.0	-250.0	0.0	0.0	-250.0	0.0	0.0	0.0
Efficiency: 18-25 Adult Social Care Supporting Independence Service – Review of 18-25 community-based services: ensuring strict adherence to policy, review of packages with high levels of support and enhanced contributions from health	-550.0	-550.0	0.0	0.0	-550.0	0.0	0.0	0.0
Income: Kent 16+ Travel Saver	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Policy: Care Leavers – Pursue a policy where independence is reached by a Young Person's 19th birthday	-300.0	-300.0	0.0	0.0	-300.0	0.0	0.0	0.0
Policy: Disabled Children's Placements – Review of children with disability packages ensuring strict adherence to policy, review packages with high levels of support and enhanced contributions from health	-700.0	-700.0	0.0	0.0	-700.0	0.0	0.0	0.0
Policy: Review of Open Access – Youth Services & Children's Centres – review of open access services in light of implementing the Family Hub model	-750.0	-750.0	0.0	0.0	-750.0	0.0	0.0	0.0
Policy: Review of Open Access Estate – Youth Provision & Children's Centres	-300.0	-300.0	0.0	0.0	-300.0	0.0	0.0	0.0
Policy: Services to Schools – Review our offer to schools in light of the latest DFE funding changes and guidance including exploring alternative funding arrangements and engaging in efficiency measure to reduce costs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transformation: Looked After Children – Reduce the recent increase in the number of Looked After Children placements through practice reviews & improved court proceedings	-400.0	0.0	0.0	-400.0	-400.0	0.0	0.0	-400.0
<b>Children, Young People &amp; Education Total</b>	<b>-16,730.0</b>	<b>-16,124.0</b>	<b>0.0</b>	<b>-400.0</b>	<b>-16,524.0</b>	<b>206.0</b>	<b>0.0</b>	<b>-606.0</b>

Saving	£000s				Total Forecast	Variance	Un-deliverable	To be achieved in future years
	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)				
<b>Growth, Environment &amp; Transport</b>								
Review of green waste contract, with market analysis indicating a reduction in gate fee	-621.0	0.0	0.0	0.0	0.0	621.0	621.0	0.0
Review of the services and as aspiration for all three to be amalgamated to ensure synergies achieved in systems/back office functions and to limit any reduction in service levels	-150.0	-150.0	0.0	0.0	-150.0	0.0	0.0	0.0
Increased waste material segregation, increased re-use, black-bag splitting and trade waste recycling with a view to generating income or reducing cost	-105.0	-105.0	0.0	0.0	-105.0	0.0	0.0	0.0
Work with Kent District Councils to deliver savings from improving kerbside food waste recycling rates	-80.0	0.0	0.0	0.0	0.0	80.0	0.0	-80.0
Review of all Highways & Transportation fees and charges, that are to be increased annually in line with inflation	-50.0	-50.0	0.0	0.0	-50.0	0.0	0.0	0.0
Temporary reduction in spend on weatherproofing windmills	-50.0	-50.0	0.0	0.0	-50.0	0.0	0.0	0.0
Withdraw the remaining contribution to the KCC hosted Active Kent and Medway.	-28.0	-28.0	0.0	0.0	-28.0	0.0	0.0	0.0
Reduction to the Arts Investment Fund, which provides grants to Kent-based arts organisations	-25.0	-25.0	0.0	0.0	-25.0	0.0	0.0	0.0
Kent Travel Saver price realignment to offset bus operator inflationary fare increases	-463.5	-463.5	0.0	0.0	-463.5	0.0	0.0	0.0
Review of Highways income based on current/projected activity levels	-400.0	-400.0	0.0	0.0	-400.0	0.0	0.0	0.0
A review of income levels and fees and charges in relation to existing service income streams	-200.0	-200.0	0.0	0.0	-200.0	0.0	0.0	0.0
Income from traffic management penalties including contravening traffic restrictions, box junctions and bus lanes	-100.0	-100.0	0.0	0.0	-100.0	0.0	0.0	0.0
Use of grant funding to support project & scheme costs	-100.0	-100.0	0.0	0.0	-100.0	0.0	0.0	0.0
Increased income within Kent Scientific Services for toxicology analysis for the Coroners Service	-56.0	-56.0	0.0	0.0	-56.0	0.0	0.0	0.0
Grant funding to support Electric Vehicle Strategy	-50.0	-50.0	0.0	0.0	-50.0	0.0	0.0	0.0
One-off increase in profit share from East Kent Opportunities LLP	-50.0	-50.0	0.0	0.0	-50.0	0.0	0.0	0.0
Increased contribution from Medway Council under SLA relating to increasing costs for provision of Coroner service in Medway	-49.0	-49.0	0.0	0.0	-49.0	0.0	0.0	0.0
Inflationary increase in income levels and pricing policy for Kent Scientific Services	-45.0	-45.0	0.0	0.0	-45.0	0.0	0.0	0.0
Inflationary increase in fees and charges	-1.4	-1.4	0.0	0.0	-1.4	0.0	0.0	0.0
Savings from reduced incentivisation payments to districts from the proposed introduction of Extended Producer Responsibility (EPR) legislation and where DEFRA will incentivise districts directly.	-1,300.0	-609.0	0.0	-500.0	-1,109.0	191.0	691.0	0.0
Review of Community Warden Service to deliver a £1m saving which is likely to result in an overall reduction in wardens	-433.0	-433.0	0.0	0.0	-433.0	0.0	0.0	0.0
Review of level of campaigns and related activity within Road Safety	-200.0	-200.0	0.0	0.0	-200.0	0.0	0.0	0.0
Review of staffing levels within Trading Standards service. Mix of one-off and permanent savings.	-60.8	-60.8	0.0	0.0	-60.8	0.0	0.0	0.0
Adjustment of Trading Standards legal costs as Courts recover post-Covid	-55.0	-55.0	0.0	0.0	-55.0	0.0	0.0	0.0
Savings from delayed recruitment	-50.0	-50.0	0.0	0.0	-50.0	0.0	0.0	0.0
Efficiency: Waste -Increased waste material segregation, increased re-use, black-bag splitting and trade waste recycling with a view to generating income or reducing cost	-400.0	0.0	0.0	0.0	0.0	400.0	0.0	-400.0
Income: Kent Travel Saver – Kent Travel Saver price realignment to offset an increase in bus operator inflationary fare increases in 2022-23 above the budgeted amount	-1,000.0	-1,000.0	0.0	0.0	-1,000.0	0.0	0.0	0.0
Income: Kent Travel Saver (formerly Young Person's Travel Pass) – Kent Travel Saver price realignment to offset bus operator inflationary fare increases	-1,500.0	-1,500.0	0.0	0.0	-1,500.0	0.0	0.0	0.0
Policy: Highways Winter Service – Review of highways winter service policy including service levels, salting runs and network, resulting in reduced network coverage and detrimental impact on Keeping Kent Moving policy	-100.0	-100.0	0.0	0.0	-100.0	0.0	0.0	0.0
Policy: Household Waste Recycling Centres (HWRC) – Review of the number and operation of HWRC sites	-500.0	0.0	0.0	0.0	0.0	500.0	500.0	0.0
Policy: Review of Community Wardens	-500.0	-500.0	0.0	0.0	-500.0	0.0	0.0	0.0
<b>Growth, Environment &amp; Transport Total</b>	<b>-8,722.7</b>	<b>-6,430.7</b>	<b>0.0</b>	<b>-500.0</b>	<b>-6,930.7</b>	<b>1,792.0</b>	<b>1,812.0</b>	<b>-480.0</b>

Saving	£000s				Total Forecast	Variance	Un-deliverable	To be achieved in future years
	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)				
<b>Chief Executive's Department</b>								
Reduction in the number of Historic Pension Arrangements within CED Directorate	-250.0	-250.0	0.0	0.0	-250.0	0.0	0.0	0.0
Efficiencies within the Member support administration	-5.0	-5.0	0.0	0.0	-5.0	0.0	0.0	0.0
Cease Early Intervention Payments to District Councils	-82.5	0.0	0.0	-82.5	-82.5	0.0	0.0	-82.5
Review of Committee support arrangements	-20.0	0.0	0.0	-20.0	-20.0	0.0	0.0	-20.0
<b>Chief Executive's Department Total</b>	<b>-357.5</b>	<b>-255.0</b>	<b>0.0</b>	<b>-102.5</b>	<b>-357.5</b>	<b>0.0</b>	<b>0.0</b>	<b>-102.5</b>
<b>Deputy Chief Executive's Department</b>								
Property savings from a review of specialist assets	-45.0	-45.0	0.0	0.0	-45.0	0.0	0.0	0.0
Review of Office Assets	-763.9	-375.0	0.0	-388.9	-763.9	0.0	0.0	-388.9
Review of Community Delivery including Assets	-101.0	-101.0	0.0	0.0	-101.0	0.0	0.0	0.0
Income: Resilience and Emergency Planning - Additional income from reservoir work	-60.0	0.0	0.0	-60.0	-60.0	0.0	0.0	-60.0
<b>Deputy Chief Executive's Department Total</b>	<b>-969.9</b>	<b>-521.0</b>	<b>0.0</b>	<b>-448.9</b>	<b>-969.9</b>	<b>0.0</b>	<b>0.0</b>	<b>-448.9</b>
<b>Non Attributable Costs</b>								
Estimated increase in the income contribution from our limited companies, including a one-off increase in 2024-25.	-3,500.0	-3,500.0	0.0	0.0	-3,500.0	0.0	0.0	0.0
One-off use of capital receipts under the Governments flexible use of capital receipts policy, which allows authorities to use the proceeds from asset sales to fund the revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services	-7,688.0	-7,688.0	0.0	0.0	-7,688.0	0.0	0.0	0.0
Increase in investment income largely due to the increase in base rate	-2,279.6	-4,108.4	0.0	0.0	-4,108.4	-1,828.8	0.0	0.0
Review amounts set aside for debt repayment (MRP) based on review of asset life	-1,000.0	-1,000.0	0.0	0.0	-1,000.0	0.0	0.0	0.0
<b>Non Attributable Costs Total</b>	<b>-14,467.6</b>	<b>-16,296.4</b>	<b>0.0</b>	<b>0.0</b>	<b>-16,296.4</b>	<b>-1,828.8</b>	<b>0.0</b>	<b>0.0</b>
<b>Corporately Held Budgets</b>								
The reduction in the volume and duration of agency staff	-750.0	-750.0	0.0	0.0	-750.0	0.0	0.0	0.0
Part year impact of further discretionary policy decisions and deep dive into contract renewals with consideration of reducing service specifications	-2,300.0	0.0	0.0	0.0	0.0	2,300.0	2,300.0	0.0
<b>Corporately Held Budgets Total</b>	<b>-3,050.0</b>	<b>-750.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-750.0</b>	<b>2,300.0</b>	<b>2,300.0</b>	<b>0.0</b>
<b>Total</b>	<b>-111,174.8</b>	<b>-92,493.1</b>	<b>0.0</b>	<b>-3,764.8</b>	<b>-96,257.9</b>	<b>14,916.9</b>	<b>4,592.0</b>	<b>-17,165.5</b>

## Appendix 3 - Revenue Budget Changes

		£000s		
Directorate, Division & Key Service		Base Budget	Working Budget	Movement
<b>Adult Social Care &amp; Health</b>				
<b>Adult Social Care &amp; Health Operations</b>				
	Adaptive & Assistive Technology	620.6	620.6	0.0
	Adult Case Management & Assessment Services	40,748.9	40,743.0	-5.9
	Adult In House Carer Services	2,444.8	2,444.6	-0.2
	Adult In House Community Services	6,038.3	6,037.5	-0.8
	Adult In House Enablement Services	6,457.7	6,508.4	50.7
	Adult Learning & Physical Disability Pathway - Community Based Services	0.0	0.0	0.0
	Adult Learning & Physical Disability pathway - Residential Care Services & Support for Carers	0.0	0.0	0.0
Page 78	Adult Learning Disability - Community Based Services & Support for Carers	126,506.5	127,106.7	600.2
	Adult Learning Disability - Residential Care Services & Support for Carers	78,229.9	79,563.3	1,333.4
	Adult Mental Health - Community Based Services	23,352.4	21,189.2	-2,163.2
	Adult Mental Health - Residential Care Services	21,073.8	21,374.3	300.5
	Adult Physical Disability - Community Based Services	34,350.2	32,858.3	-1,491.9
	Adult Physical Disability - Residential Care Services	24,132.6	24,487.7	355.1
	ASCH Operations - Divisional Management & Support	6,746.5	6,770.0	23.5
	Independent Living Support	1,040.3	1,037.3	-3.0
	Older People - Community Based Services	34,350.6	35,386.7	1,036.1
	Older People - In House Provision	16,374.0	15,795.0	-579.0
	Older People - Residential Care Services	97,180.5	97,456.6	276.1
	Older People & Physical Disability Carer Support - Commissioned	1,595.7	1,721.0	125.3
	Sensory - Assessment Service	753.4	718.2	-35.2
	Sensory - Community Based Services	284.1	284.1	0.0
Sensory - Residential Care Services	7.8	7.8	0.0	
Statutory and Policy Support	1,628.4	1,685.5	57.1	
Strategic Safeguarding	707.4	705.4	-2.0	
<b>Adult Social Care &amp; Health Operations Total</b>		<b>524,624.4</b>	<b>524,501.2</b>	<b>-123.2</b>



		£000s		
Directorate, Division & Key Service		Base Budget	Working Budget	Movement
<b>Strategic Commissioning (Integrated and Adults)</b>				
	Community Based Preventative Services	7,549.6	7,549.6	0.0
	Housing Related Support	1,476.7	1,476.7	0.0
	Partnership Support Services	0.0	0.0	0.0
	Social Support for Carers	3,032.3	3,032.3	0.0
	Strategic Commissioning (Integrated and Adults)	2,333.2	2,393.2	60.0
	Transformation Delivery and support	8,196.3	7,759.5	-436.8
	<b>Strategic Commissioning (Integrated and Adults) Total</b>	<b>22,588.1</b>	<b>22,211.3</b>	<b>-376.8</b>
<b>Strategic Management &amp; Directorate Budgets (ASCH)</b>				
	Innovation and Partnership	2,369.7	3,312.3	942.6
	Operational and transformation costs pending allocation	1,540.3	1,540.3	0.0
	Provision for Demographic Growth - Community Based Services	20,717.0	15,765.0	-4,952.0
	Provision for Demographic Growth - Residential Based Services	7,553.5	12,505.5	4,952.0
	Strategic Management & Directorate Support (ASCH)	6,553.2	6,077.2	-476.0
	<b>Strategic Management &amp; Directorate Budgets (ASCH) Total</b>	<b>38,733.7</b>	<b>39,200.3</b>	<b>466.6</b>
<b>Public Health</b>				
	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
	<b>Public Health Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Adult Social Care &amp; Health Total</b>		<b>585,946.2</b>	<b>585,912.8</b>	<b>-33.4</b>

		£000s			
Directorate, Division & Key Service		Base Budget	Working Budget	Movement	
<b>Children, Young People &amp; Education</b>					
<b>Education &amp; Special Educational Needs</b>					
	Community Learning & Skills (CLS)	-96.7	-101.8	-5.1	
	Early Years Education	0.0	0.0	0.0	
	Education Management & Division Support	1,504.6	1,504.6	0.0	
	Education Services provided by The Education People	3,962.0	3,962.0	0.0	
	Fair Access & Planning Services	612.8	590.3	-22.5	
	Home to School & College Transport	96,286.5	96,286.5	0.0	
	Other School Services	5,610.4	5,792.3	181.9	
	Pupil Referral Units & Inclusion	2.2	2.2	0.0	
	Special Educational Needs & Psychology Services	17,489.3	17,486.9	-2.4	
	<b>Education &amp; Special Educational Needs Total</b>	<b>125,371.1</b>	<b>125,523.0</b>	<b>151.9</b>	
Page 80	<b>Integrated Children's Services (Operations and County Wide)</b>				
		Adoption & Special Guardianship Arrangements & Service	17,433.4	17,618.5	185.1
		Adult Learning & Physical Disability Pathway - Community Based Services	46,689.2	46,689.2	0.0
		Adult Learning & Physical Disability pathway - Residential Care Services & Support for Carers	8,257.5	8,257.5	0.0
		Asylum	7.6	333.4	325.8
		Care Leavers Service	5,437.4	5,594.8	157.4
		Children in Need - Care & Support	3,826.4	3,627.9	-198.5
		Children in Need (Disability) - Care & Support	8,642.5	8,642.5	0.0
		Childrens Disability 0-18 Commissioning	1,771.4	1,771.4	0.0
		Children's Social Work Services - Assessment & Safeguarding Service	55,275.9	52,074.4	-3,201.5
		Disabled Children & Young People Service (0-25 LD & Complex PD) - Assessment Service	9,948.1	9,947.8	-0.3
		Early Help & Preventative Services	3,075.7	2,941.7	-134.0
		Family Hubs	8,406.3	8,404.7	-1.6
		Integrated Services (Children's) Management & Directorate Support	6,445.8	6,445.6	-0.2
		Looked After Children - Care & Support	98,501.8	101,967.7	3,465.9
		Looked After Children (with Disability) - Care & Support	22,534.8	22,534.8	0.0
		Looked After Children (with Disability) - In House Provision	3,909.4	3,909.4	0.0
		<b>Integrated Children's Services (Operations and County Wide) Total</b>	<b>300,163.2</b>	<b>300,761.3</b>	<b>598.1</b>

		£000s		
Directorate, Division & Key Service		Base Budget	Working Budget	Movement
<b>Strategic Management &amp; Directorate Budgets (CYPE)</b>				
	Strategic Management & Directorate Budgets (CYPE)	4,432.2	4,323.3	-108.9
<b>Children, Young People &amp; Education Total (Excluding Schools' Delegated Budgets)</b>		<b>429,966.5</b>	<b>430,607.6</b>	<b>641.1</b>
<b>Schools' Delegated Budgets</b>				
	Schools' Delegated Budgets	0.0	0.0	0.0
<b>Children, Young People &amp; Education Total (Including Schools' Delegated Budgets)</b>		<b>429,966.5</b>	<b>430,607.6</b>	<b>641.1</b>
<b>Growth, Environment &amp; Transport</b>				
<b>Environment &amp; Circular Economy</b>				
	Environment	3,113.0	3,632.8	519.8
	Environment and Circular Economy Divisional management costs	2,237.3	2,291.4	54.1
	Residual Waste	52,930.8	52,593.8	-337.0
	Waste Facilities & Recycling Centres	38,470.4	38,798.4	328.0
<b>Environment &amp; Circular Economy Total</b>		<b>96,751.5</b>	<b>97,316.4</b>	<b>564.9</b>
<b>Growth &amp; Communities</b>				
	Community (Assets & Services)	2,278.2	2,278.2	0.0
	Community Protection	11,845.9	11,972.8	126.9
	Growth - Economy	1,670.6	1,697.3	26.7
	Growth - Place	3,789.3	3,789.3	0.0
	Growth and Communities Divisional management costs	459.4	459.4	0.0
	Libraries, Registration & Archives	11,061.2	11,061.2	0.0
<b>Growth &amp; Communities Total</b>		<b>31,104.6</b>	<b>31,258.2</b>	<b>153.6</b>

		£000s		
Directorate, Division & Key Service		Base Budget	Working Budget	Movement
<b>Highways &amp; Transportation</b>				
	English National Concessionary Travel Scheme (ENCTS)	12,973.5	12,973.5	0.0
	Highway Assets Management	38,222.6	38,684.6	462.0
	Highways & Transportation divisional management costs	4,044.6	4,044.6	0.0
	Kent Karrier	0.0	0.0	0.0
	Kent Travel Saver (KTS)	5,075.5	5,075.5	0.0
	Supported Bus Services	5,761.1	5,761.1	0.0
	Transportation	6,378.5	6,378.5	0.0
	<b>Highway &amp; Transportation Total</b>	<b>72,455.8</b>	<b>72,917.8</b>	<b>462.0</b>
<b>Strategic Management &amp; Directorate Budgets (GET)</b>				
	Strategic Management & Directorate Budgets (GET)	1,425.3	1,425.3	0.0
	<b>Growth, Environment &amp; Transport Total</b>	<b>201,737.2</b>	<b>202,917.7</b>	<b>1,180.5</b>
<b>Chief Executive's Department</b>				
<b>Commercial &amp; Procurement</b>				
	Commercial & Procurement	3,062.5	3,053.5	-9.0
	Strategic Commissioning	0.0	0.0	0.0
	<b>Commercial &amp; Procurement Total</b>	<b>3,062.5</b>	<b>3,053.5</b>	<b>-9.0</b>
<b>Finance</b>				
	Finance	10,197.5	10,147.5	-50.0
	Grants to Kent District Councils to maximise Council Tax collection	3,746.0	3,746.0	0.0
	<b>Finance Total</b>	<b>13,943.5</b>	<b>13,893.5</b>	<b>-50.0</b>
<b>Governance, Law &amp; Democracy</b>				
	Governance & Law	7,503.6	7,481.6	-22.0
	Local Member Grants	291.6	966.2	674.6
	<b>Governance, Law &amp; Democracy Total</b>	<b>7,795.2</b>	<b>8,447.8</b>	<b>652.6</b>

Directorate, Division & Key Service		£000s		Movement
		Base Budget	Working Budget	
<b>Strategy, Policy, Relationships &amp; Corporate Assurance</b>				
Childrens and Adults Safeguarding Services		276.6	406.9	<b>130.3</b>
Resettlement Schemes, Domestic Abuse and Civil Society Strategy		402.7	402.7	<b>0.0</b>
Strategy, Policy, Relationships & Corporate Assurance		4,756.6	4,756.6	<b>0.0</b>
<b>Strategy, Policy, Relationships &amp; Corporate Assurance Total</b>		<b>5,435.9</b>	<b>5,566.2</b>	<b>130.3</b>
<b>Strategic Management &amp; Departmental Budgets (CED)</b>				
Strategic Management & Departmental Budgets		-696.2	-700.2	<b>-4.0</b>
<b>Chief Executive's Department Total</b>		<b>29,540.9</b>	<b>30,260.8</b>	<b>719.9</b>
<b>Deputy Chief Executive's Department</b>				
<b>Corporate Landlord</b>				
Corporate Landlord		28,714.7	28,980.8	<b>266.1</b>
<b>Human Resources &amp; Organisational Development</b>				
Human Resources & Organisational Development		5,402.1	5,402.1	<b>0.0</b>
<b>Infrastructure</b>				
Emergency Planning		198.4	0.0	<b>-198.4</b>
Kent Resilience		260.8	710.2	<b>449.4</b>
Property related services		8,389.3	8,137.1	<b>-252.2</b>
<b>Infrastructure Total</b>		<b>8,848.5</b>	<b>8,847.3</b>	<b>-1.2</b>
<b>Marketing &amp; Resident Experience</b>				
Marketing & Digital Services		1,975.4	1,975.4	<b>0.0</b>
Resident Experience - Contact Centre; Gateways; Customer care & Complaints		4,962.7	4,952.3	<b>-10.4</b>
<b>Marketing &amp; Resident Experience Total</b>		<b>6,938.1</b>	<b>6,927.7</b>	<b>-10.4</b>

Directorate, Division & Key Service		£000s		Movement
		Base Budget	Working Budget	
<b>Technology</b>				
	Technology	26,131.0	26,131.0	0.0
<b>Strategic Management &amp; Departmental Budgets (DCED)</b>				
	Business & Client Relationships	2,480.7	2,480.6	-0.1
	Health & Safety	382.2	382.2	0.0
	Strategic Management & Departmental Support	1,429.3	1,429.2	-0.1
	Strategic Reset Programme	1,616.0	1,616.0	0.0
<b>Strategic Management &amp; Departmental Budgets (DCED) Total</b>		<b>5,908.2</b>	<b>5,908.0</b>	<b>-0.2</b>
<b>Deputy Chief Executive's Department Total</b>		<b>81,942.6</b>	<b>82,196.9</b>	<b>254.3</b>
<b>Non Attributable Costs</b>				
	Non Attributable Costs	102,759.4	102,759.4	0.0
<b>Corporately Held Budgets</b>				
	Corporately Held Budgets (to be allocated)	-2,386.0	-2,377.0	9.0
<b>Grand Total</b>		<b>1,429,506.8</b>	<b>1,432,278.2</b>	<b>2,771.4</b>
<b>Directorate Summary</b>				
	Adult Social Care & Health	585,946.2	585,912.8	-33.4
	Children, Young People & Education	429,966.5	430,607.6	641.1
	Growth, Environment & Transport	201,737.2	202,917.7	1,180.5
	Chief Executive's Department	29,540.9	30,260.8	719.9
	Deputy Chief Executive's Department	81,942.6	82,196.9	254.3
	Non Attributable Costs	102,759.4	102,759.4	0.0
	Corporately Held Budgets	-2,386.0	-2,377.0	9.0
	<b>Total</b>	<b>1,429,506.8</b>	<b>1,432,278.2</b>	<b>2,771.4</b>
	Schools' Delegated Budgets	0.0	0.0	0.0
<b>Grand Total</b>		<b>1,429,506.8</b>	<b>1,432,278.2</b>	<b>2,771.4</b>

## Appendix 4 - Prudential Indicators Monitoring

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)

	23-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
Total	237.29	417.07	361.63	300.18	233.15	245.81

### 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.

	23-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
Total CFR	1,268.01	1,300.80	1,274.18	1,275.71	1,259.44	1,230.40

### 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.

	23-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
Other Long-term Liabilities	178.77	168.00	178.55	178.55	178.55	178.55
External Borrowing	771.89	715.90	715.92	684.73	660.55	653.32
<b>Total Debt</b>	<b>950.66</b>	<b>883.90</b>	<b>894.47</b>	<b>863.28</b>	<b>839.10</b>	<b>831.87</b>
Capital Financing Requirement	1,268.01	1,300.80	1,274.18	1,275.71	1,259.44	1,230.40
Internal Borrowing	317.35	416.90	379.71	412.43	420.34	398.53

#### 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.

	23-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
Authorised Limit - borrowing	946	1,261	1,261	1,271	1,248	1,248
Authorised Limit - Other long term liabilities	179	168	179	179	179	179
<b>Authorised Limit - total external debt</b>	<b>1,125</b>	<b>1,429</b>	<b>1,440</b>	<b>1,450</b>	<b>1,427</b>	<b>1,427</b>
Operational Boundary - borrowing	822	1160.6	1161	1171	1148.1	1148.1
Operational Boundary - Other long term liabilities	179	168	179	179	179	179
<b>Operation Boundary - total external debt</b>	<b>1,001</b>	<b>1,329</b>	<b>1,340</b>	<b>1,350</b>	<b>1,327</b>	<b>1,327</b>

#### Prudential Indicator 5: Estimate 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.

Page 86	23-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
Proportion of net revenue stream	8.17%	7.48%	7.42%	7.05%	6.71%	6.88%

#### Prudential Indicator 6: Estimates of Net Income from Commercial and Service Investments to Net Revenue Stream

	23-24 Actuals	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate
Net income from commercial and service investments to net revenue stream (%)	0.46	0.60	0.37	0.35



From: Roger Gough – Leader of the Council  
Amanda Beer – Chief Executive Officer

To: Cabinet – 26 September 2024

Decision No: n/a

Subject: **Quarterly Performance Report, Quarter 1, 2024/25**

Classification: Unrestricted

**Summary:** The purpose of the Quarterly Performance Report (QPR) is to inform CMT and Cabinet about key areas of performance for the authority. This report presents performance to the end of June 2024 (Quarter 1, 2024/25).

Of the 40 Key Performance Indicators (KPIs) contained within the QPR, 17 achieved target (Green), and 14 achieved or exceeded the floor standard but did not meet target (Amber). Eight KPIs did not meet the floor standard (Red), and one has no data at time of publication.

**Recommendation(s):** Cabinet is asked to NOTE the Quarter 1 Performance Report and the actions being taken to address areas where performance is not as targeted.

## 1. Introduction

- 1.1. The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council. The report summary for Quarter 1, 2024/25 is attached at Appendix 1, and includes data up to the end of June 2024.
- 1.2. Each year, there is a review of the KPIs and activity indicators within the Quarterly Performance Report to ensure it remains relevant to the council's key priorities and responsibilities. There are six new KPIs in the report this year and four KPIs have been removed, as detailed in the Quarter 4, 2023/24 QPR report which came to Cabinet in June, meaning there are now 40 KPIs in the report compared to 38 last year

## 2. Quarter 1 Performance Report

- 2.1. Results for KPIs compared to Target are assessed using a Red/Amber/Green (RAG) status.

2.2. Of the 40 KPIs included in the report, the latest RAG status are as follows:

- 17 are rated Green (the same as the previous Quarter) - the target was achieved or exceeded.
- 14 are rated Amber (three more than the previous Quarter) – performance achieved or exceeded the expected floor standard but did not meet target.
- Eight are rated Red (two fewer than the previous Quarter) – performance did not meet the expected floor standard.
- One of the new KPIs has no data at time of publication.

2.3. The eight indicators where the RAG rating is Red, are in:

- Customer Services
  - Percentage of complaints responded to within timescale
- Governance and Law
  - Percentage of Freedom of Information Act (Fol) requests completed within 20 working days
  - Percentage of Data Protection Act (DPA) Subject Access requests completed within statutory timescales
- Children, Young People and Education (Education & Skills)
  - Percentage of Education, Health Care Plans (EHCPs) issued within 20 weeks
  - Percentage of pupils (with EHCP's) being placed in independent or out of county special schools
- Children, Young People and Education (Integrated Children's Services)
  - Percentage of case holding posts filled by permanent qualified social workers
  - Percentage of foster care placements which are in-house or with relatives and friends (excluding UASC)
  - Number of foster households

2.4. With regards to Direction of Travel, 11 indicators show a positive trend (two more than the previous Quarter), 21 are stable or with no clear trend (one more than the previous Quarter), and seven are showing a negative trend (two fewer than the previous Quarter).

### 3. Recommendation(s)

Cabinet is asked to NOTE the Quarter 1 Performance Report and the actions being taken to address areas where performance is not as targeted.

#### **4. Contact details**

Matthew Wagner  
Chief Analyst  
Strategy, Policy, Relationships & Corporate Assurance  
Telephone: 03000 416559  
Matthew.Wagner@kent.gov.uk

David Whittle  
Director of Strategy, Policy, Relationships & Corporate Assurance  
Telephone: 03000 416833  
David.Whittle@kent.gov.uk

This page is intentionally left blank

# **Kent County Council**

## **Quarterly Performance Report**

### **Quarter 1**

### **2024/25**

Produced by: Kent Analytics  
E-mail: [performance@kent.gov.uk](mailto:performance@kent.gov.uk)  
Phone: 03000 416205



## Key to KPI Ratings used

This report includes 40 Key Performance Indicators (KPIs), where progress is assessed against Targets which are set at the start of the financial year. Progress against Target is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of Direction of Travel (DoT) using arrows. Direction of Travel is based on regression analysis across the whole timeframe shown in the graphs.

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

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

## Key to Activity Indicator Graphs

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

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

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

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

## Executive Summary

Each year, there is a review of the KPIs and activity indicators within the Quarterly Performance Report to ensure it remains relevant to the council's key priorities and responsibilities. There are six new KPIs in the report this year and four KPIs have been removed, as detailed in the Quarter 4, 2023/24 QPR report which came to Cabinet in June, meaning there are now 40 KPIs in the report compared to 38 last year.

In Quarter 1, 2024/25, 17 of the 40 indicators are rated as Green, on or ahead of target (the same as last Quarter). 14 indicators reached or exceeded the floor standard and are rated Amber (three more than last Quarter), with eight indicators not achieving the floor standard and so RAG rated Red (two fewer than last Quarter). There was no data for one of the new KPIs at the point of publication. Eleven indicators were showing an improving trend (two more than last Quarter), with seven showing a worsening trend (two fewer than last Quarter).

The performance indicators giving greatest concern remain closely aligned with the services where the financial strains and demand are most acute (particularly Special Educational Needs and Disabilities, children in care placements and Adult Social Care). This affirms that the right indicators are being used to assess performance, with KPI results reflecting the areas of greatest challenge. Due to this being a reflective report on the last Quarter, performance may not always correspond to what people are experiencing at the current time, particularly when demand fluctuates on a seasonal basis, such as for Highways indicators.

	G	A	R	↑	⇒	↓
Customer Services	2		1		3	
Governance and Law			2		2	
Growth, Economic Development & Communities	2			1	1	
Environment and Transport	4	2		2	4	
Children, Young People and Education <i>(Education &amp; Skills)</i>	3	2	2	3	2	2
Children, Young People and Education <i>(Integrated Children's Services)</i>	2	3	3	1	3	4
Adult Social Care	1	5		2	4	
Public Health*	3	2		2	2	1
<b>TOTAL</b>	<b>17</b>	<b>14</b>	<b>8</b>	<b>11</b>	<b>21</b>	<b>7</b>

\* No Quarter 1 data available for one new KPI in Public Health

**Customer Services** – Satisfaction with Contact Point advisors maintained above-target performance and the percentage of phone calls answered met target. The percentage of complaints responded to within timescale improved but remained below floor standard and so still RAG rated Red.

<b><u>Customer Services KPIs</u></b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
% of callers to Contact Point who rated the advisor who dealt with their call as good	<b>GREEN</b>	<b>GREEN</b>	⇒
% of phone calls to Contact Point which were answered	<b>GREEN</b>	<b>GREEN</b>	⇒
% of complaints responded to within timescale	<b>RED</b>	<b>RED</b>	⇒

**Governance and Law** - Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests responded to in timescale, and Data Protection Act Subject Access requests completed within timescale, remain below floor standards, although there was improved performance for the latter.

<b><u>Governance and Law KPIs</u></b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
% of Freedom of Information Act (Fol) requests completed within 20 working days	<b>RED</b>	<b>RED</b>	⇒
% of Data Protection Act (DPA) Subject Access requests completed within statutory timescales	<b>RED</b>	<b>RED</b>	⇒

**Growth, Economic Development & Communities** – The number of properties brought back into active use through the No Use Empty remains above target and is on an improving trend. The amount of s106 Developer Contributions secured as a percentage of amount sought moved above target.

<b><u>Growth, Economic Development &amp; Communities KPIs</u></b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
Number of homes brought back to market through No Use Empty (NUE)	<b>GREEN</b>	<b>GREEN</b>	↑
Developer contributions secured as a percentage of amount sought	<b>GREEN</b>	<b>AMBER</b>	⇒



**Environment & Transport** Two of the Highways KPIs were RAG rated Green, and two Amber. The percentage of routine pothole repairs completed within 28 days has now been above target for three quarters and is on an improving trend. Municipal Waste recycled or converted to energy, continues to be above target, and the reduction in Greenhouse Gas emissions also remains ahead of target.

<b>Environment &amp; Transport KPIs</b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
% of routine pothole repairs completed within 28 days	<b>GREEN</b>	<b>GREEN</b>	↑
% of routine highway repairs reported by residents completed within 28 days	<b>AMBER</b>	<b>AMBER</b>	⇒
% of emergency highway incidents attended within 2 hours of notification	<b>AMBER</b>	<b>AMBER</b>	⇒
% of public enquiries for Highways maintenance reported online	<b>GREEN</b>	NEW KPI	⇒
% of municipal waste recycled or converted to energy and not taken to landfill – rolling 12 months	<b>GREEN</b>	<b>GREEN</b>	⇒
Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes – rolling 12 months	<b>GREEN</b>	<b>GREEN</b>	↑

**Education & Skills** – Schools and Early Years settings continue to exceed their inspection judgement targets, with both on an improving trend. Completion of Education, Health and Care Plan (EHCP) assessments in timescale remains well below floor standard, but there is strong evidence that this will improve. Annual EHCP reviews waiting over 12 months is ahead of target and on an improving trend. Pupils with EHCPs who are placed in independent or out of county special schools improved again and is now close to floor standard. Permanent pupil exclusions remains on its floor standard, and is on a negative trend. The rate of first-time entrants to the youth justice system is little changed from the previous quarter and remains Amber rated.

<b>Education &amp; Skills KPIs</b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
% of all schools with Good or Outstanding Ofsted inspection judgements	<b>GREEN</b>	<b>GREEN</b>	↑
% of Early Years settings* with Good or Outstanding Ofsted inspection judgements	<b>GREEN</b>	<b>GREEN</b>	↑
% of Education, Health Care Plans (EHCPs) issued within 20 weeks – rolling 12 months	<b>RED</b>	<b>RED</b>	↓
% of annual EHCP reviews waiting over 12 months	<b>GREEN</b>	<b>GREEN</b>	↑
% of pupils (with EHCP's) being placed in independent or out of county special schools	<b>RED</b>	<b>RED</b>	⇒
% of pupils permanently excluded from school – rolling 12 months	<b>AMBER</b>	<b>AMBER</b>	↓
Rate of first-time entrants to youth justice system – rolling 12 months	<b>AMBER</b>	<b>AMBER</b>	⇒

\* Childcare on non-domestic premises

**Integrated Children's Services** – Two of the eight indicators met target, including one of three new KPIs. The three Amber and three Red KPIs reflect the financial and workload pressures within the services. The percentage of case holding posts filled by permanent qualified social workers is on a negative trend, moving further below floor standard. The percentage of foster care placements which are in-house or with relatives/friends is little change and remains below floor standard. The number of foster households, which is a new KPI, is RAG rated Red and is on a negative trend.

<b><u>Integrated Children's Services</u></b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
% of Early Help cases closed with outcomes achieved that come back to social care teams within 3 months	<b>AMBER</b>	<b>GREEN</b>	↓
% of case holding posts filled by permanent qualified social workers	<b>RED</b>	<b>RED</b>	↓
% of children social care referrals that were repeat referrals within 12 months	<b>GREEN</b>	<b>GREEN</b>	⇒
% of foster care placements which are in-house or with relatives and friends (excluding UASC)	<b>RED</b>	<b>RED</b>	⇒
Number of foster households	<b>RED</b>	New KPI	↓
% of care leavers in education, employment or training (of those KCC is in touch with)	<b>AMBER</b>	<b>AMBER</b>	↓
Percentage of reviews completed within timescale by the Strengthening Independence Service (18-25)	<b>AMBER</b>	New KPI	↑
Percentage of Learning Disability Young People in Settled Accommodation	<b>GREEN</b>	New KPI	⇒

**Adult Social Care** – One KPI continues to meet target and is RAG rated Green. The proportion of new Care Needs Assessments delivered within 28 days improved to move level with floor standard and is now Amber. Long Term support needs of older people met by admission to residential and nursing care homes also reduced moving the KPI to an Amber rating from the previous Red. The number of people accessing services who have a mental health need continues to grow.

<b><u>Adult Social Care KPIs</u></b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
% of people who have their contact resolved by ASCH but then make contact again within 3 months	<b>GREEN</b>	<b>GREEN</b>	↑
% of new Care Needs Assessments delivered within 28 days	<b>AMBER</b>	<b>RED</b>	⇒
% of people receiving a long-term community service who receive Direct Payments	<b>AMBER</b>	<b>AMBER</b>	↑
Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	<b>AMBER</b>	<b>AMBER</b>	⇒
Long Term support needs of older people (65 and over) met by admission to residential and nursing care homes, per 100,000	<b>AMBER</b>	<b>RED</b>	⇒
% of KCC supported people in residential or nursing care where the CQC rating is Good or Outstanding	<b>AMBER</b>	<b>AMBER</b>	⇒

**Public Health** – Two out of five KPIs are exceeding target. The number of mandated checks delivered by the health visiting is below target and remains on a declining trend. One of the new KPIs (Number of adults accessing structured substance misuse treatment) is below target but on an improving trend. There have been data retrieval issues for the other new KPI, and no data was available at the time of reporting, but this is expected to be resolved for the next report. The percentage of Live Well clients who would recommend the service to family, friends or someone in a similar situation, improved to move back above target.

<b>Public Health KPIs</b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Latest</b>	<b>Previous</b>	
Number of eligible people receiving an NHS Health Check – rolling 12 months	<b>GREEN</b>	<b>GREEN</b>	⬆️
Number of mandated universal checks delivered by the health visiting service – rolling 12 months	<b>AMBER</b>	<b>AMBER</b>	⬇️
% of all new first-time patients (at any clinic) receiving a full sexual health screen (excluding online referrals)	No Data	New KPI	N/a
Number of Adults accessing structured substance misuse treatment during a rolling 12-month period	<b>AMBER</b>	New KPI	⬆️
Successful completion of drug and alcohol treatment	<b>GREEN</b>	<b>GREEN</b>	➡️
% of Live Well clients who would recommend the service to family, friends or someone in a similar situation	<b>GREEN</b>	<b>AMBER</b>	➡️

Customer Services						
Cabinet Member	Dylan Jeffrey					
Corporate Director	Amanda Beer					
KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
	2		1		3	

Customer contact through Contact Point (KCC's call centre) is provided via a strategic partnership, whilst Digital services are provided by KCC. The percentage of callers who rated their advisor as good remained at 98%, meaning this KPI has met or exceeded target for all of the last six quarters. The percentage of calls which were answered by Contact Point achieved its 90% target.

For the activity indicators on average speed of answer, this remains quicker than expectations for all calls at 1 minute 54 seconds. Priority calls average speed of answer at 50 seconds is within the expected range. Average call handling time at 6 minutes 56 seconds remains higher than the target of 6 minutes 4 seconds.

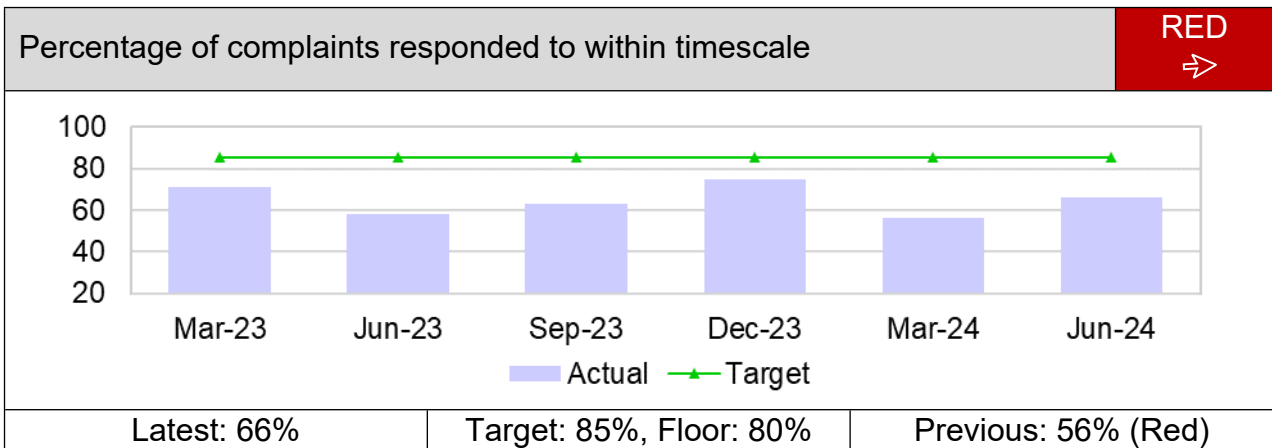
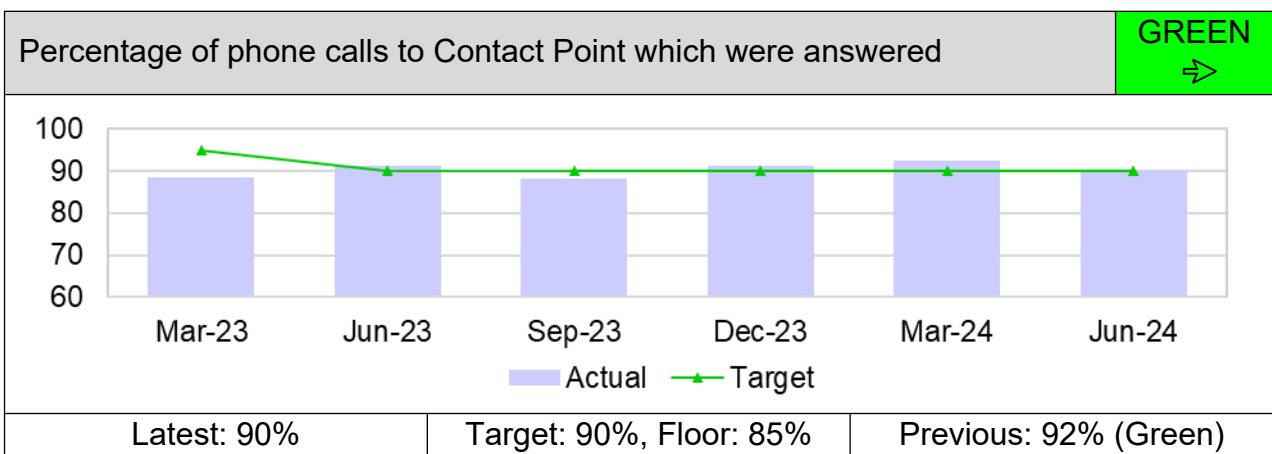
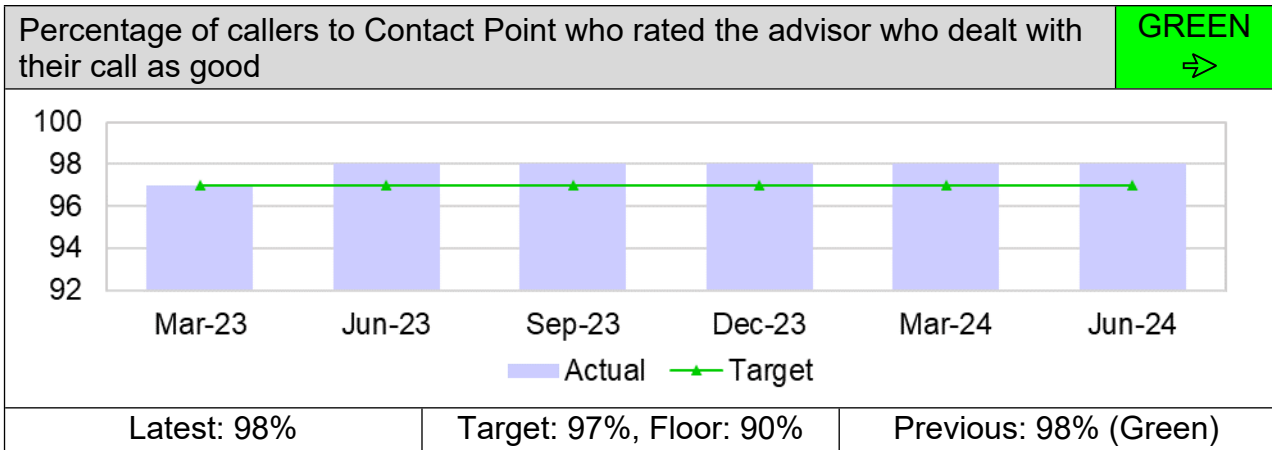
Contact Point received 4% fewer calls compared to the previous Quarter and 6% fewer calls than Quarter 1 last year. The 12 months to June 2024 saw a 7% decrease in calls compared to the 12 months to June 2023.

The number of visits (sessions) to the kent.gov.uk website was 7% lower than the same Quarter the previous year. This is mostly due to a reduction in visits to pages regarding household waste recycling centres (HWRCs); this is possibly due to people getting more familiar with the booking system as time goes on and booking their visits more efficiently.

Quarter 1 saw an 8% increase in the number of complaints received compared with the previous Quarter and a 9% increase on the same Quarter last year. Between January and March, 66% of complaints were responded to within timescales. This is an increase on last Quarter's performance. **A concerted effort is being made to clear the backlog of older cases, but this does have an impact on the closure of new cases in timescale and the subsequent impact on performance of the KPI was expected.**

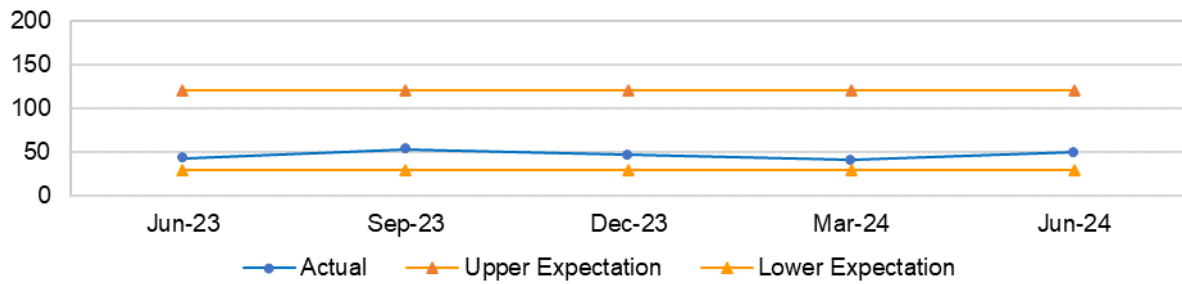
In terms of Directorate performance, most complaints were received by the Growth, Environment and Transport Directorate who responded to 85% within timescale (meeting target), Chief Executive's Department and Deputy Chief Executive's Department, together achieved 68%, Adult Social Care and Health 59%, and Children, Young People and Education 23% (the majority were related to SEN with only 4% being responded to within timescale).

## Key Performance Indicators

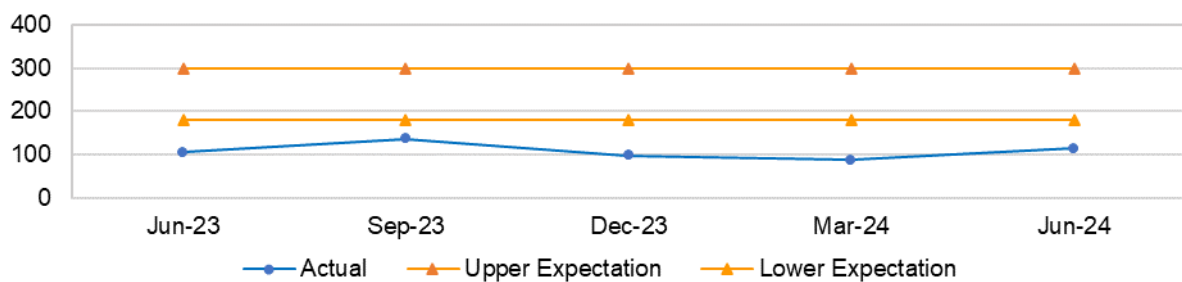


## Activity indicators

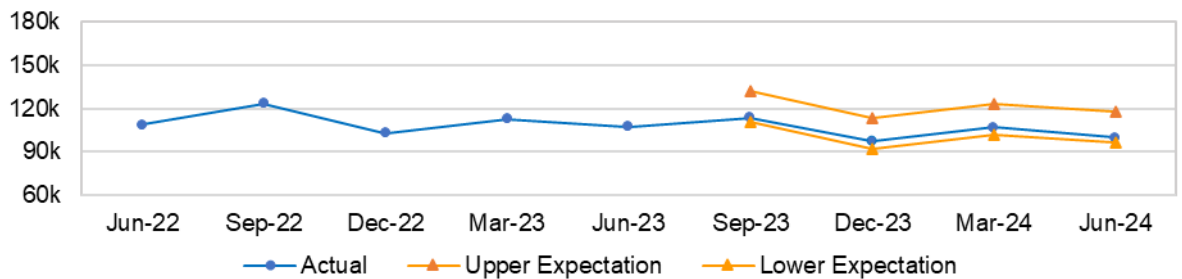
Average speed of answer (ASA) by Contact Point in seconds – **priority services**



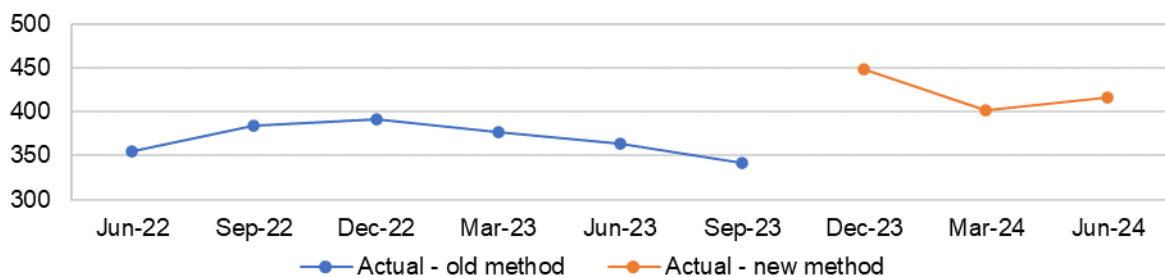
Average speed of answer (ASA) by Contact Point in seconds – **all services**



Number of phone calls responded to by Contact Point – Quarterly

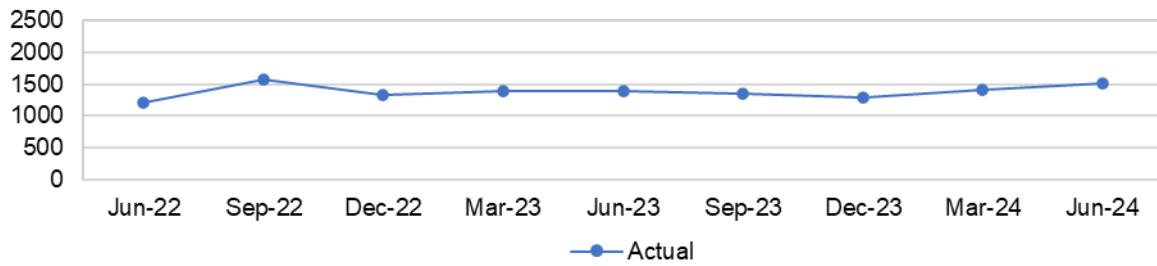


Average Contact Point call handling time in seconds – Quarterly

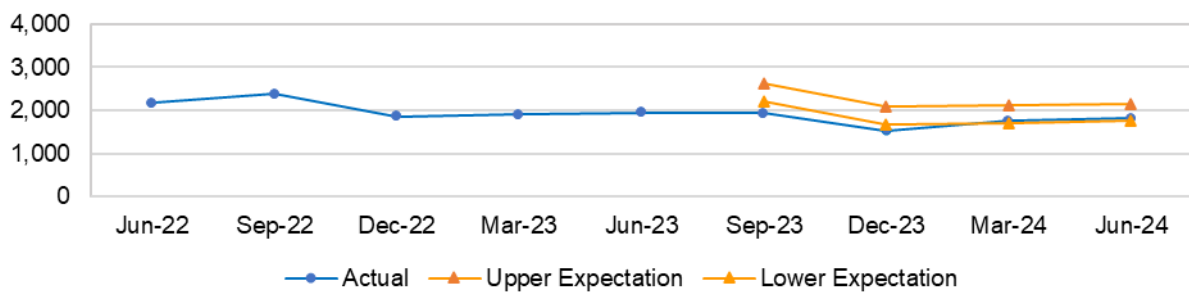


Agilisys changed the way call handling time was recorded from November 2023, by adding a set automatic aftercall time (the period of time immediately after completing the contact with a customer but where more work is required to finalise the transaction: e.g. entering details such as comments about the conversation, follow-up actions, etc). This will contribute to increased handling time in the Quarters from December 2023.

### Number of complaints received - Quarterly



### Number of visits (sessions) to the KCC website (in thousands) – Quarterly



## Customer Services – Call Activity

### Number of phone calls to Contact Point (thousands)

Contact Point received 4% fewer calls compared to the previous Quarter and 6% fewer calls than Quarter 1 last year. The 12 months to June 2024 saw a 7% decrease in calls compared to the 12 months to June 2023.

Service area	Jul - Sep 23	Oct - Dec 23	Jan - Mar 24	Apr - Jun 24	12m to Jun 23	12m to Jun 24
Adult Social Care	26	23	26	24	103	99
Integrated Children's Services	20	19	18	18	72	76
Highways	15	15	16	13	59	59
Blue Badges	12	9	10	12	43	43
Waste and Recycling	9	5	5	8	30	27
Schools and Early Years	9	8	9	8	23	33
Transport Services	11	7	7	6	50	32
Registrations	5	5	6	5	31	22
Libraries and Archives	6	5	6	5	25	21
Adult Education	6	4	5	3	20	17
Main line	3	3	3	3	15	12
Driver improvement	3	2	2	2	13	9
Other Services	3	1	2	2	7	8
KSAS*	2	2	2	2	11	7
<b>Total Calls (thousands)</b>	<b>130</b>	<b>107</b>	<b>116</b>	<b>111</b>	<b>501</b>	<b>465</b>

Figures may not add up to totals due to rounding.

\* Kent Support and Assistance Service



## Customer Services – Complaints Monitoring

Quarter 1 saw the number of complaints received increase from the previous Quarter by 8% and by 9% on the same Quarter last year. Over the 12 months to June 2024 there has been an 2% decrease in complaints received compared to the 12 months to June 2023.

In Quarter 1, frequently raised issues included SEN provision, road works and Blue Badges. The increase in Environment Waste complaints included some issues with HWRCs, including the booking system.

<b>Service</b>	<b>12 mths to Jun 23</b>	<b>12 mths to Jun 24</b>	<b>Quarter to Mar 24</b>	<b>Quarter to Jun 24</b>
Highways and Transportation	2,719	2,588	612	679
Adult Social Services	978	1,000	264	254
Integrated Children's Services	337	361	128	97
SEN	622	628	186	191
Education & Young People's Services	237	143	35	20
Growth & Communities (inc Libraries, Registrations and Archives)	279	257	59	64
Chief Executive's Department and Deputy Chief Executive's Department	215	159	41	36
Environment and Waste	267	400	68	174
Adult Education	67	58	15	6
<b>Total Complaints</b>	<b>5,721</b>	<b>5,594</b>	<b>1,408</b>	<b>1,521</b>

## Customer Services – Digital Take-up

The table below shows the digital/online or automated transaction completions for key service areas where there are ways to complete other than online.

<b>Transaction type</b>	<b>Online Jul 23 - Sep 23</b>	<b>Online Oct 23 - Dec 23</b>	<b>Online Jan 24 – Mar 24</b>	<b>Online Apr 24 – Jun 24</b>	<b>Total Transactions Last 12 Months</b>
Report a Highways Fault	63%	65%	74%	70%	124,029
Book a Driver Improvement Course	88%	87%	91%	91%	46,243
Apply for or renew a Blue Badge	82%	81%	84%	86%	22,091
Book a Birth Registration appointment	93%	91%	91%	92%	17,832
Apply for a Concessionary Bus Pass	78%	78%	78%	76%	16,630
Report a Public Right of Way Fault	87%	89%	88%	87%	6,666
Apply for a HWRC recycling voucher	99%	99%	99%	100%	5,751
Renew a library book	83%	84%	83%	*	*

\* Following an update to the library management system it has not been possible to run the usual report to produce the data needed for Quarter 1. Work is ongoing to rectify this.

## Governance, Law & Democracy

<b>Cabinet Member</b>	Dylan Jeffrey
<b>Corporate Director</b>	Amanda Beer

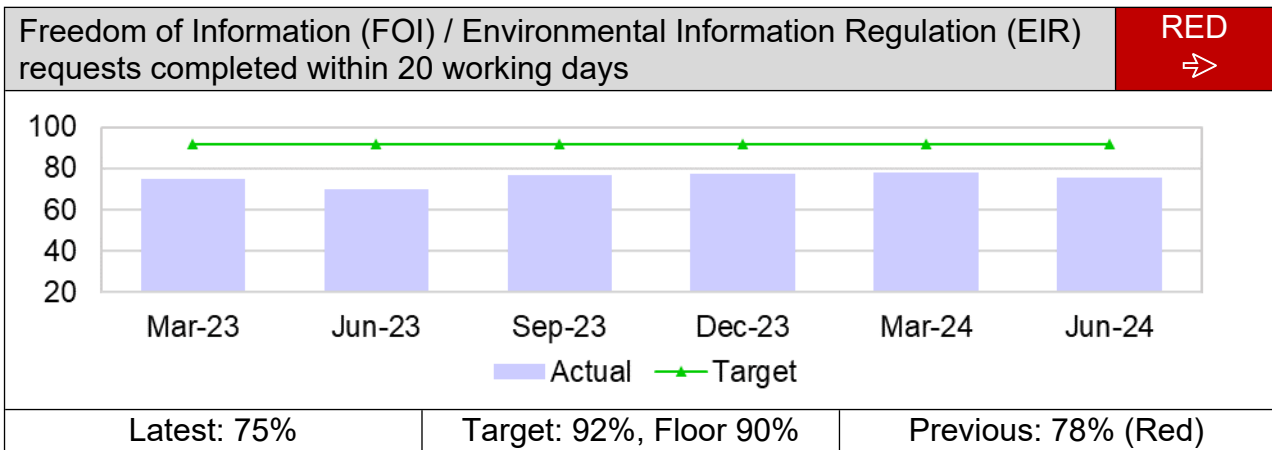
KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
			2		2	

The completion within timescale of both Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests, and Subject Access requests made under Article 15 of the General Data Protection Regulations, remained below their floor standards.

The percentage of FOI / EIR requests completed has not met target for several years. With regards to performance in the first Quarter of 2024/25, no Directorate achieved target, with the best performing being Chief Executive Division with 85% completed in timescale. Growth, Environment and Transport had the highest number of requests (267 requests). The volume of requests has been above expectations this Quarter, with 2024 seeing some of the highest monthly totals since the Freedom of Information Act was introduced in 2005. It's possible that some requests are follow-ups to requests already made outside of the FOI framework which have not been responded to.

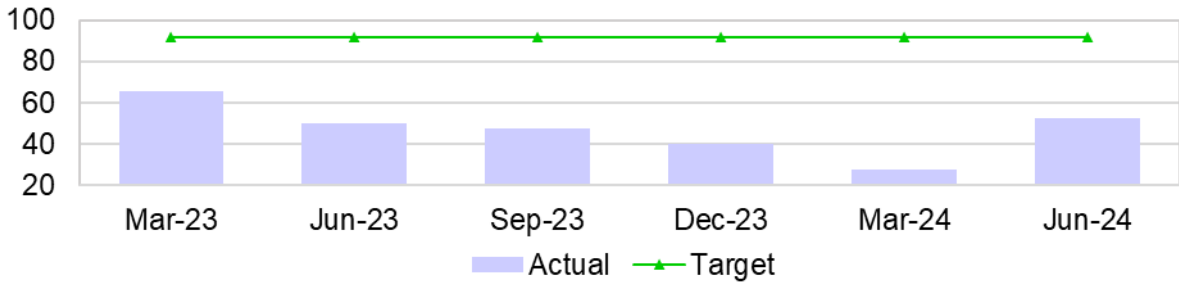
For Subject Access Requests (SARs), 70% of these came under the Children, Young People and Education Directorate. Reasons for delays in responding to requests include complexity of some requests, resourcing issues, and the significant amount of time it takes to appropriately redact records.

### Key Performance Indicators



Subject Access requests, made under Art 15 of the General Data Protection Regulations, completed within statutory timescales

RED



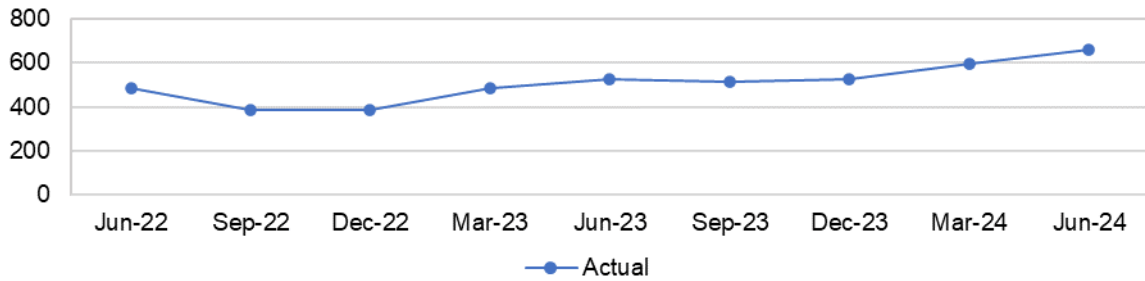
Latest: 53%

Target: 90%, Floor 85%

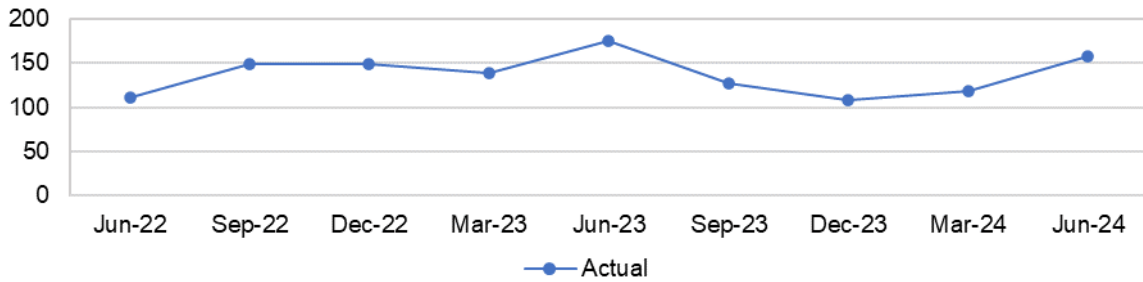
Previous: 28% (Red)

Activity indicators

FOI/EIR requests responded to – by Quarter






Data Protection Act Subject Access requests responded to – by Quarter



## Growth, Economic Development & Communities

<b>Cabinet Members</b>	Derek Murphy, Clair Bell
<b>Corporate Director</b>	Simon Jones

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>			
	2			1	1	

### **Support for Business**

KCC continued to use funds from the Government’s Regional Growth Fund (RGF) to create and sustain employment opportunities in Kent.

Since 2017 the latest figures (to the end of Quarter 4, 2023/24), show the Kent and Medway Business Fund (KMBF) has provided finance of £19.2m to 135 Kent and Medway businesses, creating 543 new jobs and safeguarding a further 161 jobs in the Kent and Medway area.

The current economic climate has continued to have an adverse impact on those Kent’s businesses which had previously received loans, with a continuation of requests being made to KCC to revise loan repayment terms. From the feedback provided by the companies, we believe that this is due to increases in costs particularly for those companies undertaking development projects.

Until the last two quarters, we have generally seen a relatively steady growth in job creation each quarter by companies funded by the KMBF, helped by new investments and projects coming into the portfolio. However, in the most recent Quarter there was a small drop of 2.0 FTE in the overall job creation. This could in part be due to the first loans being approved following the KMBF’s re-opening in November 2023 only just entering the monitoring cycle, so further job creation is anticipated though cannot yet be recorded.

KMBF loan schemes, including the Small Business Boost (SBB), continue to operate with the same level of interest as reported previously.

Since the reopening of the KMBF Loan Schemes on 21<sup>st</sup> November 2023 until 31<sup>st</sup> March 2024, 168 pre-applications have been received to a value of over £16.8m.

Approximately 60% of pre-applications were not approved and therefore not invited to submit a full application during this period. There are a variety of reasons for those pre-application rejections; the most common being a lack of information to assess their proposals for business growth; innovation, contribution to net zero and/or impact on local supply chains; and the inclusion of ineligible expenditure. These could have been resolved by applicants reviewing the Guidance Notes. It should be noted that many rejected applicants, utilised the feedback provided positively and resubmitted a second Pre-Application, which they are permitted to do and have been subsequently approved. The Business Investment Team have taken remedial action to address this pre-application failure rate and are measuring its impact regularly.

At the time of writing this report, 60 pre-applications are still active and 20 full applications to the value of £1.8m are currently being processed, with a further 27 pre-applications invited to submit a full application to a value just over £3.4m. The remaining 11 pre-applications are at various stages within the pre-application assessment process. The Kent & Medway Investment Advisory Board (IAB) have had four companies present to it so far with three approved to the value of £850k, though of these, one approved applicant declined their loan offer. The Kent & Medway IAB Sub-Group (SBB) have had twelve companies present to them to date with nine approved and three rejected. The total value of the SBB approved applications is £288.5k. The total value of investments approved to date and either paid or in the process of being paid by the KMBF total eight applications to the value of over £618k.

### **Economy**

During Quarter 1, the formal transfer of responsibilities from the South East Local Enterprise Partnership (SELEP) to KCC has been subject to further delays. The Economy Team continued to work with SELEP and Medway Council to prepare for taking on new responsibilities. It is now hoped that the full transfer of responsibilities to Kent & Medway as the Functional Economic Area will conclude in Quarter 2, 2024/25 to include responsibility for strategic economic planning, business representation and managing government programmes where directed.

### **Developer Investment Team**

Quarter 1 has seen a slight decline in the number of planning applications received, largely attributed to the announcement of the forthcoming general election. A total of 24 planning applications were received. Twelve s106 legal agreements have been completed securing £2.6m with a 99.6% success ratio against the amounts originally requested. Larger applications included in this quarterly report are at Church Field Farm, Sholden, in Dover District (94 dwellings) and Cheriton High Street, Folkestone (86 dwellings). Applications within the Borough of Swale are of particular note, in which five applications for large scale “garden settlements” are currently awaiting determination by the Local Planning Authority. In combination those settlements total 15,000 homes and are located at Bobbing, Faversham, Dunkirk, and Bapchild/Teynham. None of the sites have allocations within any Local Plan and as such work has been completed with the Borough to assess their combined impacts. Detailed responses from KCC’s Strategic Planning Team are being made on each. Local Members are notified of each strategic planning application and are invited to contribute their own input.

### **No Use Empty - Converting derelict buildings for new housing and commercial space**

In Quarter 1, a total of 138 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme, bringing the total over the last 12 months to 567, and the total since the programme began in 2005 to 8,382.

The total NUE investment in converting derelict properties has increased to £105.4m (£60.7m from KCC recycled loans and £44.7m from private sector leverage). A further six new applications were received during Quarter 1 adding to the six reported last Quarter making a total of twelve applications for loan support. Eight of these are approved and in contract. Four are with legal for final appraisal prior to completion.

NUE were awarded £2.5m under the SELEP Growing Places Fund (GPF) to convert additional derelict properties. The target is to return 18 empty commercial units back into use and create 36 new homes. A total of 17 projects have been approved at the end of Quarter 1 and these will return 22 empty commercial units back into use (14 completed) and create 52 homes (46 completed). A project has been identified which will use the remaining £31k to be allocated (NUE C Phase II). A full loan application is due to be submitted to the NUE team in Quarter 2.

KCC Treasury made available £24m for NUE to bring forward empty/derelict sites with planning permission for new builds. Following the recycling of £16.6m loan repayments, at the end of Quarter 1, the number of new homes funded is 243 across eight Kent districts. There remains a strong pipeline of projects across all NUE schemes.

### **Libraries, Registration and Archives (LRA)**

Library footfall continues to grow steadily, with a 6% increase in visits for Quarter 1 compared to the same period last year. The library customer survey was carried out during April 2024 and saw a 51% increase in respondents compared to last year's survey, with just over 9,000 responses. Overall customer satisfaction with Kent Libraries was 95%.

E-issues continue to grow, with an increase of 8% in e-book issues and 26% in e-audiobook issues in comparison with Quarter 1 2023/24.

The week beginning 24 June 2024 was Libraries Change Lives week, an initiative developed by the Chartered Institute of Library and Information Professionals (CILIP) to celebrate the impact that library services have on individuals and communities, and to promote understanding of libraries and their role within the community. Two case studies from Kent were featured on the Libraries Change Lives website, and a social media campaign was run throughout the week to showcase the value of libraries and library staff, with a total of 53 posts reaching 14,400 Facebook users.

Quarter 1 saw the culmination of the Spydus Streamlining project. As well as providing a cleaner and more reliable system for the staff to use, further benefits to library customers include the removal of fines for children's books borrowed against adult cards, and the extending of the Young Person (formerly Teen) category to age 11-17, widening the availability of items to this customer demographic.

The streamlining work took place across the whole of the South East Library Management System (SELMS) network, and Kent went live early in June. Some outstanding issues remain which are being dealt with, including an issue with running reports from Spydus which means that we are temporarily unable to report on physical library loans but we expect this to be rectified for the next Quarter.

The Archive service has experienced an extremely busy start to the year, with a 26% increase in visitors to the Search Room during Quarter 1 compared to the same period last year, while remote enquiries have increased by 10%.

Ceremonies teams across the county have also experienced a busy Quarter, with a 6% increase in ceremonies compared to the same period last year. This can be partly attributed to the increase in take-up of individual citizenship ceremonies, which were only introduced at Oakwood House in June last year, and also to the increasing popularity of Oakwood House as a venue.

3,962 deaths were registered representing a 6% decrease for Quarter 1 in comparison with the same period in 2023/24. Birth registrations remain fairly steady, with 4,154 appointments, a 2% decrease.

### **Planning Applications Group**

To ensure that development is delivered in a timely manner, planning application decisions are monitored against nationally set performance targets and returns made quarterly. For the period April-June 2024, all applications were determined within the prescribed timescale.

### **Active Kent and Medway**

Active Kent & Medway (AKM) has recently published its 2023/24 Annual Review detailing the highlights from the last 12 months since the launch of Move Together the 2023–2027 countywide strategy for Sport and Physical Activity. [Annual Review 2023-24 - ActiveKent](#).

In Quarter 1, the service delivered the annual Primary PE Conference on 5<sup>th</sup> June; this year's event had a focus on physical literacy and our new Everyday Active Schools programme. Over 150 delegates attended on the day and feedback was very positive.

AKM has also received confirmation that two communities within Kent will be included in the first phase of Sport England Place Partnerships Investment Programme. Launched in November of 2023, this programme will see £190million invested into 80 – 100 communities across the country, with the focus being on where inactivity and inequalities are greatest. Work has commenced in “place” to start to understand community need and to ensure the right strategic partnerships are in place with local leaders from a Local Authority, Health and Voluntary Sector perspective.

### **Community Safety**

Focus areas during this period for the Kent Community Warden Service (KCWS) continued to be the cost of living, with wardens assisting with food banks and supporting residents to access grants and funds. Wardens are also assisting residents and communities in relation to a rise in homelessness, reports of environmental and financial crime (fraud and loan sharks), anti-social behaviour and scams.

A number of Safety in Action events were supported across the County as well as preparing for many multi-agency community events and activities planned for the summer school holidays. As part of the Kent Community Safety Team's role in sharing good practice and facilitating joint working, the team produces and circulates monthly e-bulletins to over 200 practitioners across the county, with the latest community safety updates and any relevant news, publications and legislation.

The KCST also delivers virtual Community Safety Information Sessions (CSIS) via MS Teams for community safety partners across the county. These are brief lunch-time sessions (max. 1hr) with a focus on one or two main topics each time. A total of three sessions have taken place during Quarter 1 with over 100 people in attendance covering a number of focus areas including Anti-Social Behaviour (ASB) best practice, Restorative Justice, Adult to Parent Violence Conflict (AVPC), Mediation Service and AMPARO bereavement support following suicide.



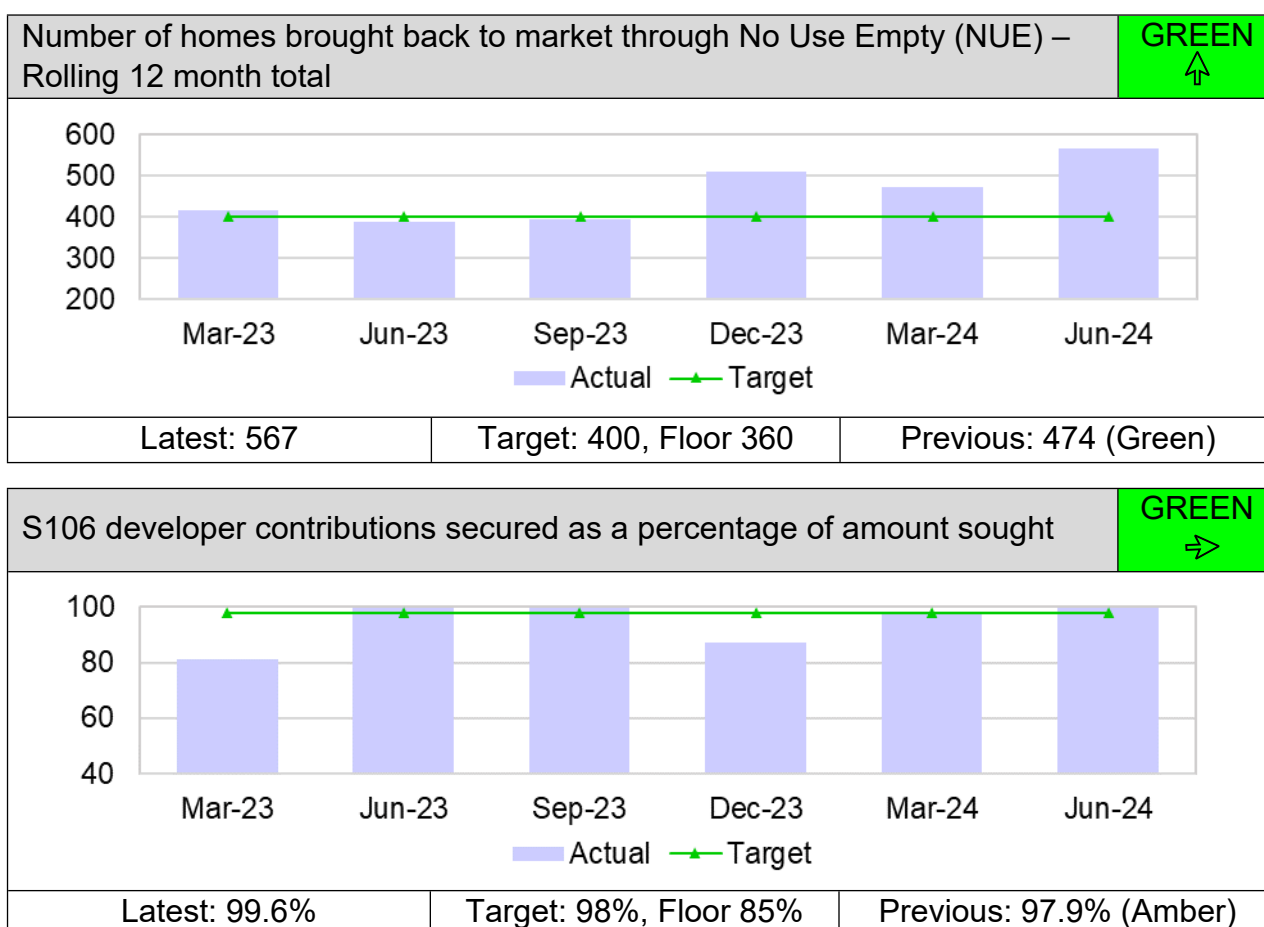
### Gypsy Romany Traveller Residents Service

The Site Improvement Project funded by the Government is progressing well, and six out of the seven sites have been finished, and work is progressing well on the final site. It is expected that the works will be completed well ahead of schedule.

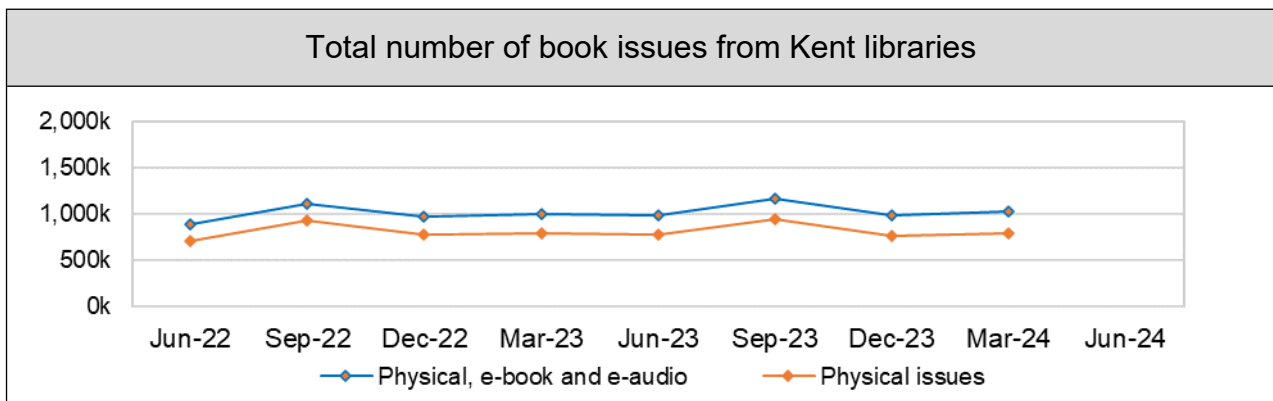
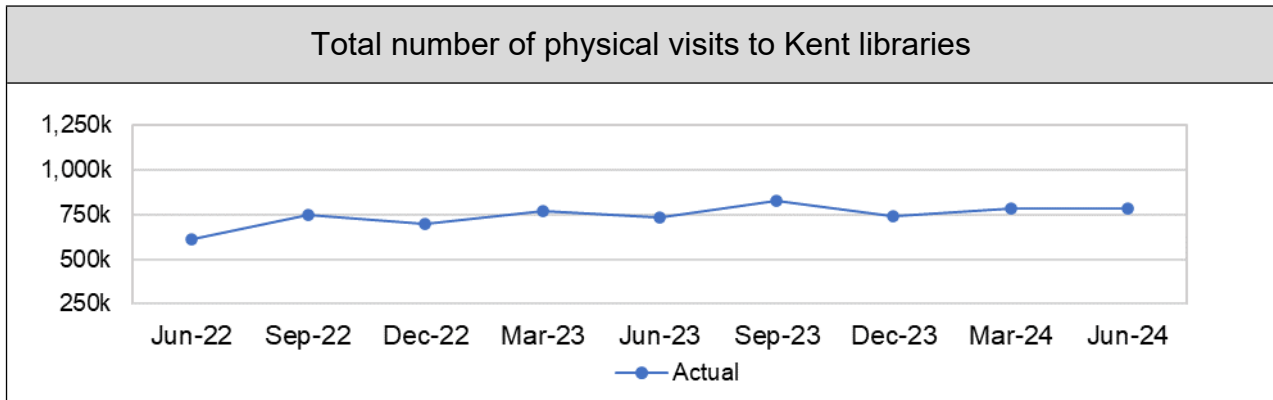
### Kent Film Office

In Quarter 1, the film office handled 92 filming requests and 102 related enquiries. We logged 126 filming days bringing an estimated £1.6m direct spend into Kent & Medway economies. Highlights for the quarter included: Apex, The Sandman, And Did Those Feet...Alan Partridge, Whitstable Pearl S3, Unforgotten S6. We facilitated 12 Runner positions on productions over 40 days and the following local services were used: three crew, 150 extras, six facilities companies and two lifeguard roles generating over 30 working days.

### Key Performance Indicators



## Activity indicators



Following an update to the library management system it has not been possible to run the usual report to produce the data needed for the Quarter to June-24. Work is ongoing to rectify this

## Environment and Transport

<b>Cabinet Members</b>	Neil Baker, Rob Thomas
<b>Corporate Director</b>	Simon Jones

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

### Highways

In Quarter 1, the RAG ratings for the four Highways KPIs show two Greens and two Ambers. Highways teams and front-line staff continue to work at high capacity due to higher numbers of enquiries following unseasonable weather events.

#### Potholes repairs

Performance continues to improve since the introduction of KCC Highways staff completing minor and urgent repairs, and we are achieving faster responses to customer enquiries. Demand in this service continues to be above the expected range owing to unseasonal weather such as heavy rainfall. The number of potholes requiring repairs this quarter was 7,856, of which 7,426 were completed on time yielding 94% (a Green RAG rating). For the same period last year, the service received 5,376 requests. **Teams continue to work hard especially under the Pothole Blitz contractors to decrease the backlog and we critically monitor the performance of Amey, through the Contract Board and the Strategic Partnership Board to ensure continued improvements in service delivery.**

#### Emergency incidents

Attendance at Emergency Incidents within two hours of notification missed its target of 98% by just one percentage point (Amber RAG rating). The service attended 586 callouts with 15 missing the target attendance time by just a few minutes but with all incidents made safe. **Data is showing that the introduction of dedicated crews at each depot, has improved response times. We continue to work with Amey to drive further efficiencies.**

#### Routine Faults

The total number of faults reported for repairs this quarter is 20,128, of which 17,945 were completed on target giving 89% (Amber RAG rating) and only just missing the target by one percentage point. The service continues to experience higher than expected demand and **we continue to discuss and pilot strategies on how to improve performance at both the Contract Board and the Strategic Partnership Board.**

#### Public Enquiries reported online.

The total number of customer contacts regarding highway issues in Quarter 1 was down on last year's totals with 42,828 (compared to 53,506 for the same period last year). 22,929 of these were identified as faults requiring action by front line teams (compared to 26,348 for the same period last year) and whilst both are down on last year, they remain at expected volumes for a typical spring.

At the end of Quarter 1, there were 9,976 open enquiries (work in progress) resulting in a green RAG rating, which compares to 9,499 at the same time last year, reflecting the increased workload in several parts of the business. Overall workload has remained high through the last year and remains above expected levels.

Online fault reporting

Use of the online fault reporting tool remains high with 70% of all enquiries in Quarter 1 coming directly from the public via the tool (the same as in Quarter 1 last year). Work to encourage more online reporting has been ongoing for several years and we have seen an increased take up of over 20 percentage points when compared to the same quarter in 2019. This has also led to a 42% reduction in calls to the highway’s helpline over the same period.

Work on a new reporting tool (My Kent Highways) has been delayed and the Business Services Team continue to investigate alternative solutions with the H&T Director and our Cabinet Member.

Street Works

Pressure on the teams remains high with ongoing high levels of emergency works which impacts the team’s ability to coordinate effectively. The street works team have now digitized their Road Closure application process which will see improved processes and better reporting as well as the ability to get payment up front for some of our smaller works promoters / private works promoters.

**Road Safety**

The casualty figures for Quarter 1, show an overall decrease of 252 casualties compared to the same quarter the previous year and a decrease of 289 compared with the same quarter in 2019/20 (pre-pandemic). For those casualties that were killed or seriously injured (KSI), these were up by ten overall compared to the previous year and down by seven compared to the same quarter pre-pandemic.

Quarter 1											
2024/25				2023/24				2019/20			
Fatal	Serious	Slight	Total	Fatal	Serious	Slight	Total	Fatal	Serious	Slight	Total
9	197	672	878	5	191	934	1130	9	204	954	1167

Bikeability training across Kent is in high demand as we close the first quarter of delivery for the year. Adult Cycle training has increased its connections with the NHS and is now assisting the Active Travel Interventions Team working with the Maidstone and Tunbridge Wells Trust on increasing the number of staff cycling to its sites.

The Safer Active Journeys Team, are working with Living Streets to sign schools up to their [WOW Walk to School programme](#). WOW is a pupil-led initiative where children self-report how they get to school every day using the interactive WOW Travel Tracker. If they travel sustainably (walk, cycle or scoot) once a week for a month, they get rewarded with a badge. The number of live school crossing patrol (SCP) sites in March was 84 with 20 current vacancies out for recruitment. The team are focusing on ways to improve sites such as securing funding for upgrading to programmable school warning lights and also continuing to monitor our SCP sites to support wellbeing of our frontline staff and their working environment.

Work undertaken as part of the KCC Vision Zero programme supports the five elements of the Safe System:

- Safer Roads and Streets
- Safer Speeds
- Safer Behaviours
- Safer Vehicles
- Post Collision Response

Over the latest Quarter, Vision Zero Teams have delivered the following in support of these elements.

#### Safer Speeds and Enforcement

The trial temporary average speed system scheme at two sites has concluded its operations. We are now awaiting removal of the cameras from site and collection of a last piece of speed data, before a report into this trial is produced for KCC to consider whether it will continue.

With regard to safe fleets/driving, the team continued to provide minibus assessments for local schools, with a last-minute demand from schools in light of the summer break. 210 assessments were completed for the period April to end June.

Kent Police reviewed images collected in a recent trial of artificial intelligence technology to combat distracted driving offences, which concluded in the likelihood that this could be something to be used in the future for enforcement when processes and legislation allow.

#### Kent Driver Education

Client demand remains high and with better weather conditions demand on venues is also increasing. The KCC Monitors have been tasked with looking at some additional venues that will meet the UK Road Offender Education / National Driver Offender Retraining (UKROEd/NDORS) requirements across Kent. This will allow clients shorter travel distances when wishing to attend a venue in Kent.

- 1,120 courses were delivered in the first quarter of this year compared to 966 in the same period last year. Approximately 35k clients received courses across Kent last year. With demand increasing year-on-year, the forecast is for approximately 38k to be delivered across the whole of this year.
- Recruitment is going well and the team are currently arranging interviews for several trainers. This includes ADIs (Advance Driving Instructors) for the practical element of the Safe and Considerate Driving which will assist with the depletion of ADIs since COVID.

UKROEd Annual Provider Year Two Review was held on 28 June, and we now have the report which shows a very positive outcome.

The review was chaired by Alan Jones, UKROEd Head of Professional Standards and Licencing. Within the feedback he noted various good practices shown across the service delivery and stated that we (KCC) continually deliver consistently high standards.

## Safer Road Users

In Quarter 1, the Team delivered the following:

- 'Road Safety Club' intervention to 6,731 Primary School Pupils across 57 different schools.
- 52 primary schools attended 'Safety in Action' events across the county, with a projected 2,036 year six pupils receiving safety messages from a variety of agencies.
- 12 Secondary schools are currently piloting the new 'Distractions' Road Sense programme in Year 7, reaching 1,964 pupils during this quarter. Twelve secondary schools are piloting the new 'Good Decisions' Road sense programme for Year 9 pupils, reaching 1,827 pupils this quarter.
- 10 schools and colleges received Young Driver and Passenger courses reaching 867 young people.
- Three Mature driver presentations were delivered to 100 experienced drivers within Kent communities.
- Three Young rider sessions reached around 60 potential motorcyclists.

## **Crash Remedial Measures & Local Transport Plan (LTP)**

The 2024/25 Crash Remedial Measures (CRM) Cluster Site programme has now been set up with schemes being programmed for delivery throughout this financial year. These CRM schemes range from minor signing and lining improvements to junction redesigns. The schemes have been designed at specific locations around the County where engineering solutions have been assessed to be able to reduce risk of collisions occurring.

In addition to the Cluster Site programme, the Highway Improvements Team (HIT) are also carrying out analysis of routes and junctions that have been identified as 'high risk' by a series of factors that identify them as having a higher than 'normal' level of collisions compared with similar sites. Schemes are progressed through the design and associated engagement process for delivery next financial year. This cluster, junction and route review work forms a suite of Crash Remedial Measures (CRM) carried out by the authority in line with our Vision Zero approach.

The Highway Improvements Team (HIT) are also working with elected officials, members and parishes to assist them in delivering items that have been prioritised within their local Highway Improvement Plans. The HIT is currently tasking their small but focussed Community Engagement teams to support parishes in their efforts to realise highway improvements their communities are promoting. A high number of Parishes are now engaging with the HIT to develop their own prioritised Highways Improvement Plans.

The team have prepared a newsletter to go to all Parishes and this will be produced on a seasonal basis to seek to build upon our positive engagement with our parishes.

The team continue to support Speedwatch activity, school travel plans and business grants. The team have continued with regular dialogue to look at targeting their enforcement efforts based on representations received and also based on speed data we regularly collect.

The Active Travel team are continuing to work with the Member walking and cycling group and assist districts and boroughs with their walking and cycling plans to develop a Kent-wide Cycling and Walking Implementation Plan (KCWIP). An update on the KCWIP will be discussed at the September meeting of the Environment and Transport Committee. The team are continuing to deliver the remaining schemes funded under Tranches 2, 3 and 4 of the Active Travel Capital Grant Fund and the more recently funded Tranche 4e, where KCC was awarded funding to improve the much used Aylesford Towpath.

Active Travel England have granted us £1.2m revenue funding to support capability building activities that will enable authorities to undertake ambitious and inclusive active travel programmes. This fund is being used to support local district and borough plans but also to deliver training and education about safe active journeys for residents of Kent.

### **Traffic Management**

Work continues with preparations for undertaking enforcement of moving traffic offences. Whilst the previous issue with interfacing with the DVLA system has been resolved, with Kent allowed to proceed as a special case, this has delayed the start date. However, we are on track to get our first two enforcement sites operational in September, with some final technical hurdles to pass. Proposed enforcement locations are Beaver Road, Ashford and Sackville Crescent/Carlton Road, Ashford. Updates are posted on our Moving Traffic Enforcement consultation hub on the Let's Talk Kent consultation page.

The Network Innovation team are working on developing Kent's strategy for the delivery of on-street charging infrastructure. Following our Environment and Transport Cabinet Committee approval to proceed, the team have been working through the extensive application process in order to secure over £12m capital funding from the Government's Local Electric Vehicle Infrastructure (LEVI). This will support the delivery of Electric Vehicle chargers for those residents without access to off-street parking and driveways. Our case was submitted on time, and we now await the outcome of our bid, expected in September/October, a little delay following the general election.

### **Local Growth Fund (LGF) Transport Capital Projects**

Through SELEP, KCC is managing £128m of Government funding from rounds 1 to 3 of the LGF. There are currently two high risk projects, Sturry Link Road and the Maidstone Integrated Transport Package. For Sturry Link Road project, the design and build contract has been signed and the contractor is progressing with the detail design. For Maidstone ITP, construction commenced on the Coldharbour Roundabout in February, and the scheme is likely to complete in December 2024.

### **Transport Strategy**

#### Bus Service Improvement Plan (BSIP)

During Quarter 1, the team prepared a refresh of the BSIP, in line with the requirements set out by the Department for Transport. The refresh included a review of work done to date on implementation of BSIP initiatives and also included an indicative table of initiatives, which Kent would seek to implement, should there be any further funding post March 2025. The process of refresh also included taking the revised document through the key decision process at Environment and Transport Cabinet Committee. Submission of the revised BSIP to DfT released BSIP Tranche 2 funding of £18m to Kent, which is now in our accounts.

#### Bus Connectivity Assessment

In addition to the BSIP refresh, the team completed a large-scale data request from the DfT, in respect to bus network size, scope, operational delivery and identifying network gaps.

#### Kent Travel Saver - 2024/25

The application window for the 2024/25 academic year opened on 10 June, once again making use of our revised digital platform. The digital application platform allows the application window, for guaranteed delivery of a pass for the start of September, to remain open longer and for replacement passes to be delivered more quickly.

#### **Kent Country Parks (KCP)**

Despite a wet spring and a slight dip in visitor numbers Parks have stayed on target regarding income generation and habitat management. Visitor Services and Education teams have delivered 35 events, seeing 2,200 attendees and 36 schools visit with 2,033 children attending. We had our open days at Shorne in May and Lullingstone in June. Our second Farming in Protected Landscapes (FIPL) project is underway at Brockhill with the first Quarter delivering 24 free school visits including 20 free coach trips and an additional 12 visits to Lullingstone, Trosley and Shorne.

Eight of our sites have retained the Green Flag award for parks. The grazing projects across six sites has helped to manage the grassland habitats during the wet and warm weather which has led to exceptional growth. Veteran tree monitoring works have commenced at Lullingstone and Shorne Woods. 10 fishing swims have been replaced at Shorne Woods Country Park on the public fishing lakes. At Shorne Woods work continues with partners towards the formation of a Super National Nature Reserve in North Kent and at Lullingstone the parks are working with local partners within the Darent Nature Partnership as part of a DEFRA landscape recovery pilot scheme. New heritage interpretation panels have been installed at Shorne Woods funded by Highways England.

#### **Kent Countryside Management Partnerships (CMPs)**

Kent CMPs continue to deliver valuable volunteering and training opportunities across Kent & Bexley as well as numerous community and habitat projects with partner organisations and funders. Some Quarter 1 highlights include a Colyer Fergusson grant to deliver Forest Time; a therapeutic forest school programme, with disadvantaged children and families in the Tunbridge Wells area. Free species ID training workshops for volunteers to help encourage more community members to monitor wildlife in their local greenspaces. Kent Stour Country Partnership are being commissioned to oversee the management of Hambrook Marshes Nature Reserve on behalf of Love Hambrook Marshes trustees. This compliments the six sites that they warden for Canterbury City Council. The Our Stour Officer delivered 10 events with 9 schools on river Aqualab educational activities. CMPs and KCP will be partners in delivering HAF (Holiday Activities Fund) for KCC over the summer school holidays.

#### **Resource Management & Circular Economy**

The KPI target on diversion of waste from landfill continues to be met, with 99.4% of waste over the last 12 months being recycled, composted, or used for energy generation. The total volume of waste collected over the previous 12 months has increased, mostly due to increased volumes at HWRCs, but remains within expectations overall. Kerbside waste volumes are 8% above pre-pandemic levels with HWRC volumes increasing, but still 29% below pre-pandemic. The total volume of waste collected is similar to pre-pandemic levels.



## **Energy and Climate Change**

The greenhouse gas emission target for Quarter 4, 2023/24 was been met with a total of 11,251 tonnes of greenhouse gas emissions compared with the target of 11,907. Energy consumption has reduced significantly from our KCC estate and traded services in the last two quarters. Electricity generated by KCC's Bowerhouse II, and Kings Hill solar farms are having a very positive impact on offsetting KCC's emissions and overall emissions currently remain ahead of the target. Solar PV generation for 2023/24 is approximately twice the emissions offset when compared to 2022/23. KCC and our traded companies still need to continue to progress the reduction of estate and vehicle emissions to ensure we remain on track to meet our Net Zero 2030 target.

The Solar Together Kent collective-buying initiative is run by iChoosr and promoted by all Kent District Councils, Medway Council and Kent County Council. The latest promotional campaign, from April until October 2024, including the delivery period, has so far seen over 3,200 Kent residents register their interest. 420 in-person home surveys have been conducted, with over 100 installations of Solar PV and battery storage already complete. In the first year after installation, these systems are estimated to help households avoid approximately 90 tonnes CO<sub>2</sub>e, with an expected system lifetime of around 25 years.

Overall, the initiative has facilitated over 3,000 installations since 2020, leveraging more than £27m of resident investment in renewable energy across Kent. In the first year after each installation since 2020, these Solar PV systems are estimated to help households avoid over 3,000 tonnes CO<sub>2</sub>e in total, with an expected system lifetime of around 25 years.

## **Natural Environment and Coast**

### Kent & Medway Local Nature Recovery Strategy (LNRS)

Development of the LNRS continues as scheduled with the following delivered this Quarter:

- Finalisation of the draft LNRS priorities shortlist.
- Dedicated coastal and marine workshop to consider priorities and measures.
- Three 'priorities shortlisting' stakeholder workshops held in May, attended by 82 people, representing 54 different organisations, bodies and businesses.
- Four 'potential measures' stakeholder workshops held in May, attended by 137 stakeholders, representing 95 different organisations, bodies and businesses.
- Online "Priorities for nature" mapping tool developed and launched, for stakeholders and the Kent public to let the project know what they'd like to see happening for nature, and where, in Kent.
- Ongoing work for the project includes development of the strategy area description, review of all Kent local plans, priority species and communications via newsletters, social media and meeting/event attendance.
- Focused stakeholder engagement activities continue, targeted at: landowners and farmers; unitary, borough, district, parish and town councils; river and freshwater stakeholders; and coastal and marine stakeholders. Dedicated engagement of landowners and farmers has proved successful and led to a higher attendance from this sector at the workshops.

All project outputs and further information can be found at [www.makingspacefornature.org.uk](http://www.makingspacefornature.org.uk)

### Biodiversity Net Gain

From April, biodiversity net gain (BNG) became mandatory for all developments, extending the requirement from major developments to small sites as well (subject to specific exemptions). Work to support the county's planning authorities has continued this period, including training sessions and weekly "surgeries" for planning officers. Training also commenced for planning committee members.

The dedicated online platform for BNG has been further developed with more detailed information on BNG. A biodiversity net gain statement has also been developed to guide applicants through the information requirements for BNG.

All BNG resources can be found at [Biodiversity Net Gain for Kent and Medway | Making Space For Nature Kent](#)

The ecological advice service continues to provide support to all Local Planning Authorities on their development management, with advice increasingly required in respect of BNG following the extension of requirements to all sites.

### Plan Tree

In April, Plan Tree planted 40 fruit trees from the National Fruit Collection at two primary schools, a SEND learning centre, and a community kitchen garden. An additional 14 sites have been confirmed with procurement in progress to plant 11,000 Whips (1-year old saplings) from October to November to complete our commitments under Local Authority Treescape Fund (LATF) round 3.

In May, we hosted the second meeting of the Elm Heritage Kent group to develop planting strategies with representatives from Forest Research, Natural England, Forestry Commission, Making Space for Nature, Butterfly Conservation, Countryside Management Partnerships, Essex County Council, Tonbridge and Malling Borough Council, Tree Wardens, Kent and East Sussex Railway, Farmer Clusters and the Lees Court Estate.

Plan Tree joined forces with Butterfly Conservation to encourage people to record their sightings of the rare white-letter hairstreak butterfly. The records will steer efforts to reintroduce disease resistant elm cultivars across Kent.

Forestry Commission have conditionally approved our bid application to round 4 of the (LATF). We doubled our annual bid, now £300k for this year's planting season (ending March 2025):

- 230 Standards
- 400 Dutch-elm resistant Feathers (young trees)
- 13,000 Whips
- Three years maintenance, plus, other capital items.

### **Explore Kent**

Explore Kent's digital channels from April-June 2024 saw strong engagement with over 22,640 followers on X, over 6,800 followers on [Instagram](#) (286 new followers), and over 11,200 followers on [Facebook](#) (219 new followers). Explore Kent launched their [LinkedIn](#) channel, receiving 130 followers and their [TikTok](#) page with 128 new followers. Our website [ExploreKent.org](#) had a total of 95,000 visitors and 15,617 of our route guides were downloaded.

In April, Explore Kent coordinated the Green Social Prescribing Network. Drawing together partners from health, social prescribing and providers of green space,

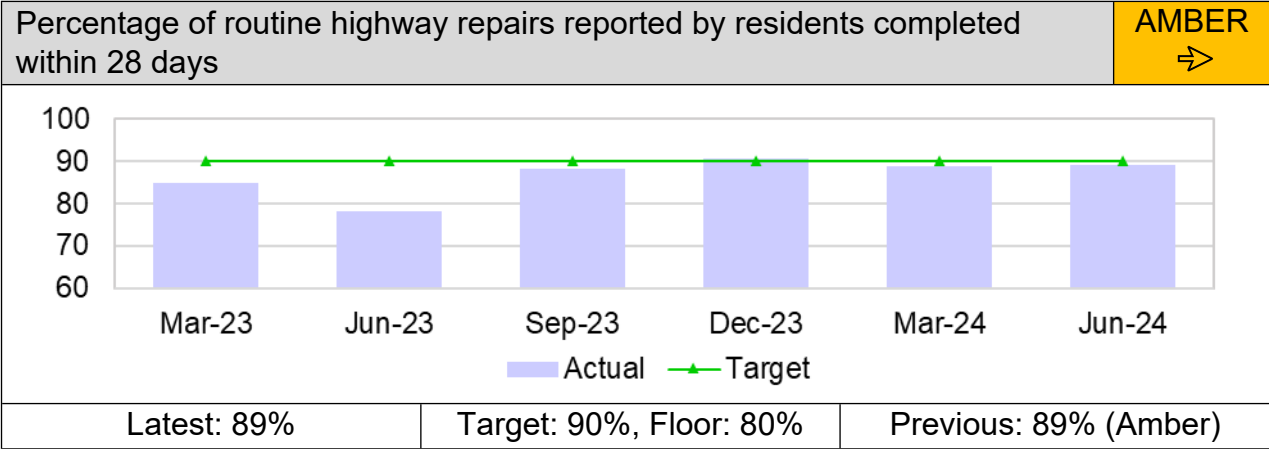
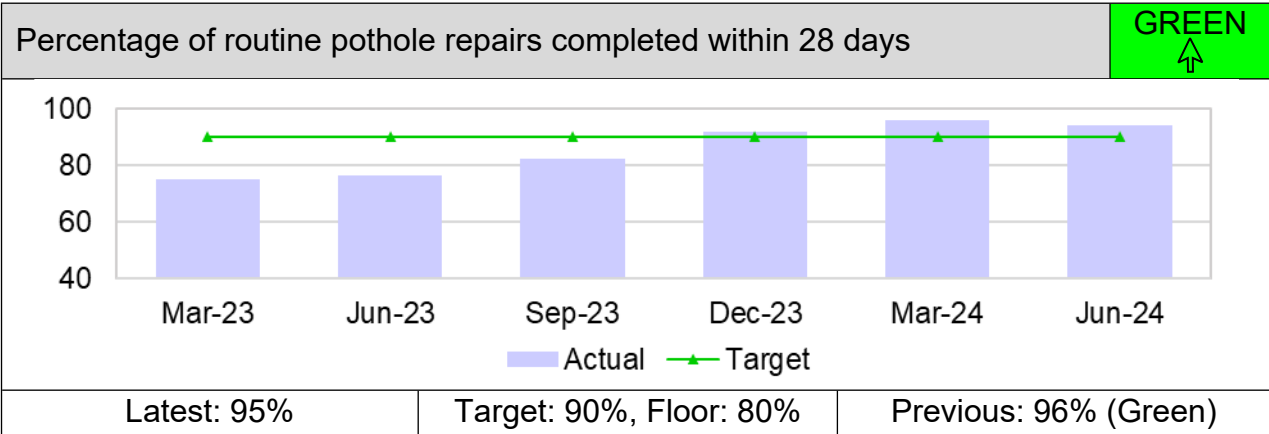
interested in developing green social prescribing initiatives across the county. Around 40 partners were represented at the network. The priority work strands are Mapping and Increasing Opportunities, Accessing Funding, Training and Capacity Funding and Providing Clear Referral Pathways.

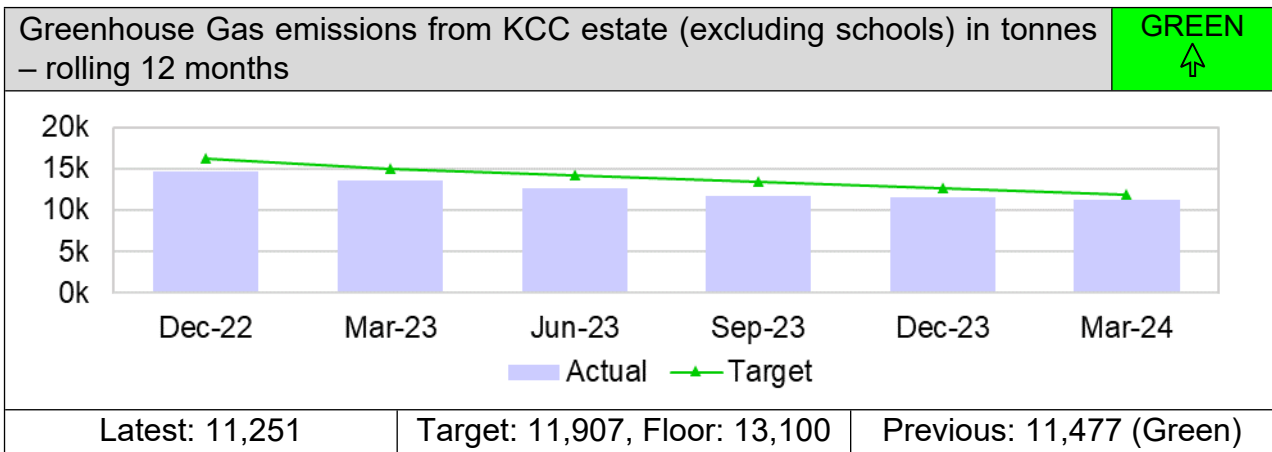
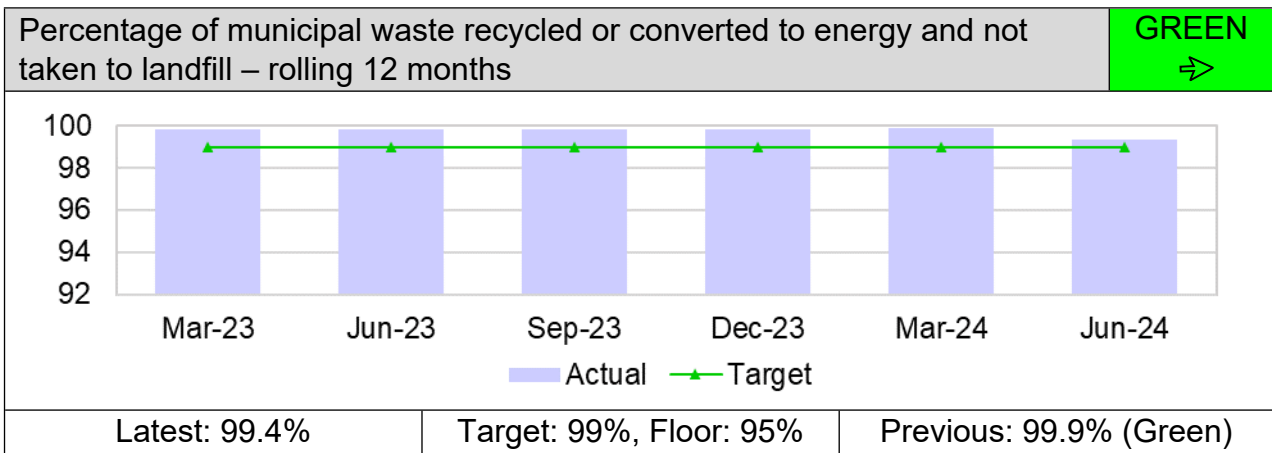
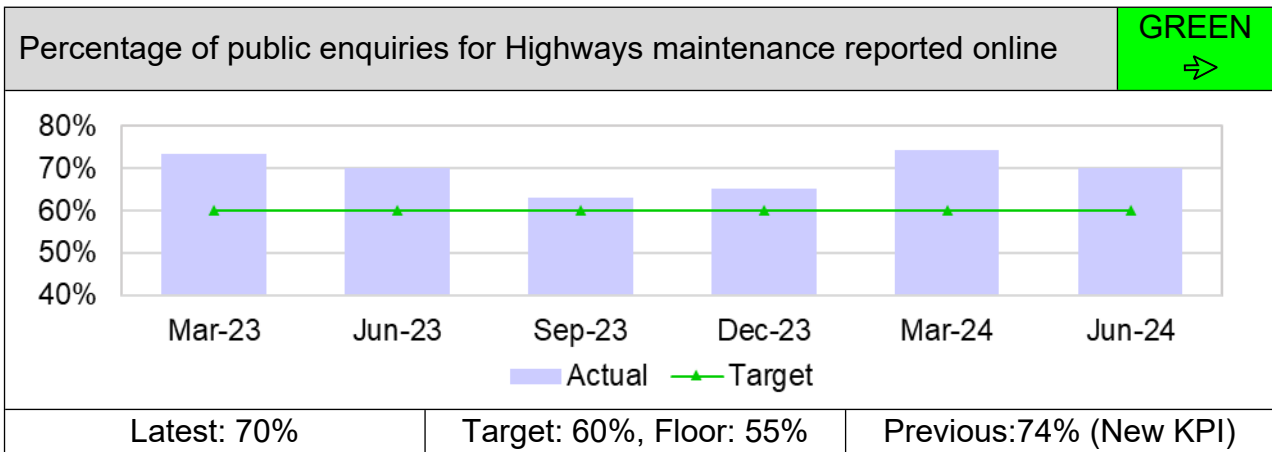
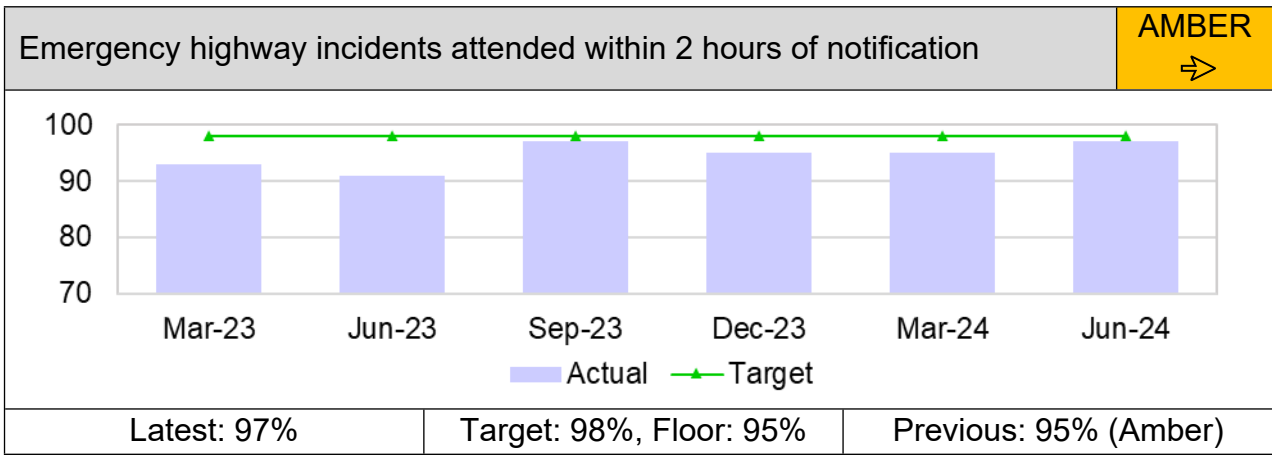
We brought together our partners for 'Female Ranger Week', creating videos from staff in [Kent Country Parks](#), [Leybourne Lakes Country Park](#), [Bewl Water](#) and [Kent Wildlife Trust](#).

To promote walking and wheeling for short journeys. Explore Kent, the Active Travel Team and partners supported the film production of the influencer, [Liu Batchelor](#). The resulting videos were promoted on [Explore Kent's channels](#), Liu's LinkedIn and social media channels and Kent Connected. Explore Kent used this for promotional material on the Kent Online's website and social media channels, which performed well for all demographics.

In May, Explore Kent launched their '[Summer of Cycling](#)' campaign, collaborating with [Greener Kent](#), to promote cycling and active travel throughout the season. As well as launching this campaign during *Bike Week*, we also launched our [Junior Cycle Challenge](#) in June, encouraging children to cycle 5,8 or 10km to receive a certificate. Initial interest includes 292 page views, and over 20 participants.

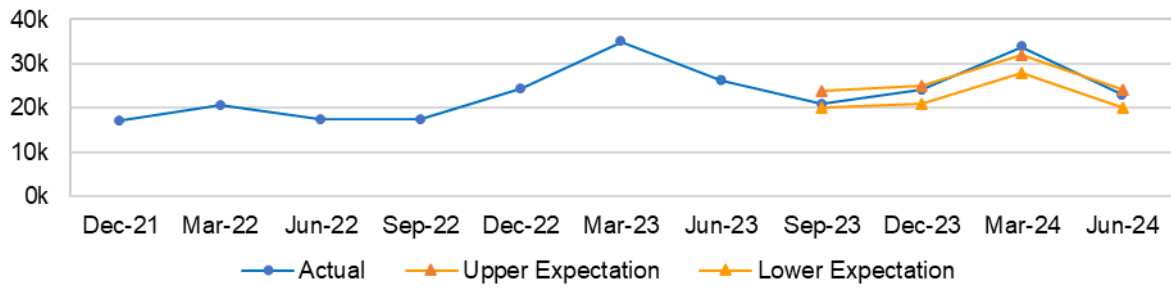
**Key Performance Indicators**



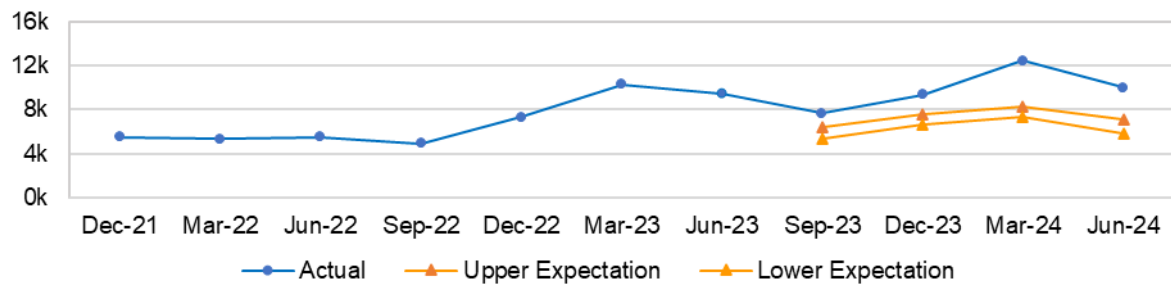


## Activity indicators

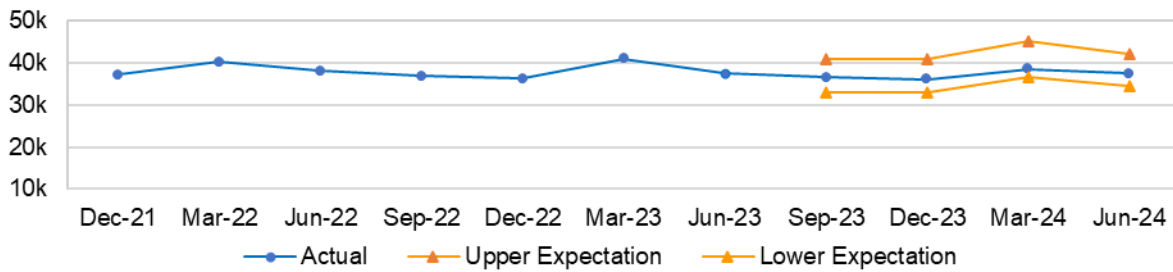
### Number of Highways enquiries raised for action – by Quarter



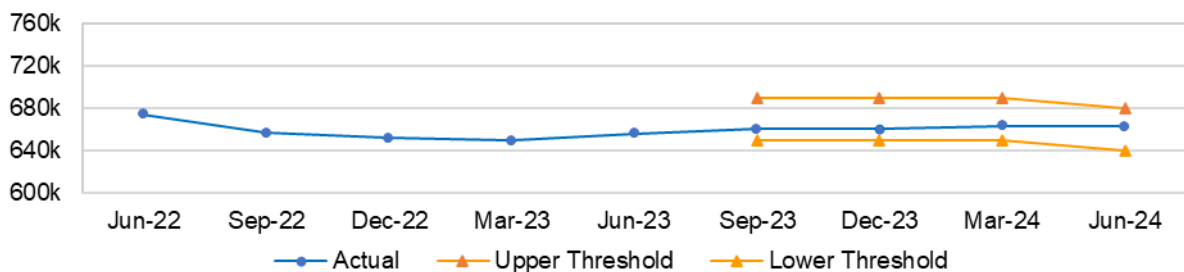
### Highways Work in Progress (active enquires/jobs)



### Number of street work permit requests



### Total municipal waste tonnage collected – rolling 12 months



## Children, Young People and Education (*Education and Skills*)

<b>Cabinet Members</b>	Rory Love, Sue Chandler
<b>Corporate Director</b>	Sarah Hammond

KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
	3	2	2	3	2	2

### Schools

Based on the inspection data as at the 30 June 2024, 92% of schools in Kent (544 of the 593) were Good or Outstanding, compared to the national figure of 90%. The percentage of Primary schools judged as Good or Outstanding at 92% is slightly higher than national figure of 91%. 88% of Secondary schools were judged to be Good or Outstanding which compares favourably to 84% nationally. The percentage for Special schools, at 92%, was two percentage points higher than the national position. Five out of six Alternative Provision schools were good or outstanding (87% nationally).

Key issues from inspections of primary schools include, whether there are suitable adjustments in place to enable all pupils to access knowledge across the wider curriculum, whether lesson design will deliver the planned intent and whether continuous provision in Early Years supports children in moving their learning forward. Areas for improvement identified in secondary school inspection reports include, consistency of teaching approaches (particularly identification of misconceptions), and confidence in managing challenging behaviour. The Education People (TEP) briefings continue to provide regular updates and advice to school leaders in these areas, whilst signposting support and guidance.

This term's TEP headteacher briefings covered a range of issues including changes to the implementation of the inspection framework, the SEND core offer and mainstream core standards, wrap-around childcare in schools, SEMH in classrooms, and safeguarding.

### Early Years

The latest inspection data for the percentage of Early Years settings rated Good or Outstanding is 99% (530 settings out of 535), one percentage point above the target and two percentage points higher than the national average of 97%.

For early years group settings, The Education People (TEP) continues to support all good and outstanding settings through Annual Conversations but prioritises those due an Ofsted inspection to assist them in retaining a Good or better Ofsted judgement, making clear recommendations where appropriate and offering the 'Securing Good' programme to those in their inspection and not meeting at least Good Ofsted grade descriptors. Settings with a Requires Improvement or Inadequate judgement receive targeted and bespoke support, with support for plans of action and follow up visits as required. New settings are also offered support in readiness for first inspection. The percentage of all providers deemed by Ofsted to be good or outstanding continues to be very high, as evidenced by the figures.

In the 2024 Summer term, the take up of Free for Two claims against those potentially eligible on the Department for Work and Pensions (DWP) list was 67.5% with 2,772 children being funded. Last year the take-up figures for Summer 2023 were 65.2%.

Established and regular communications and interactions with the Early Years and Childcare Sector continue, including quarterly meetings with the Provider Association, the scheduled termly (six times annually) generic Early Years and Childcare Bulletin, with communications in between these being sent when appropriate and necessary with ongoing contact with individual providers as required. Three times annually, a county-wide round of Briefing and Networking Sessions are offered. The Early Years and Childcare Service's Threads of Success training offer continues to be delivered principally on virtual platforms, as recruitment and retention challenges continue to make it very difficult for providers to attend face-to-face training, even when this is funded and therefore free for providers to attend.

The Early Years and Childcare Service, working in partnership with KCC Management Information (MI) and Finance, continue to implement the Government's New Free Entitlements and Wraparound Provision initiatives. As at the end of June, 5,492 codes had been issued to working parents of 9 month to two-year-olds, of which, 1,330 have been validated<sup>1</sup> by KCC, meaning a validation rate of 24%, which is above the national figure of 16%.

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

Based on the rolling 12-month average to June 2024, 14% of Education, Health, and Care Plans (EHCPs) were issued within 20 weeks excluding exceptions (422 out of 2,942). In the single month of June, 90 plans (32%) were issued within timescale. The percentage of annual EHCP reviews waiting over 12 months is 39%, eleven percentage points better than the target of 50%.

Previous reports have highlighted that the strategic approach to stabilising the EHCP assessment process would temporarily suppress improvement in 20-week percentage outcomes, but that this would be a short-term measure, with a significant shift as the plan took effect. Historic failure under the old team structure to finalise assessment decisions for all necessary pupils resulted in assessment teams carrying around double the expected workload, with a much larger proportion of outdated assessments being left incomplete. As work focussed on clearing these backlogs, while also ensuring that new backlogs did not develop, every case completed on time was masked by numerous older cases, which dragged KPI levels down in spite of the focus being more beneficial to pupils in the system. The overall impact was that while team output nearly tripled over the last year, 20-week percentages remained stubbornly low.

By the end of June, assessment teams had cleared all historic backlogs, with no cases over 40 weeks old. This compared to the longest overdue case in the preceding year of 119 weeks.

Members will note that The impact of this work is now starting to be seen in the 20-week KPI, with 32% of cases being completed on time in June. This has continued to improve rapidly since the end of June. As a result, the rolling yearly average is expected to follow a similar improvement, with target KPIs expected to be exceeded within a year.

The Percentage of pupils with EHCPs being placed in independent or out of county special schools is now at 10.6%, which is just 0.1 percentage point above the floor standard, and the lowest figure since December 2022.

---

<sup>1</sup> Validation is required before free childcare can be accessed.





## **Wider Early Help**

105 pupils were permanently excluded during the rolling 12-month period to June 2024, which equates to 0.04% of the school population. The latest figure has seen no change on the rolling 12-month period to March 2024. 24 were issued to 'primary' phase pupils and 81 to 'secondary' phase pupils. The current level of pupils excluded is comparable with the rolling 12-month period to June 2015 (104 pupils – 0.05% of the school population), with the vast majority being in the Secondary phase. Dartford district accounted for 20 of the 105 pupils excluded across the County, jointly followed with 14 in Maidstone and Sevenoaks districts for the rolling 12-month period to June 2024.

Kent remains well below both national and southeast region data when comparing the 2022/23 academic year data. For attendance, the improvement in both primary and secondary schools has continued with the Autumn 23/Spring 24 data, showing total absence has improved by 0.5% and persistent absence by 2.5%.

Work continues within KCC to drive inclusion in school and reduce suspensions and permanent exclusions (and increase attendance), including CATIE (Countywide Approach to Inclusive Education) which uses an inclusive leadership programme, core training offer, whole school nurture approach provided by Nurture UK, and Special School outreach work delivered by the Specialist Teaching and Learning Service (STLS) and Local Inclusion Forum Team (LIFT).

The PRU, Inclusion and Attendance Service (PIAS) will be renamed the Kent PRU and Attendance Service (KPAS) from September 1<sup>st</sup>. This change is so the service can realign its responsibilities to meet the demands of the 'Working together to improve school attendance' guidance that becomes statutory in August. Recently updated changes to the guidance includes schools needing to notify local authorities of children who have 10+ days of consecutive unauthorised absence as well as those who are absent due to illness for 15+ days over the whole academic year.

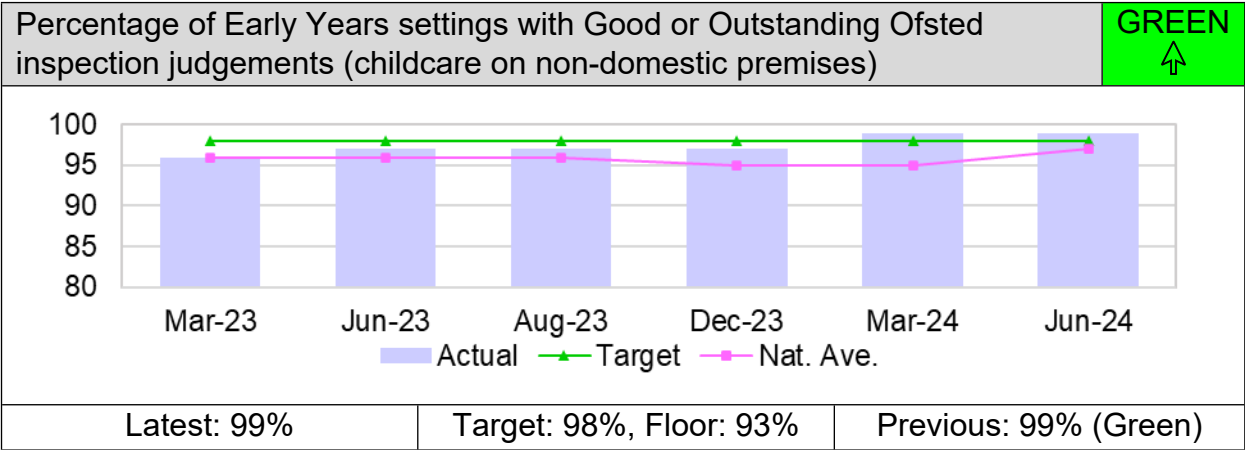
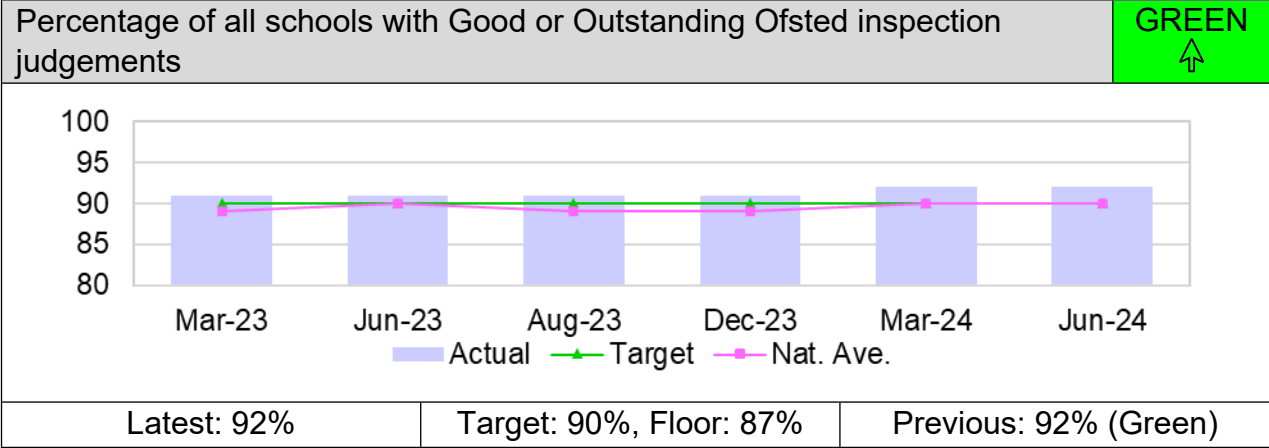
Work also continues on, ensuring common themes are identified and additional processes developed to support schools to ensure all interventions are exhausted, and exclusion remains a last resort as detailed in the Department for Education guidance on suspensions and exclusions issued in September 2023. This includes the development of practices such as an inclusion intervention checklist, the appropriate use of directions off-site (alternative provision) and using inclusion champions to support schools. KPAS will continue to provide regular training to governing boards and academy trustees across the county's schools to ensure all cases of permanent exclusion are thoroughly scrutinised as well as promote the use of timely data to address cases where suspensions are occurring on a regular basis.

The KPI measuring First-Time Entrants to the Youth Justice System has changed from the number of first-time entrants to a rate per 100,000 to allow for comparison with national data. In Kent in June, the rate was 205 (rolling 12-month figure) which equates to 325 young people; this does not meet the target of 180 per 100,000 and is RAG-rated Amber.

Due to Youth Justice services nationally still getting to grips with accuracy and timeliness of first-time entrants' data, we are instructed by the national Youth Justice Board not to compare our performance against national data, with any confidence in the accuracy. However, the Kent partnership have remained focussed on the reduction of first-time entrants into the youth justice system. We have continued to see an increasing use of the diversionary Outcome 22 by the Police. This intervention offers whole-family, holistic and needs-led diversionary intervention, predominantly by Adolescent Early Help.

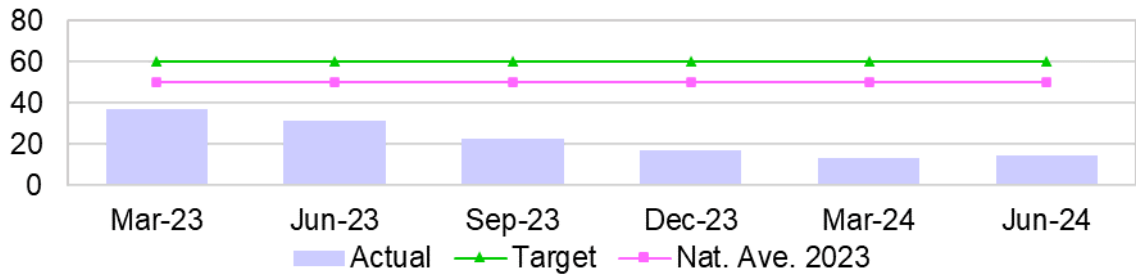
Kent continues to deliver the 'Turn around' intervention programme to promote a suitable education, training or employment offer for children on the cusp of entering the young justice system. Nationally, the criteria has been made more flexible, to allow Turnaround to work with children who are also open to children's social services as a 'child in need'. This has resulted in Turnaround having its most successful quarter to date, with 33 additional children proceeding to intervention in the quarter. Out of a total Turnaround cohort of 106 children, 97 have not been known to re-offend, eight have had a pre-court outcome, and one has been charged with an offence.

**Key Performance Indicators**



Percentage of Education, Health, and Care Plans (EHCPs) issued within 20 weeks – rolling 12 months

**RED**  
↓



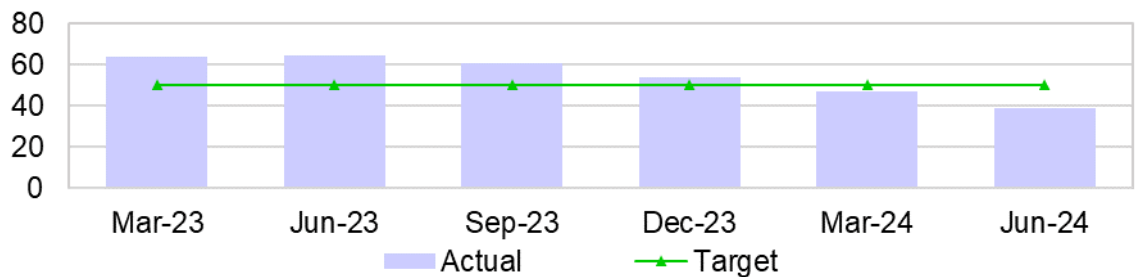
Latest: 14%

Target: 60%, Floor: 55%

Previous: 13% (Red)

Percentage of annual EHCP reviews waiting over 12 months

**GREEN**  
↑



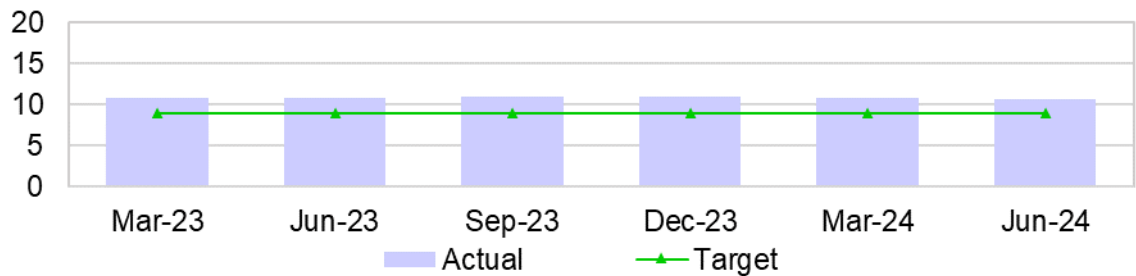
Latest: 39%

Target: 50%, Floor: 60%

Previous: 47% (Green)

Percentage of pupils (with EHCP's) being placed in independent or out of county special schools

**RED**  
⇒



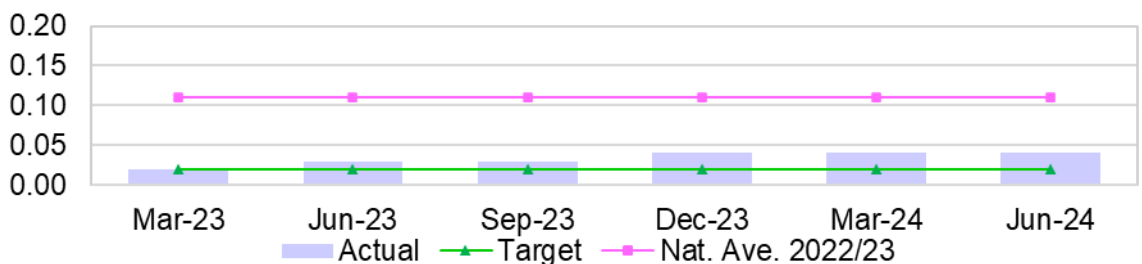
Latest: 10.6%

Target: 9.0%, Floor: 10.5%

Previous: 10.8% (Red)

Percentage of pupils permanently excluded from school – rolling 12 months

**AMBER**  
↓



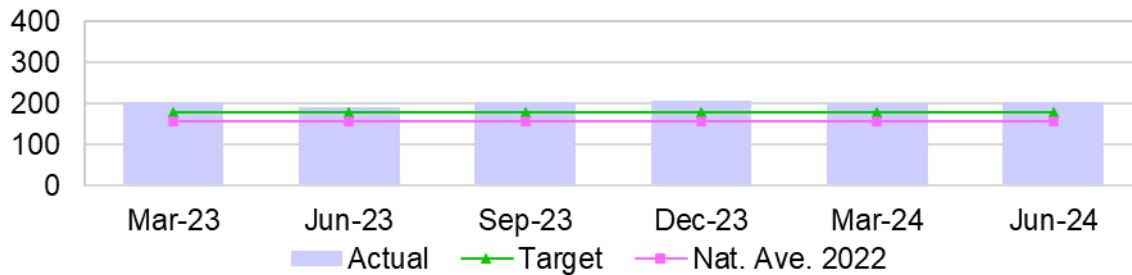
Latest: 0.04%

Target: 0.02%, Floor: 0.04%

Previous: 0.04% (Amber)

Rate of first-time entrants to youth justice system per 100,000 (aged 10-17) – rolling 12 months

AMBER  
⇒



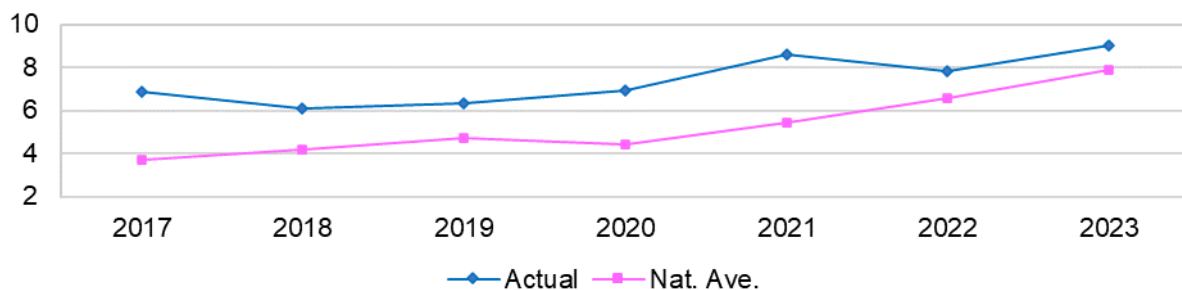
Latest: 205

Target: 180 Floor: 240

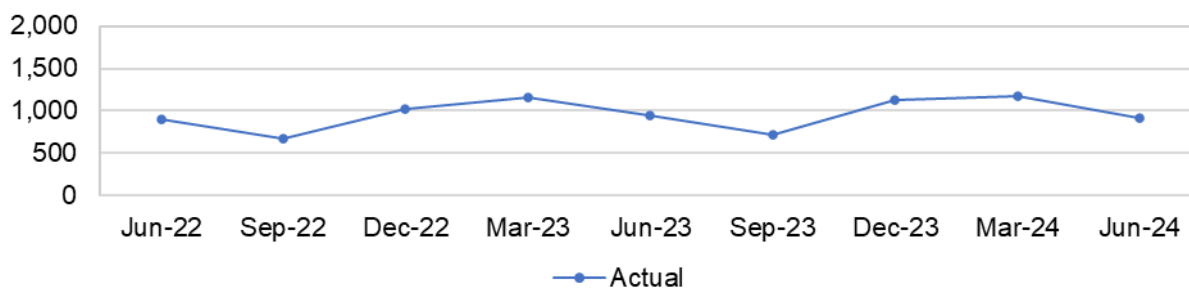
Previous: 202 (New KPI)

Activity indicators

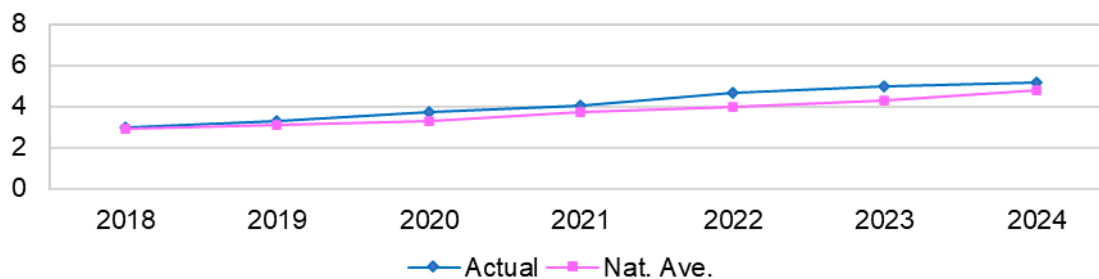
Number of initial requests for statutory assessment (for an EHC plan) per 1,000 population



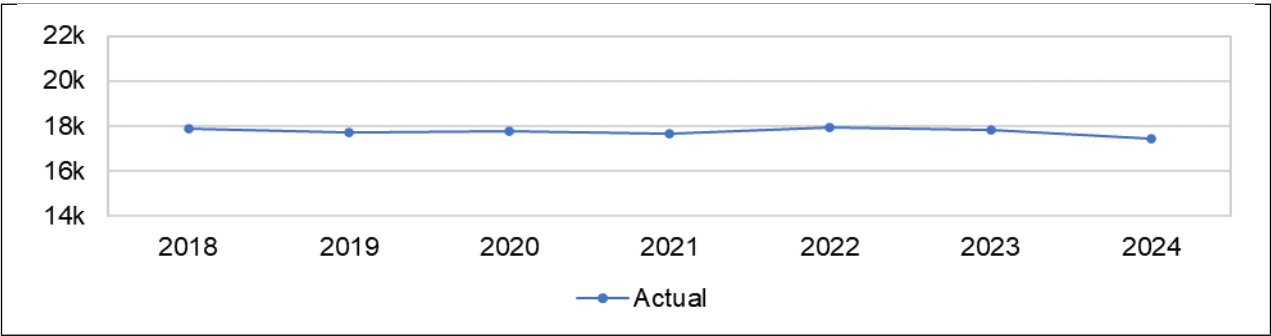
Number of initial requests for statutory assessment for an EHC plan (Quarterly)



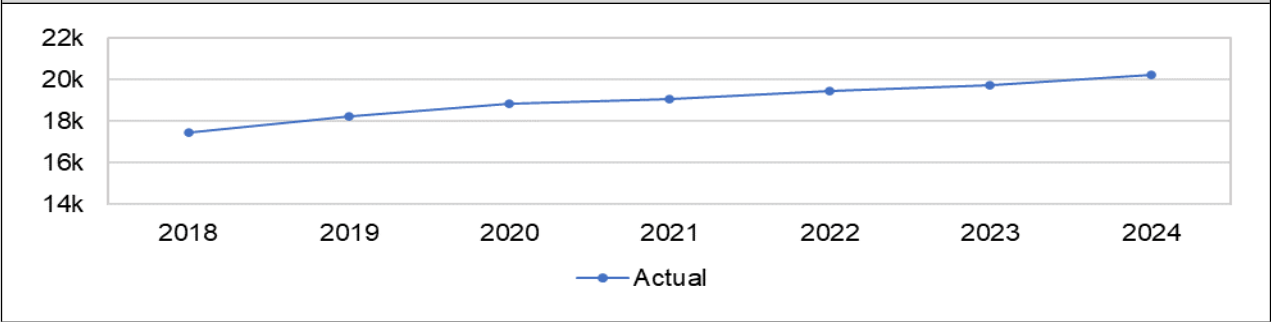
Percentage of pupils with an EHCP



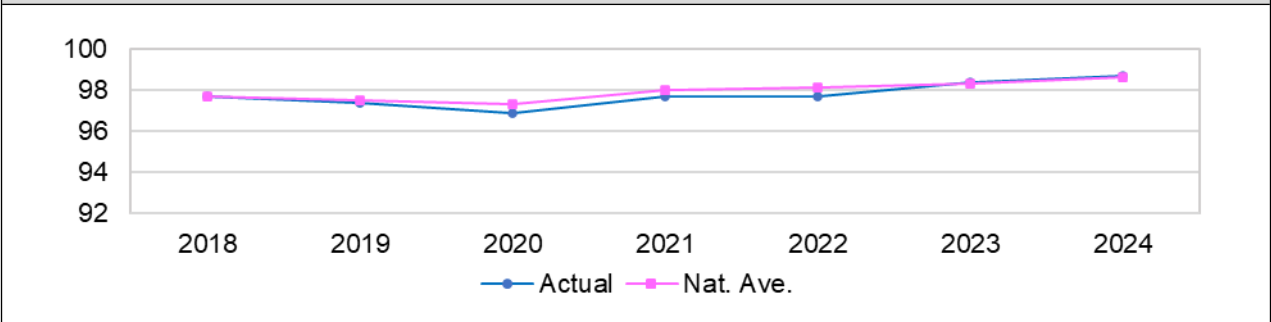
Number of pupils in Reception year (Kent state funded schools)



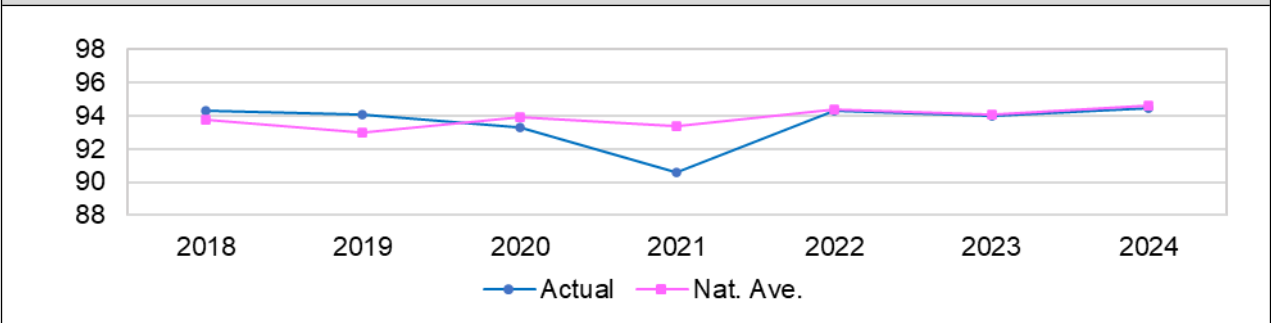
Number of pupils in Year 7 (Kent state funded schools)



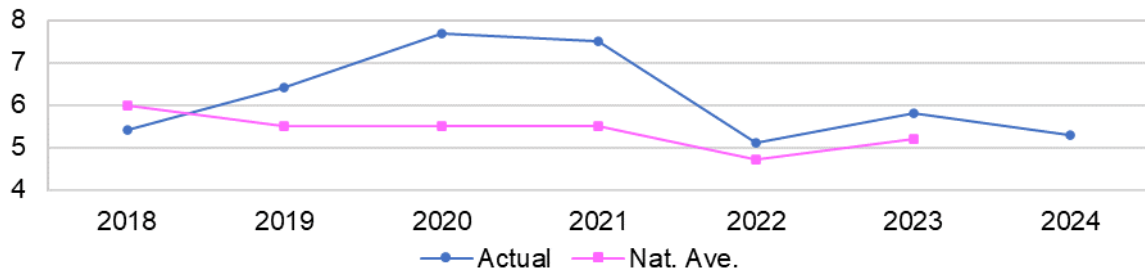
Percentage of Primary school applicants offered one of top three preferences



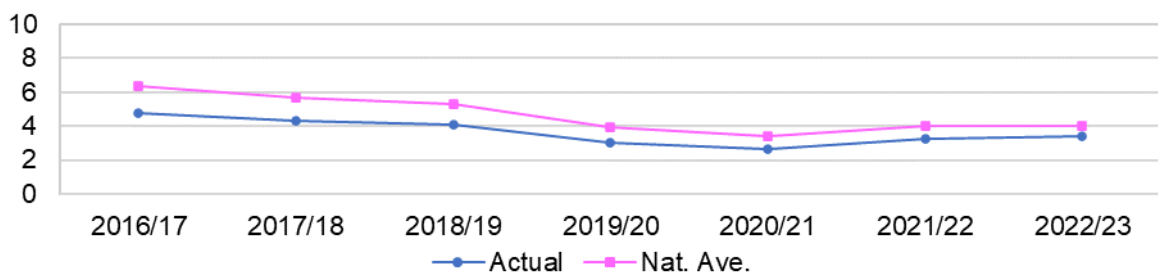
Percentage of Secondary school applicants offered one of top three preferences



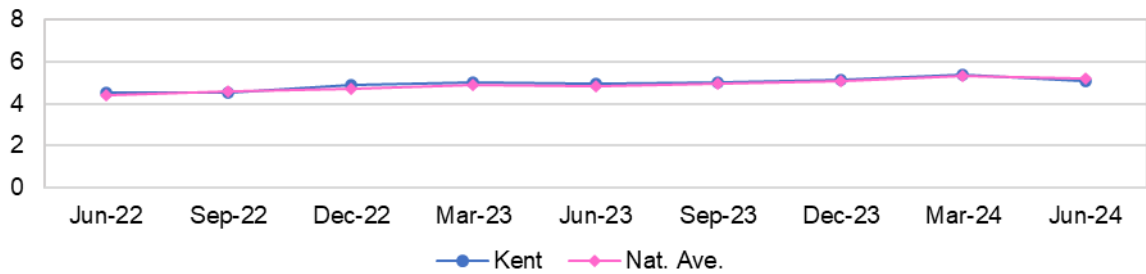
Percentage of 16-17 years olds Not in Education, Employment or Training (NEETs) or whose activity is Not Known



Percentage of 16-18 year olds who start an apprenticeship



Percentage of 18-24 year olds claiming Universal Credit



## Children, Young People and Education (*Integrated Children's Services*)

<b>Cabinet Members</b>	Sue Chandler
<b>Corporate Director</b>	Sarah Hammond

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

### Early Help

At the end of June 2024, there were 2,532 family cases open to Early Help units, providing support for 5,114 children and young people under the age of 18. This is a 6.5% reduction in the number of families supported when compared to the end of the previous Quarter (2,709), and 5.8% fewer families than Quarter 1 last year (2,688).

The performance measure for 'Percentage of Early Help cases closed with outcomes achieved returning to Early Help or Children's Social Work teams within 3 months was 15.5% for the rolling 12 months to June 2024, an increase of 0.7% from the previous Quarter (14.8%) and just outside the target of 15.0%.

### Children's Social Care - Staffing and Caseloads

On 30<sup>th</sup> June 2024 the number of open cases (including those for care leavers above the age of 18) was 11,209, a reduction of 488 children and young people when compared to the end of the previous Quarter (11,697)

There were 5,924 referrals to children's social care services in the Quarter, a 4.3% reduction when compared to the previous Quarter (6,193) and 2.3% lower than Quarter 1 last year (6,061). The rate of re-referrals within 12 months for the 12 months to June 2024 was 23.1%, compared to 23.5% the previous Quarter, continuing to achieve the target of below 25.0%. This compares to the England average of 22.4% for 2022/23.

The percentage of case-holding social worker posts held by permanent qualified social workers employed by Kent County Council (71.8%) has decreased from 73.6% in March 2024, remaining below the floor standard of 75.0%. Excluding the UASC Service, which has a significant number of Agency staff, performance is 74.2%.

**Management actions being taken regarding the recruitment and retention of Social Workers include: the recruitment of newly qualified social workers, 40 of which are due to start in September 2024; a focus on reducing caseloads and administrative burdens to assist with the retention of social workers; and participation in the Frontline programme which funded 12 Social Work Apprenticeships along with Kent's own Step-up to Social Work Apprenticeship programme.**

The average caseload for Social Workers in Children's Social Work Teams was 21.9 cases in June 2024, above the target caseload of no more than 18 cases. This has reduced from an average of 25 cases at the end of Quarter 1 last year.

## Child Protection

On 30<sup>th</sup> June 2024, there were 1,129 children subject to a child protection plan, a reduction of 83 children from the end of the previous Quarter (1,212). The rate per 10,000 children (aged 0-17) was 33.6, which remains below the last published rate for England of 43.2 (31<sup>st</sup> March 2023). The percentage of children subject to a Child Protection Plan for a second or subsequent time decreased by 0.1 percentage point in the quarter, from 19.7% in March 2024 to 19.6% in June 2024. This is within the target range of between 17.5% and 22.5% and compares to an average for England of 23.6% (March 2023).

## Children in Care

The number of non-UASC children in care decreased by 16 in the Quarter to 1,444. The number of unaccompanied asylum-seeking children (UASC) in care decreased by 4 to 476, with some of these young people awaiting transfer to another local authority under the National Transfer Scheme. The number of children in care placed in Kent by other local authorities (OLA) increased by 4 children over the Quarter to 1,271.

Status	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24
Non-UASC	1,491	1,314	1,466	1,460	1,444
UASC	491	803	531	480	476
<b>Total</b>	<b>1,982</b>	<b>2,117</b>	<b>1,997</b>	<b>1,940</b>	<b>1,920</b>
<b>Gender</b>					
Male	1,296	1,514	1,329	1,273	1,266
Female	683	600	666	664	651
Non-binary	3	3	2	3	3
<b>Age Group</b>					
0 to 4	253	175	253	239	237
5 to 9	233	189	231	235	227
10 to 15	690	717	665	655	647
16 to 17	806	1,036	848	811	809
<b>Ethnicity</b>					
White	1,392	1,235	1,344	1,330	1,318
Mixed	104	99	109	112	106
Asian	31	26	23	26	26
Black	100	194	110	114	141
Other	355	563	411	358	329

The percentage of Children in Care (excluding UASC) placed in KCC in-house foster care or with family/friends has remained stable, 73.7% for the 12 months to June 2024, compared to 73.9% at the end of the previous quarter. This remains below the floor standard of 75.0%. **Performance against this measure is impacted by the availability of in-house foster placements, which is a national issue. Kent Fostering is part of a cluster of Local Authorities who received DfE funding to support a national approach to the recruitment and retention of Local Authority Foster Carers. A national recruitment hub Fostering South East launched on 8<sup>th</sup> July 2024, which will be followed by national recruitment activity, encouraging people to foster for their Local Authority. Additional DfE funding has been secured to develop the Mockingbird Scheme, which will be part of a support package to retain our existing foster carers. This is due to go live in November 2024.**



An additional performance measure regarding the number of fostering households has been added for this reporting year to reflect the priority of recruiting and retaining foster carers. As of 30th June 2024, there were 624 approved households and the target for this measure has been set at 700 households. **Actions being taken to increase the number of fostering households include increased information events, recruitment stands at large community events such as Canterbury, Gravesend and Medway PRIDE, specific campaigns using social media and use of the “refer a friend” payment, to encourage existing foster carers to support recruitment of family and friends to join Kent Fostering. Part of the recruitment strategy will be to look to our existing KCC staff group, to promote becoming a foster carer and completing the initial work on whether KCC can become a “Fostering Friendly” employer. The service is at the initial stages of developing a “Create a Room” project, to support existing approved foster carers to create an additional bedroom for fostering, through supporting either dividing an existing room, converting a garage or having a small extension or loft conversion.**

From 1st April 2024, Kinship assessment and support services were centralised, with both functions moving into the fostering service to improve the offer to all types of kinship carers including Special Guardians and Kinship (Connected Person) Foster Carers. The aim of the new service is to increase the numbers of children safely placed with family and friends within their community network and reduce those needing a mainstream in-house foster placement.

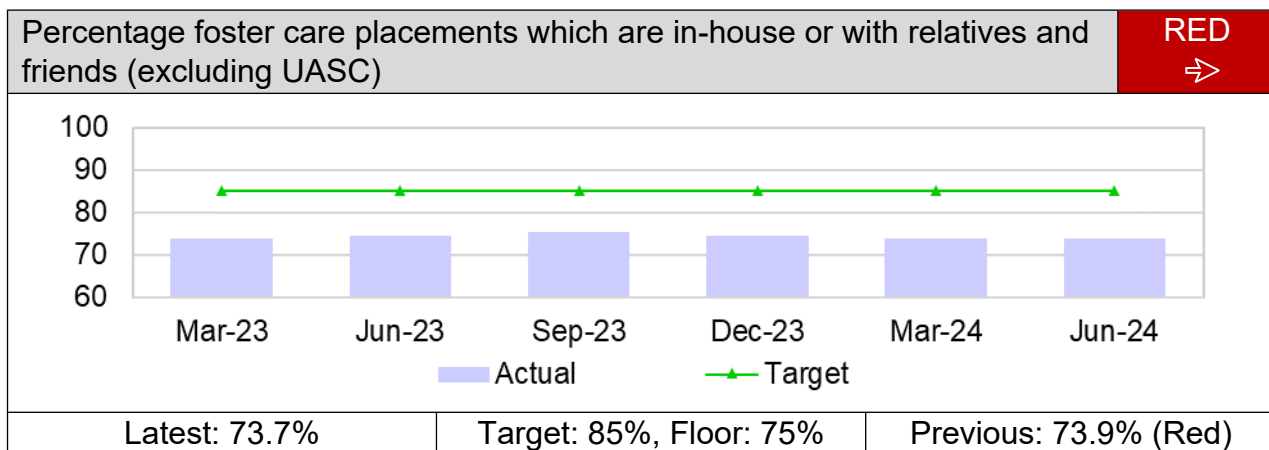
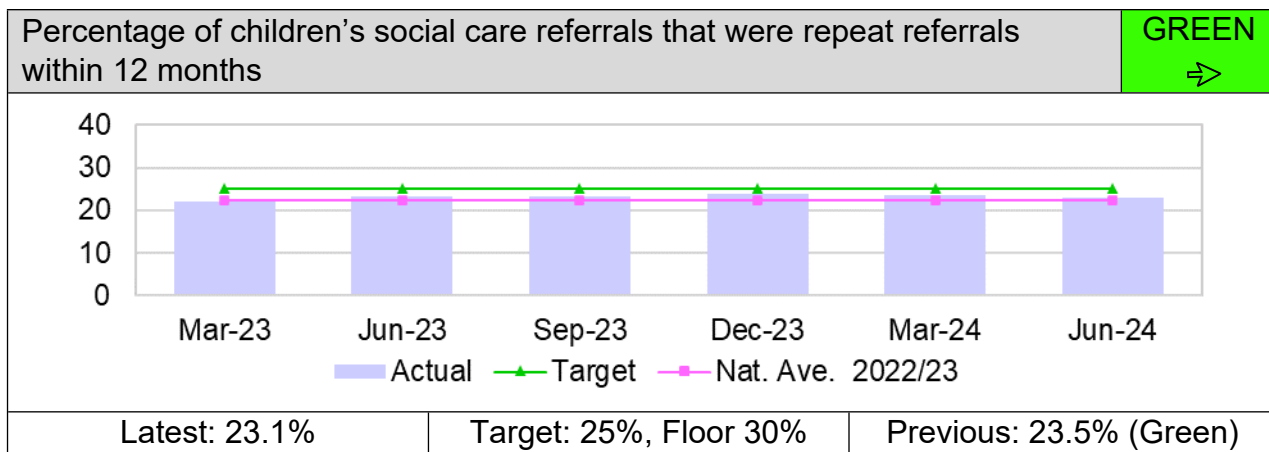
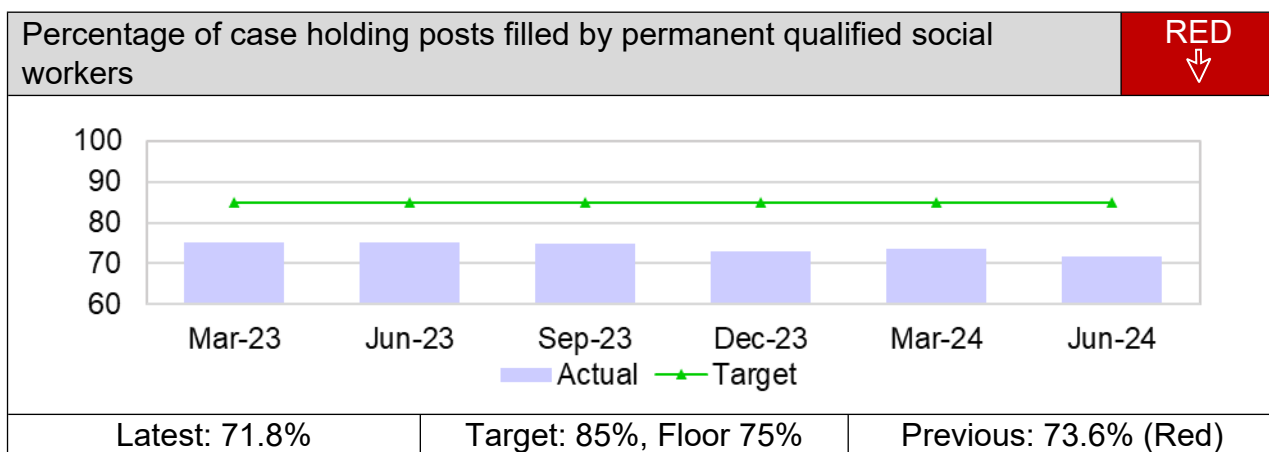
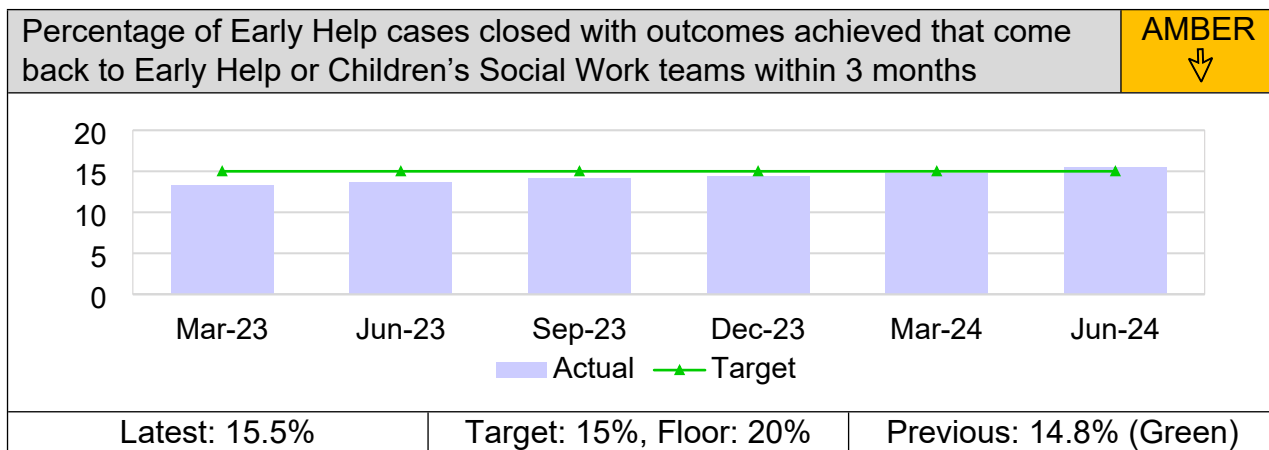
### **Care Leavers**

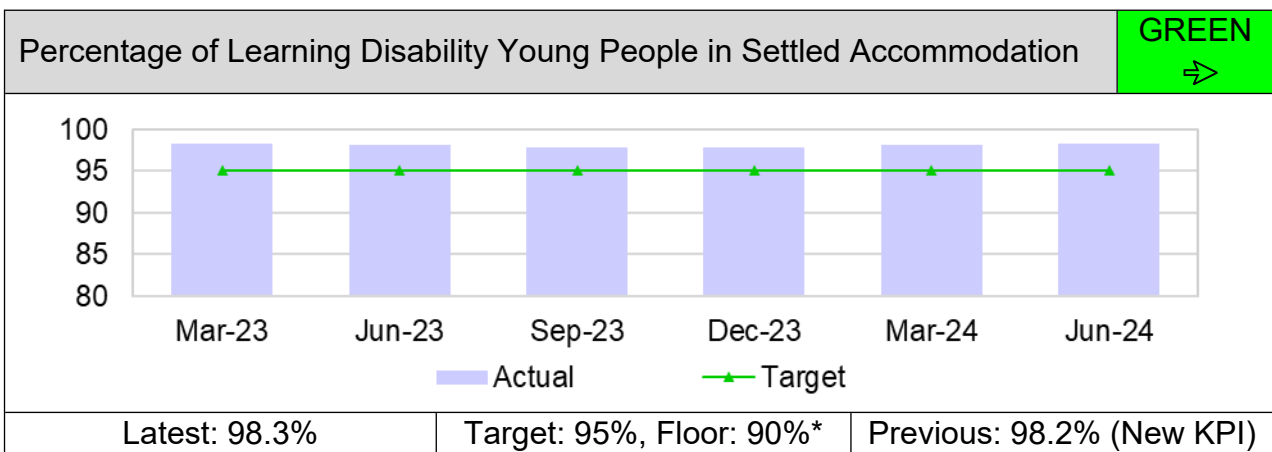
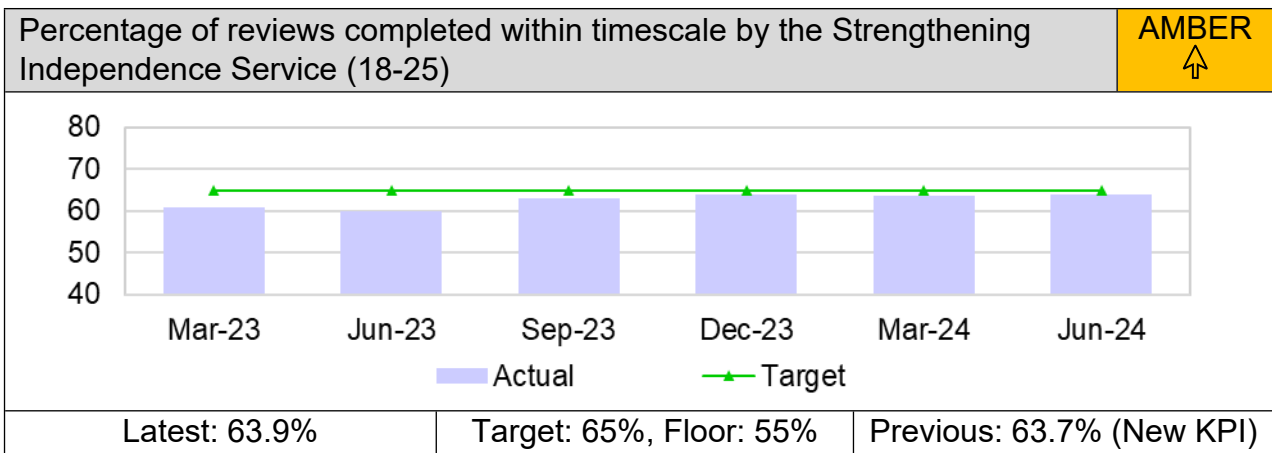
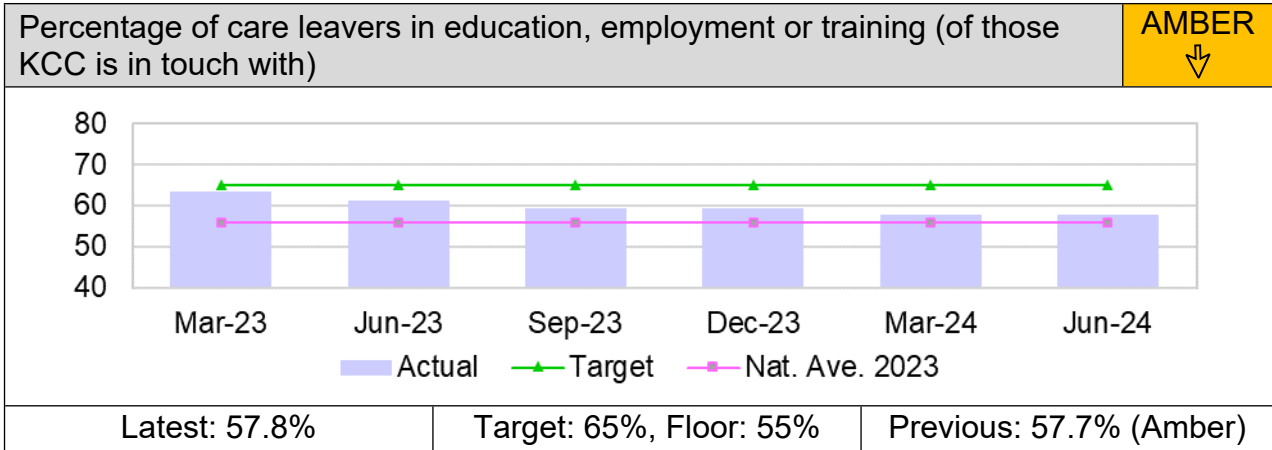
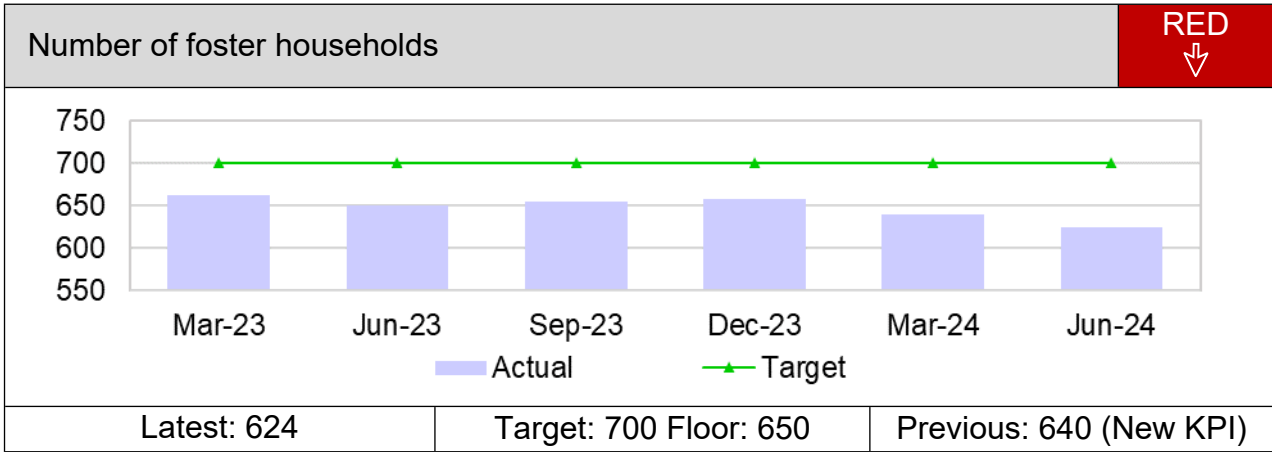
The number of care leavers at the end of June 2024 was 2,013 – a decrease of 20 from the previous Quarter. Of the 2,013 care leavers, 996 (49.5%) were non-UASC care leavers and 1,017 (50.5%) were UASC. The percentage of care leavers in education, employment or training, at 57.8%, remained below the target of 65.0%. A number of our unaccompanied young people remain without status, having entered the country after 23<sup>rd</sup> July 2023 and impacted by the Immigration Bill (2023). This cohort of unaccompanied care leavers, with no status, are not able to remain in education or gain employment when they reach the age of 18, which impacts upon the overall numbers in education, training and employment. The Home Office have confirmed unaccompanied children who entered the country during this period, will have their applications prioritised, which should then lead to an improvement against the target.

### **Strengthening Independence Service**

Two new measures have been added to this report for 2024/25 to cover the Strengthening Independence Service within CYPE and their support for 18–25-year-olds with a disability. For the 12 months to June 2024 the percentage of reviews completed within timescale was 63.9%, which is close to the Target of 65.0%. The percentage of young people with a learning disability in Settled Accommodation is 98.3%, exceeding the 95.0% Target.

## Key Performance Indicators

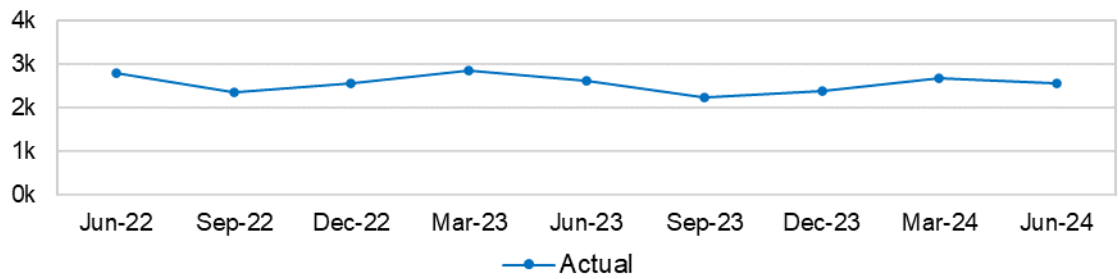




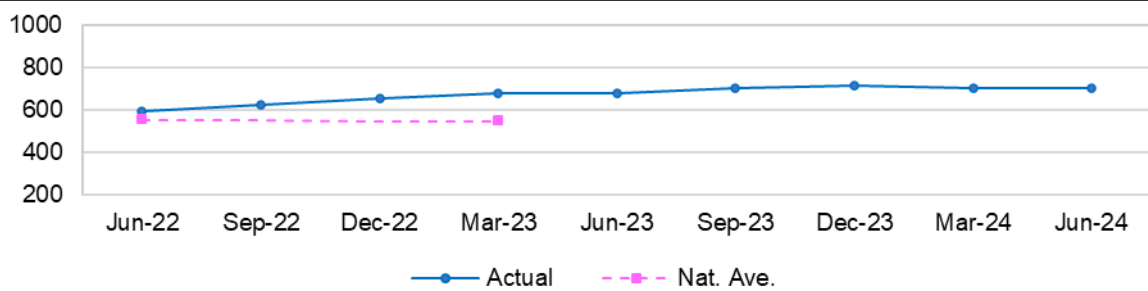
\* Floor standard originally set at 85%

## Activity indicators

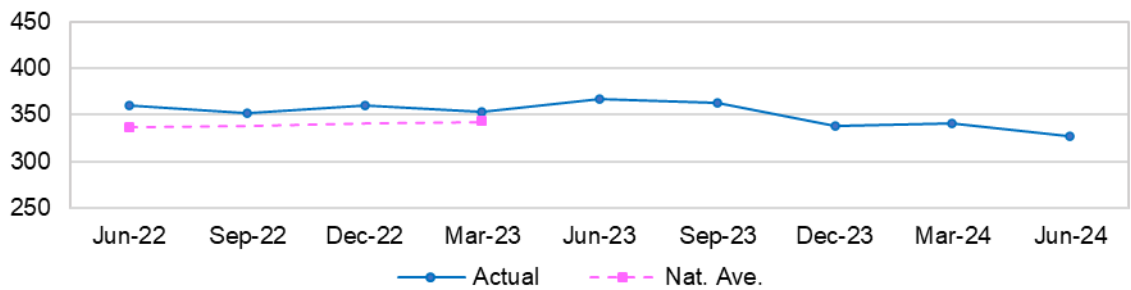
Number of open Early Help cases managed by Units



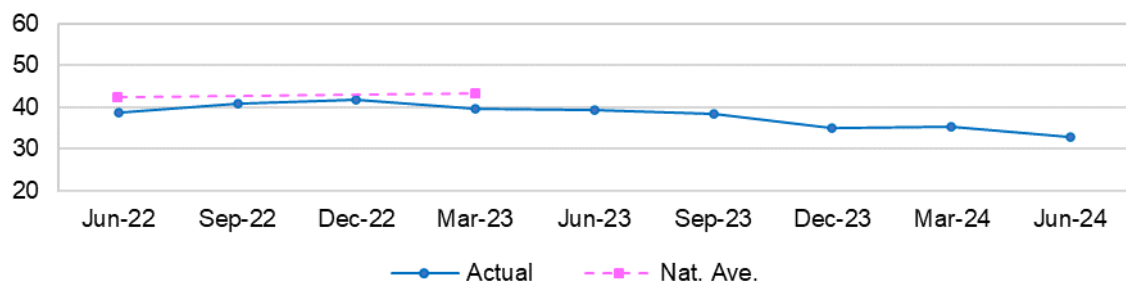
Rate of CSW referrals per 10,000 population aged under 18 – rolling 12 months



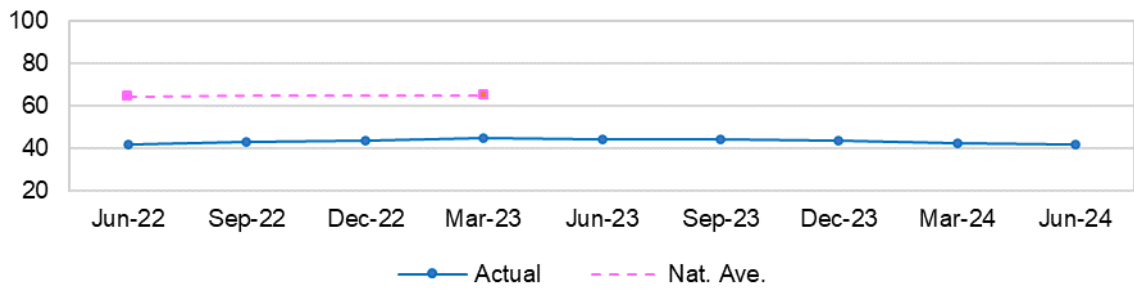
CSW caseload per 10,000 child population – snapshot at Quarter end



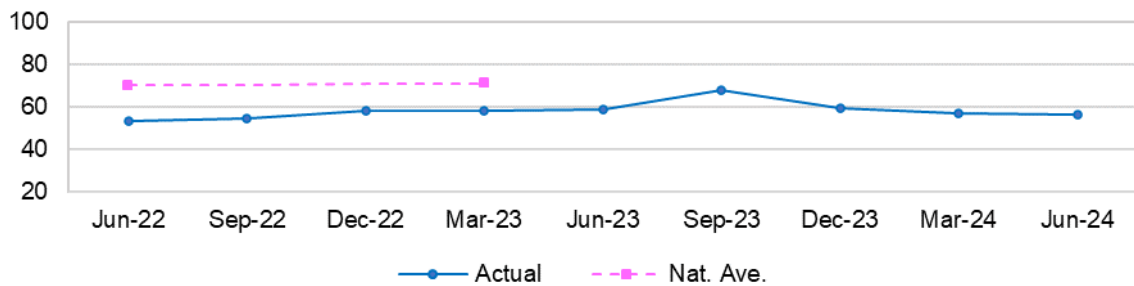
Rate of children with Child Protection Plans per 10,000 child population – snapshot at Quarter end



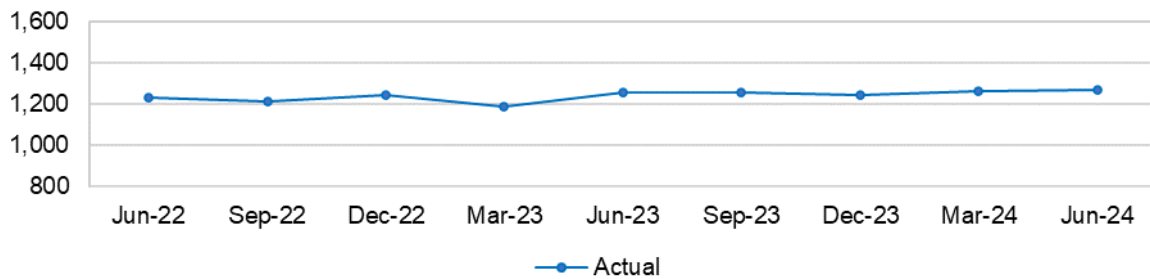
Rate of Children in Care (excluding UASC) per 10,000 child population – snapshot at Quarter end



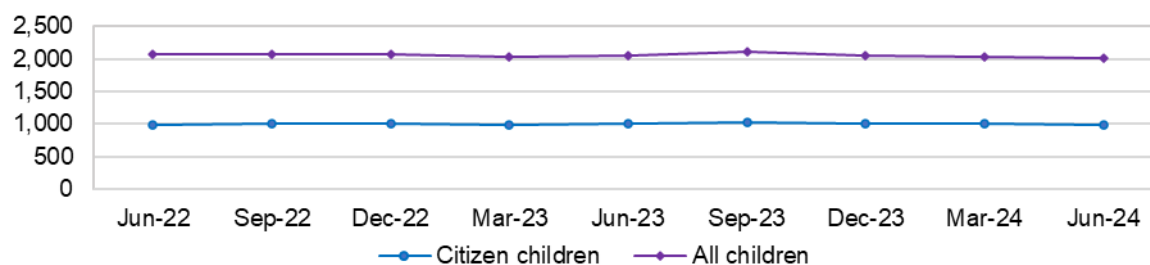
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at Quarter end



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



Number of care leavers as at Quarter end



**Adult Social Care**

<b>Cabinet Member</b>	Dan Watkins
<b>Corporate Director</b>	Richard Smith

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

**Contacts**

20,418 people contacted Adult Social Care in Quarter 1. The percentage of people who re-contacted adult social care, having previously had contact resolved with advice and information moved to 4%, which is ahead of target. Each quarter in 2023/24 was either 4% or 5%.

Where there are recurring contacts, work is ongoing to analyse the arising themes, and these are forming part of the work on the new Adult Social Care Connect service. Guidance is provided to partners to assist in signposting people to alternative support where appropriate.

**Assessments**

In Quarter 1, Adult Social Care completed 4,824 Care Needs Assessments. This was slightly higher than the 4,817 Care Needs Assessments that were proposed in the quarter, which meant the number of assessments needing to be completed at the end of the Quarter 1 reduced from Quarter 4, 2023/24; this is despite a rise in new assessments to be undertaken.

The proportion of Care Needs Assessments completed within 28 days (ASCH 2) in Quarter 1 was 75%, 9 percentage points higher than the same period last year. This measure now sits at the floor threshold of 75% and has therefor improved its RAG rating to Amber.

Adult Social Care remains committed to, and prioritises, carrying out Care Needs Assessments promptly and actions are in place to meet the rising demand of incoming Care Needs Assessments. Each locality team promotes the utilization of digital assessment tools and will guide individuals toward suitable support through enablement and prevention where appropriate.

857 Carers’ Assessments were completed in Quarter 1 by both the Carers’ Organisations and Adult Social Care. 898 assessments were proposed in the quarter. Engagement events have been delivered by the inclusion team and have provided useful intelligence on the needs of carers. There is current work by Adult Social Care to look at the future offer made to carers.

**Care and Support Plans**

Following the completion of a Care Needs Assessment, if a person is assessed as having eligible care and support needs they will receive a Care and Support Plan. This plan details how they will be supported and outlines the kind of services they may receive. At the end of Quarter 1, 16,880 people had an active care and support plan. 983 of the people supported in Quarter 1 were aged 18-25 and had involvement from the Strengthening Independence Service in the Children, Young People and Education Directorate.

Where services are required to meet a person's needs, a support package will be arranged. In Quarter 1, 2,017 new packages were arranged, compared to 2,292 last quarter. These figures are likely to change as the client recording system is updated in the coming weeks. The average weekly cost of a new support package rose to £733 in Quarter 1 compared to £649 last quarter. At the start of a new financial year, the cost of most packages is 'uplifted' in response to increasing costs for providers.

### **Reviews of the Care and Support Plan (C&SP)**

2,315 annual reviews of a care and support plans were completed in Quarter 1. This figure was higher than the number of annual reviews that newly became due in the quarter, meaning the number of people requiring an annual review to be completed on the last day of the quarter fell by 9% from the last quarter to 5,526. A similar pattern can be seen in first reviews due at 6-8 weeks. 2,060 were completed in Quarter 1 and the number awaiting completion at the end of Quarter 1 also fell 9% to 2,561. Adult Social Care continues to prioritise working on reviews as part of their Performance Assurance Framework.

### **Enablement**

The Kent Enablement at Home (KEaH) service aims to keep people independent in their home with an offer of a short-term reablement service. In Quarter 1, the number of people in Kent Enablement at Home rose to 1,781, the highest level it has been since the beginning of the previous financial year. A 28% increase in people starting the service compared to the previous quarter is a significant contributing factor in this.

Residential or nursing care can be offered to a person on a temporary basis, usually while a person's long-term needs are assessed but also through planned pathways such as respite. These are arranged both by the community teams and through hospital discharge pathways. There were 1,282 people in Short-Term Beds in Quarter 1, an increase when compared to the previous quarter. However, the proportion of people in a short-term bed for longer than 6 weeks has decreased for a second successive quarter. Adult Social Care services work to ensure that people are in a short-term bed for only the time that they need to be.

### **Hospital Discharge Pathway**

In the latest quarter, 83% of older people (65 or over) were still at home 91 days after discharge from hospital into reablement services. This measure continues to perform above a floor standard of 80% but below the 85% target.

### **Direct Payments**

Where appropriate, a Direct Payment can be offered to a person with eligible needs and can be an effective means of maintaining a person's independence and giving them clear control over their support. In Quarter 1, 26% of the people supported were in receipt of a Direct Payment. Despite increases in both the proportion and volume of people in receipt of a Direct Payment, this measure remains RAG Rated Amber with a target of 30%.

### **Residential and Nursing care**

People aged over 65 will sometimes have their care and support needs met in a residential or nursing setting. In the 12 months to the end of Quarter 4, the admission rate was 612 per 100,000 of the population. This KPI improved this quarter and is now RAG Rated Amber, below the floor standard of 617 but above the target of 588 per 100,000 population.

A reduction in the number of people who are admitted to a care home is an ambition of the directorate's Make a Difference Everyday principals. Adult Social Care aims to support people independently in their own homes for as long as possible, and this includes maximising enablement opportunities with services such as Kent Enablement at Home, Occupational Therapy, technology and home care.

In Quarter 1, the percentage of people supported in residential or nursing care where the Care Quality Commission (CQC) rating is Good or Outstanding rose to 77% - the highest proportion since Quarter 3, 2022/23. Despite this increase, this measure is still RAG Rated Amber. The proportion of people in homes rated Inadequate by CQC remains at 1%, with those rated Outstanding at 2%.

There is ongoing monitoring of care homes with identified concerns in place to support providers in delivering their action plans. These action plans are built around an effort to improve the quality of the homes and their CQC rating. It is important to note that when a care home has completed their action plan and made necessary improvements, there can be a delay in CQC reinspecting the home and reviewing their rating.

### **Mental Health needs**

The number of people accessing adult social care and health services who have a mental health need continues to increase. In Quarter 1, 1,518 people were supported, a 3% increase on the previous quarter and a 20% increase since Quarter 1, 2022/23.

The upward trend in activity continues to reflect the numbers of people who have a Mental Health need in the general population. People are increasingly recognising when they have a need for support for their mental ill health. The introduction of the Mental Health together model sees increased work within Kent and Medway Partnership Trust (KMPT) to redirect people to alternative provisions.

### **Deprivation of Liberty Safeguards (DoLS)**

Applications received regarding Deprivation of Liberty Safeguards (DoLS) in Quarter 1 saw a reduction from the record number seen in the previous quarter but is still the second highest quarterly total for incoming work we have seen. 2,343 applications were completed in the quarter, 16% more than in the same quarter last year.

The automation of Deprivation of Liberty Safeguards applications is working well and exploratory work is being carried out. The focus of this work is the impact of the changes and the increase in demand and is being led by the DoLS Head of Service. Dialogue continues with hospitals regarding applications that come through the hospital pathway.

### **Safeguarding**

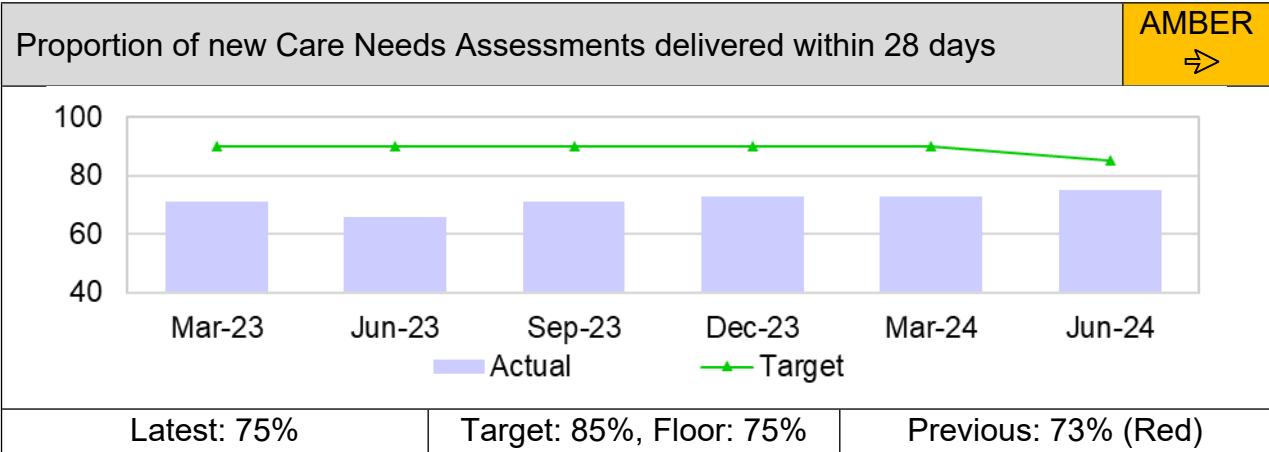
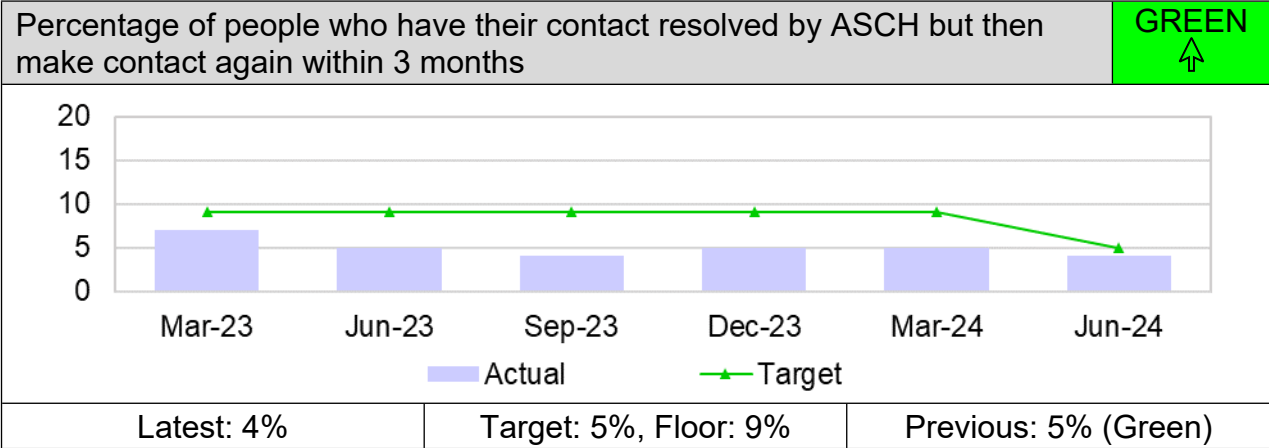
The number of Safeguarding Concerns received continues to increase, with 5,291 received in Quarter 1. In comparison, Quarter 1, 2022/23 saw 3,606 concerns received – a 47% difference. 1,980 (38%) of the Safeguarding Concerns received in Quarter 1 were progressed to further enquiry.



Safeguarding enquiries open on the last day of the quarter also rose to 2,470 at the end of Quarter 1. This is despite 1,696 enquiries being completed – the highest completion volume recorded in a quarter. Work has begun to address the increased number of safeguarding concerns and enquiries open at the end of the quarter. The work started towards the end of Quarter 1 so the impact cannot yet be seen in the quarterly figures.

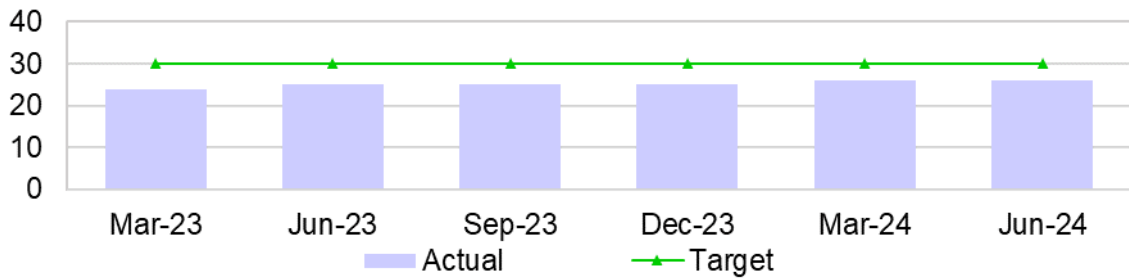
Once a Section 42 Safeguarding Enquiry has concluded, risk is assessed for the person for whom concern was raised. Quarter 1 saw the proportion of enquiries where risk was removed stay at 30%, with the proportion of enquiries in which risk was reduced increase 2 percentage points to 59%. Enquiries where risk remained, reduced to 11%. Where risk remains, Adult Social Care put a plan in place to ensure that all mitigation measures are in position where the person at risk can be kept as safe as possible. Safeguarding audits are carried out on a quarterly basis to review the quality of completed work within Safeguarding. This ensures that good practice is celebrated and any learning is shared with Assistant Directors.

**Key Performance Indicators**



Proportion of people receiving a long-term community service who receive Direct Payments

AMBER  
⬆️



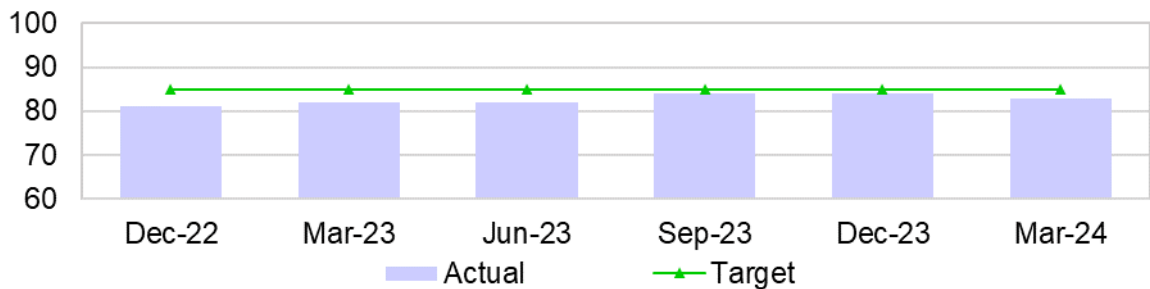
Latest: 26%

Target: 30%, Floor: 24%

Previous: 26% (Amber)

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

AMBER  
➡️



Latest: 83%

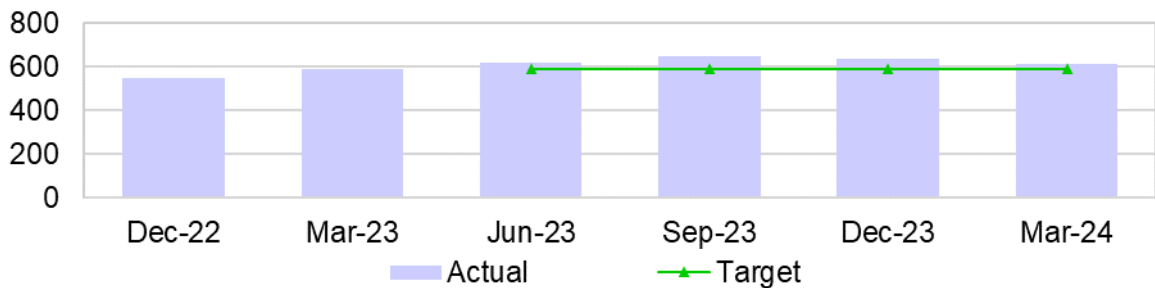
Target: 85%, Floor: 80%

Previous: 84% (Amber)

Reporting is based on the date in the Quarter that the hospital discharge occurs, with the 91 days commencing from that point.

Long Term support needs of older people (65 and over) met by admission to residential and nursing care homes, per 100,000 (Better Care Fund)

AMBER  
➡️



Latest: 612

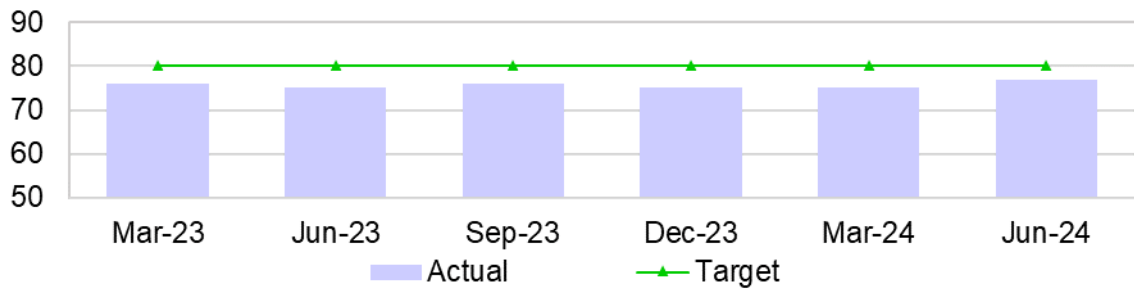
Target: 588, Floor: 617

Previous: 638 (Red)

To ensure consistent comparison with previous Quarters by removing seasonality, this KPI has been reported on a 12-month rolling basis since June-23, and one Quarter in arrears

Percentage of KCC supported people in residential or nursing care where the CQC rating is Good or Outstanding

AMBER  
⇒



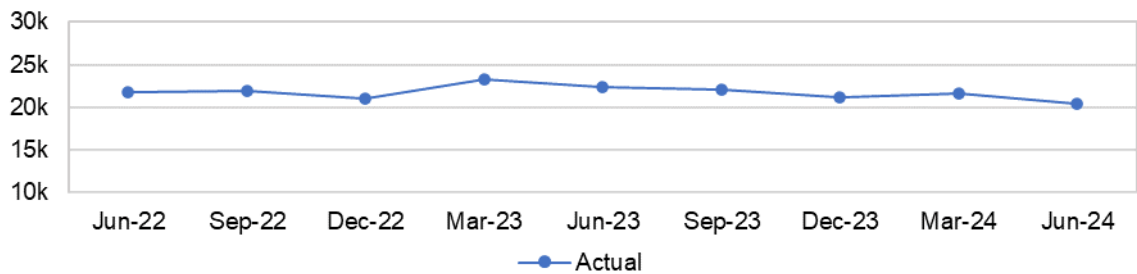
Latest: 77%

Target: 80%, Floor: 75%

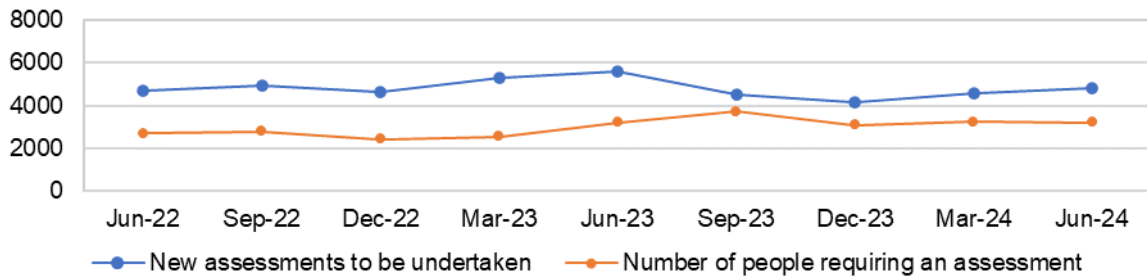
Previous: 75% (Amber)

Activity indicators

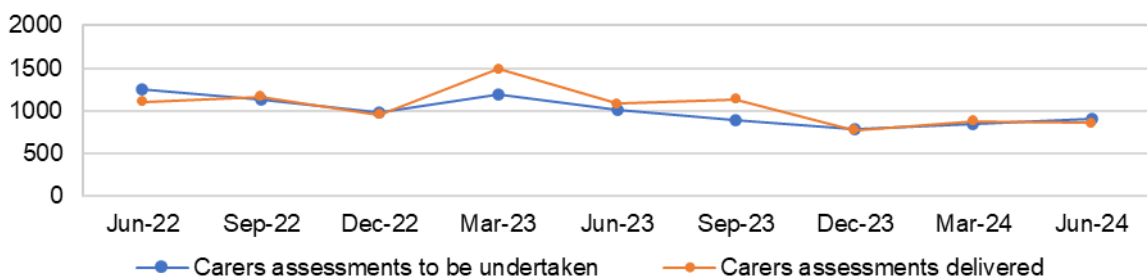
Number of people making contact with ASCH



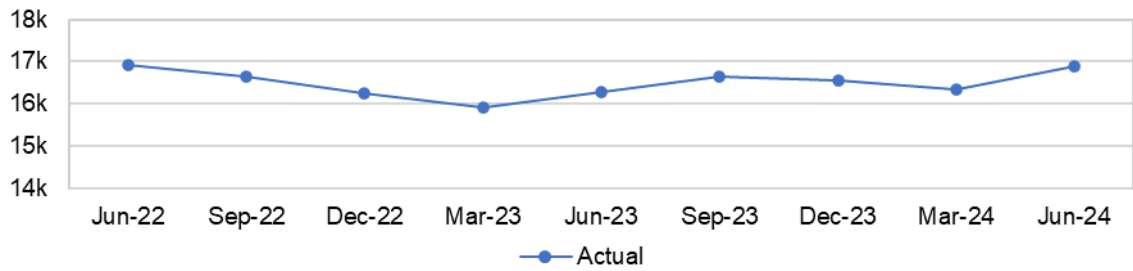
Number of new Care Needs Assessments to be undertaken and the number of people requiring a Care needs Assessment on the last day of the quarter



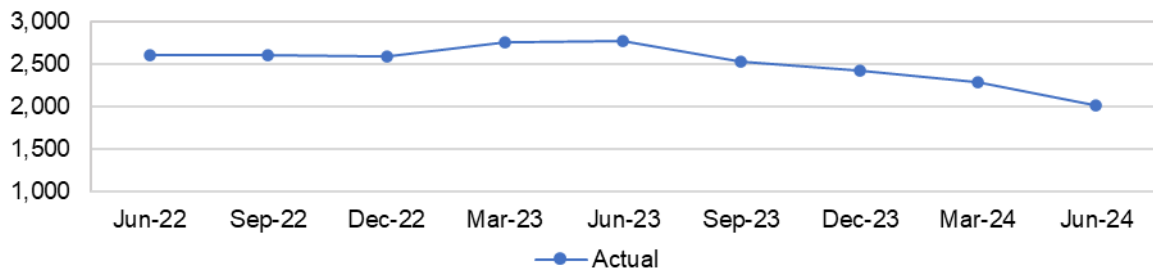
The number of new Carers' assessments to be undertaken and the number delivered



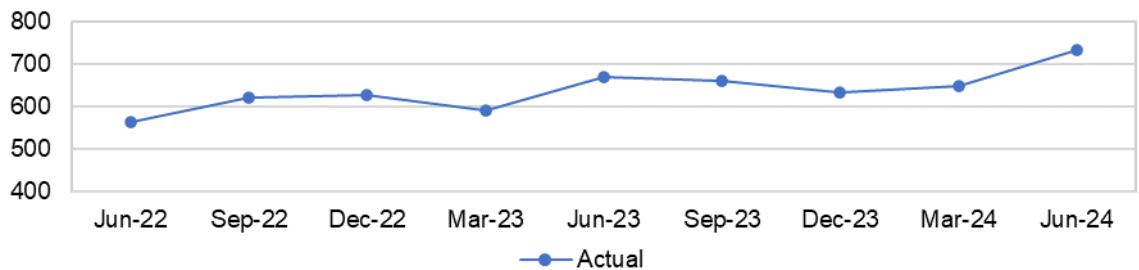
### Number of people with an active Care & Support Plan at the end of the Quarter



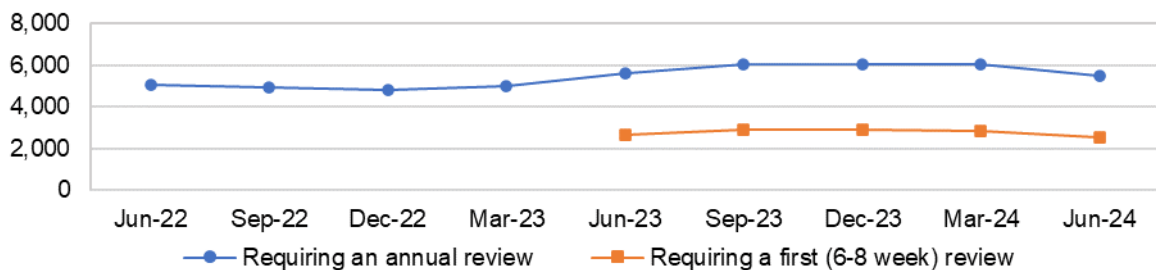
### Number of new support packages being arranged for people in the Quarter



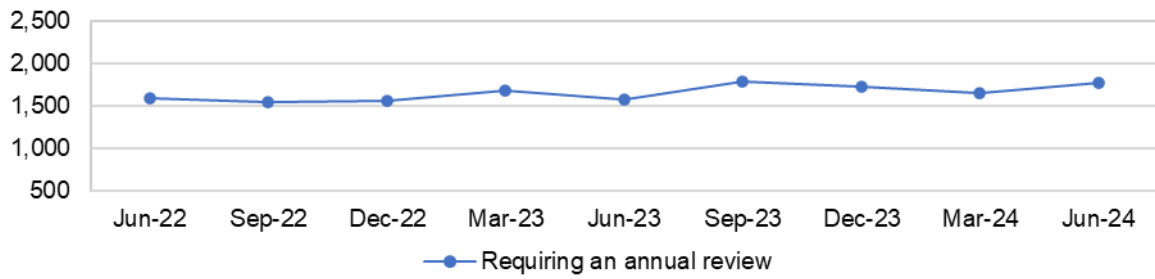
### Average cost (£s per week) of new support packages arranged for people in the Quarter



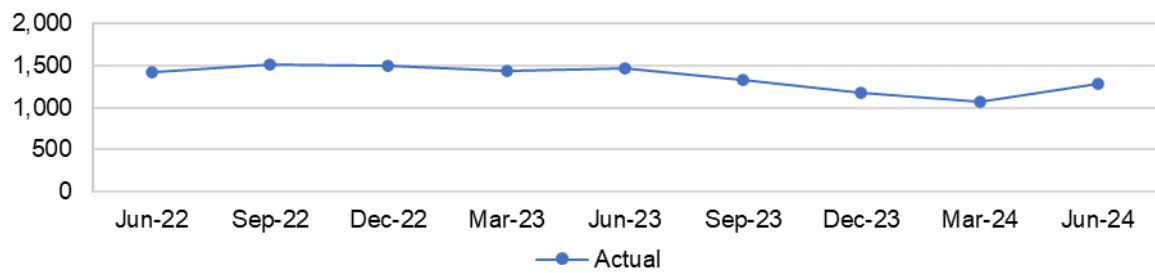
### Number of people requiring a review to be completed on the last day of the Quarter



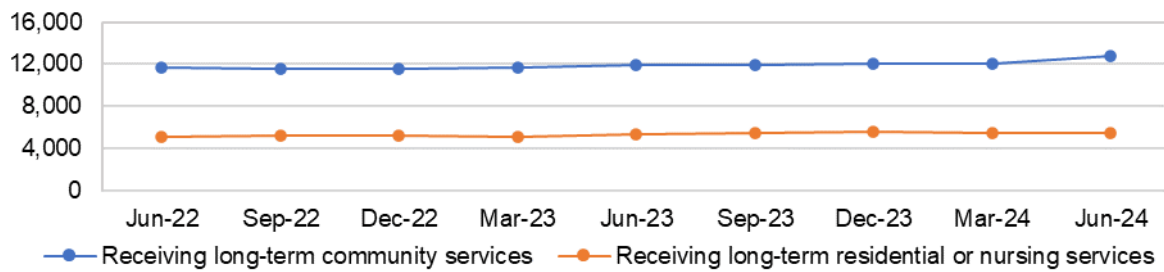
### Number of people in Kent Enablement at Home (KeaH)



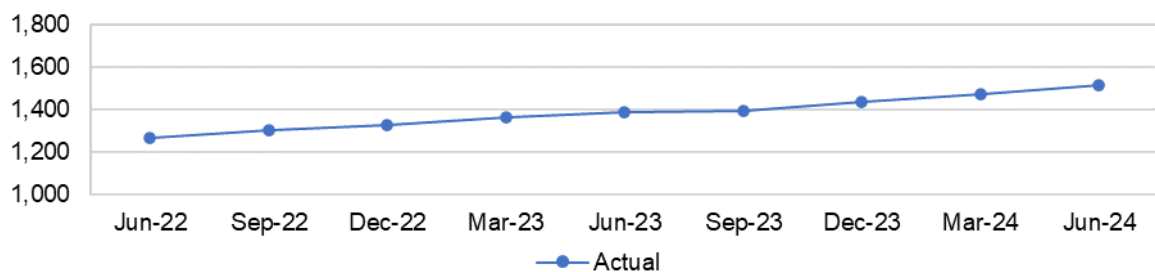
### Number of people in Short Term Beds during the Quarter



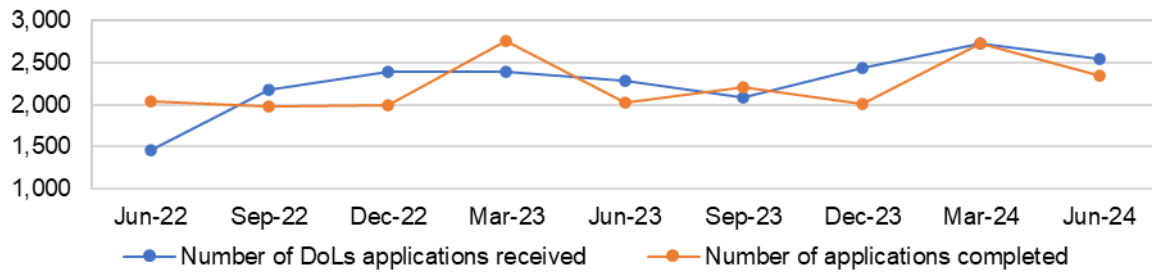
### Number of people in Long Term Services



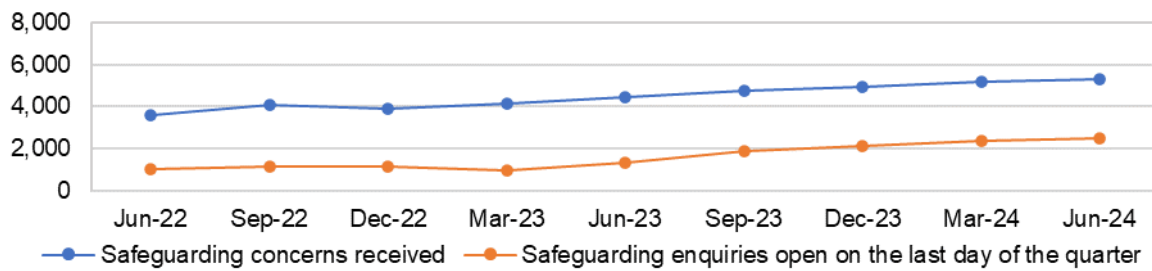
### Number of People accessing ASCH Services who have a Mental Health Need



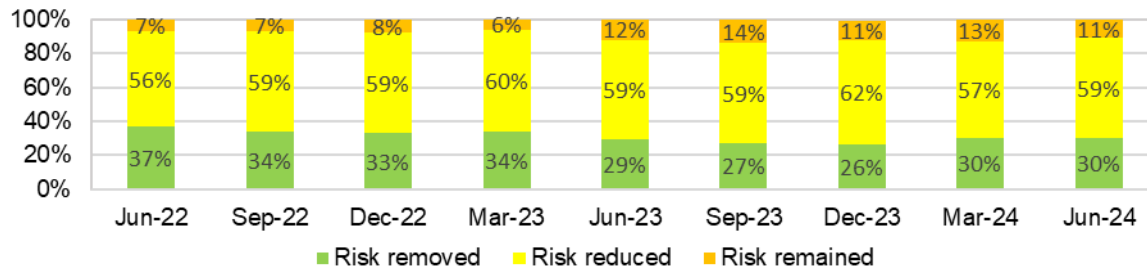
### Number of DoLS applications received and completed



### Number of safeguarding concerns received and enquiries open



### Outcome of concluded Section 42 Safeguarding Enquiries where a risk was identified



## Public Health

<b>Cabinet Member</b>	Dan Watkins
<b>Director</b>	Anjan Ghosh

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

### NHS Health Checks

In Quarter 1, there were 8,516 NHS Health Checks delivered to the eligible population (32,499 on a rolling 12-month basis). This represents a reduction of 4% (-378) from the 8,894 checks delivered in the previous quarter, however, an increase of 15% (+1,120) from the 7,396 checks delivered in the same quarter last year. The service has been piloting the use of text message (SMS) invitations as more cost-effective route into service and the final data for this pilot is now being analysed to ascertain any impact on uptake of an NHS Health Check and longer-term plans.

### Health Visiting

In Quarter 1, the Health Visiting Service delivered 16,391 mandated universal health and wellbeing reviews – slightly lower than the previous quarter (16,587). Three of the five mandated contacts met or exceeded the target. The proportion of antenatal contacts delivered this quarter was 36%, below the 50% target. In addition, the proportion of new birth visits delivered within 10–14 days at 94.1%, was slightly below the 95% target. Over the last 12 months, the service delivered 66,724 (86.7% of those due) mandated health and wellbeing reviews, slightly lower than the same period last year (68,446; 88.0% of those due). Therefore, the service performed slightly below the annual target of 68,000. This is predominantly linked to staffing challenges. Kent Community Health NHS Foundation Trust (KCHFT), who provide this service for KCC, are currently working on six actions to review the impact of recruitment and retention premiums which are in place for north/west Kent Teams and to address staffing challenges in Dartford, Gravesham, Sevenoaks, Tonbridge and Malling, and Tunbridge Wells.

### Sexual Health Service

The Integrated Sexual Health Services data for Quarter 1 was not available at the time of reporting. One of the providers has moved to a new data system and there have been unforeseen issues extracting the data. The data is expected imminently and will be shared in the Quarter 2 report. Activity in other sexual health services includes 9,529 kits being ordered from the Online STI testing service, which is 12% fewer than the 10,876 kits ordered in the previous quarter. Elsewhere, Outreach teams continue to target underserved people in the community and are reaching a range of demographics across Kent.

### Drug and Alcohol Services

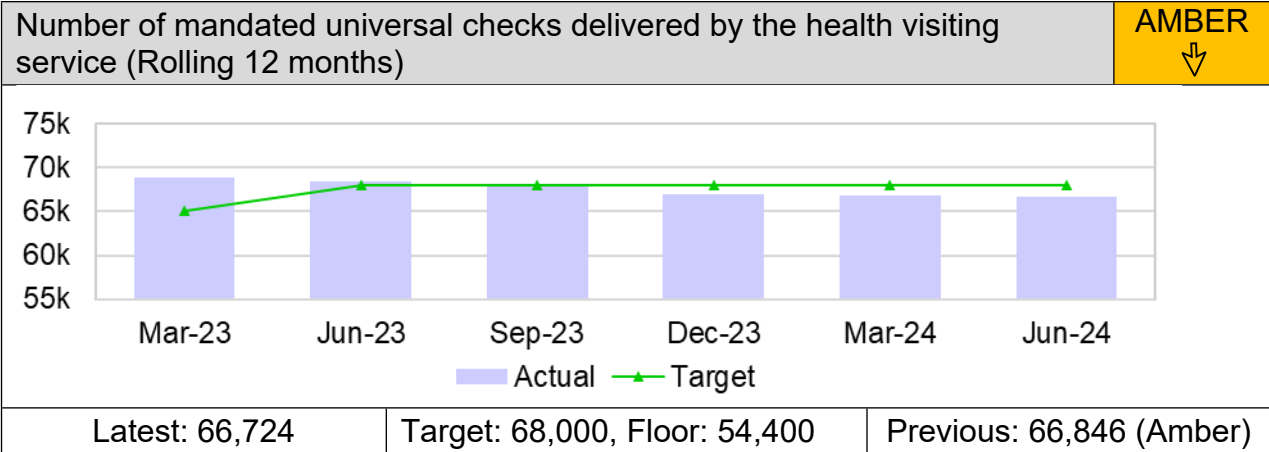
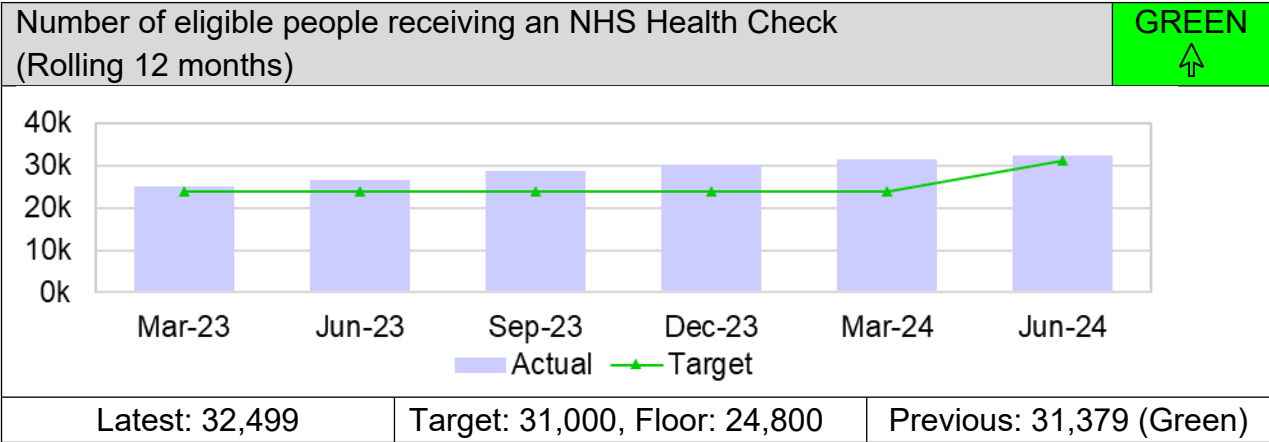
The Community Drug and Alcohol Services data for Quarter 1 was not yet released at the time of reporting. The number of people accessing drug and alcohol treatment within Kent is improving overall, however work is continuing in conjunction with national Office for Health Improvement and Disparities (OHID) colleagues to improve the number of opiate users accessing treatment. Successful completion rates indicate that performance is close to target in all substance groups relating to opiate drugs.

Completion rates for people who use non-opiate drugs are consistently below target; this may be impacted by increased numbers of non-opiate users accessing treatment whilst the providers are still experiencing recruitment challenges. However, specific non-opiate pathways have recently been refined to ensure that these people have a treatment plan specifically tailored to their needs.

**Live Well Kent and Medway**

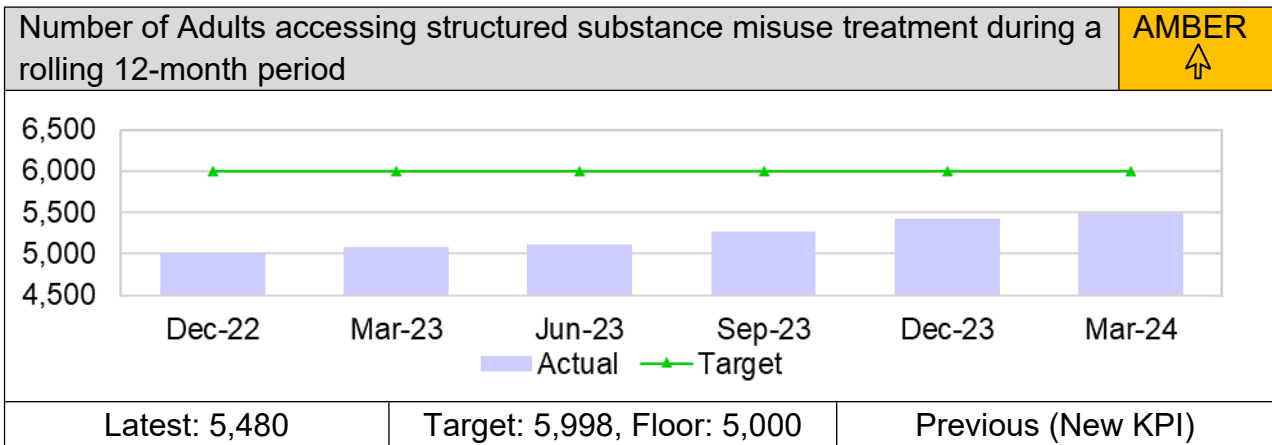
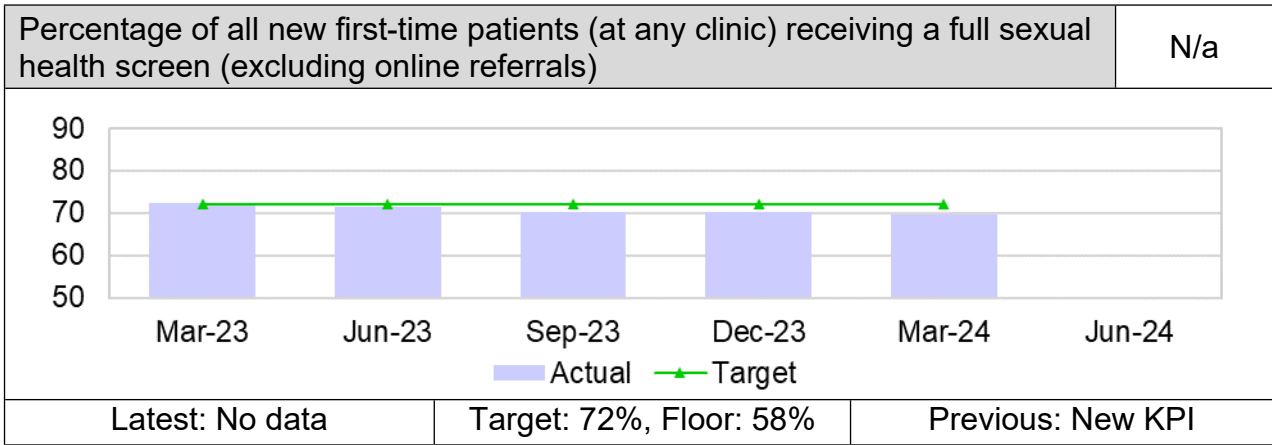
Entering the second year of the contract, Live Well Kent & Medway (LWKM) continues to see high demand whilst maintaining strong outcomes. In this quarter, 96% of people completing the exit survey reported improvements in their personal goals. Following the successful pilot in Thanet, the Community Mental Health Framework (Community Mental Health Transformation) continues to be a developing area for the service with meet and greet events now held in Tonbridge and Maidstone.

**Performance Indicators**

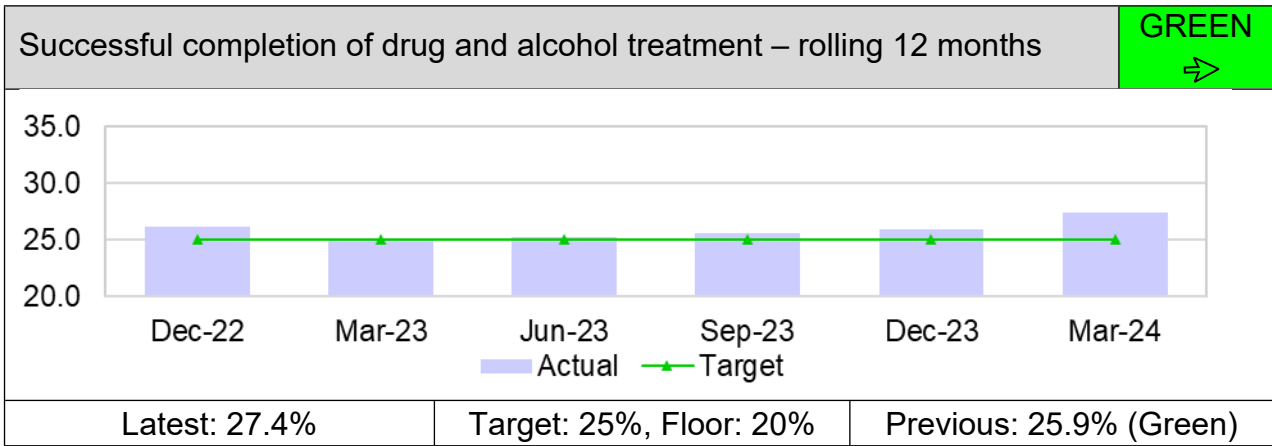


\*A reporting error identified by the provider has resulted in a revision to figures back to Jun-23.





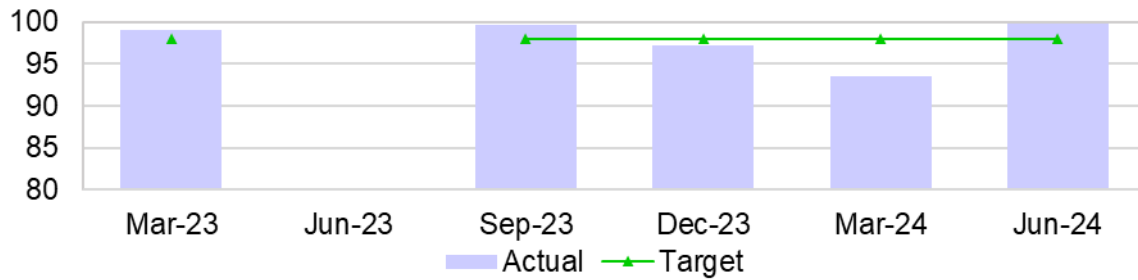
Jun-24 data not available at time of publication



Jun-24 data not available at time of publication

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

**GREEN**  
➔



Latest: 99.8%

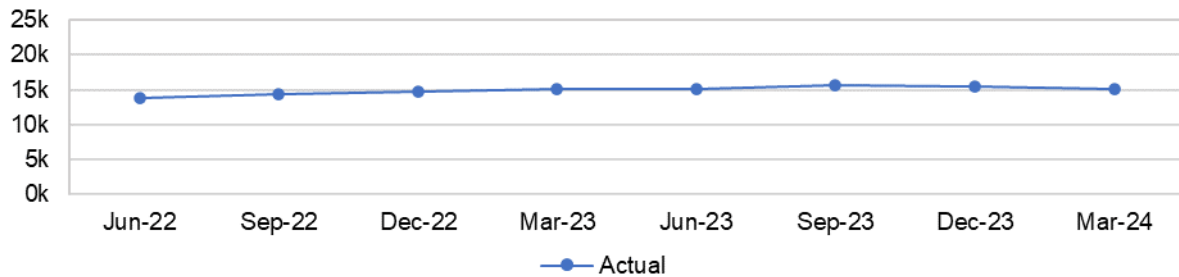
Target: 98%, Floor: 91%

Previous: 93.5% (Amber)

The transfer of clients due to a new service contract necessitated a data reset for the exit survey completions. As a result, data is not available for Jun-23.

**Activity indicators**

Number of attendances at KCC commissioned Sexual Health Clinics



## Corporate Risk Register – Overview

The Council, along with the local government sector, continues to operate in an increasingly difficult financial and operating environment, which carries significant risk implications for the achievement of the Authority’s objectives.

The table below shows the number of corporate risks in each risk level (based on the risk score) in August 2024, compared with May 2024.

	Low Risk	Medium Risk	High Risk
<b>Current risk level May 2024</b>	0	4	13
<b>Current risk level August 2024</b>	0	4	13

### KEY CHANGES DURING LAST QUARTER

#### CRR0063: Capacity to Accommodate and Care for Unaccompanied Asylum Seeking (UAS) Children

There has been a small reduction in the overall risk rating, this risk has decreased from the maximum rating of 25 to 16. However, the overall level of risk continues to remain ‘High’. The rating was reduced as funding has been secured from central government to increase capacity to accommodate UAS children alongside some improvements to the National Transfer Scheme (NTS) with negotiations with the Home Office now focussing on further improvements to the NTS.

### MITIGATING ACTIONS

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

Updates have been provided for 23 actions to mitigate elements of corporate risks that were due for completion or review up to August 2024. These are summarised below.

<b>Due Date for Review or Completion</b>	<b>Actions Completed / Closed</b>	<b>Actions Partially complete</b>	<b>Actions subject to Regular Review</b>	<b>Actions Outstanding</b>
Up to and including August 2024	5	11	4	3

**CRR0003: Securing resources to aid economic recovery and enabling infrastructure**

Partially Complete

**Producing Local Transport Plan 5 and approval by County Council**

The draft Local Transport Plan 5 was presented at County Council on 23<sup>rd</sup> May 2024 for noting and agreement that a vote of its adoption would be made at County Council following a summer public consultation exercise.

Actions Outstanding

**Implementation Plan for Kent & Medway Economic Framework (KMEF)**

The draft KMEF Implementation Plan has now been completed and KCC are working with the Kent and Medway Economic Partnership (KMEP) subgroups and local stakeholders for taking forward the ambitions and action areas set out in the framework, including developing a prioritised economic and infrastructure projects pipeline to focus and secure future funding resource and inform government of priorities.

The elections caused a pause in liaisons with government departments, but KMEP are planning on writing to government this quarter outlining priorities.

**Kent Design Guide**

Work was paused in the previous financial year due to reprioritisation of the activity due to the challenging financial and operational environment and has now been entered in the 2024/25 divisional business plan with a revised date of March 2025.

**CRR0009: Future financial and operating environment for Local Government**

Partially Complete

**Development of Outcomes Based Budgeting**

As part of early planning for the 2025/26 budget and associated Medium Term Financial Plan, a hybrid approach is being adopted that will take aspects of the Outcomes Based Budgeting approach (strengthening analysis and evidence that includes aligning performance and finance information) and combine with more traditional incremental budgeting (to update for the full-year impact of current year changes and probable use of reserves since the plan was made). Combined with more effective financial management, this should provide for a more robust approach towards aligning resources to priorities, within constrained finances.

**CRR0039: Information Governance**

Partially Complete

**Annual Governance Statement (AGS) Action Plan**

A report regarding AGS, specifically data and governance linked to information asset owner responsibilities will be presented to the corporate management team in September 2024

**Microsoft Copilot DPIA**

An Information Governance Specialist has been advising the Digital Team. The Data Protection Impact Assessment (DPIA) will be supported with a matrix detailing the type of data and its usage. A change of Programme Owner has impacted the completion date which has been extended to September 2024.

**Data Mapping Exercise**

A data capture form is almost complete with consideration given to adding Record of Processing Activities (ROPA) reporting into the process. The Action completion date has been extended to September 2024.

**CRR0042: Border fluidity, infrastructure and regulatory arrangements**Regular Review**Planning with Government**

The organisation is continuing to communicate with Government, to develop short, medium and long-term plans for border resilience, looking at infrastructure and technological solutions.

**Preparation for impacts**

The organisation is preparing for two separate but interconnected schemes that will affect non-EU citizens travelling to most EU countries; the EU Entry/Exit System (EES – November 2024) and the EU European Travel Information and Authorisation System (ETIAS). Regular presentations are being given to Members on potential impacts relating to people and goods as a result of implementation of the EU Entry/Exit System. The due date for this action has been extended to coincide with the implementation date of 10<sup>th</sup> November 2024 as work is ongoing.

Complete**Business continuity and response plans test exercises**

The KCC Resilience and Emergency Planning team have completed two Council-wide exercises to test internal KCC business continuity and response plans. This action has now been changed to a control as business continuity will continue to be reviewed and tested at regular intervals up to and once the EU Entry/Exit System is implemented.

**CRR0045: Maintaining effective governance and decision making in a challenging financial and operating environment**Complete**Review of KCC Informal Governance arrangements and Operating Standards**

Operating standards have been reviewed and launched following agreement by the corporate management team.

Partially Complete**Implementation of actions identified within 2022/23 Annual Governance Statement report**

Officers within the Council have been surveyed with detailed questions to provide a rich and granular view of their opinions. The next steps are to hold informal meetings, likely in the form of workshops, with Members over the summer period to contribute to the process. This is particularly important given some of the prior findings about the Member role in the Council's governance, particularly those from the external auditor.

**CRR052: Impact of climate change on KCC services**Partially Complete**Adaptation Programme actions**

A revised KCC Adaptation Programme has been drafted and shared with staff for initial comments that have now been received. Preparations are being made for presentation to Environment & Transport Cabinet Committee on 14<sup>th</sup> November 2024.

**CRR053: Capital Programme Affordability (impact on assets, performance and statutory duties)**

Partially Complete

**Premises officers (Schools)**

Recruitment to two Premises Officer posts is underway with one vacancy remaining. These officers are to visit schools and support them with forecasting maintenance budgets.

**Schools Financial Thresholds**

Papers were sent to the Secretary of State seeking approval to increase the school financial thresholds; however, these were not responded to. Additional financial evidence has been provided to the new Secretary of State and the action date has been extended to April 2025 with the next review being end of October 2024.

**CRR0056: SEND and High Needs Funding**

Regular Review

**Implementation of SEND Improvement Programme**

A review of the Accelerated Progress Plan (APP) took place on Friday, 26<sup>th</sup> April 2024. The findings were delayed by the general election, and were formally shared in a letter from the DfE on Friday, 12<sup>th</sup> July 2024.

The letter evidenced progress made in all nine areas of the APP, with one of the nine areas of weakness (area 4: inability of current joint commissioning arrangements to address known gaps and eliminate longstanding weaknesses in the services for children and young people with SEND) no longer requiring formal monitoring by the DfE and NHS England as sufficient progress has been made. Following the publication of the outcome of the April 2024 review, the Children's Minister lifted the improvement notice on 6<sup>th</sup> August 2024 due to the considerable progress made alongside strengthened capacity, strong governance and a renewed commitment from senior leaders and improved partnership working across the local area. The Minister noted that there is 'further progress to be made' and that government officials and NHS England will continue to support progress through regular attendance at the Improvement Board and six-monthly reviews.

Safety Valve reporting to the DfE continues in line with DfE requirements.

**CRR0058: Capacity and capability of the workforce**

Complete

**Exit and retention surveys**

Following finalisation of questions and testing of the process, exit and retention surveys are now in place. Data will be collected over the coming months to enable effective analysis and identification of potential improvement actions.

**CRR0059: Significant failure to deliver agreed budget savings and manage demand**

Partially Complete

**Maximise scope of effective scrutiny by all Members**

A report on decision making was delivered to the Governance and Audit Committee in March 2024, as well as a report on scrutiny to the Scrutiny Committee in early 2024. In addition to this, a Member Governance Working Party has concluded its work and will be reporting to County Council in Autumn 2024.

**CRR0060: Reinforced Autoclaved Concrete (RAAC)**

Complete

**Corporate landlord estate survey**

Surveying of the corporate landlord estate is now complete with no RAAC being identified.

Following the outcome of the corporate landlord estate survey a proposal is to be presented to the risk owner to withdraw this risk from the Corporate Risk Register. This will be presented for a decision in September 2024.

**CRR0063: Capacity to accommodate and care for Unaccompanied Asylum Seeking children (UASC)**

Regular Review

**Home Office and DfE Negotiations**

Following intensive negotiations taking place with the Home Office and DfE, funding was provided to KCC until March 2025 to bring additional buildings online by late September 2024 to accommodate new UASC to support them until their transition onto the National Transfer Scheme (NTS). Funding was also utilised to secure foster placements and supported accommodation until the buildings are ready. Negotiations are to continue with the Home Office and DfE to make significant changes to the NTS, with future modelling currently showing a funding gap. A case is being prepared to show how additional funding could be used.

Partially Complete

**Reception centre commissioning**

The service provider for the new facility was required to obtain planning permission. There has been a delay in the planning permission decision which is now expected to be made in September 2024.

**CRR0064: Risk of Failing to Deliver Effective Adult Social Care Services**

Complete

**Human Resources and Operational Development (HROD) Plans**

Plans have been developed with HROD to ensure we maintain a highly skilled and effective workforce through specific recruitment and retention activity. A national campaign to recruit social workers is live, as is the advert for the managed service to support with review activities.

Actions Outstanding

**External consultancy analysis of the opportunities to work to prevent, delay and reduce need for care and support to inform our preventative strategy**

A transformation partner has now been selected with the final contract award progressing through final stages.

This page is intentionally left blank