

COMMUNITIES CABINET COMMITTEE

Wednesday, 19th September, 2012

10.00 am

Darent Room, Sessions House, County Hall, Maidstone





AGENDA

COMMUNITIES CABINET COMMITTEE

**Wednesday, 19 September 2012, at
10.00 am**

**Darent Room, Sessions House, County
Hall, Maidstone**

Ask for: **Denise Fitch**

Telephone: **01622 694269**

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (14)

Conservative (12): Ms A Hohler (Chairman), Mr H J Craske (Vice-Chairman),
Mr M J Angell, Mr R B Burgess, Mr C J Capon, MBE, Mr A R Chell,
Mr A D Crowther, Mr T Gates, Mr J A Kite, MBE, Mr M J Northey,
Mr A Sandhu, MBE and Mrs C J Waters

Liberal Democrat (1): Mr I S Chittenden

Labour (1) Mrs E Green

UNRESTRICTED ITEMS

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

Webcasting Notice

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A - Committee Business

A1 Introduction/Webcast announcement

A2 Substitutes

- A3 Declarations of Interest by Members in items on the Agenda
- A4 Minutes of the Meeting held on 6 July 2012 (Pages 1 - 8)
- A5 Portfolio Holder's and Corporate Director's update (Pages 9 - 10)

B - Key or significant Cabinet/Cabinet Member Decision(s) for recommendation or endorsement

None

C- Monitoring of Performance

- C1 Customer & Communities Performance Dashboard (Pages 11 - 24)
- C2 Customer & Communities Directorate & Portfolio Financial Monitoring 2012/13 (Pages 25 - 34)

D - other items for comment/recommendation to the Leader/Cabinet Member/Cabinet or officers

- D1 Budget Consultation 2013/14 (Pages 35 - 38)
- D2 Future Library Services - update (Pages 39 - 48)
- D3 Vulnerable Learner Apprenticeship Project Update (Pages 49 - 58)
- D4 Social Fund Localisation (Pages 59 - 74)
- D5 Kent School Games - DVD
- D6 Business Planning 2013/14 (Pages 75 - 80)

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)

Peter Sass
Head of Democratic Services
(01622) 694002

Tuesday, 11 September 2012

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

KENT COUNTY COUNCIL

COMMUNITIES CABINET COMMITTEE

MINUTES of a meeting of the Communities Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Friday, 6 July 2012.

PRESENT: Ms A Hohler (Chairman), Mr H J Craske (Vice-Chairman), Mr M J Angell, Mr A R Chell, Mr I S Chittenden, Mr A D Crowther, Mr T Gates, Mr J A Kite, MBE, Mr M J Northey, Mr A Sandhu, MBE and Mrs C J Waters

ALSO PRESENT: Mr P M Hill, OBE

IN ATTENDANCE: Mr N Baker (Head of Intergrated Youth Services), Mr S Beaumont (County Manager, Community Safety), Ms D Fitch (Assistant Democratic Services Manager (Policy Overview)), Mr C Hespe (Head of Culture and Sport Group), Ms A Honey (Corporate Director, Customer and Communities), Mr M Scrivener (Performance Manager), Mr D Shipton (Acting Head of Financial Strategy) and Ms A Slaven (Director of Service Improvement)

UNRESTRICTED ITEMS

9. Membership

(Item A2)

RESOLVED that it be noted that Mr Chell had replaced Mr Homewood as a member of this Committee.

10. Minutes of the Meeting held on 26 April 2012

(Item A5)

RESOLVED that the minutes of the meeting held on 26 April 2012 are correctly recorded and that they be signed by the Chairman as a correct record.

11. Portfolio Holder's and Corporate Director's Update

(Item A6)

(1) Mr Hill and Ms Honey updated Members on the issues listed in the paper circulated with the agenda and answered questions from Members.

Budget

(2) Mr Hill stated that good progress was being made towards achieving budget savings.

Integrated Youth Services

(3) Mr Hill thanked Members for their contribution towards reshaping the youth service within their area. He explained that most of the new in house youth service team were in place and that currently the property rationalisation process was underway, which included efforts to identify a centre in Tunbridge Wells.

(4) Mr Hill explained that on the commissioning side the pre qualification phase of the process had just concluded and 120 potential providers had met the criteria. Overall the service transformation remains on target to go live in January 2013.

(5) In response to a question, Mr Hill gave an assurance that no youth service building would be disposed of until the commissioning arrangements for that area were known. In relation to whether successful service providers using existing buildings would be encouraged to retain existing users of the premises, Mr Hill confirmed that this would be dealt with sympathetically on a case by case basis.

(6) Ms Slaven confirmed that there had been sufficient expressions of interest in the commissioning of youth services to cover the whole of the County.

Library Service

(7) Mr Hill reported that as savings from the library services were not due to be achieved until 2014/15 this was progressing at a gentler pace. He was very encouraged by suggestions that had come forward as a result of local discussions. A variety of options were being considered. With small libraries it would probably be a question of collaboration with Parish Councils, the voluntary sector and other local organisations. Regarding larger assets there had already been collaboration with other organisations such as the Gateways, and this was something to build upon.

(8) Mr Hill referred to a meeting with Vice-Chairmen of Locality Boards in a couple of weeks' time to discuss the library service.

(9) Mr Hill mentioned the recent Hornby competition, which had generated a lot of interest from young people and teachers. It had been very worthwhile and he congratulated Mr Chell and his team.

Commissioned Services

(10) Ms Honey informed the Committee that Ms Lesley Andrews, Head of Commissioned Services in Customer and Communities had now left KCC and Ms Honey wished to record her thanks to her for the work that she had done for the Drugs and Alcohol team. The Drugs and Alcohol team were now providing services for those in prison. Work was being undertaken on the needs assessment for Drugs and Alcohol services and she offered to make the results of this available to the Committee.

Kent Jobs for Kent Young People

(11) Ms Honey reported that the Kent Jobs for Kent Young People scheme had been launched at the recent 2020 business event. 165 businesses had expressed an interest in taking on an apprentice. The first 14 apprenticeships had been established. The campaign was being actively marketed and she reminded Members that the aim was to achieve 1,000 apprenticeships with the £2m funded from the Big Society Fund.

Integrated Adolescent Strategy

(12) Ms Honey referred to the presentation that Members would receive later in the meeting on "Troubled Families". For that initiative to succeed there was a need to ensure close working and coordination with services for young people; work was ongoing to develop and trial three pilots from the autumn of this year

(13) A Member referred to the use of the terms "Youth" and "Adolescent" and asked that if these were interchangeable; if so, there should be consistency and only one of these should be used.

Kent School Games

(14) Mr Hill reported that the Kent School Games Cultural celebration had taken place on 12 June at the Kent Studios. The quality of the performances from young people had been outstanding. The Kent School Games was the biggest event of its kind in the UK and it was intended to continue to run this every second year.

(15) Mr Hill congratulated Mr Hespe and his team their efforts which had made the School Games events so successful.

Community Wardens 10-Year Anniversary

(16) Mr Hill referred to the 10th anniversary of the establishment of the Community Wardens, which had been one of the success stories of KCC. Members spoke highly of their work.

(17) RESOLVED that the update and the comments made by Members be noted.

12. Olympics *(Item A7)*

(1) Mr Hespe circulated a paper which updated Members on the London 2012 Olympic and Paralympic Games. He highlighted the grant secured from the Greater London Authority of £180k to dress Kent in the official London 2012 look. He also

referred to the planned appointment of 250 volunteer Games-time Kent Greeters, 200 of which had been appointed to date.

(2) In relation to the Olympic Torch relay, Mr Hespe gave details of the arrangements that had been made for this high profile event in Kent and the ways in which this was going to be celebrated by communities along the route.

(3) Mr Hespe referred to the prestigious Paralympic Road Cycling at Brands Hatch and the local issues around the related road closures which officers were working hard to mitigate. He was confident that these would be resolved.

(4) Mr Hespe updated Members on the current position regarding training camps in the county and the long term legacy for Kent from the agreements signed with nations to secure economic, tourism etc links with Kent.

(5) Mr Hespe informed the Committee that there were 25 Kent athletes participating in the Games.

(6) Mr Hespe reported on the work on business continuity and keeping essential services operating, including resilience.

(7) Mr Hespe informed Members that the estimated economic benefit to Kent from Games-related tourism to 2016 would be £324m.

(8) RESOLVED that the update be noted.

13. Kent Troubled Families Programme

(Item A8)

(1) Mr Hill and Ms Slaven introduced a report which provided an outline of Kent's approach to the Government's Troubled Families Programme. Ms Slaven also gave a PowerPoint presentation which included: the government agencies contributing to Troubled Families, Troubled Families in Kent, the payment by results opportunity, the option for creating a transformation agenda, 10 proposed steps for working with a family, the multi-agency governance model and milestones for the programme.

(2) Mr Hill, Ms Honey and Ms Slaven answered questions and noted comments from Members which included the following:

- Ms Slaven confirmed that there was a debate going on about the negative connotations of the name "Troubled Families" and it had been suggested that locally this initiative could be called "Kent Family Action Programme".
- In relation to the target to achieve no more than 3 days unauthorised absence from school for children in these families, Ms Slaven confirmed that this was a target set by the Department of Communities and Local Government in consultation with the Department of Education.
- In response to a question on the role of Members in relation to this programme, Ms Honey referred to the multi agency governance model and the role of the Kent Forum. It was anticipated that Locality Boards would also be heavily involved. This was welcomed by Members with a Locality Board in their area.

- Ms Honey confirmed that conversations would be had with the families that would be supported under this programme to make it clear that it was necessary for them to commit fully to the programme and to put in their time and effort in order to achieve beneficial outcomes.
- In relation to a question on possible duplication with the European Social Fund, Ms Slaven advised that there should not be any duplication and she explained the connection between the Fund and the Troubled Families programme.
- A Member emphasised the importance of the focus being on a change in behaviour by the families in the scheme and that there should be sanctions available. It was essential that the right outcomes were achieved at the end of this programme. Officers explained the need to strike a balance between a carrot and stick approach, and confirmed that they were committed to ensuring that this programme was successful.
- Another Member highlighted the need to deal with the lack of aspiration in these families and to find out how to motivate them to achieve so that they could realise their potential.
- Members thanked Ms Honey and Ms Slaven for the work they had carried out to develop this programme for Kent.

14. Delegation to Kent and Medway Fire Authority of KCC's duties and responsibilities under the Safety at Sports Grounds Act 1975, the Fire Safety and Safety of Places of Sport Act 1987 and the Safety of Sports Grounds Regulations 1987

(Item B1)

(1) Mr Hill introduced the decision report relating to the delegation to Kent and Medway Fire Authority of KCC's duties and responsibilities under the Safety at Sports Grounds Act 1975, the Fire Safety and Safety of Places of Sport Act 1987 and the Safety of Sports Grounds Regulations 1987.

(2) RESOLVED that the Committee endorse the Cabinet Member decision to delegate to Kent and Medway Fire and Rescue Authority, KCC's duties and responsibilities under the Safety at Sports Grounds Act 1975, the Fire Safety and Safety of Places of Sport Act 1987 and the Safety of Sports Grounds Regulations 1987.

15. Customer & Communities Performance Dashboard

(Item C1)

(1) Mr Hill and Mr Scrivener introduced the Customer & Communities performance dashboard which set out progress against targets set in business plans for key performance and activity indicators.

(2) Mr Hill and officers answered questions and noted comments from Members including the following:

- Mr Scrivener undertook to include information on the Troubled Families programme in future reports.
- There was a need for more data on the public's view of the service that they had received.

- Mr Crilley explained the reasons behind the data for the Contact Centre, which included the impact of the weather on services, and time critical issues regarding Adult Education and Highways response information. He explained what steps had been taken to mitigate the impact of these factors and confirmed that the figures for the last 2 weeks of June showed an improvement.
- A Member suggested that there should be consistency in the use of apparently interchangeable terms such as “footfall”, “physical visit” and “attendance”. Officers undertook to look at this but explained that some of the terminology reflected that used in Government targets.
- It was suggested that there was a need to focus on outcomes and Corporate Plans as well as including some ad hoc indicators such as the number of schools participating in Kent School Games.
- It was difficult for Members to judge whether targets had been set at the right level as they did not have the detailed information to assess this. It was suggested that Members could look in more detail at certain service areas, for example Trading Standards, at future meetings.
- It was noted that some indicators were short term, such as the number of Kent athletes competing in the Olympics, and these would come off of the dashboard once the time to achieve this had passed.

(3) RESOLVED that the comments made by Members on the Customer & Communities performance dashboard, including those relating to the appropriateness and relevance of the indicators currently included in the dashboard, be noted.

16. Business Plan Outturn Monitoring 2011/12

(Item C2)

(1) Mr Hill and Mr Scrivener introduced the 2011/12 Business Plan outturn monitoring report which provided highlights of the achievements in the year for the Customer & Communities Directorate.

(2) Mr Hill, Ms Honey and Mr Crilley answered questions and noted comments from Members including the following:

- In response to a question Mr Crilley confirmed that the delay in building the Edenbridge Centre would not lead to any additional cost for the County Council as it was a fixed price contract.
- Mr Crilley confirmed that the maintenance of vegetation along Public Rights of Way was proving to be challenge, particularly in the current year due to the weather conditions. Mr Hill informed Members that the Environment, Highways and Waste Cabinet Committee had recommended that in future Members Highways Grant should be available to use on Public Rights of Way.

(3) RESOLVED that the report and the comments made by Members be noted.

17. Customer & Communities Financial Outturn 2011/12

(Item C3)

(1) Mr Hill and Mr Shipton introduced a report which summarised the 2011/12 financial outturn for each of the A-Z budget lines within the Customer & Communities Directorate. He also mentioned that all Cabinet Committees were being invited to establish an Informal Member Group (IMG) to assist with the development of their budget.

(2) Mr Hill and officers answered questions and noted comments from Members including the following:

- It was noted that 39% of the directorate's spending was funded from income.
- Members were asked to inform the Chairman if they were interested in serving on the IMG to assist with the development of the 2013/14 budget proposals. Members emphasised the importance of this IMG and that in order for it to be effective Members and Officers needed to work closely together.
- Mr Shipton confirmed that at the September meeting Members would receive the 1st quarter's monitoring which would be submitted to Cabinet on 17 September and therefore would be the most up to date information available; however, in order to achieve this, the report may have to be sent to Members after the agenda is published.
- Reference was made to the enormous achievement by officers in achieving an underspend in the Coroners service. Members were reminded that this budget was outside of County Council control.
- Mr Crilley explained the extra expenditure on the Contact Centre and stated that he did not expect this to recur in the current year.

(3) RESOLVED that the report, including the setting up of an Informal Member Group to assist with the development of the Budget for this Directorate, and the comments made by Members be noted.

18. The Integrated Youth Service : Youth Justice Plan 2012/13

(Item E1)

(1) Mr Hill and Mr Baker presented The Youth Justice Plan which set out how the Integrated Youth Service (IYS) would work during 2012/13 towards the principal aim for the youth justice system: "the prevention of offending by children and young people". This plan is a statutory requirement (Section 40, Crime & Disorder Act 1998) for local authorities and would be submitted to the Youth Justice Board for England & Wales for their approval. The Plan would be submitted to the full County Council in the autumn.

(2) Mr Hill, Ms Slaven, Mr Burrows and Mr Baker answered questions and noted comments from Members including the following:

- Ms Slaven explained the restorative justice model, including the role of the victim within it. She also gave an explanation of the Multi Agency Public Protection Arrangements (MAPPA) for the management of offenders. She referred to a visit that had been arranged to Cookham Wood Young Offenders Institute for one of the Deputy Cabinet Members and extended this opportunity to other Members.

- Mr Burrows informed Members of the legislation relating to the naming of young offenders in Court cases.

(3) RESOLVED that the comments made by Members be noted and the Youth Justice Plan 2012/13 for the Integrated Youth Service be endorsed prior to submission to the County Council for approval as the statutory Annual Youth Justice Plan.

19. Community Safety Framework 2012 - 2015

(Item E2)

(1) Mr Hill and Mr Beaumont presented the draft Community Safety Framework 2012 -15.

(2) A Member suggested that Kent's brilliant record road safety record in relation to the 57% reduction in road deaths between 2000/2010 should be included if possible. Mr Beaumont undertook to look at how this could be reflected within the document.

(3) RESOLVED that the comments made by Members be noted and the Kent County Council's draft Framework for Community Safety 2012 – 2015 be endorsed prior to submission to the County Council for approval.

By Mike Hill, Cabinet Member Customer & Communities
Amanda Honey, Corporate Director Customer & Communities

To: Communities Cabinet Committee

Date: 19 September 2012

Subject: **Portfolio Holder's and Corporate Director's Update**

Classification: Unrestricted

Summary: This will be an oral update to members of the Committee on recent developments within the Directorate.

The verbal update will include :

- Troubled Families
- Global Youth Camp
- Youth Service Transformation (Commissioning)
- The Beaney
- Broadstairs Library
- Funding Successes (Culture, Sports, etc)
- Olympics & Paralympics

Background Documents : None

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By : Mike Hill, Cabinet Member for Customer & Communities
Amanda Honey, Corporate Director for Customer & Communities

To: Communities Cabinet Committee

Date: 19 September 2012

Subject: **Customer & Communities Performance Dashboard**

Classification: Unrestricted

Summary: The Customer & Communities performance dashboard provides members with progress against targets set in business plans for key performance and activity indicators.

Recommendation:

Members are asked to REVIEW the Customer & Communities performance dashboard, including reviewing the appropriateness and relevance of the indicators currently included in the dashboard.

Introduction

1. Appendix 2 Part 4 of the Kent County Council Constitution states that:

“Cabinet Committees shall review the performance of the functions of the Council that fall within the remit of the Cabinet Committee in relation to its policy objectives, performance targets and the customer experience.”
2. To this end, each Cabinet Committee is receiving a performance dashboard.
3. The second Performance Dashboard for the Customer and Communities Directorate for 2012/13 is attached at Appendix 1. The first Dashboard was reviewed at the last meeting of the Cabinet Committee.

Performance Review

4. There are two main elements of the Performance Review which members are asked to consider:
 - Reviewing progress against the targets set in the current year business plans, as shown in the attached dashboard
 - Reviewing the appropriateness and relevance of the indicators currently included in the dashboard.
5. In particular members are asked to consider the key high priority indicators they would wish to see included in future dashboard reports and how the

selection of indicators could be improved to cover qualitative aspects of service delivery.

6. As an outcome of their Performance Review, members may make reports and recommendations to the Leader, Cabinet Members, the Cabinet or officers.
7. In response to the request made at the last Cabinet Committee, officers will provide short presentations on two areas of performance during the meeting with this agenda item and Members will have the opportunity to ask questions and to explore the issues in more depth. The areas selected for these presentations and in-depth discussions are the Contact Centre and Trading Standards.

Customer & Communities performance dashboard

8. The Customer & Communities performance dashboard, attached at Appendix 1, includes latest available results for the Key Performance Indicators (KPIs) and Activity Indicators included in this year's Divisional business plans for the Customer & Communities Directorate.
9. Data for different indicators is available on different timeframes and there are a range of tables in the Dashboard to reflect data availability. Some indicators are shown with monthly results, some with quarterly and some are only reported annually. Other indicators are best presented with a rolling 12 month figure, to remove seasonality.
10. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against business plan targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.
11. Activity Indicators generally relate to external demand and are not shown with alerts in the same way that the Key Performance Indicators are. Activity indicators tend to help answer the question of how much are we dealing with, and results are compared to Business Plan forecast expected activity.

Performance Indicators Exception Reporting

12. To assist members with the performance review, commentary is provided below for indicators by exception. Commentary is only provided for those KPIs showing as Red within the dashboard.
13. The following KPIs are rated as Red for both Latest Result and Year to Date:
 - Percentage of Priority 1 calls to the contact centre answered in 20 seconds
 - Book issues from libraries
 - Youth custodial sentences as a percentage of sentences imposed
 - Opiate and crack users completing treatment free from dependence.
 - Percentage of supporting people service users who successfully move on from temporary living arrangements (Floating Support)

14. The following indicators are rated as Red for Year to Date but not for the Latest Result:
- Percentage of deaths registered within 5 days (excluding post mortems and inquests)

Performance Indicator Commentary

Contact Centre

15. The percentage of Tier 1 (high priority) calls answered within 20 seconds fell behind target during the quarter This was a result of a number of factors both internal and external including:
- Adverse weather conditions, including wet weather, which impacted on issues such as vegetation growth, drainage and delays to programmed works such as road resurfacing, and high winds in early June which generated a range of additional calls which in many cases were complex to deal with.
 - Staff vacancies in the contact centre which are currently being recruited to.
 - Increase in process time for Blue Badges applications, due to changes in guidelines and processes imposed by the Department of Transport, and increasing number of calls received from consumers about the progress of their application.
 - Public holidays including the extended Queens Jubilee Bank Holiday combined with school half-term.
 - A number of calls being answered as Tier 1 calls which are actually classed as Tier 2 & Tier 3 calls.
16. The contact centre is looking at a range of options to improve efficiency by putting in place measures such as call routing, directing customers to the appropriate specialist advisor and working towards improving customer experience through our website.
17. A longer term solution to performance is to address the high number of bespoke software systems presented by the business which offer poor integration with back-office processes, creating significant delays to call handling times, and double-handling of calls.
18. Performance for Tier 1 calls continued below target into July, however implementation of new measures has meant that we have seen improvement in the last week of July and the first week of August in line with the introduction of IVR (voice recognition system).

Libraries

19. Both book issues and visits to libraries in the quarter were historically low for the time of year and this has resulted in the 12 month rolling total for book issues to be behind target. It is uncertain why this should have happened. The adverse weather conditions may have been an impact as well as the additional bank holidays. Quarter 2 figures will be examined carefully to

identify if the reduction seen is part of trend or a one off variance and whether there is any particular impact in different localities.

Integrated Youth Services

20. Custodial Sentences at 5.9% are higher than the floor standard of 5%. This represents 17 out of 290 cases where young people received a sentence in court. This compares to 14 custodial sentences for the same time last year, from 452 sentences imposed. Clearly less sentences are being handed out, in line with the reduction in first time offending, although the number being placed in custody is similar, resulting in an increased percentage value for this indicator. Given the reduction in the numbers of sentences imposed, a review of the appropriateness of the current target may be required. The service remains committed to seeing a continued reduction in the actual number of custodial sentences. It should be noted that the actual number of custodial sentences reduced from 76 in 2009/10 to 56 in 2011/12 and that there is volatility of numbers on a quarterly basis. Numbers of custodial sentences ranged from 10 to 19 per quarter last year. A count of 17 this quarter, while on the high side, is therefore within the expected quarterly variability for this indicator.

Commissioned Services – Drug treatment

21. The percentage of opiate and crack users completing treatment free from dependence was behind target for the quarter, but with performance ahead of last year. There was also steady improvement through the quarter, with figures for June showing ahead of target. The results so far this year and during last year included the transfer of clients from the closing West Kent agencies into the new integrated West Kent Treatment Service, with these transfers being counted as an unplanned exit by the National Treatment Agency (i.e. the results have been adversely impacted by these counting rules, as we have to count these cases as starting treatment, but we can not include any related successful completions of treatment). As the transfers are now complete it is expected that figures for Quarter 2 will be ahead of target.

Registration Services

22. Performance for the percentage of deaths registered within 5 days although showing as Red for year to date, has shown improvement in the year, and performance for the month of July performance was close to target. As the majority of locations are offering same day appointments, improving performance is reliant upon customers choosing appointments within the time required. Due to the Jubilee and Bank Holidays in June the number of deaths registered in the required period reduced and had an adverse impact on the year to date figures. The Target is set at 80% to reflect the fact that even though we are offering same day appointments, residents do not always wish to take up this opportunity and therefore 100% would not be an achievable result.

Presentations and In Depth Discussion

23. Two areas of performance were selected at the last meeting of the Cabinet Committee for more in-depth discussion. These were the Contact Centre and the Trading Standards.
24. Short presentations will be provided by officers for these areas during the meeting with this agenda item. Members will then be able to ask questions and probe these areas in more detail.
25. The Contact Centre was selected due to performance showing as Red in the last presentation of the Performance Dashboard. Trading Standards was selected so that the basis of the target set for disrupting rogue traders could be explained and understood.

Recommendations

26. Members are asked to REVIEW the Customer & Communities performance dashboard.

Background Documents: None

Contact Information

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Customer and Communities Performance Dashboard

July 2012

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Produced by Business Intelligence, Business Strategy

Publication Date: 11 September 2012



Guidance Notes

RAG RATINGS

GREEN	Performance has met or exceeded the current target
AMBER	Performance is below the target but above the floor standard
RED	Performance is below the floor standard

Floor standards are pre-defined minimum standards set in Business Plans and represent levels of performance where management action should be taken.

DOT (Direction of Travel)

↑	Performance has improved in the latest month
↓	Performance has fallen in the latest month
↔	Performance is unchanged this month

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Explanatory Notes

For some indicators where improvement is expected to be delivered steadily over the course of the year, this has been reflected in phased targets. Year End Targets are shown in this dashboard but full details of the phasing of targets where appropriate can be found in the Cabinet approved business plans.

Where data is only available annually, a forecast is provided and the result is assigned a similar alert to other indicators by comparison of the forecast with the year end target.

Activity indicators generally relate to external demand and are not shown with alerts in the same way that the performance indicators are. Instead activity indicators are shown with trend or forecast compared to the expected levels when the business plan and budgets were set.

Performance Indicators with monthly results

Performance Indicator	Latest Month Result	Month RAG	DOT	Year to date Result	Year to date RAG	Year end Target	Floor Standard	Previous year
Customer Relationship Unit								
Percentage of Grade 1 priority calls to the Contact Centre answered in 20 seconds	50%	RED	↓	63%	RED	80%	75%	68%
Percentage of Grade 1 priority calls to the Contact Centre answered	90%	RED	↓	94%	AMBER	95%	92%	91%
Libraries, Archives and Registration Services								
Percentage of deaths registered within 5 days (excluding post mortems and inquests)	77%	AMBER	↑	70%	RED	80%	75%	54%
Culture and Sport								
Number of athletes supported to compete at a national level (cumulative last 4 years)	28	GREEN	↔	1,327	GREEN	1,350	1,275	1,240
Regulatory Services								
Number of rogue traders disrupted by Trading Standards	5	GREEN	↑	12	GREEN	30	20	25
Vulnerable consumers supported by Trading Standards	20	GREEN	↓	90	GREEN	250	180	184
Communications & Engagement								
Percentage of users satisfied with the KCC website	Data available from September 2012					TBC	TBC	New indicator

Note : Last year the Contact Centre treated all calls as Priority 1, with a target answering rate of 80% of calls to be answered in 20 seconds. From November 2011 a new system was introduced where calls for some services were allocated to a lower Priority and a lower target for responding to. Priority 1 Calls account for about 60% of the total call volumes.

Performance Indicators measured with a rolling 12 month total

Performance Indicator	Latest Result	RAG	DOT	Year end Target	Floor Standard	Previous year
Libraries, Archives and Registration Services						
Number of physical visits to Kent libraries	6.5m	AMBER	↓	7m	6.5m	6.65m
Books issued from libraries	6.1m	RED	↓	6.76m	6.2m	6.2m
Visits to the Libraries and Archives website	833k	AMBER	↑	850k	750k	751k
Regulatory Services						
Average number of days to resolve Public Rights of Way faults	46	GREEN	↑	90	100	95
Community Safety and Emergency Planning						
Number of incidents of recorded crime per 1,000 population	56.8	GREEN	↑	≤59.5	63	59.5
Integrated Youth Services						
Number of First Time Entrants into the Criminal Justice System, per 100,000 10-17 yr olds	928	GREEN	↑	1,178	1,240	1,088
Communications & Engagement						
Number of visits to the KCC website (kent.gov)	3.9m	AMBER	↑	4.0m	3.7m	3.7m

Note that results for most of these indicators are updated on a quarterly basis

Performance Indicators measured quarterly

Performance Indicator	Qtr 1 Result	Month RAG	DOT	Year to date Result	Year to date RAG	Year end Target	Floor Standard	Previous year
Integrated Youth Services								
Percentage of young people known to YOS in Education, Training & Employment	67.5%	AMBER	↑	67.5%	AMBER	75%	67%	76.9%
Percentage of 16 to 17 year olds known to YOS in suitable accommodation	75.7%	GREEN	↓	75.7%	GREEN	90%	85%	81.7%
Custodial sentences as a percentage of sentences imposed	5.9%	RED	↓	5.9%	RED	3.5%	5%	3.5%
Remands to the Secure Estate as a percentage of all remand decisions with the exception of Unconditional Bail	3.7%	GREEN	↑	3.7%	GREEN	8%	10%	8.5%
Commissioned Services								
Percentage of opiate and crack users completing treatment free from dependence	38%	RED	↑	38%	RED	45%	40%	30%
Percentage of young people leaving treatment in an agreed and planned way	89%	GREEN	↔	89%	GREEN	85%	75%	89%
Percentage of supporting people service users who achieve or maintain independence	98.9%	GREEN	↑	98.9%	GREEN	98.2%	95%	98%
Percentage of supporting people service users who successfully move on from temporary living arrangements	79.5%	AMBER	↓	79.5%	AMBER	80%	75%	80.4%

Performance Indicators measured annually

Performance Indicator	Forecast	Forecast RAG	Year end Target	Floor Standard	Previous year
Libraries, Archives and Registration Services					
Income generated by registration services	£3.14m	AMBER	£3.31m	£3.1m	£3.6m
Culture and Sport					
Number of schools involved in Kent School Games	550	GREEN	550	500	552 (2010)
External funding brought into Kent by Sports, Leisure & Olympics	£2m	GREEN	£2m	£1.5m	£2.6m
External funding brought into Kent facilitated by the Arts and Culture service	£4m	AMBER	£5m	£3.5m	£4.5m
External funding brought into Kent facilitated by the Kent Film Office	£2m	GREEN	£2m	£1m	£2.5m
Percentage of Country Parks income against expenditure	50%	AMBER	60%	50%	58%
Community Learning and Skills					
Percentage of apprentices who successfully complete their training, in the academic year	72%	AMBER	75%	53%	71.9%
Percentage of learners who successfully complete accredited courses (short and long courses), in the academic year	79%	AMBER	83%	64%	82%
Business Transformation					
Big Society Fund - Number of new employment opportunities created	30	GREEN	30	20	New Indicator
Communications & Engagement					
Percentage of staff who feel informed	72% ¹	GREEN	61%	51%	51%

¹ Based on a 'temperature check' of around 1.5% of staff. The wider survey will be conducted next year.

Activity Indicators - monthly

Activity Indicator	July	Year to date	Expected 2012/13 Activity	Previous year
Customer Relationship Unit				
Gateway Customer Footfall	94k	395k	TBC	N/A*
Libraries, Archives and Registration Services				
Number of marriage ceremonies conducted at KCC premises	195	705	1,950	1,297
Culture and Sport				
Number of visitors to Kent Country Parks	112k	423k	1.6m	1.6m
Regulatory Services				
Number of Public Rights of Way faults resolved	713	2,422	5,500	4,500
Kent Scientific Services: Analytical samples external income	£31.4k	£138.8k	£404k	£460k
Kent Scientific Services: Calibration samples external income	£14.5k	£65.9k	£202k	£196k
Countryside Management Partnerships – number of Community and environmental projects led by KCC	45	223	150	241
Business Transformation				
Number of loans made by the Big Society Fund	2	2	50	New Indicator

*Note previous year not available on a comparable basis for the Gateways footfall as counters were not installed at all locations.

Activity Indicators - quarterly

Activity Indicators	Qtr 1	Year to date	Expected 2012/13 Activity	Previous year
Integrated Youth Services				
Number of attendances at Youth Centres	48,772	48,772	200,000	210,000
Number of attendance at youth service street based work	7,372	7,372	36,000	42,000
Numbers of attendance for commissioned youth work	Data not available		35,000	35,000
Number of enrolments for Duke of Edinburgh's Award	1,171	1,171	5,046	4,943
Number of attendances at youth service Holiday Programmes	Data not available		16,000	18,000
Number of votes cast in Kent Youth County Council Elections	Elections in October		12,000	15,000
Number of young people engaged with the Youth Service and achieving an accredited outcome	173	173	3,000	4,000
Commissioned Services				
Number of adult drug users accessing treatment	2,113	2,113	3,467	3,379
Number of young people accessing drug and alcohol Early Intervention Services	1,131	1,131	7,360	6,448
Number of alcohol users accessing treatment	951	951	TBC	2,090

By: Mike Hill, Cabinet Member, Customer & Communities
Amanda Honey, Corporate Director, Customer & Communities

To: Communities Cabinet Committee

Date: 19 September 2012

SUBJECT: **Customer & Communities Directorate & Portfolio Financial Monitoring 2012/13**

Classification: Unrestricted

Summary: This is a regular report on the forecast outturn for the Customer & Communities Directorate and Portfolio.

Recommendation: Members of the Cabinet Committee are asked to note the first quarter's full budget monitoring report for 2012/13 reported to Cabinet on 17 September 2012.

1. Introduction:

1.1 This is a regular report to this Committee on the forecast outturn for Customer & Communities Directorate and Portfolio.

2. Background:

2.1 A detailed quarterly monitoring report is presented to Cabinet, usually in September, December and March and a draft final outturn report in either June or July. These reports outline the full financial position for each portfolio and will be reported to Cabinet Committees after they have been considered by Cabinet. In the intervening months an exception report is made to Cabinet outlining any significant variations from the quarterly report. The Customer & Communities annex from the first quarter's monitoring report for 2012/13 is attached.

3. Customer & Communities Directorate & Portfolio 2012/13 Financial Forecast - Revenue

3.1 There are no exceptional revenue changes since the writing of the attached quarter 1 report.

4. Customer & Communities Directorate & Portfolio 2012/13 Financial Forecast - Capital

4.1 There are no exceptional capital changes since the writing of the attached quarter 1 report.

5. Recommendations

- 5.1 Members of the Communities Cabinet Committee are asked to note the revenue and capital forecast variances from budget for 2012/13 for the Customer & Communities Portfolio based on the first quarter's full monitoring to Cabinet.

Kevin Tilson

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CUSTOMER & COMMUNITIES DIRECTORATE SUMMARY JUNE 2012-13 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

1.1.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered “technical adjustments” ie where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits for the A-Z service analysis have been adjusted since the budget was set to reflect the addition of £1m of roll forward from 2011-12 relating to Big Society as approved by Cabinet on 14 May 2012, and a further £0.576m of roll forward from 2011-12 as approved by Cabinet on 9 July 2012, together with a number of other technical adjustments to budget.
- The inclusion of a number of 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 1 of the executive summary of the 17th September Cabinet report.

1.1.2 **Table 1** below details the revenue position by Service Unit:

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Customer & Communities portfolio							
C&C Strategic Management & Directorate Support Budgets	9,832	-3,976	5,856	0	0	0	
<u>Other Services for Adults & Older People:</u>							
- Drug & Alcohol Services	15,987	-14,609	1,378	0	0	0	
- Supporting People	25,609	0	25,609	-15	0	-15	
	41,596	-14,609	26,987	-15	0	-15	
<u>Children's Services</u>							
<u>Education & Personal:</u>							
- Youth Service	9,315	-2,686	6,629	0	0	0	
- Youth Offending Service	5,581	-2,409	3,172	0	0	0	
	14,896	-5,095	9,801	0	0	0	
<u>Community Services:</u>							
- Archive Service (incl Museum Development)	1,329	-329	1,000	0	0	0	
- Arts Development (incl Turner Contemporary)	1,643	0	1,643	-2	-1	-3	
- Big Society	1,000	0	1,000	0	0	0	
- Community Learning Services	16,412	-16,765	-353	0	0	0	
- Community Safety	1,204	-226	978	-15	1	-14	
- Community Wardens	2,896	0	2,896	-137	0	-137	Reduced costs from vacancy management
- Contact Centre & Consumer Direct	6,713	-2,421	4,292	-438	438	0	Consumer Direct: reduction in income & staffing costs due to reduced call volumes
- Gateways	3,071	-1,037	2,034	-177	12	-165	Re-phasing of Gateway programme/opening dates
- Library Services	15,467	-1,844	13,623	0	0	0	
- Sports Development	2,358	-1,373	985	0	0	0	
- Supporting Independence & Supported Employment	1,372	-484	888	-62	62	0	KSE - Reduced staff costs. Loss of income from reduced number of referrals from Job Centre Plus
	53,465	-24,479	28,986	-831	512	-319	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Environment:							
- Country Parks	1,591	-948	643	0	40	40	Reduced income due to wet weather
- Countryside Access (incl PROW)	2,906	-1,023	1,883	0	0	0	
	4,497	-1,971	2,526	0	40	40	
Local Democracy:							
- Community Engagement	720	0	720	0	0	0	
- Member Grants	1,266	0	1,266	0	0	0	
	1,986	0	1,986	0	0	0	
Regulatory Services:							
- Coroners	2,987	-475	2,512	-14		-14	
- Emergency Planning	860	-199	661	-36	-8	-44	Reduced costs from vacancy management
- Registration	2,751	-3,135	-384	0	0	0	
- Trading Standards	4,003	-735	3,268	-197	87	-110	Reduced costs from vacancy management
	10,601	-4,544	6,057	-247	79	-168	
Total controllable	136,873	-54,674	82,199	-1,093	631	-462	
Assumed Management Action						0	
Forecast after Mgmt Action				-1,093	631	-462	

1.1.3 Major Reasons for Variance:

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

Customer & Communities portfolio:

1.1.3.1 **Community Services:**

a. **Community Wardens: Gross -£137k, Income nil, Net -£137k**

There are currently a number of vacancies within the service, including six wardens, a management post and an administration officer. These vacancies account for the current forecast gross underspend of -£137k. The budget has a built in vacancy management target as otherwise the projected underspend would be in excess of this.

b. **Contact Centre & Consumer Direct: Gross -£438k, Income +£438k, Net Nil**

There is a -£412k underspend for Consumer Direct, which relates to reduced staff numbers in line with a reduction in call volumes, together with Contact Centre minor underspends of -£26k.

The reduction in Consumer Direct call volumes has impacted upon their income, with a forecast shortfall of £438k as income is calculated on a price per call basis.

c. **Gateways: Gross -£177k, Income +£12k, Net -£165k**

The main contributor to the underspend is the re-phasing and change in specification of two multi agency Gateways. Swanley and Herne Bay Gateways are not now expected to open until 2013-14, with Herne Bay on a reduced scale from original plans. This has resulted in a one off underspend of -£139k as there will be no running costs in this financial year. There are other minor underspends of -£26k

1.1.3.2 **Regulatory Services:**a. Trading Standards (Including Kent Scientific Services) : Gross -£197k, Income +£87k, Net -£110k

The combined service has achieved gross savings of -£197k as there are a number of vacant posts within both Trading Standards and Kent Scientific Services.

The income variance relates almost entirely to Kent Scientific Services with reduced income forecast from external customers.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER

(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
C&C	Consumer Direct: Reduction in income linked to lower call volumes	+438	C&C	Consumer Direct: Reduced staff numbers in line with reduced call volumes	-412
			C&C	Trading Standards & KSS: Staff Vacancies	-197
			C&C	Gateways: rephasing of Gateway programme/ opening dates of Herne Bay & Swanley	-139
			C&C	Community Wardens: Staff vacancies	-137
		+438			-885

1.1.4 **Actions required to achieve this position:**

None

1.1.5 **Implications for MTFP:**

Revisions to Gross and Income levels will need to be considered in the 2013-14 budget build process if the reduction in call volumes continues within Consumer Direct.

1.1.6 **Details of re-phasing of revenue projects:**

None

1.1.7 **Details of proposals for residual variance:**

None

1.2 **CAPITAL**

- 1.2.1 All changes to cash limits are in accordance with the virement rules contained within the constitution and have received the appropriate approval via the Leader, or relevant delegated authority.
- 1.2.2 The Customer and Communities portfolio has an approved budget of £13.245m (see table 1 below). The forecast outturn against this budget is £13.564m, giving a variance of +£0.319m. After adjustments for funded variances and reductions in funding, the revised variance comes to nil (see table 3).
- 1.2.3 Tables 1 to 3 summaries the portfolio's approved budget and forecast.
- 1.2.4 Table 1 – Revised approved budget

	£m	
Approved budget last reported to Cabinet	18.815	
Approvals made since last reported to Cabinet	-5.570	Includes £5.962m for modernisation of assets moved to BSS Directorate
Revised approved budget	13.245	

- 1.2.5 Table 2 – Further changes to budget for Cabinet to approve

Scheme	Portfolio	Amount £m	Reason
Public Rights of Way	C&C	0.070	Additional grant
Public Rights of Way	C&C	0.120	Additional external funding
Public Rights of Way	C&C	0.035	Additional developer contributions
Tunbridge Wells Library	C&C	0.025	Additional external funding
Community Facilities - Edenbridge	C&C	0.006	Additional capital receipt, external funding
Total		0.256	

- 1.2.6 Table 3 – Summary of Variance

	Amount £m
Unfunded variance	0.000
Funded variance (from table 2)	0.256
Variance to be funded from revenue	0.063
Rephasing (beyond 2012-15)	0.000
Total variance	0.319

Main reasons for variance

- 1.2.7 Table 4 below, details each scheme indicating all variances and the status of the scheme. Each scheme with a Red or Amber status will be explained including what is being done to get the scheme back to budget/on time.

1.2.8 Table 4 - Scheme Progress									
Scheme Name	Total Cost £m	Previous Spend £m	2012-15 Approved Budget £m	Later Years Approved Budget £m	2012-15 Forecast Spend £m	Later Years Forecast Spend £m	2012-15 Variance £m	Total Project Variance £m	Status Red / Green / Amber
	(a) = b+c+d	(b)	(c)	(d)	(e)	(f)	(g) = (e-c)	(h)= (b+e+f-a)	
Rolling Programme									
Public Rights of Way - Structural Maintenance	3.076	0.929	2.147	0.000	2.435	0.000	0.288	0.288	
Country Park Access & Development	1.464	0.954	0.510	0.000	0.510	0.000	0.000	0.000	
Small Community Projects	3.004	0.494	1.510	1.000	1.510	1.000	0.000	0.000	
Library Modernisation Programme	3.259	0.441	1.898	0.920	1.898	0.920	0.000	0.000	
Modernisation of Assets	2.22	1.493	0.457	0.270	0.457	0.270	0.000	0.000	
Public Sports Facilities Improvement - Capital Grants	0.6	0.100	0.300	0.200	0.300	0.200	0.000	0.000	
Village Halls & Community Centres - Capital Grants	1.278	0.167	0.711	0.400	0.711	0.400	0.000	0.000	
Individual Projects									
The Beaney, Canterbury	3.620	3.365	0.255	0.000	0.255	0.000	0.000	0.000	
Turner Contemporary	17.400	17.400	0.000	0.000	0.000	0.000	0.000	0.000	
Gateways	7.202	4.824	2.378	0.000	2.378	0.000	0.000	0.000	
Ashford Gateway Plus	7.606	7.539	0.067	0.000	0.067	0.000	0.000	0.000	
Grant to Cobtree Trust	0.100	0.043	0.057	0.000	0.057	0.000	0.000	0.000	
Tunbridge Wells Library	0.444	0.028	0.416	0.000	0.441	0.000	0.025	0.025	
Kent History & Library Centre	10.981	10.625	0.356	0.000	0.356	0.000	0.000	0.000	
Gravesend Library	2.500	2.404	0.096	0.000	0.096	0.000	0.000	0.000	
Libraries Invest to Save	1.730	1.528	0.202	0.000	0.202	0.000	0.000	0.000	
New Community Facilities at Edenbridge	1.003	0.337	0.666	0.000	0.672	0.000	0.006	0.006	
Web Platform	1.139	0.810	0.329	0.000	0.329	0.000	0.000	0.000	
Youth Service Reconfiguration	0.156	0.098	0.058	0.000	0.058	0.000	0.000	0.000	
CLS service re-provision	0.482	0.000	0.482	0.000	0.482	0.000	0.000	0.000	
New Library & Community Centre Cheeseman's Green	0.350	0.000	0.350	0.000	0.350	0.000	0.000	0.000	
TOTAL CUSTOMER & COMMUNITIES	69.614	53.579	13.245	2.790	13.564	2.790	0.319	0.319	

1.2.9 Status:

Green – Projects on time and budget

Amber – Projects either delayed or over budget

Red – Projects both delayed and over budget

1.2.10 Assignment of Green/Amber/Red Status

1.2.11 As this is the first of the new capital monitoring formats, the red/amber/green statuses are assigned from the current position. A project will not show as amber or red if they have been delayed or over budget in the past but this has now been resolved. Any such issues would have been reported on in previous monitoring reports to Cabinet.

1.2.12 Projects with variances to budget will only show as amber if the variance is unfunded, i.e. there is no additional grant, external or other funding available to fund.

1.2.13 Projects are deemed to be delayed if the forecast completion date is later than what is in the current project plan.

Amber and Red Projects – variances to cost/delivery date and why.

Edenbridge Community Centre

1.2.14 The contractor has submitted an extension of time request in relation to the construction of the Edenbridge Centre and the associated housing development. This has had the impact of a delay to the opening of the centre from October 2012 to January 2013. The fixed price Design and Build contract means that there are no financial risks to KCC but as the estimated completion date has been elongated, an AMBER status has been applied.

Key issues and Risks

- 1.2.15 **Public Rights of Way** - The Countryside Access Programme includes a number of surfacing schemes which can involve access across difficult terrain or along unsurfaced rights of way. Some of the access can be weather dependent with landowners refusing access in poor weather conditions hence there is a potential risk that projects are not completed as scheduled.
- 1.2.16 **Library Modernisation** – Within the cash limit funds have been set aside for the Library element of the Herne Bay and Swanley Gateways, therefore this budget is intrinsically linked to that programme (see below).
- 1.2.17 **The Beaney** – Unfortunately, the Viridor bid for £133k external funding was unsuccessful and we are now looking into an alternative solution to bridge this gap in funding. There is also the risk that there will be additional costs outside of the fixed price contract but these will be reported throughout future monitoring reports.
- 1.2.18 **Gateways** – The Gateway programme was to be delivered over a number of years and anticipated opening dates were scheduled. However, due to the number of agencies involved, differing funding requirements and planning approval processes, there is an inherent risk around timing, funding and future delivery. Business cases are presented for each gateway where these considerations will be updated as part of future monitoring reports.
- 1.2.19 **Ramsgate Library** – The refurbishment is almost complete and there is a small risk that the residual budget is insufficient to meet the costs of the final snagging works. Conversely, if a surplus is delivered then this may need to be returned.
- 1.2.20 The outstanding defects liability was costed by the Quantity Surveyor and formed part of the settlement negotiations. The programme of work has been tendered and will be monitored against the funds available.
- 1.2.21 **Tunbridge Wells Library**– there is a risk that planning approval will not be agreed by the Secretary of State. Also, as this is a listed building there is a risk that once work starts issues could be found which increase the scope and cost of works.
- 1.2.22 **Edenbridge Community Centre** – The project is now due to complete early 2013 but any further delay could impact further on the opening. This is a design and build contract signed at a fixed price, limiting KCC's exposure to increased costs.
- 1.2.23 **Web Platform** – There is no annual budget to fund improvements/enhancements to kent.gov once this fixed term project expires.

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

N/A

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By: Mike Hill, Cabinet Member, Customer & Communities
Amanda Honey, Corporate Director, Customer & Communities

To: Communities Cabinet Committee

Date: 19 September 2012

Subject: **Budget Consultation 2013/14**

Classification: Unrestricted

Summary: To update Members of Communities Cabinet Committee on the 2013/14 budget consultation launched on 6 September 2012.

Recommendation: Members are asked to note the launch of the consultation and that feedback will be provided in the November 2012 round of Cabinet Committee meetings

1. Introduction

- 1.1 Consultation on the draft budget proposals for 2013/14 was launched on 6 September 2012. The consultation will run for 8 weeks up to 1 November 2012. The consultation has been launched much earlier than in previous years. This allows more time for consideration of the options and more time for Cabinet and Cabinet Committees to consider consultation responses.
- 1.2 The consultation is accompanied by a brief paper which outlines the challenge the council faces in addressing additional spending demands while at the same time Government grants are reducing and a proposal to freeze Council Tax for the third successive year. This combination means £60m of savings need to be found next year.
- 1.3 The package of savings includes some which are the full year impact of savings we have made as part of 2012/13 budget. For example within the Customer and Communities portfolio we made a saving of £0.4m in 2012/13 from the youth service review which has a full year effect of £1.0m in 2013/14. We are not specifically seeking views on these full year amounts as decisions have already been taken following full consultation.
- 1.4 The consultation focuses on £42m of savings which are the key new proposals. This includes proposals to address the £28m of savings that were not identified at the time the current Medium Term Financial Plan (MTFP) was agreed, as well some items which were included in the current plan but not in detail as there was no impact in 2012/13.

2. Current Medium Term Financial Plan

- 2.1 The starting point for the budget proposals is the current MTFP. We have updated all the estimates in the original plan, including estimates for forecast inflation and demographic pressures as well as the latest on timing for delivery of savings. Launching consultation early inevitably means these estimates are less robust than they would be later in the year. In particular we have had to estimate the amounts we are likely to get in Government grant as we do not even have provisional grant figures to work from. We have had to estimate the likely number of domestic households for Council Tax purposes as districts will not make the formal assessment until later in the year.
- 2.2 At this stage for consultation purposes we have not produced individual portfolio plans. Instead we have produced an overall summary for the whole council showing how the net expenditure (gross expenditure less service income) is proposed to reduce from £1.78bn in 2012/13 to £1.71bn for 2013/14. Cabinet Members feel it important to consult about the broad principles and direction of travel at this stage and consultation on detailed implementation can follow at a later date once the overall strategy has been agreed. The key issues for the Customer & Communities portfolio will be considered at the meeting.
- 2.3 For simplicity Cabinet Members agreed that we should consult about net expenditure i.e. before Government grant income, rather than net spend after specific grants (as previously quoted in budget plans). Cabinet Members felt that distinguishing between specific and un-ring-fenced grants was unnecessarily complex and distracted from the main message of additional spending demands + reduced grants + freeze Council Tax = need for significant savings.

3. Engagement with Cabinet Committees

- 3.1 Cabinet Committees have already been asked to establish an Informal Member Group (IMG) to consider the specific budget issues for each portfolio. The IMG for this committee is chaired by Alice Hohler, and includes Mike Angell, Alan Chell, Carole Waters, Ian Chittenden and Elizabeth Green. The IMG has already set a schedule of meetings throughout the autumn. There are no specific terms of reference for the IMG and each group will agree their own working arrangements and which officers should be invited to provide evidence.
- 3.2 It is intended that the IMG will report its findings to the November meeting together with any specific issues for the Customer & Communities portfolio arising from the consultation. This should provide the Cabinet Committee with sufficient information and evidence to make recommendations to the Cabinet Member. These recommendations can then be considered by Cabinet in December prior to issuing any changes to the final draft budget. This will provide Cabinet Committees the opportunity to scrutinise the response to consultation prior to the final budget being presented to County Council in February.
- 3.3 In light of this process Cabinet Committee's need to decide whether they want to debate about the proposals in the consultation paper at this meeting, or whether this should be deferred until November after the IMG has undertaken detailed examination.

4. Recommendations

4.1 Members are asked to

- (i) note the consultation launched on 6th September
- (ii) note the proposed engagement with Cabinet Committees
- iii) decide at which meeting(s) they wish to debate the consultation

Background documents

KCC Budget Consultation

Contact Officer:

David Shipton / Kevin Tilson

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By: Mike Hill, Cabinet Member, Customer & Communities
Amanda Honey, Corporate Director, Customer & Communities

To: Communities Cabinet Committee

Date: 19 September 2012

Subject: Future Library Services - Update

Classification: Unrestricted.

Summary : This report updates members of Communities Cabinet Committee on the latest developments in the Future Library Services transformation programme with case studies to demonstrate progress and sets the wider ambition for the transformation of these vital community services despite challenging financial pressures.

Recommendation: Members of Communities Cabinet Committee are asked to note and comment on this report.

1. Background

- 1.1 Library services help people in essential ways that support the achievement of the Bold Steps objectives. Our priorities are to support literacy, a critical life skill, by fostering and supporting the love of reading from the earliest age. We help people to find information and support their learning, helping them to be engaged and active citizens throughout their lives. We support people in increasing their digital literacy skills, both supporting them as individuals and helping the rest of the public sector deliver savings and improved services through channel shift. Libraries bring people together: online, in our libraries and in other places where we take our services. We help people share their experiences and knowledge and strengthen community ties.
- 1.2 The 'Public Libraries & Museums Act' (1964) sets out the statutory duty for Kent County Council to "provide a comprehensive and efficient library service", set in the context of local need.
- 1.3 Discussions began in 2011 to agree an approach which would allow KCC to meet these obligations by developing creative solutions to transform and modernise local libraries so that they continued to deliver their essential and much valued services. With 99 libraries throughout Kent's communities it will be important to develop bespoke service solutions for each place as there is not a 'one size fits all' solution. It is essential that these solutions represent 'best value' and help to deliver 'Medium Term Financial Plan' savings to ensure our services continue to be sustainable for the long term benefit of local communities.
- 1.4 Wherever possible, KCC is committed to exploring solutions that protect customer services – for example using creative procurement and asset solutions that provide better services for less cost. It is important that whilst we continue to deliver good

value for money for Kent's taxpayers – we also continue to improve the quality of services so as to deliver better long term outcomes for local people.

- 1.5 In progressing the Future Library Services transformation programme a variety of options could emerge, for example:
- Moving the library into a partner's premises, sharing premises costs with that partner and commissioning them to deliver front of house services for us. In small communities, such an approach might make a community facility like a village hall, more sustainable as we could bring income and footfall with our services.
 - In a similar way, a partner might move into our premises, which would enable cost sharing and the chance to explore joined up customer service.
 - Some communities might want to take over library service delivery through a volunteering model, supported by us.
- 1.6 The "Future Library Services" approach was agreed at the Communities Policy Overview and Scrutiny Committee in November 2011. (See Background Document A).

2. Future Library Services transformation programme

- 2.1 This approach has now evolved into the Future Library Services transformation programme, which will ensure that library services are fit for the future, responsive to local needs and priorities, and sustainable despite an extremely challenging financial environment.
- 2.2 We are exploring the potential to develop innovative and efficient delivery models which can be shaped and influenced in partnership with local members, partners and communities. Locality Boards and other local forums are playing an important role in helping to shape the way forward in each District. The Locality Board Vice Chairs are key to driving forward the local engagement and discussions in communities.
- 2.3 Library staff are encouraging local groups (e.g. Parish Councils) and individuals to come forward with ideas and suggestions and to join local discussions and conversations about their local library services.
- 2.4 This is also being encouraged through our website (www.kent.gov.uk/libraries) which features regularly updated information about library services including statistics, running costs, and examples of different potential library models in other authorities. People visiting the web pages are encouraged to join the conversation about their library through a dedicated email box, by phone or letter.
- 2.5 We are dedicating a considerable amount of staff time and expertise to this programme in order to build and develop local relationships which encourage new ideas and suggestions to emerge. As the ideas develop and we begin the planning and implementation stage we will need to design and implement effective consultation and procurement processes to ensure we deliver what local people want whilst providing good value for money. Local discussions and plans will progress at different speeds.
- 2.6 The early discussions cited later in this paper are among a range of potential options being explored - no formal decisions have yet been made. Given the statutory

obligation for KCC, formal decisions about the future of libraries must be made by the County Council. However, these decisions will only be made following detailed negotiations, and in full consultation with local people, elected members and the Locality Boards.

- 2.7 It is expected that some new models will be operating by the Spring of 2013 and over the following 2 years of the programme we will build on these and expand the range of types of service models. The overall target is to develop and implement new local delivery solutions that will allow us to reduce our annual spending by £1m from 1st April 2014.

3. Summary of progress

3.1 Local Engagement

- 3.1.1 Our discussions with Locality Boards have developed to varying extents, as local arrangements are still evolving and maturing. In many places we have already initiated some very useful discussions with local KCC and district members, parish councils and community groups.
- 3.1.2. We have seen a real willingness among most local people and groups to explore new delivery models. Some Locality Boards have yet to meet which has slowed progress in these areas. Where the KCC Vice Chairs have been actively engaged in driving local engagement supported by the wider community of local members and other agencies, real progress has been made. A task and finish or sub-group model adopted in most districts has also been effective in setting and maintaining the pace of local discussions. Locality Board Vice Chairs met on 19th July and reaffirmed their commitment to drive progress on Future Library Services in their area.
- 3.1.3. Stakeholders have largely been very positive, they appreciate being involved and engaged at an early stage with a genuine opportunity to shape service proposals. This initial enthusiasm has not yet translated into concrete proposals which will take time to develop over the three year programme. Much of the early interest has been in smaller libraries from parish councils and some district councils – building on established collaboration models (e.g. Sandgate Parish Council are already involved in helping run their local Library and Marden Local History Group already deliver local history services from a rented space in their library). Whilst negotiations are still in early stages, there is already potential for innovative new solutions coming forward from local community interest companies and social enterprises.
- 3.1.4 Inevitably some potential partners have been less enthusiastic but we hope as early proposals are implemented we will be able to show the benefits to all parties from well designed projects.
- 3.1.5 The service is learning from national best practice. Local discussions in Kent are at an early stage with a non-prescriptive, localist approach being taken, focused on listening to the views of communities.
- 3.1.6 Any new service delivery model for libraries needs to take account of the 'core' aspects of the service which KCC has to manage strategically to meet our statutory

obligations; achieve economies of scale; and/or ensure services are designed and delivered with the benefit of appropriate professional expertise and knowledge. Examples include:

- Kent History & Library Centre;
- birth and death registration services;
- online services;
- service management;
- a centralised book stock, catalogue and reservation service; and
- IT systems including self service technology.

3.1.7 The aspects of the service which will be locally negotiated include opening hours, staffing, shared spaces and premises running costs. There will be different bespoke solutions for each of the local community libraries, although they will be covered by a core set of principles.

3.1.8 There is scope for volunteer led models to be developed through partner organisations. A partner commissioned by KCC to run library services in an individual community might choose to work with volunteers to manage and operate the Library. This volunteer activity would be separate and distinct from Time2Give, the existing Library volunteering programme. This programme is managed by Community Service Volunteers (CSV) for KCC Libraries, Registration and Archives. Time2Give volunteers get involved in a wide range of activities which add value to the core library service. For example, delivering books to home bound customers, including carers; helping customers with computer problems or internet queries; running or supporting activities like Baby Rhyme Time for parents and very young children.

3.2 **Examples of emerging ideas from local conversations:**

Charing - discussions are underway with the Parish Council and local members. These include ideas about the potential for partner/commercial use of space in the library and developing land to the side and rear of the library for partner/commercial use. There is also interest in exploring the potential to develop community involvement in running library services.

Hive House (Northfleet) - A Community Interest Company is keen to explore options which could grow from the company renting space in the library for their own operation.

Bearsted and Staplehurst - Several opportunities are emerging in both communities and all or some of these could be combined to produce an innovative solution. Discussions are underway with both Parish Councils. There is also interest from local residents to work with KCC to develop ideas for delivering library services and make creative use of the buildings and grounds.

Lyminge - There is a developing partnership with the Parish Council who are keen to explore the potential for their Clerk to use the Library office as a base. Ideas are also emerging about how volunteers could support library service delivery; a possible tourism partnership; and potential ways to generate income for the library.

Sandgate - The Library has operated in partnership with the Parish Council since 2006 and running costs are shared between the two councils. The Parish Clerk uses the library as the Parish office and delivers library customer services. The Parish Council use the library space for meetings and events. The Parish Council are keen to review the existing Service Level Agreement and expand their role. They have already set up public access Wi-Fi. Discussions are underway and options being explored include the Parish Council developing some volunteer roles to support their delivery of library services, Parish Council funding some additional opening hours, and income generating opportunities.

Stanhope - Moat Housing are co-located with Stanhope Library and they operate the library outside of the core library hours when their staff are already on duty. A Self Service kiosk assists this partnership. Discussions are underway with the Parish Council to explore ways to develop and widen this partnership.

3.3 Property Solutions

- 3.3.1 Our library buildings are essential assets within our communities. Where possible through the Future Library Services programme we are seeking to make better use of public space, and improve the range of services we can offer to local communities through asset collaboration. This could mean creative new property solutions such as a parish council co-locating within a small library. This could help to make savings for partners through shared running costs. Some co-location projects will require capital investment to improve the condition or facilities available in the building, in order for partners (e.g. Social Enterprises) to be willing to take over responsibility for the running and maintenance of properties.
- 3.3.2 Asset collaboration can also lead to larger shared spaces projects and potentially a 'shared front desk' with other districts and partners (e.g. Citizen Advice Bureau, Housing Associations). For example we are exploring the potential of town centre regeneration projects which could integrate services, including housing, retail, and other public or voluntary sector activity, into a single space. This could provide more significant long term financial gains Successful examples of this model have been set up in Ashford district with the Gateways in Ashford and Tenterden. The Gateways bring together a wide range of council and other services, for example, housing advice, registration of births and deaths, debt advice, job seeking and career advice, tourist information. In the case of Tenterden the Post Office is also housed in the Gateway.
- 3.3.3 As community discussions develop, the service will continue to work with Property & Infrastructure Support to investigate all creative property solutions which support new models of service delivery.

3.3.4 Potential asset collaboration solutions

Whitstable - Asset collaboration potential is being explored with Canterbury City Council (CCC) with potential to redevelop on the library site. Options include re-provision of library space with a residential development and space for other services, including CCC services.

Dartford - Opportunities to develop use of the library building are being explored with Dartford Borough Council (DBC) and other partners. This includes reconfiguring the space to improve access from the High Street and “knocking through” to create stronger links between the library and the museum, increasing opportunities for joint events and activities. There is further potential to re-configure other internal spaces and to accommodate new partners. For example CAB have expressed an interest in renting space.

Sittingbourne - Solutions for the Library will emerge from the town centre regeneration project - “The Spirit of Sittingbourne” - working with Swale Borough Council and other partners. This is a scheme developing over 5 or more years, and new, innovative options for co-location of public, voluntary & community and private sector (e.g. retail) services at the heart of the town. Different service delivery options will be explored throughout the planning process.

4. Next Steps

- 4.1 Locality Board and other local discussions will continue to shape an outline of potential options to progress in each district, captured in local action plans.
- 4.2 Regular updates on progress across the programme, and preview of any related future Key Decisions will be brought to Communities Cabinet Committee.
- 4.3 First ‘Future Library Services’ arrangements to be implemented from Spring 2013.
- 4.4 Review of progress on this approach in Spring 2013, as part of the preparations for a ‘Make, Buy, Sell’ review in Summer 2013.

5. Financial Implications

- 5.1 In the last few years there have been significant efficiency and policy savings in Library Services. Libraries have already delivered £2.3m in efficiency savings (staff restructuring and IT procurement) and throughout 2011-14 a further £2m in efficiency savings is being delivered through more efficient working (including self service technology).
- 5.2 The Medium Term Financial Plan (MTFP) has identified a further £1m revenue savings target for Future Libraries Services - £500k in 2014/15 and £500k in 2015/16. It is the larger shared space, asset collaboration schemes that are most likely to deliver the biggest savings. Early local negotiations with the small local collaborations indicate that there are likely to be small scale efficiencies, mostly through sharing running costs. Corporate Landlord (Property & Infrastructure

Support) and the Libraries, Registration and Archives Service are working together to plan, and allocate to MTFP targets, savings delivered through this programme.

- 5.3 Over the last six years, there has been a significant capital investment in the library service from KCC and other agencies eg. Heritage Lottery Fund. KCC will need to make further capital investment in some local libraries to ensure they present an attractive opportunity for co-location, and provide a sustainable opportunity for small organisations who may take on responsibilities for running and/or maintenance costs (e.g. modernisation and redesign of building space may be required).
- 5.4 Any new models of service delivery will have to consider the financial implications of staff terms and conditions. Transfer of Undertakings (Protection of Employment regulations) or TUPE will apply to any paid staff who transfer into any potential providers who take on the running of libraries. The costs and potential pension implications need to be taken into account when considering these options.

6. Legal Implications

- 6.1 Any new arrangements for Future Library Services must ensure we continue to meet our statutory legal requirements (e.g. 'Public Libraries & Museums Act' (1964)), retaining our legal accountability even if through the 'Localism Act' (2011) agenda different service providers are involved in delivery.
- 6.2 Any engagement or consultation activity for these transformation programmes is being undertaken with advice from Communications & Community Engagement, to ensure we comply with the 'Statutory Duty of Best Value' (2011). The Equalities team will also help to ensure that any transformation activity fulfils our statutory requirements under the Equalities Act (2010), including the development of Equalities Impact Assessment Screening.
- 6.3 Legal Services and Procurement are fully involved in advising on appropriate commissioning arrangements. A fair and transparent approach will be developed so as to mitigate any risks or legal or market challenge.
- 6.4 By ensuring there is an open process for community groups to get involved with running their local library service, the programme effectively presents a similar opportunity to the "Right to Challenge". To respond to our statutory requirements the 'Community Right to Challenge' (secondary legislation - 2012), expressions of interest windows for libraries have been initially set for 2013/14, and the timing and approach will be considered by the Future Library Services Steering Group.

7. Risk and Business Continuity Management

- 7.1 Key risks associated with libraries transformation include:
- KCC retains the statutory responsibility for providing library services even if they are delivered by others. We would therefore need to monitor performance and standards. All contracts or service level agreements would need to allow KCC to take back the delivery function if agreed minimum standards were not met.
 - Nationally, there has been a great deal of scrutiny of any changes to library services, with a number of high profile legal challenges. Any move to new

delivery models will require a robust evidence base and full consultation. There is a risk of Judicial Review if this is not done.

- In the current MTFP there is a commitment to make a saving of £1m against Future Libraries. However elected members have also committed not to close any libraries without the consent of local people. If we are unable to get agreement from partners to make changes to services that will deliver the necessary savings, this will create a financial pressure for KCC with savings needing to be found elsewhere to cover.
- Small-scale local collaboration options may not realise significant savings towards the £1m target - larger asset collaboration schemes will take a longer time to realise, dependent as they often are on the plans of partners. This may well put pressure on the timescale to deliver the £1m in savings.
- KCC will need to undertake due diligence to ensure that we mitigate the risk of financial viability of new providers – for example ensuring that a small-scale social enterprise is in a sustainable financial position to deliver the service.
- KCC must be sure to promote the use of existing community assets – in high value areas and town centres, there may be potential to explore disposal of existing sites to fund new library and youth services on alternative sites, or combining mixed developments (e.g. residential and community facilities).
- Local momentum and progress could slow down if engagement and involvement is not robust at local level. A robust consultation and communications plan and local member involvement through the Locality Boards should help to mitigate this risk.

8. Conclusion

- 8.1 The Head of Libraries, Registration and Archives and her senior managers are pro-actively driving the Future Library Service Transformation agenda, supported and steered by a Steering Group headed by the Cabinet Member for Customer and Communities. Colleagues from many other parts of KCC are engaged and supporting this critical programme, for example the Property and Infrastructure Group, Corporate Communications Team, and Legal and Democratic Services.
- 8.2 KCC Locality Board Vice Chairs are heavily involved leading and supporting local conversations, and where the engagement of other local members has been secured real progress is being made. The FLS programme will continue to evolve rapidly over the coming months.
- 8.3 The wider transformation potential of the Future Library Services programme supports the three overarching ambitions in 'Bold Steps for Kent', as well as the priority to develop more seamless and integrated public services within local communities (Priority 11).
- 8.4 By working with local communities to design services that meet their specific needs, the library service will:
- Help improve literacy levels and foster the love of reading, supporting the disadvantaged to gain skills and helping the economy grow.

- Help people access information and improve their digital skills which will help support channel shift across the public sector and beyond and also create active citizens who are well informed and skilled to take control of their lives.
- Bring communities together to share experiences and knowledge and create stronger ties.

8.5 The transformation of library services can be seen in the broader context of the ‘Customer Services Strategy’ – seeking to enhance the customer experience, and create a more integrated ‘offer’ of access between customer services such as Children’s Centres, Gateways and the Contact Centre. Asset collaboration, and working with partners who may want to take on a ‘front of house’ role within libraries, could provide efficiency savings. It will also create a more holistic customer experience, focused on the needs of the local community, and not on silos created by organisational boundaries or separate community access points for services.

8.6 In some communities the co-location of services in one building could provide significant property revenue savings or capital receipts. However, it will be necessary to ensure that any co-location proposals benefit the service users and the wider community.

8.7 It is important that the transformation programme continues to progress actively in order to achieve savings targets, whilst not losing sight of the wider potential connections and our ambition for more integrated public services.

9. Recommendations

9.1 Cabinet Committee Members are asked to note and comment on this report.

Background Documents

A. Communities Policy Overview and Scrutiny Committee Report 18 November 2011 “Delivering Sustainable Libraries”
<https://shareweb.kent.gov.uk/Documents/leisure-and-culture/libraries/FLS/Information%20pack/POSC%20Report%20Delivering%20Sustainable%20Libraries%20November%202011.doc>

B. Future Library Services Web Pages
http://www.kent.gov.uk/leisure_and_culture/libraries/future_library_services.aspx

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By: Mike Hill, Cabinet Member, Customer & Communities
Amanda Honey, Corporate Director, Customer & Communities

To: Communities Cabinet Committee

Date: 19 September 2012

Subject: **Vulnerable Learner Apprenticeship Project Update**

Classification: Unrestricted

Summary: In February 2010 the County Council made a commitment to back the development of a scheme to support marginalised young people to access Apprenticeships. This paper outlines the findings of the independent evaluation of the project.

Recommendation: Members are asked to note and comment on this report

1. Introduction

1.1. The Vulnerable Learner Apprenticeship Project started in September 2010 following a proposal at County Council and subsequent agreement from Cabinet to pilot a project aimed at understanding the barriers that certain groups of young people face in accessing employment opportunities, particularly Apprenticeships. Through the project we have highlighted the intensive support that these groups of young people require to access Apprenticeships in the first instance and then the continued support they need once in their role. It has also identified that there is a gap in provision for most of these groups that moves them from preparing for employment and actually finding and moving into that employment.

2. Background

2.1 The cohorts involved in this project were identified as they are particularly disadvantaged in the labour market which is shown by the unemployment rates below:

- Learning Disabilities – 94%
- Young Offenders – 60%
- Looked After Children leaving care – 33%
- Young Parents – 84%

2.2 These groups are also disengaged with learning and skills and find it difficult to access Apprenticeship opportunities. Those taking part in the scheme had a range of needs, for example some young offenders had committed low level offences while others had left Cookham Wood Young Offender Institution. The young people with disabilities also have a range of needs, some with physical disabilities, some with learning disabilities and others with mental health problems.

3. Success to date

- 3.1 In total, 69 young people have been employed through this project. 62 of those undertaking an Apprenticeship – either Level 2 or Level 3 – and 7 young people undertaking an Apprenticeship Style Opportunity – a bespoke training and employment programme that KCC has developed for young people with learning disabilities.
- 3.2 To date, 37 of the young people who started on the project have successfully completed their Apprenticeship or Apprenticeship Style Opportunity; this represents 54% of the cohort which is below the national average for Apprenticeship completions but above the project target rate of 50%. A further 4 young people are continuing their Apprenticeship and are due to finish in the coming 3 months. Of the 37 young people who have gained their qualifications, 70% of those have moved in to sustained employment.
- 3.3 There have been some drop outs from the project, despite the ongoing support put in place for the young people and their employers. There have been a number of reasons for this, some had to withdraw due to their chaotic lifestyles and changes in their personal circumstances which were outside of the control of this project and others were let go due to a lack of commitment and poor attitude.
- 3.4 However, there have also been some real success stories; Chris, a young father, successfully completed his Level 2 Business and Administration Apprenticeship with the Teenage Parents Team within KCC and has moved in to full time employment within a Childrens Centre in Tenterden. Paul, a young man with learning disabilities, has completed his Apprenticeship Style Opportunity at the Romney Resource Centre and is going to start a Level 2 Catering Apprenticeship in October.
- 3.5 Both young men have not only gained qualifications but have also developed their confidence and personal skills throughout the year that they have been on the project. They now have raised aspirations and are looking forward to the future, Chris to provide for his young family and Paul so that he can help support his disabled parents.

4. Evaluation Summary

4.1 Main findings

- 4.1.1 The evaluation highlighted many challenges and issues faced in setting-up and running the pilot project. The project deliverers have adapted their services to meet such challenges and the lessons learned from this pilot to include the strengthening of ties with, and in some cases between local organisations, the introduction of an Operational Project Group, and redefining job roles to change internal organisation infrastructure. The findings from the evaluation have been used to inform the adapted model used for phase 2 of the project.
- 4.1.2 Another adaptation was the innovation of Apprenticeship Style Opportunities (ASOs) for 7 young people with learning disabilities who found it academically difficult to obtain the qualification: ASOs were employed for a minimum of 16 hours per week and the project paid the NMW for their age. The training was a combination of classroom based learning and on the job learning. The ASO programme aimed to replicate an apprenticeship as far as possible but at a lower level. This highly inclusive approach is currently unique to Kent and one young

person who could not have undertaken a full Apprenticeship when he first joined the project has completed his ASO and is now doing an Intermediate Apprenticeship in Playwork.

- 4.1.3 The evaluation has shown that some organisations services within KCC are better set up to provide employment outcomes for their clients. For example, Kent Supported Employment has a relatively mature supported employment service, set up to contact employers, find jobs, undertake vocational profiling and develop on-going support strategies to assist the young person and the employer once they were in work. The Care Leaver's team, on the other hand, had very few employment supports in place and focussed mainly on the young person's transition into a new home and supporting them to develop their social networks.
- 4.1.4 The potential of the specialist teams to deliver the project was also affected by the amount of resource available to them beyond the Champion team leaders. Where mature employment focussed procedures were already in place there was greater potential to tap into that resource as part of the overall practice of the organisation (e.g., KSE). In retrospect, the experience that KSE had in developing employment procedures specifically for vulnerable groups was underutilised and could have provided useful information and training for the other specialist teams and in future their model of supported employment could be used across all cohorts.

4.2 Young people's views

- 4.2.1 The young people within the project were interviewed with a number of key themes emerging. When asked what they hoped to get from being part of the project the young people interviewed mentioned several central reasons for their participation, these included: having an opportunity to learn and earn; gain work experience; have brighter prospects for the future; and having all the necessary support (financial, practical, academic) available to help them to become apprentices. The majority of the young people interviewed said that the opportunity to gain a qualification was the biggest draw for them.

"It's a path to a career more than just a year of dead end work – something to aspire to for my daughter – she'll see me working and helping others and not on benefits –it might change her life too." (Young Parent)

- 4.2.2 Those involved in the project had definite ideas that an apprenticeship would enable them to make more of their lives and were thinking about the future and what kinds of opportunities were currently available to them. A number of the young people interviewed described having previously tried to access this type of learning/earning model either through school, college, benefits advisors or by themselves but had been thwarted and unsuccessful:

"I was looking for an apprenticeship myself but was having no luck, it was getting really depressing then this came along" (Youth Offender)

- 4.2.3 The apprentices also talked about how having an apprenticeship had given them more confidence, motivated them, increased their self-worth and self esteem and even helped them to mature:

"I'm more confident, independent and I'm showing people I can do things"
(LD/MH apprentice)

4.3 Employer's views

- 4.3.1 When interviewed, most employers (73%) stated that they would not have hired the young person without the wage subsidy. However, less than 10% of employers reported having had apprehensions about hiring a vulnerable person, and were more concerned about the amount of 'red tape' that would be associated with the project. This challenges perceived notions that employers tend to stigmatise vulnerable groups. All the employers interviewed identified advantages for their organisations in hiring the young people and 89% stated they would recommend the project to other employers.
- 4.3.2 The evaluation also shows that of those employers who said they definitely would not have hired without the subsidy, 70% have hired their apprentice after that young person has completed their qualification and proved to be of benefit to the organisation.
- 4.3.3 Throughout the year that KCC was paying the subsidy, employers had an opportunity to see the apprentices at work in their business and fitting in well with other employees, their commitment to the individual increased resulting in some considering ways to keep or hire the apprentice including writing a grant proposal where previously, they had no such intent. The overriding sense from the interviews was that employers had 'bought into' the project, identifying it as a positive for society as a whole and as part of their own social obligations suggesting opportunities to market the project geared toward the more intrinsic benefits for each business or organisation.

"I'd never have even interviewed her, I'd have thrown out her resume or application but the fact that the project was backed by KCC made me think twice. They told me about her record and she was really honest about it herself – now I really couldn't imagine my business without her" (Small employer in Thanet)

4.4 Cost benefit analysis

- 4.4.1 In the current financial climate, identifying the financial impact of the project has been crucial. Most cost benefit analysts look at costs/saving at the 'Individual Level', to see if the beneficiaries were better off as a result of the intervention, the Local Authority (LA) level, due to beneficiaries using less local services, and at the Taxpayer Level, reflected in such things as reductions to welfare benefits payments and increased income from indirect taxation (VAT) and National Insurance contributions. Savings at the LA level are not just evaluated on amount of service usage, but also on any observed reductions in costs for the services it funds.
- 4.4.2 Most previous analysis in this field compare the 'pre' situation (unemployed person) to the 'post' one (person in paid work). With this project it is also possible to look at the financial impact *during* the intervention over the sustained period of an apprenticeship (usually 1 year). It is expected that there will be savings at the taxpayer level during the apprenticeships, as increased income would directly lead to reductions in welfare benefits payments: notably, in Income Support, Employment Support and Job Seeker's Allowances.

- 4.4.3 The actual spend on VLP up to March 2012 was £275,998.5, suggesting an overall investment figure of £6,571 per person, a running cost for VLP of £14,526 per month, implying £43,578 worth of investment per cohort per year.
- 4.4.4 The cost benefit analysis within the evaluation suggests that, excluding the intervention costs, there is a saving to the Tax Payer of £56,472 per year while the young people are in their apprenticeships and a saving of £120,384, following their assumed uptake of a paid job over a 12 month duration. The result is a combined saving of £176,856 over the assumed 2 year period covering the 12 months of the apprenticeship and 12 months in paid work. These figures include £17,851py in Tax and National Insurance contributions during the post apprenticeship work condition.
- 4.4.5 If running costs of delivering the project (£14,526 per month) are now factored in then there is unsurprisingly an overall cost associated with the delivery phase of £117,840. However, the overall balance moves above break-even point following 1 year in paid work creating a net cash flow of +£2,544, representing a modest return at this point of 1p for every £ invested at this stage. Clearly these savings will accrue the longer the young people remain in paid work and assuming that in-work savings remain constant over time, then one can predict an accumulated balance of + £604,464 assuming a result of 42 young people obtaining paid work through the project for a further 5 years. This equates to an impressive saving of £2.19 for every £1 of the initial overall investment. If the fall out rate (39% as of 31st March 2012) is applied, in extrapolating 5 year figures, observed savings reduce by £223,651 to £380,813, a saving of £1.38 every £1 initially invested.

5. Next Steps

5.1. Delivery of Phase 2

- 5.1.1 Phase 2 is currently being implemented, the model having been adapted where possible to incorporate the lessons learnt from the first phase. With the funding available for this phase there are 35 places available; 10 disabilities (5 ASO), 5 care leavers, 14 young offenders and 6 young adult offenders (through the Probation Service).
- 5.1.2 The major challenge with the second phase of this project is finding employers to take on the young people. The leads for each group have identified the young people and the training providers have assessed them suitable for an Apprenticeship but there is much difficulty in engaging with businesses to employ them. Work has been done using existing contacts, Jobcentre Plus, the Chambers of Commerce as well as targeting businesses in the focus areas – with little success.
- 5.1.3 This is a symptom of the economic climate as many employers are saying that they are reluctant to take on any staff as they do not have enough work or cannot guarantee a future, they are making redundancies or that they do not have the capacity to spend time training an Apprentice due to cuts they have already made. The reluctance to take on the Apprentices has not been due to their vulnerabilities.
- 5.1.4 That is not to say that businesses are not taking on Apprentices, through the Kent Jobs for Kent Young People programme there are many that are employing unemployed young people and where possible we are linking the VL project to this and will our young people with employers through this scheme. As the Kent Jobs

for Kent Young People programme develops, the lessons learnt through this project, particularly around the wrap around support for vulnerable young people, can be applied to supporting those on benefits to undertake an Apprenticeship and, working with JCP and Work Programme providers, more of vulnerable young people can gain employment.

- 5.1.5 This does also highlight the other current difficulty, there are so many schemes for young people aged 16-24 available to employers with different funding attached that employers have a wide, and somewhat confusing, choice as to which choice to take. We will work with those running the different programmes to ensure that links are made where possible.
- 5.1.6 To date in phase 2, 18 young people have been employed in an Apprenticeship across Kent with a further 3 having identified employers. The deadline for finding businesses for the remaining young people is 24th August 2012.
- 5.1.7. The project team will continue to support and monitor those employed through the project until the end of the Apprenticeship and those who we are unable to place will be supported in to other routes via their support services.

5.2. National Profile

- 5.2.1 In June 2012 the Divisional Director for the National Apprenticeship Service (NAS), Vic Grimes, visited KCC to find out more about the project. NAS are very interested and have begun working with KCC and work based learning providers in Kent to implement the recommendations of the evaluation (see Appendix A). A key focus for NAS in 2012/13 is equality and diversity within Apprenticeships and also broadening Apprenticeships and the VL Project has already highlighted some of the barriers particular groups of young people face in accessing Apprenticeships, therefore the evaluation findings will be used to help shape Apprenticeship development in the future.
- 5.2.2 NAS are keen to work with the project at an operational level, and this is already underway, but also at a strategic level and is proposing that their Chief Executive, David Way, visit Kent to find out about the project first hand and to meet some of the young people who have benefited from it. We will continue to work with NAS to make this ensure that this happens as soon as possible.
- 5.2.3 The project has also gained national interest from other County Councils such as Essex and Hertfordshire, and we will work with them to advise as they set up similar projects. Peter Little OBE was commissioned by Government's Apprenticeship Unit to write a report in to access to Apprenticeships for young people with learning difficulties and disabilities. He is also interested in finding out about this project as there is a lot of cross over between the findings of our project and within his report.

5.3. 14-24 Learning & Skills Strategy

- 5.3.1 The VL project is a delivery vehicle that will contribute to a number of the key performance indicators within the 14-24 Learning & Skills strategy. As we as contributing to the overarching Apprenticeship targets to increase the number of young people undertaking Intermediate and Advanced Apprenticeships, as the project focuses on vulnerable groups it will also contribute to the following KPIs:

- The outcomes for 19 year olds from disadvantaged backgrounds will be above the national average and the achievement gap between this group and other students will have reduced by 10%.
- There will be a significant impact on unemployment among 18-24 year olds so that current levels reduce by 4000 to below 2008 levels.
- The number of assisted employment opportunities for learners with learning difficulties and disabilities will increase by 10%.
- All learners with learning difficulties and disabilities aged 16-19 will be able to participate in education and training, with year on year increases in the number of vulnerable learners supported into work based learning

5.3.2 Once the implementation of phase 2 has been established, work will be done to look at options moving forward; which elements of the project need to be embedded to enable the wrap around support, that has been so key to this project, to continue for these groups and what options are there to identify external funding to continue to offer a financial incentive to employers to employ these young people.

5.4 Troubled Families Programme

5.4.1 As the Troubled Families Programme is developed and work with individual families is undertaken it will be important that those working with the families, particularly those with young offenders aged 16 to 18, are aware of the Apprenticeship route and the benefits that it could bring not only to the individual but also to the family as a whole.

5.4.2 The lessons that have been learnt from the VL project in terms of the wrap around ongoing support needed for the most vulnerable young people when they are looking at future options can feed in to this programme to ensure that there are successful outcomes. This support has meant that the VL Project has had very low rates of re-offending as the young people have been engaged in something positive, have had a consistent adult to support them, the YOS 'Champion', and have felt the benefits of employment and doing something for themselves.

5.4.3 It is lessons such as these, which apply not only to the Apprenticeships but also more widely, that will support the work undertaken by the Troubled Families Programme. The identification of a the vital role that a 'trusted adult' can play and the wrap around support provided within the VL project provide learning that can be taken in to Districts when methods of supporting families are being developed.

6. Conclusion

6.1 In conclusion, the results show that this project is contributing significantly to the prospects of vulnerable people within Kent. It complies strongly with the current Government and County Council's emphasis on early intervention strategies for vulnerable young people and has produced increases in the levels of social responsibility, independence and optimism for the future among the young people taking part. It also has the potential to generate significant savings at the Tax Payer and LA levels in a harsh economic climate and may be highly conducive to an 'invest to save' strategy, with the potential to attract investment monies from outside KCC. The evaluation produces many compelling arguments human and economic,

for continuing the project beyond phase 2 and to work with other Authorities and National Government to ensure it is replicated outside the Kent boundaries.

6.2 As one apprentice sums it up:

"I was doing nothing with my life; even my Mum said I was probably going nowhere and I'd end up stuck on benefits; but now I think I can really do something with my life. I've got something I can build on. I'd eventually like to have my own business; I could be hiring people myself one day – who knows? I feel like one of the lucky ones!" (Young Offender)

7. Recommendations:

Members are asked to note and comment on this report

Background Documents : None

Appendix A - VL Project Evaluation Recommendations

Recommendation 1: Further funding should be made available for continuation and development of VLP and for replication of the approach beyond the Kent boundaries.

Recommendation 2: All deliverers should become acquainted with the methods of 'Supported Employment', especially the procedures developed around the 'place-train-maintain' approach. This could be used as a basis for identifying gaps in service provision.

Recommendation 3: Prior to implementation there should be an emphasis on identifying the amount of resource available to deliver the project within each specialised team and the identification of how existing internal resource can be deployed or rearranged to support VLP

Recommendation 4: Thoroughly explore the potential to link into other local service providers and/or other cohort resources in order to plug any gaps not catered for internally.

Recommendation 5: Ensure the specialist teams have the capacity to support, or develop procedures to support, the young people during and following their apprenticeship.

Recommendation 6: Ensure that Training Providers are aware of the support issues regarding each group.

Recommendation 7: Appoint a central Co-ordinator from the offset to oversee the operational implementation of the project.

Recommendation 8: Employ a dedicated job search co-ordinator to work across the cohorts.

Recommendation 9: Develop follow-up procedures when apprenticeship starts are delayed to maintain contact and update the young people on progress.

Recommendation 10: Ensure that procedures are in place to match the employment preferences of the young people to available jobs to direct job targeting and search.

Recommendation 11: Assistance with how to approach employers should be made available to young applicants.

Recommendation 12: All jobs obtained through the apprenticeships should be assessed for their potential to provide the range of experience needed to meet the qualifications criteria.

Recommendation 13: Assessment procedures for the Intermediate qualification should be adapted to include verbal and non-academic

assessment for those with Learning Disabilities and those who struggle academically.

Recommendation 14: Training Providers to develop assessment procedures based on verbal, observational and practical frameworks, such as the ASO developed through VLP

Recommendation 15: Job finders should target employers, prioritising the Private Sector, who are intending or have the capacity to hire the young person following their apprenticeship.

Recommendation 16: Job finders should prioritise Private Sector Employers looking to train apprenticeships for in-house employment.

Recommendation 17: The wage subsidy should be maintained, but the potential for negotiating partial funding options for some employers should be explored.

Recommendation 18: VLP should be subject to a follow-up cost benefit analysis to determine the financial outcomes more accurately.

Recommendation 19: The methods pertaining to VLP should be widely disseminated to other Government organisations and the benefit – cost potential made explicit.

By: Mike Hill, Cabinet Member, Customer & Communities
Amanda Honey, Corporate Director, Customer & Communities

To: Communities Cabinet Committee

Date: 19 September 2012

Subject: **Social Fund Localisation**

Classification: Unrestricted

Summary : The Department for Work and Pensions currently runs a national scheme of Community Care Grants and Crisis Loans which are part of the Discretionary Social Fund. From April 2013 this scheme will cease and part of the funding will be transferred to local authorities (upper tier in two-tier authorities) with the intention they design their own local schemes to better meet the needs in their areas.

A paper with a full options appraisal and firm recommendations will be presented to a future Communities Cabinet Committee prior to the Key Decision taken by the Cabinet Member. In order for committee members to be able to influence the thinking on the local scheme, it was decided to present an initial paper on 19 September 2012 to inform a discussion of the issues.

This paper provides members with background information on the reform and a summary of the thinking to date on what the key features of the scheme should be and the options for delivery. In brief, it is believed that, in contrast to the current scheme, KCC should develop ways to meet needs in ways that do not involve giving money to individuals. Rather, for people eligible for help under the scheme, goods and services should be provided and other help given to deal with the presenting problem and, if possible, any underlying issues affecting them.

Recommendation: This report is for information prior to a further Cabinet Committee which will be followed by a Cabinet Member Decision. Members are asked to note its contents and make any comments.

1. Current scheme run by the Department for Work & Pensions

1.1 Currently there is a system of discretionary payments administered by the Department for Work and Pensions (DWP) known as the Discretionary Social Fund. The payments (grants and loans) are designed to help vulnerable individuals remain or establish themselves in the community or ease exceptional pressures they or their family are facing. Provision is only by means of cash and no proof is required that the money awarded is spent on what it was claimed for. See Appendix 1 for further details of the current scheme.

2. What will change from April 2013

2.1 The Welfare Reform Act contains measures which will abolish the Discretionary Social Fund (Community Care Grants, Crisis Loans and Budgeting Loans) from April 2013 and replace this with the following:

- locally-based provision (provided by local authorities) to replace:
 - Community Care Grants
 - Crisis Loans for general living expenses AND
- a new nationally administered (by the DWP) advance of benefit facility:
 - Short Term Advances for someone awaiting their first benefit payment
 - Budgeting Advances for people with certain one-off expenses

2.2 Funding for the locally based provision will be devolved to local authorities (county councils in two-tier authorities) in England and to the devolved administrations in Scotland and Wales. There will be no new statutory duty requiring local authorities to deliver the service and the funding will not be ring-fenced. There is no expectation that the local service will mirror the current social fund scheme and the Government has indicated that, in line with the localism agenda, local authorities should think radically and creatively about the design of their new service, developing a local system that is better targeted and will better reflect the needs of the local community. In particular, there is no expectation that the new local schemes will simply provide cash to people in need and no expectation that loans will be provided (although in both cases these could be provided if councils so wished).

3. Funding available for the scheme

3.1 The settlement letter detailing the funding Kent can expect to receive was only sent out on 6 August 2012. The indicative funding is as follows:

2012/13	
Set-up funding	£28,638

2013/14	
Programme funding	£2,863,798
Administrative funding	£605,142

2014/15	
Programme funding	£2,863,798
Administrative funding	£554,678

3.2 The programme funding is based on previous spend in Kent between April 2011 and September 2011. This is the most up-to-date information available to the DWP at this point in time and the full 2011/12 year data will not be available until later in the year. The DWP are attempting to drive down the spend on Crisis Loans to 2005/6 levels and they have said they are on target to do this. The letter states that final Programme funding will be based on spend for the 2012-13 year. If this is nearer to 2005-06 levels the Programme funding may be closer to £2.25 million for each of the two years. Funding after the current Spending Review period is not known at this point.

3.3 It will be vital that mechanisms are put in place to ensure the funding lasts throughout the year as there will be no additional funding from central government in the event it is used up before the end of the financial year. Finance has started work to develop a

Profile Budget using Oracle that will be able to monitor monthly expenditure and ensure it stays within acceptable parameters. Information has been requested from the DWP on whether there are times of the year when expenditure has historically always been significantly higher. It is likely that winter months, the Christmas period and the period running up to the beginning of the school year will be the periods of highest expenditure.

4. Policy Context

4.1 The reform of the Social Fund is in line with the broader localism agenda of the Coalition Government. Another example of this trend is the localisation of support for Council Tax, also from April 2013. However, it should be noted that not all reforms operate in this direction. The introduction of Universal Credit will see the delivery of Housing Benefit taken away from local district/borough councils (the rules have always been nationally laid down), although indications are that the Government is considering a role for local councils in the delivery of Universal Credit.

4.2 The reform is also part of the wider drive to make savings to the welfare benefit budget (see 3.2 above) alongside a desired parallel growth in non-statutory provision (“Big Society” provision).

4.3 In terms of Kent’s agenda, the reform fits with Ambition 2 “To Tackle Disadvantage” and gives Kent an opportunity to try to deal with the need in a more effective way. The preferred option also sits well with the Customer Services Strategy as the intention is to make better use of the Contact Centre, Gateways and other customer facing outlets. There may be links to the “Troubled Families” agenda but this is mainly in terms of the prevention agenda, helping families before they reach the stage of more serious intervention being necessary. However, some families in the “Troubled Families” cohort will either be current claimants from the Social Fund and/or likely to require assistance from the local scheme.

4.4 Developing an effective local replacement scheme would seem to be particularly essential in view of the wider context of welfare reform and economic recession. One of the keys to the success of the Government’s welfare reform programme will arguably be the availability of discretionary support to vulnerable individuals at a time when they most need it. However, for these same reasons, which mean that demand may well be very high, the reform poses significant challenges.

5. Nature of the likely demand pressures on a local scheme

5.1 Community Care Grants (CCGs) are currently mainly claimed for essential household items needed to help vulnerable individuals remain or establish themselves in the community or to set up a new home as a result of circumstances such as domestic violence. The extract from the DWP’s ‘Local authority fieldwork summary report’ (Annex J) reproduced at the end of this report shows a breakdown of the most common items money is awarded for. Appendix 3 gives some real case studies of successful claims. An average award is approximately £400.

5.2 By client group the current breakdown of claimants is as follows:

- Disabled or long term health condition – 31.2%
- Lone Parents – 29.6%
- Unemployed – 21.4%
- Pensioners – 7%
- Others – 10.8%

- 5.3 Figures are not available on the proportion of recipients that are also clients of local authority 'Families and Social Care' services. However, it is believed (including by Citizens Advice) a high proportion of those who access CCGs (including large numbers of disabled people and lone parents) do not have high enough needs to qualify for help from social services.² Indeed the granting of a CCG often acts as a preventative measure reducing the need for social services intervention.
- 5.4 Crisis Loans for Living Expenses are awarded for immediate needs in crisis situations, usually when people do not have enough money for basic needs like food and fuel. An average awards is about £60. The spend on Crisis Loans has increased dramatically since the service was centralised in 2005 and accessed mainly via a call centre. The DWP are currently engaged in an exercise to drive down the spend on Crisis Loans as mentioned above but this may not reflect real demand. It is possible that if a local scheme did not include cash payments (as is being recommended), then this would eventually affect the numbers claiming, but this might be counterbalanced by an increased demand due to the wider economic context and other welfare reform measures.
- 5.5 By client group the current breakdown of claimants of Crisis Loans is as follows:
- Disabled or long term health condition – 15.9%
 - Lone Parents – 12.8%
 - Unemployed – 61.7%
 - Pensioners – 0.5%
 - Others – 9.1%

The vast majority of Crisis Loans are currently awarded to young single people under 35 who are in receipt of Jobseekers Allowance. Within this group about 37% of awards are made to people between 18 and 24. Appendix 4 shows some case studies of successful claims provided by the DWP.

Appendices 5 and 6 show the spend on Community Care Grants and Crisis Loans for Living Expenses in each district of Kent over a number of years and the number of claims and awards.

6. Proposed key features of a local scheme

- 6.1 Discussions with a wide variety of stakeholders have informed a view that a local scheme should:
- attempt to deal more effectively with some of the underlying issues
 - respond to the presenting need in ways other than by providing money
- 6.2 The sort of needs the current Discretionary Social Fund attempts to address can be roughly divided into two groups:
- (a) Emergency help with food, fuel, travel expenses etc.
 - (b) Help with household items (furniture, white goods etc) and clothing.

¹ DWP Annual Report by the Secretary of State for Work and Pensions on the Social Fund 2011/2012, July 2012.

² Communities and Local Government Select Committee report into Localisation issues in welfare reform, 13 October 2011.

³ DWP Annual Report by the Secretary of State for Work and Pensions on the Social Fund 2011/2012, July 2012.

7. Emergency provision

7.1 Although both KCC and the district/borough councils do, on occasion, provide emergency support to individuals, in the majority of cases when this need becomes apparent, individuals are signposted to the current Crisis Loan scheme, which will cease in April 2013. The current DWP out of hours service in Kent will also cease from this date. It is proposed that under the new local scheme, emergency help should, if feasible, be provided in ways that avoids the provision of money. Options for this are currently being researched.

8. Help with household items

8.1 It is proposed that this support is mainly provided by linking up with the furniture re-use sector in Kent. There are several such outlets in Kent run by not-for-profit organisations and social enterprises. Some belong to the official Furniture Re-Use national network, and some are linked to national charities like the British Heart Foundation. They offer a range of services including to varying degrees, access to second hand furniture, PAT tested electrical goods, new end of line goods and 'starter packs' for people setting up homes. In addition to providing a more cost effective solution than new goods, they also assist the drive towards recycling, although more can be done to divert goods into this sector.

8.2 If this was felt to be necessary, in addition, a cost effective mechanism for procuring new household goods and clothes could be part of the scheme. This could be developed locally and options are currently being researched. Alternatively, a national charity, the Family Fund (mainly government –funded) is very keen to work with local authorities to deliver the local scheme. They already have a well-established mechanism for procuring discounted new goods and have stated they could easily bolt on a local scheme to this.

9. Eligibility criteria for accessing the scheme

9.1 It is proposed that, at least initially, this should be similar to the current criteria. For example that to qualify for help with household goods a person should be on certain means-tested benefits and, in addition, have savings less than a certain amount (currently £500 or £1,000 for pensioners). Criteria for emergency provision should obviously be even stricter including that the person has no other funds available. In addition to passing this first hurdle, assistance should only be given, as now, to people who can demonstrate they fit into certain categories of need (for example the help will help prevent them having to go into institutional care or to ease exceptional pressures they or their family are facing).

10. Enhanced information and advice

10.1 This should include information about other sources of help including the remaining DWP Budgeting Advance schemes, Kent Savers, debt and other advice, sources of employment help etc. An ideal situation would be one where applicants to the scheme would be offered a holistic service looking at ways to improve their situation in addition to solving the presenting problem. This could be built into any of the delivery options and could be by way of referral to other organisations like Citizens Advice.

11. Kent Savers

11.1 Discussions are taking place with Kent Savers (the Credit Union) to explore how they might be involved with a local scheme. This might simply involve promoting the role of Kent Savers. However, it has also been suggested that a separate ring-fenced loan scheme is developed for people specifically referred under the local scheme.

12. Delivery options

- 12.1 Initially one of the preferred options was to develop a Service Level Agreement with the district/borough councils so that they would deliver the scheme from within one of their existing teams (for example Housing Options, Revenues and Benefits Teams). This would have been according to common Kent criteria and could have involved working with the furniture re-use network and other organisations. Officers in the district/borough councils have been engaged in discussions over the previous few months. Interest in the scheme has been mixed but it was hoped that once the funding figures had been released (6 August) a more clear view could be obtained. Soundings taken recently have indicated that the district/borough councils are not unanimous in wanting to deliver this and it would be unlikely that we would be able to achieve a consensus in time to get this up and running by April. The district/borough councils are facing significant other pressures in relation to Welfare Reform (e.g. the introduction of the local Council Tax support schemes in April 2013 and the fact that from October 2013 they will have to deal with the impact of Universal Credit) and this, undoubtedly will affect their willingness to take on any local social fund requirements. This may change in subsequent years.
- 12.2 The funding could simply be added to existing budgets, for example in Adult Social care and Section 17 payments in Children's Services. This option is definitely not recommended. Individuals currently accessing services through the Families and Social Care Directorate are only a small subsection of those who traditionally use the Discretionary Social Fund. To further target funding only on those eligible for our statutory services would result in large numbers of potential beneficiaries being denied access and the opportunity for prevention and early intervention missed.
- 12.3 KCC could deliver the scheme using the Contact Centre as the lead agency. This would build on the existing work done in the Contact Centre but may also involve the creation of a specialist team within it. This could be coupled with the commissioning of a third sector organisation to deliver the element of the scheme that involves helping people with furniture, white goods, household items etc. Indications so far are that there is a strong interest in this from within the furniture re-use sector. See Appendix 2 for a diagrammatic representation of how this model might work. A costed business case is being prepared for this option. At present this is the preferred option of the working group set up to develop the scheme.
- 12.4 A third sector organisation could deliver the whole scheme. The Family Fund (referred to above) has stated that it could either run the whole local scheme or just aspects of it. This is being further considered. There has been some interest from local organisations but in order to fully ascertain the feasibility of this option expressions of interest would have to be invited.

13. Procurement issues

- 13.1 Advice from Procurement is that it would be preferable to start the scheme on a pilot basis so that a full appraisal of the interest in the charitable and commercial sector could be gained and a clearer idea of the demands on the scheme. Following the results, the tendering process could then be used to more accurately reflect the precise needs of the service and its customers.

14. Consultation

14.1 Organisations in the statutory and voluntary sector have already been consulted on the best way to deliver the new responsibility. We have been advised that there should also be some public consultation on the issues and this is in the process of being arranged. This may have to be shorter than the usual 8 weeks given the short timescale between the release of certain key information (the funding for the scheme) and the date of the relevant Key Decision.

15. Risks associated with the development of a local scheme

15.1 It is of particular concern that the funding transferred will not be sufficient to meet demand. This is particularly in view of the current pre-transfer exercise to drive down spend, the current uncertain economic situation and the wider welfare reforms. This is compounded by the uncertainty of funding in the future, particularly if demand is seen to rise significantly.

15.2 The funding is a fixed budget and there is a danger that it may not last for the required period. In view of this robust mechanisms will need to be put in place to ensure an even spread of the funding throughout the year. If the funding is devolved to a third party, it is advised that the money be only released in instalments, subject to proper reporting. It is hoped that by restricting support to goods and services the money is more likely to last for the required period.

15.3 In the run-up to, and after, April 2013, the Government will be making it very clear that the funding has transferred to local authorities. Either not providing a scheme, providing a badly run scheme or a scheme which is perceived not to meet demand, could have significant reputational risks for KCC. This would probably be the case even if a third party were commissioned to take on the whole delivery of the scheme.

16. Recommendations

16.1 The Cabinet Committee is asked:

- a) To note the contents of this report.
- b) To consider/discuss the issues raised and the various options for the local scheme, in particular the favoured option as outlined in paragraph 12 (3) above.

Lead Officer: Christine Grosskopf
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Background documents

1. National Audit Office report on The Community Care Grant, 22 July 2010.
2. Public Accounts Committee 11th Report on The Community Care Grant, 16 December 2010.
3. Communities and Local Government Select Committee report into Localisation issues in welfare reform, 13 October 2011.

4. DWP Annual Report by the Secretary of State for Work and Pensions on the Social Fund 2010/2011, July 2011.
5. DWP Annual Report by the Secretary of State for Work and Pensions on the Social Fund 2011/2012, July 2012.
6. Local support to replace Community Care Grants and Crisis Loans for living expenses – Government response to call for evidence, June 2011.
7. The Social Fund Commissioner’s Annual Report 2010/2011, Independent Review Service.
8. Local authority fieldwork summary report, DWP, December 2011.
9. Social Fund use amongst older people – DWP Research Report no. 172.
10. Social Fund Community Care Grants – DWP Customer Insight Research Report 2, 2011.
11. Experiences and consequences of being refused a Community Care Grant – DWP Research Report, no. 210.
12. Settlement letter received from DWP, dated 6 August 2012.
13. CPAG report: Delivering the Social Fund at London-level: opportunities and risks, June 2012.

Appendix 1 Details of the current scheme

1. Current situation with the Discretionary Social Fund

Currently there is a system of discretionary payments administered by the Department for Work and Pensions (DWP) known as the **Discretionary Social Fund**. This is made up of three separate funds:

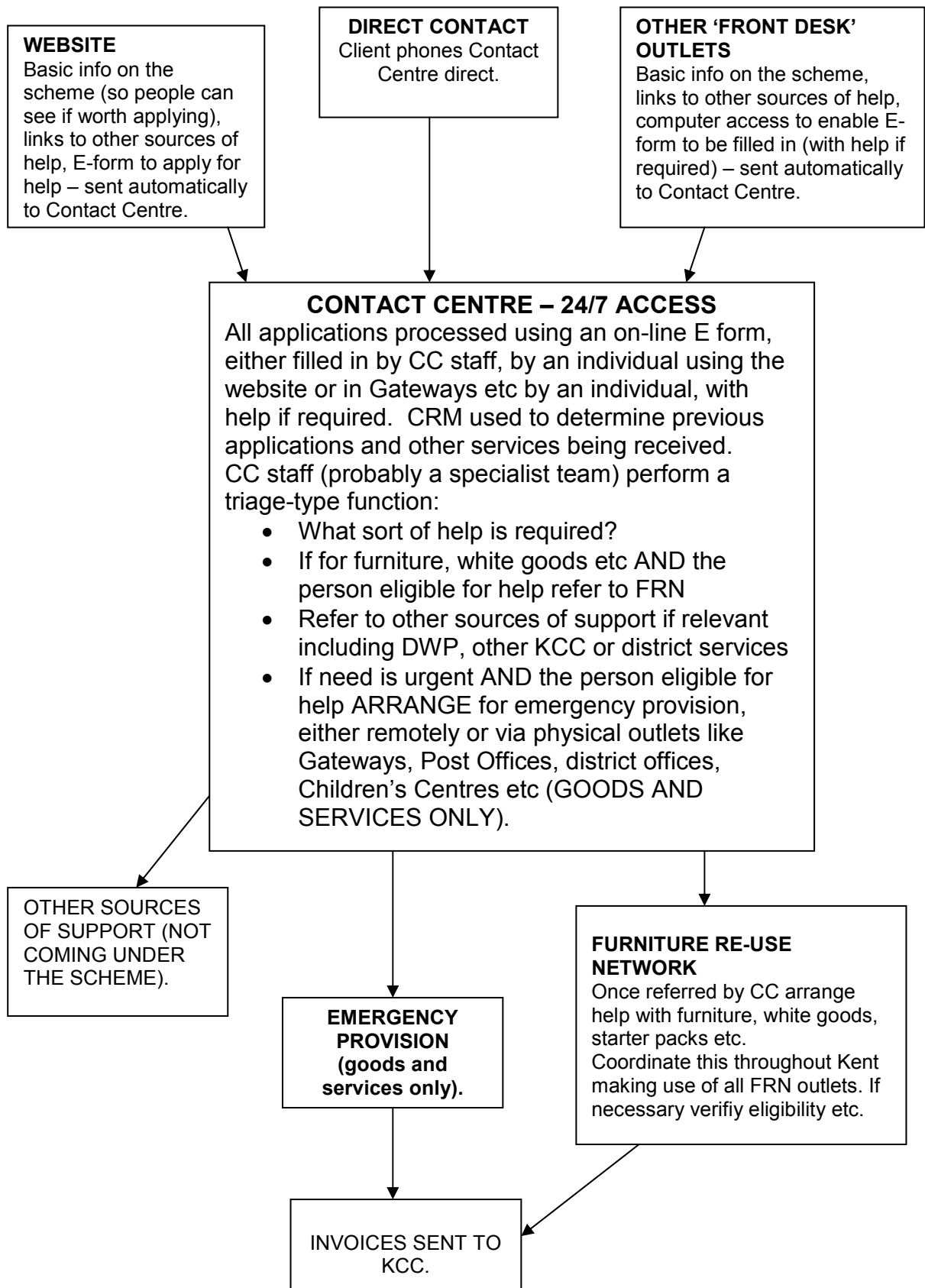
Community Care Grants – non repayable. These are available to people getting certain means-tested benefits like Income Support and Pension Credit or who are likely to start getting one of these benefits within the next six weeks because they are moving out of care. They are payable mainly to help people remain living in the community, to help them re-establish themselves in the community or to ease exceptional pressures on a person and their family.

Crisis Loans – repayable. These are interest free loans available to meet a person's immediate short term needs in an emergency or as the result of a disaster. There must be a risk of serious damage or risk to the person's (or their family's) health or safety. There is no requirement for the person to be in receipt of certain benefits.

Budgeting Loans – repayable. These are interest free loans for people who have been on certain means-tested benefits for at least 26 weeks. They are intended to help spread the cost of certain one-off expenses like furniture, rent in advance and removal expenses over a longer period.

In addition to the above there are various payments available under the **Regulated Social Fund** (Funeral Payments, Sure Start Maternity Grants, Cold Weather Payments and Winter Fuel Payments). These will not be affected by the proposed reforms and will continue to be administered nationally by the DWP.

Appendix 2 Contact Centre delivery model



Appendix 3 Community Care Grants Case Studies (provided by DWP)

The following examples all resulted in awards.

Case Study 1

Ms T made an application for a Community Care Grant to purchase a cooker, curtains, washing machine and fridge freezer. Her application was made as a consequence of her involvement in a court action which resulted in violence and threats. The police provided her with a panic alarm for her old home. However she still wished to move to new accommodation as her health was suffering because of the stress. Ms T's support worker confirmed the details were accurate.

Case Study 2

Mr G made a Community Care Grant application for a single bed. The bed was intended for the customer's son who suffers from Attention and Hyper Mobility condition. The symptoms of this condition include poor danger-awareness, falling and sleep problems. The son's health condition resulted in him jumping on the bed with such frequency that the base of his bed had broken and he was now sleeping only on the bed mattress which was further adversely affecting his condition.

Case Study 3

Mrs B applied for a Community Care Grant for a dishwasher including delivery and fitting costs, and for an orthopaedic bed. Mrs B was 76, and received Attendance Allowance, along with her Pension Credit. She had rheumatoid arthritis and took medication to help combat long-standing clinical depression.

Mrs B's bed frame and mattress was old and no longer gave proper support. She lived in a housing association flat. Mrs B's needs had recently been assessed by social services and they provided support for her application.

Case Study 4

Ms L applied for a Community Care Grant for a mattress and quilt. She received Income Support and Disability Living Allowance, and suffered from depression. She also wet the bed due to stress incontinence and had asthma. Ms L had coughing fits every night, suffered with arthritis and has a long-standing history of psychosis and manic depression. She was bed wetting at least once a night. All of this and in particular the lack of sleep was affecting her mental health.

Appendix 4 Crisis Loans Case Studies (provided by DWP)

The following examples all resulted in awards.

Case Study 1

Mr G is a 43 year old married Jobseeker and he has an 18 month old son. He applied for a crisis loan of £50 to help him buy food and pay for fuel for 4 days. He had received his usual fortnightly Jobseeker's Allowance but 4 days before his next payment of benefit was due his son had become unwell suddenly and had to go into hospital. Mr G lives in a semi-rural area with no car and as there was no public transport, and the hospital was unwilling to provide hospital transport, Mr G had to pay for a taxi to and from the hospital. This spent the final £50 of his benefit, which the family would normally expect to have lasted them for food until the next benefit payday

Case Study 2

Miss H is the lone parent of one son aged 18 months. She receives Income Support each Monday.

Miss H applied for a crisis loan of £90. She had lost her purse while out doing her main weekly shop. The purse had been on top of the hood of her baby's pushchair. She bought a couple of small things from a freezer shop, and she had her purse at that stage; she discovered it was missing when she arrived at the large supermarket when she went to look for a £1 coin to get a trolley. She had walked from her home to both shops and retraced her steps, as well as asking the staff in the freezer shop if a purse had been found, without success. Miss H said she also gets child benefit and child tax credits, but these are paid 4-weekly, with her next payment not being due for 10 days. All of this meant she needed money for food and for her electricity meter from Tuesday to Sunday inclusive, after which her next Income Support would be due.

Appendix 5 Breakdown of Expenditure on Crisis Loans for Living Expenses and Community Care Grants by District in Kent

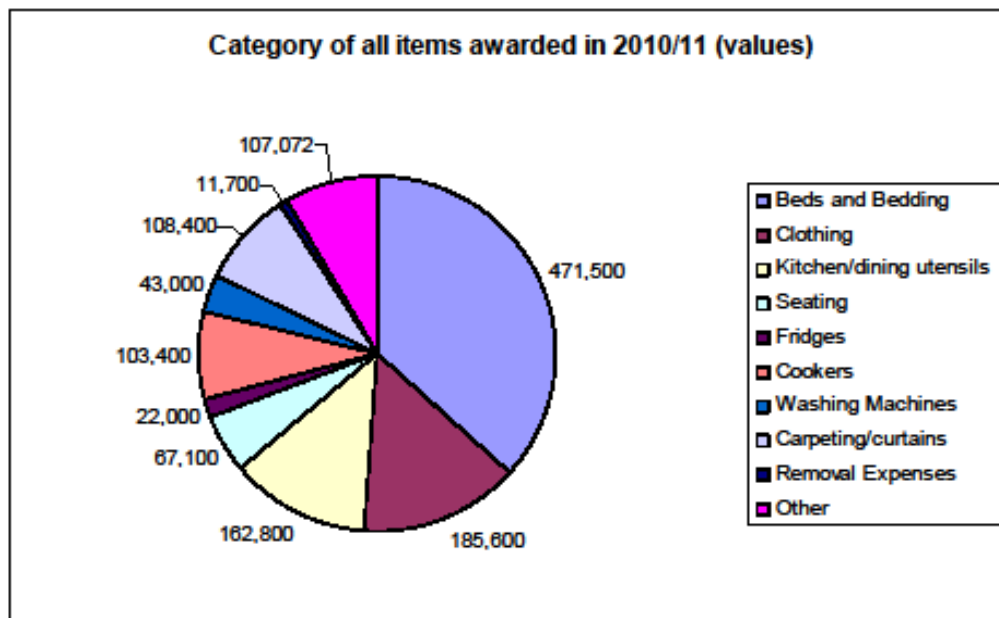
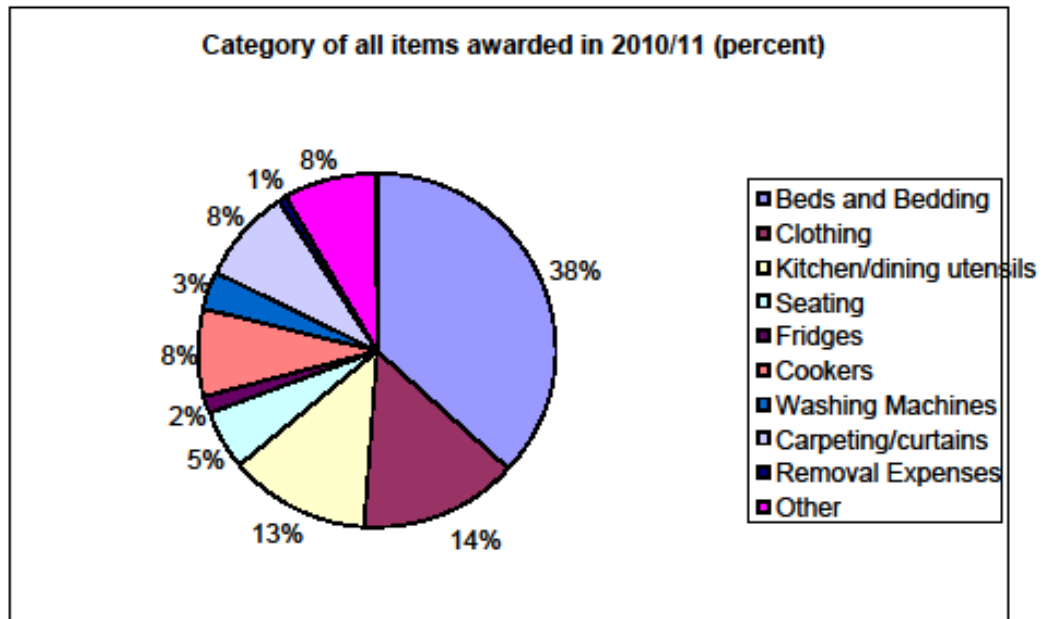
District	CLLE 2005-2006	CLLE 2010-11	CLLE 2011-12 April - Sept	CCGS 2005-06	CCGS 2010-11	CCGS 2011-12 April-Sept
Ashford	14,000	93,700	36,700	132,800	141,600	65,500
Canterbury	35,000	90,800	39,100	176,800	166,400	80,900
Dartford	12,000	71,700	30,300	74,800	91,200	57,300
Dover	35,000	114,400	45,500	142,600	142,200	74,000
Gravesham	12,800	87,700	41,500	87,100	136,200	81,000
Maidstone	9,700	81,000	36,900	120,310	137,800	81,300
Sevenoaks	5,900	29,900	12,600	81,700	70,900	36,800
Shepway	25,600	119,700	50,200	163,900	171,200	92,000
Swale	19,300	128,300	53,800	201,700	233,900	132,800
Thanet	34,800	246,600	95,000	362,700	351,700	173,000
Tonbridge & Malling	7,400	44,000	20,400	73,900	91,600	48,500
Tunbridge Wells	12,300	58,100	22,100	89,600	75,400	36,400
TOTAL FOR KENT	223,800	1,165,900	484,100	1,707,910	1,810,100	959,500

Appendix 6 Breakdown of Claims and Awards for Crisis Loans for Living Expenses and Community Care Grants by District in Kent

District	CLLE 2005-2006	CLLE 2010-11	CLLE 2011-12 April - Sept	CCGS 2005-06	CCGS 2010-11	CCGS 2011-12 April-Sept
Ashford	310 (260)	2010 (1620)	880 (700)	520 (320)	700 (350)	290 (140)
Canterbury	590 (520)	2000 (1590)	890 (730)	770 (450)	770 (420)	360 (180)
Dartford	200 (180)	1600 (1290)	680 (550)	300 (180)	460 (220)	250 (110)
Dover	430 (330)	2470 (1980)	1100 (880)	750 (410)	790 (380)	360 (180)
Gravesham	250 (240)	2060 (1580)	980 (780)	370 (220)	770 (350)	370 (180)
Maidstone	210 (150)	1920 (1490)	870 (720)	480 (280)	750 (370)	360 (190)
Sevenoaks	100 (90)	650 (540)	300 (240)	280 (190)	330 (170)	150 (70)
Shepway	330 (270)	2610 (2130)	1150 (950)	760 (450)	890 (450)	430 (220)
Swale	360 (340)	2990 (2370)	1270 (1010)	940 (520)	1260 (620)	600 (320)
Thanet	660 (540)	5410 (4330)	2280 (1850)	1730 (940)	1960 (950)	900 (430)
Tonbridge & Malling	110 (100)	980 (770)	480 (390)	240 (160)	430 (220)	180 (100)
Tunbridge Wells	240 (210)	1260 (1050)	500 (420)	320 (200)	430 (200)	200 (80)
TOTAL FOR KENT	3,790 (3,230)	25,960 (20,740)	11,380 (9,220)	7,460 (4,320)	9,540 (4,700)	4,450 (2,200)

NB: Claims stated first and awards in brackets

Annex J – Most common items awarded as part of a Community Care Grant



By: Mike Hill, Cabinet Member, Customer & Communities
Amanda Honey, Corporate Director, Customer & Communities

To: Communities Cabinet Committee

Date: 19 September 2012

Subject: Business Planning 2013/14

Classification: Unrestricted

Summary: Following 'Change to Keep Succeeding', KCC's business planning process is now co-ordinated by the Policy & Strategy Relationships team within Business Strategy. This report details changes made to the business planning process for 2012/13, as well as highlighting the proposed changes to the process planned for 2012/14 – the first planning year in which Cabinet Committees will be part of the planning process.

Recommendation: Members are asked to note and comment on this report.

1. Introduction:

- 1.1 Effective business planning is a pre-requisite for any organisation to ensure a clear focus on delivering agreed organisational priorities across both the medium to long-term and through more day-to-day activity.
- 1.2 The centralisation of support services as a result of *Change to Keep Succeeding* changed the way business planning is now conducted within KCC. Specific responsibility for co-ordinating the production and quality assuring annual business plans, before being approved by Cabinet, now sits with the Policy and Strategic Relationships Team in the Business Strategy Division.
- 1.3 However, it is important to note that the preparation of annual business plans themselves remains with individual Directorates/Divisions. Support on business planning will be provided by the Policy & Strategic Relationships team to Customer and Communities Directorate Management Team (DMT), and Divisional Management Teams through the policy 'business partner' (Strategic Business Adviser) for the Directorate.

2. Business Planning Process 2012/13:

- 2.1 There were two significant changes to the business planning process in 2012/13:
- a. Due to the significant number of restructures across the organisation in early 2012 and running into the 2012/13 financial, business plans were prepared primarily at the Divisional level, as it represented the most stable tier of management / structure across the organisation at the time. However, this did have the advantage of reducing the number of business plans from circa 46 when previously developed at Business Unit level to 23 based on the new Divisions. However, this was only an interim decision and a commitment to review the granularity of business plans for 2013/14 was made by Cabinet in April 2012.
 - b. The 2012/13 Business Plans were developed using a revised business planning template, based on the planning template used across Whitehall Departments. This was intended to ensure business plans were focussed on detailing the actions underpinning the delivery of priorities, identifying accountable officers for delivery, start and end dates for actions, setting out of milestones and performance indicators with more benchmarking and floor performance information to contextualise performance targets.
- 2.2 Much of the information regarding the historical and legal basis for services, as well as the detail previously included to satisfy the requirements of the Audit Commission Corporate Assessment, was excluded from business plans in 2012/13. As a result, the 2012/13 Business Plans were significantly more streamlined documents than those developed in previous years.
- 2.3 Directors and Cabinet Members have been consulted on their views regarding the changes made in 2012/13. There is strong consensus that developing Member approved business plans at Divisional level allowed a clearer focus on strategic priorities and activity across all parts of the organisation without creating huge documents that unnecessarily detail operational and technical issues.
- 2.4 There was also a strong view that the revised plan template was more useful and more intuitive to use than previous business plans. However, there were also a number of suggestions made as to how it might be improved going forward. These included:
- a) A need to be able to track business activity indicators but not necessarily develop targets for activity indicators
 - b) Improve the way risk management and business continuity issues are reported
 - c) The need for Divisions to reflect forthcoming activity that may require corporate services support – this will allow ‘corporate’ support services (such as ICT, Property, HR, Communications, Consultation etc) to better forecast and plan for service demand

3. Business Planning Process 2013/14:

3.1 Role of Cabinet Committees

The overall intention is to build on the business planning process for 2012/13 in 2013/14 with one very significant distinction. The creation of Cabinet Committees, with the resulting emphasis on pre-scrutiny, means that they must now be involved in the development of business plans before they are approved by Cabinet, as the approval of business plans is an annual Key Decision. This is in contrast to previous years where business plans would be first approved by Cabinet in early April, and then potentially called in for review through the scrutiny process.

3.2 Timetable

The result of the introduction of the Cabinet Committee system is to bring the timetable for the development of business plans forward so Committees have the opportunity to comment on draft plans before they are approved by Cabinet in March/April.

3.3 Whilst not an absolute requirement, ideally Cabinet Committees should discuss priorities for business plans in the November round of committee meetings so that services can take account of any views about how services need to develop in the future in the light of known legislative and other external changes, and financial constraints. This might also be undertaken through, or linked to, the Budget IMG process.

3.4 Divisions will be required to share substantive, but still draft, business plans with Cabinet Committees at the January round of meetings as this is the last opportunity for Committee's to formally consider draft plans before approval by Cabinet. It is important to recognise that as draft plans not all activity for the forthcoming year may have been agreed by January and it will not be possible to include detailed financial information as the 2013/14 budget will not yet have been approved by County Council.

3.5 Corporate Directors, Directors and Cabinet Members remain responsible for overseeing the development of business plans, taking account of any advice or suggestions provided by their Cabinet Committee. The final business plans will be approved by Cabinet in March/April. A timetable setting out this process linking business planning to the budget planning is attached in Appendix A.

3.6 Granularity

It has been agreed by Cabinet that 2013/14 business plans should again be prepared at Divisional level (with the exception of ELS where there is an agreed business need for the plans to be at service level). For Customer and Communities directorate business plans will be developed for:

- a) Communication, Consultation & Community Engagement
- b) Customer Services
- c) Service Improvement

3.7 Whilst undertaking business planning at Divisional level in 2012/13 was initially a temporary solution to accommodate restructures at the time, the advantage of developing plans at this level of granularity is that it reduces the overall number of plans whilst maintaining the appropriate scope to capture cross-cutting, strategic

priorities for the directorate. This level of plan is also felt to be particularly beneficial as an appropriate scope for Member approval.

3.8 Customer and Communities directorate covers a very broad and diverse range of services. Traditionally, in order to capture service-specific priorities and operational activity, most Divisions within the directorate have developed underpinning Group Service Plans and/or Team Plans which in turn inform the development of individual action plans and personal development plans for individual officers. This approach is likely to be pursued in 2013/14 to respond to business need; however there is no formal requirement for any plans developed below divisional level to be approved by Cabinet, or considered by Cabinet Committee.

3.9 Delegations

The importance of business plans in providing delegated authority to officers is underlined several times in the new scheme of delegations approved by County Council. To reinforce this point, the business plan template will also include the statement "*The Corporate Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects*". However, business plans do not provide automatic authority where a Key Decision is required. In order to further support the forward planning of key decisions, business plans will require activity or projects that may require a future Key Decision to be recorded in the business plan and state whether this has yet been included in the Forward Plan of Key Decisions.

3.10 To ensure all future items within the directorate which may be appropriate for Significant or Key Decision are identified, this is co-ordinated on a regular basis between Customer and Communities DMT and Democratic Services.

3.11 Revisions to the template

Given the positive feedback on the use of the revised business plan template in 2012/13, only minor changes are proposed to deal with the issues raised in feedback and outlined in paragraph 2.4. These include:

- a) Identification of potential future key decisions linked to business activity against each priority.
- b) A more standard approach to reporting of risk and business continuing issues.
- c) A requirement to identify where proposed activity impacts on other parts of the business, in particular 'corporate' support services, e.g. HR, Property, ICT, Communications or Consultation & Community Engagement. This forward planning is particularly important to help support services plan their activity levels against expected demand from services.

3.12 Performance Indicators

Perhaps the biggest areas of change in the business plan template are the options available for reporting of performance indicators. This is being driven by two processes:

- a) The issue raised last year that the Business Plan template for Key Performance Indicators did not match how some data was actually measured, and more options were required to present information measured on termly or an annual basis (relevant for some indicators for Integrated Youth Services or Community Learning & Skills for example).
- b) The improvements to performance management arrangements, in particular the development of 'Directorate Dashboards' and a revised 'Quarterly Performance

Report' which is being led by Business Intelligence, Performance and Risk team in Business Strategy.

- 3.13 The revised template now provides an array of options for reporting of performance appropriate to the measurement period of the indicator being used. So it will be possible to monitor on an annual, quarterly, financial year, term-time or academic year. Consistent with the new format of the Quarterly Performance Report for financial year 2012/13, the business plans will also include Activity Indicators, which represent demand levels for services. These are not Performance Indicators as such, as KCC may not be able to directly influence the level of demand.
- 3.14 There is obviously a clear relationship between business plans and performance management. Cabinet Committees are currently in the process of reviewing the current year performance dashboards and the feedback from Communities Cabinet Committee will help shape the selection of KPIs which are included in next year's business plans. Outturn monitoring of business plans to Cabinet Committees will continue to take place twice a year – mid-year in October/November, and year-end in June/July (depending on committee dates).

4. Business Plan Guidance

- 4.1 As has previously been approved by the Governance and Audit Committee, new management guides are being produced as a replacement for Statements of Required Practice (SORP's). A new management guide on business and financial planning has been produced, which includes a checklist for managers that summarises the information that needs to be considered for business plans. This suite of documents will shortly be able to be found on KNet.

5. Recommendations

- 5.1 Members of Communities Cabinet Committee are asked to note the changes to the business planning process for 2013-14.
- 5.2 Members of Communities Cabinet Committee are asked to further consider the development of divisional business plans for Customer & Communities Directorate at November 2012 and January 2013 committee meetings.

Background Documents:

Divisional Level Business Plans 2012/13 available at:
http://www.kent.gov.uk/your_council/council_spending/financial_publications/business_plans_2012-13.aspx

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Appendix A:

KCC STRATEGIC BUDGET AND PLANNING TIMETABLE 2013/14

TIMELINE	CRITICAL MILESTONES FOR STRATEGIC BUDGET PROCESS	CRITICAL MILESTONES FOR DEVELOPMENT AND APPROVAL OF BUSINESS PLANS
JUNE	CABINET/CMT consider forthcoming budget and initial Medium Term Financial Plan (MTFP) Strategy Outturn reported to Cabinet	
JULY	Draft Budget and MTFP for public consultation finalised	
SEPTEMBER	Consultation on high level Budget proposal & Cabinet Committees consider consultation feedback First Quarter Monitoring to Cabinet & Dashboard reporting to Cabinet Committee	Divisional Units to COMMENCE development of 2013/14 business plans
OCTOBER	Leader makes Autumn Budget Statement	Divisional Units to ENGAGE and CONSULT with Cabinet member on development of their business plan
NOVEMBER	Provisional Local Government Finance Settlement & CABINET/CMT informally consider forthcoming budget and MTFP proposals Dashboard reporting to Cabinet Committee	Cabinet Committees CONSIDER key activity which should be included in business plans
DECEMBER	Budget and MTFP finalised following Local Government Finance Settlement Second Quarter Monitoring to Cabinet	Divisional Units to undertake ongoing development of business plan whilst activity/budget details not yet finalised
JANUARY	Consideration of final budget by Cabinet Committees Draft Budget and Draft MTFP considered and endorsed by CABINET Dashboard reporting to Cabinet Committee	Cabinet Committees consider draft business plan - without budget and activity details at this stage Divisional Units to SUBMIT draft business plan to Cabinet Member for approval.
FEBRUARY	Budget and MTFP debated and APPROVED by County Council Precepts and Council Tax issued to Districts by end of month	Divisional Units to SUBMIT draft business plan to Strategic Business Advisor for quality assurance of plan
MARCH	Council Tax Bills issued by Districts Third Quarter monitoring to Cabinet	Divisional Units to complete FINAL business plan with budget and activity details
APRIL		Business plans APPROVED by CABINET