



## **AGENDA**

## **CABINET**

**Monday, 16th September, 2013, at 10.00  
am  
Darent Room, Sessions House, County  
Hall, Maidstone**

Ask for: **Louise Whitaker**

Telephone: **(01622) 694433**

*Tea/Coffee will be available 15 minutes before the meeting.*

### **Cabinet Membership:**

Mr P Carter, leader of the County Council (Chairman), Mr J Simmonds, Mr D Brazier, Mr G Cooke, Mr M Dance, Mr G Gibbens, Mr R Gough, Mr P M Hill OBE, Mr B J Sweetland and Mrs J Whittle

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### **UNRESTRICTED ITEMS**

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

1. Introduction/Webcasting
2. Apologies
3. Declaration of Interests by Member in Items on the Agenda for this meeting
4. Minutes of the Meeting held on 15 July 2013 (Pages 1 - 20)
5. Items which the Chairman decides are relevant or urgent

6. Treasury Strategy Update (Pages 21 - 26)
7. Revenue and Capital Budgets Monitoring 2013-14 - Quarter 1 (Pages 27 - 154)
8. Quarterly Performance Report 2013-14 - Quarter 1 (Pages 155 - 254)
9. 2013 GCSE Results - Update (Pages 255 - 256)
10. Specialist Children's Services - Update (Pages 257 - 262)

**Peter Sass**  
**Head of Democratic Services**  
**Friday, 6 September 2013**

*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

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### CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 15 July 2013.

PRESENT: Mr P B Carter (Chairman), Mr D L Brazier, Mr G Cooke, Mr G K Gibbens, Mr R W Gough, Mr P M Hill, OBE, Mr J D Simmonds, Mr B J Sweetland, Mrs J Whittle and Mr S Holden

ALSO IN ATTENDANCE: Mr P Crick, Ms A Carruthers,

### UNRESTRICTED ITEMS

#### Apologies

Apologies were received from Cabinet Member for Economic Development Mr Mark Dance who was substituted by Deputy Cabinet Member for Economic Development, Mr Sean Holden

#### **6. Minutes of the Meeting held on 17 June 2013** *(Item 2)*

The minutes of the meeting held on 17 June 2013 were agreed and signed by the Chairman as a true record.

#### **7. Decisions from Cabinet Scrutiny Committee - 17 April 2013** *(Item 3 – report by Mr G Cooke, Cabinet Member for Corporate and Democratic Services and Mr P Sass, Head of Democratic Services)*

Cabinet considered a report which contained the decision and comments of the Scrutiny Committee from the meeting held on 17 April 2013 in order that a Cabinet response could be agreed.

It was agreed that the response as detailed in the report be agreed and as a result a six-monthly progress report to the Social Care and Public Health Cabinet Committee be submitted.

#### **8. Items which the Chairman decides are relevant or urgent** *(Item 4)*

The Chairman, leader of the Council, Mr Carter, reported that an urgent information item would be considered by Cabinet after item 10 on the agenda. The urgent item would provide for discussion the council's proposed response to the Government's consultation on a new Lower Thames Crossing.

## **9. Kent County Council Sufficiency Strategy**

*(Item 5 – Report of Mrs Jenny Whittle, Cabinet Member for Specialist Children’s Services and Andrew Ireland, Corporate Directorate for Families and Social Care)*

Cabinet received a report seeking approval of a Sufficiency Strategy for the Council. The adoption of a Sufficiency Strategy was required to evidence that the council was taking steps to fulfil the Sufficiency Duty which came into force in April 2011 and required Local Authorities to secure, as far as reasonably practicable, sufficient accommodation for Children in Care and those children in need who are at risk of care or custody.

The Cabinet Member for Specialist Children’s Services Mrs Jenny Whittle introduced the item and in particular referred to the following:

- (i) That Kent County Council was currently responsible for 1800 young people in care. Owing to the number of children and the level of support that many of them required, the strategy would impact on a number of Council Directorates and services.
- (ii) That the sufficiency duty, outlined within the report, had come in to force in April 2011 and required Local Authorities to secure, as far as reasonably practicable, sufficient accommodation for Children in Care and those children in need who are at risk of care or custody. Statutory guidance stated that Local Authorities should make provision for children in care that allowed them to continue to live near their family home, maintain education or training in the same locality, where appropriate, and to be placed with siblings. In addition those children or young people with a disability should have their needs met. Where it was safe to do so children should remain within their original local authority area. In particular this final point of statutory guidance had been one which Kent County Council had not only made much effort to achieve but had also campaigned for other local authorities to achieve. One crucial factor in better meeting the requirements of the duty was to recruit more foster carers, but this remained a challenge in light of the competition from independent agencies recruiting on behalf of over 30 authorities.
- (iii) That it would be crucial to monitor the success of the strategy in order that objectives were achieved and changes could be made where necessary. One of the critical factors to be monitored would be the overall number of children in care as part of the work towards obtaining the right level and mix of care. This would lead not only to a reduction in the number of children in care but also to a reduction in the length of time spent by each child in care. Already, work done by the Council had resulted in an increase in the number of children being approved for adoption by the courts. The next challenge would be to secure the right number and mix of adoptive parents in order that more children could be adopted and more quickly.
- (iv) That working with other organisations and other sectors would be crucial to the successful delivery of the Strategy. Work had already begun with the Child and Adolescent Mental Health Service (CAMHS) to ensure that Kent County Council could support placement stability with appropriate therapeutic provision for children who had suffered neglect and abuse.
- (v) That, in addition, the projected spend on independent providers of care would be monitored to ensure that best value for money was achieved. The overall spend had been increased in order that, where appropriate, more children could be placed near to their family home. Kent County Council had

committed to achieving placements within 10 miles, not 20 as legislation required.

- (vi) That the number of children entering care and leaving care each month would be monitored by geographical area and age.
- (vii) That the strategy aimed to improve the experience of those leaving care at 18 by providing the right supported living placement for each young person.
- (viii) That the strategy aimed to eliminate the use of Bed & Breakfast temporary accommodation for 16 and 17 year olds presenting as homeless by working in partnership with District Councils to provide better alternatives.
- (ix) That work would continue with the young people affected by the strategy to establish what their priorities were and continued to be. In particular work to date had identified that young people:
  - Regarded placement suitability and stability as important.
  - Experienced difficulties when continuity of Social Worker provision was broken, to that end, as discussed at previous meetings, work continued to recruit permanent social workers and encourage newly qualified social workers to stay at Kent County Council.
  - Felt that more effort should be made to keep siblings together in the care system and where that was not possible that contact between siblings should be promoted and facilitated.
  - Were concerned about the transition from care to independent living. Stability at 16, or 18 depending on the child in question, was crucial to the young person settling successfully into adult life. Young people expressed a strong desire to be consulted at this time and to influence what the Council did and how it was delivered. Mrs Whittle believed it to be a positive development that many young people now chaired their own 'looked after reviews'.

Mrs Whittle concluded; the strategy, she reminded members, was extremely comprehensive with wide-ranging impacts and goals, it had been debated at the Adult Social care and Public Health Cabinet Committee and an annual statement would be considered by the Cabinet Committee and by Cabinet in 12 months time. This statement would provide the opportunity for members to consider those elements of the strategy that had produced the best results and to identify areas for improvement.

The Leader of the Council, Mr Paul Carter welcomed the strategy and the opportunity for monitoring and comment that the annual statement would provide. He also requested that core measurable components of the strategy be included in the quarterly performance monitoring reports already received by Cabinet. He further commented that for the strategy to succeed, Kent County Council would need to work closely with Housing providers in the County including the District Councils. In particular he noted the role that the Homes and Community Agency and projects such as the 'Foyers' schemes would play in the provision of suitable post 16 accommodation, and preventing young people staying in care longer than necessary owing to the lack of suitable placements. Importantly, the Sufficiency Strategy would need to link in with the Housing Strategy adopted by KCC and signed off by all twelve Districts.

The Director of Strategic Commissioning for Families and Social Care, Mark Lobban addressed Cabinet, he reminded members that although the strategy was part of a statutory requirement it was also very good commissioning practice. In essence, it

would amount to an extremely detailed needs assessment that would map current provision in order that gaps in provision could be identified and fed into the strategy further. In addition, it would allow the Council to identify areas where work with partners in the public and other sectors was needed to improve services to children and young people in care.

The Cabinet Member for Community, Mr Mike Hill welcomed the strategy, which he believed exposed the problems faced by children and young people, and those providing their care, excellently. He particularly referred to the work currently being undertaken by the Supporting People Programme related to needs assessment and put forward the possibility of creating savings and improving services by enabling joint purchasing or provision by that programme and KCC Children’s Services.

The Cabinet Member for Specialist Children’s Services, Mrs Jenny Whittle took the opportunity to respond to comments made, she spoke of the work of Foyers in Kent and the possibility that ‘crash pads’ may be rolled out across the county in order to give young people the opportunity to take time out from difficult family situations, to seek advice and to find a positive way forward, including mediation with their families where appropriate. Instrumental to the delivery of this kind of work would be the monitoring of post 16 placements. In the future the Council would report the number of young people for whom three or more placements had broken down and assess the reasons why this might have occurred.

The Leader asked a question regarding the necessity and usefulness of monitoring children and young people placed by other authorities into Kent as he had recently become aware that although the principle authority maintained responsibility for these young people the authority to which they were placed also inherited some lesser responsibilities.

In response Mrs Whittle reported that monitoring of such young people was currently difficult and that talks with Greater London authorities continued to try to achieve better information sharing. In addition in the early autumn a survey would be conducted by Kent which would incorporate those children placed here by other authorities and the additional information collected would help the council to investigate this important area of work further. However, she maintained that the most effective path to effective management of this issue was to influence the Sufficiency Strategies of other authorities.

<b>CABINET</b> <b>Kent County Council Sufficiency Strategy</b> <b>15 July 2013</b>	
1.	That the Sufficiency Strategy, as attached, be approved and published on the Council’s website.
2.	That the comments and endorsement of the strategy by the Adult Social Care and Public Health Cabinet Committee be noted
3.	That annual updates to the Social Care & Public Health Cabinet Committee be received
4.	That quarterly performance reports to Cabinet be amended to now contain relevant monitoring information pertaining to the Strategy.

REASON	
1.	In order that Kent County Council can be seen to take all reasonable steps to conform to the Sufficiency Duty introduced in 2011
2.	In order that comments and views of backbench and opposition members are taken into account.
3.	In order that the Cabinet Committee is fully appraised of the implementation of the strategy.
4	In order that Cabinet remain fully informed of the implementation of the strategy.
ALTERNATIVE OPTIONS CONSIDERED	Not adopting a strategy would have presented a risk to the council, that it may not have been seen to be fulfilling its statutory duties. The content of the strategy has been fully considered and discussed during work with elected members, service users, partners and district councils to ensure that it is the most appropriate for the needs of children and young people in Kent.
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

## **10. Draft Strategy for Special Education Needs and Disabilities**

*(Item 6 – Report of Cabinet member for Education and Health Reform, Mr Roger Gough and Corporate Director of Education, Learning and Skills, Mr P Leeson)*

Cabinet received a report seeking approval of the Council’s Strategy for Special Educational Needs and Disabilities.

The Cabinet Member for Education and Health Reform, Mr Roger Gough provided an introduction to the item, he reported:

- (i) That the strategy had been the subject of a comprehensive consultation and had been considered and endorsed by the Education Cabinet Committee.
- (ii) That the focus of the strategy was extremely comprehensive but had three overarching principles, set out in the report. These were:
  - Capacity – Over £100m had been spent over the last decade to increase capacity in Special Schools across the County and this work would continue. In addition further work was underway to increase capacity for provision of services within mainstream schools in order to ensure that provision could meet the changing emotional, social and other needs of children in Kent. As a result of this work capacity would be further increased and the number of children with special needs placed outside the county would reduce thereby providing the child in question with a better, more appropriate, service while costs were simultaneously reduced.
  - Implementation of the requirements of the Children and Families Bill. Kent County Council continued to take a lead role in the work to implement the Bill and would continue to do so.

- Enhancing the confidence of Parents and Carers in the system and reducing any confrontational elements that currently existed.
- (iii) That the responses to the consultation had been overwhelmingly positive, as had the endorsement of the Education Cabinet Committee and he requested that Cabinet now approve the strategy for implementation.

The Corporate Director of Education, learning and Skills, Mr Leeson added to the comments of the Cabinet Member, he reported the following:

- (i) That the changes to national policy, contained within the Children and Families Bill and reflected in the strategy currently being considered were the most significant seen in over 30 years.
- (ii) That the implementation of the strategy would require much work toward integration of services particularly relevant would be the transformation agenda and how the Council supported disabled children and their families.
- (iii) That the Cabinet Member was right to refer to the aim to increase capacity and the investments made towards this end over the last decade. Currently, a further £41m was committed to the Special Schools review and six of the nine remaining special schools were moving towards expansion. The strategy aimed to achieve 700 extra places in special schools in the county over the next three years in order to reduce out of county placements and reliance on home to school transport thereby reducing costs and delivering better services to children and families with special needs.

The Leader sought confirmation of the Capital bid to government for school expansions, the outcome of which would be crucial to delivering the aims of the strategy. Mr Leeson reported that no announcement had yet been made but that the council would have significantly more resource in the future to deliver the strategy than was currently available. He also clarified, following his earlier representations, that mainstream schools in the county had received the strategy positively and sought to deliver 100 more places for children with special needs, particularly autism related and speech development needs, within mainstream schools in Kent. It was hoped that that additional capacity would not require any capital investment, although there would be a revenue budget need in that specialist teachers could be provided. The Leader hoped that that would be the case but considered that capital spend may be needed dependent on the outcome of the bid. He reminded members of the serious consequences of the outcome of the bid not being satisfactory and the potential for the council to struggle to deliver the school expansion programme in the medium term.

The Cabinet Member for Adult Social Care and Public Health, Mr Graham Gibbens spoke to the item. He particularly referred to the following:

- (i) That the council had recently inherited additional public health funding as a result of taking on functions once owned by the health service. Some of that funding was ear marked to address the long standing disbalance in funding between west Kent and east Kent. In particular and related to the strategy at hand, was the planned review of school nursing services which would commence shortly and to which the public health budget had reserved funding to increase school nurse provision in West Kent. The Cabinet



Member hoped that this work would support the ethos of the strategy to be adopted.

- (ii) That he welcomed the explicit reference within the strategy to young people with mental health problems and the sometimes insufficient provision for those young people. He hoped that the public health funding targeted this area of work could also ensure that the aims of the strategy were delivered.
- (iii) That the time of transition between childhood and adulthood , particularly for those young people with special needs was a crucial time and that he was reassured that it featured in the strategy, specifically by aiming to ensure that all young people with additional needs were properly supported through to the age of 25.
- (iv) That he welcomed the recognition within the strategy of the difficulties that young people with special needs experienced when seeking employment and hoped that the strategy would enable the council to better support those young people to find work in both the private and public sectors. He confirmed that a further paper to Cabinet would address this issue in more detail.

The Corporate Director of Public Health, Mrs M Peachey, added to the remarks of the Cabinet member. She agreed that joint working between the Health, Social Care and Education professions would be crucial to the successful delivery of the project and would require a change in the way that some professionals currently worked. Related to this point she expressed disappointment that Kent Community Health Trust, Kent's largest provider of services to young people with special needs had not responded to the consultation and felt that this might indicate a need for further engagement work with healthcare professionals.

In addition Ms Peachey referred again to the issue of school nursing and plans for provision across the county to be standardised, in line with the aims of the strategy under consideration.

The Cabinet Member for Specialist Children's Services, Mrs Jenny Whittle responded to comments received. She reported that three new centres, all benefiting from KCC investment had recently opened to support children and young people with special needs in Kent. These Multi-Agency Hubs, which she suggested might be better named, Specialist Children's Centres in order to recognise those that they served rather than those that provided the service, had recently opened in Garlinge, Sittingbourne and Ashford. These centres provided many services for Children with additional needs and their families in one place which meant that pressures of multiple appointments on different days and in different places were alleviated. In addition they had encouraged healthcare professionals to work more closely together, helping to meet another aim of the strategy.

The Leader agreed that a change of name would be welcomed and was something that would be pursued through the correct channels.

It was RESOLVED

<p><b>CABINET</b> <b>Strategy for Special Education Needs and Disabilities</b> <b>15 July 2013</b></p>
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1.	That the Special Educational Needs and Disabilities Strategy, as attached, be approved.
REASON	
1.	In order that Kent County Council has a coherent strategy for special educational needs and disability that is part of a co-ordinated approach being one of the key strategic plans supported by multi-agency partners who sit on the Children and Young People's Joint Commissioning Board.
ALTERNATIVE OPTIONS CONSIDERED	Not adopting a strategy would not provide a coherent pathway for children with special needs and disabilities. The content of the strategy has been widely consulted upon and reflects the best pathway of care for families in Kent.
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

## **11. Revenue and Capital Budget Outturn Report 2012-13**

*(Item 7 – Report of Deputy Leader and Cabinet Member for Finance and Procurement and Mr A. Wood Corporate Director of Finance and Procurement)*

Cabinet received a report detailing the latest position of the Revenue and Capital budgets, over and under-spending to date and future commitments for those underspends. In addition it contained various monitoring information for consideration.

The Deputy Leader and Cabinet Member for Finance and Procurement introduced the item. In particular he brought to the attention of members the following information:

- (i) That this was the thirteenth year that the administration had delivered a balanced budget and although doing so continued to present challenges he was confident that this trend would be continued.
- (ii) That the report detailed an underspend of £16m. £5m of this had been previously agreed to be moved to the 2013-14 budget to relieve pressures identified and that £3.8m be set aside for the completion of projects already underway. Further to these previously agreed arrangements Cabinet was asked to consider the allocation of £800,000 of the £7.2m uncommitted reserves to cover pressures on the freedom pass budget which continued to be extremely popular with parents in Kent and £1.5m for Specialist Children's Services to reflect the previously discussed pressures experienced on that particular budget. He also requested that Cabinet agreed that the remaining £4.9m was earmarked for the economic downturn reserve to insure against further difficult financial times.
- (iii) That each directorate had contributed to the balanced budget and for this the council was grateful. The Education, Learning and Skills Directorate had delivered an underspend of £5.7m, Children's Services had an overspend of £6.6m principally accountable to staffing costs and the costs of fostering

children and young people, which had not reduced as had been hoped. In addition the costs of supporting young people seeking asylum had been well documented and remained high, producing an overspend of £2.8m. Adult Services had reported an underspend of £2.5m and the Environment, Highways and Waste directorate £2.9m largely accounted for by lower tonnage rates but offset by the pressures of the Freedom Pass budget as previously detailed. The Communities directorate had reported an underspend of £4m and Finance £9.3m the latter being largely delivered by management of cash flow and underspend on the insurance and modernisation budgets.

- (iv) He reminded members that the unallocated reserves stood at £31.7m, only 3.3% of the Council net revenue budget and therefore, he argued, wholly justifiable against Mr Pickles MP stand against 'hidden reserves' any other monies were allocated as detailed previously.

#### Capital Budget

- (v) That an outturn of 161m was reported with an underspend variation of 41m most of which was committed. He expressed regret that in some cases the time between approval and delivery was so long that reallocation of funds was required and hoped that this timing of planning and delivery was something that could be improved. The projects to which he referred were spread across the directorates, £15m in Education, Learning and Skills, some in Highways and some in regeneration but in most cases the financing was required as a result of this rephasing.

#### Revenue Budget

- (vi) That the figures for 'non-schools' had reduced by 311 children and the pressures that had occurred in relation to special needs transport had been offset slightly by the increase in assisted mainstream transport to school
- (vii) He directed members to figures within the appendices that helped to illustrate the pressures faced by directorates, for example in the provision of foster care and the long term debt maturity profile which helped to illustrate the council's capital situation.
- (viii) Mr Simmonds referred members to the recommendations in the report.

Corporate Director of Finance and Procurement, Mr A Wood, added to the comments of the Cabinet Member to announce that the audit process to which the report referred would conclude tomorrow and the outcome would be reported to the Governance and Audit Committee at its next meeting. The work conducted as part of the audit was a testament to the good work of officers at KCC and at Grant Thornton. More importantly he was pleased to announce that the audit gave the council's accounts a clean bill of health and a very clean judgement on 'value for money'. Finally he reported that in relation to the asylum pressures to which Mr Simmonds had referred a bill had been sent to the Home Office and payment was awaited.

Finally he added to Mr Simmonds comments regarding the levels of reserves and the perceived increase of £22m. He reported that this was largely accounted for by a the decision to save half of the council tax freeze grant (£7.5m) to alleviate pressure at such a time as that grant was no longer available and changes to accounting treatment of a particular sum (£10m) which meant that the money would appear only briefly in the reserves before being reallocated.

He reiterated Mr Simmonds thanks to everyone who had played a role in delivering a good and well managed underspend for the year a sentiment endorsed by the Leader.

It was RESOLVED:

<b>CABINET Revenue and Capital Budget Outturn Report 2012-13 15 July 2013</b>	
1.	That £5m of the 2012-13 revenue underspending be rolled forward to 2013/14
2.	That £3.857m of the 2012-13 revenue underspending be rolled forward to 2013/14
3.	That 0.8m of the 2012-13 revenue underspending is rolled forward
4.	That £1.5m of the 2012-13 revenue underspending is rolled forward
5.	That £4.924m remainder of the 2012-13 revenue underspending is set aside in the Economic Downturn reserve
6.	In addition Cabinet was asked to have particular regard to the following information and it was noted: <ul style="list-style-type: none"> <li>• That the provisional outturn position for 2012-13 was as detailed in the report.</li> <li>• That £43.871 of capital re-phasing from 2012-13 would be added to 2013-14 and later years as detailed in Appendix 3 and the 2013-14 capital programme would also be adjusted to reflect other 2012/13 variances, as reported in the outturn</li> <li>• That the financial monitoring of the key activity indicators for 2012/13 were as detailed at appendix 4</li> <li>• That the final financial health indicators for 2012/13 were as detailed in appendix 5</li> <li>• That the final monitoring of the prudential indicators for 2012/13 were as detailed in appendix 6</li> <li>• That the impact of the 2012/13 provisional revenue budget outturn on reserves was as detailed in section 3.6 of the report.</li> <li>• That the schools' revenue and capital reserves have reduced by some £12.264m.</li> </ul>
REASON	
1.	In order to support the 2013-14 budget, as reflected in the 2013-14 budget approved by County Council on 14 February 2013.
2.	In order to fund existing commitments as detailed in section 3 of appendix 2.

3.	In order to address the continued anticipated impact on the Freedom Pass budget of 2012-13 changes in education transport policy and the continued popularity of the scheme
4.	In order to address the continued demand for Specialist Children's Services since the 2013-14 budget was set.
5.	In order that the Council may endure further financially austere times, if necessary.
6.	In order that Cabinet have properly had regard for the other crucial matters contained within the report
ALTERNATIVE OPTIONS CONSIDERED	To not agree the changes to the budget would not provide security, project completion or necessary service provision in certain areas.
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

## **12. Revenue and Capital Budget Monitoring Exception Report 2013-14**

*(Item 8 – Report of Deputy Leader and Cabinet Member for Finance and Procurement and Mr A. Wood Corporate Director of Finance and Procurement)*

Cabinet received the first exception report of 2013/14 the purpose of which was to provide information on issues arising from the 2012/13 outturn as discussed at the previous item. In addition the report provided initial forecasts for the 2013/14 revenue and capital budgets.

The Cabinet Member for Finance and Procurement introduced the report and in particular referred to the following:

- (i) That this report was key to monitoring the success of the 2013/14 budget and showed some progress toward the 95m savings allocated to next years budget by recording a small underspend of £348,000. He urged caution at this stage; the results were satisfactory but required careful monitoring and attention.
- (ii) That pressures had already been identified in the areas of home to school special needs transport and the Environment, Highways and Waste Directorate, in the latter case owing to the additional £2.5m costs of find and fix works required after a particularly prolonged winter. It was hoped that these costs would be at least partially offset by the continued reduction in waste tonnage.
- (iii) That the Finance Directorate showed an early underspend of 3.7m but that this was largely attributable to an unpredicted additional government funding of £3.2m
- (iv) In relation to the capital budget the total was currently £602m but was likely to increase to £641m in light of the rephasing agreed as part of the outturn report considered under the previous item.

The Corporate Director for Finance and Procurement reported that the papers contained a reference on page 183 to the Education, Libraries and Skills Directorate which should have read Education, Learning and Skills.

It was RESOLVED:

<b>CABINET Revenue and Capital Budget Monitoring Exception Report 2013/14 15 July 2013</b>	
1.	That at the appropriate time, as set out in the report, additional one-off government funding, as detailed in 4.7.1 to 4.7.4 be transferred to reserves and until then be held centrally.
2.	That within the Enterprise and Environment Capital Programme £300,000 from Non-TSG Land and Part 1 claims be vired to major scheme preliminary design as per paragraph 5.4 of the report.
3.	In addition Cabinet was asked to have particular regard to the following information and it was noted: <ul style="list-style-type: none"> <li>• That the initial forecast revenue and capital budget monitoring position for 2013/14 was as detailed in the report.</li> </ul>
<b>REASON</b>	
1.	In order to make up a potential shortfall in the savings required in 2013/14 or should this not be necessary to help offset potential funding cuts in 2014/15
2.	In order to utilise underspend in the Non-TSG Land and Part 1 claims budget to reduce pressures, created by significant feasibility requirements, on Major Schemes Preliminary Design
3.	In order that Cabinet have properly had regard for the other crucial matters contained within the report
<b>ALTERNATIVE OPTIONS CONSIDERED</b>	To not agree the changes to the budget would not constitute good budget management.
<b>CONFLICTS OF INTEREST</b>	None.
<b>DISPENSATIONS GRANTED</b>	None.

### **13. The Review of the Pupil Referral Units and Alternative Curriculum Provision**

*(Item 9 – Report of Mr Roger Gough, Cabinet Member for Education and Health Reform and Patrick Leeson, Corporate Director of Education learning and Skills)*

Cabinet received a report, the purpose of which was to provide an update on the review of Pupil Referral Unit (PRU) and Alternative Curriculum (AC) Provision and a summary of the consultation with stakeholders on the proposal to establish 8 new delivery hubs across the County for PRU and AC Provision. The report sought recognition of the changes to provision required by changes to national policy and approval of the changes to provision delivery described.

The Cabinet Member for Education and Health Reform, Mr Gough, introduced the report. He referred, in particular to the following:

- (i) That the report had been subject to considerable consultation including consideration by the Education Cabinet Committee in June where the proposed decision was endorsed.
- (ii) That, while changes to policy had occurred at a national level, Kent County Council had been looking locally for ways in which improvements could be made for the group of vulnerable young people that access these services.
- (iii) That the changes would involve considerable devolution of both budgets and staffing but that KCC would retain oversight and responsibility for the outcomes of the service.
- (iv) That two models had emerged from the review and consultation which would each be used in the appropriate areas, namely:
  - Full delegation to a Lead PRU with a management committee with full delegated powers
  - or
  - Devolution of Funding to groups of school within a locality and no Management or PRU provision

Patrick Leeson, Corporate Director of Education, Learning and Skills, spoke to the item. He added that:

- (i) Some of the changes made locally, as a result of the changes to national policy might appear technocratic, for example delegating resources to a Management Committee, but that the scale of the transformation process in Kent should not be underestimated by Members. The project had involved every school in order to provide a new approach to pupil exclusion and pupils at risk of exclusion.
- (ii) All new management committees now had Secondary Headteacher representation.
- (iii) There had been a clear commitment received from schools not to permanently exclude unless it was absolutely unavoidable
- (iv) A complete re-commissioning of the curriculum available had been undertaken in order to address the shortcomings that which had been available previously.
- (v) Kent was committed to providing support for young people until the age of 18 in order that they did not become NEET at 16 as had previously been the case.
- (vi) In addition he assured Cabinet that the Kent Integrated Adolescence Support service would continue in order that all of the often complex needs that the young people presented could be addressed.
- (vii) This new model would enable services for vulnerable, high risk young people to be delivered in a joined-up and integrated way in order that better outcomes were provided.
- (viii) In the future he expected that the service size would reduce as more schools began to take on work of this kind within the school and the number of expulsions began to reduce.

The Leader of the Council, Mr Paul Carter, referred to the current disparity between levels of service within different areas of the County and sought assurance from Mr Leeson that the changes he had described would enable a more uniform, consistently good, service to be provided to all of the county's young people.

Mr Leeson, believed that the review process had helped to shape attitudes within the teaching profession and had encouraged a genuine acceptance of further responsibility for the prevention of expulsions. Changes to national policy had helped to compound the work undertaken at local level, for example schools would now remain responsible for the exam results of a young person even when they had been permanently excluded. The result would be a better pathway for young people than had previously been the case.

The Leader of the Council requested that progress toward a 'go live' date for this strategy be monitored by the Education Cabinet Committee and that this monitoring continue post implementation to include details of the number of permanent exclusions in the County and the success of the hubs. He welcomed the report and expressed satisfaction that the work would also help to strengthen the work of the governments 'Troubled Families' programme, many of whom would have children also accessing these services.

<b>CABINET Review of Pupil Referral Units and Alternative Curriculum Provision 15 July 2013</b>	
1.	That the local choice changes identified by the review be approved.
2.	That monitoring reports as requested by the Leader, (see minute) be considered by the Education Cabinet Committee as necessary.
3.	In addition Cabinet was asked to have particular regard to the following information and it was noted: <ul style="list-style-type: none"> <li>• That the changes to national policy had in turn brought changes to Kent County Council policy as detailed in the report.</li> </ul>
<b>REASON</b>	
1.	In order to improve provision and outcomes for learners.
2.	In order to ensure that the desired outcomes of the review are achieved
3.	In order that Cabinet have properly had regard for the changes occurring as a result of national policy changes.
<b>ALTERNATIVE OPTIONS CONSIDERED</b>	Various alternatives were considered as part of the consultation. The options contained within the report are the result of detailed discussions with stakeholders and the council and represent the best option.
<b>CONFLICTS OF INTEREST</b>	None.
<b>DISPENSATIONS GRANTED</b>	None.



## **INFORMATION ITEM**

### **14. Kent County Council's submission to the Airports Commission on proposals for providing additional airport capacity in the longer term in line with 'Bold Steps for Aviation'**

*(Item 10 – Information report of Mr David Brazier, Cabinet Member for Transport and Environment and Mike Austerberry, Corporate Director of Enterprise and Environment)*

Cabinet received a report for information detailing the Council's response to the Airports Commission on proposals for providing additional airport capacity in the longer term.

The Leader of the County Council spoke to the item, he reported that he had met with the Commission and its Chairman Howard Davies and had been able to give evidence on behalf of Kent County Council regarding the potential impact for Kent of the various options. He hoped that the issues which he had articulated, in particular in relation to the Thames Estuary proposal, were well received by the Commission.

The submission from Kent County Council to the proposals would also dispute the need for an airport in the Thames Estuary instead suggesting maximisation and expansion of current airport capacity

He concluded that both short term measures and longer term solutions were needed to improve the competitiveness of UK airports in Europe and both of these factors were addressed within the Council's full response.

No further comments were received.

## **INFORMATION ITEM**

### **15. Lower Thames Crossing – Consultation Response**

*(Item 11 – Information report of Mr David Brazier, Cabinet Member for Transport and Environment and Mike Austerberry, Corporate Director of Enterprise and Environment)*

Cabinet received an urgent report for information detailing the Council's response to the Department for Transport (DfT) proposals for a new Lower Thames crossing.

The Leader of the County Council introduced the item; in particular he referred to the following:

- (i) That the report was taken under procedures for urgency. It had not been possible to defer the decision until the next meeting of Cabinet as the response had to be submitted the day after it was considered here [16<sup>th</sup> July 2013] and it had not been possible to publish the report sooner as officers had been conducting work to gather views and incorporate them into the response, now published on the Council's website and distributed to those present.
- (ii) Mr Carter acknowledged, and asked that the response be further updated to acknowledge, that there had been substantive opposition from those people

living or working within close proximity to any of the options put forward by the Department for Transport , particularly options B and C.

- (iii) He stressed that it had always been the intention of the administration to include a report for information, on the agenda at this meeting, but also that they had been committed to ensuring that as full an engagement with the public and elected members as possible had been conducted.
- (iv) He requested that a further comment under each set of responses be added to the response, to request that they be read in conjunction with the covering report which would further clarify for the DfT the reasons why the County Council had put forward a view that a crossing was needed and that option 'C' was the preferred corridor by which it be achieved.
- (v) That the response to be submitted on behalf of KCC was in line with that of both Essex County Council and South East Local Enterprise Partnership but he added, not in line with the views of either Thurrock or Gravesham local Councils.
- (vi) He reported that he would take debate on the matter and that Colin Caller had requested and been granted permission to address the meeting.

Mr Caller, Local Member for Gravesham East came to the table and spoke to the item. He made the following points:

- (i) He referred to the late publication of the full proposed response and that as a consequence he would not be able to respond to the specific details within it but, although this was unfortunate, he would instead make a general response
- (ii) He argued that the Governments desire to make a decision on this matter at the present time was premature. The Government had failed to consider in it's consultation:
  - Significant developments planned but not yet implemented that could have a dramatic impact on traffic flows, such as free flow tolling and the London gateway port
  - Methods by which the congestion at the current crossings might be improved such as reducing the number of junctions on particular stretches of road and the separation of traffic flows joining the M25
  - The negative impact on the environment and the health of local people of the continued growth of road freight
- (iii) That the argument that moving the tolls at Dartford by a small distance would improve their functionality was not sound and that even if it were to improve briefly, the acknowledgement by the government that both Options B and C would create growth would mean that in the long term the tolls would not perform any better
- (iv) That he believed that option B was unlikely to be chosen by the Government as it would put at risk the Paramount development and associated job creation.
- (v) That, of Option A and C he was most vehemently opposed to option C and particularly the variant that would go through the North Downs. This area was Green belt land, a site of natural beauty, a site of specific scientific interest, ancient woodland, and a floodplain. It would be unacceptable to build a major crossing through it.

- (vi) That the area that would be most affected by the adoption of option C already suffered poor air quality from its proximity to the A2. To further compound that with another road to the east would be unacceptable.
- (vii) That Cabinet be requested to hold the submission of any response until the points raised had received responses from Government
- (viii) Finally Mr Caller expressed his disappointment that members had not had sufficient opportunity to input into the submission and in particular that a draft had not been submitted to the Environment, Highways and Waste committee on 19<sup>th</sup> June

The Leader and Cabinet Member for Business Strategy, Audit and Transformation sought to clarify for those present, that, although not unanimous, the general consensus of the Cabinet and therefore the response from KCC was support for Option C. This support was dependent on the crossing being made by tunnel and not by bridge. He reported that the administration had serious reservations about the creation of a link road from the A2 to the option C location and saw no circumstances where the desecration of Shorne Wood would be acceptable; indeed there were other viable options for a link road in the area that could avoid the woodland.

The Leader urged the government not to view the crossing in isolation from the wider transport requirements in Kent, as a reflection of this view the response sought assurances that the Government would fund the bifurcation required at Dover Docks, the country largest roll on roll off dock and significant link to Northern European trade as well as improvements, to include dualling, at Lydden, work to resolve congestion at Brenley Corner and a new, fit for purpose link between the M2 and the M20 that did not utilise Bluebell Hill but which, by undertaking significant improvements, sought to employ the A249 to provide a more effective route between Dover and a new crossing at the option C location.

Option C was, he argued, in the best interests of both the Kent and the national economies.

The Leader continued, huge economic growth was planned and predicted for the south of England and this would certainly translate into a significant increase in road freight. As a result the council's response asked that the project be progressed as rapidly as possible. He was pleased that work done to date, sensible tolling and potential charges to the road haulage industry would mean that the wider improvements discussed could be built without recourse to public funds. The report accompanying the responses to the government questions articulated all of these points and to that end, as already discussed, a note would be included on each page of the response that drew the attention of the reader to it.

The Cabinet Member for Transport and Environment, Mr David Brazier spoke to the item. He particularly wished to respond to the comments made by Mr Caller and in doing so made the following points:

- (i) That the DfT questions and a proposed response were considered by the last meeting of the Environment Highways and Waste Cabinet Committee and that the Enterprise and Environment Directorate had also provided for members a briefing on the matter both of which Mr Caller had attended. The consultation and response had been discussed at

several local meetings and on the Radio Kent debate in addition to a meeting held especially for Gravesham local members and several public meetings. Finally he stressed that any member of the public may visit the DfT website to respond to the consultation.

- (ii) That the argument that the decision should not be made until the impact of the changes to tolling at Dartford were known was one which he heard often but remained unconvinced by. He believed that the lifting of tolls would certainly ease congestion in the short term but with vehicle numbers likely to increase so significantly before the new crossing was opened in 2025 any improvement would have long since been mitigated.
- (iii) That action needed to be taken and that option C was the only option that would create the desired benefits. Option A would compound the difficulties already experienced on the A2 and A13 and option B would not alleviate pressure on the Essex side of the crossing. Meanwhile Option C would achieve those aims. Furthermore, being a stand alone crossing, the option C proposal would provide contingency for times in the future when the Dartford crossing may be temporarily out of use.

The Leader reminded members that some years ago work was jointly commissioned with Essex County Council to assess potential crossing points more easterly than the one in option C. Advice had been received at that time that costs escalated prohibitively further east as the width of the river Thames increased as it approached the estuary. In difficult economic times the government must, he argued, consider options that were affordable and deliverable. He considered it a further potential benefit of option C that this work had identified an opportunity to link a crossing in the Gravesham area, not only with the M25 as the government was now consulting upon, but also with the M11. The idea had not been well received at the time but was nonetheless an option for the future should the preferred location in option C be agreed.

Mr Caller sought and received permission to respond to a point made by Mr Brazier. He clarified that his concern expressed earlier had been in relation to the full response not having been available to members before today, rather than a comment on the sufficiency of engagement as a whole.

The Leader apologised again that the full response was not available sooner but reiterated that it was delayed by the attempt to engage as fully as possible and to fully consider and reflect where appropriate all of the concerns raised.

The Director of Planning and Environment, Mr Paul Crick spoke to the item and specifically addressed the issue of the removal of tolls at Dartford already discussed. He referred members to the figures contained in the report which described the actual and predicted use of the current crossing at Dartford. He reported that the crossing was designed for a capacity usage of 135,000 vehicles per day and currently exceeded that number on five out of seven days. The tolls would currently be discouraging some vehicles from using the crossing and once lifted, vehicle numbers were predicted to rise to 180,000 vehicles a day. Taken in conjunction with the growth predicted from developments in progress these figures were the motivation for the council's request that the project be progressed urgently.

The Leader remarked that some years ago a survey was conducted by the regional assembly that identified the Dartford crossing as one of the main inhibitors to inward

investment to Kent, the notion that it was gridlocked by the M25 and that many of those problems were caused by the inadequacy of the current crossings. He, like others, welcomed the removal of the need to stop toll booths but regarded it as a short term easement as opposed to a long term solution to the wider issue at hand.

Transport Strategy Delivery Manager, Ms Ann Carruthers was asked to speak to the item and did so to expand on a point made by Mr Caller in his earlier representation. She reminded members that although the government acknowledged in the consultation papers that all three of the options would create growth of between 3% and 10% depending on the particular option, in comparison to the background growth predicted the effects would be minimal.

Mr Holden reported on behalf of Mr Dance that following discussions with Essex County Council it was clear that it too was minded to support option C in its response to Government. Mr Carter added that the business community through various forums had also expressed support for option C.

The Cabinet Member for Commercial and Traded Services, Mr Sweetland spoke to the item. He particularly referred to the following:

- (i) That he was a local member in the Gravesham area most affected by the option C proposals.
- (ii) That he had not had an opportunity to read the response in full but was content that the information within it would be already in the public domain.
- (iii) He confirmed that he and Mr Caller had been offered and had accepted the opportunity to address the Environment Highways and Waste Cabinet Committee when it had considered the matter. He thanked Mr Brazier for the work which had been done for the local Gravesham members in particular, referring to the meeting for local members which had been arranged. In addition there had been a large public meeting in the local area, at which Mr Brazier was present. Further to these activities Mr Sweetland reported that he had attended 3 or 4 meetings organised by others and as a result he had heard the opinions of thousands of local people
- (iv) He asked members to consider the immensity of the proposal for residents living in the vicinity of the proposed crossing. The scheme did not propose to expand or enlarge an existing road but instead to build a new four lane motorway which would necessarily require destruction of local countryside. As a result those living in Shorne and Higham had already reported effects on house prices.
- (v) That free flow tolling whilst welcomed was overdue and he expressed a desire to see it finally implemented next year as promised. Not only would this ease the traffic flow in the short term but would also begin to improve air quality for residents of Dartford, where it had been particularly poor.
- (vi) That residents to the east of Gravesham were anxious that the air quality in their locality would suffer as a result of the proposal under option C and had noted the impact on the health of residents in Dartford as evidence. They expressed concern that although the government had conducted financial and environmental impact assessments they had not, for option B or C, conducted an assessment of the potential health impact for residents in the locality, a concern confirmed by the Roads Minister when responding to a parliamentary question to that effect by the Rt Hon Mr Holloway MP

- (vii) That the environmental impacts were well documented and high with many of the sites affected being subject to protections of some form.
- (viii) Further to comments made earlier that Essex County Council were also minded to support option C, Mr Sweetland reported that there was a divergence of views with the regard to the tolls which Essex County Council would request were removed immediately.
- (ix) That the matter had been well debated and public involvement had been high. He reiterated that he had heard many concerns from residents within his division and surrounding areas and had represented those views as fully as possible at meetings and debates to date. As a result, he wished to record his dissent on this issue.

The Leader closed the debate. He expressed concern that it would be difficult to convince the government not to choose Option A at Dartford and believed that C was appropriate for what was a unique opportunity for the Government to pursue the best interest of Kent, the south of England and the nation's economy.

He suggested that should it become appropriate work would be conducted to assess the options for a link road that would ameliorate damage to Shorne woods and establish fully how far it was necessary for any tunnel to impact on and around the Gravesham area.

He reported that a decision would be announced by the DfT in the autumn 2013 as to which option further work would be conducted on.

The Leader noted the dissent of Bryan Sweetland on the matter and expressed concern for the views of those affected but noted that the formal response was to support option C and would be submitted the next day.

**From:** John Simmonds, Deputy Leader & Cabinet Member for Finance & Procurement;  
Andy Wood, Corporate Director of Finance & Procurement

**To:** Cabinet – 16 September 2013

**Subject:** Treasury Strategy Update

**Classification:** Unrestricted

**Summary:** To propose changes to the Council's treasury strategy by expanding the range of types of investment which can be made.

**Recommendation(s):** Cabinet is asked to agree the proposed changes set out in paragraph 15 of the report.

### **Introduction**

1. In February 2013 Council agreed the Annual Treasury Strategy as part of the Council's budget. The treasury strategy covers the borrowing and investment policies which will be followed in managing the Council's cashflow and reserves.
2. Treasury management activities need to comply with CLG Guidelines and the mandatory CIPFA Code of Practice on Treasury Management.
3. Within the Council the Treasury Advisory Group, an all party sub-group of Cabinet, meets 3-4 times a year to look at Treasury issues in detail and Governance & Audit Committee receives quarterly reports. An annual and half yearly report is also made to Council.
4. The Council receives independent treasury advice from Arlingclose.

### **Current Position**

5. On borrowing our current approach is:
  - (1) No new borrowing is anticipated.
  - (2) As well as budgetary constraints the key issue in not borrowing is the cost of cost ie. the difference between the cost of borrowing and interest on deposits.
  - (3) £77m of loans which matured in 2012/13 were repaid rather than refinanced.

6. On investments our current approach is:

- (1) Cash deposits, call accounts and Certificates of Deposit (CDs) with the following UK Banks and Building Societies systematically important to the UK economy:

- Barclays
- HSBC
- Lloyds Banking Group
- Royal Bank of Scotland
- NatWest
- Santander UK
- Standard Chartered
- Nationwide

And Treasury Bills and Debt Management Office deposits. Deposits in a number of Australian and Canadian banks are permitted but none have been made.

- (2) Duration of deposits run from 12 months with Standard Chartered to overnight with RBS and NatWest

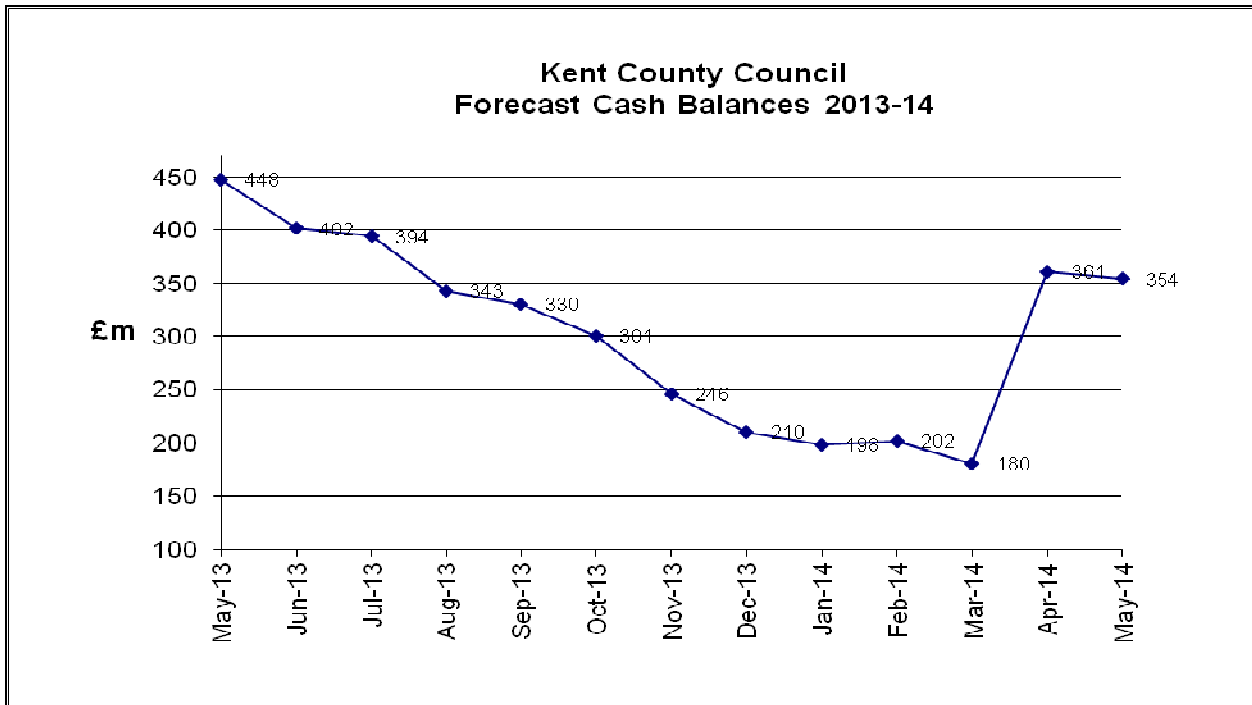
7. The current approach to investments has a number of issues:

- (1) Deposit rates are reducing and are likely to reduce further – banks are reducing deposit rates because of the Government’s Funding for Lending Scheme which allows them to access cheap finance from Government. There are only a small number of counterparties with whom we can achieve a rate over 0.5%.
- (2) Bank downgrades – rating agencies continue to downgrade financial institutions and some are now close to our A- minimum.
- (3) Bail in risk – increasingly rather than “bailing out” failing financial institutions Government is looking for bond holders and potentially depositors to fund a rescue. Bond holders in the Cooperative Bank, which the Council does not use, will take a substantial financial loss in the bank’s restructuring.
- (4) Future ownership of RBS and Lloyds – these banks still offer the best deposit rates but as the Government divests ownership their credit ratings may reduce and we may not be able to use them.
- (5) Limited diversification – only cash deposits, CD’s, Treasury Bills and call accounts.
- (6) Shortfall on investment income budget – the budget of £2.7m will not be achieved this year although it is offset by savings elsewhere in the Financing Items budget.



## Options for Change

8 The cashflow projection for 2013/14 is shown below.



With the front loading of Revenue Support Grant the early part of the year has seen balances of well over £400m which we project will reduce to a minimum of around £200m.

9. The monies available to invest have two main characteristics:
- (1) Transactional cash – true cashflow which should be deposited short term and be liquid.
  - (2) Core cash – essentially reserves and other longer term monies where there is potential for longer duration deposits and less requirement for liquidity.
10. Given the Council's overall financial position and the issues set out in paragraph 7 it is important that we explore all options for generating additional income, including investment income. We believe that we can generate higher investment returns by broadening the type of funds which we invest in. Effectively we would look to create an investment portfolio of relatively low risk, diversified funds which would be towards the lower end of the risk horizon of the Pension Fund. This would initially be for around £75m but with investments looking to return 4-8% or £3-6m per annum.
11. It is envisaged that this would be a well diversified portfolio. Each investment would be subject to detailed due diligence and advice taken from Arlingclose or the Pension Fund investment consultants Hymans Robertson.

It would be efficient to make use of due diligence already undertaken by the Pension Fund.

12. Officers have already undertaken substantial research on options and four main areas have been identified:

(1) **Absolute Return Funds**

Pooled funds investing in a range of asset types including equities, fixed income and alternatives. These funds typically aim to return Cash +5% and put an emphasis on capital protection. They may lose capital value in times of market stress but it should be less than the market. The Pension Fund has £180m in an Absolute Return Fund with Pymfords which just invests in equities, fixed income and cash.

(2) **Equity Income Funds**

Either UK or Global funds focussing on companies which produce strong income i.e. dividend returns. Again likely to underperform equity market returns generally but have less volatility. There are a number of large well known funds which would be investable.

(3) **Property Pooled Funds**

Again we would look at very large well established balanced funds and funds with high covenant and long leases linked to RPI. The only disadvantage is that investment in such funds would have to be specifically via capital receipts. We could invest cash directly in the small CCLA Local Authority Property Fund which has a specific CLG exception.

(4) **Other**

Opportunistic investments potentially linked to local economic regeneration projects. Again these would need to be low risk and securitised.

13. We would need to be clear about the potential downsides of this approach:

- (1) Risk of loss of capital – this would be countered by due diligence and diversification within the investment portfolio:
- (2) Volatility in returns – but with returns at a much higher level than on cash deposits.
- (3) Illiquid – this would be manageable as the investment portfolio would be relatively small compared with the aggregate of deposits.

14. The approach was discussed at the Treasury Advisory Group on 31 July with Arlingclose present and the group was supportive of the approach.

## 15. Recommendation(s)

That Cabinet agree to:

- (1) Establish a core investment portfolio of £75m with a maximum exposure to any one investment of £5m.
- (2) Delegate responsibility for the selection of investments to the Corporate Director of Finance & procurement in consultation with the Deputy Leader & Cabinet Member for Finance & Procurement.

## 16. Contact details

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From: John Simmonds, Deputy Leader and Cabinet Member for Finance & Procurement  
Andy Wood, Corporate Director of Finance & Procurement  
Corporate Directors

To: CABINET - 16 September 2013

Subject:

- (1) **REVENUE AND CAPITAL BUDGET MONITORING FOR 2013-14 - QUARTER 1**
- (2) **KEY ACTIVITY MONITORING FOR 2013-14 - QUARTER 1**
- (3) **FINANCIAL HEALTH INDICATORS 2013-14 - QUARTER 1**
- (4) **PRUDENTIAL INDICATORS 2013-14 - QUARTER 1**
- (5) **IMPACT ON REVENUE RESERVES**
- (6) **DIRECTORATE STAFFING LEVELS 2013-14 - QUARTER 1**

Classification: **Unrestricted**

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## SUMMARY

- 1.1 This report provides the first full quarterly budget monitoring position for 2013-14 for both revenue and capital budgets, including an update on key activity data. The report is presented in the old portfolio structure as work on the mapping of the A-Z of services from the old portfolios to the new portfolios is not yet complete.
- 1.2 The format of this report is:
  - An executive summary which provides a high level financial summary and highlights only the most significant issues
  - Appendix 1 provides an update on our Financial Health indicators
  - Appendix 2 provides an update on our Prudential indicators
  - There are eight annexes to this executive summary report, as detailed below:
    - **Annex 1** **Education, Learning & Skills Directorate** incl. Education, Learning & Skills portfolio
    - **Annex 2** **Families & Social Care Directorate - Children's Services** incl. Specialist Children's Services portfolio
    - **Annex 3** **Families & Social Care Directorate - Adult Services** incl. elements of Adult Social Care & Public Health portfolio
    - **Annex 4** **Enterprise & Environment Directorate** incl. Environment, Highways & Waste portfolio and elements of Regeneration & Economic Development portfolio
    - **Annex 5** **Customer & Communities Directorate** incl. Customer & Communities portfolio
    - **Annex 6** **Business Strategy & Support Directorate - Public Health** incl. elements of Adult Social Care & Public Health portfolio

- **Annex 7 Business Strategy & Support Directorate (excl. Public Health)** incl. elements of Regeneration & Economic Development, Finance & Business Support, Business Strategy, Performance & Health Reform and Democracy & Partnerships portfolios
- **Annex 8 Financing Items** incl. elements of Finance & Business Support, Business Strategy, Performance & Health Reform and Democracy & Partnerships portfolios

## 2. RECOMMENDATIONS

Cabinet is asked to:

- i) **Note** the latest monitoring position on both the revenue and capital budgets.
- ii) **Agree** the realignment of revenue budgets within the SCS portfolio as detailed in section 1.2 and 1.3 of Annex 2.
- iii) **Agree** the realignment of revenue budgets within the ASC&PH portfolio as detailed in section 1.2 and 1.3 of Annex 3.
- iv) **Note** and **agree** the changes to the capital programme as detailed in the actions column in table 2 of the annex reports.
- v) **Note** the latest Financial Health Indicators and Prudential Indicators as reported in appendix 1 and appendix 2 respectively.
- vi) **Note** the directorate staffing levels as at the end of June 2013 as provided in section 7.

### SUMMARISED REVENUE MONITORING POSITION

The net projected variance against the combined portfolio revenue budgets is an underspend of £0.498m, before management action. However, it has been agreed that funding for the Social Fund is ringfenced for the period 2013-14 to 2014-15 and therefore this changes the position to a small pressure of +£0.094m as shown in the headline table below. Management action is expected to reduce this to an underspend of -£2.006m. The annexes to this report provide the detail, which is summarised in Tables 1a and 1b below.

#### HEADLINE POSITION (EXCL SCHOOLS) (£'000)

	Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
<b>Portfolio Totals</b>	+959,297	-498	-2,100	-2,598
Adjustments:				
- Committed roll forward		+592	-	+592
<b>Underlying position</b>	<b>+959,297</b>	<b>+94</b>	<b>-2,100</b>	<b>-2,006</b>

3.2 **Table 1a** Portfolio position - net revenue position **before and after** management action

<b>Portfolio</b>	<b>Budget £'000</b>	<b>Net Variance (before mgmt action) £'000</b>	<b>Proposed Management Action £'000</b>	<b>Net Variance (after mgmt action) £'000</b>
Education, Learning and Skills	53,430.3	-802	-	-802
Specialist Children's Services	149,202.5	+4,784	-2,100	+2,684
Specialist Children's Services - Asylum	280.0	+380	-	+380
Adult Social Care & Public Health	335,031.7	-415	-	-415
Environment, Highways & Waste	150,523.0	+2,418	-	+2,418
Customer & Communities	75,987.4	-140	-	-140
Regeneration & Economic Development	3,762.6	-1	-	-1
Finance & Business Support	128,053.7	-6,864	-	-6,864
Business Strategy, Performance & Health Reform	56,406.3	+213	-	+213
Democracy & Partnerships	6,619.5	-71	-	-71
<b>TOTAL (excl Schools)</b>	<b>959,297.0</b>	<b>-498</b>	<b>-2,100</b>	<b>-2,598</b>
<i>Schools (ELS Portfolio)</i>	-	+1,504	-	+1,504
<b>TOTAL</b>	<b>959,297.0</b>	<b>+1,006</b>	<b>-2,100</b>	<b>-1,094</b>

**Table 1b** Portfolio/Directorate position - gross revenue position **before** management action

<b>Portfolio</b>	<b>Budget £'000</b>	<b>Variance £'000</b>	<b>Directorate</b>					
			ELS	FSC	E&E	C&C	BSS	FI
			£'000 annex 1	£'000 annexes 2&3	£'000 annex 4	£'000 annex 5	£'000 annexes 6&7	£'000 annex 8
Education, Learning and Skills	<b>53,430.3</b>	<b>-802</b>	-802					
Specialist Children's Services	<b>149,202.5</b>	<b>+4,784</b>		+4,784				
Specialist Children's Services - Asylum	<b>280.0</b>	<b>+380</b>		+380				
Adult Social Care & Public Health	<b>335,031.7</b>	<b>-415</b>		-56			-359	
Environment, Highways & Waste	<b>150,523.0</b>	<b>+2,418</b>			+2,418			
Customer & Communities	<b>75,987.4</b>	<b>-140</b>				-140		
Regeneration & Economic Development	<b>3,762.6</b>	<b>-1</b>			-		-1	
Finance & Business Support	<b>128,053.7</b>	<b>-6,864</b>					-346	-6,518
Business Strategy, Performance & Health Reform	<b>56,406.3</b>	<b>+213</b>					+213	-
Democracy & Partnerships	<b>6,619.5</b>	<b>-71</b>					-71	-
<b>TOTAL (excl Schools)</b>	<b>959,297.0</b>	<b>-498</b>	<b>-802</b>	<b>+5,108</b>	<b>+2,418</b>	<b>-140</b>	<b>-564</b>	<b>-6,518</b>
<i>Schools (ELS Portfolio)</i>	-	<b>+1,504</b>	+1,504					
<b>TOTAL</b>	<b>959,297.0</b>	<b>+1,006</b>	<b>+702</b>	<b>+5,108</b>	<b>+2,418</b>	<b>-140</b>	<b>-564</b>	<b>-6,518</b>

### 3.4 The **Revenue** Budget Monitoring headlines are as follows:

- a) Specialist Children's Services still have significant financial pressures being highlighted in 2013-14. The net variance of £5.164m includes assumptions around significant management action being achieved and it is hoped that this pressure can be reduced further by £2.100m to £3.064m. There are pressures both in relation to agency staff and costs relating to looked after children. At this early stage of the year it is felt prudent to include the full year effect of this increase in 'new' looked after children placements, and not to assume that this trend will reverse yet (see Annex 2, section 2.1). Work is continuing to consider other management actions to reduce the overall pressure should the current level of looked after children not reduce.
- b) The position reflected in this report for Asylum is a pressure of £0.380m, however this assumes that we invoice the Home Office for £2.205m of costs deemed as ineligible against the current grant rules. If this invoice is not paid, then our pressure will increase.
- c) The ELS position includes a £1.567m forecast underspend against Mainstream Home to School Transport, however until student numbers requiring transport for the new academic year are confirmed, this remains provisional and could change.
- d) The small underspend reported for Adult Social Care of -£0.056m assumes a drawdown from the NHS Support for Social Care reserve of £6.624m to fund the ongoing impact of 2012-13 winter pressures and investment in services to deliver the transformation savings.
- e) There is a £2.2m underspend as a result of lower than budgeted waste tonnage, reflecting a continuation of the impact of the new operating policies implemented in October 2012 at Household Waste Recycling Centres to stop accepting commercial waste at sites, however this reduces to a £0.4m underspend due to other pressures on the waste budgets.
- f) The forecast currently assumes unused Public Health grant of £0.450m will be transferred to a new Public Health reserve for use in future years, in line with Government guidelines.
- g) An underspend of £0.562m is forecast against the Kent Support & Assistance Service (the Social Fund responsibilities which transferred from the DWP from 1 April 2013), which will be required to roll forward to 2014-15 in line with key decision 12/01939 which agreed that funding for this scheme should be ringfenced for the period 2013-15. This reflects initial take up of the new scheme in the first quarter which is expected to pick up.
- h) There are a number pressures against the DSG budget with a unbudgeted drawdown from the DSG reserve of £4.747m forecast for 2013-14. This will need to be addressed within the overall DSG settlement in the MTFP process, which may result in a realignment of DSG funds between directorates.
- i) The overall reported position includes £4.993m of additional Government funding announced since the budget was set (reported as an underspend within the F&BS portfolio). Cabinet agreed in July that this should be held centrally to offset any potential shortfall in meeting our savings target this year but should we achieve a balanced position without this additional funding then this should be transferred to reserves to help offset anticipated future funding cuts. The headline position shown on page 2 currently shows that should management action be delivered as anticipated, then we are currently on track to transfer £2.006m of this to reserves.



### 3.5 Revenue budget virements/changes to budgets

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” i.e. 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, including the inclusion of new 100% grants (i.e. grants which fully fund the additional costs) awarded since the budget was set.
- Cash limits for the A-Z service analysis have been adjusted since the budget was set to reflect a number of technical adjustments, including the further centralisation of budgets and to reflect where responsibility for providing services has moved between directorates/portfolios e.g. the transfer back to FSC from the Contact Centre of the Kent Contact & Assessment Service (KCAS) service.
- Also cash limits have been amended to reflect a breakdown of the Public Health budget into a more detailed A-Z service analysis as reflected in table 1 of annex 6. Due to the late notification of the 2013-14 Public Health grant allocation, this budget was shown as a single entry in the published A-Z, and County Council, at its meeting on 14 February, agreed to grant delegated authority to the Cabinet Member for Finance & Business Support to make the necessary changes to the approved budget to reflect this more detailed analysis.
- In addition, the budgets within FSC directorate have been realigned to reflect a reallocation of savings and pressures between A-Z service lines in light of the 2012-13 final spend and activity levels and the latest service transformation plans, whereas the budget was set based on the forecasts from several months earlier. This is true of both Specialist Children's Services and Adult Social Care and further details are provided in annexes 2 and 3 respectively. Some of these adjustments have impacted upon the affordable levels of activity reported in section 2 of annexes 2 and 3, which have been amended from the levels reported to Cabinet on 15 July in the outturn report. **Cabinet is asked to agree these changes to the cash limits reflected in:**
  - a) Annex 2 Children's Services and**
  - b) Annex 3 Adults Services.**

The variances reflected in this report assume that these cash limit changes are approved.

Please note that changes to cash limits to reflect the decisions made by Cabinet on 15 July regarding the roll forward of underspending from 2012-13 are not reflected in this report, but will be included in the July monitoring report, to be presented to Cabinet in October.

## 4. SUMMARISED CAPITAL MONITORING POSITION

- 4.1 The working budget for the Capital Programme 2013-14 is £319.022m. The forecast outturn against this budget is £306.016m giving a variance of -£13.006m. The annexes to this report provide the detail, which is summarised in table 2 below.

#### 4.2 Table 2 Portfolio/Directorate capital position

Portfolio	3 Year Cash Limit £'000	2013-14 Working Budget £'000	2013-14 Variance £'000	Real Variance £'000	Re-phasing Variance £'000	Annex
Education, Learning and Skills	210,018	149,868	-2,705	-2,700	-5	1
Specialist Children's Services	1,325	1,325	-	-	-	2
Adult Social Care & Public Health	92,858	12,359	-179	-	-179	3
Environment, Highways & Waste	193,789	76,755	-9,285	+398	-9,683	4
Customer & Communities	11,263	6,975	+145	+145	-	5
Regeneration & Economic Development	103,407	38,306	-982	+2	-984	7
Finance & Business Support	-	-	-	-	-	N/A
Business Strategy, Performance & Health Reform	46,534	33,434	-	-	-	7
Democracy & Partnerships	-	-	-	-	-	N/A
<b>TOTAL</b>	<b>659,194</b>	<b>319,022</b>	<b>-13,006</b>	<b>-2,155</b>	<b>-10,851</b>	

#### 4.3 The **Capital** Budget Monitoring headlines are as follows:

- a) The majority of schemes are within budget and on time.
- b) £10.851m of the £13.006m variance is due to rephasing expenditure into future years. £3.4m of this relates to the highways capital programme which has rephased from 2013-14 to 2014-15 and a detailed review of the highways capital funding will be undertaken as part of the 2014-17 MTFP process. In addition, £2.55m has rephased on the Growth without Gridlock initiatives and £1.8m relates to the A28 Chart Road.
- c) The remaining £2.155m of the £13.006m variance relates to real project variances.

#### 4.4 **Capital budget virements/changes to budgets**

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.

### 5. **FINANCIAL HEALTH**

- 5.1 The latest Financial Health indicators, including cash balances, our long term debt maturity, outstanding debt owed to KCC, the percentage of payments made within 20 days and the recent trend in inflation indices (RPI & CPI) are detailed in **Appendix 1**.
- 5.2 The latest monitoring of Prudential indicators is detailed in **Appendix 2**.

## 6. REVENUE RESERVES

6.1 The table below reflects the projected impact of the current forecast spend and activity for 2013-14 on our revenue reserves:

Account	Balance at 31/3/13 £m	Projected Balance at 31/3/14 £m	Movement £m
Earmarked Reserves	163.7	118.1	-45.6
General Fund balance	31.7	31.7	-
Schools Reserves *	48.1	46.6	-1.5

\* Both the table above and section 2.1 of annex 1 include delegated schools reserves and unallocated schools budget.

6.2 The reduction of £45.6m in earmarked reserves includes:

- Release of previously earmarked reserves (as approved in the 2013-15 MTFP)
- Budgeted contribution to reserves (including underwriting Council Tax Support Scheme)
- Drawdown from rolling budget reserve in respect of Big Society re-phasing saving
- Budgeted drawdown from Kingshill Smoothing reserve
- Budgeted transfer to Regeneration Fund
- Use of 2011-12 uncommitted underspend held in Economic Downturn Reserve
- Use of rolling budget reserve (2012-13 underspend)
- Budgeted drawdown of Dedicated Schools Grant reserve
- Transfer to Economic Downturn reserve of uncommitted 2012-13 rolled forward underspend
- Forecast transfer to/from new Public Health reserve
- Forecast transfer to/from Dedicated Schools Grant reserve (unbudgeted)
- Forecast use of NHS Support for Social Care reserve
- Forecast transfer to/from Insurance reserve
- Forecast transfer to rolling budget reserve of 2013-14 underspend
- Other forecast movements in earmarked reserves

£m
-9.0
+1.8
-1.0
-2.0
+1.0
-5.0
-16.1
-4.2
+4.9
+0.5
-4.7
-6.6
-0.8
+2.6
-7.0
<b>-45.6</b>

6.3 The reduction of £1.5m in the schools reserves is due to:

- An assumed 20 schools converting to academy status this financial year and taking their accumulated reserves with them

£m
-1.5
<b>-1.5</b>

The value of school reserves is very difficult to predict at this early stage in the year and further updates will be provided in future monitoring reports once the first monitoring returns have been received from schools.

## 7. STAFFING LEVELS

7.1 The following table provides a snapshot of the staffing levels by directorate as at 30 June 2013 compared to the numbers as at 31 March 2013, based on active assignments. Between 31 March 13 and 30 June 13, there has been a reduction of 651.9 FTEs, which includes a 31.11 FTE increase in schools together with a reduction of -683.01 FTEs in non-schools settings.

		Mar 13	Jun 13	Sep 13	Dec 13	Mar 14	Difference	
							Number	%
KCC	Assignment count	41,201	40,242				-959	-2.33%
	Headcount (inc. CRSS)	34,952	34,056				-896	-2.56%
	Headcount (excl. CRSS)	30,993	30,160				-833	-2.69%
	<b>FTE</b>	<b>22,848.23</b>	<b>22,196.33</b>				<b>-651.90</b>	<b>-2.85%</b>
KCC - Non Schools	Assignment count	13,172	12,284				-888	-6.74%
	Headcount (inc. CRSS)	12,114	11,259				-855	-7.06%
	Headcount (excl. CRSS)	10,360	9,634				-726	-7.01%
	<b>FTE</b>	<b>8,874.66</b>	<b>8,191.65</b>				<b>-683.01</b>	<b>-7.70%</b>
BSS	Assignment count	1,554	1,594				40	2.57%
	Headcount (inc. CRSS)	1,548	1,589				41	2.65%
	Headcount (excl. CRSS)	1,534	1,578				44	2.87%
	<b>FTE</b>	<b>1,430.83</b>	<b>1,462.72</b>				<b>31.89</b>	<b>2.23%</b>
ELS	Assignment count	1,569	1,136				-433	-27.60%
	Headcount (inc. CRSS)	1,514	1,124				-390	-25.76%
	Headcount (excl. CRSS)	1,224	908				-316	-25.82%
	<b>FTE</b>	<b>947.37</b>	<b>674.00</b>				<b>-273.37</b>	<b>-28.86%</b>
C&C	Assignment count	3,660	3,649				-11	-0.30%
	Headcount (inc. CRSS)	3,193	3,174				-19	-0.60%
	Headcount (excl. CRSS)	2,047	2,057				10	0.49%
	<b>FTE</b>	<b>1,630.64</b>	<b>1,641.56</b>				<b>10.92</b>	<b>0.67%</b>
E&E	Assignment count	1,164	655				-509	-43.73%
	Headcount (inc. CRSS)	1,154	648				-506	-43.85%
	Headcount (excl. CRSS)	1,048	546				-502	-47.90%
	<b>FTE</b>	<b>997.75</b>	<b>517.66</b>				<b>-480.09</b>	<b>-48.12%</b>
FSC	Assignment count	5,225	5,250				25	0.48%
	Headcount (inc. CRSS)	4,794	4,841				47	0.98%
	Headcount (excl. CRSS)	4,533	4,574				41	0.90%
	<b>FTE</b>	<b>3,868.07</b>	<b>3,895.71</b>				<b>27.64</b>	<b>0.71%</b>
Schools	Assignment count	28,029	27,958				-71	-0.25%
	Headcount (inc. CRSS)	22,966	22,942				-24	-0.10%
	Headcount (excl. CRSS)	20,688	20,587				-101	-0.49%
	<b>FTE</b>	<b>13,973.57</b>	<b>14,004.68</b>				<b>31.11</b>	<b>0.22%</b>

Note:

If a member of staff works in more than one directorate they will be counted in each. However, they will only be counted once in the Non Schools total and once in the KCC Total.

If a member of staff works for both Schools and Non Schools they will be counted in both of the total figures. However they will only be counted once in the KCC Total.

CRSS = Staff on Casual Relief, Sessional or Supply contracts

## 8. CONCLUSIONS

- 8.1 In the context of a revenue savings requirement of around £95m and on the back of delivering £175m of revenue savings over the last two years, this is a promising position at this stage of the year. However it does assume that a significant amount of management action will be delivered within Specialist Children's Services and includes £4.993m of additional Government funding notified since the budget was set.
- 8.2 The forecasts show that the vast majority of the £95m revenue savings are on track to be delivered and the intention remains that where delivery proves to be unlikely, equivalent savings elsewhere within the relevant directorate/portfolio will be made as appropriate. It is essential that we do not go into 2014-15 with a rolled forward overspend from the current year, in view of the anticipated funding cuts on the horizon.
- 8.3 There are however a number of emerging issues that will need to be addressed in the 2014-17 MTFP and these are highlighted in the annexes to this report and/or in the headlines above.

## 9. RECOMMENDATIONS

- A) **Corporate Board** is asked to consider and endorse the report prior to consideration by Cabinet.
- B) **Cabinet** is asked to:
- i) **Note** the latest monitoring position on both the revenue and capital budgets.
  - ii) **Agree** the realignment of revenue budgets within the SCS portfolio as detailed in section 1.2 and 1.3 of Annex 2.
  - iii) **Agree** the realignment of revenue budgets within the ASC&PH portfolio as detailed in section 1.2 and 1.3 of Annex 3.
  - iv) **Note** and **agree** the changes to the capital programme as detailed in the actions column in table 2 of the annex reports.
  - v) **Note** the latest Financial Health Indicators and Prudential Indicators as reported in appendix 1 and appendix 2 respectively.
  - vi) **Note** the directorate staffing levels as at the end of June 2013 as provided in section 7.

**10. BACKGROUND DOCUMENTS**

None

**11. CONTACT DETAILS**

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## FINANCIAL HEALTH INDICATORS

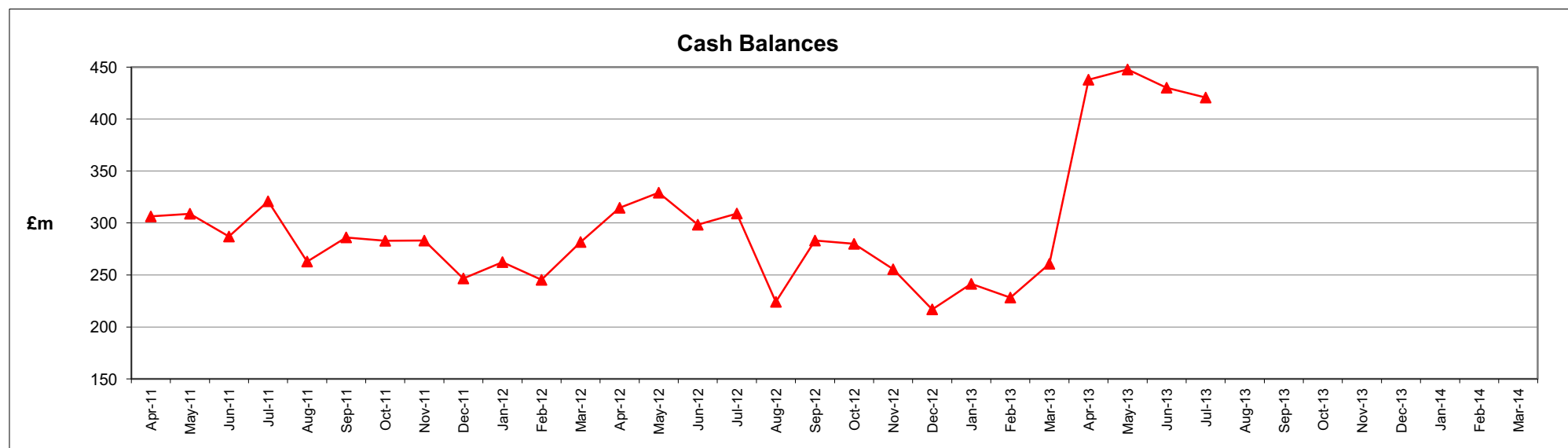
### 1. CASH BALANCES

The following graph represents the total cash balances under internal management by KCC at the end of each month in £m. This includes principal amounts currently at risk in Icelandic bank deposits (£16.34m), balances of schools in the corporate scheme (£44.2m), other reserves, and funds held in trust. KCC will have to honour calls on all held balances such as these, on demand. The remaining deposit balance represents KCC working capital created by differences in income and expenditure profiles.

The dip in cash balances in August 2012 reflects the repayment of £55m of maturing PWLB loan, with a further £20m repaid in November 2012.

Central Government Departments (particularly DCLG) have changed grant payment profiles for 2013-14. Revenue grant receipts have been heavily weighted towards the beginning of the year (76%) leading to an early peak in managed cash levels. These cash levels are forecast to decline over the course of the year as grant income reduces.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>2011-12</b>	306.3	308.9	287.0	320.9	262.9	286.2	282.9	283.1	246.7	262.4	245.3	281.7
<b>2012-13</b>	314.6	329.2	298.4	309.1	224.2	283.1	280.0	255.5	216.9	241.5	228.3	260.7
<b>2013-14</b>	437.8	447.6	430.1	420.7								



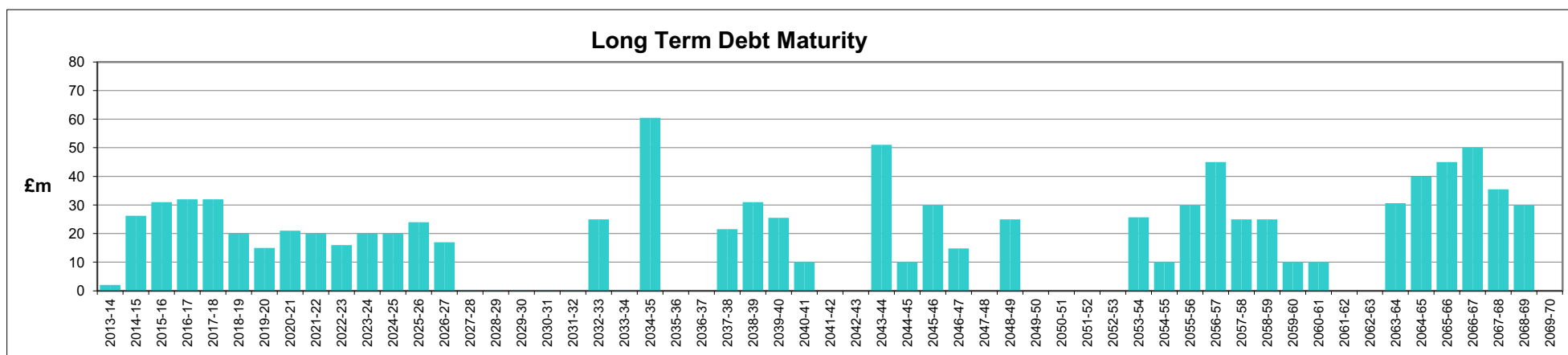
2. LONG TERM MATURITY

The following graph represents the total external debt managed by KCC, and the year in which this is due to mature. This includes £43m pre-Local Government Review debt managed on behalf of Medway Council. Also included is pre-1990 debt managed on behalf of the Further Education Funding council (£1.76m) and Magistrates Courts (£0.745m). These bodies make regular payments of principal and interest to KCC to service this debt.

The graph shows total principal repayments due in each financial year. Small maturities indicate repayment of principal for annuity or equal instalment of principal loans, where principal repayments are made at regular intervals over the life of the loan. The majority of loans have been taken on a maturity basis so that principal repayments are only made at the end of the life of the loan. These principal repayments will need to be funded using available cash balances (i.e. internalising the debt), by taking new external loans or by a combination of the available options.

The total debt principal to be repaid in 2013-14 is £2.015m, relating to equal instalment of principal loans.

	£m	Year	£m	Year	£m	Year	£m	Year	£m	Year	£m
2013-14	2.015	2023-24	20.001	2033-34	0.000	2043-44	51.000	2053-54	25.700	2063-64	30.600
2014-15	26.193	2024-25	20.001	2034-35	60.470	2044-45	10.000	2054-55	10.000	2064-65	40.000
2015-16	31.001	2025-26	24.001	2035-36	0.000	2045-46	30.000	2055-56	30.000	2065-66	45.000
2016-17	32.001	2026-27	17.001	2036-37	0.000	2046-47	14.800	2056-57	45.000	2066-67	50.000
2017-18	32.001	2027-28	0.001	2037-28	21.500	2047-48	0.000	2057-58	25.000	2067-68	35.500
2018-19	20.001	2028-29	0.001	2038-39	31.000	2048-49	25.000	2058-59	25.000	2068-69	30.000
2019-20	15.001	2029-30	0.001	2039-40	25.500	2049-50	0.000	2059-60	10.000	2069-70	0.000
2020-21	21.001	2030-31	0.001	2040-41	10.000	2050-51	0.000	2060-61	10.000		
2021-22	20.001	2031-32	0.000	2041-42	0.000	2051-52	0.000	2061-62	0.000		
2022-23	16.001	2032-33	25.000	2042-43	0.000	2052-53	0.000	2062-63	0.000	<b>TOTAL</b>	<b>1,012.288</b>





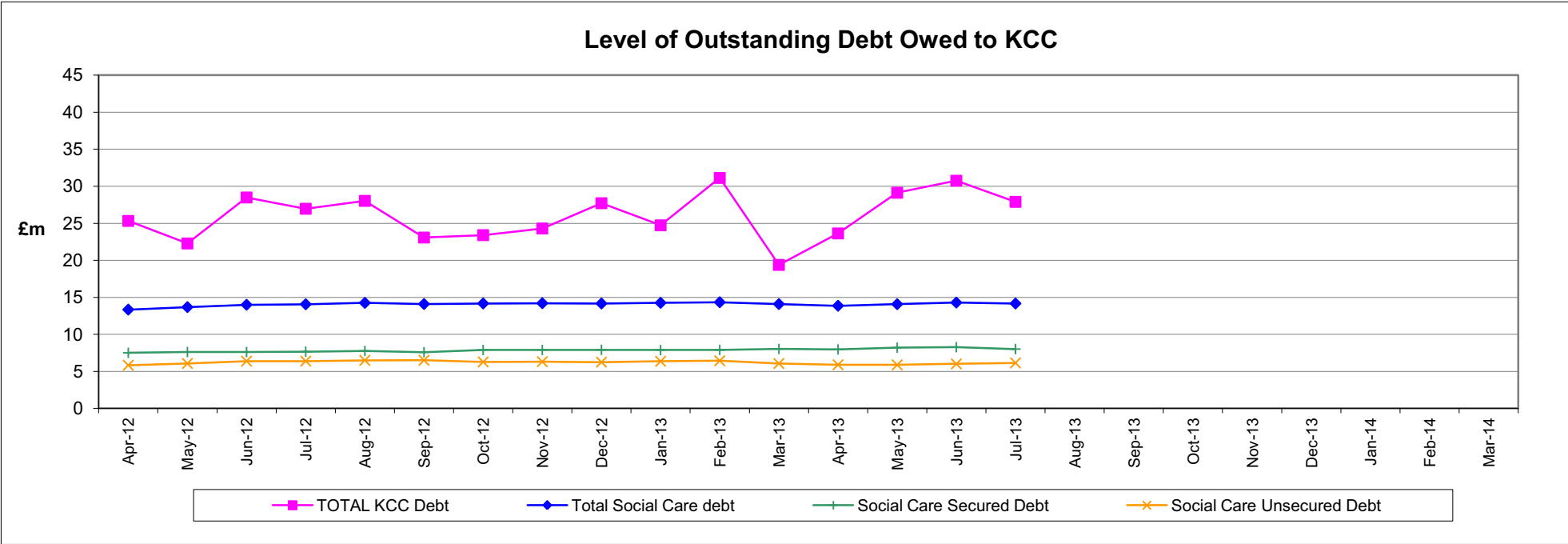
### 3. OUTSTANDING DEBT OWED TO KCC

The following graph represents the level of outstanding debt due to the authority, which has exceeded its payment term of 30 days. The main element of this relates to Adult Social Services and this is also identified separately, together with a split of how much of the Social Care debt is secured (i.e. by a legal charge on the clients' property) and how much is unsecured.

	Social Care Secured Debt £m	Social Care Unsecured Debt £m	Total Social Care Debt £m	FSC Sundry Debt £m	TOTAL FSC Debt £m	All other Directorates Debt £m	TOTAL KCC Debt £m
Apr 12 #	7.509	5.836	13.345	6.530	<b>19.875</b>	5.445	<b>25.320</b>
May 12 #	7.615	6.068	13.683	4.445	<b>18.128</b>	4.146	<b>22.274</b>
Jun 12 #	7.615	6.384	13.999	4.133	<b>18.132</b>	10.353	<b>28.485</b>
Jul 12 #	7.674	6.392	14.066	4.750	<b>18.816</b>	8.145	<b>26.961</b>
Aug 12	7.762	6.491	14.253	5.321	<b>19.574</b>	8.452	<b>28.026</b>
Sep 12	7.593	6.506	14.099	3.002	<b>17.101</b>	5.974	<b>23.075</b>
Oct 12	7.893	6.280	14.173	2.574	<b>16.747</b>	6.653	<b>23.400</b>
Nov 12	7.896	6.310	14.206	3.193	<b>17.399</b>	6.894	<b>24.293</b>
Dec 12	7.914	6.253	14.167	3.829	<b>17.996</b>	9.713	<b>27.709</b>
Jan 13	7.885	6.369	14.254	3.711	<b>17.965</b>	6.762	<b>24.727</b>
Feb 13	7.903	6.436	14.339	12.153	<b>26.492</b>	4.632	<b>31.124</b>
Mar 13	8.025	6.066	14.091	1.895	<b>15.986</b>	3.392	<b>19.378</b>
Apr 13	7.969	5.895	13.864	4.995	<b>18.859</b>	4.771	<b>23.630</b>
May 13	8.197	5.879	14.076	5.713	<b>19.789</b>	9.331	<b>29.120</b>
Jun 13	8.277	6.017	14.294	7.662	<b>21.956</b>	8.787	<b>30.743</b>
Jul 13	8.015	6.153	14.168	6.978	<b>21.146</b>	6.746	<b>27.892</b>
Aug 13			0.000		<b>0.000</b>		<b>0.000</b>
Sep 13			0.000		<b>0.000</b>		<b>0.000</b>
Oct 13			0.000		<b>0.000</b>		<b>0.000</b>
Nov 13			0.000		<b>0.000</b>		<b>0.000</b>
Dec 13			0.000		<b>0.000</b>		<b>0.000</b>
Jan 14			0.000		<b>0.000</b>		<b>0.000</b>
Feb 14			0.000		<b>0.000</b>		<b>0.000</b>
Mar 14			0.000		<b>0.000</b>		<b>0.000</b>

Note:

# The previously reported secured and unsecured social care debt figures for April to July 2012 have been amended slightly following a reassessment of some old debts between secured and unsecured.



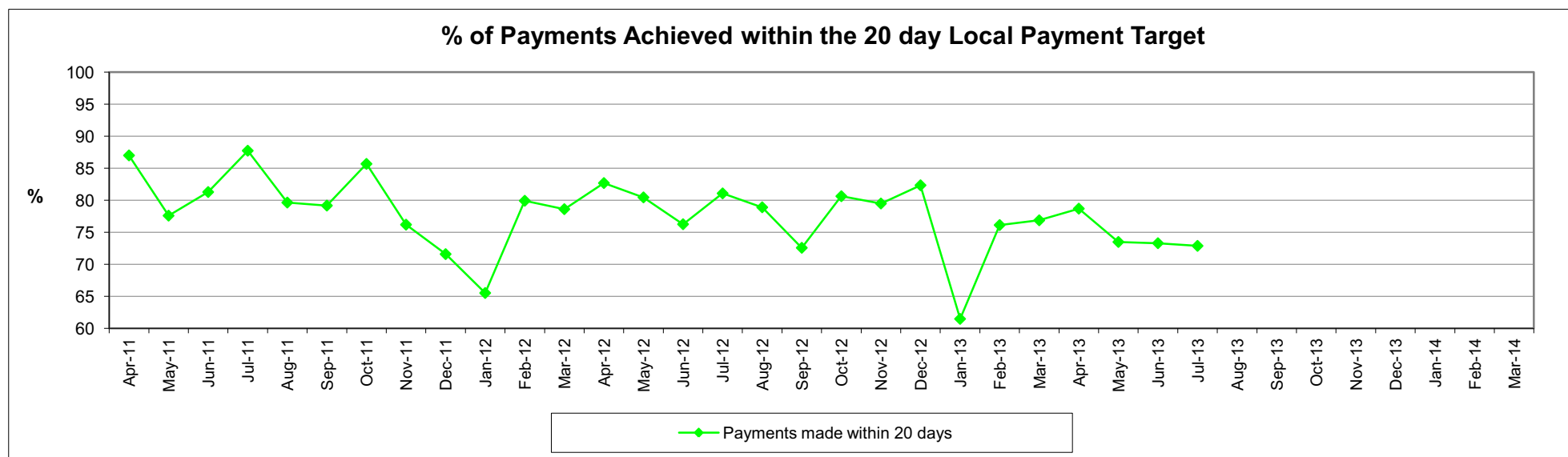
4. **PERCENTAGE OF PAYMENTS MADE WITHIN THE PAYMENT TERMS**

The following graph represents the percentage of payments made within the payments terms – the national target for this is 30 days, however from January 2009, we have set a local target of 20 days in order to help assist the cash flow of local businesses during the current tough economic conditions. We focus on paying local and small firms as a priority. The table below shows our performance against this 20 day payment target.

	2011-12	2012-13	2013-14
	%	%	%
Apr	87.0	82.7	78.7
May	77.6	80.5	73.5
Jun	81.3	76.3	73.3
Jul	87.7	81.1	72.9
Aug	79.7	78.9	
Sep	79.2	72.6	
Oct	85.7	80.6	
Nov	76.2	79.5	
Dec	71.6	82.3	
Jan	65.5	61.5	
Feb	79.9	76.1	
Mar	78.6	76.9	

The percentages achieved for January each year are consistently lower than other months due to the Christmas/New Year break. This position was exacerbated in 2012-13 due to snow. The 2013-14 year to date figure for invoices paid within 20 days is 74.8%. This compares to overall performance in previous years as follows:

	20 days
	%
2011-12	79.2
2012-13	77.3
2013-14 to date	74.8

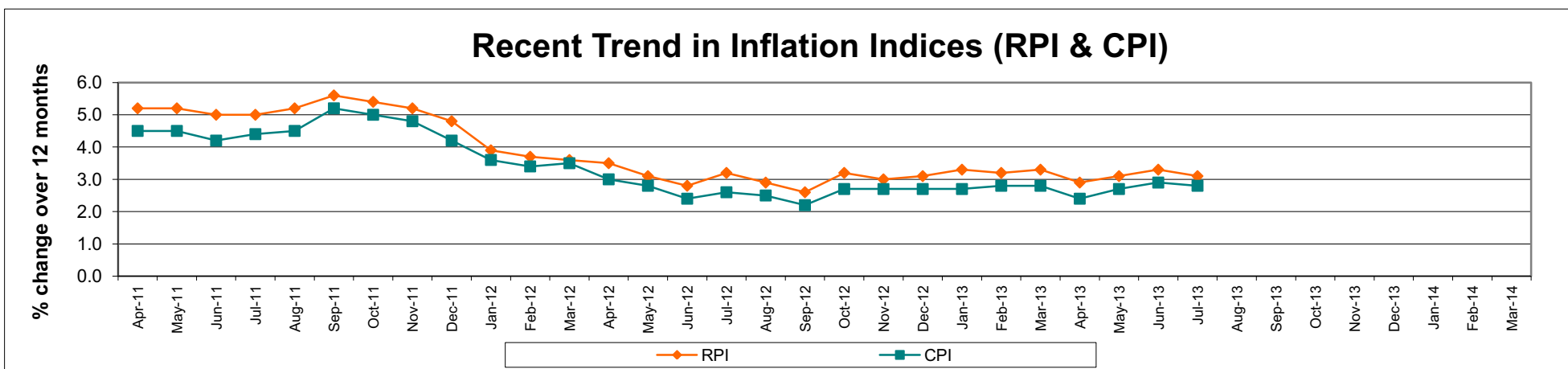


5. RECENT TREND IN INFLATION INDICIES (RPI & CPI)

In the UK, there are two main measures of inflation – the Consumer Prices Index (CPI) and the Retail Prices Index (RPI). The Government’s inflation target is based on the CPI. The RPI is the more familiar measure of inflation, which includes mortgage interest payments. The CPI and RPI measure a wide range of prices. The indices represent the average change in prices across a wide range of consumer purchases. This is achieved by carefully recording the prices of a typical selection of products from month to month using a large sample of shops and other outlets throughout the UK. The recent trend in inflation indices is shown in the table and graph below.

Percentage Change over 12 months

	2011-12		2012-13		2013-14	
	RPI %	CPI %	RPI %	CPI %	RPI %	CPI %
Apr	5.2	4.5	3.5	3.0	2.9	2.4
May	5.2	4.5	3.1	2.8	3.1	2.7
Jun	5.0	4.2	2.8	2.4	3.3	2.9
Jul	5.0	4.4	3.2	2.6	3.1	2.8
Aug	5.2	4.5	2.9	2.5		
Sep	5.6	5.2	2.6	2.2		
Oct	5.4	5.0	3.2	2.7		
Nov	5.2	4.8	3.0	2.7		
Dec	4.8	4.2	3.1	2.7		
Jan	3.9	3.6	3.3	2.7		
Feb	3.7	3.4	3.2	2.8		
Mar	3.6	3.5	3.3	2.8		



## 2013-14 QTR 1 MONITORING OF PRUDENTIAL INDICATORS

### 1. Estimate of Capital Expenditure (excluding PFI)

Actuals 2012-13	£181.229m	
Original estimate 2013-14	£286.571m	
Revised estimate 2013-14	£317.894m	(this includes the rolled forward re-phasing from 2012-13)

### 2. Estimate of capital financing requirement (underlying need to borrow for a capital purpose)

	2012-13	2013-14	2013-14	2014-15	2015-16
	Actual	Original	Forecast as	Forecast as	Forecast as
	£m	Estimate	at 30-06-13	at 30-06-13	at 30-06-13
	£m	£m	£m	£m	£m
Capital Financing requirement	1,464.961	1,483.590	1,483.590	1,461.349	1,410.452
Annual increase/reduction in underlying need to borrow	-30.912	-2.825	18.629	-22.241	-50.897

In the light of current commitments and planned expenditure, forecast net borrowing by the Council will not exceed the Capital Financing Requirement.

### 3. Estimate of ratio of financing costs to net revenue stream

Actuals 2012-13	14.55%
Original estimate 2013-14	13.42%
Revised estimate 2013-14	13.28%

#### 4. Operational Boundary for External Debt

The operational boundary for debt is determined having regard to actual levels of debt, borrowing anticipated in the capital plan, the requirements of treasury strategy and prudent requirements in relation to day to day cash flow management. The operational boundary for debt will not be exceeded in 2013-14.

a) Operational boundary for debt relating to KCC assets and activities

	Prudential Indicator	Position as at 30.06.13
	£m	£m
Borrowing	993	969
Other Long Term Liabilities	1,134	1,155
	<u>2,127</u>	<u>2,124</u>

b) Operational boundary for total debt managed by KCC including that relating to Medway Council etc (pre Local Government Reorganisation)

	Prudential Indicator	Position as at 30.06.13
	£m	£m
Borrowing	1,040	1,012
Other Long Term Liabilities	1,134	1,155
	<u>2,174</u>	<u>2,167</u>

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#### 5. Authorised Limit for External Debt

The authorised limit includes additional allowance, over and above the operational boundary to provide for unusual cash movements. It is a statutory limit set and revised by the Council. The revised limits for 2013-14 are:

	Authorised limit for debt relating to KCC assets and activities	Position as at 30.06.13	Authorised limit for total debt managed by KCC	Position as at 30.06.13
	£m	£m	£m	£m
Borrowing	1,033	969	1,080	1,012
Other long term liabilities	1,134	1,155	1,134	1,155
	<u>2,167</u>	<u>2,124</u>	<u>2,214</u>	<u>2,167</u>

## 6. Compliance with CIPFA Code of Practice for Treasury Management in the Public Sector

The Council has adopted the Code of Practice on Treasury Management and has adopted a Treasury Management Policy Statement. Compliance has been tested and validated by our independent professional treasury advisers.

## 7. Upper limits of fixed interest rate and variable rate exposures

The Council has determined the following upper limits for 2013-14

Fixed interest rate exposure	100%
Variable rate exposure	30%

These limits have been complied with in 2013-14

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## 8. Upper limits for maturity structure of borrowings

	Upper limit	Lower limit	As at 30.06.13
	%	%	%
Upper 12 months	10	0	0.1
12 months and within 24 months	10	0	0.2
24 months and within 5 years	15	0	8.8
5 years and within 10 years	15	0	10.7
10 years and within 20 years	15	5	12.0
20 years and within 30 years	20	5	14.7
30 years and within 40 years	20	10	12.9
40 years and within 50 years	25	10	17.8
50 years and within 60 years	30	10	22.8

## 9. Upper limit for principal sums invested for periods longer than 364 days

Indicator	£30m
Actual	£0m

**EDUCATION, LEARNING & SKILLS DIRECTORATE SUMMARY**  
**JUNE 2013-14 FULL MONITORING REPORT**

**1. REVENUE**

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	<b>Total (excl Schools) (£k)</b>	+53,430	-802	-	-802
	<b>Schools (£k)</b>	-	+1,504	-	+1,504
	<b>Directorate Total (£k)</b>	<b>+53,430</b>	<b>+702</b>	<b>-</b>	<b>+702</b>

1.2 **Table 1** below details the revenue position by A-Z budget:

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	G	I	N	N		
	£'000	£'000	£'000	£'000	£'000	
<b>Education, Learning &amp; Skills portfolio</b>						
<b>Delegated Budget:</b>						
Schools Delegated Budgets	711,038.1	-711,038.1	0.0	+1,504	+1,504	Drawdown from school reserves for 20 expected academy converters and 2 school closures
<b>TOTAL DELEGATED</b>	<b>711,038.1</b>	<b>-711,038.1</b>	<b>0.0</b>	<b>+1,504</b>		
<b>Non Delegated Budget:</b>						
Strategic Management & Directorate Support budgets	8,643.3	-9,171.9	-528.6	+132	+398	New Kent Integrated Adolescent Support Service managed by ELS but covering services across directorates
					-213	<i>DSG variances over a number of headings, all less than £100k in value</i>
					-53	Other minor variances
<b>Children's Services - Education &amp; Personal</b>						
- 14 - 19 year olds	2,665.0	-1,335.8	1,329.2	+20		
- Attendance & Behaviour	3,833.9	-2,671.4	1,162.5	+20		
- Connexions	5,774.8	0.0	5,774.8	0		
- Early Years & Childcare	7,156.6	-5,841.6	1,315.0	-159	-114	<i>DSG variance - Quality and Outcomes part year vacancies and reduced non staffing spend</i>
					-45	Other minor variances



Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
- Early Years Education	51,050.0	-51,050.0	0.0	+1,214	+1,214	<i>DSG variance - additional week of provision for 3 &amp; 4 year olds falling in the 2013-14 financial year which has not been funded within the DfE DSG settlement.</i>	
					+1,764	<i>DSG variance - greater than budgeted number of hours being provided for 3 &amp; 4 year olds due to increased parental demand</i>	
					-1,764	<i>DSG variance - reduced demand for 2 year old placements</i>	
- Education Psychology Service	3,004.4	-400.0	2,604.4	-299	-179	Traded income from schools for non statutory psychology services	This additional income is expected to be ongoing & will be reflected in the 2014-17 MTFP
					-83	Staff vacancies	
					-37	Other minor variances	
- Individual Learner Support	8,642.4	-7,579.0	1,063.4	-327	-108	Minority Community Achievement Service (MCAS) income from schools in excess of costs	
					-149	Portage staff vacancies and non staff savings offset by the write off of old debts <i>(includes a DSG variance of -£104k)</i>	
					-70	Other minor variances	
- Statemented Pupils	5,491.1	-5,491.1	0.0	0			
	87,618.2	-74,368.9	13,249.3	+469			
<u>School Budgets:</u>							
- Independent Special School Placements	14,924.0	-14,924.0	0.0	+3,944	+3,944	<i>DSG variance - Increased number of pupils in independent and non maintained special school placements</i>	This pressure is expected to be ongoing & will need to be addressed in the 2014-17 MTFP process
- PFI Schools Schemes	23,810.0	-23,810.0	0.0	0			
- Pupil Referral Units	16,142.4	-16,142.4	0.0	0			
	54,876.4	-54,876.4	0.0	+3,944			
<u>Schools Services:</u>							
- Non Delegated Staff Costs	2,644.0	-2,541.0	103.0	+19			
- Other Schools Services	7,595.1	-7,189.8	405.3	-7			

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
- Redundancy Costs	1,188.7	-1,188.7	0.0	0			
- School Improvement	8,521.4	-6,135.8	2,385.6	-3			
- Teachers & Education Staff Pension Costs	7,954.0	-2,684.0	5,270.0	+136	+136	Increase in annual capitalization payments	
	27,903.2	-19,739.3	8,163.9	+145			
<u>Transport Services</u>							
- Home to College Transport & Kent 16+ Travel Card	3,174.2	-1,720.0	1,454.2	-500	+230	SEN pupils receiving Home to College transport	This pressure is expected to be ongoing & will be addressed in the 2014-17 MTFP
					-730	Income from the 16+ card in excess of costs	This additional income is expected to be ongoing & will be reflected in the 2014-17 MTFP
- Mainstream HTST	11,517.3	-20.0	11,497.3	-1,567	-1,567	Lower than budgeted numbers of pupils travelling and the full year impact of transport policy changes, (although this forecast remains an estimate until the pupil numbers for the new academic year are available)	This saving is expected to be ongoing & will be reflected in the 2014-17 MTFP
- SEN HTST	17,207.5	0.0	17,207.5	+1,322	+1,322	Higher than budgeted numbers of pupils travelling with overall costs also influenced by other factors	This pressure is expected to be ongoing & will be addressed in the 2014-17 MTFP
	31,899.0	-1,740.0	30,159.0	-745			
<u>Assessment Services</u>							
- Assessment & Support of Children with Special Education Needs	7,319.1	-4,932.4	2,386.7	0			
TOTAL NON DELEGATED	218,259.2	-164,828.9	53,430.3	+3,945			
- <i>Transfer to(+)/from(-) DSG reserve</i>				-4,747	-4,747	<i>drawdown from DSG reserve to offset +£4,727k of DSG variances explained above &amp; other smaller DSG variances</i>	
TOTAL NON DELEGATED after tfr to/from DSG reserve	218,259.2	-164,828.9	53,430.3	-802			
<b>Total ELS portfolio</b>	<b>929,297.3</b>	<b>-875,867.0</b>	<b>53,430.3</b>	<b>+702</b>			

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
<b>Assumed Mgmt Action</b>							
- ELS portfolio				0			
<b>Total Forecast <u>after</u> mgmt action</b>	<b>929,297.3</b>	<b>-875,867.0</b>	<b>53,430.3</b>	<b>+702</b>			

## 2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

### 2.1 Number of schools with deficit budgets compared with the total number of schools:

	2010-11	2011-12	2012-13	2013-14
	as at 31-3-11	as at 31-3-12	as at 31-3-13	projection
Total number of schools	538	497	463	442
Total value of school reserves	£55,190k	£59,088k	£48,124k	£46,620k
Number of deficit schools	17	7	8	3
Total value of deficits	£2,002k	£833k	£364k	£2,126k

#### Comments:

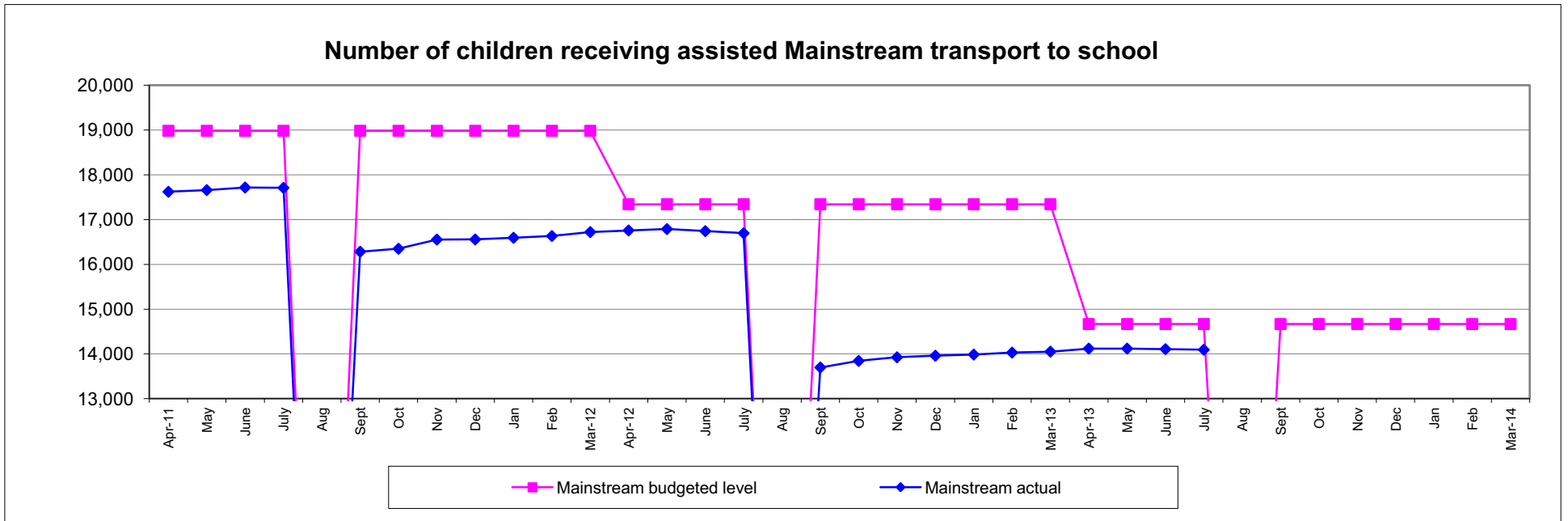
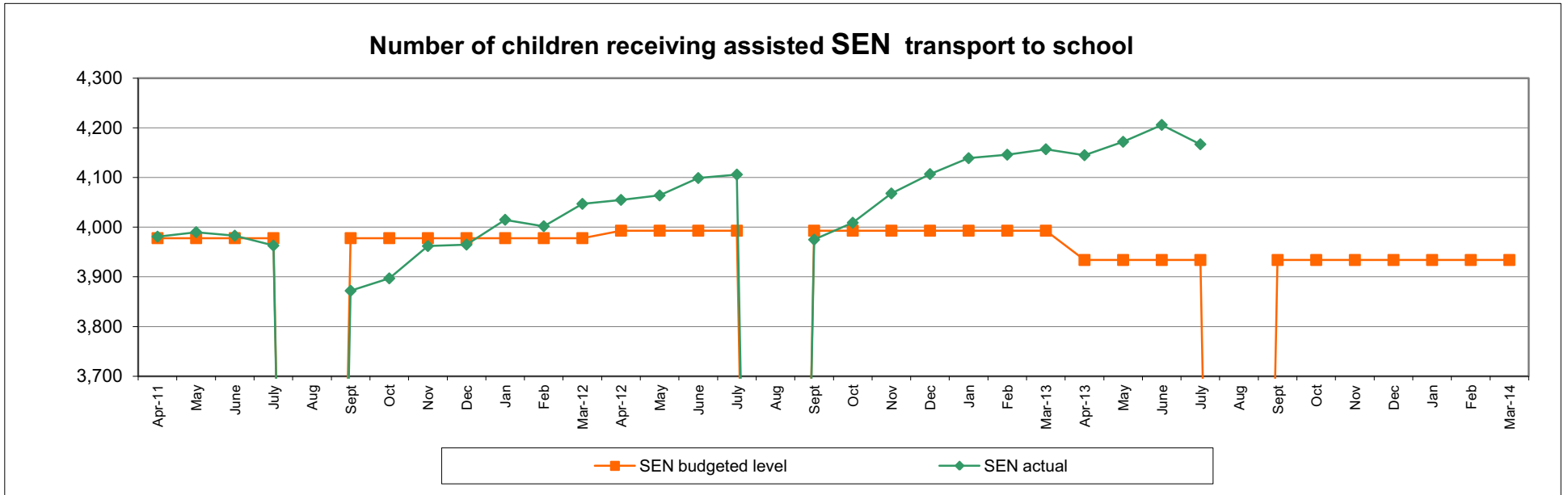
- The information on deficit schools for 2013-14 has been obtained from the schools 3 year plans completed in spring/early summer 2013 and show 3 schools predicting a deficit at the end of year 1. The Local Authority receives updates from schools through budget monitoring returns from all schools after 6 months, and 9 months as well as an outturn report at year end but these only include information relating to the current year. School's Financial Services have been working with these 3 schools to reduce the risk of a deficit in 2013-14 and with the aim of returning the schools to a balanced budget position as soon as possible. This involves agreeing a management action plan with each school.
- KCC has a "no deficit" policy for schools, which means that schools cannot plan for a deficit budget at the start of the year. Unplanned deficits will need to be addressed in the following year's budget plan, and schools that incur unplanned deficits in successive years will be subject to intervention by the Local Authority.
- The number of schools is based on the assumption that 20 schools (including 3 secondary schools and 17 primary schools) will convert to academies before the 31st March 2014. In addition, 2 schools are closing and 1 new school is opening.
- The estimated drawdown from schools reserves of £1,504k assumes 20 schools convert to academy status and 2 schools close. The value of school reserves and deficits are very difficult to predict at this early stage in the year and further updates will be provided in future monitoring reports once we have collated the first monitoring returns from schools.

## 2.2 Number of children receiving assisted SEN and Mainstream transport to schools

	2011-12				2012-13				2013-14			
	SEN		Mainstream		SEN		Mainstream		SEN		Mainstream	
	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual
Apr	3,978	3,981	18,982	17,620	3,993	4,055	17,342	16,757	3,934	4,145	14,667	14,119
May	3,978	3,990	18,982	17,658	3,993	4,064	17,342	16,788	3,934	4,172	14,667	14,119
Jun	3,978	3,983	18,982	17,715	3,993	4,099	17,342	16,741	3,934	4,206	14,667	14,106
Jul	3,978	3,963	18,982	17,708	3,993	4,106	17,342	16,695	3,934	4,167	14,667	14,093
Aug	0	0	0	0	0	0	0	0	0	0	0	0
Sep	3,978	3,872	18,982	16,282	3,993	3,975	17,342	13,698	3,934	0	14,667	0
Oct	3,978	3,897	18,982	16,348	3,993	4,009	17,342	13,844	3,934	0	14,667	0
Nov	3,978	3,962	18,982	16,553	3,993	4,068	17,342	13,925	3,934	0	14,667	0
Dec	3,978	3,965	18,982	16,556	3,993	4,107	17,342	13,960	3,934	0	14,667	0
Jan	3,978	4,015	18,982	16,593	3,993	4,139	17,342	13,985	3,934	0	14,667	0
Feb	3,978	4,002	18,982	16,632	3,993	4,146	17,342	14,029	3,934	0	14,667	0
Mar	3,978	4,047	18,982	16,720	3,993	4,157	17,342	14,051	3,934	0	14,667	0

## Comments:

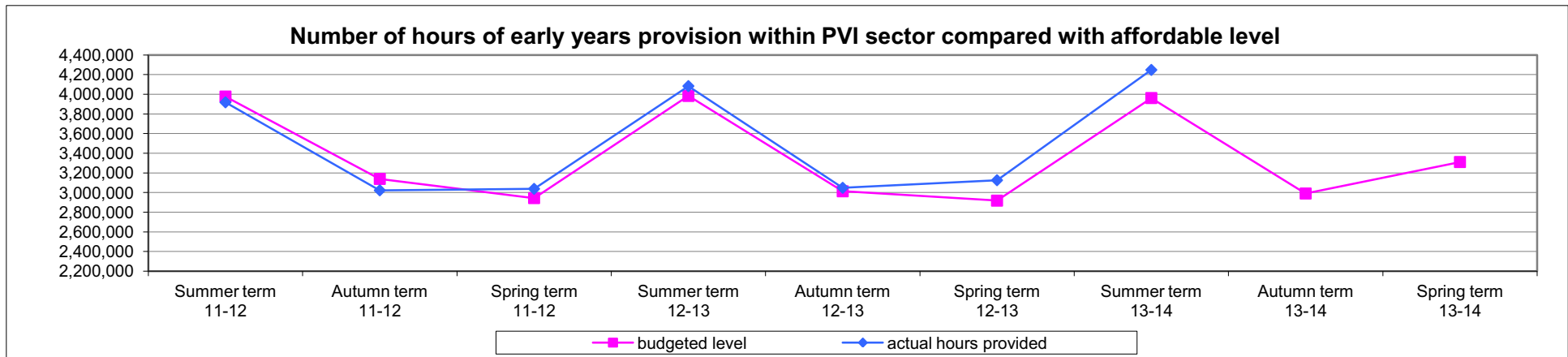
- **SEN HTST** – The number of children travelling is higher than the budgeted level and there are also a number of other factors which contribute to the overall cost of the provision of transport such as distance travelled and type of travel. A gross pressure of +£1,322k is therefore reported in table 1.
- **Mainstream HTST** – The number of children receiving transport is lower than the budgeted level, therefore a gross underspend of £1,567k is reported in table 1, but as the numbers requiring transport for the 2013-14 academic year are still to be confirmed, this position could change.



**2.3 Number of hours of early years provision provided to 3 & 4 year olds within the Private, Voluntary & Independent Sector compared with the affordable level:**

	2011-12		2012-13		2013-14	
	Budgeted number of hours	Actual hours provided	Budgeted number of hours	Actual hours provided	Budgeted number of hours	Actual hours provided *
Summer term	3,976,344	3,917,710	3,982,605	4,082,870	3,961,155	4,247,445
Autumn term	3,138,583	3,022,381	3,012,602	3,048,035	2,990,107	
Spring term	2,943,439	3,037,408	2,917,560	3,125,343	3,310,417	
<b>TOTAL</b>	<b>10,058,366</b>	<b>9,977,499</b>	<b>9,912,767</b>	<b>10,256,248</b>	<b>10,261,679</b>	<b>4,247,445</b>

\* The figures for actual hours provided are constantly reviewed and updated, so will always be subject to change



**Comments:**

- The budgeted number of hours per term is based on an assumed level of take-up and the assumed number of weeks the providers are open. The variation between the terms is due to two reasons: firstly, the movement of 4 year olds at the start of the Autumn term into reception year in mainstream schools; and secondly, the terms do not have the same number of weeks.
- The current activity suggests a pressure of £2.978m, which is due to an additional week of provision for 3 and 4 years olds falling in the 2013-14 financial year which has not been funded within the DfE DSG settlement and additional hours as a result of increased parental demand. As this budget is entirely funded from DSG, any surplus or deficit at the year end must be carried forward to the next financial year in accordance with the regulations and cannot be used to offset over or underspending elsewhere within the directorate budget, therefore this pressure will be transferred to the schools unallocated DSG reserve at year end, as reflected in table 1 of this annex.
- It should be noted that not all parents currently take up their full entitlement and this can change during the year.

### 3. CAPITAL

3.1 The Education, Learning & Skills Directorate has a working budget (excluding schools ) for 2013-14 of £149,868k. The forecast outturn against the 2013-14 budget is £147,163k giving a variance of - £2,705k.

3.2 **Table 2** below details the ELS Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
<b>Rolling Programmes</b>									
Annual Planned Enhancement Programme	24,255	12,718					Green		
Devolved Formula Capital Grants for Pupil Referral Units	537	442					Green		
<b>Individual Projects</b>									
<b>Basic Need Schemes - to provide additional pupil places:</b>									
Future Basic Need Schemes	43,506	36,801					Green		
Dunton Green	800	800					Green		
Goat Lees Primary School, Ashford	2,194	2,951					Green		
Repton Park Primary School, Ashford	19	210					Green		
Ryarsh Primary School, Ryarsh	169	169					Green		
<b>Modernisation Programme - Improving and upgrading school buildings including removal of temporary classrooms:</b>									
Modernisation Programme - Wrotham	8	4					Green		



Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
Modernisation Programme - Future Years	5,992	2,087	-1,875	-1,875	Real - DfE grant	Halfway House to be funded from Priority Schools Building Programme	Green		
St Johns / Kingsmead Primary School, Canterbury	1,544	2,405					Green		
<b>Special Schools Review</b> - major projects supporting the special schools review									
Special Schools Review phase 1	24	663					Green		
Special Schools Review phase 2	40,330	9,362					Green		
The Wyvern School, Ashford (Buxford Site)	1	1					Green		
<b>Primary Improvement Programme</b>	85	237					Green		
<b>Academy Projects:</b>									
Academies Unit Costs	778	1,183					Green		
Maidstone New Build, New Line Learning	0	31					Green		
Longfield New Build	0	358					Green		
Maidstone New Build, Cornwallis	0	67					Green		
Spires New Build	0	2					Green		
Marsh Academy, New Romney	888	887					Green		
The John Wallis C of E Academy	7,615	7,387					Green		
The Knowle Academy	13,557	14,735					Green		
Dover Christ Church	10,119	7,791					Green		
Astor of Hever	9,236	11,199					Green		
Duke of York	21,816	16,968					Green		

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
Wilmington Enterprise College	7,387	7,289					Green		
Isle of Sheppey Academy	6,108	3,610					Green		
Skidders Kent Academy, Tunbridge Wells	489	1,611					Green		
<b>Building Schools for the Future Projects:</b>									
BSF Wave 3 Build Costs	2,104	905					Green		
BSF Unit Costs (including SecTT)	0	669					Green		
<b>Other Projects:</b>									
Nursery Provision for Two Year Olds	2,468	2,468					Green		
Schools Self Funded projects - Quarryfield / Aldington Eco Centre	0	32					Green		
Specialist Schools	0	325					Green		
Platt CEPS	0	91					Green		
One-off Schools Revenue to Capital	1,881	1,999					Green		
Unit Review	1,108	1,263	-830	-825	Real - Prudential -5 Rephasing	Good design and cost management reduced overall project costs	Green		
Vocational Education Centre Programme	0	148					Green		
Sevenoaks Grammar Schools annexe	5,000	0					Green		
<b>Total</b>	<b>210,018</b>	<b>149,868</b>	<b>-2,705</b>	<b>-2,705</b>					

<sup>1</sup> Project Status: Green = on time and within budget, Amber = either delayed completion date or over budget, Red = both delayed and over budget

**FAMILIES & SOCIAL CARE DIRECTORATE SUMMARY**  
**CHILDREN'S SERVICES SUMMARY**  
**JUNE 2013-14 FULL MONITORING REPORT**

**1. REVENUE**

1.1	Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
<b>Total excl Asylum (£k)</b>	+149,203	+4,784	-2,100	+2,684
<b>Asylum (£k)</b>	+280	+380	-	+380
<b>Total (£k)</b>	<b>+149,483</b>	<b>+5,164</b>	<b>-2,100</b>	<b>+3,064</b>

1.2 The cash limits which the Directorate is working to, **and upon which the variances in this report are based**, include adjustments for both formal virement and technical adjustments, the latter being where there is no change in policy. The Directorate would like to request formal virement through this report to reflect adjustments to cash limits required for the following changes:

- The reallocation of 2013-14 approved pressures and savings between A-Z service lines which have been reallocated in light of the 2012-13 outturn expenditure and activity levels and the latest service transformation plans, whereas the budget was set based on forecasts from several months earlier.

Cash limits have also been adjusted to reflect a number of technical adjustments to budget, including realignment of gross and income to more accurately reflect current levels of services and income to be received, totalling +£4,524k gross and -£4,524k income. Significant changes included within this are:

- The inclusion of the Adoption Reform Grant of (+£3,646k gross and +£3,646k income).
- Adjustment to more accurately reflect the gross and income budget (+£725k gross and -£725k income).
- Allocation of health monies (+£153k gross and -£153k income).

There are also a number of other corporate adjustments which total -£188k gross, which are predominantly related to further centralisation of budgets and where responsibilities between directorates/portfolios are still being refined.

The overall movements are therefore an increase in gross of £4,336k (+3,646+725+153-188) and income of -£4,524k (-3,646-725-153). This is detailed in table 1a.

Some of the adjustments have impacted upon affordable levels of activity reported in section 2 of this annex, which have been amended from the levels reported to Cabinet on 15 July within the outturn report.

Table 1a shows:

- The published budget,

- The proposed budget following adjustments for both formal virement and technical adjustments, together with the inclusion of 100% grants (i.e. grants which fully fund the additional costs) awarded since the budget was set.
- The total value of the adjustments applied to each A-Z budget line.
- Please note that changes to cash limits to reflect the decisions made by Cabinet on 15 July regarding the roll forward of underspending from 2012-13 are not reflected in this report, but will be included in the July monitoring report, to be presented to Cabinet in October.

**Cabinet is asked to approve these revised cash limits.**

Table 1b shows the latest monitoring position against these revised cash limits.

1.3 **Table 1a** below details the change in cash limit by A to Z budget since the published budget:

Budget Book Heading	Original Cash Limit			Revised Cash Limit			Movement		
	G	I	N	G	I	N	G	I	N
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Specialist Children's Services portfolio</b>									
Strategic Management & Directorate Support budgets	4,080.6	-175.0	3,905.6	3,939.8	-175.0	3,764.8	-140.8	0.0	-140.8
<b>Children's Services - Children in Care (Looked After)</b>									
- Fostering	35,712.1	-237.0	35,475.1	38,164.1	-336.0	37,828.1	2,452.0	-99.0	2,353.0
- Legal Charges	6,502.0	0.0	6,502.0	7,345.4	0.0	7,345.4	843.4	0.0	843.4
- Residential Children's	15,586.7	-2,144.0	13,442.7	15,379.2	-1,799.9	13,579.3	-207.5	344.1	136.6
- Virtual School Kent	2,701.9	-704.1	1,997.8	2,163.6	-718.9	1,444.7	-538.3	-14.8	-553.1
	60,502.7	-3,085.1	57,417.6	63,052.3	-2,854.8	60,197.5	2,549.6	230.3	2,779.9
<b>Children's Services - Children in Need</b>									
- Children's Centres	17,141.8	-139.0	17,002.8	16,257.4	-112.6	16,144.8	-884.4	26.4	-858.0
- Preventative Services	16,295.0	-1,092.1	15,202.9	16,098.0	-1,759.0	14,339.0	-197.0	-666.9	-863.9
	33,436.8	-1,231.1	32,205.7	32,355.4	-1,871.6	30,483.8	-1,081.4	-640.5	-1,721.9
<b>Children's Services - Other Social Services</b>									
- Adoption	8,517.0	-49.0	8,468.0	11,088.7	-3,707.5	7,381.2	2,571.7	-3,658.5	-1,086.8
- Asylum Seekers	11,883.3	-11,603.3	280.0	11,883.3	-11,603.3	280.0	0.0	0.0	0.0
- Leaving Care (formerly 16+)	5,039.1	0.0	5,039.1	4,556.9	0.0	4,556.9	-482.2	0.0	-482.2
- Safeguarding	4,591.5	-316.0	4,275.5	4,407.4	-495.5	3,911.9	-184.1	-179.5	-363.6
	30,030.9	-11,968.3	18,062.6	31,936.3	-15,806.3	16,130.0	1,905.4	-3,838.0	-1,932.6

Budget Book Heading	Original Cash Limit			Revised Cash Limit			Movement		
	G	I	N	G	I	N	G	I	N
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Assessment Services</b>									
- Children's social care staffing	42,925.9	-4,846.6	38,079.3	44,028.6	-5,122.2	38,906.4	1,102.7	-275.6	827.1
<b>Total SCS portfolio</b>	<b>170,976.9</b>	<b>-21,306.1</b>	<b>149,670.8</b>	<b>175,312.4</b>	<b>-25,829.9</b>	<b>149,482.5</b>	<b>4,335.5</b>	<b>-4,523.8</b>	<b>-188.3</b>

1.4 **Table 1b** below details the revenue position by A-Z budget against adjusted cash limits as shown in table 1a above:

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	G	I	N	N		
	£'000	£'000	£'000	£'000	£'000	
<b>Specialist Children's Services portfolio</b>						
Strategic Management & Directorate Support budgets	3,939.8	-175.0	3,764.8	-280	-297 underspend on Commissioning staffing budget  +17 Other small minor variances	
<b>Children's Services - Children in Care (Looked After)</b>						
- Fostering	38,164.1	-336.0	37,828.1	+539	+471 In House: Forecast 1,238 weeks above affordable level +194 In House: Forecast unit cost £3.55 above affordable level +21 In House: Other minor variances +902 Independent Sector (IFA): Forecast 998 weeks above affordable level -379 Independent Sector (IFA): Forecast unit cost £35.18 below affordable level	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP	
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
					-523	Independent Sector: management action to reduce pressure	The recent in-house fostering recruitment campaign is expected to result in more in-house and fewer independent sector placements, which will reduce costs. Also, new IFA placements will be purchased under a new framework contract which should result in lower cost placements. This will be reflected in the forecast activity shown in sections 2.2 & 2.3 once there is evidence that this management action is starting to take effect.
					-131	small reduction in fostering related payments, and Kinship placements	
					-16	Other small minor variances	
- Legal Charges	7,345.4	0.0	7,345.4	+755	+455	Increase in legal fees and court charges, due to an increase in number of proceedings.	This pressure will need to be addressed in the 2014-17 MTFP
					+300	Increase in court fee pricing	
- Residential Children's Services	15,379.2	-1,799.9	13,579.3	+555	+1,204	Independent residential care: Forecast 392 weeks above affordable level	
					-430	Independent residential care: Forecast unit cost £180.44 below affordable level	
					+32	Independent residential care: small reduction in income	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	G	I	N	N		
	£'000	£'000	£'000	£'000	£'000	
					-423	Independent residential care: management action to reduce pressure
					+132	Pressure on staffing
					+40	Other small minor variances
- Virtual School Kent	2,163.6	-718.9	1,444.7	-32		
	63,052.3	-2,854.8	60,197.5	+1,817		
<b>Children's Services - Children in Need</b>						
- Children's Centres	16,257.4	-112.6	16,144.8	-37		
- Preventative Services	16,098.0	-1,759.0	14,339.0	+437	+540	Pressure on commissioned services
					-103	Other small minor variances
	32,355.4	-1,871.6	30,483.8	+400		
<b>Children's Services - Other Social Services</b>						
- Adoption	11,088.7	-3,707.5	7,381.2	+331	+117	Increase in number of adoption payments
					+144	Increase in number of guardianship payments
					+70	Other small minor variances
- Asylum Seekers	11,883.3	-11,603.3	280.0	+380	+1,067	Pressure relating to under 18 UASC due to costs exceeding grant payable
					+115	Pressure relating to under 18 UASC due to ineligibility
					+1,300	Pressure relating to over 18's due to ineligibility, of which £861k relates to All Rights Exhausted (ARE) clients
					+1,098	Pressure relating to over 18's due to costs exceeding grant payable (see activity section 2.6 below), of which £288k relates to ARE clients

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	G	I	N	N		
	£'000	£'000	£'000	£'000	£'000	
					-995	Gateway grant not required for infrastructure costs and therefore available to offset other pressures
					-2,205	Invoice to Home Office for net pressures outlined above, excluding costs for the first 25 care leavers, naturalised clients, care leavers age 21 and over not in education and care leavers age 24 and over (as these clients either fall within KCC's social care responsibilities or we should no longer be supporting them at all)
- Leaving Care (formerly 16+)	4,556.9	0.0	4,556.9	+876	+375	Pressure on staffing budgets
					+501	Additional young people requiring this service
- Safeguarding	4,407.4	-495.5	3,911.9	0		
	31,936.3	-15,806.3	16,130.0	+1,587		
<u>Assessment Services</u>						
- Children's social care staffing	44,028.6	-5,122.2	38,906.4	+1,640	+1,640	Pressure on staffing budgets. Partly due to appointment of agency staff to bridge the gap until new cohort of social workers take up posts in October
<b>Total SCS portfolio</b>	<b>175,312.4</b>	<b>-25,829.9</b>	<b>149,482.5</b>	<b>+5,164</b>		



Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	G	I	N	N		
	£'000	£'000	£'000	£'000	£'000	
<b>Assumed Mgmt Action</b>						
- SCS portfolio				-2,100		At this early stage we are still reliant on a significant number of agency staff. We are continuing with a recruitment drive and this, along side the newly qualified social workers due to start in the Autumn should reduce the overall pressure on staffing budgets. Also, a diagnostic is currently underway and the Efficiency Board is to review all of the specific management action plans once the diagnostic is complete.
<b>Total Forecast <u>after</u> mgmt action</b>	<b>175,312.4</b>	<b>-25,829.9</b>	<b>149,482.5</b>	<b>+3,064</b>		

## 2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

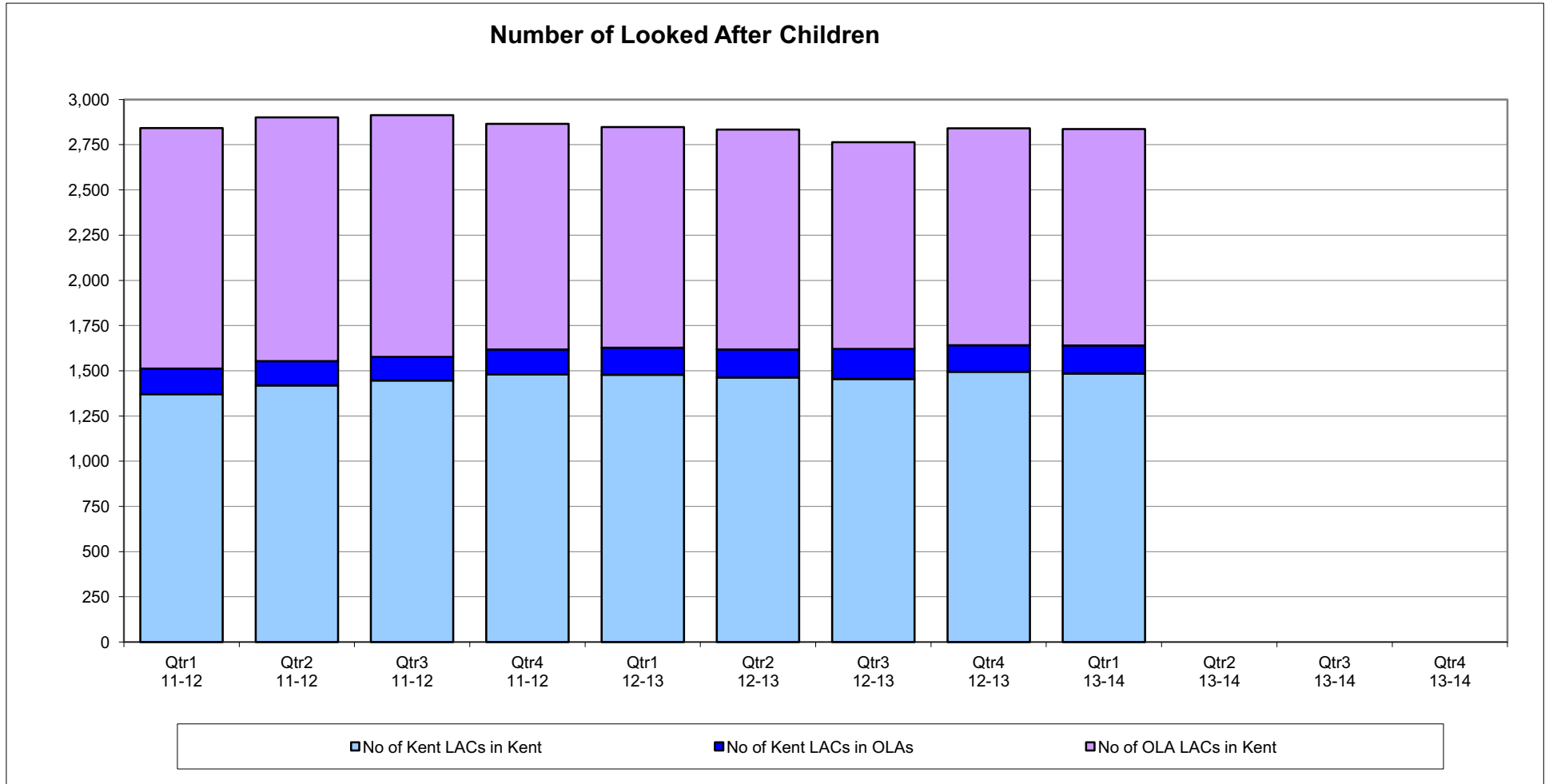
### 2.1 Number of Looked After Children (LAC) (excluding Asylum Seekers):

		No of Kent LAC placed in Kent	No of Kent LAC placed in OLAs	<b>TOTAL NUMBER OF KENT LAC</b>	<i>No of OLA LAC placed in Kent</i>	<b>TOTAL NUMBER OF LAC IN KENT</b>
<b>2011-12</b>	Apr to Jun	1,371	141	<b>1,512</b>	<i>1,330</i>	<b>2,842</b>
	Jul to Sep	1,419	135	<b>1,554</b>	<i>1,347</i>	<b>2,901</b>
	Oct to Dec	1,446	131	<b>1,577</b>	<i>1,337</i>	<b>2,914</b>
	Jan to Mar	1,480	138	<b>1,618</b>	<i>1,248</i>	<b>2,866</b>
<b>2012-13</b>	Apr to Jun	1,478	149	<b>1,627</b>	<i>1,221</i>	<b>2,848</b>
	Jul to Sep	1,463	155	<b>1,618</b>	<i>1,216</i>	<b>2,834</b>
	Oct to Dec	1,455	165	<b>1,620</b>	<i>1,144</i>	<b>2,764</b>
	Jan to Mar	1,494	147	<b>1,641</b>	<i>1,200</i>	<b>2,841</b>
<b>2013-14</b>	Apr to Jun	1,485	155	<b>1,640</b>	<i>1,197</i>	<b>2,837</b>
	Jul to Sep					
	Oct to Dec					
	Jan to Mar					

#### Comments:

- Children Looked After by KCC may on occasion be placed out of the County, which is undertaken using practice protocols that ensure that all long-distance placements are justified and in the interests of the child. All Looked After Children are subject to regular statutory reviews (at least twice a year), which ensures that a regular review of the child's care plan is undertaken.
- The figures represent a snapshot of the number of children designated as looked after at the end of each quarter, it is not the total number of looked after children during the period. Therefore although the number of Kent looked after children has reduced by 1 this quarter, there could have been more (or less) during the period. Although the overall snapshot number of looked after children has remained static this quarter, the numbers within each placement grouping have changed, with an increase in higher cost placements such as Independent Sector Fostering and Residential Care, but a reduction in lower cost placements such as Placed for Adoption and Related Fostering, resulting in an overall increase in the pressure on the Specialist Children's Services budget.
- The increase in the number of looked after children since the 2013-14 budget was set (Q3 12/13) has placed additional pressure on the services for looked after children, including fostering and residential care. £1.5m of rolled forward underspending from 2012-13 was approved by Cabinet on 15 July to address this issue. The forecasts within this report already take into account this additional £1.5m of funding (although this is not yet reflected in the cash limit as explained in section 3.5 of the executive summary report).

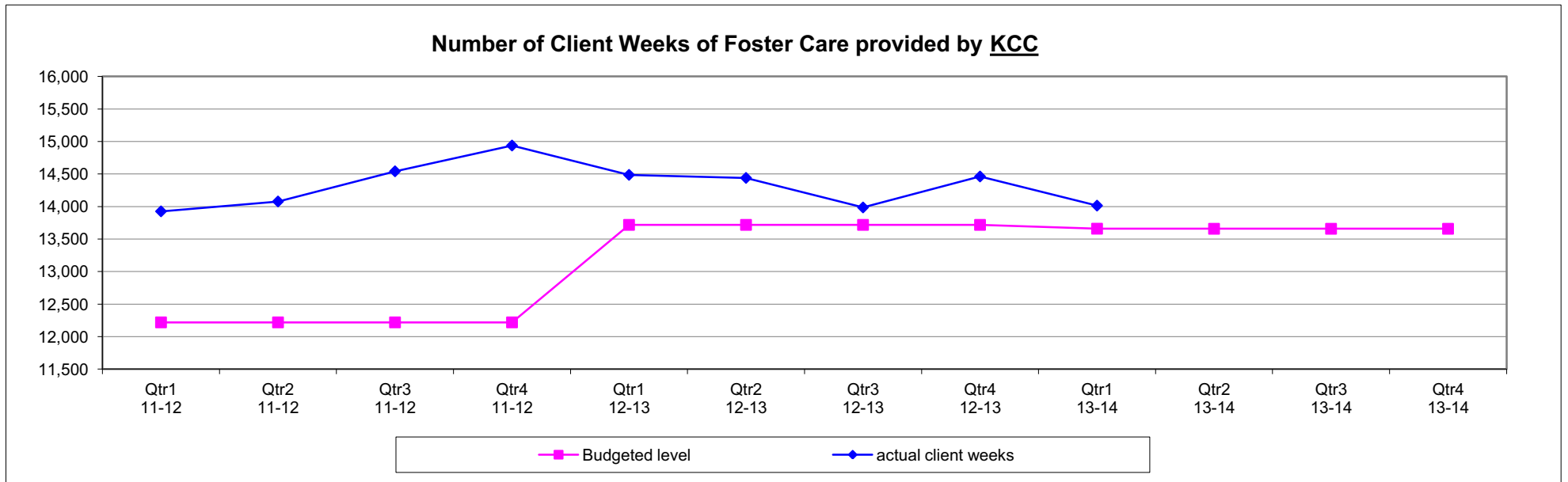
- The OLA LAC information has a confidence rating of 71% and is completely reliant on Other Local Authorities keeping KCC informed of which children are placed within Kent. The Management Information Unit (MIU) regularly contact these OLAs for up to date information, but replies are not always forthcoming. This confidence rating is based upon the percentage of children in this current cohort where the OLA has satisfactorily responded to recent MIU requests.

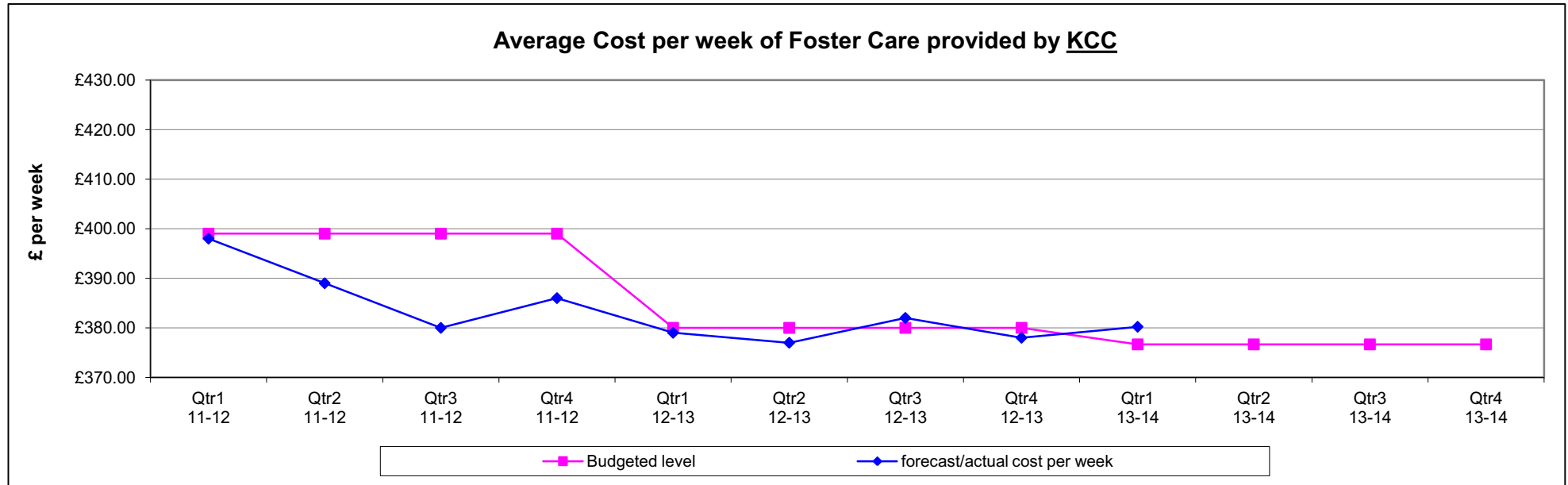


2.2 Number of Client Weeks & Average Cost per Client Week of Foster Care provided by KCC:

	2011-12				2012-13				2013-14			
	No of weeks		Average cost per client week		No of weeks		Average cost per client week		No of weeks		Average cost per client week	
	Budget level	actual	Budget level	forecast /actual	Budget level	actual	Budget level	forecast /actual	Budget level	actual	Budget level	forecast
Apr to Jun	12,219	13,926	£399	£398	13,718	14,487	£380	£379	13,659	14,014	£376.67	£380.22
Jul to Sep	12,219	14,078	£399	£389	13,718	14,440	£380	£377	13,658		£376.67	
Oct to Dec	12,219	14,542	£399	£380	13,718	13,986	£380	£382	13,658		£376.67	
Jan to Mar	12,219	14,938	£399	£386	13,718	14,462	£380	£378	13,658		£376.67	
	<b>48,876</b>	<b>57,484</b>	<b>£399</b>	<b>£386</b>	<b>54,872</b>	<b>57,375</b>	<b>£380</b>	<b>£378</b>	<b>54,633</b>	<b>14,014</b>	<b>£376.67</b>	<b>£380.22</b>

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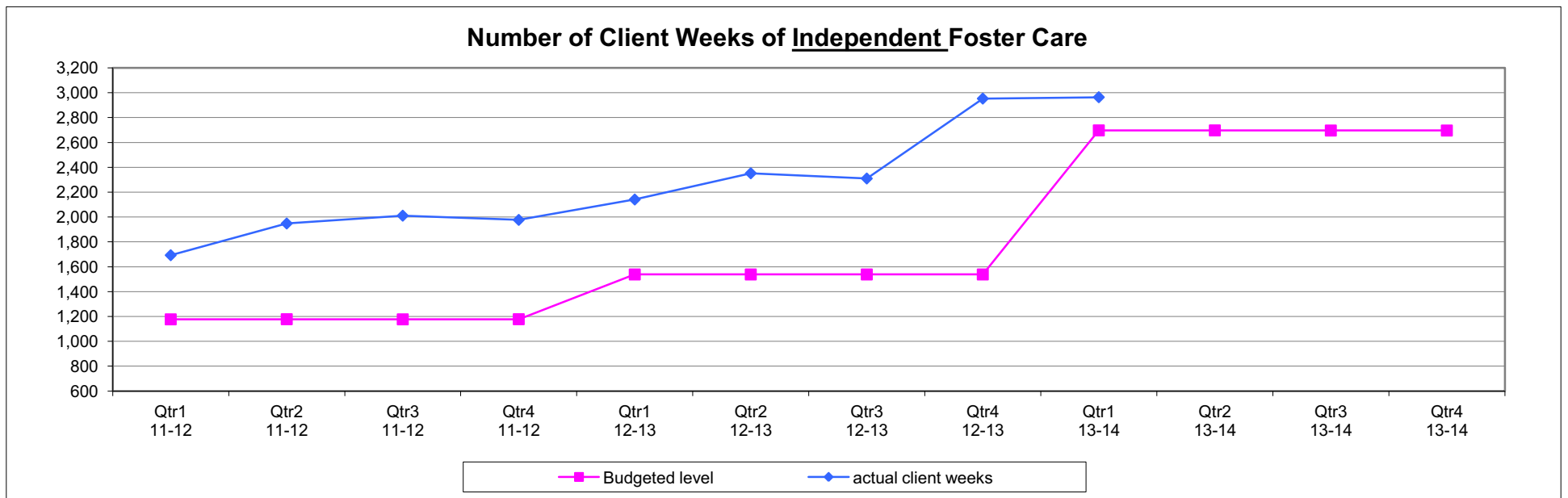
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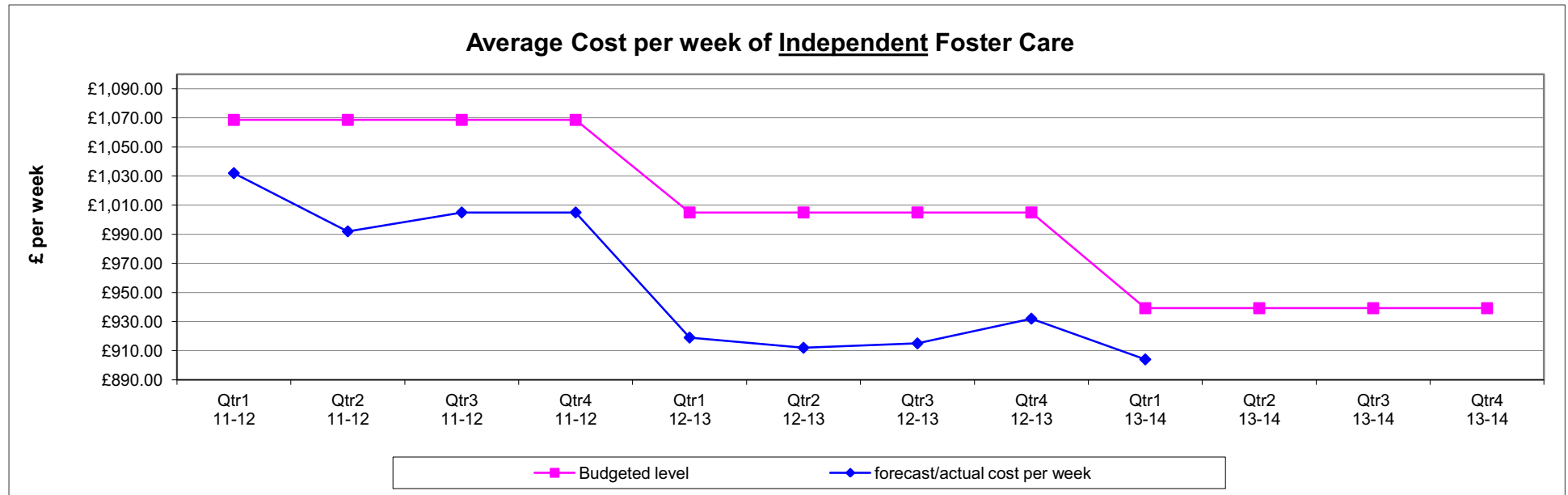
- The actual number of client weeks is based on the numbers of known clients at a particular point in time. This may be subject to change due to the late receipt of paperwork.
- The budgeted level has been calculated by dividing the budget by the average weekly cost. The average weekly cost is also an estimate based on financial information and estimates of the number of client weeks and may be subject to change.
- The 2013-14 budgeted level has changed from what was reported to Cabinet on 15 July in the 2012-13 outturn report, reflecting the realignment of budgets as detailed in section 1.2 of this annex.
- The forecast number of weeks is 55,871 (excluding asylum), which is 1,238 weeks above the affordable level. At the forecast unit cost of £380.22 per week, this increase in activity gives a pressure of £471k, as shown in table 1b.
- The forecast unit cost of £380.22 is +£3.55 above the budgeted level and when multiplied by the budgeted number of weeks, gives a pressure of +£194k, as shown in table 1b.
- Overall therefore, the combined gross pressure on this service is £665k (£471k + £194k).

2.3 Number of Client Weeks & Average Cost per Client Week of Independent Foster Care:

	2011-12				2012-13				2013-14			
	No of weeks		Average cost per client week		No of weeks		Average cost per client week		No of weeks		Average cost per client week	
	Budget level	actual	Budget level	forecast /actual	Budget level	actual	Budget level	forecast /actual	Budget level	actual	Budget level	forecast
Apr to Jun	1,177	1,693	£1,069	£1,032	1,538	2,141	£1,005	£919	2,697	2,964	£939.19	£904.01
Jul to Sep	1,178	1,948	£1,069	£992	1,538	2,352	£1,005	£912	2,697		£939.19	
Oct to Dec	1,177	2,011	£1,069	£1,005	1,538	2,310	£1,005	£915	2,696		£939.19	
Jan to Mar	1,178	1,977	£1,069	£1,005	1,538	2,953	£1,005	£932	2,696		£939.19	
	<b>4,710</b>	<b>7,629</b>	<b>£1,069</b>	<b>£1,005</b>	<b>6,152</b>	<b>9,756</b>	<b>£1,005</b>	<b>£932</b>	<b>10,786</b>	<b>2,964</b>	<b>£939.19</b>	<b>£904.01</b>

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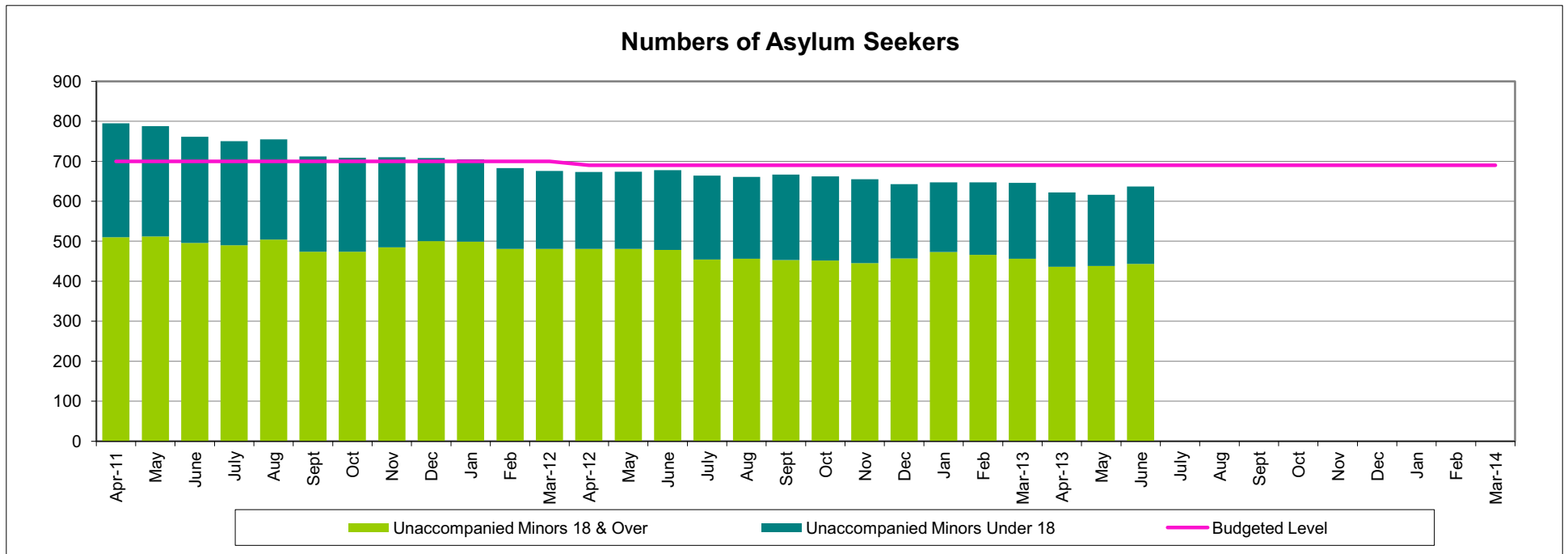


Comments:

- The actual number of client weeks is based on the numbers of known clients at a particular point in time. This may be subject to change due to the late receipt of paperwork.
- The budgeted level has been calculated by dividing the budget by the average weekly cost. The average weekly cost is also an estimate based on financial information and estimates of the number of client weeks and may be subject to change.
- The 2013-14 budgeted level has changed from what was reported to Cabinet on 15 July in the 2012-13 outturn report, reflecting the realignment of budgets as detailed in section 1.2 of this annex.
- The forecast number of weeks is 11,784 (excluding asylum), which is 998 weeks above the affordable level. At the forecast unit cost of £904.01 per week, this increase in activity gives a pressure of £902k as shown in table 1b.
- The forecast unit cost of £904.01 is £35.18 below the budgeted level and when multiplied by the budgeted number of weeks, gives a saving of -£379k as shown in table 1b.
- Overall therefore, the combined gross pressure on this service is £523k (£902k - £379k)
- The forecast average unit cost of £904.01 includes some mother and baby placements, which are subject to court orders. These placements often cost in excess of £1,500 per week.
- The IFA Framework contract commenced in June 2013 and unit costs are expected to reduce as a result of this, which will be reflected in future months monitoring reports.

2.4 Number of Unaccompanied Asylum Seeking Children (UASC):

	2011-12			2012-13			2013-14		
	Under 18	18 & Over	Total	Under 18	18 & Over	Total	Under 18	18 & Over	Total
Apr	285	510	<b>795</b>	192	481	<b>673</b>	186	436	<b>622</b>
May	276	512	<b>788</b>	193	481	<b>674</b>	178	438	<b>616</b>
Jun	265	496	<b>761</b>	200	478	<b>678</b>	194	443	<b>637</b>
Jul	260	490	<b>750</b>	210	454	<b>664</b>			<b>0</b>
Aug	251	504	<b>755</b>	205	456	<b>661</b>			<b>0</b>
Sep	238	474	<b>712</b>	214	453	<b>667</b>			<b>0</b>
Oct	235	474	<b>709</b>	210	452	<b>662</b>			<b>0</b>
Nov	225	485	<b>710</b>	210	445	<b>655</b>			<b>0</b>
Dec	208	500	<b>708</b>	186	457	<b>643</b>			<b>0</b>
Jan	206	499	<b>705</b>	174	473	<b>647</b>			<b>0</b>
Feb	202	481	<b>683</b>	181	466	<b>647</b>			<b>0</b>
Mar	195	481	<b>676</b>	190	456	<b>646</b>			<b>0</b>





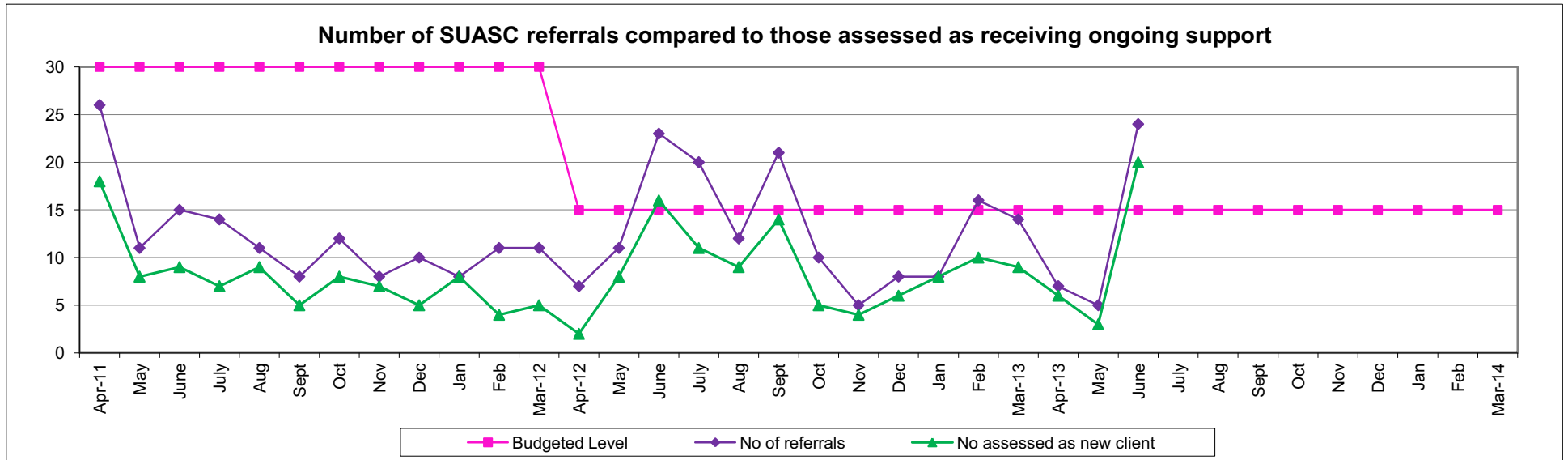
## Comments:

- The overall number of children has remained fairly static so far this year. The current number of clients supported is below the budgeted level of 690.
- The budgeted number of referrals for 2013-14 is 15 per month, with 9 (60%) being assessed as under 18.
- Despite improved partnership working with the UKBA, the numbers of 18 & overs who are All Rights of appeal Exhausted (ARE) have not been removed as quickly as originally planned.
- In general, the age profile suggests the proportion of 18 & overs is decreasing slightly and, in addition, the age profile of the under 18 children is increasing.
- The data recorded above will include some referrals for which the assessments are not yet complete or are being challenged. These clients are initially recorded as having the Date of Birth that they claim but once their assessment has been completed, or when successfully appealed, their category may change.

2.5 Number of Unaccompanied Asylum Seeking Children (UASC):

	2011-12			2012-13			2013-14		
	No of referrals	No. assessed as new client	%	No of referrals	No. assessed as new client	%	No of referrals	No. assessed as new client	%
Apr	26	18	69%	7	2	29%	7	6	86%
May	11	8	73%	11	8	73%	5	3	60%
Jun	15	9	60%	23	16	70%	24	20	83%
Jul	14	7	50%	20	11	55%			
Aug	11	9	82%	12	9	75%			
Sep	8	5	63%	21	14	67%			
Oct	12	8	67%	10	5	50%			
Nov	8	7	88%	5	4	80%			
Dec	10	5	50%	8	6	75%			
Jan	8	8	100%	8	8	100%			
Feb	11	4	36%	16	10	63%			
Mar	11	5	45%	14	9	64%			
	<b>145</b>	<b>93</b>	<b>64%</b>	<b>155</b>	<b>102</b>	<b>66%</b>	<b>36</b>	<b>29</b>	<b>81%</b>

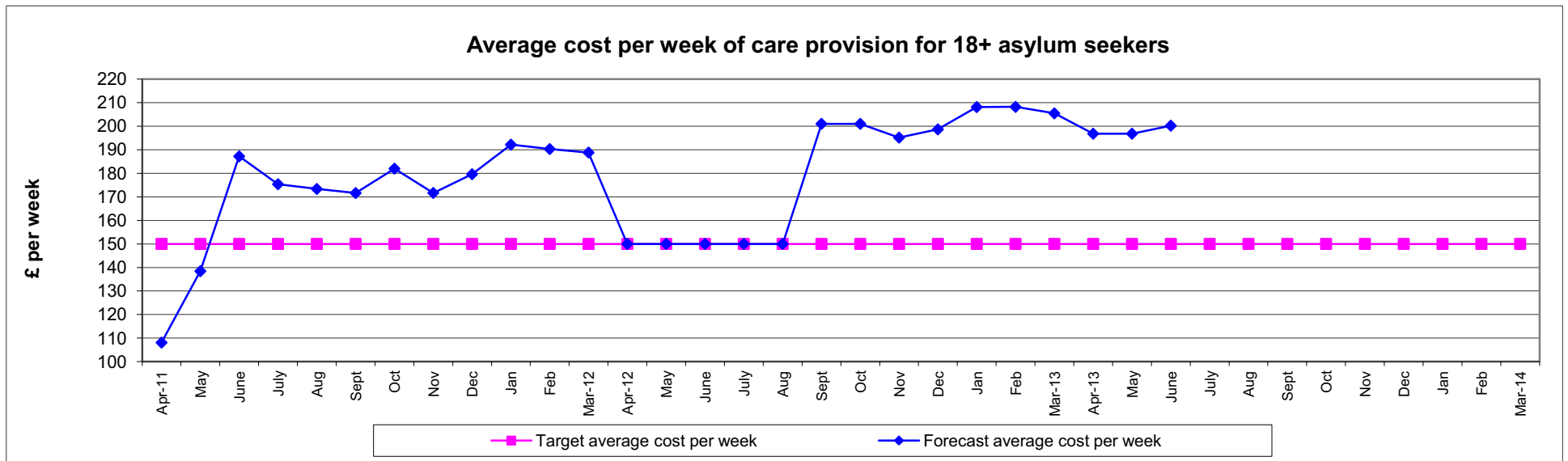
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## Comments:

- The average number of referrals per month is now 12, which is below the budgeted number of 15 referrals per month.
- The number of referrals has a knock on effect on the number assessed as new clients. The budgeted level is based on the assumption 60% of the referrals will be assessed as a new client. The average number assessed as new clients is now 81%.
- The budget assumed 9 new clients per month (60% of 15 referrals) but the average number of new clients per month is currently 10 i.e. a 11% increase.
- Where a young person has been referred but not assessed as a new client this would be due to them being re-united with their family, assessed as 18+ and returned to UKBA or because they have gone missing before an assessment has been completed.

	2011-12		2012-13		2013-14	
	Target average weekly cost £	Forecast average weekly cost £p	Target average weekly cost £	Forecast average weekly cost £p	Target average weekly cost £	Forecast average weekly cost £p
Apr	150	108.10	150	150.00	150	196.78
May	150	138.42	150	150.00	150	196.78
Jun	150	187.17	150	150.00	150	200.18
Jul	150	175.33	150	150.00	150	
Aug	150	173.32	150	150.00	150	
Sep	150	171.58	150	200.97	150	
Oct	150	181.94	150	200.97	150	
Nov	150	171.64	150	195.11	150	
Dec	150	179.58	150	198.61	150	
Jan	150	192.14	150	208.09	150	
Feb	150	190.25	150	208.16	150	
Mar	150	188.78	150	205.41	150	



## Comments:

- The local authority has agreed that the funding levels for the Unaccompanied Asylum Seeking Children's Service 18+ grant agreed with the Government rely on us achieving an average cost per week of £150, in order for the service to be fully funded, which is also reliant on the UKBA accelerating the removal process. In 2011-12 UKBA changed their grant rules and now only fund the costs of an individual for up to three months after the All Rights of appeal Exhausted (ARE) process if the LA carries out a Human Rights Assessment before continuing support. The LA has continued to meet the cost of the care leavers in order that it can meet its' statutory obligations to those young people under the Leaving Care Act until the point of removal.
- As part of our partnership working with UKBA, most UASC in Kent are now required to report to UKBA offices on a regular basis, in most cases weekly. The aim is to ensure that UKBA have regular contact and can work with the young people to encourage them to make use of the voluntary methods of return rather than forced removal or deportation. As part of this arrangement any young person who does not report as required may have their Essential Living Allowance discontinued. As yet this has not resulted in an increase in the number of AREs being removed. The number of AREs supported has continued to remain steady, but high and a number of issues remain:
  - For various reasons, some young people have not yet moved to lower cost properties, mainly those placed out of county. These placements are largely due to either medical/mental health needs or educational needs.
  - We are currently experiencing higher than anticipated level of voids, properties not being fully occupied. Following the incident in Folkestone in January 2011, teams are exercising a greater caution when making new placements into existing properties. This is currently being addressed by the Accommodation Team.
  - We are still receiving damages claims relating to closed properties.
- As part of our strive to achieve a net unit cost of £150 or below, we will be insisting on take-up of state benefits for those entitled.
- The current forecast average weekly cost for 2013-14 is £200.18, £50.18 above the £150 claimable under the grant rules. This adds £1,098k to the forecast outturn position. We are invoicing the Home Office for the majority of this shortfall in grant income each month and negotiations are ongoing regarding payment.

### 3. CAPITAL

3.1 The Families and Social Care Directorate - Children's Services has a working budget for 2013-14 of £1,325k. The forecast outturn against the 2013-14 budget is £1,325k giving a variance of £0k.

3.2 **Table 2** below details the FSC CS Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
<b>Individual Projects</b>									
Transforming Short Breaks	1,074	1,074	0	0			Green		Additional grant available therefore request cash limit increase of £600.453k
Service Redesign (Inc Intensive Parenting Centres)	251	251	0	0			Green		
<b>Total</b>	<b>1,325</b>	<b>1,325</b>	<b>0</b>	<b>0</b>					

#### 1. Status:

Green – on time and within budget

Amber – either delayed completion date or over budget

Red – both delayed completion and over budget

**FAMILIES & SOCIAL CARE DIRECTORATE SUMMARY**  
**ADULTS SERVICES SUMMARY**  
**JUNE 2013-14 FULL MONITORING REPORT**

**1. REVENUE**

1.1	Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
<b>Total (£k)</b>	<b>+334,647</b>	<b>-56</b>	<b>-</b>	<b>-56</b>

1.2 The cash limits which the Directorate is working to, **and upon which the variances in this report are based**, include adjustments for both formal virement and technical adjustments, the latter being where there is no change in policy. The Directorate would like to request formal virement through this report to reflect adjustments to cash limits required for the following changes:

- The allocation of NHS Support for Social Care Grant where further information regarding allocations and spending plans has become available since the budget setting process this involves an adjustment between A-Z budget lines. There is an overall gross and income budget adjustment of -£153k gross and +£153k income to reflect the transfer of health funding to the Specialist Children's Services Portfolio. Further allocations are expected during the year once plans have been finalised.
- The realignment of direct service budgets in light of the 2012-13 outturn expenditure and activity, whereas the budget was set based on forecasts from several months earlier (-£93.4k Gross and +£93.4k Income).
- The reallocation of 2013-14 approved pressures and savings between A-Z service lines to reflect the latest service transformation plans and agreed pricing strategy (+£0k Gross and -£0k Income).

Cash limits have also been adjusted to reflect a number of technical adjustments to the budget, including realignment of gross and income to more accurately reflect current levels of services and income to be received, totalling +£1,582.5k gross and -£1,582.5k income. This is predominately due to the recommissioning of the Carers strategy to reflect a new S256 agreement currently being developed with CCGs to jointly commission Adult Carers Assessment and Support Services from 2013-14. KCC are the lead partner in this arrangement, resulting in an additional £1,525,2k gross and -£1,525.2k income budget to reflect health's contribution towards this service.

There are also a number of other corporate adjustments which total +£518.7k gross, which are predominantly related to where responsibilities between directorates/portfolios are still being refined, including the transfer back to FSC from the Contact Centre of the Kent Contact & Assessment Service (KCAS) service and the transfer back from BSS of trainers for the SWIFT client activity system.

The overall movements are therefore an increase in gross of £1,854.8k (-153 - 93.4 + 1,582.5 + 518.7) and income of -£1,336.1k (+153 + 93.4 - 1,582.5). This is detailed in table 1a.

Some of the adjustments have impacted upon affordable levels of activity reported in section 2 of this annex, which have been amended from the levels reported to Cabinet on 15 July within the outturn report.

Table 1a shows:

- The published budget,
- The proposed budget following adjustments for both formal virement and technical adjustments, together with the inclusion of 100% grants (i.e. grants which fully fund the additional costs) awarded since the budget was set.
- The total value of the adjustments applied to each A-Z budget line.
- Please note that changes to cash limits to reflect the decisions made by Cabinet on 15 July regarding the roll forward of underspending from 2012-13 are not reflected in this report, but will be included in the July monitoring report, to be presented to Cabinet in October.

**Cabinet is asked to approve these revised cash limits.**

Table 1b shows the latest monitoring position against these revised cash limits.

1.3 **Table 1a** below details the change in cash limit by A to Z budget since the published budget:

Budget Book Heading	Original Cash Limit			Revised Cash Limit			Movement		
	G	I	N	G	I	N	G	I	N
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Adult Social Care &amp; Public Health portfolio</b>									
Strategic Management & Directorate Support budgets	5,460.6	-180.7	5,279.9	6,556.8	-943.5	5,613.3	1,096.2	-762.8	333.4
<u>Support to Frontline Services:</u>									
- Adults Social Care Commissioning & Performance Monitoring	3,418.2	0.0	3,418.2	3,547.9	-140.2	3,407.7	129.7	-140.2	-10.5
<u>Adults &amp; Older People:</u>									
- Direct Payments									
- Learning Disability	14,266.8	0.0	14,266.8	15,579.0	0.0	15,579.0	1,312.2	0.0	1,312.2
- Mental Health	822.4	0.0	822.4	817.2	0.0	817.2	-5.2	0.0	-5.2
- Older People	6,711.5	0.0	6,711.5	6,797.2	0.0	6,797.2	85.7	0.0	85.7
- Physical Disability	9,717.9	0.0	9,717.9	10,586.9	0.0	10,586.9	869.0	0.0	869.0
Total Direct Payments	31,518.6	0.0	31,518.6	33,780.3	0.0	33,780.3	2,261.7	0.0	2,261.7
- Domiciliary Care									
- Learning Disability	4,320.3	-626.6	3,693.7	4,285.0	-726.6	3,558.4	-35.3	-100.0	-135.3
- Older People	44,186.1	-10,045.3	34,140.8	42,637.5	-1,362.7	41,274.8	-1,548.6	8,682.6	7,134.0



Budget Book Heading	Original Cash Limit			Revised Cash Limit			Movement		
	G	I	N	G	I	N	G	I	N
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
- Physical Disability	7,098.3	0.0	7,098.3	7,576.3	0.0	7,576.3	478.0	0.0	478.0
Total Domiciliary Care	55,604.7	-10,671.9	44,932.8	54,498.8	-2,089.3	52,409.5	-1,105.9	8,582.6	7,476.7
- Non Residential Charging									
- Learning Disability	0.0	-2,974.7	-2,974.7	0.0	-2,569.3	-2,569.3	0.0	405.4	405.4
- Older People	0.0	-10,140.6	-10,140.6	0.0	-11,627.0	-11,627.0	0.0	-1,486.4	-1,486.4
- Physical Disability	0.0	-1,215.8	-1,215.8	0.0	-1,459.5	-1,459.5	0.0	-243.7	-243.7
Total Non Residential Charging Income	0.0	-14,331.1	-14,331.1	0.0	-15,655.8	-15,655.8	0.0	-1,324.7	-1,324.7
- Nursing & Residential Care									
- Learning Disability	77,188.5	-6,570.7	70,617.8	76,795.1	-6,219.8	70,575.3	-393.4	350.9	-42.5
- Mental Health	7,280.2	-762.4	6,517.8	7,380.2	-768.4	6,611.8	100.0	-6.0	94.0
- Older People - Nursing	47,678.5	-24,719.0	22,959.5	48,603.9	-24,365.0	24,238.9	925.4	354.0	1,279.4
- Older People -	75,482.5	-32,773.8	42,708.7	82,192.3	-32,741.2	49,451.1	6,709.8	32.6	6,742.4
- Physical Disability	13,968.5	-2,020.4	11,948.1	12,718.9	-1,752.0	10,966.9	-1,249.6	268.4	-981.2
Total Nursing & Residential Care	221,598.2	-66,846.3	154,751.9	227,690.4	-65,846.4	161,844.0	6,092.2	999.9	7,092.1
- Supported Accommodation									
- Learning Disability	31,821.1	-1,538.7	30,282.4	32,672.7	-1,425.0	31,247.7	851.6	113.7	965.3
- Older People	4,555.7	-4,350.0	205.7	4,540.1	-4,350.0	190.1	-15.6	0.0	-15.6
- Physical Disability / Mental Health	3,686.3	-234.4	3,451.9	3,430.9	-248.9	3,182.0	-255.4	-14.5	-269.9
Total Supported Accommodation	40,063.1	-6,123.1	33,940.0	40,643.7	-6,023.9	34,619.8	580.6	99.2	679.8
- Other Services for Adults & Older People									
- Contributions to Vol Orgs	19,483.7	-5,511.3	13,972.4	17,868.5	-4,244.0	13,624.5	-1,615.2	1,267.3	-347.9
- Community Support Services for Mental Health	1,072.7	-34.4	1,038.3	1,265.3	-34.3	1,231.0	192.6	0.1	192.7
- Day Care									
- Learning Disability	12,575.9	-174.1	12,401.8	12,715.1	-174.1	12,541.0	139.2	0.0	139.2
- Older People	2,711.6	-63.1	2,648.5	2,455.5	-63.1	2,392.4	-256.1	0.0	-256.1
- Physical Disability	1,263.9	-4.7	1,259.2	1,040.0	-4.7	1,035.3	-223.9	0.0	-223.9
Total Day Care	16,551.4	-241.9	16,309.5	16,210.6	-241.9	15,968.7	-340.8	0.0	-340.8

Budget Book Heading	Original Cash Limit			Revised Cash Limit			Movement		
	G	I	N	G	I	N	G	I	N
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
- Other Adult Services	12,740.1	-7,989.1	4,751.0	4,117.4	-15,623.0	-11,505.6	-8,622.7	-7,633.9	-16,256.6
- Safeguarding	1,108.2	-261.6	846.6	1,107.2	-261.6	845.6	-1.0	0.0	-1.0
Total Other Services for A&OP	50,956.1	-14,038.3	36,917.8	40,569.0	-20,404.8	20,164.2	-10,387.1	-6,366.5	-16,753.6
<u>Assessment Services</u>									
- Adult Social Care Staffing	39,139.0	-1,438.4	37,700.6	42,326.4	-3,862.0	38,464.4	3,187.4	-2,423.6	763.8
<b>Total ASC&amp;PH portfolio</b>	<b>447,758.5</b>	<b>-113,629.8</b>	<b>334,128.7</b>	<b>449,613.3</b>	<b>-114,965.9</b>	<b>334,647.4</b>	<b>1,854.8</b>	<b>-1,336.1</b>	<b>518.7</b>

1.4 **Table 1b** below details the revenue position by A-Z budget against adjusted cash limits as shown in table 1a above:

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N	£'000	£'000	
	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Adult Social Care &amp; Public Health portfolio</b>							
Strategic Management & Directorate Support budgets	6,556.8	-943.5	5,613.3	+373	+294	Legal Charges forecast based on 12-13 outturn	
					+79	Other minor variances	
<u>Support to Frontline Services:</u>							
- Adults Social Care Commissioning & Performance Monitoring	3,547.9	-140.2	3,407.7	-8			
<u>Adults &amp; Older People:</u>							
- Direct Payments							
- Learning Disability	15,579.0	0.0	15,579.0	+14	-370	Forecast -1,380 weeks below affordable level of 59,234 weeks	Demographic pressures & savings will need to be addressed in the MTFP
					+349	Forecast average unit cost +£5.90 above affordable level of £262.50	
					+175	one-off direct payments	
					-110	recovery of unspent funds from clients	
					-30	Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
- Mental Health	817.2	0.0	817.2	+111	-72	Forecast -846 weeks below affordable level of 10,803 weeks	Demographic pressures & savings will need to be addressed in the MTFP
					+150	Forecast average unit cost +£13.88 above affordable level of £71.40	
					+33	Other minor variances	
- Older People	6,797.2	0.0	6,797.2	-357	-828	Forecast -5,172 weeks below affordable level of 45,113 weeks	Demographic pressures & savings will need to be addressed in the MTFP
					+425	Forecast average unit cost +£9.42 above affordable level of £150.67	
					+179	one-off direct payments	
					-133	recovery of unspent funds from clients	
- Physical Disability	10,586.9	0.0	10,586.9	-694	-968	Forecast -5,056 weeks below affordable level of 56,463 weeks	Demographic pressures & savings will need to be addressed in the MTFP
					+217	Forecast average unit cost +£3.84 above affordable level of £187.50	
					+237	one-off direct payments	
					-180	recovery of unspent funds from clients	
Total Direct Payments	33,780.3	0.0	33,780.3	-926			
- Domiciliary Care							
- Learning Disability	4,285.0	-726.6	3,558.4	-194	-229	Independent Sector: forecast -15,941 hours below affordable level of 94,500 hours	Demographic pressures & savings will need to be addressed in the MTFP
					+52	Independent Sector: forecast average unit cost +£0.55 above affordable level of £13.80	
					-17	Other minor variances	
- Older People	42,637.5	-1,362.7	41,274.8	-462	-694	Independent Sector: forecast -46,178 hours below affordable level of 2,240,067 hours	Demographic pressures & savings will need to be addressed in the MTFP
					+157	Independent Sector: forecast average unit cost +£0.07 above affordable level of £14.95	
					+119	Independent sector: costs incurred relating to 2012-13 where insufficient creditors were set up	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	G	I	N	N		
	£'000	£'000	£'000	£'000	£'000	
					-110 Underspend on Older People Kent Enablement at Home Service (KEAH) (offset by pressure on physical disability KEAH. See below)	
					+66 Other minor variances	
- Physical Disability	7,576.3	0.0	7,576.3	-22	-342 Independent Sector: forecast -25,300 hours below affordable level of 518,335 hours	Demographic pressures & savings will need to be addressed in the MTFP
					+197 Independent Sector: forecast average unit cost +£0.38 above affordable level of £13.15	
					+141 Pressure on Physical Disability Kent Enablement at Home Service (KEAH) (offset by underspend on older people KEAH. See above)	
					-18 Other minor variances	
Total Domiciliary Care	54,498.8	-2,089.3	52,409.5	-678		
- Non Residential Charging						
- Learning Disability	0.0	-2,569.3	-2,569.3	-147	-147 The forecast over-recovery of client contributions towards non-residential care services is linked to the current pressure being forecast on other learning disability community based services (such as Domiciliary, Day Care, Direct Payments & Supported Accommodation) highlighted in this report	Demographic pressures & savings will need to be addressed in the MTFP
- Older People	0.0	-11,627.0	-11,627.0	+661	+661 The forecast under-recovery of client contributions towards non-residential care services is linked to the current underspend being forecast on other older people community based services highlighted in this report	

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
- Physical Disability / Mental Health	0.0	-1,459.5	-1,459.5	-185	-185	The forecast over-recovery of client contributions towards non-residential care services suggests the average unit income is greater than budgeted and is offsetting the under-recovery of client income linked to the current underspend being forecast on other physical disability and mental health community based services highlighted in this report	
Total Non Residential Charging Income	0.0	-15,655.8	-15,655.8	+329			
- Nursing & Residential Care							
- Learning Disability	76,795.1	-6,219.8	70,575.3	+990	+1,552	Independent Sector: forecast +1,239 weeks above affordable level of 39,993 weeks	Demographic pressures & savings will need to be addressed in the MTFP
					-108	Leading to an increase in client contributions	
					+209	Independent Sector: forecast average unit cost +£5.23 above affordable level of £1,247.27	
					-147	Independent Sector: forecast average unit client contribution -£3.68 above affordable level of -£83.43	
					-995	Preserved Rights Independent Sector: forecast -1,073 weeks below affordable level of 27,124 weeks	
					+105	Leading to a shortfall in client contributions	
					+392	Preserved Rights Independent Sector: forecast average unit cost +£14.47 above affordable level of £913.28	
					-105	Preserved Rights Independent Sector: forecast average unit client contribution -£3.87 above affordable level of -£94.37	
					+87	Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	G	I	N	N		
	£'000	£'000	£'000	£'000	£'000	
- Mental Health	7,380.2	-768.4	6,611.8	+533	+570 Independent Sector: forecast +934 weeks above affordable level of 9,895 weeks +46 Independent Sector: forecast average unit cost +£4.66 above affordable level of £605.75 -83 Other minor variances	Demographic pressures & savings will need to be addressed in the MTFP
- Older People - Nursing	48,603.9	-24,365.0	24,238.9	+91	+544 Independent Sector: forecast +1,128 weeks above affordable level of 83,300 weeks -198 Leading to an increase in client contributions +2 Independent Sector: forecast average unit cost +£0.03 above affordable level of £481.80 -302 Independent Sector: forecast average unit client contribution -£3.63 above affordable level of -£172.12 +45 Other minor variances	Demographic pressures & savings will need to be addressed in the MTFP
- Older People - Residential	82,192.3	-32,741.2	49,451.1	+1,148	+766 Independent Sector: forecast +1,901 weeks above affordable level of 146,064 weeks -319 Leading to an increase in client contributions +329 Independent Sector: forecast average unit cost +£2.25 above affordable level of £400.60 -32 Independent Sector: forecast average unit client contribution -£0.22 above affordable level of -£167.74 +289 Under-recovery of client contributions for in-house residential care services +115 Other minor variances	Demographic pressures & savings will need to be addressed in the MTFP

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
- Physical Disability	12,718.9	-1,752.0	10,966.9	+255	+410	Independent Sector: forecast +481 weeks above affordable level of 12,933 weeks	Demographic pressures & savings will need to be addressed in the MTFP
					-227	Independent Sector: forecast average unit cost -£17.57 below affordable level of £868.96	
					+72	Other minor variances	
Total Nursing & Residential Care	227,690.4	-65,846.4	161,844.0	+3,017			
- Supported Accommodation							
- Learning Disability	32,672.7	-1,425.0	31,247.7	+560	+469	Independent Sector: forecast +46,782 hours above affordable level of 3,149,888 hours	Demographic pressures & savings will need to be addressed in the MTFP
					+504	Independent Sector: forecast average unit cost +£0.16 above affordable level of £9.87	
					-210	unrealised creditors raised in 12-13	
					-142	Underspend following the closure of the Bridge Resource Centre. This underspend partially offsets the pressure on in-house day care services (see below)	
					-61	Other minor variances	
- Older People	4,540.1	-4,350.0	190.1	+47			
- Physical Disability / Mental Health	3,430.9	-248.9	3,182.0	-199	-180	Physical Disability Independent Sector: forecast -23,351 hours below affordable level of 238,011 hours	Demographic pressures & savings will need to be addressed in the MTFP
					+295	Physical Disability Independent Sector: forecast +£1.24 above affordable level of £6.46	
					-167	Mental Health Independent Sector: forecast -15,742 hours below affordable level of 151,107 hours	
					-77	Mental Health Independent Sector: forecast -£0.51 below affordable level of £11.09	
					-70	Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
Total Supported Accommodation	40,643.7	-6,023.9	34,619.8	+408			
- Other Services for Adults & Older People							
- Contributions to Vol Orgs	17,868.5	-4,244.0	13,624.5	+72			
- Community Support Services for Mental Health	1,265.3	-34.3	1,231.0	-74			
- Day Care							
- Learning Disability	12,715.1	-174.1	12,541.0	+263	+174	Unachievable savings target on in-house day care services following the day services review. The underspend following the closure of the Bridge (see LD Supported Accommodation above) is helping to offset this pressure.	
					+89	Other minor variances	
- Older People	2,455.5	-63.1	2,392.4	-34			
- Physical Disability	1,040.0	-4.7	1,035.3	+188	+188	Current demand for services provided by both the independent sector and the resource centre	
Total Day Care	16,210.6	-241.9	15,968.7	+417			
- Other Adult Services	4,117.4	-15,623.0	-11,505.6	-2,088	-2,084	This budget line holds both transformation savings and some of the investment NHS support for care monies, including those required to fund additional winter pressures. Plans are being further developed and implemented with the NHS to ensure that health outcomes are being met from the investments, At this early stage of the financial year pressures are being shown against their respective budget s and the compensating funding stream is being reflected here. As the year progresses this situation will be realigned.	
					-4	Other minor variances	



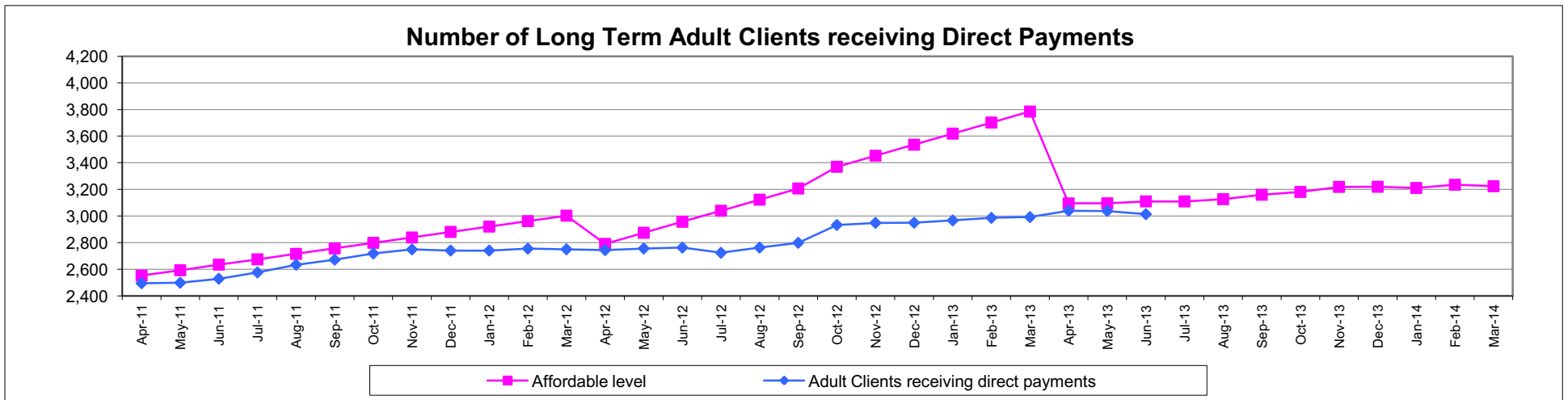
Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	G	I	N	N		
	£'000	£'000	£'000	£'000	£'000	
- Safeguarding	1,107.2	-261.6	845.6	-51		
Total Other Services for A&OP	40,569.0	-20,404.8	20,164.2	-1,724		
<u>Assessment Services</u>						
- Adult Social Care Staffing	42,326.4	-3,862.0	38,464.4	-847	-409 Net effect of delays in the recruitment to known vacancies within the older people and physical disability assessment teams and usage of locum/agency staff. -497 Delays in the recruitment to known vacancies within the Mental Health assessment teams and the usage of locum/agency staff. This is partly due to recent staffing reviews along with general difficulties in recruiting to speciality mental health practitioners +59 Other minor variances	
<b>Total ASC&amp;PH portfolio</b>	<b>449,613.3</b>	<b>-114,965.9</b>	<b>334,647.4</b>	<b>-56</b>		
<b>Assumed Mgmt Action</b>						
- ASC&PH portfolio						
<b>Total Forecast <u>after</u> mgmt action</b>	<b>449,613.3</b>	<b>-114,965.9</b>	<b>334,647.4</b>	<b>-56</b>		

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Direct Payments - Number of Adult Social Services Clients receiving Direct Payments:

	2011-12			2012-13			2013-14		
	Affordable level for long term clients	Snapshot of long term adults rec'ing direct payments	Number of one-off payments made during the month	Affordable level for long term clients	Snapshot of long term adults rec'ing direct payments	Number of one-off payments made during the month	Affordable level for long term clients	Snapshot of long term adults rec'ing direct payments	Number of one-off payments made during the month
Apr	2,553	2,495	137	2,791	2,744	169	3,095	3,040	150
May	2,593	2,499	89	2,874	2,756	147	3,096	3,038	145
Jun	2,635	2,529	90	2,957	2,763	133	3,110	3,014	90
Jul	2,675	2,576	125	3,040	2,724	156	3,110		
Aug	2,716	2,634	141	3,123	2,763	167	3,127		
Sep	2,757	2,672	126	3,207	2,799	147	3,160		
Oct	2,799	2,719	134	3,370	2,933	185	3,181		
Nov	2,839	2,749	122	3,453	2,949	119	3,219		
Dec	2,881	2,741	111	3,536	2,950	109	3,220		
Jan	2,921	2,741	130	3,619	2,967	117	3,211		
Feb	2,962	2,755	137	3,702	2,986	127	3,235		
Mar	3,003	2,750	117	3,785	2,992	105	3,224		
			<b>1,459</b>			<b>1,681</b>			<b>385</b>

\*\*

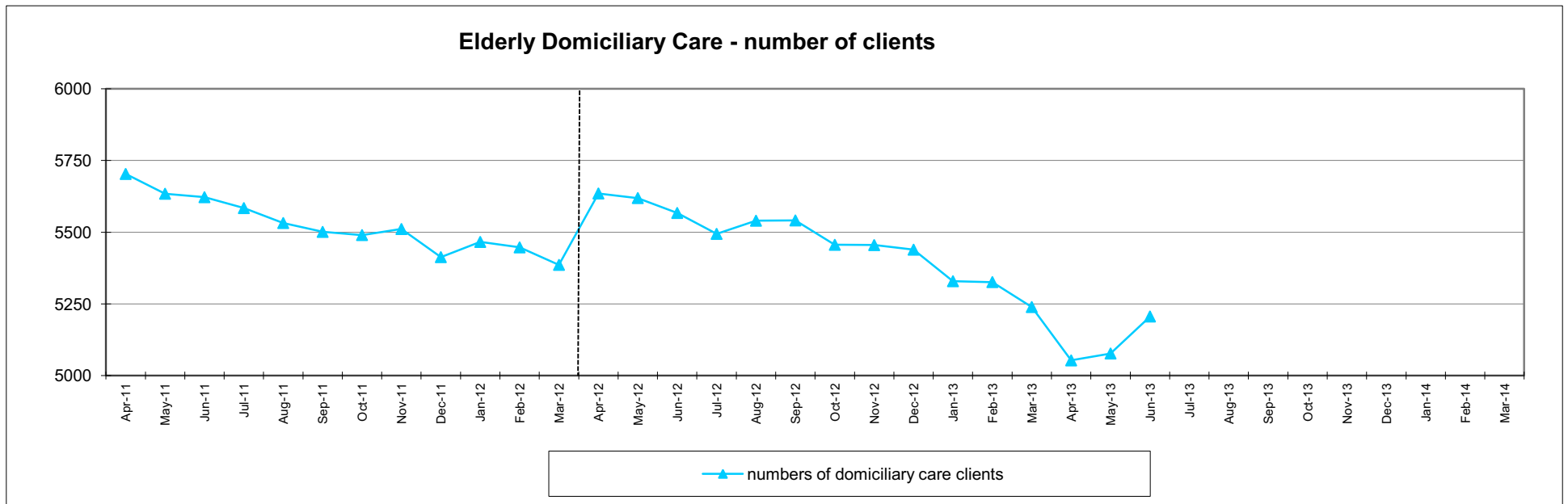


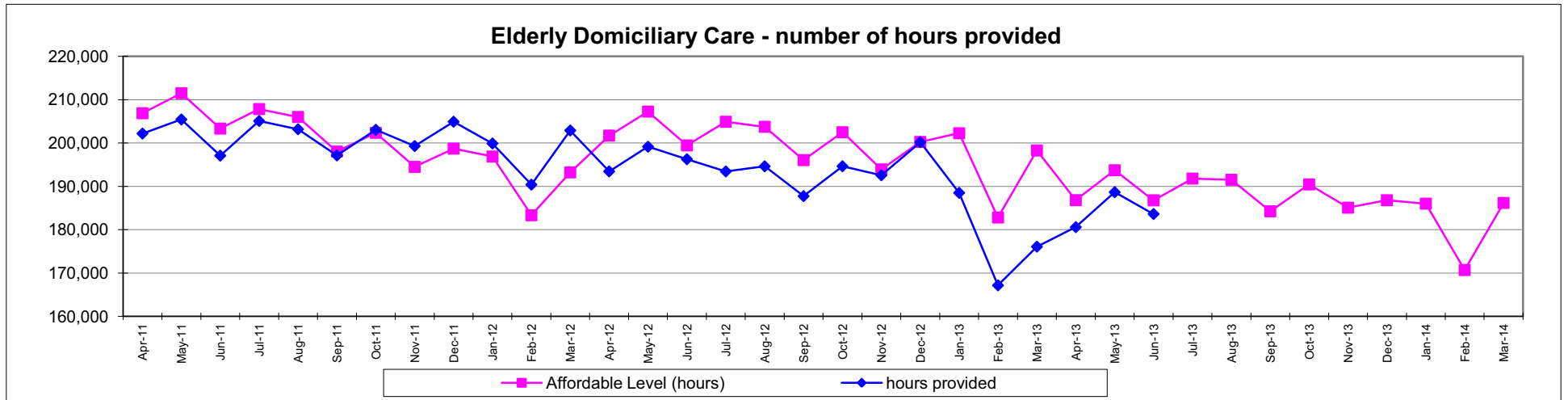
## Comments:

- The presentation of activity being reported for direct payments changed in the 2012-13 Q2 report in order to separately identify long term clients in receipt of direct payments as at the end of the month plus the number of one-off payments made during the month. Please note a long term client in receipt of a regular direct payment may also receive a one-off payment if required. Only the long term clients are presented on the graph above.
  - Please note that due to the time taken to record changes in direct payments onto the client database the number of clients and one-off direct payments for any given month may change therefore the current year to date activity data is refreshed in each report to provide the most up to date information.
- \*\* Please note the number of one-off payments in June is likely to be understated due to delays in recording payments and will be updated in future reports.

2.2 Elderly domiciliary care – numbers of clients and hours provided in the independent sector

	2011-12			2012-13			2013-14		
	Affordable level (hours)	hours provided	number of clients	Affordable level (hours)	hours provided	number of clients	Affordable level (hours)	hours provided	number of clients
Apr	206,859	202,177	5,703	201,708	193,451	5,635	186,809	180,585	5,053
May	211,484	205,436	5,634	207,244	199,149	5,619	193,717	188,656	5,077
Jun	203,326	197,085	5,622	199,445	196,263	5,567	186,778	183,621	5,206
Jul	207,832	205,077	5,584	204,905	193,446	5,494	191,791		
Aug	206,007	203,173	5,532	203,736	194,628	5,540	191,521		
Sep	198,025	197,127	5,501	196,050	187,749	5,541	184,242		
Oct	202,356	203,055	5,490	202,490	194,640	5,456	190,446		
Nov	194,492	199,297	5,511	193,910	192,555	5,455	185,082		
Dec	198,704	204,915	5,413	200,249	200,178	5,439	186,796		
Jan	196,879	199,897	5,466	202,258	188,501	5,329	186,006		
Feb	183,330	190,394	5,447	182,820	167,163	5,326	170,695		
Mar	193,222	202,889	5,386	198,277	176,091	5,239	186,184		
	<b>2,402,516</b>	<b>2,410,522</b>		<b>2,393,092</b>	<b>2,283,814</b>		<b>2,240,067</b>	<b>552,862</b>	





Comments:

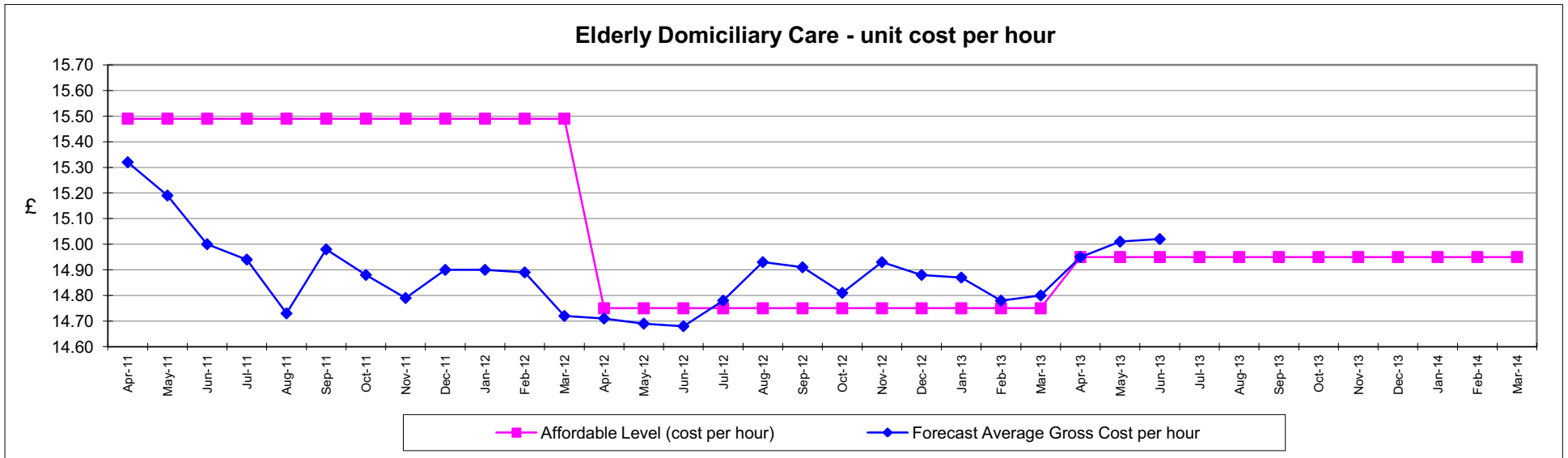
- Figures exclude services commissioned from the Kent Enablement At Home Service.
- Please note, from April 2012 there has been a change in the method of counting clients to align with current Department of Health guidance, which states that suspended clients e.g. those who may be in hospital and not receiving a current service should still be counted. This has resulted in an increase in the number of clients being recorded. For comparison purposes, using the new counting methodology, the equivalent number of clients in March 2012 would have been 5,641. **A dotted line has been added to the graph to distinguish between the two different counting methodologies, as the data presented is not on a consistent basis and therefore is not directly comparable.**
- The current forecast is 2,193,889 hours of care against an affordable level of 2,240,067, a difference of -46,178 hours. Using the forecast unit cost of £15.02 this reduction in activity reduces the forecast by -£694k, as shown in table 1b.
- To the end of June 552,863 hours of care have been delivered against an affordable level of 567,303, a difference of -14,440 hours. Current activity suggests that the forecast should be lower on this service. However, although the budgeted level assumes a continual reduction in client numbers in line with previous years activities, the current forecast assumes a slowing of this trend based on current client activity.
- Domiciliary for all client groups are volatile budgets, with the number of people receiving domiciliary care decreasing over the past few years as a result of the implementation of Self Directed Support (SDS). This is being compounded by a shift in trend towards take up of the enablement service. However, as a result of this, clients who are receiving domiciliary care are likely to have greater needs and require more intensive packages of care than historically provided - the 2010-2011 average hours per client per week was 7.8, whereas the average figure for 2012-13 was 8.0. For 2013-14, the current forecast average hours per client per week is 8.3.

2.3 Average gross cost per hour of older people domiciliary care compared with affordable level:

	2011-12		2012-13		2013-14	
	Affordable Level (Cost per Hour) £p	Forecast Average Gross Cost per Hour £p	Affordable Level (Cost per Hour) £p	Forecast Average Gross Cost per Hour £p	Affordable Level (Cost per Hour) £p	Forecast Average Gross Cost per Hour £p
Apr	15.49	15.32	14.75	14.71	14.95	14.95
May	15.49	15.19	14.75	14.69	14.95	15.01
Jun	15.49	15.00	14.75	14.68	14.95	15.02
Jul	15.49	14.94	14.75	14.78	14.95	
Aug	15.49	14.73	14.75	14.93	14.95	
Sep	15.49	14.98	14.75	14.91	14.95	
Oct	15.49	14.88	14.75	14.81	14.95	
Nov	15.49	14.79	14.75	14.93	14.95	
Dec	15.49	14.90	14.75	14.88	14.95	
Jan	15.49	14.90	14.75	14.87	14.95	
Feb	15.49	14.89	14.75	14.78	14.95	
Mar	15.49	14.72	14.75	14.80	14.95	

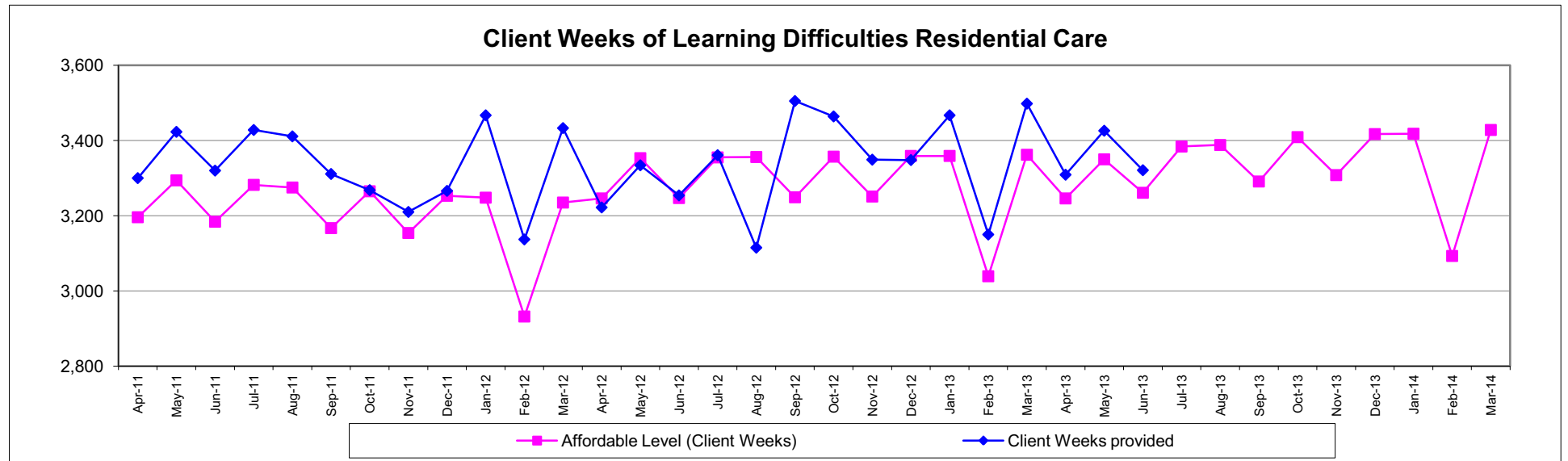
Comments:

- The unit cost has been showing an overall general reducing trend due to current work with providers to achieve savings however, the cost is also dependent on the intensity of the packages required.
- The forecast unit cost of £15.02 is slightly higher than the affordable cost of £14.95 and this difference of +£0.07 increases the forecast by £157k when multiplied by the affordable hours, as shown in table 1b.



2.4 Number of client weeks of learning disability residential care provided compared with affordable level (non preserved rights clients):

	2011-12		2012-13		2013-14	
	Affordable Level (Client Weeks)	Client Weeks provided	Affordable Level (Client Weeks)	Client Weeks provided	Affordable Level (Client Weeks)	Client Weeks provided
Apr	3,196	3,300	3,246	3,222	3,246	3,309
May	3,294	3,423	3,353	3,334	3,350	3,426
Jun	3,184	3,320	3,247	3,254	3,261	3,321
Jul	3,282	3,428	3,355	3,361	3,384	
Aug	3,275	3,411	3,356	3,115	3,388	
Sep	3,167	3,311	3,249	3,505	3,291	
Oct	3,265	3,268	3,357	3,464	3,409	
Nov	3,154	3,210	3,251	3,349	3,308	
Dec	3,253	3,266	3,359	3,348	3,417	
Jan	3,248	3,467	3,359	3,467	3,418	
Feb	2,932	3,137	3,039	3,150	3,093	
Mar	3,235	3,433	3,362	3,498	3,428	
	<b>38,485</b>	<b>39,974</b>	<b>39,533</b>	<b>40,067</b>	<b>39,993</b>	<b>10,056</b>



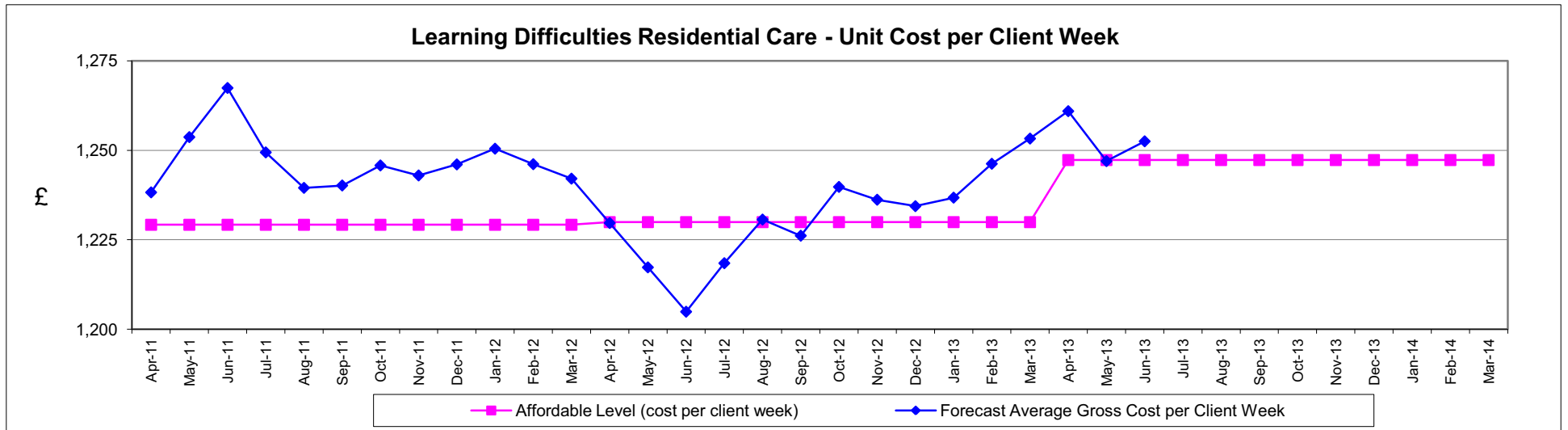
## Comments:

- The above graph reflects the number of client weeks of service provided as this has a greater influence on cost than the actual number of clients. The actual number of clients in LD residential care at the end of 2011-12 was 746, at the end of 2012-13 it was 764 and at the end of June 2013 it was also 764. This includes any ongoing transfers as part of the S256 agreement with Health, transitions, provisions and Ordinary Residence.
- The current forecast is 41,232 weeks of care against an affordable level of 39,993, a difference of +1,239 weeks. Using the forecast unit cost of £1,252.50 this additional activity increases the forecast by £1,552k, as shown in table 1b.
- The forecast activity for this service is based on known individual clients including provisional and transitional clients. Provisional clients are those whose personal circumstances are changing and therefore require a more intense care package or greater financial help. Transitional clients are children who are transferring to adult social services.
- To the end of June 10,056 weeks of care have been delivered against an affordable level of 9,857, a difference of +199 weeks. The current year to date activity suggests a lower level of activity than forecast, however, this is mainly due to the recording of non-permanent residential care services on the activity database as it appears the year to date activity is not up to date and is therefore understated. This is currently being investigated and an update will be given in the July monitoring reported to Cabinet in October.



2.5 Average gross cost per client week of learning disability residential care compared with affordable level (non preserved rights clients):

	2011-12		2012-13		2013-14	
	Affordable Level (Cost per Week) £p	Forecast Average Gross Cost per Client Week £p	Affordable Level (Cost per Week) £p	Forecast Average Gross Cost per Client Week £p	Affordable Level (Cost per Week) £p	Forecast Average Gross Cost per Client Week £p
Apr	1,229.19	1,238.24	1,229.93	1,229.69	1,247.27	1,260.92
May	1,229.19	1,253.68	1,229.93	1,217.30	1,247.27	1,246.97
Jun	1,229.19	1,267.40	1,229.93	1,204.91	1,247.27	1,252.50
Jul	1,229.19	1,249.41	1,229.93	1,218.46	1,247.27	
Aug	1,229.19	1,239.50	1,229.93	1,230.65	1,247.27	
Sep	1,229.19	1,240.17	1,229.93	1,226.14	1,247.27	
Oct	1,229.19	1,245.76	1,229.93	1,239.77	1,247.27	
Nov	1,229.19	1,242.97	1,229.93	1,236.19	1,247.27	
Dec	1,229.19	1,246.05	1,229.93	1,234.39	1,247.27	
Jan	1,229.19	1,250.44	1,229.93	1,236.77	1,247.27	
Feb	1,229.19	1,246.11	1,229.93	1,246.23	1,247.27	
Mar	1,229.19	1,242.08	1,229.93	1,253.27	1,247.27	

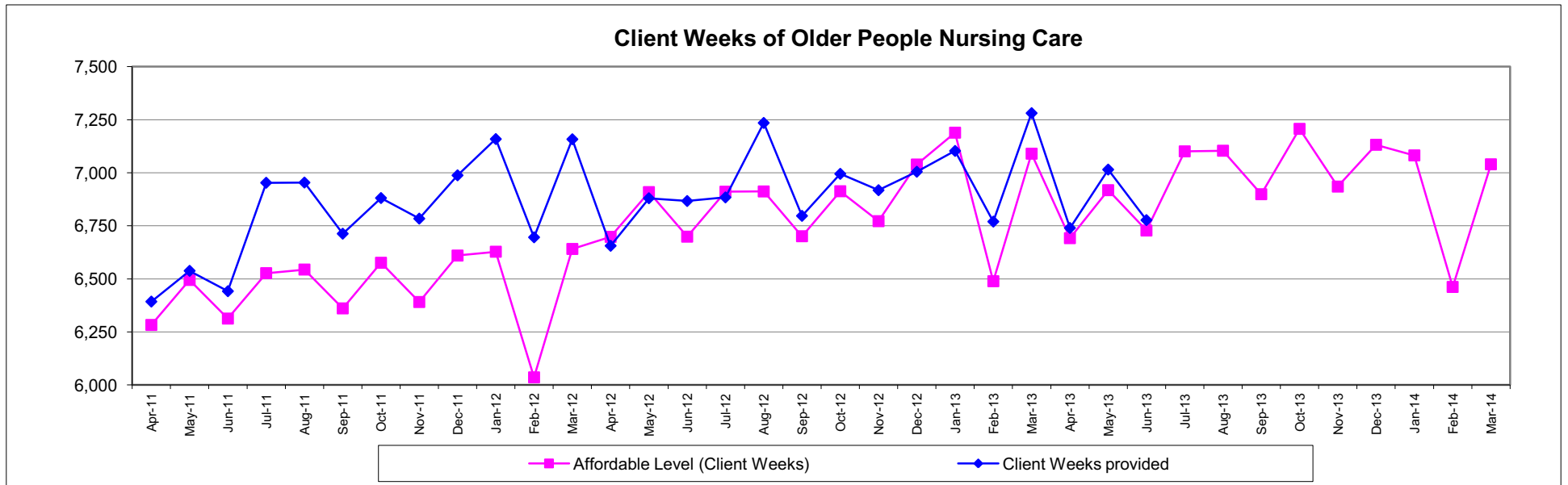


Comments:

- Clients being placed in residential care are those with very complex and individual needs which make it difficult for them to remain in the community, in supported accommodation/supporting living arrangements, or receiving a domiciliary care package. These are therefore placements which attract a very high cost, with the average now being over £1,200 per week. It is expected that clients with less complex needs, and therefore less cost, can transfer from residential into supported living arrangements. This would mean that the average cost per week would increase over time as the remaining clients in residential care would be those with very high cost – some of whom can cost up to £2,000 per week. In addition, no two placements are alike – the needs of people with learning disabilities are unique and consequently, it is common for average unit costs to increase or decrease significantly on the basis of one or two cases.
- The forecast unit cost of £1,252.50 is higher than the affordable cost of £1,247.27 and this difference of +£5.23 adds +£209k to the position when multiplied by the affordable weeks, as shown in table 1b.

2.6 Number of client weeks of older people nursing care provided compared with affordable level:

	2011-12		2012-13		2013-14	
	Affordable Level (Client Weeks)	Client Weeks provided	Affordable Level (Client Weeks)	Client Weeks provided	Affordable Level (Client Weeks)	Client Weeks provided
Apr	6,283	6,393	6,698	6,656	6,692	6,740
May	6,495	6,538	6,909	6,880	6,918	7,015
Jun	6,313	6,442	6,699	6,867	6,728	6,777
Jul	6,527	6,953	6,911	6,884	7,101	
Aug	6,544	6,954	6,912	7,235	7,104	
Sep	6,361	6,713	6,701	6,797	6,899	
Oct	6,576	6,881	6,913	6,995	7,207	
Nov	6,391	6,784	6,772	6,918	6,935	
Dec	6,610	6,988	7,039	7,005	7,132	
Jan	6,628	7,159	7,189	7,103	7,082	
Feb	6,036	6,696	6,489	6,770	6,462	
Mar	6,641	7,158	7,090	7,281	7,040	
	<b>77,405</b>	<b>81,659</b>	<b>82,322</b>	<b>83,391</b>	<b>83,300</b>	<b>20,532</b>



## Comments:

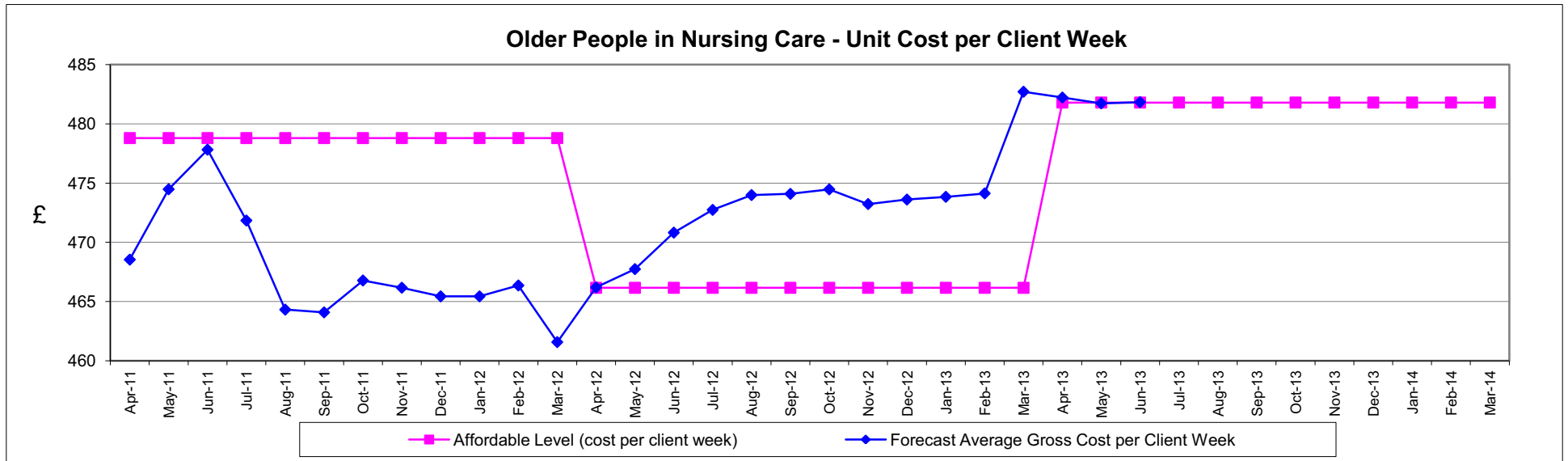
- The graph reflects the number of client weeks of service provided as this has a greater influence on cost than the actual number of clients. The actual number of clients in older people nursing care at the end of 2011-12 was 1,479, at the end of 2012-13 it was 1,469 and at the end of June 2013 it was 1,496.
- The current forecast is 84,428 weeks of care against an affordable level of 83,300, a difference of +1,128 weeks. Using the actual unit cost of £481.83, this increased activity adds +£544k on the forecast, as shown in table 1b.
- To the end of June 20,532 weeks of care have been delivered against an affordable level of 20,338, a difference of +194 weeks. The current year to date activity suggests a lower level of activity than forecast, however, this is mainly due to the recording of non-permanent residential care services on the activity database as it appears the year to date activity is not up to date and is therefore understated. This is currently being investigated and an update will be given in the July monitoring reported to Cabinet in October.

2.7 Average gross cost per client week of older people nursing care compared with affordable level:

	2011-12		2012-13		2013-14	
	Affordable Level (Cost per Week)	Forecast Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Forecast Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Forecast Average Gross Cost per Client Week
	£p	£p	£p	£p	£p	£p
Apr	478.80	468.54	466.16	466.20	481.80	482.22
May	478.80	474.48	466.16	467.74	481.80	481.73
Jun	478.80	477.82	466.16	470.82	481.80	481.83
Jul	478.80	471.84	466.16	472.74	481.80	
Aug	478.80	464.32	466.16	473.99	481.80	
Sep	478.80	464.09	466.16	474.09	481.80	
Oct	478.80	466.78	466.16	474.47	481.80	
Nov	478.80	466.17	466.16	473.23	481.80	
Dec	478.80	465.44	466.16	473.61	481.80	
Jan	478.80	465.44	466.16	473.84	481.80	
Feb	478.80	466.36	466.16	474.13	481.80	
Mar	478.80	461.58	466.16	482.71	481.80	

Comments:

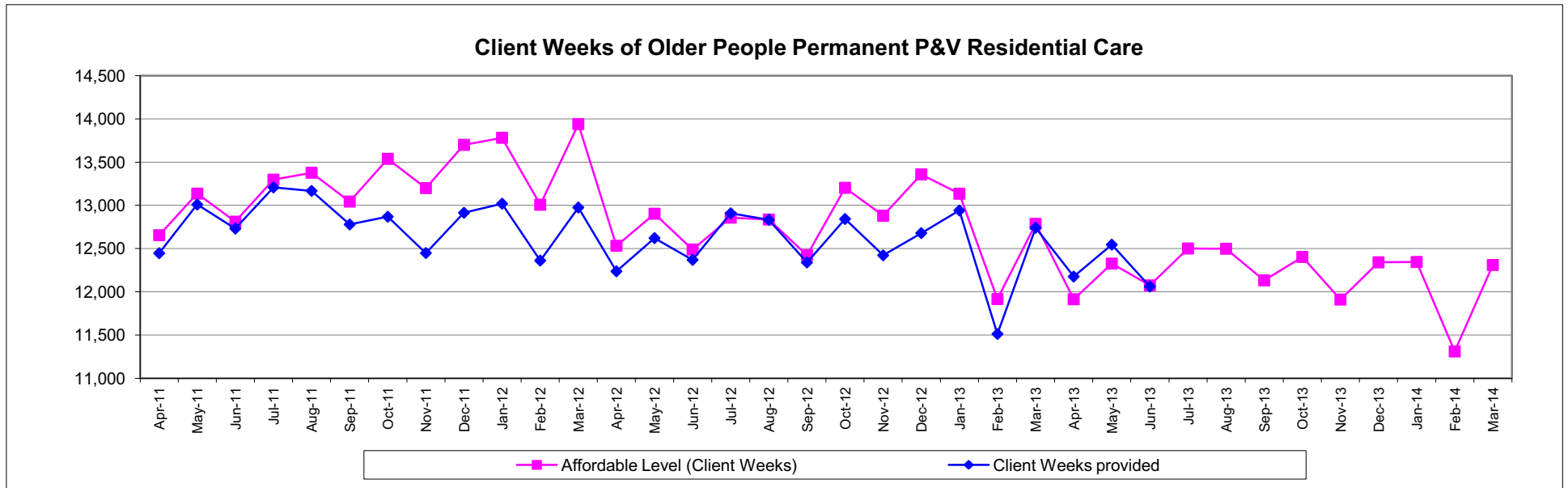
- As with residential care, the unit cost for nursing care will be affected by the increasing proportion of older people with dementia who need more specialist and expensive care, which is why the unit cost can be quite volatile and in recent months this service has seen an increase of older people requiring this more specialist care.
- The forecast unit cost of £481.83 is slightly higher than the affordable cost of £481.80 and this difference of +£0.03 adds £2k to the position when multiplied by the affordable weeks, as shown in table 1b.



2.8 Number of client weeks of older people permanent P&V residential care provided compared with affordable level:

	2011-12		2012-13		2013-14	
	Affordable Level (Client Weeks)	Client Weeks provided	Affordable Level (Client Weeks)	Client Weeks provided	Affordable Level (Client Weeks)	Client Weeks provided
Apr	12,655	12,446	12,532	12,237	11,914	12,176
May	13,136	13,009	12,903	12,621	12,326	12,545
Jun	12,811	12,731	12,489	12,369	12,074	12,061
Jul	13,297	13,208	12,858	12,908	12,501	
Aug	13,377	13,167	12,836	12,832	12,498	
Sep	13,044	12,779	12,424	12,339	12,132	
Oct	13,538	12,868	13,203	12,842	12,403	
Nov	13,200	12,448	12,880	12,422	11,910	
Dec	13,700	12,914	13,358	12,679	12,341	
Jan	13,782	13,019	13,135	12,941	12,345	
Feb	13,007	12,361	11,916	11,512	11,310	
Mar	13,940	12,975	12,786	12,741	12,310	
	<b>159,487</b>	<b>153,925</b>	<b>153,320</b>	<b>150,443</b>	<b>146,064</b>	<b>36,782</b>

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## Comments:

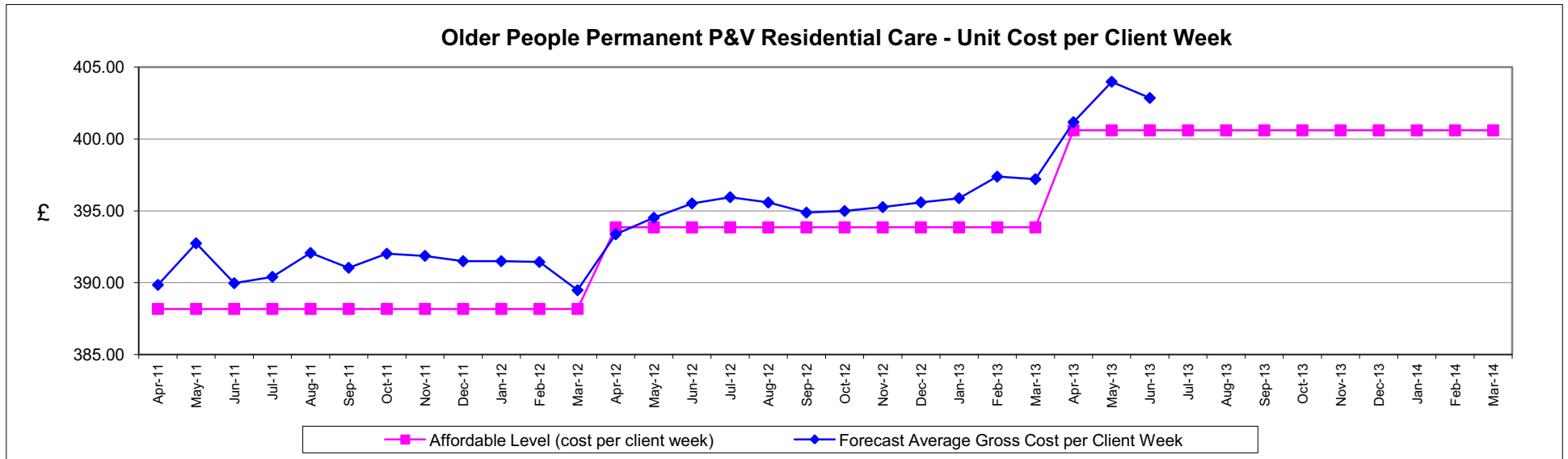
- The above graph reflects the number of client weeks of service provided as this has a greater influence on cost than the actual number of clients. The actual number of clients in older people permanent P&V residential care at the end of 2011-12 was 2,736, at the end of 2012-13 it was 2,653 and at the end of June 2013 it was 2,687. It is evident that there are ongoing pressures relating to clients with dementia who require a greater intensity of care.
- It is difficult to consider this budget line in isolation, as the Older Person's modernisation strategy has meant that fewer people are being placed in our in-house provision, so we would expect that there will be a higher proportion of permanent placements being made in the independent sector which is masking the extent of the overall reducing trend in residential client activity.
- The current forecast is 147,965 weeks of care against an affordable level of 146,064, a difference of +1,901 weeks. Using the forecast unit cost of £402.85 this increased activity adds £766k to the forecast, as shown in table 1b.
- To the end of June 36,782 weeks of care have been delivered against an affordable level of 36,314 a difference of -468 weeks. The forecast number of weeks reflects an increase in activity expected during the winter months, this is also reflected in the profile of the budgeted level.

2.9 Average gross cost per client week of older people permanent P&V residential care provided compared with affordable level:

	2011-12		2012-13		2013-14	
	Affordable Level (Cost per Week) £p	Forecast Average Gross Cost per Client Week £p	Affordable Level (Cost per Week) £p	Forecast Average Gross Cost per Client Week £p	Affordable Level (Cost per Week) £p	Forecast Average Gross Cost per Client Week £p
Apr	388.18	389.85	393.85	393.37	400.60	401.17
May	388.18	392.74	393.85	394.52	400.60	403.98
Jun	388.18	389.97	393.85	395.52	400.60	402.85
Jul	388.18	390.41	393.85	395.95	400.60	
Aug	388.18	392.07	393.85	395.58	400.60	
Sep	388.18	391.04	393.85	394.88	400.60	
Oct	388.18	392.02	393.85	394.99	400.60	
Nov	388.18	391.87	393.85	395.26	400.60	
Dec	388.18	391.50	393.85	395.59	400.60	
Jan	388.18	391.50	393.85	395.88	400.60	
Feb	388.18	391.44	393.85	397.38	400.60	
Mar	388.18	389.48	393.85	397.20	400.60	

Comments:

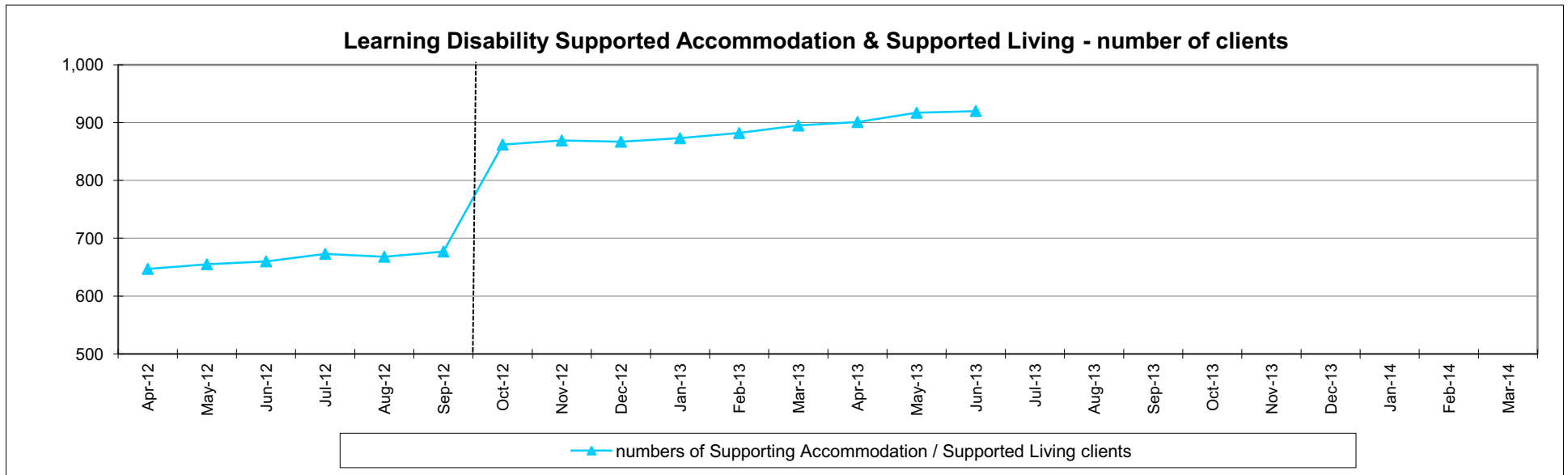
- The forecast unit cost of £402.85 is higher than the affordable cost of £400.60 and this difference of +£2.25 adds +£329k to the position when multiplied by the affordable weeks, as shown in table 1b. This higher average unit cost is likely to be due to the higher proportion of clients with dementia, who are more costly due to the increased intensity of care required, as outlined above.

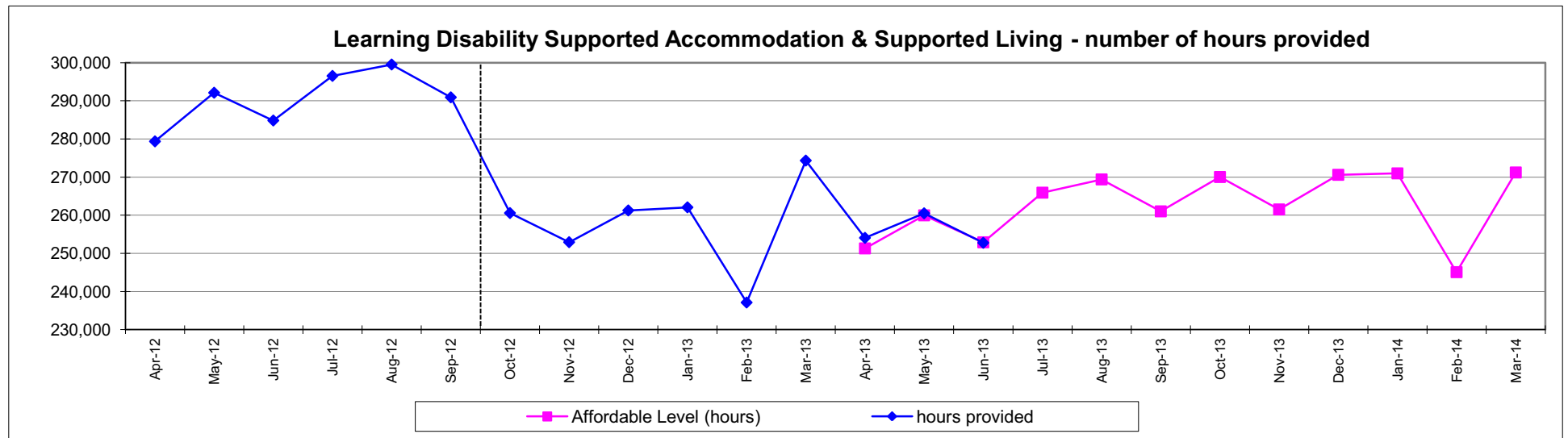




2.10 Learning Disability Supported Accommodation/Supported Living – numbers of clients and hours provided in the independent sector

	2012-13			2013-14		
	Affordable level (hours)	hours provided	number of clients	Affordable level (hours)	hours provided	number of clients
Apr		279,365	647	251,296	254,067	901
May		292,122	655	259,973	260,503	917
Jun		284,835	660	252,902	252,761	920
Jul		296,532	673	265,914		
Aug		299,521	668	269,394		
Sep		290,914	677	261,013		
Oct		260,574	862	270,019		
Nov		252,932	869	261,522		
Dec		261,257	867	270,596		
Jan		262,070	873	270,974		
Feb		237,118	882	245,074		
Mar		274,334	895	271,211		
	<b>0</b>	<b>3,291,574</b>		<b>3,149,888</b>	<b>767,331</b>	





#### Comments:

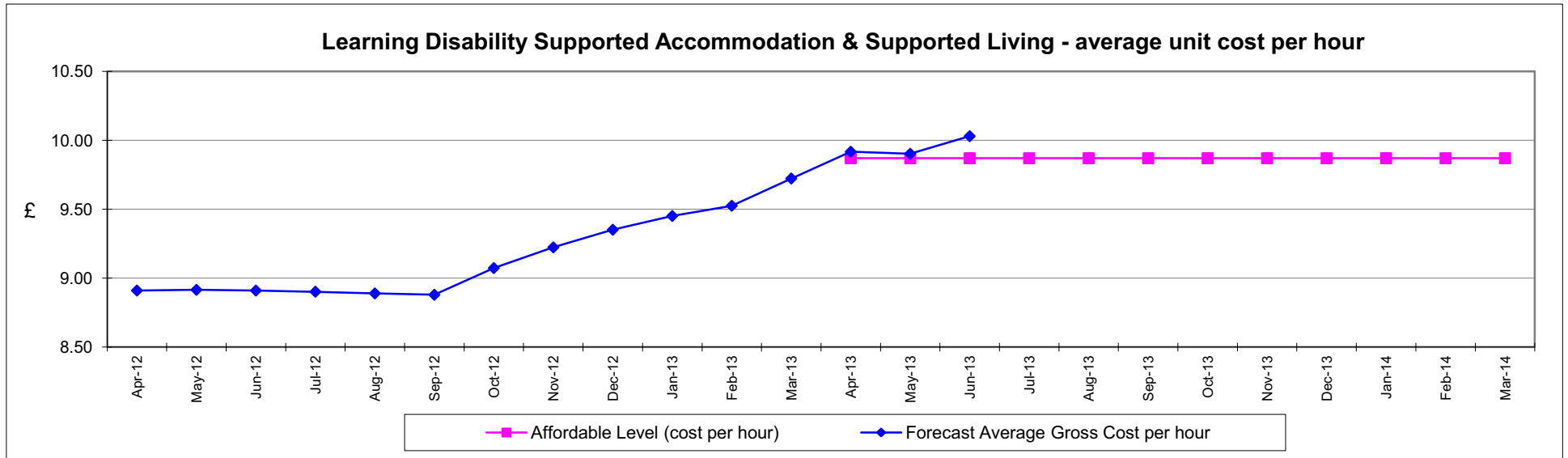
- This indicator has changed from 2013-14 to include the Supporting Independence Service contract. This measure now incorporates 3 different supported accommodation/living arrangements; the adult placement scheme, supported accommodation (mainly S256 clients) and Supporting Independence Service. The level of support required by individual clients can vary from a few hours a week to 24 hours a day therefore to better reflect the activity related to this indicator, the service is now recorded in hours rather than weeks. In addition, the details of the number of clients in receipt of these services will be given on a monthly basis.
- The Supporting Independence Service Contract was introduced in October 2012-13 and involved the transfer of specific clients previously in receipt of services categorised as domiciliary care, extra care sheltered housing and supported accommodation to this new contract. As part of this transfer, some clients chose to receive a direct payment instead. The result of this transfer was an overall net increase in the total number of clients categorised as receiving a supported accommodation/living support service however the average number of hours provided per client reduced. **A dotted line has been added to the graphs above to illustrate the introduction of the new Supporting Independence Service, and the consequent transfer of clients, as the data presented either side of the dotted line is not on a consistent basis and is therefore not directly comparable.**
- The current forecast is 3,196,670 hours of care against an affordable level of 3,149,888, a difference of +46,782 hours. Using the forecast unit cost of £10.03 this increase in activity increases the forecast by +£469k, as shown in table 1b.
- To the end of June 767,331 hours of care have been delivered against an affordable level of 764,171, a difference of +3,160 hours. The forecast number of weeks reflects an increase in activity expected in future months that is also reflected in the profile of the budgeted level. However, the current year to date activity still suggests a lower level of activity than forecast, which is mainly due to a delay in the recording of transitional and provisional clients on the activity database.

2.11 Average gross cost per hour of Supported Accommodation/Supported Living service compared with affordable level:

	2012-13		2013-14	
	Affordable Level (Cost per Hour) £p	Forecast Average Gross Cost per Hour £p	Affordable Level (Cost per Hour) £p	Forecast Average Gross Cost per Hour £p
Apr		8.91	9.87	9.92
May		8.92	9.87	9.90
Jun		8.91	9.87	10.03
Jul		8.90	9.87	
Aug		8.89	9.87	
Sep		8.88	9.87	
Oct		9.07	9.87	
Nov		9.22	9.87	
Dec		9.35	9.87	
Jan		9.45	9.87	
Feb		9.53	9.87	
Mar		9.72	9.87	

Comments:

- This measure comprises 3 distinct client groups and each group has a very different unit cost, which are combined to provide an average unit cost for the purposes of this report.
- The costs associated with these placements will vary depending on the complexity of each case and the type of support required in each placement. This varies enormously between a domiciliary type support to life skills and daily living support.
- The forecast unit cost of £10.03 is higher than the affordable cost of £9.87 and this difference of +£0.16 increases the forecast by +£504k when multiplied by the affordable hours, as shown in table 1b.



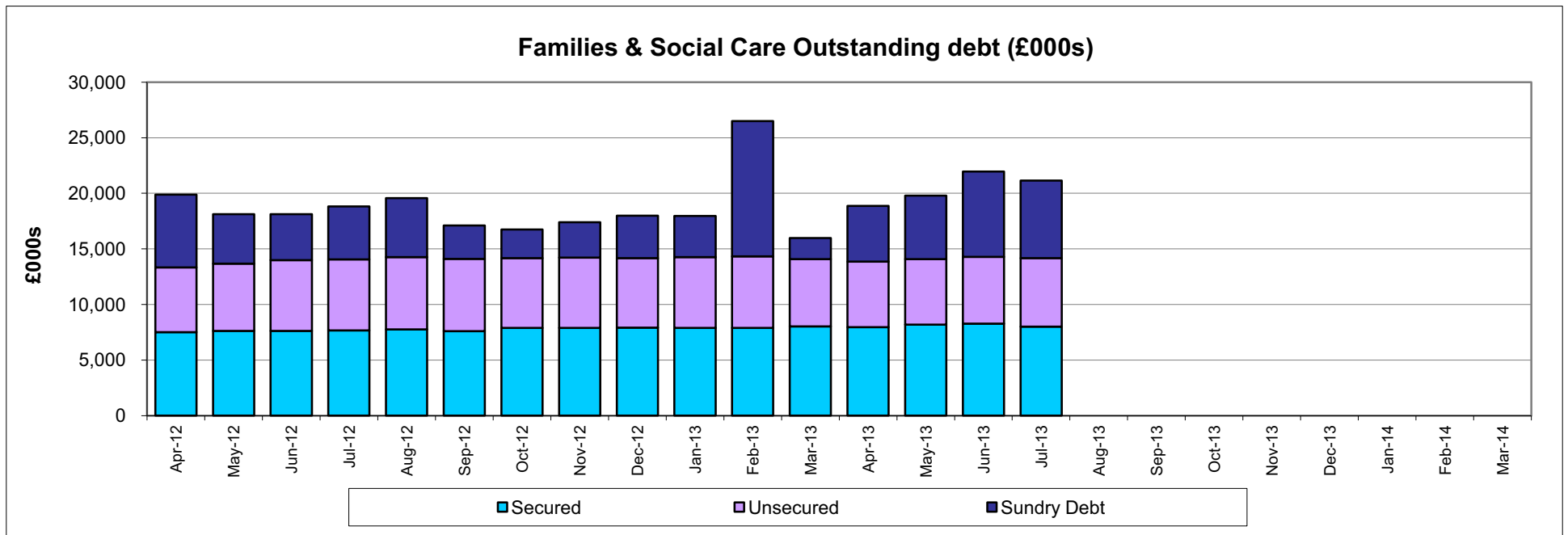
## 2.12 SOCIAL CARE DEBT MONITORING

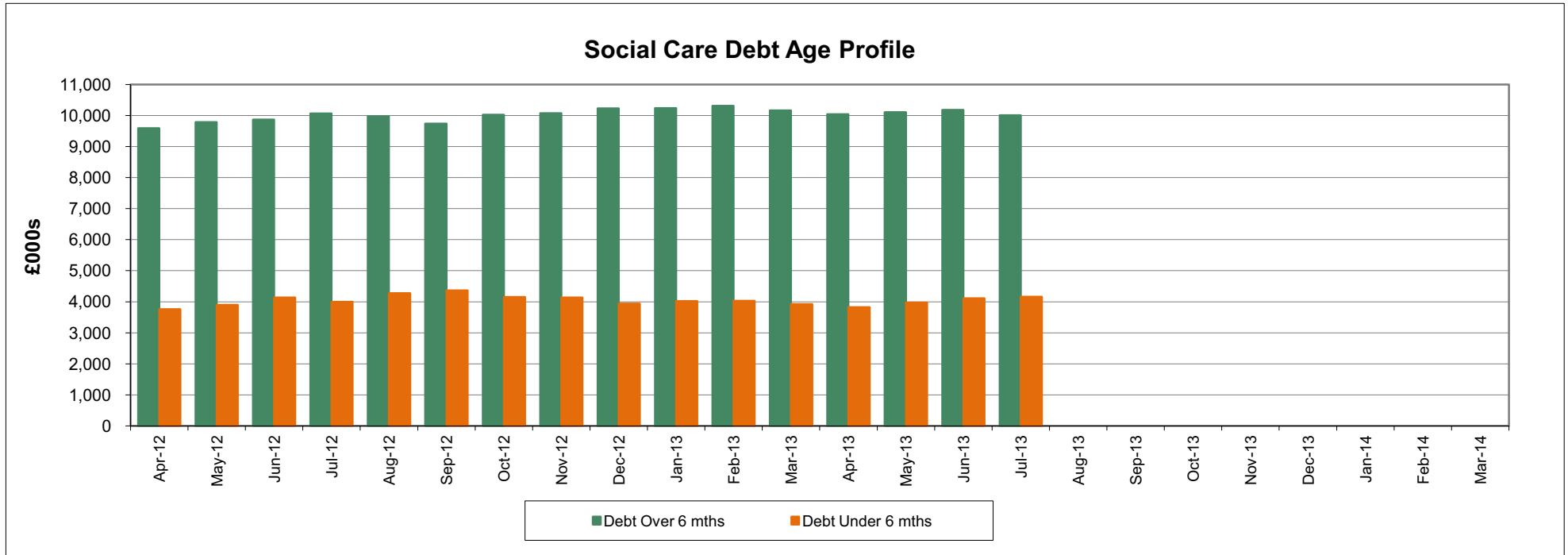
The outstanding debt as at the end of July was £21.146m compared with March's figure of £15.986m (reported to Cabinet in July) excluding any amounts not yet due for payment (as they are still within the 28 day payment term allowed). Within this figure is £6.978m of sundry debt compared to £1.895m in March. The amount of sundry debt can fluctuate for large invoices to Health. Also within the outstanding debt is £14.168m relating to Social Care (client) debt which is a small increase of £0.077m from the last reported position to Cabinet in July. The following table shows how this breaks down in terms of age and also whether it is secured (i.e. by a legal charge on the client's property) or unsecured, together with how this month compares with previous months. For most months the debt figures refer to when the four weekly invoice billing run interfaces with Oracle (the accounting system) rather than the calendar month, as this provides a more meaningful position for Social Care Client Debt. This therefore means that there are 13 billing invoice runs during the year. The sundry debt figures are based on calendar months.

	Social Care Debt						
	Total Due Debt (Social Care & Sundry) £000s	Sundry Debt £000s	Total Social Care Due Debt £000s	Debt Over 6 months £000s	Debt Under 6 months £000s	Secured £000s	Unsecured £000s
Apr-12	19,875	6,530	13,345	9,588	3,757	7,509	5,836
May-12	18,128	4,445	13,683	9,782	3,901	7,615	6,068
Jun-12	18,132	4,133	13,999	9,865	4,134	7,615	6,384
Jul-12	18,816	4,750	14,066	10,066	4,000	7,674	6,392
Aug-12	19,574	5,321	14,253	9,977	4,276	7,762	6,491
Sep-12	17,101	3,002	14,099	9,738	4,361	7,593	6,506
Oct-12	16,747	2,574	14,173	10,020	4,153	7,893	6,280
Nov-12	17,399	3,193	14,206	10,069	4,137	7,896	6,310
Dec-12	17,996	3,829	14,167	10,226	3,941	7,914	6,253
Jan-13	17,965	3,711	14,254	10,237	4,017	7,885	6,369
Feb-13	26,492	12,153	14,339	10,312	4,027	7,903	6,436
Mar-13	15,986	1,895	14,091	10,165	3,926	8,025	6,066
Apr-13	18,859	4,995	13,864	10,037	3,827	7,969	5,895
May-13	19,789	5,713	14,076	10,106	3,970	8,197	5,879
Jun-13	21,956	7,662	14,294	10,183	4,111	8,277	6,017
Jul-13	21,146	6,978	14,168	10,005	4,163	8,015	6,153
Aug-13							
Sep-13							
Oct-13							

	Social Care Debt						
	Total Due Debt (Social Care & Sundry £000s)	Sundry Debt £000s	Total Social Care Due Debt £000s	Debt Over 6 months £000s	Debt Under 6 months £000s	Secured £000s	Unsecured £000s
	Nov-13						
Dec-13							
Jan-14							
Feb-14							
Mar-14							

In addition the previously reported secured and unsecured debt figures for April 2012 to July 2012 were amended slightly between the 2012-13 Quarter 1 and Quarter 2 reports following a reassessment of some old debts between secured and unsecured.





### 3. CAPITAL

3.1 The Families and Social Care Directorate - Adult Services has a working budget for 2013-14 of £12,359k. The forecast outturn against the 2013-14 budget is £12,180k giving a variance of - £179k.

3.2 **Table 2** below details the FSC Adult Services Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
<b>Rolling Programmes</b>									
Asset Modernisation	0	373	0	0			Green		
Home Support Fund	6,600	2,474	0	0			Green		
<b>Individual Projects</b>									
<b>Kent Strategy for Services for Older People (OP):</b>									
Community Care Centre - Ebbsfleet	544	0	0	0			Green		
Community Care Centre - Thameside Eastern Quarry	500	0	0	0			Green		
OP Strategy - Transformation / Modernisation	7,800	762	0	0			Green		
<b>Kent Strategy for Services for People with Learning Difficulties/Physical Disabilities:</b>									
Learning Disability Good Day Programme-Community Hubs	3,318	2,609	0	0			Green		
Learning Disability Good Day Programme-Community Initiatives	2,430	2,477	0	0			Green		
Rusthall	0	45	-45	-45	Rephasing		Green		
Mental Health Strategy	264	264	-134	-134	Rephasing		Amber - delayed	Various smaller schemes less than £100k rephased to 14-15	

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
<b>Active Care / Active Lives Strategy:</b>									
PFI - Excellent Homes for All - Development of new Social Housing for vulnerable people in Kent	66,800	0	0	0			Green		
<b>Developing Innovative and Modernising Services:</b>									
Lowfield St (formerly Trinity Centre, Dartford)	1,073	450	0	0			Green		
Information Technology Projects e.g. Swift Development / Mobile Working	2,477	2,178	0	0			Green		
Public Access Development	1,052	727	0	0			Green		
<b>Total</b>	<b>92,858</b>	<b>12,359</b>	<b>-179</b>	<b>-179</b>					

## 1. Status:

Green – on time and within budget

Amber – either delayed completion date or over budget

Red – both delayed completion and over budget



**ENTERPRISE & ENVIRONMENT DIRECTORATE SUMMARY**  
**JUNE 2013-14 FULL MONITORING REPORT**

**1. REVENUE**

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	<b>Directorate Total (£k)</b>	<b>+150,523</b>	<b>+2,418</b>	<b>-</b>	<b>+2,418</b>

1.2 **Table 1** below details the revenue position by A-Z budget:

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
<b>Environment, Highways and Waste portfolio</b>							
Strategic Management & Directorate Support budgets	4,869.9	-21.0	4,848.9	-283	-233	Saving on contractor annual management charge	
					-50	Other minor variances	
<u>Community Services:</u>							
- Gypsies & Travellers	714.0	-430.0	284.0	-29			
<u>Environment:</u>							
- Environment Management	3,878.9	-1,526.0	2,352.9	-1			
<u>Highways:</u>							
- Highways Maintenance							
- Adverse Weather	3,299.9	0.0	3,299.9	+376	+222	Costs of April salting runs	
					+147	Balance of 12/13 costs including snow emergency costs for which insufficient provision was made	
					+7	Other minor variances	
- Bridges & Other Structures	2,588.1	-182.0	2,406.1	0			
- General maintenance & emergency response	13,616.0	-487.0	13,129.0	+3,759	+3,830	Find and fix repair of pot holes	
					-112	Underspend on depot maintenance	
					+41	Other minor variances	
- Highway drainage	3,265.8	0.0	3,265.8	0			
- Streetlight maintenance	3,895.3	-154.0	3,741.3	0			
	26,665.1	-823.0	25,842.1	+4,135			

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	G	I	N	N		
	£'000	£'000	£'000	£'000	£'000	
- Highways Management:						
- Development Planning	2,110.9	-1,310.0	800.9	-53		
- Highways Improvements	1,875.3	-82.0	1,793.3	-446	-200	Temporary staff no longer required for Member Highway Fund as the backlog has been cleared
					-168	An historic budget for a revenue contribution to capital remains but there is no requirement within the capital programme for 2013-14 for this funding.
					-78	Other minor variances
- Road Safety	3,257.6	-2,234.0	1,023.6	+44		
- Streetlight energy	4,795.0	0.0	4,795.0	0		
- Traffic management	5,874.2	-3,421.1	2,453.1	-88		
- Tree maintenance, grass cutting & weed control	3,252.8	0.0	3,252.8	+260	+180	Additional weed control treatment required following complaints from District Councils in particular concerning weeds causing a trip hazard
					+180	Additional expenditure in respect of bus route clearance
					-192	Savings on the transfer of the contract to a new contractor
					+80	Removal of tree stumps
					+12	Other minor variances
	21,165.8	-7,047.1	14,118.7	-283		
<u>Planning &amp; Transport Strategy:</u>						
- Planning & Transport Policy	1,392.9	0.0	1,392.9	-3		
- Planning Applications	1,079.9	-600.0	479.9	+27		
	2,472.8	-600.0	1,872.8	+24		
<u>Transport Services:</u>						
- Concessionary Fares	16,672.0	-27.0	16,645.0	-385	-385	Fewer replacement bus passes expected to be issued in 2013-14 than budgeted

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP	
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
- Freedom Pass	14,843.0	-2,459.0	12,384.0	+70	+70	Higher than budgeted number of journeys travelled using the Freedom Pass (as illustrated in the activity section 2.3 below)	There is an underlying pressure on this budget which will need to be addressed in the 2014-17 MTFP as the £800k funding provided from the 2012-13 roll forward is one-off and there will also be the impact of the change in education transport policy on the next cohort of students transferring to the secondary sector.
- Subsidised Bus Routes	9,035.1	-1,454.0	7,581.1	-435	-517	Funding awarded for price rises has proved to be in excess of what is required and contracts re-tendered in year have generally not increased	This pressure is expected to be ongoing and will be reflected in the 2014-17 MTFP
					-133	Staff vacancies	
					+218	Reduced income from ELS due to fewer entitled scholars using the subsidised bus routes	
					-3	Other minor variances	
- Transport Operations	1,127.4	-214.5	912.9	+32			
- Transport Planning	484.6	-228.0	256.6	-19			
	42,162.1	-4,382.5	37,779.6	-737			
<b>Waste Management</b>							Impact of the current Waste forecast on the 2014-17 MTFP: Until the Joint Waste Projects have been operating for a while it is difficult to predict with any certainty the impact of these on the 2014-17 MTFP. A view will be taken at the time of setting the budget based on the most up to date data available.
- Waste Operations	1,864.0	0.0	1,864.0	-28			
- Recycling & Diversion from Landfill:							
- Household Waste Recycling Centres	8,241.0	-1,982.0	6,259.0	-262	-244	Forecast lower volumes of materials managed at sites resulting in reduced haulage fees	
					+205	Management and contract fees for Richborough site expected to be closed for 2013/14 but remains open	
					-106	Reduced recycling bonus payments due to reduced waste volumes at HWRCs	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	G	I	N	N		
	£'000	£'000	£'000	£'000	£'000	
					-146	Additional income from the sale of metal as prices remain stable and high
					+29	Other minor variances
- Partnership & Waste Co-ordination	504.0	-168.0	336.0	-22		
- Payments to Waste Collection Authorities (DCs)	6,068.0	-102.0	5,966.0	-250	-153	Reduced tipping away payments (which are determined by distance travelled) to Waste Collection Authorities due to new arrangements to manage waste closer to where it is collected
					-109	Reduced recycling credit payments to Waste Collection Authorities
					+12	Other minor variances
- Recycling Contracts & Composting	9,030.0	-1,571.0	7,459.0	+1,063	+520	Price increases for hardcore due to changes in legislation
					-318	Forecast reduction of 15,500 tonnes in hardcore, wood, garden waste and other materials offset by an increase in food waste
					+471	Under recovery of sales income from the East Kent Contract due to changes in market prices
					+184	East Kent Contract: Forecast reduction of 4,100 tonnes of saleable material, (together with an increase of 6,400 tonnes of co-mingled materials due to changes in collected services, at zero cost)
					+176	Income expected to be generated from the new Mid Kent Contract has not materialised
					+30	Other minor variances
	23,843.0	-3,823.0	20,020.0	+529		

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	G	I	N	N		
	£'000	£'000	£'000	£'000	£'000	
- Waste Disposal:						
- Closed Landfill Sites & Abandoned Vehicles	864.0	-180.0	684.0	-152	-115 Net saving on the termination of the Operation Cubit contract  -37 Other minor variances	This saving is expected to be ongoing and will be reflected in the 2014-17 MTFP
- Disposal Contracts	28,836.0	-156.0	28,680.0	+1,097	-283 Forecast reduced tonnage of residual waste to be managed (-17,700 tonnes) +1,899 Forecast increase of tonnage throughput at the Allington Waste to Energy Facility (resulting in reduction sent to Landfill) (+21,000 tonnes) -403 Decrease in waste disposed of through the Shelford contract as waste from Canterbury City Council is being processed at the Allington Facility -117 Saving on managing hazardous and clinical waste +1 Other minor variances	
- Haulage & Transfer Stations	9,579.0	-75.0	9,504.0	+933	+345 Delays in the closure of the Hawkinge transfer station -197 Reduced expenditure at the Ashford transfer station due to the delays in the closure of the Hawkinge site -119 Forecast reduced tonnage managed at sites +148 New arrangements at Allington transfer station to enable the receipt of food and dry recyclable waste +547 East Kent Contract Haulage fee budget set only for January to March but payments are being incurred for the whole financial year	

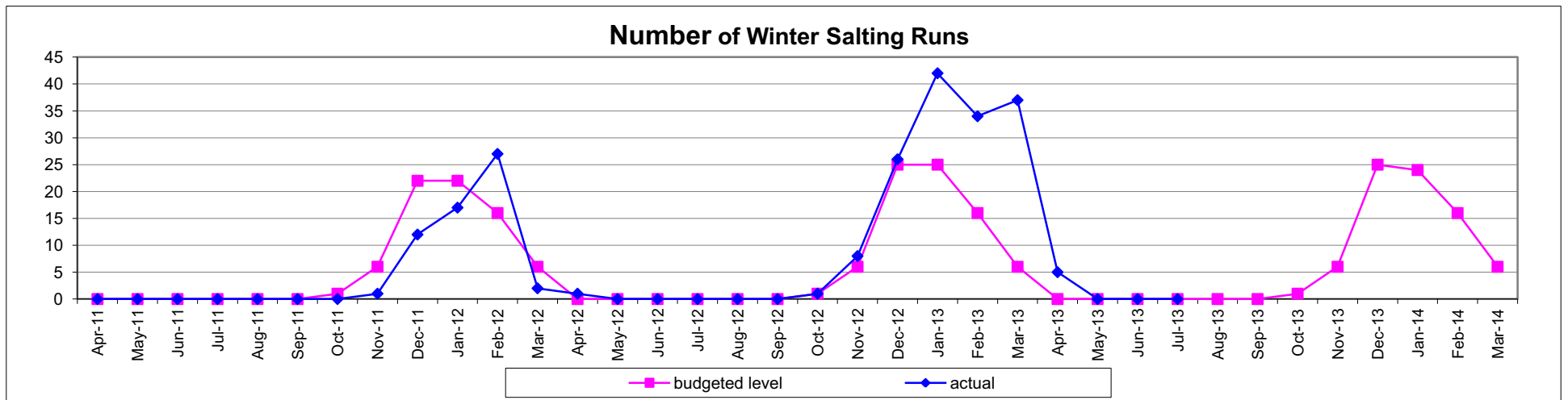
Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	G	I	N	N		
	£'000	£'000	£'000	£'000	£'000	
					+285	Extra contract payments for managing waste in Thanet and Canterbury under the East Kent Contract as the new service is being rolled out
					-76	Other minor variances
- Landfill Tax	7,571.0	0.0	7,571.0	-2,787	-2,787	Forecast reduction in the volume of waste sent to landfill due to an overall reduction in waste (-17,700 tonnes) and an increased diversion of waste to be processed at the Allington Waste to Energy Facility (-21,000 tonnes)
	46,850.0	-411.0	46,439.0	-909		
- Commercial Services	0.0	-4,899.0	-4,899.0			
<b>Total E,H &amp; W portfolio</b>	<b>174,485.6</b>	<b>-23,962.6</b>	<b>150,523.0</b>	<b>+2,418</b>		
<b>Regeneration &amp; Enterprise portfolio</b>						
Development Staff & Projects	<b>656.6</b>	<b>-656.6</b>	<b>0.0</b>	<b>0</b>		
<b>Total E&amp;E controllable</b>	<b>175,142.2</b>	<b>-24,619.2</b>	<b>150,523.0</b>	<b>+2,418</b>		
<b>Assumed Mgmt Action</b>						
- EHW portfolio						
- R&E portfolio						
<b>Total Forecast <u>after</u> mgmt action</b>	<b>175,142.2</b>	<b>-24,619.2</b>	<b>150,523.0</b>	<b>+2,418</b>		

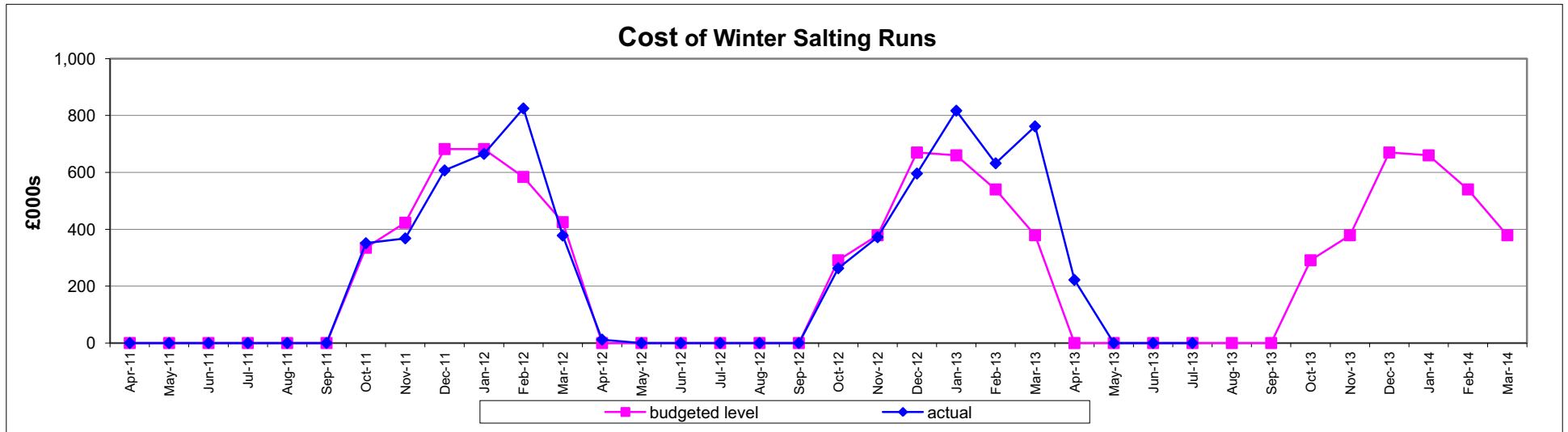
2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Number and Cost of winter salting runs

	2011-12				2012-13				2013-14			
	No. of salting runs		Cost of salting runs		No. of salting runs		Cost of salting runs		No. of salting runs		Cost of salting runs	
	Budgeted level	Actual	Budgeted level £'000	Actual £'000	Budgeted level	Actual	Budgeted level £'000	Actual £'000	Budgeted level	Actual	Budgeted level £'000	Actual £'000
Apr	-	-	-	-	-	1	-	12	-	5	-	222
May	-	-	-	-	-	-	-	-	-	-	-	-
Jun	-	-	-	-	-	-	-	-	-	-	-	-
Jul	-	-	-	-	-	-	-	-	-	-	-	-
Aug	-	-	-	-	-	-	-	-	-	-	-	-
Sep	-	-	-	-	-	-	-	-	-	-	-	-
Oct	1	-	335	351	1	1	291	263	1	-	291	-
Nov	6	1	423	368	6	8	379	372	6	-	379	-
Dec	22	12	682	607	25	26	670	596	25	-	670	-
Jan	22	17	682	665	25	42	660	817	24	-	660	-
Feb	16	27	584	825	16	34	540	632	16	-	540	-
Mar	6	2	425	378	6	37	379	762	6	-	379	-
	<b>73</b>	<b>59</b>	<b>3,131</b>	<b>3,194</b>	<b>79</b>	<b>149</b>	<b>2,919</b>	<b>3,454</b>	<b>78</b>	<b>5</b>	<b>2,919</b>	<b>222</b>

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#### Comments:

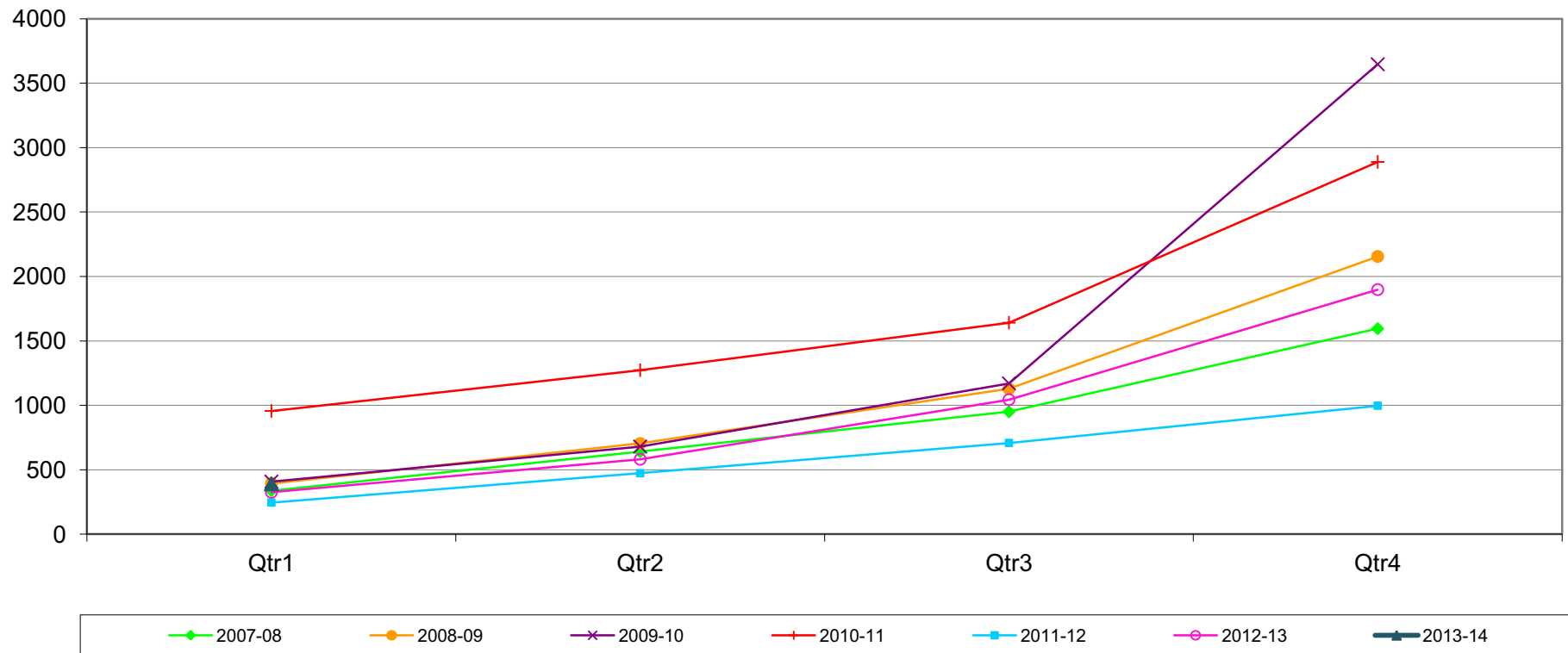
- As a result of the prolonged hard winter which extended into April 2013, unbudgeted salting runs were required at the start of this financial year, resulting in a forecast pressure against the adverse weather budget of £0.222m, as shown above and in table 1.
- Although the budgeted number of salting runs is higher in 2012-13 than in 2011-12, the budgeted cost is lower because 2011-12 was a transition year due to the change in contractor from Ringway to Enterprise and 2012-13 included the full year efficiency savings, hence the reduction in the budgeted costs.
- It had been anticipated that the generally mild winter in 2011-12 would mean that the number and cost of salting runs would be below budget. However, the snow emergency in February 2012 required emergency salting runs, which were more expensive than the routine salting runs due to a higher rate of spread of salt than originally budgeted. Also, additional costs were incurred as part of the new Winter Policy introduced for 2011-12, as smaller vehicles needed to be leased in order to service parts of the routes that were inaccessible to the larger vehicles (approx £140k) and some of the salting routes were extended in order to meet local needs. This resulted in outturn expenditure of £3.194m against a budget of £3.131m, despite the number of salting runs being below the budgeted level.
- The actual number of salting runs in 2012-13 was above the budgeted levels, however, the budgeted cost of salting runs was calculated using the worst case scenario in terms of the rate of spread of salt. As the actual spread of salt was at a lower rate than assumed, this resulted in the costs of salting runs not being as high as the number of salting runs may suggest. Overall there was a net overspend of £1.669m on the adverse weather budget in 2012-13, which was due to an overspend of £0.535m on winter salting runs (as shown in the table above) and an overspend of £1.134m of other costs associated with adverse weather, not directly attributed to salting runs, such as costs of snow clearance, maintenance costs of farmers' ploughs, salt bins & weather stations.



2.2 Number of insurance claims arising related to Highways

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims
Apr to Jun	337	393	408	956	245	325	391
Jul to Sep	640	704	680	1,273	473	581	
Oct to Dec	950	1,128	1,170	1,641	708	1,044	
Jan to Mar	1,595	2,155	3,647	2,889	997	1,898	

Cumulative Number of insurance claims relating to Highways

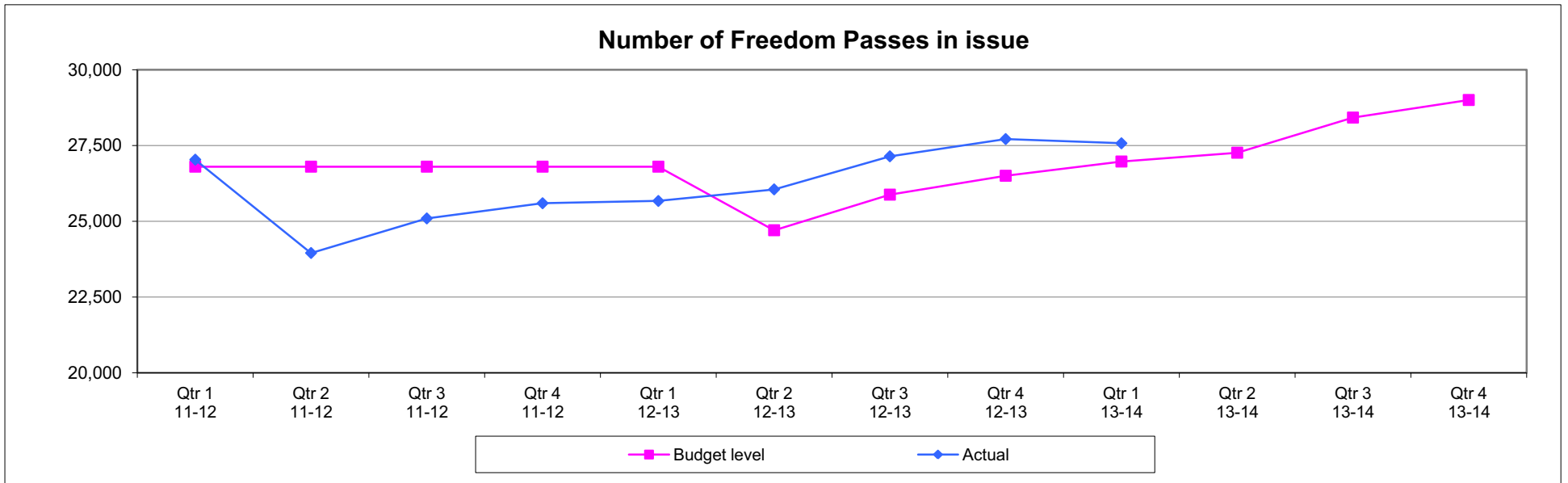


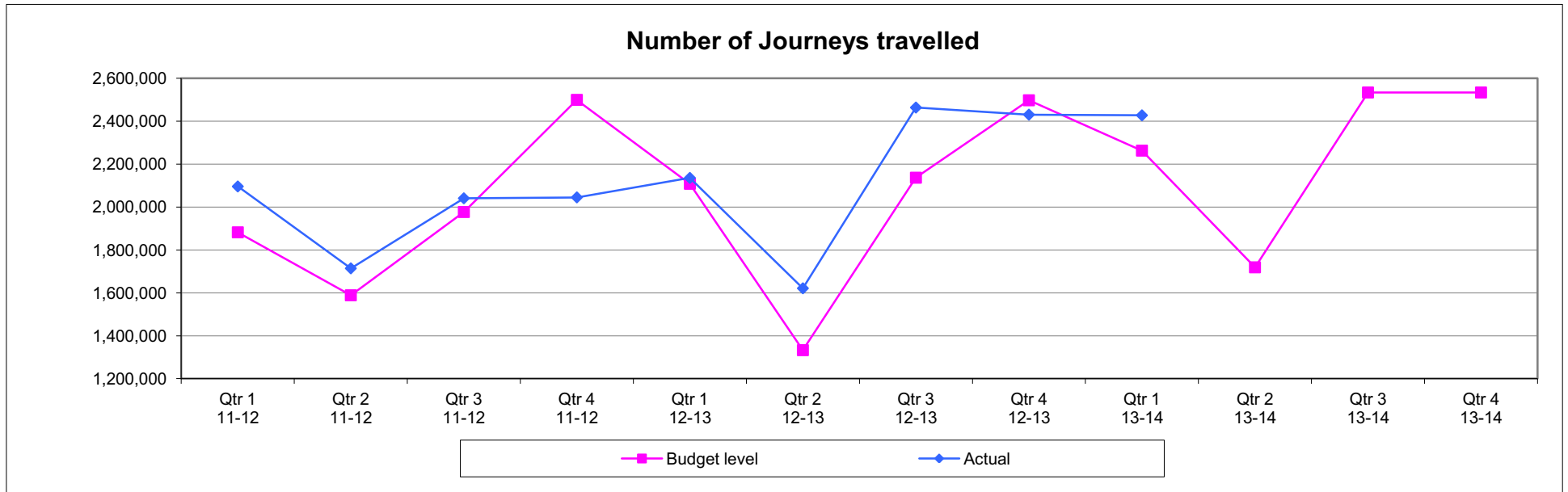
## Comments:

- Numbers of claims will continually change as new claims are received relating to incidents occurring in previous quarters. Claimants have 3 years to pursue an injury claim and 6 years for damage claims. The data previously reported has been updated to reflect claims logged with Insurance as at 30th June 2013.
- Claims were high in each of the years 2008-09 to 2010-11 largely due to the particularly adverse weather conditions and the consequent damage to the highway along with some possible effect from the economic downturn. These claim numbers are likely to increase further as more claims are received for incidents which occurred during the period of the bad weather.
- Claims were lower in 2011-12 which could have been due to many factors including: an improved state of the highway following the find and fix programmes of repair, an increased rejection rate on claims, and a mild winter. However, claim numbers increased again in 2012-13, which was likely to be due to the prolonged hard winter and the consequent damage to the highway, but claim numbers did not increase to the levels experienced during 2008-09 to 2010-11, probably due to the continuation of the find and fix programmes of repair. It is likely that claim numbers for both 2011-12 and 2012-13 will increase as new claims are received relating to incidents occurring during these two years, as explained above.
- The Insurance section continues to work closely with Highways to try to reduce the number of claims and currently the Authority is managing to achieve a rejection rate on 2013-14 claims where it is considered that we do not have any liability, of about 85%.

2.3 Freedom Pass

	2011-12				2012-13				2013-14			
	Passes		Journeys travelled		Passes		Journeys travelled		Passes		Journeys travelled	
	Budget level	Actual	Budget level (000's)	Actual (000's)	Budget level	Actual	Budget level (000's)	Actual (000's)	Budget level	Actual	Budget level (000's)	Actual (000's)
Qtr 1	26,800	27,031	1,882	2,096	26,800	25,668	2,108	2,136	26,970	27,571	2,263	2,428
Qtr 2	26,800	23,952	1,589	1,714	24,703	26,051	1,333	1,621	27,260		1,719	
Qtr 3	26,800	25,092	1,977	2,041	25,877	27,141	2,137	2,464	28,420		2,534	
Qtr 4	26,800	25,593	2,499	2,045	26,500	27,711	2,498	2,431	29,000		2,534	
			<b>7,947</b>	<b>7,896</b>			<b>8,076</b>	<b>8,652</b>			<b>9,050</b>	<b>2,428</b>





Comments:

- As predicted the number of Kent Freedom Passes was lower in the first quarter of 2012-13 compared to the same quarter in 2011-12 probably due to the fee increase. Applications have steadily increased since Q1 2012-13, due in part to changes in education transport policy, and the continued popularity of the scheme resulting in a pressure on this budget in 2012-13, hence Cabinet, at the 15 July 2013 meeting, agreed to allocate £0.8m of rolled forward 2012-13 underspending to support this budget in 2013-14.
- The figures for actual journeys travelled are regularly reviewed and updated as further information is received from the bus companies, so may be subject to change
- The above figures do not include journeys travelled relating to free home to school transport as these costs are met from the Education, Learning & Skills portfolio budget and not from the Kent Freedom Pass budget.

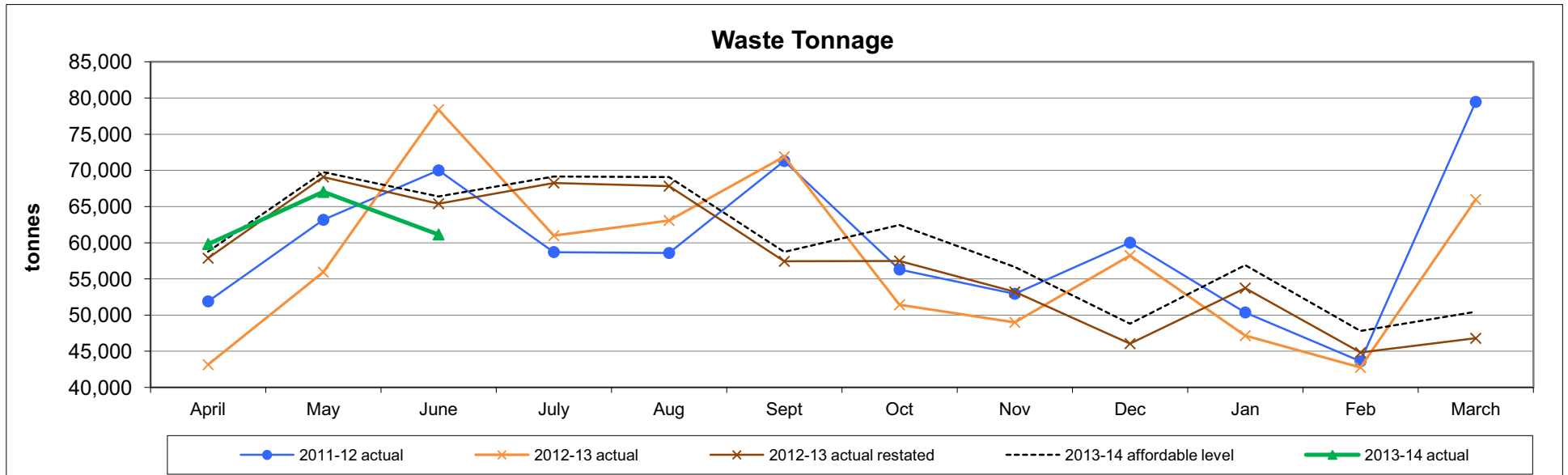
2.4 Waste Tonnage

	2011-12	2012-13	# 2012-13 restated	2013-14	
	Waste Tonnage	Waste Tonnage	Waste Tonnage	Affordable Level ^	* Waste Tonnage
Apr	51,901	43,150	57,863	58,775	59,816
May	63,168	55,931	69,093	69,765	67,024
Jun	70,006	78,391	65,401	66,407	61,144
Jul	58,711	60,977	68,261	69,141	
Aug	58,581	63,070	67,825	69,067	
Sep	71,296	71,894	57,428	58,745	
Oct	56,296	51,423	57,476	62,465	
Nov	52,942	48,992	53,201	56,638	
Dec	60,009	58,221	46,052	48,812	
Jan	50,366	47,153	53,730	56,898	
Feb	43,607	42,767	44,823	47,816	
Mar	79,468	65,976	46,792	50,471	
	<b>716,351</b>	<b>687,945</b>	<b>687,945</b>	<b>715,000</b>	<b>187,984</b>

^ Historically contracts with service providers have been on the basis of a four/four/five week cycle of accounting periods (with weeks ending on a Sunday), rather than on calendar months, and reported waste tonnages have reflected this. From April 2013, due to changes in managing waste contracts, all service providers have transferred on to a calendar month basis and this is reflected in the monthly affordable levels for 2013-14, hence why the line on the graph representing the affordable level for 2013-14 reflects a different profile to the actuals/affordable level for previous years.

# The 2012-13 actual waste tonnage data has been restated on a calendar month basis to ease comparison with 2013-14.

\* Note: waste tonnages are subject to slight variations between quarterly reports as figures are refined and confirmed with Districts



## Comments:

- These waste tonnage figures include residual waste processed either through Allington Waste to Energy plant or landfill, recycled waste and composting.
- To date, the cumulative tonnage activity for the first three months of the year is approximately 7,000 tonnes less than the affordable level for the same period, and this reduction is reflected in the current forecast in table 1 of this annex.
- Overall waste volumes are currently 2% lower for quarter 1 when compared with the same period for last year (based on the restated 2012-13 figures). Waste volumes at Household Waste Recycling Centres continue to show a reduction in waste volumes as a result of implementing new operating policies at these sites.
- Based on the actual waste tonnage for quarter 1 of 2013-14 and forecasts for quarters 2 to 4, the overall volume of waste to be managed this financial year is expected to be approximately 684,100 tonnes, which is 30,900 tonnes below the affordable level and equates to a saving of £2.249m. However this saving on waste volumes is offset by other pressures within the service, as detailed in table 1, giving an overall saving against the waste management budget of £0.408m. The risk is that the current forecast underspend could reduce during the year as market prices for recyclable materials fall.

### 3. CAPITAL

3.1 The Enterprise & Environment Directorate has a working budget for 2013-14 of £76,755k. The forecast outturn against the 2013-14 budget is £67,470k giving a variance of - £9,285k.

3.2 **Table 2** below details the EE Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
<b>Rolling Programmes</b>									
Commercial Services Vehicles Plant and Equipment	3,900	1,300	0	0			Green		
Highway Major Enhancement / Other Capital Enhancement / Bridge Assessment and Strengthening	94,872	38,909	-3,400	-3,400	Rephasing	Highways capital funding to be reviewed in detail as part of 2014-17 MTFP process.	Green		
Integrated Transport Schemes under £1m	12,513	5,354	-400	80	Real - External funding	Westwood improvement was originally included as s106 IT scheme. This scheme is now being partly funded by DfT to deliver a larger scheme. The larger scheme budget now includes all s106 contributions. Some of the s106 schemes are at outline design stage with the likelihood of delivery in 14-15.	Green		Increase cash limit by £80k
				-140	Real - developer contributions				Reduce cash limit by £140k
				-340	Rephasing				

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions		
Land compensation and Part 1 claims arising from completed projects	2,834	2,348	0	0			Green				
Major Schemes - Preliminary Design Fees	400	350	0	0			Green				
Members' Highway Fund	6,600	2,472	0	0			Green				
<b>Individual Projects</b>											
<b>Environment and Waste:</b>											
Capital Plant and Equipment	0	0	9	9	Real - Revenue		Green				
Coldharbour Gypsy Site	672	439	449	489	Real - HCA grant	Additional funding has been given for extra 8 pitches and some towards the increased utilities costs.	Amber	Scheme delayed due to significant utility problems during construction period, adverse weather conditions and increased site security.	Increase cash limit by £489k		
					60 Real - Ex other					The reduction is for the reduced expectation of external funds.	Increase cash limit by £60k
					-100 Real - Ex other						
Energy and Water Efficiency Investment Fund - External	481	328	-75	-75	Rephasing		Green				
Energy Reduction and Water Efficiency Investment - KCC	241	140	-29	-29	Rephasing		Green				
North Farm Development	3,000	125	475	475	Rephasing	The award of grant and the funding deadline has accelerated the spend on scheme development and detailed design.	Green				



Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
Sandwich Sea Defences	2,328	656	-203	-203	Rephasing	Contribution profile has been revised.	Green		
<b>Household Waste Recycling Centres (HWRCs) and Transfer Stations (TSs)</b>									
East Kent Joint Waste Project	1,576	1,593	0	0					
HWRC - Tonbridge and Malling	1,300	0	0	0			Green		
HWRC - West Kent	600						Green		
Mid Kent Joint Waste Project - Invest to Save	4,440	4,440	0	0			Green		
TS/HWRC - Ashford	500	1,715	0	0			Green		
TS/HWRC - Swale	3,530	1,880	0	0			Green		
<b>Kent Highway Services:</b>									
Ashford Ring Road - Major Road Scheme	91	93	0	0			Green		
East Kent Access Phase 2 - Major Road Scheme	3,958	1,317	-608	-608	Rephasing	Rephasing is due to delay in dealing with Part 1 claims due to mobilisation of the new term consultant. Overall on the project there is a forecast underspend of £476k which relates to a review of residual risk contingency.	Green		Decrease cash limit by £476k in 2015-16
Growth without Gridlock initiatives	5,000	2,750	-2,550	-2,550	Rephasing	Delay in the development work for Thanet Parkway and other schemes.	Green		
Cyclopark initiative	0	176	0	0			Green		
Kent Thameside Strategic Transport Programme	11,764	2,243	0	0			Green		

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
Kent Highway Partnership - Co-location Depots	40	29	19	19	Real -External other		Green		Increase cash limit by £19k
Rushenden Link (Sheppey) - major road scheme	635	490	-388	-388	Rephasing	Delayed progress in dealing with LCA Part 1 claims due to mobilisation of the new term consultant.	Green		
Sittingbourne Northern Relief Road - major road scheme	2,799	814	-100	-100	Rephasing	Delayed progress in dealing with LCA Part 1 claims due to mobilisation of the new term consultant.	Green		
Street Lighting Column - Replacement Scheme	3,750	1,250	0	0			Green		
Street Lighting Timing - Invest to Save	2,906	2,131	0	0			Green		
A228 Leybourne & West Malling Corridor	0	19	-19	-19	Real - External Other		Green		Decrease cash limit by £19k
<b>Ashford's Future Schemes</b>									
A28 Chart Road	7,600	1,800	-1,800	-1,800	Rephasing	Original budget profile assumed on Growing Places funding support and this has not materialised. Project will only proceed if external funding is secured.	Green		
Drovers Roundabout junction	220	370	0	0			Green		
Orchard Way Railway	15,000	0	0	0					

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
Victoria Way	239	424	-185	-185	Rephasing	Delayed progress in dealing with LCA Part 1 claims due to mobilisation of the new term consultant.	Green		
Westwood Relief Strategy-Poorhole Lane	0	800	-480	-480	Rephasing	Rephasing to reflect revised profiling of project.	Green		
<b>Total</b>	<b>193,789</b>	<b>76,755</b>	<b>-9,285</b>	<b>-9,285</b>					

## 1. Status:

Green – on time and within budget

Amber – either delayed completion date or over budget

Red – both delayed completion and over budget

**CUSTOMER & COMMUNITIES DIRECTORATE SUMMARY**  
**JUNE 2013-14 FULL MONITORING REPORT**

1. REVENUE

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	<b>Directorate Total (£k)</b>	<b>+75,987</b>	<b>-140</b>	<b>-</b>	<b>-140</b>

1.2 **Table 1** below details the revenue position by A-Z budget:

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
<b>Customer &amp; Communities portfolio</b>							
Strategic Management & Directorate Support budgets	3,112.8	-978.0	2,134.8	-48			
<u>Support to Frontline Services:</u>							
- Communication & Consultation	3,033.7	-11.0	3,022.7	+1			
<u>Other Services for Adults &amp; Older People</u>							
- Social Fund (Kent Support & Assistance Service - KSAS)	3,469.0	-3,469.0	0.0	-592	-592	Lower than anticipated demand for awards in the first quarter for this new pilot scheme. In accordance with Key Decision 12/01939, funding for KSAS is to be ring fenced for two years (2013-14 & 2014-15), therefore committed roll forward will be requested for any underspend at year end.	
- Supporting People	24,856.5	0.0	24,856.5	0			
	28,325.5	-3,469.0	24,856.5	-592			
<u>Children's Services:</u>							
- Youth Service	8,611.0	-2,365.8	6,245.2	+95			
- Youth Offending Service	5,491.8	-2,496.7	2,995.1	+11			
	14,102.8	-4,862.5	9,240.3	+106			

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
<b>Community Services:</b>							
- Arts Development (incl Turner Contemporary)	2,123.8	0.0	2,123.8	-56			
- Community Learning Services	15,125.4	-15,354.7	-229.3	0			
- Community Safety	659.2	-284.9	374.3	0			
- Community Wardens	2,652.4	0.0	2,652.4	-11			
- Contact Centre & Citizen's Advice Help Line	3,560.2	-1,116.1	2,444.1	+556	+573	The integration of new services into the Contact Centre was due to deliver savings of £573k in 2013-14. This has been re-phased to align with the replacement of the Web Platform and the implementation of the Customer Service Strategy and is now expected to be delivered in 2014-15. Offsetting savings within the directorate are currently being identified in an attempt to mitigate the impact of this in the current year.	This saving is already reflected within the base budget for 2014-15.
					-17	Other minor variances	
- Gateways	2,257.3	-355.2	1,902.1	+12			
- Libraries, Registration & Archives Services (LRA)	19,114.2	-5,216.5	13,897.7	+28	+61	Scoping costs for replacement of a number of LRA computer systems, which may result in a capital programme bid if a viable project solution is found.	
					-32	Staff vacancies	
					-29	Refund in respect of return of leased equipment	
					+28	Other minor variances	
- Local Healthwatch & Complaints Advocacy	1,340.6	-766.0	574.6	0			
- Other Community Services	5,319.1	-5,319.1	0.0	0			
- Sports Development	2,256.0	-1,467.7	788.3	-3			

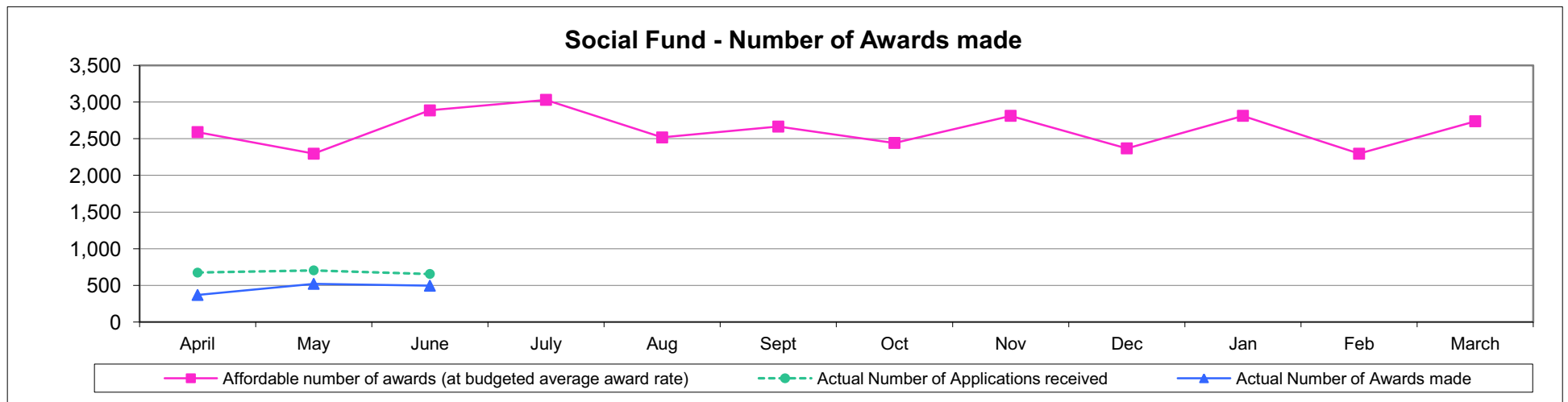
Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
- Supporting Employment	1,085.9	-335.0	750.9	+15			
	55,494.1	-30,215.2	25,278.9	+541			
<u>Environment:</u>							
- Country Parks	1,493.8	-990.7	503.1	-27			
- Countryside Access (incl PROW)	2,772.9	-1,116.7	1,656.2	-41			
	4,266.7	-2,107.4	2,159.3	-68			
<u>Local Democracy:</u>							
- Community Engagement	720.3	0.0	720.3	+11			
- Local Scheme & Member Grants	1,240.0	0.0	1,240.0	0			
	1,960.3	0.0	1,960.3	+11			
<u>Public Health:</u>							
- Drug & Alcohol Services	19,027.3	-17,775.5	1,251.8	0			
- <i>Tfr to(+)/from(-) Public Health reserve</i>				0			
- Drug & Alcohol Services base funded variance				0			
<u>Regulatory Services:</u>							
- Coroners	2,807.3	-475.0	2,332.3	+26			
- Emergency Planning	778.5	-169.0	609.5	-24			
- Trading Standards (incl Kent Scientific Services)	3,926.8	-785.8	3,141.0	-93	-128	Staffing vacancies	
					+35	Other minor variances	
	7,512.6	-1,429.8	6,082.8	-91			
<b>Total C&amp;C portfolio</b>	<b>136,835.8</b>	<b>-60,848.4</b>	<b>75,987.4</b>	<b>-140</b>			
<b>Assumed Mgmt Action</b>							
- C&C portfolio							
<b>Total Forecast <u>after</u> mgmt action</b>	<b>136,835.8</b>	<b>-60,848.4</b>	<b>75,987.4</b>	<b>-140</b>			

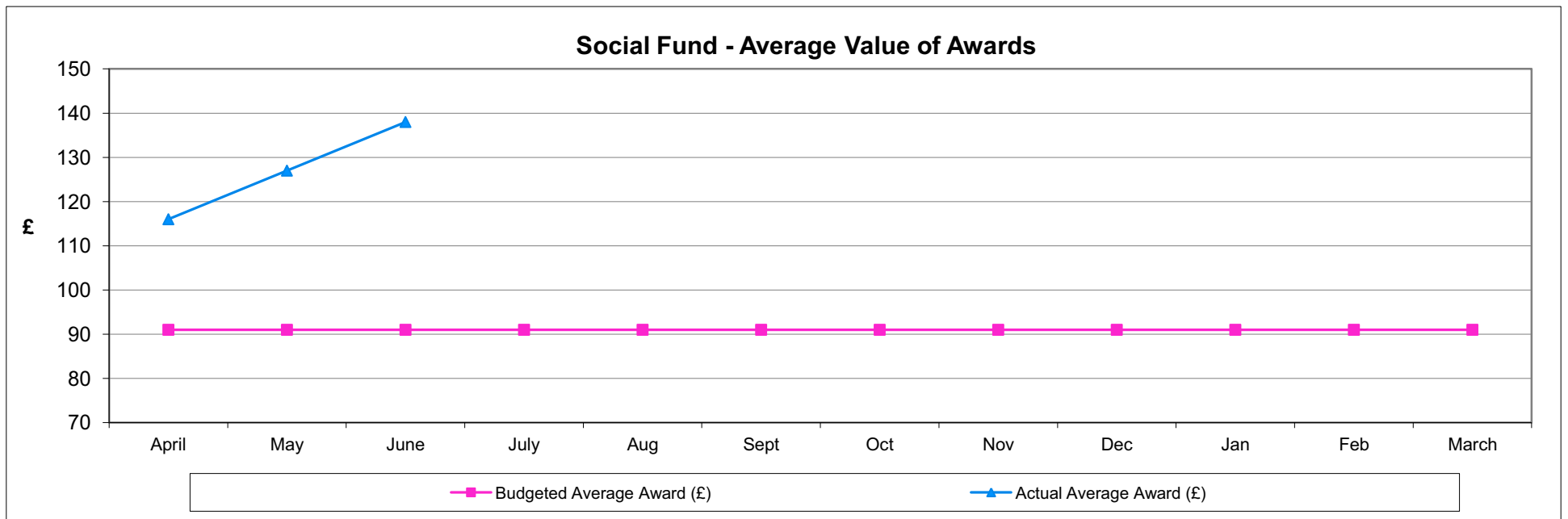
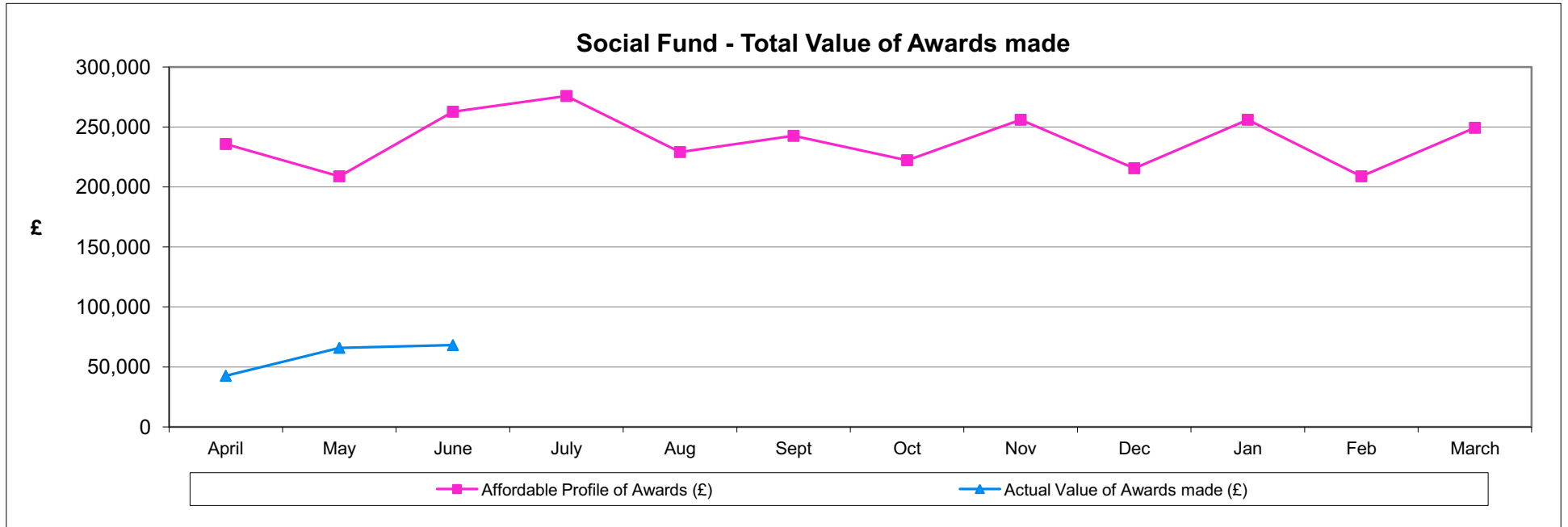
2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Number and Value of Social Fund awards made

	(a) *	(b)	(c)	(d) *	(e)	(d) / (a)	(e) / (c)
	Affordable number of awards (at budgeted average award rate)	Actual number of applications received	Actual number of awards made	Affordable profile of awards (£)	Actual Value of awards made (£)	Budgeted average award (£)	Actual average award (£)
Apr	2,591	673	368	235,800	42,620	91	116
May	2,296	704	520	208,900	65,907	91	127
Jun	2,887	655	494	262,700	68,201	91	138
Jul	3,031			275,800		91	
Aug	2,518			229,100		91	
Sep	2,666			242,600		91	
Oct	2,443			222,300		91	
Nov	2,813			256,000		91	
Dec	2,369			215,600		91	
Jan	2,813			256,000		91	
Feb	2,296			208,900		91	
Mar	2,739			249,300		91	
	<b>31,462</b>	<b>2,032</b>	<b>1,382</b>	<b>2,863,000</b>	<b>176,728</b>	<b>1,092</b>	<b>381</b>

\* Columns (a) and (d) are based on available funding which has been profiled by month and type of award (excluding cash awards) in the same ratio as the previous DWP scheme. As the criteria and awards for this new pilot scheme differ to the DWP scheme, this does not represent the anticipated demand for the new pilot scheme (as demand is unknown), but represents the maximum affordable level should sufficient applications be received which meet the criteria. If the pilot scheme continues, there will be a history of awards in 2013-14 that will form the basis of the affordable levels/ profile for next year which will provide a more meaningful basis to monitor against in future.







## Comments:

- This is a pilot scheme that commenced in Kent on 1 April 2013 and differs from the Social Fund scheme, previously administered by DWP, in that cash awards are not given. This scheme offers 4 types of award including food & clothing, white goods, energy vouchers and furniture & equipment and more importantly signposts the individual, whether an award is given or not, to the appropriate service so that they can receive ongoing support. This is an emergency fund to help support the most vulnerable in society. The figures provided in the table and represented in the graphs above reflect a combined average of these 4 types of award.
- The first graph above represents the number of awards made against (i) the number of applications received and (ii) the affordable number of awards as calculated using the budgeted average award rate (which, as previously stated, does not represent the anticipated demand for the new scheme, but the maximum number of awards that could be afforded at the budgeted average rate). The number of applications received is higher than the number of awards made, which predominately reflects that applications for cash awards are being received in line with the old DWP scheme, but this type of award is not offered as part of this pilot scheme. Initially there were also a number of inappropriate referrals being made whereby the applicant did not qualify. There is an admin cost involved in assessing the applications received, irrespective of whether they result in an award being made. The budget for this service, as shown in table 1 is £3.469m, with £0.606m being the cost of administering the scheme and £2.863m available to award where appropriate (column d in the table above).  
The maximum funding available and hence the affordable number of awards is predicated on demand for the old Social Fund scheme where a significant proportion of demand was for cash awards and these are not offered as part of the new scheme. Given the uncertainty about both future levels of demand and government funding, there is a need to ring-fence this funding for the period of the pilot scheme (2013-15) to provide some stability to the service.
- The second graph represents the value of awards made against the maximum profiled funding available.
- The number and value of awards made is significantly lower than the affordable level and reflects the initial take up of this new scheme being low in comparison to the old scheme (which is what the funding, and affordable level, is based upon). The value of awards made is expected to increase as the scheme matures, communication increases about what the new scheme provides and as a result of the potential impact of changes to welfare reform in the autumn. However, if applicants are successfully signposted to alternative appropriate services to receive sustained support, and an award is not made, then this will be beneficial to the applicant and would result in an underspend against this scheme, which is still a positive outcome for the pilot.
- The third graph shows the budgeted average award compared to the actual average award. Using DWP data, and excluding cash awards, it was anticipated that the majority of awards for this pilot would be for food & clothing and therefore the budgeted average award was set with this in mind. Whilst this has transpired and 48% of the number of awards has been for food & clothing, there has been a significant number of awards for furniture & equipment which has a higher award value, given the nature of the goods. The number of awards for furniture & equipment (incl white goods) accounts for 24% of the number of awards but 66% of the value of awards. Therefore, the actual average award is higher than budgeted due to the apportionment of the award types being different to what was anticipated. The data collected in the current year will inform the allocation of funds to each type of award in future years, should the scheme continue and will provide a meaningful comparison.

### 3. CAPITAL

3.1 The Customer & Communities Directorate has a working budget for 2013-14 of £6,975k. The forecast outturn against the 2013-14 budget is £7,120k giving a variance of + £145k.

3.2 **Table 2** below details the C&C Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
<b>Rolling Programmes</b>									
Country Parks Access and Development	0	176	17	17	Real Variance - External funding HLF		Green		£17k increase to cash limit
Library Modernisation Programme - adaptations and improvements to existing facilities	1,380	996	0	0			Green		
Management and Modernisation of Assets - Vehicles	380	164	135	135	Real variance - Revenue reserve	Purchase of Equipment for Kent Scientific Services - reserve held. Cash limit will be changed once the final costs are known.	Green		
Public Rights of Way - Structural Improvements	2,449	930	-2	-2	Real Variance - grant		Green		£2k decrease to cash limit
Public Sports Facilities Improvement - Capital Grant	300	100	0	0			Green		
Small Community Projects - Capital Grants	1,500	500	0	0			Green		

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
Village Halls and Community Centres - Capital Grants	600	321	0	0			Green		
<b>Individual Projects</b>									
Community Learning and Skills Service Re-provision	457	482	0	0			Green		
Gateways - Continued Rollout of Programme	2,192	661	57	57	Real - prudential from underspend on Cobtree		Green		£57k increase to cash limit
Libraries Invest to Save	0	5	0	0			Green		
New Community Facilities at Edenbridge	0	69	0	0			Green		
Tunbridge Wells Library	0	288	0	0			Green		
Web Platform	0	266	0	0			Green		
Gravesend Library	0	5	-5	-5	Real - prudential		Green		
Ashford Gateway Plus	0	1	0	0			Green		
Grant to Cobtree	0	57	-57	-57	Real - prudential to transfer to Gateways to replenish budget		Green		£57k decrease to cash limit
Kent Library and History Centre	0	188	0	0			Green		
Ramsgate Library - Insurance Betterment	0	0	0	0			Green		
Youth Reconfiguration	0	83	0	0			Green		
Cheesemans Green Library, Ashford	350	0	0	0			Green		
Replacement and Enhancement of Core Website	455	355	0	0			Green		

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
Dartford and Gravesham NHS Trust Capital	0	128	0	0			Green		
Winter Gardens Rendezvous Site - Prelim Works	100	100	0	0			Green		
Integrated Youth Service - Youth Hub Reprovision	1,100	1,100	0	0			Green		
<b>Total</b>	<b>11,263</b>	<b>6,975</b>	<b>145</b>	<b>145</b>					

## 1. Status:

Green – on time and within budget

Amber – either delayed completion date or over budget

Red – both delayed completion and over budget

**BUSINESS STRATEGY & SUPPORT DIRECTORATE SUMMARY**  
**PUBLIC HEALTH SUMMARY**  
**JUNE 2013-14 FULL MONITORING REPORT**

**1. REVENUE**

1.1		Cash Limit	Variance Before transfer to Public Health Reserve	Transfer to Public Health Reserve	Net Variance after transfer to Public Health Reserve
	<b>Total (£k)</b>	<b>+384</b>	<b>-809</b>	<b>+450</b>	<b>-359</b>

1.2 **Table 1** below details the revenue position by A-Z budget:

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N	£'000	£'000	
	£'000	£'000	£'000	£'000	£'000		
<b>Adult Social Care &amp; Public Health portfolio</b>							
<u>Public Health:</u>							
- Public Health Management & Support	441.3	-57.0	384.3	-359	-359	Underspend against KCC budget as costs are reflected against the grant in the service lines below, mainly Public Health Staffing & Related Costs	
- Children's Public Health	6,496.4	-6,496.4	0.0	0			
- Drug & Alcohol Services	662.7	-662.7	0.0	0			
- Healthy Weight	2,476.8	-2,476.8	0.0	0			
- NHS Health Check	2,321.8	-2,321.8	0.0	0			
- Other Public Health Services	6,166.5	-6,166.5	0.0	0			
- Public Health Staffing & Related Costs	4,585.5	-4,585.5	0.0	-450	-450	<i>PH grant variance: slippage on recruitment and vacancy savings</i>	
- Sexual Health Services	11,852.0	-11,852.0	0.0	0			
- Stop Smoking Services & Interventions	2,688.0	-2,688.0	0.0	0			
- Tobacco Control	600.0	-600.0	0.0	0			
	38,291.0	-37,906.7	384.3	-809			

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
- <i>tr to(+)/from(-) Public Health reserve</i>				<b>+450</b>	<b>+450</b>	<i>Transfer of underspend on staffing to reserve</i>	
<b>Total ASC&amp;PH portfolio (Public Health)</b>	<b>38,291.0</b>	<b>-37,906.7</b>	<b>384.3</b>	<b>-359</b>			

**2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING**

- 2.1** As the majority of services are commissioned from providers on a block contract basis there will be little or no variation in terms of actual expenditure during 2013-14. The decision to commission on a block contract basis was taken to ensure continuity of services in this transitional period. It is expected that the use of block contracts next year will be significantly reduced as services are re-commissioned based on activity and payment by results; the experience gained within the Division during 2013-14 will also inform this process. Until that time no activity indicators are reported for Public Health.

**BUSINESS STRATEGY & SUPPORT DIRECTORATE SUMMARY**  
**BUSINESS STRATEGY AND SUPPORT (EXCL. PUBLIC HEALTH) SUMMARY**  
**JUNE 2013-14 FULL MONITORING REPORT**

1. **REVENUE**

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	<b>Total (£k)</b>	<b>+78,179</b>	<b>-205</b>	<b>-</b>	<b>-205</b>

1.2 **Table 1** below details the revenue position by A-Z budget:

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	G	I	N	N		
	£'000	£'000	£'000	£'000	£'000	
<b>Regeneration &amp; Enterprise portfolio</b>						
Directorate Management & Support	172.2	0.0	172.2	+3		
Development Staff & Projects	5,016.5	-1,426.1	3,590.4	-4		
<b>Total R&amp;E portfolio</b>	<b>5,188.7</b>	<b>-1,426.1</b>	<b>3,762.6</b>	<b>-1</b>		
<b>Finance &amp; Business Support portfolio</b>						
Finance & Procurement	18,749.6	-7,390.1	11,359.5	-343	-525 Appointments to the structure made last year at bottom of grade, budget set at mid-point of grade; the Division is also carrying a number of vacancies. +140 Under-recovery of income by Schools Financial Services +42 Minor variances	These budgets will be realigned in the 2014-17 MTFP to reduce the staffing budget and resolve the unachievable income target on Schools Financial Services
- <i>Transfer to(+)/from(-) DSG reserve</i>				0		
Local Democracy:						
- Grants to District Councils	703.0	0.0	703.0	0		
- Other Local Democracy costs incl. County Council	741.2	0.0	741.2	0		



Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
- Support for Local Council Tax Support Schemes	1,253.0	0.0	1,253.0	-3			
<b>Total F&amp;BS portfolio</b>	<b>21,446.8</b>	<b>-7,390.1</b>	<b>14,056.7</b>	<b>-346</b>			
<b>Business Strategy, Performance &amp; Health Reform portfolio</b>							
Strategic Management & Directorate Support budgets	2,980.3	-4,520.0	-1,539.7	0			
Governance & Law	10,310.4	-12,470.0	-2,159.6	0			
Business Strategy	3,126.1	-56.7	3,069.4	-21			
Property & Infrastructure	30,601.8	-5,121.0	25,480.8	+250	+250	New external property opportunities together with the need to protect and respond to the requirements of front line services and new service pressures, have resulted in a revised New Ways of Working programme plan. The revised plan encompasses changes to the previously assumed timelines for moving out of some of our larger leasehold buildings, hence creating a pressure within the Corporate Landlord estate.	Some re-phasing of savings related to the New Ways of Working project may be needed to reflect changes to dates when leases will now be terminated; the Division will know more by the middle of October. The use of DFE capital grant, to fund revenue expenditure which cannot be capitalised, will need to be quantified each year dependent on expected eligible spend. The current year assumes £780k and any expected future variations from this will need to be addressed in the MTFP.
Human Resources	15,950.0	-5,707.5	10,242.5	-66	-101	Additional income generated through providing recruitment services to schools	
					+35	Other minor variances	
Information & Communication Technology	35,386.7	-16,425.8	18,960.9	+50			
- <i>Transfer to(+)/from(-) DSG reserve</i>				0			
<b>Total BSP&amp;HR portfolio</b>	<b>98,355.3</b>	<b>-44,301.0</b>	<b>54,054.3</b>	<b>+213</b>			

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	G	I	N	N		
	£'000	£'000	£'000	£'000	£'000	
<b>Democracy &amp; Partnerships portfolio</b>						
Finance - Internal Audit	1,130.9	-34.0	1,096.9	-12		
Business Strategy - International & Partnerships	948.7	-173.0	775.7	-59		
Democratic & Member Services	3,865.9	-3.0	3,862.9	0		
Local Democracy:				0		
- Other Local Democracy costs: County Council Elections	570.0	0.0	570.0	0		
<b>Total D&amp;P portfolio</b>	<b>6,515.5</b>	<b>-210.0</b>	<b>6,305.5</b>	<b>-71</b>		
<b>Total BSS Controllable (excl. Public Health)</b>	<b>131,506.3</b>	<b>-53,327.2</b>	<b>78,179.1</b>	<b>-205</b>		
<b>Assumed Management</b>						
- R&E portfolio						
- F&BS portfolio						
- BSP&HR portfolio						
- D&P portfolio						
<b>Total Forecast <u>after</u> mgmt action</b>	<b>131,506.3</b>	<b>-53,327.2</b>	<b>78,179.1</b>	<b>-205</b>		

## 2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

### 2.1 Capital Receipts

The total forecast receipts expected to come in during 2013-14 is £28.975m. This is broken down between the various “pots” as detailed in the tables below.

### 2.2 Capital Receipts Funding Capital Programme

	<b>2013-14</b>
	£'000
Capital receipt funding required for capital programme	27,204
Banked in previous years and available for use	-30,786
Receipts from other sources*	-2,786
Requiring to be sold this year	0
Forecast receipts for 2013-14	<u>-15,929</u>
Potential (Surplus) / Deficit	-22,297

2.2.1 The total capital receipt funding required to fund projects in the capital programme per the latest forecasts for 2013-14 totals £27.204m. Taking into account receipts banked in previous years which are available for use and receipts from other sources\* (such as loan repayments from the Empty Property Initiative), there is already enough in the bank to fund the requirement from this year's capital programme.

2.2.2 Current forecasts show receipts expected in during 2013-14 will total £15.929m, which leaves a potential surplus on capital receipt funding in the capital programme of £22.297m. This will continue to be monitored over the remainder of the year. The three year capital programme is reliant on £71m of capital receipt funding, therefore any “surplus” receipts achieved in 2013-14 will be needed to fund projects in the future years capital programme.

**PEF1**

2.2.3 County Council approved the establishment of the Property Enterprise Fund 1 (PEF1), with a maximum permitted deficit of £10m, but self-financing over a period of 10 years. The cost of any temporary borrowing will be charged to the Fund to reflect the opportunity cost of the investment. The aim of this Fund is to maximise the value of the Council's land and property portfolio through:

- the investment of capital receipts from the disposal of non operational property into assets with higher growth potential, and
- the strategic acquisition of land and property to add value to the Council's portfolio, aid the achievement of economic and regeneration objectives and the generation of income to supplement the Council's resources.

2.2.4 Any temporary deficit will be offset as the disposal of assets are realised. It is anticipated that the Fund will be in surplus at the end of the 10 year period.

2.2.5 Forecast 2013-14 position

	<b>2013-14</b>
	£000
Opening deficit balance 1 April 2013	5,560
Planned receipts	-5,595
Costs	210
Planned acquisitions	0
Reimbursement - Eurokent Access	-5,092
Closing surplus balance	<u>-4,917</u>

2.2.6 The previous table shows the opening balance on the fund as being £5,560.4k deficit. With forecast PEF1 receipts of £5,595k, reimbursement re Eurokent Access of £5,092k and associated costs of £209.7k, this results in a forecast closing surplus balance of £4,916.9k.

Revenue Position

2.2.7 The deficit balance brought forward at the 1st April 2013 was £3,285.2k. The anticipated net income from managing the properties held within the fund is estimated at -£44.7k, revenue receipts forecast at -£1.9k, but with the need to fund costs of borrowing of £269.1k against the overdraft facility, the PEF1 is forecasting a £3,507.7k deficit on revenue, which will be rolled to be met from future income streams.

**PEF2**

2.2.8 County Council approved the establishment of PEF2 in September 2008 with a maximum permitted overdraft limit of £85m, but with the anticipation of the fund broadly breaking even over a rolling five year cycle. However, due to the slower than expected recovery, breakeven, is likely to occur over a rolling seven to eight year cycle. The purpose of PEF2 is to enable Directorates to continue with their capital programmes as far as possible, despite the downturn in the property market. The fund will provide a prudent amount of funding up front (prudential borrowing), in return for properties which will be held corporately until the property market recovers.

2.2.9 Overall Forecast Position on the Fund:

	<b>2013-14</b>
<u>Capital</u>	£000
Opening deficit balance	6,159
Properties to be agreed into PEF2	0
Purchase of properties	0
Forecast sale of PEF2 properties	-7,451
Disposal costs	171
Closing surplus balance	<u>-1,121</u>
 <u>Revenue</u>	
Opening deficit balance	4,787
Net interest payments on borrowing	241
Holding costs	66
Closing deficit balance	<u>5,094</u>
 Overall deficit closing balance	 <u><u>3,973</u></u>

2.2.8 The forecast closing deficit balance on the fund is £3.973m, which is within the overdraft limit of £85m.

2.2.9 The forecast position on both PEF funds show that the funds are operating well within their acceptable parameters.

### 3. CAPITAL

3.1 The working budget for 2013-14 is £71,740k. The forecast outturn against the 2013-14 budget is £70,758k giving a variance of - £982k.

3.2 **Table 2a** below details the BSS Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
<b>Rolling Programmes</b>									
Corporate Property Strategic Capital	7,950	2,650	0				Green		
Disposal Costs	910	250	0				Green		
Modernisation of Assets	9,521	4,888	0				Green		
<b>Individual Projects</b>									
Connecting with Kent	532	361	0				Green		
HR Recruitment Management System	125	125	0				Green		
HR System Development	226	113	0				Green		
Innovative Schemes Fund	3,000	1,000	0				Green		
New Ways of Working	24,000	19,934	0				Green		
Sustaining Kent - Maintaining the Infrastructure	270	1,917	0				Green		
ORACLE Release 12	0	230	0				Amber	Completion date now estimated 31/12/13. Delay in the Server refresh project means the purchase of the Oracle Licences has been delayed.	

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
ORACLE Self Service Development	0	44	0				Amber	Additional requirements placed on the OBS team have resulted in a revised completion date for this project	
Property Asset Management System	0	297	0				Amber	A business analysis has been undertaken to double check suitability of the preferred system and to ensure that Atrium delivers what is required. This has delayed implementation from March 2013 to December 2013.	
Enterprise Resource Programme	0	877	0				Amber	Synchronised sign on and (elements of) remote access work streams cannot be delivered until server refresh has completed.	
Integrated Children's Systems	0	748	0				Amber	There have been significant changes to the version of software being implemented to meet business needs. This has impacted delivery dates which have now moved to the latter part of this financial year.	
<b>Total</b>	<b>46,534</b>	<b>33,434</b>	<b>0</b>	<b>0</b>					

3.3 **Table 2b** below details the Regeneration and Economic Development Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
<b>Individual Projects</b>									
Dover Priory Station Approach Road	0	14	-17	-17	Real - prudential	Underspend to go back into the Regeneration Fund pot (see below)	Green		Cash limit change
Broadband	23,500	2,650	0				Amber	Due to delays at a national level in finalising the BDUK procurement framework and the UK state aid notification with the EU.	
Empty Property Initiative	7,500	3,710	0				Green		
Eurokent Road (East Kent)	65	84	0				Green		
Folkestone Heritage Quarter	380	400	2	2	Real - grant		Green		Cash limit change
LIVE Margate	6,800	6,508	0				Green		
Managed Work Space - The Old Rectory	160	174	0				Green		
No Use Empty - Rented Affordable Homes	750	750	0				Green		
Old Town Hall	94	25	0				Green		
Regeneration Fund Projects	5,061	3,900	17	17	Real - prudential	To reflect the underspend on Dover Priory Station Approach Road.	Green		Cash limit change
Regional Growth Fund, including Expansion East Kent	37,200	14,384	0				Amber	Spend realigned to show actual payments rather than committed funds.	



Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status <sup>1</sup>	Explanation of Project Status	Actions
Rural Broadband Demonstration Project	1,897	1,568	-984	-984	Re-phasing	Spend will be incurred on four or five local schemes this year with the remainder of the funding being kept as a contingency. The rephasing is not expected to impact on the completion date of the overall project.	Green		
Swale Parklands	0	65	0				Green		
TIGER	20,000	4,000	0				Green		
Tram Road/Tontine Street Road Works	0	74	0				Green		
<b>Total</b>	<b>103,407</b>	<b>38,306</b>	<b>-982</b>	<b>-982</b>					

## 1. Status:

Green – on time and within budget

Amber – either delayed completion date or over budget

Red – both delayed completion and over budget

**FINANCING ITEMS SUMMARY**  
**JUNE 2013-14 FULL MONITORING REPORT**

**1. REVENUE**

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	<b>Total (£k)</b>	<b>+116,663</b>	<b>-6,518</b>	<b>-</b>	<b>-6,518</b>

1.2 **Table 1** below details the revenue position by A-Z budget:

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
<b>Finance &amp; Business Support Portfolio</b>							
Carbon Reduction Commitment Levy	400.0	0.0	400.0	-190	-190	anticipated underspend in line with 2012-13 outturn	
Contribution to/from Reserves	-11,354.0	0.0	-11,354.0	+1,095	+1,870	Council Tax Transitional Support Grant was expected to be received in 2012-13 and transferred to reserves for use in 2013-14, however it was not received until 2013-14, hence shows as income against Other Financing Items below and not a transfer from reserves.	
					-775	Drawdown from Insurance Reserve to cover forecast overspend against the Insurance Fund.	
Underspend rolled forward from previous years	-10,000.0	0.0	-10,000.0	0			
Insurance Fund	4,679.0	0.0	4,679.0	+775	+775	an increase in the outstanding claims provision for new reserved losses in the first quarter of the year, together with an anticipated shortfall in corporate and premium income compared to claims expenditure and premium costs.	
Modernisation of the Council	3,500.0	0.0	3,500.0	0			

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP	
	G	I	N	N			
	£'000	£'000	£'000	£'000	£'000		
Net Debt Charges (incl Investment Income)	131,152.2	-8,648.0	122,504.2	-1,022	+1,632	Shortfall in interest on cash balances in view of lower than anticipated interest rates expected on future deposits	Treasury Advisory Group is considering an alternative deposit /investment strategy which will be reported to Cabinet in September.
					-2,654	savings on debt charges as no new borrowing in Q1 or in foreseeable future	
Other	1,231.8	-36.0	1,195.8	-2,183	-1,870	Council Tax Transitional Support Grant as mentioned above	-£283k of this is a permanent saving and will be reflected in the 2014-17 MTFP
					-313	underspending following a review of local authority subscriptions & centrally held allocations, together with small underspends on items such as levies.	
Unallocated	3,072.0	0.0	3,072.0	-4,993		additional unexpected government funding announced since the budget was set, as follows:	The majority of this funding is one-off, with the exception of Extended Rights to Free Travel, where we have been notified of an allocation of £1,518k for 2014-15. Cabinet agreed that this funding is held centrally to offset any potential shortfall in meeting our savings target this year and if we do achieve a balanced position that this is transferred to reserves to help offset anticipated funding cuts in 2014-15.
					-1,491	refund in respect of 2012-13 academies funding transfer	
					-1,391	New Homes Bonus adjustment grant	
					-1,791	Extended Rights to Free Travel	
					-320	other smaller changes in funding levels including Education Services Grant and Council Tax Freeze grant	
<b>Total F&amp;BS portfolio</b>	<b>122,681.0</b>	<b>-8,684.0</b>	<b>113,997.0</b>	<b>-6,518</b>			
<b>Business Strategy, Performance &amp; Health Reform portfolio</b>							
Contribution to IT Asset Maintenance Reserve	2,352.0	0.0	2,352.0	0			
<b>Democracy &amp; Partnerships portfolio</b>							
Audit Fees	314.0	0.0	314.0	0			
<b>Total Controllable</b>	<b>125,347.0</b>	<b>-8,684.0</b>	<b>116,663.0</b>	<b>-6,518</b>			

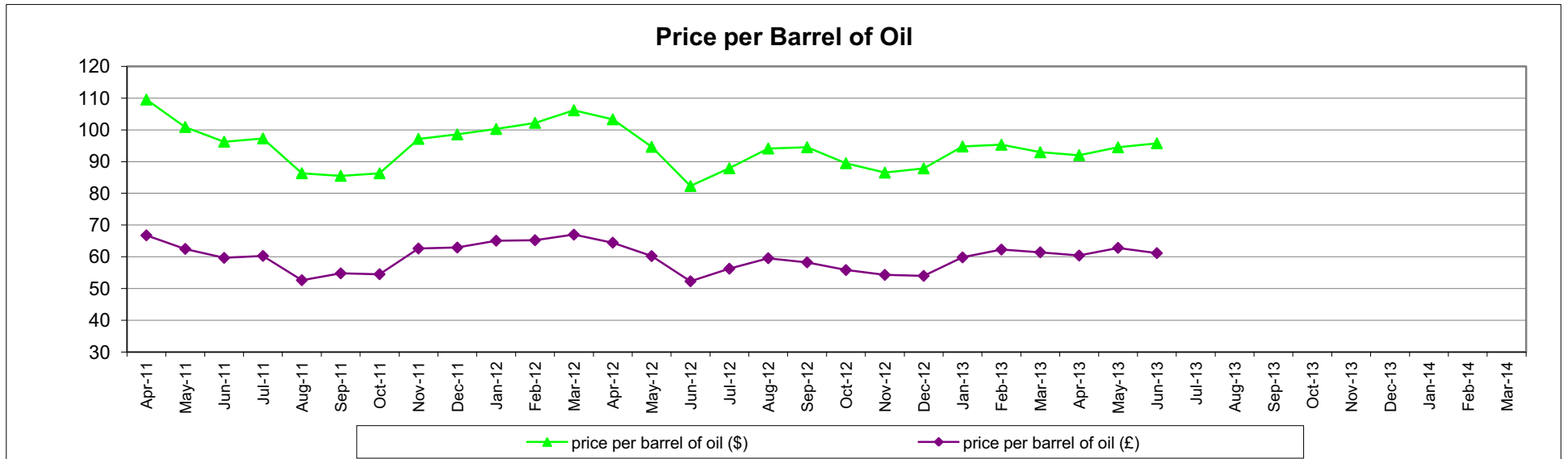
2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Price per Barrel of Oil - average monthly price in dollars:

	Price per Barrel of Oil		
	2011-12	2012-13	2013-14
	\$	\$	\$
Apr	109.53	103.32	92.02
May	100.90	94.65	94.51
Jun	96.26	82.30	95.77
Jul	97.30	87.90	
Aug	86.33	94.13	
Sep	85.52	94.51	
Oct	86.32	89.49	
Nov	97.16	86.53	
Dec	98.56	87.86	
Jan	100.27	94.76	
Feb	102.20	95.31	
Mar	106.16	92.94	

Comments:

- The figures quoted are the West Texas Intermediate Spot Price in dollars per barrel, monthly average price.
- The dollar price has been converted to a sterling price using exchange rates obtained from the HMRC UK trade info website.
- Fluctuations in oil prices affect many other costs such as heating, travel, and therefore transportation costs of all food, goods and services, and this will have an impact on all services provided by the Council.



From: Paul Carter - Leader and Cabinet Member for Business Strategy, Audit & Transformation  
David Cockburn – Corporate Director Business Strategy and Support

To: **Cabinet – 16 September 2013**

Subject: Quarterly Performance Report, Quarter 1 2013/14

Classification: Unrestricted

**Summary:** The purpose of the Quarterly Performance Report is to inform Cabinet about key areas of performance for the authority.

**Recommendation(s):**

Cabinet is asked to NOTE the Quarter 1, 2013/14 Quarterly Performance Report.

## 1. Introduction

- 1.1 The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council.
- 1.2 The QPR includes thirty-four Key Performance Indicators (KPIs) where results are assessed against Targets set out in Divisional Business Plans at the start of the year.
- 1.3 The QPR also includes a range of other essential management information including:
  - A selection of Lead Indicators, which track service demand and activity levels,
  - Programme updates,
  - Strategic Risk Register update,
  - Staffing information.

## 2. Quarter 1 Performance Report

- 2.1 The KCC Quarterly Performance Report for Quarter 1 2013/14 is attached at Appendix 1.
- 2.2 The Quarterly Performance Report has been significantly refreshed with the start of the new financial year and new information has now been included.
- 2.3 The new information now included in the Performance Report is as follows:
  - Customer and Service User Feedback and Experience for various services
  - The Troubled Families Programme

- Kent Support and Assistance Service
- Public Health
- A Communications and Engagement update.

2.4 An executive summary of results against Target for Key Performance Indicators (KPIs) is provided at the start of Appendix 1.

2.5 Good progress is being for the majority of indicators so far this year with results improving compared to the previous year.

2.6 Results against Target for KPIs are assessed using a Red/Amber/Green (RAG) status. Of the 34 Key Performance Indicators included in the report, the RAG status are as follows:

- 19 (56%) Green - target achieved or exceeded.
- 8 (23%) Amber – acceptable results, with most indicators in this category performing close to the target level.
- 3 (9%) Red - performance below pre-defined Floor Standards.
- 4 (12%) Data not yet available for current year.

2.7 Clear actions are in place to improve performance where indicators have a Red status.

### 3. Recommendation(s)

**Recommendation(s):**

**Cabinet** is asked to NOTE the Quarter 1, 2012/13 Quarterly Performance Report.

### 4. Contact details

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# **Kent County Council**

## **Quarterly Performance Report**

### **Quarter 1, 2013/14**

Produced by: KCC Business Intelligence  
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## Foreword

Welcome to Kent County Council's Quarterly Performance Report for Quarter 1 of financial year 2013/14.

Within this report you will find information on our Key Performance Indicators (KPIs) and Lead Indicators as well as a range of other essential management information. The Key Performance Indicators represent some of our top priority areas and targets for improvement. The Lead Indicators represent demand and activity levels we need to manage, and also some of the challenges placed upon us by the external environment we operate in.

The selection of Key Performance Indicators included in this report are refreshed for each financial year. The refresh ensures the report reflects new business plan targets for the year and keeps the selection of indicators up-to-date and relevant. We also include new indicators where we have challenging targets to deliver, where we know we still have a lot more to do to deliver the improvement in services that the required.

The Council is committed to delivering its strategic objectives as outlined in our medium term plan **Bold Steps for Kent** and the suite of underlying strategies underpinning our Framework for Regeneration, 'Unlocking Kent's Potential'.

At the heart of Bold Steps for Kent are our three ambitions:

- To Help the Economy Grow
- To Tackle Disadvantage
- To Put the Citizen In Control

We are working in very challenging times, with significantly less funding from central government and increased demand for services. The need for a new approach to public services has never been more urgent given the pressures on public finance and the changes in the way that people want their services to be delivered. KCC must radically rethink its approach to the design and delivery of services whilst ensuring Kent remains one of the most attractive places to live and work. Our Bold Steps priorities will help us achieve this.

We hope you find this report useful and we welcome any feedback on how we can improve it. **Comments can be provided by e-mail to [performance@kent.gov.uk](mailto:performance@kent.gov.uk)**

## Key to KPI Ratings used

<b>GREEN</b>	Target has been achieved or exceeded
<b>AMBER</b>	Performance at acceptable level, below Target but above Floor
<b>RED</b>	Performance is below a pre-defined Floor Standard *
↑	Performance has improved relative to targets set
↓	Performance has worsened relative to targets set
↔	Performance has remained the same relative to targets set

\* Floor Standards are set within our Annual Business Plans and represent the expected minimum level of acceptable performance.

### Data quality note

All data included in this report for the current financial year is provisional unaudited data and is categorised as management information. All results may be subject to later change.

## Executive Summary

Results against Target for KPIs are assessed using a Red/Amber/Green (RAG) status.

In the first quarter of the year there has been a net increase of one indicator rated at 'Red' and results for four indicators are not yet available.

	GREEN	AMBER	RED	Not available	TOTAL
<b>Current ratings</b>	<b>19</b>	<b>8</b>	<b>3</b>	<b>4</b>	<b>34</b>
<b>Previous ratings</b>	<b>19</b>	<b>13</b>	<b>1</b>	<b>1</b>	<b>34</b>
<b>Change</b>	<b>0</b>	<b>-5</b>	<b>+2</b>	<b>+3</b>	

Note that for new indicators previously not monitored in this report, the first quarter Target for this year has been retrospectively applied to the previous year result, in order to obtain a proxy for previous result.

### Indicators Rated as Green – Target met or exceeded

For the first quarter of the year 56% of Key Performance Indicators are achieving or exceeding Target.

- Response times for call answering by Contact Point (our Contact Centre) have been above target for the last two quarters and user satisfaction with our web-site is ahead of target.
- The number of children with Child Protection Plans for 2 or more years has now reduced to the level we wish to see, in line with best practice, and adoption rates for children in care have been very high in the last quarter, significantly ahead of target.
- The number of young people entering the youth justice system continues to show significant reductions ahead of target and the percentage of Kent pupils permanently excluded from school continues to reduce, with significant reductions seen over the last two years.
- Provisional results at Key Stage 2 show another year of improvement for Kent's children, although due to changes in the way achievement is being measured results for this year are not directly comparable with last year. The percentage of primary schools with good or outstanding Ofsted inspection judgements also continues to increase and was ahead of target for the second quarter in a row.
- All indicators for Adult Social Care clients are currently ahead of target, including increasing take-up of personal budgets, resolving enquiries at first point of contact, effective use of short term interventions, increasing use of telecare and helping clients achieve desired outcomes.
- Participation levels with the National Child Measurement Programme was above target for the previous academic year.
- Performance for timely completion of both routine highway and pothole repairs is ahead of target for both indicators and satisfaction levels for people making enquiries or service requests from Highways and Transportation is also ahead of target.
- Diversion of household waste from landfill continues to be ahead of target.
- Business mileage continues to reduce contributing to our overall carbon emissions reduction target.

## **Indicators Rated as AMBER – Performance at acceptable levels**

In a number of cases where KPIs are rated as Amber, performance is still close to Target and therefore at acceptable levels.

- Satisfaction of callers to Contact Point is only 1% behind target.
- The percentage of residents who feel informed has improved slightly this quarter but remains behind target.
- Performance for timeliness of completing initial assessments for children's social care, the percentage of children who come onto a child protection plan for the second or subsequent time and the number of children in care with 3 or more placements in the year is close to target in all cases, and for two of these indicators is ahead of national and statistical neighbour averages.
- The attainment gap for pupils at Key Stage 2 has not improved this year, but the improvement delivered last year has been sustained.
- Good progress has been made in completing SEN statements in a more timely fashion and although behind target, the results are showing a strong positive direction of travel.
- The percentage of waste recycled at Household Waste recycling centres is only a marginal 0.1% behind target.

## **Indicators rated as RED – Results below pre-defined Floor Standard**

There are currently three indicators which are rated Red with performance below pre-defined Floor Standards.

- There has been a reduction in the number of qualified social worker posts filled with permanent staff and this indicator has moved from Amber to Red. We have also revised the way the RAG rating is applied and Amber will no longer be used for this indicator. The target level of 90% must be achieved or exceeded or the indicator is rated as Red. In September a total of 48 newly qualified social workers will join the workforce, which will improve the figures for this indicator.
- The number of schools in an Ofsted category has shown an increase this quarter. Although there is good work in place to help schools which are in category deliver improvement so they come out of category quickly, there are as many schools being newly put into category as are coming out of category. We continue to offer bespoke and targeted support to schools to help deliver improvements.
- Completion of NHS Health Checks was low in the most recent quarter, down from an acceptable level the previous quarter. Completion has generally been at good levels in the East of the county with much lower levels in the West of the county. There has been some disruption with the recent transfer of responsibility from the NHS to the council and new contract management arrangements are now in place to ensure targets are delivered consistently across the county. The forecast is that the completion rates will improve in the next quarter.

## Executive Summary – KPI Results

The following tables provide a visual summary of the results for the Key Performance Indicators (KPIs).

The Previous Status refers to the Rating for the last reporting period, which for most indicators was the last quarter, although data is annual for some indicators. The Direction of Travel similarly refers to the movement from the last reporting period.

### Customer Services

Indicator Description	Previous Status	Current Status	Direction of Travel
Phone calls answered within 20 seconds	GREEN	GREEN	↑
Caller satisfaction with Contact Point	AMBER	AMBER	↑
User satisfaction with the KCC web-site	GREEN	GREEN	↓

### Communications and Engagement

Indicator Description	Previous Status	Current Status	Direction of Travel
Residents who feel informed about council services	AMBER	AMBER	↓

### Specialist Children's Services

Indicator Description	Previous Status	Current Status	Direction of Travel
Initial assessments completed within 10 days	GREEN	AMBER	↓
Case holding posts filled by permanent qualified social workers	AMBER	RED	↓
Children subject to a child protection plan for the second or subsequent time	AMBER	AMBER	↓
Children subject to a child protection plan for two or more years at the point of de-registration	AMBER	GREEN	↑
Percentage of children leaving care who are adopted	AMBER	GREEN	↑
Children in Care with 3 or more placements in the last 12 months	AMBER	AMBER	↓

## Executive Summary – KPI Results

### Integrated Youth Service

Indicator Description	Previous Status	Current Status	Direction of Travel
Number of first time entrants to the youth justice system	<b>GREEN</b>	<b>GREEN</b>	↑

### Education, Learning and Skills

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of pupils achieving 5+ A*- C GCSE including English and Maths	<b>AMBER</b>	Not yet available	
Percentage of pupils achieving level 4 and above in Reading, Writing and Maths at KS 2	<b>GREEN</b>	<b>GREEN</b>	↑
Attainment gap for children with Free School Meals at Key Stage 4	<b>AMBER</b>	Not yet available	
Attainment gap for children with Free School Meals at Key Stage 2	<b>GREEN</b>	<b>AMBER</b>	↔
Primary schools with Good or Outstanding Ofsted inspection judgements	<b>GREEN</b>	<b>GREEN</b>	↑
Schools in category (special measures or with notice to improve)	<b>RED</b>	<b>RED</b>	↓
SEN statements issued within 26 weeks (excluding exceptions to the rule)	<b>AMBER</b>	<b>AMBER</b>	↑
Pupils permanently excluded from school	<b>GREEN</b>	<b>GREEN</b>	↑
Apprenticeship starts for 16-18 year olds	<b>GREEN</b>	Full year not yet available	

### Adult Social Care

Indicator Description	Previous Status	Current Status	Direction of Travel
Clients who receive a personal budget and/or a direct payment	<b>GREEN</b>	<b>GREEN</b>	↔
New clients with short term intervention only (no on-going service)	<b>GREEN</b>	<b>GREEN</b>	↑
Contacts resolved at point of contact	<b>GREEN</b>	<b>GREEN</b>	↑
Clients satisfied that desired outcomes have been achieved	<b>AMBER</b>	<b>GREEN</b>	↔
Clients receiving a telecare service	<b>GREEN</b>	<b>GREEN</b>	↑

## Executive Summary – KPI Results

### Health and Well Being – Public Health

Indicator Description	Previous Status	Current Status	Direction of Travel
Completion of NHS health checks for target population aged 40 to 74	AMBER	RED	↓
Participation in the National Child Measurement Programme	GREEN	GREEN	↑

### Highways and Transportation

Indicator Description	Previous Status	Current Status	Direction of Travel
Routine highway repairs completed within 28 days	GREEN	GREEN	↓
Average number of days to repair potholes	GREEN	GREEN	↓
Satisfaction with Kent Highways and Transportation	AMBER	GREEN	↑

### Waste Management

Indicator Description	Previous Status	Current Status	Direction of Travel
Municipal waste recycled or converted to energy and not taken to landfill	GREEN	GREEN	↑
Waste recycled or composted at Household Waste Recycling Centres	GREEN	AMBER	↓

### Environment – Climate Change

Indicator Description	Previous Status	Current Status	Direction of Travel
Business mileage by KCC staff (Carbon dioxide emissions target)	GREEN	GREEN	↑

### Economic Development

Indicator Description	Previous Status	Current Status	Direction of Travel
Number of jobs created	New indicator	tbc	

## Customer Services

<b>Bold Steps Priority/Core Service Area</b>	Improve access to public services
<b>Cabinet Member</b>	Mike Hill
<b>Portfolio</b>	Customer and Communities
<b>Director</b>	Des Crilley
<b>Division</b>	Customer Services

### Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of phone calls to Contact Point answered within 20 seconds	GREEN	GREEN	↑
Caller satisfaction with Contact Point	AMBER	AMBER	↑
User satisfaction with the KCC web-site	GREEN	GREEN	↓

Contact point is the name of the KCC Contact Centre, providing phone and e-mail contact channels for residents.

Performance for **the percentage of phone calls to Contact Point answered within 20 seconds** improved this quarter and was ahead of target.

**Caller satisfaction with Contact Point** was 95%, an increase from 93% for the previous quarter and only marginally behind target. Satisfaction with the staff who handle the phone calls has remained consistent at 99% for both quarters.

**User satisfaction with the KCC web-site** is currently maintaining a consistent level of between 56% and 57%.

### Customer Services Strategy Update

The KCC Customer Service Strategy was launched in January 2012. Progress on actions for the last quarter are shown below.

#### Theme One – Understanding our Customers

Agreement has been made regarding the way forward for the Customer Feedback project which aims to make it easier for customers to give us their feedback (compliments, comments and complaints). The solution will be procured and implemented over the next year with a target delivery of the middle of 2014.

#### Theme Two – Connecting with our Customers

Responding to feedback left by our customers through GovMetric, we have recently enabled customers applying for Blue Badges to be able to make their £10 payment online



by debit or credit card rather than by cheque. This has already proved popular with around 20% of customers choosing to use this method of payment. This significantly reduces the amount of time spent in the Contact Point processing post and cheques and makes it much easier for our customers to complete their transaction.

KCC has also decided to further develop its Customer Relationship Management System to support customer contact and streamlining of processes. KCC will look to work in partnership with others to reduce costs and share expertise.

### **Theme Three – Empowering our Staff to Meet Customer Expectations**

Progress has been made on designing and implementing the wider training programme. The Programme offers staff the opportunity to focus on specific areas of customer service delivery, including consulting with customers, channel shift and service re-design. The aim will be to encourage staff to put best practice ideas into action.

### **Theme Four – Providing Excellent Quality and Value to Customers through Better Service Delivery**

We are currently working with the Waste Management team to review the current Waste Recycling Centre Voucher process. We are planning to launch an online process for this, making it easier for customers to use.

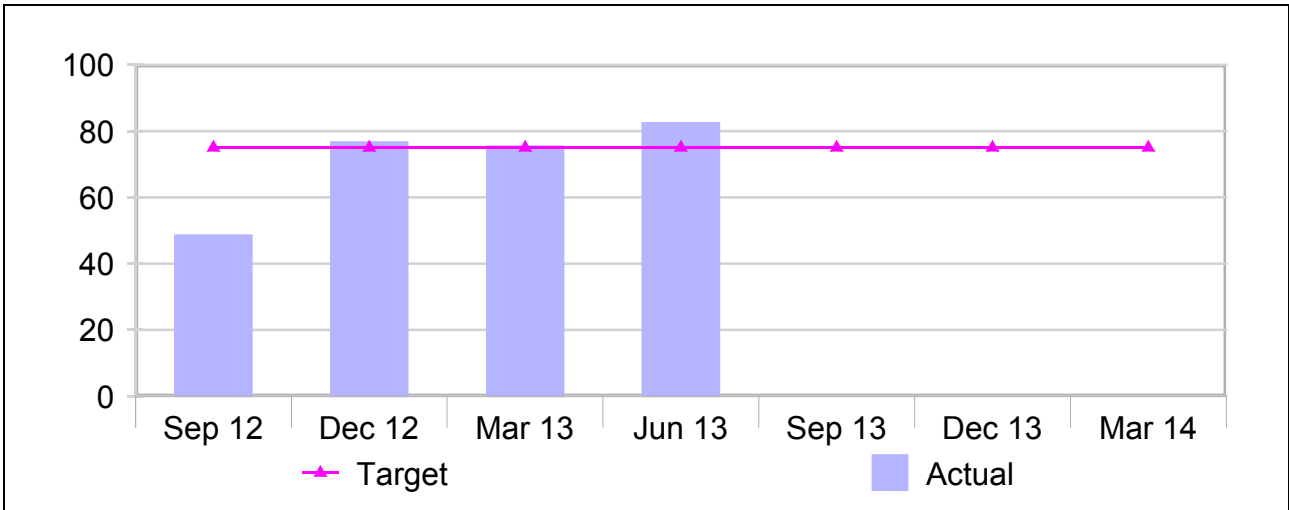
Other work in progress to improve customer experience includes Highways & Transportation, Free School Meals, School Admissions, Adult Social Services Financial assessments and Explore Kent online mapping.

### **Theme Five – Improving Customer Experience Working with our Public Service Partners**

We are working with MySociety and several Kent local government partners on a project initially looking at three very high volume transactions. MySociety are seen as one of the leading experts in public sector website design, having heavily influenced the coalition government's thinking in setting up the Government Digital Service. The project is sponsored by the Joint Kent Chief Executives group. This will critically assess the digital transactions for bin collection information, planning enquiries and council tax enquiries and make recommendations for design improvements. The scope of the project includes both the redesign of the service and marketing the changes to target groups to encourage behaviour change. Knowledge and experience gained from this project will influence future Customer Service work and the redesign of KCC's website.

**Percentage of phone calls to Contact Point answered within 20 seconds**

**GREEN**  
↑



Trend Data – by quarter	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	48.7%	76.8%	75.6%	82.6%			
Target	75%	75%	75%	75%	75%	75%	75%
RAG Rating	Red	Green	Green	Green			

**Commentary**

Performance for the quarter was ahead of target and an improvement on the previous quarter. This is in part due to reduced call volumes, with more people now able to make use of our web-site to access information and complete transactions, such as applying for a Blue Badge.

Use of Interactive Voice Recognition is also continuing to help direct callers to the most appropriate advisor first time, reducing call wait time and ensuring callers are not passed from one operator to another.

**Data Notes**

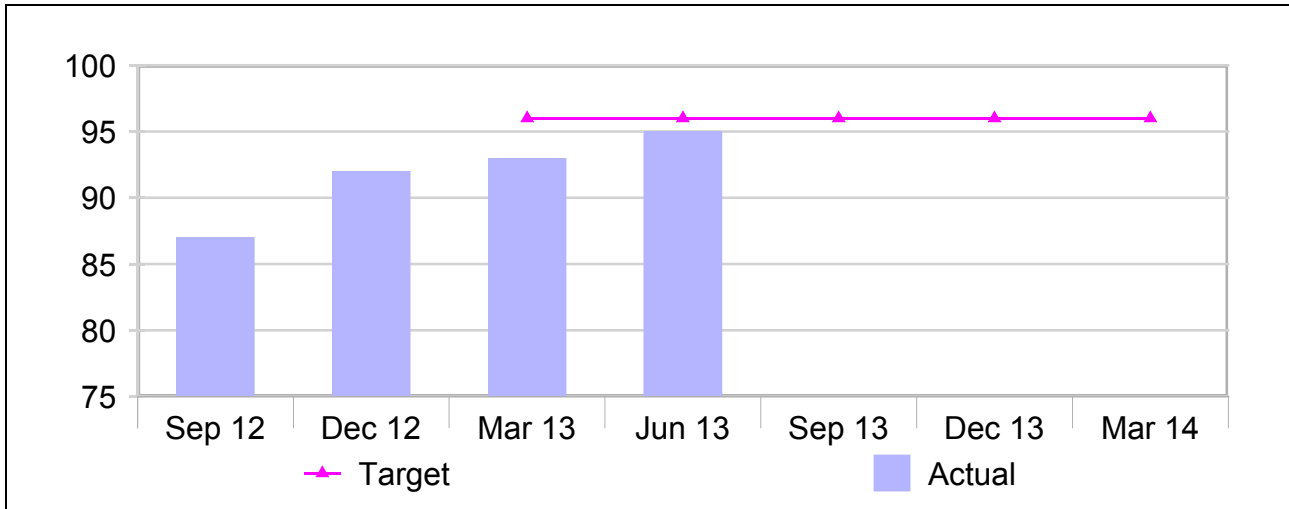
**Tolerance:** Higher values are better.

Data is reported as percentage achieved for each individual quarter. Contact Point is the name of KCC Contact Centre.

Source: Siemens Hipath telephony system.

## Caller satisfaction with Contact Point

**AMBER**



Trend Data – by quarter	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	87%	92%	93%	95%			
Target			96%	96%	96%	96%	96%
RAG Rating			Amber	Amber			

### Commentary

Caller satisfaction for the overall service provided by Contact Point has improved this quarter and was close to the challenging target set. Constant improvements have been made in satisfaction each quarter since the new user feedback tool, Govmetric, was put in place in August 2012. The feedback provided through Govmetric is actively being used to deliver improvements in the way we respond to callers.

Caller satisfaction with the Contact Point advisor they spoke to remains high at 99%.

Where people are not satisfied this is usually a result of policy decisions of the Council. For example, some callers have expressed dissatisfaction with the current Household Waste Recycling Centre policy. School admission decisions and length of time to repair certain pot holes are also reasons given when callers are not satisfied with their experience.

### Data Notes

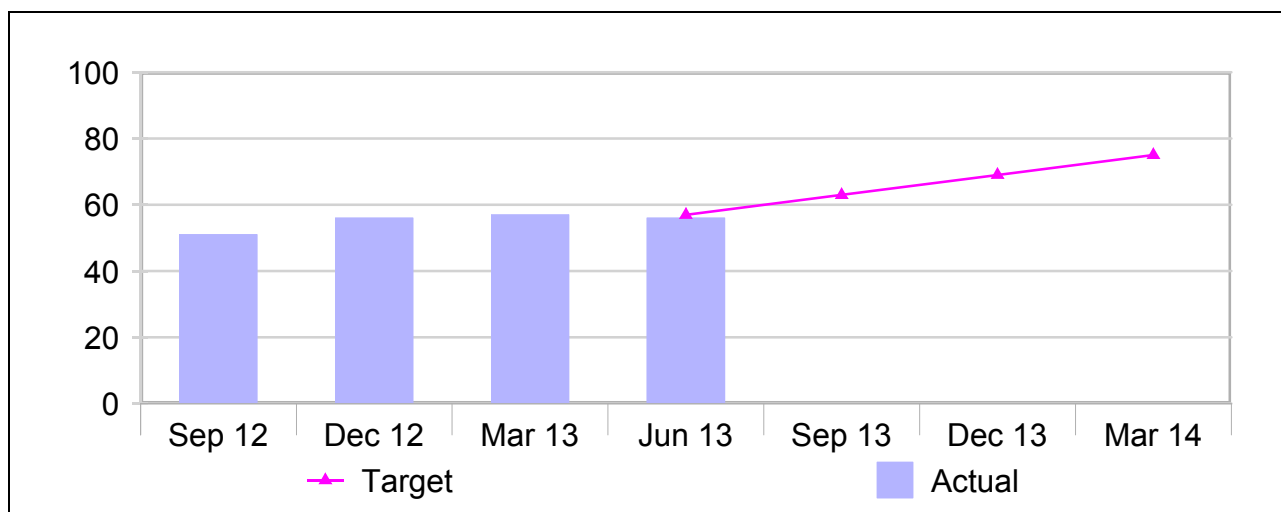
**Tolerance:** Higher values are better.

The result reported is the percentage of callers choosing to leave feedback who rated their experience as positive.

Data Source: Govmetric Tool

## User satisfaction with the KCC web-site

**GREEN**



Trend Data – by quarter	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	51%	56%	57%	56%			
Target			50%	55%	60%	65%	70%
RAG Rating			<b>Green</b>	<b>Green</b>			

### Commentary

User satisfaction with the web-site for the three months to June 2013 was 56%, with over 9,000 visitors opted to leave feedback. This result compares well with available benchmarks for other councils using the same GovMetric tool to gather user feedback.

The targets set for the year are highly challenging and significant work is underway to improve the quality of our web-site, making it easier for people to find what they are looking for and allowing more transactions to be completed without having to visit a council office or phone us.

### Data Notes

**Tolerance:** Higher values are better.

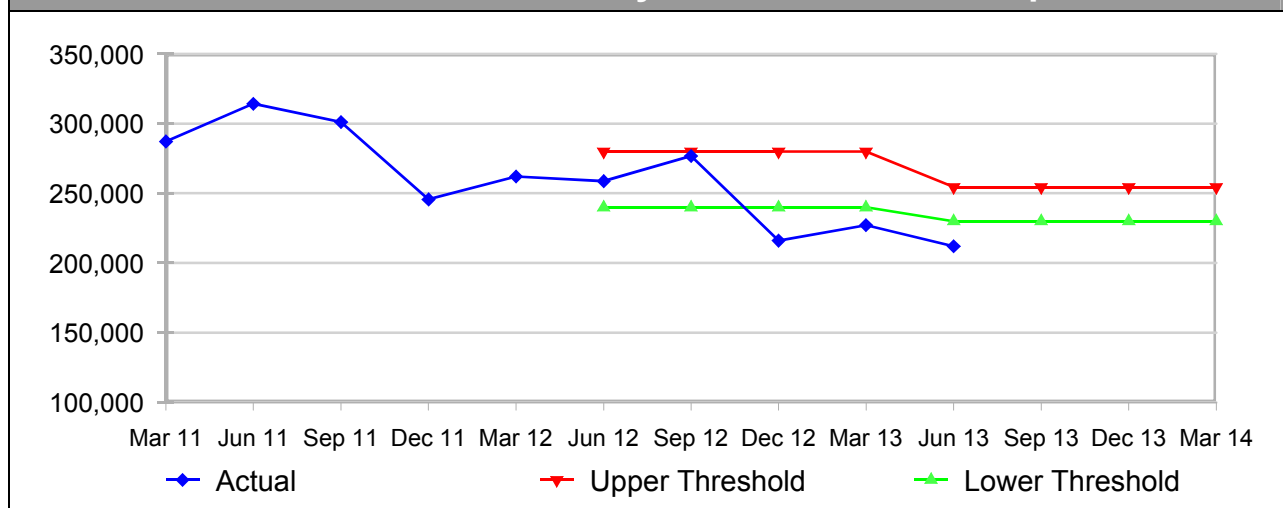
Data is reported as the percentage is users providing feedback who rating their experience as good.

Data Source: Govmetric tool

## Customer Services – Resident Contacts

The number of calls to Contact Point in quarter to June 2013 was 212,000, which is a 7% decrease on the previous quarter's activity and an 18% reduction on the same time last year.

### Number of calls received by Contact Point each quarter



On a quarterly basis we are continuing to see reductions in call volumes to office switchboard numbers and also for Blue Badges, as a result of improved processing, including the ability to apply for a Blue Badge on line.

Service area	Jul - Aug	Sep - Dec	Jan - Mar	Apr - Jun	Total
Adult Social Care	34	30	32	33	<b>129</b>
Highways Services	30	28	31	27	<b>116</b>
247 main phone line	34	19	20	21	<b>93</b>
Libraries and Archives	24	22	22	20	<b>88</b>
Education	27	20	18	20	<b>85</b>
Registration Services	21	18	18	16	<b>74</b>
Transport Services	15	7	20	12	<b>54</b>
Blue Badges	18	12	12	10	<b>52</b>
Children's Social Services	12	12	11	15	<b>50</b>
Office switchboards	16	12	12	6	<b>46</b>
Adult Education	14	8	10	7	<b>39</b>
Speed awareness	10	7	6	8	<b>31</b>
Other lines	21	20	16	16	<b>58</b>
<b>Total Calls ( thousands)</b>	<b>277</b>	<b>216</b>	<b>227</b>	<b>212</b>	<b>932</b>

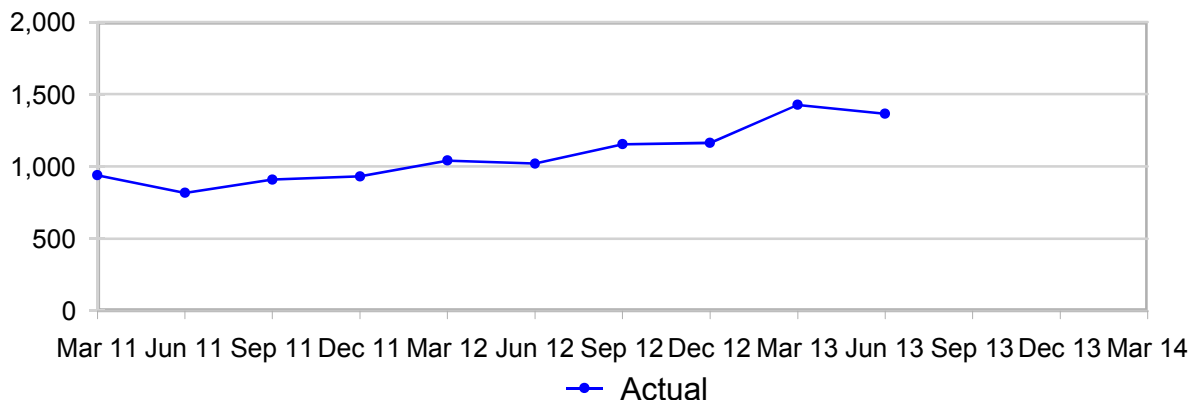
## Customer Services – Resident Contacts

On an annual basis the largest reductions in call volumes has been for office switchboard numbers, and the main 24/7 contact line. Calls relating to Blue Badges are also seeing sizable reductions due to improvements made in processing of applications.

Call volumes for Adult Social Care, Specialist Children’s Services and Highways and Transportation have shown upward trends on an annual basis. For Adult Social Care the recent increase in call volumes is largely due to client billing now being provided within Contact Point.

The reduction in the volume of calls has been more or less matched by an increase in **average call handling times**. The Contact Point is handling less routine calls where transactions can be delivered on the website (e.g. library book renewal) and more complex service enquiries (e.g. calls relating to social care). As a result average call handling times are now at 3 minutes 12 seconds up from 2 minutes 40 second in the quarter to March 2012, a 20% increase.

### Number of visits to the KCC web-site each quarter (in thousands)



The number of visits to the KCC web-site have continued to be at high levels this quarter, and were 34% above the same time last year.

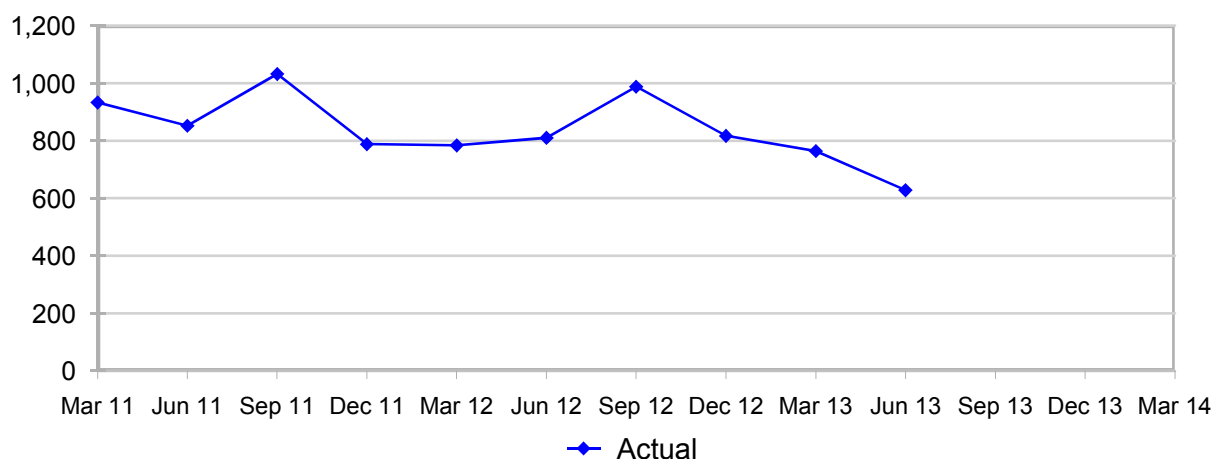
There were particular reasons for high visitor numbers in the quarter to March 2013 relating to winter weather and people seeking information for school closures and gritting routes.

The continued high usage of our web-site in the most recent quarter is primarily down to the successful communication campaigns referred to later in this report.

## Customer Services – Customer Feedback monitoring

In the first quarter of the year we received 968 compliments and 627 complaints. The number of complaints received was 23% less than for the same time last year and 18% lower than the previous quarter.

Number of complaints received each quarter



On a rolling 12 month basis, for the year to June 2013 the number of complaints showed a reduction of 5% compared to the year to March 2013. The reduction in complaints appears to be fairly consistent across all service areas.

Service	12 mths to Mar 13	12 mths to Jun 13	Quarter to Mar 13	Quarter to Jun 13
Highways and Transportation	1,109	1,097	307	260
Libraries, Archives and Registrations	473	345	64	66
Children's Social Services	393	402	110	89
Adult Social Care	419	412	114	84
Waste Management	455	451	63	55
Commercial Services	21	Now treated as an external body		
Adult Education	90	88	22	13
Insurance Claims	52	55	13	14
Countryside access and country parks	22	26	4	13
Gateways and Contact Point	72	61	11	11
Education Services	43	31	12	2
Youth Services	16	21	1	8
Other Services	214	207	43	12
<b>Total Complaints</b>	<b>3,379</b>	<b>3,197</b>	<b>764</b>	<b>627</b>

### **Adult Social Services**

The main reasons for complaints within Adult Social Services during the quarter were related to communications with relatives and service users, disputed decisions, delays in providing services and incorrect billing.

Compliments received for this service included thanks to staff for help and support, and compliments regarding the professionalism of the team and meeting customers' expectations.

In response to a particular complaint we are exploring how we can provide a domiciliary support service that combines enablement with structured times and tasks for service users with dementia who may benefit from such a combined approach.

### **Specialist Children's Services**

Complaints encompassed a range of issues including communications and requests for greater clarity of care plans and decisions.

### **Highways & Transportation**

During the quarter there were complaints about a lack of information, changes to schedules and quality of work. Compliments in this quarter related to good quality work and good customer service. We are also receiving increasing numbers of compliments in real time via Twitter where we now have 8,000 followers.

### **Libraries, Archives and Registrations**

There were some complaints about the new emails sent to forewarn customers that their books were due for return or renewal and as a result of this feedback the wording in these emails has been revised. There were also compliments received about the same e-mail.

There were also complaints related to unplanned library closures in the Dartford area due to a staff shortage. Our processes have been reviewed for covering sickness and absence in all branches and staff have made a concerted effort to find alternative ways to cover absences in order to keep every branch open.

### **Waste Management**

Complaints regarding waste management continue to be mostly due to the policy which prohibits commercial waste from being deposited at Household Waste Recycling Centres.

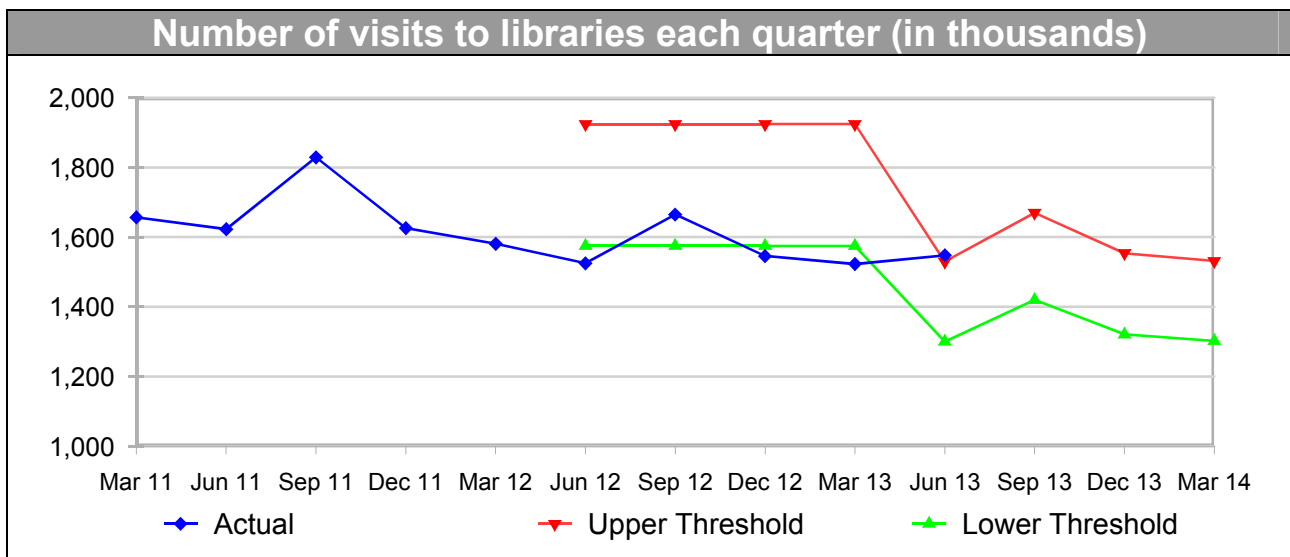
There have been compliments receiving for helpful service from individual members of staff at the Recycling Centres.



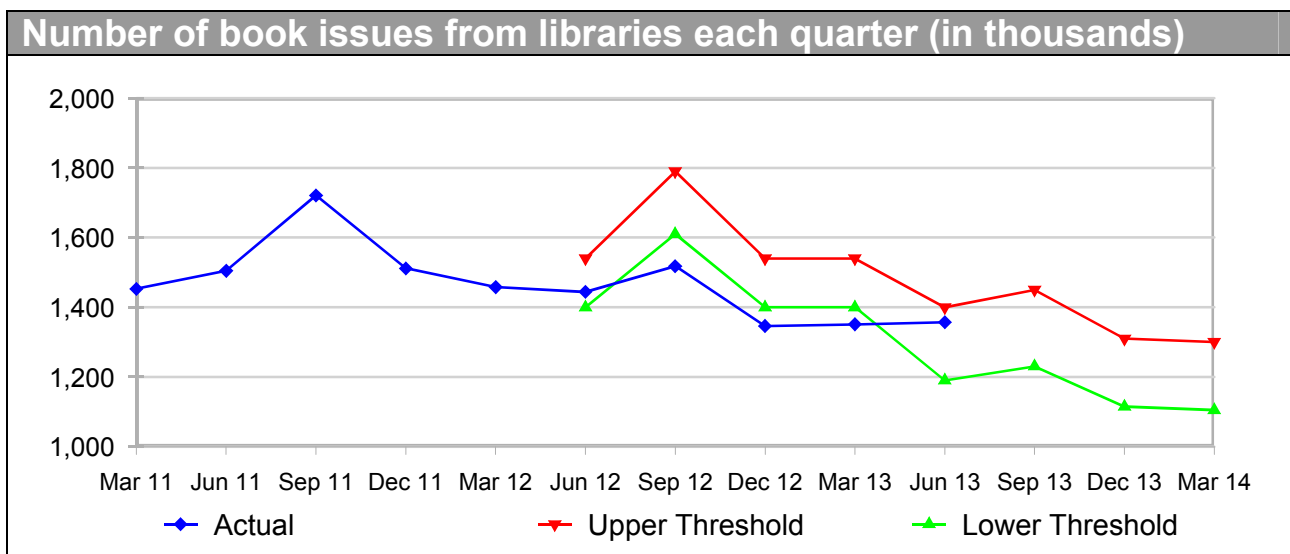
## Customer Services – Library Usage

Traditional library usage in Kent continues to reduce, following the trend seen in previous years both locally and nationally. However there is a steady increase in customers using our services online with around 898 thousand visits to our website, an increase of 20% on the previous year.

**Visits to libraries** were up by 1% in the quarter compared to the previous quarter and the same time last year. This reflects the changing use of libraries. There has been an increase of approximately 5% in the usage of PCs and we now offer WiFi availability for laptop and mobile technology users.



The numbers of **books issued from libraries** in the quarter were 4% higher than the previous quarter, but 3% down on the same time last year.



## Communications and Engagement

<b>Bold Steps Priority/Core Service Area</b>	Supporting all three Bold Steps Ambitions
<b>Cabinet Member</b>	Mike Hill
<b>Portfolio</b>	Community Services
<b>Director</b>	Matt Burrows
<b>Division</b>	Communications and Engagement

### Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of residents who feel informed about council services	AMBER	AMBER	↑

There has been a slight improvement in the percentage of **residents feeling informed** in the most recent quarter. In the quarter to June 2013 there were 215 mentions in the national media, including trade press, reflecting the work of the council in relation to the core Bold Steps themes as outlined below. There were also over 2,300 mentions in regional media.

### External Communications Update

#### Bold Steps Ambition: Tackling Disadvantage

**Adoption and Fostering:** The ‘Changing Futures’ campaign was run between April and July to raise awareness of Adoption leading up to Adoption Day in July. Methods used to attract interest and signpost people to information on our web pages included a poster campaign at train stations, use of Twitter and YouTube and there was also positive national media coverage, including a double page Times 2 supplement spread and cover story. Significant interest was generated with 52,210 total unique web page views for related material on the KCC web pages. **Outcome:** As a result of the campaign, 30% of women over 30 recalled the campaign. 13 potential matches were made between children and potential adopters at the adoption day.

**Troubled Families Conference:** A communications campaign was run from May in advance of the Kent Troubled Families Conference in July. Our aim was to establish Kent’s approach to Troubled Families firmly in the minds of stakeholders, and provide a platform for meaningful debate around best practice, helping to position KCC as a lead authority for the national Troubled Families Programme. A booklet on Kent’s approach to Troubled Families was distributed to key organisations and information e-mails were sent to frontline staff and stakeholder leaders. An emotive film highlighting the success of Kent’s approach to troubled families was also produced. **Outcome:** A successful and well attended conference was delivered with over 450 frontline staff and stakeholder leaders attending, and 60 organisations represented. Louise Casey, the Director General for the government’s Troubled Families, championed the conference and delivered the keynote speech.

## **Bold Steps Ambition: Helping The Economy Grow**

**Regional Growth Fund:** An awareness campaign for the TIGER loan scheme began with an event in March and has run between April and August. The aim was to generate quality enquiries for loan applications. This included use of business press editorials and advertising, social media and business breakfast events. The Marsh Million fund was then launched with an event and associated campaign materials in July.

**Outcome:** There has been positive response to the campaign, and the fund attracted 65 pre-applications to a value of £13.8m of the £20million by the end of July. Outcomes for the Marsh Million will be available next quarter.

**Country Parks:** A significant marketing exercise for Kent Country Parks is being carried out between July to September with a key aim of increasing interest in activity days, team building events and venue hire. Activity included mail drops to 1,000 SMEs within close range of larger Country Parks, Google advertising promoting special time-limited offers, with revised and improved content on the KCC web pages. **Outcome:** Unique web visits in just two weeks increased by 410% to the team building page compared to the previous two month's average. Unique visits to the venue hire page increased by 110%. Outcomes in terms of increased business will be measured in October.

**Grow For It:** Communications manages the delivery of Grow For It (via an external PR agency), and this campaign aims to attract business growth in East Kent.

## **Bold Steps Ambition: Putting Residents in control**

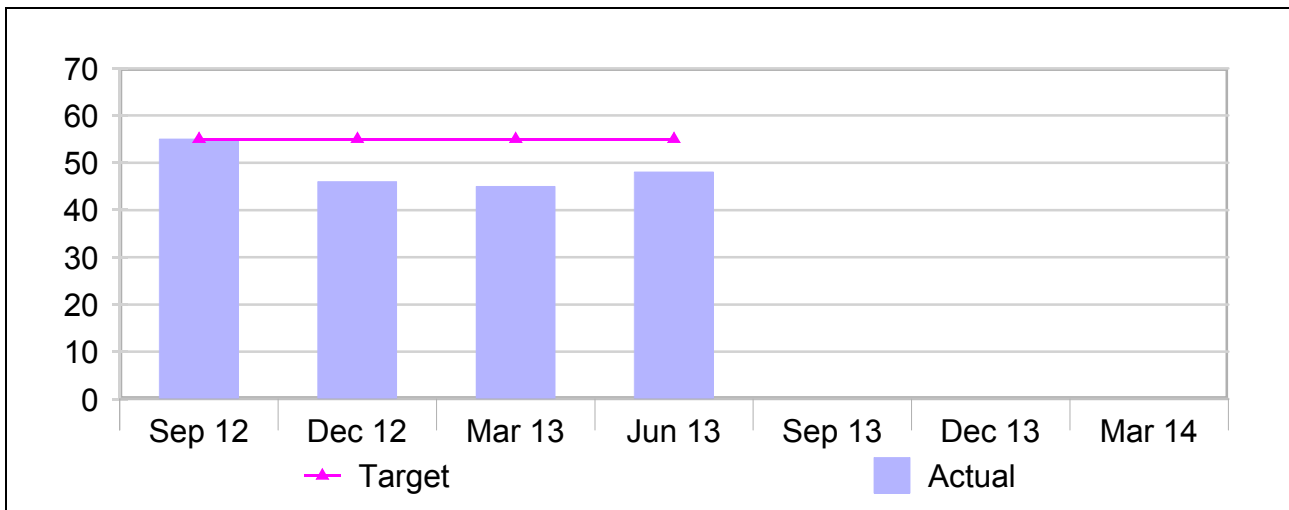
**Children's Centre consultation:** A significant campaign of targeted engagement has been put in place by the Community Engagement team working closely with the Children's Centre District Managers, with over 200 events and engagement opportunities planned. The engagement campaign is continuing into late August and September with a particular focus for this period to consult with partners organisations and community groups. **Outcome:** There have already been over 3,000 responses, which makes this the biggest KCC consultation for some time.

**Streetlights Consultation:** Work is underway to ensure this consultation is well promoted. Over 2,000 leaflets have been distributed and awareness raising activity is being undertaken at appropriate events and in local forums. We have also ensured that the consultation conforms to legal requirements. **Outcome:** The consultation meets legal requirements and is being conducted in a fair manner with the general public and partners being appropriately informed about the proposed changes, with appropriate opportunities to respond.

**Thames Crossing:** We arranged and supported public meetings and briefings during July in west Kent, to discuss the plans for a third Thames crossing. Working with Parish, District, County Councils, MPs and the DFT the key players were brought together to inform a debate over the proposals. All events ran well and successfully gave an informed and importantly a balanced view on the proposals and consultation process. **Outcome:** Over 1,500 people attended events or watched via webcam and were given the opportunity both to hear more about plans and learn how they can have their say and influence plans. The feedback from the events was almost overwhelmingly positive.

**Percentage of Kent residents who feel informed about council services**

**AMBER**  
↑



Trend Data – by quarter	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 12	Mar 14
Actual	55%	46%	45%	48%			
Target	55%	55%	55%	55%	55%	55%	55%
RAG Rating	Green	Amber	Amber	Amber			

**Commentary**

The percentage of residents feeling informed about council services picked up slightly in the quarter to June, following a dip for the previous two quarters. This was in line with other resident satisfaction indicators.

As data is collected from a survey the results come with a confidence interval (at the 95% level) of plus or minus 4% as an estimate of the views of the overall population of Kent.

The lower results from September 2012 to March 2013 are likely to be related to the prolonged winter and the impact this had on some of our services and on residents' need for information. The September 2012 results are likely to have been positively influenced by the Olympics and Paralympics.

The national resident survey conducted by the Local Government Association shows that 65% of residents feel informed by their council. However, benchmarking work with other county councils shows that Kent's current results are typical for a county council. We aim to increase our results towards 65% over the next three years.

**Data Notes**

**Tolerance:** Higher values are better.

Data Source: Mori – Kent County Council tracker survey (by telephone). Data is reported as the percentage of residents reporting that they feel very or fairly informed. The sample size is 600 residents each quarter, with the tracker survey including 16 questions. Data is weighted by demographic information.

## Specialist Children's Services

<b>Bold Steps Priority/Core Service Area</b>	Ensure we provide the most robust and effective public protection arrangements
<b>Cabinet Member</b>	Jenny Whittle
<b>Portfolio</b>	Specialist Children's Service (SCS)
<b>Director</b>	Mairead MacNeil
<b>Division</b>	Specialist Children's Service (SCS)

### Performance Indicator Summary

	Previous RAG	Current RAG	Direction of Travel
Initial assessments completed within 10 days	GREEN	AMBER	↓
Case holding posts filled by permanent qualified social workers	AMBER	RED	↓
Children subject to a child protection plan for the second or subsequent time	AMBER	AMBER	↓
Children subject to a child protection plan for two or more years at the point of de-registration	AMBER	GREEN	↑
Percentage of children leaving care who are adopted	AMBER	GREEN	↑
Children in Care with 3 or more placements in the last 12 months	AMBER	AMBER	↓

The performance measure for **initial assessments completed within timescales** is now reported as within 10 days, in line with national reporting (previously reported as within 7 days). Although current performance at 87.3% is below our target level of 90%, this performance compares favourably to national and statistical neighbour averages.

The percentage of **caseholding social worker posts held by qualified social workers** fell in the quarter to June 2013 to 79.4%. The majority of vacancies are currently being filled by agency staff. Achieving the target of 90% continues to be challenging.

The performance measure for the percentage of children **becoming subject to a child protection plan for the second time** has been updated in line with national changes and now only includes new plans within 24 months of a previous plan. Performance for the quarter to June 2013 at 10.9% was only slightly behind target.

The percentage of **children subject to a child protection plan lasting two or more years** has reduced from 8.0% in the year to March 2013 to 4.8% in the quarter to June 2013.

The percentage of **looked after children who are adopted** for the first quarter of the year was 17.2%. This is a significant improvement in performance and a good start to the year, although it should be noted that this level will not be sustainable for long.

The percentage of **children in care with 3 or more placements** has increased slightly in the quarter to June 2013, but remains slightly ahead of the last published statistical neighbour average.

## **Improvement Programme Update**

The Improvement Programme began in February 2011 and was set up to respond to the failings identified during the 2010 Ofsted inspection, which placed the Council under an Improvement Notice. The Improvement Programme is now in Phase Four and this puts a substantially new focus on the Programme.

Phases One to Three successfully took the service through the immediate crisis intervention and remedial work needed to put in place the essential building blocks for sustained longer term improvement.

Progress against the Improvement Programme is overseen by the Improvement Board which meets now on a bi-monthly basis. The Board is chaired by an independent consultant and is attended by the Department for Education and senior managers from Health, the Police and KCC. The Board chair reports formally to the relevant Minister about progress in the service.

There have been a number of re-inspections by Ofsted since 2010 and these have identified that improvements have been made. The last Safeguarding Inspection by Ofsted was published in January 2013 and identified substantial improvements since 2010. Those improvements were subsequently identified in a further Ofsted inspection into our adoption services which was published July 2013.

Ofsted have recently completed an inspection into our services for children in care and the report was published in August 2013. The report found improvement has been made and the service is now rated as adequate with good capacity to improve. There were three key recommendations for further improvement which were to improve the quality of supervision and management oversight in casework, improve the quality of assessments and care planning so that interventions are focused and to ensure that the voice of the child contributes effectively to care planning and service delivery.

The focus for Phase Four of the Improvement Programme is now increasingly about improving the levels of consistency, quality and effectiveness of social work provision across the county. Measures continue to be employed to improve the quality of practice, including via the County Audit Programme. The service will be delivering the next phase of the Practice Development Programme throughout the autumn and into early 2014. Timeliness of assessments continues to be maintained and Social Worker caseload levels remain low.

Given the improvements identified by Ofsted, the service will now discuss with the DfE, the Chair of the Improvement Board and the Safeguarding Children's Board (through its chair) the future of the Improvement Notice and the point at which the DfE could consider lifting it.

### **Views and feedback of looked after children**

The council has a number of ways of collecting feedback from young people in the care of the council. This information is used to improve the services we provide.

Feedback is collected both formally and informally. Formal mechanisms include surveys run by the Independent Review Officer service and also the Virtual School (e-PEP Survey). More informal feedback mechanisms include the opportunity to provide feedback at activity days and through Kent's Children in Care Council, as well as discussions with their social worker.

Work is underway to develop new and better ways of gathering feedback from children in care to ensure the information collected provides maximum value in helping to drive improvements in the services provided. The new information will be provided in future reports.

#### **Independent Review Officer (IRO) survey**

This survey has now been in place for two years. Last year 102 children and young people provided feedback through the IRO survey. As well as collecting useful information to understand how best to communicate with young people to ensure full engagement with the review process, the survey collects some important satisfaction measures. 90% of young people responding to the survey said they felt they were listened to at the review meeting with 88% agreeing with what was said at the review meeting. The previous year, a slightly different question was used and at that time 88% respondents said they felt the review took account of their wishes and feelings.

#### **The Children's Care Monitor 2013**

The Children's Care Monitor is a new national survey run by OFSTED. This survey will provide useful benchmarking for the quality of service. The survey was run during June and July 2013 and results will be available later in the year.

#### **E-PEP Survey**

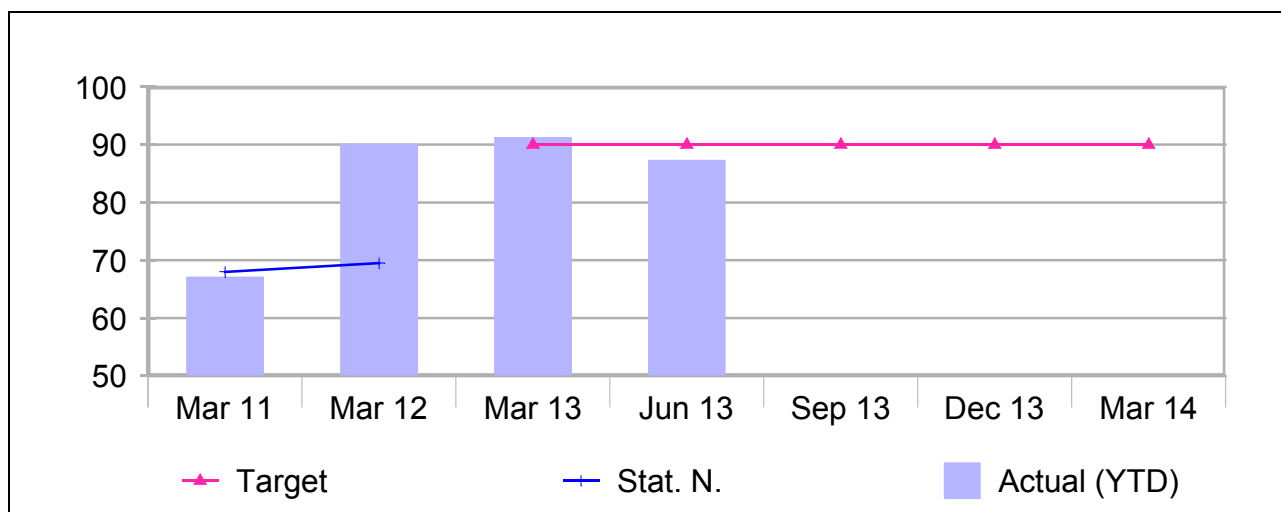
The E-PEP survey is a new survey put in place in September 2012 and collects feedback in relation to education. For the first six months of the survey, most respondents felt they are treated the same as other children (64%) and expected to achieve the same as everyone else (69%). This shows that about 1 in 3 children felt they were treated differently, although the fuller analysis shows this is something that happens sometimes rather than always. The majority of respondents (91%) felt that there was a teacher or member of staff they found it easy to talk to if they had problems. Improvements are now being made to the E-PEP survey questions to make it more useful for the future.

#### **Activity Days**

Informal feedback from children in care through activity days in the last year revealed that although children found the experience of entering care to be frightening, they frequently felt settled and safe in a short space of time and had a positive view of their experience in care. However, they identified the need for better communication with them about what was happening.

## Percentage of initial assessments completed within 10 days

**AMBER**



Trend Data – year to date	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	67.1%	90.1%	91.2%	87.3%			
Target			90%	90%	90%	90%	90%
RAG Rating			Green	Amber			
Stat. N.	68%	69.5%					

### Commentary

The indicator has been changed since the last report as previously we reported timeliness within 7 days from the date of referral but we are now reporting within 10 days. This is in line with national reporting which allows benchmarking against other local authorities. All performance figures given for previous years above are for the 10 day measure.

Although the performance figures for June 2013 show a slight decline, Kent's performance remains higher than the last published figures for statistical neighbours (69.5%), and for England (77.4%).

### Data Notes

**Tolerance:** Higher values are better.

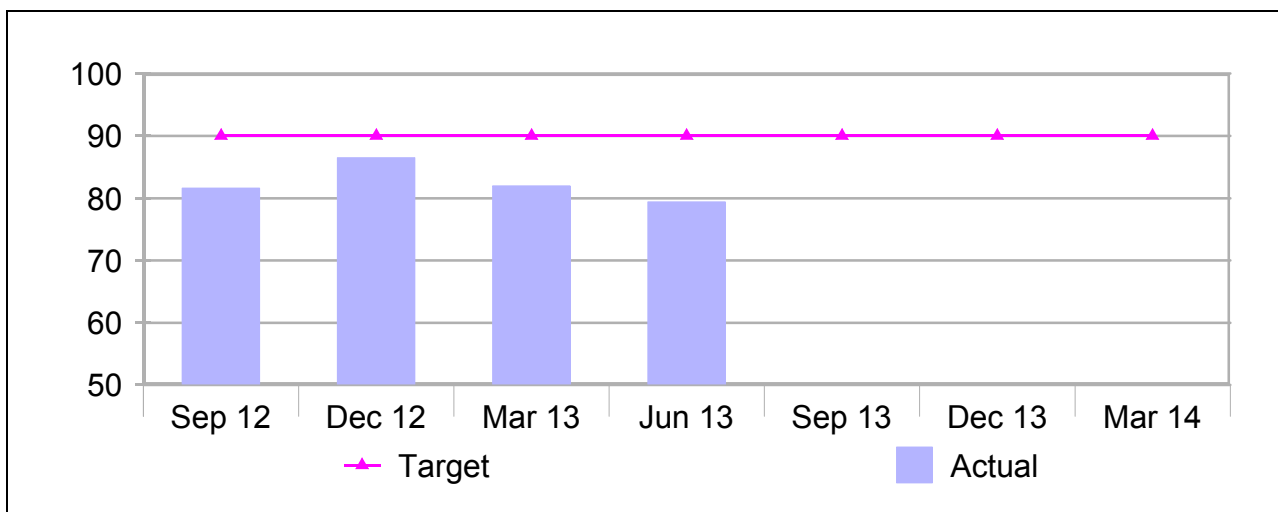
Results are reported as year to date.

Data Source: ICS.



**Percentage of caseholding posts filled by permanent qualified social workers**

**RED**  
↓



Trend Data – quarter end	Previous Year				Current Year		
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	81.6%	86.5%	82.0%	79.4%			
Target	90%	90%	90%	90%	90%	90%	90%
RAG Rating	Amber	Amber	Amber	Red			
Agency	12.9%	13.9%	15.0%	17.2%			

**Commentary**

**Please note change in RAG Levels – see data notes below.**

The proportion of vacant posts has increased due to the expansion of some of the area teams which has increased the number of posts to be filled. The vacancy rate will be reduced by the recruitment of 48 newly qualified social workers who will be starting in September 2013.

Continuing efforts to attract staff include a refreshed branding and recruitment campaign, access to additional incentives for accommodation and a focus on the professional development and practice improvement that social workers value. It is recognised that specific districts have greater difficulty in attracting staff for reasons connected to location, cost of housing and travel time/costs. Specific activities have taken place to address these. For example a meeting focusing on the issues facing Thanet has been held and a number of ideas are being developed arising from this. Local advertising in Tonbridge/Tunbridge Wells has been used to address specific needs for new staff applicants in these areas.

**Data Notes**

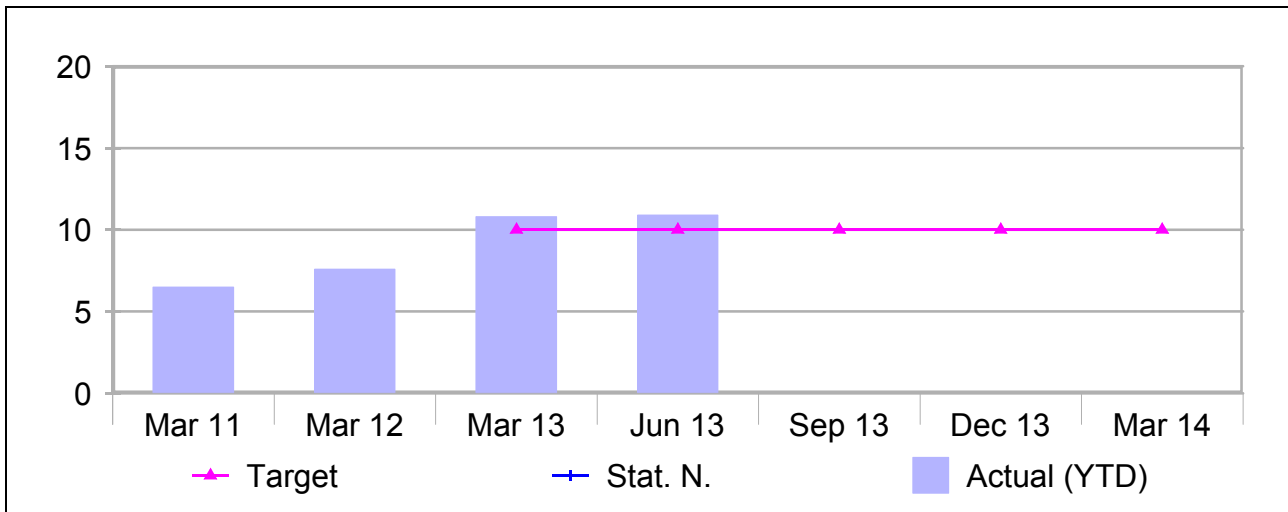
**Change to the RAG rating:** For 2013/14 the Amber RAG rating has been removed, a Green Rating will only be achieved once the 90% target is achieved or exceeded.

**Tolerance:** Higher values are better. Data is reported as the position at quarter end. Posts held by agency staff are not included in figures for headline indicator.

Data Source: SCS Weekly Performance Report.

**Percentage of children becoming subject to a child protection plan for the second or subsequent time**

**AMBER**  
↓



Trend Data – year to date	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	6.5%	7.6%	10.8%	10.9%			
Target			10%	10%	10%	10%	10%
RAG Rating			Amber	Amber			
Stat. N.							

**Commentary**

**Please note change of definition – see data notes below.**

Performance for the quarter to June 2013 was slightly behind target. Out of 366 children who became subject to a Child Protection Plan in the quarter to June 2013, 40 had been subject to a previous plan within the previous 24 months.

Cases where children become subject to a Child Protection Plan for a second or subsequent time are reviewed carefully by District Management Teams and the Safeguarding Unit.

The definition for this performance measure has changed nationally for 2013/14 and national comparative data is not yet available. All performance figures provided above for previous years are reflective of the change in definition.

**Data Notes**

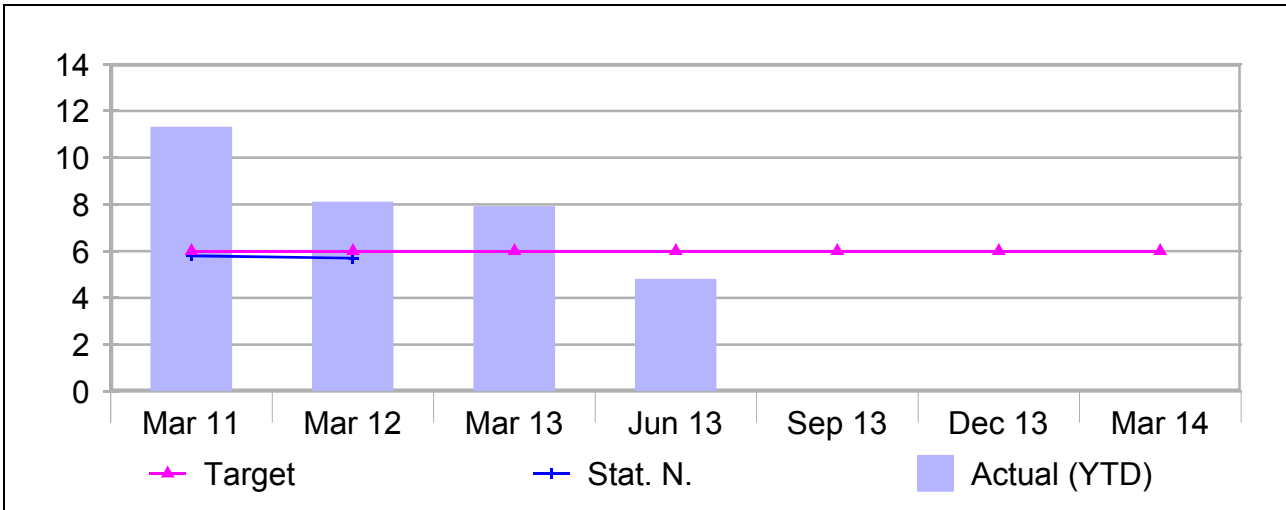
**Change in definition:** For 2013/14 this indicator now only measures children being subject to a second plan within 24 months of a previous plan.

**Tolerance:** As close to target as possible. Should not be too low or too high.

Data Source: ICS

**Percentage of children subject to a child protection plan for two or more years at the point of de-registration**

**GREEN**  
↑



Trend Data – year to date	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	11.3%	8.1%	7.9%	4.8%			
Target	6%	6%	6%	6%	6%	6%	6%
RAG Rating	Red	Red	Amber	Green			
Stat. N.	5.8%	5.7%					

**Commentary**

Performance against this measure in the first quarter of 2013/14 exceeded the target set and shows a significant improvement on previous results. There were 13 children in the quarter whose Plans came to an end and which had been in place for 24 months or more.

This improvement has been achieved by a focus on improvements in chairing and decision-making at Child Protection conferences, on more focussed child protection plans and interventions and more consistent use of step-down to children in need and step-up to children in care, alongside regular and consistent management attention.

There has also been a focus on attention for children whose Plans reach the 18 months point with clear planning put in place at this point. There were 78 Plans at the end of June which had been in place for 18 months or more, compared to 128 in April 2012

**Data Notes**

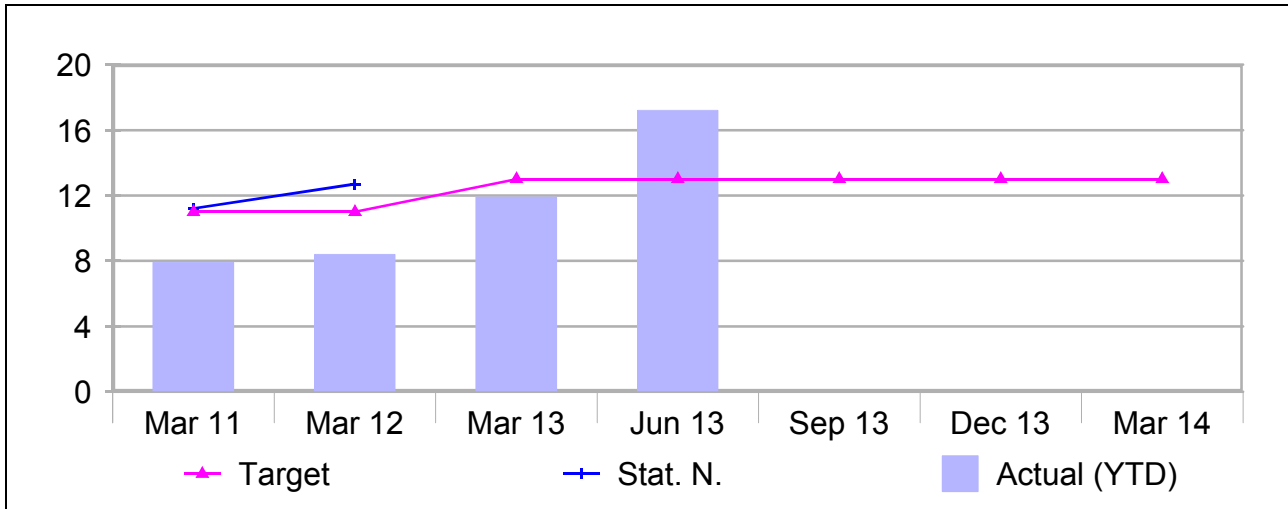
**Tolerance:** Lower values are better.

Calculated as the percentage of children ceasing to be subject to a child protection plan, who had been subject to that plan for two or more years.

Data Source: ICS

## Percentage of children leaving care who are adopted

**GREEN**



Trend Data – year to date	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	7.9%	8.4%	11.9%	17.2%			
Target	11%	11%	13%	13%	13%	13%	13%
RAG Rating	Red	Red	Amber	Green			
Stat. N.	11.2%	12.7%					

### Commentary

Significant progress has been made with regard to Adoptions and this is reflected in the results for the quarter to June 2013. There were 40 adoptions between April and June 2013 which compares favourably with 24 for the same period last year.

The improvements in the number of adoptions have been achieved by more focused work with prospective adopters, close working with the judiciary to reduce delays, robust case work management focused on reducing planning drift, and timely decision making in relation to planning for permanence.

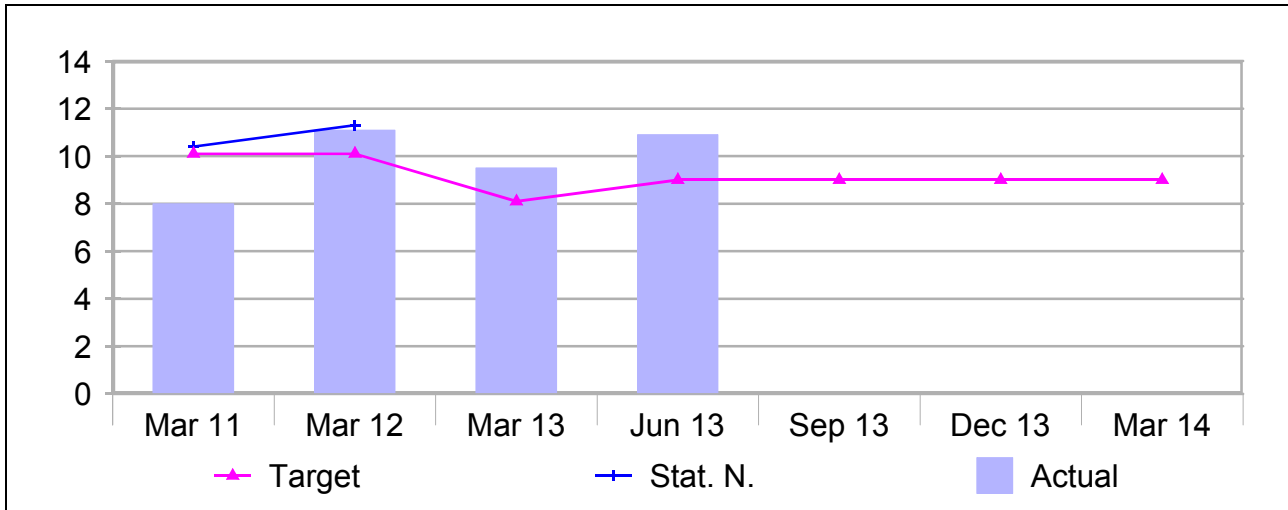
It is unlikely that the results seen in the most recent quarter will be sustainable into future quarters but on average over the year the Target level should be achieved.

### Data Notes

**Tolerance:** Higher values are better.  
Data is reported as financial year to date.  
Data Source: ICS

## Children in Care with 3 or more placements in the last 12 months

**AMBER**



Trend Data – quarter end	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	8.0%	11.1%	9.5%	10.9%			
Target	10.1%	10.1%	8.1%	9%	9%	9%	9%
RAG Rating	Green	Amber	Amber	Amber			
Stat. N.	10.4%	11.3%					

### Commentary

As at June 2013, 200 children had had three or more placement moves in the previous 12 months. Of these, the Catch22 Service (responsible for children over the age of 16) had the highest percentage (30.5%) which related to 61 young people. There were also 24 Unaccompanied Asylum Seeking Children for whom the first placement will count as one move.

Actions to ensure the stability of placements include:

- Placement Panels to ensure that all placement moves meet the needs of the child.
- Placement Stability Core Groups to prevent and support potential breakdowns in placements.
- The continual review of all cases for children who have had two placement moves. Detailed discussions on these, and those that have had multiple moves within the preceding 12 month period takes place at District Management Team meetings and at the Quarterly Performance Deep Dive meetings chaired by the Corporate Director.

### Data Notes

**Tolerance:** Lower values are better.

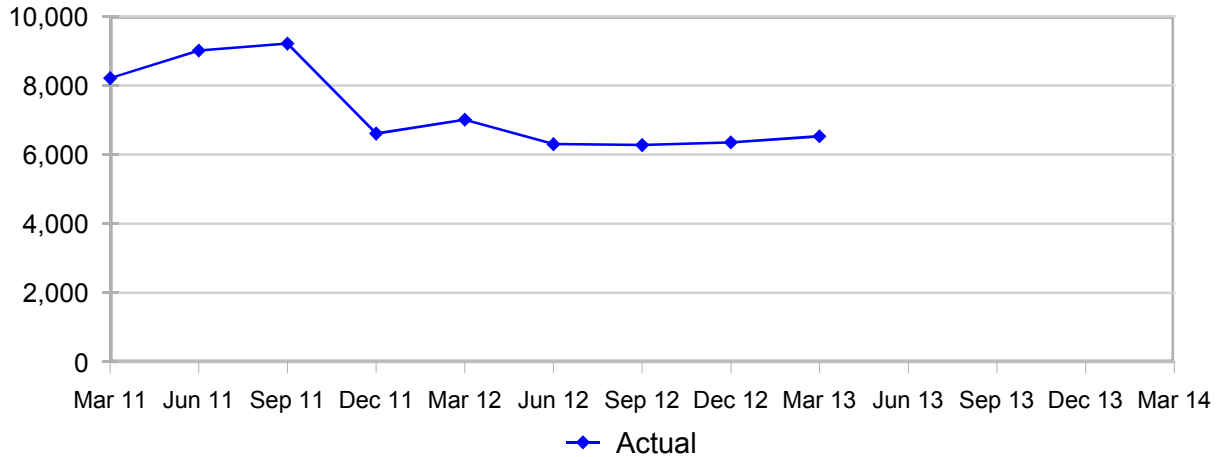
Data is reported as a snapshot at each quarter end.

Data Source: ICS

## Specialist Children's Services - Lead indicators

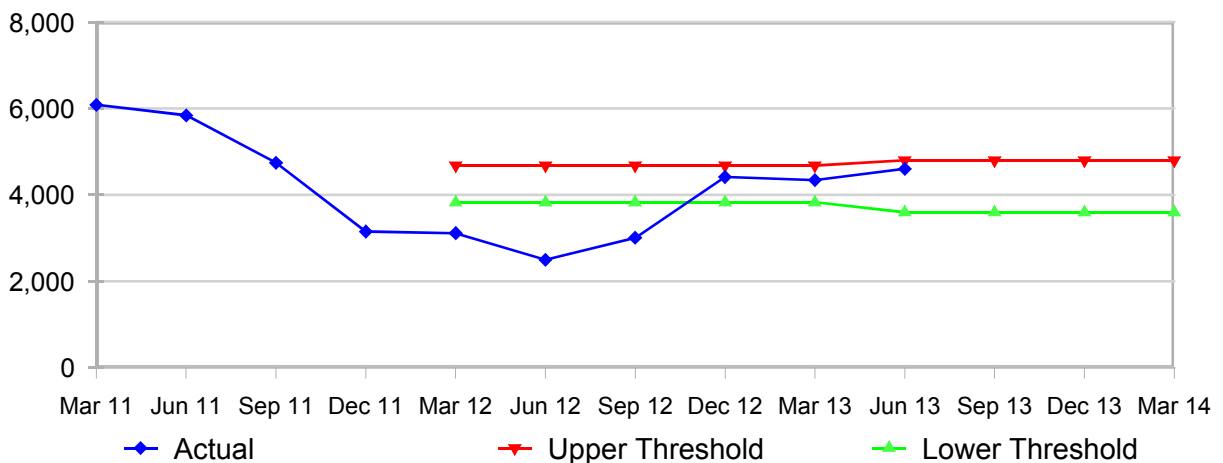
The **number of contacts** to the service has been remarkably stable over the 18 months.

### Quarterly number of contacts received



The introduction of the Central Duty Team in 2011 contributed to a decrease in the **number of recorded referrals**, from above the expected range in 2010 to below the expected range by December 2011. An exercise was then completed to compare Kent's practice with that of high performing authorities and this found that for a number of contacts received in Kent, a high level of work was being conducted without the contact being recorded as a referral, contrary to policies in other councils. Action was taken to address the practice differences found, and a revised process was introduced in August 2012. Following the introduction of the new arrangements, the recorded referral rate has been within the expected range for the last two quarters. The conversion rate of contacts to referrals was 45% in July 2012 and has risen to 69% over the six month period to June 2013.

### Quarterly number of referrals



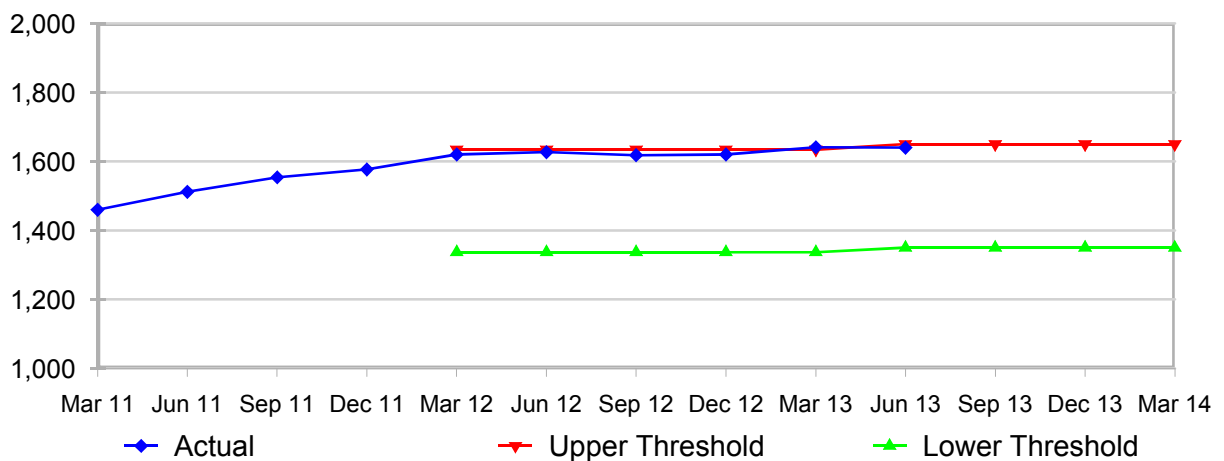
## Specialist Children's Services - Lead indicators

The **number of indigenous Children in Care** has remained fairly static over the last year. The rate per 10,000 children aged 0-17 years at the end of June 2013 was 50.8, slightly above the target rate of 48.5.

Actions being taken which will impact on the number of Children in Care include:

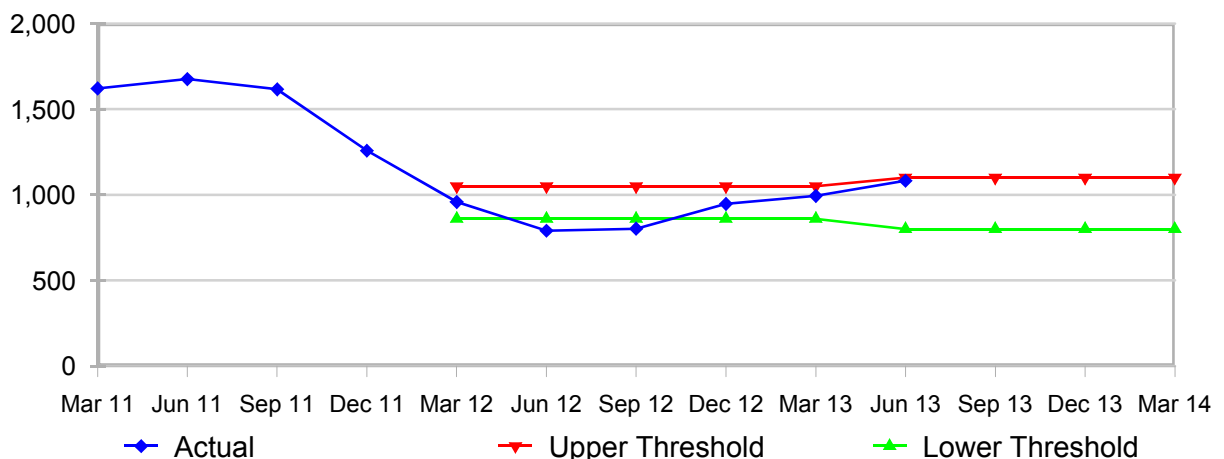
- Improving the percentage of children who are adopted.
- Robust gate-keeping of decisions to take Children in Care.
- Robust tracking of permanency planning including tackling drift and delay.
- Increased investment in prevention and early intervention services.
- Developing speedier and integrated responses to vulnerable adolescents.

### Number of indigenous Children in Care (quarter-end count)



The number of **children with Child Protection Plans** at the end of June 2013 was 1,082. The indicative target, based on a comparable level with statistical neighbours, is a rate of 34.9 per 10,000 children aged 0-17 years. Kent's rate at the end of June 2013 was 33.5.

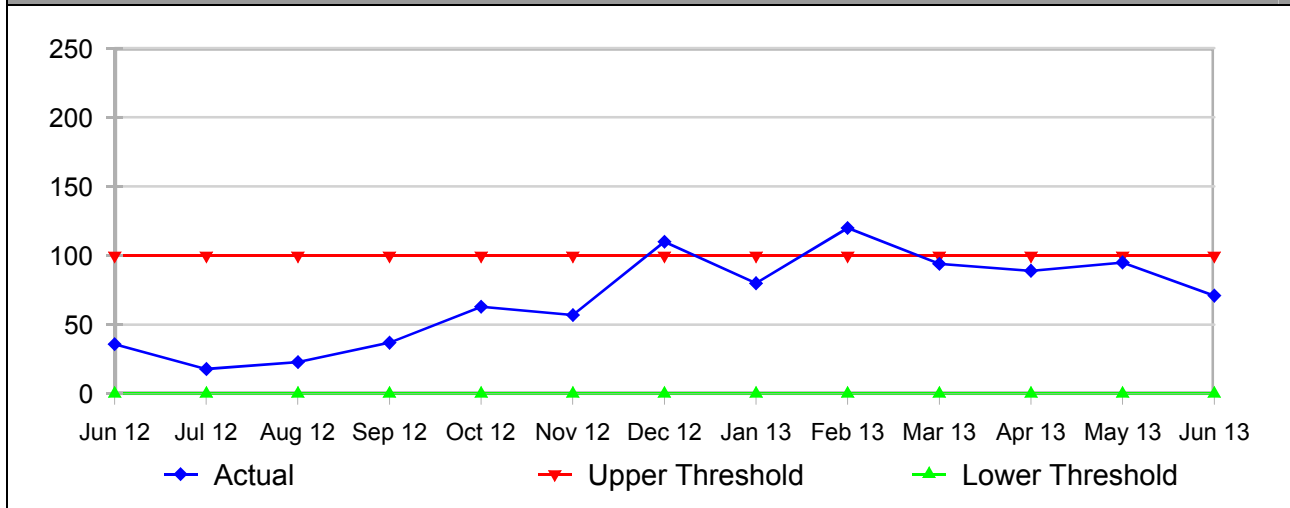
### Number of children with child protection plans (quarter-end count)



## Specialist Children's Services - Lead indicators

The number of Initial assessment in progress and out of timescale was within the expected range at the end of June.

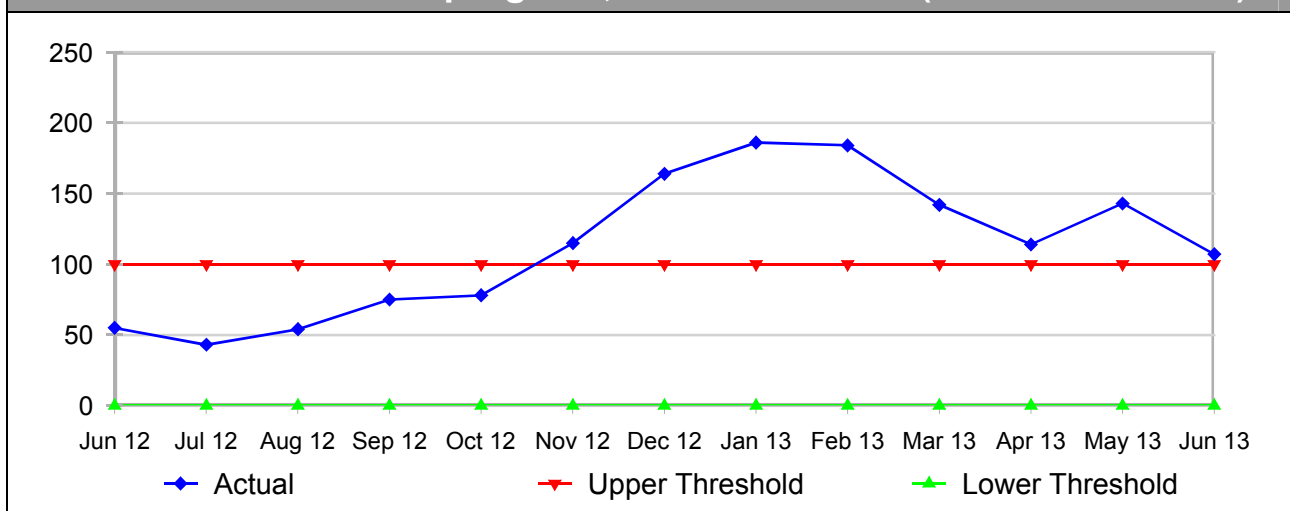
### Initial assessments in progress, out of timescale (month-end count)



The number of **core assessments in progress and out of timescale** was slightly above the Upper Threshold level of 100 at the end of June 2013 with many of these cases being in East Kent. Swale in particular is experiencing issues in meeting this timeliness measure due to staffing pressures combined with high volumes of work as a result of an increased rate of referrals. Ensuring that the quality of assessments is maintained has also resulted in some delays which have impacted on the timeliness of core assessments.

Recruitment to East Kent remains challenging and as an interim measure staff are being moved within the district, and from Canterbury to provide additional support to the Assessment and Intervention Team.

### Core assessments in progress, out of timescale (month-end count)





## Troubled Families Programme

<b>Bold Steps Priority/Core Service Area</b>	Continue to support vulnerable families & Tackle high-cost disruptive families
<b>Cabinet Member</b>	Mike Hill
<b>Portfolio</b>	Community Services
<b>Director</b>	Angela Slaven
<b>Division</b>	Service Improvement

The **Troubled Families Programme** is a national programme which aims to transform the lives of families with complex needs. Families are nominated to the programme if they meet the following characteristics: no adult in the family working, children not being in school or family members being involved in crime and anti-social behaviour.

The Department for Communities and Local Government (DCLG) uses Payment by Results (PBR) to provide incentives for Local Authorities in Partnership with District Councils to champion the key concept of District and Partnership agencies and services; such as police, health and social services, to work more closely together in order to improve outcomes for families and to reduce the overall public sector cost of working with these families.

The Payment by Results targets include reducing exclusions and absence at school, reducing anti-social behaviour across the family and reducing offending rates by minors in the families worked with. Families will be supported as long as required, typically six months to one year, however this is determined by the complexity of individual family need. For successful PBR claims, improvement in these outcomes needs to be evident in the last six months of working with the family.

The Kent Troubled Families Programme has a target of working with 2,560 families over 3 years (2012 – 2015) with 1,085 families in year 1 of the programme and 1,094 families in year 2. There is now a rolling nomination process for working with new families and currently 273 new families have been identified for year 2 of the Programme.

**So far there have been successful outcomes in Kent for 75 families (7%) from year 1 of the Programme, where Payment by Results Targets have been achieved, with improvement in school attendance and reduced offending for these families.**

### Local Delivery

Good progress is being made through local projects delivered in partnership with district councils. KCC Local Project Delivery Managers are in place in each district to co-ordinate and drive the programme forward, with Local Project Boards and Sponsors also in place. Local Operational Groups agree the families to be worked with and monitor and assess progress against the Programme requirements.

A team of four JobCentre Plus staff are working within the Programme supporting local projects alongside the Local Project Delivery Managers to initiate engagement and work with families as well as supporting family members to access employment and training opportunities.

A bespoke training framework has been developed to support partner agencies involved with the Programme.

### **Dedicated Workers**

To help turn around the lives of the families who the Programme works with, it is essential that the way services for families in Kent are delivered is transformed. One of the key ways to achieve this is the provision of a Dedicated Worker for each family, to work with the whole family on all of its issues, including helping to ensure that the children attend school, that appointments are met and that appropriate support services for the family are accessed. The Dedicated Worker also ensures that all public services involved with members of the family are properly coordinated, reducing the demand on services.

There are four different types of Dedicated Workers for different families, working in different ways and for the most intense work the Programme has commissioned an external organisation to provide this role known as Family Intervention Project (FIP) Workers.

Family Intervention Project (FIP) Workers are provided by the delivery partner KCA through the 'Stronger Families' service which commenced in April 2013. These experienced workers will provide full support to families with more complex issues to enable them to significantly improve their family life and empower them to make the changes needed to build resilience within the family.

Family Intervention Project (FIP) Light Workers are provided by Project Salus and work with an average of 15 families at any time for an average of 6 months.

Lead Workers are an existing public sector staff resource and have the ability and authority to influence the engagement of other agencies. They work with each family for an average of 12 months. Lead Workers are allocated as part of the Family Action Plan developed from the Common Assessment Framework and 'Team Around the Family' processes.

Family Support Workers initiate contact with identified troubled families and where appropriate go on to provide longer term support, leveraging in and coordinating further support from a wider 'Team Around the Family'.

### **Additional Support for Families in Kent – the 'Kent Offer'**

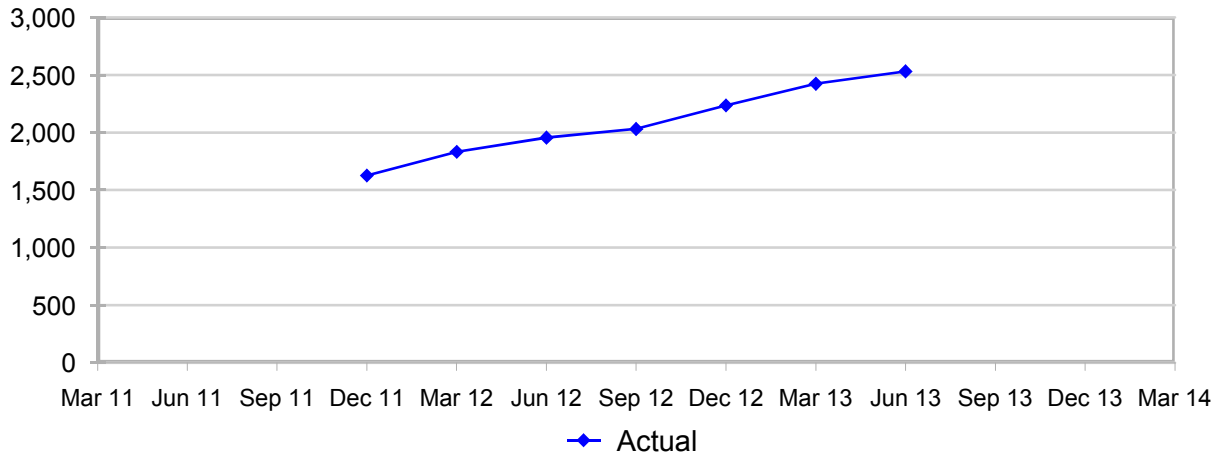
The Programme made a commitment in July 2013 to fund 100 new Apprenticeships and every family member aged 16 to 24 involved in the Kent Programme is to be offered an appropriate apprenticeship or training opportunity to enable them to gain employment.

An 'Innovative Suite of Activities' is being developed to support the FIP Light delivery stream and will be commissioned on a county-wide basis. This will include mentoring, employment support, family days, debt advice and other bespoke support services for family members.

## Early intervention and prevention – Activity indicators

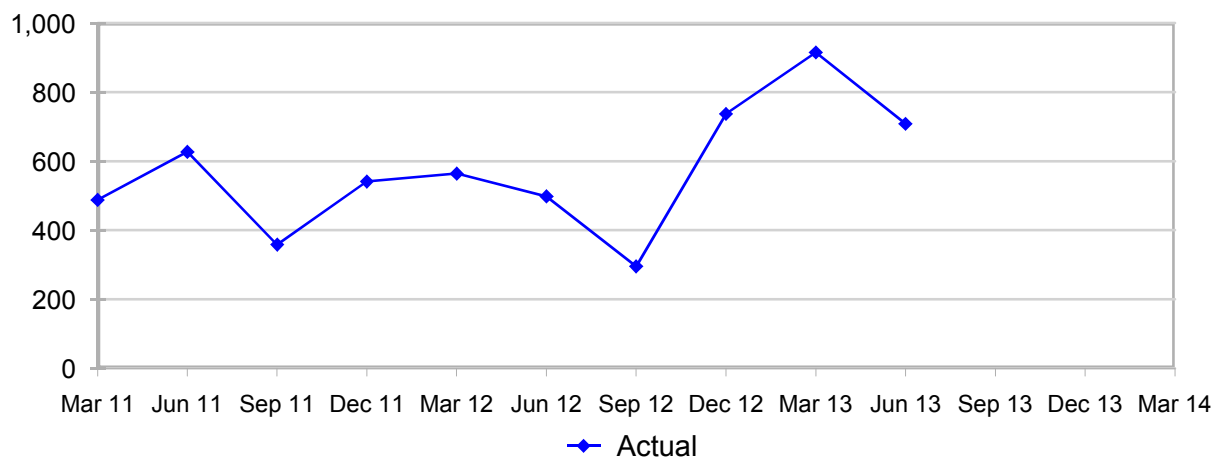
In line with the Troubled Families Programme activity there are more children being supported with a multi-agency Team Around The Family approach.

### Number of children supported by a multi-agency Team Around the Family



There has been an increase in the number of Common Assessment Frameworks (CAF) completed in the last nine months with the target aim to keep this above 620 each quarter. The CAF is a multi-agency approach to assessing service need for young people who are experiencing problems including school exclusion, and offending behaviour and this can also be linked to CAMHS and other health issues. The CAF process helps ensure that appropriate and co-ordinated family support is provided where required, which may involve a Team Around the Family approach and/or a referral into the Troubled Families Programme.

### Number of Common Assessment Frameworks (CAF) completed



## Integrated Youth Service

<b>Bold Steps Priority/Core Service Area</b>	Better target youth service provision at those most at risk of falling into offending behaviour
<b>Cabinet Member</b>	Mike Hill
<b>Portfolio</b>	Community Services
<b>Director</b>	Angela Slaven
<b>Division</b>	Service Improvement

The numbers of **first time youth offenders** in Kent continues to reduce. In recent years this has been both a local and a national trend.

Indicator Description	Previous Status	Current Status	Direction of Travel
Number of first time entrants to youth justice system	GREEN	GREEN	↑

Key to success in this area are the Youth Inclusion Support Panel (YISP) staff, who are integrated into the four locality based teams of the Youth Offending Service. These teams work with siblings of known offenders who are therefore at higher risk of offending and this work is proving effective with only a relatively low percentage of children and young people they have worked with subsequently entering the youth justice system.

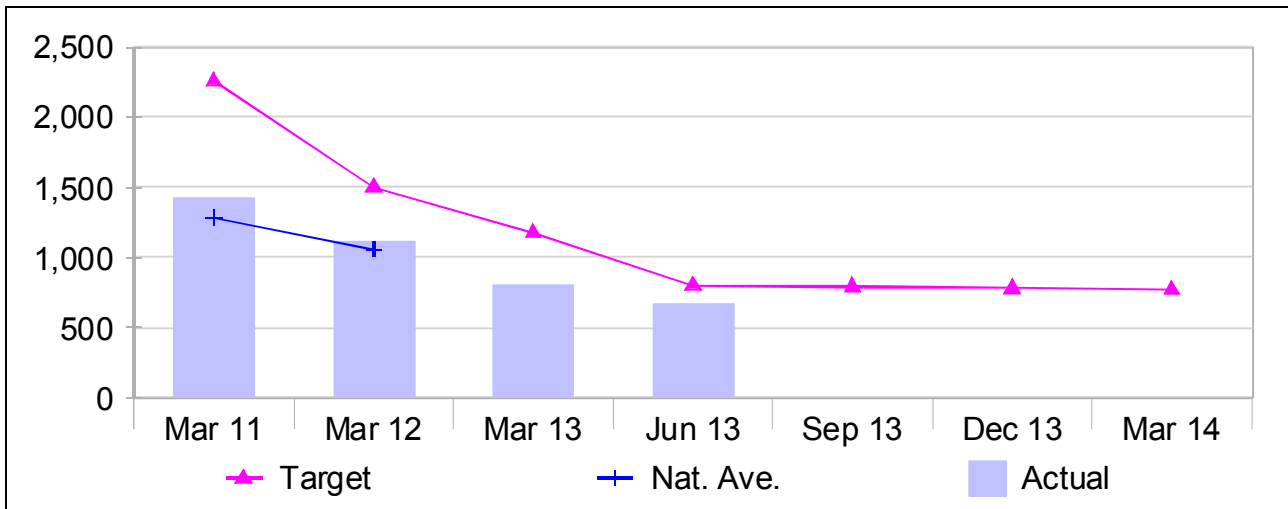
The YISP teams also work closely with Kent Police to support Restorative Justice initiatives, which are available countywide and help divert children and young people from the youth justice system, while enabling access to services appropriate to their needs. The restorative justice clinics provide a process for holding children and young people accountable for their behaviour, while enabling them not to acquire a criminal record and to move on in a positive way from the experience.

The new Kent Integrated Adolescent Support Service (KIASS) is working closely with the Integrated Young Service on the target to reduce the numbers entering the youth justice system for the first time, and is in a position to help ensure that services are being accurately matched to the needs of children and young people at risk of offending, so reducing that risk.

A key risk to continued progress in this area is the current economic climate and higher levels of youth unemployment in the county. Some young people could become demoralised and as a result more vulnerable to offending.

**Number of first time entrants to the youth justice system – rolling 12 month totals**

**GREEN**  
↑



Trend Data – rolling 12 month	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	1,428	1,108	807	675			
Target	2,325	1,500	1,178	800	790	780	770
RAG Rating	Green	Green	Green	Green			
Nat. Ave.	1,281	1,057					

**Commentary**

The downward trend in the numbers of children and young people entering the youth justice system continues to be sustained. Key to success in this area are the Youth Inclusion Support Panel (YISP) staff, who are integrated into the four locality based teams of the Youth Offending Service.

The most recent rolling twelve month figure (provisional to end of June), when compared with the figure for the year ending March 2012 shows a percentage fall of 39%.

Included within priorities for 2013/14 is the development of closer working of Youth Workers, KIAS and YISP teams to increase the co-ordination of the available resources. Learning will continue to be drawn from pilot work in this area being undertaken in Ashford.

**Data Notes**

**Tolerance:** Lower values are better.

Data is reported as a rolling 12 month total. The national average shown is a pro-rata conversion of a per 100,000 population rate.

Data Source: Careworks case management system for local data. Ministry of Justice for national average.

## Kent Support and Assistance Service

<b>Bold Steps Priority/Core Service Area</b>	Tackling Disadvantage
<b>Cabinet Member</b>	Mike Hill
<b>Portfolio</b>	Community Services
<b>Director</b>	Angela Slaven
<b>Division</b>	Service Improvement

### Background

The DWP, through its Social Fund, awarded Crisis Loans and Community Care Grants to Kent people in crisis or need. These elements of the Social Fund ceased to exist on the 31<sup>st</sup> March and the budget for these awards was devolved to the local authority for two years to March 2015. In response, KCC set up the **Kent Support and Assistance Service (KSAS)** pilot, which commenced on 1<sup>st</sup> April with the purpose of supporting people in Kent suffering a crisis or in exceptional need.

KSAS offers support by advising and signposting people in difficulty to supporting services and agencies, and awards furniture, white goods, cookers, clothing, food, energy, and emergency travel to people in exceptional need. KSAS access the DWP CIS database and KCC Swift and ICS databases to verify applicants individual circumstances. In addition safeguarding concerns are reported to the out of hours team social care team.

### Local Delivery

Furniture and white goods awards are provided by the reuse sector through more than 31 outlets across Kent using a voucher system with delivery direct to their homes. All goods are 'gifted' to the customer to prevent legacy issues for the council but are guaranteed for six months if refurbished or twelve months if new.

KSAS awards seven day food parcels from Asda supermarket which include personal and household hygiene items, In addition energy awards are provided with an energy top up service using PayPoint outlets.

### Demand to date

During the first three months, April – June, 6,142 telephone enquiries were received, assessed for need and offered signposting advice and guidance. Of these 646 (11%) resulted in applications. 1,386 online applications were also received making a total of 2,032 applications received for April – June (31.8% via telephone and 68.2% through online application).

Of the 2,023 applications, 875 awards of support were given to households in need with the highest demand being for food and energy, and with furniture and equipment incurring the greatest spend. The least used part of the KSAS offer was emergency travel. Cash is only provided in exceptional circumstances, for example if someone is fleeing domestic abuse.

## Kent Support and Assistance Service

	<b>April</b>	<b>May</b>	<b>June</b>	<b>Total (YTD)</b>
Calls Received	2,305	2,073	1,764	<b>6,142</b>
Applications Received	673	705	654	<b>2,032</b>
Unique Awards Made	243	329	303	<b>875</b>

During the three months to June, 60% of applications to KSAS have come from households of three or less people. In addition parents of over 1,240 children under the age of 18 have been assessed by the service.

### **Budget**

The budget for the first quarter was £707,400 with the actual spend being £176,729 (25%). This level of spend is consistent with other councils both regionally and nationally who have adopted a cashless service. However, now that the service is established demand levels are rising and spend is increasing July figures showing a 40% spend of allocated budget.

### **Trusted Partners**

KSAS use a network of 'Trusted Partners' to support customers in their applications. The use of 'Trusted Partners' enables the KSAS assessors to make the right decision if faced with any ambiguity. 'Trusted Partners' include staff in Gateways, Libraries, Children's Centres, Kent Citizen Advice Bureaus and active voluntary sector organisations such as 'The Rainbow Centre' in Folkestone.

### **Future challenges**

On July 15<sup>th</sup> the housing benefit cap came into effect across Kent, resulting in families having up to £200 per week cut from their benefits. KSAS is monitoring the impact of this along with district council housing and benefit managers. It is anticipated that this will start to seriously affect households from September 2013.

The Universal Credit reform is due to be implemented in Kent in March 2014 and this is likely to have an impact on the level of applications for assistance received by KSAS.

## Education, Learning and Skills

<b>Bold Steps Priority/Core Service Area</b>	Ensure all pupils meet their full potential, Shape education and skills provision around the needs of the Kent economy
<b>Cabinet Member</b>	Roger Gough
<b>Portfolio</b>	Education and Health Reform
<b>Corporate Director</b>	Patrick Leeson
<b>Directorate</b>	Education, Learning and Skills

### Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of pupils achieving 5+ A*- C GCSE including English and Maths	AMBER	Not yet available	
Percentage of pupils achieving level 4 and above in Reading, Writing and Maths at KS 2	GREEN	GREEN	↑
Attainment gap for children with Free School Meals at Key Stage 4	AMBER	Not yet available	
Attainment gap for children with Free School Meals at Key Stage 2	GREEN	AMBER	↔
Percentage of primary schools with Good or Outstanding Ofsted inspection judgements	GREEN	GREEN	↑
Number of schools in category (special measures or with notice to improve)	RED	RED	↓
Percentage of SEN statements issued within 26 weeks (excluding exceptions to the rule)	AMBER	AMBER	↑
Percentage of pupils permanently excluded from school	GREEN	GREEN	↑
Apprenticeship starts for 16-18 year olds	GREEN	Full year not yet available	

The first four Performance Indicators in this section are annual indicators, with school attainment results only becoming available once a year. The other indicators in this section are provided with quarterly results.

The overall county levels results for **GCSE** for 2013 are not yet available.

**Key Stage 2 pupil attainment** for 2013 now has a new indicator, which reports on 'level 4 and above in Reading, Writing and Maths'. The provisional figure of 73% compares to an equivalent figure for last year of 72%. On this basis the indicator is provisionally rated as Green with upward direction of travel. Once the national figures are known the targets will need to be revised as they have been set against the previous indicator.

The **achievement gap for children with Free School Meals at Key Stage 2** has maintained the improvement shown in 2012, and whilst the overall gap has not further reduced, in there has been a modest reduction for individual subjects of Reading, Writing and Maths.



There is a positive upward trend for the percentage of primary schools with Good or Outstanding **Ofsted inspection judgements** for overall effectiveness, and the current target level of 64% has been surpassed.

The number of **schools in an Ofsted category of concern** continues to be below target. We work closely with all schools in category who are working to a Local Authority Statement of Action which has been approved by Ofsted. The leadership of the school, including the Governing Body is held to account for progress against this plan every six weeks.

Performance has improved in the quarter for the percentage of **SEN statements issued within 26 weeks** and has risen to over 87%. Recent single month figures show substantial improvement that indicates a significant upward shift in performance.

**Permanent exclusions** have reduced this quarter and results are on target. Numbers are significantly down on the 2011/12 figure of 210 exclusions to the current level of 150 at June 2013. This is significantly below the 200 Bold Steps target for 2013. Work continues with all schools to look at ways of further reducing exclusions as part of the development of a new Inclusion Strategy.

Kent's **take-up of apprenticeships** has shown more growth in the last few years than seen nationally, and recent part-year data, whilst showing a decline, has not declined as much as national levels.

## **Standards & School Improvement Update**

Provisional results for KS2 for 2013 are shown in the report. A more detailed picture will be available in the next QPR once the national and statistical neighbour results are available, as these are required in order to provide contextual comparison. The pupil attainment results in Kent schools for 2012 showed an improvement compared to the previous year at all key stages.

Although improving, performance in many schools still does not meet the standards required. Our school improvement strategy for 2012/13 supports and challenges schools and settings to build on the success of the latest results and ensure that 2013 sees further improvement in standards overall, with even fewer schools below the floor standard.

Our school improvement strategy shows the level of support schools can expect to receive. Support ranges from Intensive for schools in an Ofsted category to Low for good and outstanding schools.

There is currently a key focus for schools in the High Support category, we have made good progress in reducing the number of Requiring Improvement schools from 177 in September 2012 to 116 at June 2013. These are schools which are below the National Floor Standard and those which have received a Satisfactory judgement or a Requiring Improvement judgement from Ofsted at their last two inspections; for new inspections the Satisfactory grade has been replaced with a category of Requiring Improvement.

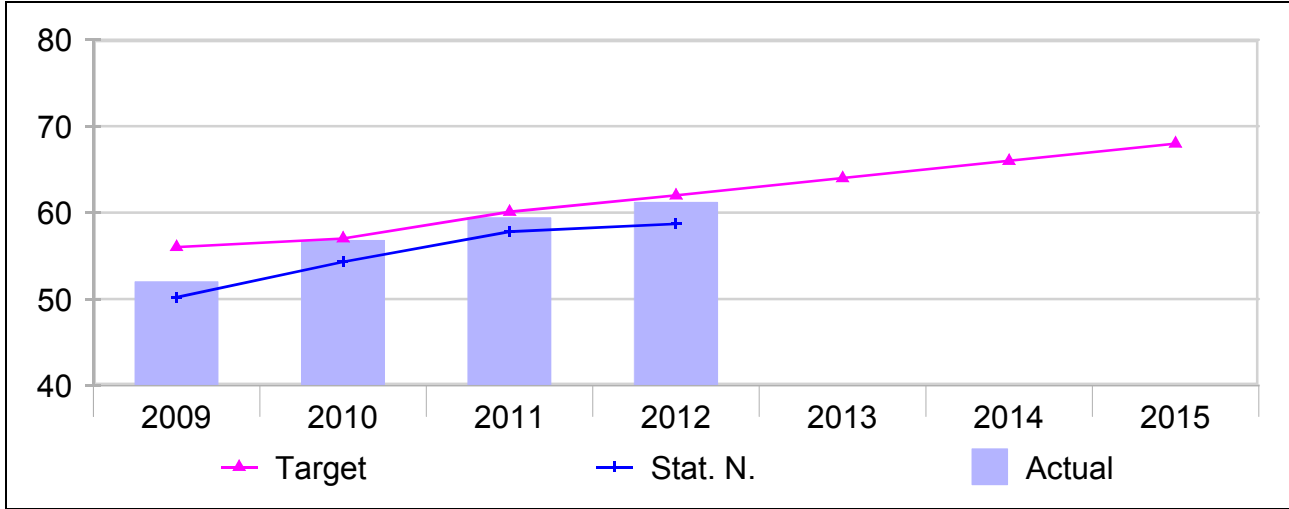
Rigorous action is being taken in the schools within the High Support category and Ofsted category of concern, to reduce the legacy of underperformance and to strengthen or replace leadership. All these schools have a detailed improvement plan and 6-weekly

review meetings take place. These meetings ensure that a faster pace of improvement is maintained and that activity is re-focused when required. We are also supplying both financial and personnel support to assist rapid improvement in these schools.

A key issue is to improve the effectiveness of scrutiny and challenge by Governing Bodies, particularly in holding school leadership to account and in being prepared to take the necessary action when there is poor leadership. However, many Governing Bodies have responded well to the challenge and are focusing more effectively on the quality of education, the progress of pupils and the necessary actions to secure improvement.

Of the 177 Requires Improvement schools at September 2012 which received an Ofsted Inspection during this academic year 73 have moved to a Good category.

<b>Percentage of pupils achieving 5+ GCSE A* to C including English and maths</b>	N/A
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Trend Data – annual	Annual trend						
	2009	2010	2011	2012	2013	2014	2015
Actual	52.0%	56.8%	59.4%	61.2%	tbc		
Target	56%	57%	60%	62%	64%	66%	68%
RAG Rating	Amber	Amber	Amber	Amber			
Stat. N.	50.2%	54.3%	57.8%	58.7%			

**Commentary**

**Provisional GCSE results for 2013 are being collected from schools during September.**

Results at GCSE improved again in 2012 with Kent performing well compared to both national and statistical neighbour averages. However, there were 15 schools below the new floor standard of 40%, 6 of which were academies.

KCC is very clear about the appropriate criteria for deciding the level of support and challenge needed for each school and this is recorded in the District Action Plans. Schools not achieving the expected levels receive an intensive programme of support, which uses all available resources in order to effect improvement in a cost effective and sustainable framework.

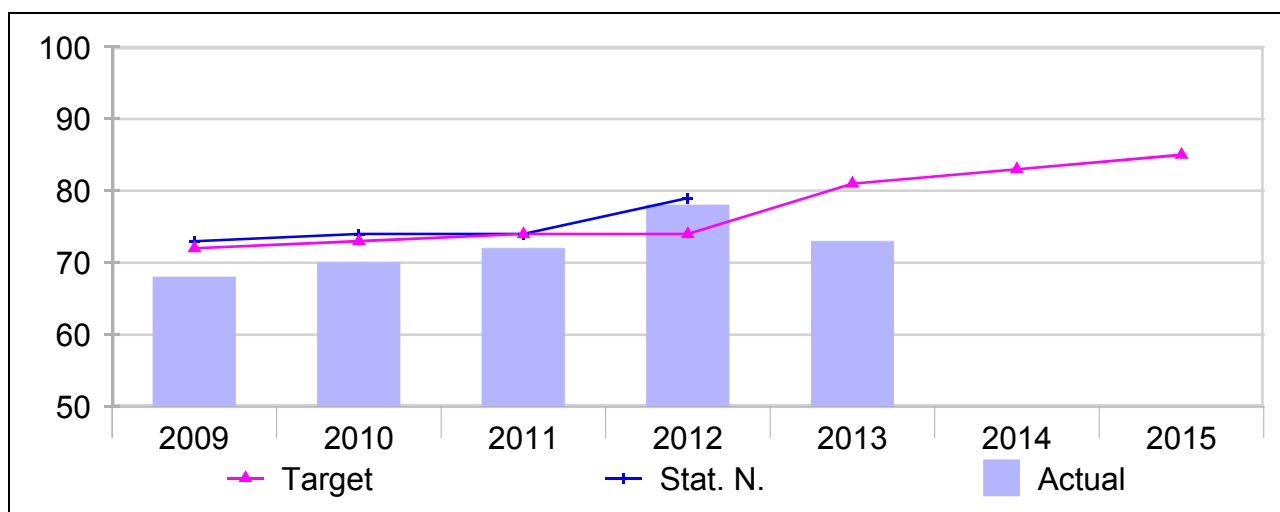
There is a clear understanding that if schools do not make the expected progress the following actions are considered: the serving of a Warning Notice; introducing an Interim Executive Board; changes to the leadership structure; federation or amalgamation; or conversion to a sponsored academy arrangement.

**Data Notes**

**Tolerance:** Higher values are better.  
 Data includes all pupils at state funded schools, including academies.  
 Data Source: Department for Education (DfE).

**Percentage of pupils achieving level 4 and above in Reading, Writing and Maths at Key Stage 2 (from 2013)**

**GREEN**  
↑



Trend Data – annual	Annual trend						
	2009	2010	2011	2012	2013	2014	2015
Actual	68%	70%	72%	78%	73%		
Target	72%	73%	74%	74%	81%*	83%*	85%*
RAG Rating	Red	Red	Amber	Green	Green		
Stat. N.	73%	74%	74%	78.7%			

**Commentary**

**Note – change in definition for the indicator – most recent data not comparable with previous year**

This indicator was previously reported as “English and Maths combined”, but now the indicator reports “Reading, Writing and Maths”. The new definition is a higher standard and results are lower for this new indicator.

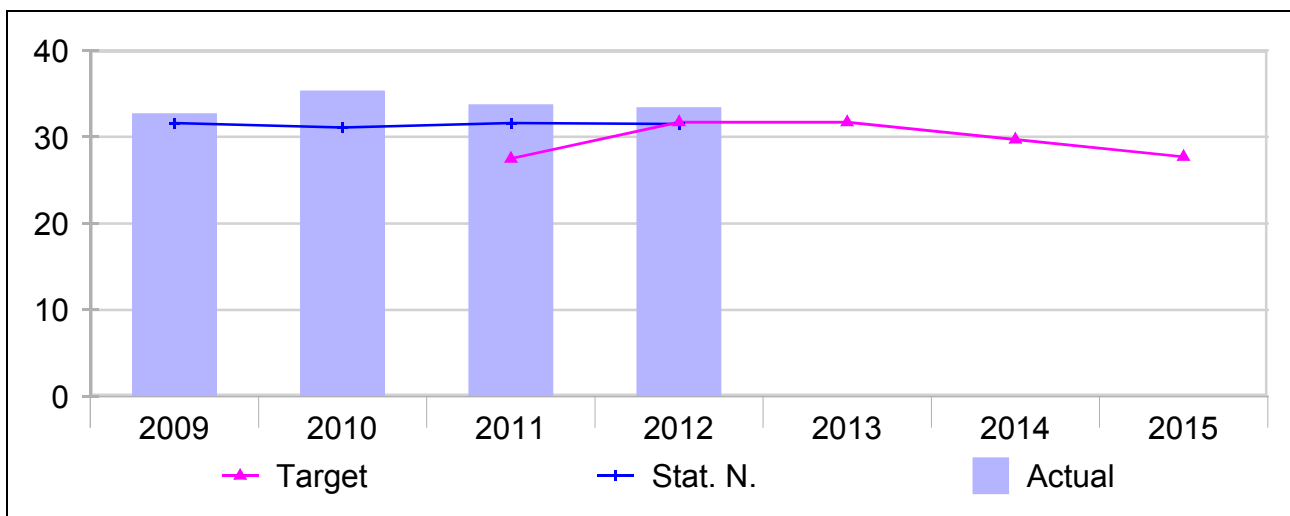
The 2013 result is provisional and compares to an equivalent result for 2012 of 72%, so the provisional result has been rated as Green with an upward direction of travel. National and statistical neighbour figures will not be available during September at which time Kent’s targets will be revised to reflect the new definition of the indicator.

The change in definition has also impacted on the number of schools below the 60% floor standard for Level 4 attainment. Based on provisional figures there are now 59 schools below the floor standard (11 academies and 48 local authority maintained schools).

**Data Notes**

**Tolerance:** Higher values are better  
Data includes all pupils at state funded schools, including academies.  
Data Source: Department for Education (DfE).

<b>Percentage achievement gap between children with Free School Meals (FSM) and other children at GCSE</b>	N/A
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Trend Data – annual	Annual trend						
	2009	2010	2011	2012	2013	2014	2015
Actual	32.7%	35.3%	33.7%	33.4%	tbc		
Target			27.5%	31.7%	31.7%	29.7%	27.7%
RAG Rating			Red	Amber			
Stat. N.	31.6%	31.1%	31.6%	31.5%			

**Commentary**

**Pupil level GCSE data will be available in late September to enable the 2013 figures to be produced.**

Only minimal improvement was achieved in the 2012 results. Rigorous conversations are held by the School Improvement Advisers with all schools where the achievement gap is significant. Schools are being ambitious with their targets in closing the gap and the School Improvement team is supporting school actions using the Pupil Premium.

As there is a clear connection between issues of attendance, SEN and wider social service involvement with many of these young people we are being proactive in developing integrated services such as KIASS (Kent Integrated Adolescent Support Service) and in ensuring education teams work closely with social care and support teams to support the most vulnerable young people to make better progress in learning.

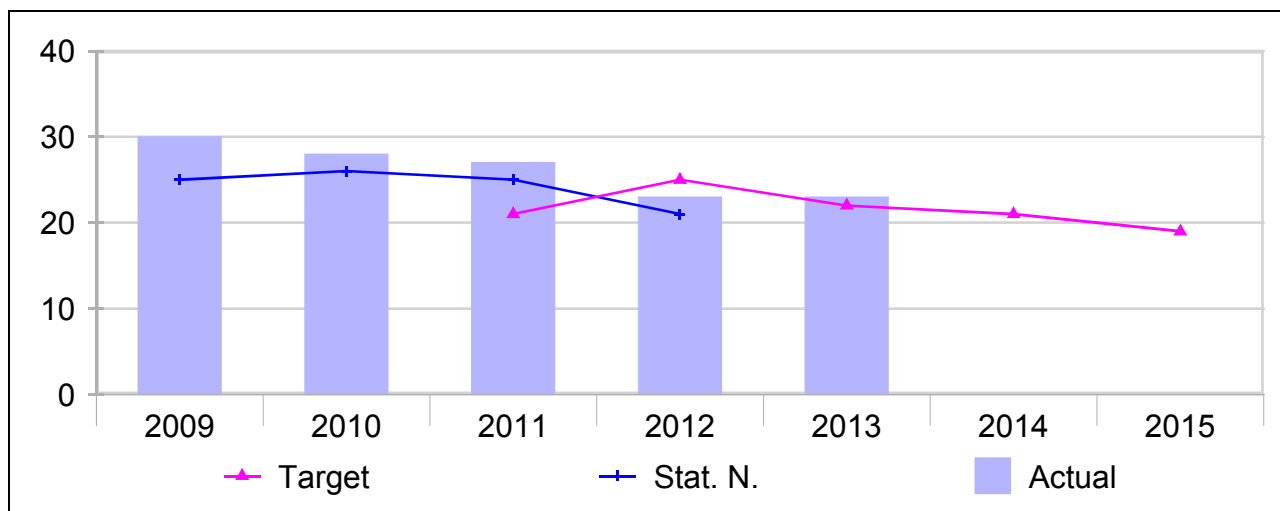
Note - The 2011 target was based on average National performance and targets for future years are now based on a more realistic phased trajectory to this level over 3 years.

**Data Notes**

**Tolerance:** Lower values are better  
 Data is reported as result for each year. Data includes results for pupils at academies.  
 Data Source: Department for Education (DfE)

**Percentage achievement gap between children with Free School Meals (FSM) and other children at Key Stage 2**

**AMBER**



Trend Data – annual	Annual trend						
	2009	2010	2011	2012	2013	2014	2015
Actual	30%	28%	27%	23%	23%		
Target			21%	25%	22%	21%	19%
RAG Rating			Red	Green	Amber		
Stat. N.	25%	26%	25%	21%			

**Commentary**

Having made significant improvement in narrowing the gap at Key Stage 2 in 2012, this year's figures have not shown any further reduction.

2013 figures have been produced using the revised 'Ever-6' Free School Meal definition, in line with Pupil Premium funding and DfE reporting, which includes pupils that are currently known to be eligible, or have been known to be eligible at any point in the last six years. Reporting for KS2 has changed this year. No overall English is being calculated, which from 2013 onwards changes this indicator to a calculation of the performance gap in 'the percentage of pupils achieving level 4 and above in Reading, Writing and Maths'.

It is clear that some headteachers are still not directing the Pupil Premium funding towards the more vulnerable children's learning. We will be issuing formal challenges to those schools.

National and statistical neighbour comparative figures will be available in December.

**Data Notes**

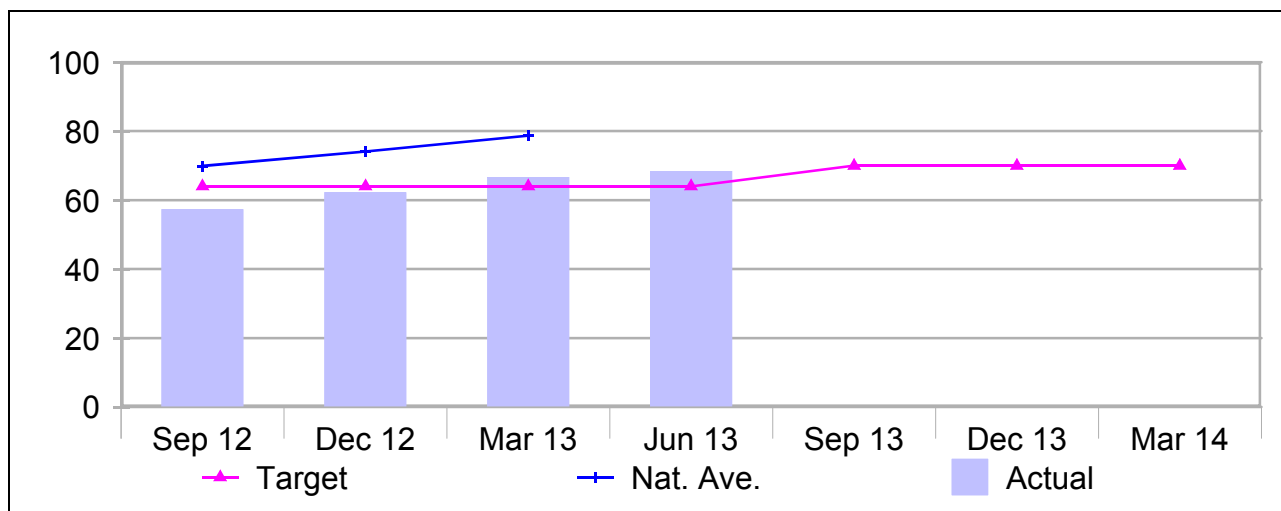
**Tolerance:** Lower values are better

Data includes results for all pupils including academies.

Data Source: Department for Education (DfE).

Percentage of primary schools with Good or Outstanding Ofsted inspection judgements for overall effectiveness

**GREEN**  
↑



Trend Data – quarter end	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	57.3%	62.2%	66.7%	68.4%			
Target	64%	64%	64%	64%	70%	70%	70%
RAG Rating	Amber	Amber	Green	Green			
Nat. Ave.	69.9%	74.1%	78.7%				

**Commentary**

There has been continued good progress on this measure and the target for the academic year has been exceeded for the last two quarters.

There has been strong progress here both locally and nationally, following the introduction of the new inspection framework by Ofsted in September 2012.

Progress here in Kent has been supported by one of our key strategies which is to encourage strong school-to-school collaborations in order to develop local accountability for school improvement. We are working closely with the schools which have attained Teaching School status to foster deeper leadership links across the sector.

Note that three new schools and fifteen sponsored academies are not included in the June figures as they have not been inspected yet.

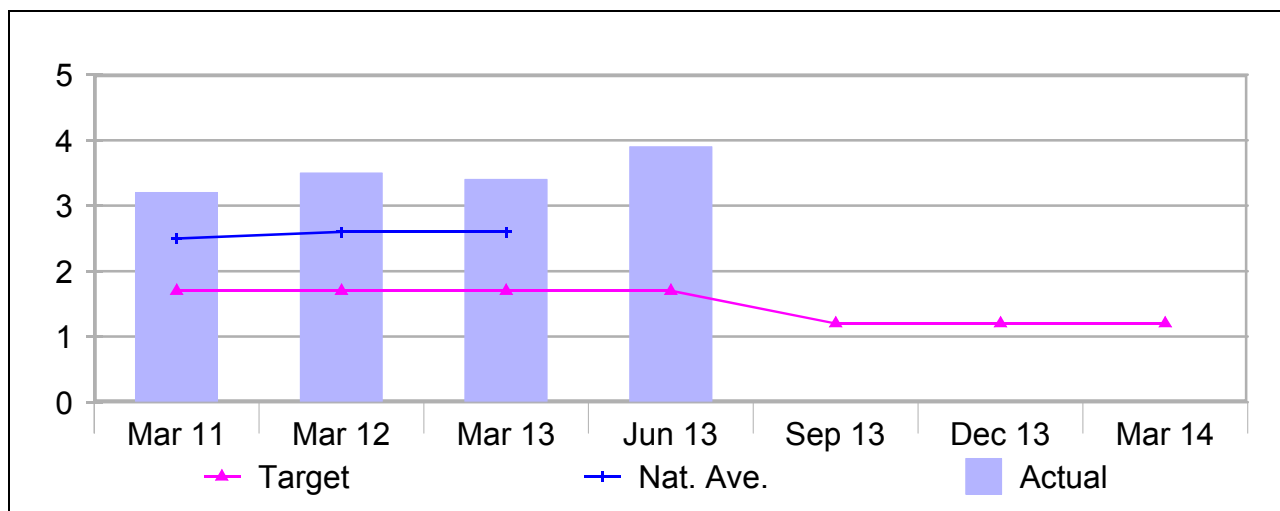
**Data Notes**

**Tolerance:** Higher values are better

Results are reported as a snapshot at each quarter-end of the most recent inspection judgement. The most recent quarter's result is provisional, pending final publication of some inspection reports. Data Source: Ofsted

Percentage of schools in Ofsted category (special measures or with notice to improve)

**RED**  
↓



Trend Data – quarter-end	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	3.2%	3.5%	3.4%	3.9%			
Target	1.7%	1.7%	1.7%	1.7%	1.2%	1.2%	1.2%
RAG Rating	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Red</b>			
Nat. Ave.	2.5%	2.6%	2.6%				

**Commentary**

The number of schools deemed inadequate by Ofsted is higher than last quarter. At the end of June there were 23 schools in category, with 17 of these being Primary schools, 4 secondary, 1 Special and 1 PRU. Of these 23 schools, 3 are academies. 19 of these 23 were in Special Measures with 2 of these schools due for academy conversion on or before September 2013, with another due for November 2013.

For schools in a category there is a clear statement of action produced by the Council and approved by Ofsted, and there is close working with the school and its governors to secure rapid improvement.

In a number of schools there is a change of leadership as a necessary pre-requisite to its improvement and for some schools there is also an expectation by DfE that they become sponsored academies. Part of our role in this process is to secure the best arrangements for improvement.

**Data Notes**

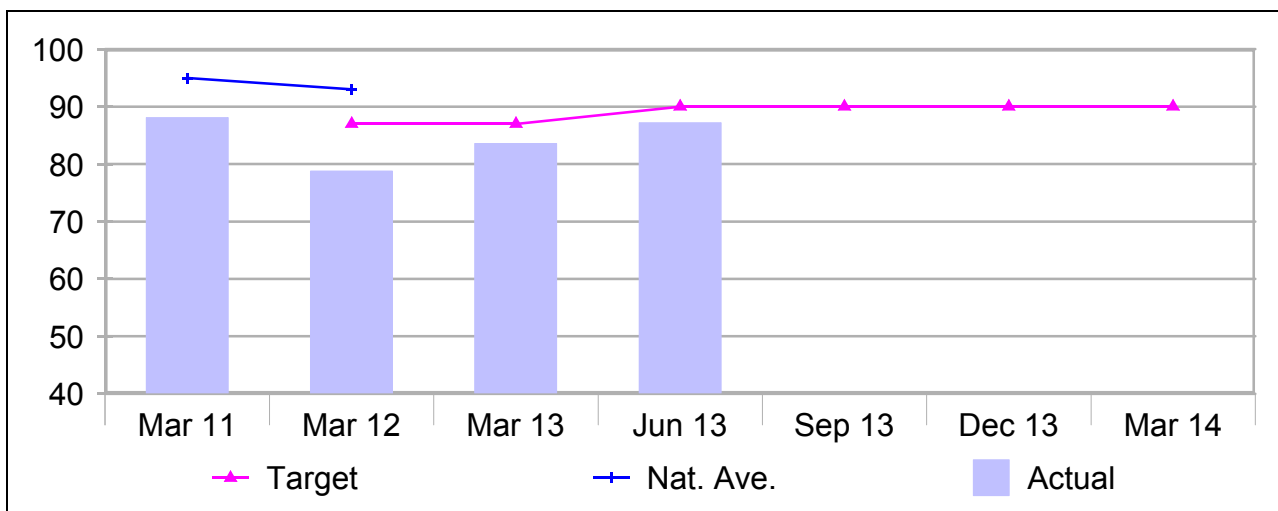
**Tolerance:** Lower values are better. Data is reported as a snapshot position at each quarter-end. Data includes all state-funded schools.

Data Source: Ofsted



**Percentage of SEN statements issued within 26 weeks  
(excluding exceptions to the rule)**

**AMBER**  
↑



Trend Data – rolling 12 month	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	88.1%	78.8%	83.6%	87.2%			
Target		87%	87%	90%	90%	90%	90%
RAG Rating	Green	Red	Amber	Amber			
Nat. Ave.	95%	93%					

**Commentary**

Performance has improved significantly during the year but results remain below the target level. However, recent single-month figures (rather than the rolling 12-month figures shown above) are currently above target, which if sustained will translate into a substantial increase in performance in 2013/14.

A full review of systems, staff deployment and training was completed in the year and robust actions to address findings and to deliver improvement are contained within the Business Plan for 2013/14.

We are moving forward with plans through the SEND strategy to increase the capacity of our mainstream and special schools to reduce delays arising from placement pressure. Delays can also be due to late receipt of medical advice and this has been discussed with the Health and Well Being Board to obtain their support in ensuring this work is appropriately resourced.

**Data Notes**

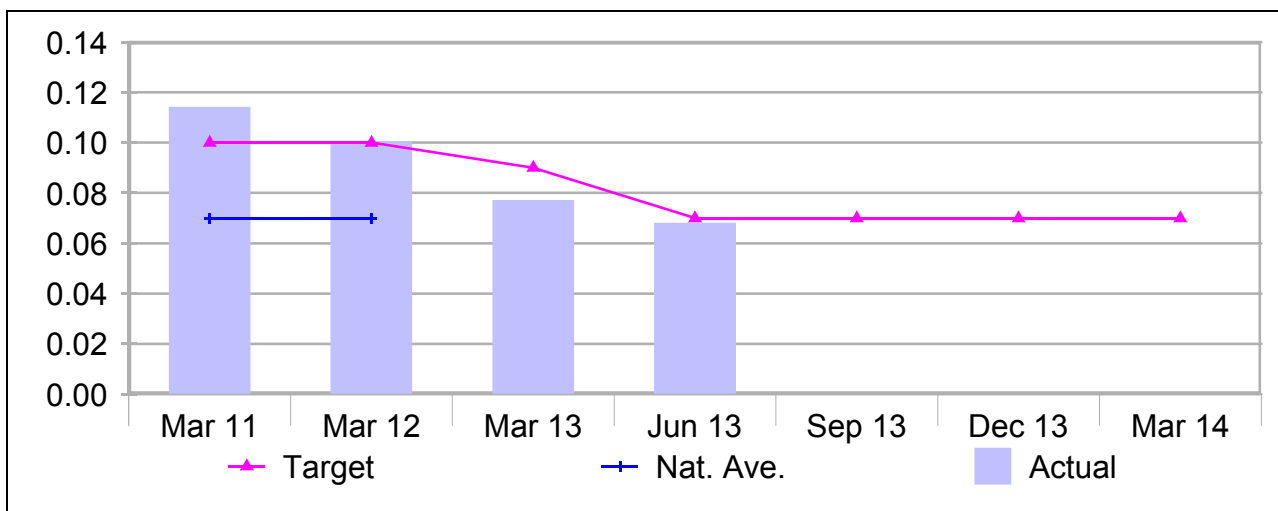
**Tolerance:** Higher values are better

Exception to the rules are circumstances set out in the appropriate legislation where specific timescales within the SEN assessment process need not be followed.

Data Source: KCC Impulse database.

Percentage of pupils permanently excluded from maintained schools and academies

**GREEN**  
↑



Trend Data – rolling 12 month	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	0.11%	0.10%	0.08%	0.07%			
Target	0.10%	0.10%	0.09%	0.07%	0.07%	0.07%	0.07%
RAG Rating	Amber	Green	Green	Green			
Nat. Ave.	0.07%	0.07%					

**Commentary**

Results this quarter have improved on the previous quarter, and are on target for the year.

There were 150 permanent exclusions in the last 12 months which is a significant improvement on the academic year 2011/12 when there were 210 permanent exclusions.

Of these 150 exclusion in the last 12 months, 25% were in primary schools and 75% were in secondary schools.

The national data for exclusions is collected in January following an academic year and published in July. Data for academic year 2012/13 will be available in July 2014.

**Data Notes**

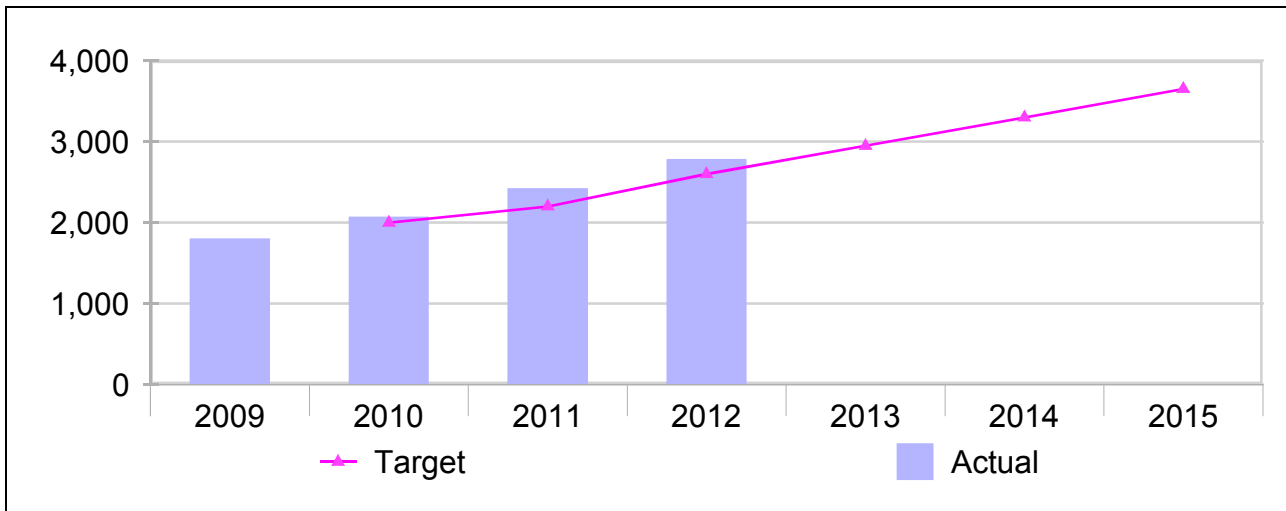
**Tolerance:** Lower values are better

Data is reported as rolling 12 month total. Data includes pupils in maintained schools and academies. National averages are based on full academic year result and not financial year.

Data Source: Impulse database.

## Apprenticeship starts for 16-18 year olds

N/A



Trend Data – annual	Annual trend – academic year						
	2009	2010	2011	2012	2013	2014	2015
Actual	1,800	2,070	2,420	2,780	2,010*		
Target		2,000	2,200	2,600	2,950	3,300	3,650
RAG Rating		Green	Green	Green			
Kent Growth			15.6%	15.7%	-7.8%		
Nat. Growth			12.5%	4.3%	-12%		

### Commentary

\* **Data for 2013 is partial** and only covers the academic year up to the end of April – this result is not comparable with the figures shown for previous year.

There has been a decrease in the number of starts this year to date both locally and nationally. The National Apprenticeship Service (NAS) suggests this is due to the closing of a number of training providers due to quality issues.

We are working on an action plan with NAS to tackle this decline and NAS have provided £60,000 to support the action plan. Planned activities include projects with Barclays and Microsoft to use their supply chain to generate starts across the county, targeting key districts with pop up shops, and business engagement. We are also phoning companies directly, following up on previous mail-shots. Early indications are that these actions are proving successful.

Our target for 2016 is to increase apprenticeship numbers by 50%.

### Data Notes

**Tolerance:** Higher values are better. Data is by academic year.

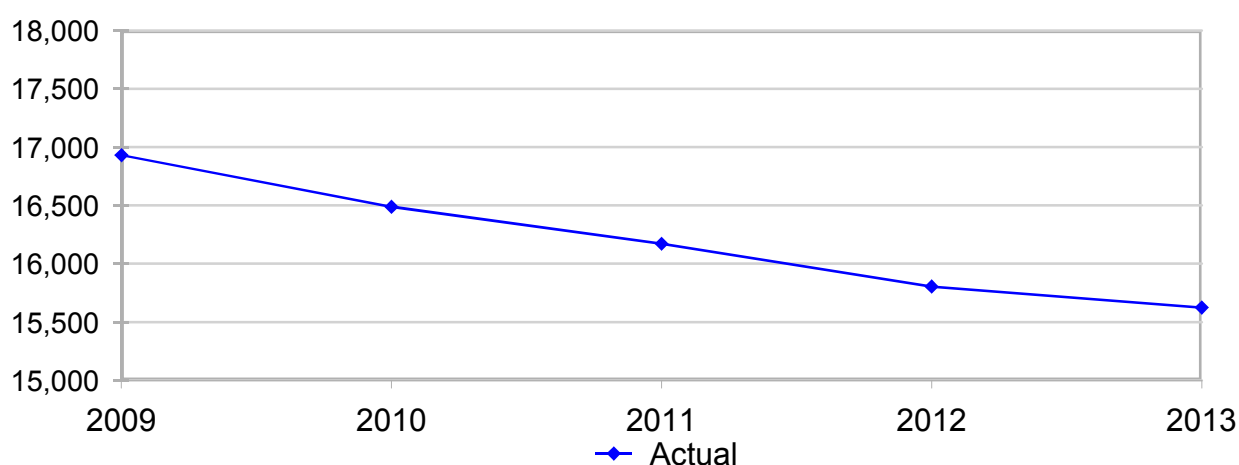
Data Source: National Apprenticeship Service.

## Education, Learning and Skills - Lead indicators

The **number of Year 7 pupils** starting their secondary education within Kent schools has been showing a steady decrease over the last few years, with the January 2013 pupil census count being 15,623, which is a 5.5% decrease on the count of 3 years ago. Overall secondary school pupil numbers have decreased by 2.3% over the same time period.

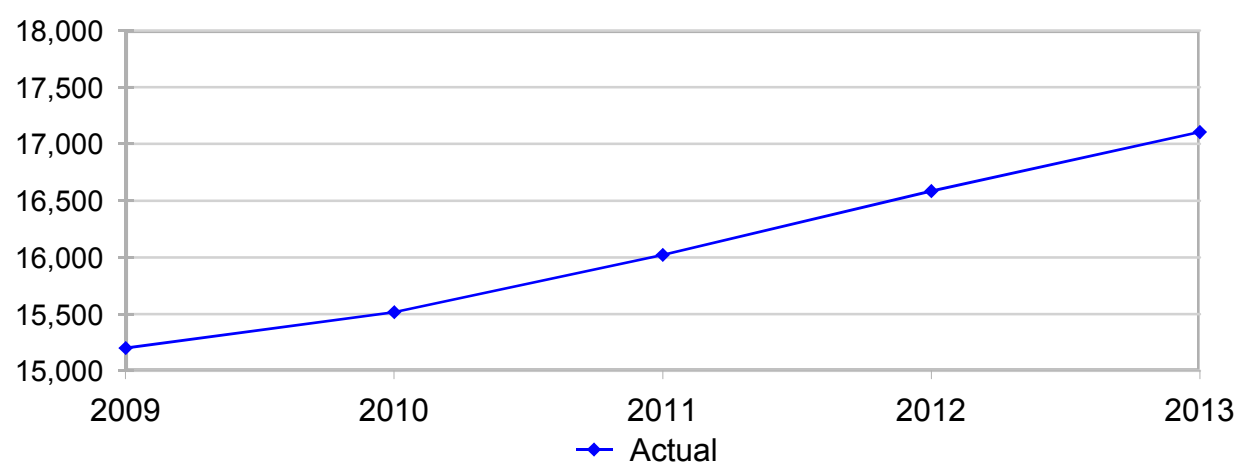
The trend for decreasing numbers entering secondary education is likely to come to a halt after next year, as the Year 6 year-group is currently the smallest cohort at a count of 15,131. After next year the trend in pupil numbers entering secondary education will follow the increasing trend currently being seen in Reception year.

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



The **number of Reception Year pupils** starting their primary education within Kent schools has been on a steady increase over the last five years, with the January 2013 pupil census count being 17,105, which is a 9.3% increase on the count of 3 years ago. Overall primary school pupil numbers have increased 4.5% over the same time period.

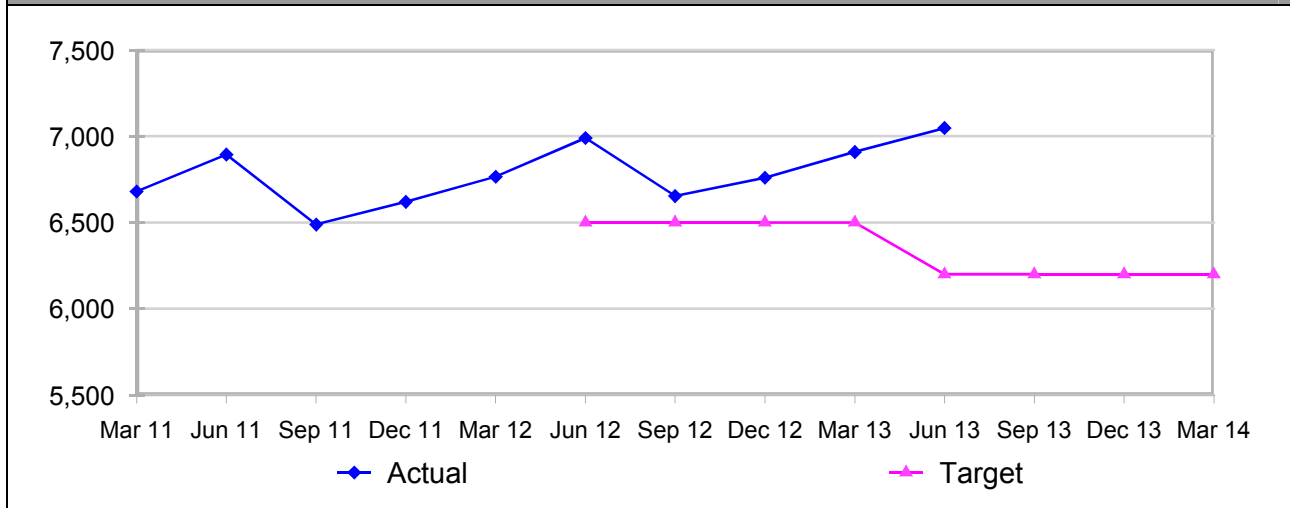
### Number of pupils in Reception year (Kent state funded schools)



## Education, Learning and Skills - Lead indicators

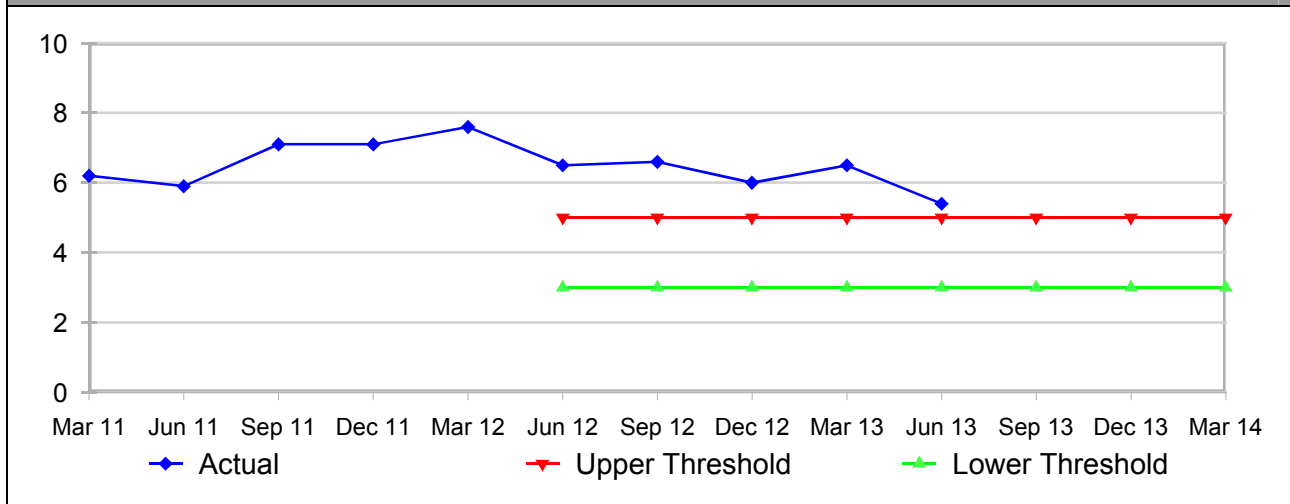
The number of children with **statements of SEN** in Kent schools shows a seasonal pattern over the academic year. At the end of June there were 7,048 pupils with statements, which is a slight increase on the same time last year.

### Number of children in Kent with SEN Statements



The percentage of **young people aged 18 to 24 claiming Job Seekers Allowance** was much reduced at June 2013 down to 5.4%, which is a significant reduction on the peak of 7.6% seen in March 2012. Youth unemployment is now much closer to the range we wish to see which is based around the pre-recession level of 4%.

### Percentage of young people aged 18 to 24 claiming JSA



## Adult Social Care

<b>Bold Steps Priority/Core Service Area</b>	Empower social service users through increased use of personal budgets
<b>Cabinet Member</b>	Graham Gibbens
<b>Portfolio</b>	Adult Social Care and Public Health
<b>Corporate Director</b>	Andrew Ireland
<b>Divisions</b>	Older People and Physical Disability Learning Disability and Mental Health

### Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of clients who receive a personal budget and/or a direct payment	GREEN	GREEN	↔
Percentage of new clients with short term intervention only (no on-going service)	GREEN	GREEN	↑
Percentage of contacts resolved at point of contact	GREEN	GREEN	↑
Percentage of clients satisfied that desired outcomes have been achieved	AMBER	GREEN	↔
Number of clients receiving a telecare service	GREEN	GREEN	↑

The percentage of clients with a **personal budget and/or a direct payment** has not increased this quarter.

The percentage of **new clients with short term intervention only** is a new indicator, which measures the effectiveness of short term intervention. Performance is currently improving and ahead of target.

The percentage of **contacts resolved at point of contact** has increased this quarter and performance is ahead of target.

The percentage of **clients satisfied that desired outcomes have been achieved** was on target for the quarter to June 2013 which was to maintain the same level as seen last year.

The number of **clients with telecare** continues to increase and is ahead of target. We continue to monitor the types of equipment being provided to ensure that people are benefiting from the more sophisticated equipment, as well as the basic types, such as smoke alarms.

## **Adult Social Care Transformation Programme Update**

Since the last quarterly report Newton Europe has joined us as our partner to support us with the transformation of adult social care. They will be working with us for at least two years and will have a team of around 15 staff, working alongside KCC staff, to deliver 3 programmes. These 3 programmes, along with the programmes KCC staff have already initiated make up the Adult Social Care change portfolio:

- Care Pathways Programme (in partnership with Newton Europe)
- Optimisation Programme (in partnership with Newton Europe)
- Commissioning and Procurement (in partnership with Newton Europe)
- Health and Social Care Integration (KCC led in partnership with health)
- Health Monies Investment Programme (KCC led)
- Good Day Programme and other on-going Learning Disability projects (KCC led)

### **Care Pathways**

This programme will design care pathways to enable us to better address the needs of our service users. It will ensure that people entering the system receive the most appropriate support, and that this support focuses on enabling independence and reducing dependence. Between July 2013 and January 2014, three pilot projects will be initiated in two localities (South West Kent and Thanet & Dover). These projects will trial new models for enablement, assistive technology and promoting independence reviews. Once these models are running successfully, these projects will be rolled out across all localities. This is expected by June 2014. Following this, improvements to other parts of the care pathway can be considered.

### **Optimisation**

This programme will work closely with the Care Pathways programme and will ensure the systems and processes (that need to be in place to support our transformation) are designed to provide efficiency and effectiveness. It will encompass the whole scope of service design, across all localities, client groups and services - improving and transforming how we work, how we spend our time, what systems we use and what activities we do. Work has already been initiated in the Older People/Physical Disability area of our business and work will start with in the Learning Disability area of our business early next year. This work will continue during 2014. Once implemented, it will be possible to commit resources to optimising other parts of the business.

### **Commissioning**

This programme is structured in two waves. Wave 1 is focussed on delivering better value for money on the services we currently buy. Wave two is likely to start towards the end of 2014 and will focus on the development of strategic partner based relationships which will support us in transitioning to an outcome based commissioning model. It will also help increase the opportunities for greater choice, control and personalisation.

## Adult Social Care

### Service user feedback

All local authorities carry out a survey with their adult social care services users on an annual basis, as set out by Department of Health guidance.

A sample of service users are chosen from all ages, all client groups and all services. This year, we surveyed over 1,200 service users.

The results of some of the key areas, together with a comparison from last year can be found below.

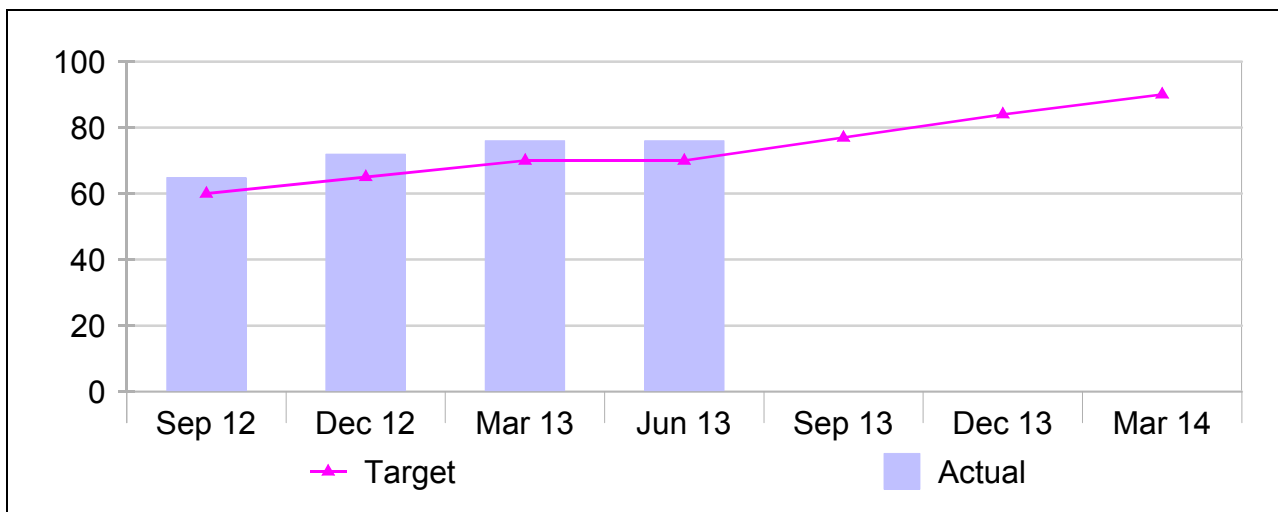
	2011/12	2012/13
The proportion of people who use services who have control over their daily Life	77%	79%
Overall satisfaction of people who use service with their care and support	58%	67%
The proportion of people who use services and carers who find it easy to find information about services	53%	76%
The proportion of people who use services who feel safe	62%	64%
The proportion of people who use services who say that those services have made them feel safe and secure	75%	79%

The Directorate Management team are considering the results and will be using this information together with further feedback from those people that have volunteered to take part in further surveys to understand how we can make improvements to the services we deliver.



**Percentage of clients with community based services who receive a personal budget and/or a direct payment**

**GREEN**  
↔



Trend Data – quarter end	Previous Year				Current Year		
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	65%	72%	76%	76%			
Target	60%	65%	70%	70%	77%	84%	90%
RAG Rating	Green	Green	Green	Green			
Clients	10,612	11,732	12,225	12,205			

**Commentary**

Performance for the quarter is ahead of target and shows an improvement on last quarter.

Allocation of a personal budget ensures people who receive support from us for their needs have choice and control over how this is provided.

The approach to increasing take-up of personal budgets is to ensure that all new clients are allocated a personal budget, and that existing clients are allocated a personal budget when their service is reviewed.

**Data Notes**

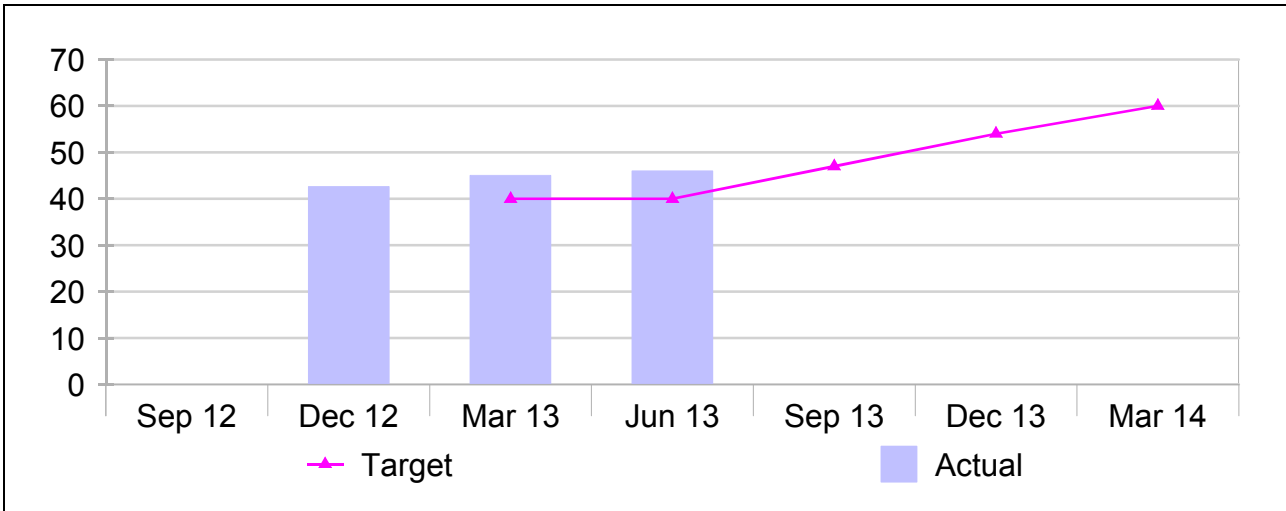
**Tolerance:** Higher values are better.

Data is reported as the snapshot position of current clients at the quarter end. This indicator uses a different definition from the national indicator, which is measured for all clients with a service during the year, including carers.

Data Source: Adult Social Care Swift client system

**Percentage of new clients with short term intervention only  
(no on-going service)**

**GREEN**  
↑



Trend Data – by quarter	Previous Year			Current Year			
	Sept 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual		43%	45%	46%			
Target			40%	40%	47%	54%	60%
RAG Rating			Green	Green			

**Commentary**

This is a new indicator, based on the new national data collection. It aims to measure the effectiveness of short term intervention, looking at the percentage of people who are successfully enabled to stay at home with no further support from Social Care. This supports one of the key preventative priorities for the Directorate.

Results are currently improving and ahead of target. Targets for the rest of the year become increasingly challenging each quarter.

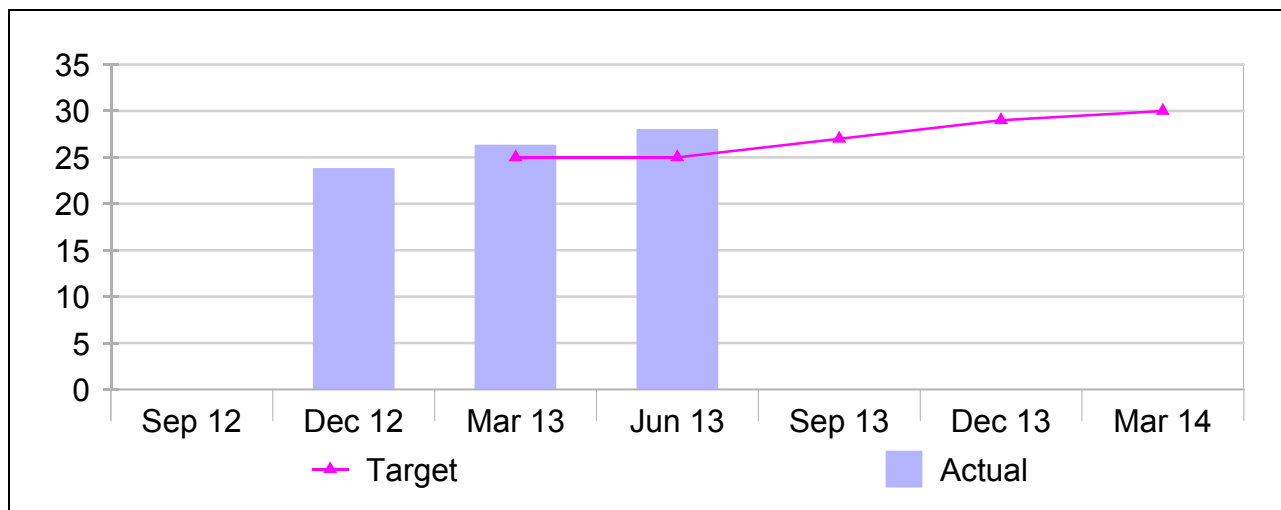
**Data Notes**

**Tolerance:** Higher values are better.

Data Source: Adult Social Care Swift client system.

## Percentage of contacts resolved at point of contact

**GREEN**  
↑



Trend Data – by quarter	Previous Year			Current Year			
	Sept 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual		24%	26%	28%			
Target			25%	25%	27%	29%	30%
RAG Rating			Green	Green			

### Commentary

A key priority for Adult Social Care is to be able to respond to more people's needs at the point of contact, through better information, advice and guidance, or provision of equipment where appropriate.

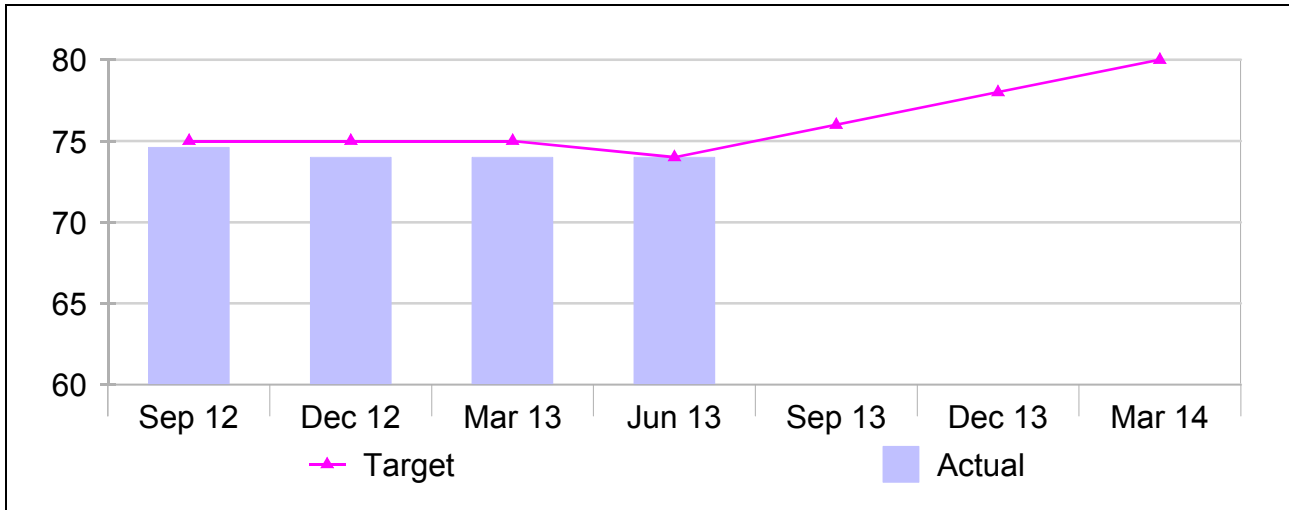
### Data Notes

**Tolerance:** Higher values are better.

Data Source: Adult Social Care Swift client system.

**Percentage of clients who are satisfied that desired outcomes have been achieved at their first review**

**GREEN**



Trend Data – by quarter	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	75%	74%	74%	74%			
Target	75%	75%	75%	74%	76%	78%	80%
RAG Rating	Green	Amber	Amber	Green			

**Commentary**

Performance for the indicator for the most recent quarter was on target, which was to maintain the performance level seen last year. Targets for the rest of the year become more challenging each quarter.

People’s needs and outcomes are identified at assessment and then updated when their service is reviewed, in terms of achievement and satisfaction.

The information collected through this indicator is being used to support the development and commissioning of services to ensure they meet the needs of individuals.

In order to improve performance, there will be a series of intensive workshops undertaken in June and July for all staff to ensure that they continue to understand the concept of personal outcomes and are confident in recording this information on the system.

**Data Notes**

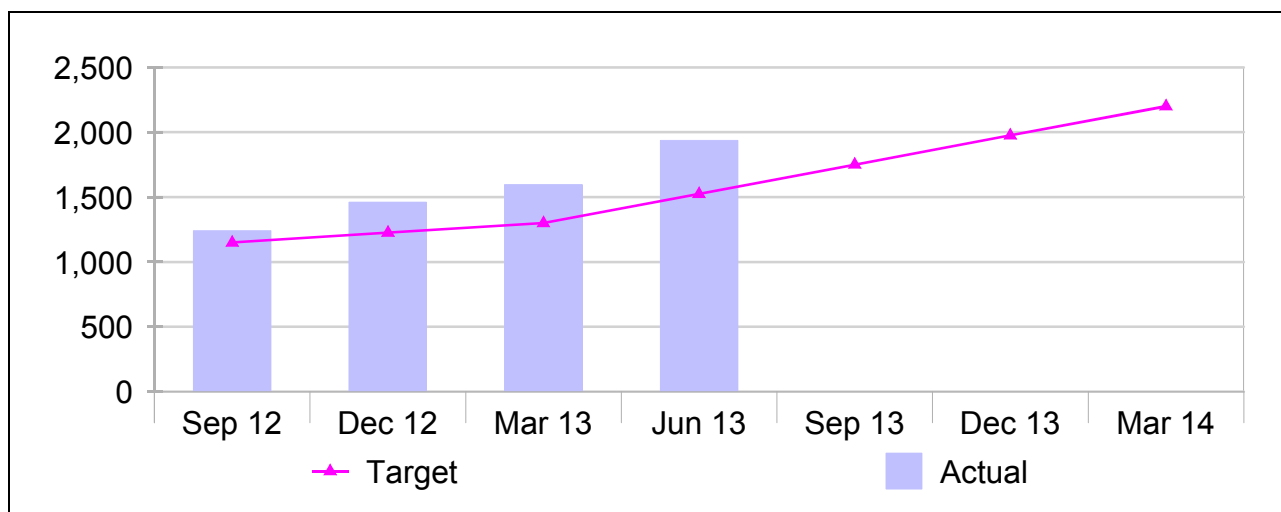
**Tolerance:** Higher values are better.

Data is reported as the percentage achieved for each quarter.

Data Source: Adult Social Care Swift client system.

## Number of clients receiving a telecare service

**GREEN**  
↑



Trend Data – quarter end	Previous Year			Current Year			
	Sep 11	Dec12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	1,240	1,460	1,596	1,937			
Target	1,150	1,225	1,300	1,525	1,750	1,975	2,200
RAG Rating	Green	Green	Green	Green			

### Commentary

The number of people in receipt of a telecare service has exceeded the quarter 4 target.

Telecare is now a mainstream service and is being promoted as a key mechanism for supporting people to live independently at home. This includes promoting telecare through hospitals and also to support people after a period of enablement.

The availability of new monitoring devices (for dementia for instance) is expected to increase the usage and benefits of telecare. In addition, the provision of telecare can now be included within Personal Budgets, where appropriate.

It is critical that awareness training continues to be delivered to staff to ensure we optimise the opportunities for supporting people with more complex and enabling teletechnology solutions.

### Data Notes

**Tolerance:** Higher values are better.

Data is reported as the position at the end of the quarter.

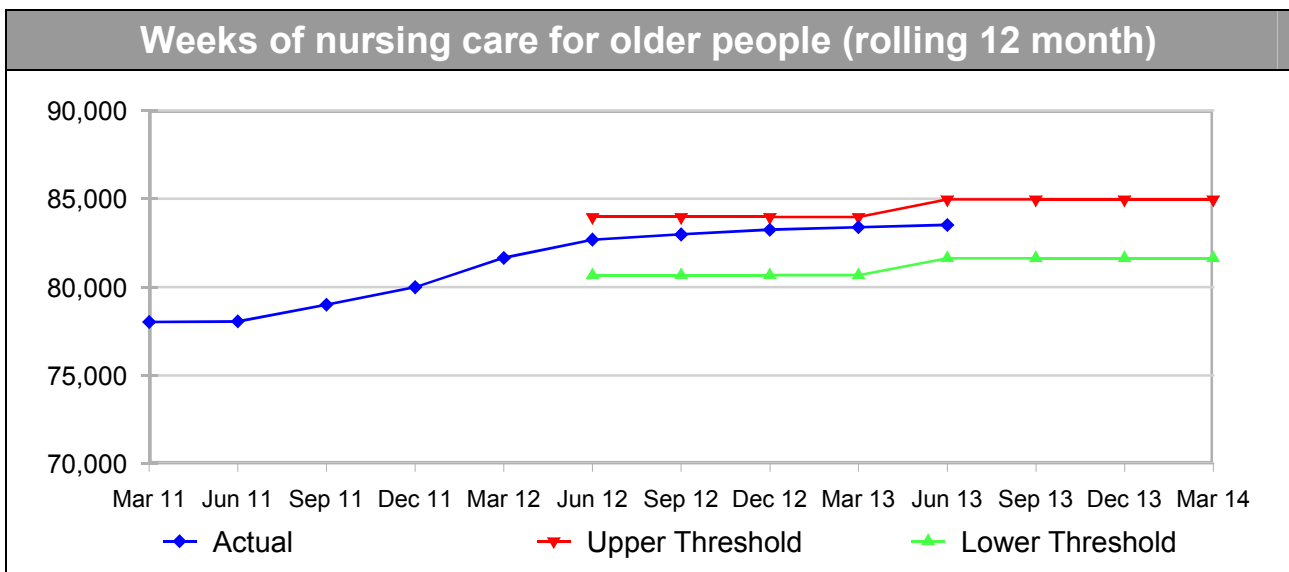
No comparative data from other local authorities is currently available for this indicator.

Data Source: Adult Social Care Swift client system.

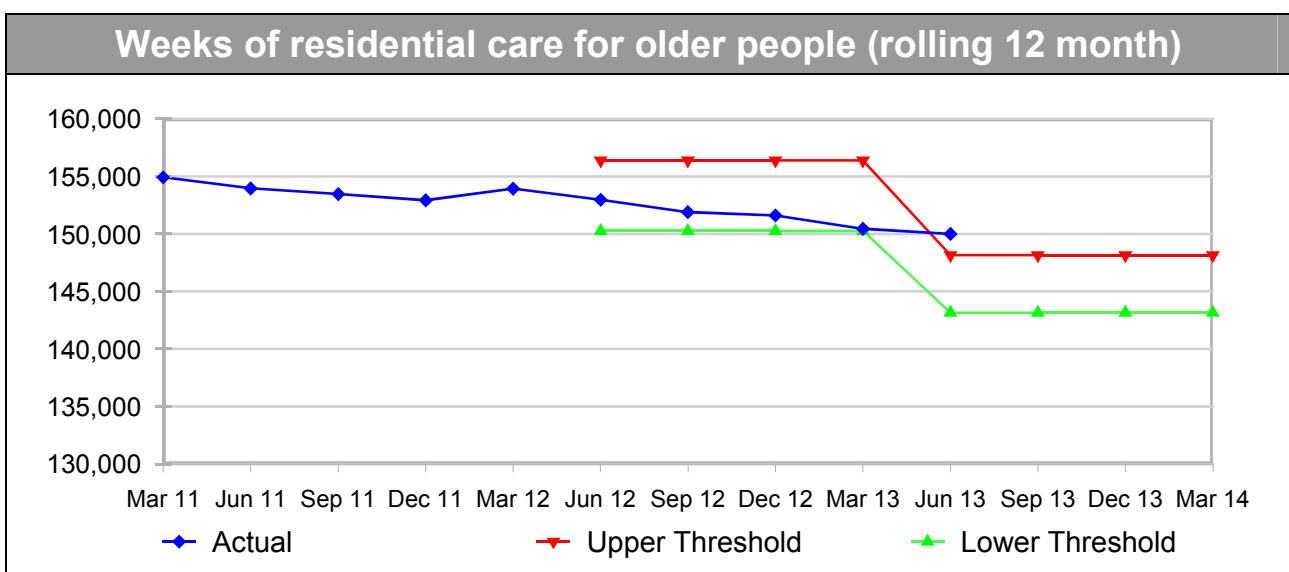
## Adult Social Care – Lead Indicators

The expected range for these indicators is based on the affordable level set in the financial budget. More detail on these indicators can be found within the Council’s financial monitoring reports.

The number of **weeks of nursing care for older people** continues to increase although the rate of increase has reduced in recent quarters. In the 12 months to June 13 a total of 83,521 weeks care had been provided. The forecast is that this will increase to 84,428 for the year to March 2013.



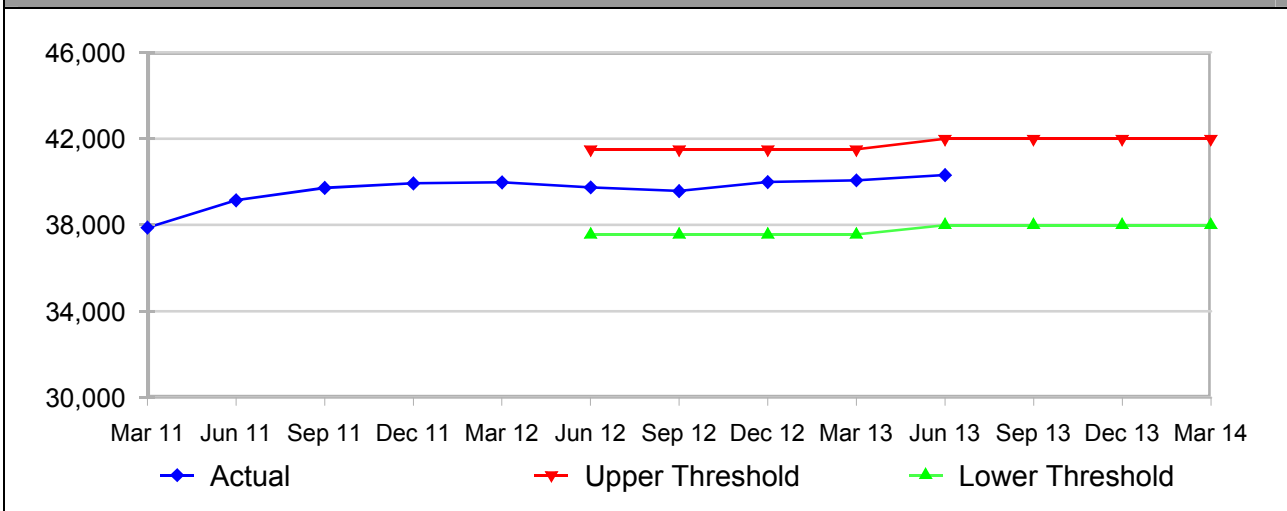
The number of **weeks of residential care for older people** purchased externally has been reducing over time and was 150,000 in 12 months to June 2013. The current forecast is that this will reduce to about 148,000 for the year to March 2013.



## Adult Social Care – Lead Indicators

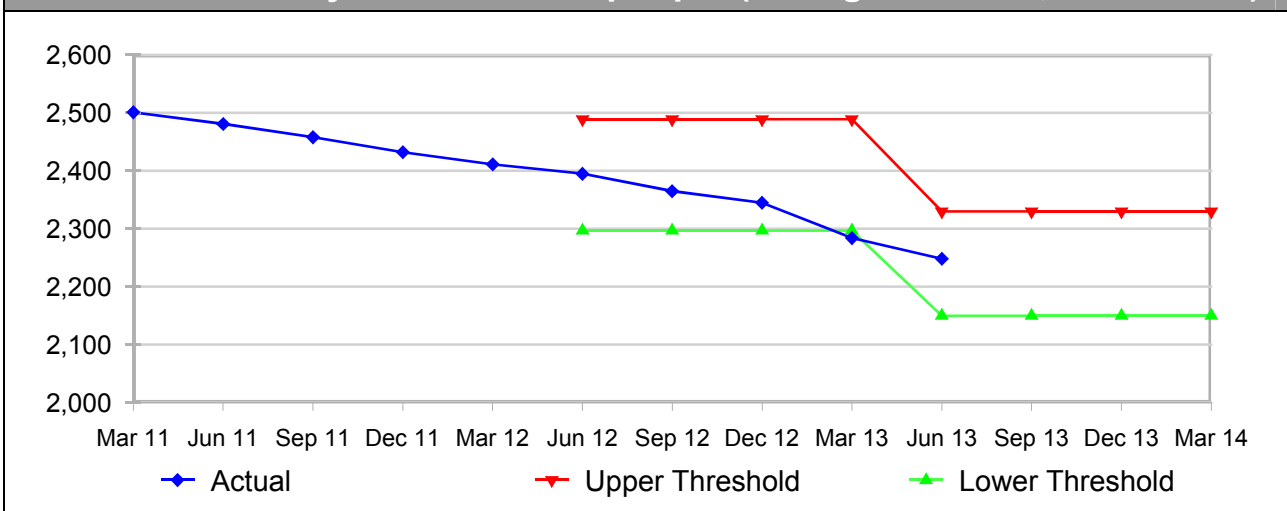
The number of weeks of **residential care for clients with learning disability** showed an increase during 2011 and then levelled out during 2012. In the year to June 2013 a total of 40,300 weeks had been provided and the current forecast is that this will increase to 41,200 weeks for the year to March 2014.

**Weeks of residential care for learning disability (rolling 12 month)**



The number of **hours of domiciliary care** provided for older people continues to reduce each quarter. The reduction reflects the take-up of Direct Payments, with more clients now purchasing their care needs directly. In the 12 months to June 2013, the number of hours provided was just under 2.25 million and the forecast is that this will reduce to 2.19 million for the 12 months to March 2014.

**Hours domiciliary care for older people (rolling 12 month, thousands)**



## Health and Wellbeing: Public Health

<b>Bold Steps Priority/Core Service Area</b>	Focus on a preventative approach to health and social care
<b>Cabinet Member</b>	Graham Gibbens
<b>Portfolio</b>	Adult Social Care and Public Health
<b>Director</b>	Meradin Peachey
<b>Division</b>	Public Health

### Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage completion of NHS health checks for target population aged 40 to 74	AMBER	RED	↓
Participation in the National Child Measurement Programme	GREEN	GREEN	↑

The Health and Social Care Act 2012 transferred responsibility for Public Health from the NHS to Local Authorities. From 1<sup>st</sup> April 2013 Kent County Council became responsible for promoting and protecting the health of the population of Kent and for reducing health inequalities within and between communities.

There are 23 Public Health programmes; these include drug and alcohol services, obesity and weight management services, breastfeeding, health checks, public mental wellbeing for children and adults, accidents and injury prevention, sexual health services and physical activity.

Public health services previously commissioned through the NHS were subject to NHS commissioning and performance management arrangements. In line with the transferred responsibility the services will now be commissioned within KCC commissioning and performance management frameworks. There will be significant changes in the way that services are monitored.

### 100 day plan

The KCC Public Health business team has developed and commenced a 100 day plan to take forward a strategic, efficient and integrated approach to delivering Public Health within framework. Within this plan there are 5 core tasks in relation to performance management. These are to:

- Implement a 'whole system' approach to Public Health outcomes understanding the totality of KCC resource contributing to public health outcomes.
- Develop a Public Health contract management dashboard.
- Establish a consistent approach to contract monitoring across all services.



- Review the unit costs of all services and return on investment.
- Review the performance of Kent Community Health as the largest provider of public health services.

## **Prescribed services**

Within the transferred responsibilities data returns are required for three prescribed public health functions and one non-prescribed function. These are:

- NHS Public Health Check Programme (prescribed, quarterly reported)
- National Child Measurement Programme (prescribed, annual reporting)
- Community Contraceptive Services (prescribed, quarterly reported)
- Stop Smoking services (non-prescribed, quarterly reported)

### NHS Health Checks Programme

The Public Health Check Programme is a Department of Health 5-year rolling project where the adult population aged 40 -74 is invited to receive a health check once every 5 years (there are certain groups excluded). The first year of the current programme was 2012/13 and the programme transferred to KCC in April 2013.

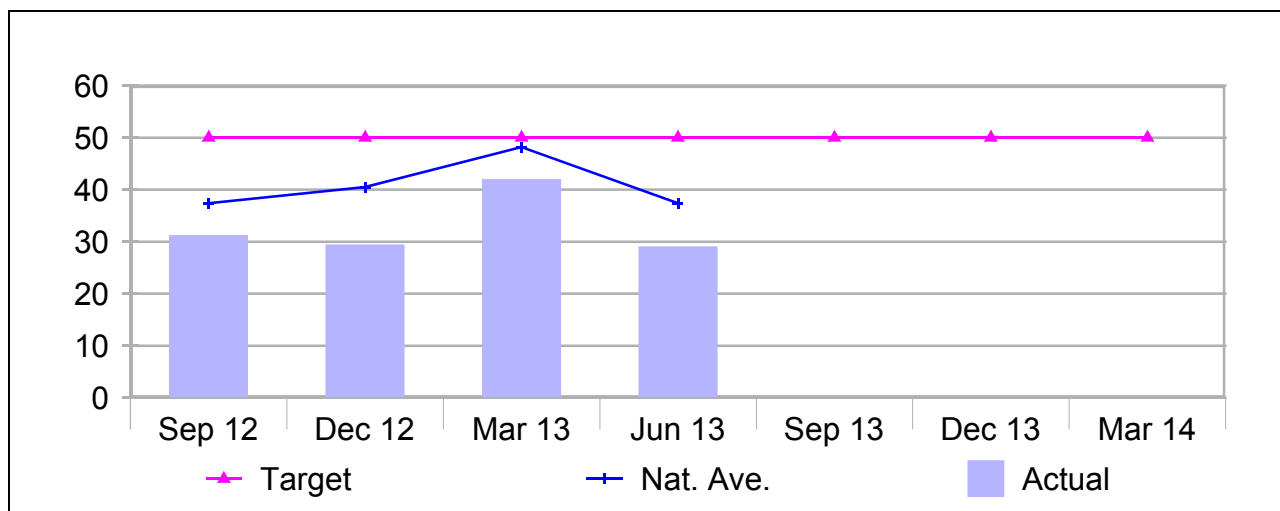
### National Child Measurement Programme

The National Child Measurement Programme (NCMP) measures and records both the weight and height of children across the Country from Reception class and Year 6; this information is used to support local public health initiatives, local planning and delivery of children's services. It is an annual programme with the target to measure a minimum of 85% of eligible children. A Briefing Paper for Members written detailing the NCMP results in December 2012 is available.

The suite of performance indicators for Community Sexual Health services will be provided in future reports. There is on-going work in assessing the quality of Stop Smoking Service performance figures; the intention is to also report these in future reports.

Percentage completion of NHS Health checks for target population aged 40 to 74

**RED**  
↓



Trend Data – by quarter	Previous Year			Current Year			
	Sep 12	Dec12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	31.2%	29.4%	42.0%	29.0%			
Target	50%	50%	50%	50%	50%	50%	50%
RAG Rating	Red	Red	Amber	Red			
Nat. Ave.	37.4%	40.5%	48.2%	37.4%			

**Commentary**

Results for the most recent quarter have shown a reduction compared to the previous quarter and this was expected following the transition of Public Health from the NHS, combined with transfer of responsibility for delivering this programme to Kent Community Healthcare NHS Trust. A Similar drop has been seen nationally.

From April to June, 19,761 people were invited for a Health Check which was in line with the previous quarter. There is no time limit on the invite and it is likely these invites will result in completion of Health Checks in the quarter to September. The forecast for the rest of year is positive.

NHS Health Checks programme aims to identify people with increased risk of heart disease, stroke, diabetes, kidney disease and certain types of dementia. People between the ages of 40 to 74 years old who are not already diagnosed with one of these existing conditions are invited for a NHS Health Check once every five years. Those people identified as being greater risk will then be offered treatments appropriate to their risks through their GP. 2012/13 was the first year of the current 5-year programme.

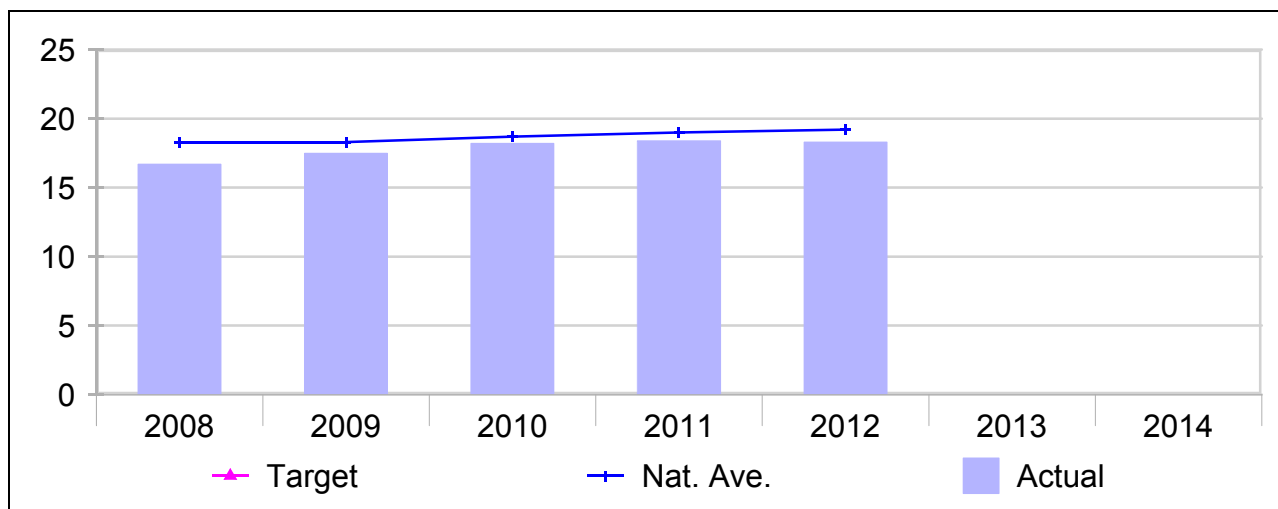
**Data Notes**

**Tolerance:** Higher values and percentages are better.

Data Source: KCHT (commissioned Provider)

## Percentage of year 6 pupils recorded as being obese

**GREEN**



Trend Data – annual	Annual trend						
	2008	2009	2010	2011	2012	2013	2014
Actual	16.7%	17.5%	18.2%	18.4%	18.3%		
Participation	90%	88%	93%	93%	95%		
RAG Rating	Green	Green	Green	Green	Green		
Nat. Ave.	18.3%	18.3%	18.7%	19.0%	19.2%		

### Commentary

Data is from the National Child Measurement Programme (NCMP) which measures the weight and height of children in reception class (aged 4 to 5 years) and year 6 (aged 10 to 11 years). The NCMP was set up in line with the Government's strategy to tackle obesity and to:

- Inform local planning and delivery of services for children
- Gather population-level data to allow analysis of trends in growth patterns and obesity
- Increase public and professional understanding of weight issues in children and be a vehicle for engaging with children and families about healthy lifestyles and weight issues.

The target for progress is assessed against the participation in the Programme and not the actual weights recorded. The target is to achieve 85% participation. 2012/13 school year data is scheduled to be published in December 2013.

### Data Notes

**Tolerance:** Performance assessment for this indicator is based on the participation rate. Obesity for children is defined as being above the 95<sup>th</sup> percentile on the Body Mass Index, based on the weight distributions recorded between 1963 and 1994. Data includes state maintained schools only is based on schools location, not pupil address.

Data Source: The Annual National Child Measurement Programme.

## Highways & Transportation

<b>Bold Steps Priority/Core Service Area</b>	Highways
<b>Cabinet Member</b>	David Brazier
<b>Portfolio</b>	Transport and Environment
<b>Director</b>	John Burr
<b>Division</b>	Highways & Transportation

### Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of routine highway repairs completed within 28 days	GREEN	GREEN	↓
Average number of days to repair potholes	GREEN	GREEN	↓
Percentage of satisfied callers for Kent Highways 100 call back survey	AMBER	GREEN	↑

Performance for completing **routine repairs reported by customers within 28 days** at 92% for the quarter was above target.

The average number of days to complete a **pothole repair** increased slightly in the quarter to 15.9 days due to higher winter demand, but overall this result is well within our published customer standard of 28 days.

**Customer satisfaction** measured through our monthly 100 call back survey was 84.5% for the quarter and above our customer standard of 75%.

### Business Plan progress

The division has made good progress against the early projects to be delivered in the first quarter including:

- Successful implementation of the Kent Lane Rental Scheme.
- Starting the review of our pothole service to improve the quality and the speed of repairs.
- Completing the review of the benefits of our Highway Management Centre (HMC) and considering the business case for 24/7 opening.
- Starting the review to improve the road markings and studs (cats eyes) service, both for planned and adhoc work.
- Starting the review and liaison/consultation process to improve the Member Highway Fund Scheme.

### Customer Experience

Highways and Transportation have a range of methods of gathering feedback from customers, including the annual Highway Tracker Survey and a monthly 100 call back survey to capture resident's views and feedback on service requests they have made. This information is used to identify customer-driven issues, and shape improvement actions.

#### Annual Highway Tracker Survey

The annual survey of resident perception, conducted by an independent market research company, has been carried out most years since 1987. The survey is conducted using face to face interviews on a representative sample of Kent residents giving a statistical accuracy of + / – 2.8% for County level results.

In overall terms, the results for the last few years are encouraging when set against the difficult national financial position in funding for roads, pavements and street lighting.

Resident satisfaction with the condition of roads have been at their highest in the last five years compared to much lower levels seen between 1987 and 2008. There has however been fluctuation over the last five years with percentage satisfaction being above 50% for 3 out of 5 years but with lower results in 2010 and 2012. The biggest factor in the drop has been with the condition of country lanes, which was down to 33% in 2012, whilst satisfaction with A roads remained good at 62%.

The recent hard winters have had a significant effect on the rural road network leading to the annual 'Find & Fix' initiatives and increased use of surface dressing to try and seal and protect these weather susceptible roads.

Satisfaction levels for pavements shows similar patterns to roads, with high levels in the last five years but with drops in 2010 and 2012.

Satisfaction with street lighting reached a peak of around 69% in 2009 and 2010 but this reduced to 56% in 2012.

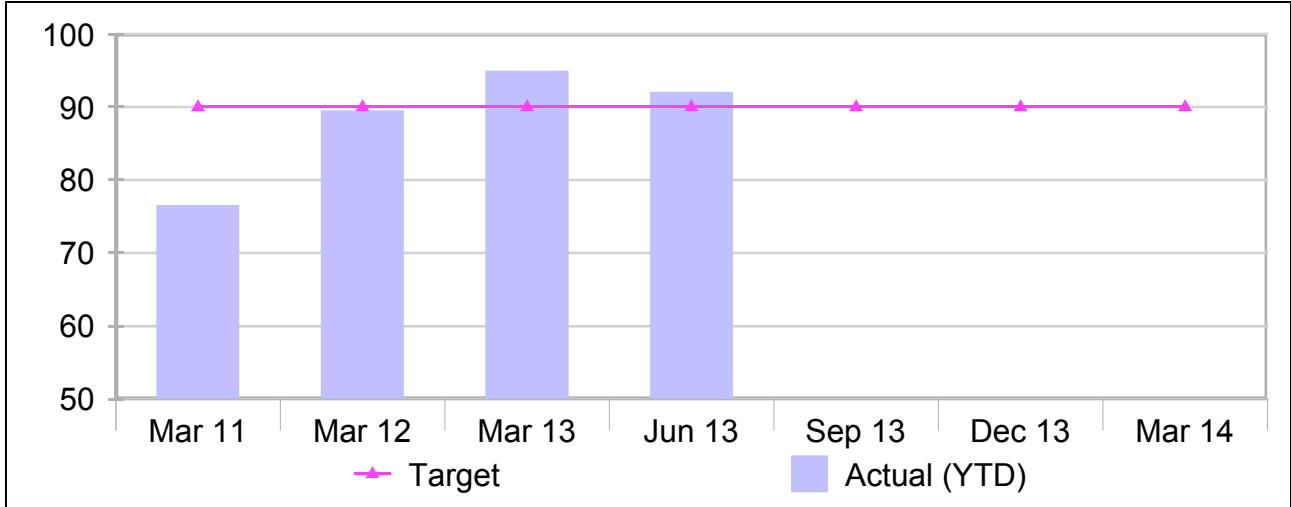
In parallel to the residents' survey, County Council Members and Parish/Town Councils are also surveyed using a reduced question set from the residents' survey, to answer on behalf of their community.

A summary of the annual survey is reported to all Joint Transportation Boards and the full document is published on [kent.gov.uk](http://kent.gov.uk).

#### 100 call back survey

Every month we survey around 100 customers who contact Highway & Transportation to log a fault or to ask for information to find out how well we are responding to their requests. The feedback provided is carefully reviewed and used to improve our services. Results are reported every quarter in this report – see page 73 for details.

**Percentage of routine highway repairs completed within 28 days** **GREEN**  
↓



Trend Data – year to date	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	76.5%	89.5%	94.9%	92.0%			
Target	90%	90%	90%	90%	90%	90%	90%
RAG Rating	Red	Amber	Green	Green			
Jobs	67,012	61,248	40,389	8,910			

**Commentary**

The service continues to maintain high levels of performance on this indicator.

Performance in the quarter to June 2013 was above target and slightly down on the last year end position.

There was a continued high level of demand for highway repairs in the quarter, particularly in terms of potholes, caused by the prolonged adverse winter. Maintaining high levels of response times with this additional work to complete has been challenging.

**Data Notes**

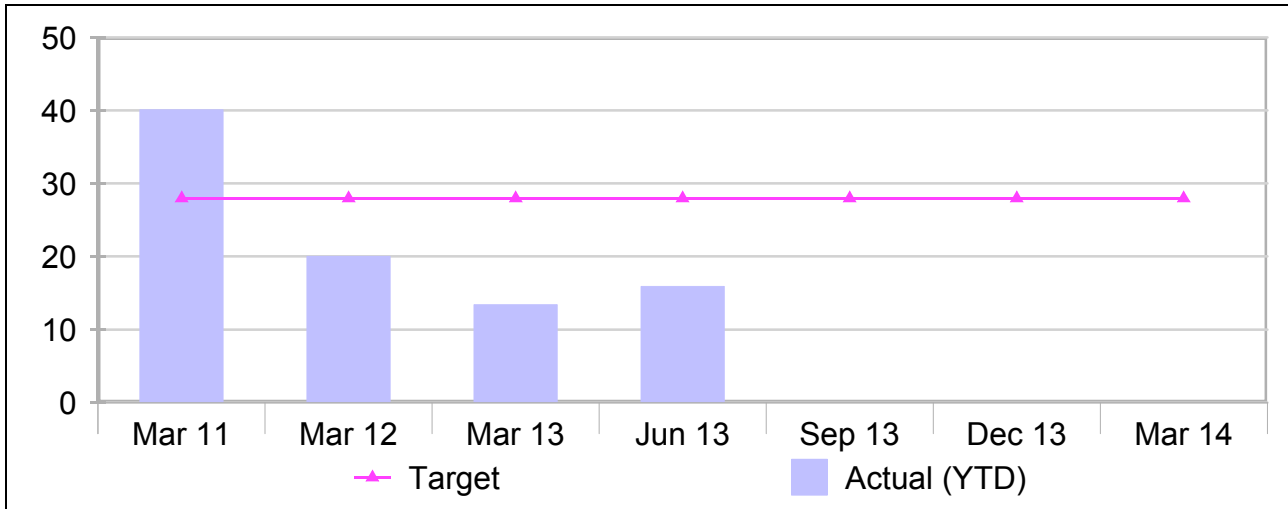
**Tolerance:** Higher values are better.

Data is reported as year to date figures. The indicator includes requests for repairs made by the public but not those identified by highway inspectors.

Data Source: KCC IT system (WAMS).

## Average number of days to repair potholes

**GREEN**



Trend Data – year to date	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	40.1	20.0	13.4	15.9			
Target	28	28	28	28	28	28	28
RAG Rating	Red	Green	Green	Green			
Jobs	25,495	11,645	14,032	5,025			

### Commentary

Performance for timeliness of pothole repairs continues to be significantly ahead of target.

The early part of this quarter was one of the coldest ever recorded and the prolonged winter conditions continued right through to the end of April. This inevitably led to pothole numbers well above the seasonal norm. This increase in demand and focus on comprehensive treatment of roads under the find and fix approach (rather than reactive treatment of individual defects) has meant a slight increase in the average time compared to last quarter and the 2012/13 year end position as some roads moved from our 28 day service to a programme date delivery and more extensive repairs. However, the additional time and investment in quality first time repairs of all defects should pay dividends in reducing weather damage in future years.

The identification of new find and fix works stopped at the end of June as the number of potholes enquires had fallen significantly and were down to historic seasonal demand.

### Data Notes

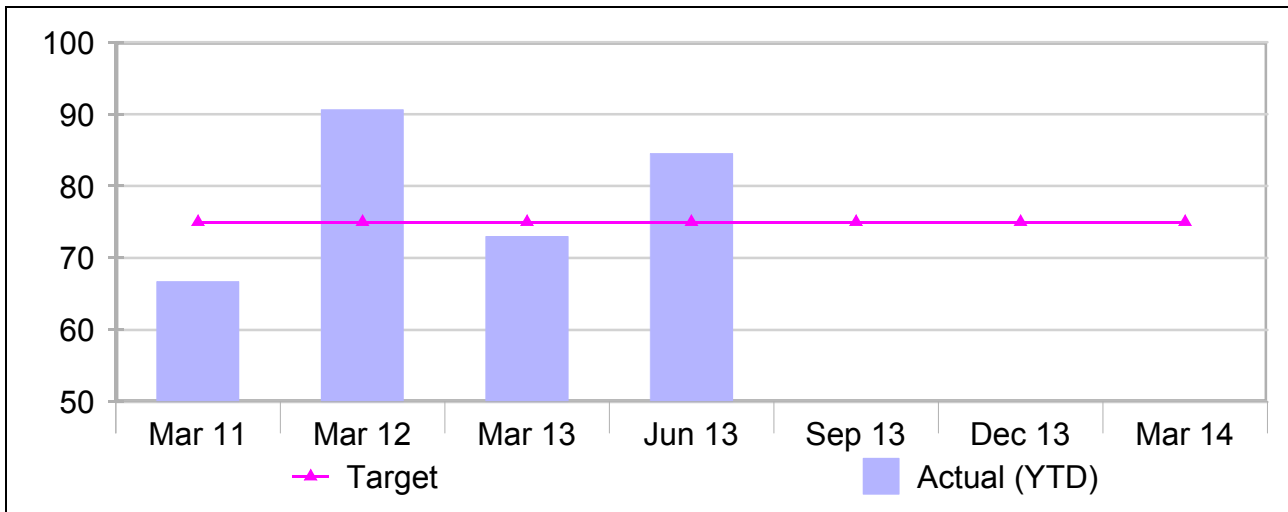
**Tolerance:** Lower values are better.

Data is reported as year to date figures. The indicator includes both requests for pothole repairs made by the public and those identified by highway stewards and inspectors.

Data Source: KCC IT systems (WAMS).

**Percentage of satisfied callers for Kent Highways and Transportation, 100 call back survey**

**GREEN**  
↑



Trend Data – year to date	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	66.7%	90.6%	73.5%	84.5%			
Target	75%	75%	75%	75%	75%	75%	75%
RAG Rating	Amber	Green	Amber	Green			

**Commentary**

Satisfaction from residents who have logged a fault or enquiry with us improved in the quarter to June 2013 and was ahead of target.

In periods of peak demand, for example in winter for potholes and in spring time for grass and hedge cuts, we sometimes find it difficult to meet resident expectations. Our commitment is to deliver works within 28 days and this is always explained when requests for works are made.

We have been working closely with Internal Audit and the Customer Service Strategy Team who have carried out independent reviews of the customer experience and we will be taking forward their recommendations once these have been finalised.

All comments received from customers are reviewed each month to help understand how we can continue to improve the customer experience of our service.

**Data Notes**

**Tolerance:** High values are better.

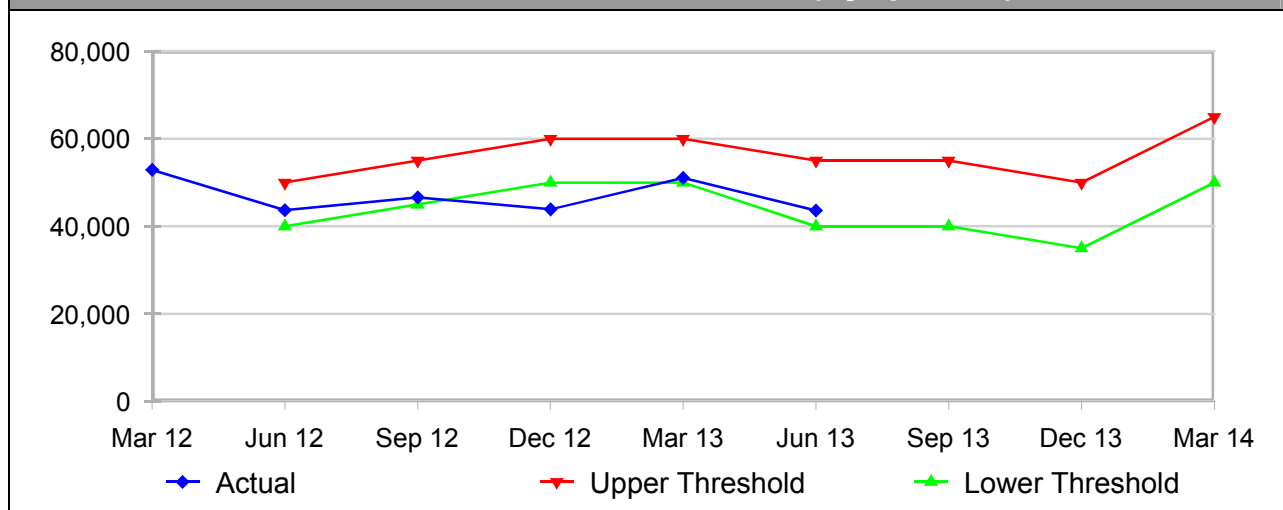
Data is reported as year to date figures. Results are based on a sample of 100 each month. Year Mar 11 only includes data from July 10 and not April 10.

Data Source: Contact Point telephone survey.



## Highways & Transportation - Lead indicators

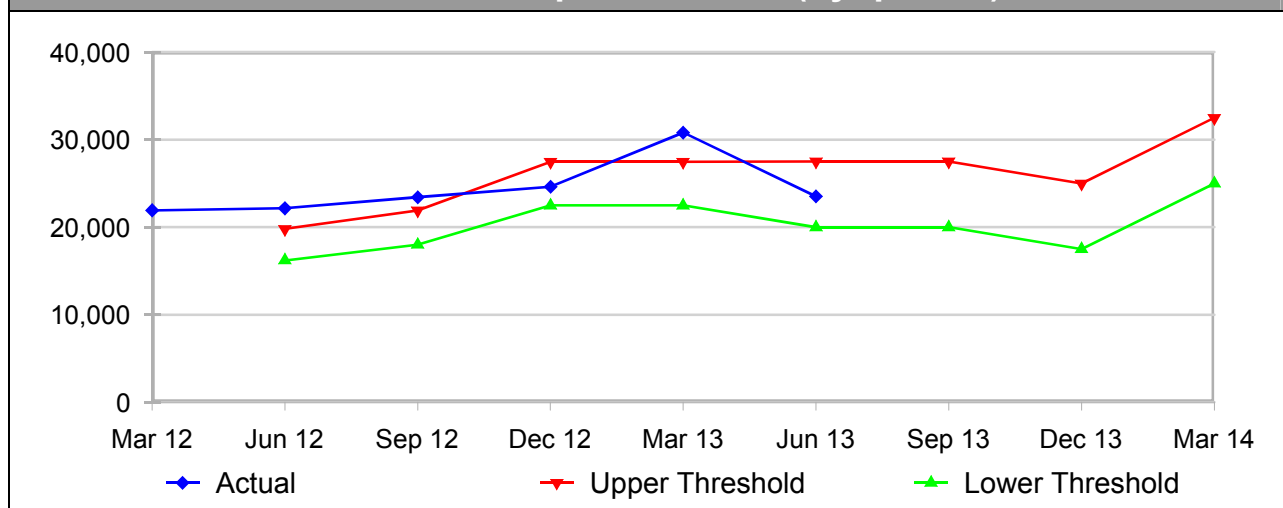
### Number of contacts received (by quarter)



**Overall contact volumes** for the first quarter of the year, at 43,611, were in line with the same period last year (43,704) and at the lower end of expectations. Contacts are received by phone call, e-mail and the online fault reporting tool. Further improvements to the online fault reporting tool are planned for the autumn including the ability for residents to attach photographs when reporting a fault and the ability to see what work is planned in their road using a post code look-up.

Over the last year 46% of all contacts received were resolved with customers at first point of contact by the Contact Centre, with the rest passed through as enquiries requiring further action by H&T staff.

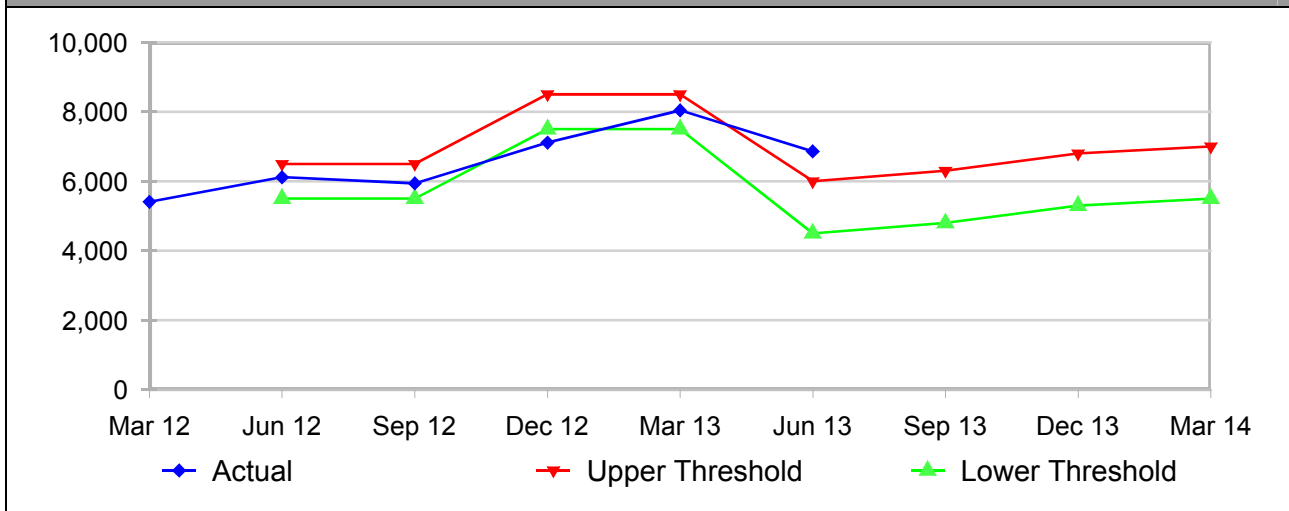
### Number of enquiries raised (by quarter)



The number of **enquiries** requiring further action by H&T staff in the quarter was 23,514 which is slightly up on the same time last year (22,166). The demand in this quarter was driven by pothole requests following the extended winter weather period, the seasonal increase in vegetation enquiries and the regular streetlighting fault requests.

## Highways & Transportation - Lead indicators

### Work in progress (Routine and Programmed customer enquiries)



Total **work in progress** from customer enquiries open at the end of June was 6,859 a good reduction from the end of March but higher than the same time last year (which was 5,562), and above the expected seasonal profile. Work in progress remains higher than expected due to the extended winter period and higher pothole fault demands which are being repaired through the 'Find & Fix' process of planned repairs.

## Waste Management

<b>Bold Steps Priority/Core Service Area</b>	Waste Management
<b>Cabinet Member</b>	David Brazier
<b>Portfolio</b>	Transport and Environment
<b>Head of Service</b>	Roger Wilkin
<b>Division</b>	Waste Management

### Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of municipal waste recycled or converted to energy and not taken to landfill	GREEN	GREEN	↑
Percentage of waste recycled and composted at Household Waste Recycling Centres	GREEN	AMBER	↓

The percentage of **municipal waste not taken to landfill** continues to increase and is ahead of target.

The percentage of **waste recycled and composted at Household Waste Recycling Centres** has decreased from last period and is very slightly behind target.

### Business Plan progress

#### Household Waste Recycling Centre (HWRC) Policy Changes

The changes to the operating policies at the HWRC's have been in place for 9 months, and the overall waste volumes managed through the sites continues to fall as predicted. For the period April to June of this financial year we have experienced a decrease of 7,500 tonnes when compared with the same quarter for last financial year. However, performance in terms of percentage of waste recycled and composted at the HWRC's has also decreased slightly from previous results and is currently behind target. A year one evaluation of policies to assess impact and effectiveness will be undertaken and reported in quarter 3.

#### Waste capital programme

The redevelopment of the Ashford HWRC was completed in May 2013, and provides a new waste transfer station which serves Ashford Borough Council, and provides their residents with a new Household Waste Recycling Centre. The new facility re-opened on 6<sup>th</sup> July.

#### Procurement of Household Waste Recycling Centres (HWRCs) and Transfer Stations

Following a review of existing contracts, the Waste Management team is devising a new contract for the provision of these services which will take us forward into the next decade. Key themes in the new contracts will include a stronger focus upon customer service, greater use of innovation to drive improvements in performance, and greater financial stability and value for money in the face of rapidly changing materials markets. A market

engagement day took place at the end of May and this, together with engagement with other key stakeholders, will help to shape the new contracts. The new services are due to commence in the spring of 2014.

### **Joint Waste Projects**

Canterbury City Council has now commenced the rolling out its new services as part of the second phase of the East Kent joint waste contract. This includes the introduction of separate weekly food waste collections and enhanced recycling services for residents. Overall recycling performance across East Kent is anticipated to approach 50% by 2015.

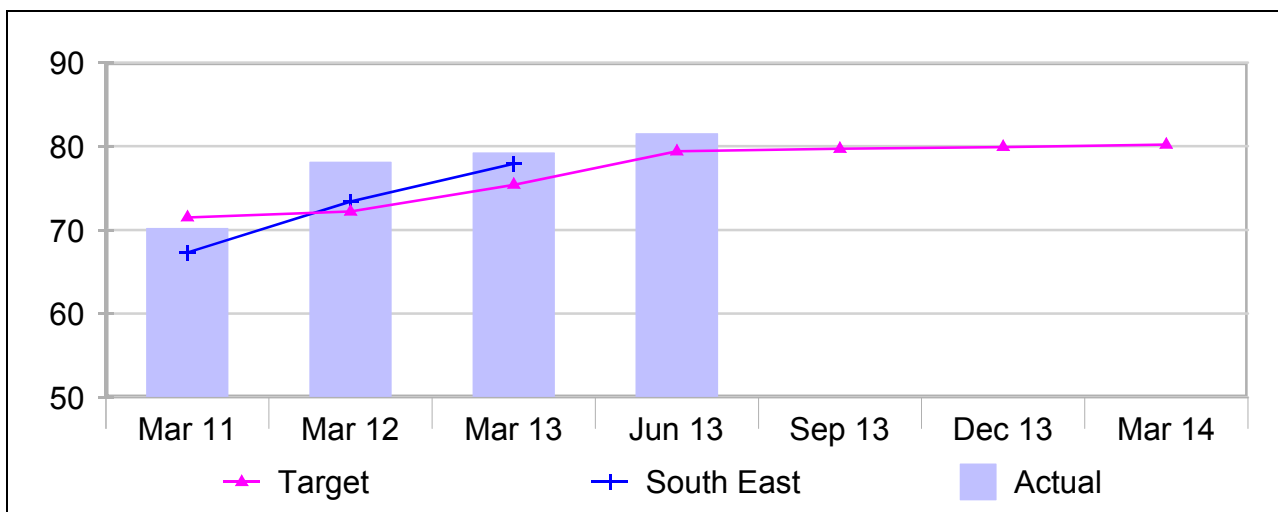
New recycling and waste services will be rolled out from July in Ashford as part of the Mid Kent joint waste project. This collection system, which includes alternate weekly collections of co-mingled recyclable materials on the one hand, and residual waste on the other, together with weekly collections of food waste, is anticipated to increase overall recycling performance across the area from 27% to a minimum of 44%, once fully implemented from 2014/15.

### **Waste transformation project**

The Waste Management team is undertaking a change project to ensure that it is fit for the challenges of the future. A new vision for waste and resource management for the next decade is being developed, and this will be supported by an organisational development programme to ensure that the team has the skills, structures and capacity to deliver increasingly innovative, customer focussed and cost effective services for years to come. The project is anticipated to be completed by late autumn 2013.

**Percentage of municipal waste recycled or converted to energy and not taken to landfill**

**GREEN**  
↑



Trend Data – rolling 12 month	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	70.2%	78.1%	79.2%	81.5%			
Target	71.5%	72.2%	75.4%	79.4%	79.7%	79.9%	80.2%
RAG Rating	Amber	Green	Green	Green			
South East	67.3%	73.4%	77.9%				

**Commentary**

The percentage of Kent’s waste being diverted away from landfill continues to increase annually and has exceeded the target figure for the period ending June 2013.

A further stepped change in performance will be delivered when residual waste from Canterbury City Council is diverted away from landfill and used to create energy at the Allington Waste to Energy Plant. This change, along with increased recycling from the second phase of the East Kent joint waste contract and the introduction of new recycling services in Mid Kent, will help Kent move to a position in the future where less than 15% of Kent’s municipal waste is being sent to landfill.

**Data Notes**

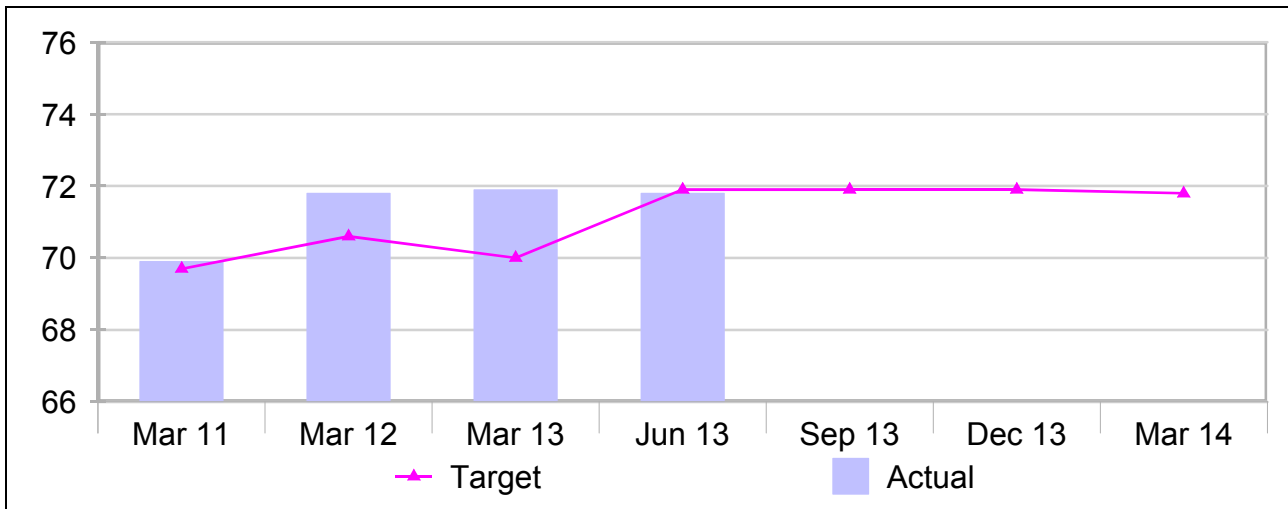
**Tolerance:** Higher values are better.

Data is reported as rolling 12 month totals. Municipal waste is the total waste collected by the local authority and includes household waste, street cleansing and beach waste.

Data Source: KCC Waste Management.

**Percentage of waste recycled and composted at Household Waste Recycling Centres (HWRC)**

**AMBER**  
↓



Trend Data – rolling 12 month	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	69.9%	71.8%	72.0%	71.8%			
Target	69.7%	70.6%	70.0%	71.9%	71.9%	71.9%	71.8%
RAG Rating	Green	Green	Green	Amber			

**Commentary**

The percentage of waste recycled and composted at the HWRC's has decreased from the previous period and is very slightly behind the target for the period ending June 2013.

The services provided by the network of household waste recycling centres have been subject to an extensive review, including the adoption of revised policies from October 2012. The changes implemented have included the exclusion of commercial vehicles entering the sites and limiting the amount of soil, rubble and hardcore that can be deposited at every HWRC to 90kg per visit.

An impact review of these policy changes, along with customer focus groups, will be carried out during October 2013.

The forthcoming procurement of HWRC operational service will include measures to further incentivise diversion of waste from landfill, and should enable an increase in overall levels of recycling.

**Data Notes**

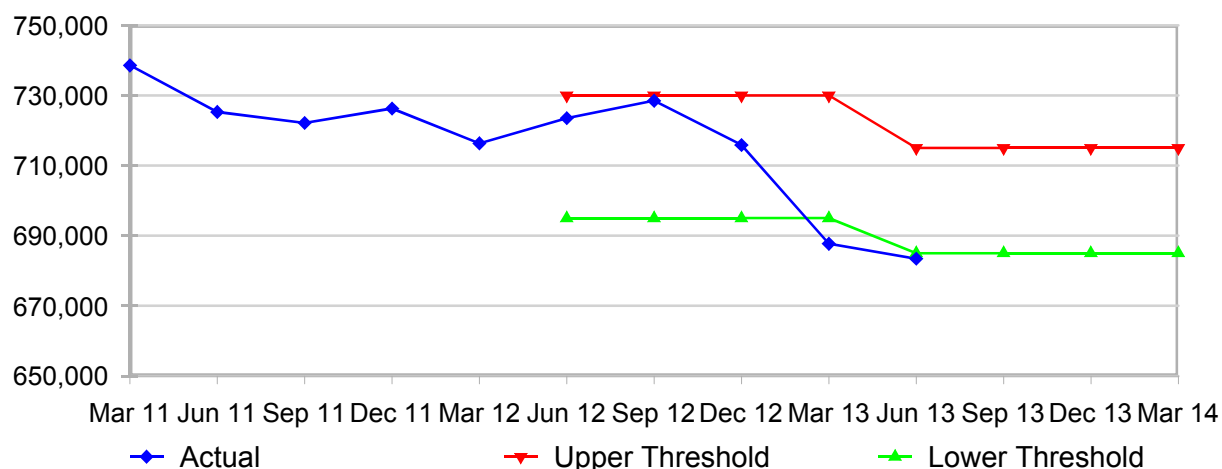
**Tolerance:** Higher values are better.

Data is reported as rolling 12 month total. No comparator data for other local authorities is currently available for this indicator.

Data Source: KCC Waste Management.

## Waste Management - Lead indicators

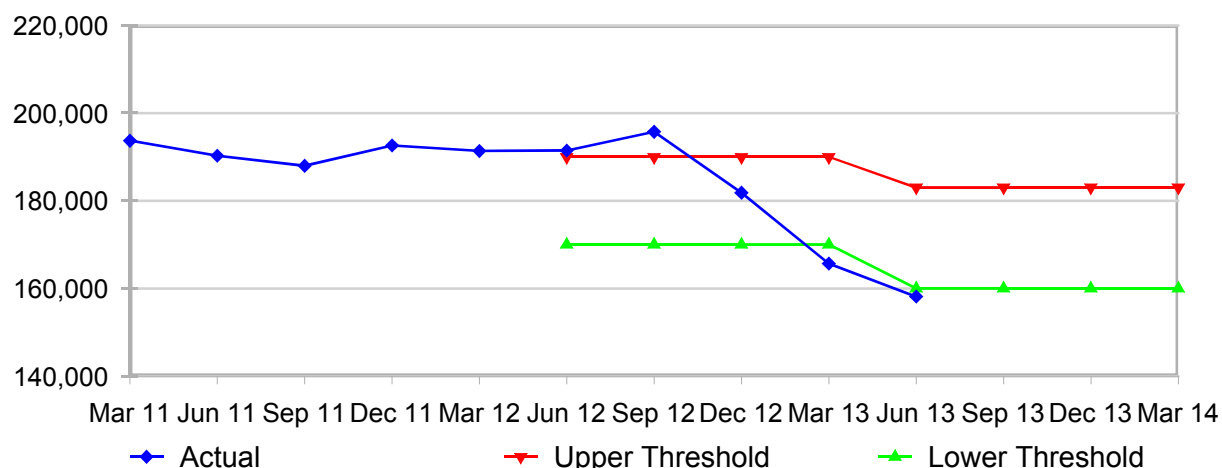
### Total Municipal Tonnage (rolling 12 month)



**Municipal waste tonnage collected** continues to show a significant decrease over the last three quarters following an increase in the period ending September 2012. The total waste collected for period ending June 2013 was 683,000 tonnes which is approx. 40,000 less than the previous year ending June 2012. The majority of this reduction can be attributed to the policy changes implemented at the household waste recycling centres in October 2012.

The trends for waste tonnage will continue to be closely monitored in future periods as it is unknown whether the recent downward trend will continue during the coming year.

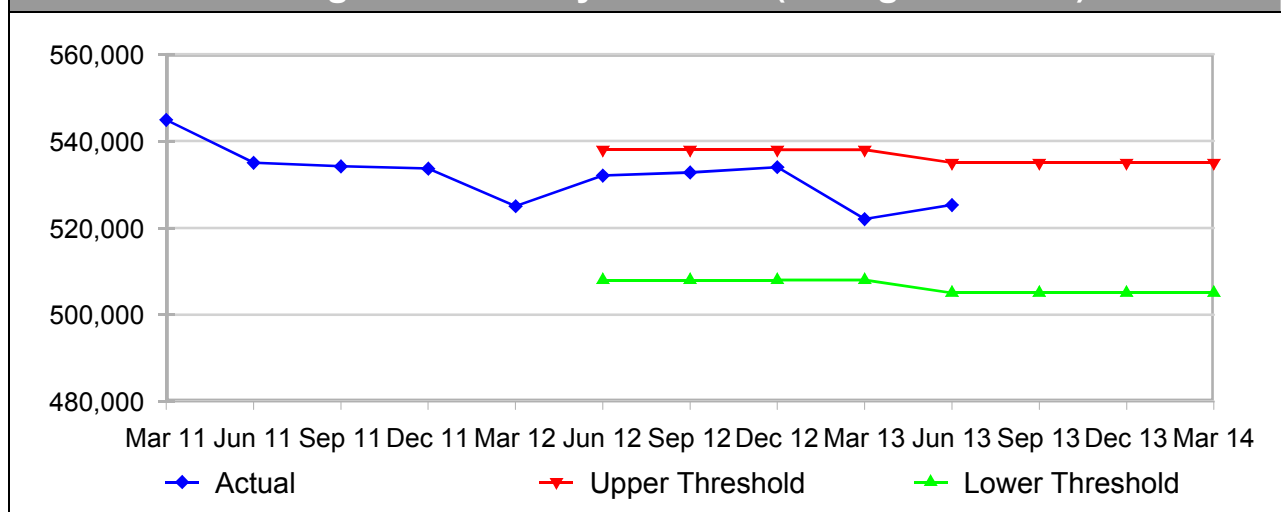
### Tonnage managed through HWRC (rolling 12 month)



The amount of **waste collected at household waste recycling centres** decreased in the last three quarters, following an increase in the period ending September 2012. The total tonnage managed through the HWRC's was 158,000 tonnes for period ending June 2013, which is a reduction of 33,000 tonnes when compared to previous year ending June 2012. This reduction was a result of implementing the policy changes to the household waste recycling centres starting in October 2012.

## Waste Management - Lead indicators

### Tonnage collected by districts (rolling 12 month)



The annual amount of **waste collected by district councils** continues to be in line with expectations, which is for a similar amount to be collected compared to last year. The final figure for 2012/13 was 522,000 tonnes. However, a slight increase has been reported for the year ending June 2013.

The trends for waste tonnage will continue to be closely monitored in future periods as it is unknown whether the recent trend in total household waste managed will continue during the coming year.



## Environment – Climate Change

<b>Bold Steps Priority/Core Service Area</b>	Deliver the Kent Environment Strategy
<b>Cabinet Member</b>	David Brazier
<b>Portfolio</b>	Transport and Environment
<b>Director</b>	Paul Crick
<b>Division</b>	Planning and Environment

**Business mileage** saw a reduction of 9.4% during 2012/13, which was ahead of target. The target is for a 5% year on year reduction compared to 2010/11.

Indicator Description	Previous Status	Current Status	Direction of Travel
KCC staff business mileage.	GREEN	GREEN	↑

### Overall Emissions update

Overall carbon emissions for 2012/13 are forecast to increase compared to the previous year, due to the harsh winter weather requiring additional heating costs. Final data is being gathered at present.

The council's target for overall carbon emissions is for annual reductions of 2.6% from the current baseline year of 2010/11. Our Carbon Management Plan is now available on our website and this outlines how we intend to meet the target and embed carbon management across the whole organisation.

Energy efficiency and renewable energy investments continues with over £450,000 invested in 2012/13 from our energy efficiency loan fund, delivering estimated lifetime savings of over £1.8m. Further investments including boiler replacements are being made using the modernisation of assets budget.

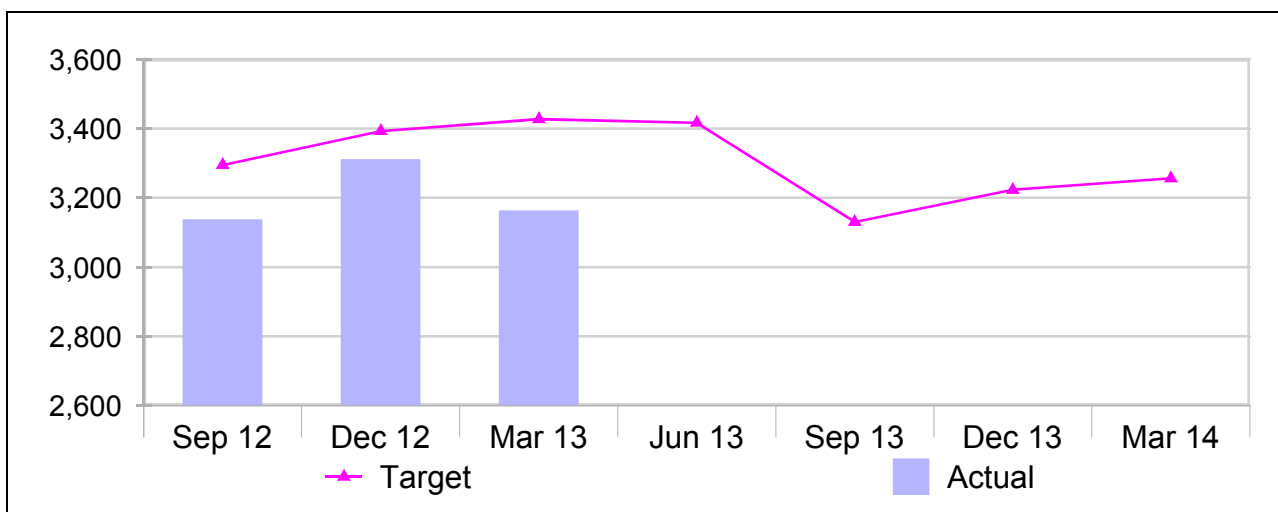
Street lighting electricity consumption is the most significant contributor to the estate carbon footprint. In 2012/13, £240,000 was invested in low energy lamp upgrades with expected lifetime savings of £1m. A further investment of £143,000 has been agreed with further expected lifetime savings of £780,000. Delivery of part night lighting and light dimming will achieve more significant reductions over the next 3 years.

The long term strategy for council buildings is also being refreshed and plans are already underway to achieve fewer but more energy and water efficient core offices. We continue to engage all staff to conserve energy and adopt smarter working practices and have seen an increase in the number of staff volunteering to be a Green Guardian.

A significant number of fleet vehicle leases have been renewed achieving lower emissions levels from improved fuel efficiency.

**Staff business mileage (1,000's of miles)**

**GREEN**  
↑



Trend Data – by quarter	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	3,136	3,310	3,162				
Target	3,295	3,393	3,427	3,416	3,130	3,223	3,255
RAG Rating	Green	Green	Green				

**Commentary**

Performance continues to be ahead of target for this indicator with the last quarter's data showing a significant reduction.

The Target for Business Mileage is a 5% year in year decrease compared to the baseline year of 2010/11.

As investments in information and communications technology continue further reductions are expected to be realised through the increased use of tele/video-conferencing technology and flexible and mobile working models.

Data is subject to a time delay, to ensure all claims for mileage have been submitted from staff.

**Data Notes**

**Tolerance:** Lower values are better.

Includes council owned transport and business travel using staff's own vehicles.

Data Source: KCC Sustainability & Climate Change team.

## Economic Development

<b>Bold Steps Priority/Core Service Area</b>	Respond to key regeneration challenges working with our partners
<b>Cabinet Member</b>	Mark Dance
<b>Portfolio</b>	Regeneration and Economic Development
<b>Director</b>	Barbara Cooper
<b>Division</b>	Economic Development

A new indicator is currently being developed to capture the overall impact in job creation in the Kent economy from the Regional Growth Fund managed by KCC and direct funding for job creation provided by KCC.

Indicator Description	Previous Status	Current Status	Direction of Travel
Number jobs created (new indicator)	N/a		N/a

We have recently had our application approved for £5.5 million from the Regional Growth Fund (RGF) for the Escalate project. This will deliver a new fund offering interest-free loans to businesses with growth potential in Maidstone, Sevenoaks, Tonbridge and Malling and Tunbridge Wells, as well as part of East Sussex. We are now working to get Escalate up and running and aim to launch the fund in November.

Securing Escalate means that since 2011, KCC, Kent businesses and district council partners working together have won £65.5 million in Regional Growth Fund investment for the county. This is already delivering results.

As of 30 June 2013, Expansion East Kent, launched in April 2012, has allocated £17.4 million to 48 businesses at full contract stage and current pipeline cases which will deliver 1,048 jobs. In North Kent TIGER has allocated £1.7 million to 6 businesses which will deliver 141 jobs.

In addition to these RGF-backed schemes, KCC is investing directly in Kent businesses. In West Kent and Maidstone, we have launched Accelerator Plus, a £150k scheme to back high-growth businesses in anticipation of the launch of Escalate later this year. This built on our Accelerator Grant programme at Discovery Park, Sandwich, which helped create or safeguard 43 jobs, and secured almost £4 million in extra private sector investment.

We have also recently launched Marsh Million, a new £1 million fund for small businesses on Romney Marsh, supported by Magnox and the district councils in Ashford and Shepway.

Direct financial support is just one of the ways in which we're working to grow Kent business and Kent jobs. In addition, coaching for businesses with high growth potential, help for businesses to export, awards to recognise Kent's leading-edge businesses, support to inward investors, new investment in incubator space, support for start-ups and a massive programme to improve rural broadband are all helping Kent businesses to realise their potential.

<b>Jobs created through direct KCC funding, Regional Growth Fund and other schemes managed by KCC</b>	<b>N/A</b>
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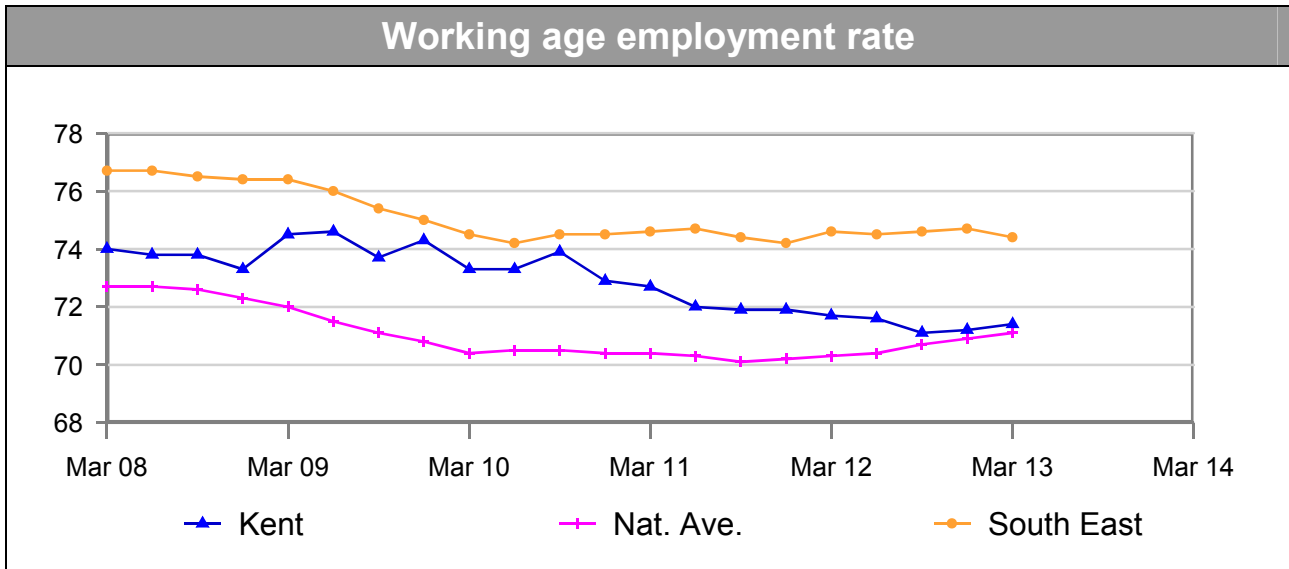
Trend Data	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	New Indicator for 2013/14			tbc			
Target				500	750	1,100	1,700
RAG Rating							

<b>Commentary</b>
<p>Provisional data for jobs created in the quarter to June includes 205 jobs through RGF programmes.</p> <p>Further work is required to validate information coming from KCC supported agencies and other programmes.</p>
<b>Data Notes</b>
<p><b>Tolerance:</b> Higher values are better.</p> <p>Data Source:</p>

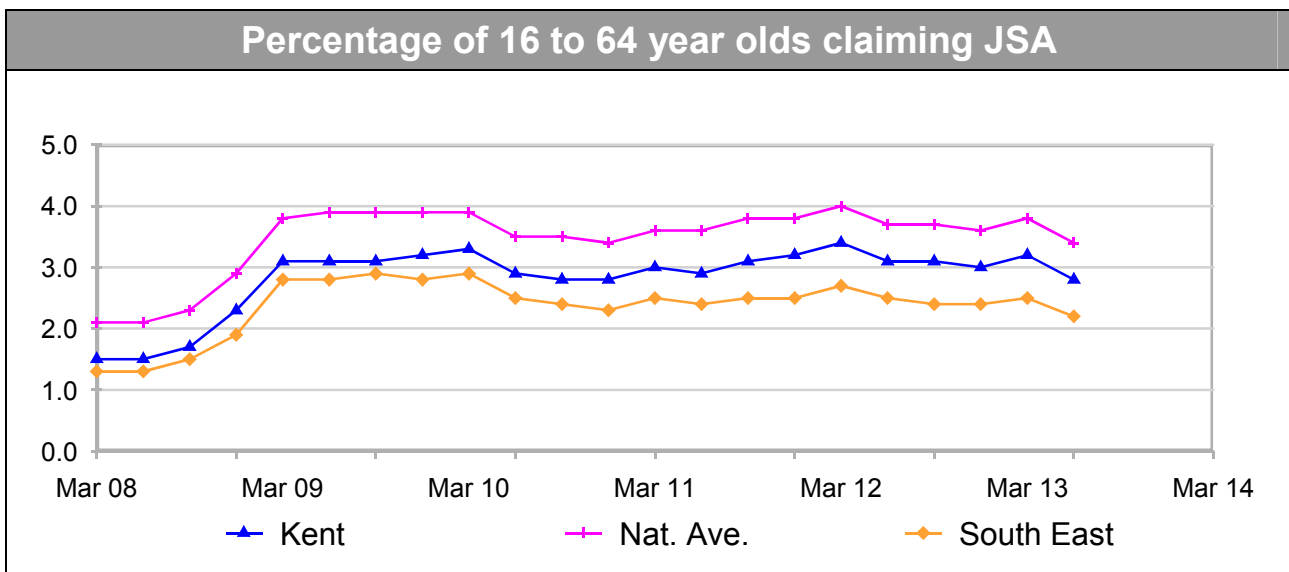
## Economic Development – Contextual Indicators

The following indicators provide information on the general state of the Kent economy in comparison to the regional and national averages.

The **working age employment rate** has seen an encouraging increase both nationally and in Kent during the 6 months to March 2013, after a number of years of decline and stagnation during the global recession. Employment rates in Kent remain above the national average and below the regional average.



**Job seeker allowance (JSA) claimant rates** are also showing an encouraging reduction, and in June 2013 were at the lowest level since the start of the recession.



## Corporate Risk Register Update

### Progress against Mitigating Actions - collected at end of Quarter 1

There were twenty-two actions listed to mitigate elements of corporate risks that were due for completion or review during this period. Six have been completed, one has been closed, five are outstanding and two are on track for completion by September 2013. The remaining eight are subject to regular quarterly reviews.

<b>CRR1</b>	<b>Data and Information Management</b>		
<b>Current Risk Rating</b>	<b>AMBER (12)</b>	<b>Target Risk Rating</b>	<b>AMBER (9)</b>

Outstanding Action:

Action	Update
Instigation of information asset register and identification of information asset owners. Due for completion July 2013, now changed to November 2013	The inventory now has 1,867 items on it. Work now almost complete in Customer & Communities Directorate and current focus is in Business Strategy & Support. Service units where work is still outstanding are being identified. The data is being added to a central database after validation. Record retention periods have been reviewed and are being added to the register.

Closed Action:

- Implementation of recommendations from Data Quality Audits: Performance Management audit (including data quality) achieved substantial assurance with a minimal number of improvements required.

<b>CRR2</b>	<b>Safeguarding</b>		
<b>Current Risk Rating</b>	<b>RED (16)</b>	<b>Target Risk Rating</b>	<b>AMBER (12)</b>

Regular Review:

Action	Update
A structured mechanism for feeding back lessons learnt from assessment, regulation and inspection needs to be implemented. Reviewed in June 2013, to be reviewed again in September 2013.	Children's Quality Monitoring Framework in place.

<b>CRR3</b>	<b>Economic Growth</b>		
<b>Current Risk Rating</b>	<b>AMBER (12)</b>	<b>Target Risk Rating</b>	<b>AMBER (12)</b>

Completed Action:

- Governance arrangements are in place for the South East Local Enterprise Partnership Local Transport Body: a prioritised list of schemes has been agreed in principle by the Local Transport Body. The two Kent schemes prioritised in the first tranche are the M20 Junction 10a improvement and A226 London Road, Dartford.

Regular Review:

Working with Network Rail, ensure delivery of phase 1 journey time improvement scheme to East Kent	First tranche of funding (£5m) has been released for Phase 1.
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<b>CRR4</b>	<b>Civil Contingencies and Resilience</b>		
<b>Current Risk Rating</b>	<b>AMBER (12)</b>	<b>Target Risk Rating</b>	<b>AMBER (9)</b>

Completed Action:

- New digital telephone service to be introduced with added resiliency: Deployment is being aligned with the New Ways of Working programme. Infrastructure works now complete. Pilot begins in September.

On Track for Completion by September 2013:

Action	Update
Upgrading / enhancement to Automated call distribution system	Preference for 'Cloud solution' being considered as more flexible and scalable than proprietary equipment

<b>CRR5</b>	<b>Organisational Transformation</b>		
<b>Current Risk Rating</b>	<b>AMBER (12)</b>	<b>Target Risk Rating</b>	<b>AMBER (8)</b>

Outstanding Action:

Action	Update
Revision of KCC employee Terms & Conditions to reflect the changing shape of the workforce. Reviewed in June 2013.	Changes to overtime enhancements implemented from 1st June 2013. Some deferred implementation in specific areas supported by business cases expected to complete by 30 <sup>th</sup> September 2013.

Regular Review:

Delivery of the Organisational Development & People Plan through action plans for each of the five areas of people management activity - Resourcing; Development; Performance; Transformation; Retention Directorate action plans to be reviewed annually	Directorate action plans reviewed and 2013/14 plans produced.
Further work to develop Succession Planning across the organisation via Organisational Development Groups	Directorate Organisation Development Groups have produced 2013/14 action plans with succession planning as a common theme. Workforce planning (including succession) template developed by HR Division that will be trialled with Business Units.

<b>CRR9</b>	<b>Health Reform</b>		
<b>Current Risk Rating</b>	<b>AMBER (8)</b>	<b>Target Risk Rating</b>	<b>GREEN (6)</b>

Completed Actions:

- Work to secure payment of outstanding PCT debts: Action to recover all outstanding amounts was taken and while some debt remains, this is nearly all 'new' debt.
- Establish a Public Health Steering Group: Steering Group has been established and is scheduled to hold its first meeting on 25<sup>th</sup> September 2013.

<b>CRR10</b>	<b>Management of Social Care Demand</b>		
<b>Current Risk Rating</b>	<b>RED (25)</b>	<b>Target Risk Rating</b>	<b>RED (16)</b>

Regular Review:

Action	Update
Public Health & Social Care to ensure effective provision of information, advice and guidance and to promote self management to reduce dependency	A task and finish project group is being set up to update the adult social care information on the Kent.gov website as part of this. Mapping of self care self management resources in Kent with detailed support from Public Health team who have provided info on Healthy Passport, Healthy Living Pharmacies and other related resources. Methodical approach to self-care as part of care pathway to be put in place by multi-disciplinary team.



<b>CRR12</b>	<b>Welfare Reform Act</b>		
<b>Current Risk Rating</b>	<b>RED (16)</b>	<b>Target Risk Rating</b>	<b>AMBER (9)</b>

Completed Actions

- Comprehensive method of tracking inward migration in place.
- Contacts established with Local Authorities in Essex and Suffolk to share intelligence.

Regular Review:

Action	Update
Close monitoring of demand and performance of Kent Support and Assistance Service (localised social fund) to inform planning of 2014/15 programme. Reviewed in July 2013. Further review in September 2013.	The scheme is monitored on a weekly and monthly basis to ascertain if there are any trends or spikes in demand. In addition analysis takes place on what the awards are, for example food, utilities or furniture. An evaluation will commence in July 2013 and the first phase will be completed by September/October 2013.

<b>CRR15</b>	<b>Ash Dieback</b>		
<b>Current Risk Rating</b>	<b>AMBER (12)</b>	<b>Target Risk Rating</b>	<b>AMBER (9)</b>

Outstanding Action:

Action	Update
Communications Strategy to be developed	Work underway to develop the Strategy - publication & implementation by September
Result of findings of survey being conducted by Country Parks to understand the implications to the county of tree numbers.	Staff and visitors have been advised to be vigilant to the symptoms of Ash Dieback in Country Parks and specific attention being given to identifying symptoms during Annual Inspections. Fuller picture of implications for Country Parks should be known by late Summer.
Baseline asset and tree safety audit being carried out for Ash trees on public land	Guidance issued for Schools and KCC Estates. Work in hand to assess scale of problem on those sites. Further work required to gather data from key partners. Again, this information should be known by late Summer.

On Track for Completion by September 2013

Action	Update
Develop on-line Ash Dieback forum for sharing best practice	Webpage established on Kent.gov to act as the main repository for information, guidance etc. Further development to follow.

Regular Review:

Action	Update
Further communications and briefings to all Senior staff in KCC during the growing season	Situation being kept under review by Strategic Co-ordinating Group co-chaired by the Director of Planning and Environment and KCC Emergency Planning Manager. Updates are being given to autumn round of Cabinet Committees.
Assess potential scale for monitoring and felling of dead and dying Ash trees adjacent to transport routes (inc footways, bridleways, road and transport networks).	Work ongoing by H&T to assess scale of problem on KCC estate. The fuller picture should be known by late Summer

**Intelligence Gained on Initiatives Post Quarter 2**

There were five updates received on actions or initiatives due for completion beyond September 2013. All are expected to meet their completion dates. The action updates are as follows:

<b>CRR4</b>	<b>Civil Contingencies and Resilience</b>		
<b>Current Risk Rating</b>	<b>AMBER (12)</b>	<b>Target Risk Rating</b>	<b>AMBER (9)</b>

Outstanding Action:

Action	Update
Continue to conduct regular exercises and rehearsals of business continuity plans – test two plans per directorate, where there would be significant impact on welfare or business reputation	Part of work programme for implementing Audit Report recommendations. 3- Year training & exercise programme to be published in Autumn 2013.
Implementation of 7 recommendations contained in the 2012/13 Business Continuity and Resilience Planning Audit	Work programme to address recommendations in the Internal Audit Report 2012-13 approved by CMT (25/06/13). Recommendation 1 (Full review, update & publication of Corporate BCM Policy) now completed - approved by CMT (25/06/13). On target to complete other recommendations by October 2013

Action	Update
Finalisation of Business Continuity Management Plan for the Contact Centre to improve overall resilience.	Full review of the Contact Centre Business Continuity Management Plan conducted. Further contingency arrangements being explored (alternative KCC premises, reciprocal arrangement with Surrey CC, Home Working, BT Cloud telephony solution). Completion / good progress anticipated by November 2013 target date.
Implementation of Content Management System and services that utilise MS SharePoint (E.g. Kent.gov and Knet) and related software, including training provision to ensure KCC has a sustainable support capability for these services	On target to complete in December 2013

<b>CRR10</b>	<b>Management of Social Care Demand</b>		
<b>Current Risk Rating</b>	<b>RED (25)</b>	<b>Target Risk Rating</b>	<b>RED (16)</b>

Outstanding Action:

Action	Update
Jointly develop risk stratification tools with Health to better target interventions.	This is part of the health and social care integration programme. The tools are starting to be used and a manager is progressing this piece of work.

## Organisational Development

<b>Bold Steps Priority/ Core Service Area</b>	Change to Keep Succeeding
<b>Cabinet Member</b>	Gary Cooke
<b>Portfolio</b>	Corporate and Democratic Services
<b>Director</b>	Amanda Beer
<b>Division</b>	Human Resources

### Organisation Development and People Plan

#### Staff Awards Outcomes

Staff awards have been implemented across KCC. Staff have been recognised for the huge contributions they make and showcased on KCC's intranet. All directorates have presented awards to staff. 74 staff have been formally recognised in this way so far, with more being presented this quarter.

#### Employee Value Proposition Outcomes

Following the second year of undertaking the employee value proposition survey with staff, improvements have been achieved in engagement and scores despite the very challenging environment. Further interventions are being designed to increase performance further.

#### Kent Manager Outcomes

Progression on Kent Manager Standard has risen to 14% of staff having completed over 26% of the total programme as at 31 July 2013 compared to 7% at 30 April 2013.

50% of all eligible managers are now engaged on the programme as compared to 30% at 30 April 2013. Managers continue to evidence learning, skills and knowledge as part of the programme with supporting development opportunities continually reviewed to ensure we have the management necessary to meet the challenge ahead.

#### Doing Things Differently Outcomes

KNet launch April 13 – all programmes feeding progress through single communication channel. Joint communications & engagement planning for DTD programmes in development. Programme Managers Exchange established in liaison with Programme Office to develop understanding and networking about DTD programmes and their relationship to other key programmes. DTD interdependency map developed. New Ways of Working programme delivered integrated, engagement sessions (ICT, HR, P&I and Customer Services) to mixed directorate audiences.

## **Change Activity**

There continues to be a significant level of change activity in divisions and business units. The Human Resources Advisory Team is supporting over 90 projects of varying size and complexity.

Major ongoing activity includes the Adult Transformation programme, New Ways of Working programme, Children's Centres review, Terms and Conditions review, creation of Kent Integrated Adolescent Services, auditing of structures against the KCC Organisational Design Principles and various transfers of services both in and out of KCC.

KCC Organisational Design Principles continue to be applied to restructures to ensure decision making is as close to the customer as possible.

## **Staffing Numbers and Reductions**

Between April 2011 and June 2013, full-time equivalent staffing levels in the non-schools sector fell by almost 1,800, from 9,983.1 FTE to 8,191.7 FTE. This reduction exceeds the stated aim of reducing the workforce by 1,500 FTE, well in advance of the target date of 31 March 2015.

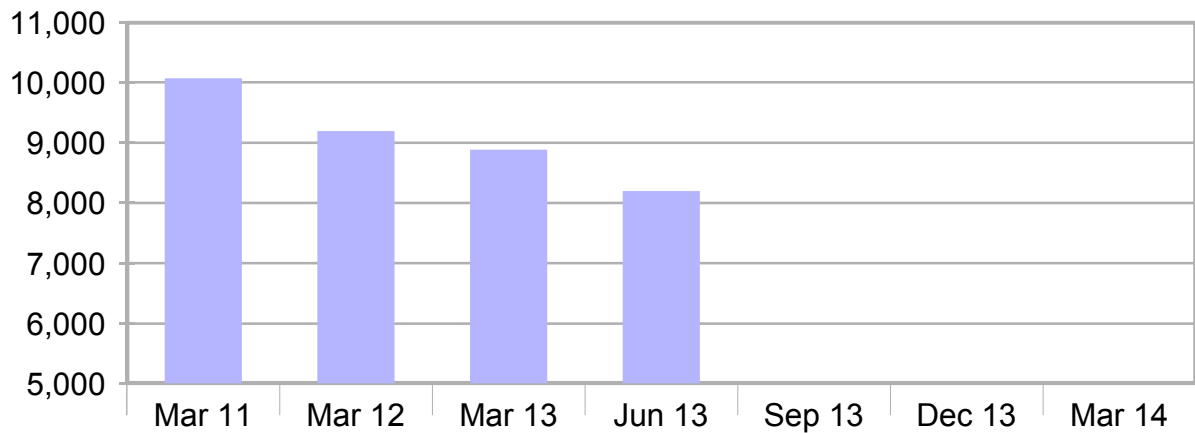
In the first quarter of 2013, 27 people were made redundant and redundancy payments totalled £182,316.

Rolling turnover has fallen from the March 2013 peak of 18.3%, to 17.3% in June, with the transfer out of Commercial Services continuing to impact on turnover levels during the past year.

The sickness rate continued to fall slightly in Quarter 1, to 7.3 days per FTE, from the March 2013 figure of 7.4 days per FTE.

## Staffing Data

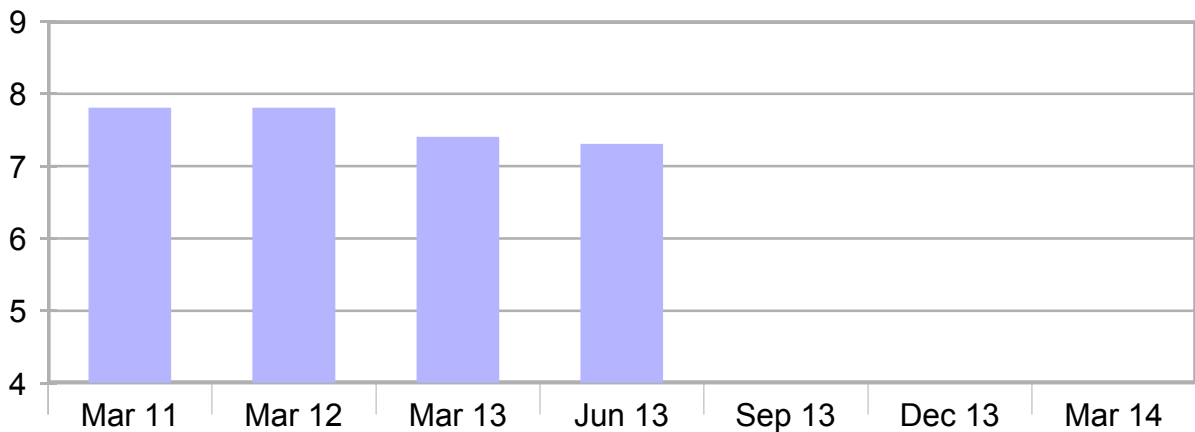
### Number of full time equivalent (FTE) staff employed



Trend Data - snapshot	Previous Years			Current Financial Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sept 13	Dec 13	Mar 14
FTE	10,061	9,187	8,875	8,192			

**Data Notes:** Data is reported as count at each quarter end. Casual Relief, Sessional and Supply (CRSS) staff are not included. Schools staff are not included.

### Average number of days of sickness per FTE

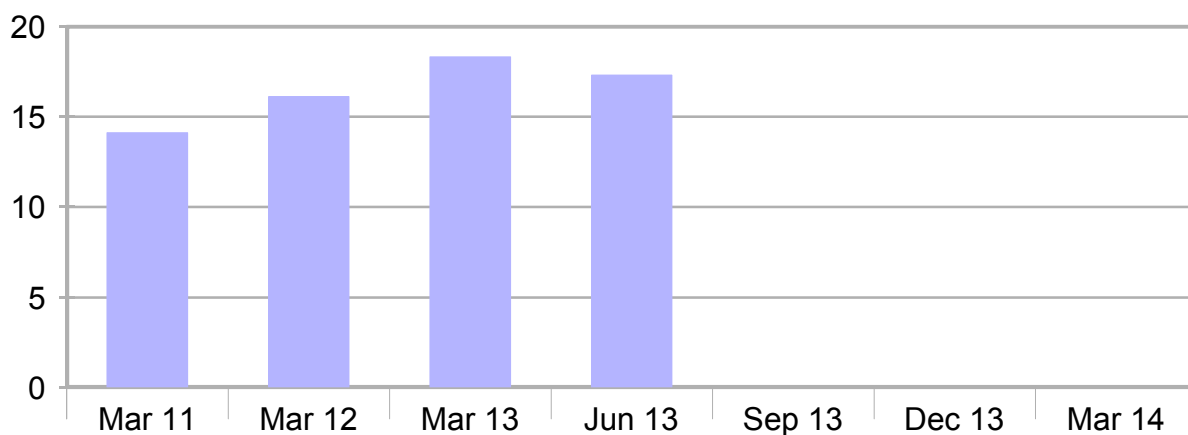


Trend Data - rolling 12 month	Previous Years			Current Financial Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sept 13	Dec 13	Mar 14
Days	7.8	7.8	7.4	7.3			

**Data Notes:** Data is reported as average days sick per FTE for the past 12 months. Sickness relating to CRSS staff is included in the count of days lost.

## Staffing Data

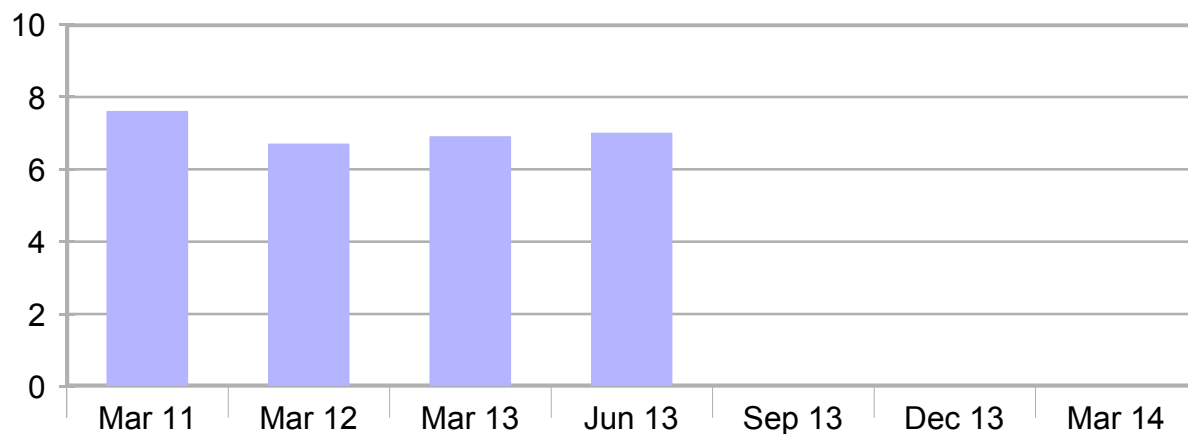
### Turnover - percentage of staff leaving as a percentage of headcount



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sept 13	Dec 13	Mar 14
Turnover	14.1%	16.1%	18.3%	17.3%			

**Data Notes:** Data is reported as a rolling 12 month rate. Casual Relief, Sessional and Supply (CRSS) staff are not included. Schools staff are not included.

### Percentage of staff (headcount basis) aged 25 or under



Trend Data - snapshot	Previous Years			Current Financial Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sept 13	Dec 13	Mar 14
Aged 24	7.6%	6.7%	6.9%	7.0%			

**Data Notes:** Data is reported as snapshot position at each quarter end. Casual Relief, Sessional and Supply (CRSS) staff are not included. Schools staff are not included.

## Staffing Data

### Disciplinarys, Grievances and Employment Tribunals (currently active)

Trend Data – snapshot	Mar 13	Jun 13	Sept 13	Dec 13	Mar 14
Disciplinarys	37	32			
Grievances	6	9			
Harassment	7	3			
Performance & Capability					
- Performance	28	24			
- Ill Health	79	72			
Employment Tribunals	9	5			
<b>TOTAL CASES</b>	<b>166</b>	<b>145</b>			

**Data Notes:** Data is reported as the number of cases open and being dealt with at quarter end.

### Health and Safety Incidents

Trend Data – rolling 12 months	Previous Years		Current Financial Year			
	Mar 12	Mar 13	Jun 13	Sept 13	Dec 13	Mar 14
Incidents reported	1,350	1,620	272			
Days lost	1,027	943	123			

**Data Notes:** Data is reported as 12 month rolling totals. Schools staff are included.

### Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)

Trend Data	Previous Years		Current Financial Year			
	Mar 12	Mar 13	Jun 13	Sept 13	Dec 13	Mar 14
Major injury incidents	6	5	0			
Over 7 day injuries	N/A	25	6			

**Data Notes:** Data is reported as quarter totals for current year and full year counts for previous year. The requirement to report to the Health & Safety Executive major injury incidents resulting in over 3 days lost time has changed to over 7 days.



From: **Roger Gough, Cabinet Member for Education and Health Reform**

**Patrick Leeson, Corporate Director for Education, Learning and Skills**

To: **Cabinet – 16 September 2013**

Subject: **2013 GCSE Results Update**

Classification: **Unrestricted**

Electoral Division: **All**

**Summary:** This paper provides Cabinet with an update on the unvalidated 2013 GCSE results in Kent.

**Recommendation(s):** Cabinet Members are asked to

- (i) Note the GCSE results for 2013 and
- (ii) Express their thanks and appreciation to all staff, governors and pupils for achieving exceptional exam results in 2013

## 1. Introduction

1.1 This paper is for early information for Members regarding the 2013 GCSE results in Kent. The figures contained in this report are self-reported by schools and will be liable to change and validation through the Department for Education. The timescales for confirmed figures are as follows:

- First release of, unvalidated, GCSE results through Educational Performance Analysis System (EPAS) produced for Local Authorities at the end of September.
- Second release of, validated, GCSE results published by the Department for Education in late January 2014 (for secondary schools and colleges) in the 2013 Performance Tables.

## 2. Bold Steps for Kent and Policy Framework

2.1 The initial self-reported results indicate that we have made significant progress towards achieving the 2016 target of 70% 5+ A\*-C including English and Mathematics at Key Stage 4 with results improving by 4% to 65%.

2.2 The number of schools below the Government Standard of 40% achieving 5+ A\*-C including English and Mathematics at Key Stage 4 has also reduced significantly from 19 self report last August to 11 this August.

### **3. GCSE Update**

- 3.1 At Key Stage 4 there has been very good improvement in GCSE results this year. 75% of schools have maintained or improved their GCSE performance, which is excellent. The Kent performance for 5 or more A\*-C grades including English and Maths is 65%. This exceeds our Bold Steps target for 2013 of 64% and is the best ever performance for Kent against an anticipated national drop in results. It represents an improvement of 4% on the 2012 outcome of 61%.
- 3.2 61 Secondary schools improved or maintained their performance, some with very impressive gains compared to previous results. Twenty schools improved their GCSE performance on this measure by 10% or more. A further 14 schools declined by only 1% or less. Many schools have 'closed the gap' on overlap performance between those pupils who achieve a C grade or above in Maths and English rather than in just one of these core subjects.
- 3.3 Eleven Secondary schools are now below the floor target of 40% compared to 19 schools at this time in 2012.

### **4. Conclusions**

- 4.1 The initial school self-reported figures show a significant step increase in performance against a national picture for 2013 which early indications show an overall drop in performance across the country.

### **6. Recommendation(s)**

#### **Recommendation(s):**

Cabinet Members are asked to:

Note the GCSE results for 2013 and

- (ii) Express their thanks and appreciation to all staff, governors and pupils for achieving exceptional exam results in 2013

### **7. Background Documents**

None

### **8. Contact details**

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From: **Jenny Whittle, Cabinet Member for Specialist Children's Services**  
**Andrew Ireland, Corporate Director, Families & Social Care**

To: **Cabinet, 16 September 2013**

Subject: **Specialist Children's Services - Update**

Classification: **Unrestricted**

**Electoral Division:** All

**Summary:** The report sets out the successful progress in the delivery of safeguarding services to children in Kent by KCC and its partners, giving an overview of progress since the highly critical Ofsted inspection report in 2010 and the subsequent imposition of an Improvement Notice. It summarises the positive outcomes from all four subsequent Ofsted inspections and the further steps that are being taken to build on this progress.

**Recommendation:** Cabinet is asked to note and comment on:

1. The progress made in improving outcomes of vulnerable children in the county as detailed in the four Ofsted inspection reports.
2. The areas where continued improvement is needed to further raise standards.

## 1. Introduction

- 1.1 The council has delivered on its commitment to improve its services to vulnerable children in the last 3 years. This report provides Cabinet with an overview of that progress as confirmed by Ofsted in its last four inspections of the county wide services. It also informs Cabinet of the key areas that will be focused on as part of the progression from "adequate" to good and outstanding.

## 2. Financial Implications

- 2.1 There are no direct financial implications from this report although, as noted in the budget monitoring reports, there have been and continue to be financial implications to the council in improving these services to children.

## 3. Bold Steps for Kent and Policy Framework

- 3.1 As set out in *Bold Steps for Kent*, the successful improvement of these services is a fundamental part of the council's commitment to delivering Bold Steps for the vulnerable.

## 4. The Report

### Background

- 4.1 Members will recall that the 2010 inspection by Ofsted into children's services highlighted a considerable number of concerns not least the extent to which children in Kent were being appropriately safeguarded. It concluded that

services to safeguard children and to those in the Council's care were 'inadequate'. This judgment resulted in the issuing of an Improvement Notice from the Government which set out a range of targets and areas for improvement. Progress against the Notice was to be monitored by an independently chaired Improvement Board.

- 4.2 Since the 2010 Ofsted Inspection, Kent's improvement journey can be understood as having three distinct phases. These are not, in reality, completely separate stages; instead they represent tranches of work which have built on each other to establish, maintain and develop the changes necessary to improve the service. As a result, the activities described below were present in all three phases. As a natural part of our progression, the Improvement Programme has shifted focus over time.
- 4.3 **Phase 1** – immediately following the Ofsted inspection and running to October 2011, culminating in an Unannounced Inspection into Referral and Assessment. Work focussed on clearing over 2000 unallocated cases, reducing individual caseloads and addressing cases of most concern. This phase can be understood as *'remedial and responding to a service in crisis'*
- 4.4 **Phase 2** – from October 2011 to July 2012. Building on the success of Phase 1, the Council moved to construct a new service fit for future delivery; that responded to the expectations set out in the Munro report (especially in relation to the offer of early help); ensured there were local senior management teams capable of understanding and improving on practice standards and that allowed for the development of quality of service provision to children in need, those in need of protection and children in care. This phase was about *'stabilising, consolidating and building the new service'*
- 4.5 **Phase 3** – from July 2012 and continuing. This phase is designed to build on the new structure, reduced and managed workloads and the increased stability in the workforce and the focus is more and more on practice standards and building a long term quality service. This period is understood as moving from *'improvement to transformation'*
- 4.6 There has therefore been a considerable amount of work undertaken since 2010 and a substantial change in personnel especially at the senior levels. Members have maintained a substantial involvement in the improvement journey through the work of the 'Children Services Improvement Panel' as well as by individual Cabinet and backbench members. The need to improve the safeguarding of our most vulnerable children has always benefited from cross-Party support and that continues to be true now.
- 4.7 Key Improvements since 2010 include:
- **Service restructure** – There has been a complete restructure to a service that is better equipped to meet the needs of children needing safeguarding and children in the care system. Of particular note is the creation of more coherent early intervention service with a seamless journey for children in and out of social care; the creation of a dedicated service for children in care and a complete change in middle and senior management roles (and in some instances, personnel).
  - **Central Referral Unit** – A new multi-agency Central Referral Unit has been set up with full contribution from all key partners. It is now established as a

model of good practice that attracts a lot interest from other local authorities as something they wish to emulate

- **Performance Management** –Progress since 2010 has been driven by a very robust, detailed and now embedded culture of performance management and quality assurance. A new QA Framework has been agreed within the service (and tabled at the Improvement Board) which updates that work and sets out a programme of work to be routinely carried out across the service. At the heart of the framework is the quarterly ‘Deep Dive’ process which brings the Corporate Director and Director of SCS to each Area management team across the County and ensures there is an appropriate link being made between performance data and child-based information. This level of senior management scrutiny on the day to day practice of districts and areas has ensured that those managers have a very detailed knowledge about the strengths and vulnerabilities across the council; it has meant that operational managers have needed to relate their performance data with the services to individual children and it has provided a useful channel of communication between the centre and the districts/areas.
- **Performance** – As measured through KPIs, performance is now comparable with other LAs and compares well nationally, for example the 2012-2013 scorecard showed the completion of initial assessments on time up from 73% in 2011 to 91%, core assessments timeliness up from 49% to 87%, children see during initial assessments up from 61% to 92% and the re-referral rate dropped from 31% to 23%.
- **Adoption** – The service has significantly increased the number of children placed for adoption, with 143 being placed in 12/13. This is a more than 50% increase over the 68 placed in 11/12. Similarly the number of children adopted in 12/13 has increased to 105, a 50% increase from the 70 children adopted in 11/12.
- **Staff morale and confidence** – Staff report they feel more supported and are working in a safer organisation than hitherto – in a recent survey, 94% of staff reported they received supervision on a regular basis and that it was outcome focussed with clear remit and focus on child/ young person.
- **IT system** – In 2010 the IT system used by Children’s Services was subject to much criticism and whilst some improvements have been made to aide functionality, a new system has been procured and a major migration programme is underway with a ‘go-live’ date of 9<sup>th</sup> December. The new system reduces the bureaucratic burden on practitioners and will free up more of their time for working with children and families

## Ofsted Judgements

4.8 Since 2010, Ofsted have undertaken four inspections of county wide services and made the following key findings:

### 4.9 **July 2012 Fostering – ‘Adequate’ overall with ‘good’ for outcomes and leadership and management**

- The fostering service is effective. Children and young people are benefiting from holistic care packages which are derived from a multidisciplinary approach. Improved communication between professionals has resulted in changing needs being recognised at an earlier stage.
- Great emphasis is placed upon keeping young people safe alongside providing them with opportunities for personal growth and development.

- The service benefits from strong leadership and management. Strategic monitoring and planning recognises the strengths and weaknesses of the service. Necessary changes are being implemented in a timely manner. A number of changes remain in their infancy, with the full impact yet to be fully realised.
- The entire service is working tirelessly to support the progress made, with the well-being of Kent's children as its driving force."

#### 4.9 **January 2013 Safeguarding – ‘Adequate’**

- Senior leaders within the council, supported by strong and well-informed political leadership, have delivered a significantly improved response at the point of referral to children’s social care services from an earlier low baseline. In consequence, children who are at risk of harm are protected by effective initial screening and prompt subsequent action by the council and police services.
- Children are almost always seen and seen alone in child protection investigations and both initial and core assessments.
- A workforce development strategy has reduced vacancy rates through a range of initiatives including overseas recruitment and a ‘grow our own’ policy. While there remain significant difficulties in recruiting suitably qualified and experienced staff to some posts and some areas, the council has adopted an appropriately determined stance, preferring to employ good locum staff rather than appointing weak candidates to permanent posts. It has also taken a robust stance on poorly performing staff, a number of whom have now moved on from their posts.
- Children requiring protection receive a more assured initial response than previously, with risk identified in a timely and effective way.
- The council has a good understanding of its strengths and areas for improvement. It has used the improvement plan that followed the notice to improve issued in 2010 to prioritise and focus improvement activities.
- It has a comprehensive approach to gathering and analysing performance data and has used this to drive improvements, for example in the timeliness of assessments.

#### 4.10 **June 2013 Adoption – ‘Adequate’ overall and ‘good’ for outcomes and leadership and management**

- The service formed a very positive and productive partnership with Coram, whose involvement is described by staff as ‘inspirational and incredibly energising’.
- Major restructuring has resulted in significant improvements in many areas. The service is now much more effective and there are some elements of sound and consolidated good practice; for example, in management monitoring, developments in education policy and the virtual school.
- Elected members, managers and staff are fully committed to adoption and demonstrate a high level of understanding, skills, experience and qualifications to enable them to provide an effective service.
- Leaders and managers are ambitious for the service and have a good and realistic understanding of its strengths and weaknesses. Since the last inspection they can demonstrate a number of improvements which have resulted in positive outcomes for most children.

#### 4.11 **August 2013 Children in Care – ‘Adequate’ with ‘good’ capacity to improve**

- The senior leadership team has risen to the task and demonstrates a firm resolve to deliver improved outcomes for children and young people.
- The recent restructuring of services for looked after children into four localities has been carefully considered. This has helped establish a strong foundation on which to build and move the service forward.
- There are areas of continued improvement with better practice across the service and the local authority partnership.
- The scale and scope of the improvements required are recognised by the council. There is cross party political support and members demonstrate confidence in the newly established senior management team to move the improvement agenda forward.
- The strengths of the looked after service are known and understood across the council and by partner agencies.

#### 4.12 In addition, the service was subject to a Peer Review in November 2012 and key headlines from that process included:

- A summary of the overall key conclusions of the peer team was that Kent County Council and its partners are working together well through a period of significant change and previous poor safeguarding performance.
- There is acknowledgement that this is a transitional period for the local authority with an improvement plan looking at better ways of working whilst maintaining a focus on partnership working throughout these changes
- The peer review team acknowledge the fundamental issues that needed addressing and the hard work undertaken over the past two years by the authority in terms of the scale of improvement required.

### 5. **Conclusions**

#### 5.1 The summative effect of the Ofsted judgements is that all the requirements of the Improvement Notice(s) have been met. That said, there remains much to do if the service is to progress beyond ‘adequate’ to become good and outstanding. In particular, continued improvements are needed in the following areas:

- **Consistency of practice** - Raising the quality of social work practice up to a more consistent level across the County remains an area of further work. Practice audits identify some very good practice taking place but there remains a level of inconsistency across the service as a whole which remains the subject of continued management attention. A new ‘Social Work Contract’ has been developed which is designed to focus on quality and effectiveness of practice and this contract forms the body of the current improvement plan
- **Services to care leavers** – The most recent Ofsted inspection was critical of the services to care leavers, a service currently outsourced to Catch 22 and there are on-going discussions with that organisation about the improvements needed for this group of vulnerable young people
- **Staff Recruitment** – Recruitment of staff, especially of experienced social workers and first line managers remains a challenge especially in some parts of the County. Recruitment activity is driven by a new micro-site and rebranding work and the positive Ofsted outcomes will help but it remains a competitive market at this level and we are competing with the south London boroughs and other neighbours and recruitment into the east of the County will always be difficult

- **Mental Health Services** – Partnerships are increasingly effective but there remains a challenge in the delivery of a consistent, timely and effective Child and Adolescent Mental Health Service (CAMHS) across the County and work is underway with health colleagues
- **Early intervention & Prevention** – There has been a substantial investment in early intervention and whilst there is growing evidence that it is offering a good service to vulnerable families, there has not yet been the anticipated reduction on the children in care population. These services need to be closer aligned to the work of the children’s centres and pulling together the current consultation underway with the development of the 0-11 service development is a major change programme for SCS to lead on over the coming months
- **Financial management** – Delivering the services within the agreed cash limits and identifying future savings is one of the key challenges for the service. A diagnostic has been commissioned and is currently underway and the senior management team will be working with the consultants on the outcome of that work

## 6. Recommendation

**Recommendation:** Cabinet is asked to note and comment on:

1. The progress made in improving outcomes of vulnerable children in the county as detailed in the four Ofsted inspection reports.
2. The areas where continued improvement is needed to further raise standards.

## 7. Background Documents

7.1 None

## 8. Contact details

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