



AGENDA

CABINET

Monday, 2nd December, 2013, at 10.00 am Ask for: **Louise Whitaker**
Darent Room, Sessions House, County Telephone: **(01622) 694433**
Hall, Maidstone

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

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

Webcasting Notice

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UNRESTRICTED ITEMS

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

Introduction/Webcasting

1. Apologies
2. Declaration of Interests by Member in Items on the Agenda for this meeting
3. Minutes of the Meeting held on 14 October 2013 (Pages 3 - 14)
4. Other items which the Chairman decides are relevant or urgent

5. Revenue and Capital Budget Monitoring for 2013-14 - Quarter 2 (Pages 15 - 152)
6. Quarterly Performance Report - Quarter 2 2013/14 (Pages 153 - 254)
7. Corporate Risk Register - Refresh (Pages 255 - 282)

Peter Sass
Head of Democratic Services
Friday, 22 November 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

CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 14 October 2013.

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

ALSO PRESENT: Miss Susan Carey, Deputy Cabinet Member for Finance and Procurement

IN ATTENDANCE: Mr M Austerberry (Corporate Director, Enterprise and Environment), Mrs A Beer (Corporate Director of Human Resources), Mr D Cockburn (Corporate Director of Business Strategy and Support), Ms A Honey (Corporate Director, Customer and Communities), Mr A Ireland (Corporate Director, Families and Social Care), Mr P Leeson (Corporate Director Education, Learning and Skills Directorate), Ms M Peachey (Kent Director Of Public Health), Mr A Wood (Corporate Director of Finance and Procurement), Mr G Wild (Director of Governance and Law) and Mrs L Whitaker (Principal Democratic Services Officer)

UNRESTRICTED ITEMS**Apologies**

Apologies were received from Mr Carter, Leader & Cabinet Member for Business Strategy, Audit and Transformation.

Mr Simmonds, Deputy Leader and Cabinet Member for Finance and Procurement took the Chair in his absence.

25. Minutes of the Meeting held on 16 September 2013

(Item 3)

The minutes of the meeting held on 16 September 2013 were agreed and signed by the Chairman as a true record.

26. Other items which the Chairman decides are relevant or urgent

(Item 4)

None.

27. Facing the Challenge: top tier realignment

(Item 5 – Report of Mr Paul Carter, Leader & Cabinet Member for Business and Transformation and David Cockburn, Head of Paid Service)

Cabinet received a report setting out a proposed realignment of senior posts at Kent County Council, prior to the start of a formal consultation with senior staff affected and other key stakeholders and partner organisations.

The Deputy Leader introduced the item on behalf of the lead member, Mr Carter who could not attend. In particular he referred to the following:

- (i) That the transformation agenda was now underway. Full council had met and endorsed the plan.
- (ii) That the transformation agenda had five key principles
 - Integration of services around the client groups
 - A single council approach to projects and programme review
 - Actively engaging the market for solutions where appropriate
 - Creating viable businesses from trading services
 - Embedding commissioning authority arrangements.
- (iii) That the programme was not about “cuts” or “outsourcing” that in fact it was about managing demand and looking at the best ways of running services. He reported that where outsourcing had already been utilised it had worked well for example in Highways.
- (iv) That the realignment of demand would involve senior managers working along three main themes:
 - Market engagement and service review
 - Integration and service redesign
 - Concept of managing change better
- (i) The success of the transformation would, to a large extent, rely on the success of senior managers in implementing these themes. Therefore a major aim of the first stage of transformation was to create a certainty amongst senior managers as to who was responsible for what services and Directorates.
- (vi) Overarching all of the work to come was the fact that the council needed to save another £239m in the 2015/16 through to 2017/18. When combined with the savings already successfully made this would not be an easy task.
- (vii) More information would be brought forward at the December meeting of Full Council when the final decision was scheduled to be made. However the suggested changes would reduce senior management posts by 5 fte or 20%.
- (viii) Four new directorates were proposed to cover three different kinds of services provided. These are:
 - People based services
 - Place based services
 - Corporate services.

He drilled down further into these new Directorates to talk in more detail about service provision within the council:

- (i) People based services would include, Social Care and Public Health functions. These statutory functions would, of course, continue to be provided for both adults and children. Directorate level transformation programmes were already underway in both areas adult and children’s social care work and Cabinet had received much information on both programmes at previous meetings. This work would continue.
- (ii) People based services would also include education. Education services would be a combination of traditional education services and targeted services for children and young people. It would include early intervention and prevention for families and children aimed at reducing demand in the long term. Important work in this area had already been conducted through the successful ‘Troubled families’ Programme. In addition work would continue in the areas of skills and

- employability for 14-25 year olds and the creation and promotion of apprenticeships
- (iii) Place based – Functions such as library services, highways and waste and the promotion of Kent as a destination for business and tourism and the strategic role of the council in relation to planning and transport.
 - (iv) Corporate based services would include professional advice and guidance and support for front line services. In addition it would incorporate media and public relations.
 - (v) Commissioning would remain within the directorates while procurement would continue to be a centralised function and it was important to understand the difference between the two functions.

David Cockburn, Corporate Director of Business Strategy and Support spoke to the item. He reported the following information for the consideration of members present:

- (i) That this was the first stage of the transformation process and primarily focussed on the top level staffing arrangements.
- (ii) That consultation would begin tomorrow with the 26 people affected. All staff would be invited to make comments on the proposals and these comments and any changes to the proposals resulting from these comments would be reported to the December Council for consideration.
- (iii) That detailed work within the services was already underway and would continue to inform and underpin the process as it progressed. It would also allow considered responses to provided to any suggestions received during the consultation.
- (iv) Once the final realignment had been decided, the council's normal procedures would be followed to create the new directorates including slotting of staff where appropriate and vacant posts being held for interview. All twenty-six senior managers affected would be contacted should Cabinet choose to endorse the proposals for consultation and would be asked to provide comments by 15th November 2013.
- (v) That an Equalities Impact Assessment had been conducted. He invited Amanda Beer to comment further on the findings of the assessment.

Amanda Beer, Corporate Director Human resources, spoke to the item regarding the Equality Impact Assessment. She reported:

- (i) That the Equality Impact Assessment had been completed and all ten protected groups had been included in the assessment.
- (ii) It was believed that there was potential for the realignment to impact on four of those groups; age, gender, disability and those with carers' responsibilities. In all cases the potential impact was classed as low.
- (iii) Details would be included in the consultation pack.

The Cabinet Member for Economic Development, Mark Dance spoke to the item. He raised two issues:

- (i) That in order to be truly transformational the programme must allow space for officers and members to bring to the fore difficult political ideas for discussion
- (ii) That although government funding was likely to continue to reduce, funding was available from the EU and it was important that full advantage of this was

taken. He encouraged members and officers to look to securing grant funding as a way of dealing with income reduction in other areas.

The Cabinet Member for Corporate and Democratic Services, Mr Gary Cooke also commented. He welcomed the report and agreed that having determined that the council's functions would be restructured around the themes of 'people', 'place' and 'corporate' it was right that a staffing structure was put in place that was fit for purpose. Financial savings made as a result were welcomed but were not the principle motivation. The restructure, he argued, was the right thing to do because it would deliver better services for residents.

The Cabinet Member for Communities, Mr Mike Hill spoke to the item. He raised two concerns relating to the timetable for change:

- (i) That regardless of the pressures of change, the day job must continue and standards must not fall. Services must continue to be delivered well
- (ii) That additional resources may be required by directorates in order for the transformation to be undertaken

The Cabinet Member for Commercial and Traded Services commented on the paper. He made the following points:

- (i) That he welcomed the involvement of the opposition parties on the newly formed Transformation Board.
- (ii) That the standard of services, albeit delivered differently, must remain high
- (iii) That traded services would be reviewed as part of the transformation process and the outcomes were not yet known. However, he acknowledged that outsourcing might be an option for service delivery and hoped members would be open minded about whether that was the right option for some services.

The Cabinet Member for Corporate and Democratic Services responded to comments made, he reminded members that the first phase of the transformation would focus principally on corporate services, where the end user would not be affected but that they must remain at the forefront of the work undertaken.

Mr Simmonds agreed that services must be protected during the transformation.

It was resolved

Cabinet Facing the challenge: top tier realignment 14 October 2013	
1.	That the proposals outlined in the paper for a formal consultation on a realignment of senior posts in the Authority to deliver the transformation plan set out in Facing the Challenge: Delivering better outcomes agreed by the County Council on 19 September 2013 be endorsed. Following the outcome of the consultation, a paper will be taken to the County Council in December 2013 for decision on a top tier structure.

REASON	
1.	In order that the consultation can begin in preparation for a decision paper to council.
ALTERNATIVE OPTIONS CONSIDERED	Not for consideration here. The county council meeting can consider other options should it so wish when taking the final decision
CONFLICTS OF INTEREST	None
DISPENSATIONS GRANTED	None

28. Revenue and Capital Budget Monitoring 2013/14 - July

(Item 6 – Report of the Deputy Leader and Cabinet Member for Finance and Procurement and Andy Wood, Corporate Director for Finance and Procurement)

Cabinet received a report providing for members the budget position for July 2013-14 for both the revenue and the capital budget. The report also included an update on key activity.

The Deputy Cabinet Member, Miss Susan Carey was in attendance to introduce the item for members. She explained that she was deputising for the Deputy Leader on this occasion as he deputised for Mr Carter in the Chair and reported the following in relation to the revenue budget:

- (i) That an underspend of £3.67million was currently predicted for the end of the 2013-14 financial year but was expected to increase to £4.475million following planned management activity and roll forwards.
- (ii) That significant financial pressures continued in Specialist Children’s Services, of which the cost of supporting unaccompanied asylum seeking children who had exhausted all rights of appeal remained a significant one.
- (iii) Changes to the Home to school transport policy had shown a reduction in costs and it was hoped that this would continue however predicting need for this kind of services was difficult.
- (iv) That some of the NHS funding recently received in relation to social care support would be used to support the budget when it would be under additional winter pressures.
- (v) Measures taken to stop commercial waste being processed by household waste recycling centres had been successful and had saved £2million
- (vi) A number of grants and projects had been rephased to 2014-15. These included any underspend on the social fund, the health reform budget and the funding for the Kent Youth Employment programme.
- (vii) Pressures had been identified on the delegated school budgets and these would need to be addressed.
- (viii) That £5million of additional funding had been received from central government since the budget was set. It had helped to meet some one of costs that had been incurred and would be held centrally for the short term future in order to meet any shortfall in savings target. Should no shortfall arise the monies will be transferred to the reserves to protect against future uncertainties.

- (ix) That a further £4million of the Iceland investments had been recovered, taking the total to £42million. It was expected that 100% of the monies would eventually be recovered and that some interest might also be repaid.
- (x) That officers had worked hard to deliver savings and that the monitoring report showed that good work to be continuing.

Miss Carey turned to the Capital Budget and reported:

- (i) That a £21m underspend was predicted but only £4.4million related to real saving as opposed to rephasing of projects.
- (ii) That a large portion of the Capital budget related to the provision of school places for children in the County and excellent work continued to deliver extra classrooms before September 2013 and work continued toward 2014.

Mrs Carey reiterated the conclusions within the report; that the monitoring news was good but members and officers should remain cautious in order that savings be delivered.

It was resolved that:

Cabinet Revenue and Capital Budget Monitoring 2013/14 – July 14 October 2013	
1.	That the latest monitoring position on both the revenue and capital budgets be noted
2.	That the changes to the Capital Programme as detailed in the actions column in table 2 of the annex reports be noted or agreed as appropriate
REASON	
1.	In order that Cabinet can properly conduct its monitoring activities
2.	In order that the programmes can continue despite continuing pressures
ALTERNATIVE OPTIONS CONSIDERED	To not agree the changes to the budget would not provide security and would risk project completion in some cases.
CONFLICTS OF INTEREST	None
DISPENSATIONS GRANTED	None

29. 13/00068 - Commissioning Plan for Education

(Report of the Cabinet Member for Education and Health Reform, Mr Roger Gough and Patrick Leeson, Corporate Director for Education, Learning and Skills)

Cabinet received a report containing the 2013-18 commissioning plan and seeking agreement to its adoption. The Cabinet Member for Education and Health Reform, Mr Roger Gough introduced the report for members and made the following comments:

- (i) That the plan was updated annually and had been updated since Cabinet adopted an earlier plan a year ago. During that year the Council had delivered a large increase in places available for the September 2013 intake and the way in which this had been done amounted to a 'step change' in terms of the amount of investment required in order to deliver adequate school places.
- (ii) That pressures continued to increase. Births were predicted at 18000 for 2013, 3500 more than ten years ago.
- (iii) That changes to local populations were also analysed, alongside predicted birth rates, but were harder to predict, particularly where they were a result of housing developments or changes in the composition of the population of an area.
- (iv) However he reported that the forecasting record to date had been good and this gave him confidence for delivery in the future.
- (v) That targets for permanent places for primary school children were set at 40 new entry forms in the next two years, a further 22 new entry forms the year after and continuing pressure in the years that follow
- (vi) Demand continued to decline for places required at Secondary schools and were expected to trough around 2016 and then increase to the end of the decade when pressures would occur
- (vii) He reported that the council had successfully secured 'Targeted Basic Need' funding from Central Government to meet these targets. KCC entered bids for funding to expand 26 schools in the County and successfully obtained it for 19 of them. The total received was 31.5million.

He concluded that pressures remained and delivery would be difficult but not impossible and the council was well placed to continue to meet its statutory duties in relation to school place provision.

Patrick Leeson, Corporate Director for Education, Learning and Skills spoke to the item, he reported that:

- (i) The Commissioning Plan was one of KCC's most important strategic documents and included proposals for large scale change
- (ii) 10,000 additional new places were predicted to be needed in the next three years, equating to 83 additional forms of entry over the next 3-4 years. This was the equivalent of 30 new Primary Schools and 3 new Secondary Schools.
- (iii) The plan allowed for partnership working with schools, developers, District Councils and other stakeholders to ensure that not only would it increase places it would also would create greater choice and better enable the council to meet parental preference.

The Cabinet Member for Specialist Children's Services, Mrs Jenny Whittle spoke to the item and made the following comments:

- (i) That there was a shortfall of nursery places within Kent and it was difficult for providers to find suitable and available accommodation within which to expand. She suggested that officers in Education Learning and Skills work closely with officers in Families and Social Care to establish how capital funding might be deployed effectively to utilise any accommodation which became available as a result of the closure of a Children's Centre to provide nursery places.

- (ii) That it was essential as 90% of nursery places in Kent were provided by the private or voluntary sector to involve those people fully in decisions about Early Education Entitlement in order that they are supported in delivering the stretched offer.

The Cabinet Member for Economic Development, Mr Mark Dance asked members to consider the difficulties that he believed were inherent in the new CIL system for raising levies and expressed concern that there would not be sufficient funding to build new schools in the east of the County.

Mr Gough shared the concerns expressed by the Cabinet Member for Economic Development about the CIL system. However, over the next two years there were detailed plans for how the funding would be secured that were less reliant on CIL. However over a longer term it may require a government response such as had occurred in relation to Basic Need.

Mr Leeson responded to the comments made in the following ways:

- (i) That in relation to early years care, it had been the responsibility of the Council for some time to support the market for delivery of places. The council worked closely with providers and it would remain a strategic concern.
- (ii) Kent had the highest target in the country for provision of additional places for young children from less well off families, 7000 in total and the council was on track to deliver 3000 of those by next summer.
- (iii) KCC passed on the providers the maximum support allowed by legislation.

Cabinet Commissioning Plan for Education 14 October 2013	
1.	That the Commissioning Plan for Education Provision 2013-2018 be approved.
REASON	
1.	In order that the council can meet its statutory duties relating to the provision of school places.
ALTERNATIVE OPTIONS CONSIDERED	Many alternative approaches were considered in the design of the plan. The contents of the plan represent the best options identified.
CONFLICTS OF INTEREST	None
DISPENSATIONS GRANTED	None

30. Ending of transitional restrictions on Bulgarian and Romanian nationals
(Item 8 - Report of David Whittle, Head of Policy and Strategic Relationships and Richard Hallett, Head of Business Intelligence)

Cabinet received a report setting out for consideration the potential impact for Kent of the ending of transitional arrangements for Bulgarian and Romanian nationals on 1st January 2014, as request at a meeting of Cabinet in April 2013.

Mr Simmonds briefly introduced the report, he reminded members that the report did not seek to address or comment upon any issues of European or national policy but sought to identify what the impact on Kent's public services might be when the arrangements came to an end.

Mr Whittle and Mr Hallett were in attendance to talk to the item. Mr Whittle made the following remarks:

- (i) That predicting migration patterns was a difficult task. The government had decided not to release its own predictions.
- (ii) That the report for consideration was a strong and balanced report and had involved collaboration with a wide range of partners. He welcomed comments made recently by a member of National Institute of Economic and Social Research supporting the work undertaken.
- (iii) The report attempted to identify the potential levels of migration and the potential impact this predicted migration might have on public services.
- (iv) The transitional arrangements allowed Bulgarian and Romanian nationals to live in Britain already, in addition, in certain circumstances those people already living in Britain could also work and this was the reason that the report identified a significant increase in Bulgarian and Romanian nationals living in Britain since 2007.
- (v) That meant that the impact could not be compared to previous lifting of A8 restrictions where restrictions on travelling, working and living ended at the same time.
- (vi) The report focuses only on the additional number of people that might choose to live in Britain, and Kent, after the transitional arrangements are lifted, not on migration from those countries as a whole.
- (vii) Those people were likely to be economic migrants and were generally, young, healthy and with a limited number of dependants, therefore not heavily reliant on public services. Therefore it had been found that the financial costs, estimated at £3.1m were outweighed by the financial benefits at £70m. He reminded members that while benefits were likely to be felt nationally, costs may fall locally.
- (viii) The report develops a scenario model based on A8 migration and applies a high low variation. As mentioned the A8 comparison was not perfect, as various circumstances were different but there were no other more similar examples on which to draw.
- (ix) The estimate contained within the report was toward the high end of those offered by other commentators
- (x) Finally, he reminded members that the work commissioned had been made more difficult by the lack of information available in this area and warned that until this was improved predictions at local level would remain challenging.

The Cabinet Member for Commercial and Traded Services, Mr Bryan Sweetland addressed the meeting. He argued that the £3.1m potential cost and £70m benefit figures included in the report were not comparable because of the national / local split, Mr Whittle had described. He would be interested to know what the UK cost versus the UK benefit would be.

Mr Whittle could not comment on the national costs and benefits of the ending of transitional arrangements as the report had not been commissioned to address this, but agreed that more research could be done should cabinet wish.

Mr Sweetland continued, he referred to housing need in Gravesham and the requirement for additional houses to be built. He was interested to know if migration was creating an impact on the availability of housing. He wondered whether the work Mr Whittle conducted would support that case. However Mr Whittle confirmed that this had not been the purpose of the work undertaken.

Cabinet	
Ending of transitional restrictions on Bulgarian and Romanian nationals	
14 October 2013	
1.	That the direction of travel within the report be approved
REASON	
1.	In order that the council can be as prepared as possible for any potential impact which occurs as a result of the ending of transitional arrangements for Bulgaria and Romania.
ALTERNATIVE OPTIONS CONSIDERED	The report contains a number of alternatives based on the various scenarios
CONFLICTS OF INTEREST	None
DISPENSATIONS GRANTED	None

31. Kent Minerals and Waste Development Framework (MWDF) Core Strategy at Pre-Submission (Draft Plan) Stage - 12/01879

(Item 9 - Report of Cabinet Member for Transport and Environment, Mr David Brazier and Mike Austerberry, Corporate Director for Enterprise & Environment)

Cabinet received a report seeking endorsement of the Kent Minerals and Waste Local Plan 2013–30 for agreement by County Council and submission to the Secretary of State for Communities and Local Government.

The Cabinet Member for Transport and Environment introduced the report for members and reported that:

- (i) That the adoption of a framework was a statutory requirement and related to the councils approach to finding minerals and disposing of waste.
- (ii) That the document had been the subject of various consultations and cross party involvement throughout its life and that a further consultation on the pre-submission draft would be undertaken in the near future.
- (iii) The framework did not include site information but those plans would follow its adoption.

Mr Crick, Director of Planning and Environment and Mr Prosser, Minerals and Waste Planning Policy Manager were in attendance to speak to the item. They drew the attention of members to the following:

- (i) That the document was the product of several years work and various consultations on direction.

- (ii) It would be examined in public by the secretary of state following the agreement of County Council to submit it and a further final consultation
- (iii) That the approximate date for adoption was scheduled for April 2015.
- (iv) The Framework would provide a firm base for determining planning applications in the future and protection for those sites where no further development was desirable.

Cabinet Kent Minerals and Development Framework (MWDF) 14 October 2013	
That the Pre-Submission Draft Kent Minerals and Waste Local Plan (MWLP) be endorsed, prior to its submission to the County Council for approval to submit the Plan to the Secretary of State, subject to:	
1.	A six week period of public consultation on the plan;
2.	No material objections being received during the public consultation
3.	The Director of Planning & Environment being given delegated powers to approve any non material changes to the MWLP in consultation with the Cabinet Member for Transport & Environment following on from the public consultation and to agree any amendments to the MWLP during the Examination in Public for submission to the appointed planning inspector, if these amendments are likely to resolve objections.
REASON	
1, 2 & 3.	In order that correct governance and consultation procedures are complete before the plan is submitted to the Secretary of State
ALTERNATIVE OPTIONS CONSIDERED	N/a
CONFLICTS OF INTEREST	None
DISPENSATIONS GRANTED	None

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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 - 2 December 2013

Subject:

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

Classification:

Unrestricted

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1. SUMMARY

- 1.1 This report provides the budget monitoring position for September 2013-14 for both revenue and capital budgets, including an update on key activity data. As explained in the report to Cabinet in October, this report is presented in the pre-election portfolio structure, and will be for the remainder of the financial year.
- 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** a virement of £1.5m from the Modernisation of the Council budget within the Finance & Business Support portfolio to a new budget line "Business Strategy - Facing the Challenge" to be held in the Democracy & Partnerships portfolio (in the pre-election portfolio structure), to fund the initial costs of Facing the Challenge.
- iii) **Note** and **agree** the changes to the capital programme as detailed in the actions column in table 2 of the annex reports.
- iv) **Note** the latest Financial Health Indicators and Prudential Indicators as reported in appendix 1 and appendix 2 respectively.
- v) **Note** the directorate staffing levels as at the end of September 2013 as provided in section 7.

3. SUMMARISED REVENUE MONITORING POSITION

- 3.1 The net projected variance against the combined portfolio revenue budgets is an underspend of £5.179m, before management action. However, it has been agreed that funding for Social Fund awards is ringfenced for the period 2013-14 to 2014-15 and there is some re-phasing of projects, detailed in section 3.6, which will require roll forward to 2014-15, therefore this changes the position to an underspend of -£2.647m as shown in the headline table below. Management action is expected to increase the underspend to -£4.049m. The annexes to this report provide the detail, which is summarised in Tables 1a and 1b below.
- 3.2 This new style of reporting does not attempt to explain movements month on month, but explains why we have a forecast variance. However, we will report the headline movement, which for this month is a £1.351m increase in the forecast underspend (excluding schools), as shown in table 1a. This is mainly due to re-phasing of the Kent Youth Employment scheme within ELS portfolio; additional Waste underspending within the EH&W portfolio; a general increase in underspending within C&C portfolio including further underspending on the Social Fund; an increase in the pressure on the Property budget within BSP&HR portfolio and an anticipated shortfall in Education Services Grant due to schools converting to academies in year, reflected within the F&BS portfolio.

HEADLINE POSITION (EXCL SCHOOLS) (£'000)

	Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action	Last Report	Movement
Portfolio Totals	+975,378	-5,179	-1,402	-6,581	-5,230	-1,351
Adjustments: - Committed roll forward/ re-phasing (see section 3.6 for detail)		+2,532	-	+2,532	+755	+1,777
Underlying position	+975,378	-2,647	-1,402	-4,049	-4,475	+426

3.3 Table 1a Portfolio position - net revenue position **before and after** management action together with comparison to last report

Portfolio	Budget £'000	Net Variance (before mgmt action) £'000	Proposed Management Action £'000	Net Variance (after mgmt action) £'000	Last Report £'000	Movement £'000
Education, Learning and Skills (ELS)	55,543.3	-1,955	-	-1,955	-906	-1,049
Specialist Children's Services (SCS)	152,687.6	+3,533	-1,035	+2,498	+2,282	+216
Specialist Children's Services - Asylum	280.0	+383	-	+383	+389	-6
Adult Social Care & Public Health (ASC&PH)	335,261.9	-380	-	-380	-385	+5
Environment, Highways & Waste (EH&W)	151,726.1	+1,667	-	+1,667	+2,652	-985
Customer & Communities (C&C)	75,995.8	-2,395	-	-2,395	-1,673	-722
Regeneration & Economic Development (R&ED)	3,882.2	-	-	-	+4	-4
Finance & Business Support (F&BS)	135,968.5	-6,578	-	-6,578	-7,114	+536
Business Strategy, Performance & Health Reform (BSP&HR)	57,462.7	+813	-367	+446	-220	+666
Democracy & Partnerships (D&P)	6,569.9	-267	-	-267	-259	-8
TOTAL (excl Schools)	975,378.0	-5,179	-1,402	-6,581	-5,230	-1,351
<i>Schools (ELS Portfolio)</i>	-	+1,881	-	+1,881	+1,504	+377
TOTAL	975,378.0	-3,298	-1,402	-4,700	-3,726	-974

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

Portfolio	Budget £'000	Variance £'000	Directorate						
			ELS £'000	FSC £'000	E&E £'000	C&C £'000	BSS £'000	FI £'000	
			annex 1	annexes 2&3	annex 4	annex 5	annexes 6&7	annex 8	
Education, Learning and Skills (ELS)	55,543.3	-1,955	-1,955						
Specialist Children's Services (SCS)	152,687.6	+3,533		+3,533					
Specialist Children's Services - Asylum	280.0	+383		+383					
Adult Social Care & Public Health (ASC&PH)	335,261.9	-380		-15				-365	
Environment, Highways & Waste (EH&W)	151,726.1	+1,667			+1,667				
Customer & Communities (C&C)	75,995.8	-2,395				-2,395			
Regeneration & Economic Development (R&ED)	3,882.2	-			-			-	
Finance & Business Support (F&BS)	135,968.5	-6,578						-362	-6,216
Business Strategy, Performance & Health Reform (BSP&HR)	57,462.7	+813						+813	-
Democracy & Partnerships (D&P)	6,569.9	-267						-171	-96
TOTAL (excl Schools)	975,378.0	-5,179	-1,955	+3,901	+1,667	-2,395	-85	-6,312	
<i>Schools (ELS Portfolio)</i>	-	+1,881	+1,881						
TOTAL	975,378.0	-3,298	-74	+3,901	+1,667	-2,395	-85	-6,312	

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5 The **Revenue** Budget Monitoring headlines are as follows:

- Specialist Children's Services still have significant financial pressures being highlighted in 2013-14. The net variance of £3.916m (incl Asylum) assumes some management action is still to be achieved. Recent work has been undertaken to identify management action which is now estimated at £1.035m, which is expected to reduce the pressure to £2.881m. There are pressures both in relation to agency staff and costs relating to looked after children.
- The position reflected in this report for Asylum is a pressure of £0.383m, however this assumes that we invoice the Home Office for £2.456m of costs deemed as ineligible against the current grant rules. If this invoice is not paid, then our pressure will increase.
- The ELS position includes a £1.567m forecast underspend against Mainstream Home to School Transport, however transport for the new academic year is still being finalised so this position remains provisional and could change.
- The small underspend reported for Adult Social Care of -£0.015m assumes a drawdown from the NHS Support for Social Care reserve of £8.324m to fund the ongoing impact of 2012-13 winter pressures and investment in services to deliver the transformation savings.
- There is a £3.0m 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 £1.322m underspend due to other pressures on the waste budgets. Provisional tonnage for September suggests that this underspend will increase and if verified, then this will be included in the next report to Cabinet in January.

- f) The forecast currently assumes unused Public Health grant of £1.590m will be transferred to a new Public Health reserve for use in future years, in line with Government guidelines. This is largely as a result of a delay in some new projects within the Kent Drug and Alcohol Service.
- g) An underspend of £1.001m is forecast against the Kent Support & Assistance Service budget for awards (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 six months, which has increased in the second quarter as expected.
- h) There are a number of pressures against the DSG budget with an unbudgeted drawdown of £3.813m 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 and/or between delegated and non delegated budgets.
- i) The overall reported position includes £4.993m of additional Government funding announced since the budget was set, however a shortfall of £0.487m against the Education Services Grant is now anticipated as a result of schools converting to academies during this financial year, resulting in an underspend of £4.506m reported against the unallocated financing items budget 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 £4.049m of the £4.506m to reserves.

6.6 Details of Committed Roll Forward/Re-phasing requirements

The headline table on page 2 shows that within the current forecast revenue position there is a requirement to roll forward £0.755m to 2014-15. This relates to:

▪ re-phasing of Kent Youth Employment programme in to 2014-15 and 2015-16 (see annex 1)	+1,376
▪ underspend on Kent Support & Assistance budget for awards (see annex 5)	+1,001
▪ re-phasing of Kent Drug & Alcohol Service, reflecting our base budget commitment to the pooled partnership budget (see annex 5)	+68
▪ re-phasing of Health Reform budget (to support the development of seven new Health and Wellbeing Boards to be aligned with the NHS Clinical Commissioning Groups) (see annex 7)	+87
	+2,532

3.7 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 previous report to Cabinet 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.

In addition, Cabinet is asked to agree to a virement of £1.5m from the Modernisation of the Council budget within the Finance & Business Support portfolio to a new budget line "Business Strategy - Facing the Challenge" to be held in the Democracy & Partnerships portfolio (in the pre-election portfolio structure), to fund the initial costs of Facing the Challenge. This virement is not yet reflected in this report.

4. SUMMARISED CAPITAL MONITORING POSITION

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4.1 The working budget for the Capital Programme 2013-14 is £320.300m. The forecast outturn against this budget is £277.479m giving a variance of -£42.821m. 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	-14,341	-2,700	-11,641	1
Specialist Children's Services	1,325	1,925	-	-	-	2
Adult Social Care & Public Health	92,858	12,359	-6,942	-2,536	-4,406	3
Environment, Highways & Waste	193,789	77,144	-16,586	-932	-15,654	4
Customer & Communities	11,263	7,382	-2,837	-158	-2,679	5
Regeneration & Economic Development	103,407	38,308	-1,353	-	-1,353	7
Finance & Business Support	-	-	-	-	-	N/A
Business Strategy, Performance & Health Reform	46,534	33,314	-762	-715	-47	7
Democracy & Partnerships	-	-	-	-	-	N/A
TOTAL	659,194	320,300	-42,821	-7,041	-35,780	

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

- a) The majority of schemes are within budget and on time.
- b) £35.780m of the £42.821m variance is due to rephasing expenditure into future years. The main projects comprising the rephasing are: £4.5m on the basic need programme (ELS) and £5.6m on the Special Schools Review Programme (ELS) to reflect a more realistic profiling of costs, £2m on Nursery Provision for 2 year olds (ELS) due to larger projects requiring planning permission, £2.1m on IT Projects (Adults), £3.4m on the highways major maintenance programme due to a detailed review of the highways capital funding being undertaken as part of the 2014-17 MTFP process, £2.6m on Growth without Gridlock (EHW) whilst development work continues to be undertaken, £1.6m on Swale Transfer Station (EHW) due to reprofiling now the site search has been completed and £1m on Street Lighting Timing (EHW) due to police liaison with a longer and wider public consultation.
- c) The remaining £7.041m of the £42.821m variance relates to anticipated real project variances. £2.7m of this in the ELS portfolio is being held in anticipation of future pressures, £1.5m on the Learning Disability Good Day Programme - Community Initiatives (Adults) and £0.7m on Public Access Development (Adults) as certain projects are not now going ahead or have been provided through other

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.

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	119.1	-44.6
General Fund balance	31.7	31.7	-
Schools Reserves *	48.1	46.2	-1.9

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

6.2 The reduction of £44.6m 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
- Forecast drawdown from Prudential Equalisation MRP smoothing reserve
- Other forecast movements in earmarked reserves

£m
-9.0
+1.8
-1.0
-2.0
+1.0
-5.0
-16.1
-4.1
+4.9
+1.6
-3.8
-8.3
-0.6
+6.6
-2.3
-8.3
-44.6

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6.3 The reduction of £1.9m in the schools reserves is due to:

- An assumed 24 schools converting to academy status this financial year and taking their accumulated reserves with them, together with 2 school closures

£m
-1.9
-1.9

The value of school reserves is very difficult to predict at this stage in the year. The schools 6 month monitoring returns have recently been received and are currently being checked and verified. An update will be provided in future monitoring reports.

7. STAFFING LEVELS

7.1 The following table provides a snapshot of the staffing levels by directorate as at 30 June 2013 and 30 September compared to the numbers as at 31 March 2013, based on active assignments. Between 31 March 13 and 30 September 13, there has been a reduction of 456.57 FTEs, which includes a 233.81 FTE increase in schools together with a reduction of -690.38 FTEs in non-schools settings.

		Mar 13	Jun 13	Sep 13	Dec 13	Mar 14	Difference	
							Number	%
KCC	Assignment count	41,201	40,242	40,274			-927	-2.25%
	Headcount (inc. CRSS)	34,952	34,056	34,151			-801	-2.29%
	Headcount (excl. CRSS)	30,993	30,160	30,264			-729	-2.35%
	FTE	22,848.23	22,196.33	22,391.66			-456.57	-2.00%
KCC - Non Schools	Assignment count	13,172	12,284	12,169			-1,003	-7.61%
	Headcount (inc. CRSS)	12,114	11,259	11,181			-933	-7.70%
	Headcount (excl. CRSS)	10,360	9,634	9,621			-739	-7.13%
	FTE	8,874.66	8,191.65	8,184.28			-690.38	-7.78%
BSS	Assignment count	1,554	1,594	1,617			63	4.05%
	Headcount (inc. CRSS)	1,548	1,589	1,613			65	4.20%
	Headcount (excl. CRSS)	1,534	1,578	1,601			67	4.37%
	FTE	1,430.83	1,462.72	1,484.48			53.65	3.75%
ELS	Assignment count	1,569	1,136	1,096			-473	-30.15%
	Headcount (inc. CRSS)	1,514	1,124	1,082			-432	-28.53%
	Headcount (excl. CRSS)	1,224	908	888			-336	-27.45%
	FTE	947.37	674.00	664.11			-283.26	-29.90%
C&C	Assignment count	3,660	3,649	3,551			-109	-2.98%
	Headcount (inc. CRSS)	3,193	3,174	3,087			-106	-3.32%
	Headcount (excl. CRSS)	2,047	2,057	2,009			-38	-1.86%
	FTE	1,630.64	1,641.56	1,602.05			-28.59	-1.75%
E&E	Assignment count	1,164	655	659			-505	-43.38%
	Headcount (inc. CRSS)	1,154	648	654			-500	-43.33%
	Headcount (excl. CRSS)	1,048	546	554			-494	-47.14%
	FTE	997.75	517.66	525.20			-472.55	-47.36%
FSC	Assignment count	5,225	5,250	5,246			21	0.40%
	Headcount (inc. CRSS)	4,794	4,841	4,822			28	0.58%
	Headcount (excl. CRSS)	4,533	4,574	4,589			56	1.24%
	FTE	3,868.07	3,895.71	3,908.44			40.37	1.04%
Schools	Assignment count	28,029	27,958	28,105			76	0.27%
	Headcount (inc. CRSS)	22,966	22,942	23,084			118	0.51%
	Headcount (excl. CRSS)	20,688	20,587	20,698			10	0.05%
	FTE	13,973.57	14,004.68	14,207.38			233.81	1.67%

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 Business Strategy, Performance & Health Reform portfolios, assumes the Home Office meet the costs of Asylum, and includes £4.506m of additional Government funding notified since the budget was set. The position has in fact worsened slightly since the last report after taking into account the requirements to roll forward, with a £4.049m underlying underspend now reported, compared to -£4.475m in the previous report. We therefore must ensure that pressure continues to be applied to resist spending wherever possible without affecting frontline services.
- 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, or an inherent 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.

RECOMMENDATIONS

Cabinet is asked to:

- i) **Note** the latest monitoring position on both the revenue and capital budgets.
- ii) **Agree** a virement of £1.5m from the Modernisation of the Council budget within the Finance & Business Support portfolio to a new budget line "Business Strategy - Facing the Challenge" to be held in the Democracy & Partnerships portfolio (in the pre-election portfolio structure), to fund the initial costs of Facing the Challenge.
- iii) **Note** and **agree** the changes to the capital programme as detailed in the actions column in table 2 of the annex reports.
- iv) **Note** the latest Financial Health Indicators and Prudential Indicators as reported in appendix 1 and appendix 2 respectively.
- v) **Note** the directorate staffing levels as at the end of September 2013 as provided in section 7.

10. BACKGROUND DOCUMENTS

None

11. CONTACT DETAILS

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FINANCIAL HEALTH INDICATORS

1. CASH BALANCES

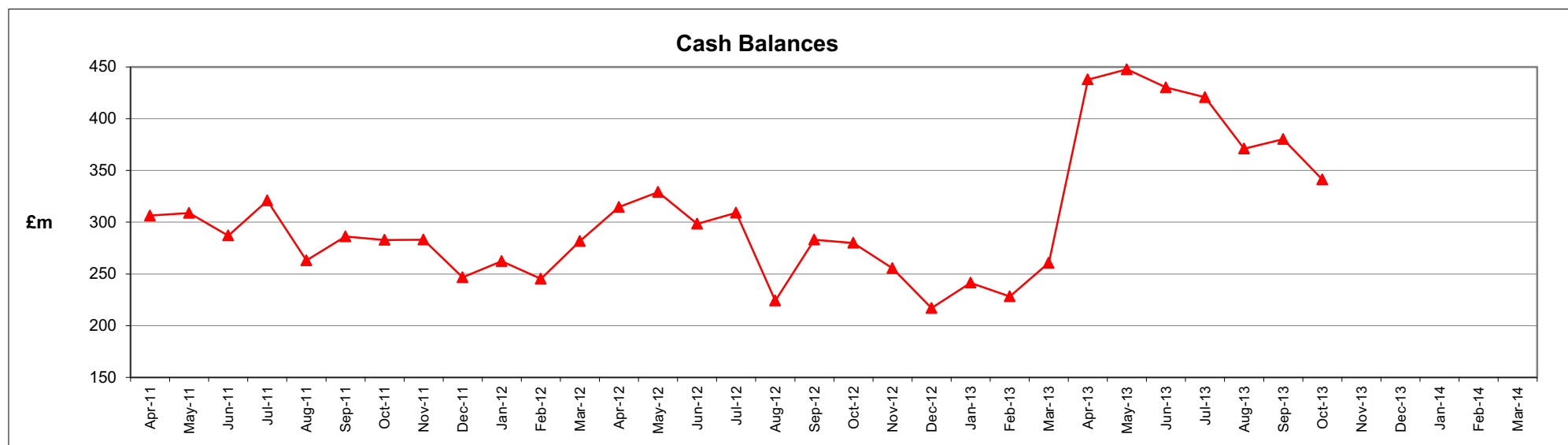
The following graph represents the total cash balances under internal management by KCC at the end of each month in £m. This includes principal amounts currently at risk in Icelandic bank deposits (£12.417m), balances of schools in the corporate scheme (£52.9m), other reserves, and funds held in trust. 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
2011-12	306.3	308.9	287.0	320.9	262.9	286.2	282.9	283.1	246.7	262.4	245.3	281.7
2012-13	314.6	329.2	298.4	309.1	224.2	283.1	280.0	255.5	216.9	241.5	228.3	260.7
2013-14	437.8	447.6	430.1	420.7	371.0	380.1	341.3					

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2. LONG TERM MATURITY

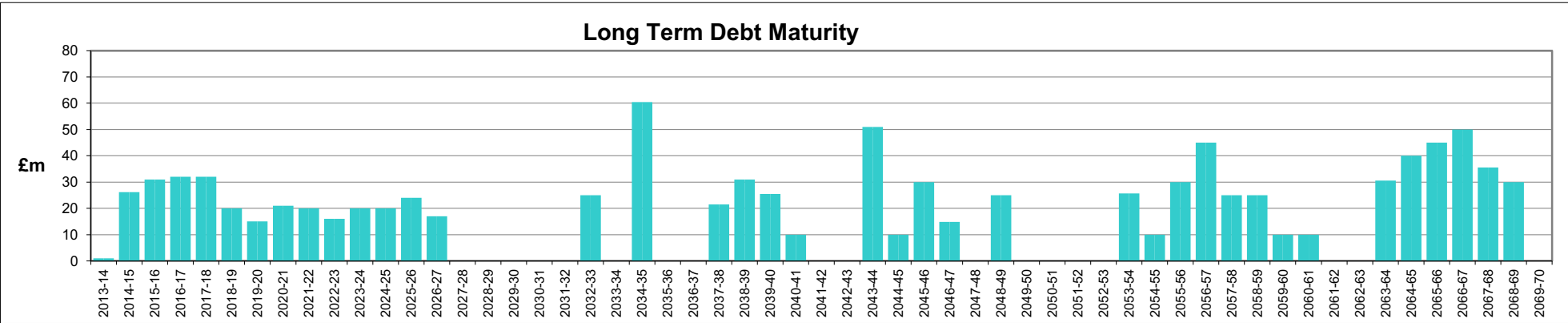
The following graph represents the total external debt managed by KCC, and the year in which this is due to mature. This includes £42.553m pre-Local Government Review debt managed on behalf of Medway Council. Also included is pre-1990 debt managed on behalf of the Further Education Funding council (£1.76m) 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. £0.015m of this was repaid on 12 August 2013 and a further £1m was repaid on 3 September 2013, hence the figure in the table of £1m represents the remaining debt still to be repaid in this financial year.

	£m	Year	£m	Year	£m	Year	£m	Year	£m	Year	£m
2013-14	1.000	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	TOTAL	1,011.273

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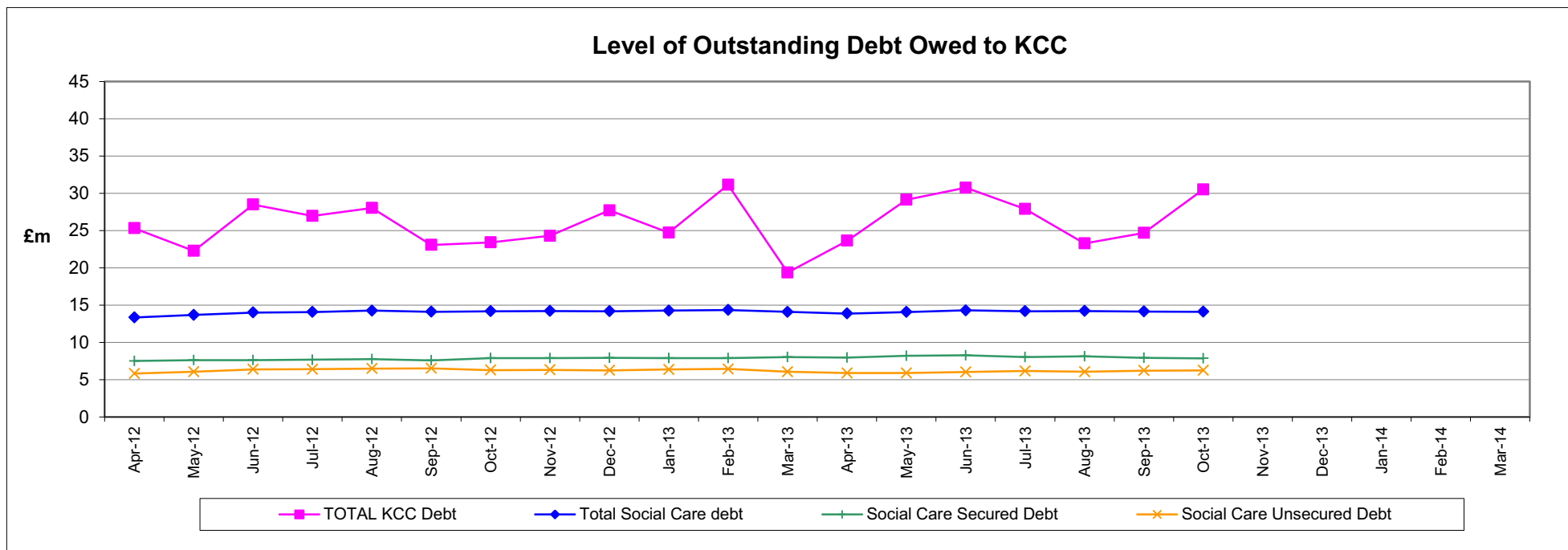
3. **OUTSTANDING DEBT OWED TO KCC**

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	19.875	5.445	25.320
May 12 #	7.615	6.068	13.683	4.445	18.128	4.146	22.274
Jun 12 #	7.615	6.384	13.999	4.133	18.132	10.353	28.485
Jul 12 #	7.674	6.392	14.066	4.750	18.816	8.145	26.961
Aug 12	7.762	6.491	14.253	5.321	19.574	8.452	28.026
Sep 12	7.593	6.506	14.099	3.002	17.101	5.974	23.075
Oct 12	7.893	6.280	14.173	2.574	16.747	6.653	23.400
Nov 12	7.896	6.310	14.206	3.193	17.399	6.894	24.293
Dec 12	7.914	6.253	14.167	3.829	17.996	9.713	27.709
Jan 13	7.885	6.369	14.254	3.711	17.965	6.762	24.727
Feb 13	7.903	6.436	14.339	12.153	26.492	4.632	31.124
Mar 13	8.025	6.066	14.091	1.895	15.986	3.392	19.378
Apr 13	7.969	5.895	13.864	4.995	18.859	4.771	23.630
May 13	8.197	5.879	14.076	5.713	19.789	9.331	29.120
Jun 13	8.277	6.017	14.294	7.662	21.956	8.787	30.743
Jul 13	8.015	6.153	14.168	6.978	21.146	6.746	27.892
Aug 13	8.141	6.063	14.204	5.116	19.320	3.960	23.280
Sep 13	7.931	6.205	14.136	5.814	19.950	4.746	24.696
Oct 13	7.867	6.246	14.113	7.533	21.646	8.870	30.516
Nov 13			0.000		0.000		0.000
Dec 13			0.000		0.000		0.000
Jan 14			0.000		0.000		0.000
Feb 14			0.000		0.000		0.000
Mar 14			0.000		0.000		0.000

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.



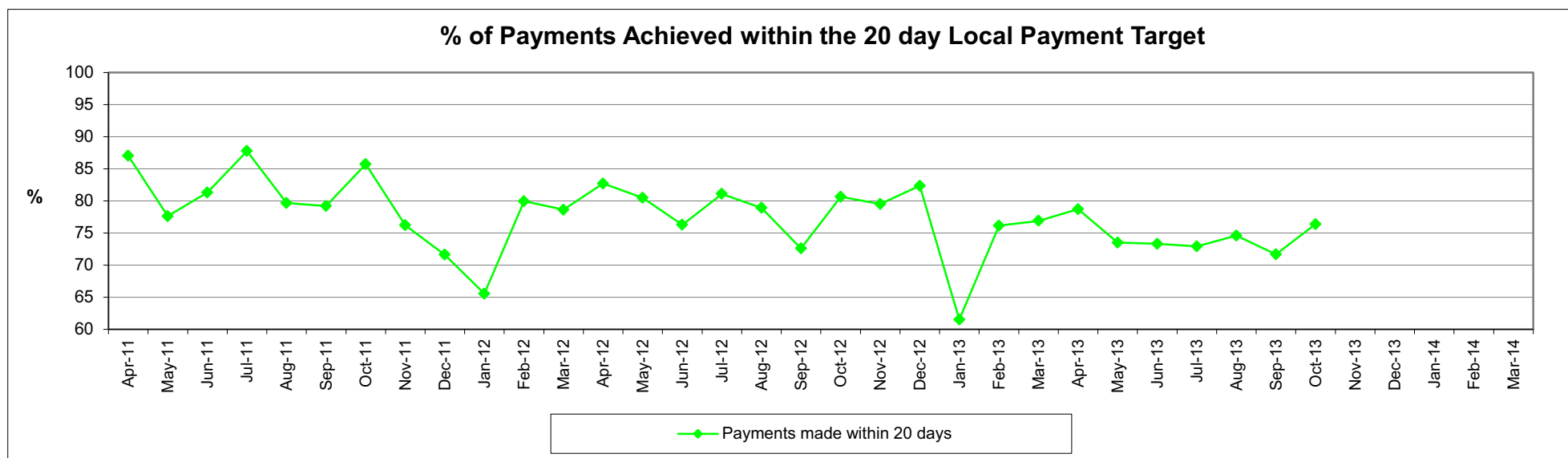
4. PERCENTAGE OF PAYMENTS MADE WITHIN THE PAYMENT TERMS

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	74.6
Sep	79.2	72.6	71.7
Oct	85.7	80.6	76.4
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 74.6%. This compares to overall performance in previous years as follows:

	20 days %
2011-12	79.2
2012-13	77.3
2013-14 to date	74.6



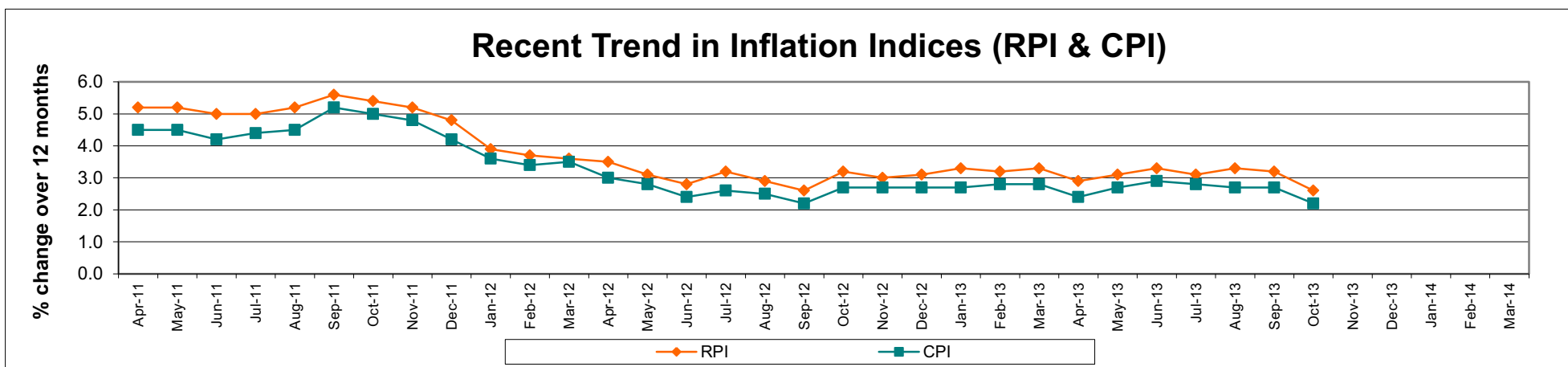
5. RECENT TREND IN INFLATION INDICIES (RPI & CPI)

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	3.3	2.7
Sep	5.6	5.2	2.6	2.2	3.2	2.7
Oct	5.4	5.0	3.2	2.7	2.6	2.2
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		

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2013-14 QTR 2 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	£291.057m	(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	£m	at 30-09-13	at 30-09-13	at 30-09-13
Capital Financing requirement	1,464.961	1,483.590	1,454.655	1,437.314	1,380.495
Annual increase/reduction in underlying need to borrow	-30.912	-2.825	-10.306	-17.341	-56.819

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	13.51%

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 30.09.13
	£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 30.09.13
	£m	£m
Borrowing	1,040	1,011
Other Long Term Liabilities	1,134	1,155
	<u>2,174</u>	<u>2,166</u>

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 30.09.13	Authorised limit for total debt managed by KCC	Position as at 30.09.13
	£m	£m	£m	£m
Borrowing	1,033	969	1,080	1,011
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>2,166</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

8. Upper limits for maturity structure of borrowings

	Upper limit	Lower limit	As at 30.09.13
	%	%	%
Upper 12 months	10	0	0.1
12 months and within 24 months	10	0	2.6
24 months and within 5 years	15	0	9.4
5 years and within 10 years	15	0	9.1
10 years and within 20 years	15	5	10.5
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	17.9
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
SEPTEMBER 2013-14 MONITORING REPORT

1. REVENUE

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Total (excl Schools) (£k)	+55,543	-1,955	-	-1,955
	Schools (£k)	-	+1,881	-	+1,881
	Directorate Total (£k)	+55,543	-74	-	-74

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
	Gross £'000	Income £'000	Net £'000	Net £'000		
Education, Learning & Skills portfolio						
Delegated Budget:						
Schools Delegated Budgets	720,559.5	-720,559.5	0.0	+1,881	+1,881	Drawdown from school reserves for 24 expected academy converters and 2 school closures
TOTAL DELEGATED	720,559.5	-720,559.5	0.0	+1,881		
Non Delegated Budget:						
Strategic Management & Directorate Support budgets	8,721.5	-9,171.9	-450.4	+378	+524	New Kent Integrated Adolescent Support Service managed by ELS but covering services across directorates
					-230	<i>DSG variances over a number of headings, all less than £100k in value</i>
					+84	Other minor variances
Children's Services - Education & Personal						
- 14 - 19 year olds	4,778.0	-1,335.8	3,442.2	-1,451	-1,376	Kent Youth Employment programme placements - this underspend will need to be rolled forward to be spent on placements which straddle the financial year, with the scheme continuing until 2015-16.
					-75	Other minor variances

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
- Attendance & Behaviour	3,833.9	-2,671.4	1,162.5	-265	-205 Increased penalty notice income from pupils being absent from school <i>(includes a DSG variance of -£146k)</i> -60 Other minor variances	
- Connexions	5,696.6	0.0	5,696.6	0		
- Early Years & Childcare	7,376.4	-5,991.6	1,384.8	-85		
- Early Years Education	50,900.0	-50,900.0	0.0	+1,183	+1,183 <i>DSG variance - additional week of provision for 3 & 4 year olds falling in the 2013-14 financial year which has not been funded within the DfE DSG settlement.</i> +1,092 <i>DSG variance - greater than budgeted number of hours being provided for 3 & 4 year olds due to increased parental demand</i> -1,092 <i>DSG variance - reduced demand for 2 year old placements</i>	Additional DSG income is expected next year as it will be based on a more up to date count of children in early years settings and this increase will be reflected in the 2014-17 MTFP.
- Education Psychology Service	3,004.4	-400.0	2,604.4	-366	-191 Traded income from schools for non statutory psychology services -143 Staff vacancies -32 Other minor variances	This additional income is expected to be ongoing & will be reflected in the 2014-17 MTFP
- Individual Learner Support	8,642.4	-7,579.0	1,063.4	-334	-80 Minority Community Achievement Service (MCAS) income from schools in excess of costs -118 Portage staff vacancies and non staff savings offset by the write off of old debts <i>(includes a DSG variance of -£82k)</i> -65 Head of Inclusion and Support budget part year vacancies and general non staffing underspends <i>(includes a DSG variance of -£44k)</i> -71 Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000			
- Stated Pupils	5,491.1	-5,491.1	0.0	-835	-651	<i>DSG variance - budget allocated for stated support is not required for 2013-14 and will in part cover the reported pressure on independent and non maintained special school placements (reported below)</i>	
					-184	<i>DSG variance - changes to provision of some stated support services and to numbers of pupils receiving support</i>	
	89,722.8	-74,368.9	15,353.9	-2,153			
School Budgets:							
- Independent Special School Placements	14,924.0	-14,924.0	0.0	+3,332	+3,332	<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	+3,332			
Schools Services:							
- Non Delegated Staff Costs	2,644.0	-2,541.0	103.0	-54			
- Other Schools Services	7,595.1	-7,189.8	405.3	-107	-55	<i>DSG variance - Reduction in spend on the moving of mobile classrooms for schools</i>	
					-52	Other minor variances	
- Redundancy Costs	1,188.7	-1,188.7	0.0	+865	+865	<i>DSG variance - Expected increase in school based staff redundancy costs</i>	
- School Improvement	11,034.8	-8,719.0	2,315.8	+157	+266	Higher costs for the provision of training and development courses in excess of additional income generated	Income targets for School Improvement will need to be reviewed as part of the MTFP process
					-126	Increase in income generated by the Improving Together Network scheme	
					+17	Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- Teachers & Education Staff Pension Costs	7,954.0	-2,684.0	5,270.0	+248	+248	Increase in annual capitalization payments	
	30,416.6	-22,322.5	8,094.1	+1,109			
<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, (this forecast remains an estimate until all pupil transport for the new academic year is finalised)	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 (see section 2.2)	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	-63			
TOTAL NON DELEGATED	222,955.4	-167,412.1	55,543.3	+1,858			
- <i>Transfer to(+)/from(-) DSG reserve</i>				<i>-3,813</i>	<i>-3,813</i>	<i>drawdown from DSG reserve to offset +£3,988k of DSG variances explained above, together with other smaller DSG variances</i>	
TOTAL NON DELEGATED after tfr to/from DSG reserve	222,955.4	-167,412.1	55,543.3	-1,955			
Total ELS portfolio	943,514.9	-887,971.6	55,543.3	-74			

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	438
Total value of school reserves	£55,190k	£59,088k	£48,124k	£46,243k
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 will be 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.
- It should be noted that, based upon the three year planning returns submitted by schools in May/June, the number of schools in deficit is forecast to rise to eight in 2014-15 (with a value of £6.3m) and up to 24 in 2015-16 (with a value of £12.6m). However, all of this is before any management action. In line with existing policies, Finance staff, together with colleagues in ELS are now working to draw up recovery plans with each of these schools in order to avoid the deficit position from arising. The position currently forecast by these schools is largely a reflection of the impact of four years of flat cash settlements for schools, and for some, the impact of falling rolls.
- 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 total number of schools is based on the assumption that 24 schools (including 4 secondary schools and 20 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 £1,881k assumes 24 schools convert to academy status and 2 schools close. The schools 6 month monitoring has recently been received and is currently being checked and verified. An update will be provided in future monitoring reports.

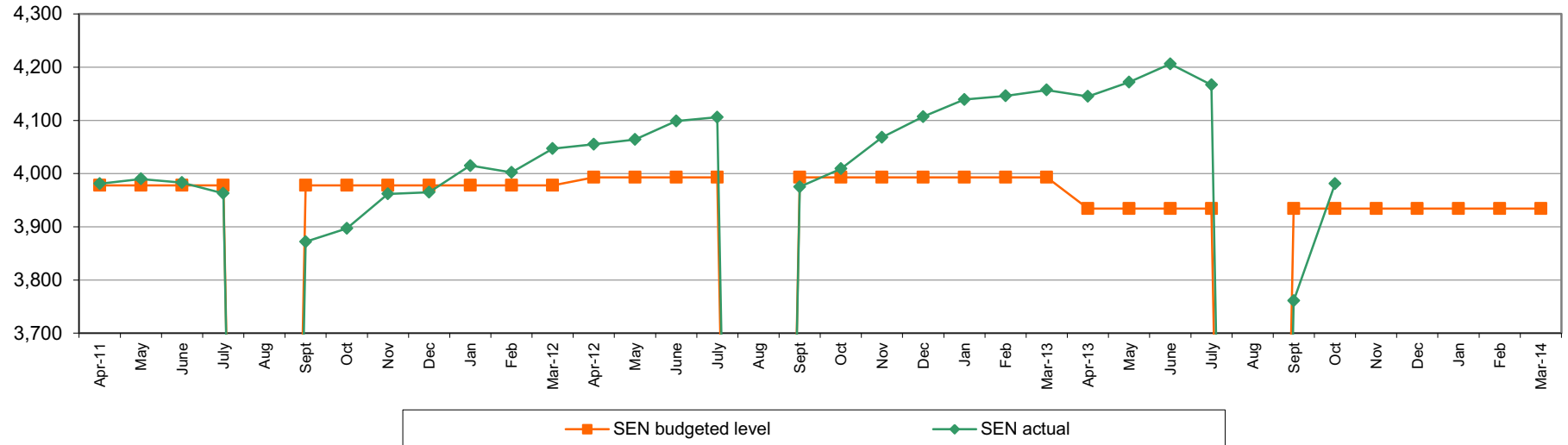
2.2 Number of children receiving assisted SEN and Mainstream transport to schools

	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	3,761	14,667	10,300
Oct	3,978	3,897	18,982	16,348	3,993	4,009	17,342	13,844	3,934	3,981	14,667	11,258
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

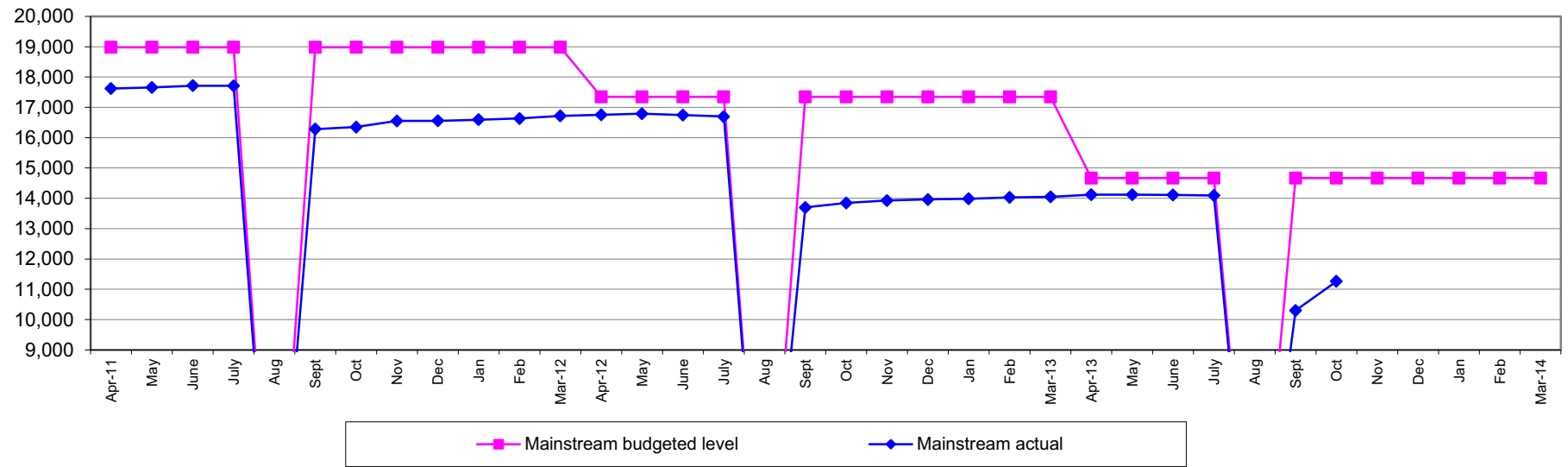
Comments:

- **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 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 an underspend of £1,567k is reported in table 1, but until all pupil transport for the 2013-14 academic year is finalised, this position could change.

Number of children receiving assisted SEN transport to school



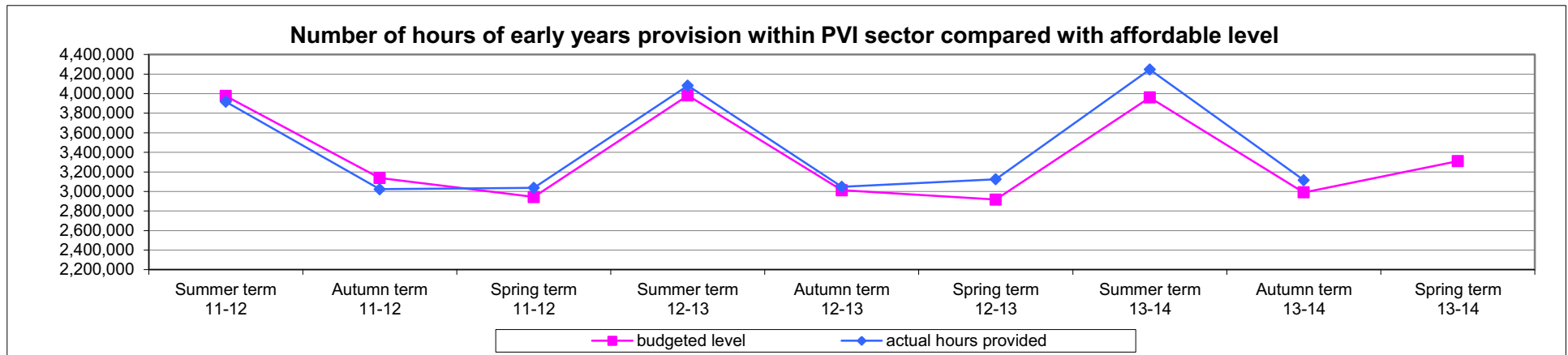
Number of children receiving assisted Mainstream transport to school



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	4,247,356
Autumn term	3,138,583	3,022,381	3,012,602	3,048,035	2,990,107	3,115,817
Spring term	2,943,439	3,037,408	2,917,560	3,125,343	3,310,417	
TOTAL	10,058,366	9,977,499	9,912,767	10,256,248	10,261,679	7,363,173

* 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 £2.275m, 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 £135,527k giving a variance of - £14,341k.

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 ¹	Explanation of Project Status	Actions
Rolling Programmes									
Annual Planned Enhancement Programme	24,255	12,718	0	0			Green		
Devolved Formula Capital Grants for Pupil Referral Units	537	442	0	0			Green		
Individual Projects									
Basic Need Schemes - to provide additional pupil places:									
Future Basic Need Schemes	43,506	36,801	-4,486	-4,486	Rephasing	Re-profiling of the basic need budget for the provision of additional places. No delays to completion dates.	Green		
Dunton Green	800	800	0	0			Green		
Goat Lees Primary School, Ashford	2,194	2,951	0	0			Green		
Repton Park Primary School, Ashford	19	210	0	0			Green		
Ryarsh Primary School, Ryarsh	169	169	0	0			Green		
Modernisation Programme - Improving and upgrading school buildings including removal of temporary classrooms:									
Modernisation Programme - Wrotham	8	4	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 ¹	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	0	0			Green		
Special Schools Review - major projects supporting the special schools review									
Special Schools Review phase 1	24	663	0	0			Green		
Special Schools Review phase 2	40,330	9,362	-5,581	-5,581	Rephasing	Re-profiling of the SSR budget to reflect latest forecasts	Green		
The Wyvern School, Ashford (Buxford Site)	1	1	0	0			Green		
Primary Improvement Programme	85	237	0	0			Green		
Academy Projects:									
Academies Unit Costs	778	1,183	0	0			Green		
Maidstone New Build, New Line Learning	0	31	0	0			Green		
Longfield New Build	0	358	0	0			Green		
Maidstone New Build, Cornwallis	0	67	0	0			Green		
Spires New Build	0	2	0	0			Green		
Marsh Academy, New Romney	888	887	0	0			Green		
The John Wallis C of E Academy	7,615	7,387	0	0			Green		
The Knowle Academy Sevenoaks	13,557	14,735	0	0			Green		
Dover Christ Church	10,119	7,791	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 ¹	Explanation of Project Status	Actions
Astor of Hever	9,236	11,199	0	0			Green		
Duke of York	21,816	16,968	0	0			Green		
Wilmington Enterprise College	7,387	7,289	0	0			Green		
Isle of Sheppey Academy	6,108	3,610	0	0			Green		
Skidders Kent Academy, Tunbridge Wells	489	1,611	0	0			Green		
Building Schools for the Future Projects:									
BSF Wave 3 Build Costs	2,104	905	0	0			Green		
BSF Unit Costs (including SecTT)	0	669	0	0			Green		
Other Projects:									
Nursery Provision for Two Year Olds	2,468	2,468	-2,000	-2,000	Rephasing	Delays due to larger projects requiring planning permission and work being carried out in holiday periods.	Green		
Schools Self Funded projects - Quarryfield / Aldington Eco Centre	0	32	0	0			Green		
Specialist Schools	0	325	0	0			Green		
Platt CEPS	0	91	10	10	Rephasing		Green		
One-off Schools Revenue to Capital	1,881	1,999	0	0			Green		
Unit Review	1,108	1,263	-830	-825 -5	Real - Prudential Rephasing	Good design and cost management has reduced overall project costs.	Green		
Vocational Education Centre Programme	0	148	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 ¹	Explanation of Project Status	Actions
Sevenoaks Grammar Schools annexe	5,000	0	421	421	Rephasing		Green		
Total	210,018	149,868	-14,341	-14,341					

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
CHILDREN'S SERVICES SUMMARY
SEPTEMBER 2013-14 MONITORING REPORT

1. **REVENUE**

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Total excl Asylum (£k)	+152,688	+3,533	-1,035	+2,498
	Asylum (£k)	+280	+383	-	+383
	Total (£k)	+152,968	+3,916	-1,035	+2,881

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
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
Specialist Children's Services portfolio						
Strategic Management & Directorate Support budgets	5,979.8	-175.0	5,804.8	-272	-344 underspend on Commissioning staffing budget +72 Other small minor variances	
Children's Services - Children in Care (Looked After)						
- Fostering	38,164.1	-336.0	37,828.1	+818	+102 In House: Forecast 267 weeks above affordable level +385 In House: Forecast unit cost £7.05 above affordable level -97 In House: management action to reduce pressure +21 In House: Other small minor variances +979 Independent Sector (IFA): Forecast 1,050 weeks above affordable level -68 Independent Sector (IFA): Forecast unit cost £6.36 below affordable level	Management action is in place to speed up and increase the number of adoptions therefore reducing the demand on in house fostering.

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					-336 Fostering: management action to reduce pressure -195 Small reduction in fostering related payments, and Kinship placements +27 Other small minor variances	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.
- Legal Charges	7,345.4	0.0	7,345.4	+982	+682 Increase in legal fees and court charges, due to an increase in number of proceedings. +300 Increase in court fee pricing	This pressure will need to be addressed in the 2014-17 MTFP
- Residential Children's Services	15,371.2	-1,799.9	13,571.3	+36	+66 Independent residential care for Disabled Children: Forecast 21 weeks above affordable level of 2,384 -220 Independent residential care for Disabled Children: Forecast unit cost - £92.44 below affordable level of £3,249.20 +130 Independent residential care for Disabled Children: reduction in income -38 Secure Accommodation: reduction in placements +98 Other small minor variances	
- Virtual School Kent	2,163.6	-718.9	1,444.7	-16		
	63,044.3	-2,854.8	60,189.5	+1,820		

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Children's Services - Children in Need							
- Children's Centres	15,957.4	-112.6	15,844.8	-656	-656	Minor variances spread across the 97 centres	
- Preventative Services	16,098.0	-1,559.0	14,539.0	+719	+583	Pressure on commissioned services	
					+116	Increase in direct payments	
					+109	Staffing pressure	
					-89	Other small minor variances	
	32,055.4	-1,671.6	30,383.8	+63			
Children's Services - Other Social Services							
- Adoption	11,088.7	-3,707.5	7,381.2	-56	-745	Underspend due to rebadging of eligible spend to the Adoption Reform Grant.	
					+305	Increase in number of adoption payments as a result of the management action, referred to in Fostering above, to speed up and increase the number of adoptions.	
					+384	Increase in number of guardianship payments partly due to a reduction in Kinship placements reported in Fostering above, together with a general increase in the number of guardianship payments.	
- Asylum Seekers	11,883.3	-11,603.3	280.0	+383	+1,207	Pressure relating to under 18 UASC due to costs exceeding grant payable	
					+169	Pressure relating to under 18 UASC due to ineligibility	
					+1,199	Pressure relating to over 18's due to ineligibility, of which £780k relates to All Rights Exhausted (ARE) clients	
					+1,191	Pressure relating to over 18's due to costs exceeding grant payable (see activity section 2.6 below), of which £296k relates to ARE clients	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
					-927	Gateway grant not required for infrastructure costs and therefore available to offset other pressures
					-2,456	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+)	4,555.1	0.0	4,555.1	+1,262	+254	Pressure on staffing budgets
					+1,008	Additional young people requiring this service, in order to provide stability and continuity whilst they continue their education.
- Safeguarding	4,679.4	-495.5	4,183.9	+119	+115	Pressure on staffing
					+4	Other small minor variances
	32,206.5	-15,806.3	16,400.2	+1,708		
<u>Assessment Services</u>						
- Children's social care staffing	45,247.8	-5,058.5	40,189.3	+597	+597	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
Total SCS portfolio	178,533.8	-25,566.2	152,967.6	+3,916		

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
Assumed Mgmt Action						
- SCS portfolio				-1,035		A management action plan was drawn up a few weeks ago, which is hoped will reduce expenditure on some non-essential expenditure, and reduce some agency staff costs for non-front line social work posts. Until further financial evidence is seen of the success of this, the balance of £1,035k is shown here as one figure. It is anticipated that within the next monitoring report this will be shown against the relevant budget lines.
Total Forecast <u>after</u> mgmt action	178,533.8	-25,566.2	152,967.6	+2,881		

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Number of Looked After Children (LAC) :

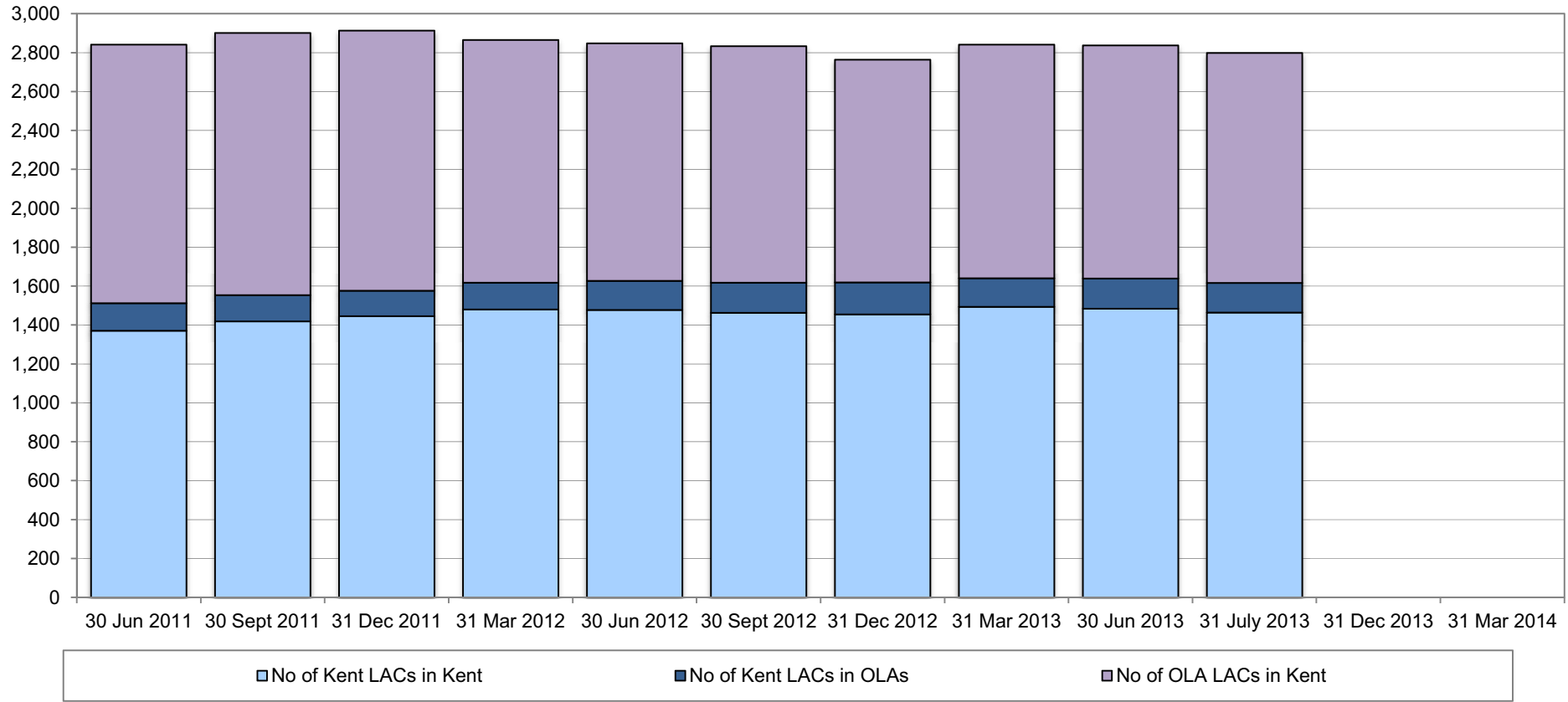
		No. of Kent LAC placed in Kent	No. of Kent LAC placed in OLAs	TOTAL NO. OF KENT LAC (excluding Asylum)	No. of OLA LAC placed in Kent	TOTAL NUMBER OF LAC IN KENT
2011-12	30-Jun	1,371	141	1,512	1,330	2,842
	30-Sep	1,419	135	1,554	1,347	2,901
	31-Dec	1,446	131	1,577	1,337	2,914
	31-Mar	1,480	138	1,618	1,248	2,866
2012-13	30-Jun	1,478	149	1,627	1,221	2,848
	30-Sep	1,463	155	1,618	1,216	2,834
	31-Dec	1,455	165	1,620	1,144	2,764
	31-Mar	1,494	147	1,641	1,200	2,841
2013-14	30-Jun	1,485	155	1,640	1,197	2,837
	30-Sep	1,465	152	1,617	1,182	2,799
	31-Dec					
	31-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 24 this financial year, there could have been more (or less) during the period.
Although the overall snapshot number of looked after children has reduced since the last report, the numbers within each placement grouping have also changed, with a small increase in higher cost placements such as Independent Sector Fostering, but a reduction in lower cost placements such as Placed for Adoption, resulting in an overall increase in the pressure on the Specialist Children's Services budget.
- The generally higher 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.

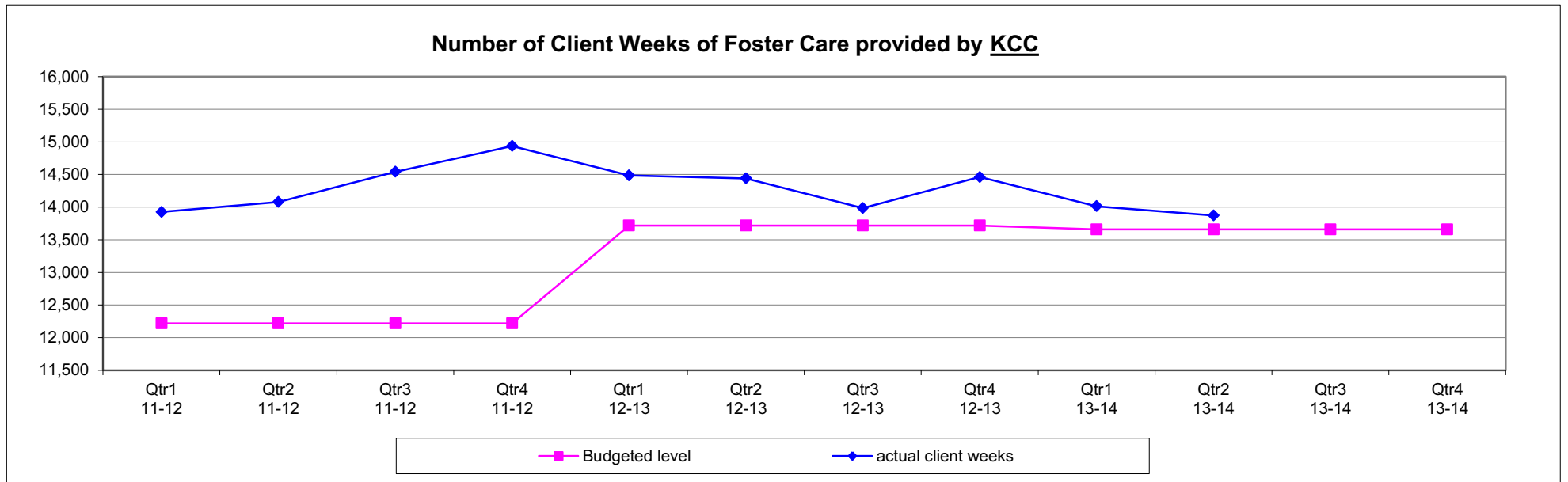
- The OLA LAC information has a confidence rating of 70% and is completely reliant on Other Local Authorities keeping KCC informed of which children are placed within Kent. The Management Information Unit (MIU) regularly contact these OLAs for up to date information, but replies are not always forthcoming. This confidence rating is based upon the percentage of children in this current cohort where the OLA has satisfactorily responded to recent MIU requests.
- This information on number of Looked After Children is provided by the Management Information Unit within FSC Directorate.

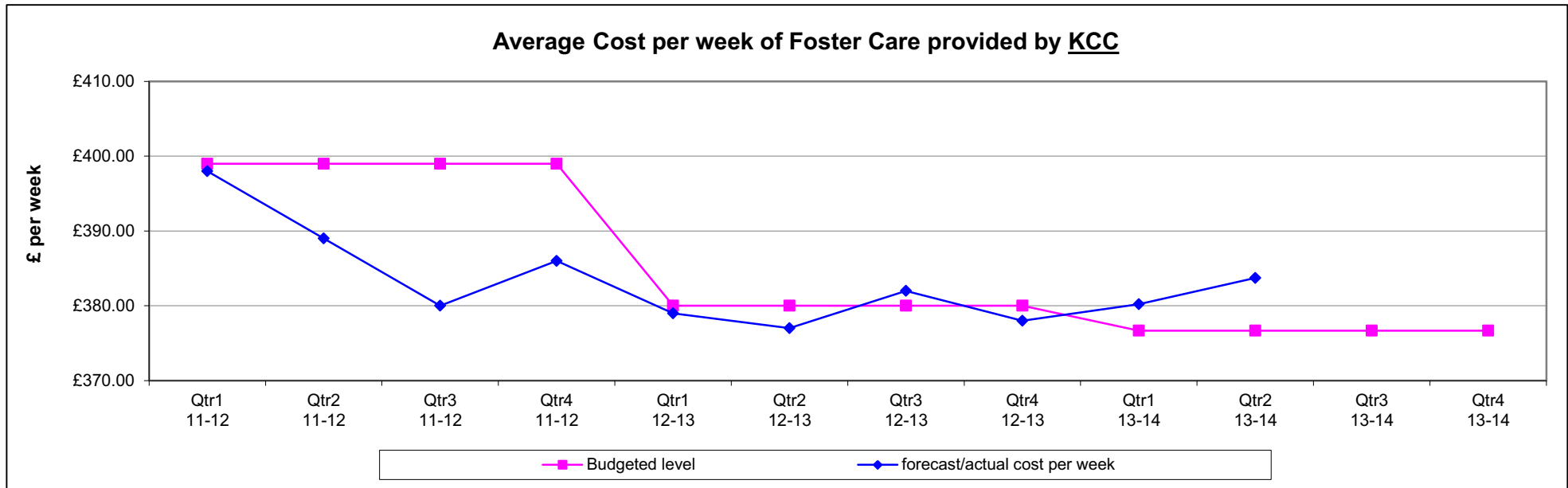
Number of Looked After Children



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	13,871	£376.67	£383.72
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	
	48,876	57,484	£399	£386	54,872	57,375	£380	£378	54,633	27,885	£376.67	£383.72





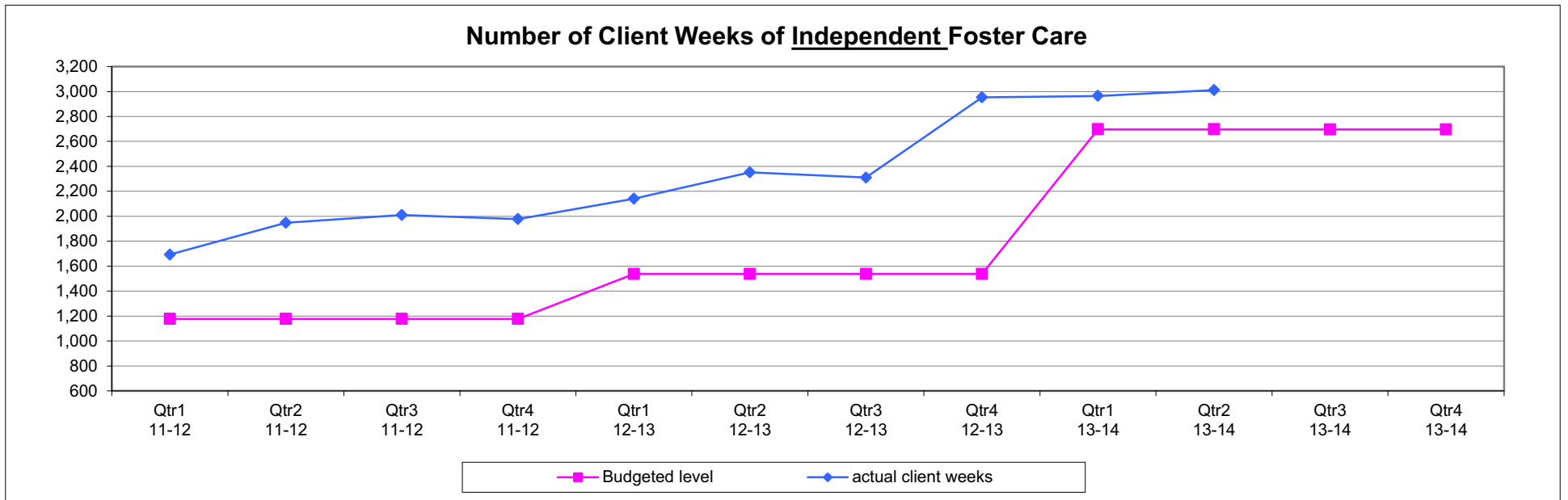
Comments:

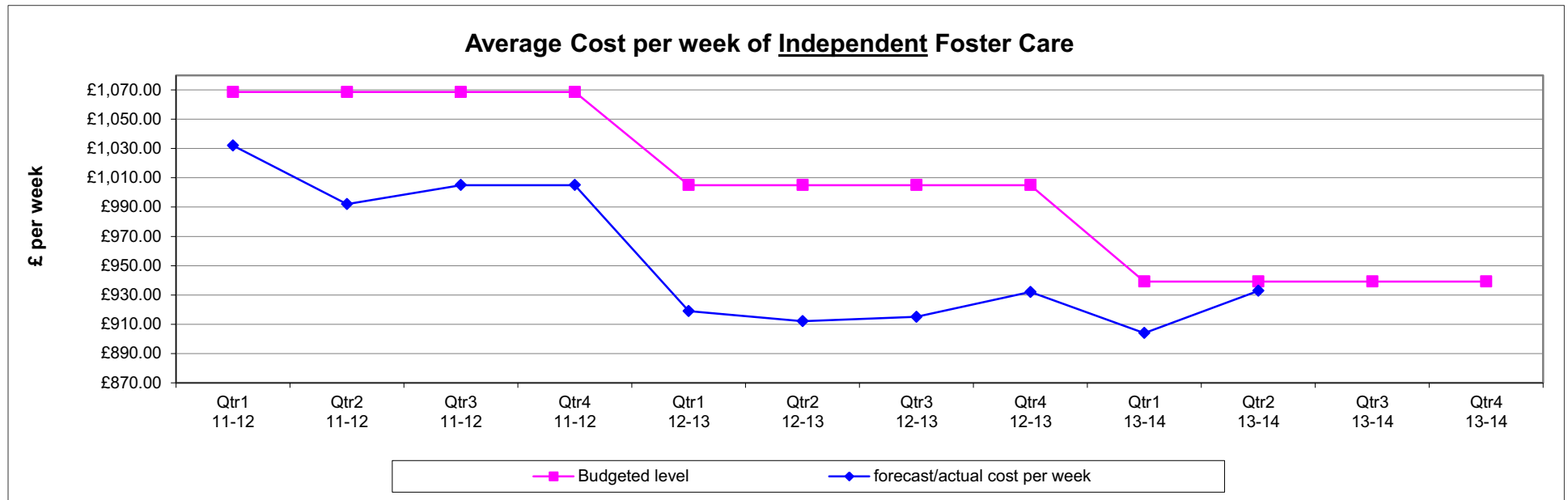
- The actual number of client weeks is based on the numbers of known clients at a particular point in time. This may be subject to change due to the late receipt of paperwork.
- The budgeted level has been calculated by dividing the budget by the average weekly cost. The average weekly cost is also an 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 reported to Cabinet on 16 September.
- The forecast number of weeks is 54,900 (excluding asylum), which is 267 weeks above the affordable level. At the forecast unit cost of £383.72 per week, this increase in activity gives a pressure of £102k, as shown in table 1.
- The number of forecast weeks appears low compared to actual weeks to date, which is due to a general reduction in the number of looked after children as reflected in section 2.1 above.
- The forecast unit cost of £383.72 is +£7.05 above the budgeted level and when multiplied by the budgeted number of weeks, gives a pressure of +£385k, as shown in table 1.
- Overall therefore, the combined gross pressure on this service is £487k (£102k + £385k).

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	3,012	£939.19	£932.83
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	
	4,710	7,629	£1,069	£1,005	6,152	9,756	£1,005	£932	10,786	5,976	£939.19	£932.83

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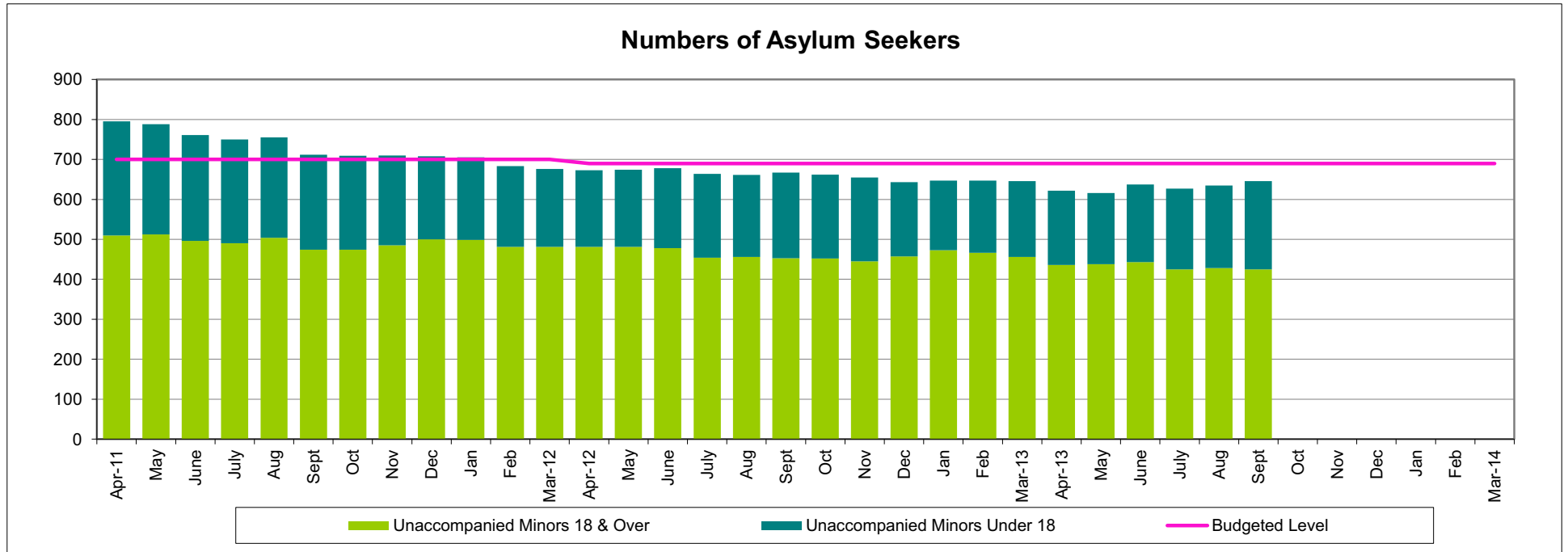


Comments:

- 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 reported to Cabinet on 16 September.
- The forecast number of weeks is 11,836 (excluding asylum), which is 1,050 weeks above the affordable level. At the forecast unit cost of £932.83 per week, this increase in activity gives a pressure of £979k as shown in table 1.
- The forecast unit cost of £932.83 is -£6.36 below the budgeted level and when multiplied by the budgeted number of weeks, gives a saving of -£68k as shown in table 1.
- Overall therefore, the combined gross pressure on this service is £911k (£979k - £68k)
- The forecast average unit cost of £932.83 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. However, since the last report there have been a number of high cost disability placements which have resulted in an increase in the average unit cost, rather than a reduction as expected.

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	795	192	481	673	186	436	622
May	276	512	788	193	481	674	178	438	616
Jun	265	496	761	200	478	678	194	443	637
Jul	260	490	750	210	454	664	202	425	627
Aug	251	504	755	205	456	661	207	428	635
Sep	238	474	712	214	453	667	221	425	646
Oct	235	474	709	210	452	662			
Nov	225	485	710	210	445	655			
Dec	208	500	708	186	457	643			
Jan	206	499	705	174	473	647			
Feb	202	481	683	181	466	647			
Mar	195	481	676	190	456	646			



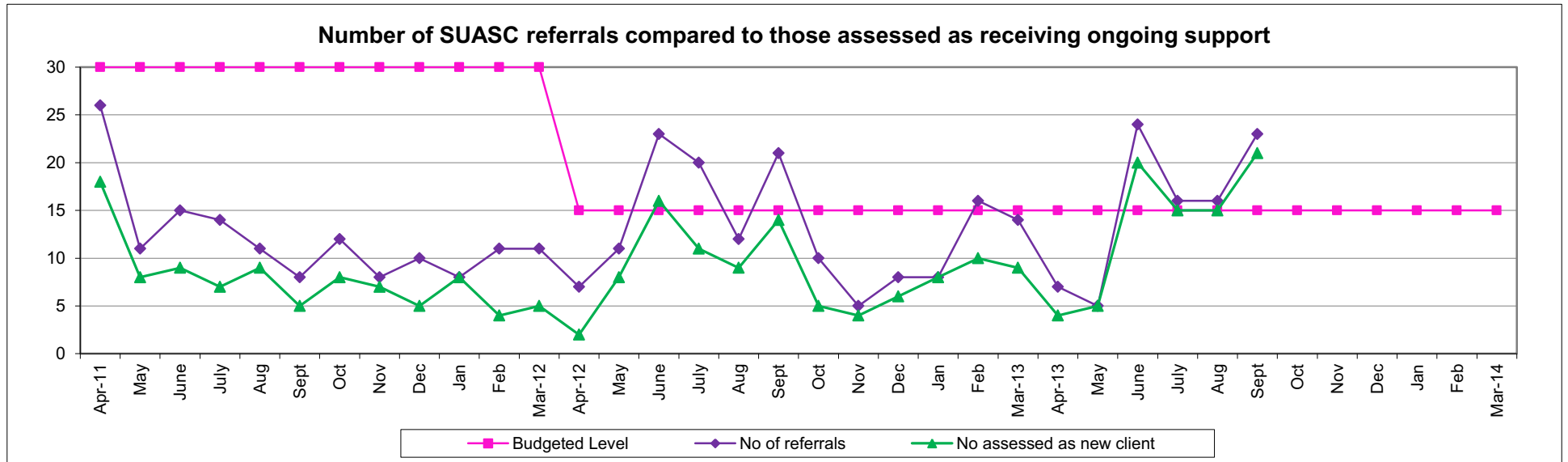
Comments:

- The overall number of children has remained fairly static so far this year with a small increase in September. 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.
- Under 18 clients include both Looked After Children and 16 and 17 year old Care Leavers.

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	4	57%
May	11	8	73%	11	8	73%	5	5	100%
Jun	15	9	60%	23	16	70%	24	20	83%
Jul	14	7	50%	20	11	55%	16	15	94%
Aug	11	9	82%	12	9	75%	16	15	94%
Sep	8	5	63%	21	14	67%	23	21	91%
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%			
	145	93	64%	155	102	66%	91	80	88%

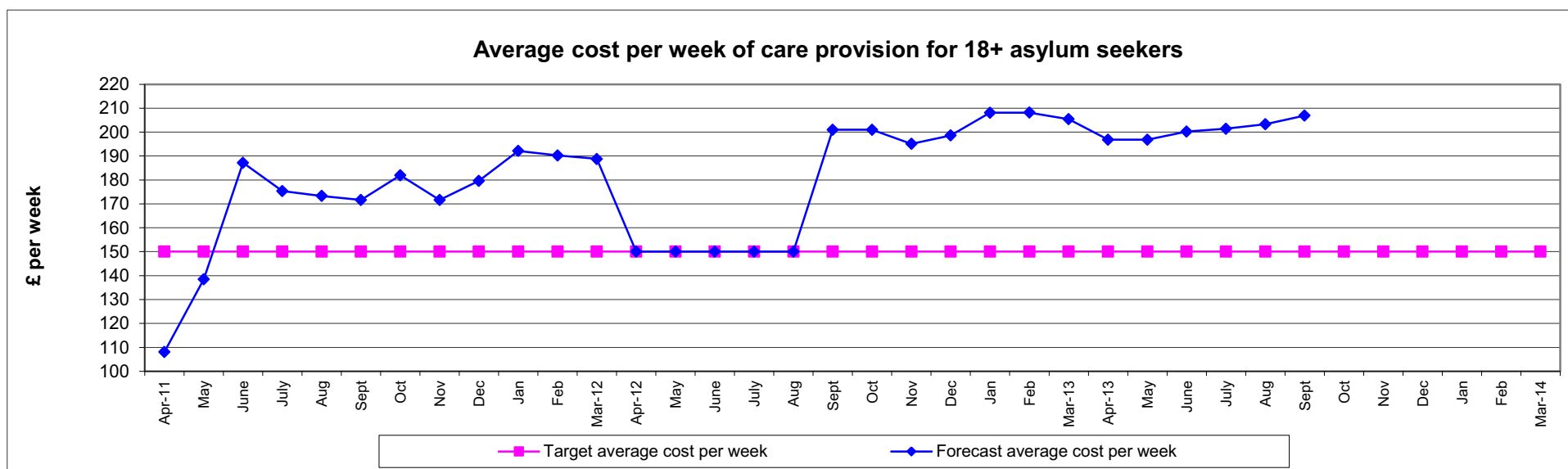
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Comments:

- The average number of referrals per month is now 15.2, which is slightly above 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 88%.
- The budget assumed 9 new clients per month (60% of 15 referrals) but the average number of new clients per month is currently 13.3 i.e. a 48% 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.
- UASC Referrals are assumed to be new clients until an assessment has been completed, therefore the number of UASC assessed as new clients shown in the table above may change once the assessment has taken place.

	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	201.40
Aug	150	173.32	150	150.00	150	203.29
Sep	150	171.58	150	200.97	150	206.92
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 £206.92, £56.92 above the £150 claimable under the grant rules. This adds £1,191k 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 - Specialist Children's Services has a working budget for 2013-14 of £1,925k. The forecast outturn against the 2013-14 budget is £1,925k 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 ¹	Explanation of Project Status	Actions
Individual Projects									
Transforming Short Breaks	1,074	1,674	0	0			Green		
Service Redesign (Family Centre)	251	251	0	0			Green		
Total	1,325	1,925	0	0					

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
SEPTEMBER 2013-14 MONITORING REPORT

1. REVENUE

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Total (£k)	+334,878	-15	-	-15

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
	Gross	Income	Net	Net	£'000		
	£'000	£'000	£'000	£'000	£'000		
Adult Social Care & Public Health portfolio							
Strategic Management & Directorate Support budgets	7,019.1	-957.8	6,061.3	+263	+323	Legal Charges	
					-60	Other minor variances	
<u>Support to Frontline Services:</u>							
- Adults Social Care Commissioning & Performance Monitoring	3,534.8	-140.2	3,394.6	+16			
<u>Adults & Older People:</u>							
- Direct Payments							
- Learning Disability	15,865.8	0.0	15,865.8	+481	-239	Forecast -875 weeks below affordable level of 60,327 weeks	Demographic pressures & savings will need to be addressed in the MTFP
					+615	Forecast average unit cost +£10.20 above affordable level of £262.50	
					+431	One-off direct payments	
					-326	Recovery of unspent funds from clients	
- Mental Health	817.2	0.0	817.2	+92	-94	Forecast -1,107 weeks below affordable level of 10,803 weeks	Demographic pressures & savings will need to be addressed in the MTFP
					+147	Forecast average unit cost +£13.60 above affordable level of £71.40	
					+39	Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
- Older People	6,797.2	0.0	6,797.2	-31	-454 Forecast -2,837 weeks below affordable level of 45,113 weeks +416 Forecast average unit cost +£9.23 above affordable level of £150.67 +434 One-off direct payments -541 Recovery of unspent funds from clients +114 Costs relating to 2012-13 where insufficient creditors were set up	Demographic pressures & savings will need to be addressed in the MTFP
- Physical Disability	10,586.9	0.0	10,586.9	-576	-295 Forecast -1,590 weeks below affordable level of 56,463 weeks -125 Forecast average unit cost -£2.21 below affordable level of £187.50 +537 One-off direct payments -762 Recovery of unspent funds from clients +69 Costs relating to 2012-13 where insufficient creditors were set up	Demographic pressures & savings will need to be addressed in the MTFP
Total Direct Payments	34,067.1	0.0	34,067.1	-34		
- Domiciliary Care						
- Learning Disability	4,237.6	-679.2	3,558.4	-349	-146 Independent Sector: forecast -11,209 hours below affordable level of 94,500 hours -72 Independent Sector: forecast average unit cost -£0.76 below affordable level of £13.80 -100 Unrealised creditors raised in 2012-13 -31 Other minor variances	Demographic pressures & savings will need to be addressed in the MTFP
- Older People	42,599.5	-1,362.7	41,236.8	-206	-507 Independent Sector: forecast -33,753 hours below affordable level of 2,240,067 hours +157 Independent Sector: forecast average unit cost +£0.07 above affordable level of £14.95 +311 Independent sector: costs incurred relating to 2012-13 where insufficient creditors were set up	Demographic pressures & savings will need to be addressed in the MTFP

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
					-143 Underspend on Independent Sector Enablement replaced by increased usage of the Kent Enablement at Home Service (KEAH) (see below)	
					+119 Increased activity on the Older People KEAH service due to reduced usage of Independent Sector Enablement and implementation of transformation plans	
					-217 Use of alternative funding sources to finance the programme of spend for hand held devices for the Older People KEAH service, such as use of reserves or capitalisation where eligible	
					+74 Other minor variances	
- Physical Disability	7,576.3	0.0	7,576.3	-16	-469 Independent Sector: forecast -34,241 hours below affordable level of 518,335 hours	Demographic pressures & savings will need to be addressed in the MTFP
					+285 Independent Sector: forecast average unit cost +£0.55 above affordable level of £13.15	
					+170 Pressure on Physical Disability Kent Enablement at Home Service (KEAH)	
					-2 Other minor variances	
Total Domiciliary Care	54,413.4	-2,041.9	52,371.5	-571		
- Non Residential Charging						
- Learning Disability	0.0	-2,569.3	-2,569.3	-152	-152 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	Realignment of budget with other community based service headings will need to be addressed in the MTFP along with demographic pressures & savings.

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- Older People	0.0	-11,627.0	-11,627.0	+1,791	+1,791	The forecast under-recovery of client contributions towards non-residential care services is in part linked to the current underspend being forecast on other older people community based services highlighted in this report. In addition, this budget was set based on certain assumptions around activity & unit contributions. It is now apparent a realignment of this budget is required which will be addressed in the 2014-17 MTFP.	Realignment of budget with other community based service headings will need to be addressed in the MTFP along with demographic pressures & savings.
- Physical Disability / Mental Health	0.0	-1,459.5	-1,459.5	-67	-100	The forecast over-recovery of client contributions towards physical disability community based 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 services highlighted in this report	
					+33	Other minor variances	
Total Non Residential Charging Income	0.0	-15,655.8	-15,655.8	+1,572			
- Nursing & Residential Care							
- Learning Disability	76,895.0	-6,219.8	70,675.2	+438	+1,297	Independent Sector: forecast +1,038 weeks above affordable level of 40,086 weeks -91 Leading to an increase in client contributions +95 Independent Sector: forecast average unit cost +£2.36 above affordable level of £1,247.27 -181 Independent Sector: forecast average unit client contribution -£4.51 above affordable level of -£83.24	Demographic pressures & savings will need to be addressed in the MTFP

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
					-1,514 Preserved Rights Independent Sector: forecast -1,617 weeks below affordable level of 27,124 weeks	Demographic pressures & savings will need to be addressed in the MTFP
					+161 Leading to a shortfall in client contributions	
					+629 Preserved Rights Independent Sector: forecast average unit cost +£23.20 above affordable level of £913.28	
					-134 Preserved Rights Independent Sector: forecast average unit client contribution -£4.93 above affordable level of -£94.37	
					+131 Costs incurred in relation to 2012-13 where insufficient creditors were set up	
					+45 Other minor variances	
- Mental Health	7,380.2	-768.4	6,611.8	+640	+732 Independent Sector: forecast +1,189 weeks above affordable level of 9,895 weeks	Demographic pressures & savings will need to be addressed in the MTFP
					+95 Forecast average unit cost +£9.59 above affordable level of £605.75	
					-101 Over-recovery of income for clients part funded by health	
					-86 Other minor variances	
- Older People - Nursing	48,633.6	-24,365.0	24,268.6	-491	-25 Independent Sector: forecast -51 weeks below affordable level of 83,362 weeks	Demographic pressures & savings will need to be addressed in the MTFP
					+9 Leading to a shortfall in client contributions	
					+185 Independent Sector: forecast average unit cost +£2.22 above affordable level of £481.80	
					-736 Independent Sector: forecast average unit client contribution -£8.83 above affordable level of -£171.99	
					+76 Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
- Older People - Residential	81,827.1	-32,731.8	49,095.3	+134	+900 Independent Sector: forecast +2,232 weeks above affordable level of 146,064 weeks -385 Leading to an increase in client contributions +358 Independent Sector: forecast average unit cost +£2.45 above affordable level of £400.60 -701 Independent Sector: forecast average unit client contribution -£4.80 above affordable level of -£167.74 -38 Other minor variances	Demographic pressures & savings will need to be addressed in the MTFP
- Physical Disability	12,691.6	-1,752.0	10,939.6	+258	+496 Independent Sector: forecast +577 weeks above affordable level of 12,902 weeks -118 Independent Sector: forecast average unit cost -£9.11 below affordable level of £868.96 -120 Other minor variances	Demographic pressures & savings will need to be addressed in the MTFP
Total Nursing & Residential Care	227,427.5	-65,837.0	161,590.5	+979		
- Supported Accommodation						
- Learning Disability	32,870.0	-1,425.0	31,445.0	+790	+628 Independent Sector: forecast +62,231 hours above affordable level of 3,168,734 hours +697 Forecast average unit cost +£0.22 above affordable level of £9.87 -287 Unrealised creditors raised in 2012-13 -137 Underspend following the closure of the Bridge Resource Centre. This underspend partially offsets the pressure on in-house day care services (see below) -111 Other minor variances	Demographic pressures & savings will need to be addressed in the MTFP
- Older People	4,540.1	-4,350.0	190.1	+4		

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
- Physical Disability / Mental Health	3,430.9	-248.9	3,182.0	-7	-6 Physical Disability Independent Sector: forecast -784 hours below affordable level of 238,011 hours +338 Physical Disability Independent Sector: forecast average unit cost +£1.42 above affordable level of £6.46 -186 Mental Health Independent Sector: forecast -17,572 hours below affordable level of 151,107 hours -74 Mental Health Independent Sector: forecast average unit cost -£0.49 below affordable level of £11.09 -79 Other minor variances	Demographic pressures & savings will need to be addressed in the MTFP
Total Supported Accommodation	40,841.0	-6,023.9	34,817.1	+787		
- Other Services for Adults & Older People						
- Contributions to Vol Orgs	17,868.5	-4,244.0	13,624.5	+418	+418 Various contracts with voluntary organisations are currently being reviewed/re-negotiated or re- commissioned along with investment in new services to support the transformation agenda (including expansion of care navigators programme, a service to explore options with older people to enable them to live independently within their community).	
- Community Support Services for Mental Health	1,265.3	-34.3	1,231.0	-66		
- Day Care						
- Learning Disability	12,723.4	-182.4	12,541.0	+540	+206 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 partially offsetting this pressure.	

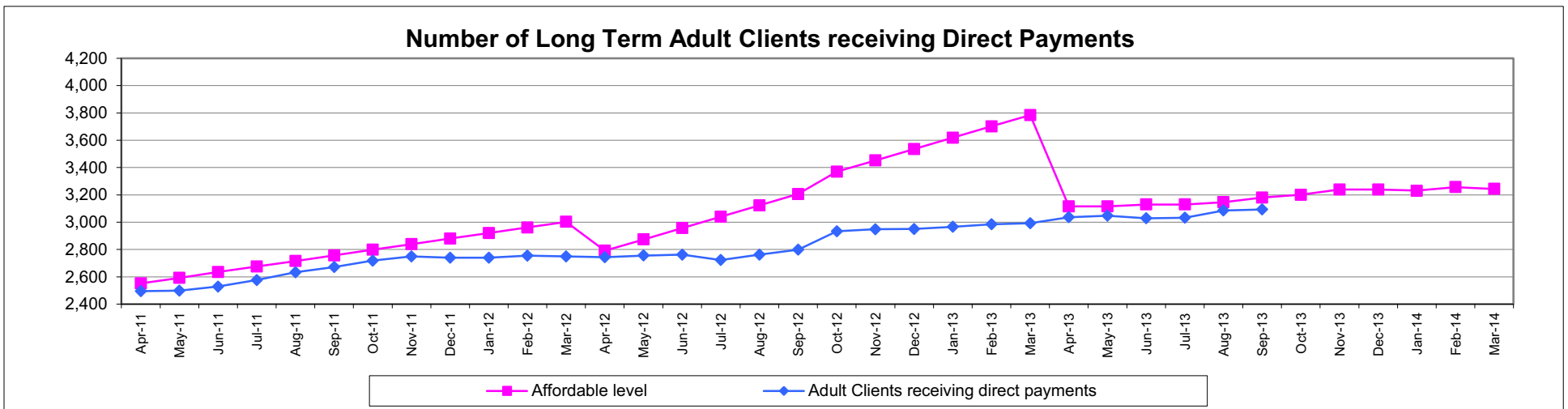
Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					+334	Current demand for services provided by the independent sector
- Older People	2,453.9	-63.1	2,390.8	-58		
- Physical Disability	1,040.0	-4.7	1,035.3	+255	+255	Current demand for services provided by both the independent sector and the resource centre
Total Day Care	16,217.3	-250.2	15,967.1	+737		
- Other Adult Services	4,167.0	-15,672.6	-11,505.6	-3,010	-3,051	This budget line holds both transformation savings and some of the NHS support for social care monies, including funds required for additional winter pressures. Plans are being further developed and implemented with the NHS to ensure that health outcomes are being met from the investments. Pressures are being shown against their respective budget lines and the compensating funding stream is being reflected here.
					+105	Current demand for Kent sensory services equipment
					-125	The number of hot meals provided to older people continues to fall as clients choose alternative methods to receive this service.
					+61	Other minor variances
- Safeguarding	1,135.2	-261.6	873.6	-187	-187	Net effect of delays in the recruitment to known vacancies as well as the recommissioning and reduction in the level of training to be delivered through the Mental Health Capacity Act (MCA)
Total Other Services for A&OP	40,653.3	-20,462.7	20,190.6	-2,108		

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
Assessment Services						
- Adult Social Care Staffing	41,902.7	-3,862.0	38,040.7	-919	-495 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.	
					-386 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	
					-38 Other minor variances	
Total ASC&PH portfolio	449,858.9	-114,981.3	334,877.6	-15		
Assumed Mgmt Action						
- ASC&PH portfolio						
Total Forecast <u>after</u> mgmt action	449,858.9	-114,981.3	334,877.6	-15		

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	3,116	3,036	160
May	2,593	2,499	89	2,874	2,756	147	3,116	3,048	155
Jun	2,635	2,529	90	2,957	2,763	133	3,130	3,029	109
Jul	2,675	2,576	125	3,040	2,724	156	3,130	3,033	136
Aug	2,716	2,634	141	3,123	2,763	167	3,147	3,086	133
Sep	2,757	2,672	126	3,207	2,799	147	3,181	3,093	87
Oct	2,799	2,719	134	3,370	2,933	185	3,201		
Nov	2,839	2,749	122	3,453	2,949	119	3,240		
Dec	2,881	2,741	111	3,536	2,950	109	3,240		
Jan	2,921	2,741	130	3,619	2,967	117	3,231		
Feb	2,962	2,755	137	3,702	2,986	127	3,257		
Mar	3,003	2,750	117	3,785	2,992	105	3,244		
			1,459			1,681			780

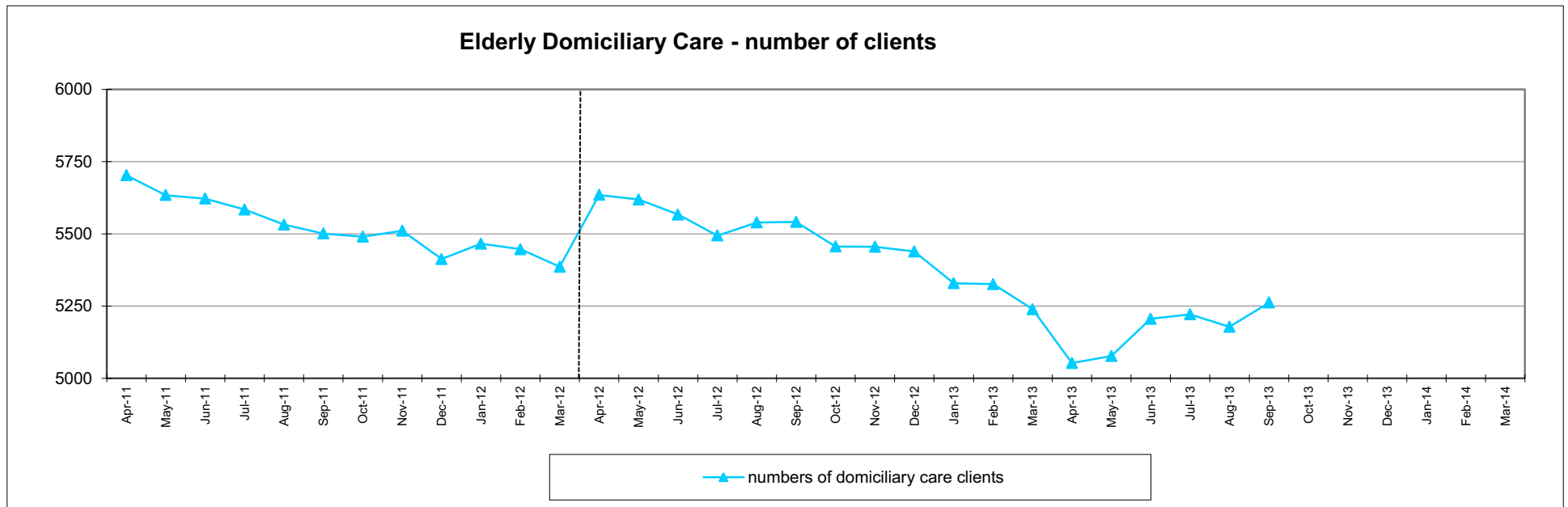


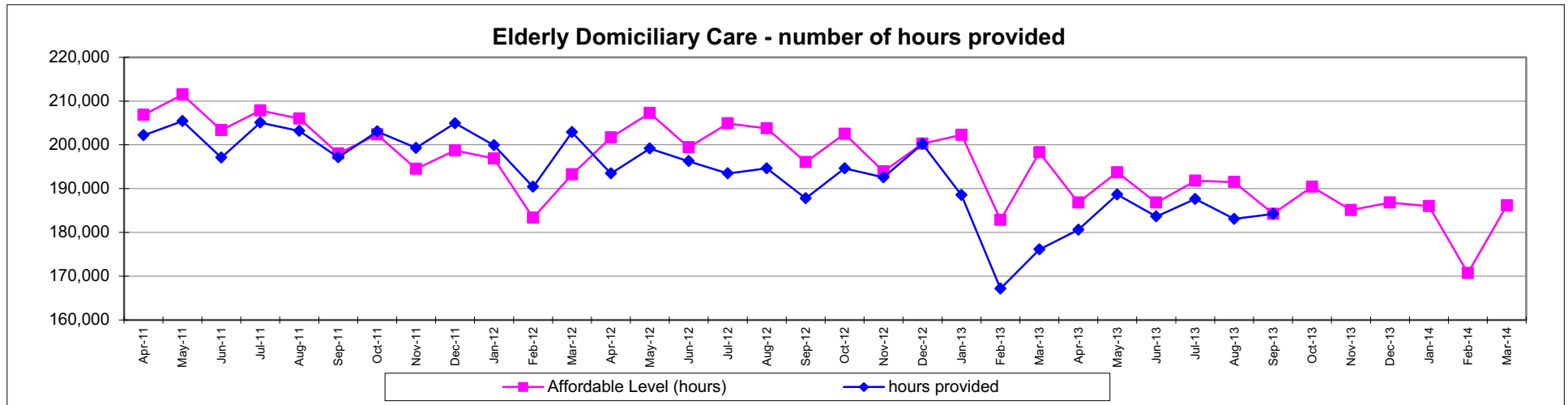
Comments:

- 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.
- Table 1 shows a small underspend on this service of £34k. The activity recorded above suggests a larger underspend than this, but this is largely being negated by higher than budgeted unit costs.

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	187,621	5,221
Aug	206,007	203,173	5,532	203,736	194,628	5,540	191,521	183,077	5,178
Sep	198,025	197,127	5,501	196,050	187,749	5,541	184,242	184,208	5,262
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		
	2,402,516	2,410,522		2,393,092	2,283,814		2,240,067	1,107,767	





Comments:

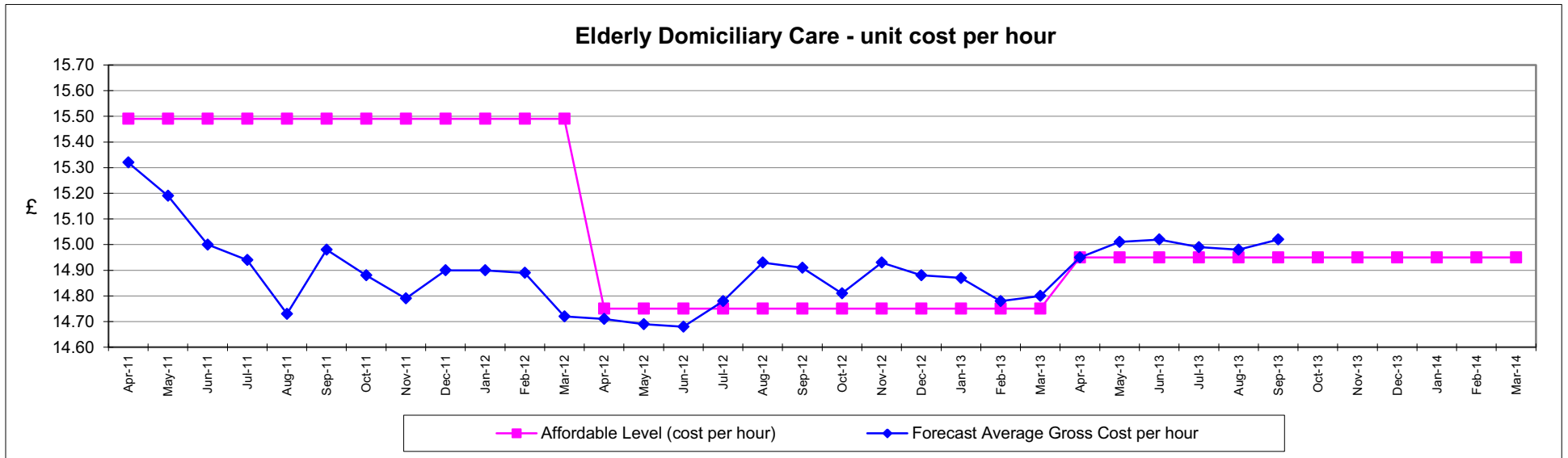
- Figures exclude services commissioned from the Kent Enablement At Home Service.
- Please note, from April 2012 there has been a change in the method of counting clients to align with current Department of Health guidance, which states that suspended clients e.g. those who may be in hospital and not 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 2,206,314 hours of care against an affordable level of 2,240,067, a difference of -33,753 hours. Using the forecast unit cost of £15.02 this reduction in activity reduces the forecast by -£507k, as shown in table 1.
- To the end of September 1,107,767 hours of care have been delivered against an affordable level of 1,134,858, a difference of -27,091 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' trends, the current forecast assumes a slowing of this trend based on current client activity, where in fact client numbers have increased during this financial year and are slightly above the client numbers at the end of 2012-13.
- 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 actual average hours per client per week is 8.2.

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	14.99
Aug	15.49	14.73	14.75	14.93	14.95	14.98
Sep	15.49	14.98	14.75	14.91	14.95	15.02
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	

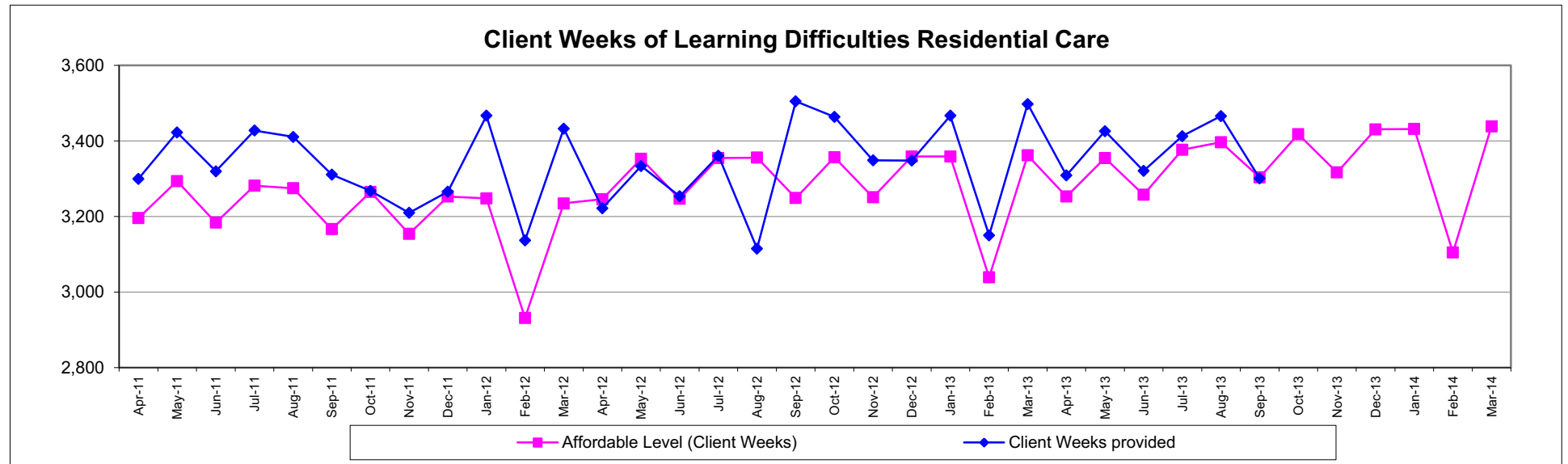
Comments:

- The unit cost has remained relatively static despite current work with providers to achieve savings, as it 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 1.



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	3,253	3,309
May	3,294	3,423	3,353	3,334	3,355	3,426
Jun	3,184	3,320	3,247	3,254	3,258	3,321
Jul	3,282	3,428	3,355	3,361	3,377	3,413
Aug	3,275	3,411	3,356	3,115	3,397	3,466
Sep	3,167	3,311	3,249	3,505	3,304	3,301
Oct	3,265	3,268	3,357	3,464	3,418	
Nov	3,154	3,210	3,251	3,349	3,317	
Dec	3,253	3,266	3,359	3,348	3,431	
Jan	3,248	3,467	3,359	3,467	3,432	
Feb	2,932	3,137	3,039	3,150	3,105	
Mar	3,235	3,433	3,362	3,498	3,439	
	38,485	39,974	39,533	40,067	40,086	20,236

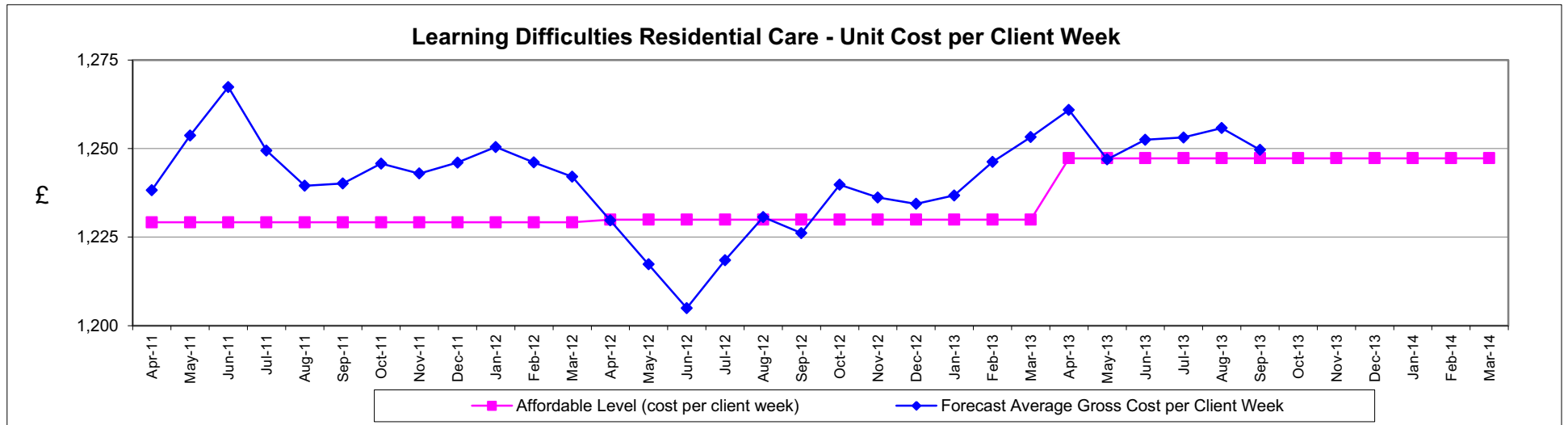


Comments:

- 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 September 2013 it was 764. This includes any ongoing transfers as part of the S256 agreement with Health, transitions, provisions and ordinary residence.
- The current forecast is 41,124 weeks of care against an affordable level of 40,086, a difference of +1,038 weeks. Using the forecast unit cost of £1,249.63 this additional activity increases the forecast by +£1,297k , as shown in table 1.
- 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 September 20,236 weeks of care have been delivered against an affordable level of 19,944, a difference of +292 weeks. The current year to date activity suggests a lower level of activity than forecast, however, this is mainly due to delays in the recording of non-permanent residential care services and some bespoke contracts for transitional and provisional clients on the activity database, meaning that the year to date activity is understated.

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)	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	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	1,253.14
Aug	1,229.19	1,239.50	1,229.93	1,230.65	1,247.27	1,255.80
Sep	1,229.19	1,240.17	1,229.93	1,226.14	1,247.27	1,249.63
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	

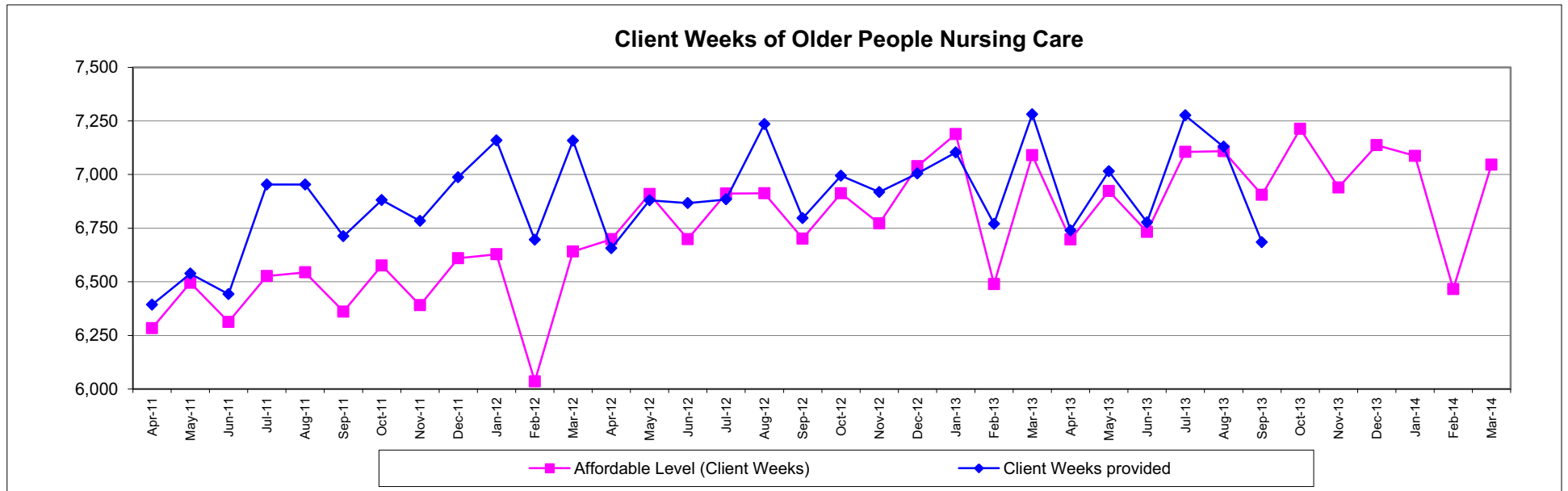


Comments:

- 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 +£1,249.63 is higher than the affordable cost of +£1,247.27 and this difference of +£2.36 adds +£95k to the position when multiplied by the affordable weeks, as shown in table 1.

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	6,697	6,740
May	6,495	6,538	6,909	6,880	6,923	7,015
Jun	6,313	6,442	6,699	6,867	6,733	6,777
Jul	6,527	6,953	6,911	6,884	7,106	7,276
Aug	6,544	6,954	6,912	7,235	7,109	7,130
Sep	6,361	6,713	6,701	6,797	6,905	6,684
Oct	6,576	6,881	6,913	6,995	7,213	
Nov	6,391	6,784	6,772	6,918	6,940	
Dec	6,610	6,988	7,039	7,005	7,137	
Jan	6,628	7,159	7,189	7,103	7,087	
Feb	6,036	6,696	6,489	6,770	6,466	
Mar	6,641	7,158	7,090	7,281	7,046	
	77,405	81,659	82,322	83,391	83,362	41,622



Comments:

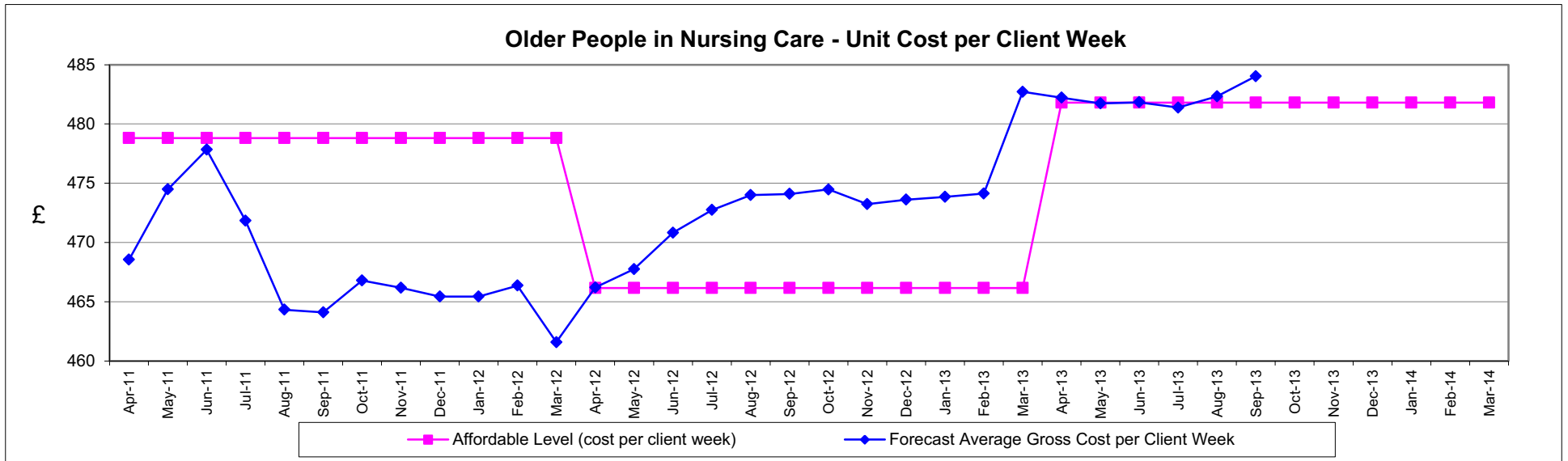
- The graph reflects the number of client weeks of service provided as this has a greater influence on cost than the actual number of clients. The actual number of clients in older people nursing care at the end of 2011-12 was 1,479, at the end of 2012-13 it was 1,469 and at the end of September 2013 it was 1,489.
- The current forecast is 83,311 weeks of care against an affordable level of 83,362, a difference of -51 weeks. Using the forecast unit cost of £484.02, this reduced activity decreases the forecast by -£25k , as shown in table 1.
- To the end of September 41,622 weeks of care have been delivered against an affordable level of 41,473, a difference of +149 weeks. The current year to date activity suggests a higher level of activity than forecast. However, the forecast assumes a slowing in the increase of permanent clients in line with the current activity trend, along with an anticipated reduction in the purchase of short-term beds towards the end of the year.
- The affordable level has changed since the previous report to reflect a realignment of S256 clients, and their associated budgets, between client groups.

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) £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	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	481.38
Aug	478.80	464.32	466.16	473.99	481.80	482.33
Sep	478.80	464.09	466.16	474.09	481.80	484.02
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	

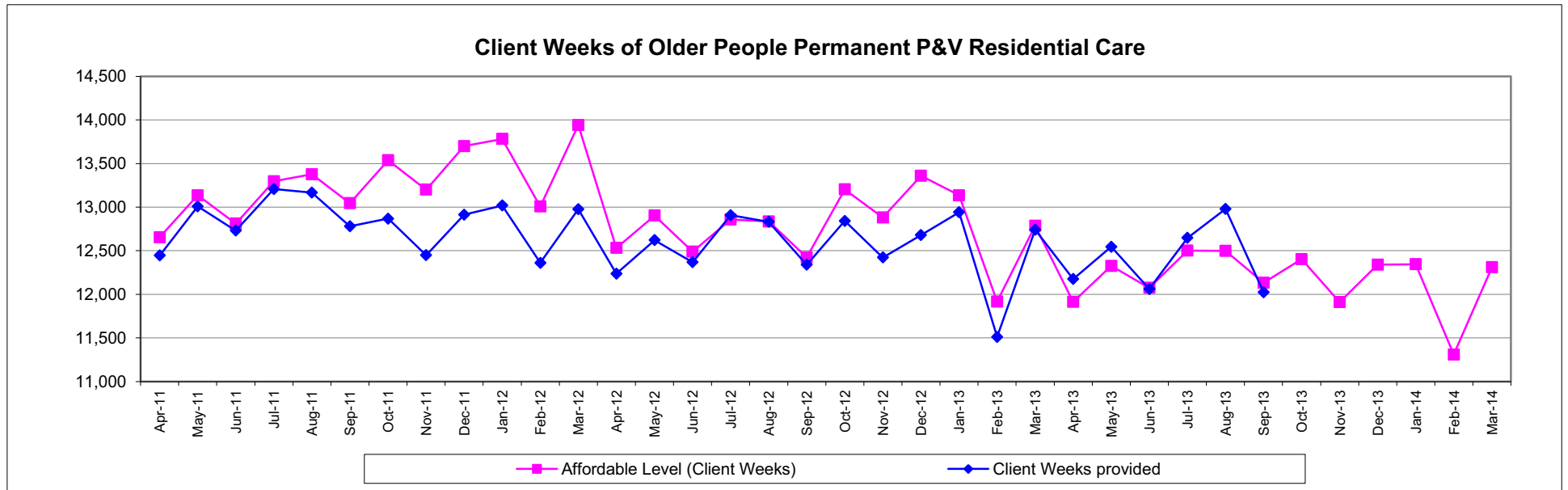
Comments:

- 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 £484.02 is higher than the affordable cost of £481.80 and this difference of +£2.22 increases the position by £185k when multiplied by the affordable weeks, as shown in table 1. The change between August and September unit costs is primarily due to the forecast weeks reflecting the actual level of usage of short term block bed contracts, rather than assuming full occupancy.



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	12,647
Aug	13,377	13,167	12,836	12,832	12,498	12,980
Sep	13,044	12,779	12,424	12,339	12,132	12,022
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	
	159,487	153,925	153,320	150,443	146,064	74,431



Comments:

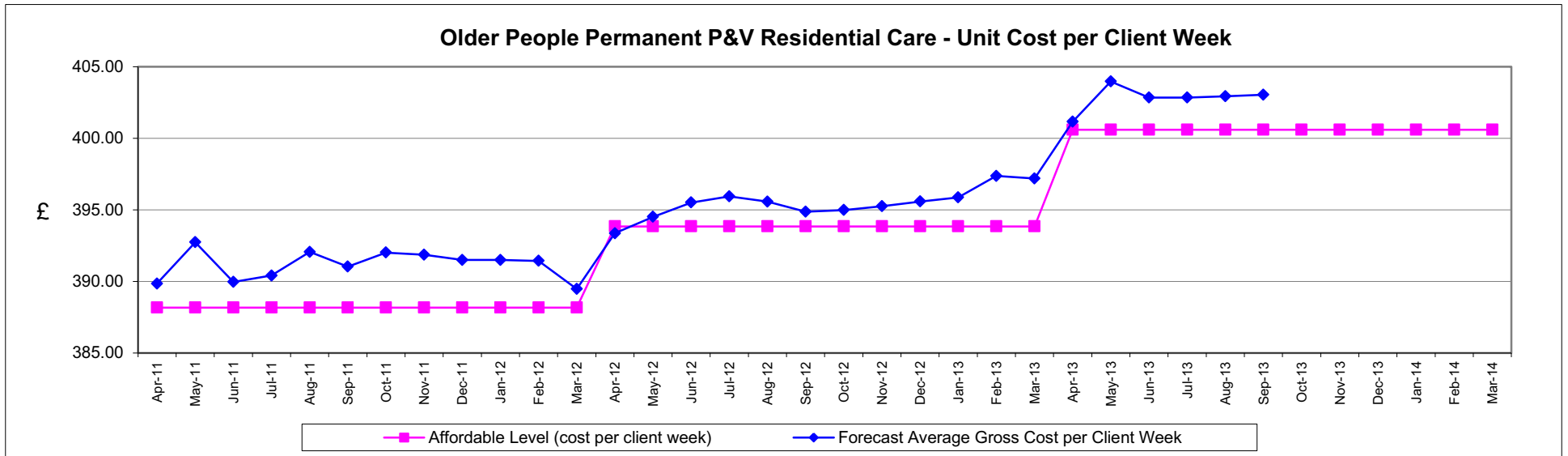
- The above graph reflects the number of client weeks of service provided as this has a greater influence on cost than the actual number of clients. The actual number of clients in older people permanent P&V residential care at the end of 2011-12 was 2,736, at the end of 2012-13 it was 2,653 and at the end of September 2013 it was 2,672. 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 148,296 weeks of care against an affordable level of 146,064, a difference of +2,232 weeks. Using the forecast unit cost of £403.05 this additional activity increases the forecast by +£900k , as shown in table 1.
- To the end of September 74,431 weeks of care have been delivered against an affordable level of 73,445 a difference of +986 weeks. The current year to date activity suggests a slightly lower level of activity than forecast, however the forecast assumes higher levels of non-permanent residential activity in the forthcoming months.

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	402.85
Aug	388.18	392.07	393.85	395.58	400.60	402.94
Sep	388.18	391.04	393.85	394.88	400.60	403.05
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	

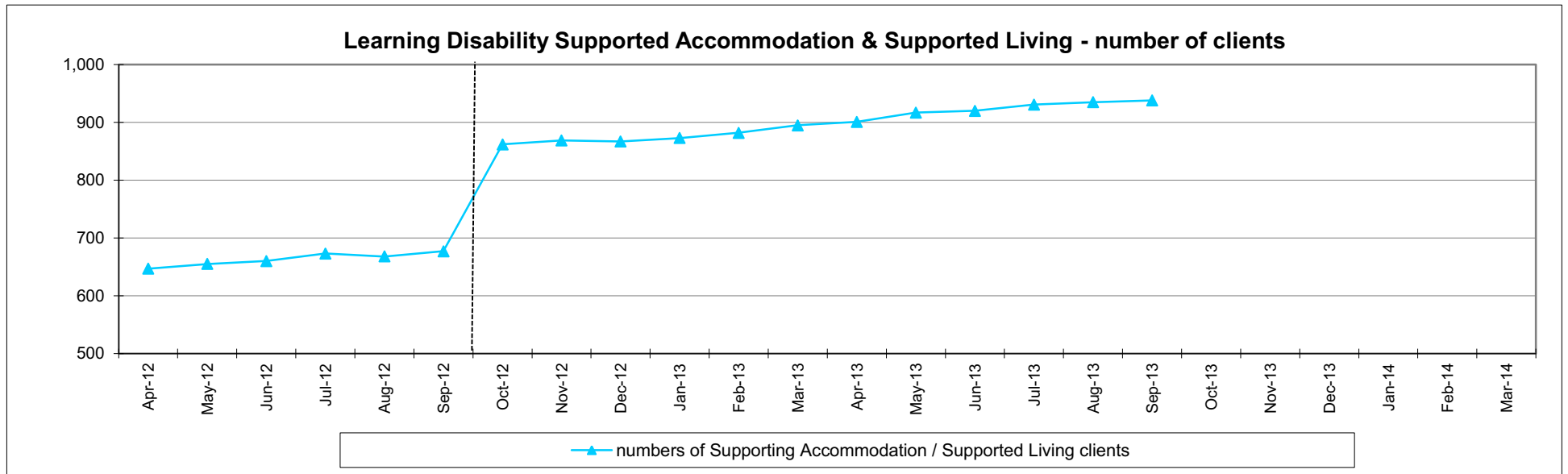
Comments:

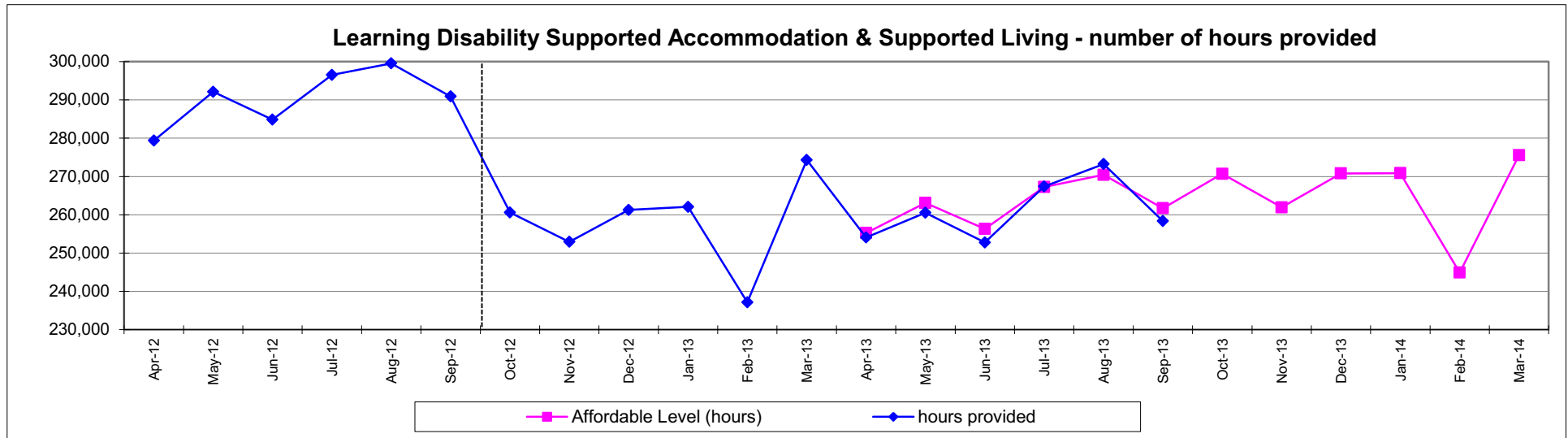
- The forecast unit cost of £403.05 is higher than the affordable cost of £400.60 and this difference of +£2.45 adds +£358k to the position when multiplied by the affordable weeks, as shown in table 1. This higher average unit cost is likely to be due to the higher proportion of clients with dementia, 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	255,228	254,067	901
May		292,122	655	263,089	260,503	917
Jun		284,835	660	256,321	252,761	920
Jul		296,532	673	267,255	267,384	931
Aug		299,521	668	270,414	273,259	935
Sep		290,914	677	261,697	258,323	938
Oct		260,574	862	270,697		
Nov		252,932	869	261,922		
Dec		261,257	867	270,798		
Jan		262,070	873	270,874		
Feb		237,118	882	244,883		
Mar		274,334	895	275,556		
		0 3,291,574		3,168,734	1,566,297	





Comments:

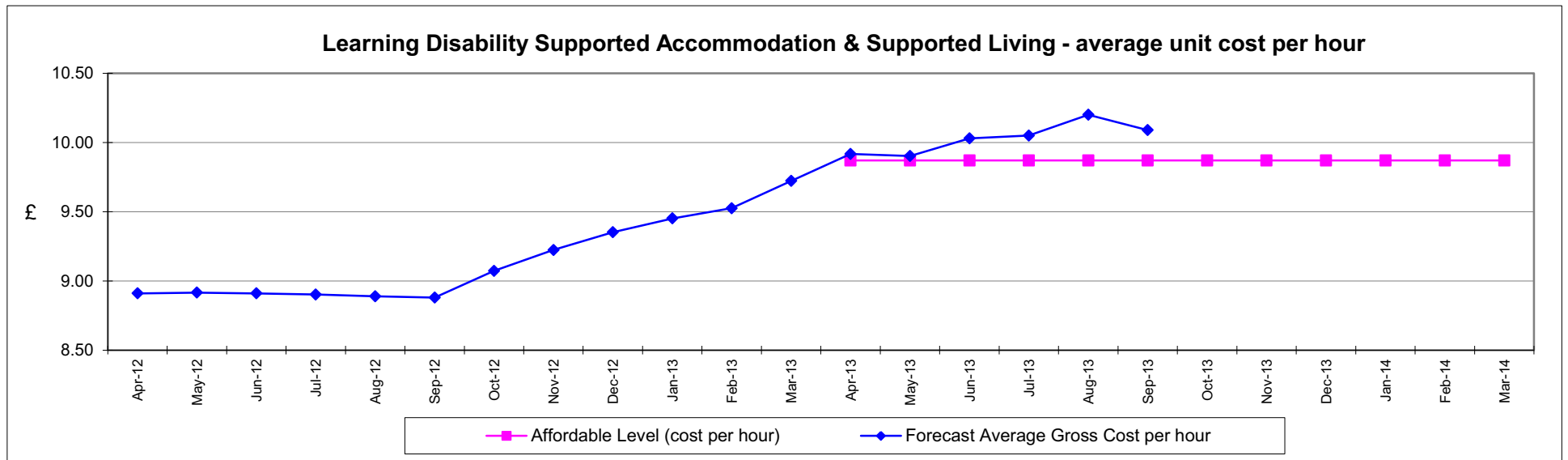
- This indicator has changed from 2013-14 to include the Supporting Independence Service contract. This measure now incorporates 3 different supported accommodation/living arrangements; the adult placement scheme, supported accommodation (mainly S256 clients) and Supporting Independence Service. The 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 3,230,965 hours of care against an affordable level of 3,168,734, a difference of +62,231 hours. Using the forecast unit cost of £10.09 this increase in activity increases the forecast by +£628k, as shown in table 1.
- To the end of September 1,566,297 hours of care have been delivered against an affordable level of 1,574,004, a difference of -7,707 hours. The forecast number of hours 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	10.05
Aug		8.89	9.87	10.20
Sep		8.88	9.87	10.09
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 £10.09 is higher than the affordable cost of £9.87 and this difference of +£0.22 increases the forecast by +£697k when multiplied by the affordable hours, as shown in table 1.



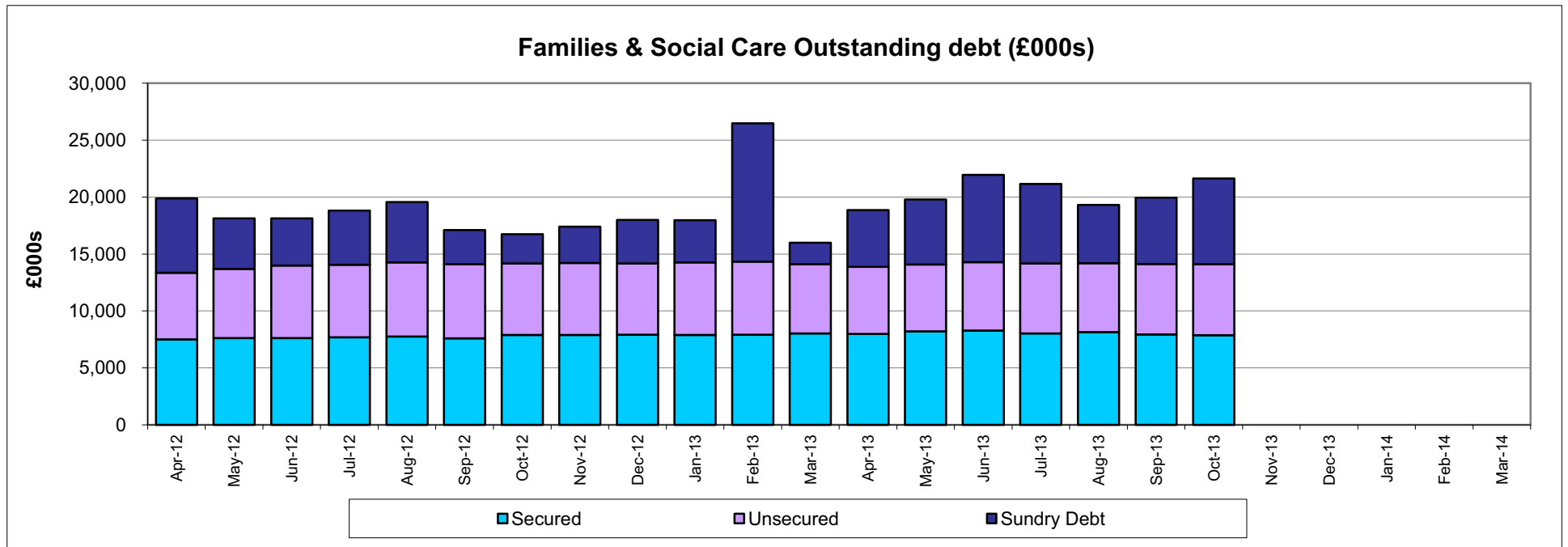
2.12 SOCIAL CARE DEBT MONITORING

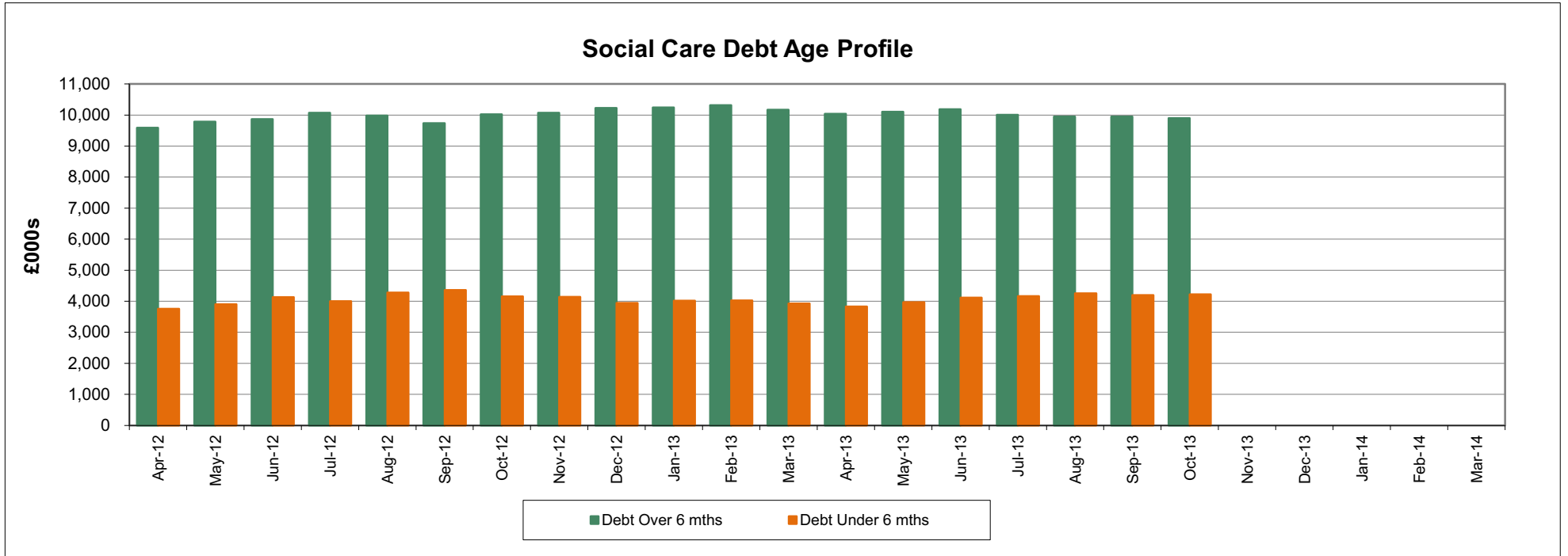
The outstanding debt as at the end of October was £21.646m compared with August's figure of £19.320m (reported to Cabinet in October) excluding any amounts not yet due for payment (as they are still within the 28 day payment term allowed). Within this figure is £7.533m of sundry debt compared to £5.116m in August. The amount of sundry debt can fluctuate for large invoices to Health. Also within the outstanding debt is £14.113m relating to Social Care (client) debt which is a small reduction of £0.091m from the last reported position to Cabinet in October. 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 Debt) £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	19,320	5,116	14,204	9,950	4,254	8,141	6,063
Sep-13	19,950	5,814	14,136	9,943	4,193	7,931	6,205

	Social Care Debt						
	Total Due Debt (Social Care & Sundry Debt) £000s	Sundry Debt £000s	Total Social Care Due Debt £000s	Debt Over 6 months £000s	Debt Under 6 months £000s	Secured £000s	Unsecured £000s
	Oct-13	21,646	7,533	14,113	9,896	4,217	7,867
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 Social Care & Public Health Portfolio has a working budget for 2013-14 of £12,359k. The forecast outturn against the 2013-14 budget is £5,417k giving a variance of - £6,942k.

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 ¹	Explanation of Project Status	Actions
Rolling Programmes									
Asset Modernisation	0	373	-373	-373	Rephasing	Projects reprofiled to 14/15	Green		
Home Support Fund	6,600	2,474	0	0			Green		
Individual Projects									
Kent Strategy for Services for Older People (OP):									
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	-48	-48	Rephasing		Green		
Kent Strategy for Services for People with Learning Difficulties/Physical Disabilities:									
Learning Disability Good Day Programme-Community Hubs	3,318	2,609	-1,287	-195	Real - PEF2	Various schemes - Service needs have changed or been provided through other means, budget no longer required.	Green		Reduce cash limits by £319k
				-124	Real - Capital receipts				
				-968	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 ¹	Explanation of Project Status	Actions
Learning Disability Good Day Programme-Community Initiatives	2,430	2,477	-1,780	-1,490	Real - Capital receipts	£132k - Contribution reduced - budget no longer required. £1,298k Hydrotherapy project no longer proceeding. £60k virement requested to C&C for Swanley Gateway.	Green		Reduce 13/14 cash limits by £1,430k only until virement has been signed
				-290	Rephasing	Various schemes - looking at consultation 3rd quarter of 2013 therefore rephasing spend to 14/15	Amber - delayed		
Rusthall	0	45	-45	-45	Rephasing		Green		
Mental Health Strategy	264	264	-264	-264	Rephasing	Various smaller schemes less than £100k rephased to 14-15	Amber - delayed		
Active Care / Active Lives Strategy:									
PFI - Excellent Homes for All	66,800	0	0	0			Green		
Developing Innovative and Modernising Services:									
Lowfield St (formerly Trinity Centre, Dartford)	1,073	450	-351	-351	Rephasing	Rephasing to 14/15 due to delays in acquiring planning permission - new planning application submitted by developer.	Amber - delayed		
Information Technology Projects e.g. Swift Development / Mobile Marketing	2,477	2,178	-2,067	-2,067	Rephasing	Projects reprofiled to 14/15	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 ¹	Explanation of Project Status	Actions
Public Access Development	1,052	727	-727	-364	Real - Prudential		Green	Business case reviewed - no plans to progress - budget no longer required.	Reduce 13/14 cash limits by £727k
				-250	Real - Grant				
				-113	Real -Capital Receipts				
Total	92,858	12,359	-6,942	-6,942					

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
SEPTEMBER 2013-14 MONITORING REPORT

1. **REVENUE**

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Directorate Total (£k)	+151,726	+1,667	-	+1,667

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	
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Environment, Highways and Waste portfolio							
Strategic Management & Directorate Support budgets	4,858.5	-21.0	4,837.5	-654	-233	Saving on contractor annual management charge	This saving is expected to be ongoing and will be reflected in the 2014-17 MTFP
					-120	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	This saving is expected to be ongoing and will be reflected in the 2014-17 MTFP
					-99	Underspend on Legal costs	
					-202	Other minor variances all less than £100k in value	
<u>Community Services:</u>							
- Gypsies & Travellers	714.0	-430.0	284.0	-70			
<u>Environment:</u>							
- Environment Management	4,136.0	-1,617.1	2,518.9	-13			
<u>Highways:</u>							
- Highways Maintenance							
- Adverse Weather	3,299.9	0.0	3,299.9	+389	+222	Costs of April salting runs beyond normal winter season	
					+159	Balance of 2012-13 costs including snow emergency costs for which insufficient provision was made	
					+8	Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- Bridges & Other Structures	2,588.1	-182.0	2,406.1	+18			
- General maintenance & emergency response	13,616.0	-487.0	13,129.0	+4,037	+4,153	Find and fix repair of pot holes	This underspend is contributing to the 2014-17 MTFP savings target.
					+164	Increase in maintenance on high speed roads, and type of maintenance being undertaken, as a consequence of find and fix activity	
					-207	Underspend on depot maintenance	
					-73	Other minor variances	
- Highway drainage	3,265.8	0.0	3,265.8	0			
- Streetlight maintenance	4,050.3	-154.0	3,896.3	0			
	26,820.1	-823.0	25,997.1	+4,444			
- Highways Management:							
- Development Planning	2,110.9	-1,310.0	800.9	-146	-48	Additional income from developers	
					-98	Other minor variances	
- Highways Improvements	1,875.3	-82.0	1,793.3	-467	-200	Temporary staff no longer required for Member Highway Fund as the backlog has been cleared	This saving is expected to be ongoing and will be reflected in the 2014-17 MTFP
					-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.	This saving is expected to be ongoing and will be reflected in the 2014-17 MTFP
					-99	Other minor variances	
- Road Safety	3,257.6	-2,234.0	1,023.6	+45			
- Streetlight energy	4,795.0	0.0	4,795.0	+750	+950	Price increase for 2013-14	This pressure is expected to be ongoing and will be reflected in the 2014-17 MTFP
					-200	Rebate on 2012-13 costs following final volume and price reconciliation	
- Traffic management	5,870.7	-3,421.1	2,449.6	-233	-141	Additional income from roadworks and enforcements	
					-92	Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
- Tree maintenance, grass cutting & weed control	3,252.8	0.0	3,252.8	+40	+170 Additional weed control treatment required following complaints from District Councils in particular concerning weeds causing a trip hazard +162 Removal of tree stumps +120 Additional expenditure in respect of bus route clearance -192 Savings on the transfer of the contract to a new contractor -183 Duplicate orders raised and receipted in error in 2012-13 -37 Other minor variances	Part of this saving is expected to be ongoing and will be reflected in the 2014-17 MTFP
	21,162.3	-7,047.1	14,115.2	-11		
<u>Planning & Transport Strategy:</u>						
- Planning & Transport Policy	1,491.9	0.0	1,491.9	-48		
- Planning Applications	1,079.9	-600.0	479.9	+116	+217 Reduction in income for planning applications due to the current economic climate -84 Staffing underspend -17 Other minor variances	
	2,571.8	-600.0	1,971.8	+68		
<u>Transport Services:</u>						
- Concessionary Fares	16,672.0	-27.0	16,645.0	-629	-376 Fewer replacement bus passes expected to be issued in 2013-14 than budgeted -269 Reduced bus operator costs due to reduced journeys being taken +16 Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP	
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- Freedom Pass	15,643.0	-2,459.0	13,184.0	+97	+97	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	8,960.1	-1,454.0	7,506.1	-231	-415	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 saving is expected to be ongoing and will be reflected in the 2014-17 MTFP
					-145	Staff vacancies	
					+200	Additional costs of service provision due to a existing contractor going into liquidation	
					+131	Reduced income from ELS due to fewer entitled scholars using the subsidised bus routes	This pressure is expected to be ongoing and will be reflected in the 2014-17 MTFP
					-2	Other minor variances	
- Transport Operations	1,127.4	-214.5	912.9	+12			
- Transport Planning	558.4	-228.0	330.4	-24			
	42,960.9	-4,382.5	38,578.4	-775			
<u>Waste Management</u>							Impact of the current Waste forecast on the 2014-17 MTFP:
- Waste Operations	1,762.0	0.0	1,762.0	-295	-150	Sale of previous year landfill allowances, under the Landfill Allowance Trading Scheme, to another local authority	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.
					-61	Vacancy management and removal of a post	
					-84	Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- Recycling & Diversion from Landfill:							
- Household Waste Recycling Centres	8,240.2	-1,982.0	6,258.2	-599	-380	Forecast lower volumes of materials managed at sites resulting in reduced haulage fees	
					+239	Management and contract fees for Richborough site expected to be closed for 2013-14 but remains open	
					-348	Haulage and management costs associated with the new combined Ashford HWRC and transfer station now included in the Haulage & Transfer Stations A-Z line	
					-102	Reduced recycling bonus payments due to reduced waste volumes at HWRC	
					-57	Additional income from the sale of recyclable materials	
					+49	Other minor variances	
- Partnership & Waste Co-ordination	606.0	-168.0	438.0	-21			
- Payments to Waste Collection Authorities (DCs)	6,068.0	-102.0	5,966.0	-214	-143	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	
					-96	Reduced recycling credit payments to Waste Collection Authorities	
					+25	Other minor variances	
- Recycling Contracts & Composting	9,030.0	-1,571.0	7,459.0	-423	+524	Price increases for hardcore due to changes in legislation	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					£'000	
					-504	Forecast reduction of 21,400 tonnes in hardcore, wood, garden waste and other materials offset by an increase in food waste
					+494	Reduced income from the East Kent Contract due to changes in market prices
					+207	East Kent Contract: Forecast reduction of 4,600 tonnes of saleable material, (together with an increase of 6,600 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
					+370	Additional costs of processing mixed materials, including glass at the new Materials Recycling Facility (MRF) for Mid and West Kent
					-1,692	Savings due to the closure of the MRF and the opening of a Transfer Station at the Allington site to manage materials from the Mid Kent Contract, which offset the pressure on the new Mid and West Kent MRF and additional costs on disposal contracts
					+2	Other minor variances
	23,944.2	-3,823.0	20,121.2	-1,257		
- Waste Disposal:						
- Closed Landfill Sites & Abandoned Vehicles	864.0	-180.0	684.0	-134	-114	Net saving on the termination of the Operation Cubit contract
					-20	Other minor variances
						This saving is expected to be ongoing and will be reflected in the 2014-17 MTFP

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
- Disposal Contracts	28,836.0	-156.0	28,680.0	-305	-1,285	Forecast reduced tonnage of residual waste to be managed through Allington Waste to energy Facility (-14,000 tonnes)
					-78	Reduced disposal costs due to lower residual waste sent to landfill (-7,400)
					+1,899	Forecast increase of tonnage throughput at the Allington Waste to energy Facility (resulting in reduction sent to Landfill) (+20,100 tonnes)
					-1,859	Saving on contracted payments to Allington Waste to Energy Plant due to 19,700 tonnes less waste being processed via the facility during April-June as a result of extended maintenance
					+1,154	Allington Waste to Energy contractual changes due to the closure of the MRF and the opening of a Transfer Station at the Allington site which has resulted in a pressure which is offset by savings on the Recycling and Composting budget reported above
					-124	Saving on managing hazardous and clinical waste
					-12	Other minor variances
- Haulage & Transfer Stations	9,579.0	-75.0	9,504.0	+1,218	+368	Delays in the closure of the Hawkinge transfer station
					+161	Haulage and management costs associated with the new combined Ashford HWRC and transfer station together with reduced expenditure at the Ashford transfer station due to the delays in the closure of the Hawkinge site

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					£'000 -327 Forecast reduced tonnage managed at sites +220 New arrangements at Allington transfer station to enable the receipt of food and dry recyclable waste +628 East Kent Contract Haulage fee budget set only for January to March but payments are being incurred for the whole financial year +206 Extra contract payments for managing waste in Thanet and Canterbury under the East Kent Contract as the new service is being rolled out -38 Reduced haulage of residual waste from Canterbury and Thanet to Allington due to extended maintenance at the Allington Waste to Energy Facility	
- Landfill Tax	7,571.0	0.0	7,571.0	-549	-549 Forecast reduction in the volume of waste sent to landfill due to overall reduction in residual waste of 7,400 tonnes, together with a net reduction of 400 tonnes due to planned diversion of waste to be processed at the Allington Waste to Energy facility (-20,100) offset by an increase in waste diverted to landfill due to extended maintenance at Allington Waste to Energy facility (+19,700 tonnes)	
	46,850.0	-411.0	46,439.0	+230		
- Commercial Services	0.0	-4,899.0	-4,899.0			
Total E,H & W portfolio	175,779.8	-24,053.7	151,726.1	+1,667		
Regeneration & Enterprise portfolio						
Development Staff & Projects	656.6	-656.6	0.0	0		

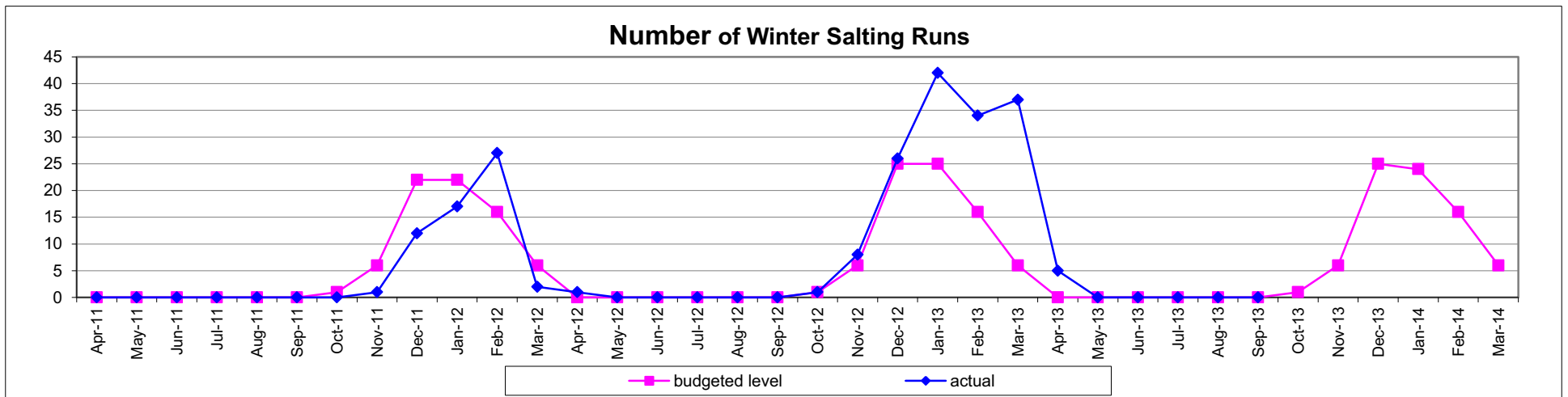
Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Total E&E controllable	176,436.4	-24,710.3	151,726.1	+1,667			
Assumed Mgmt Action							
- EHW portfolio							
- R&E portfolio							
Total Forecast <u>after</u> mgmt action	176,436.4	-24,710.3	151,726.1	+1,667			

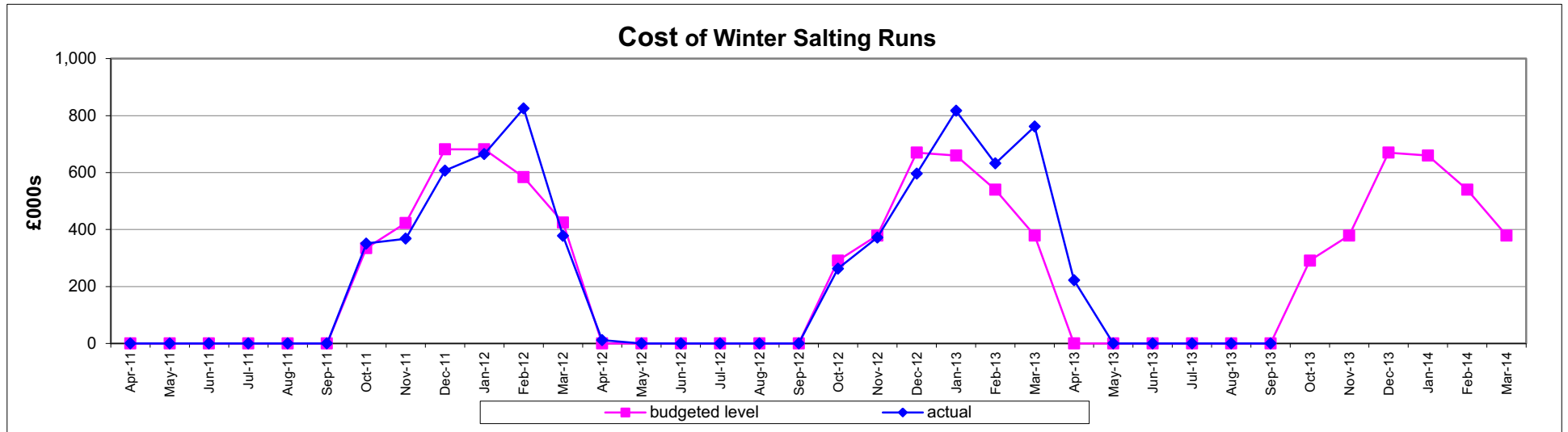
2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

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	-
	73	59	3,131	3,194	79	149	2,919	3,454	78	5	2,919	222

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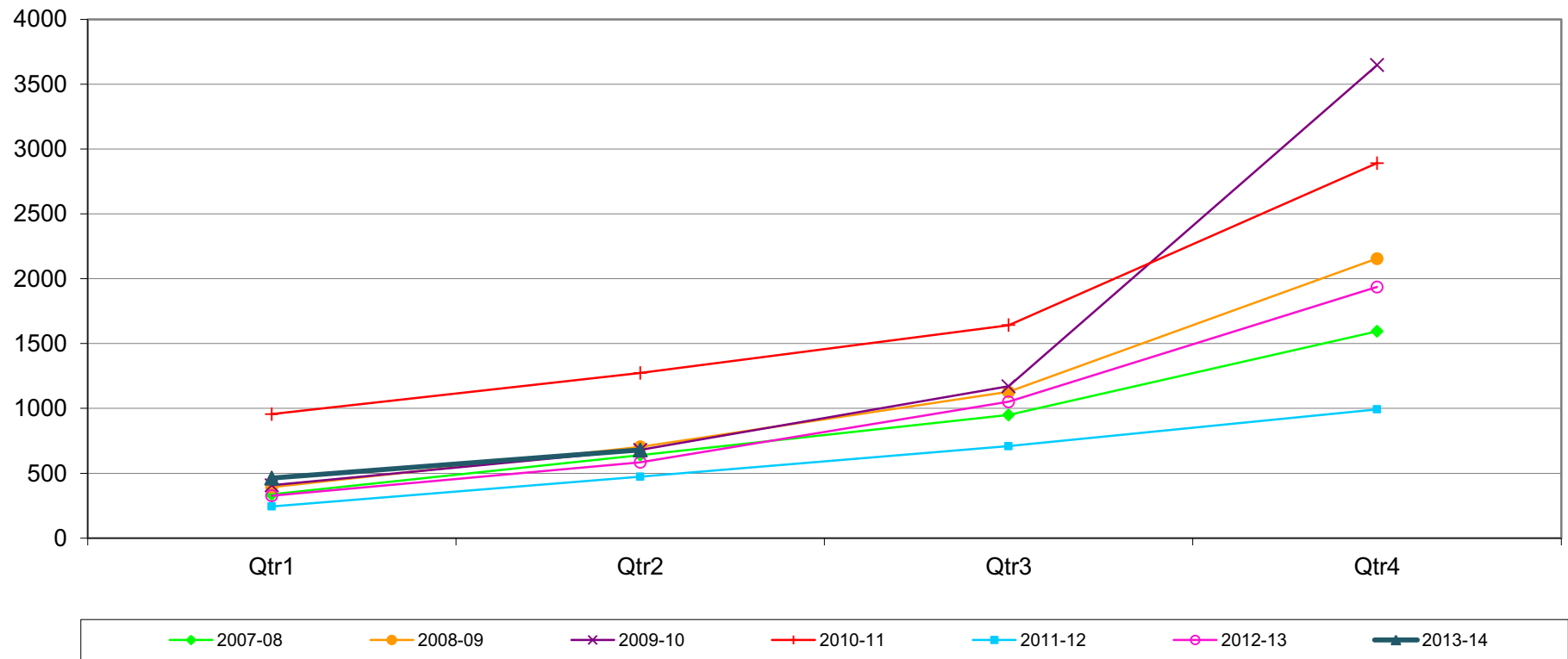
Comments:

- 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	327	462
Jul to Sep	640	704	680	1,273	473	584	679
Oct to Dec	950	1,128	1,170	1,642	709	1,051	
Jan to Mar	1,595	2,155	3,647	2,891	993	1,936	

Cumulative Number of insurance claims relating to Highways



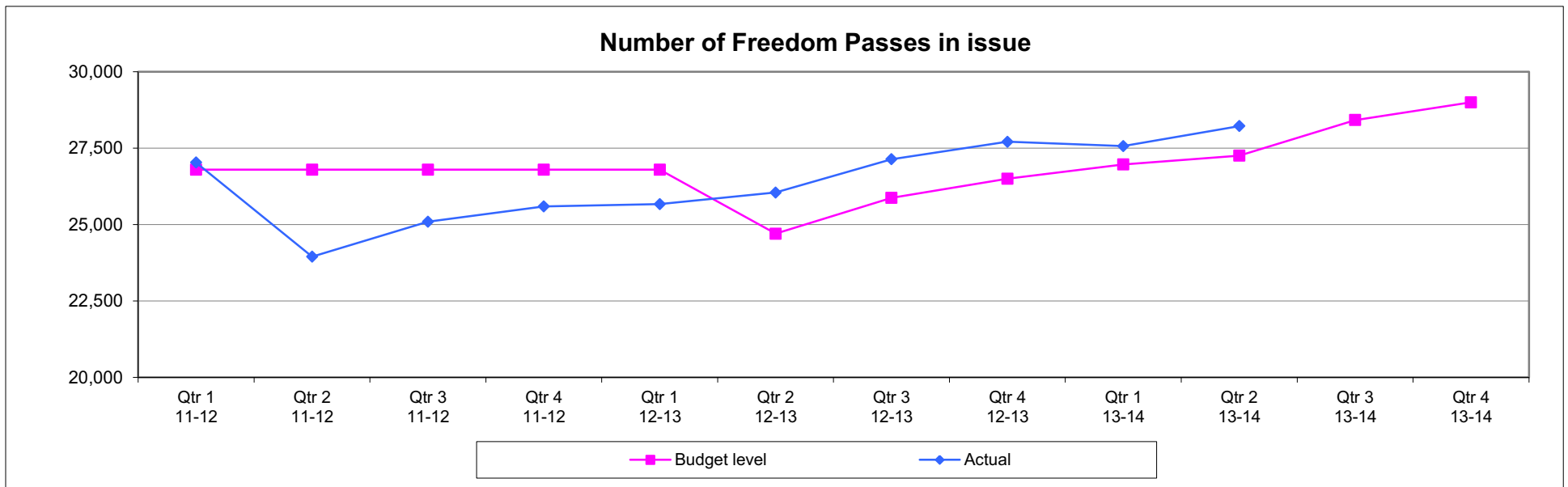
Comments:

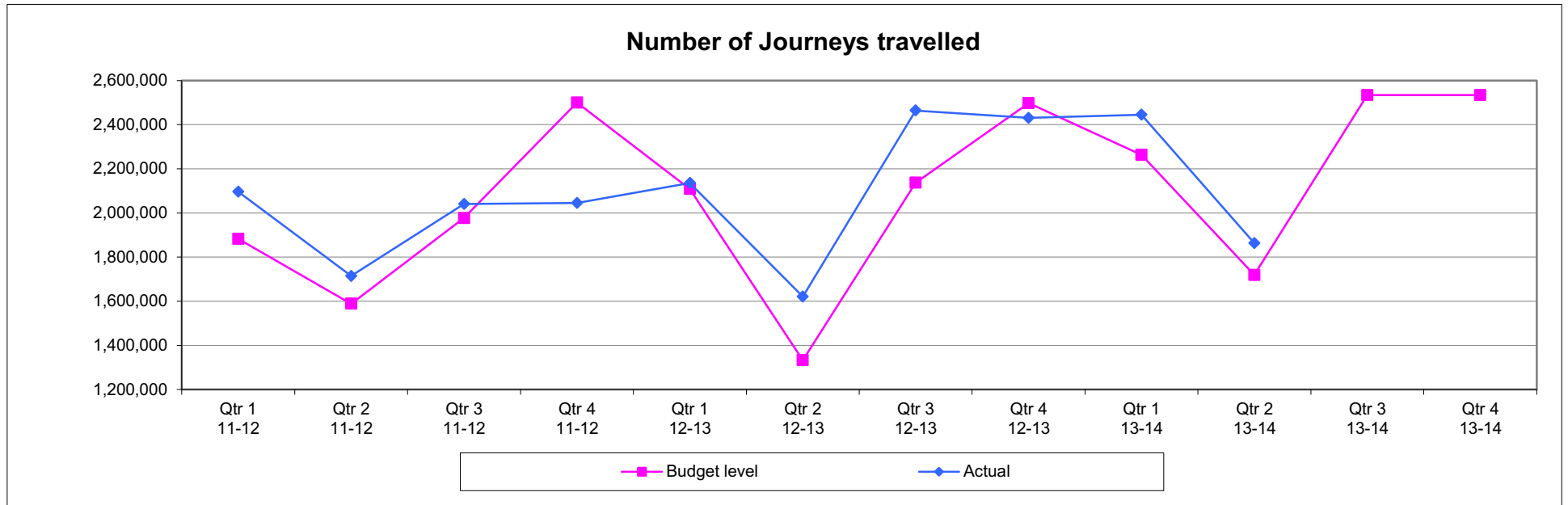
- Numbers of claims will continually change as new claims are received relating to incidents occurring in previous quarters. Claimants have 3 years to pursue an injury claim and 6 years for damage claims. The data previously reported has been updated to reflect claims logged with Insurance as at 30th September 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 86%.

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	2,445
Qtr 2	26,800	23,952	1,589	1,714	24,703	26,051	1,333	1,621	27,260	28,227	1,719	1,864
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	
			7,947	7,896			8,076	8,652			9,050	4,309

The data for this activity indicator is only provided on a quarterly basis from our external provider MCL Transport Services.





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. There is a forecast pressure of £97k on the Freedom Pass budget due to the higher than budgeted number of journeys, as reflected in table 1 of this annex.
- 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.

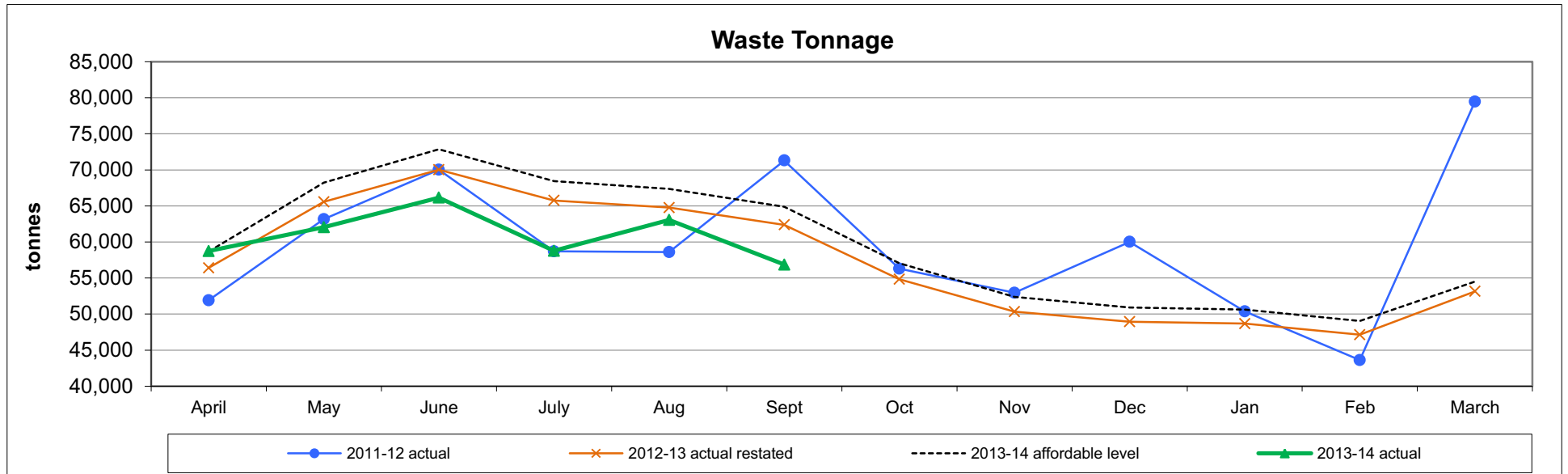
2.4 Waste Tonnage

	2011-12	# 2012-13 restated	2013-14	
	Waste Tonnage	Waste Tonnage	Affordable Level ^	* Waste Tonnage
Apr	51,901	56,390	58,673	58,726
May	63,168	65,562	68,216	62,037
Jun	70,006	70,033	72,869	66,138
Jul	58,711	65,764	68,426	58,772
Aug	58,581	64,760	67,381	63,060
Sep	71,296	62,377	64,902	56,857
Oct	56,296	54,837	57,057	
Nov	52,942	50,344	52,382	
Dec	60,009	48,925	50,906	
Jan	50,366	48,668	50,638	
Feb	43,607	47,135	49,043	
Mar	79,468	53,150	54,507	
	716,351	687,945	715,000	365,590

^ 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 for 2011-12.

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:

- 2013-14 data has been restated in this report to reflect tonnage based on waste outputs from transfer stations rather than waste inputs to our facilities. This is necessary due to the changes in how waste is being presented to KCC by the waste collection authorities, where several material streams are now being collected by one refuse collection vehicle utilising split body compaction. These vehicles are only weighed in once at our facilities, where they tip all of the various waste streams into the separate bays, and then the vehicle is weighed out when empty. The separate waste streams are stored separately at our transfer stations, where these materials are bulked up for onward transfer to various processing plants/facilities. The bulked loads are weighed out, providing data for haulage fees and then are weighed in at the relevant processing plant, providing data for processing fees. 2012-13 data and the 2013-14 affordable level have also been restated on this output basis in order to enable comparison.
- 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 six months of the year is approximately 34,900 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 5% lower for the first six months 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 April to September of 2013-14 and forecasts for October to March, the overall volume of waste to be managed this financial year is expected to be approximately 674,200 tonnes, which is 40,800 tonnes below the affordable level and equates to a saving of £3.018m. 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 £1.322m.
- The figures in Table 1 of section 1.2 are based on actual activity between April and August. The September activity figure suggests the underspend will increase and if verified, this will be reflected in the next monitoring report.

3. CAPITAL

3.1 The Enterprise & Environment Directorate has a working budget for 2013-14 of £77,144k. The forecast outturn against the 2013-14 budget is £60,558k giving a variance of - £16,586k.

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 ¹	Explanation of Project Status	Actions
Rolling Programmes									
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. The maintenance programme is currently being reviewed to achieve the expected target of £3,400k.	Green		
Integrated Transport Schemes under £1m	12,513	5,295	-6	388	Real - DfT grant	Additional grant has been awarded to carry out Sustainable transport schemes.	Green		
				-394	Rephasing	Some of the s106 schemes are at outline design stage with programmed delivery in 14-15.			
Land compensation and Part 1 claims arising from completed projects	2,834	2,348	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 ¹	Explanation of Project Status	Actions
Major Schemes - Preliminary Design Fees	400	350	0	0			Green		
Old Schemes Residuals	0	0	-41	-41	Real - Creditor provisions	Reversal of surplus creditors for old major schemes. This will be used to fund the overspend on Rushenden Relief Road.	Green		
Members' Highway Fund	6,600	2,472	0	0			Green		
Individual Projects									
Planning & Environment:									
Coldharbour Gypsy Site	672	888	0	0			Amber	Delays due to significant utility problems during construction period, adverse weather conditions and increased site security.	
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		
Growth without Gridlock initiatives	5,000	2,750	-2,620	-2,620	Rephasing	Rephasing due to delay in development works for Thanet Parkway & lorry park.	Green		
Sandwich Sea Defences	2,328	656	-203	-203	Rephasing	Contribution profile has been revised.	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 ¹	Explanation of Project Status	Actions
Household Waste Recycling Centres (HWRCs) and Transfer Stations (TSs):									
East Kent Joint Waste Project	1,576	1,593	-511	-511	Real - Prudential	Review of the contract resulted in changes to the type and number of containers used and a lower price than originally estimated.	Green		
HWRC - Tonbridge and Malling	1,300	0	0	0			Green		
HWRC - Site Improvements - Herne Bay	0	0	22	22	Real - Prudential (from underspend on East Kent Waste Facilities)				
HWRC - West Kent	600						Green		
Mid Kent Joint Waste Project - Invest to Save	4,440	4,440	-812	-812	Real - Prudential / Revenue	Funding for infrastructure improvements as originally planned at local Borough Council depot no longer required because alternative arrangements to manage waste streams have now been put in place.	Green		
TS/HWRC - Ashford	500	1,715	-50	-50	Rephasing		Green		
TS - North Farm			69	69	Real - Prudential (from underspend on East Kent Waste Facilities)				
TS/HWRC - Swale	3,530	1,880	-1,630	-1,630	Rephasing	Site search completed; study to redevelop existing site is underway. Contract work is expected to start in 14-15	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 ¹	Explanation of Project Status	Actions
Highways & Transportation:									
Ashford Ring Road - Major Road Scheme	91	93	0	0			Green		
East Kent Access Phase 2 - Major Road Scheme	3,958	1,316	-920	-920	Rephasing	Extension of LCA Part 1 claims due to completion of several major schemes. The new term consultant is to double check noise claims in line with new industry standard.	Green		
Cyclopark initiative	0	176	0	0			Green		
North Farm Development	3,000	125	600	600	Rephasing	The award of grant and the funding deadline has accelerated the spend on scheme development and detailed design.	Green		
Kent Thameside Strategic Transport Programme	11,764	2,243	-1,866	-1,866	Rephasing	The design and development of the Rathmore Road link has been extended whilst further traffic assessment work for the determination of the planning application submitted in April 2012. Also, work will be rephased to account for the development of the transport strategy for Dartford Town Centre and the completion of the S106 Agreement for the Lowfield Street development.	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 ¹	Explanation of Project Status	Actions
Kent Highway Partnership - Co-location Depots	40	48	0	0			Green		
Rushenden Link (Sheppey) - major road scheme	635	490	-395	-436	Rephasing	Extension of LCA Part 1 claims due to completion of several major schemes. The new term consultant is to double check noise claims in line with new industry standard.	Green		
				41	Real - Creditor provisions	Footway remedial works to be carried out for safety reasons. Funded from release of creditor provisions from old residual schemes.			
Sittingbourne Northern Relief Road - major road scheme	2,799	814	-687	-687	Rephasing	Extension of LCA Part 1 claims due to completion of several major schemes. The new term consultant is to double check noise claims in line with new industry standards.	Green		
Street Lighting Column - Replacement Scheme	3,750	1,250	0	0			Green		
Street Lighting Timing - Invest to Save	2,906	2,131	-1,042	-1,042	Rephasing	Police liaison with longer and wider public consultation resulting in implementation being re-scheduled.	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 ¹	Explanation of Project Status	Actions
A228 Colts Hill Strategic Link - Major Road Scheme	0	0	0	0			Green		
A228 Leybourne & West Malling Corridor	0	0	0	0					
South East Maidstone Strategic Link - Major Road Scheme	0	0	0	0					
Ashford's Future Schemes:									
A28 Chart Road	7,600	1,800	-1,800	-1,800	Rephasing	Original budget profile assumed Growing Places funding which has not materialised. Project will only proceed if external funding is secured.	Green		
Drovers Roundabout junction	220	370	-280	-192	Rephasing	Extension of LCA Part 1 claims due to completion of several major schemes. The new term consultant is to double check noise claims in line with new industry standard.	Green		
				-88	Real - Grant	Review of the scheme has recommended minor sign and road marking changes.			
Orchard Way Railway	15,000	0	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 ¹	Explanation of Project Status	Actions
Victoria Way	239	424	-405	-405	Rephasing	Extension of LCA Part 1 claims due to completion of several major schemes. The new term consultant is to double check noise claims in line with new industry standard.	Green		
Westwood Relief Strategy-Poorhole Lane	0	800	-505	-505	Rephasing	Rephasing to reflect revised profiling of project.	Green		
Total	193,789	77,144	-16,586	-16,586					

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
SEPTEMBER 2013-14 MONITORING REPORT

1. **REVENUE**

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Directorate Total (£k)	+75,996	-2,395	-	-2,395

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
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Customer & Communities portfolio							
Strategic Management & Directorate Support budgets	3,112.8	-978.0	2,134.8	-55			
<u>Support to Frontline Services:</u>							
- Communication & Consultation	3,004.6	-11.0	2,993.6	-33			
<u>Other Services for Adults & Older People</u>							
- Social Fund (Kent Support & Assistance Service - KSAS)	3,469.0	-3,469.0	0.0	-1,001	-1,001	Lower than anticipated demand for awards since inception of this new pilot scheme. In accordance with Key Decision 12/01939, funding for KSAS awards 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	-1,385	-1,067	Primarily due to effective contract management, with variations negotiated with providers where contracts were under-utilised or demand was lower than anticipated	Demand and capacity will be reviewed throughout the year to ensure they remain sufficient and with a view to achieving a permanent reduction/saving.

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP	
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
					-376	A realignment of the profile and regularity of contract payments, differing to the initial budget assumptions, which results in a lower cost in 2013-14.	This saving is expected to be ongoing and the full year effect will be reflected in the 2014-17 MTFP
					-608	Cessation of Floating Support in Lieu (FSIL) of Accommodation contracts in November 2013.	
					+516	Following the cessation of FSIL above, additional one-off Floating Support Services were commissioned until March 2014 to align with the Troubled Families Programme	
					+150	New one-off commission in relation Severe Weather Emergency Provision (SWEP) support for rough sleepers.	
	28,325.5	-3,469.0	24,856.5	-2,386			
<u>Children's Services:</u>							
- Youth Service	8,611.0	-2,365.8	6,245.2	+68	-127	Staff vacancies	
					+195	Other minor variances which are individually below £100k	
- Youth Offending Service	5,419.7	-2,424.6	2,995.1	+64			
	14,030.7	-4,790.4	9,240.3	+132			
<u>Community Services:</u>							
- Arts Development (incl Turner Contemporary)	2,128.8	0.0	2,128.8	-34			
- Community Learning Services	14,444.3	-14,673.6	-229.3	+2			
- Community Safety	659.2	-284.9	374.3	+12			
- Community Wardens	2,652.4	0.0	2,652.4	-69			

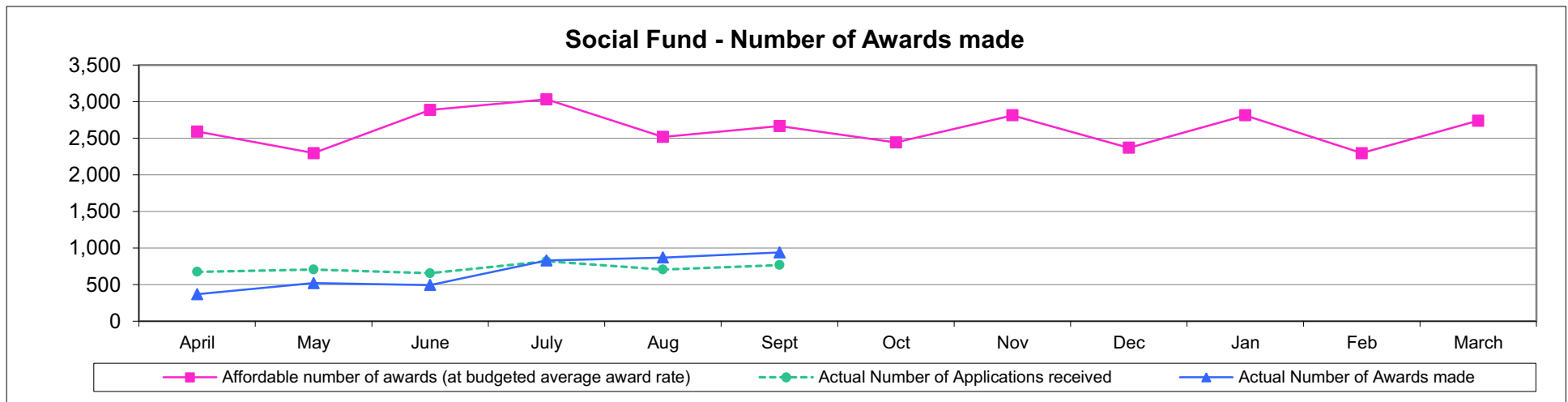
Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
<u>Local Democracy:</u>							
- Community Engagement	735.3	0.0	735.3	0			
- Local Scheme & Member Grants	1,256.0	0.0	1,256.0	0			
	1,991.3	0.0	1,991.3	0			
<u>Public Health:</u>							
- Drug & Alcohol Services	19,027.3	-17,775.5	1,251.8	-1,228		Delay in commencement of some of the pooled partnership projects. These underspends are treated differently depending on how they are funded, as shown below:	
					-1,140	- Public health funded element (see transfer to reserves below)	
					-68	- KCC funded element, for which roll forward will be required to fund our obligation to the partnership	
					-20	Local Area Single Assessment & Referral (LASAR) Service	
- <i>Tfr to(+)/from(-) Public Health reserve</i>				+1,140	+1,140	<i>transfer to Public Health reserve of underspending against public health grant</i>	
- Drug & Alcohol Services base funded variance				-88			
<u>Regulatory Services:</u>							
- Coroners	2,867.3	-475.0	2,392.3	-14			
- Emergency Planning	778.5	-169.0	609.5	-33			
- Trading Standards (incl Kent Scientific Services)	3,916.9	-785.8	3,131.1	-72	-154	Staffing vacancies	
					+82	Other minor variances	
	7,562.7	-1,429.8	6,132.9	-119			
Total C&C portfolio	135,959.8	-59,964.0	75,995.8	-2,395			

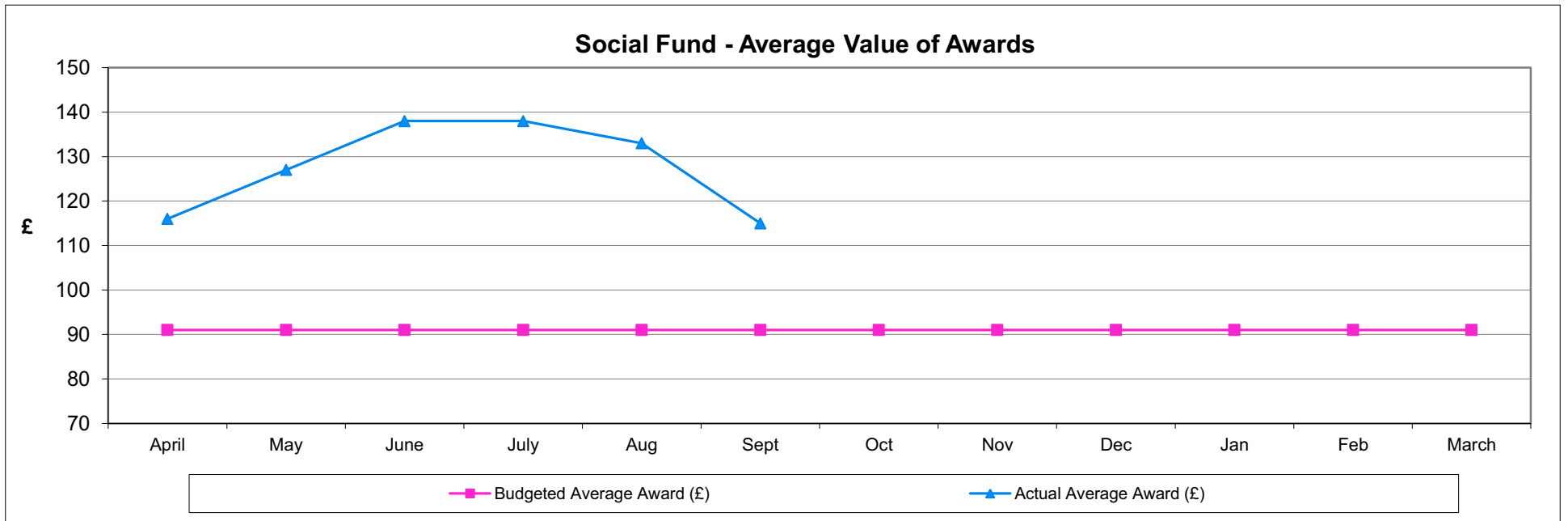
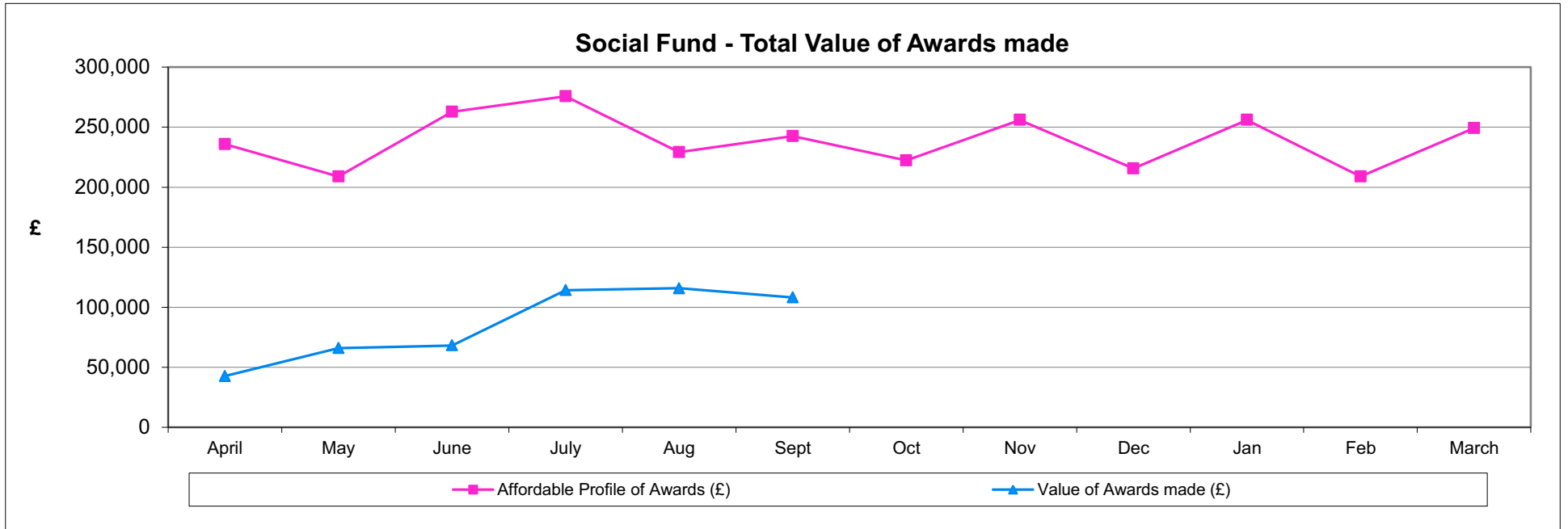
2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

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 (£)	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	818	828	275,800	114,188	91	138
Aug	2,518	704	869	229,100	115,811	91	133
Sep	2,666	766	939	242,600	108,237	91	115
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	
	31,462	4,320	4,018	2,863,000	514,964	91	128

* 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. One application may result in more than one award, e.g. an award for food & clothing and an award for utilities, hence the number of awards in column (c) may exceed the number of applications in column (b).





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 only given in very extreme circumstances e.g. where an individual may be at risk. 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.
- Applications are immediately prioritised with the intention that high priority applications should receive the award within 24 hours. However, approval of awards for lower priority cases e.g. applications for furniture from low risk households may be slower. Therefore, actual awards made in any month can exceed the number of applications for the month, either due to the processing of low priority cases from previous months, or as a result of individual applications resulting in multiple awards being granted, as referred to above.
- The last monitoring report to Cabinet stated the number of applications received for July as 820. Following a review of data this figure has been revised in the table above to 818.
- **Graph 1** above represents the number of individual awards granted, e.g there could be multiple awards arising from an individual application, compared to (i) the number of applications received and (ii) the affordable number of awards, as calculated using the budgeted average award rate, which is the maximum number of awards that can be afforded, not the anticipated level of demand. To date 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 generally 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 including signposting applicants to alternative appropriate services, and £2.863m available to award where appropriate (column d in the table above).
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.
- **Graph 2** 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. Some evidence of this is already visible in the figures in the table above. 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.

- **Graph 3** compares the budgeted average award value, based on the anticipated mix and value of awards, 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, high volume & low value, and therefore the budgeted average award was set with this in mind. Whilst this has transpired and 50% of the number of awards has been for food & clothing, there has been a higher than expected number of awards for furniture & equipment which have a higher award value, given the nature of the goods. The number of awards for furniture & equipment (incl white goods) accounts for 22% of the number of awards but 57% 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. In September there is a reduction in the average value of awards, although this still remains in excess of the budgeted average value, but the number of awards has increased. This is the impact of a lower proportion of the high value equipment & cooker awards being made whilst there has been an increase in the proportion of lower value energy and food & clothes awards.

3. CAPITAL

3.1 The Customer & Communities Directorate has a working budget for 2013-14 of £7,382k. The forecast outturn against the 2013-14 budget is £4,545k giving a variance of - £2,837k.

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 ¹	Explanation of Project Status	Actions
Rolling Programmes									
Country Parks Access and Development	0	193	0	0			Green		
Library Modernisation Programme - adaptations and improvements to existing facilities	1,380	840	-335	-335	Rephasing	Rephasing to 14/15 due to review of Service	Amber - delayed		
Management and Modernisation of Assets - Vehicles	380	292	0	0			Green		
Public Rights of Way - Structural Improvements	2,449	928	102	4	Real - Dev Cons	Additional developer contributions received for additional work. Natural England grant received for additional schemes	Green		Increase cash limit by £102k
				98	Real - Grant				
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 ¹	Explanation of Project Status	Actions
Village Halls and Community Centres - Capital Grants	600	321	0	0			Green		
Individual Projects									
Community Learning and Skills Service Reprovision	457	482	-482	-482	Rephasing	Project has been deferred to 14/15 pending decision on lease extension.	Amber - delayed		
Gateways - Continued Rollout of Programme	2,192	1,138	-602	-602	Rephasing	Customer Relationship Manager (CRM) - rephasing to 14/15 & 15/16 - delays due to the ICT infrastructure investment and the need to align requirements to the single customer record. Swanley Gateway - approval to spend recently received hence spend realigned to 14/15.	Amber - delayed		
Libraries Invest to Save	0	5	-5	-5	Real - prudential		Green		
New Community Facilities at Edenbridge	0	69	0	0			Green		
Tunbridge Wells Library	0	288	0	0			Green		
Web Platform	0	266	-266	-266	Rephasing	Project merged with Enhancement of Core Website after approval from the Leader to proceed.	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 ¹	Explanation of Project Status	Actions
Replacement and Enhancement of Core Website	455	355	-46	-46	Rephasing		Green		
Gravesend Library	0	5	-5	-5	Real - prudential		Green		
Ashford Gateway Plus	0	1	0	0			Green		
Kent Library and History Centre	0	188	-148	-148	Real -underspend	Underspend on Public Realm work	Green		
Youth Reconfiguration	0	83	0	0			Green		
Cheesemans Green Library, Ashford	350	0	0	0			Green		
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 Re-provision	1,100	1,100	-1,050	-948	Rephasing	Deal Youth hub to be delivered during 2014/15 in accordance with approved project plan	Green		
				-102	Real - underspend	Underspend on Public Realm work			
Total	11,263	7,382	-2,837	-2,837					

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
SEPTEMBER 2013-14 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
	Total (£k)	+384	-815	+450	-365

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
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Adult Social Care & Public Health portfolio							
<u>Public Health:</u>							
- Public Health Management & Support	441.3	-57.0	384.3	-365	-365	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 Programmes	6,346.4	-6,346.4	0.0	0			
- Drug & Alcohol Services	662.7	-662.7	0.0	0			
- Healthy Weight	2,516.4	-2,516.4	0.0	0			
- NHS Health Check Programme	2,321.8	-2,321.8	0.0	0			
- Other Public Health Services	5,746.1	-5,746.1	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	12,538.6	-12,538.6	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			
	38,446.8	-38,062.5	384.3	-815			

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- <i>tr to(+)/from(-) Public Health reserve</i>				+450	+450	<i>Transfer of underspend on staffing to reserve</i>	
Total ASC&PH portfolio (Public Health)	38,446.8	-38,062.5	384.3	-365			

KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

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
SEPTEMBER 2013-14 MONITORING REPORT

1. **REVENUE**

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Total (£k)	+79,277	+280	-367	-87

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
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
Regeneration & Enterprise portfolio						
Directorate Management & Support	172.2	0.0	172.2	+3		
Development Staff & Projects	5,043.7	-1,333.7	3,710.0	-3		
Total R&E portfolio	5,215.9	-1,333.7	3,882.2	0		
Finance & Business Support portfolio						
Finance & Procurement	18,707.1	-7,375.8	11,331.3	-359	-585 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. +145 Under-recovery of income by Schools Financial Services +81 Other minor variances	These budgets will be realigned in the 2014-17 MTFP
- <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 Elections	741.2	0.0	741.2	0		

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- Support for Local Council Tax Support Schemes	1,253.0	0.0	1,253.0	-3			
Total F&BS portfolio	21,404.3	-7,375.8	14,028.5	-362			
Business Strategy, Performance & Health Reform portfolio							
Strategic Management & Directorate Support budgets	3,093.3	-4,520.0	-1,426.7	0			
Governance & Law	10,245.1	-12,407.9	-2,162.8	0			
Business Strategy	3,254.1	-56.7	3,197.4	-199	-87	Rolled forward funding from 12-13 for Health Reform to support the development of seven new Health and Wellbeing Boards to be aligned with the NHS Clinical Commissioning Groups is to be spent over the period June 2013 to May 2015, therefore roll forward will be required.	
					-112	Other minor variances	
Property & Infrastructure	30,749.7	-5,074.8	25,674.9	+1,420	+1,665	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, recognising service pressures, 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.	The revised timelines to the New Ways of Working programme plan including service pressures, have been costed and the related savings will need to be re-phased in the 2014-17 MTFP.
					+918	Statutory testing (primarily legionella, asbestos and electrical) and additional maintenance costs due to the poor state of repair of the buildings transferred across to Corporate Landlord.	This will need to be addressed as a pressure in the 2014-17 MTFP.

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP	
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
					-750	Use of non-ringfenced DFE capital grant to fund revenue expenditure which cannot be capitalised	The use of this grant will need to be quantified each year dependent on expected eligible spend. The current year assumes £750k and any expected future variations from this will need to be addressed in the MTFP. This saving will be reflected in the 2014-17 MTFP
					-400	Additional income from Kent Commercial Services for leasing of property at commercial rates	
					-252	Additional demands to support the capital programme have resulted in additional capitalisation of staff time (eg ELS Basic Need Programme)	
					-107	Savings realised from the Park and Ride ticket scheme	
					+346	Other minor variances, incl. spend on utilities, cleaning, grounds maintenance & agency staff.	
Human Resources	16,883.1	-6,197.0	10,686.1	-352	-185	Underspend against training budget following approval of all directorate workforce development plans.	
					-112	Additional income generated through providing recruitment services to schools	
					-55	Other minor variances	
Information & Communication Technology	35,540.9	-16,399.1	19,141.8	-56	+1,875	Costs associated with the Integrated Children's System (ICS)	
					-1,875	Drawdown from the IT Asset Maintenance Reserve to fund the costs of ICS	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
					+400	Pressure resulting from expenditure on Thin Client. Thin client computing essentially moves the point of processing from the end user device to a central server enabling users to access applications via any device capable of displaying an internet browser.
					-400	Drawdown from IT Asset Maintenance Reserve for Thin Client costs.
					-419	One off rebate from BT for changes to circuit use.
					+400	Alternative provision of telephony through unified communications.
					-37	Other minor variances
- <i>Transfer to(+)/from(-) DSG reserve</i>					0	
Total BSP&HR portfolio	99,766.2	-44,655.5	55,110.7	+813		
Democracy & Partnerships portfolio						
Finance - Internal Audit	1,175.9	-34.0	1,141.9	-74	-104	Taking time to recruit to staffing vacancies due to specialist nature of posts.
					+30	Other minor variances
Business Strategy - International & Partnerships	854.1	-173.0	681.1	-57		
Democratic & Member Services	3,865.9	-3.0	3,862.9	-40		
Local Democracy:				0		
- Other Local Democracy costs: County Council Elections	570.0	0.0	570.0	0		
Total D&P portfolio	6,465.9	-210.0	6,255.9	-171		

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
Total BSS Controllable (excl. Public Health)	132,852.3	-53,575.0	79,277.3	+280		
Assumed Management						
- R&E portfolio						
- F&BS portfolio						
- BSP&HR portfolio				-367	The Directorate is wholly committed to delivering a small underspend by the end of the financial year, to allow for the roll-forward within Business Strategy, and will continue to consider all options to ensure this happens. This includes Property Group Managers being tasked with delivering in year savings and efficiencies in non-critical areas of expenditure to reduce the overall pressure within the division.	
- D&P portfolio						
Total Forecast <u>after</u> mgmt action	132,852.3	-53,575.0	79,277.3	-87		

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 £17.047m. This is broken down between the various “pots” as detailed in the tables below.

2.2 Capital Receipts Funding Capital Programme

	2013-14
	£'000
Capital receipt funding required for capital programme	26,895
Banked in previous years and available for use	30,786
Receipts from other sources*	2,439
Requiring to be sold this year	0
Forecast receipts for 2013-14	<u>7,506</u>
Potential Surplus/(Deficit)	13,836

2.2.1 The total capital receipt funding required to fund projects in the capital programme per the latest forecasts for 2013-14 totals £26.895m. 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 £7.506m, which leaves a potential surplus on capital receipt funding in the capital programme of £13.836m. 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

	2013-14
	£000
Opening deficit balance 1 April 2013	-5,560
Planned receipts	3,590
Costs	-210
Planned acquisitions	0
Reimbursement - Eurokent Access	5,092
Closing balance	<u>2,912</u>

2.2.6 The previous table shows the opening balance on the fund as being £5,560k deficit. With forecast PEF1 receipts of £3,590k, reimbursement re Eurokent Access of £5,092k and associated costs of £209.7k, this results in a forecast closing surplus balance of £2,912k.

Revenue Position

2.2.7 The deficit balance brought forward at the 1st April 2013 was £3,285k. The anticipated net income from managing the properties held within the fund is estimated at £0.045k, but with the need to fund costs of borrowing of £315k against the overdraft facility, the PEF1 is forecasting a £3,555k 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:

	2013-14
<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	5,951
Disposal costs	-108
Closing deficit balance	<u>-316</u>
 <u>Revenue</u>	
Opening balance	-4,787
Net interest payments on borrowing	-270
Holding costs	-55
Closing deficit balance	<u>-5,112</u>
 Overall deficit closing balance	<u><u>-5,428</u></u>

2.2.10 The forecast closing deficit balance on the fund is £5.428m, which is within the overdraft limit of £85m.

2.2.11 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 the Business Strategy & Support Directorate for 2013-14 is £71,622k. The forecast outturn against the 2013-14 budget is £69,507k giving a variance of - £2,115k.

3.2 **Table 2a** below details the Business Strategy, Performance & Health Reform 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 ¹	Explanation of Project Status	Actions
Rolling Programmes									
Corporate Property Strategic Capital	7,950	2,530	-750	-750	Real - Grant	Property group has used £750k of the DFE local authority capital maintenance grant currently shown here, to cover revenue expenditure as the grant rules allow us to do this.	Green		
Disposal Costs	910	250	0				Green		
Modernisation of Assets	9,521	4,888	0				Green		
Individual Projects									
Connecting with Kent	532	361	0	0			Green		
HR Recruitment Management System	125	125	0	0			Green		
HR System Development	226	113	-47	-47	Rephasing		Green		
Innovative Schemes Fund	3,000	1,000	0	0			Green		
New Ways of Working	24,000	19,934	0	0			Green		
Sustaining Kent - Maintaining the Infrastructure	270	1,917	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 ¹	Explanation of Project Status	Actions
ORACLE Release 12	0	230	0	0			Green		
ORACLE Self Service Development	0	44	0	0			Green		
Property Asset Management System	0	297	0	0			Green		
Enterprise Resource Programme	0	877	35	35	Real - Prudential	To be funded from underspend in E&E capital programme.	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	0			Green		
Total	46,534	33,314	-762	-762					

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 ¹	Explanation of Project Status	Actions
Individual Projects									
Dover Priory Station Approach Road	0	-3	0	0			Green		
Broadband	23,500	2,650	0	0			Green		
Empty Property Initiative	7,500	3,710	0	0			Green		
Eurokent Road (East Kent)	65	84	-69	-69	Rephasing		Green		
Folkestone Heritage Quarter	380	402	-300	-300	Rephasing	Re-alignment of budget to agree with updated project plan, this has not affected the completion date.	Green		
Incubator Development	0	262	0	0			Green		
LIVE Margate	6,800	6,508	0	0			Green		
Managed Work Space - The Old Rectory	160	174	0	0			Green		
Marsh Million	0	100	0	0			Green		
No Use Empty - Rented Affordable Homes	750	750	0	0			Green		
Old Town Hall	94	25	0	0			Green		
Regeneration Fund Projects	5,061	3,555	0	0			Green		
Regional Growth Fund, including Expansion East Kent	37,200	14,384	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 ¹	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	0			Green		
TIGER	20,000	4,000	0	0			Green		
Tram Road/Tontine Street Road Works	0	74	0	0			Green		
Total	103,407	38,308	-1,353	-1,353					

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
SEPTEMBER 2013-14 MONITORING REPORT

1. REVENUE

	Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
Total (£k)	+124,606	-6,312	-	-6,312

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
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
Finance & Business Support Portfolio						
Carbon Reduction Commitment Levy	400.0	0.0	400.0	-190	-190	Anticipated underspend in line with 2012-13 outturn
Contribution to/from Reserves	-6,430.0	0.0	-6,430.0	-1,023	+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.
					-2,275	Drawdown from Prudential Equalisation - Minimum Revenue Provision (MRP) Smoothing Reserve to cover the increase in MRP as a result of more assets being completed in 2012-13 than expected (see net debt charges below).
					-618	Drawdown from Insurance Reserve to cover forecast overspend against the Insurance Fund.
Underspend rolled forward from previous years	-5,000.0	0.0	-5,000.0	0		

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Insurance Fund	4,679.0	0.0	4,679.0	+618	+618	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		£1.5m of this budget is requested to be vired to Business Strategy to cover the initial costs of Facing the Challenge. If other Modernisation of the Council costs in year exceed the remaining budget, these will be met from the Workforce Reduction reserve, in line with usual practice.	
Net Debt Charges (incl Investment Income)	128,568.2	-8,648.0	119,920.2	+1,068	+1,553	Shortfall in interest on cash balances in view of lower than anticipated interest rates expected on future deposits	A change to the treasury strategy to expand the range of types of investment which can be made was approved by Cabinet in September, which is expected to increase investment income.
					-2,760	Savings on debt charges as no new borrowing in first six months or in foreseeable future	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
					+2,275	Increase in MRP. In recent years, we have adopted the asset life method of calculating MRP, which provides authorities with the option of applying MRP over the life of the asset once it is in operation. MRP is based on capital expenditure incurred in the previous year and therefore cannot be calculated until the previous year's accounts have been finalised and audited. This very complex calculation has recently been completed and this increase is due to a number of projects being completed earlier than anticipated, which has increased the percentage of MRP to be charged. This includes a number of aborted capital costs which had to be written off last year as there was no asset life to apportion the costs over.
Other	1,231.8	-36.0	1,195.8	-2,183	-1,870	Council Tax Transitional Support Grant as mentioned above
					-313	Underspending following a review of local authority subscriptions & centrally held allocations, together with small underspends on items such as levies.
						-£293k of this is a permanent saving and will be reflected in the 2014-17 MTFP

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
Unallocated	3,675.0	0.0	3,675.0	-4,506		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	Additional unexpected government funding announced since the budget was set, as follows:
						refund in respect of 2012-13 academies funding transfer
					-1,391	New Homes Bonus adjustment grant
					-1,791	Extended Rights to Free Travel
					+167	Other smaller changes in funding levels including Council Tax Freeze grant and Education Services Grant (ESG). A shortfall against the revised allocation of ESG is now anticipated as a result of schools converting to academies during the financial year.
Total F&BS portfolio	130,624.0	-8,684.0	121,940.0	-6,216		
Business Strategy, Performance & Health Reform portfolio						
Contribution to IT Asset Maintenance Reserve	2,352.0	0.0	2,352.0	0		
Democracy & Partnerships portfolio						
Audit Fees	314.0	0.0	314.0	-96	-96	Forecast based on anticipated fees as notified by our external auditors
Total Controllable	133,290.0	-8,684.0	124,606.0	-6,312		

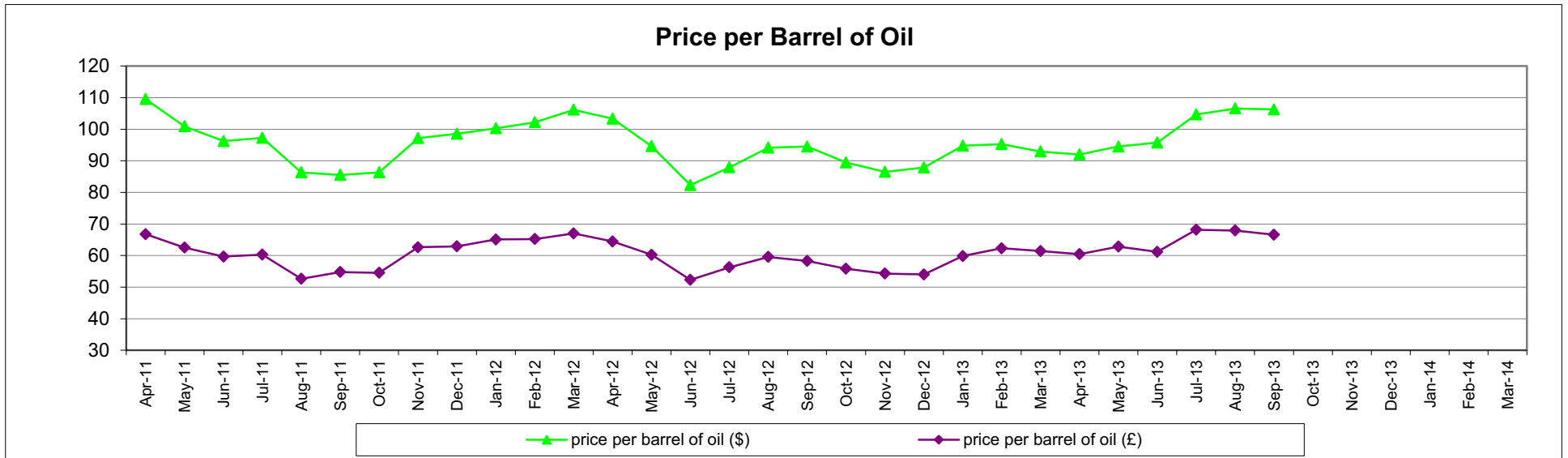
2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

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	104.67
Aug	86.33	94.13	106.57
Sep	85.52	94.51	106.29
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.



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

To: **Cabinet – 2 December 2013**

Subject: Quarterly Performance Report, Quarter 2 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 2, 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,
 - Customer and Service User Feedback and Experience for various services,
 - Programme updates,
 - Strategic Risk Register update,
 - Staffing information.

2. Quarter 2 Performance Report

- 2.1 The KCC Quarterly Performance Report for Quarter 2 2013/14 is attached at Appendix 1.
- 2.2 An executive summary of results against Target for Key Performance Indicators (KPIs) is provided at the start of Appendix 1.
- 2.3 Results against Target for KPIs are assessed using a Red/Amber/Green (RAG) status.

2.4 Of the 34 Key Performance Indicators included in the report, the RAG status are as follows:

- 18 (53%) Green - target achieved or exceeded.
- 12 (35%) Amber – acceptable results, with most indicators in this category performing close to the target level.
- 3 (9%) Red - performance below pre-defined Floor Standards.
- 1 (3%) Data not yet available for current year.

2.5 For Direction of Travel, fourteen (14) improved in the quarter and fourteen (14) showed a fall in performance. There was a net movement of three (3) indicators moving from a Green status to an Amber status.

2.6 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 2, 2012/13 Quarterly Performance Report.

4. Contact details

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Kent County Council

Quarterly Performance Report

Quarter 2, 2013/14

Produced by: KCC Business Intelligence
E-mail: performance@kent.gov.uk
Phone: 01622 221985



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Foreword

Welcome to Kent County Council's Quarterly Performance Report for Quarter 2 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 are 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**

Key to KPI Ratings used

GREEN	Target has been achieved or exceeded
AMBER	Performance at acceptable level, below Target but above Floor
RED	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 second quarter of the year there has been a net increase in the number of indicators rated as Amber.

	GREEN	AMBER	RED	Not available	TOTAL
Current ratings	18	12	3	1	34
Previous ratings	22	9	3		34
Change	-4	+3	0	+1	

There was an equal mix of indicators with positive or negative direction of travel in the quarter.

	↑	↓	↔	Not available	TOTAL
DoT in quarter	14	14	5	1	34

Indicators Rated as Green – Target met or exceeded

For the second quarter of the year 53% of Key Performance Indicators are achieving or exceeding Target.

- Response times for call answering by Contact Point (our Contact Centre)
- Children subject to a Child Protection Plan for second or subsequent time
- Children with Child Protection Plans for 2 or more years
- Adoptions rates for children in care
- The number of young people entering the youth justice system
- Kent pupils permanently excluded from school
- Attainment for Kent pupils at Key Stage 2
- Primary schools with good or outstanding Ofsted inspection judgements
- SEN statement processing times
- Effective use of short term interventions in Adult Social Care
- Contacts to Adult Social Care resolved at first point of contact
- Take up and use of telecare
- Timely completion of routine highway repairs
- Average number to days to repair potholes
- Satisfaction with the service provided by Highways and Transportation
- Diversion of household waste from landfill
- Business mileage reductions
- Job creation from KCC regional growth fund and KCC direct funding

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
- Satisfaction with the KCC web-site
- The percentage of residents who feel informed
- Timeliness of completing initial assessments for children's social care
- Children in Care with 3 or more placements in the year
- Attainment for Kent pupils at GCSE
- The attainment gap for pupils with free Schools Meals at GCSE
- The attainment gap for pupils with free Schools Meals at Key Stage 2
- Apprenticeship starts for age 16 to 18 year olds
- Adult Social Care clients with a personal budget or direct payment
- Adult Social Care clients satisfied with outcomes achieved
- The percentage of waste recycled at Household Waste Recycling Centres

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.

- The number of qualified social worker posts filled with permanent staff continues to be behind target. Vacant posts are being filled with agency workers. In September a cohort of 47 newly qualified social workers were recruited and will begin to join the workforce in the coming months.
- The number of schools in an Ofsted category continues to be too high. There is good progress in helping schools in category deliver the required improvement. However 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 continues to be behind target although there was good improvement in the quarter and actions are in place to continue this trend. 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	AMBER	↓

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	AMBER	AMBER	↓
Case holding posts filled by permanent qualified social workers	RED	RED	↓
Children subject to a child protection plan for the second or subsequent time	AMBER	GREEN	↑
Children subject to a child protection plan for two or more years at the point of de-registration	GREEN	GREEN	↓
Percentage of children leaving care who are adopted	GREEN	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	GREEN	GREEN	↑

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	AMBER	AMBER	↑
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	AMBER	↑
Attainment gap for children with Free School Meals at Key Stage 2	GREEN	AMBER	↔
Primary schools with Good or Outstanding Ofsted inspection judgements	GREEN	GREEN	↑
Schools in category (special measures or with notice to improve)	RED	RED	↔
SEN statements issued within 26 weeks (excluding exceptions to the rule)	AMBER	GREEN	↑
Pupils permanently excluded from school	GREEN	GREEN	↔
Apprenticeship starts for 16-18 year olds	GREEN	AMBER	↓

Adult Social Care

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

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	RED	RED	↑
Participation in the National Child Measurement Programme	GREEN	Not yet available	

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	GREEN	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	AMBER	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	GREEN	GREEN	↑

Customer Services

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

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** was ahead of target for the fourth quarter in a row.

Caller satisfaction with Contact Point was 94%, only marginally behind target. Satisfaction with the quality of staff response to phone calls has remained consistent at 99% for both quarters.

User satisfaction with the KCC web-site has dropped slightly in the quarter but remains close to target.

Customer Services Strategy Update

The KCC Customer Service Strategy was launched in January 2012. The progress achieved and actions during the last quarter are shown below.

Theme One – Understanding our Customers

As a result of feedback received from our customers, applications for Household Waste and Recycling Centre Vehicle Vouchers have now been made available online. This means that customers are no longer required to contact KCC in order to receive a hard copy application form. This is the first phase of work to provide a fully online solution to further improve our customer's experience, whilst also making savings for KCC.

Theme Two – Connecting with our Customers

New 03000 phone numbers were launched at the beginning of October, replacing the council's existing 08458 numbers. This change will ensure that lower call charges are used for people contacting the council, with calls from land lines charged as local calls and calls from cellular mobiles included within 'free to call' contact allowances.

Within the first week of launch approximately 25% of all calls received were made using these new numbers. This trend has gradually increased week on week.

Theme Three – Empowering our Staff to Meet Customer Expectations

Pilot training sessions have been held with staff and managers, with the aim of giving them practical tools to help them engage and connect with their customers. The feedback received from these sessions will be used to inform future content before it is made available to all staff within KCC.

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

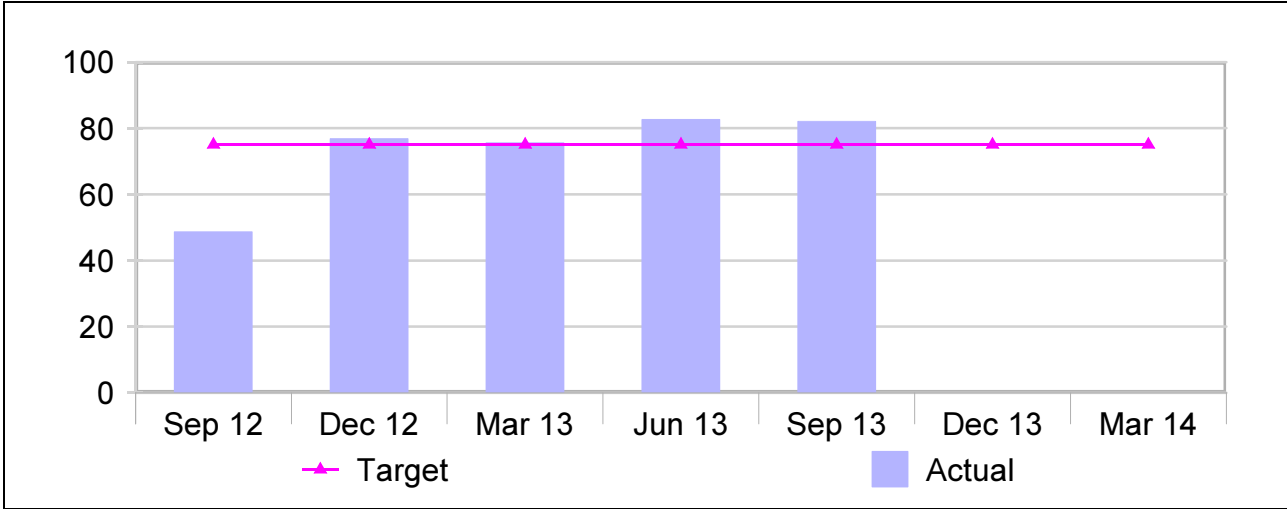
Work has been completed for the Highways and Transportation Services to identify and deliver further improvements to the online tool which customers use to report faults such as potholes. Changes are being made to the tool to make it easier to use and to ensure existing faults and planned works can be viewed, reducing instances where multiple reports of the same fault are submitted by different people.

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

In September, the second Gateway Forum focusing on 'Welfare Reform' was held in Gravesham. Partners from both public and third sector were invited to explore the impact of the changes made to date and to prepare for the Kent launch of universal credit. Presentations included an update on progress made to date from Department of Work and Pensions and the performance of Kent Support and Assistance Service in Kent.

We are continuing to support the Kent Channel Optimisation Project, bringing together partners from KCC and the district councils to improve digital access for Kent residents. This work is informing the re-launch of the KCC web-site, and our supporting business processes.

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%	82.1%		
Target	75%	75%	75%	75%	75%	75%	75%
RAG Rating	Red	Green	Green	Green	Green		

Commentary

Performance for the quarter was ahead of target for the fourth quarter in succession.

Performance has also been supported by a number of operational changes within the Contact Point including the introduction of Interactive Voice Recognition which directs callers to appropriately skilled advisors first time. This reduces call wait time and ensures callers are not passed from one operator to another. This has resulted in a significant reduction in switchboard type calls, increasing opportunities for resolution at first point of contact.

Data Notes

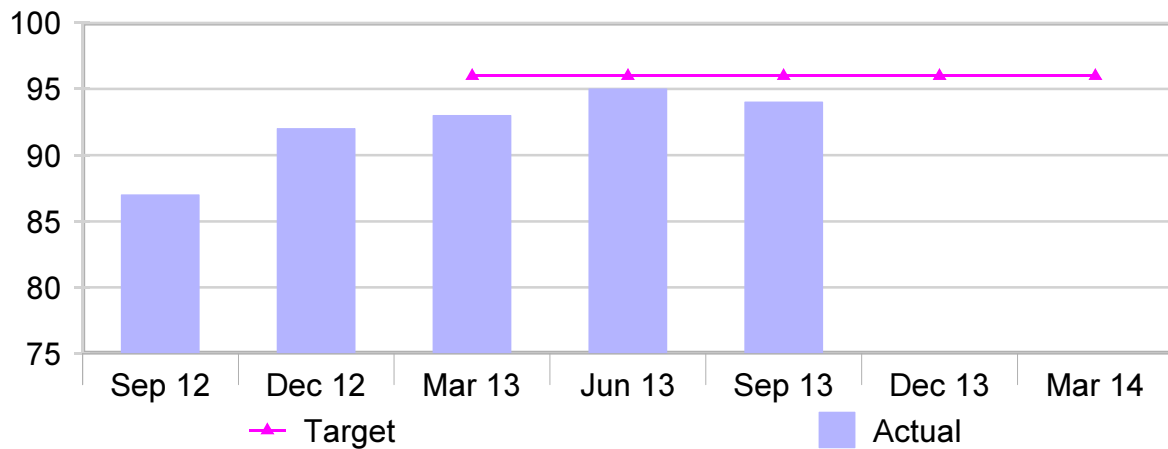
Tolerance: Higher values are better.

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%	94%		
Target			96%	96%	96%	96%	96%
RAG Rating			Amber	Amber	Amber		

Commentary

Caller satisfaction for the overall service provided by Contact Point continues to be close to the challenging target set.

Customer feedback is measured by the GovMetric tool which 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 exceptional, at 99%.

Where people are not satisfied this is because of either the decision made, the way their query was resolved or the time taken to resolve their enquiry.

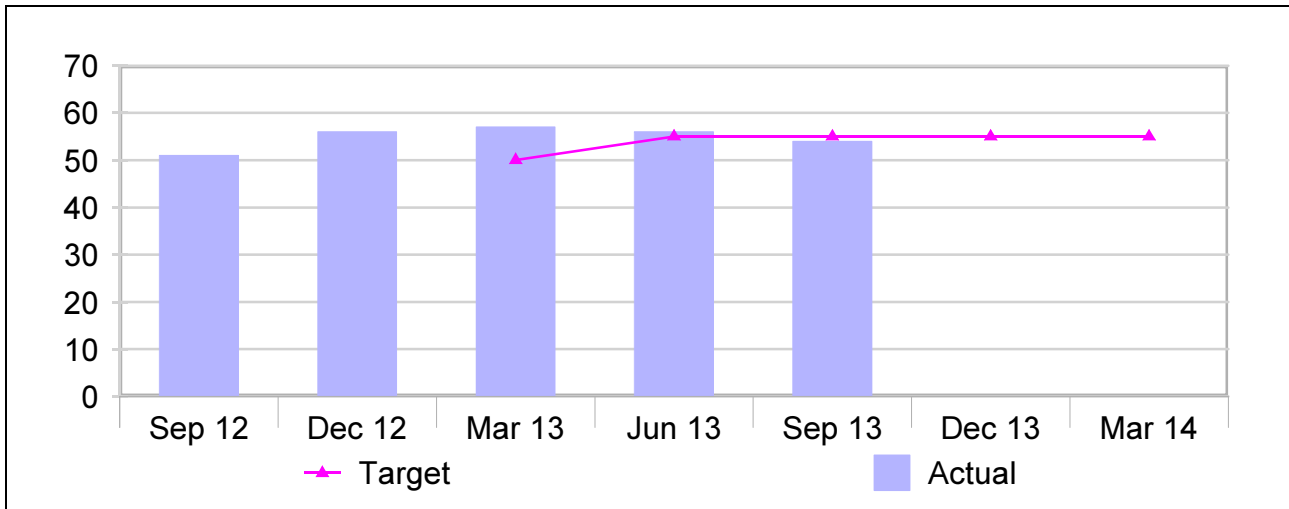
Data Notes

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 **AMBER**
↓



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%	54%		
Target			50%	55%	55%	55%	55%
RAG Rating			Green	Green	Amber		

Commentary

User satisfaction with the web-site for the three months to September 2013 was 54%, with over 7,000 visitors opting to leave feedback. This result compares well with available benchmarks for other councils using the same GovMetric tool to gather user feedback.

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.

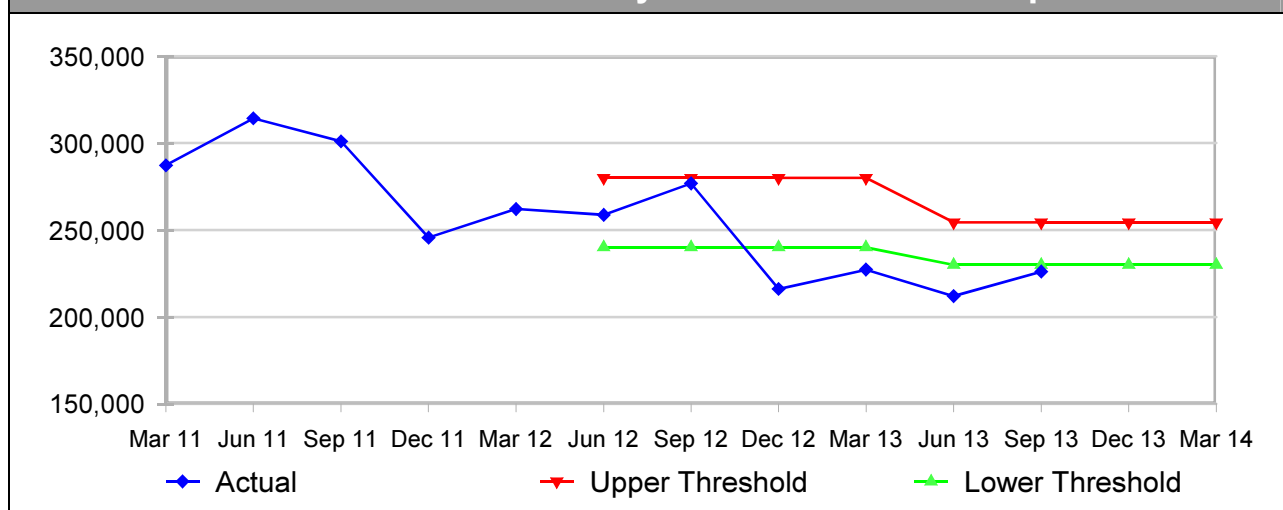
Data Notes

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 the quarter to September 2013 was 226,000, which is a 7% increase 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



The service the Contact Point receives the most calls about is Adult Social Care, with Highways being second. The new 03000 phone numbers that we recently introduced should ensure that more calls can be categorised by phone number reducing the number of calls shown under the 247 main phone line.

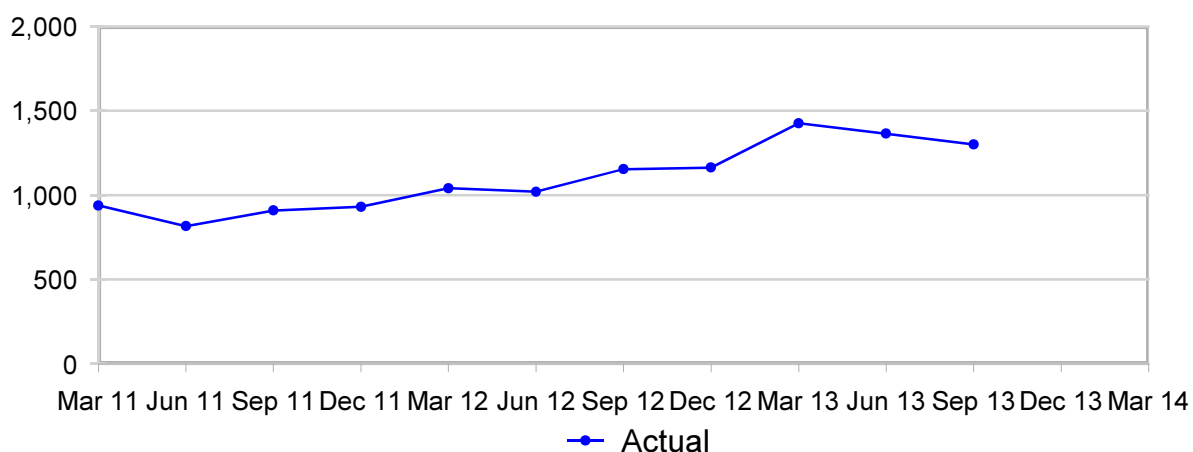
Service area	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Total
Adult Social Care	29	31	32	37	129
Highways Services	28	31	27	29	115
Libraries and Archives	22	22	20	20	84
247 main phone line	19	20	21	22	82
Education	20	18	20	15	73
Registration Services	18	18	16	16	68
Children's Social Services	13	13	16	17	59
Transport Services	7	20	12	18	57
Blue Badges	12	12	10	11	45
Adult Education	8	10	7	13	38
Office switchboards	12	12	6	2	32
Speed awareness	7	6	8	9	30
Other lines	21	14	17	17	69
Total Calls (thousands)	216	227	212	226	881

Customer Services – Resident Contacts

This quarter we saw an increase in calls relating to Adult Social Care, Transport Services and Adult Education. This is expected for this time of year as customers enrol for new courses at Adult Education centres and in September parents contact the Council about new Freedom Passes.

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 3 minutes 1 second in the same quarter last year; this is a 5.7% increase.

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



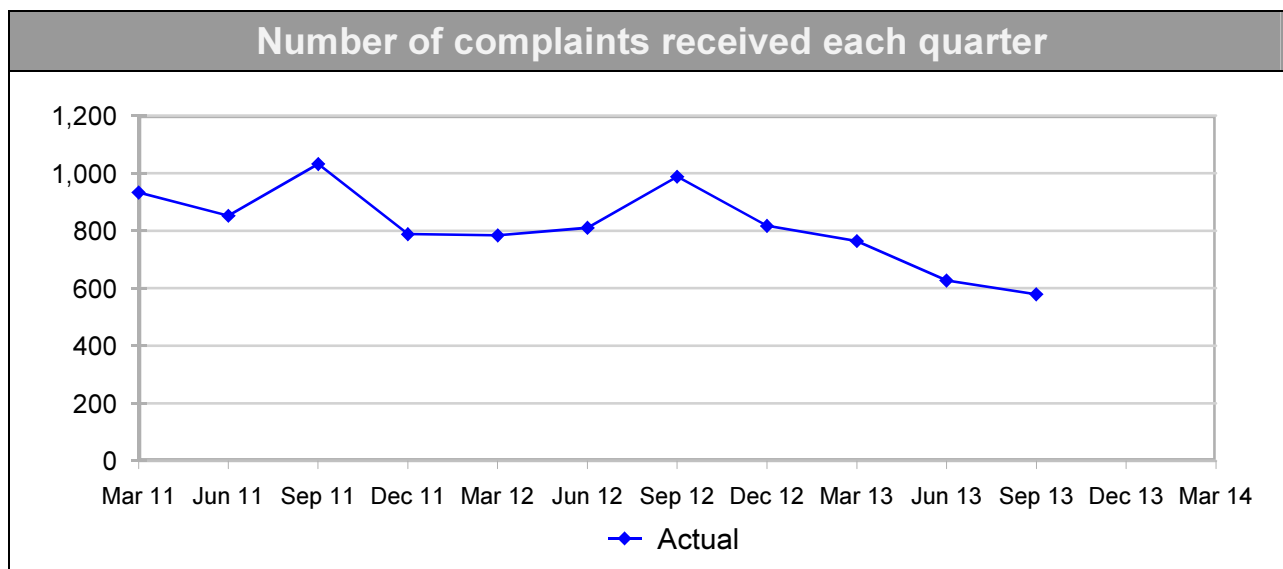
The number of visits to the KCC web-site have continued to be at high levels this quarter, and were 34% above the same time last year.

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 second quarter of the year we received 1,338 compliments and 579 complaints. The number of complaints received in this quarter was down by 41% on the same quarter in 2012.



On a rolling 12 month basis, for the year to September 2013 the number of complaints showed a 12.6% decline compared to the year to June 2013. The largest decreases in complaints compared to the same time last year have been recorded for Waste Management, Highways and Transportation and Libraries, Archives and Registrations.

Service	12 mths to Jun 13	12 mths to Sep 13	Quarter to Jun 13	Quarter to Sep 13
Highways and Transportation	1,097	1,004	260	231
Libraries, Archives and Registrations	345	256	66	38
Children's Social Services	402	397	89	84
Adult Social Care	412	384	84	75
Waste Management	451	271	55	52
Adult Education	88	91	13	30
Insurance Claims	55	51	14	9
Countryside access and country parks	26	31	13	11
Gateways and Contact Point	61	37	11	7
Education Services	31	35	2	9
Youth Services	21	24	8	7
Other Services	202	206	12	26
Total Complaints	3,191	2,787	627	579

Adult Social Services

The main reasons for complaints within Adult Social Services during the quarter were related to disputed decisions, communications with relatives and customers and service delivery by external providers.

The service also received over 200 compliments.

Highways & Transportation

The service has seen a reduction in complaints in this quarter with the majority of complaints focusing on highway operations and programmed work which includes street lighting, drainage, soft landscaping and resurfacing.

Customer feedback has informed the new web form which makes it clearer and easier for customers to track the progress of their enquiries. Customers can use their postcode to see all planned and scheduled work in their area.

The service received 92 compliments in this period, the majority of which were about the quality of work.

Libraries, Archives and Registrations

Complaints related to a number of issues including a lift out of action in Cheriton Library and problems connecting to the use of Wi-Fi.

The service also received over 100 compliments during this period which largely focused on praise for the summer reading challenge and the service they received from staff.

Planning, Environment & Waste Management

The number of complaints for Waste Management continues to reduce, following a previous increase after the launch of the new policy at Household Waste Recycling Centres (HWRCs) in 2012. Waste Management continues to provide operational staff with guidance and support regarding the voucher scheme and vehicles permitted.

The service has also received 77 compliments in the same time period. Within Waste Management compliments were mainly about individual staff or service provided at the HWRCs. Within Planning & Environment a number of compliments were received for the Randall Manor archaeological dig.

Specialist Children's Services

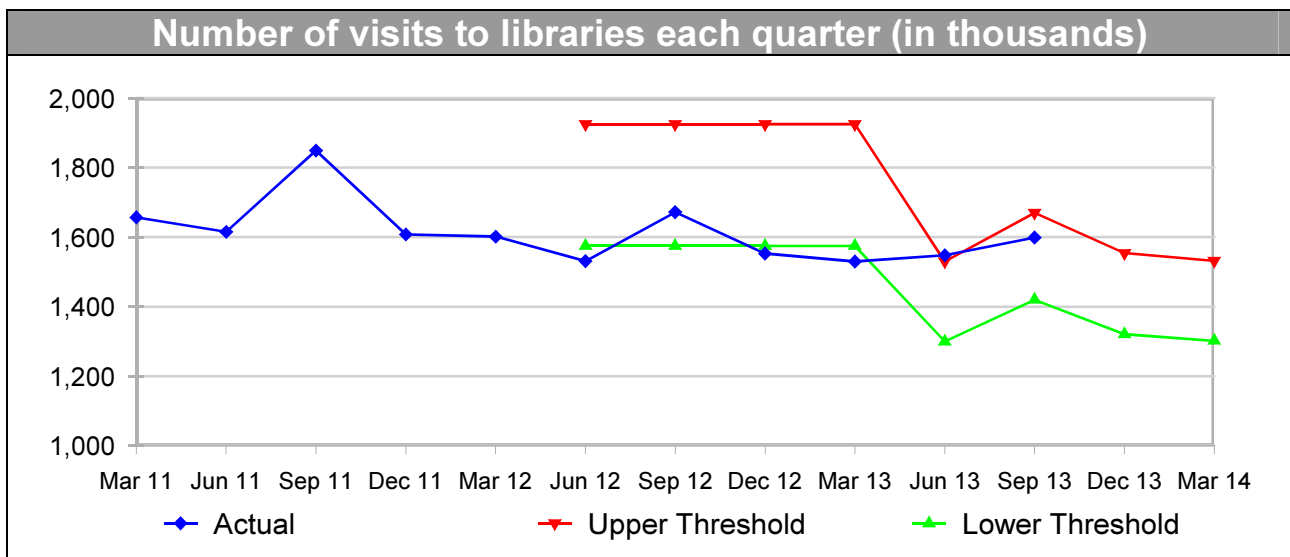
Complaints encompassed a range of issues including communications, disputed decisions and lack of support available to customers.

The service also received 10 compliments relating to work undertaken by teams to support individuals and their families.

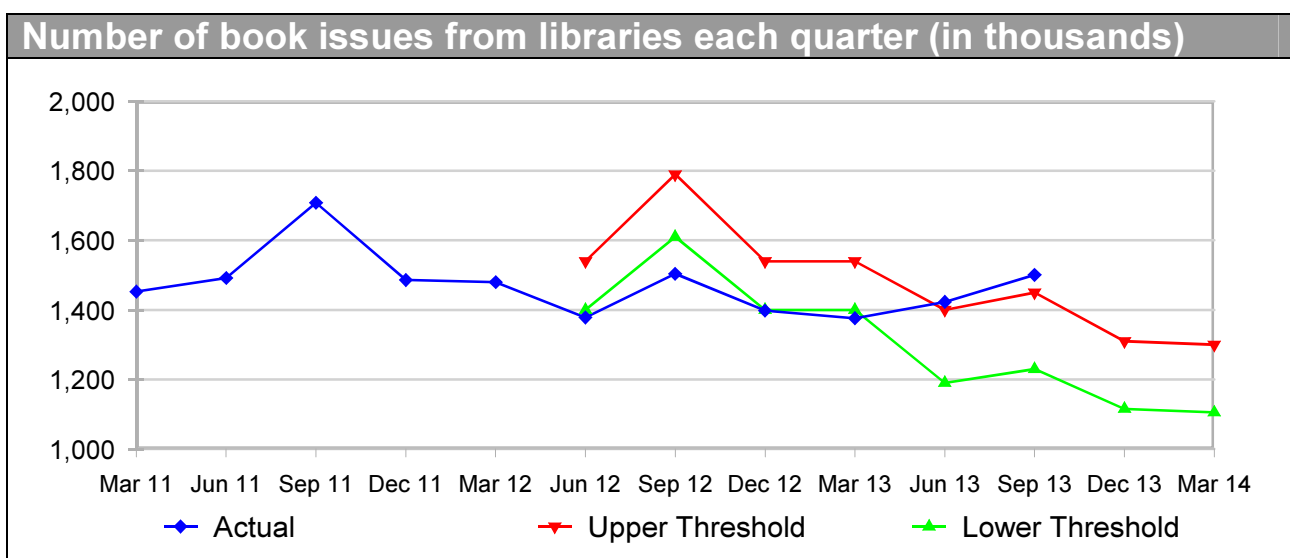
Customer Services – Library Usage

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 898,000 visits to our website in 2012/13, an increase of 20% on the previous year.

Visits to libraries were up compared to last quarter but down by 4.4% compared to the same quarter last year. There has been an increase of approximately 2% in the usage of PCs and we now offer Wi-Fi availability for laptop and mobile technology users and the use of this is growing.



The numbers of **books issued from libraries** in the quarter was up on last quarter and similar to the same time last year, which is higher than expected. Numbers include e-books and audio books.



Communications and Engagement

Bold Steps Priority/Core Service Area	Supporting all three Bold Steps Ambitions
Cabinet Member	Mike Hill
Portfolio	Community Services
Director	Matt Burrows
Division	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 very slight decrease in the percentage of **residents feeling informed** in the most recent quarter. In the quarter to September 2013 there were 144 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 2,000 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.

Bold Steps Ambition: Helping The Economy Grow

Regional Growth Fund: The Tiger and Expansion East Kent campaigns are ongoing, focussed on business to business events, social media messaging and direct mail to support communications in some targeted areas where take up is lower (such as in Gravesham). The Marsh Million launch was supported with communications in the build up to registrations opening on 23 September.

Outcome: There has been a positive response to the campaigns, and the Marsh Million fund attracted 34 registers of interest prior to the application process being opened on 23 September 2013. There have, so far, been 464 unique web visits.

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.

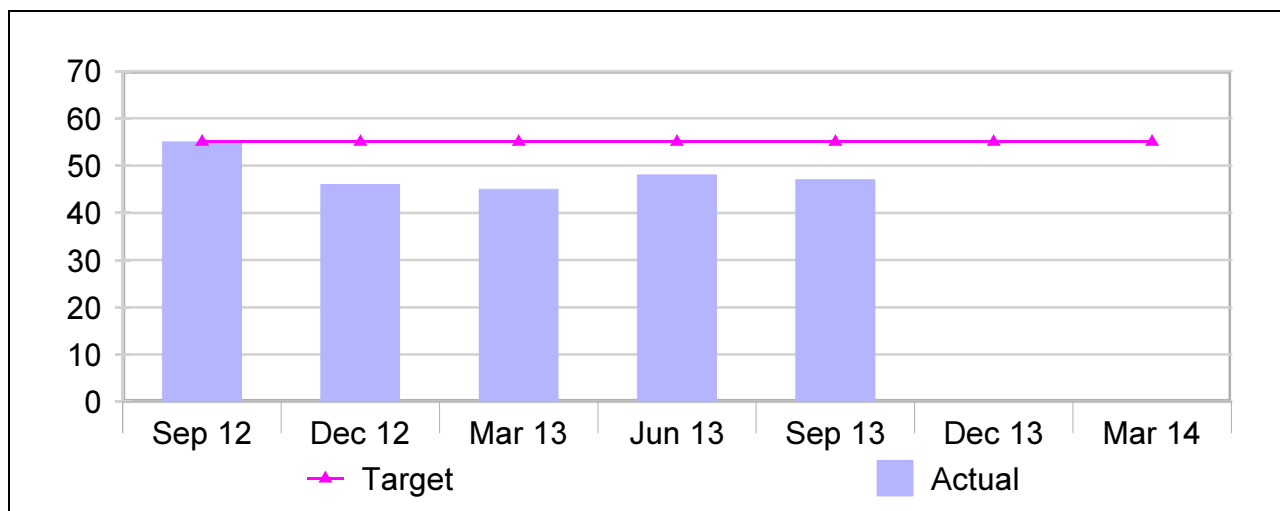
St. Dunstan's regeneration consultation: A targeted consultation and engagement campaign was put in place to consult on five suggested plans for the regeneration of St. Dunstan's in Canterbury. Targeted advertising in the Canterbury area took place as well as an open exhibition in the Beany Library where people could view the plans. Booklets and questionnaires were distributed to local retailers in the area and the plans and an online form are also available on our website for people to have their say.

To date posters and 2,725 leaflets have been dropped off at various venues including local Council offices, Libraries, Umbrella Centres, local areas of interest, some doctors surgeries and the University of Kent. Other drops are still being planned and are continuing to all nine local Childrens centres, doctor's surgeries and dentists. The consultation launched on 16 September and closes on 9 December 2013.

Outcome: So far there have been 2,333 website visits and 596 online entries.

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%	47%		
Target	55%	55%	55%	55%	55%	55%	55%
RAG Rating	Green	Amber	Amber	Amber	Amber		

Commentary

The percentage of residents feeling informed about council services dipped slightly in the quarter to September, following a slightly improved result in the quarter to June. Other resident perception indicators (trust and overall resident satisfaction) have remained steady and perceptions of value for money have improved.

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 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 is collected from a survey and results come with a confidence interval (at the 95% level) of plus or minus 4%.

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

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

Performance Indicator Summary

	Previous RAG	Current RAG	Direction of Travel
Initial assessments completed within 10 days	AMBER	AMBER	↓
Case holding posts filled by permanent qualified social workers	RED	RED	↓
Children subject to a child protection plan for the second or subsequent time	AMBER	GREEN	↑
Children subject to a child protection plan for two or more years at the point of de-registration	GREEN	GREEN	↓
Percentage of children leaving care who are adopted	GREEN	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 reported as within 10 days which is in line with national reporting. Although performance for Initial Assessments completed from April - September 2013 (85.2%) is below the internal target of 90% this still 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 September 2013 to 75.8%. The majority of vacancies for social workers 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 that are within 24 months of a previous plan. Performance for the quarter to September 2013 at 9.7% was slightly above target.

The percentage of **children subject to a child protection plan lasting two or more years at the point of de-registration** has reduced from 8.0% in the year to March 2013 to 5.3% in the year to date (April - September 2013).

The percentage of **looked after children who are adopted** for the first six months of reporting year (April - September 2013) was 17.0%. This is a significant improvement in performance although it should be noted that this level will not be sustainable in the long term.

The percentage of **children in care with 3 or more placements** within twelve months has increased slightly in the quarter to September 2013, but remains only slightly above the latest published rate for England (11.0%).

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

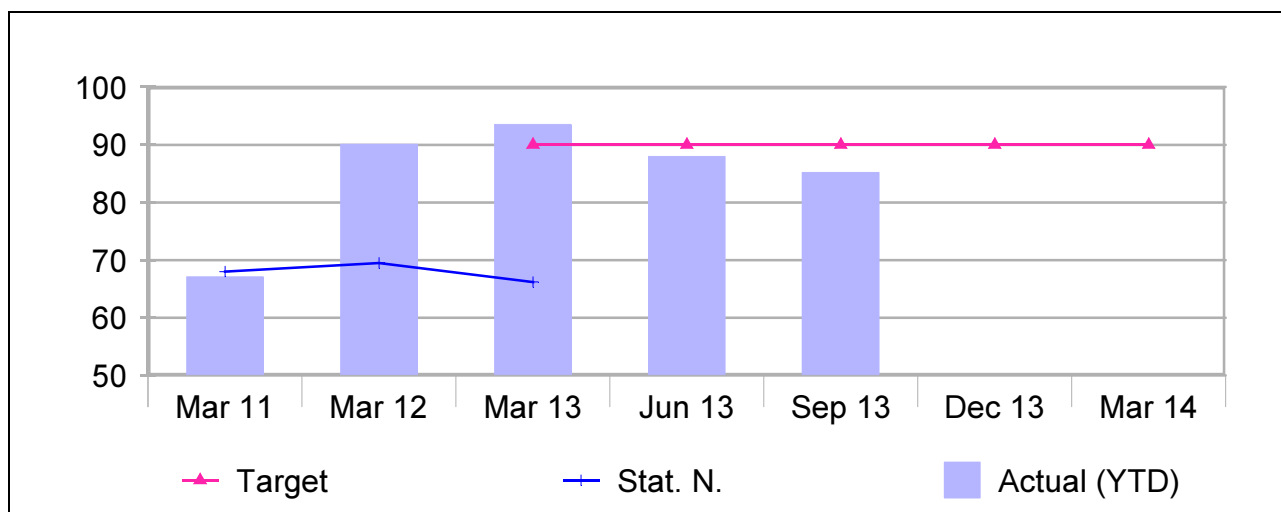
The e-PEP survey is a new survey put in place in September 2012 and collects feedback in relation to education. For the first six months of the survey, most respondents felt they are treated the same as other children (64%) and expected to achieve the same as everyone else (69%). This shows that about 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%	93.5%	88.0%	85.2%		
Target			90%	90%	90%	90%	90%
RAG Rating			Green	Amber	Amber		
Stat. N.	68%	69.5%	66.2%				

Commentary

Although performance has decreased over the last two quarters it remains above the England rate (75.5%), and that of Statistical Neighbours (66.2%). Kent was ranked 13 out of 152 Local Authorities in the latest published statistics.

In the six months from April to September 2013, there were 5,567 out of 6,531 Initial Assessments which were completed within 10 days. Performance against this measure is monitored at team level continuously to ensure timely decision making.

Data Notes

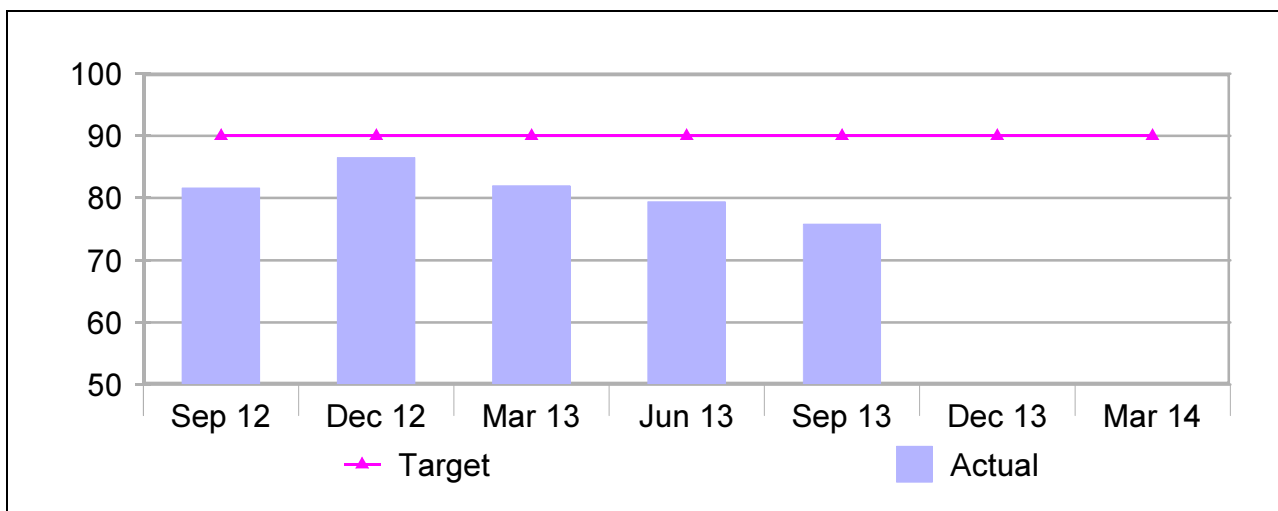
Tolerance: Higher values are better.

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%	75.8%		
Target	90%	90%	90%	90%	90%	90%	90%
RAG Rating	Amber	Amber	Amber	Red	Red		
Agency	12.9%	13.9%	15.0%	17.2%	19.7%		

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. Use of agency staff has increased to ensure average caseloads per social worker remain at comfortable levels. From September 2013 onwards a total of 47 newly qualified social workers will begin to take up post and will in due course become case holding members of staff.

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. Specific districts have greater difficulty in attracting staff for reasons connected to location, cost of housing and travel time/costs. Additional market premium payments have been introduced for Team Managers. In addition recruitment of social workers from overseas is actively being pursued.

Data Notes

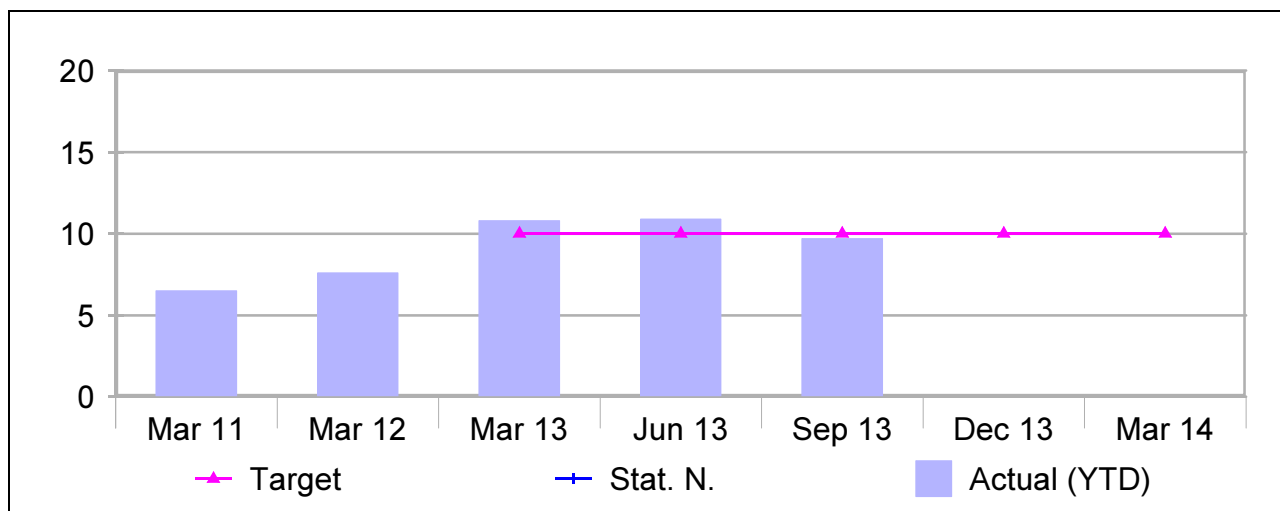
Change to the RAG rating: For 2013/14 the Amber RAG rating has been removed, a Green Rating will only be achieved once the 90% target is achieved or exceeded.

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

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	6.5%	7.6%	10.8%	10.9%	9.7%		
Target			10%	10%	10%	10%	10%
RAG Rating			Amber	Amber	Green		
Stat. N.							

Commentary

Please note change of definition – see data notes below.

Performance for the six months to September 2013 was ahead of the target. During this period 817 children became subject to a Child Protection Plan and 79 had been subject to a previous plan within 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

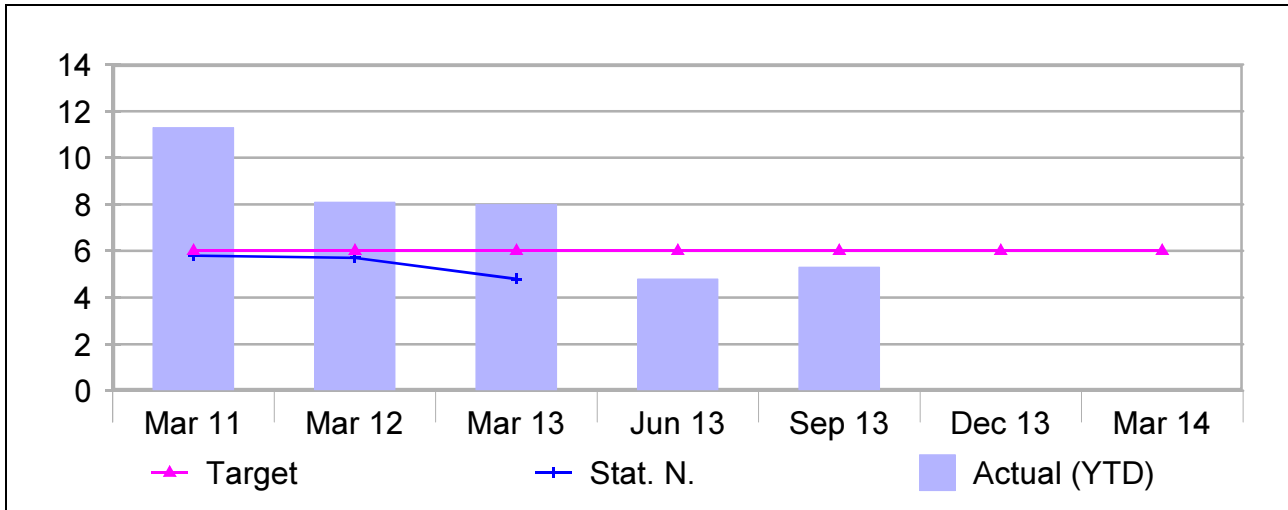
Change in definition: For 2013/14 this indicator now only measures children being subject to a second plan within 24 months of a previous plan.

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%	8.0%	4.8%	5.3%		
Target	6%	6%	6%	6%	6%	6%	6%
RAG Rating	Red	Red	Amber	Green	Green		
Stat. N.	5.8%	5.7%	4.8%				

Commentary

Performance against this measure in the first six months of 2013/14 has exceeded the target set and shows a significant improvement on previous results. There were 28 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 64 Plans at the end of September 2013 which had been in place for 18 months or more, compared to 236 in March 2011.

Data Notes

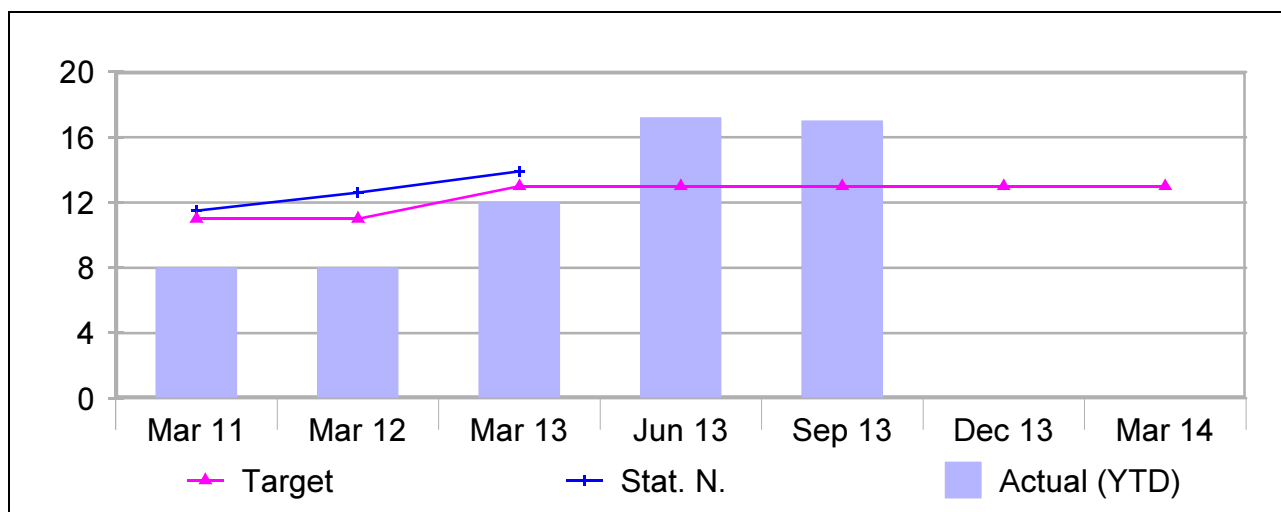
Tolerance: Lower values are better.

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	8.0%	8.0%	12.0%	17.2%	17.0%		
Target	11%	11%	13%	13%	13%	13%	13%
RAG Rating	Red	Red	Amber	Green	Green		
Stat. N.	11.5%	12.6%	13.9%				

Commentary

Significant progress has been made with regard to Adoptions and this is reflected in the results for the six months to September 2013. There were 79 adoptions between April and September 2013 which compares favourably with 42 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 current performance levels will be sustainable into future quarters but on average over the year the Target level should be achieved.

Data Notes

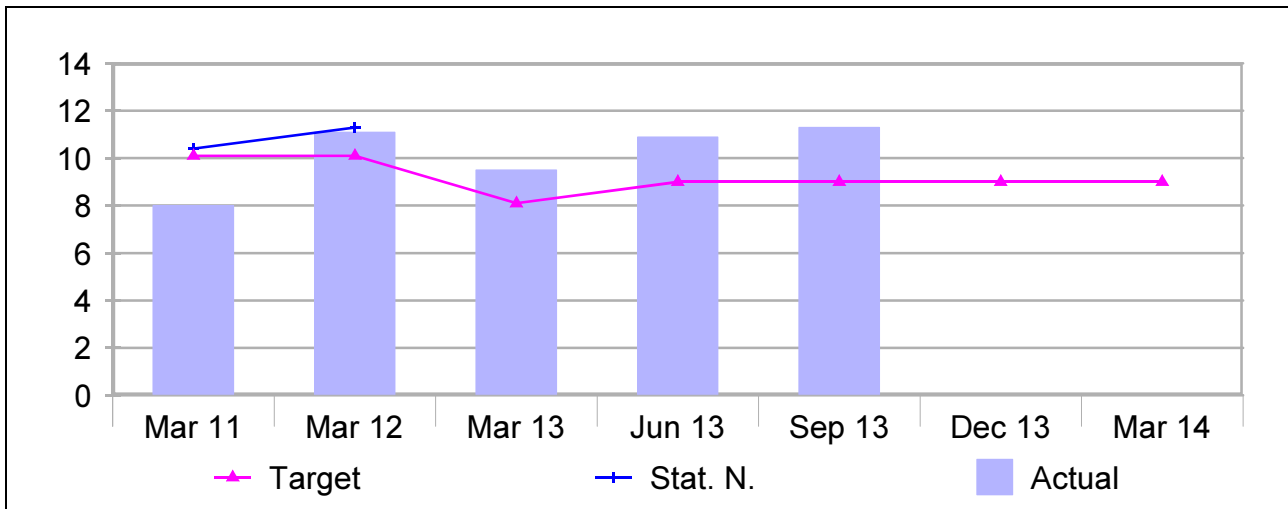
Tolerance: Higher values are better.

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%	11.3%		
Target	10.1%	10.1%	8.1%	9%	9%	9%	9%
RAG Rating	Green	Amber	Amber	Amber	Amber		
Stat. N.	10.4%	11.3%					

Commentary

As at September 2013, 207 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 number which related to 63 young people. There were also 28 Unaccompanied Asylum Seeking Children for whom the first placement will count as one move.

From April 2011 episodes where children in care go missing have been included within the published figures for placement stability. This information is included at the end of the reporting year but due to issues with the current IT system cannot be included in the year to date performance figures. The figures for June and September 2013 therefore relate to changes in actual placements, not breaks in placements when a child is missing.

Data Notes

Tolerance: Lower values are better.

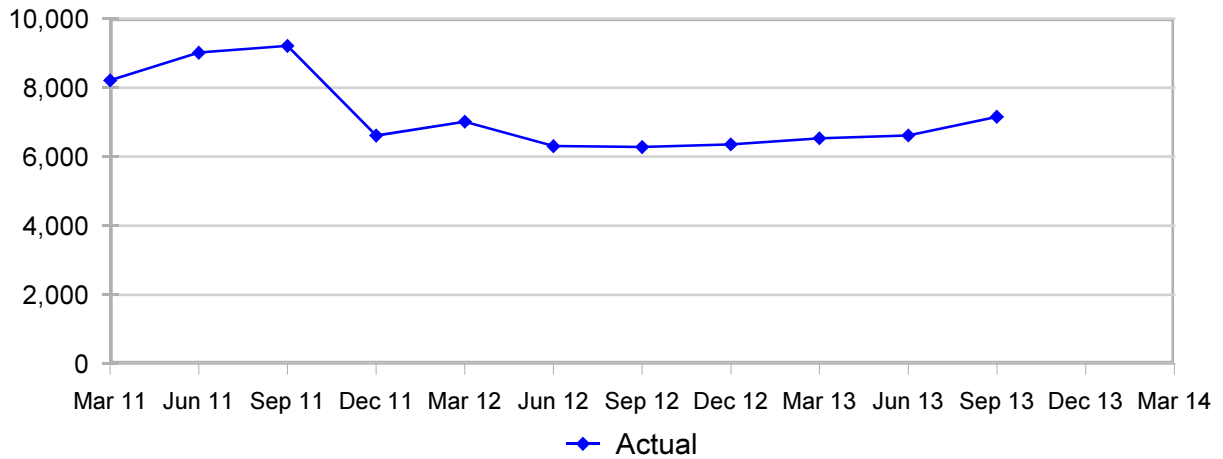
Data is reported as a snapshot at each quarter end.

Data Source: ICS

Specialist Children's Services - Lead indicators

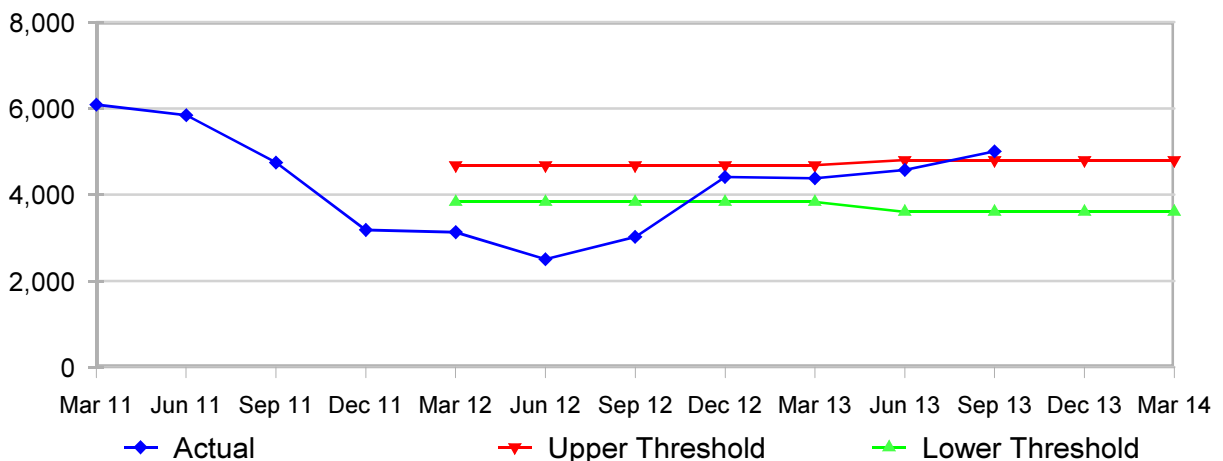
The **number of contacts** to the service has been remarkably stable over the two years.

Quarterly number of contacts received



The **number of referrals** have increased in the quarter and are slightly above the expected range. The introduction of the Central Duty Team in 2011 contributed to a decrease in the number of recorded referrals between September 2011 and September 2012. This was a result of a high level of work being conducted at the initial contact stage, without being recorded as a referral. A revised process was introduced in August 2012 to ensure such contacts were recorded as referrals. Following the introduction of the new arrangements, the recorded referral rate increased to within the expected range.

Quarterly number of referrals



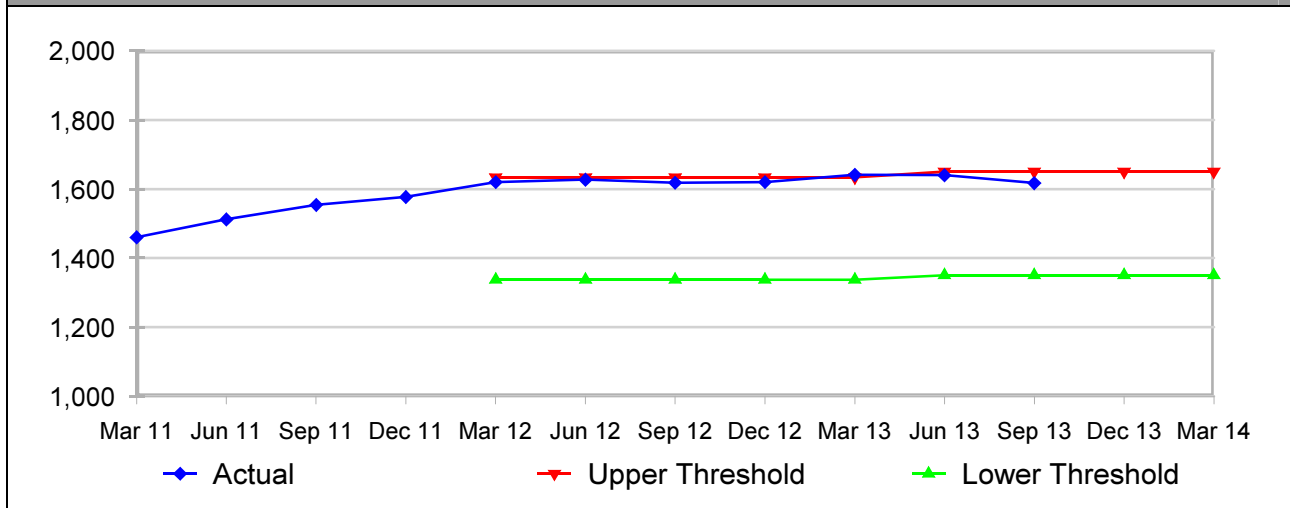
Specialist Children's Services - Lead indicators

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 September 2013 was 50.1, slightly above the target rate of 48.5.

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

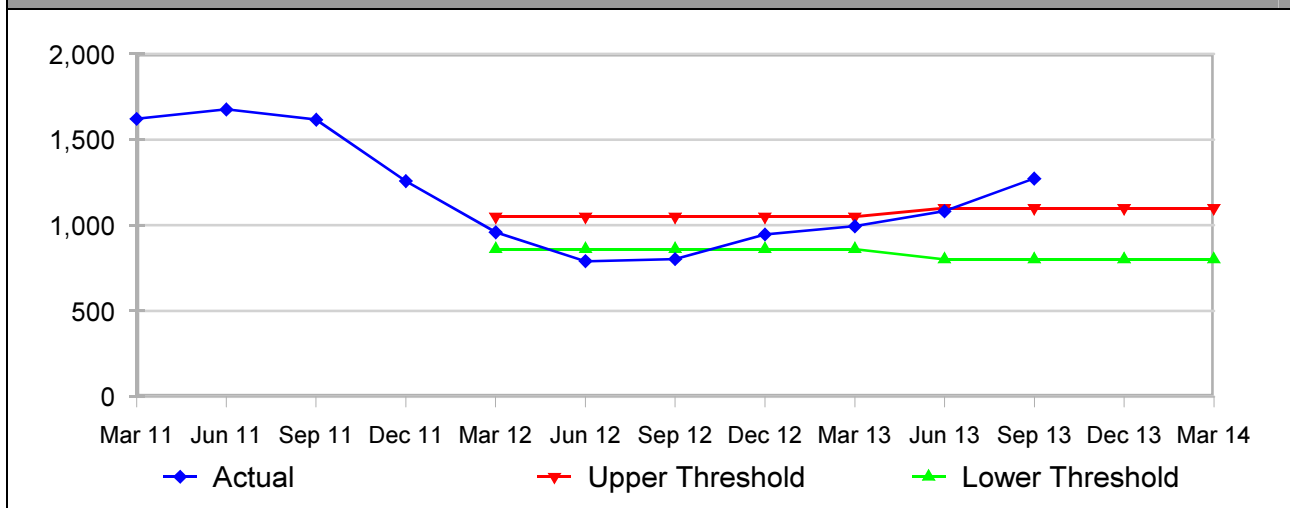
- Improving the percentage of children who are adopted.
- Robust gate-keeping of decisions to take Children in Care.
- Robust tracking of permanency planning including tackling drift and delay.
- Increased investment in prevention and early intervention services.
- Developing speedier and integrated 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 September 2013 was 1,273. 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 September 2013 was 39.4.

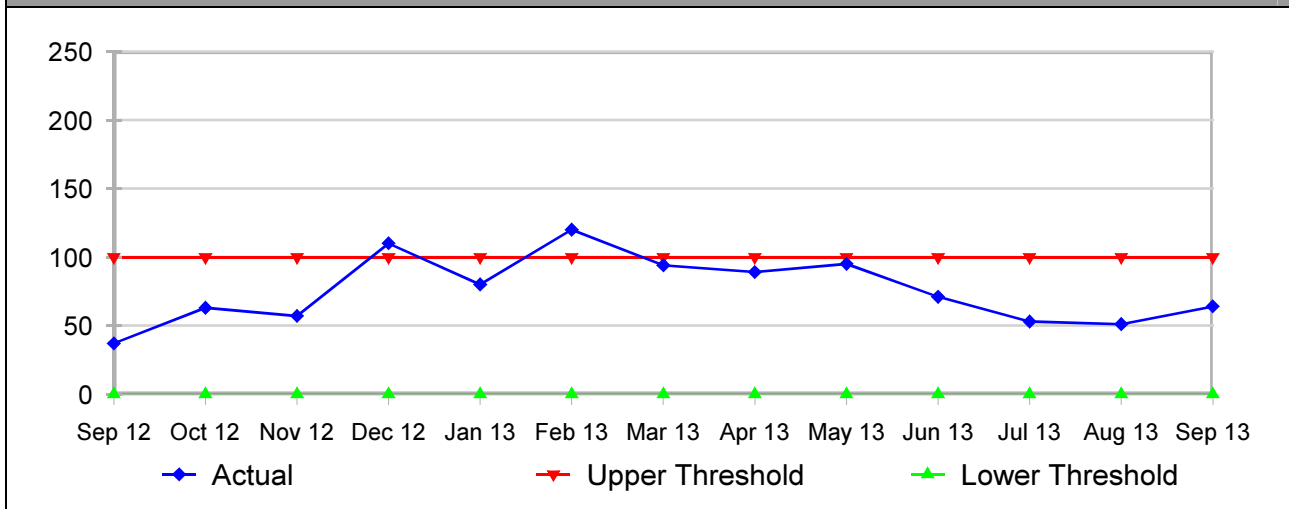
Number of children with child protection plans (quarter-end count)



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 September 2013.

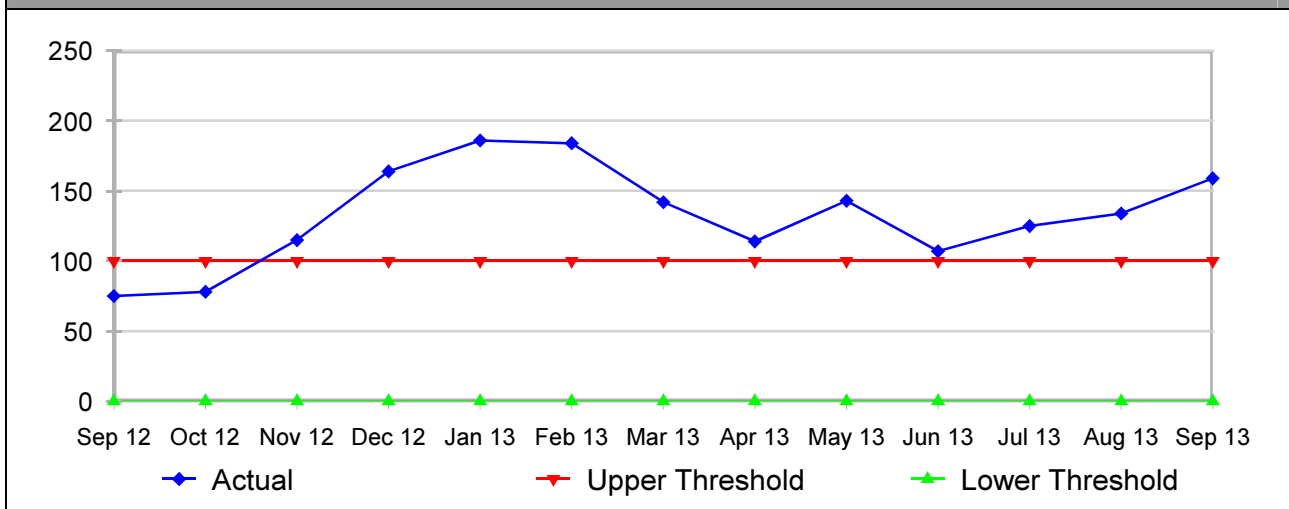
Initial assessments in progress, out of timescale (month-end count)



The number of **core assessments in progress and out of timescale** was slightly above the Upper Threshold level of 100 at the end of September 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

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

The **Troubled Families Programme** aims to transform the lives of families with complex needs. Families are nominated to the programme where 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 Kent Troubled Families Programme was launched in March 2012. KCC is committed to achieving the outcomes needed to turn around the lives of troubled families. To achieve this all public service agencies need to transform the way they engage and work with families. This is a significant challenge that requires services to be able to respond quickly to emerging need, challenge and redesign existing provision and influence how families make the changes required of them.

The Kent Troubled Families Programme has a target of working with 2,560 families over 3 years (2012 – 2015) with 1,082 families in year 1 of the programme and 1,094 families in year 2. To date, 414 new families have been identified for year 2 of the Programme.

Successful outcomes claims for Kent are 200 families (15%) 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 and other agencies. Local Operational Groups agree the families to be worked with and monitor and assess progress against the Programme requirements.

Four JobCentre Plus staff are now working within the Programme to initiate engagement and work with families to access employment and training opportunities. 65 families are being worked with of which 14 are no longer claiming benefits and 6 have progressed into work.

The Kent offer sets out four key elements that are critical to ensure troubled families are turned around. These are:

- A dedicated worker for every family
- An offer of an apprenticeship or training opportunity for all 16 – 24 year olds
- Employment support for adults
- Innovative suite of activities for troubled families.

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.

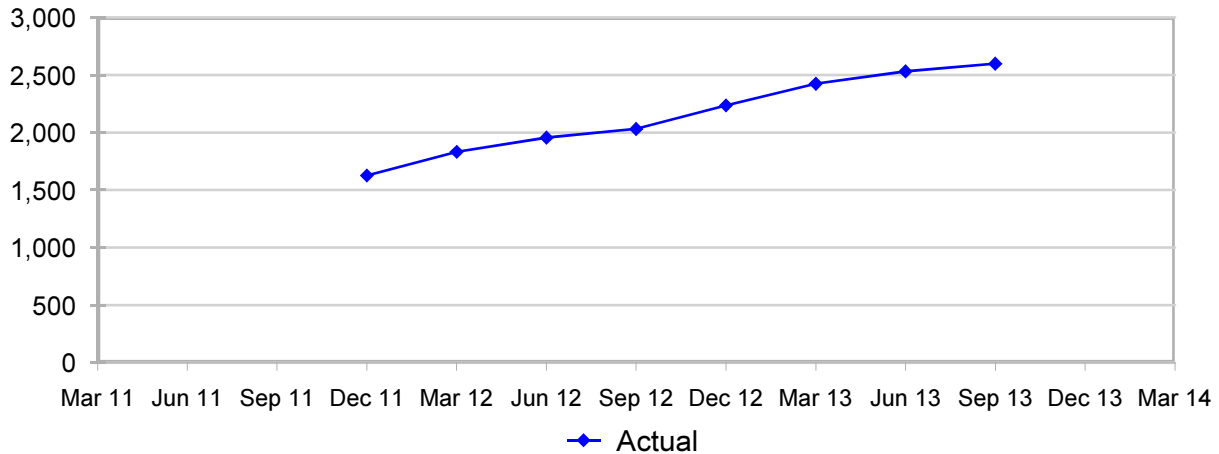
There are four different types of Dedicated Workers:

1. Family Intervention Project (FIP) Workers are currently working with 185 families.
2. Family Intervention Project (FIP) Light Workers – contracts are in place for FIP Light Workers who will work with an average of 15 families at any time for an average of 6 months.
3. Lead Workers are an existing public sector staff resource and will work with each family for an average of 12 months. For Year 1, Lead Workers worked with 190 families (17.5% of the cohort) and to date they are working with 65 families from the Year 2 cohort (15.7% of the total cohort).
4. Family Support Workers – these workers initiate contact with identified troubled families and where appropriate go on to provide longer term support. Family Support Workers are engaged with 239 families from the Year 1 cohort (22%) and to date are working with 67 families from the Year 2 cohort (16.2%).

Early intervention and prevention – Activity indicators

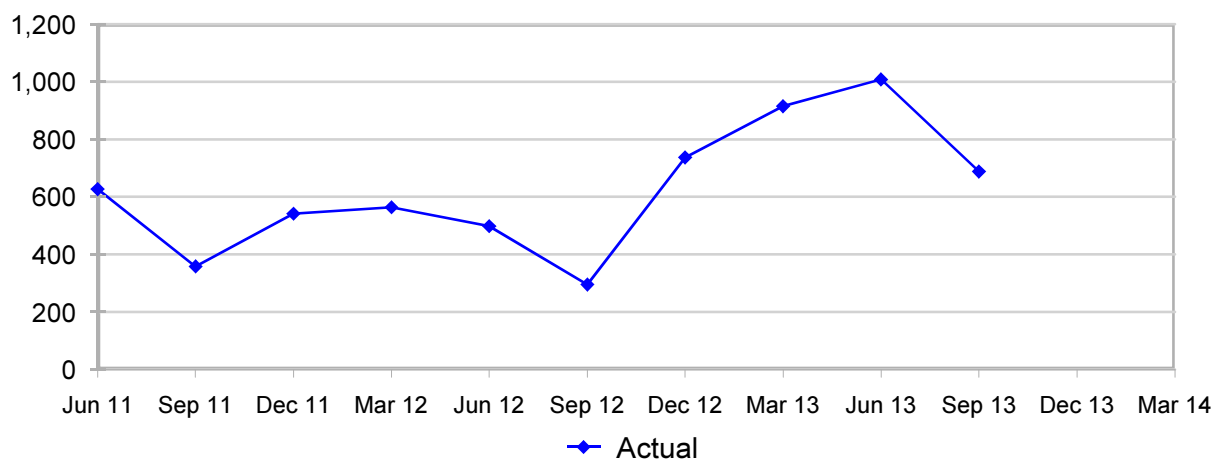
In line with the Troubled Families Programme activity there are more children being supported with a multi-agency Team Around the Family approach.

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



The number of **Common Assessment Frameworks (CAF)** showed a decline this quarter, but numbers continue to be higher than in previous years. The CAF is a multi-agency approach to assessing service need for young people who are experiencing problems including school exclusion, offending behaviour, and 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

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

The YISP teams 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. 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.

Kent Police are committed to the diversion of children and young people where appropriate from the youth justice system. Their implementation of restorative processes is now countywide with Community Resolutions used, in the main, at the time the offending behaviour occurred. The Community Resolution is not a formal disposal in that it does not result in a criminal record so those receiving this outcome are not first time entrants.

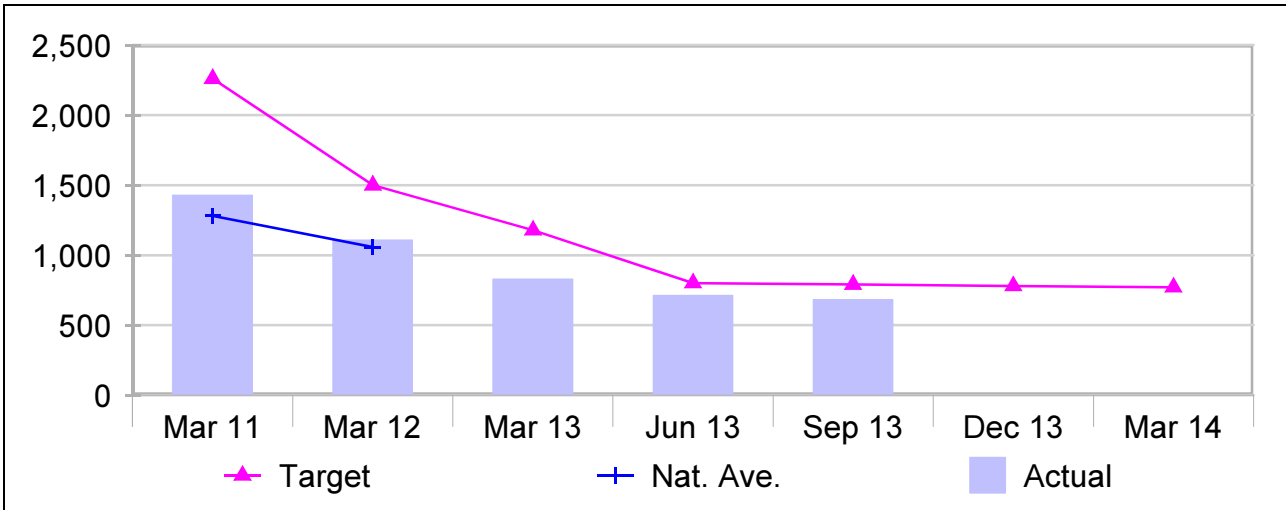
Kent Youth Drug Intervention Scheme provides a diversionary programme for those young people with first time offences which are minor drugs related.

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, to help ensure that services are being accurately matched to the needs of children and young people at risk of offending.

A priority for 2013/14 is the development of closer working of Youth Workers, KIASS and YISP teams to increase the co-ordination of the available resources. Further planning is being done with the Early Intervention and Prevention and Adolescent Teams within Specialist Children's Services to support a preventative strategy in preparation for the countywide arrangements for KIASS as from April 2014.

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	830	714	684		
Target	2,260	1,500	1,178	800	790	780	770
RAG Rating	Green	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 has for the year to date (end of Quarter 2) essentially flat lined but the number (684) for the last twelve months is significantly below the ceiling target (790).

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

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

Background

KCC set up the **Kent Support and Assistance Service (KSAS)** pilot on 1 April, with the purpose of supporting people in Kent suffering a crisis or in exceptional need. This service was previously provided by the Department of Work and Pensions through Community Care Grants and Crisis Loans, but responsibility for delivery has now been transferred to local authorities.

Local Delivery

Furniture and white goods awards are provided by the reuse sector through more than thirty one 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. Energy awards are provided with an energy top up service using PayPoint outlets.

Demand to date

During the first six months, April – September 2013, 13,786 telephone enquiries were received, assessed for need and offered signposting advice and guidance. A total of 4,320 online and telephone applications were received.

2,405 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 total of individual awards given out in April - September 2013, is 4,018.

	Quarter 1	July	August	September	Total (YTD)
Calls Received	6,142	2,388	2,531	2,725	13,786
Applications Received	2,032	818	704	766	4,320
Unique Awards Made	875	491	514	525	2,405

In the second quarter, the call volume increased on the previous quarter. A significant number of calls (70%) were dealt with by advice or signpost to more appropriate services than KSAS. There was a reduction in the percentage of online applications in the second quarter (50% of the total) in contrast to the first quarter (68% of the total).

Profile of applicants

In the second quarter, 79% of all applications occur for households of 3 or less people and overall it is 70% for the year to date. Applications where there is a child (aged 16 and under) present in the household account for 38% of applications.

Budget

The budget for the second quarter was £747,500 with the actual spend being £338,236 (45%) which is a significant increase in spend over the first quarter (25%). This level of spend is consistent with other councils both regionally and nationally, who have adopted a cash-less service.

Future challenges

On 15 July, 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.

Education, Learning and Skills

Bold Steps Priority/Core Service Area	Ensure all pupils meet their full potential, Shape education and skills provision around the needs of the Kent economy
Cabinet Member	Roger Gough
Portfolio	Education and Health Reform
Corporate Director	Patrick Leeson
Directorate	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	AMBER	↑
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	AMBER	↑
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	GREEN	↑
Percentage of pupils permanently excluded from school	GREEN	GREEN	↔
Apprenticeship starts for 16-18 year olds	GREEN	AMBER	↓

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.

Provisional results for 2013 show a continued rise in performance in the **percentage of pupils achieving 5 or more A* to C GCSEs, including English and maths**. Results for Kent children show an increase of 1.4% to 62.6%, while the national average dropped by 0.8% to 58.6%.

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 74% compares to an equivalent figure for last year of 72%. On this basis the indicator is rated as Green with upward direction of travel. Previously published targets have been revised to reflect the change to a new indicator.

The **achievement gap for children with Free School Meals at Key Stage 4** has not improved notably on 2012 figures, with the gap having remained at around 33% for the last 3 years.

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, 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 the current academic year target of 70% is currently being achieved.

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 90%. Recent single month figures show substantial improvement that indicates a significant upward shift in performance.

The number of **permanent pupil exclusions** have reduced to the current target level and 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

The provisional pupil attainment results at Key Stage 2 and GCSE for 2013 all show positive improvement.

Although improving, performance in many schools still does not meet the standards required. Our school improvement strategy supports and challenges schools and settings to build on the success of the latest results to ensure that 2014 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 schools in this category from 177 in September 2012 to 129 in September 2013, of which 114 are within the primary sector. These schools are ones with attainment below the National Floor Standard and/or those with a Satisfactory or a Requiring Improvement judgement from Ofsted at their two last inspections (Satisfactory was replaced with Requiring Improvement from September 2012).

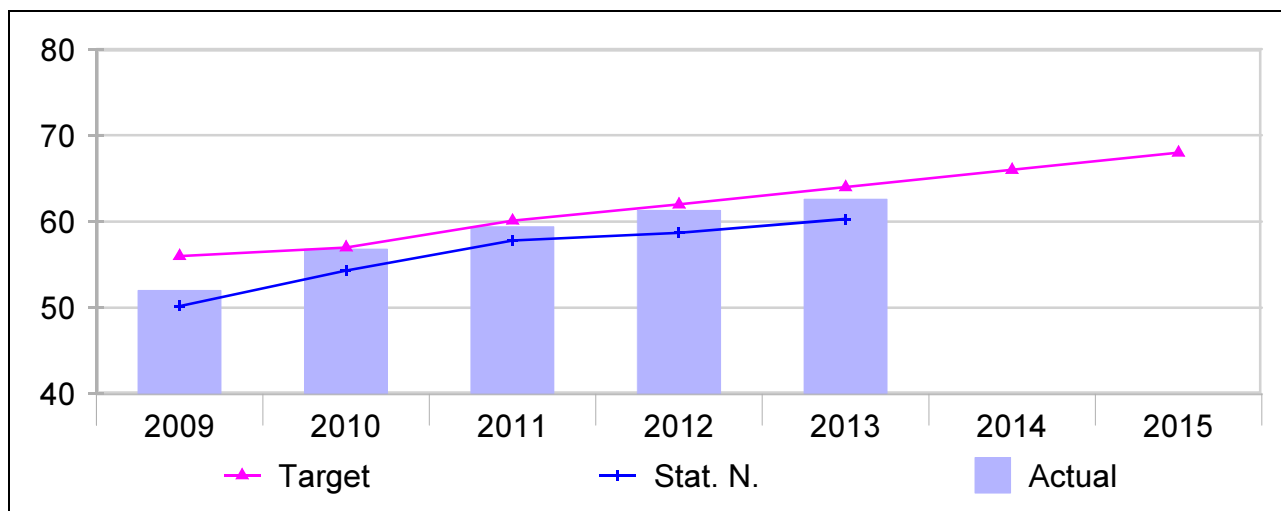
Rigorous action is being taken in the schools within the 'High Support' category and those in an Ofsted category of concern, to reduce the legacy of underperformance and to strengthen or replace leadership. All these schools have a detailed improvement plan and 6-weekly review meetings take place. These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

At September 2012 there were 232 schools in Kent with a latest Ofsted inspection judgement of less than Good. The count at June 2013 was 168, a net reduction of 64 schools.

Percentage of pupils achieving 5+ GCSE A* to C including English and maths

AMBER
↑



Trend Data – annual	Annual trend						
	2009	2010	2011	2012	2013	2014	2015
Actual	52%	57%	59%	61%	63%		
Target	56%	57%	60%	62%	64%	66%	68%
RAG Rating	Amber	Green	Amber	Amber	Amber		
Stat. N.	50%	54%	58%	59%	60%		

Commentary

Provisional GCSE results for 2013 show a continued rise in performance in the percentage of pupils achieving 5+ GCSEs including English and maths.

There were 12 schools below the floor standard of 40% (an improvement on last year's figure of 15), 1 of which is now closed and 8 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

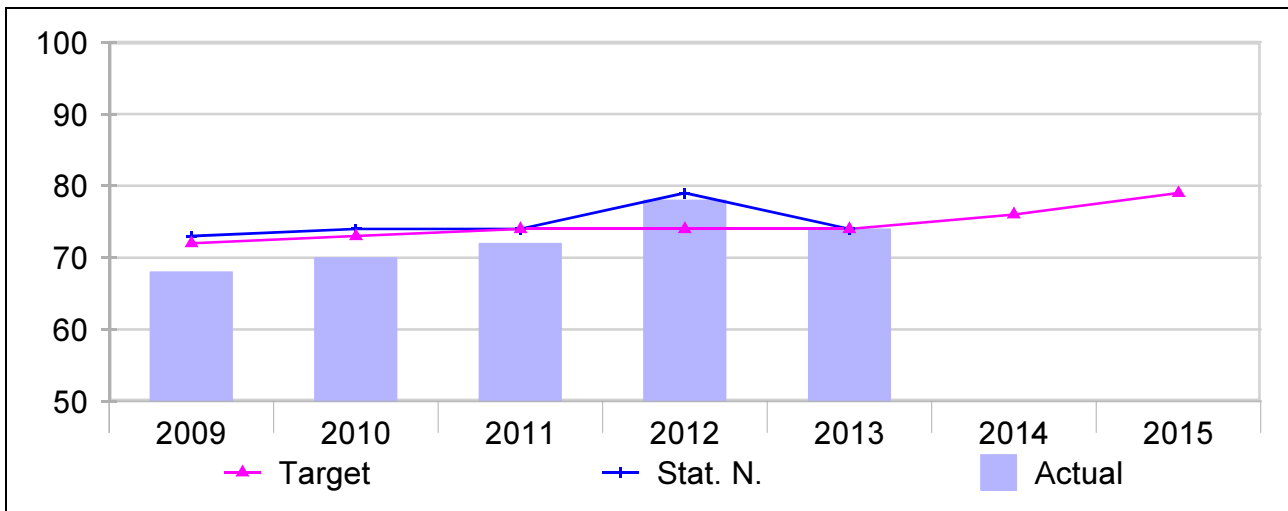
Tolerance: Higher values are better.

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%	74%		
Target	72%	73%	74%	74%	74%	76%	79%
RAG Rating	Red	Red	Amber	Green	Green		
Stat. N.	73%	74%	74%	79%	74%		

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 has been rated as Green with an upward direction of travel. National and statistical neighbour figures have been used to revise Kent’s targets to reflect the new definition of the indicator. Kent is in line with statistical neighbours with the provisional national average being 76%.

The change in definition has 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

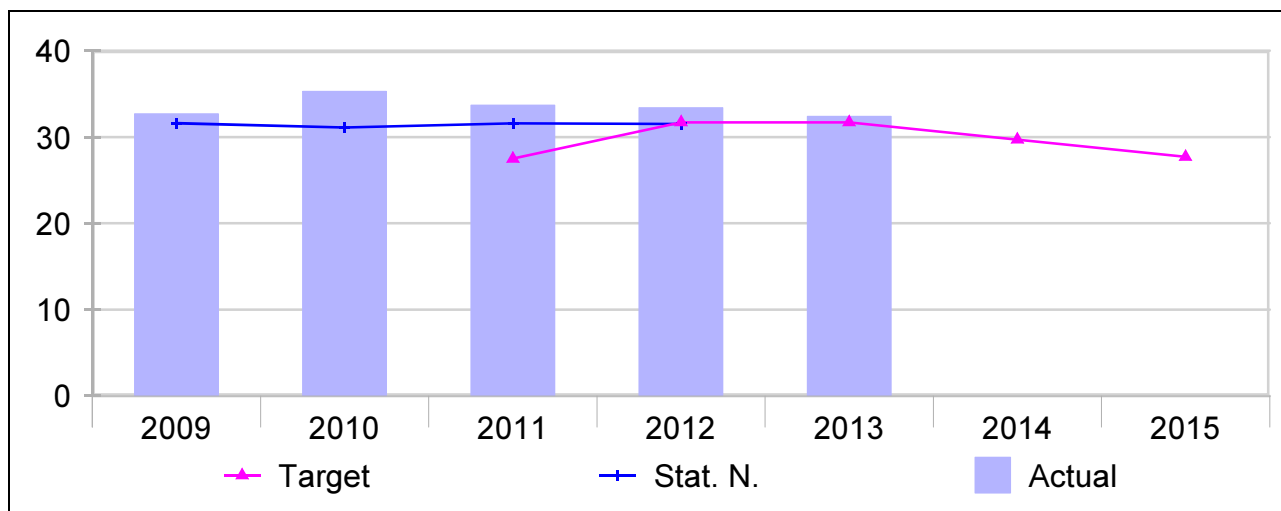
Tolerance: Higher values are better

Data includes all pupils at state funded schools, including academies.

Data Source: Department for Education (DfE).

Percentage achievement gap between children with Free School Meals (FSM) and other children at GCSE

AMBER



Trend Data – annual	Annual trend						
	2009	2010	2011	2012	2013	2014	2015
Actual	32.7%	35.3%	33.7%	33.4%	32.4%		
Target			27.5%	31.7%	31.7%	29.7%	27.7%
RAG Rating			Red	Amber	Amber		
Stat. N.	31.6%	31.1%	31.6%	31.5%			

Commentary

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. Only minimal improvement was achieved in the 2013 results. The gap has only narrowed slightly over the last 3 years. Early national data shows a gap of 26.3%.

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.

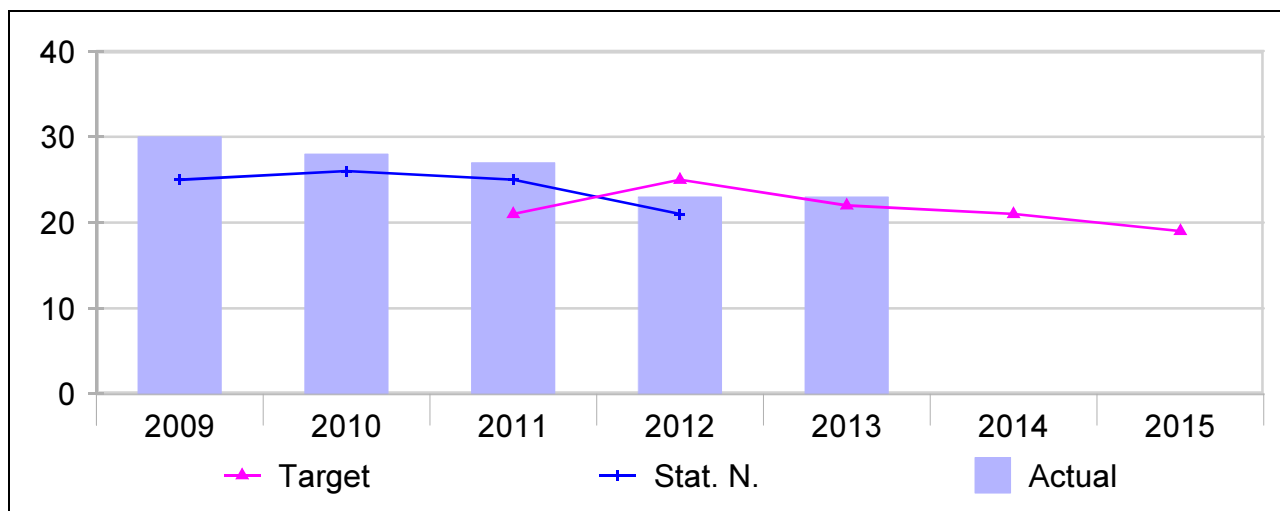
Note - The 2011 target was based on average National performance and targets for future years are now based on a more realistic phased trajectory to this level over 3 years.

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

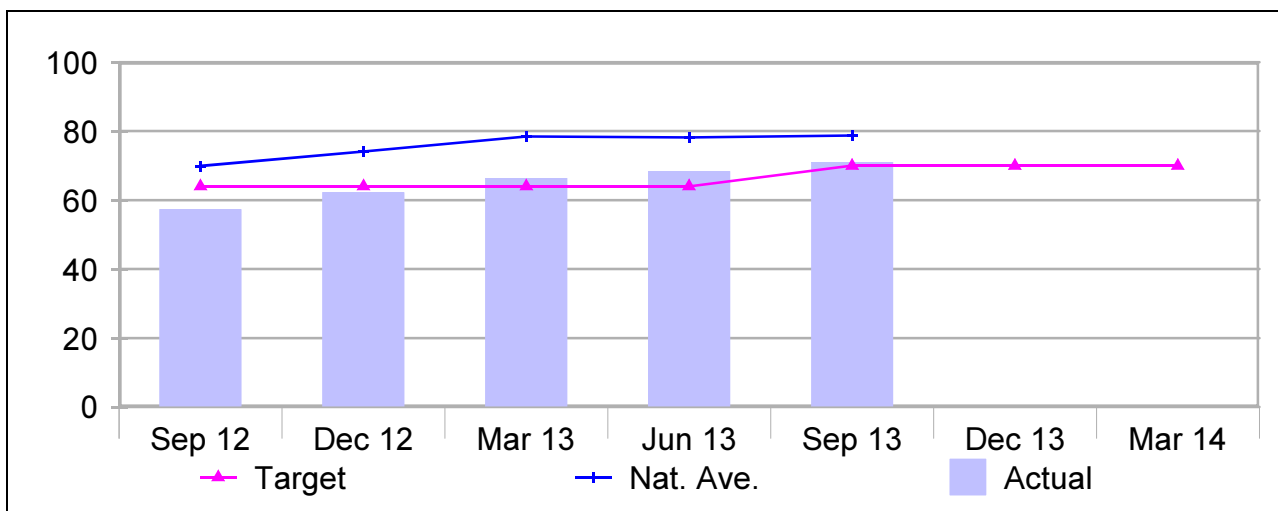
Tolerance: Lower values are better

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%	62%	66%	68%	71%		
Target	64%	64%	64%	64%	70%	70%	70%
RAG Rating	Amber	Amber	Green	Green	Green		
Nat. Ave.	70%	74%	79%	78%	78.7% (end of Aug)		

Commentary

There has been continued good progress on this measure. However, moving into the new academic year raises our expectation further.

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.

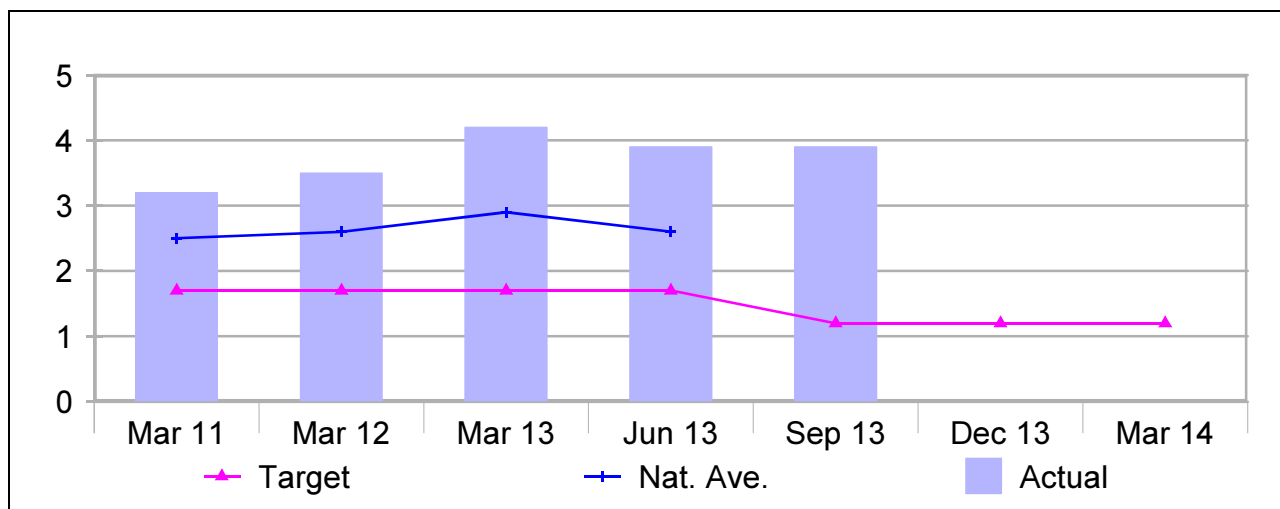
Data Notes

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%	4.2%	3.9%	3.9%		
Target	1.7%	1.7%	1.7%	1.7%	1.2%	1.2%	1.2%
RAG Rating	Red	Red	Red	Red	Red		
Nat. Ave.	2.5%	2.6%	2.9%	2.6%			

Commentary

The number of schools deemed inadequate by Ofsted is the same as last quarter. At the end of September there were 23 schools in category, with 19 of these being Primary schools, 2 Secondary, 1 Special and 1 PRU. Of these 23 schools, 2 are academies. 21 of these 23 were in Special Measures with 3 of these schools due for academy conversion by 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.

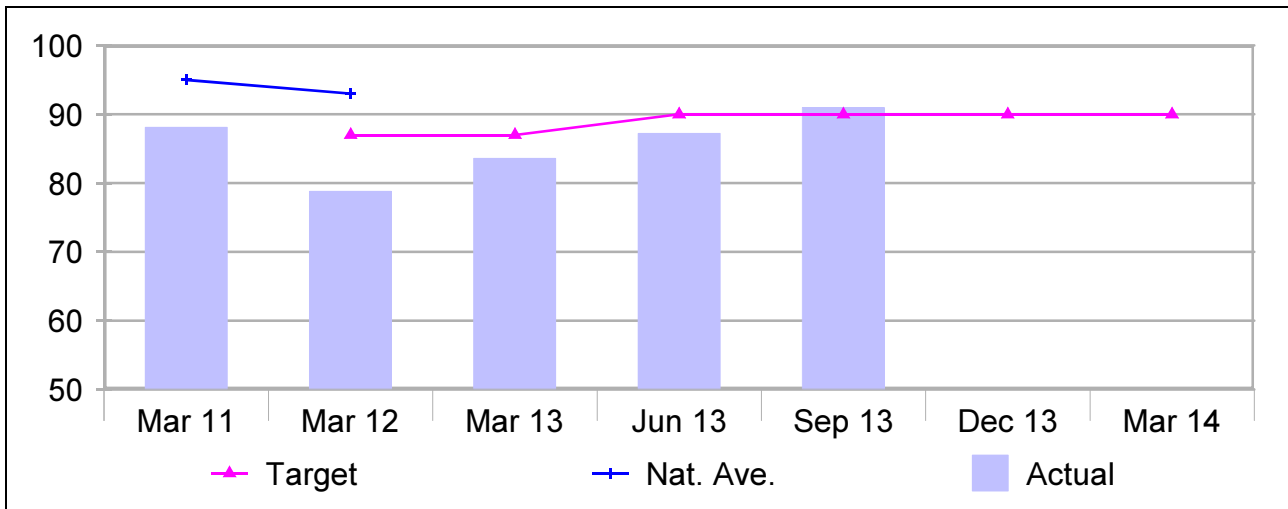
Data Notes

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)

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	88%	79%	84%	87%	91%		
Target		87%	87%	90%	90%	90%	90%
RAG Rating	Green	Red	Amber	Amber	Green		
Nat. Ave.	95%	93%					

Commentary

Performance has improved significantly during the year and the results are now above target. Recent single-month figures (rather than the rolling 12-month figures shown above) are even higher, 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 previous year and robust actions to address the findings and to deliver improvement were contained within the Business Plan for 2013/14 and are now being delivered.

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

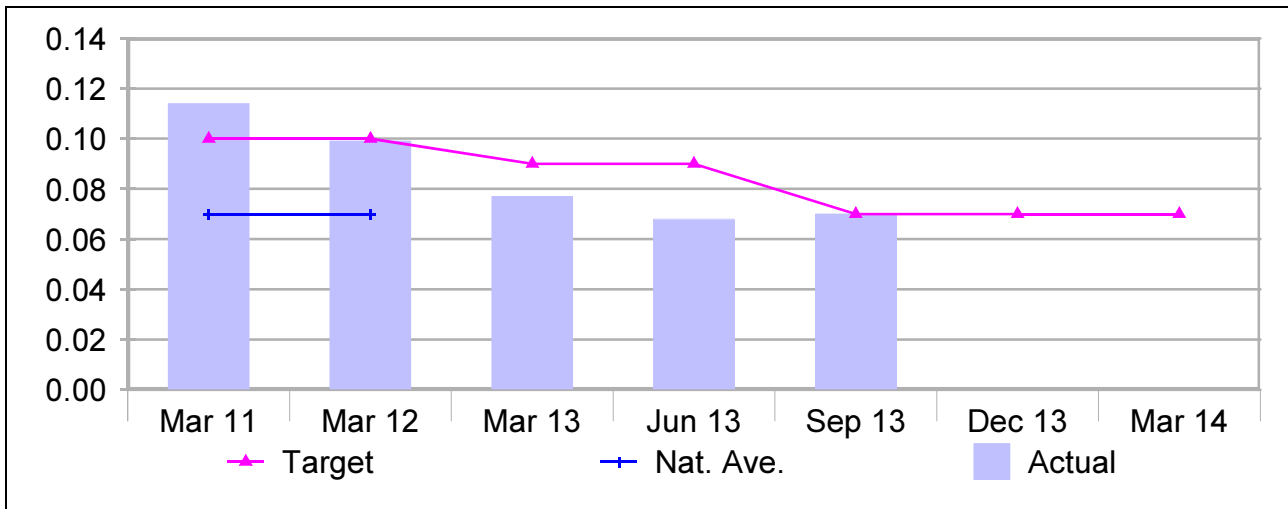
Tolerance: Higher values are better

Exceptions 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%	0.07%		
Target	0.10%	0.10%	0.09%	0.07%	0.07%	0.07%	0.07%
RAG Rating	Amber	Green	Green	Green	Green		
Nat. Ave.	0.07%	0.07%					

Commentary

There were 143 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 143 exclusions in the last 12 months, 37 were in primary schools and 129 were in secondary schools. There will need to be a focus on reducing numbers of primary school exclusions as they are not reducing at the same rate as secondary schools. The establishment of Primary In Year Access Forums are one way of addressing this, as are the development of nurture groups to address the needs of young people with very challenging behaviour.

In the quarter Dover was the highest overall excluding district. Thanet had the highest level of primary school exclusions.

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

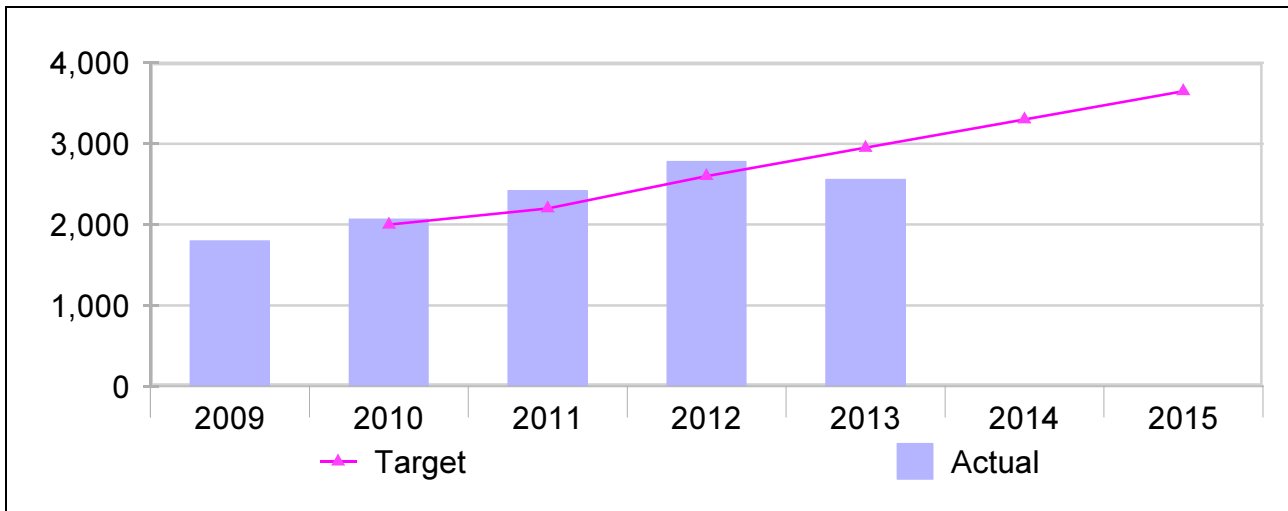
Tolerance: Lower values are better

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

AMBER



Trend Data – annual	Annual trend – academic year						
	2009	2010	2011	2012	2013	2014	2015
Actual	1,800	2,070	2,420	2,780	2,560		
Target		2,000	2,200	2,600	2,950	3,300	3,650
RAG Rating		Green	Green	Green	Amber		
Kent Growth			15.6%	15.7%	-7.8%		
Nat. Growth			12.5%	4.3%	-12%		

Commentary

There was a decrease in the number of starts for last academic year, both locally and nationally. The National Apprenticeship Scheme (NAS) suggests this was due to the closing of a number of training providers due to quality issues. In Kent this has particularly affected starts in Ashford and Dartford.

The decrease seen in Kent was considerably less than the national average. We are implementing an action plan with NAS to tackle the decline and they have provided some funding to support this work. Engagement of employers through Barclay's branch network has resulted in 80 contacts to follow up. Work with Microsoft has resulted in 11 starts. District employer engagement events are planned for Swale, Shepway, Thanet and Tunbridge Wells.

The Kent employment programme has now recruited 426 apprentices.

The Kent apprenticeships success rate is 70% which compares to a National Average of 72% (2011/12).

Data Notes

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

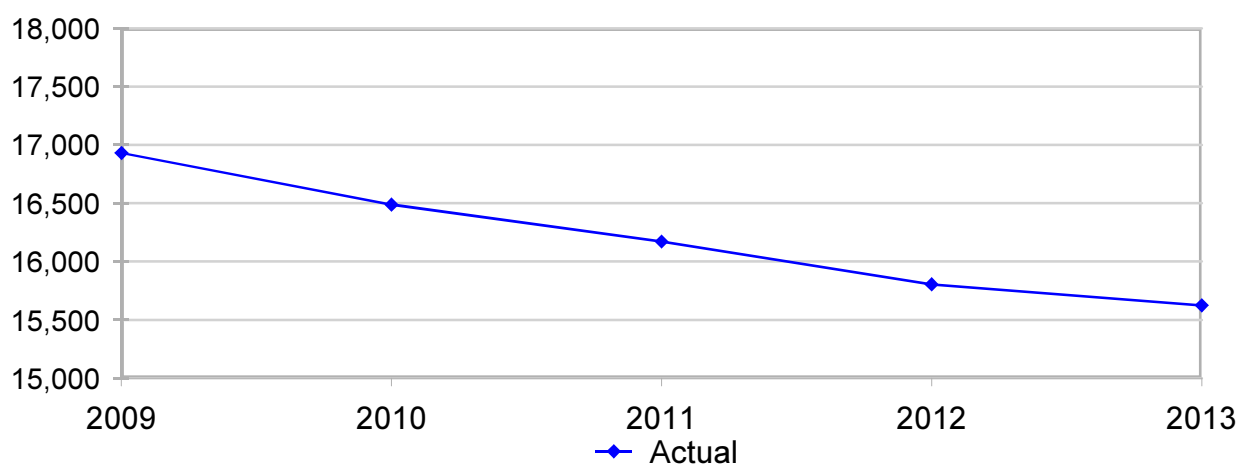
Data Source: National Apprenticeship Service.

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.

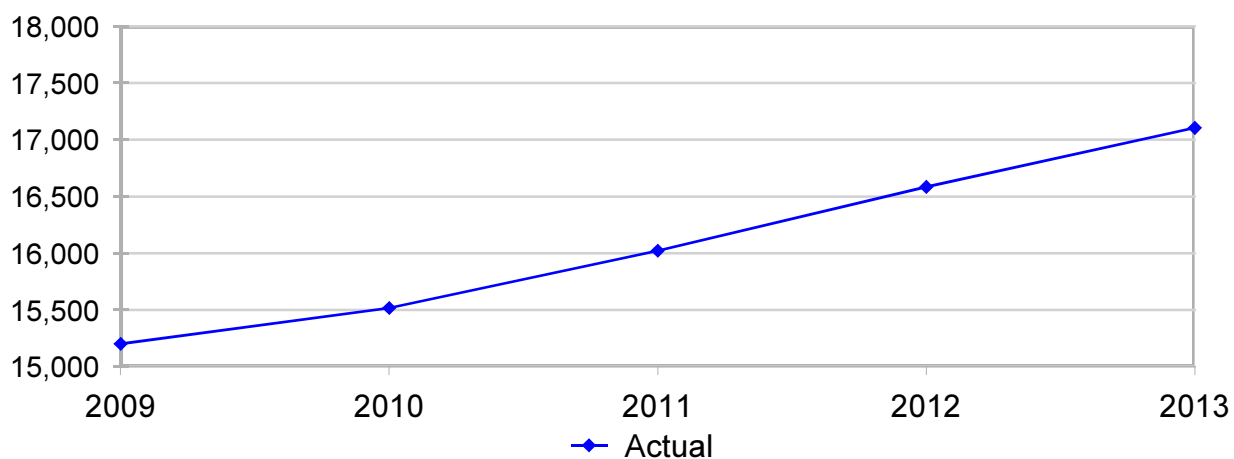
The trend for decreasing numbers entering secondary education is likely to come to a halt after next year, as the Year 6 year-group is currently the smallest cohort at a count of 15,131. After next year the trend in pupil numbers entering secondary education will follow the increasing trend currently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

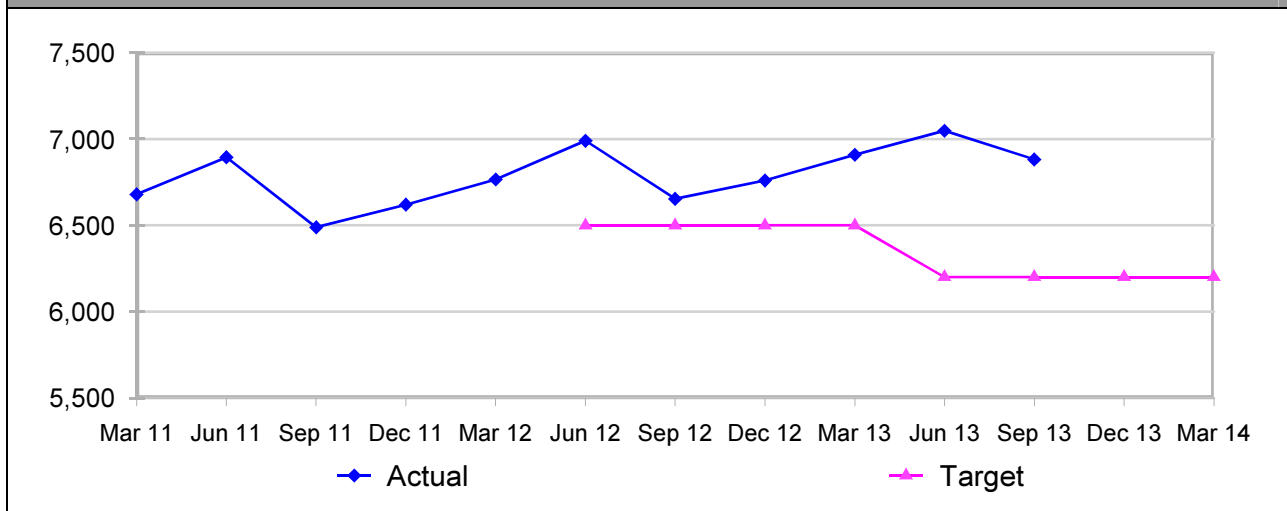
Number of pupils in Reception year (Kent state funded schools)



Education, Learning and Skills - Lead indicators

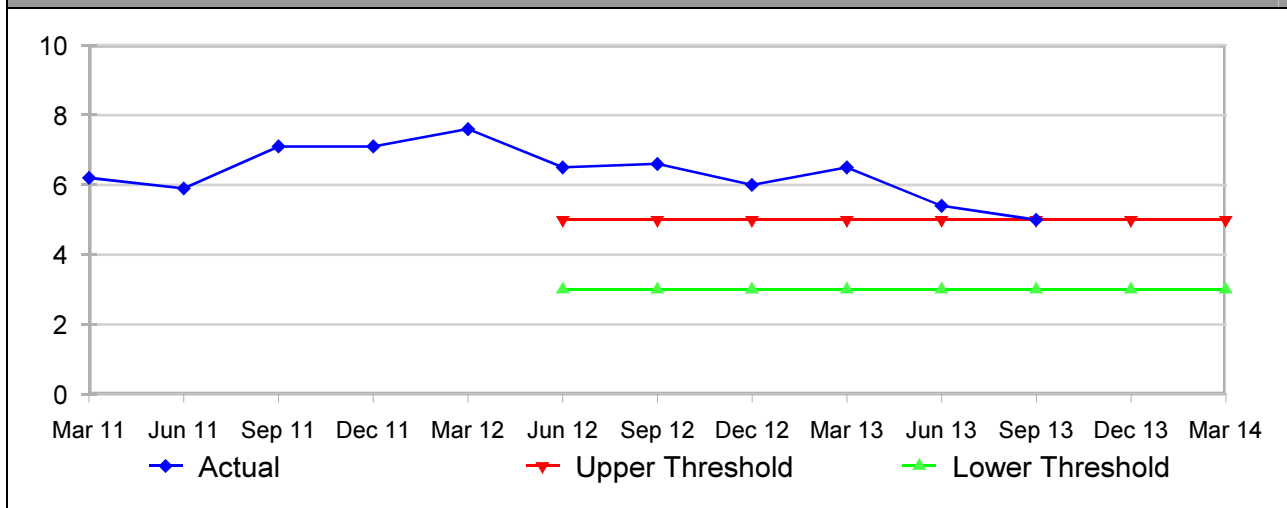
The number of children with **statements of SEN** in Kent schools shows a seasonal pattern over the academic year. At the end of September there were 6,882 pupils with statements, which is a slight increase on the same time last year.

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 September 2013 down to 5.0%, 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

Bold Steps Priority/Core Service Area	Empower social service users through increased use of personal budgets
Cabinet Member	Graham Gibbens
Portfolio	Adult Social Care and Public Health
Corporate Director	Andrew Ireland
Divisions	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	AMBER	↓
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	GREEN	AMBER	↓
Number of clients receiving a telecare service	GREEN	GREEN	↑

The percentage of clients with a **personal budget and/or a direct payment** reduced this quarter, primarily due to more clients receiving short term support packages, such as reablement where a direct payment would not be applicable.

The percentage of **new clients with a short term intervention** is increasing and results are ahead of target.

The percentage of **contacts resolved at point of contact** has not increased this quarter but performance continues to be ahead of target.

The percentage of **clients satisfied that desired outcomes have been achieved** reduced slightly this quarter and is now behind target.

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 Portfolio Update

Adult Social Care transformation is one of the council's four major transformation portfolios as outlined in the council's transformation plan 'Facing the Challenge'. Within this work is progressing on four key programmes.

Care Pathways Programme

Enablement, assistive technology and promoting independence review pilots have been initiated in two localities (South West Kent and Thanet & Dover). This has resulted in a 20% increase in the number of people benefiting from a short term enablement service, a 50% increase in the number of telecare installations, and care packages for over 200 service users have been reviewed with the aim of further promoting the user's level of independence. Investment in these 3 pilots will reduce the number of people who need more expensive on-going support packages. Roll out to the other localities is planned early in 2014.

Optimisation Programme

Following a series of design workshops with front line staff, new processes and roles are now being tested in a 'sandbox office' in the Older People and Physical Disability team in Dover and Thanet. These processes will be refined to maximise efficiency and effectiveness over the coming months. Our aim is to remove bureaucracy, duplication and wastage, so that our service users gain positive outcomes more quickly and that staff can go about their day to day work more easily. Once the new processes and roles are working smoothly, the agreed way of working will be rolled out to all other areas and this is likely to be in early 2014.

Commissioning and Procurement Programme

Expressions of interest have been received from providers who would like to tender for the first wave contract for Home Care (domiciliary) services. Those providers that passed the pre-qualification questionnaire stage are now being audited to check they meet agreed quality criteria. It is expected that successful providers will be invited to tender in December. Successful providers will start providing against the new contract in April 2014. Wave 1 activity is laying the foundations for a later wave of work and a model where providers will be measured on getting the best results for each individual, and not on the amount of time they spend with the person.

Health and Social Care Integration Programme (HASCIP)

A joint bid by Kent partner organisations to become one of the Department of Health's 14 Integrated Care and Support Pioneers, has been successful. The Kent bid is based on delivering whole system transformation and coordination of delivery will be overseen by an Integration Pioneer Steering Group, a sub-group of the Health and Wellbeing Board.

Work continues on the operational integration of health and social care, including implementation of risk stratification, multi-disciplinary team meetings, care coordination and improved pathways for self-management.

Work to align our social work teams to clinical commissioning group boundaries is ongoing with the top two tiers of management now in place. HASCIP will work closely with the optimisation programme to align other staff to the clinical commissioning group boundaries during 2014.

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.

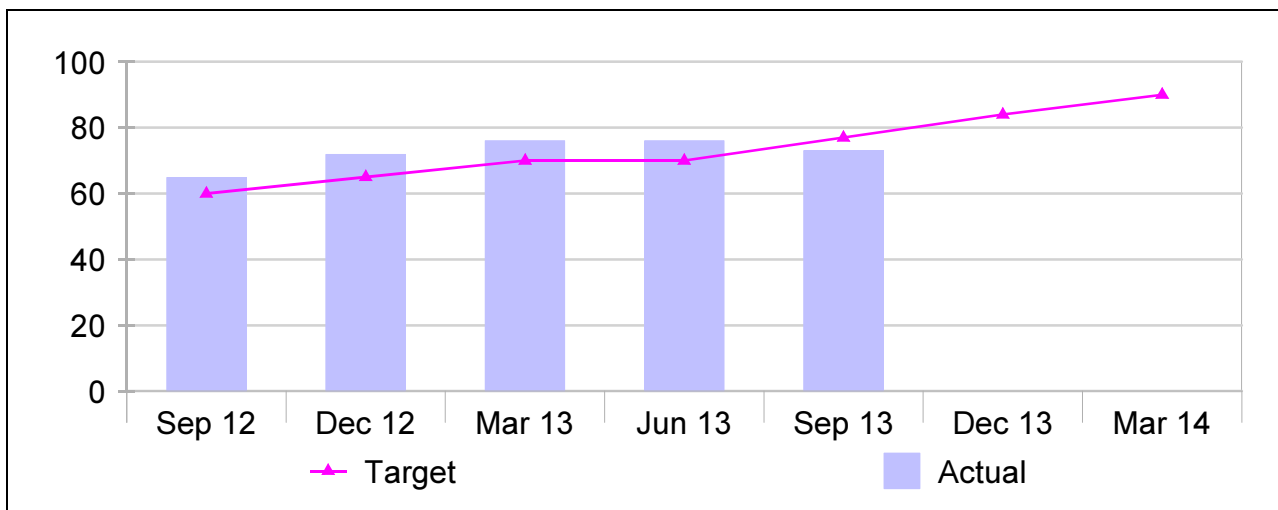
The results of some of the key areas, together with a comparison from last year can be found below.

	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

AMBER
↓



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%	73%		
Target	60%	65%	70%	70%	77%	84%	90%
RAG Rating	Green	Green	Green	Green	Amber		
Clients	10,612	11,732	12,225	12,205	12,402		

Commentary

Despite the number of people with a personal budget remaining higher than the end of March 2013 position, the numbers are lower in September than June.

The actual percentage performance has decreased because the indicator looks at the proportion of all clients that have a personal budget. The total numbers of people on caseloads have increased in the last few months, and personal budget allocation has not increased at the same rate. In addition, there are more people who receive short term interventions or short term care, in line with the Directorate’s objectives and these people would not receive a personal budget.

Allocation of a personal budget ensures people who receive long term support from us to meet their eligible needs, have choice and control over how this is provided.

Data Notes

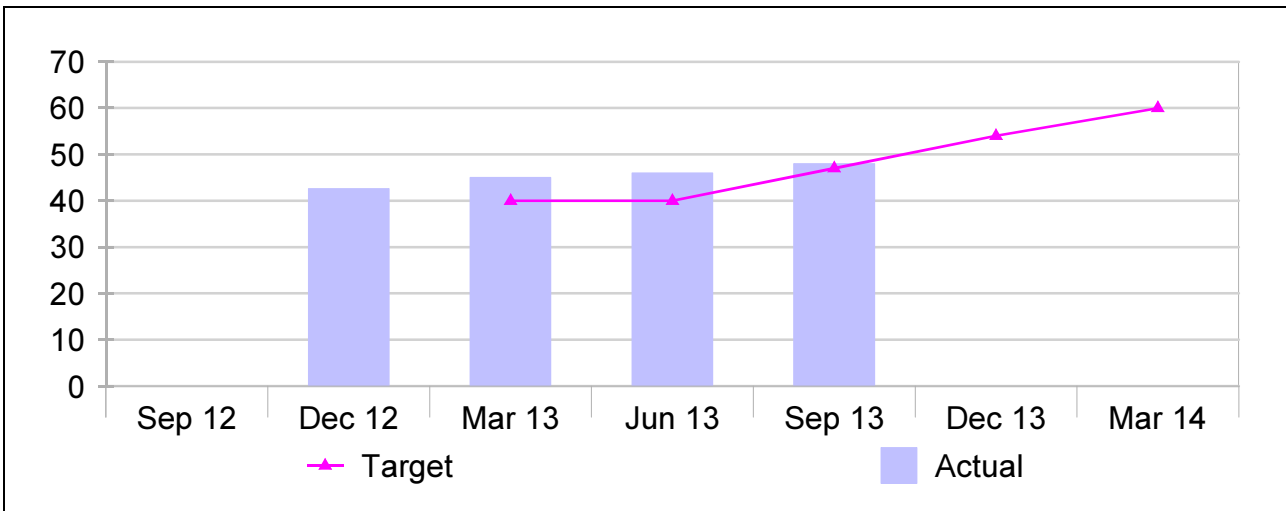
Tolerance: Higher values are better.

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%	48%		
Target			40%	40%	47%	54%	60%
RAG Rating			Green	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.

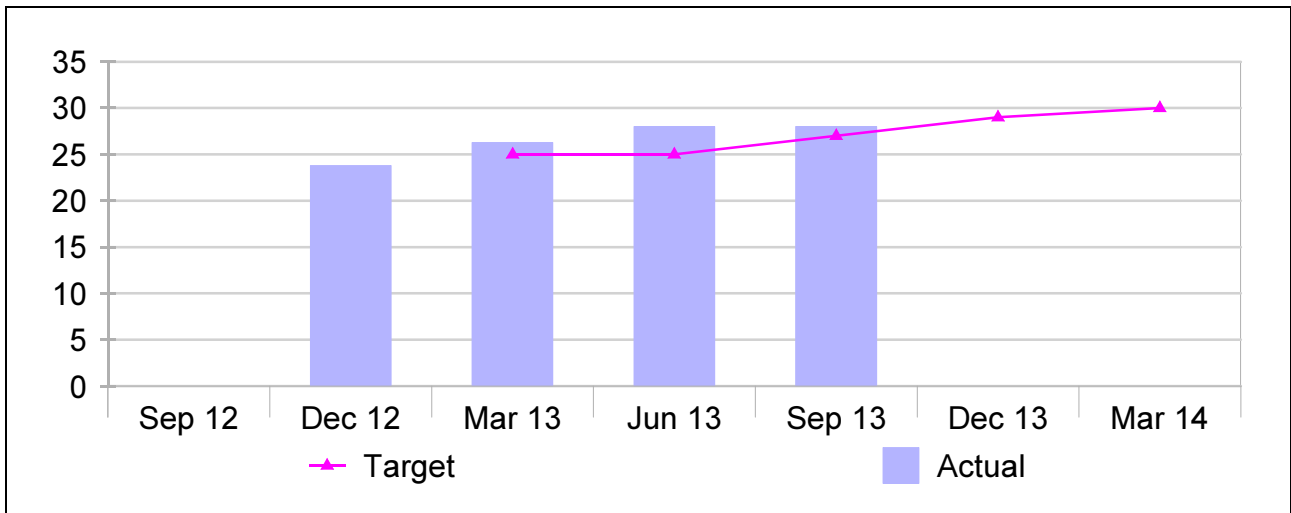
Results are currently improving and ahead of target. Targets for the rest of the year become increasingly challenging each quarter.

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%	28%		
Target			25%	25%	27%	29%	30%
RAG Rating			Green	Green	Green		

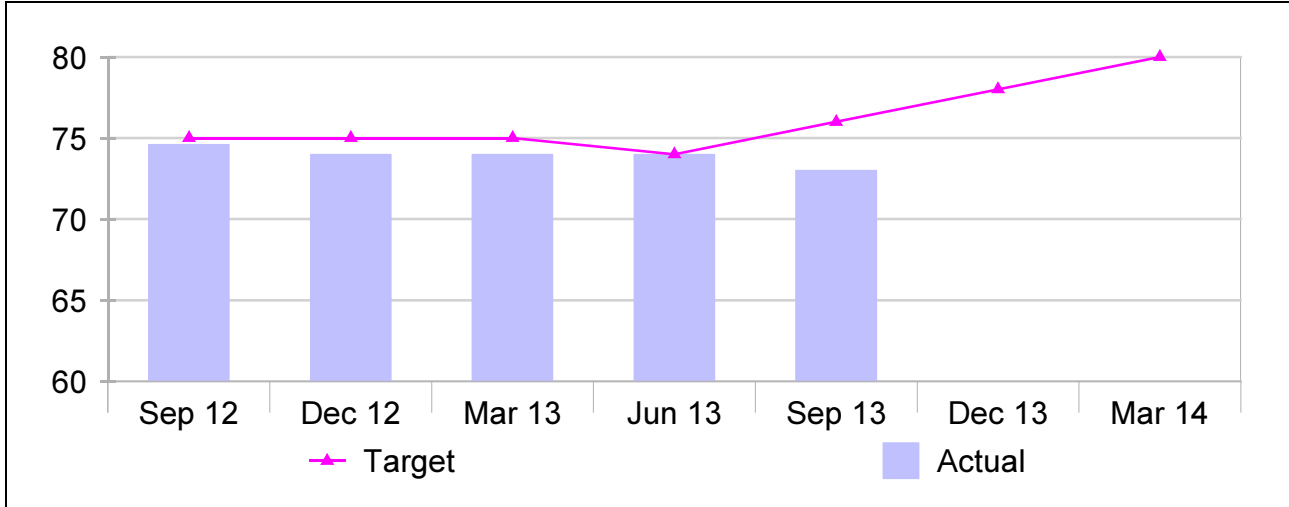
Commentary

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	Amber ↓
---	-------------------



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%	73%		
Target	75%	75%	75%	74%	76%	78%	80%
RAG Rating	Green	Amber	Amber	Green	Amber		

Commentary

Performance for the indicator for the most recent quarter was behind target. 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.

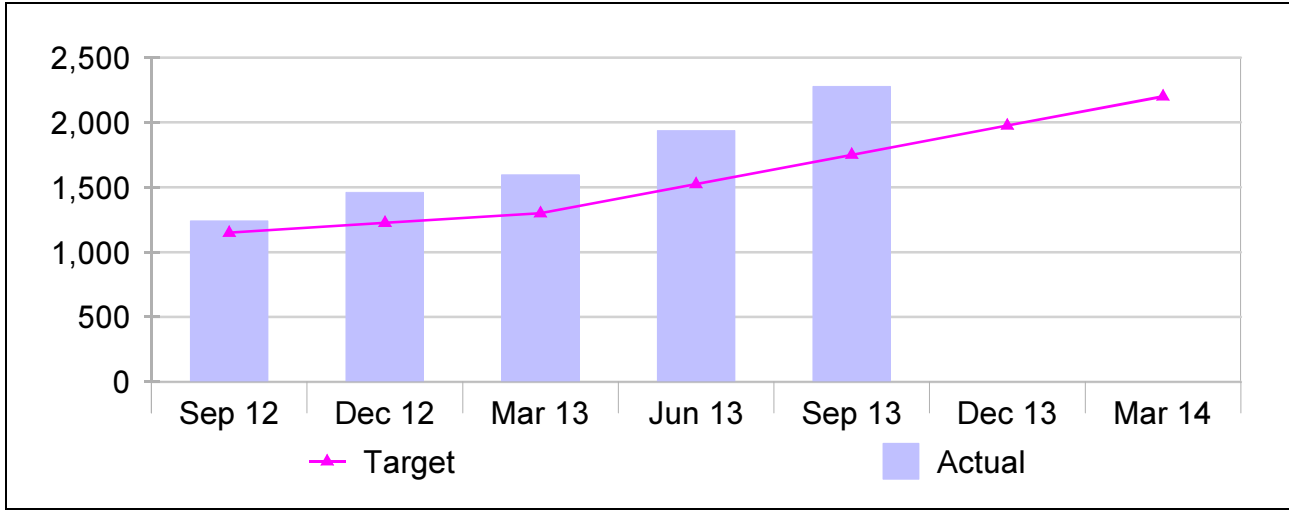
The information collected through this indicator is being used to support the development and commissioning of services to ensure they meet the needs of individuals.

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	2,276		
Target	1,150	1,225	1,300	1,525	1,750	1,975	2,200
RAG Rating	Green	Green	Green	Green	Green		

Commentary

The number of people in receipt of a telecare service has exceeded the 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.

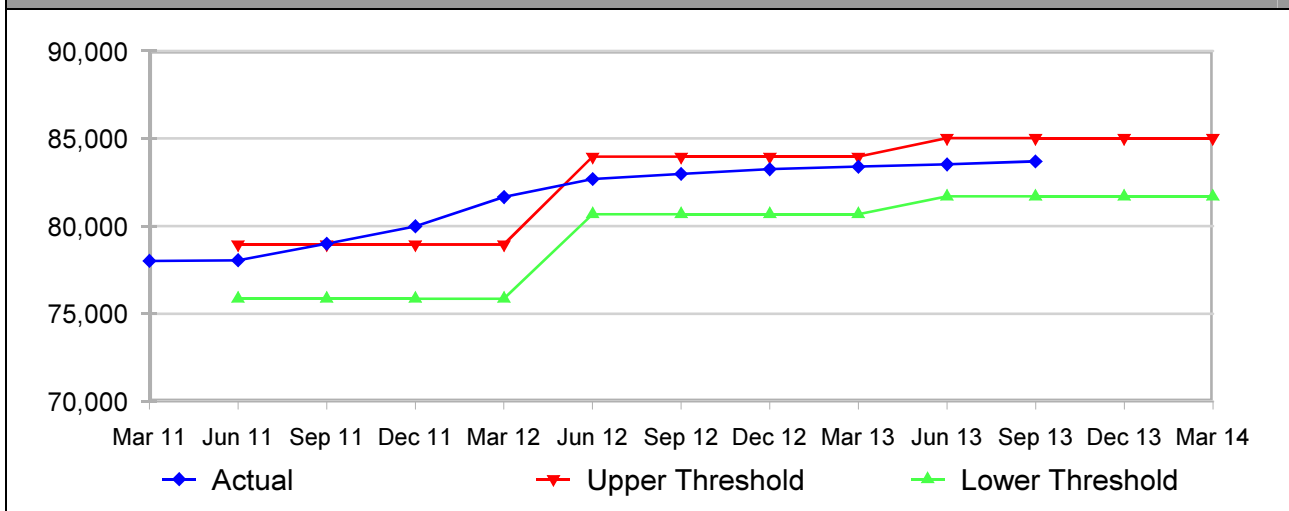
Data Source: Adult Social Care Swift client system.

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.

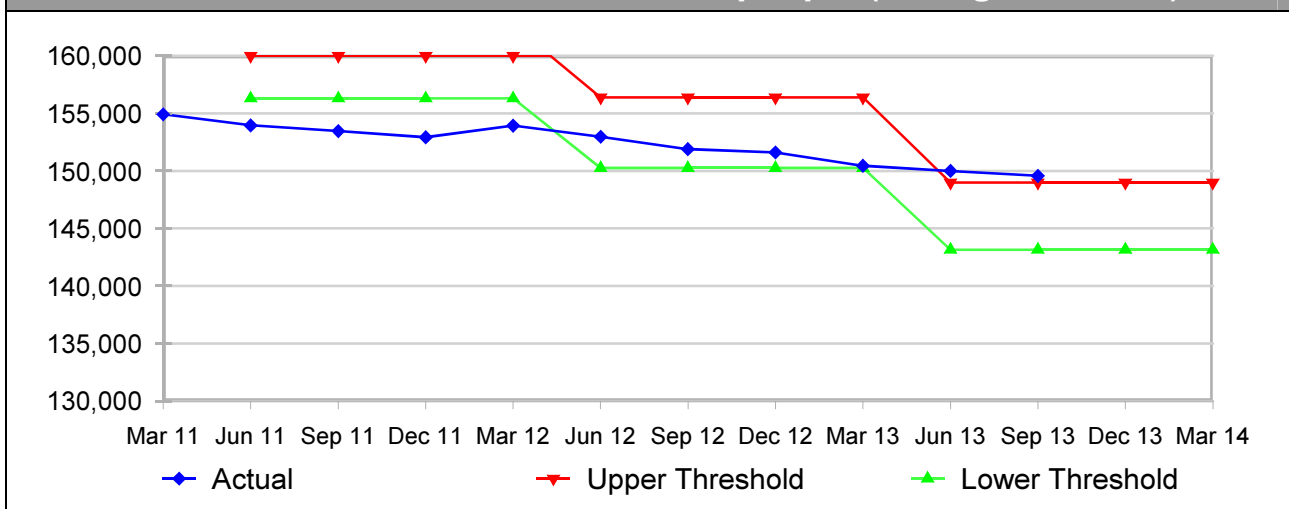
The number of **weeks of nursing care for older people** provided has been increasing slightly over the last two quarters. In the 12 months to September 13 a total of 83,695 weeks care had been provided, up 1% compared to a year ago. However the forecast is to see a reduction to 83,362 weeks for the year to March 2014.

Weeks of nursing care for older people (rolling 12 month)



The number of **weeks of residential care for older people** purchased externally has been reducing over time and was 149,568 in the 12 months to September 2013. The current forecast is 148,296 for the year to March 2014.

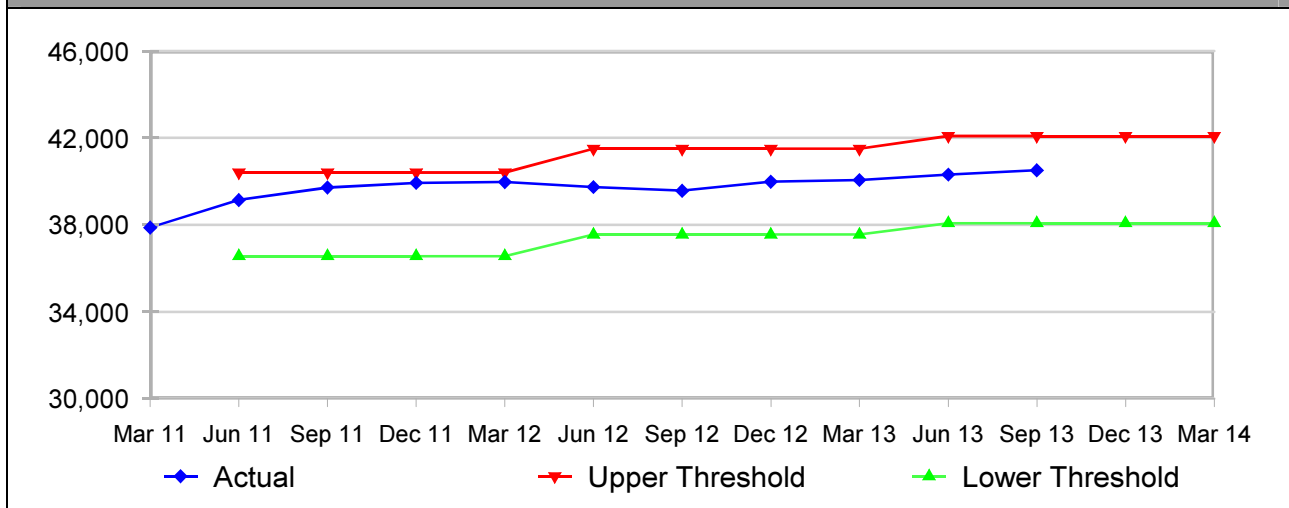
Weeks of residential care for older people (rolling 12 month)



Adult Social Care – Lead Indicators

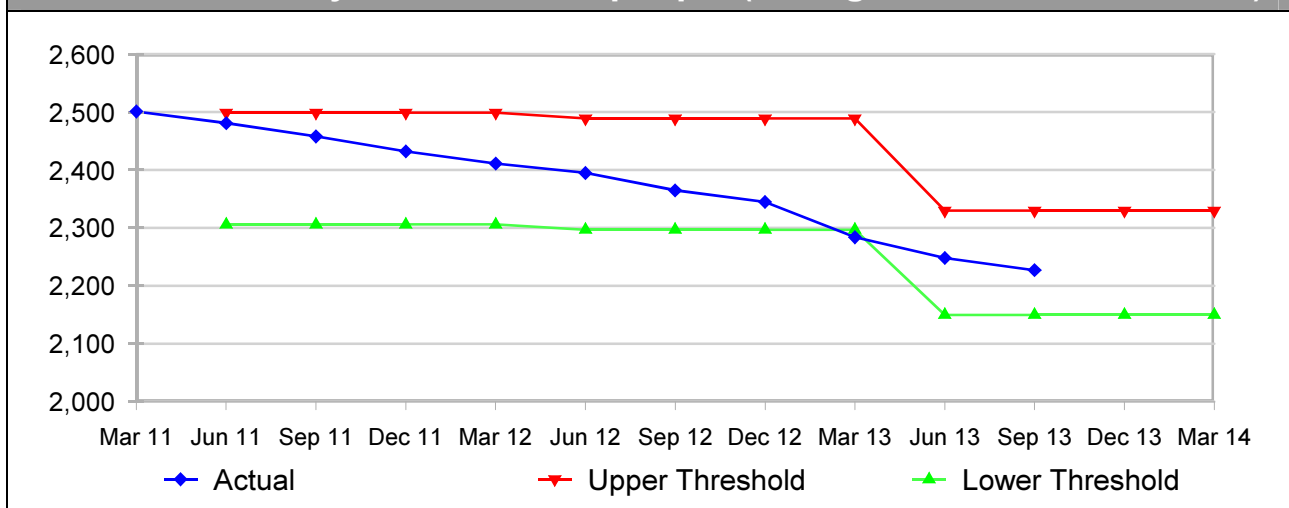
The number of weeks of **residential care for clients with learning disability** continues to increase, following a period of relative stability during 2012. In the year to September 2013 a total of 40,512 weeks had been provided, and the current forecast is that this will increase to 41,124 weeks for 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 as more client transfer to receiving a Direct Payment. In the 12 months to September 2013, the number of hours provided was just under 2.23 million and the forecast is that this will reduce to 2.21 million for the 12 months to March 2014.

Hours domiciliary care for older people (rolling 12 month, thousands)



Health and Wellbeing: Public Health

Bold Steps Priority/Core Service Area	Focus on a preventative approach to health and social care
Cabinet Member	Graham Gibbens
Portfolio	Adult Social Care and Public Health
Director	Meradin Peachey
Division	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	RED	RED	↑
Participation in the National Child Measurement Programme	GREEN	Not yet available	

The Health and Social Care Act 2012 transferred responsibility for Public Health from the NHS to Local Authorities. From 1st 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.

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.

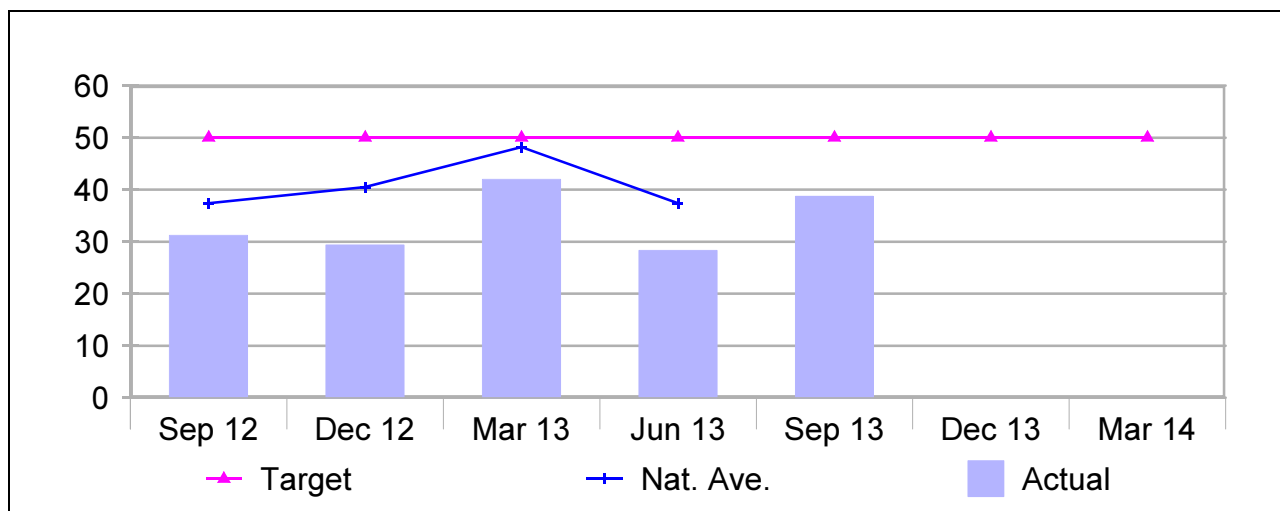
NHS Health Checks programme aims to identify people with increased risk of heart disease, stroke, diabetes, kidney disease and certain types of dementia. People between the ages of 40 to 74 years old who are not already diagnosed with one of these existing conditions are invited for a NHS Health Check 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.

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 detailing the NCMP results in December 2012 is available.

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%	28.3%	38.7%		
Target	50%	50%	50%	50%	50%	50%	50%
RAG Rating	Red	Red	Amber	Red	Red		
Nat. Ave.	37.4%	40.5%	48.2%	37.4%	n/a		

Commentary

From July to September, 18,996 people were invited for a NHS Health Check which was a slight decrease on the previous quarter. The number of people who actually received a Health Check was 8,836, an increase on the previous quarter of 6,455.

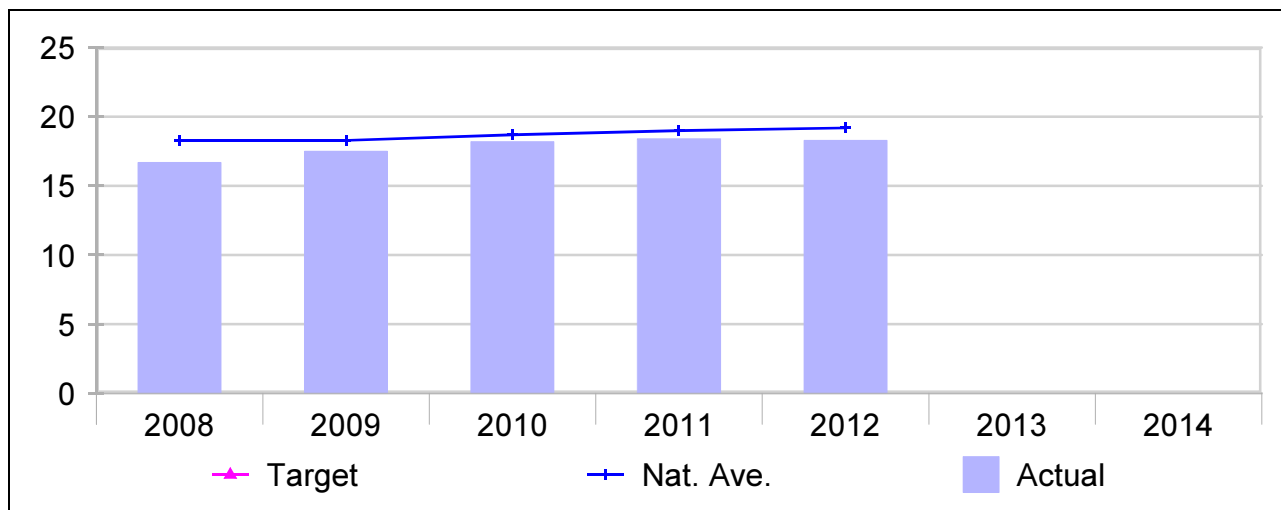
Regular meetings are held with the commissioned provider as part of regular contract management arrangements. Assurances have been provided that there will be an increase in activity during the quarter to December, with a planned large sweep of invites being sent out. This should have a positive increase in the number of Health Checks being carried out during the next two quarters.

Data Notes

Tolerance: Higher values and percentages are better.

Data Source: KCHT (Commissioned Provider)

Percentage of year 6 pupils recorded as being obese



Trend Data – annual	Annual trend						
	2008	2009	2010	2011	2012	2013	2014
Actual	16.7%	17.5%	18.2%	18.4%	18.3%	tbc	
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

2012/13 school year data is scheduled to be published in December 2013.

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 to support 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.
- Increase public and professional understanding of weight issues in children and to 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 95% participation.

Data Notes

Tolerance: Performance assessment for this indicator is based on the participation rate. Obesity for children is defined as being above the 95th percentile on the Body Mass Index, based on weight distributions recorded between 1963 and 1994. Data includes state maintained schools only and is based on school location, not pupil address.

Data Source: The Annual National Child Measurement Programme.

Highways & Transportation

Bold Steps Priority/Core Service Area	Highways
Cabinet Member	David Brazier
Portfolio	Transport and Environment
Director	John Burr
Division	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	GREEN	GREEN	↓

Performance for completing **routine highway repairs within 28 days** is at 92.8% for the half year to date and is above target.

The average number of **days to complete a pothole repair** stands at 15 days for the half year to date and is well within our published customer standard of 28 days.

Customer satisfaction measured through our monthly 100 call back survey is at 83.7% for the half year and above our customer standard of 75%.

We will be launching our Winter Service campaign in October to ensure that residents and communities are as ready as we are for the impact on the county's transport network by any adverse weather conditions.

Business Plan progress

The division has made good progress against the 12 projects due in this half year period. In the last quarter monitoring period these projects included:

- Progressing with the planning process for Gravesend Transport Quarter.
- Starting consultation for the St Dunstan's Traffic Management Scheme in Canterbury.
- Improving the maintenance programme of high speed roads to ensure less disruption on these busy sections of highway.
- Developing proposals for the reshaping of our Public Transport team structure.

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 improvements in the services we deliver.

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 $\pm 2.8\%$ 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 we survey County Council Members, Parish Councils and Town Councils using a reduced question set from the residents' survey, to answer on behalf of their community.

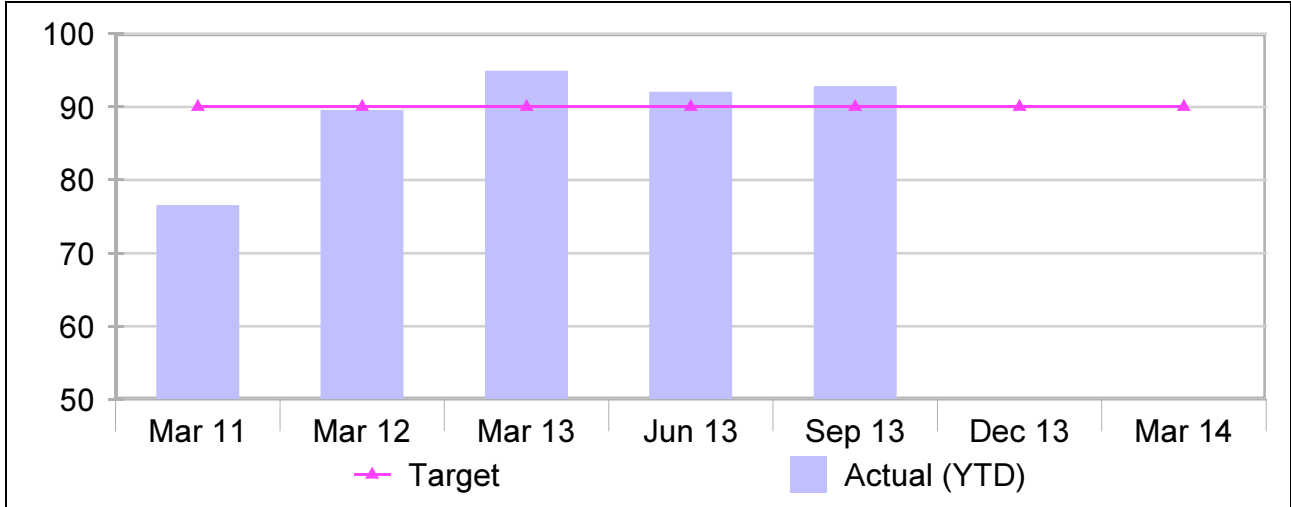
A summary of the annual survey is reported to all Joint Transportation Boards and the full document is published on kent.gov.uk.

The next survey is due to take place in November 2013

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%	92.8%		
Target	90%	90%	90%	90%	90%	90%	90%
RAG Rating	Red	Amber	Green	Green	Green		
Jobs	67,012	61,248	40,389	8,910	22,763		

Commentary

Performance continues to be ahead of target for this indicator.

In the quarter there was a relatively high level of demand for highway repairs for this time of year, particularly in terms of potholes. The continued high demand for pothole repairs was a result of the prolonged winter weather with new potholes still appearing where the weather weakened some road surfaces.

Due to continuing high demand for repairs we are now prioritising ‘safety critical defects’ and this may mean that some less critical repairs may not be responded to if they do not meet requirements to be prioritised.

Data Notes

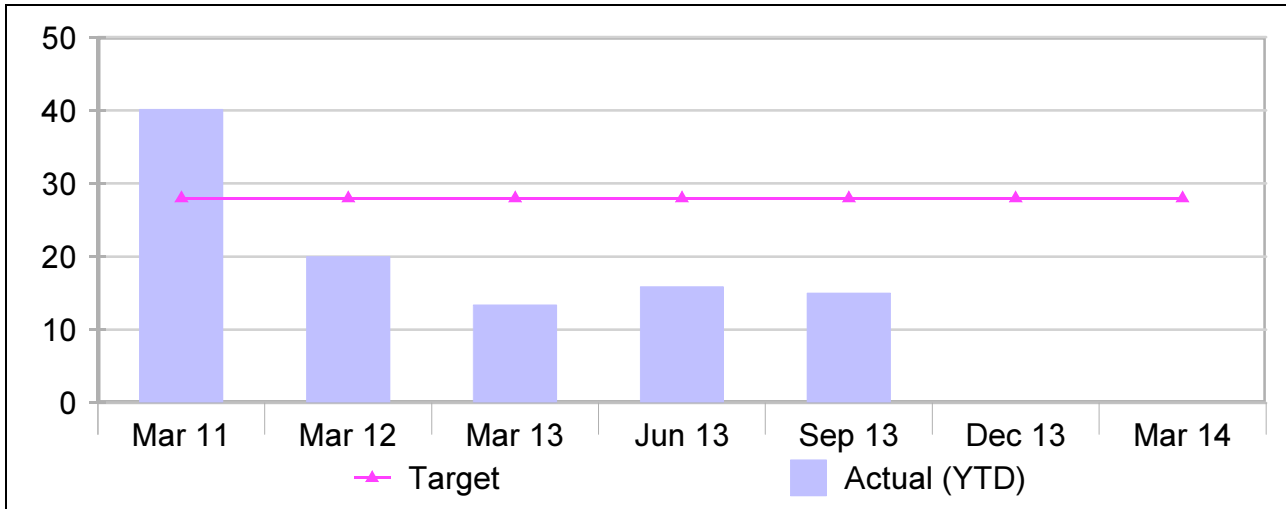
Tolerance: Higher values are better.

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	15.0		
Target	28	28	28	28	28	28	28
RAG Rating	Red	Green	Green	Green	Green		
Jobs	25,495	11,645	14,032	5,025	7,492		

Commentary

Performance for timeliness of pothole repairs continues to be ahead of target.

The current year 'find and fix' programme is now over and due to pressures on revenue budgets we are now focussing on 'safety critical' defects. We are doing what we can to ensure roads are ready for the winter.

Whilst we have delivered most of this year's planned surface dressing and resurfacing programme, this amounts to a relatively small percentage of roads treated and the remaining roads, particularly minor ones, are particularly susceptible to the winter weather. We however plan to focus on maintaining response times to pothole repairs over the high demand winter period to ensure roads are kept as safe as possible. We closely monitor the numbers of incoming requests for repairs to ensure we allocate sufficient resource to complete the work in a timely fashion.

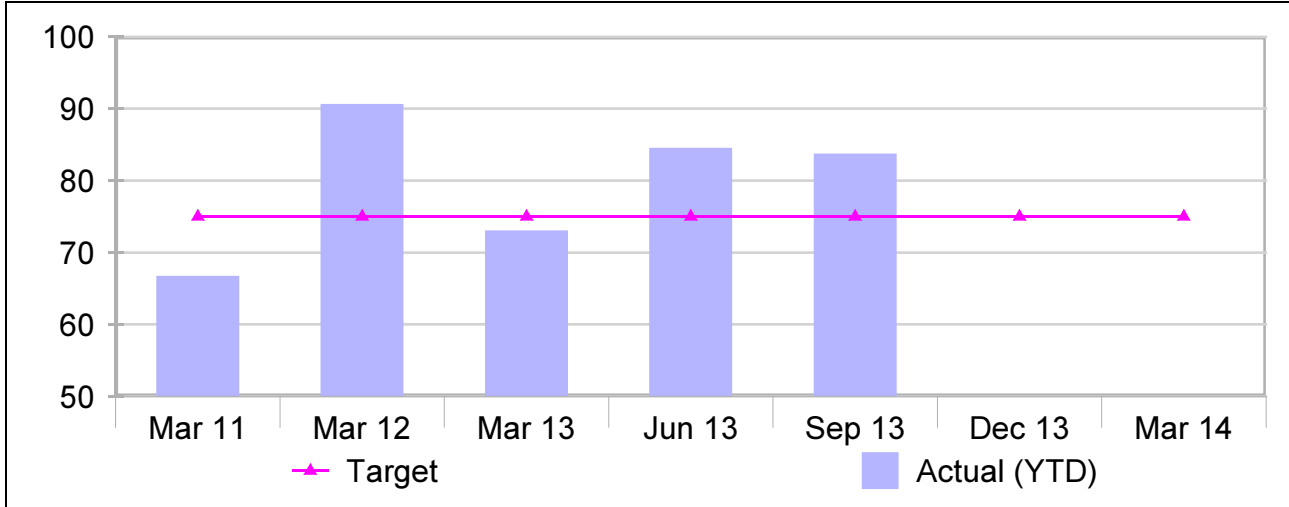
Data Notes

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%	83.7%		
Target	75%	75%	75%	75%	75%	75%	75%
RAG Rating	Amber	Green	Amber	Green	Green		

Commentary

Satisfaction from residents who have logged a fault or enquiry with us has remained above target for the second quarter of this year.

An Internal Audit review of our customer fault reporting service delivered a ‘substantial’ rating and we are pleased at the progress we are making to maintain a positive customer experience wherever possible.

We will be introducing an improved fault reporting tool on our website in the Autumn and hope this will encourage more people to report faults using the on-line facility. The new tool will show what faults have already been logged and information about planned work will be available using a ‘post code’ look up facility.

Data Notes

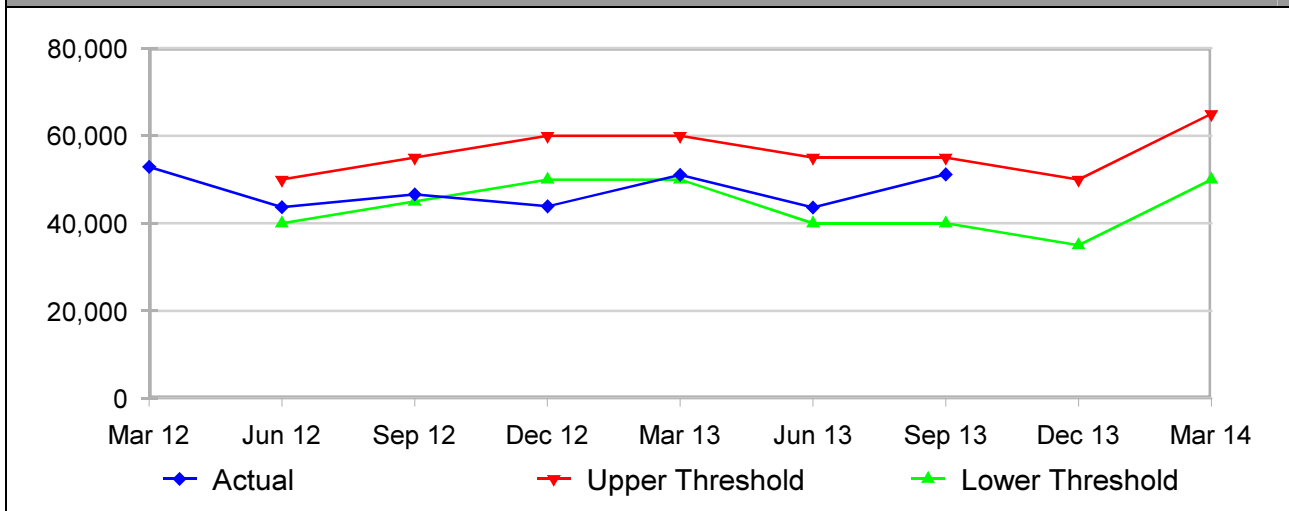
Tolerance: High values are better.

Data is reported as year to date figures. Results are based on a sample of 100 each month. Data for the Year Mar 11 only includes data from July 10 and not April 10.

Data Source: Contact Point telephone survey.

Highways & Transportation - Lead indicators

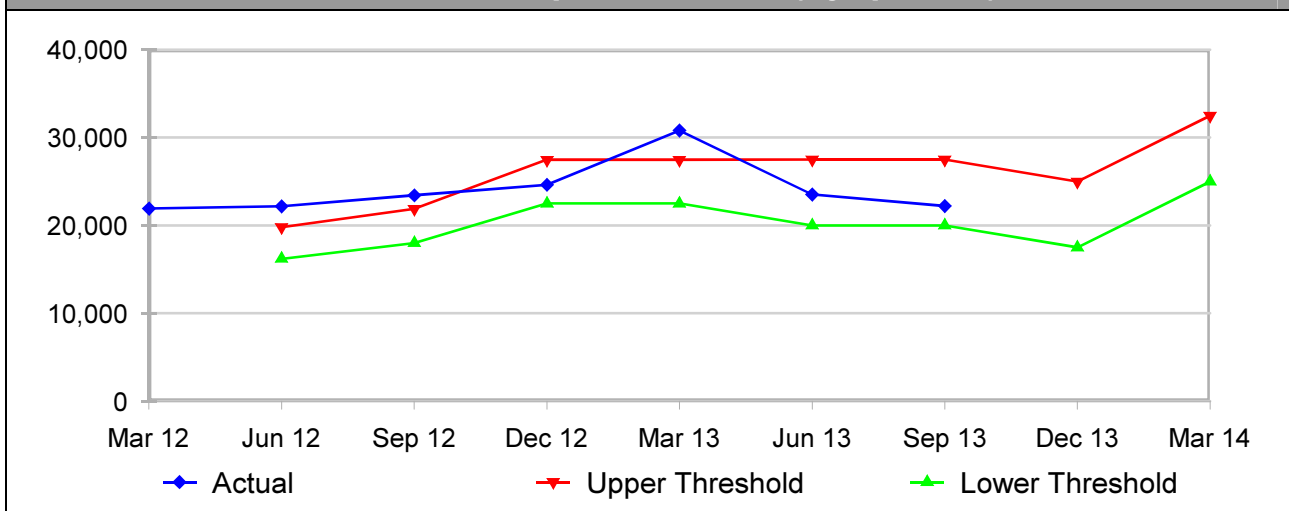
Number of contacts received (by quarter)



Contact volumes for the second quarter of the year at 51,200, were higher than the same time last year (46,600) and at the higher end of expectations. Some of this increase related to increased calls for applications for new Freedom Passes. Contacts are received by phone call, e-mail and the online fault reporting tool.

Over the last year around half 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.

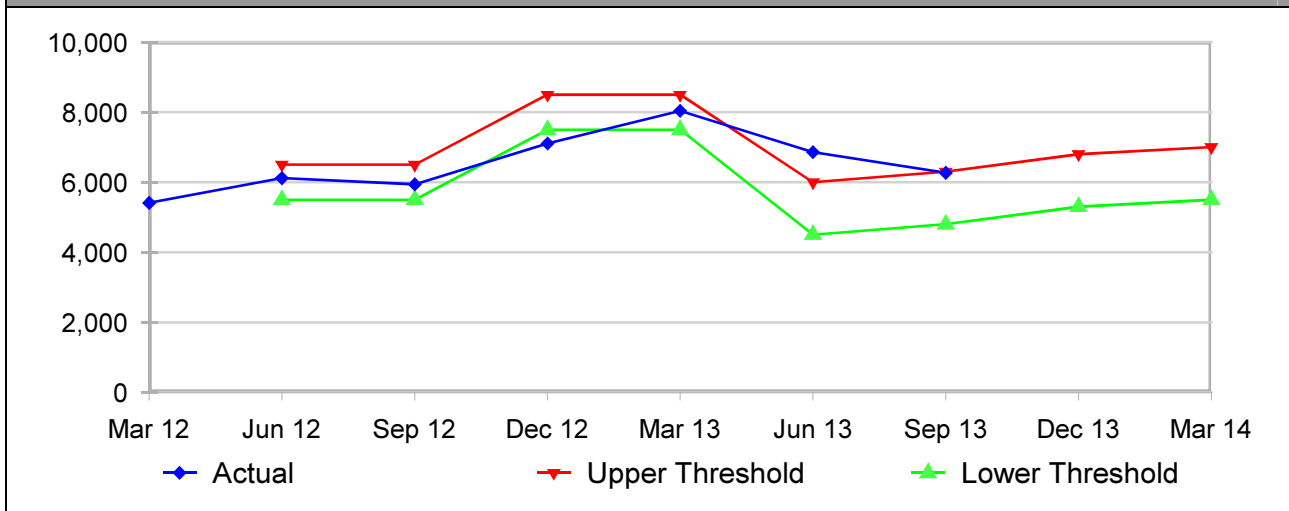
Number of enquiries raised (by quarter)



The number of **enquiries** requiring further action by H&T staff in the quarter was 22,213, this is slightly down compared with the period last year (23,432). The demand in this quarter was driven by pothole faults, streetlight repairs and soft landscaping enquiries.

Highways & Transportation - Lead indicators

Work in progress (Routine and Programmed customer enquiries)



Total **work in progress** from customer enquiries open at the end of September was 6,271 a reduction from the end of June but a little higher than the same time last year (6,096). This level is the higher end of expectations. The services with the higher volume of open enquiries are the normal seasonal demand areas of road and carriageway repairs, soft landscape, street lighting and drainage.

Waste Management

Bold Steps Priority/Core Service Area	Waste Management
Cabinet Member	David Brazier
Portfolio	Transport and Environment
Head of Service	Roger Wilkin
Division	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	AMBER	AMBER	↔

The percentage of **municipal waste not taken to landfill** continues to be ahead of target, with a minor drop in performance compared to last quarter.

The percentage of **waste recycled and composted at Household Waste Recycling Centres** has remained static when compared with last period and remains very slightly behind target.

Business Plan progress

Household Waste Recycling Centre (HWRC)

Following the decision to change operating policies at the HWRC's from October 2012, overall waste volumes managed at the HWRC's show a sustained decrease compared to past years, particularly in relation to construction waste (one of the major forms of illicit trade waste). For the period April to September of this financial year we have experienced a decrease of over 19,000 tonnes when compared with the same period for last financial year. 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 December.

New contracts for the operation of 14 of the 18 HWRC's in the county is being developed which places a greater emphasis on the reduction of waste sent to landfill, customer care, and value for money in the face of rapidly changing materials markets. These new contracts will commence in April 2014.

Improving the HWRC Network

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 opened in July and is already showing very high levels of customer satisfaction.

Improvement works to the Tovil HWRC commenced in October 2013, and works at the Canterbury HWRC are due to commence in February 2014.

East Kent Joint Waste Contract

Overall delivery on Phase 2 of the project remains on track with Canterbury City Council expected to complete their roll-out by February 2014. Thanet District Council will commence borough wide roll-out of new recycling services during the next quarter, and have introduced early adaptor rounds for food waste during September which has proved successful. Overall recycling and diversion from landfill performance is increasing as planned.

Mid Kent Joint Waste Project

There has been a successful roll-out of new recycling services in Ashford (in August) and Maidstone (in September).

The new recycling services for Ashford have seen its recycling rates treble over the last three months. Previously the borough was known for the worst recycling rate in DEFRA's league table, with a rate of only 14%, however interim results for October show a rate of just over 50%.

New recycling services will commence in Swale in December, with the introduction of separate food waste collections commencing from April 2014. Modifications at the Swale Transfer Station will be completed by the end of the year to facilitate the roll-out of the new services.

West Kent Waste Project

KCC officers worked with Gravesham Borough Council on the authoring of a report setting out recommendations for improving waste diversion through an amended collection scheme, including separate collections of food waste. That report was subsequently approved in October 2013, and roll out of the scheme is anticipated to commence in summer 2014. A draft inter-authority agreement concerning sharing of savings is being prepared for approval by both councils. Dartford Borough Council is currently undertaking an internal review and intending to report back to the West Kent Group in January 2014.

South East 7 (SE7)

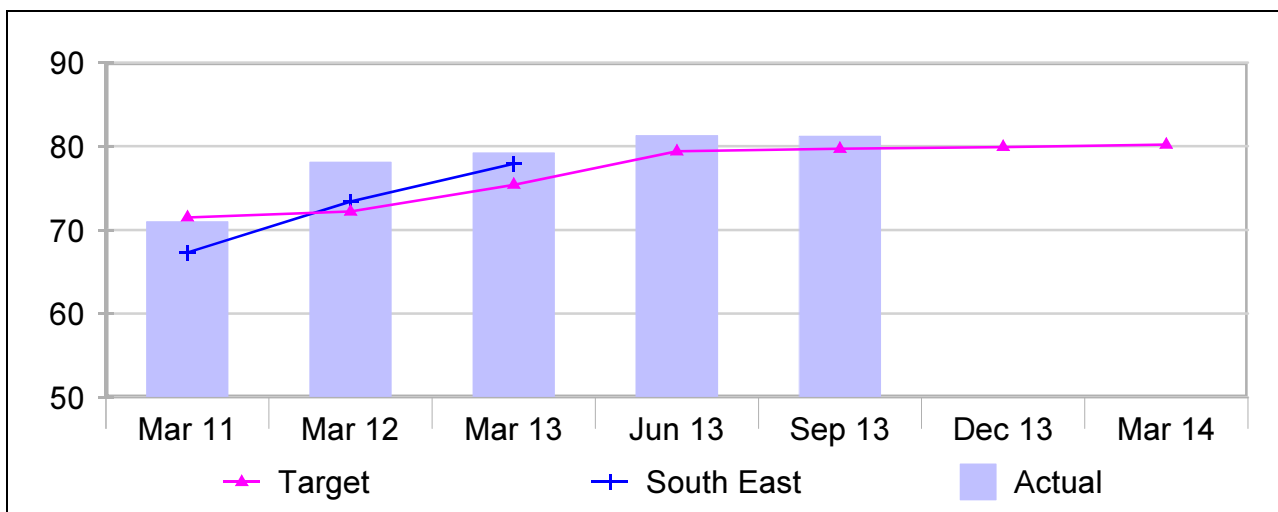
Delivery Plan recommendations were presented to the SE7 Leaders in September 2013. These were approved, and now a programme of engagement with waste collections authorities in Kent, through the Kent Resource Partnership, has commenced with a view to pursuing the opportunities identified by SE7 with vigour.

Waste transformation project

A review of the Waste Management service has taken place, and this is culminating in a restructure process commencing November 2014. The key drivers are to create an "intelligent client" model, improve customer focus, and to drive innovation and ambition. Some disruption may result during the process, but this will be minimised through the use of seconded resources from other services to ensure key projects are delivered.

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%	81.3%	81.2%		
Target	71.5%	72.2%	75.4%	79.4%	79.7%	79.9%	80.2%
RAG Rating	Amber	Green	Green	Green	Green		
South East	67.3%	73.4%	77.9%				

Commentary

The percentage of municipal waste not taken to landfill continues to be ahead of target.

Performance remained static in the quarter despite new recycling services being introduced. Seasonal fluctuations in composting of garden waste seem to have affected the overall performance in the quarter. The forecast is that performance will show further improvement during the course of the year.

The introduction of new recycling services in Ashford has resulted in a marked change in recycling in that district. Since July Canterbury City Council has also diverted more waste away from landfill to the Allington Waste to Energy Plant.

There will be further improvements delivered in the year with increased recycling from the second phase of the East Kent joint waste contract and the introduction of new recycling services in Mid Kent.

Data Notes

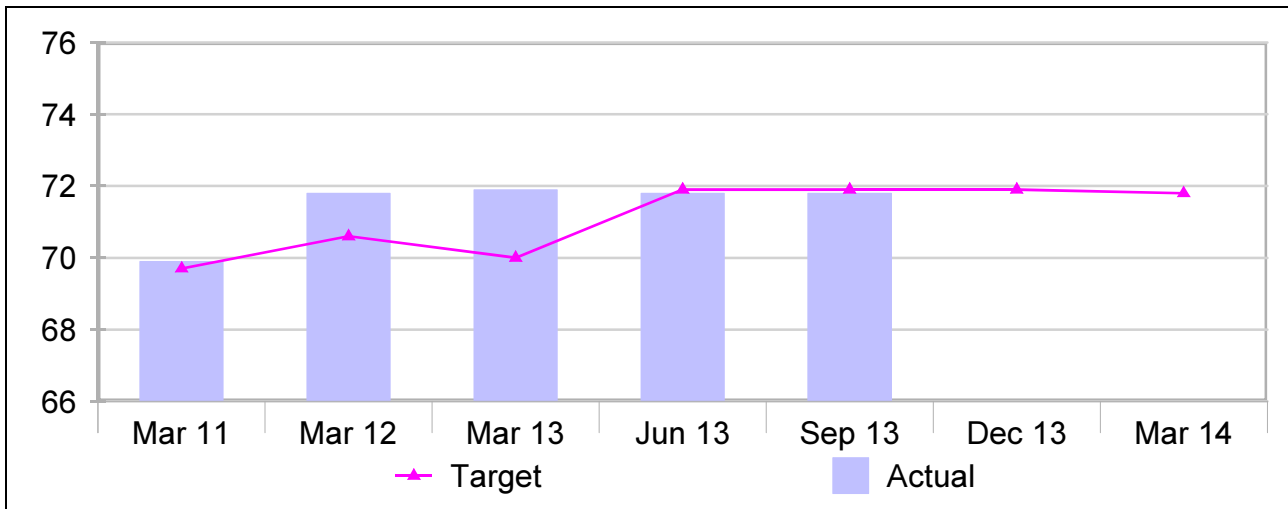
Tolerance: Higher values are better.

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%	71.9%	71.8%	71.8%		
Target	69.7%	70.6%	70.0%	71.9%	71.9%	71.9%	71.8%
RAG Rating	Green	Green	Green	Amber	Amber		

Commentary

The percentage of waste recycled and composted at the HWRC’s has remained static and was very slightly behind the target for the period ending September 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 and reported in December 2013.

The forthcoming procurement of new contracts for the management and operation of HWRCs will include measures to further incentivise diversion of waste from landfill through higher levels of recycling, and a strong focus on delivering high levels of customer service.

Data Notes

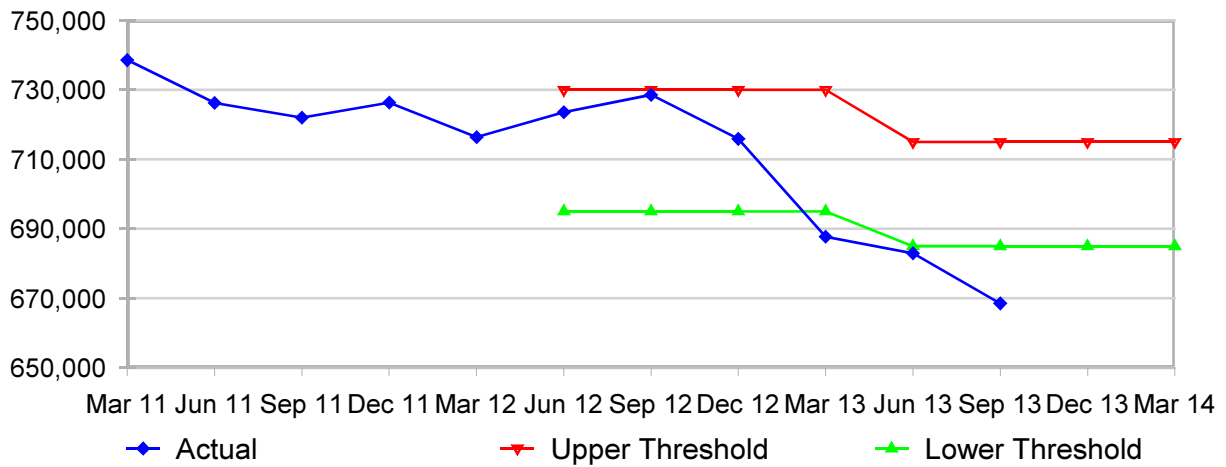
Tolerance: Higher values are better.

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

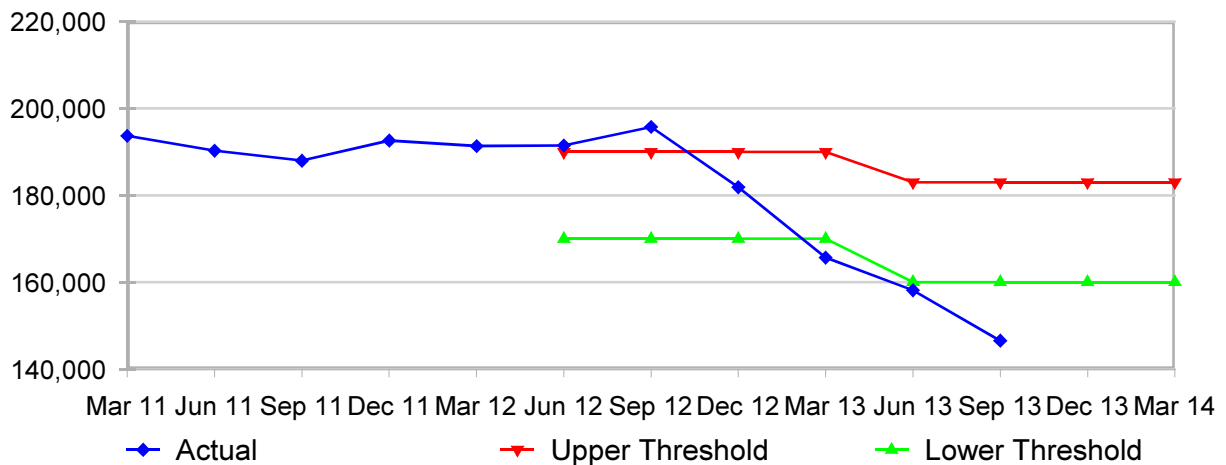
Total Municipal Tonnage (rolling 12 month)



Municipal waste tonnage collected continues to show a significant decrease over the last four quarters. The total waste collected for the period ending September 2013 was 668,500 tonnes which is approx. 60,000 less than the previous year ending September 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.

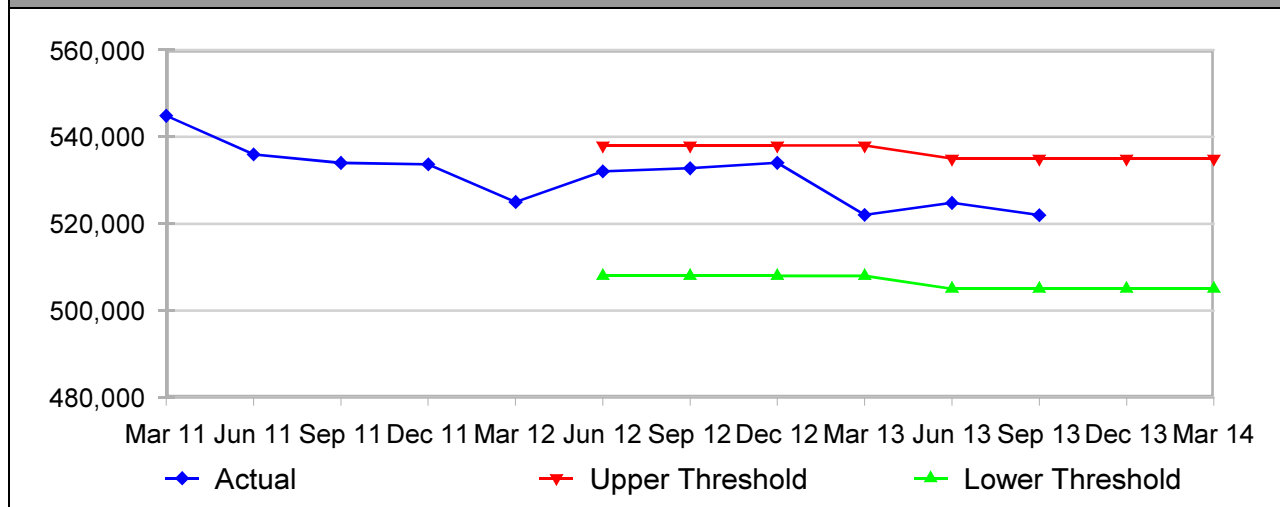
Tonnage managed through HWRC (rolling 12 month)



The amount of **waste collected at household waste recycling centres** has shown a significant decrease over the last four quarters. The total tonnage managed through the HWRC's was 146,500 tonnes for period ending September 2013, which is a reduction of approx. 49,000 tonnes when compared to previous year ending September 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 financial year. The final figure for 2012/13 was 522,000 tonnes.

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

Bold Steps Priority/Core Service Area	Deliver the Kent Environment Strategy
Cabinet Member	David Brazier
Portfolio	Transport and Environment
Director	Paul Crick
Division	Planning and Environment

Business mileage continues to reduce ahead of target helping contribute to the overall Carbon Emissions target for the council.

Indicator Description	Previous Status	Current Status	Direction of Travel
KCC staff business mileage.	GREEN	GREEN	↑

Overall Emissions update

The forecast is for Carbon Emissions for 2013/14 to decrease slightly compared to the previous year with a reduction of 4.4% compared to 2010/11 baseline year which is behind target. Emissions for buildings were affected in the last year by increased winter fuel use and this is the main reason why performance on overall emissions is currently behind target.

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.

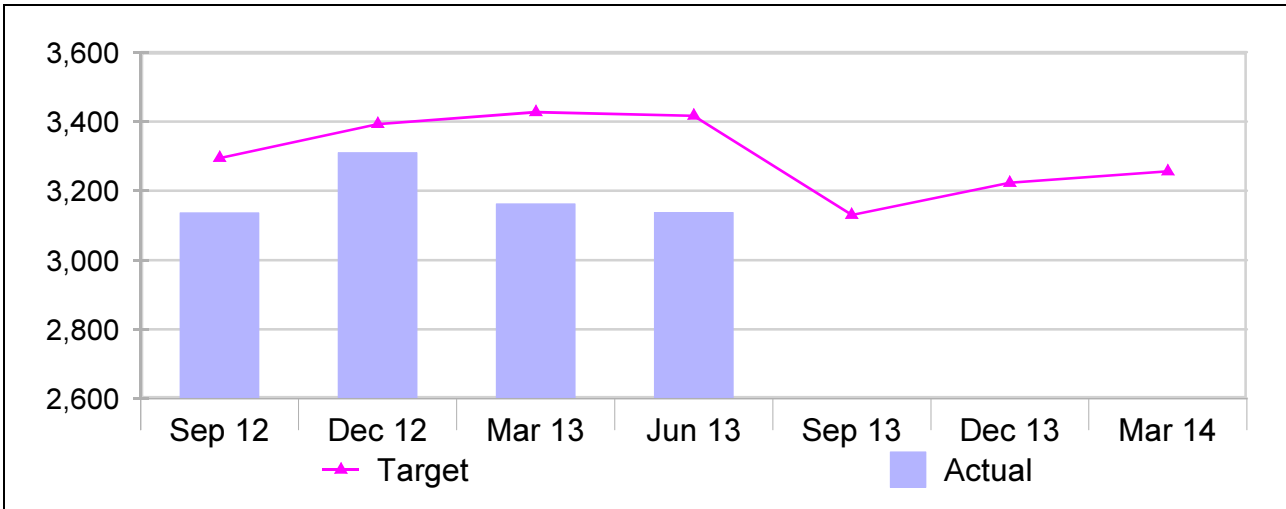
Street lighting electricity consumption is the most significant contributor to the estate carbon footprint. In 2012/13, £240,000 was invested in low energy lamp upgrades with expected lifetime savings of £1m. A further investment of £143,000 has been agreed with further expected lifetime savings of £780,000. Delivery of further lamp upgrades coupled with part night lighting will achieve more significant reductions over the next 3 years.

The long term strategy for council buildings is being delivered 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	3,138			
Target	3,295	3,393	3,427	3,416	3,130	3,223	3,255
RAG Rating	Green	Green	Green	Green			

Commentary

Performance continues to be ahead of target for this indicator.

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 and so is presented a quarter in arrears.

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

Bold Steps Priority/Core Service Area	Respond to key regeneration challenges working with our partners
Cabinet Member	Mark Dance
Portfolio	Regeneration and Economic Development
Director	Barbara Cooper
Division	Economic Development

The **number of jobs** which are committed to be created from the Regional Growth Fund managed by KCC and other direct funding from KCC is currently ahead of target.

Indicator Description	Previous Status	Current Status	Direction of Travel
Number jobs created (committed)	GREEN	GREEN	↑

Regional Growth Fund Programmes: We remain on target to launch the Escalate project to businesses in West Kent and Maidstone in November. Current RGF programmes continue to deliver results. At 23 September, Expansion East Kent has allocated £19.4million to 56 businesses at full contract stage and together with current pipeline cases will deliver 1,566 jobs and secure an additional £54 million from the private sector. In North Kent, TIGER has allocated £3.8m to 15 businesses at full contract stage and with the current pipeline cases will deliver 472 jobs and secure £2.9m private sector investment.

The **Marsh Million** fund for small business on Romney Marsh, supported by Magnox and the district councils in Ashford and Shepway is now open to applicants and has attracted 18 pre-applications, 15 of which have been put forward to full application stage.

Along with Magnox and Shepway District Council the KCC **Workspace Incubator Challenge Fund** is providing financial support to establish a new incubator centre at New Romney which over three years will deliver 45 jobs (created or safeguarded) and support 30 new businesses. In addition, 20 businesses will leave the incubator space and move into second phase facilities and 100 businesses will receive specialist advice.

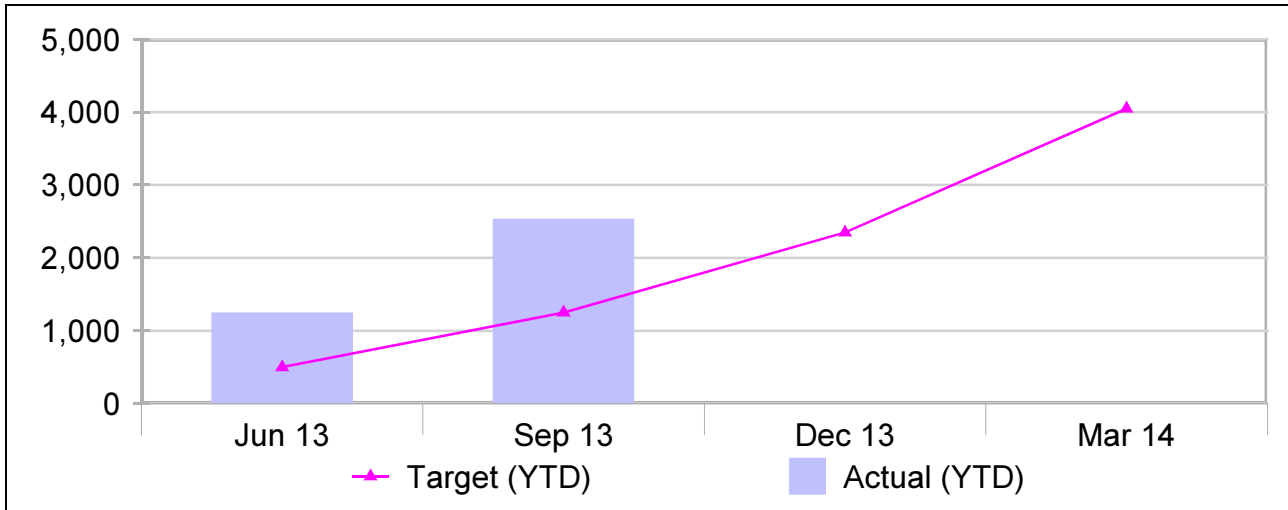
Business Growth Support

Alongside direct financial support to support Kent business we commissioned High Growth Kent (HGK) in January 2013 to provide coaching for businesses with high growth potential. To date 25 companies have received coaching.

We continue to market Kent both overseas and in the UK. Locate In Kent activity has created/safeguarded 1,120 jobs so far this year, with 87 new projects added to the pipeline with the majority of these being in knowledge based and high growth sectors.

Jobs created through direct KCC funding, Regional Growth Fund and other schemes managed by KCC

GREEN
↑



Trend Data – year to date	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	New Indicator for 2013/14			1,243	2,532		
Target				500	1,250	2,350	4,050
RAG Rating				Green	Green		

Commentary

Good progress has been made to reach our overall jobs committed target of 4,050 new/safeguarded jobs for this year. The RGF programmes account for 40% of the total jobs reported so far.

Future work to promote Kent to inward investors includes a Life Sciences event forming part of the Grow for It campaign to be held at Discovery Park.

Data Notes

Tolerance: Higher values are better.

Jobs created include committed new jobs and safeguarded jobs. The indicator includes jobs created in Kent and Medway.

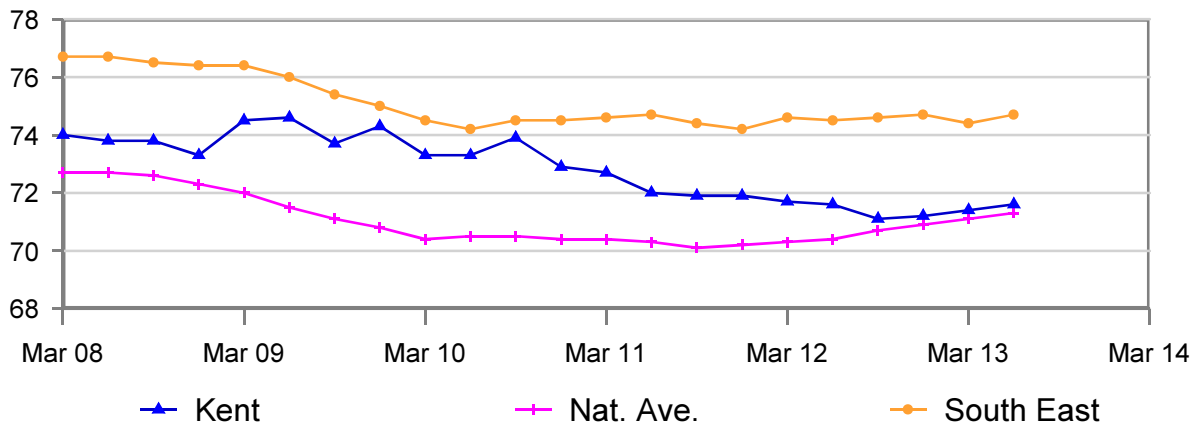
Data Source:

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.

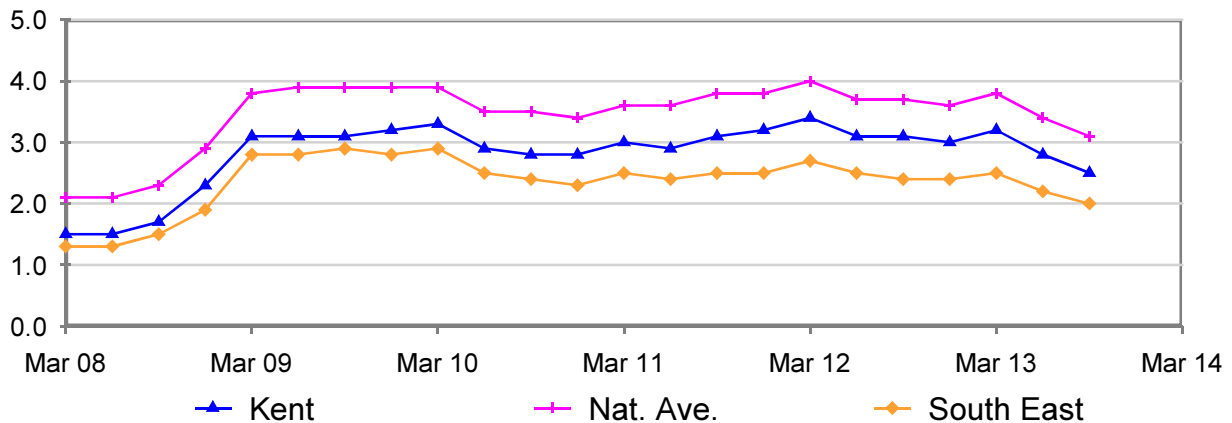
Employment rates have seen an encouraging increase both nationally and in Kent during the last 12 months, after a number of years of decline and stagnation during the global recession. Employment rates in Kent remain above the national average and below the regional average.

Working age employment rate



Claimant counts have shown an encouraging reduction, in the last six months reducing to the lowest level seen since the start of the recession.

Percentage of 16 to 64 year olds claiming JSA



Corporate Risk Register Update

Progress against Mitigating Actions - collected at end of Quarter 2

There were fourteen actions listed to mitigate elements of corporate risks that were due for completion or review up to the end of September 2013. Four have been completed, one has been closed and three are outstanding. The remaining six are subject to regular quarterly reviews.

CRR2	Safeguarding		
Current Risk Rating	AMBER (15)	Target Risk Rating	AMBER (10)

Outstanding Action:

Action	Update
A structured mechanism for feeding back lessons learnt from assessment, regulation and inspection needs to be implemented. Reviewed in September 2013, to be reviewed again in January 2014.	The Children in Care Strategy 2011/14 has been put in place to enable a full multi-agency response to promote effective parenting for children in care and care leavers. This includes a focus on health and education outcomes. Further work is taking place to develop the next multi-agency strategy for 2014/2017.
Ongoing development of further strategies and campaigns to support recruitment so that we attract and retain high calibre social workers and managers. Use of competent agency social workers and managers on temporary basis to fill vacancies.	There has been a reduction in posts being filled by qualified social workers and an increase in the number of agency staff backfilling. This is being reviewed by the Performance & Evaluation Board. See Specialist Children's Services section for more details.

CRR4	Civil Contingencies and Resilience		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (9)

Outstanding Action:

Action	Update
Upgrading / enhancement to Automated call distribution system.	Cloud solution approved following business case. Compliant sourcing solutions are being identified by procurement - will inform updated implementation date.

Regular Review:

Action	Update
Implementation of Improvement Plan 2013/14 relating to Disaster Recovery & Business Continuity arrangements.	Work continues but rescheduled to give priority to achieving compliance with revised security targets mandated by central government. Rolling programme of review to be implemented as on-going programme from Jan 14.
Implementation of Customer Relationship Management System and services that utilise MS Dynamics, including training provision to ensure KCC has a sustainable support capability for these services.	Procurement Board to review in Spring 2014 following tender responses.

CRR5	Organisational Transformation		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (8)

Completed Action:

- Revision of KCC employee Terms & Conditions reflecting the changing shape of the workforce has been completed and business cases will be kept under annual review.

CRR12	Welfare Reform Act		
Current Risk Rating	RED (16)	Target Risk Rating	AMBER (9)

Closed Action:

- Protocol being developed by London Councils with KCC input with the aim of ensuring the most vulnerable families are not placed outside of London as a result of benefit changes - action now closed as not taken further by London Councils.

Regular Review:

Action	Update
Universal Credit – Continue work with DWP to establish local delivery aspects in terms of face-to-face support. Reviewed in September 2013. To be reviewed again in January 2014.	Local Authorities being invited by DWP to shape local responses to Local Support Services Framework (LSSF) – updated version due autumn 2014 to allow local authorities to plan services from 2015/16. KCC Policy working group are monitoring current activity and impacts; Gateway service has an action plan developed to encourage self-help for applications; financial and budgeting skills; appropriate referrals to specialist services; review local commissioning and develop

	local employment and training schemes with DWP, including volunteering and re-training.
Close monitoring of demand and performance of Kent Support and Assistance Service (localised social fund) to inform planning of 2014/15 programme.	See information contained in Kent Support and Assistance Service section above.

CRR15	Ash Dieback		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (9)

Completed Actions:

- Result of findings of survey being conducted by Country Parks to understand the implications to the county of tree numbers.
- Baseline asset and tree safety audit being carried out for Ash trees on public land.
- Assess potential scale for monitoring and felling of dead and dying Ash trees adjacent to transport routes (including footways, bridleways, road and transport networks).

Survey of Country Parks was completed over the summer. The data from these surveys is now being used to inform the Kent & Medway Ash Dieback Management Plan, supported by ongoing monitoring arrangements.

Outstanding Action:

Action	Update
Communications Strategy to be developed.	Draft strategy developed and being incorporated into draft 'Kent & Medway Ash Dieback Management Plan' to be presented to Oct 13 Strategic Coordinating Group and published later this month.
Develop on-line Ash Dieback forum for sharing best practice.	Draft website completed and ready to be published and publicised in tandem with Kent & Medway Ash Dieback Management Plan.

Corporate Risk Register Update

Intelligence Gained on Initiatives Post Quarter 2

There were nineteen updates received on actions or initiatives due for completion beyond September 2013. Seven of them are still outstanding and the remainder will be subject to regular review. The action updates are as follows:

CRR1	Data and Information Management		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (9)

Outstanding Action:

Action	Update
Instigation of information asset register and identification of information asset owners – previous completion date Nov 13, now Dec 13.	The inventory now has 2229 entries on it. The information is being validated and added to the database. Outstanding information is being added as it is collected. Work is underway with Digital Services in preparation for publication.

CRR2	Safeguarding		
Current Risk Rating	RED (16)	Target Risk Rating	AMBER (9)

Regular Review:

Action	Update
Continued work to strengthen delivery of early intervention/prevention services. Services being commissioned to phased timetable according to Commissioning and Procurement Plan Supplier Framework. Subject to review in January 2014.	Progress made to understand the impacts of Early Intervention & Prevention services, including implementation of a new monitoring tool. The 0-11 transformation programme is now underway and has as a deliverable to have a new commissioning plan in place by the end of March 14 to determine the range of services needed and the outcomes they will be required to achieve.
Review of Kent Safeguarding and Children in Care Improvement Plan in light of findings from peer review and establishment and implementation of key actions e.g. <ul style="list-style-type: none"> • Strengthening of Kent Safeguarding Children Board Arrangements • Practice Improvement Programme (Phase 2) focusing on best practice 	Social Work Contract Programme in place, representing the next phase of improvement in social work services for children, with key elements of the programme.

CRR3	Economic Growth		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (12)

Outstanding Action:

Action	Update
'High Growth' Kent initiative supporting high growth business in Kent. Due for completion December 2014.	Project is monitored on quarterly basis. All milestones to September 2013 met. Project outputs on course for delivery by project end date.

Regular Review:

Action	Update
Use of capital and revenue allocations to develop and pump prime transport schemes in Growth without Gridlock. Due for review in March 2014.	Development work continues on Thanet Parkway and overnight lorry parking / solution to Operation Stack. DfT decision on preferred lower Thames crossing corridor expected Autumn 2013, robust KCC views expressed in preference of corridor C variant with environmental mitigation. <i>Growth without Gridlock</i> being refreshed and to include Medway schemes in order that the document can form the Kent & Medway transport element of the Strategic Economic Plan for the South East Local Enterprise Partnership.
Working with Network Rail, ensure delivery of journey time improvement scheme to East Kent. Due for completion in October 2013. Next review in January 2014.	Firm commitment received from Network Rail to fund £6.8m for phase 2 of journey time improvement scheme in addition to commitment from Dept for Business, Innovation & Skills to fund £5m for phase 1.

CRR4	Civil Contingencies and Resilience		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (9)

Outstanding Action:

Action	Update
Implementation of 7 recommendations contained in the 2012/13 Business Continuity and Resilience Planning Audit. Due for completion in November 2013.	An audit development plan has been prepared and action is being monitored against that. The next audit has been scheduled for w/c 11 November 2013. All actions will have been addressed.
Continue to conduct regular exercises and rehearsals of business continuity plans – test two	Exercise programme taken to Cross Directorate Resilience Group on 9 October 2013. Two exercises will be booked to take place in

plans per directorate, where there would be significant impact on welfare or business reputation. Due for completion in December 2013.	November 2013. The recent review of KCC Business Impact Analysis data has highlighted which critical services should be included in immediate exercises.
Finalisation of Business Continuity Management Plan for the Contact Centre to improve overall resilience. Original date January 2014.	The Contact Centre's Business Continuity communications arrangements will be tested imminently. The plan itself will be reviewed by ICT to ensure that planning assumptions are correct. BT Cloud has been agreed in principle and will be progressed through the relevant procurement channels. Surrey CC already operates on BT Cloud and is interested in a reciprocal arrangement. Homeworking capability will improve once KCC operates on BT Cloud.
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.

CRR9	Health Reform		
Current Risk Rating	AMBER (8)	Target Risk Rating	GREEN (6)

Regular Review:

Action	Update
Alignment of the Families & Social Care Transformation Programmes with Commissioning plans of Clinical Commissioning Groups (CCGs). Next review January 2014.	Development of an Integrated Pioneer Steering Group to assist in the delivery of integrated services. The 0-11 programme has commenced with engagement of a range of health professionals. We will be taking this further by developing plans to strengthen the Joint Commissioning Board, and enhancing its impact.
Engage and work with the Kent Clinical Commissioning Groups on both adult and children's health services. Next review January 2014.	Closer links developing with the Kent CCGs - FSC DMT meets with the CCG Accountable Officers, joint work through the Health and Wellbeing Board and local integration work. We are working with CCGs on plans for further integration of commissioning in the future. Meetings are arranged with representatives for a number of CCGs to identify tangible steps
Commissioning intentions: integration of Clinical Commissioning Group (CCG) business planning cycle to Health & Wellbeing Board (HWBB) and sub-	Support for development of CCG level HWBB continues, including aligning of agendas to County HWBB and Health and Wellbeing Strategy. The HWBB aligning its agenda setting to the business cycle of CCGs into alignment.

architecture's agenda planning. Will be reviewed again in January 2014.	The focus is now on using Integrated Transformation Fund to develop a shared CCG and KCC health and social care commissioning plan, owned by the Health and Wellbeing Board, ready for ministerial approval at the end of March 2014.
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CRR10	Management of Social Care Demand		
Current Risk Rating	RED (25)	Target Risk Rating	RED (16)

Outstanding Action:

Action	Update
Jointly develop risk stratification tools with Health to better target interventions. Due for completion in January 2014.	This is part of the health and social care integration programme. GP level tools developed, further work is taking place to explore the inclusion of social care data.

Regular Review:

Action	Update
Ensure the appropriate number of children in care. Next review January 2014.	Information relating to numbers of Children in Care, with tolerance thresholds, is contained in the Specialist Children's Services section above.
Ensure that children in care receive appropriate levels of support and services through effective multi-agency intervention that is responsive to their needs. Will be reviewed again in January 2014.	The Children in Care Scorecard has been put in place to review performance on a range of measures, many of which requires effective multi-agency working to be in place.
Continue to support investment in preventative services through voluntary sector partners. Next review January 2014.	This work is ongoing and will be an important part of the 0-11 Transformation Programme.

CRR15	Ash Dieback		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (9)

Regular Review:

Action	Update
Further communications and briefings to all Senior staff in KCC during the growing season. Next review January 2014.	The Disease is gradually spreading westwards through Kent, public awareness continues. Ongoing monthly briefings for Cabinet Member, with further briefings to Cabinet Committees.

Organisational Development

Bold Steps Priority/ Core Service Area	Change to Keep Succeeding
Cabinet Member	Gary Cooke
Portfolio	Corporate and Democratic Services
Director	Amanda Beer
Division	Human Resources

Organisation Development and People Plan

Workforce Planning Outcomes

Workforce planning pilots are underway to support managers identify the people and skills that will be required to deliver future services and to support the 'Facing the Challenge' transformation plan. Managers are identifying critical roles and developing succession plans. Learning from the pilots will be integrated into the framework before rolling out across KCC. The key deliverable is that workforce planning is integrated with business planning.

Staff Awards

Staff continue to be recognised for their contributions through staff awards. During this quarter staff have been recognised in Customer and Communities, Families & Social Care and Enterprise & Environment and presentations have been showcased on the internal intranet (Knet). Since staff awards were introduced in September 2012 over 100 staff have been recognised in this way.

Kent Manager

Engagement rates continue to rise. Progression on the Kent Manager Standard has risen to 20% of staff having completed over 25% of the total programme as the end of September compared to 7% in April. 54% of all eligible managers are now engaged on the programme compared to 30% in April. 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 skills in place to support the 'Facing the Challenge' transformation plan.

Doing Things Differently (DTD)

A number of internal change programmes were brought together under a single communication strategy launched in April 2013 called 'Doing Things Differently'. Joint communications and engagement planning for DTD programmes are now being delivered. A Programme Managers Exchange group has been established to develop understanding and networking about DTD programmes and their relationship to other key programmes, with an interdependency map developed. A number of integrated engagement sessions have been delivered to staff by location with feedback and learning analysed and shared with stakeholders.

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 100 projects of varying size and complexity.

Major ongoing activity includes the 'Facing the Challenge' Senior Management Restructure, the Adult Transformation programme, New Ways of Working programme, Children's Centres review, creation of Kent Integrated Adolescent Services, Total Facilities Management programme, ICT pay and reward review, auditing of structures against the KCC Organisational Design Principles and various transfers of services both in and out of KCC e.g. Coroners Service.

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

The September 2013 figure of 8,184.3 FTE within the non-Schools sector shows a reduction of just 7.4 FTE against the June 2013 figure.

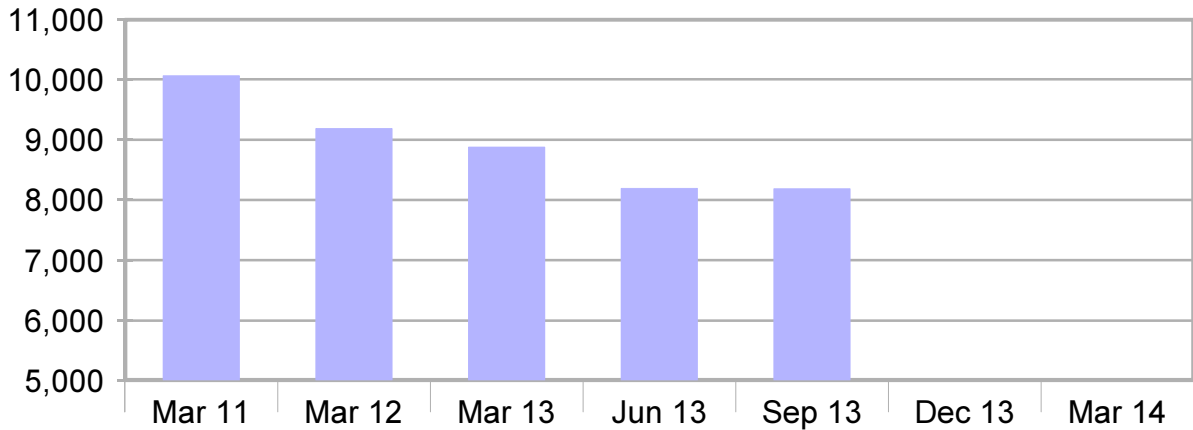
In the first half of 2013/14, 49 people were made redundant and redundancy payments totalled £433,585.

Rolling turnover rose slightly in September 2013 to 17.7%, when compared with the June figure of 17.3%.

The sickness rate continued to fall slightly in Quarter 2, to 7.04 days per FTE, from the June 2013 figure of 7.3 days per FTE.

Staffing Data

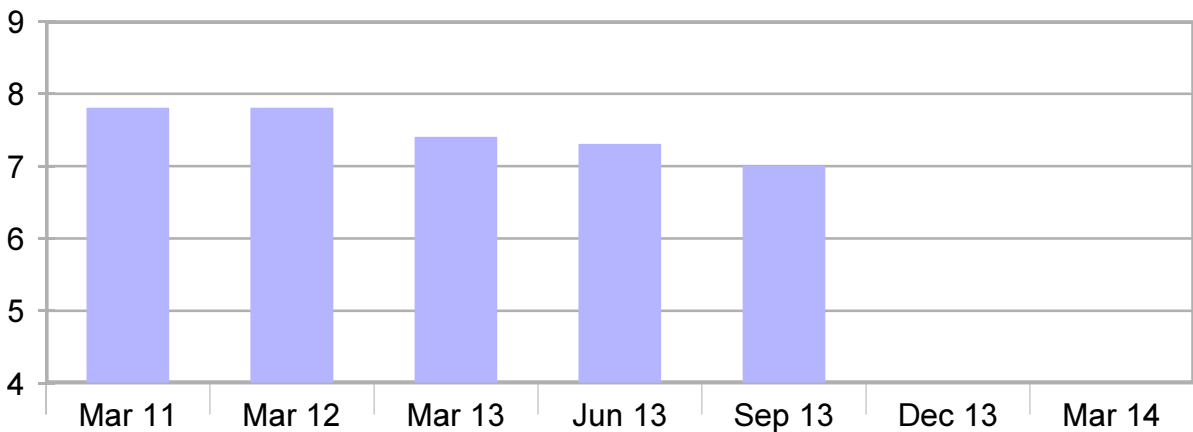
Number of full time equivalent (FTE) staff employed



Trend Data - snapshot	Previous Years			Current Financial Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
FTE	10,061	9,187	8,875	8,192	8,184		

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

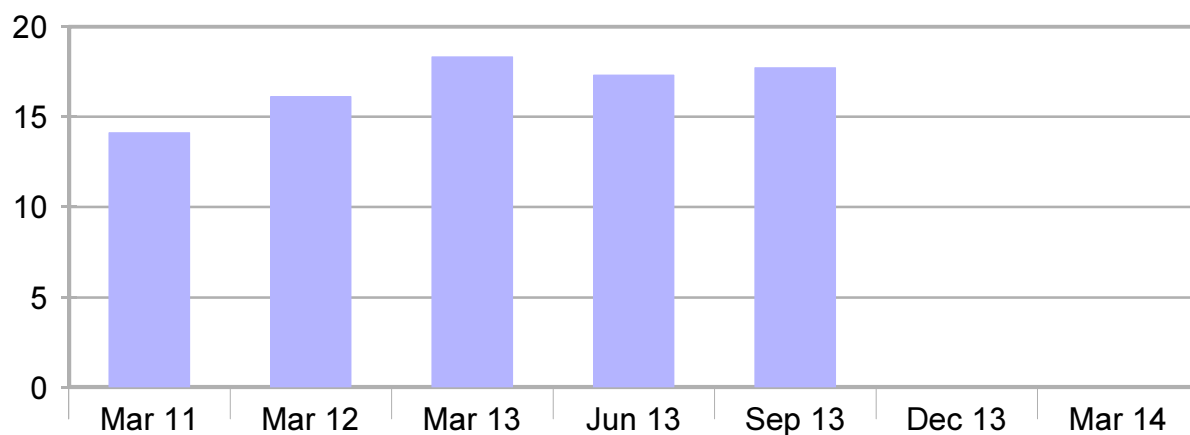


Trend Data - rolling 12 month	Previous Years			Current Financial Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Days	7.8	7.8	7.4	7.3	7.0		

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

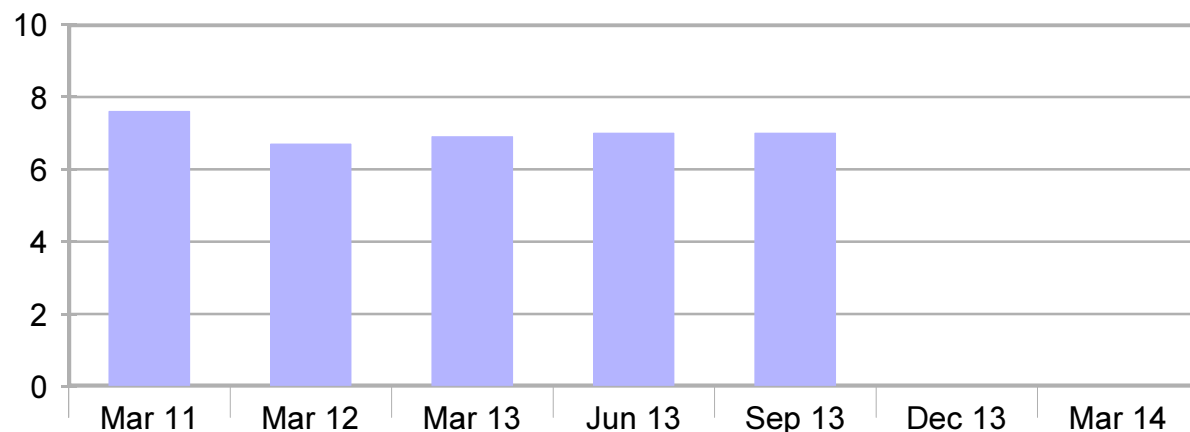
Turnover - percentage of staff leaving as a percentage of headcount



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Turnover	14.1%	16.1%	18.3%	17.3%	17.7%		

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	Sep 13	Dec 13	Mar 14
Aged 25	7.6%	6.7%	6.9%	7.0%	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	35		
Grievances	6	9	5		
Harassment	7	3	4		
Performance & Capability					
- Performance	28	24	15		
- Ill Health	79	72	76		
Employment Tribunals	9	5	6		
TOTAL CASES	166	145	141		

Data Notes: Data is reported as the number of cases open being dealt with at quarter end.

Health and Safety Incidents

Trend Data	Previous Years		Current Financial Year			
	Mar 12	Mar 13	Jun 13	Sept 13	Dec 13	Mar 14
Incidents reported	1,350	1,620	272	349		
Days lost	1,027	943	123	153		

Data Notes: 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	1		
Over 7 day injuries	N/A	25	6	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.

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By: Paul Carter, Cabinet Member for Business Strategy, Audit & Transformation
 David Cockburn, Corporate Director for Business Strategy & Support

To: Cabinet – 2nd December 2013

Subject: Corporate Risk Register - Refresh

Classification: Unrestricted

Summary

This paper presents the latest version of the Corporate Risk Register for the Authority.

Cabinet Members are asked to NOTE the report

1. Corporate Risk Register

The latest version of the Corporate Risk Register is attached at appendix 1. It has been refreshed to reflect key themes arising from meetings with individual Corporate Management Team, Cabinet Members and Directorate Management Teams during the autumn.

The main changes are:

- Data and Information Management – current risk level reduced to reflect the significant work undertaken to address this risk via the Senior Information Risk Officer (SIRO) action plan. The aim is now to contain this risk at the current level.
- Safeguarding – current level of risk reduced from red to amber due to progress made against children’s improvement plan and acknowledged by Ofsted inspections, although constant vigilance is required.
- Future operating environment for local government – this risk reflects the significant challenges to be faced by the County Council in the coming years and the scale and complexity of change required to respond to challenges faced by the authority. The aim is to reduce the level of risk over the coming months as the *Facing the Challenge* transformation programme moves forward.
- Governance & Internal Control – it is proposed that this risk be reinstated on the corporate register to reflect its particular importance throughout a period of significant change.
- Integration Transformation Fund – the previous ‘health reform act’ risk centred on the transition of Public Health duties to KCC. This risk is now being remodelled to cover risks to achieving required outcomes from health & social care integration.

- Delivery of savings 2014/15 – a specific date has been applied to this risk to reflect feedback from CMT and Cabinet Members that we must ‘keep our eye on the ball’ to deliver savings during this period.
- Ash Dieback disease – this risk is being closely monitored by the local strategic coordinating group led by the KCC Emergency Planning and Environment functions. The risk is listed in the Enterprise and Environment directorate register and divisional risk registers in both the Customer & Communities and Enterprise & Environment directorates, and is now being removed from the corporate register.
- Economic Growth Infrastructure – this risk is being narrowed to concentrate on the risk of Community Infrastructure Levy payments, section 106 contributions and other key growth levers not covering the cost of infrastructure needed to support growth rather than the previously broader risk relating to the economic climate.

It is also proposed to split the management of social care demand risk into adult and children’s perspectives due to the different drivers behind the risks and therefore potentially different mitigations required.

There are four areas of risk currently rated as ‘high’. These are:

- Future operating environment of local government;
- Management of social care demand;
- Delivery of 2013/14 and 2014/15 savings;
- Procurement

Further details of these risks, including controls and mitigating actions, are contained in appendix 1.

2. Monitoring & Review

While the Corporate Risk Register is formally refreshed annually, it is a ‘living’ document and is reviewed and updated regularly by Corporate Management Team and Cabinet Members in-year to reflect any significant new risks or changes in risk exposure. The corporate risks led by each Corporate Director are to be presented to the relevant Cabinet Committees, alongside existing arrangements for presentation of directorate risk registers. The corporate register is also presented to Governance & Audit Committee twice yearly for assurance purposes.

There is a particular focus on ensuring that key mitigating actions are identified and progress monitored. The risks within the Corporate Risk Register, their current risk level and progress against mitigating actions are reported to Cabinet quarterly via the Quarterly Performance Report.

3. Recommendations

Cabinet is asked to:

- a) NOTE and COMMENT on the refreshed Corporate Risk Register.

Contact Officers:

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KCC Corporate Risk Register

FOR PRESENTATION TO CABINET – 2ND DECEMBER 2013

Corporate Risk Register - Summary Risk Profile

Low = 1-6
Medium = 8-15
High =16-25

Risk No.**	Risk Title	Current Risk Rating	Target Risk Rating
CRR 1	Data and Information Management	9	9
CRR 2	Safeguarding	15	10
CRR 3	Economic Growth Infrastructure	12	12
CRR 4	Civil Contingencies and Resilience	12	9
CRR 5	Future operating environment for local government	20	10
CRR 7	Governance & Internal Control	12	8
CRR 9	Integration Transformation Fund for Health & Social Care	12	8
CRR 10	Management of Social Care Demand	25	16*
CRR 12	Welfare Reform changes	12	9
CRR 13	Delivery of 2013/14 and 2014/15 savings	16	4
CRR 14	Procurement	16	8

*Interim position, as we clearly would wish to reduce this risk further. Early intervention and transformational initiatives are being pursued and the impact of them will need to be evaluated before exploration of further mitigating actions.

**Each risk is allocated a unique code, which is retained even if a risk is transferred off the Corporate Register. Therefore there will be some 'gaps' between risk IDs.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Risk ID	CRR1	Risk Title	Data and Information Management			
Source / Cause of risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
The Council is reliant on vast amounts of good quality data and information to determine sound decisions and plans, conduct operations and deliver services. It is also required by the Data Protection Act and Government's Code of Connection (CoCo) to maintain confidentiality, integrity and proper use of the data. With the Government's 'Open' agenda, increased flexible working patterns of staff, and increased partnership working and use of multiple information repositories, controls on data management and security have become complex and important.		Poor decision making due to ineffective use of or insufficient availability of data and information sharing. Loss, misrepresentation or unauthorised disclosure of sensitive data. KCC falls victim to cyber attacks or sabotage	Under performance. Breach of Data Protection Act leading to legal actions, fines, adverse publicity, and additional remedial and data protection costs. Significant interruption of vital services leading to failure to meet duties and to protect people, finances and assets Additional funds required to comply with Government's CoCo requirements Potential damage to KCC's reputation	On behalf of CMT: Director Governance & Law Responsible Cabinet Member(s): Corporate & Democratic Services	Possible (3) Target Residual Likelihood Possible (3)	Significant (3) Target Residual Impact Significant (3)
Control Title					Control Owner	
Senior Information Risk Officer in place with revised action plan					Corporate Director Business Strategy & Support	
Information Security Policy in place					Director of Governance & Law	
Centralised resilience and transparency team in place.					Team Leader- Information Resilience & Transparency team	
ICT Security and Service Transition Team in place					Director of ICT	
Caldicott Guardians in place in FSC and C&C Directorates (FSC Guardian has lead role for KCC), protecting confidentiality of service user information and enabling appropriate information sharing.					Corporate Director Families & Social Care	
Coherent county wide strategy and protocols on sharing information between agencies. Kent & Medway Information Governance Programme Board's Information sharing agreement in place.					Integrated Youth Services Effective Practice & Performance Manager	
ICT Strategy in place.					Director of ICT	
Electronic Communications User Policy, Virus reporting procedure and social media guidelines in place					Director of ICT	
Information Governance e-Learning package available to all staff					Director of Governance & Law	
Discussions in place with Government regarding requirements of the Code of Connection					Director of ICT	
Action Title			Action Owner		Planned Completion Date	
Implementation of revised SIRO action plan			Director Governance & Law		February 2014	
Instigation of information asset register and identification of information asset owners			Records Manager		December 2013	

Monitor Information Security & Information Risk Management supporting procedures and processes to ensure realisation of benefits	Corporate Director Families & Social Care / Director of Governance & Law / Director of ICT	February 2014
All staff to complete Information Governance e-learning training	Director of Governance & Law	December 2013

Risk ID	CRR2	Risk Title	Safeguarding			
Source / Cause of risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
The Council must fulfil its statutory obligations to effectively safeguard vulnerable adults and children.		Insufficiently robust management grip, performance management or quality assurance	Serious impact on vulnerable people	Corporate Director Families & Social Care	Possible (3)	Major (5)
		Its ability to fulfil this obligation could be affected by the adequacy of its controls, management and operational practices or if demand for its services exceeded its capacity and capability.	Serious impact on ability to recruit the quality of staff critical to service delivery.	Responsible Cabinet Member(s):	Target Residual Likelihood	Target Residual Impact
		Insufficient rigor in maintaining threshold application/inconsistency	Serious operational and financial consequences	Specialist Children's Services	Unlikely (2)	Major (5)
		Increase in referrals and service demand resulting in unmanageable caseloads/ workloads for social workers	Attract possible intervention from a national regulator for failure to discharge corporate and executive responsibilities	Adult Social Care & Public Health		
		Decline in performance and effective service delivery leading to critical inspection findings and reputational damage	Incident of serious harm or death of a vulnerable adult or child			
Control Title				Control Owner		
Consistent scrutiny and performance monitoring through Divisional Management Team, District 'Deep Dives' and audit activity				Corporate Director Families & Social Care		
Reduction in caseloads per social worker and robust caseload monitoring				Director of Specialist Children's Services		
Significant work undertaken to increase rigour and managerial grip in Duty and Initial Assessment Teams				Director of Specialist Children's Services		
Central Duty Service & Central Referral Unit now in place to ensure increase in consistency and threshold application				Corporate Director Families & Social Care		
FSC management team monitors social work vacancies and agrees strategies for urgent situations				Corporate Director Families & Social Care		
Active strategy in place to attract and recruit social workers through a variety of routes with particular emphasis on experienced social workers. Detailed programme of training				Director of Specialist Children's Services / Corporate Director Human Resources		
CMT, FSC Directorate Management Team and the Cabinet Member for Adult Social Care & Public Health and Specialist Children's Services receive quarterly safeguarding performance reports.				Corporate Director Families & Social Care		
Programme of internal and external audits for adult safeguarding case files with regards to FSC and Kent & Medway Partnership Trust (KMPT) in place. Peer reviews of safeguarding arrangements conducted by Essex County Council.				Corporate Director Families & Social Care		
Performance management of safeguarding is part of the Improvement Plan in place between KCC (FSC directorate) and KMPT.				Director of Learning Disability & Mental Health		
FSC Strategic Adults Safeguarding Board provides a strategic countywide overview of adult safeguarding within FSC and monitors progress towards the FSC Strategic Adult Safeguarding action plan				Corporate Director Families & Social Care		
Safeguarding Vulnerable Adults (SGVA) coordinators work closely with Contracting colleagues where there are safeguarding concerns in the independent sector using 'Quality in care' framework				Corporate Director Families & Social Care		

Regular monitoring of FSC safeguarding action plan by the FSC Strategic Adults Safeguarding Board. Ongoing monitoring of KMPT safeguarding action plan	Director of Strategic Commissioning	
SGVA Co-ordinator meetings take place on a monthly basis. These meetings are an opportunity to share best practice and raise ongoing issues. The work plan for the group continues to be monitored	Director of Strategic Commissioning	
Exercise to map levels of safeguarding training completed by staff in the independent sector conducted. Providers signposted to where they can access information about safeguarding training	Director of Strategic Commissioning	
New, fit-for-purpose Specialist Children's Services structure introduced.	Director of Specialist Children's Services	
Practice improvement Programme in place to strengthen practice across Children and Families Team	Director of Specialist Children's Services	
Long-term vision for Children's Services in KCC established	Corporate Director Families & Social Care	
Children's Quality Monitoring Framework in place	Director of Specialist Children's Services	
Action Title	Action Owner	Planned Completion Date
Continued work to strengthen delivery of early intervention/prevention services. Services being commissioned to phased timetable according to Commissioning and Procurement Plan Supplier Framework.	Director of Strategic Commissioning	January 2014 (review)
Ongoing development of further strategies and campaigns to support recruitment so that we attract and retain high calibre social workers and managers. Use of competent agency social workers and managers on temporary basis to fill vacancies	Corporate Director of Families & Social Care / Corporate Director of Human Resources	January 2014 (review)
A structured mechanism for feeding back lessons learnt from assessment, regulation and inspection needs to be implemented	Director of Strategic Commissioning /	January 2014 (review)
Review of Kent Safeguarding and Children in Care Improvement Plan in light of findings from recent peer review and establishment and implementation of key actions, including: <ul style="list-style-type: none"> Strengthening of Kent Safeguarding Children Board Arrangements Practice Improvement Programme (Phase 2) focusing on best practice, recording and supervision 	Director of Specialist Children's Services	December 2013 (review)
Implementation of Social Work Contract programme	Director of Specialist Children's Services	January 2014 (review)
Implementation of transformation programme for children's services	Director of Specialist Children's Services	January 2014 (review)

Risk ID	CRR3	Risk Title	Economic Growth Infrastructure			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
The Council carries significant responsibility for encouraging and enabling growth in the County's economy. Our aim to 'grow the economy' has been extremely challenging due to the economic climate of the past few years.		Community Infrastructure Levy (CIL) payments, Section 106 contributions and other growth levers do not cover the cost of infrastructure.	The Council finds it increasingly difficult to fund KCC services across Kent and deal with the impact of growth on communities.	Corporate Director Business Strategy & Support and Head of Paid Service	Likely (4)	Significant (3)
In particular, the Council seeks access to resources to develop the enabling infrastructure for economic development and regeneration.			Kent becomes a less viable place for inward investment and business	(Corporate Director Enterprise & Environment)	Target Residual Likelihood Likely (4)	Target Residual Impact Significant (3)
			Without growth the county residents will have less disposable income, face increased levels of unemployment and deprivation which could lead to heightened social and community tensions	Responsible Cabinet Member(s): Economic Development		
			Reduced income, business exodus, unplanned increase in costs, and demand for Council services beyond capacity to deliver			
			Our ability to deliver an enabling infrastructure becomes constrained			
Control Title					Control Owner	
KCC's 20 year transport delivery plan, <i>Growth without Gridlock</i> sets out the key transport drivers for change which will help to facilitate and stimulate economic growth in the County. Implementation plan in place and regularly monitored.					Director Planning & Environment	
Key infrastructure is identified and planned for as part of District Local Plans and Infrastructure Delivery Plans.					Director Planning & Environment	
Planning & Environment and Economic & Spatial Development teams working with each individual Districts on composition of infrastructure plans including priorities for the CIL and Section 106 contributions, from which gaps can be ascertained					Director Economic & Spatial Development / Director of Planning & Environment	
Dedicated team in Economic Development in place to lead on this agenda.					Director of Economic & Spatial Development	
Delivery of £5m Regional Growth Fund to improve rail journey times to East Kent and boost job opportunities					Director of Planning & Environment	
Delivery of £35m Expansion East Kent loan scheme to growth businesses in East Kent, with the aim of creating 5,000 jobs and attracting £320m of private sector investment.					Director of Economic & Spatial Development	
Delivery of Thames Gateway Innovation, Growth and Enterprise (TIGER) programme to growth businesses in North Kent and Thurrock, with the aim of creating 3,400 jobs (new and safeguarded) and attracting a further £400m in private sector investment.					Director of Economic & Spatial Development	

Delivery of £5.5m ESCALATE innovation and growth fund to growth businesses in West Kent, Maidstone and part of East Sussex, with the aim of creating 998 jobs (new and safeguarded) and attracting a further £111m in private sector investment.	Director of Economic & Spatial Development	
Kent Forum Housing Strategy refreshed	Strategic Housing Advisor	
"Grow For It" East Kent launched showcasing East Kent for inward investors.	Director of Economic & Spatial Development	
"Incubator" Programme in place to support the provision of incubator and start up workspace in key locations.	Director of Economic & Spatial Development	
Economic & Spatial Devt SMT review of "critical" programmes/projects at SMT meetings and review of KPIs to ensure continued appropriateness and relevance	Director Economic & Spatial Development	
Continued business engagement via Business Advisory Board (BAB) and sector conversations	Director Economic & Spatial Development	
Contract awarded for Kent & Medway Broadband Programme as part of Broadband Delivery UK (BDUK) initiative	Economic Development Manager	
Governance arrangements in place for the South East Local Enterprise Partnership Local Transport Body	Director of Planning & Environment	
Action Title NB: The actions in place to mitigate the risk aim to contain the level of risk at its current level, as the current level of risk would be likely to increase otherwise.	Action Owner	Planned Completion Date
Use of capital and revenue allocations to develop and pump prime transport schemes in <i>Growth without Gridlock</i> .	Director Planning & Environment	March 2014 (review)
'High Growth' Kent initiative supporting high growth business in Kent	Head of Business Engagement & Economic Development.	December 2014
Working with Network Rail, ensure delivery of journey time improvement scheme to East Kent	Director of Planning & Environment	January 2014 (review)
Ensure key strategic transport projects are included in the next round of Local Growth Fund award	Director of Planning & Environment	March 2014 (review)

Risk ID	CRR4	Risk Title	Civil Contingencies and Resilience			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood, and impact, of high impact incidents and emergencies and severe / extreme weather conditions.		<p>Failure to deliver suitable planning measures, respond to and manage these events when they occur.</p> <p>Critical services are unprepared or have ineffective emergency and business continuity plans and associated activities.</p>	<p>Potential increased loss of life if response is not effective.</p> <p>Serious threat to delivery of critical services.</p> <p>Increased financial cost in terms of damage control and insurance costs.</p> <p>Adverse effect on local businesses and the Kent economy.</p> <p>Possible public unrest and significant reputational damage</p> <p>Legal actions and intervention for failure to fulfill KCC's obligations under the Civil Contingencies Act or other associated legislation.</p>	<p>Corporate Director Customer & Communities</p> <p>Responsible Cabinet Member(s): Community Services</p>	<p>Possible (3)</p> <p>Target Residual Likelihood Unlikely (2)</p>	<p>Serious (4)</p> <p>Target Residual Impact Serious (4)</p>
Control Title					Control Owner	
<p>Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Key roles of group include:</p> <ul style="list-style-type: none"> • Intelligence gathering and forecasting; • Regular training exercises and tests; • Task & Finish groups addressing key issues. • Plan writing • Capability building 					Head of Community Safety & Emergency Planning	
Critical functions identified across KCC as a basis for effective Business Continuity Management (BCM).					Head of Community Safety & Emergency Planning	
Management of financial impact to include Bellwin scheme					Finance Strategy Manager	
Maintenance & delivery of emergency procedures, plans and capabilities in place to respond to a broad range of challenges.					Head of Community Safety & Emergency Planning	
System in place for ongoing monitoring of severe weather events (SWIMS)					Programmes & Partnerships Manager, Sustainability & Climate Change	
Implementation of Kent's Adaptation Action Plan 2011-2013					Programmes & Partnerships Manager, Sustainability & Climate Change	
Local multi-agency flood response plans in place.					Head of Community Safety & Emergency Planning	
Winter Resilience Planning Group & action plan in place.					Head of Community Safety & Emergency Planning	

ICT resilience improvements made to underlying data storage, data centre capability and network resilience. Funds approved for further work to improve services that utilise Microsoft SharePoint such as KNet and Kent.gov in line with Customer Services strategy.	Director of ICT	
Business Impact Analysis built into the annual business planning process for future management from within each service	Emergency Planning Manager	
Upgraded Corporate email service in place, providing increased level of resilience	Director of ICT	
Action Title	Action Owner	Planned Completion Date
Implementation of 7 recommendations contained in the 2012/13 Business Continuity and Resilience Planning Audit	Emergency Planning Manager	November 2013
Continue to conduct regular exercises and rehearsals of plans – test two plans per directorate, where there would be significant impact on welfare or business reputation.	Emergency Planning Manager (coordination role)	December 2013
Exploration of Business Continuity Management Plan for the Contact Point to improve overall resilience.	Emergency Planning Manager / Operations Manager Contact Point	January 2014
Implementation of Improvement Plan 2013/14 relating to ICT Disaster Recovery & Business Continuity arrangements	Director of Information & Communication Technology / Emergency Planning Manager	January 2014
Upgrading / enhancement to Automated call distribution system,	Director of Information & Communication Technology	January 2014
Implementation of Customer Relationship Management System and services that utilise MS Dynamics, including training provision to ensure KCC has a sustainable support capability for these services	Director of Customer Services / Director of Information & Communication Technology	January 2014 (review)
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	Director of Information & Communication Technology	December 2013
Explore alternative methods of delivery of KCC statutory and partnership responsibilities for Community Safety and Emergency Planning through formal collaboration and more efficient and effective use of resources at both the strategic and operational level.	Director of Service Improvement	December 2013

Risk ID	CRR5	Risk Title	Future operating environment for local government			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner(s)	Current Likelihood	Current Impact
The extension of public sector austerity beyond the current Parliament, the continuing growth in pressures and a radical public service reform agenda being pursued by the Coalition Government means that KCC, like many local authorities, is faced with significant uncertainty and enormous challenges.		Failure to respond appropriately to the challenges faced and to be able to shape a new resilient and financially sustainable fit-for-purpose Authority in the timescales required.	Services of insufficient quality to support the needs of the people of Kent Unsustainable financial overspend Reduction in resident satisfaction and reputational damage	Corporate Directors Responsible Cabinet Member(s): Business Strategy, Audit & Transformation	Likely (4) Target Residual Likelihood Unlikely (2)	Major (5) Target Residual Impact Major (5)
Control Title					Control Owner	
"Facing the Challenge: Whole-Council Transformation" paper approved at County Council – sets out how the Authority will position itself to meet the anticipated financial challenges, outlines a future vision for the Council and a whole-council transformation approach					Leader of the Council	
Version 1 of Transformation Plan (Facing the Challenge: Delivering Better Outcomes) presented to County Council outlining a phased roadmap for transformation					Leader of the Council	
Director of Transformation appointed to support delivery of the transformation agenda					Leader of the Council	
Effective operation of Transformation Board in order to gain wider engagement of political groups					Leader of the Council	
Effective operation of Transformation Advisory Group to ensure overall performance of transformation programme is on track to deliver					Director of Transformation	
Resources plan developed to ensure sufficiency of apparatus to deliver Facing the Challenge agenda					Director of Transformation	
Framework for engagement developed to support the transformation agenda.					Change Engagement Manager	
Corporate Portfolio Office in place charged with identifying and managing dependencies across all programmes and projects					Head of Corporate Portfolio Office	
Service Review model developed to flexibly deliver both in-depth reviews challenging fundamental assumptions about how and why we deliver services and provide a 'troubleshooting' function for the Leader.					Director of Transformation	
Internal communications plan for <i>Facing the Challenge</i> developed					Director of Communications & Engagement	
Action Title			Action Owner		Planned Completion Date	
Realignment of top-tier posts to support the transformation (subject to approval by County Council in Dec 13)			Leader of the Council		April 2014	
Corporate Management Team developing detailed proposals for further phases of integration			Corporate Management Team		April 2014	
CMT to put in place mechanisms to ensure that staff are engaged at every level on the wider changes occurring in KCC, as well as changes affecting their own areas of work			Corporate Director Human Resources / Director of		December 2013 (review)	

	Transformation	
Improve professional capacity and capability of project and programme delivery as a distinct skill set within KCC	Director of Transformation	January 2014 (review)
Further develop key skills across the organization as an essential enabler of transformation, including commercial acumen and contract management	Corporate Director Human Resources	April 2014 (review)
Conduct financial analysis of <i>Facing the Challenge</i> programme	Corporate Director Finance & Procurement	December 2013 (review)
Establishment of sufficient Change Portfolio arrangements	Portfolio Senior Responsible Owners (SROs)	November 2013
Ensure early identification of decision-making, governance and approval routes for Facing the Challenge programme	Director of Transformation / Portfolio SROs	January 2014 (review)

Risk ID CRR7					
Risk Title Governance and Internal Control					
Source / cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
The Council has legal responsibilities to ensure that adequate governance arrangements are in place to help the Council achieve its statutory responsibilities and to protect the Council's assets and finances. This is particularly important during the current period of significant change.	Major governance and internal control failure within the Council and / or its key suppliers e.g.:	Reputational damage and financial loss	Corporate Director Finance & Procurement	Possible (3)	Serious (4)
	Appropriate decision making processes not followed. Significant fraud activity undetected Governance models do not keep pace with changes to operating models	Fail external inspection/audit Loss of confidence in the Council and possible government intervention.	(Director Governance & Law) Responsible Cabinet Member(s): Corporate & Democratic Services Finance & Procurement	Target Residual Likelihood Unlikely (2)	Target Residual Impact Serious (4)
Control Title				Control Owner	
KCC Constitution Incorporating: Articles of the Constitution; Statement of Executive Arrangements; Allocation and Delegation of Functions and Responsibilities; Policy Framework; Procedure Rules; Resource Management Responsibilities Statement; Ethical Behavior Codes and Protocols; Members' Allowances Scheme; Management Structure; Member Details and Code of Corporate Governance				Director of Governance & Law	
Code of Corporate Governance in place in line with CIPFA/SOLACE guidelines. References evidence of KCC operating controls, procedures, practices, policies, rules, regulatory rules, schemes, systems of internal control, plans, strategies, etc.				Director of Governance & Law	
Blue Book – Kent Scheme manual sets out the detail of Kent Scheme terms and conditions of employment, legal references and other relevant links for all staff.				Corporate Director of Human Resources	
Kent Manager - defines managers' role clearly, setting out exactly what is required of KCC managers				Corporate Director of Human Resources	
Governance and Audit Committee & Internal Audit roles				Corporate Director of Finance & Procurement	
Standards Committee, Scrutiny Committee & Cabinet Committee roles				Director of Governance & Law	
Scheme of delegation to officers approved by Cabinet.				Director of Governance & Law	
Counter Fraud Team – anti-fraud strategy in place				Corporate Director of Finance & Procurement	
Annual Governance Statement Process				Director of Governance & Law	
Action Title		Action Owner		Planned Completion Date	
Additional training on decision making processes where required		Director of Governance & Law		January 2014 (review)	
Managers to seek guidance from Democratic Services officers at an early stage to ascertain the appropriate route for decisions.		Relevant Managers		March 2014 (review)	

Risk ID	CRR9	Risk Title	Integration Transformation Fund (Health & Social Care)			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
<p>The Health & Social Care Act came into effect in April 2013 giving KCC, as an upper tier Authority, a new duty to take appropriate steps to improve and protect the health of the local population.</p> <p>The Government's spending review in June 2013 announced an Integration Transformation Fund, which provides an opportunity to create a shared plan for the totality of health & social care activity and expenditure.</p> <p>The plan for 2015/16 needs to start in 2014 and form part of a five-year strategy for health & social care.</p> <p>A fully integrated service calls for a step change in current arrangements to share information, staff, money and risk.</p> <p>There are a number of national conditions attached to the Fund.</p>		<p>Service delivery requirements suffer during the major integration programme.</p> <p>Failure to maximise opportunities presented for health & social care integration, and ensure changes achieve maximum impact.</p> <p>Performance fails to meet Govt "pay-for-performance" standards or national conditions tied to funding.</p>	<p>Ineffective health and social care provision for citizens of Kent.</p> <p>Business Continuity issues due to delay in the development and management of essential new complex partnerships between KCC and the NHS.</p>	<p>Corporate Director Families & Social Care</p> <p>Responsible Cabinet Member(s):</p> <p>Education & Health Reform</p> <p>Adult Social Care & Public Health</p>	<p>Possible (3)</p> <p>Target Residual Likelihood</p> <p>Unlikely (2)</p>	<p>Serious (4)</p> <p>Target Residual Impact</p> <p>Serious (4)</p>
Control Title					Control Owner	
KCC has designated Cabinet Portfolio Holders for Public Health and Health Reform, who have assumed central roles at strategic level					Leader of the Council	
Quality and Safety Assurance Framework drafted for Public Health					Director of Public Health	
Health & Wellbeing Board and CCG-level Health & wellbeing Board sub-committees established					Cabinet Member for Education & Health Reform	
Health Protection Committee established with Directors of Public Health in Kent & Medway as Chairs					Director of Public Health	
Joint Commissioning Board Strategy & Commissioning plans established with Clinical Commissioning Groups					Director of Strategic Commissioning	
Public Health Steering Group established					Director of Public Health	
Agreement for Communications support in the event of a public health emergency					Director of Communications & Engagement	
Kent chosen as one of 14 pioneers of health & social care integration in the UK					Corporate Director Families & Social Care (KCC lead)	
Integration Pioneer Steering Group established as an informal group of the Health & Wellbeing Board to provide strategic direction and oversee successful delivery of health & social care in Kent					Director of Older People & Physical Disability (KCC lead)	

Action Title	Action Owner	Planned Completion Date
Alignment of the Families & Social Care Transformation Programmes with Commissioning plans of Clinical Commissioning Groups (CCGs)	Director of Strategic Commissioning Director of Older People & Physical Disability	January 2014 (review)
Engage and work with the Kent CCGs on both adult and children's health services	Corporate Director Families & Social Care	January 2014 (review)
Development of a shared Clinical Commissioning Group and KCC integrated health & social care commissioning plan, owned by the Health & Wellbeing Board, ready for ministerial approval	Corporate Director Families & Social Care (KCC lead)	February 2014

Risk ID	CRR10	Risk Title	Management of Social Care Demand			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
KCC recognises that to effectively operate its services within budget limitations and affect preventative early intervention it must examine its operations and services and how they match customer expectations and demand.		Council is unable to determine, manage and resource to future demand and its services consequently do not meet future customer requirements. Fulfilling statutory obligations and duties becomes increasingly difficult against rising expectations	Customer dissatisfaction with service provision. Increased and unplanned pressure on resources Decline in performance. Legal challenge resulting in adverse reputational damage to the Council.	Corporate Director Families & Social Care Responsible Cabinet Member(s): Adult Social Care & Public Health Specialist Children's Services	Very Likely (5) Target Residual Likelihood Likely (4)	Major (5) Target Residual Impact Serious (4)*
Control Title					Control Owner	
Analysis and refreshing of forecasts to maintain the level of understanding which feeds into the relevant areas of the MTFP and the business planning process					Director of Strategic Commissioning	
Monitoring, vigilance and challenge regarding the placement of children and Adults in Kent.					Director of Strategic Commissioning	
Pack developed to guide operational staff in their response to Ordinary Residence requests by other Local Authorities					Director of Learning Disability & Mental Health	
Lobby the Treasury to investigate Ordinary Residence matters in more detail as a national funding issue.					Corporate Director Finance & Procurement	
Legal Services are engaged where required to support KCC when challenging other Authorities to accept Ordinary Residence re responsibilities					Director of Learning Disability & Mental Health	
Plans developed to manage the number of children in care and ongoing discussions with high placing LA's placing children in care in Kent.					Director of Specialist Children's Services	
Adult Social Care Transformation Programme Blueprint and Preparation Plan agreed by Cabinet, including six identified transformation themes.					Corporate Director Families & Social Care	
Benefits of enablement support to existing and potential service users, their families and key partners being marketed. Work is linked into the Adult Transformation Programme and ensure there is sufficient capacity in the market to provide Enablement Services					Director of Strategic Commissioning	
Continue to support early intervention and support services that make a difference in terms of delaying the need for more expensive social care support and helps improve quality of life					Director of Specialist Children's Services	
Joint commissioning of services with health, in particular for people with dementia, long term conditions and for carers.					Director of Strategic Commissioning Director of Older People & Physical Disability	
Utilise opportunities to make contracting and procurement controls drive value for money further					Director of Strategic Commissioning	
Develop better understanding of demand profile and respond as early as possible to have the greatest impact on demand management					Director of Strategic Commissioning	
Continued drive to maximise the use of Telecare as part of the mainstream community care services					Director of Older People & Physical Disability and Director of Learning Disability and Mental Health	

Maintain the use of appropriate tools to obtain value for money in relation to the commissioning of expensive specialist residential accommodation	Director of Strategic Commissioning	
Adult Social Care Transformation Programme – outputs from planning phase delivered	Director of Strategic Commissioning	
Health & Social Care Integration Programme in place with a strategic objective of proactively tackling demand for health & social care services	Director of Older People & Physical Disability	
Action Title	Action Owner	Planned Completion Date
Ensure the appropriate number of children in care	Director of Specialist Children's Services	October 2013 (review)
Ensure that children in care receive appropriate levels of support and services through effective multi-agency intervention that is responsive to their needs.	Director of Specialist Children's Services	January 2014 (review)
Re-focusing of early intervention and prevention services (both direct and commissioned)- is specifically designed to address this pressure and to ensure improved outcomes for children and young people	Director of Strategic Commissioning	January 2014 (review)
Jointly develop risk stratification tools with Health to better target interventions.	Director of Older People and Physical Disability Services	January 2014
Public Health & Social Care to ensure effective provision of information, advice and guidance and to promote self management to reduce dependency	Director of Public Health / Director of Older People and Physical Disability Services	January 2014 (review)
Continue to support investment in preventative services through voluntary sector partners	Director of Strategic Commissioning	January 2014 (review)

Risk ID	12	Risk Title	Welfare Reform changes			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
The Welfare Reform Act 2012 put into law many of the proposals set out in the 2010 white paper <i>Universal Credit: Welfare that Works</i> . It aims to bring about a major overhaul of the benefits system and the transference of significant centralised responsibilities to local authorities.		The financial models and budgets and funding sources underpinning the new schemes prove to be inadequate and allocation of payments and grants has to become prioritised against more challenging criteria.	Failure to meet statutory obligations. Ineffective delivery of schemes and operations to customers compounds demand on KCC and partner services.	Corporate Director Customer & Communities	Possible (3)	Serious (4)
KCC needs to be prepared to manage the uncertain affects and outcomes that the changes may have on the people of Kent.		The impact of the reforms in regions outside of Kent could trigger the influx of significant numbers of 'Welfare' dependent peoples to Kent. Failure to plan appropriately to deal with potential consequences.	An increase in households falling below poverty thresholds with vulnerable people becoming exposed to greater risk. New schemes and operations are undermined by a negative impact on Kent's demographic profile. Insufficient employment to meet additional demand and to fill the publics' 'funding gap' places additional challenges for adult and child safeguarding and demand for social support. Increasing deprivation leads to increase in social unrest and criminal activity.	Corporate Director Families & Social Care (Corporate Director of Finance & Procurement) Responsible Cabinet Member(s): Finance & Procurement Community Services Adult Social Care & Public Health	Target Residual Likelihood Possible (3)	Target Residual Impact Significant (3)
Control Title					Control Owner	
Welfare Reform sub-group of Kent Chief Execs Group in place						
Regular reporting to Corporate Board					Head of Policy & Strategic Relationships	
Key work streams and outputs to prepare for changes identified and detailed in a Welfare Reform Implementation, Response and Monitoring Plan					Head of Policy & Strategic Relationships / Head of Business Intelligence	
Initial analysis of impacts conducted by KCC Business Intelligence & external partners to give an indication of scale of implications of benefits cap					Research & Evaluation Manager, Business Intelligence / Head of Policy & Strategic Relationships	
Initial analysis of potential impact of Personal Independence Payment (PIP) conducted					Research & Evaluation Manager, Business Intelligence	
Briefings given to Managers and staff in Families & Social Care directorate to raise awareness of potential implications of changes					Policy Manager, Business Strategy & Support	
Housing Strategy team working with South East Housing associations to consider likely impact on sector					Strategic Housing Advisor	
Mechanism developed to track benefit cap migration into Kent					Research & Evaluation Manager, Business Intelligence	
Arrangements for Council Tax Benefit Localisation scheme in place					Finance Strategy Manager	

Social Fund Project Board established to oversee implementation of the pilot scheme & service model approved by the Board.	Cabinet Member Customer & Communities
Welfare Reform report produced to improve understanding of key issues	Research & Evaluation Manager
Contacts established with Local Authorities in Essex and Suffolk to share intelligence	Research & Evaluation Manager
Comprehensive method of tracking inward migration in place	Research & Evaluation Manager
Action Title	Action Owner
Planned Completion Date	
Universal Credit – Continue work with DWP to establish local delivery aspects in terms of face-to-face support	Head of Service – Customer Relationship Unit
January 2014 (review)	
Close monitoring of demand and performance of Kent Support and Assistance Service (localised social fund) to inform planning of 2014/15 programme	Director of Service Improvement
December 2013 (review)	
Six monthly in-depth Research & Evaluation updates will be delivered with interim bulletins if significant changes are identified earlier.	Head of Business Intelligence
December 2013	

Risk ID	CRR13	Risk Title	Delivery of 2013/14 and 2014/15 savings			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
The ongoing difficult economic climate has led to significant reductions in funding to the public sector and Local Government in particular. KCC has already made significant cost savings and still needs to make ongoing year-on-year savings in order to "balance its books."		The required savings from key programmes or efficiency initiatives are not achieved.	Urgent alternative savings need to be found which could have an adverse impact on service users and/or residents of Kent Potential adverse impact on whole-council transformation plans. Reputational damage to the council.	On behalf of CMT: Corporate Director Finance & Procurement Responsible Cabinet Member(s): Finance & Procurement	Likely (4) Target Residual Likelihood Very unlikely (1)	Serious (4) Target Residual Impact Serious (4)
Control Title					Control Owner	
Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process					Corporate Director (Finance & Procurement)	
Process for monitoring delivery of savings is in place, including a Budget Programme Board to scrutinise progress.					Corporate Director (Finance & Procurement)	
Robust monitoring and forecasting of arrangements in place relating to the KCC budget as a whole					Corporate Director (Finance & Procurement)	
Programme Office in place providing independent assurance of significant transformational programme and project management across KCC to ensure appropriate benefits realisation, including delivery of savings. Reports to Corporate Board and Budget Programme Board as appropriate.					Head of Policy & Strategic Relationships	
Procedures for appropriate consultation in place (including Equality Impact Assessments) when decisions relating to changes in services are being considered					Head of Consultation & Engagement	
Arrangements for localisation of council tax agreed with District Councils (cross reference to Risk 12 Welfare Reform)					Finance Strategy Manager	
Action Title			Action Owner		Planned Completion Date	
Ensure existing controls and mechanisms remain robust during the coming years			Corporate Director Finance & Procurement		December 2013 (review)	
Delivery of Social Care Transformation Programme - monitoring of key milestones			Corporate Director Families & Social Care		January 2014 (review)	
Additional monitoring of council tax collections			Head of Financial Strategy		December 2013 (review)	

Risk ID	CRR14	Risk Title	Procurement								
Source / Cause of Risk	As part of KCC's whole-council transformation programme the Authority is moving towards more strategic commissioning arrangements. This will put even greater emphasis on the importance of robust procurement and commissioning arrangements and contract management.	Risk Event	Commercial or contractual failure of suppliers A procurement process is challenged because it is considered to be discriminatory or to have failed to adhere to procedures set out in procurement law. Potential conflict between best price and <i>Bold Steps for Kent</i> objectives Non-delivery of procurement savings Ineffective contract management – KCC fails to act as a strong enough 'client'. Procurement and commissioning functions not appropriately aligned.	Consequence	Providers fail to deliver expected benefits. Service users / residents of Kent suffer – potential legal, financial and reputational implications. Procurement processes may have to be halted / restarted, which has service and financial implications Failure to secure optimum value for money from service providers.	Risk Owner	On behalf of CMT: Corporate Director Finance & Procurement Responsible Cabinet Member(s): Finance & Procurement	Current Likelihood	Serious (4)	Current Impact	Serious(4)
								Target Residual Likelihood	Unlikely (2)	Target Residual Impact	Serious (4)
Control Title							Control Owner				
KCC Procurement Strategy sets out the strategic approach to procurement across the Authority							Head of Procurement				
<i>Spending the Council's Money</i> – Code of Practice setting out how strategic approach to procurement is to be achieved at operational level.							Head of Procurement				
Procurement Board in place, establishing clear agreed relationships, support, information flow, governance structures and accountability between different levels of commissioning and procurement.							Head of Procurement				
iProcurement rolled out, as an online way of making and managing requisitions and purchases							Head of Procurement				
Procurement training for KCC managers, as part of the Kent Manager standard, in place							Head of Procurement				
Category Management approach established							Head of Procurement				
Procedures for appropriate consultation in place (including Equality Impact Assessments) where procurement and commissioning decisions are being considered							Head of Consultation & Engagement				
Procurement and Legal Services joint protocol in place to clarify the respective responsibilities of these two functions and service managers							Head of Procurement/Director of Governance & Law				
Action Title				Action Owner			Planned Completion Date				
Completion of Category Management strategies				Head of Procurement			December 2013 (review)				
Review of commissioning and procurement arrangements in KCC				Head of Procurement / Director of Strategic Commissioning / Director of Service Improvement			December 2013				

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