



## AGENDA

## CABINET

**Monday, 27th March, 2017, at 10.00 am**  
**Darent Room, Sessions House, County**  
**Hall, Maidstone**

Ask for: **Louise Whitaker**  
Telephone: **Tel: 03000 416824,**  
e-mail: **louise.whitaker@kent.gov.uk**

*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)*

1. Introduction/Webcasting
2. Declaration of Interests by Member in Items on the Agenda for this meeting
3. Minutes of the Meeting held on 23 January 2017 (Pages 3 - 10)  
To approve the minutes of the previous meeting.
4. Revenue and capital budget monitoring - January 2017 (Pages 11 - 86)  
To receive the latest 2016-17 budget monitoring position.
5. Performance monitoring - quarter 3 (Pages 87 - 136)  
To receive the performance report as at quarter three.
6. Local Transport Plan 4: Delivering Growth without Gridlock (Pages 137 - 232)  
To consider and recommend the draft Local Transport Plan 4 to County Council for adoption.

7. Education Traded Services Company (Pages 233 - 238)

To approve the creation of a KCC wholly-owned company to deliver Education Services.

8. MOTION TO EXCLUDE THE PRESS AND PUBLIC FOR EXEMPT BUSINESS

That, under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

**EXEMPT ITEMS**

9. Education Traded Services Company - exempt information (Pages 239 - 410)

To receive information exempt from publication necessary to the decision at Item 7.

John Lynch,  
Head of Democratic Services  
03000 410466  
**Friday, 17 March 2017**

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

## KENT COUNTY COUNCIL

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### CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 23 January 2017.

PRESENT: Mr P B Carter, CBE (Chairman), Mr M A C Balfour, Miss S J Carey, Mr G Cooke, Mr M C Dance, Mr G K Gibbens, Mr R W Gough, Mr P M Hill, OBE, Mr P J Oakford and Mr J D Simmonds, MBE

ALSO PRESENT:

IN ATTENDANCE: Mr A Ireland (Corporate Director Social Care, Health and Wellbeing), Mr P Leeson (Corporate Director Education and Young People's Services) and Mr A Wood (Corporate Director of Finance and Procurement)

### UNRESTRICTED ITEMS

#### **8. Apologies and Substitutions**

*(Item 2)*

Apologies were received from David Cockburn, Corporate Director of Strategic and Corporate Services and Andrew Scott Clark, Director of Public Health

#### **9. Declarations of interest**

*(Item 3)*

No declarations of interest were received.

#### **10. Minutes of the Meeting held on 12 December 2016**

*(Item 4)*

The minutes of the meeting held on 12 December 2016 were agreed and signed by the Chairman accordingly.

#### **11. Revenue and Budget Monitoring - November 2016-17**

*(Item 5 – Report of Mr John Simmonds, Deputy Leader and Cabinet Member for Finance & Procurement and Andy Wood, Corporate Director of Finance and Procurement).*

Cabinet received a report detailing the latest 2016-17 budget monitoring position.

Mr John Simmonds, Deputy Leader and Cabinet Member for Finance and Procurement introduced the item for members. In particular he referred to the following:

- A forecast pressure of £5.51m was reported which would increase to approximately £6m if roll forwards were applied
- Further funding toward the cost of supporting Unaccompanied Asylum Seeking Children (UASC) was expected from the Government. This was expected to relieve the pressure by around £1.9m, although historically the

Government had not been prompt in issuing such payments. He reiterated, the previously reported concern that even with additional funding there would be a significant increase in cost as those UASC reached the age of 18 because of the resultant care leaver commitments inherited by KCC at that point. Members continued to lobby government on this matter.

- Overall there had been an improvement of £2m in the month.
- Rigorous controls continued to operate in order to achieve a balanced budget, such as holding vacancies, working with staff to stop non-essential expenditure and officers continued to undertake work focused on increasing income generation
- SEN transport continued to report an overspend, currently estimated at £2.7million, which was the subject of detailed investigation by officers as to the source and potential solution.
- That savings targets allocated to the Young Person’s Travel Pass budget, of £500,000 were proving difficult to achieve.
- That the Finance Department reported an estimated underspend of £3.3m
- There was capacity within the council’s reserves to manage any overspend but pressure was being maintained to bring the budget back into balance.
- The Capital programme was showing a variation of £28m largely as a result of rephasing of projects

It was RESOLVED

<b>CABINET Revenue and Budget Monitoring - November 2016-17</b>	
1.	That the forecast revenue budget monitoring position for 2016-17 and the seriousness of the position, and the capital budget monitoring position for 2016-17 to 2018-19 and that the forecast pressure on the revenue budget needs to be eliminated as we progress through the year be noted.
2.	That the changes to the capital programme as detailed in section 6.4 of the report be agreed.
<b>REASON</b>	
1.	In order that Cabinet could properly conduct its monitoring activities.
2.	In order that the Capital budget accurately reflected the real time position and met fully the needs of the council.
<b>ALTERNATIVE OPTIONS CONSIDERED</b>	None.
<b>CONFLICTS OF INTEREST</b>	None.
<b>DISPENSATIONS GRANTED</b>	None.

## **12. Budget 2017/18 and Medium Term Financial Plan 2017/20**

*(Item 6 – Report of Mr John Simmonds, Deputy Leader and Cabinet Member for Finance & Procurement and Andy Wood, Corporate Director of Finance and Procurement).*

Cabinet received the draft budget for 2017-18 and Medium Term Financial Plan (MTFP) 2017-20 which was to be presented to County Council on 9 February 2017.

Mr John Simmonds, Deputy Leader and Cabinet Member for Finance and Procurement introduced the item for members. In particular he referred to the following:

- That Cabinet should have regard to any amendments arising from debate of the budget by Cabinet Committees.
- That the decision on the level of Council Tax precept would also be taken by the County Council on 9 February 2017.
- That 2017-18 would be an even more challenging budget to deliver. Additional spending demands continued to accrue and combined with a ‘flat cash’ approach from government and against the background of lost government grants would ensure that further savings and income generation would be essential to delivering a balanced budget. It was estimated that £78million of savings would be necessary, which given cumulative savings since 2010 would be very challenging. By the end of 2017-18 the Council would have delivered over £600m in savings over 7 years/
- He welcomed the additional one off payment of £6.2m for social care support included in the latest grant settlement but reported that it also contained a loss of £1.6m in the new homes bonus.
- Government had allowed a total of 6% increase in Council tax over three years towards the cost of adult social care; KCC believed that this should be allocated in three equal tranches of 2%.
- It was proposed to increase the council tax by just under 2%, plus the 2% social care levy. Consultation had been undertaken with the public, businesses, trades unions, care associations and the youth council, there was sympathy for the 2% social care levy so long as it was spent exclusively on those services.

Andy Wood, Corporate Director of Finance and Procurement added the following:

- That of the £66million pressures reported in the proposed 2017-18 budget £51million of those were not negotiable and must be included. In addition, the loss of £46m in Government grants was not within the control of Kent County Council. Therefore, there was £97million loss to mitigate before any other emerging factors were considered.
- County Councils had reported in a recent survey that they intended to use an average of £20million of reserves to balance the 2017-18 budget. That would equate to £30million of Kent County Council’s reserves. Therefore he believed that the intended use of £11m of KCC reserves was appropriate.
- Along with the flexibility to vary the social care levy by a further percent (within the 6% three year maximum), the Department of Communities and Local Government had indicated that tighter scrutiny and control of this levy was to be introduced.

The Leader summed up by restating that achieving this balanced budget in the difficult financial climate had been challenging and he thanked all those involved for their hard work toward this achievement.

It was RESOLVED

<b>CABINET</b>	
<b>Budget 2017/18 and Medium Term Financial Plan 2017/20</b>	
1.	That the draft budget be endorsed and noted that final

	decision on council tax precept would be presented at the County Council meeting on 9 February to allow time to consider the additional flexibility on the social care levy.
REASON	
1.	In order that Cabinet could properly meet its statutory requirements to advise the County Council to set a budget and council tax precept for 2017-18
ALTERNATIVE OPTIONS CONSIDERED	None.
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

**13. The Commissioning Plan for Education Provision in Kent 2017-21**  
*(Item 7 – Report of Mr Roger Gough, Cabinet Member for Education and Health Reform and Patrick Leeson, Corporate Director for Education and Young People's Services).*

Cabinet received a report on the Commissioning Plan for Education Provision in Kent 2017-21.

Mr Roger Gough, Cabinet Member for Education and Health Reform, introduced the item for members. In particular he referred to the following:

- The plan had been the subject of a County-wide consultation
- The plan looked to find ways to provide places for the rapidly increasing numbers of school children
- The anticipated demand for 23,000 additional school places by 2023 (85 FE for primary, 79 FE for secondary schools) which would include 5% spare capacity to allow for greater parental choice
- The financing of the plan through Government grant for basic need and developer contributions
- The excellent cooperation from Kent schools in supporting the programme
- The impact of the free school programme which added complexities and uncertainties to planning
- Forecasting and monitoring that forecasting was critical to ensure that the long term planning was accurate
- Delivering the necessary building programmes efficiently was vital including securing adequate developer contributions
- Seeking consent from Government to apply maximum flexibility in terms of the free school programme and the interaction between basic need funding and the free school programme

Patrick Leeson, Corporate Director for Education and Young People's Services, emphasised the following points:

- This ongoing programme had been very successful not only in delivering overall numbers of places but also in continuing to provide good quality school places in every locality in Kent
- The fact that this programme would not be possible without the support and cooperation of Kent schools which had been exemplary

- That the authority was approaching tipping point in respect of delivery alongside the free schools programme, some of which schools were a year behind programme which could potentially jeopardise the ability to meet the statutory responsibility
- Challenges in terms of finding new sites and sponsors for secondary schools

In response to questions from Cabinet Members, Mr Roger Gough, Cabinet Member for Education and Health Reform, made the following comments:

- Agreeing that in the light of the size and scale of future provision it was likely that the expansion of existing schools would not be sufficient and that therefore the Authority would need to speak to various partners, including district councils, to secure timely planning approvals
- Noting that the provision of special schools and other specialist provision had been a success
- Noting that prudential borrowing had been an effective method of funding new school building in the past but which was not longer available. Further noting that the Authority was left with the burden of the interest payments from past prudential borrowing even where the school had transferred to academy status.

It was RESOLVED:

<b>CABINET</b>	
<b>The Commissioning Plan for Education Provision in Kent 2017-21</b>	
1.	That the Commissioning Plan for Education Provision in Kent 2017-21 be approved
REASON	In order for the Council to meet its statutory duty to plan and provide for school places
ALTERNATIVE	None.
OPTIONS CONSIDERED	The Plan considered a range of alternatives.
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

#### **14. Update on Hospital Delayed Discharges in Kent and Social Care Activities** (Item 8)

##### URGENCY

The Leader advised that this item was urgent in the light of the ongoing winter problems within the NHS especially as it coincided with the circulation of two virulent influenza outbreaks. He indicated that it was important for the Cabinet to understand the pressures on hospitals and the social care market and on how social services were responding.

(Item 8 – Andrew Ireland, Corporate Director of Social Care, Health and Wellbeing).

This matter had received a great deal of media attention and was therefore drawn to the Cabinet's attention. Cabinet were invited to consider what had been done by health and social care services to care for local residents. This paper was intended to

update Cabinet on related issues including the hospital delayed discharges position in Kent.

The Leader opened the discussion by reminding Cabinet Members of the numerous and complex issues behind the current crisis including:

- The level of cuts in local government funding compared with the increased demand and whether this needed to be recalibrated against the increases in foreign aid which was due to be significantly increased.
- The need for the Government to revisit the best of the Dilnot recommendations
- The need for the care markets to expand and not contract which would need for the market to be financially viable
- The need to ensure that there was adequate funding for state funded adults as well as those in the independent sector both in domiciliary and residential care
- The Sustainable Transformation Plan that identified that 30% of hospital beds could be freed up for better and cheaper treatment of people in their own homes through greater use of community based services
- Noting that the second stage of funding under the Better Care Fund was part of the “flat cash” funding for local government.

Andrew Ireland, Corporate Director of Social Care, Health and Wellbeing, formally presented the report and raised the following points:

- The current winter crisis was worse than usual in terms of demand including pressure on accident and emergency departments
- The extent and seriousness of illness within many of the older patients attending hospital
- Concern about the flow of patients through hospitals
- Measures that had been implemented – more staff in hospitals, investment in schemes to facilitate discharge, work with partners in emergency plan exercises, seven day working of social care teams, support for increased enablement at home, step up/step down beds, extra care sheltered housing
- Recognition that the NHS had managed to reduce bed occupancy to 85% before Christmas 2016 which had helped prevent the crisis from being even deeper
- In terms of markets there was a real issue in terms of domiciliary care albeit with geographical variations with agencies unable to recruit sufficient staff
- Looking at alternative models for commissioning domiciliary care
- That the problems within this area were fundamental and long term and were not likely to be able to be fixed in the short term

Cabinet Members endorsed the issues raised in the paper

It was RESOLVED:

<b>CABINET Update on Hospital Delayed Discharges in Kent and Social Care Activities</b>	
<b>1.</b>	That how KCC and NHS organisations in Kent were working to better address the needs of local people being discharged from hospitals against the challenging care market conditions be noted.



REASON	
1.	To bring the Cabinet up to speed on this important and emerging issue and the actions being taken in an attempt to mitigate it.
ALTERNATIVE	None.
OPTIONS CONSIDERED	
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None

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

To: Corporate Board – 6 March 2017  
Cabinet – 27 March 2017

Subject: **REVENUE & CAPITAL BUDGET MONITORING - JANUARY 2016-17**

Classification: Unrestricted

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## 1. SUMMARY

- 1.1 This report provides the budget monitoring position up to 31st January 2016-17 for both revenue and capital budgets, including an update on key activity data for our highest risk budgets.
- 1.2 The format of this report is:
- This covering summary report which provides a high level financial summary and highlights only the most significant issues, as determined by Corporate Directors.
  - Appendix 1 – a high level breakdown of the directorate monitoring positions;
  - Appendix 2 – activity information for our highest risk budgets;
  - Appendix 3 – details of the Asylum service forecast and key activity information
- 1.3 Cabinet is asked to note the forecast revenue and capital monitoring position. In the light of further government funding reductions in the short to medium term, it is essential that a balanced revenue position is achieved in 2016-17, as any residual pressures rolled forward into 2017-18 will only compound an already challenging 2017-18 budget position. This forecast revenue pressure of £0.224m (after Corporate Director adjustments), increasing to £2.714m including roll forward requirements, is very clearly a concern, and needs to be managed down to at least a balanced position.
- 1.4 We continue with our campaign to urge budget managers to be less guarded with their forecasting and question every pound of spend. As a result, the residual position is once again showing an improvement this month. All current anticipated management action is now included in the Corporate Directors adjustments reflected in this report. The only other potential outstanding adjustment relates to Asylum, so assuming that we receive funding from the Home Office to offset the Asylum pressure, **and this is still by no means certain**, then the overall position would reduce by a further £1.679m from £2.714m to £1.035m. This compares to a residual pressure reflected in section 1.4 of the December monitoring report of £3.353m, so an underlying improvement of £2.318m this month. This predominately relates to improved positions within: Financing Items due to additional investment income, a further forecast reduction in the Carbon Reduction Levy, and additional Government funding and retained business rates levy; Education & Young People's Services directorate, specifically SEN Home to School Transport and a number of other small movements; Strategic & Corporate Services directorate, particularly Legal Services, and within Growth, Environment & Transport directorate. This further improvement in the position is extremely encouraging. However, if we are to be in a position to roll forward funds into 2017-18 to meet our commitments detailed in section 4, then we still have a modest way to go.
- 1.5 Senior management continue to work collectively to identify common areas where spend could be reduced and they remain committed to achieving a balanced position by year end. Whilst we haven't introduced moratoria, we are:

- holding vacancies for non-essential posts and having director level authorisation for those posts that we do recruit to;
- ensuring rigorous contract management;
- running a PR campaign to all staff giving the message to stop all non-essential expenditure and increase income generation wherever possible;
- rigorously reviewing any external advertising for recruitment;
- promoting the message of “think before you print”;
- stopping any external room hire wherever possible and practical.

- 1.6 Corporate Directors continue to look for further savings, however small, that we hope will be reflected in these forecasts in the final two months. Any residual overspend would need to be funded from reserves, which is a one-off solution, still requiring the underlying pressure to be dealt with by in-year management action in the very early part of 2017-18. However, based on this latest position I am now more optimistic that we may actually be able to achieve our 17<sup>th</sup> consecutive year of containing revenue spend within the budgeted level (excluding schools), a position that previously looked extremely unlikely. This continues to be our aim.
- 1.7 The remainder of this report focusses on the underlying £2.714m forecast overspend.

## 2. RECOMMENDATIONS

**Cabinet** is asked to:

- Note** the forecast revenue budget monitoring position for 2016-17, and the capital budget monitoring position for 2016-17 to 2018-19, and that the forecast pressure on the revenue budget needs to be eliminated as we progress through the final stages of the financial year.
- Agree** the changes to the capital programme as detailed in section 6.4.

## 3. SUMMARISED REVENUE MONITORING POSITION

- 3.1 Overall the net projected revenue variance for the Council as reported by budget managers is a pressure of £0.426m. Corporate Directors have adjusted this position by -£0.202m, leaving a residual pressure of £0.224m. After allowing for roll forward requirements, the position increases to a pressure of £2.714m. Details of the Corporate Director adjustments and roll forward requirements are provided below in sections 3.3/3.4 and 4. respectively. This forecast position, after roll forward requirements, represents a movement of -£2.504m from the December monitoring position. The main reasons for this movement are provided in section 3.3 below. In total this position reflects that we are on track to deliver the majority of the £81m of savings included in the approved budget for this year, but further work is urgently required to identify options to eliminate the residual £2.714m forecast pressure. The position by directorate, together with the movement from the last report, is shown in table 1 below.

### 3.2 Table 1a: Directorate revenue position

Directorate	Budget	Net Forecast Variance *	Corporate Director adjustment	Revised Net Variance	Last Reported position	Movement
	£m	£m	£m	£m	£m	£m
Education & Young People's Services	65.890	0.953		0.953	1.465	-0.512
Social Care, Health & Wellbeing - Specialist Children's Services	128.428	5.261	-0.367	4.894	4.941	-0.047
Social Care, Health & Wellbeing - Asylum	0.550	1.679		1.679	1.865	-0.186
<i>Sub Total SCH&amp;W - Specialist Children's Services</i>	<i>128.978</i>	<i>6.940</i>	<i>-0.367</i>	<i>6.573</i>	<i>6.806</i>	<i>-0.233</i>
Social Care, Health & Wellbeing - Adults	369.965	-2.026	0.165	-1.861	-1.887	0.026
Social Care, Health & Wellbeing - Public Health	0.000	0.000		0.000	0.000	0.000
Growth, Environment & Transport	167.192	-0.485		-0.485	-0.247	-0.237
Strategic & Corporate Services	70.708	-0.628		-0.628	-0.100	-0.528
Financing Items	117.855	-4.329		-4.329	-3.245	-1.084
<b>TOTAL (excl Schools)</b>	<b>920.588</b>	<b>0.426</b>	<b>-0.202</b>	<b>0.224</b>	<b>2.791</b>	<b>-2.567</b>
<i>Schools (E&amp;YP Directorate)</i>	<i>0.000</i>	<i>20.857</i>		<i>20.857</i>	<i>22.277</i>	<i>-1.420</i>
<b>TOTAL</b>	<b>920.588</b>	<b>21.283</b>	<b>-0.202</b>	<b>21.081</b>	<b>25.069</b>	<b>-3.987</b>
<b>Variance from above (excl schools)</b>				<b>0.224</b>	<b>2.791</b>	<b>-2.567</b>
Roll forwards - committed				1.594	1.592	0.002
- re-phased				0.832	0.771	0.061
- bids				0.064	0.064	0.000
Total roll forward requirements				2.490	2.427	0.063
<b>(-ve Uncommitted balance / (+ve) Deficit</b>				<b>2.714</b>	<b>5.218</b>	<b>-2.504</b>

\* the variances reflected in appendix 1 & 2 will feature in this column

Table 1b: Directorate revenue position after roll forwards:

Directorate	Variance	Roll Forwards		Revised Variance	Corporate Director adjustment	Variance after roll fws & CD adj
		committed	un-committed			
	£m	£m	£m	£m	£m	£m
Education & Young People's Services	0.953		0.832	1.784		1.784
Social Care, Health & Wellbeing - Specialist Children's Services	5.261	0.094		5.356	-0.367	4.989
Social Care, Health & Wellbeing - Asylum	1.679			1.679		1.679
<i>Sub Total SCH&amp;W - Specialist Children's Services</i>	<i>6.940</i>	<i>0.094</i>	<i>0.000</i>	<i>7.034</i>	<i>-0.367</i>	<i>6.667</i>
Social Care, Health & Wellbeing - Adults	-2.026	1.500		-0.526	0.165	-0.361
Social Care, Health & Wellbeing - Public Health	0.000			0.000		0.000
Growth, Environment & Transport	-0.485		0.064	-0.421		-0.421
Strategic & Corporate Services	-0.628			-0.628		-0.628
Financing Items	-4.329			-4.329		-4.329
<b>TOTAL (excl Schools)</b>	<b>0.426</b>	<b>1.594</b>	<b>0.896</b>	<b>2.916</b>	<b>-0.202</b>	<b>2.714</b>

3.3 The main reasons for the movement since the last report of -£2.567m before roll forward requirements, and -£2.504m after roll forward requirements, are:

#### 3.3.1 Education & Young People's Services:

The movement in the forecast variance (excluding schools and before roll forward requirements) shows a reduction of -£0.512m this month. This is a net movement figure and reflects a decrease in the forecast pressure for SEN Home to School

Transport of -£0.159m, together with smaller reductions in forecasts across a number of lines.

### 3.3.2 Social Care, Health & Wellbeing – Specialist Children’s Services:

There is a reduction in the position of (-£0.047m) this month as shown in table 1a above. This reduction comprises of a number of small reductions totalling (-£0.138m) across services for Children in Care; Social Work staffing (-£0.073); Adoption and Other Permanent Care arrangements (-£0.165m); offset by a small net increase across a number of other services (+£0.022m). The Corporate Director adjustment has moved by (+£0.308m) this month from (-£0.675m) to (-£0.367m), reflecting management action that has been achieved. It is still anticipated that the management action will continue during February and March to achieve the forecast position.

### 3.3.3 Social Care, Health & Wellbeing – Specialist Children’s Services – Asylum:

The current forecast pressure of £1.679m represents a further reduction of -£0.186m since December.

### 3.3.4 Social Care, Health & Wellbeing – Adult Social Care:

The pressure on Adults Social Care has increased slightly this month by (+£0.026m) which includes the removal of the Corporate Director adjustment from the previous month relating to lower demand than anticipated in volume-based contracts with organisations providing services to carers (+£0.178m), which is now reflected in the budget manager forecasts, and the inclusion of a Corporate Director adjustment this month of (+£0.165m), which relates to transformation savings on Learning Disability (LD), which have recently slipped into 2017-18. Although there is little overall movement in the remaining variance in January (-£0.317m), there have been a number of small movements, the most significant being: Adaptive and Assistive Technology (+£0.244m); LD Supported Living Commissioned service (+£0.216m); LD Residential care (+£0.215m); Physical Disability (PD) Direct Payments (-£0.200m); PD Residential (-£0.205m); Older People (OP) Direct Payments (+£0.177m); Mental Health Residential Care (+£0.139m); Day Care across all client groups (-£0.174m); Commissioned Social Support for Carers (-£0.117m); Adult's Assessment & Safeguarding Staffing (-£0.105m); OP Commissioned residential services (-£0.110m); OP Nursing Care (-£0.099m); Strategic Management and Directorate Support (-£0.102m); Other Adult Services (-£0.097m); non-residential charging income (-£0.087m), and other net minor variations of (-£0.012m).

### 3.3.5 Social Care, Health & Wellbeing – Public Health:

There is an overall movement of -£0.443m since the last reported position in December, which is matched by a reduction in the transfer to the Public Health reserve; hence no movement is reflected in table 1. This is accounted for by a reduction in Commissioning for Quality & Innovation (CQUIN) incentive payments for Health Visitors; a further reduction in Stop Smoking services; further reduced activity on Sexual Health Services and a small net increase in sexual health property costs; and a recharge of salary costs to Children’s services.

### 3.3.6 Growth, Environment and Transport:

The current forecast outturn for the directorate is a -£0.485m underspend as per Table 1a, representing a movement of -£0.237m since the last report. The position reduces to -£0.420m (as per Table 1b) after taking into account £0.064m of roll-forward requirements (see section 4) as per last month.

There are four (almost compensating) variances in excess of £0.100m that explain -£0.078m of the movement, with the remaining -£0.159m explained by smaller movements (c.£0.050m) predominately in three other services: Economic Development & Other Community Services, Public Protection & Enforcement, and Environment.

The four significant movements are:

- (i) -£0.118m Treatment and Disposal of Residual Waste (lower tonnage forecast),
- (ii) +£0.158m Waste Processing (increased haulage costs),
- (iii) -£0.377m General Highways Maintenance and Emergency Response (predominantly due to increased staff capitalisation costs, due to a new methodology -£0.231m), and
- (iv) +£0.259m Other Highways Maintenance and Management, which includes two partially offsetting variances, both connected with the LED Conversion Programme: delivering the streetlight maintenance saving ahead of profile has resulted in an in-year -£0.154m underspend, but this is countered by a +£0.557m pressure on energy savings. The programme is due to deliver £5.2m of base savings (energy, maintenance etc) over the 4-year rollout period and this is still achievable, but slightly behind profile. The reasons are two-fold: a) the switch to convert residential areas before high speed roads/town centre (there are more residential lanterns but lower wattages); and b) due to a slower start than anticipated. By the end of March 59,000 of the c.70,000 residential lanterns are forecast to be converted, which is consistent with the expected 14 month roll out predicted in March 2016 (start date). The policy decision to return to full-night lighting in residential areas - once the lanterns have been converted - has also been a contributory factor and this pressure has been reflected in the 2017-18 budget.

Other movements each below £0.100m explain the remaining movement in Other Highways Maintenance and Management.

The above, together with the three smaller movements totalling -£0.159m alluded to above, explain the increased underspend of -£0.237 this month.

### 3.3.7 Strategic and Corporate Services:

The Directorate forecast (excluding the aspirational Asset Utilisation Corporate target) has moved by -£0.528m to an underspend of -£1.366m, whilst the position on Asset Utilisation remains unchanged at an overspend of +£0.738m. The sum of these movements is shown in table against the S&CS directorate as a total movement of -£0.528m to an overall underspend of -£0.628m.

The main movements for the Directorate controllable budgets are: -£0.361m for Legal Services (shown within 'Other Support to Front Line Services') where the pressure relating to the establishment of the new Legal Services company is now being funded from the one-off investment money set aside to establish the Company, reducing the pressure on the base revenue budget; -£0.052m improvement in position for Engagement, Organisation Design & Development division; -£0.061m S&CS Strategic Management & Directorate Support Budgets due to an underspend on the cost of historic early retirements.

### 3.3.8 Financing Items:

The underspend has increased this month by -£1.084m. This improvement relates to -£0.410m increase in investment income; -£0.131m anticipated business rates compensation grant reconciliation payment relating to 2015-16; -£0.096m expected increase in the retained business rates levy as a result of being in a pool with Kent District Councils; -£0.229m additional Education Services Grant; a forecast £0.2m

saving on carbon reduction commitment levy based on forecast lower emissions in the current year, together with -£0.018m of other small movements in variance.

### 3.4 **Revenue budget monitoring headlines (please refer to Appendix 1)**

#### 3.4.1 Education & Young People's Services

3.4.1.1 The forecast variance of +£0.953m (excluding schools and before roll forward requirements) is made up of a number of service lines as follows:

3.4.1.2 There is a forecast pressure on Pupil & Student Transport Services of £2.8m. This forecast is based on the latest available information and includes overspends on SEN Home to School Transport, SEN Home to College transport and Mainstream Transport as reported last month. The majority of the gross pressure (£2.6m) relates to SEN Home to School and Home to College transport. The service has been working closely with colleagues in Public Transport to understand the reasons behind this pressure. Initial analysis shows that the number of children requiring transport is not a factor, but the price we are paying is higher than affordable levels. We are continuing to investigate the reasons behind the higher price we are paying but believe this is in part due to the high volume of in year applications where additional transport arrangements have had to be arranged as well as a number of contracts which have been retendered and the market price has come in higher.

Included within the SEN Home to School Transport budget is an allocation for new developments to the IT system. This work has yet to be completed and a roll forward of £0.060m is requested to enable the work to be re-phased into 2017-18.

3.4.1.3 Early Help & Preventative Services is underspending £1.5m. This is primarily made up of two items. Firstly, Tackling Troubled Families has achieved additional income of £0.8m as a result of more successful Payment By Results submissions to the DCLG and is therefore requesting roll forward of this surplus into the next financial year in order to continue the scheme. In addition, an in-year allocation of £0.4m has been received from Public Health for commissioning some additional services which have been delivered through our Children's Centres.

3.4.1.4 There is a forecast pressure of £0.2m within Early Years Education & Childcare which predominately relates to a shortfall on their income target and a small overspend on the three in-house nurseries. The service has restructured these nurseries, resulting in some one-off costs, and they have recently been relaunched, aiming to reduce costs, increase income and move towards a balanced budget for next year.

3.4.1.5 There is a forecast pressure of £0.6m on Other Schools' Related. £0.2m of this relates to payments for employee tribunal cases for former school staff. The remaining pressure of £0.4m mainly relates to revenue maintenance costs that are in excess of the capital grant available.

3.4.1.6 There is a forecast underspend of -£0.2m on SEN & Psychology Services which is largely from additional income from schools and academies.

3.4.1.7 There is a forecast underspend of -£0.2m on Other Services for Young People and School Related Services which relates mainly to school improvement. Although there is a shortfall in traded income, this is more than offset by a gross expenditure underspend.

3.4.1.8 Finally there is a forecast underspend of -£0.9m on EYPS Management & Support Services, of which £0.6m relates to Education Pensions as capitalisation costs are



lower than expected. In addition there is a forecast reduction in the bad debt provision required of £0.2m.

### 3.4.2 Social Care, Health & Wellbeing – Specialist Children’s Services

3.4.2.1 The overall forecast position for Specialist Children’s Services (excluding Asylum) is a pressure of (+£5.3m) or (+£5.4m) including committed roll-forwards. A corporate director adjustment is proposed of -£0.4m which will reduce this pressure to +£4.9m or +£5.0m including committed roll-forwards.

3.4.2.2 The main areas of pressure continue in elements of Children in Care (Looked After) Services, with a reported pressure of (+£3.5m). This includes pressures on residential care including secure accommodation (+£2.6m) and independent fostering (+£1.2m). There is also a pressure on Legal costs of (+£0.3m). These pressures are offset by an underspend on in-house fostering of (-£0.6m).

3.4.2.3 In summary, the pressures on residential and independent fostering are due to full year effect of increases in numbers during 2015-16 which have continued into 2016-17; costs rising due to increasing complexity and needs, and in part due to transformation and other savings being unachievable. The number of children in residential placements has stabilised over this year (see Appendix 2.9), and shows a small reduction of placements in January. The numbers in IFA’s increased during the year, but have reduced again in the last four months (as seen in Appendix 2.8).

3.4.2.4 There is a pressure on Adoption & Other Permanent Children’s Arrangements (+£1.1m) mostly relating to special guardianship orders (+£1.4m), which is due to increased numbers of orders being granted at court which are greater than the affordable level budgeted for (as seen in Appendix 2.11).

3.4.2.5 Within Family Support & Other Children Services, a net -£0.1m underspend is forecast which includes Supported Accommodation (+£0.5m) and Care Leavers (+£0.3m); offset by underspends on Safeguarding (-£0.4m), and Family Support (-£0.5m).

3.4.2.6 The pressure on Children’s Assessment Staffing (+£1.2m) is primarily in relation to the need to retain agency staff at a higher cost, because of the continuing difficulties in recruiting permanent social workers, however the forecast spend on agency staff has reduced over the last couple of months.

3.4.2.7 -£0.5m of the reported underspend on SCHW Management & Support Services relates to Specialist Children’s Services.

3.4.2.8 There is a Corporate Director adjustment of (-£0.4m) reflecting that the extensive management action plan continues to be in place with the intention of both achieving a reduction in expenditure in the current year to reduce the pressure to £5m (excluding Children’s Disability Services) and to reduce the committed expenditure going in to the financial year 2017-18. The plan is wide ranging and focused particularly on the areas which saw increased activity in the second half of 2015-16.

### 3.4.3 Social Care, Health & Wellbeing – Specialist Children’s Services - Asylum

3.4.3.1 The current forecast pressure for Asylum has reduced to (+£1.7m), which is in the main due to the fact that a greater number of young people have been transferred through the National Transfer Scheme (NTS) than we had anticipated last month. Whilst there is some reasonable expectation that the NTS will keep pace and be able to deal with the new entrants, it is looking far less likely that it will achieve the transfer of many of the legacy cases. There is a diminishing opportunity for this as the more settled young people become the more the Council would be open to challenge from individuals about being moved against their best interests. This

situation is exacerbated by the age profile of the Unaccompanied Asylum Seeking Children (UASC) in Kent. They are turning 18 at the rate of approximately 30 per month with over 100 having had their eighteenth birthday in January 2017. Under the current financial arrangements it remains the case that the Government does not fund local authorities for the full cost of the over 18, care leaver cohort. In order to avoid a significant escalation in the costs of Asylum to the Council directly, the Government needs to change its funding regime. A meeting has taken place with the Home Office to discuss the current financial situation and funding arrangements for 2017-18, we are awaiting a decision on the current position.

#### 3.4.4 Social Care, Health & Wellbeing – Adult Social Care

- 3.4.4.1 The forecast variance of (-£1.9m), including a Corporate Director adjustment of (+£0.2m), reflects total pressures of (+£8.6m) resulting from the direct provision of services to clients across adult social care, which is partially offset by anticipated underspends on assessment staffing across all client groups of (-£2.2m), preventative services (-£2.5m) along with the use of uncommitted monies (-£3.6m) to offset the rising costs of social care and the drawdown from the Bad Debt Provision (-£1.5m); and other support budgets (-£0.8m). The forecast variance reduces to -£0.5m (or -£0.4m including the Corporate Director adjustment) after allowing for the roll-forward of the £1.5m drawdown from the bad debt provision required to support the 2017-18 budget.
- 3.4.4.2 Mental Health direct services are forecasting a total pressure of +£2.9m. There are still significant pressures on Mental Health residential care and supported living services (+£2.6m & +£0.6m respectively) which are only partially offset by minor underspends on other community based services (-£0.3m). The service is still seeing increases in the cost of residential care due to both the increased complexities of clients going into care along with financial pressures in the market leading to higher costs.
- 3.4.4.3 Learning Disability direct services are forecasting a total pressure of (+£3.1m) including the Corporate Director Adjustment of (+£0.2m). Significant pressures continue in supported living commissioned externally (+£1.8m see appendix 2.2), residential care (+£2.7m see appendix 2.1) and day care services (+£0.3m). These are offset by underspends across other services, the most significant being shared lives services (-£1.0m), direct payments (-£0.2m see appendix 2.3), in-house supported living (-£0.2m) and other minor underspends of (-£0.1m). An over recovery of non-residential charging income (-£0.4m) is also offsetting the pressure. The overall pressure on this service is partially due to the delay in the delivery of transformation savings (+£1.4m). The forecast does however assume that further savings of (-£0.3m) will be delivered this financial year.
- 3.4.4.4 Older People and Physical Disability residential and community direct services are forecasting a net pressure of (+£2.7m), which includes a number of offsetting variances. The most significant are outlined below: the actual pressure on commissioned domiciliary care services is (+£5.1m) of which, (+£4.1m) relates specifically to Older People as outlined in appendix 2.6. This is partially offset by higher levels of client income resulting from this activity (-£1.6m), along with underspends against direct payments of (-£2.7m). The overall pressure on residential & nursing care is now (+£1.9m), mainly due to higher than anticipated demand for older people residential care services (see appendix 2.4) partially offset by lower demand for older people nursing care (see appendix 2.5). This forecast still assumes that some funding is set aside for the remaining winter pressures. If there is no increased spend as a result of winter then this funding will be available to offset other pressures.

3.4.4.5 Within Adult & Older People Preventative & Other Services, there is an overall underspend of (-£7.6m). There is a pressure on the equipment budget of (+£1.0m) resulting from higher than anticipated demand; re-phasing of some of the savings on housing related support (+£0.6m), offset by forecast underspends (-£2.4m) on social support services such as carers, information and early intervention and social isolation; Social Fund of (-£0.4m); uncommitted Care Act monies of (-£0.4m) and other minor underspends of (-£0.9m), together with the use of uncommitted monies of (-£3.6m) to offset the rising costs of social care and the drawdown of the Bad Debt Provision of (-£1.5m).

#### 3.4.5 Social Care, Health & Wellbeing – Public Health

3.4.5.1 The overall variance prior to any transfer to/from the Public Health reserve is a forecast underspend of -£1.7m.

3.4.5.2 There are pressures forecast on the following services: Other Children's Public Health Programmes (+£0.3m) due to continuing costs of supporting new mothers with breast feeding, whilst a new model is in development as part of health visiting transformation, and higher than budgeted costs on school nursing; Obesity & Physical Activity (+£0.3m) due to the costs of additional Tier 3 Weight Management and Dietetics activity. These pressures have been more than offset by underspends in: Targeting Health Inequalities (-£0.6m), which includes underspending resulting from the number of health checks being below the budgeted level and reduced spend on campaigns; Tobacco Control & Stop Smoking Services (-£0.5m) due to reduced prescribing costs; Sexual Health Services (-£0.7m) which primarily relates to unrealised creditors set up in 2015-16, reduced levels of activity, and slippage on premises conversion programme; Public Health Mental Health Adults (-£0.1m); and 0-5 years olds Health Visiting Service resulting from an agreed reduction in CQUIN incentive payments (-£0.2m). Public Health Staffing Advice and Monitoring is also underspending (-£0.2m) due to staff vacancies.

#### 3.4.6 Growth, Environment and Transport

3.4.6.1 The overall variance for the Directorate, is a forecast underspend of -£0.5m (prior month -£0.2m). This includes a number of compensating variances, and roll forward requirements, which are explained below:

3.4.6.2 The pressure against Young Persons Travel Pass (YPTP) relates to the saving of +£0.5m built into the 2016-17 budget to reflect the reduced take-up and fewer journey numbers seen in 2015-16 at the time the budget was being set, which unfortunately reversed in the second half of the year and has continued into the current year.

3.4.6.3 Waste is forecasting an overall pressure of +£1.5m (and activity of +9,584 tonnes) compared to budget, with a net movement of -1,317 tonnes this month.

- Waste Processing is responsible for +£0.8m (and activity of -3,170 tonnes) of this overspend (see Appendix 2.15).

The pressures are largely non-tonnage related but further explanations for the variance are detailed in Appendix 2.15.

- The Treatment and Disposal of Residual Waste budget is now showing a net pressure of +£0.9m (and activity of +12,754 tonnes - see Appendix 2.14 for further details).
- There is an underspend of -£0.2m on Waste Management, explaining how the pressure on the Waste Service remains at +£1.5m overall.

The Corporate Director adjustment of -£0.025m has been removed this month and is now part of the Waste forecast. The service is of course subject to fluctuating, and unfortunately, increasing tonnage levels but continues to deliver contract efficiencies.

- 3.4.6.4 Economic Development and Other Community Services is now forecasting a small overspend of +£0.1m, despite the +£0.5m pressure of the commercial business rate pool saving being forecast as unlikely to be delivered in the current period.

There are ongoing negotiations in terms of the current and future years but the service has prudently held vacancies and phased recruitment to the new structure throughout the year, as well as capitalising staff costs/generating income where possible, to part mitigate this pressure. A further improvement is evident this month.

- 3.4.6.5 The pressure on the Coroners service of +£0.4m (increased activity and unbudgeted staff costs) is now almost entirely offset by underspends within Trading Standards, meaning that Public Protection & Enforcement budget line is now balanced.

- 3.4.6.6 The +£0.5m pressure within General Highways Maintenance and Emergency Response is primarily explained by a spate of safety critical and inspection works that were required on the road network, especially high speed roads. This has been reduced from +£0.9m mainly due to the increase in capitalised staff costs (see 3.3.6).

- 3.4.6.7 To offset the above pressure, and to reduce the forecast overspend on the directorate as a whole, Other Highways Maintenance & Management is forecasting an underspend of -£1.2m. This is primarily due to significant maintenance savings on the LED Streetlight conversion project, the part-year impact of the hosting costs for the Central Management System on the same project, as well as a significant saving on the Traffic Signals contract. In addition, the forecast draw down of commuted sums has been revised upwards in line with the latest schedule of payments and this has helped to mitigate some of the above pressures. This has been offset by the delay in achieving energy cost savings as originally profiled (see 3.3.6).

- 3.4.6.8 The other primary underspends in the directorate relate to Libraries, Registration and Archives (LRA) -£0.7m, Concessionary Fares (ENCTS) -£0.3m, Environment -£0.3m, Subsidised Bus Services -£0.1m, Planning & Transport Strategy & other related services -£0.2m, as well as a -£0.2m underspend shown within GE&T Management and Support Services.

These above movements can be explained by the over-delivery of registration income, holding vacancies and release of surplus reserve (LRA); the forecast reduction in journey numbers in line with national trends (ENCTS); grant income of £0.1m (Environment) and staffing/non-staffing underspends across the piece. The ENCTS variance of -£0.3m is in part (-£0.2m) due to actual/forecast journeys being under budgeted levels and this can be seen visually in Appendix 2.12.

- 3.4.6.9 Overall, the directorate has implemented management action throughout the year and is forecasting a healthy underspend position (-£0.5m), even allowing for a small number of roll forward bids (detailed in section 4), which is a significant improvement on the +£1.5m overspend position forecast over the summer months.

### 3.4.7 Strategic and Corporate Services

- 3.4.7.1 The overall variance reflected in appendix 1 against the directorate is now an underspend of -£0.6m which is made up of an underspend for the S&CS Directorate itself of -£1.3m off-set by +£0.7m relating to the Corporate aspirational savings target for Asset Utilisation, held within the Corporate Landlord budgets, the delivery of which depends on operational service requirements and Member decisions regarding the exiting of buildings.

3.4.7.2 The Directorate variance of -£1.3m relates to -£0.5m for Finance & Procurement coming from unbudgeted income opportunities which have arisen in Procurement from work with the West Kent CCG and Revenue Finance for hosting the Better Care Fund; -£0.3m Engagement, Organisation Design & Development relating primarily to staffing vacancies; -£0.2m for Other Support to Front Line Services which consists of: (-£0.2m Strategy, Policy, Relationships & Corporate Assurance resulting from staff maternity and secondments together with unbudgeted project income from the NHS; +£0.1m Legal Services primarily due to staff turnover and reduced demand which is impacting income generation; -£0.1m Democratic Services relating to staffing and unbudgeted income opportunities); -£0.1m Infrastructure controllable budgets; -£0.1m Contact Centre, Digital Web Services & Gateways relating primarily to re-phased project work within Gateways; and -£0.1m S&CS Management & Support Services relating to the ending of some historic early retirement instalment costs.

### 3.4.8 Financing Items

The financing items budgets are currently forecast to underspend by £4.3m, which is due to:

- 3.4.8.1 Additional Government funding compared to our assumptions at the time of setting the budget, together with additional retained business rates relating to 2015-16, and an expected increase in the retained business rates levy for 2016-17 result in a forecast underspend of -£2.4m.
- 3.4.8.2 A forecast underspend of -£1.1m on the net debt charges budget, mainly due to lower than budgeted interest costs and higher interest receipts and dividends, a reduction in bank charges following the recent retendering for banking services and savings on brokerage fees, as we are not looking to take out any new borrowing this financial year.
- 3.4.8.3 A -£1.1m in year saving on Minimum Revenue Provision (MRP) due to re-phasing of the 2015-16 capital programme, resulting in fewer assets becoming operational last year. As we have adopted the asset life method of calculating MRP, MRP does not become payable until assets become operational, therefore resulting in an “MRP holiday” this year. We would usually transfer this to reserves to cover the potential impact in future years but in light of the forecast outturn position of the authority; this has been released to offset the current pressures.
- 3.4.8.4 A -£0.5m forecast saving on carbon reduction commitment levy due to forecast lower carbon emissions in the current year and finalisation of the emissions for last year.
- 3.4.8.5 A -£0.1m underspend is forecast as a result of lower than budgeted external audit fees.
- 3.4.8.6 A +£0.9m shortfall in the dividend form Commercial Services (further details are provided in section 3.6 below).

### 3.5 **Schools delegated budgets:**

The schools delegated budget is currently forecast to overspend by £20.857m which is due to:

- +£2.219m as a result of an estimated 21 schools converting to academy status and taking their accumulated reserves with them;
- +£4.513m use of schools unallocated reserves to offset pressures on High Needs and Early Years education;

- +£2.338m use of schools unallocated reserves to fund in year schools related pressures.
- +£11.787m use of schools reserves for the remaining Kent schools according to their nine month monitoring returns.

As a result, schools reserves are forecast to reduce from £46.361m to £25.504m.

### 3.6 Table 2: Performance of our wholly owned companies

<b>Dividends/Contributions (£m)</b>	Budget	Forecast	From trading surplus	from reserves
Commercial Services	8.700	7.850	5.699	2.151
GEN2	0.542	0.542	0.542	0.000

Commercial Services are forecasting a shortfall in the dividend of £0.85m, which is primarily due to a significant decline in market conditions in the Education sector, compounded by unseasonal weather conditions up to December impacting on the profits of LASER.

## 4. DETAILS OF REVENUE ROLL FORWARDS/RE-PHASINGS

Table 3: Breakdown of the roll forward figures shown in tables 1a and 1b.

	Committed £m	Uncommitted £m
Re-phasing of Tackling Troubled Families (EYP directorate)		0.772
Re-phasing of essential home to school transport software development (EYP directorate)		0.060
Re-phasing of Kent Children's Safeguarding Board in to 2017-18. This represents KCC's share of the underspend of the KCSB, which under the terms of the multi-agency agreement, KCC has an obligation to fund (SCHW SCS)	0.094	
Adult Social Care review of bad debt provision – saving required to support the 2017-18 budget as reflected in the draft 2017-20 MTFP (SCHW – Adults)	1.500	
Strategic Planning/Transport Planning Projects including Lower Thames Crossing, Strategic Environmental Assessment, Local Transport Plan 4; National Government schemes such as Operation Stack lorry area and Aviation policy and additional consultancy resource for business case development to improve our chances of securing funding for infrastructure projects (GET directorate)		0.064
	<b>1.594</b>	<b>0.896</b>

## 5. REVENUE BUDGET VIREMENTS/CHANGES TO BUDGETS

- 5.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered "technical adjustments" i.e. where there is no change in policy, including the allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.

## 6. SUMMARISED CAPITAL MONITORING POSITION

6.1 There is a reported variance of -£54.416m on the 2016-17 capital budget (excluding schools and PFI). This is a movement of -£21.354m from the previously reported position and is made up of -£0.450m real variance and -£53.966m rephasing.

6.2 Table 4: Directorate **capital** position

Directorate	2016-17 Working budget	2016-17 Variance	Real variance	Re-phasing variance	Last reported position		Movement	
					Real	Rephasing	Real	Rephasing
	£m	£m	£m	£m	£m	£m	£m	£m
Education & Young People's Services	145.094	-22.218	-0.821	-21.397	-0.842	-12.779	0.021	-8.618
Social Care, Health & Wellbeing - Specialist Children's Services	0.109	0.048	0.073	-0.025	0.040	-0.025	0.033	0.000
Social Care, Health & Wellbeing - Adults	6.499	-3.608	1.007	-4.615	1.166	-4.615	-0.159	0.000
Social Care, Health & Wellbeing - Public Health	0.360	-0.360	0.000	-0.360	0.000	-0.360	0.000	0.000
Growth, Environment & Transport	135.314	-23.249	-0.807	-22.442	3.450	-16.288	-4.257	-6.154
Strategic & Corporate Services	20.382	-5.029	0.098	-5.127	-0.082	-2.727	0.180	-2.400
Financing Items	0.000				0.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>307.758</b>	<b>-54.416</b>	<b>-0.450</b>	<b>-53.966</b>	<b>3.732</b>	<b>-36.794</b>	<b>-4.182</b>	<b>-17.172</b>

### 6.3 Capital budget monitoring headlines

Movements greater than £0.100m on real variances and movements greater than £1.0m due to rephasing are described below:

#### **Education & Young People's Services**

- Annual Planned Enhancement Programme: Real movement of +£0.150m relating to an SAI project. This is to be funded from the Modernisation Programme.
- Modernisation Programme: Real movement of -£0.150m, contribution to an SAI project in the Annual Planned Enhancement Programme.
- Basic Need: Rephasing movement of -£6.926m, There are two secondary school expansions in Dartford that have encountered delays in obtaining planning approval when anticipated. Subsequently, this has meant that construction activities have not commenced and anticipated spend for 2016-17 has reduced against forecast. In addition, one primary school expansion in Sevenoaks was refused at Planning Committee which has meant expenditure is not in line with forecast. However, an alternative option is being considered and a temporary arrangement is being instigated so that children have the necessary accommodation to be educated.

#### **Social Care, Health & Wellbeing – Specialist Children's Services**

There are no movements reported over £0.100m on real variances or £1.0m on rephasing.

#### **Social Care, Health & Wellbeing – Adults**

- Home Support Fund & Equipment: Real movement of -£0.159m, due to a reduction in the forecast for the year.

## **Social Care, Health & Wellbeing – Public Health**

There are no movements reported over £0.100m on real variances or £1.0m on rephasing.

## **Growth, Environment & Transport**

### **Highways, Transportation & Waste**

- Integrated Transport: Real movement of +£0.165m. The underspend was being held to cover pressures elsewhere in the programme but this is no longer needed so the underspend has been reduced and the budget rephased to meet 2017-18 priorities.
- M20 Junction 4 Eastern Over Bridge: Real movement of +£0.510m – this reflects anticipated external funding from Highways England to cover the additional resurfacing works requested as part of the wider scheme.
- Maidstone Integrated Transport: Real movement of -£0.445m. This reflects a reduction in the number of schemes being delivered under this programme of works and the level of developer contributions has reduced accordingly.

The following movements in real variances relate to cash limit changes requested in previous reports, and which are now reflected in the working budget in table 3:

-£5.800m Highway Major Enhancement  
+£0.854m East Kent Access Phase 2  
+£0.633m Kent Thameside Strategic Transport Programme  
-£0.935m A226 St Clements Way  
+£0.263m Westwood Relief Strategy – Poorhole Lane  
+£0.217m Victoria Way

### **Environment, Planning and Enforcement and Libraries, Registration and Archives**

There are no movements reported over £0.100m on real variances or £1.0m on rephasing.

### **Economic Development**

- Discovery Park Enterprise Zone: Movement of -£1.250m rephasing. A delay in finalising the multi-partner legal agreement has led to a delay in the defrayment of funds.

The following movements in real variances relate to cash limit changes requested in previous reports:

-£7.055m Kent & Medway Business Fund  
+£0.993m Escalate  
+£3.941m Regional Growth Fund – Expansion East Kent County Council  
+£2.530m TIGER

## **Strategic & Corporate Services**

- New Ways of Working: Rephasing movement of -£2.400m. This is due to revised start dates for two major building refurbishments due to value engineering and other contractual negotiations.



## 6.4 CAPITAL BUDGET PROPOSED CASH LIMIT CHANGES

Project	Directorate	Amount £m	Year	Funding	Reason
Maidstone Integrated Transport	GET	-£0.445 -£0.835 -£0.020	16-17 17-18* 18-19*	Dev conts	Reduction in developer contributions
LIVE Margate	SCS	+£0.060	16-17	External other	Additional external funding received

\* The narrative in 6.3 only refers to 2016-17 whereas this table reflects the impact over the whole programme period.

## 7. CONCLUSIONS

7.1 It is extremely encouraging that the revenue position after all expected adjustments has improved quite significantly this month from +£3.353m to +£1.035m, which predominately relates to improvements within Financing Items and Education & Young People's Services, Strategic & Corporate Services and Growth, Environment & Transport directorates. However, we cannot be complacent as there is still a moderate way to go to deliver a balanced budget by year end and fund our roll forward commitments. The forecasts show the majority of the £81m 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 will be made as appropriate. However, as we progress through the final stages of the year, if further pressures are identified, it is now unlikely that alternative saving plans can be developed and implemented quickly enough to impact significantly in this financial year. It is however our expectation that the forecast pressure will continue to reduce as the impact of management action implemented earlier in the year continues to take effect. In addition, senior management continue to take the actions listed in paragraph 1.5 and are looking for further opportunities to bring resolve this situation. The objective remains, and will do so throughout the remainder of this financial year, to eliminate this forecast overspend with minimal impact on front-line services. Any residual overspend would need to be funded from reserves, which is a one-off solution, still requiring the underlying pressure to be dealt with by in-year management action in the very early part of 2017-18. However, based on this latest forecast position, it is now looking as if achieving our 17<sup>th</sup> consecutive year of containing revenue spend within the budgeted level (excluding schools) may be within our grasp after all, a position that previously looked extremely unlikely. Although this remains our aim, Cabinet need to be aware that this is still by no means certain.

## 8. RECOMMENDATIONS

**Cabinet** is asked to:

- 8.1 **Note** the forecast revenue budget monitoring position for 2016-17, and the capital budget monitoring position for 2016-17 to 2018-19, and that the forecast pressure on the revenue budget needs to be eliminated as we progress through the final stages of the financial year.
- 8.2 **Agree** the changes to the capital programme as detailed in section 6.4.

## 9. BACKGROUND DOCUMENTS

- 9.1 As there was no suitable Cabinet meeting for the December monitoring report to be presented to, this was made available to Cabinet Members and Corporate Directors via SharePoint and is attached to this report as a background paper. The movement shown in this January monitoring report reflects the movement from the position shown in the attached December monitoring paper.

## 10. CONTACT DETAILS

Director:	Andy Wood Corporate Director of Finance & Procurement 03000 416854 <a href="mailto:andy.wood@kent.gov.uk">andy.wood@kent.gov.uk</a>
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**Breakdown of Directorate Monitoring Position**

	Cash Limit			Variance	Movement
	Gross	Income	Net	Net	Net
	£m	£m	£m	£m	£m
<b><u>Education &amp; Young People</u></b>					
Early Help & Prevention for Children and Families	29.3	-10.3	19.1	-1.5	-0.1
Early Years Education & Childcare	64.1	-62.8	1.3	0.2	0.0
Attendance, Behaviour and Exclusion Services	5.1	-4.9	0.1	0.0	0.0
High Needs Education Budgets (excl. Schools & Pupil Referral Units)	31.2	-31.2	0.0	0.0	0.0
SEN & Psychology Services	18.0	-14.7	3.3	-0.2	-0.1
Other Services for Young People & School Related Services	17.6	-13.2	4.4	-0.2	0.0
Pupil & Student Transport Services**	34.2	-3.7	30.5	2.8	-0.2
Other Schools' Related Costs	33.9	-33.8	0.1	0.6	0.0
Youth and Offending Services	5.2	-3.5	1.7	0.0	0.0
Adult Education and Employments Services for Vulnerable Adults	13.5	-14.4	-0.9	0.0	0.0
EYP Management & Support Services	20.2	-14.0	6.2	-0.9	-0.1
<b>Sub Total E&amp;YP directorate</b>	<b>272.4</b>	<b>-206.5</b>	<b>65.9</b>	<b>1.0</b>	<b>-0.5</b>
<b><u>Social Care, Health &amp; Wellbeing</u></b>					
Learning Disability Adult Services**	156.9	-12.4	144.5	3.0	0.2
Physical Disability Adult Services	36.2	-4.2	32.0	-1.1	-0.4
Mental Health Adult Services	13.8	-1.7	12.2	2.9	0.1
Older People Adult Services**	169.5	-81.9	87.6	3.8	-0.1
Adult & Older People Preventative & Other Services	66.1	-20.8	45.3	-7.6	0.0
Adult's Assessment & Safeguarding Staffing	43.8	-6.3	37.5	-2.2	-0.1
Children in Care (Looked After) Services**	59.8	-7.5	52.3	3.5	-0.1
Adoption & Other Permanent Children's Arrangements	11.6	-0.1	11.5	1.1	-0.2
Family Support & Other Children Services	25.1	-6.8	18.2	-0.1	0.0
Asylum Seekers**	46.5	-46.0	0.6	1.7	-0.2
Children's Assessment Staffing**	51.5	-9.7	41.8	1.2	-0.1
Public Health	78.7	-77.4	1.3	-1.7	-0.4
<i>Transfer to/from Public Health Reserve</i>	-1.3	0.0	-1.3	1.7	0.4
SCH&W Management & Support Services	16.7	-1.1	15.6	-1.2	-0.1
<b>Sub Total SCH&amp;W directorate</b>	<b>774.9</b>	<b>-276.0</b>	<b>498.9</b>	<b>4.9</b>	<b>-0.9</b>

	Cash Limit			Variance	Movement
	Gross	Income	Net	Net	Net
	£m	£m	£m	£m	£m
<b>Growth, Environment &amp; Transport</b>					
Libraries Registrations & Archives	16.9	-6.0	11.0	-0.7	0.0
Environment	9.3	-5.4	3.9	-0.3	0.0
Economic Development and Other Community Services	9.1	-3.8	5.3	0.1	-0.1
General Highways Maintenance & Emergency Response	9.5	-0.5	9.0	0.5	-0.4
Other Highways Maintenance & Management	31.3	-8.1	23.2	-1.2	0.3
Public Protection & Enforcement	11.1	-2.1	8.9	0.0	-0.1
Planning & Transport Strategy and Other Related Services (inc School Crossing Patrols)	4.6	-0.7	3.9	-0.2	0.0
Concessionary Fares	17.1	0.0	17.1	-0.3	0.0
Subsidised Bus Services	8.3	-2.2	6.0	-0.1	0.0
Young Person's Travel Pass	14.4	-6.1	8.3	0.5	0.0
Waste Management	2.1	0.0	2.0	-0.2	0.0
Waste Processing**	29.8	-1.4	28.4	0.8	0.2
Treatment and Disposal of Residual Waste**	36.2	0.0	36.2	0.9	-0.1
GE&T Management & Support Services	4.1	-0.1	4.0	-0.2	0.0
<b>Sub Total GE&amp;T directorate</b>	<b>203.7</b>	<b>-36.5</b>	<b>167.2</b>	<b>-0.5</b>	<b>-0.3</b>
<b>Strategic &amp; Corporate Services</b>					
Contact Centre, Digital Web Services & Gateways	5.6	-0.4	5.2	-0.1	0.0
Local Democracy	5.3	0.0	5.3	0.0	0.0
Infrastructure (ICT & Property Services) & Business Services Centre	80.3	-43.2	37.1	0.6	0.0
Finance & Procurement	17.1	-6.2	10.8	-0.5	0.0
Engagement, Organisation Design & Development (HR, Comms & Engagement)	10.6	-1.0	9.6	-0.3	-0.1
Other Support to Front Line Services	16.1	-11.1	5.1	-0.2	-0.3
S&CS Management & Support Services	2.8	-5.2	-2.4	-0.1	-0.1
<b>Sub Total S&amp;CS directorate</b>	<b>137.8</b>	<b>-67.0</b>	<b>70.7</b>	<b>-0.6</b>	<b>-0.5</b>
<b>Financing Items</b>	<b>135.0</b>	<b>-17.2</b>	<b>117.9</b>	<b>-4.3</b>	<b>-0.2</b>
<b>TOTAL KCC (Excluding Schools)</b>	<b>1,523.8</b>	<b>-603.2</b>	<b>920.6</b>	<b>0.5</b>	<b>-2.4</b>

\*\*See Appendix 2 & 3 within the monitoring report for further details of key cost drivers of specific service lines

*Please note that budgets are held in the financial system to the nearest £100 and hence the figures in the table above and throughout Appendix 2 may not add through exactly due to issues caused by rounding the figures for this report.*

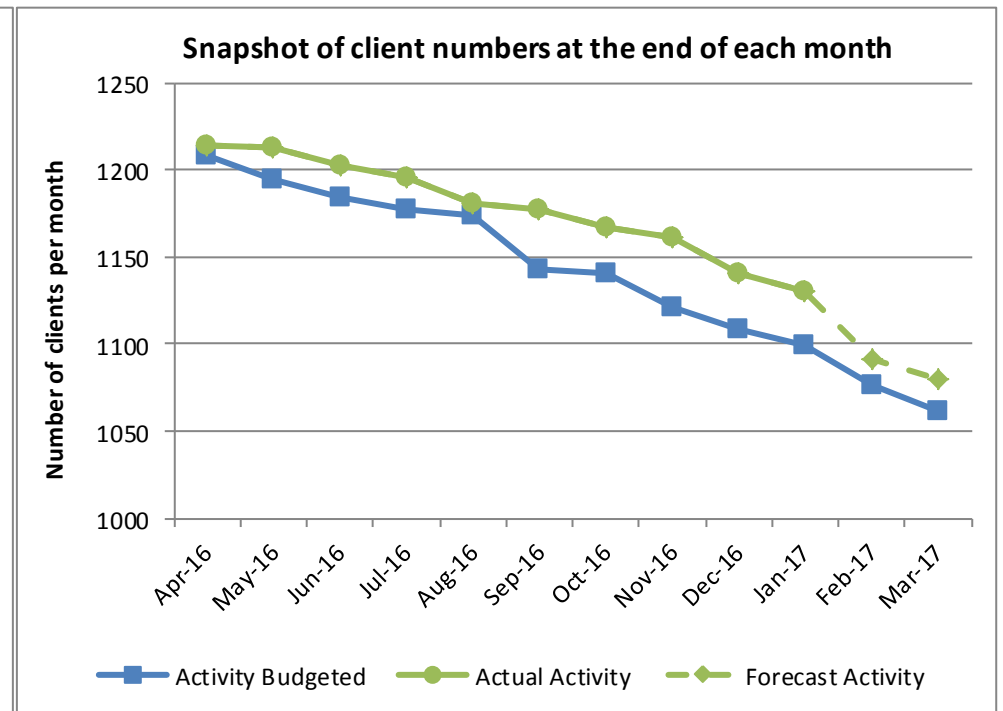
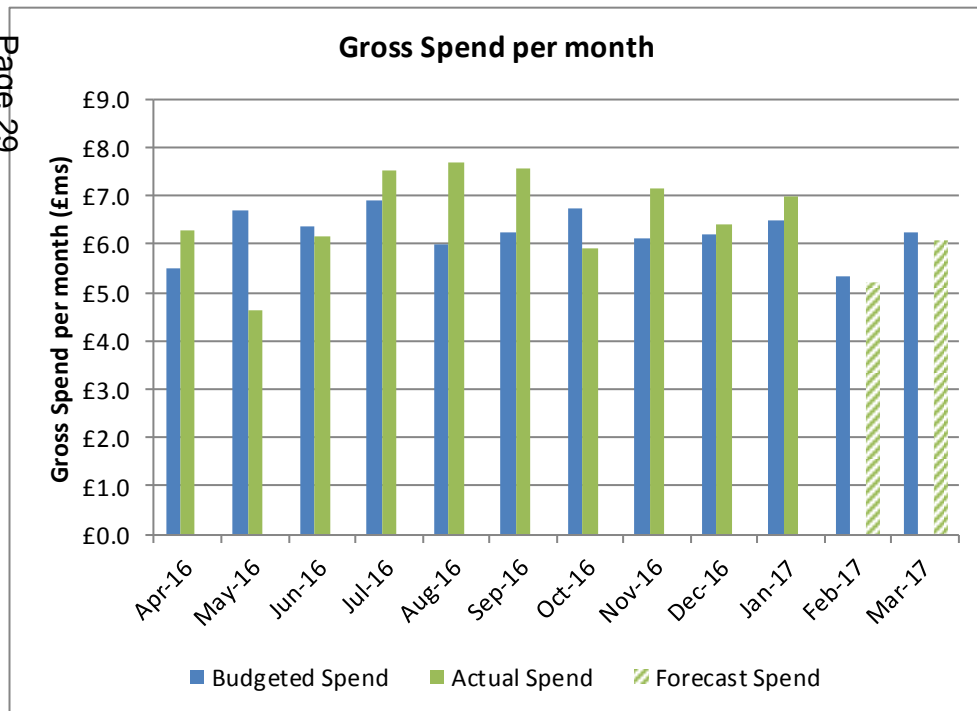
## Appendix 2.1: Nursing & Residential Care - Learning Disability (aged 18+)

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£74.9	-£6.1	£68.8	1,062
Forecast	£77.6	-£6.1	£71.5	1,080
Variance	£2.7	-£0.0	£2.7	18

<b>Position as at 31st Jan 2017</b>	Gross £m	Client Number as at 31/01/2017
Budget: Spend/Activity Year to Date	£63.4	1,099
Actual: Spend/Activity Year to Date	£66.4	1,130
Variance as at 31st Jan 2017	£3.0	31

### **MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast overspend of £2.7m is due to higher than anticipated demand (+£2.5m) and higher unit cost (+£0.6m), along with an allowance for net unrealised creditors based on previous years experience (-£0.4m). This leads to a net forecast overspend of £2.7m.



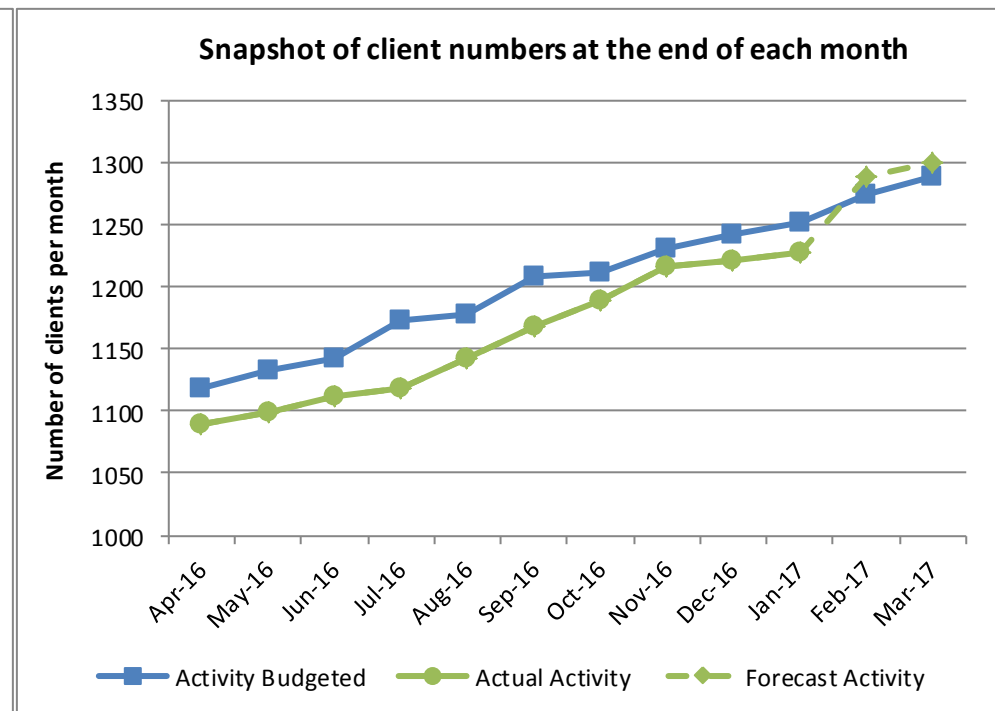
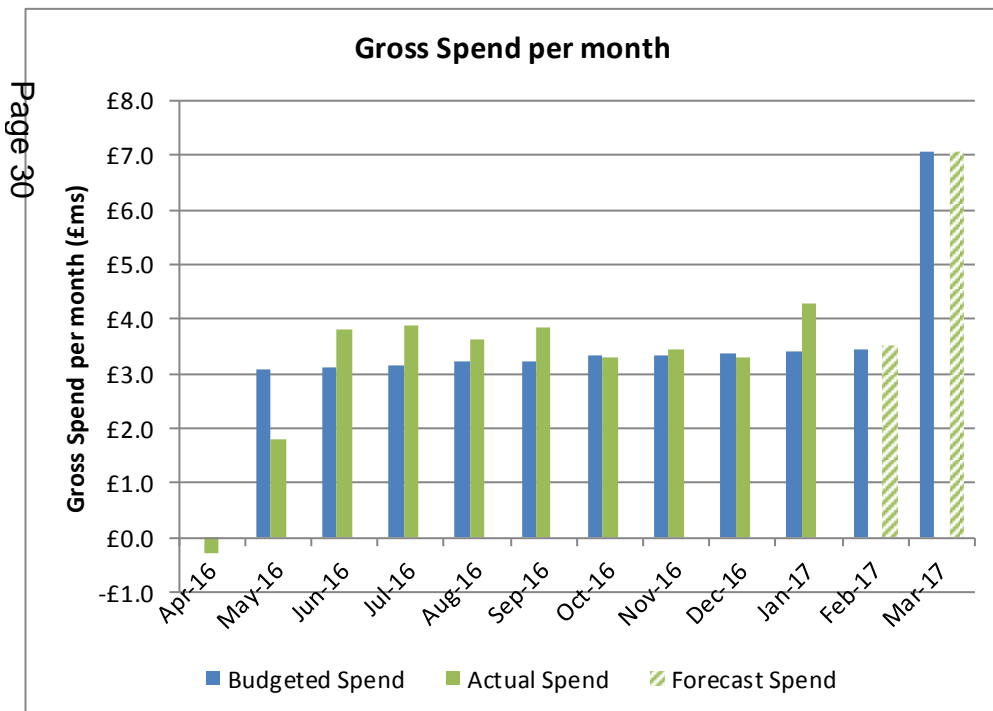
## Appendix 2.2: Supported Living - Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£39.7	-£0.2	£39.5	1,288
Forecast	£41.5	-£0.2	£41.3	1,300
Variance	£1.8	£0.0	£1.8	12

<b>Position as at 31st Jan 2017</b>	Gross £m	Client Number as at 31/01/2017
Budget: Spend/Activity Year to Date	£29.2	1,252
Actual: Spend/Activity Year to Date	£31.0	1,228
Variance as at 31st Jan 2017	£1.7	-24

### **MAIN REASONS FOR FORECAST VARIANCE:**

The forecast pressure of +£1.8m is due to higher than anticipated demand (+£3.1m) as clients' eligible needs are greater than originally budgeted for resulting in a higher than budgeted number of hours per client being provided. This is partially offset by a lower unit cost (-£0.7m) due to higher than anticipated contract savings in the first year. In addition an allowance for unrealised creditors based on previous years experience (-£0.8m) along with other minor variances totalling +£0.2m leads to an overall net variance of +£1.8m.



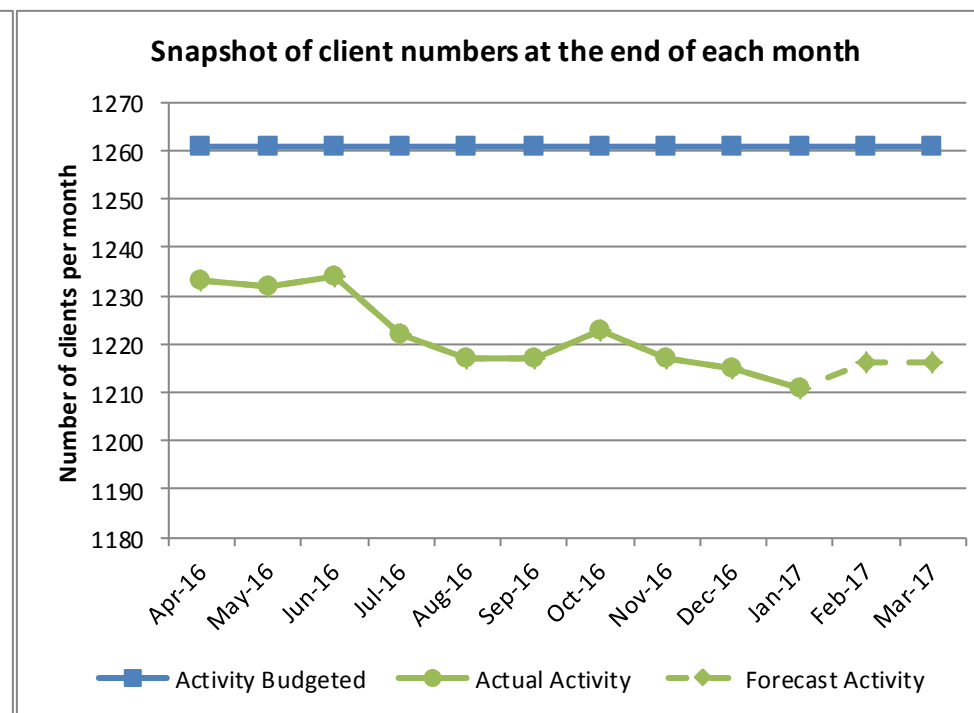
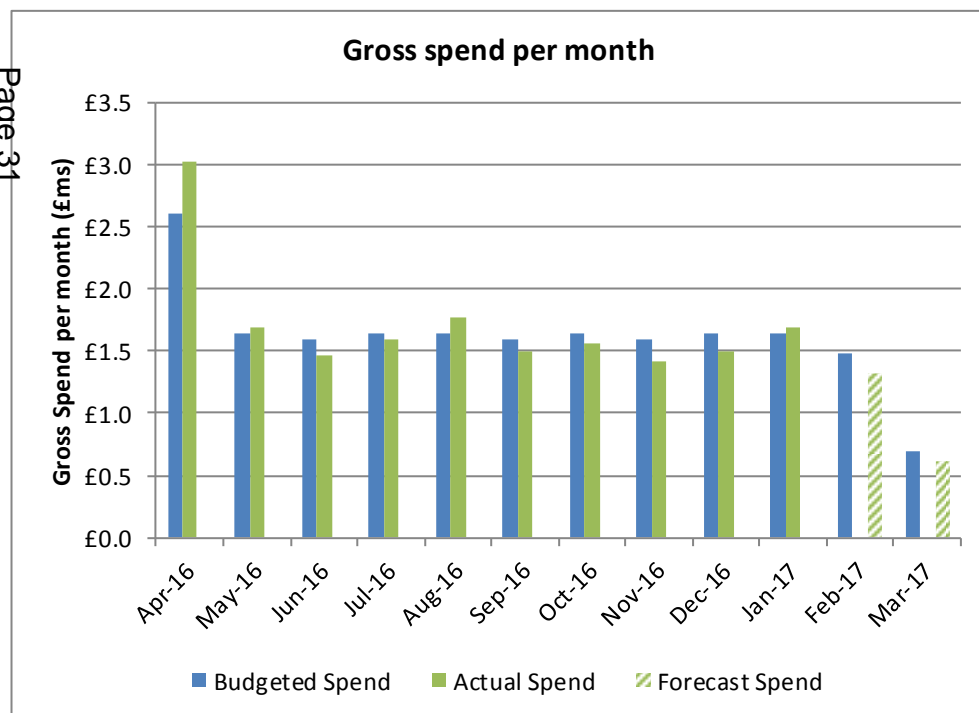
### Appendix 2.3: Direct Payments - Learning Disability (aged 18+)

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£19.4	-£1.0	£18.5	1,261
Forecast	£19.1	-£0.9	£18.2	1,216
Variance	-£0.3	£0.0	-£0.2	-45

<b>Position as at 31st Jan 2017</b>	Gross £m	Client Number as at 31/01/2017
Budget: Spend/Activity Year to Date	£17.2	1,261
Actual: Spend/Activity Year to Date	£17.2	1,211
Variance as at 31st Jan 2017	£0.0	-50

#### **MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast underspend of -£0.3m can be partly attributed to lower than anticipated demand (-£0.7m) and higher unit cost (+£0.4m). In addition one-off direct payments (+£1.0m) and prior year costs predominately related to a historic Ordinary Residence case (+£0.3m) are offset by the forecast recovery of unspent funds from clients (-£1.3m).



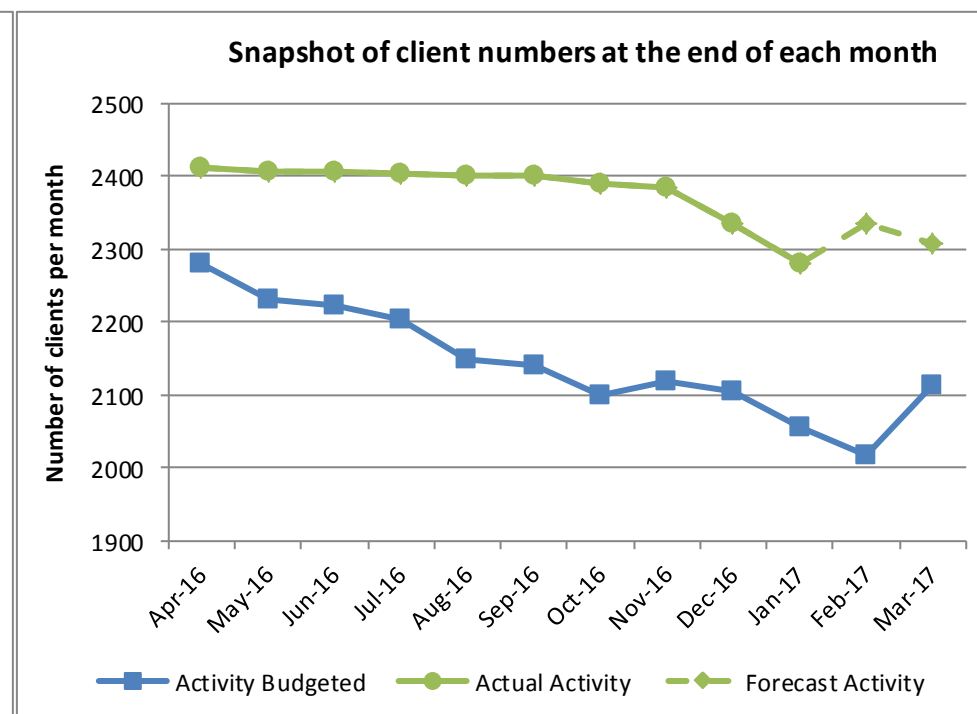
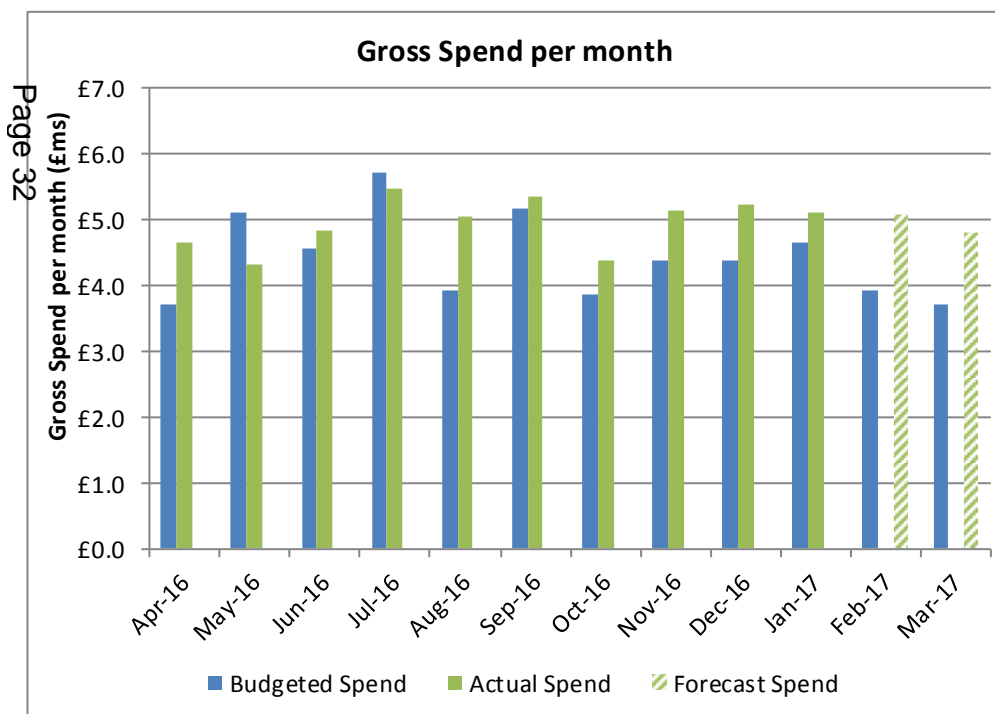
## Appendix 2.4: Nursing & Residential Care - Older People (aged 65+) - Residential - Commissioned service

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£53.1	-£27.8	£25.4	2,112
Forecast	£59.5	-£29.6	£29.9	2,307
Variance	£6.4	-£1.9	£4.5	195

<b>Position as at 31st Jan 2017</b>	Gross £m	Client Number as at 31/01/2017
Budget: Spend/Activity Year to Date	£45.5	2,055
Actual: Spend/Activity Year to Date	£49.6	2,279
Variance as at 31st Jan 2017	£4.1	224

### MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast pressure of +£6.4m is due to higher than anticipated demand (+£5.1m) and higher unit cost (+£1.0m) and net old year spend of £0.2m. This is partially offset by higher than expected service user contributions (-£1.9m) linked to the higher demand (-£2.4m) and a lower average contribution per service user (+£0.5m) leading to a net forecast pressure of +£4.5m.





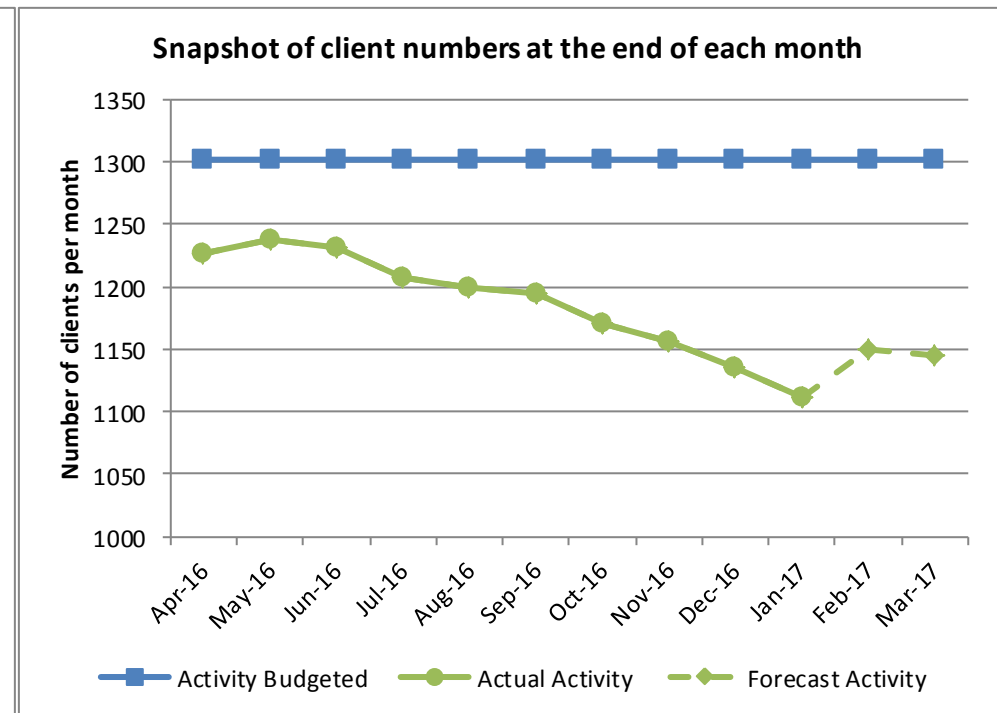
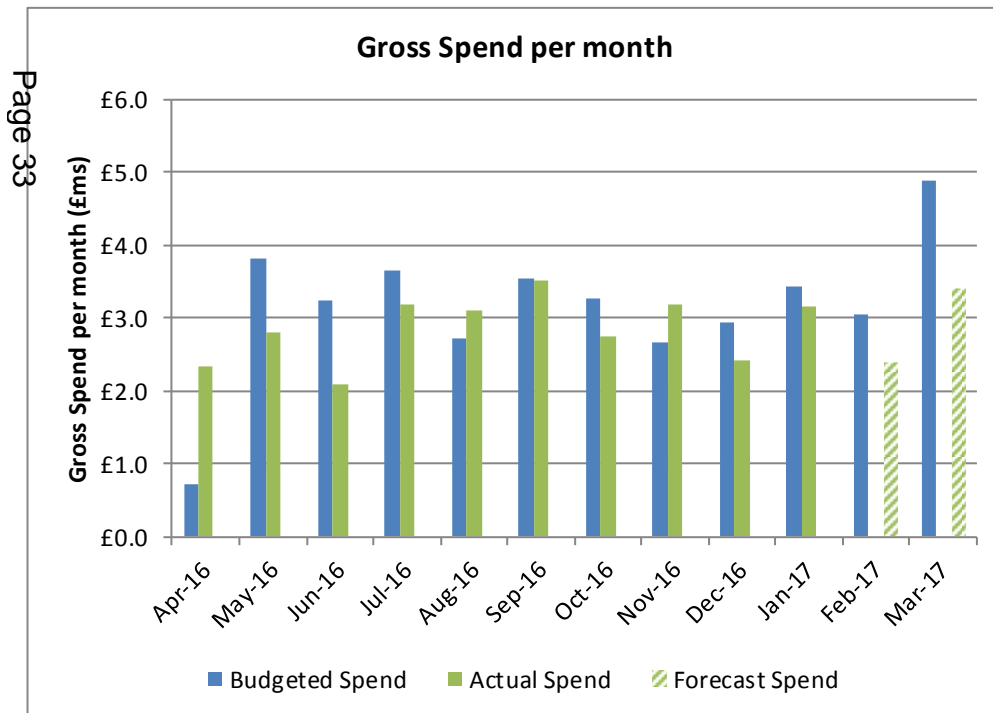
## Appendix 2.5: Nursing & Residential Care - Older People (aged 65+) - Nursing

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£37.9	-£14.6	£23.3	1,301
Forecast	£34.3	-£13.2	£21.1	1,145
Variance	-£3.7	£1.5	-£2.2	-156

<b>Position as at 31st Jan 2017</b>	Gross £m	Client Number as at 31/01/2017
Budget: Spend/Activity Year to Date	£30.0	1,301
Actual: Spend/Activity Year to Date	£28.5	1,112
Variance as at 31st Jan 2017	-£1.5	-189

### **MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast underspend of -£3.7m is due to lower than anticipated demand (-£3.0m) and lower unit cost (-£0.1m), along with non-activity variance against health commissioned beds (-£0.6m) which have been decommissioned this year. There is currently a £1.5m shortfall in service user contributions, due to the lower demand (+£1.1m) and a lower average contribution per service user (+£0.4m) leading to a net forecast underspend of -£2.2m.



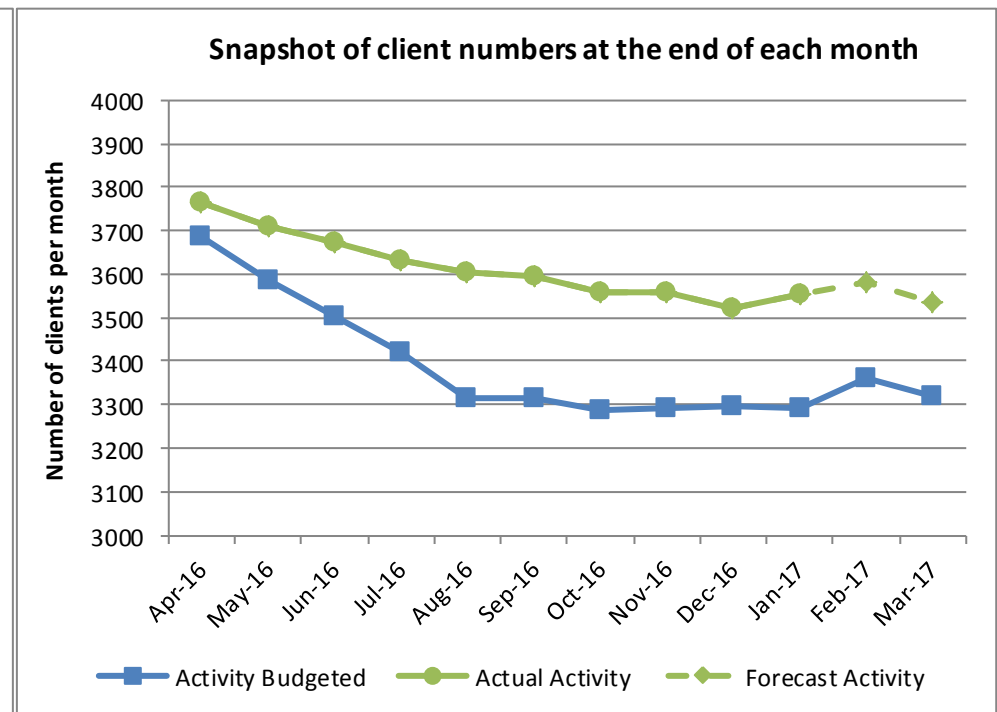
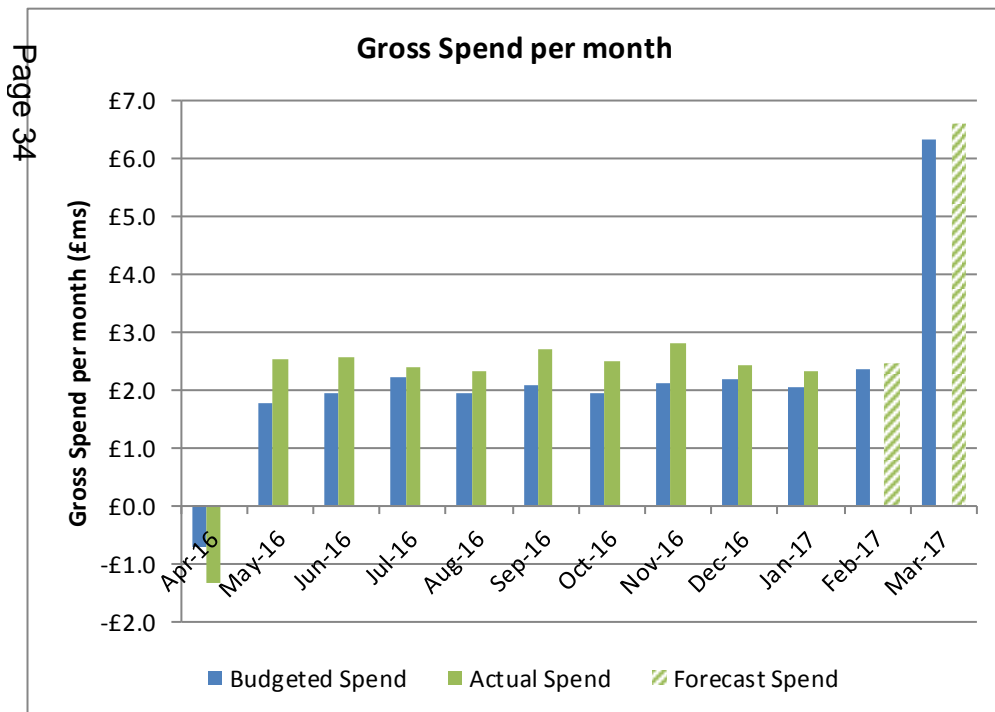
## Appendix 2.6: Domiciliary Care - Older People (aged 65+) - Commissioned service

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£26.2	-£10.2	£16.0	3,321
Forecast	£30.3	-£10.2	£20.1	3,534
Variance	£4.1	£0.0	£4.1	213

<b>Position as at 31st Jan 2017</b>	Gross £m	Client Number as at 31/01/2017
Budget: Spend/Activity Year to Date	£17.5	3,290
Actual: Spend/Activity Year to Date	£21.2	3,554
Variance as at 31st Jan 2017	£3.7	264

### MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast pressure of +£4.1m is due to higher than anticipated demand (+£2.6m) linked to both increased care packages and higher than budgeted client numbers along with a higher unit cost (+£0.3m). Additional extra care support has led to a pressure of +£1.2m, leading to a net forecast pressure of +£4.1m.



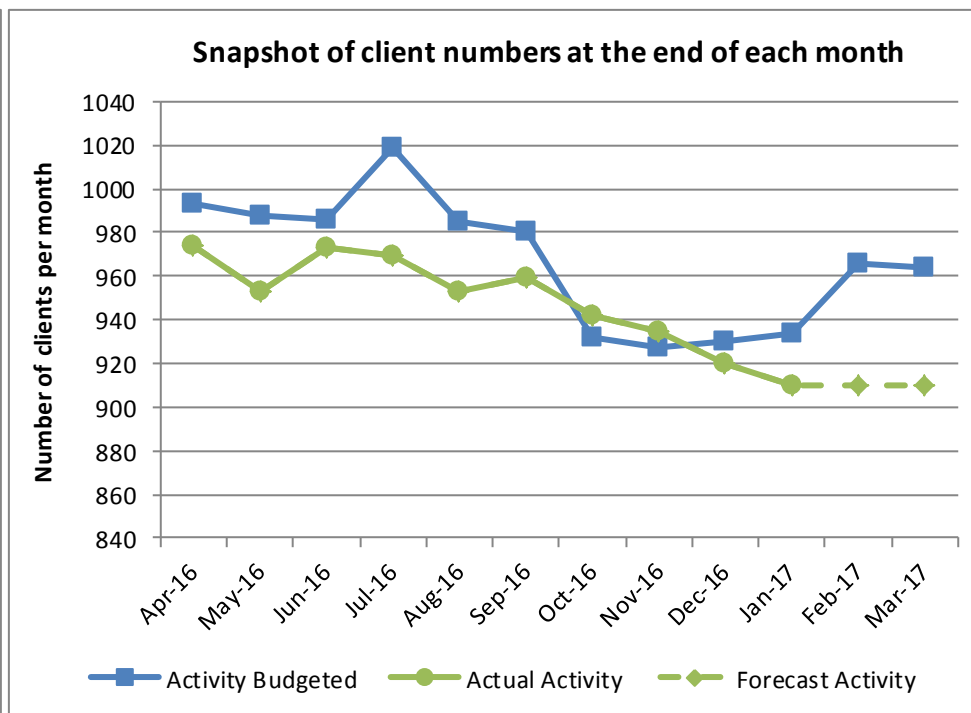
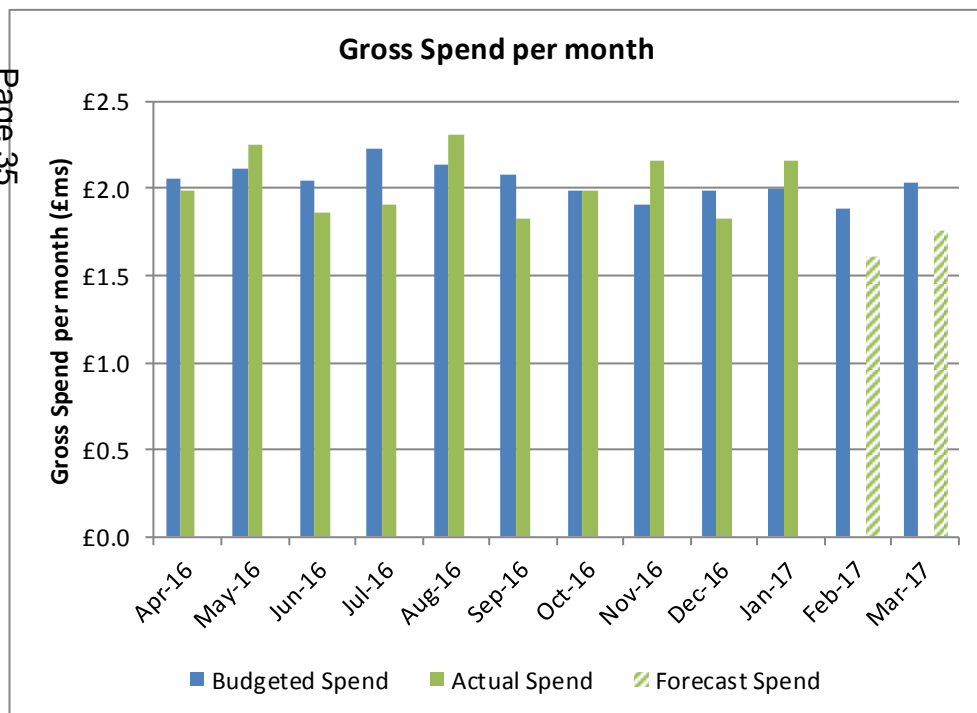
## Appendix 2.7: Children in Care (Looked After) - Fostering - In house service

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£24.4	-£0.5	£24.0	964
Forecast	£23.6	-£0.2	£23.4	910
Variance	-£0.8	£0.3	-£0.6	-54

<b>Position as at 31st Jan 2017</b>	Gross £m	Client Number as at 31/01/2017
Budget: Spend/Activity Year to Date	£20.5	934
Actual: Spend/Activity Year to Date	£20.3	910
Variance as at 31st Jan 2017	-£0.3	-24

### **MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast underspend of -£0.8m is due to lower than anticipated demand (-£0.4m) a higher unit cost (+£0.4m), along with other variances of -£0.8m due to -£0.4m funding allocated for prices not committed, -£0.5m mainly due to current vacancy levels in County Fostering staffing, -£0.1m for lower than expected activity on Connected Persons fostering placements, net against a £0.2m overspend on other In-House Fostering related expenditure. Combined with the lower than expected income of +£0.3m due to fewer than anticipated fostering placements made for Unaccompanied Asylum Seeking Children (UASC), resulting in lower contributions from the UASC Service, leads to a net forecast underspend of -£0.6m.



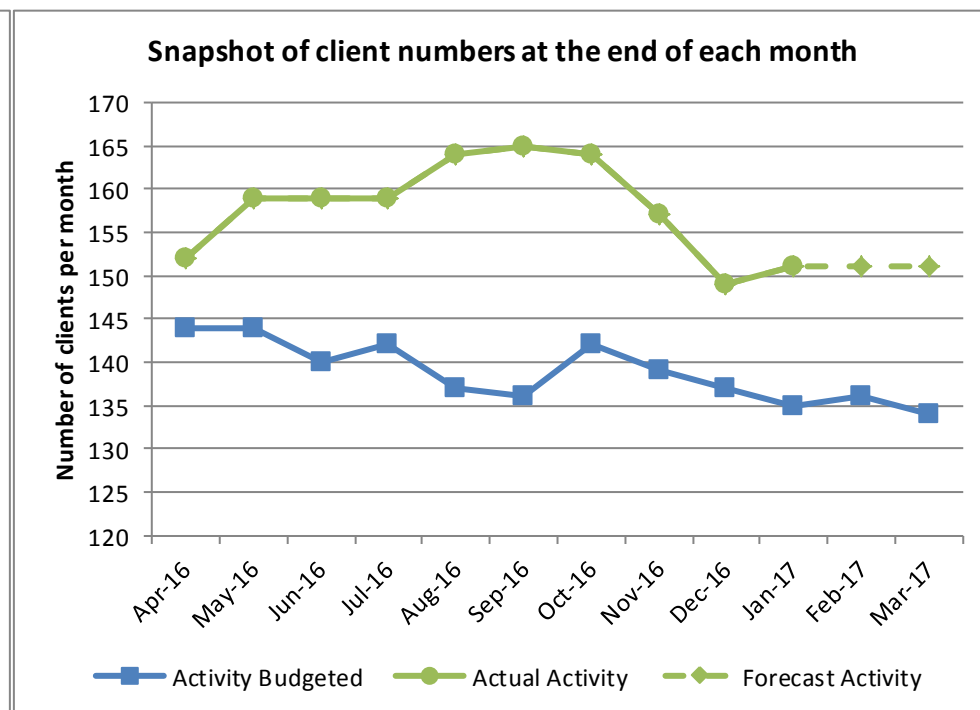
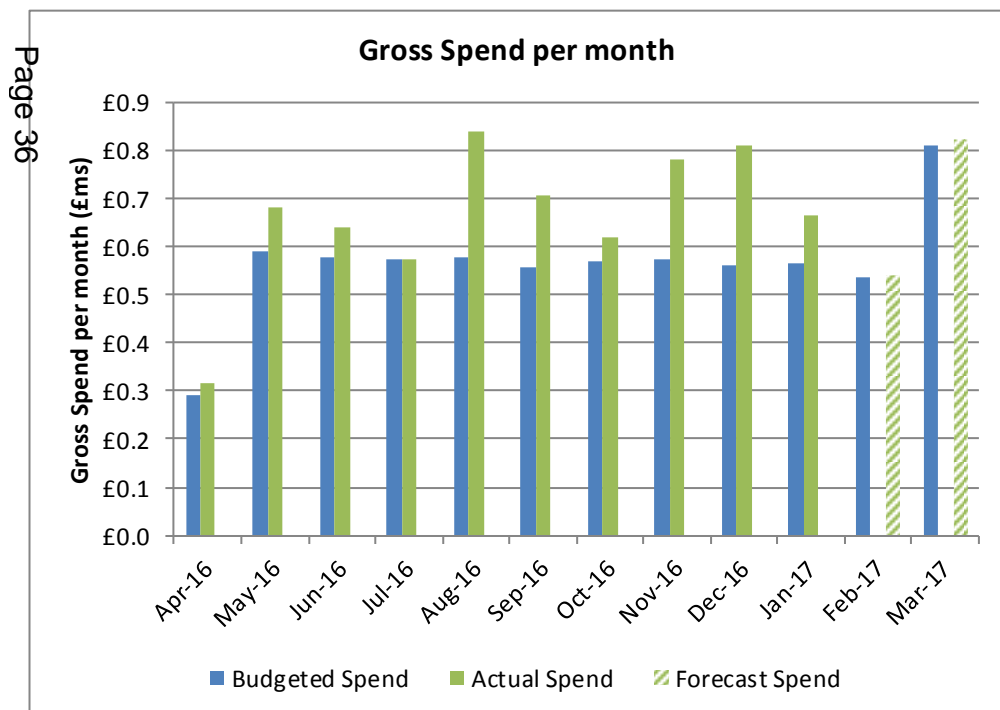
## Appendix 2.8: Children in Care (Looked After) - Fostering - Commissioned from Independent Fostering Agencies

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£6.8	£0.0	£6.8	134
Forecast	£8.0	£0.0	£8.0	151
Variance	£1.2	£0.0	£1.2	17

<b>Position as at 31st Jan 2017</b>	Gross £m	Client Number as at 31/01/2017
Budget: Spend/Activity Year to Date	£5.4	135
Actual: Spend/Activity Year to Date	£6.6	151
Variance as at 31st Jan 2017	£1.2	16

### **MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast pressure of +£1.2m is due to higher than anticipated demand (+£0.9m) and higher unit cost (+£0.3m).



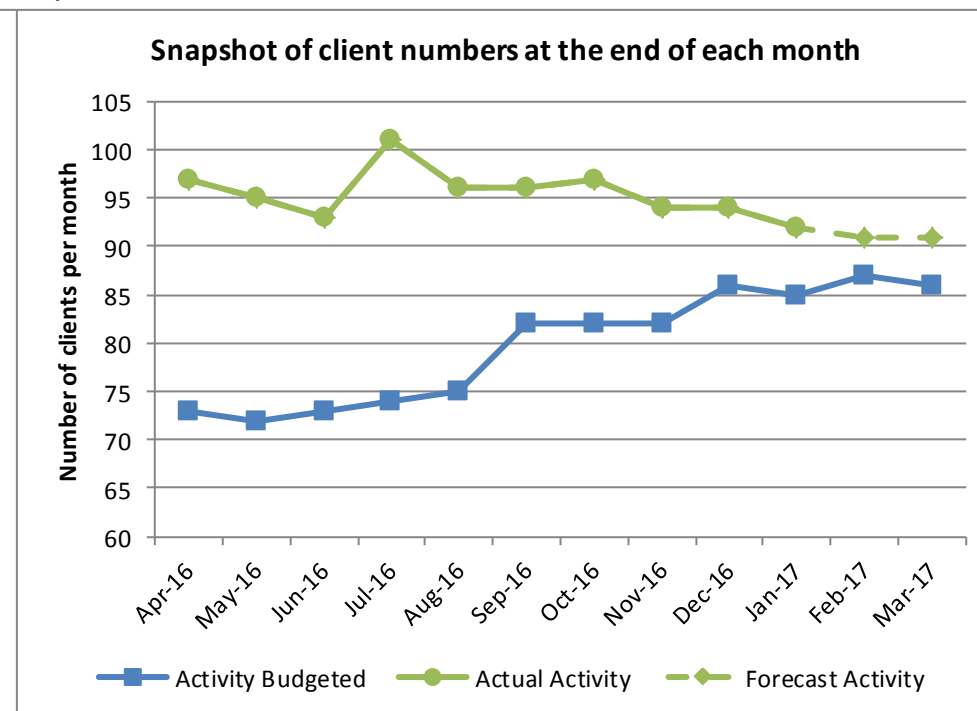
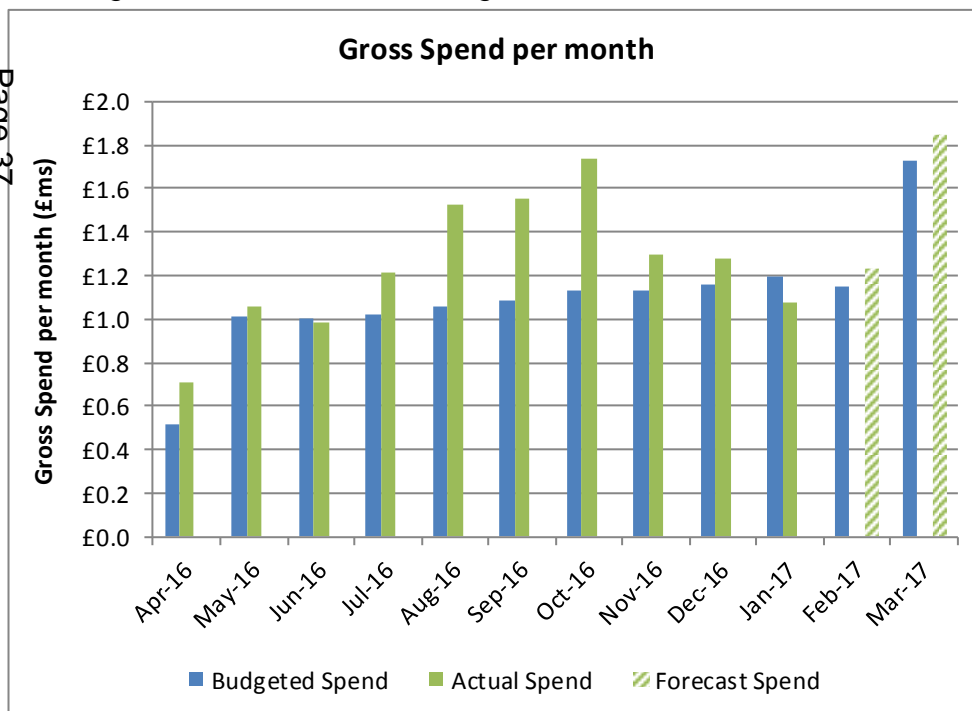
## Appendix 2.9: Children in Care (Looked After) - Residential Children's Services - Commissioned from Independent Sector

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£13.2	-£2.3	£10.9	86
Forecast	£15.5	-£2.1	£13.4	91
Variance	£2.3	£0.2	£2.6	5

<b>Position as at 31st Jan 2017</b>	Gross £m	Client Number as at 31/01/2017
Budget: Spend/Activity Year to Date	£10.3	85
Actual: Spend/Activity Year to Date	£12.4	92
Variance as at 31st Jan 2017	£2.1	7

### **MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast pressure of +£2.3m is due to higher than anticipated demand (+£2.2m) and lower unit cost (-£0.1m), along with an additional variance of +£0.2m predominately due to greater than anticipated placements in Secure Accommodation. This pressure is further increased by lower than expected income of +£0.2m primarily due to lower than anticipated service income for Children with a Disability, mainly relating to fewer contributions for care costs from Health & Education as a result of an increase in split payments of care at source, resulting in lower costs and recharge income. This leads to a net forecast pressure of +£2.6m.



## Appendix 2.10: Assessment Services - Children's Social Care (CSC) staffing

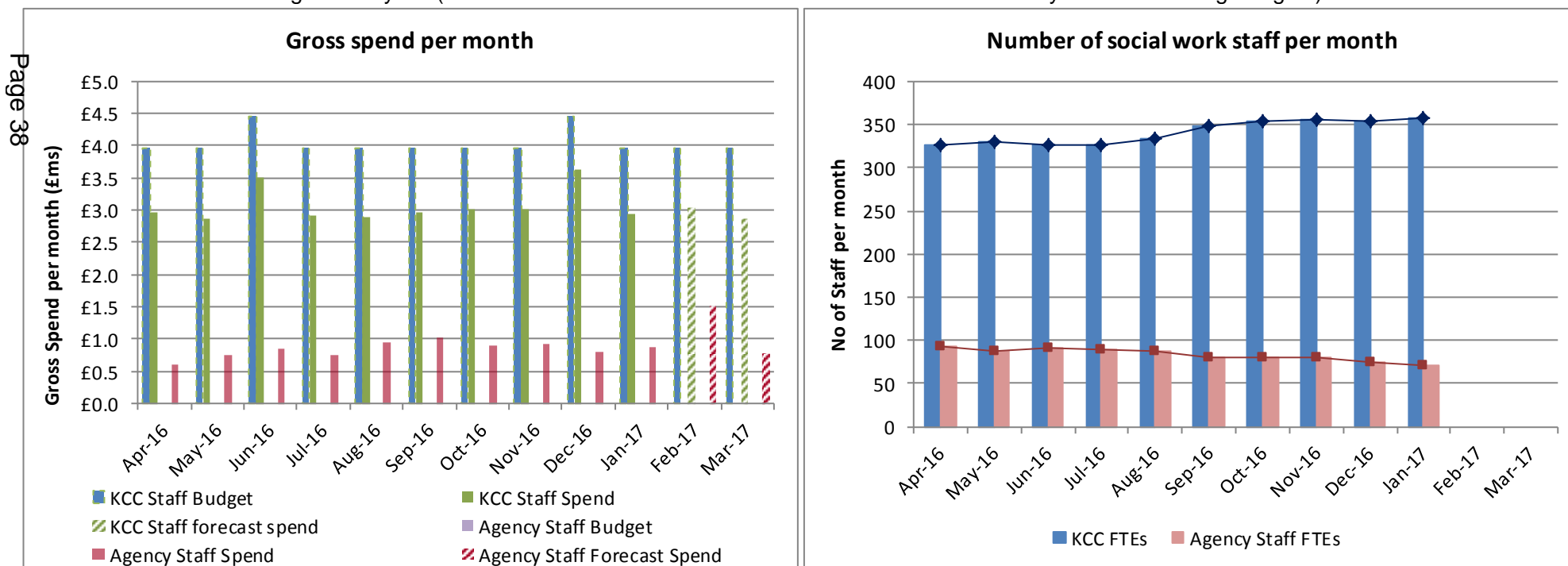
<b>2016-17 Forecast</b>	KCC £m	Agency £m	Gross £m
Budget	£48.5	£0.0	£48.5
Forecast	£36.6	£10.7	£47.3
Variance	-£11.9	£10.7	-£1.2

<b>as at 31/01/17</b>	KCC £m	Agency £m	Gross £m
YTD Budget	£40.6	£0.0	£40.6
YTD Spend	£30.7	£8.4	£39.1
YTD Variance	-£9.9	£8.4	-£1.4

<b>Staff numbers</b>	KCC FTEs	Agency Nos
as at 31/03/16	334.6	88.6
as at 31/01/17	356.6	70.0
YTD Movement	22.0	-18.6

### MAIN REASONS FOR FORECAST VARIANCE:

This measure focusses on the level of social workers & senior practitioners rather than the overall staffing level within this budget. The budget assumes that CSC Staffing will be met using salaried workers, so every agency worker (who are more expensive than salaried staff) results in a pressure on this budget. This measure shows the extent of the vacancies within CSC that are currently covered by agency workers which contributes to the £1.2m net pressure reported against Children's Assessment staffing in Appendix 1. However, this pressure is offset in the table above by a reduction in the Asylum related gross staffing spend resulting from an expected decline in client numbers due to the dispersal programme, but this is matched by a corresponding reduction in income recharges to Asylum (which is not reflected within this indicator as this measure only includes staffing budgets).

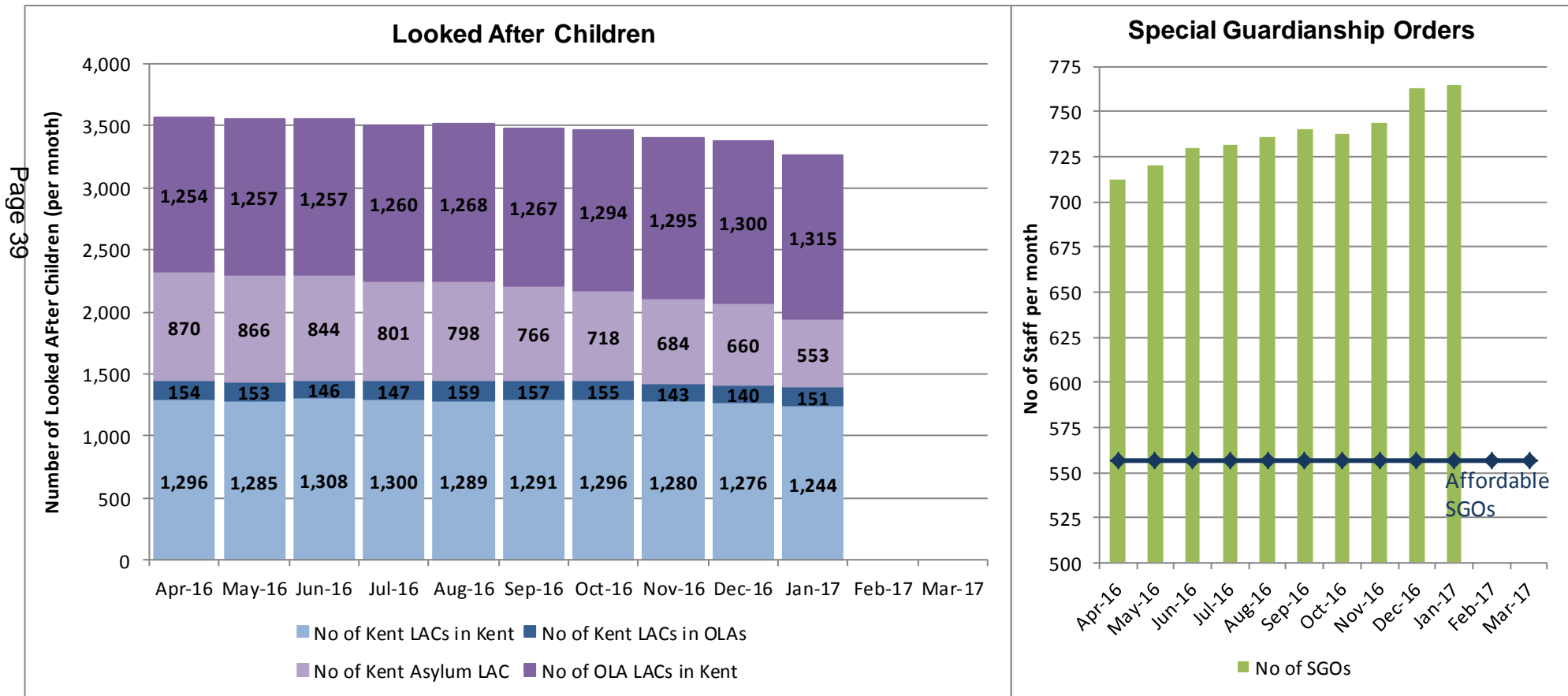


## Appendix 2.11: Number of Looked After Children and Number of Special Guardianship Orders (SGOs) with Costs

The left-hand graph shows a snapshot of the number of children designated as looked after at the end of each month (including those currently missing), it is not the total number of looked after children during the period. It is important to note, the OLA LAC information has a confidence rating of **53%** 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.

There is an overall forecast pressure on the Specialist Children's Services budget, with key parts of this relating to the LAC headings of Commissioned Residential Care and Commissioned Foster Care and non-LAC headings such as Social Care Staffing, Adoption & other permanent care arrangements (including Special Guardianship Orders (SGOs)), and Leaving Care.

The right hand graph shows the number of SGOs incurring costs, which are approved by the courts. These children are either former LAC or may have become LAC if an SGO was not granted.



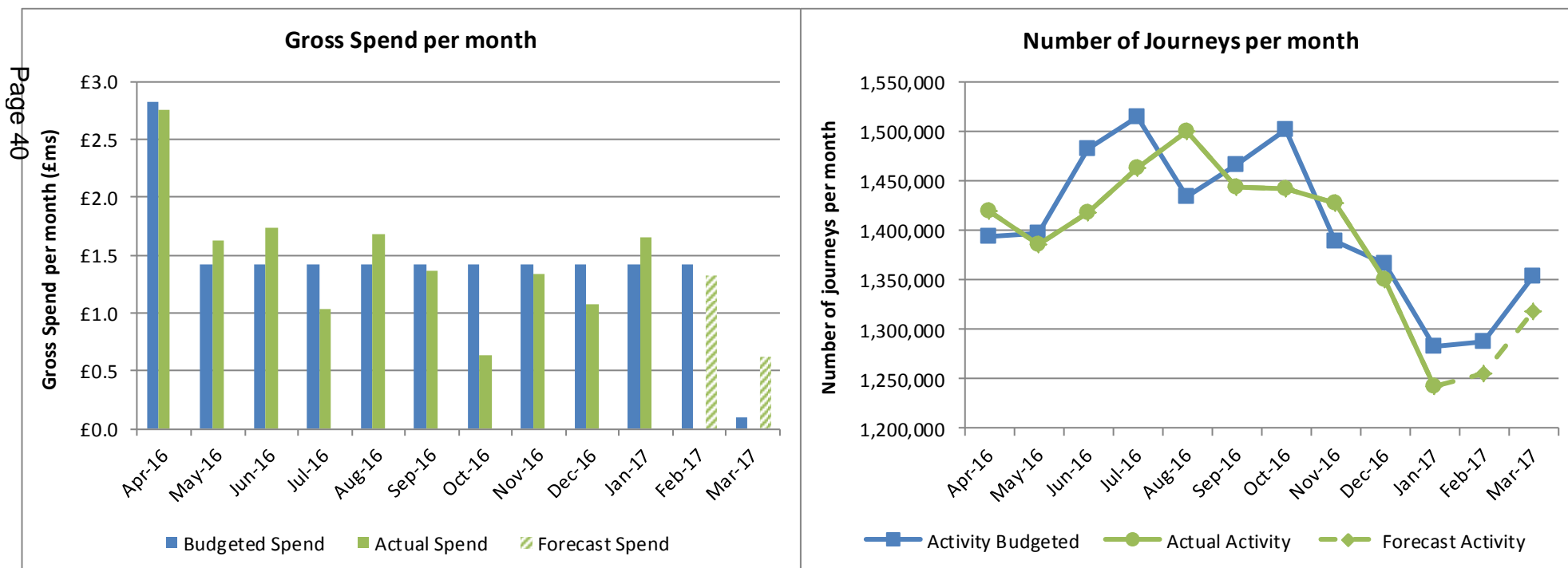
## Appendix 2.12: Transport Services - Concessionary fares

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	No of journeys to 31/03/2017
Budget	£17.1	-£0.0	£17.1	16,867,404
Forecast	£16.9	-£0.1	£16.8	16,667,218
Variance	-£0.3	-£0.0	-£0.3	-200,186

<b>Position as at 31st Jan 2017</b>	Gross £m	No of journeys to 31/01/2017
Budget: Spend/Activity Year to Date	£15.6	14,226,302
Actual: Spend/Activity Year to Date	£14.9	14,093,723
Variance as at 31st Dec 2016	-£0.7	-132,579

### **MAIN REASONS FOR FORECAST VARIANCE:**

The forecast underspend of -£0.3m is due to lower than anticipated demand (-£0.2m), along with other minor variances (-£0.1m). The forecast is based on actual activity for April to December, with estimates for the remaining months; the unit has received draft actuals for January (included within graph below). Estimates for the remaining months will continue to be reviewed over the course of the year.





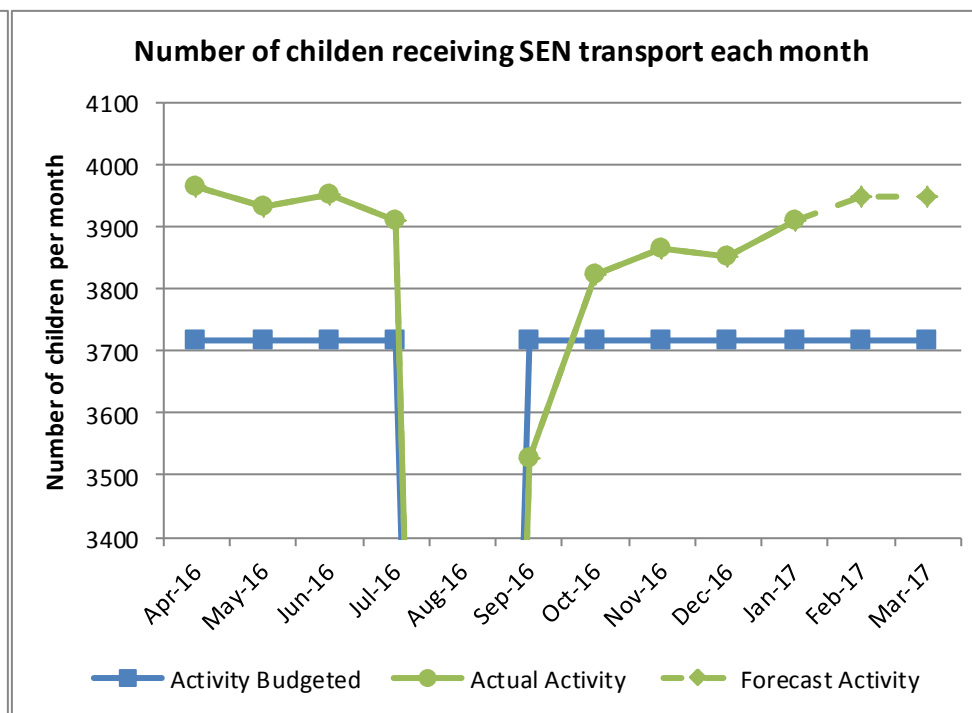
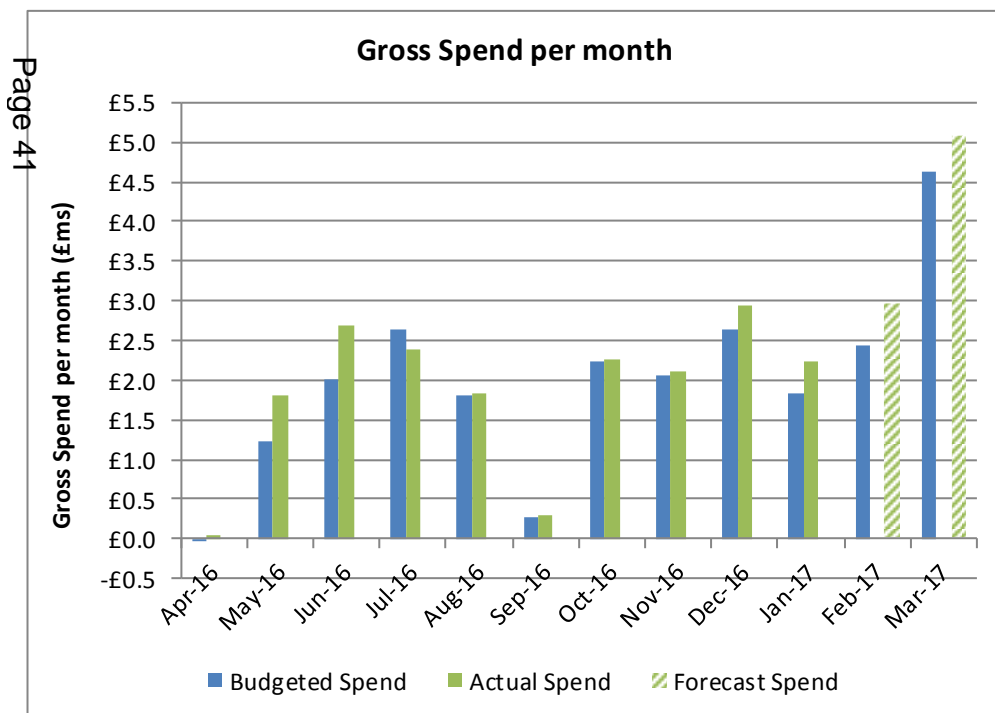
## Appendix 2.13: Transport Services - Home to School / College Transport (Special Education Needs)

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	No of pupils as at 31/03/2017
Budget	£23.8	-£0.8	£23.0	3,717
Forecast	£26.6	-£1.0	£25.6	3,950
Variance	£2.9	-£0.2	£2.6	233

<b>Position as at 31st Jan 2017</b>	Gross £m	No of pupils as at 31/01/2017
Budget: Spend/Activity Year to Date	£16.7	3,717
Actual: Spend/Activity Year to Date	£18.6	3,911
Variance as at 31st Jan 2017	£1.9	194

### **MAIN REASONS FOR FORECAST VARIANCE:**

Within SEN Home to School Transport the gross forecast pressure of +£2.9m is due to higher than anticipated demand (+£0.9m) and higher unit cost (+£1.9m). There are additional pressures of +£0.6m on SEN Home to College Transport, which are offset by an underspend on Personal Transport budgets and Independent Travel of -£0.2m, -£0.1m cessation of payment to PRUs, -£0.2m delay in implementation of new software system and -£0.1m other minor variances. In addition there is a -£0.2m income variance relating to increased recoupment income.



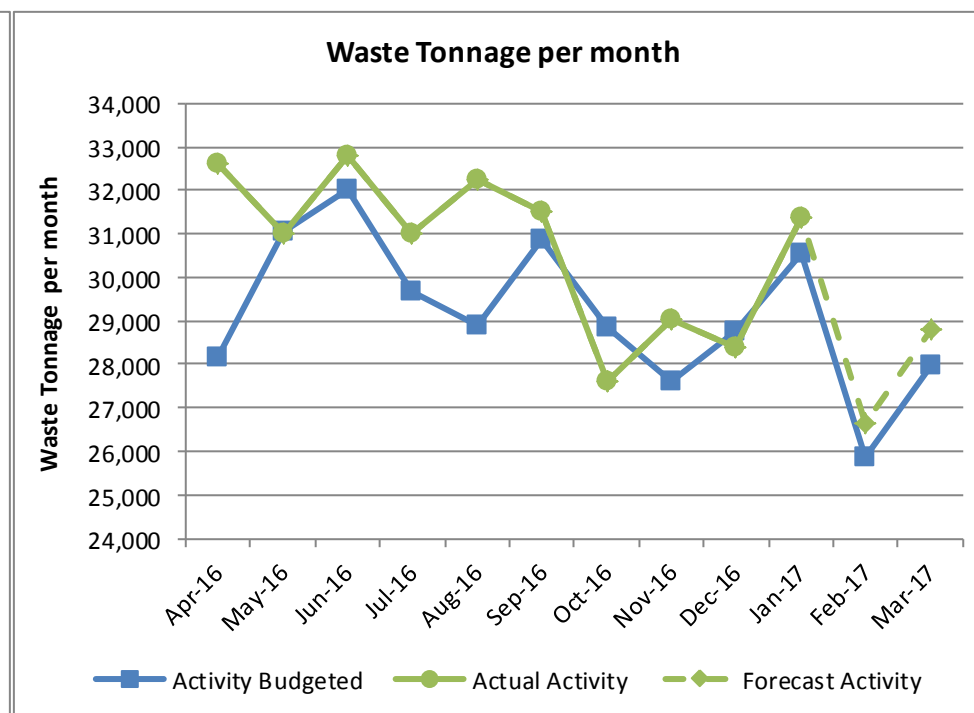
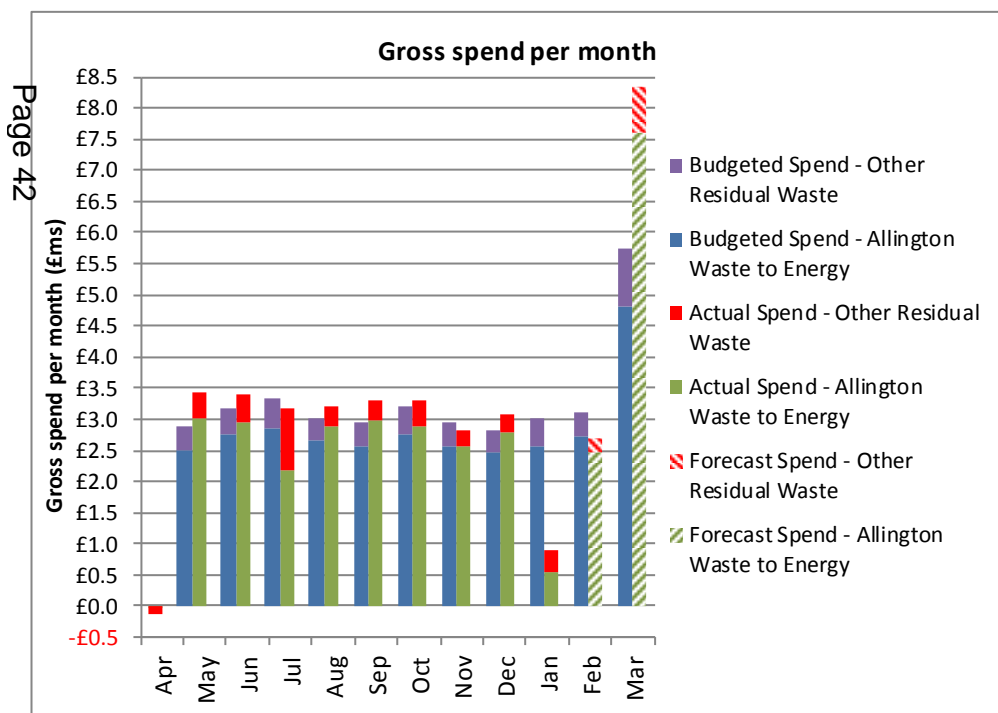
## Appendix 2.14: Treatment and disposal of residual waste

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Waste Tonnage to 31/03/2017
Budget	£36.2	£0.0	£36.2	350,200
Forecast	£37.5	-£0.4	£37.1	362,954
Variance	£1.3	-£0.4	£0.9	12,754

<b>Position as at 31st Jan 2017</b>	Gross £m	Waste Tonnage to 31/01/2017
Budget: Spend/Activity Year to Date	£27.3	296,389
Actual: Spend/Activity Year to Date	£26.4	307,512
Variance as at 31st Jan 2017	-£0.9	11,123

### MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast pressure of +£1.3m is due to higher than anticipated demand (+£1.3m), although some of this relates to trade waste, the cost of which is covered through income, a lower unit cost (-£0.1m), and other minor variances (+£0.1m). This is offset by higher than expected income (-£0.4m), from trade waste tonnes, leading to a net pressure of +£0.9m. The forecast is based on actual activity for April to December, with estimates for the remaining months; the division has recently received figures for January (included within graph below).



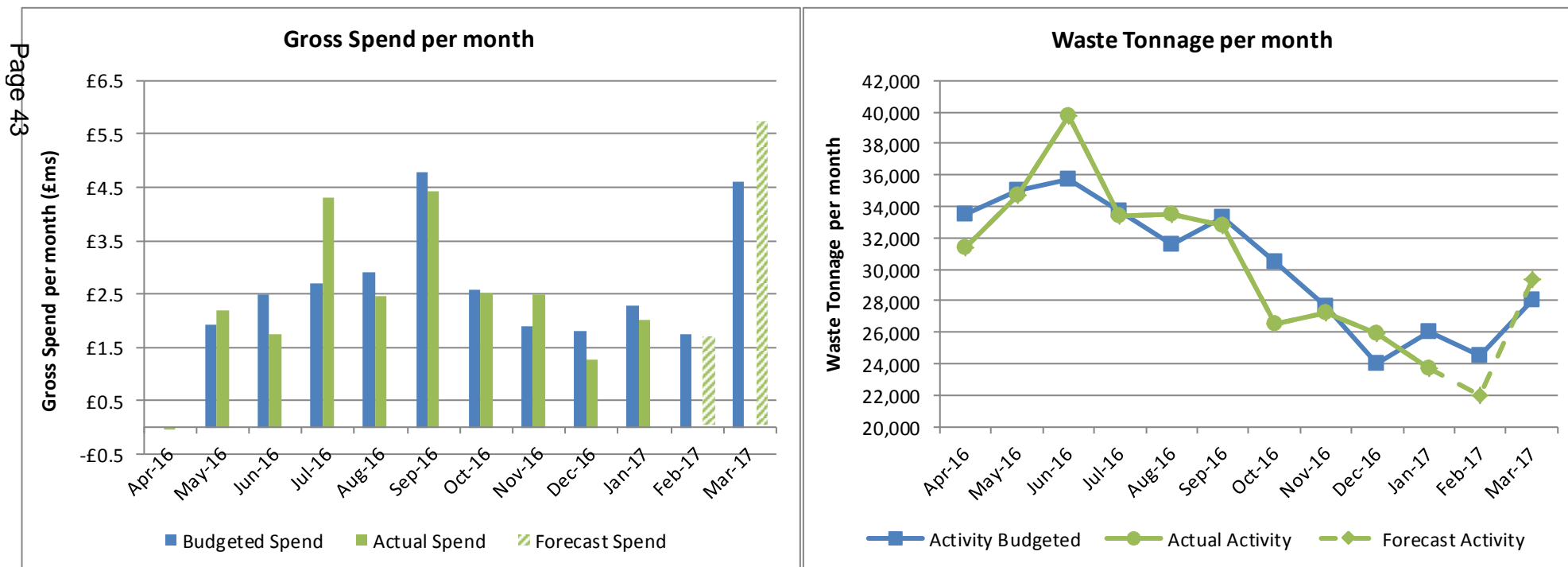
## Appendix 2.15: Waste Processing

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Waste Tonnage to 31/03/2017
Budget	£29.8	-£1.4	£28.4	363,500
Forecast	£30.8	-£1.6	£29.2	360,330
Variance	£1.0	-£0.2	£0.8	-3,170

<b>Position as at 31st Jan 2017</b>	Gross £m	Waste Tonnage to 31/01/2017
Budget: Spend/Activity Year to Date	£23.4	310,995
Actual: Spend/Activity Year to Date	£23.4	308,997
Variance as at 31st Jan 2017	£0.0	-1,998

### **MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast pressure of +£1.0m is due higher than anticipated demand (+£0.2m) primarily for composting; the re-procurement of the dry recyclables contract (+£0.4m); increased tipping away payments (+£0.4m) as well as a new cost of re-providing a temporary transfer station while Church Marshes is closed for re-development (+£0.2m); other minor variances (-£0.2m) make up the balance. Additional Income (-£0.2m) primarily from paper and card, reduces this to a net forecast pressure of +£0.8m. The forecast is based on actual activity to December, with estimates for the remaining months; the division has recently received figures for January (included within the graph below). Variations in tonnes may not lead to an increased financial forecast as not all changes in waste types attract an additional cost.



## Appendix 2.16: All Staffing Budgets (excluding schools)

<b>2016-17 Forecast</b>	KCC £m	Agency £m	Gross £m
Budget	£314.1	£5.9	£320.0
Forecast	£290.6	£22.5	£313.1
Variance	-£23.5	£16.6	-£6.9

<b>as at 31 Jan 2017</b>	KCC £m	Agency £m	Gross £m
YTD Budget	£261.9	£4.9	£266.8
YTD Spend	£241.4	£18.0	£259.5
YTD Variance	-£20.5	£13.1	-£7.4

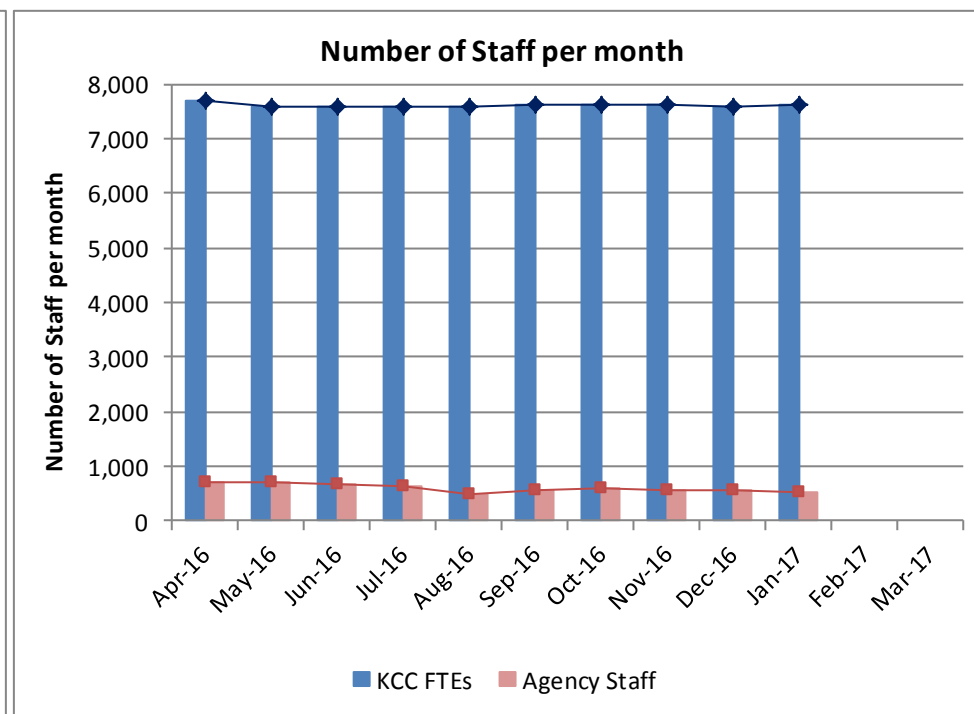
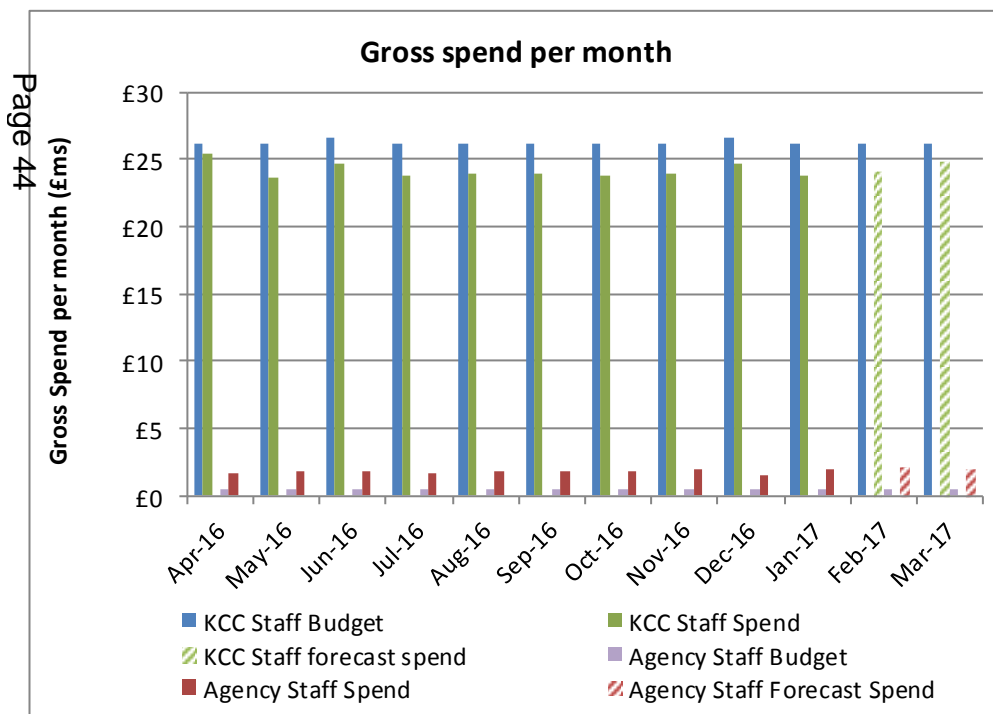
<b>Staff numbers</b>	KCC FTEs	Agency Nos
as at 31 Mar 2016	7,719.59	671
as at 31 Jan 2017	7,633.03	540
YTD Movement	-86.56	-131

### **MAIN REASONS FOR FORECAST VARIANCE:**

There is a significant underspend against KCC staff budgets but this is largely offset by an overspend on agency staff.

Vacancies are being held pending the outcome of restructuring and the uncertainty around future budget cuts, which is contributing to the overall underspend against the combined KCC & Agency staff budgets.

The staffing numbers provided are a snapshot position at the end of the month.



### Unaccompanied Asylum Seeking Children (UASC)

#### 1. Forecast position compared to budget by age category

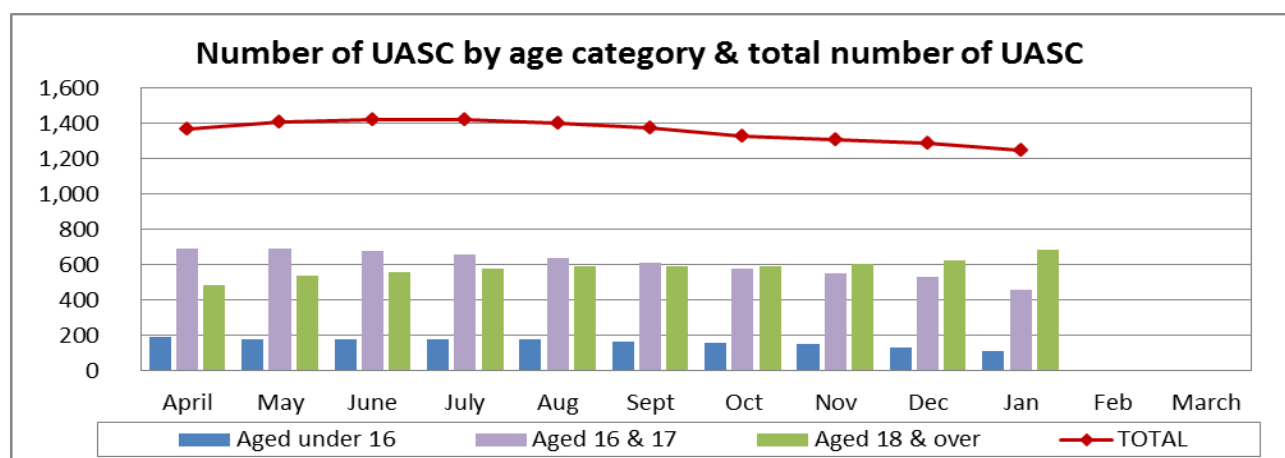
The current position is a forecast overspend of £1.7m as detailed below:

	Cash Limit			Forecast Variance		
	Gross £m	Income £m	Net £m	Gross £m	Income £m	Net £m
Aged under 16	13.1	-13.1	0.0	-6.2	5.5	-0.7
Aged 16 & 17	25.0	-25.0	0.0	-4.9	5.9	1.0
Aged 18 & over (care leavers)	8.4	-7.9	0.6	-1.7	3.1	1.4
	<b>46.5</b>	<b>-46.0</b>	<b>0.6</b>	<b>-12.8</b>	<b>14.5</b>	<b>1.7</b>

The following tables exclude individuals being reunited with family under the Dublin III regulation who are awaiting pick up by relatives and are not Asylum seekers (so are not eligible under grant rules), but we are recharging for the time they use the Authority's services, so the authority should not face net costs.

#### 2. Number of UASC & Care Leavers by age category

	Aged under 16	Aged 16 & 17	Aged 18 & over	TOTAL
April	191	689	486	<b>1,366</b>
May	181	691	539	<b>1,411</b>
June	182	679	561	<b>1,422</b>
July	182	660	577	<b>1,419</b>
Aug	176	638	590	<b>1,404</b>
Sept	167	613	594	<b>1,374</b>
Oct	157	577	595	<b>1,329</b>
Nov	149	555	606	<b>1,310</b>
Dec	134	532	623	<b>1,289</b>
Jan	111	456	684	<b>1,251</b>
Feb				
March				



The number of Asylum LAC shown in Appendix 2.11 is different to the total number of under 18 UASC clients shown within this indicator, due to UASC under 18 clients including both Looked After Children and 16 and 17 year old Care Leavers.

**3. Number of Eligible & Ineligible Clients incl All Rights of appeal Exhausted (ARE) clients at the end of each month**

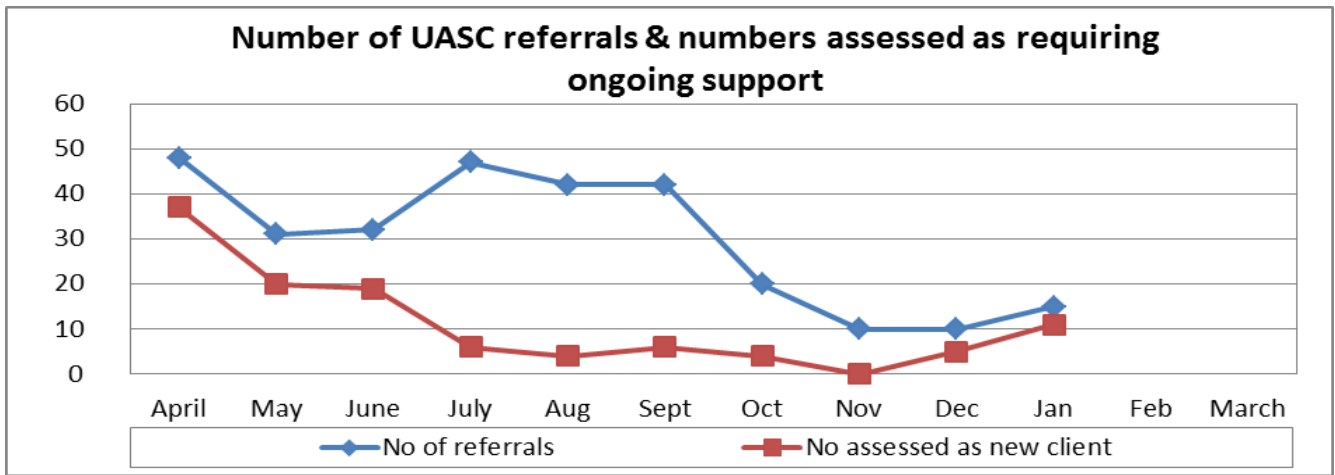
	Eligible Clients	of which AREs	Ineligible Clients	of which AREs	Total Clients	Total AREs
April	1,158	7	208	56	1,366	63
May	1,171	7	240	51	1,411	58
June	1,181	12	241	45	1,422	57
July	1,187	12	232	47	1,419	59
Aug	1,156	19	248	42	1,404	61
Sept	1,134	19	240	40	1,374	59
Oct	1,083	16	246	38	1,329	54
Nov	1,067	15	243	36	1,310	51
Dec	1,046	14	243	32	1,289	46
Jan	1,030	14	221	34	1,251	48
Feb					0	0
March					0	0

Eligible Clients are those who do meet the Home Office grant rules criteria. Appeal Rights Exhausted (ARE) clients are eligible for the first 13 weeks providing a human rights assessment is completed.

Ineligible clients are those who do not meet the Home Office grant rules criteria. For young people (under 18), this includes accompanied minors and long term absences (e.g. hospital or prison). For care leavers, there is an additional level of eligibility as the young person must have leave to remain or “continued in time” appeal applications to be classed as an eligible client.

**4. Numbers of UASC referrals, assessed as requiring ongoing support**

	No of referrals	No assessed as new client	%
April	48	37	77%
May	31	20	65%
June	32	19	59%
July	47	6	13%
Aug	42	4	10%
Sept	42	6	14%
Oct	20	4	20%
Nov	10	0	0%
Dec	10	5	50%
Jan	15	11	73%
Feb			
March			
<b>TOTAL</b>	<b>297</b>	<b>112</b>	<b>38%</b>



**5. Total number of dispersals – new referrals & existing UASC**

	Arrivals who have been dispersed post new Government Dispersal Scheme (w.e.f 01 July 16)	Former Kent UASC who have been dispersed (entry prior to 01 July 16)	TOTAL
April		12	12
May		4	4
June		10	10
July	14	11	25
Aug	33		33
Sept	33	9	42
Oct	33		33
Nov	17	2	19
Dec	7		7
Jan	9	4	13
Feb			0
March			0
<b>TOTAL</b>	<b>146</b>	<b>52</b>	<b>198</b>

The 146 new arrivals that have been dispersed since July are included within the referrals in table 4. The dispersal process has been slower than expected and has resulted in Kent becoming involved in some of the work or assessment for these clients prior to their dispersal and are therefore counting as a referral. It is expected that we will get to the point where clients are dispersed more quickly and therefore will not be included in the referral numbers.

**BACKGROUND PAPER – DECEMBER MONITORING REPORT**

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

To: Corporate Directors & Cabinet Members (to distribute off-line as no suitable Cabinet meeting)

Subject: **REVENUE & CAPITAL BUDGET MONITORING - DECEMBER 2016-17**

Classification: Unrestricted

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**1. SUMMARY**

- 1.1 This report provides the budget monitoring position up to 31st December 2016-17 for both revenue and capital budgets, including an update on key activity data for our highest risk budgets.
- 1.2 The format of this report is:
- This covering summary report which provides a high level financial summary and highlights only the most significant issues, as determined by Corporate Directors.
  - Appendix 1 – a high level breakdown of the directorate monitoring positions;
  - Appendix 2 – activity information for our highest risk budgets;
  - Appendix 3 – details of the Asylum service forecast and key activity information
  - Appendix 4 – quarter 3 monitoring of prudential indicators
- 1.3 Cabinet is asked to note the forecast revenue and capital monitoring position. In the light of further government funding reductions in the short to medium term, it is essential that a balanced revenue position is achieved in 2016-17, as any residual pressures rolled forward into 2017-18 will only compound an already challenging 2017-18 budget position. This forecast revenue pressure of £2.791m (after Corporate Director adjustments), increasing to £5.218m including roll forward requirements, is very clearly a concern, and needs to be managed down to at least a balanced position.
- 1.4 We continue with our campaign to urge budget managers to be less guarded with their forecasting and question every pound of spend. As a result, the residual position is once again showing an improvement this month. All current anticipated management action is now included in the Corporate Directors adjustments reflected in this report. The only other potential outstanding adjustment relates to Asylum, so assuming that we receive funding from the Home Office to offset the Asylum pressure, **and this is by no means certain**, then the overall position would reduce by a further £1.865m from £5.218m to £3.353m. This compares to a residual pressure reflected in section 1.4 of the November monitoring report of £4.090m, so an underlying improvement of £0.737m this month. This predominately relates to improved positions within Adult Social Care, specifically nursing and residential care and support for carers, and within Strategic & Corporate Services directorate, particularly Finance & Procurement, Gateways, and Infrastructure & Business Services Centre. This further improvement in the position is once again very encouraging, but although we continue to move in the right direction, we still remain a long way short of achieving a balanced position. This situation is exacerbated further by the need to roll forward funds into 2017-18 to meet our commitments detailed in section 4.



## BACKGROUND PAPER – DECEMBER MONITORING REPORT

- 1.5 Senior management continue to work collectively to identify common areas where spend could be reduced and they remain committed to achieving a balanced position by year end without imposing a more draconian set of authority wide moratoria. Whilst we haven't introduced moratoria, we are:
- holding vacancies for non-essential posts and having director level authorisation for those posts that we do recruit to;
  - ensuring rigorous contract management;
  - running a PR campaign to all staff giving the message to stop all non-essential expenditure and increase income generation wherever possible;
  - rigorously reviewing any external advertising for recruitment;
  - promoting the message of "think before you print";
  - stopping any external room hire wherever possible and practical.
- 1.6 Corporate Directors continue to look for further savings, however small, that we hope will be reflected in these forecasts in the coming months. Any residual overspend would need to be funded from reserves, which is a one-off solution, still requiring the underlying pressure to be dealt with by in-year management action in the very early part of 2017-18.
- 1.7 The remainder of this report focusses on the underlying £5.218m forecast overspend.

## 2. RECOMMENDATIONS

**Cabinet** is asked to:

- ii) **Note** the forecast revenue budget monitoring position for 2016-17, and the seriousness of this position, and the capital budget monitoring position for 2016-17 to 2018-19, and that the forecast pressure on the revenue budget needs to be eliminated as we progress through the remainder of the financial year.
- ii) **Agree** the changes to the capital programme as detailed in section 6.4.
- iii) **Note** the quarter 3 monitoring of the prudential indicators as detailed in appendix 4.

## 3. SUMMARISED REVENUE MONITORING POSITION

- 3.1 Overall the net projected revenue variance for the Council as reported by budget managers is a pressure of £2.819m. Corporate Directors have adjusted this position by -£0.028m, leaving a residual pressure of £2.791m. After allowing for roll forward requirements, the position increases to a pressure of £5.218m. Details of the Corporate Director adjustments and roll forward requirements are provided below in sections 3.4 and 4. respectively. This forecast position, after roll forward requirements, represents a movement of -£0.799m from the November monitoring position. The main reasons for this movement are provided in section 3.3 below. In total this position reflects that we are on track to deliver the majority of the £81m of savings included in the approved budget for this year, but further work is urgently required to identify options to eliminate the residual £5.218m forecast pressure. The position by directorate, together with the movement from the last report, is shown in table 1 below.

**BACKGROUND PAPER – DECEMBER MONITORING REPORT**

3.2 Table 1a: Directorate **revenue** position

Directorate	Budget	Net Forecast Variance *	Corporate Director adjustment	Revised Net Variance	Last Reported position	Movement
	£m	£m	£m	£m	£m	£m
Education & Young People's Services	65.890	1.465		1.465	1.434	0.031
Social Care, Health & Wellbeing - Specialist Children's Services	128.428	5.616	-0.675	4.941	4.943	-0.002
Social Care, Health & Wellbeing - Asylum	0.550	1.865		1.865	1.927	-0.062
<i>Sub Total SCH&amp;W - Specialist Children's Services</i>	<i>128.978</i>	<i>7.481</i>	<i>-0.675</i>	<i>6.806</i>	<i>6.870</i>	<i>-0.064</i>
Social Care, Health & Wellbeing - Adults	369.965	-1.709	-0.178	-1.887	0.169	-2.056
Social Care, Health & Wellbeing - Public Health	0.000	0.000		0.000	0.000	0.000
Growth, Environment & Transport	166.892	-0.222	-0.025	-0.247	-0.183	-0.064
Strategic & Corporate Services	70.708	-0.100		-0.100	0.139	-0.239
Financing Items	117.655	-4.095	0.850	-3.245	-3.271	0.026
<b>TOTAL (excl Schools)</b>	<b>920.088</b>	<b>2.819</b>	<b>-0.028</b>	<b>2.791</b>	<b>5.158</b>	<b>-2.367</b>
<i>Schools (E&amp;YP Directorate)</i>	<i>0.000</i>	<i>22.277</i>		<i>22.277</i>	<i>22.277</i>	<i>0.000</i>
<b>TOTAL</b>	<b>920.088</b>	<b>25.097</b>	<b>-0.028</b>	<b>25.069</b>	<b>27.436</b>	<b>-2.367</b>
<b>Variance from above (excl schools)</b>				<b>2.791</b>	<b>5.158</b>	<b>-2.367</b>
Roll forwards - committed				1.592	0.088	1.504
- re-phased				0.771	0.771	0.000
- bids				0.064	0.000	0.064
Total roll forward requirements				2.427	0.859	1.568
<b>(-ve Uncommitted balance / (+ve) Deficit</b>				<b>5.218</b>	<b>6.017</b>	<b>-0.799</b>

\* the variances reflected in appendix 1 & 2 will feature in this column

Table 1b: Directorate **revenue** position after roll forwards:

Directorate	Variance	Roll Forwards		Revised Variance	Corporate Director adjustment	Variance after roll fwds & CD adj
		committed	un-committed			
	£m	£m	£m	£m	£m	£m
Education & Young People's Services	1.465		0.771	2.236		2.236
Social Care, Health & Wellbeing - Specialist Children's Services	5.616	0.092		5.708	-0.675	5.033
Social Care, Health & Wellbeing - Asylum	1.865			1.865		1.865
<i>Sub Total SCH&amp;W - Specialist Children's Services</i>	<i>7.481</i>	<i>0.092</i>	<i>0.000</i>	<i>7.573</i>	<i>-0.675</i>	<i>6.898</i>
Social Care, Health & Wellbeing - Adults	-1.709	1.500		-0.209	-0.178	-0.387
Social Care, Health & Wellbeing - Public Health	0.000			0.000		0.000
Growth, Environment & Transport	-0.222		0.064	-0.158	-0.025	-0.183
Strategic & Corporate Services	-0.100			-0.100		-0.100
Financing Items	-4.095			-4.095	0.850	-3.245
<b>TOTAL (excl Schools)</b>	<b>2.819</b>	<b>1.592</b>	<b>0.835</b>	<b>5.246</b>	<b>-0.028</b>	<b>5.218</b>

3.3 The main reasons for the movement since the last report of -£2.367m before roll forward requirements, and -£0.799m after roll forward requirements, are:

3.3.1 Education & Young People's Services:

The movement in the forecast variance (excluding schools and before roll forward requirements but after Corporate Director adjustments) shows a small increase of £0.031m this month. This is a net movement figure and reflects an increase in the

## **BACKGROUND PAPER – DECEMBER MONITORING REPORT**

forecast pressure for SEN Home to School Transport of £0.15m, which is largely offset by a reduction in the forecast for Kent 16+ Travel Card of £0.1m.

### **3.3.2 Social Care, Health & Wellbeing – Specialist Children’s Services:**

There is an overall small reduction in the position of -£0.002m this month as shown in table 1a above. This reduction comprises increases on the Residential budget (+£0.157m), Adoption and Special Guardianships (+£0.163m) and Legal Charges (+£0.086m), offset by net reductions in Fostering (-£0.189m), Social Work staffing (-£0.128m) and Strategic Management and Directorate Support (-£0.090m) as well as a number of small movements across a number of services of -£0.022m. The Corporate Director adjustment has moved by just +£0.021m this month from -£0.696 to -£0.675m, reflecting management action that has been achieved. It is anticipated that there will be a greater level of achievement in January, as there has been a reduction in the early part of the month of some children in care placements.

### **3.3.3 Social Care, Health & Wellbeing – Specialist Children’s Services – Asylum:**

The current forecast pressure of £1.865m represents a further reduction of -£0.062m since November.

### **3.3.4 Social Care, Health & Wellbeing – Adult Social Care:**

The pressure on Adults Social Care has reduced this month by -£2.056m, which includes a Corporate Director adjustment of -£0.178m relating to lower demand than anticipated in volume-based contracts with organisations providing services to carers. Of the remaining -£1.878m improvement, the most significant movement relates to drawing down the Bad Debt provision (-£1.500m) for Social Care, following a review of the level of social care debt and what is felt an appropriate level of provision. The impact of this review is reflected in the draft 2017-18 budget and therefore this £1.5m is required to roll forward to support the 2017-18 budget proposals. The remaining -£0.378m movement comprises a number of small movements, the most significant being an overall net reduction in Nursing and Residential Care across all clients groups of -£0.512m, offset by an increase on Learning Disability Supported living of +£0.359m. There are also small movements in Supported Living (across all client groups) (-£0.225m), Adaptive and Assistive Technology (+£0.236m), Housing Related Support (+£0.227m), Social Support – commissioned services for carers (-£0.263m) and assessment staffing (-£0.192m).

### **3.3.5 Social Care, Health & Wellbeing – Public Health:**

There is an overall movement of -£0.404m since the last reported position in December, which is matched by a reduction in the transfer to the Public Health reserve; hence no movement is reflected in table 1. This is accounted for by a reduction in prescribing costs for Drug & Alcohol services, and Stop Smoking services, reduced activity on Sexual Health Services, plus some other smaller movements.

### **3.3.6 Growth, Environment and Transport:**

The current forecast outturn for the directorate is a -£0.247m underspend, representing a movement of -£0.064m since the last report; it includes a number of compensating variances. The underspend is net of the Corporate Director adjustment of -£0.025m (previously -£0.100m) relating to the impact of the new contract terms within the Waste Service. This will be shown within the monitoring forecast next month.

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There are three primary reasons for the movement: (i) -£0.150m within Libraries, Registration and Archives (predominantly release of surplus reserve), (ii) +£0.128m Waste Processing and (iii) +£0.134m General Highways Maintenance and Emergency Response where safety critical works and inspections continue to increase.

The above, together with the +£0.075m movement in Corporate Director adjustment explains an adverse movement of +£0.187m. A number of other minor movements totalling -£0.251m across a range of directorate budgets, each amounting to less than £0.100m, more than offset the adverse movement.

The forecast also includes -£0.064m of roll forward bids (see section 4 for details).

### **3.3.7 Strategic and Corporate Services:**

The Directorate forecast (excluding the Asset Utilisation target) has moved by -£0.239m to an underspend of -£0.838m, whilst the position on Asset Utilisation remains unchanged at an overspend of +£0.738m. The sum of these movements is shown in table against the S&CS directorate as a total movement of -£0.239m to an overall underspend of -£0.100m.

The main movements for the Directorate controllable budgets are: -£0.095m for Contact Centre & Gateways where planned expenditure on project work within Gateways has re-phased to 2017-18; -£0.054m improvement in position for Infrastructure which includes Business Services Centre; -£0.076m Finance & Procurement further staffing efficiencies and income.

### **3.3.8 Financing Items:**

The underspend has reduced marginally this month by £0.026m. This is made up of an improvement in the position of -£0.824m offset by a Corporate Director adjustment of +£0.850m.

The improvement in the position relates to £0.3m additional business rates compensation grant; £0.2m additional Education Services Grant based on the assumed number of schools converting to academy status this financial year; a forecast £0.3m saving on carbon reduction commitment levy due to forecast lower emissions in the current year and finalisation of the emissions for last year, together with £0.024m of other small variances, predominately an increase in the underspending on net debt charges. However, this is more than offset by a +£0.850m Corporate Director adjustment relating to recent notification of a shortfall in the expected dividend from Commercial Services.

## **3.4 Revenue budget monitoring headlines (please refer to Appendix 1)**

### **3.4.1 Education & Young People's Services**

3.4.1.1 The forecast variance of £1.465m before a Corporate Director adjustment (excluding schools and before roll forward requirements) is made up of a number of service lines as follows:

3.4.1.2 There is a forecast pressure on Pupil & Student Transport Services of £3.0m. This forecast is based on the latest available information and includes overspends on SEN Home to School Transport, SEN Home to College transport and Mainstream Transport as reported last month. The majority of the pressure (£2.8m) relates to SEN Home to School and Home to College transport. The service has been working closely with colleagues in Public Transport to understand the reasons behind this pressure. Initial analysis shows that the number of children requiring transport is not a factor, but the price we are paying is higher than affordable levels. We are

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continuing to investigate the reasons behind the higher price we are paying but believe this is in part due to the high volume of in year applications where additional transport arrangements have had to be arranged as well as a number of contracts which have been retendered and the market price has come in higher.

- 3.4.1.3 Early Help & Preventative Services is underspending £1.4m. This is primarily made up of two items. Firstly, Tackling Troubled Families has achieved additional income of £0.8m as a result of more successful Payment By Results submissions to the DCLG and is therefore requesting roll forward of this surplus into the next financial year in order to continue the scheme. In addition, an in-year allocation of £0.4m has been received from Public Health for commissioning some additional services which have been delivered through our Children's Centres.
- 3.4.1.4 There is a forecast pressure of £0.2m within Early Years Education & Childcare which predominately relates to a shortfall on their income target and a small overspend on the three in-house nurseries. The service has restructured these nurseries, resulting in some one-off costs, and they have recently been relaunched, aiming to reduce costs, increase income and move towards a balanced budget for next year.
- 3.4.1.5 There is a forecast pressure of £0.6m on Other Schools' Related. £0.2m of this relates to payments for employee tribunal cases for former school staff. The remaining pressure of £0.4m mainly relates to revenue maintenance costs that are in excess of the capital grant available.
- 3.4.1.6 There is a forecast underspend of -£0.1m on SEN & Psychology Services which is largely from additional income from schools and academies.
- 3.4.1.7 There is a forecast underspend of -£0.1m on Other Services for Young People and School Related Services which relates mainly to school improvement. Although there is a shortfall in traded income, this is more than offset by a gross expenditure underspend.
- 3.4.1.8 Finally there is a forecast underspend of -£0.8m on EYPS Management & Support Services, most of which relates to Education Pensions as capitalisation costs are lower than expected.
- 3.4.2 Social Care, Health & Wellbeing – Specialist Children's Services
- 3.4.2.1 The overall forecast position for Specialist Children's Services (excluding Asylum) is a pressure of £5.6m or £5.7m including committed roll-forwards. A corporate director adjustment is proposed of -£0.7m which will reduce this pressure to +£4.9m or +£5.0m including committed roll-forwards.
- 3.4.2.2 The main areas of pressure continue in elements of Children in Care (Looked After) Services, with a reported pressure of £3.6m. This includes pressures on residential care including secure accommodation (+£2.6m) and independent fostering (+£1.2m). There is also a pressure on Legal costs of +£0.3m. These pressures are offset by an underspend on in-house fostering of -£0.5m.
- 3.4.2.3 In summary, the pressures on residential and independent fostering are due to full year effect of increases in numbers during 2015-16 which have continued into 2016-17; costs rising due to increasing complexity and needs, and in part due to transformation and other savings being unachievable. Although the number of children in residential placements has stabilised over this year (see Appendix 2.9), the numbers in IFA's have risen overall during the year, but has continued to show reductions in the last three months (as seen in Appendix 2.8).

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- 3.4.2.4 There is a pressure on Adoption & Other Permanent Children's Arrangements (+£1.3m) mostly relating to special guardianship orders (+£1.6m), which is due to increased numbers of orders being granted at court which are greater than the affordable level budgeted for (as seen in Appendix 2.11).
- 3.4.2.5 Within Family Support & Other Children Services, a net -£0.1m underspend is forecast which includes Supported Accommodation (+£0.4m) and Care Leavers (+£0.3m); offset by underspends on Safeguarding (-£0.4m), and Family Support (-£0.4m).
- 3.4.2.6 The pressure on Children's Assessment Staffing (+£1.3m) is primarily in relation to the need to retain agency staff at a higher cost, because of the continuing difficulties in recruiting permanent social workers.
- 3.4.2.7 -£0.5m of the reported underspend on SCHW Management & Support Services relates to Specialist Children's Services.
- 3.4.2.8 There is a Corporate Director adjustment of -£0.7m reflecting that the extensive management action plan continues to be in place with the intention of both achieving a reduction in expenditure in the current year to reduce the overspend to £5m (excluding Children's Disability Services) and to reduce the committed expenditure going in to the financial year 2017-18. The plan is wide ranging and focused particularly on the areas which saw increased activity in the second half of 2015-16.
- 3.4.3 Social Care, Health & Wellbeing – Specialist Children's Services - Asylum
- 3.4.3.1 The current forecast pressure for Asylum remains at £1.9m, which is in the main due to the fact that the number of new arrivals is low in comparison to recent months, and generally the National Transfer Scheme (NTS) is keeping pace with the current rate of arrivals. Whilst there is some reasonable expectation that it will keep pace and be able to deal with the new entrants, it is looking far less likely that it will achieve the transfer of any of the legacy cases. There is a diminishing opportunity for this as the more settled young people become the more the Council would be open to challenge from individuals about being moved against their best interests. This situation is exacerbated by the age profile of the Unaccompanied Asylum Seeking Children (UASC) in Kent. They are turning 18 at the rate of approximately 30 per month with over 100 having had their eighteenth birthday in January 2017. Under the current financial arrangements it remains the case that the Government does not fund local authorities for the full cost of the over 18, care leaver cohort. In order to avoid a significant escalation in the costs of Asylum to the Council directly, the Government needs to change its funding regime. A number of meetings are taking place with the Home Office to discuss the current financial situation and funding arrangements for 2017-18.
- 3.4.4 Social Care, Health & Wellbeing – Adult Social Care
- 3.4.4.1 The forecast variance of -£1.9m, including a Corporate Director adjustment of -£0.2m, reflects total pressures of +£8.7m resulting from the direct provision of services to clients across adult social care, which is partially offset by anticipated underspends on assessment staffing across all client groups of -£2.1m, preventative services (-£2.5m) along with the use of one off monies (-£3.6m) to offset the rising costs of social care, the drawdown from the Bad Debt Provision (-£1.5m) and other support budgets (-£0.7m). The forecast variance reduces to -£0.4m after allowing for the roll-forward of the £1.5m drawdown from the bad debt provision required to support the 2017-18 budget.

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- 3.4.4.2 Mental Health direct services are forecasting a total pressure of +£2.8m. There are still significant pressures on Mental Health residential care and supported living services (+£2.5m & +£0.6m respectively) which are only partially offset by minor underspends on other community based services (-£0.3m). The service is still seeing increases in the cost of residential care due to both the increased complexities of clients going into care along with financial pressures in the market leading to higher costs.
- 3.4.4.3 Learning Disability direct services are forecasting a total pressure of +£2.7m. Significant pressures continue in supported living commissioned externally (+£1.6m see appendix 2.2), residential care (+£2.5m see appendix 2.1) and day care services (+£0.4m). These are offset by underspends across other services, the most significant being shared lives services (-£1.0m), direct payments (-£0.2m see appendix 2.3) and in-house supported living (-£0.2m). An over recovery of non-residential charging income (-£0.4m) is also offsetting the pressure. The overall pressure on this service is partially due to the delay in the delivery of transformation savings (+£1.2m). The forecast does however assume that savings of (-£0.7m) will be delivered this financial year.
- 3.4.4.4 Older People and Physical Disability residential and community direct services are forecasting a net pressure of (+£3.2m), which includes a number of offsetting variances. The most significant are outlined below: the actual pressure on commissioned domiciliary care services is (+£5.1m) of which, (+£4.1m) relates specifically to Older People as outlined in appendix 2.6. This is partially offset by higher levels of client income resulting from this activity (-£1.5m), along with underspends against direct payments of (-£2.6m). The overall pressure on residential & nursing care is now (+£2.3m), mainly due to higher than anticipated demand for older people residential care services (see appendix 2.4) partially offset by lower demand for older people nursing care (see appendix 2.5). This forecast still assumes that some funding is set aside for winter pressures. If there is no increased spend as a result of winter then this funding will be available to offset other pressures.
- 3.4.4.5 Within Adult & Older People Preventative & Other Services, there is an overall underspend of (-£7.6m). There is a pressure on the equipment budget of (+£0.7m) resulting from higher than anticipated demand; re-phasing of some of the savings on housing related support (+£0.6m), offset by forecast underspends (-£2.4m) on social support services such as carers, information and early intervention and social isolation; Social Fund of -£0.3m; uncommitted Care Act monies of (-£0.4m) and other minor underspends of (-£0.7m), together with the use of one off monies (-£3.6m) to offset the rising costs of social care and the drawdown of the Bad Debt Provision of (-£1.5m).

### 3.4.5 Social Care, Health & Wellbeing – Public Health

- 3.4.5.1 The overall variance prior to any transfer to/from the Public Health reserve is a forecast underspend of -£1.3m.
- 3.4.5.2 There are pressures forecast on three services: Other Children's Public Health Programmes (+£0.3m) due to continuing costs of supporting new mothers with breast feeding, whilst a new model is in development as part of health visiting transformation, and higher than budgeted costs on school nursing; Obesity & Physical Activity (+£0.3m) due to the costs of additional Tier 3 Weight Management and Dietetics activity. These pressures have been more than offset by underspends in: Targeting Health Inequalities (-£0.6m), which includes underspending resulting from the number of health checks being below the budgeted level and reduced

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spend on campaigns; Tobacco Control & Stop Smoking Services (-£0.4m) reduced prescribing costs; and Sexual Health Services (-£0.6m) which primarily relate to unrealised creditors set up in 2015-16, reduced levels of activity, and slippage on premises conversion programme; Public Health Mental Health Adults (-£0.1m); and Public Health Staffing Advice and Monitoring is also underspending (-£0.2m) due to staff vacancies.

### 3.4.6 Growth, Environment and Transport

3.4.6.1 The overall variance for the Directorate, before Corporate Director adjustments, is a forecast underspend of -£0.2m. This includes a number of compensating variances, as well as roll forward commitments.

3.4.6.2 The pressure against Young Persons Travel Pass (YPTP) relates to the saving of +£0.5m built into the budget to reflect the reduced take-up and fewer journey numbers seen in 2015-16 at the time the budget was being set, which unfortunately reversed in the second half of the year and has continued into the current year.

3.4.6.3 Waste is forecasting an overall pressure of +£1.5m (and activity of +10,901 tonnes) compared to budget, with a net movement of +1,065 tonnes this month.

- Waste Processing is responsible for +£0.7m (and activity of -2,999 tonnes) of this overspend (see Appendix 2.15).

The pressures are largely non-tonnage related. But this month, tonnages have increased slightly by +564 tonnes, causing a +£0.1m adverse movement. The non-tonnage related pressures are detailed in Appendix 2.15.

- The Treatment and Disposal of Residual Waste budget is now showing a net pressure of +£1.0m (and activity of +13,900 tonnes - see Appendix 2.14 for further details).
- There is an underspend of -£0.2m on Waste Management, explaining how the overall pressure on the Waste Service is +£1.5m, a +£0.1m adverse movement.

A Corporate Director adjustment of -£0.025m (prior month -£0.1m) has been reflected to part mitigate pressures on the Waste Service as a whole, with the service continuing to implement management action to mitigate the forecast overspend and review its contracts over the coming months. The service is of course subject to fluctuating, and unfortunately, increasing tonnage levels.

3.4.6.4 Economic Development and Other Community Services is forecasting a pressure of just below +£0.1m, primarily due to the +£0.5m commercial business rate pool saving being forecast as unlikely to be delivered in the current period.

There are ongoing negotiations in terms of the current and future years but the service has prudently held vacancies and phased recruitment to the new structure throughout the year, as well as capitalising staff costs/generating income where possible, to part mitigate this pressure. A small improvement is evident this month.

3.4.6.5 The pressure on the Coroners service of +£0.4m (increased activity and unbudgeted staff costs) has again increased this month, with a partially offsetting underspend within Trading Standards, meaning that Public Protection & Enforcement budget line remains at +£0.1m overall.

3.4.6.6 The +£0.9m pressure within General Highways Maintenance and Emergency Response is primarily explained by a spate of safety critical and inspection works that were required on the road network, especially high speed roads, and has again risen this month.



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- 3.4.6.7 To offset the above pressure, and to reduce the forecast overspend on the directorate as a whole, expenditure within Other Highways Maintenance & Management now shows a forecast underspend of -£1.5m, primarily due to maintenance savings on the LED Streetlight conversion project, the part-year impact of the hosting costs for the Central Management System on the same project, as well as a significant saving on the Traffic Signals contract. In addition, the forecast draw down of commuted sums has been revised upwards in line with the latest schedule of payments and this has helped to mitigate some of the above pressures.
- 3.4.6.8 The other primary underspends in the directorate relate to Libraries, Registration and Archives -£0.7m, Concessionary Fares (ENCTS) -£0.3m, Environment -£0.2m, Subsidised Bus Services -£0.1m, Planning & Transport Strategy & other related services -£0.2m, as well as a -£0.2m underspend shown within GE&T Management and Support Services.
- These above movements can be explained by the over-delivery of registration income, holding vacancies and release of surplus reserve (LRA); the forecast reduction in journey numbers in line with national trends (ENCTS); grant income of £0.1m (Environment) and staffing/non-staffing underspends across the piece.
- The ENCTS variance of -£0.3m is in part (-£0.2m) due to actual/forecast journeys being under budgeted levels and this can be seen visually in Appendix 2.12.
- 3.4.6.9 Overall, the directorate has implemented management action throughout the year and is forecasting a small underspend position (-£0.2m), even allowing for a small number of roll forward bids (detailed in section 4).

### 3.4.7 Strategic and Corporate Services

- 3.4.7.1 The overall variance reflected in appendix 1 against the directorate is a small underspend of -£0.1m which is made up of an underspend for the S&CS Directorate itself of -£0.8m off-set by +£0.7m relating to the Corporate aspirational savings target for Asset Utilisation, held within the Corporate Landlord budgets, the delivery of which depends on operational service requirements and Member decisions regarding the exiting of buildings.
- 3.4.7.2 The Directorate variance of -£0.8m relates to -£0.4m for Finance & Procurement coming from unbudgeted income opportunities which have arisen in Procurement from work with the West Kent CCG and Revenue Finance for hosting the Better Care Fund; -£0.3m Engagement, Organisation Design & Development relating primarily to staffing vacancies; +£0.1m for Other Support to Front Line Services which consists of: (-£0.2m Strategy, Policy, Relationships & Corporate Assurance resulting from staff maternity and secondments together with unbudgeted project income from the NHS; +£0.5m Legal Services primarily due to the required focus on establishing the new Legal Services company together with staff turnover and reduced demand which is impacting income generation; -£0.1m Democratic Services and -£0.1m Strategic Business Development & Intelligence, each having underspends relating to staffing and unbudgeted income opportunities); -£0.1m Infrastructure controllable budgets, consisting of an underspend within Corporate Landlord of -£0.2m relating to in-year rates rebates, partially off-set by an overspend of +£0.1m within the Business Services Centre caused by a reduction in demand from Service Directorates for ICT project support; -£0.1m Contact Centre, Digital Web Services & Gateways relating primarily to re-phased project work within Gateways.

3.4.8 Financing Items

The financing items budgets are currently forecast to underspend by £3.2m, which is due to:

- 3.4.8.1 Additional Government funding compared to our assumptions at the time of setting the budget, together with additional retained business rates relating to 2015-16, and an expected increase in the retained business rates levy for 2016-17 result in a forecast underspend of -£2m.
- 3.4.8.2 A forecast underspend of -£0.6m on the net debt charges budget, mainly due to lower than budgeted interest costs and higher interest receipts, a reduction in bank charges following the recent retendering for banking services and savings on brokerage fees, as we are not looking to take out any new borrowing this financial year.
- 3.4.8.3 A -£1.1m in year saving on Minimum Revenue Provision (MRP) due to re-phasing of the 2015-16 capital programme, resulting in fewer assets becoming operational last year. As we have adopted the asset life method of calculating MRP, MRP does not become payable until assets become operational, therefore resulting in an “MRP holiday” this year. We would usually transfer this to reserves to cover the potential impact in future years but in light of the forecast outturn position of the authority; this has been released to offset the current pressures.
- 3.4.8.4 A -£0.3m forecast saving on carbon reduction commitment levy due to forecast lower carbon emissions in the current year and finalisation of the emissions for last year.
- 3.4.8.5 A -£0.1m underspend is forecast as a result of lower than budgeted external audit fees.
- 3.4.8.6 A +£0.9m shortfall in the dividend form Commercial Services (further details are provided in section 3.6 below).

3.5 **Schools delegated budgets:**

The schools delegated budget is currently forecast to overspend by £22.277m which is due to:

- +£2.219m as a result of an estimated 21 schools converting to academy status and taking their accumulated reserves with them;
- +£4.688m use of schools unallocated reserves to offset pressures on High Needs and Early Years education;
- +£2.163m use of schools unallocated reserves to fund in year schools related pressures.
- +£13.207m use of schools reserves for the remaining Kent schools according to their six month monitoring returns.

As a result, schools reserves are forecast to reduce from £46.361m to £24.084m.

3.6 Table 2: **Performance of our wholly owned companies**

<b>Dividends/Contributions (£m)</b>	Budget	Forecast	From trading surplus	from reserves
Commercial Services	8.700	7.850	5.699	2.151
GEN2	0.542	0.542	0.542	0.000

Commercial Services are now forecasting a shortfall in the dividend of £0.85m, which is primarily due to a significant decline in market conditions in the Education sector, compounded by unseasonal weather conditions up to December impacting on the profits of LASER.

**4. DETAILS OF REVENUE ROLL FORWARDS/RE-PHASINGS**

Table 3: Breakdown of the roll forward figures shown in tables 1a and 1b.

	Committed £m	Uncommitted £m
Tackling Troubled Families (EYP directorate)		0.771
Re-phasing of Kent Children’s Safeguarding Board in to 2017-18. This represents KCC’s share of the underspend of the KCSB, which under the terms of the multi-agency agreement, KCC has an obligation to fund (SCHW SCS)	0.092	
Adult Social Care review of bad debt provision – saving required to support the 2017-18 budget as reflected in the draft 2017-20 MTFP (SCHW – Adults)	1.500	
Strategic Planning/Transport Planning Projects including Lower Thames Crossing, Strategic Environmental Assessment, Local Transport Plan 4; National Government schemes such as Operation Stack lorry area and Aviation policy and additional consultancy resource for business case development to improve our chances of securing funding for infrastructure projects (GET directorate)		0.064

**5. REVENUE BUDGET VIREMENTS/CHANGES TO BUDGETS**

5.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered “technical adjustments” i.e. where there is no change in policy, including the allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.

**6. SUMMARISED CAPITAL MONITORING POSITION**

6.1 There is a reported variance of -£33.062m on the 2016-17 capital budget (excluding schools and PFI). This is a movement of -£5.021m from the previously reported position and is made up of +£3.732m real variance and -£36.794m rephasing.

6.2 Table 4: Directorate capital position

Directorate	2016-17 Working budget	2016-17 Variance	Real variance	Re- phasing variance	Last reported position		Movement	
	£m	£m	£m	£m	Real £m	Rephasing £m	Real £m	Rephasing £m
Education & Young People's Services	145.094	-13.621	-0.842	-12.779	-0.842	-8.271	0.000	-4.508
Social Care, Health & Wellbeing - Specialist Children's Services	0.109	0.015	0.040	-0.025	0.040	0.000	0.000	-0.025
Social Care, Health & Wellbeing - Adults	6.499	-3.449	1.166	-4.615	0.488	-4.615	0.678	0.000
Social Care, Health & Wellbeing - Public Health	0.360	-0.360	0.000	-0.360	0.000	-0.275	0.000	-0.085
Growth, Environment & Transport	130.955	-12.838	3.450	-16.288	3.831	-15.811	-0.381	-0.477
Strategic & Corporate Services	20.502	-2.809	-0.082	-2.727	-0.082	-2.504	0.000	-0.223
Financing Items	0.000				0.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>303.519</b>	<b>-33.062</b>	<b>3.732</b>	<b>-36.794</b>	<b>3.435</b>	<b>-31.476</b>	<b>0.297</b>	<b>-5.318</b>

**6.3 Capital budget monitoring headlines**

Movements greater than £0.100m on real variances and movements greater than £1.0m due to rephasing are described below:

**Education & Young People's Services**

- Special Schools Review Phase 2: Movement of -£2.400m rephasing. This is due to Portal House being delivered in two phases to allow the school to continue to function whilst construction takes place.
- Priority School Build Programme: Movement of -£2.000m rephasing. The Education Funding Agency (EFA) has not completed projects to their original timescales. These delays have resulted in KCC not having to repay costs to the EFA in line with the original timetable.

**Social Care, Health & Wellbeing – Specialist Children's Services**

There are no movements reported over £0.100m on real variances or £1.0m on rephasing.

**Social Care, Health & Wellbeing – Adults**

- Housing and Technology Fund: Real movement of +£0.559m, due to additional grant funding to be received from the Housing and Technology Fund for two projects.

**Social Care, Health & Wellbeing – Public Health**

There are no movements reported over £0.100m on real variances or £1.0m on rephasing.

**Growth, Environment & Transport****Highways, Transportation & Waste**

- Integrated Transport: Movement of -£0.143m real variance. The increased underspend is on Public Transport works and is proposed to be used to help offset the overspend on waste.
- Swale Transfer Station: Movement of +£0.169m real variance. The underspend on this project has decreased by £0.169m, largely due to the project nearing completion and the residual costs and compensation events being finalised.
- The overspend position on Richborough land fill site remains at +£0.706m. After using available underspends from elsewhere in the programme, there remains a residual gap of £0.273m. This will be funded from within the division, and other spend re-prioritised, if further cost savings/management action cannot be identified.

**Environment, Planning and Enforcement and Libraries, Registration and Archives**

- Libraries Radio Frequency Identification Technologies Solution: Movement of -£0.150m real underspend. The total project cost has reduced due to a more favorable procurement outcome.

**Economic Development**

- Kent Empty Property Initiative – No Use Empty: Movement of -£0.285m real variance. This relates to a cash limit change that was requested in a previous report, to reflect additional partner contributions to cover additional demand for the scheme.

**Strategic & Corporate Services**

There are no movements reported over £0.100m on real variances or £1.0m on rephasing.

**6.4 CAPITAL BUDGET PROPOSED CASH LIMIT CHANGES**

<b>Project</b>	<b>Directorate</b>	<b>Amount £m</b>	<b>Year</b>	<b>Funding</b>	<b>Reason</b>
Corporate Property Strategic Capital	S&CS	-0.120	16-17	Grant	To reflect use of grant within revenue.
Kent & Medway Business Fund	GET	+0.096	16-17	Capital receipt – loan repayment	Additional amount to be moved from Regional Growth Fund.
Regional Growth Fund	GET	-0.096	16-17	Capital receipt – loan repayment	Additional amount to be moved into the Kent & Medway Business Fund.

**7. CONCLUSIONS**

7.1 It is encouraging that the revenue position after all expected adjustments has improved again this month from +£4.090m to +£3.353m, which predominately relates to improvements within Adult Social Care and a range of budgets within S&CS directorate. However, we cannot be complacent as there is still a long way to go to deliver a balanced budget by year end and fund our roll forward commitments. The forecasts show the majority of the £81m 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 will be made as appropriate. However, as we progress through the remainder of the year, if further pressures are identified, it is now unlikely that alternative saving plans can be developed and implemented quickly enough to impact significantly in this financial year. It is however our expectation that the forecast pressure will continue to reduce as the impact of management action implemented earlier in the year continues to take effect, but it is questionable at this point in the year, whether this alone will be sufficient to deliver a balanced position. As a consequence, senior management continue to take the actions listed in paragraph 1.5 and are looking for further opportunities to bring this situation under control. The objective remains, and will do so throughout this financial year, to eliminate this forecast overspend with minimal impact on front-line services. This situation will be kept under review over the coming weeks, but Cabinet need to be aware that this remains a serious situation and a breakeven position is by no means certain.

7.2 Should we end the year with an overspend, we will have to meet the shortfall from reserves, with the implications of this outlined in paragraph 1.6.

**8. RECOMMENDATIONS**

**Cabinet** is asked to:

- 8.1 **Note** the forecast revenue budget monitoring position for 2016-17, and the seriousness of this position, and the capital budget monitoring position for 2016-17 to 2018-19, and that the forecast pressure on the revenue budget needs to be eliminated as we progress through the year.
- 8.2 **Agree** the changes to the capital programme as detailed in section 6.4.
- 8.3 **Note** the quarter 3 monitoring of the prudential indicators as detailed in appendix 4.

**9. CONTACT DETAILS**

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**Breakdown of Directorate Monitoring Position**

	Cash Limit			Variance	Movement
	Gross	Income	Net	Net	Net
	£m	£m	£m	£m	£m
<b>Education &amp; Young People</b>					
Early Help & Prevention for Children and Families	29.3	-10.3	19.1	-1.4	-0.1
Early Years Education & Childcare	64.1	-62.8	1.3	0.2	-0.1
Attendance, Behaviour and Exclusion Services	5.1	-4.9	0.1	0.0	0.0
High Needs Education Budgets (excl. Schools & Pupil Referral Units)	31.2	-31.2	0.0	0.0	0.0
SEN & Psychology Services	18.0	-14.7	3.3	-0.1	0.1
Other Services for Young People & School Related Services	17.6	-13.2	4.4	-0.1	0.0
Pupil & Student Transport Services**	34.2	-3.7	30.5	3.0	0.1
Other Schools' Related Costs	33.9	-33.8	0.1	0.6	0.0
Youth and Offending Services	5.2	-3.5	1.7	0.0	0.0
Adult Education and Employments Services for Vulnerable Adults	13.5	-14.4	-0.9	0.0	0.0
EYP Management & Support Services	20.2	-14.0	6.2	-0.8	-0.3
<b>Sub Total E&amp;YP directorate</b>	<b>272.4</b>	<b>-206.5</b>	<b>65.9</b>	<b>1.5</b>	<b>-0.3</b>
<b>Social Care, Health &amp; Wellbeing</b>					
Learning Disability Adult Services**	156.9	-12.4	144.5	2.7	0.1
Physical Disability Adult Services	36.2	-4.2	32.0	-0.7	-0.2
Mental Health Adult Services	13.8	-1.7	12.2	2.8	0.1
Older People Adult Services**	169.5	-81.9	87.6	3.9	-0.3
Adult & Older People Preventative & Other Services	66.2	-20.8	45.3	-7.6	-1.3
Adult's Assessment & Safeguarding Staffing	43.8	-6.3	37.5	-2.1	-0.2
Children in Care (Looked After) Services**	59.5	-7.2	52.3	3.6	0.0
Adoption & Other Permanent Children's Arrangements	11.6	-0.1	11.5	1.3	0.2
Family Support & Other Children Services	25.1	-6.8	18.2	-0.1	0.0
Asylum Seekers**	46.5	-46.0	0.6	1.9	-0.1
Children's Assessment Staffing**	51.5	-9.7	41.8	1.3	-0.1
Public Health	78.7	-77.4	1.3	-1.3	-0.4
<i>Transfer to/from Public Health Reserve</i>	-1.3	0.0	-1.3	1.3	0.4
SCH&W Management & Support Services	16.7	-1.1	15.6	-1.2	-0.2
<b>Sub Total SCH&amp;W directorate</b>	<b>774.5</b>	<b>-275.6</b>	<b>498.9</b>	<b>5.8</b>	<b>-2.0</b>

	Cash Limit			Variance	Movement
	Gross	Income	Net	Net	Net
	£m	£m	£m	£m	£m
<b>Growth, Environment &amp; Transport</b>					
Libraries Registrations & Archives	16.9	-6.0	11.0	-0.7	-0.1
Environment	9.3	-5.4	3.9	-0.2	0.0
Economic Development and Other Community Services	9.1	-3.8	5.3	0.1	-0.1
General Highways Maintenance & Emergency Response	9.2	-0.5	8.7	0.9	0.1
Other Highways Maintenance & Management	31.3	-8.1	23.2	-1.5	-0.1
Public Protection & Enforcement	11.1	-2.1	8.9	0.1	0.0
Planning & Transport Strategy and Other Related Services (inc School Crossing Patrols)	4.6	-0.7	3.9	-0.2	-0.1
Concessionary Fares	17.1	0.0	17.1	-0.3	0.0
Subsidised Bus Services	8.3	-2.2	6.0	-0.1	0.0
Young Person's Travel Pass	14.4	-6.1	8.3	0.5	0.0
Waste Management	2.1	0.0	2.0	-0.2	0.0
Waste Processing**	29.8	-1.4	28.4	0.7	0.1
Treatment and Disposal of Residual Waste**	36.2	0.0	36.2	1.0	0.0
GE&T Management & Support Services	4.1	-0.1	4.0	-0.2	0.0
<b>Sub Total GE&amp;T directorate</b>	<b>203.4</b>	<b>-36.5</b>	<b>166.9</b>	<b>-0.2</b>	<b>-0.1</b>
<b>Strategic &amp; Corporate Services</b>					
Contact Centre, Digital Web Services & Gateways	5.6	-0.4	5.2	-0.1	-0.1
Local Democracy	5.3	0.0	5.3	0.0	0.0
Infrastructure (ICT & Property Services) & Business Services Centre	80.3	-43.2	37.1	0.6	-0.1
Finance & Procurement	17.1	-6.2	10.8	-0.4	-0.1
Engagement, Organisation Design & Development (HR, Comms & Engagement)	10.6	-1.0	9.6	-0.3	0.0
Other Support to Front Line Services	16.1	-11.1	5.1	0.1	0.0
S&CS Management & Support Services	2.8	-5.2	-2.4	0.0	0.0
<b>Sub Total S&amp;CS directorate</b>	<b>137.8</b>	<b>-67.0</b>	<b>70.7</b>	<b>-0.1</b>	<b>-0.2</b>
<b>Financing Items</b>	<b>134.8</b>	<b>-17.2</b>	<b>117.7</b>	<b>-4.1</b>	<b>-0.8</b>
<b>TOTAL KCC (Excluding Schools)</b>	<b>1,522.9</b>	<b>-602.8</b>	<b>920.1</b>	<b>2.8</b>	<b>-3.5</b>

\*\*See Appendix 2 & 3 within the monitoring report for further details of key cost drivers of specific service lines

*Please note that budgets are held in the financial system to the nearest £100 and hence the figures in the table above and throughout Appendix 2 may not add through exactly due to issues caused by rounding the figures for this report.*



**BACKGROUND PAPER – DECEMBER MONITORING REPORT**

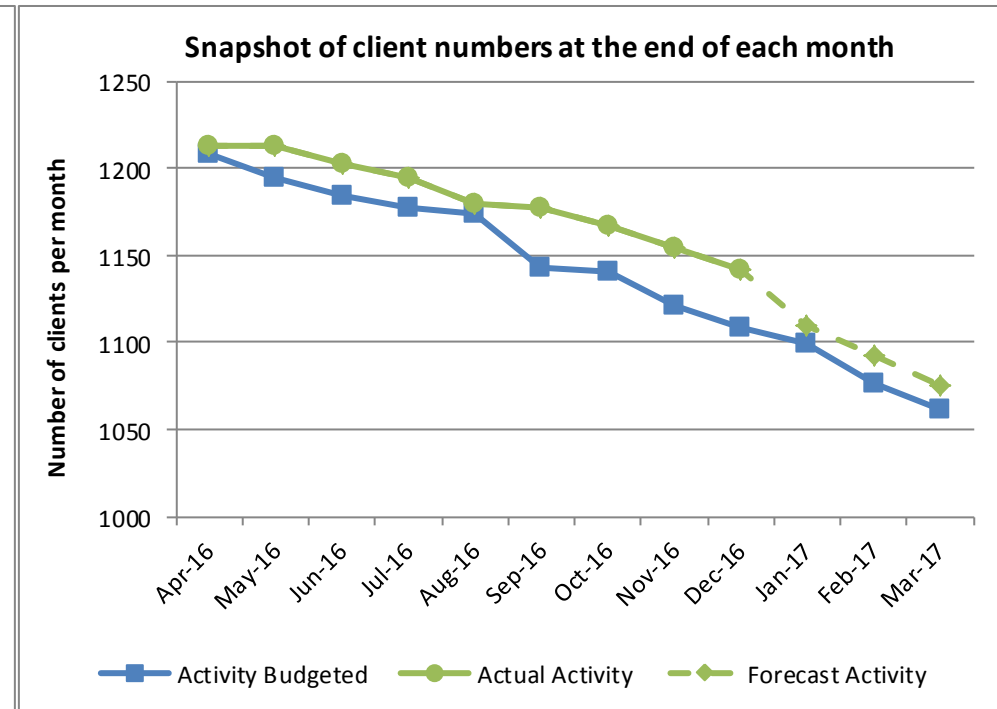
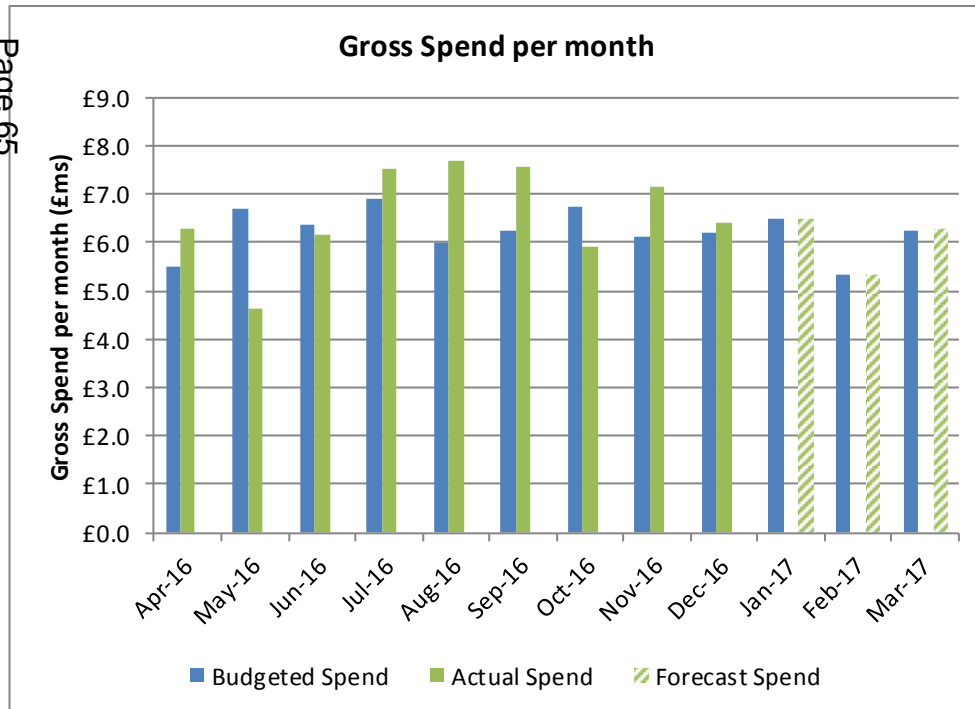
**Appendix 2.1: Nursing & Residential Care - Learning Disability (aged 18+)**

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£74.9	-£6.1	£68.8	1,062
Forecast	£77.4	-£6.1	£71.3	1,075
Variance	£2.5	-£0.0	£2.5	13

<b>Position as at 31st Dec 2016</b>	Gross £m	Client Number as at 31/12/2016
Budget: Spend/Activity Year to Date	£56.9	1,109
Actual: Spend/Activity Year to Date	£59.4	1,142
Variance as at 31st Dec 2016	£2.5	33

**MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast overspend of £2.5m is due to higher than anticipated demand (+£2.5m) and higher unit cost (+£0.4m), along with an allowance for net unrealised creditors based on previous years experience (-£0.4m). This leads to a net forecast overspend of £2.5m.



**BACKGROUND PAPER – DECEMBER MONITORING REPORT**

**Appendix 2.2: Supported Living - Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements**

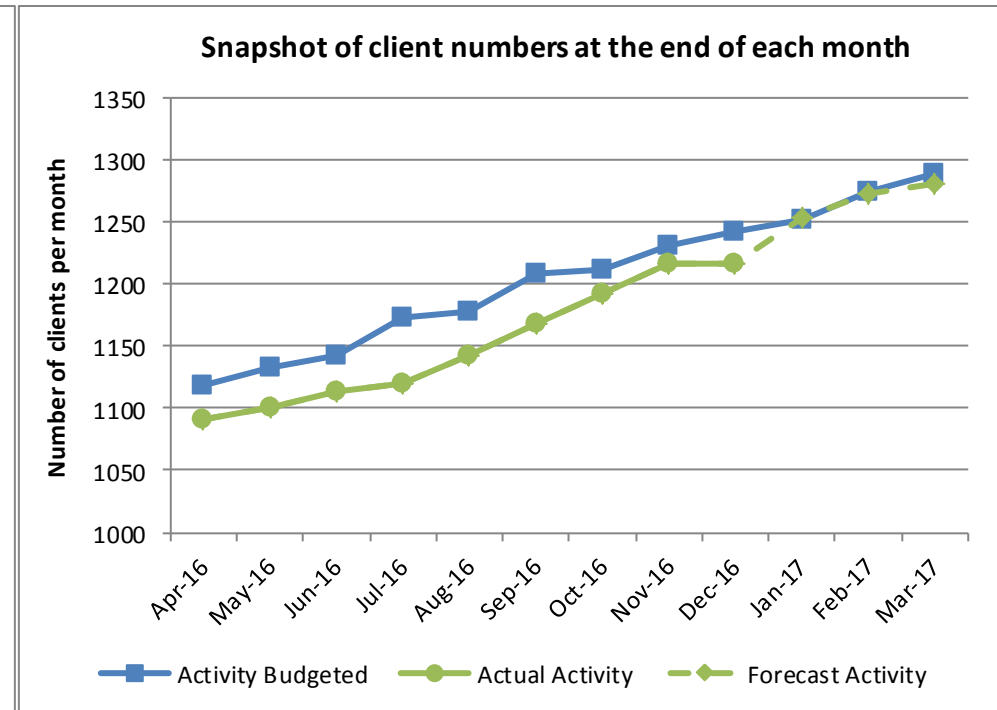
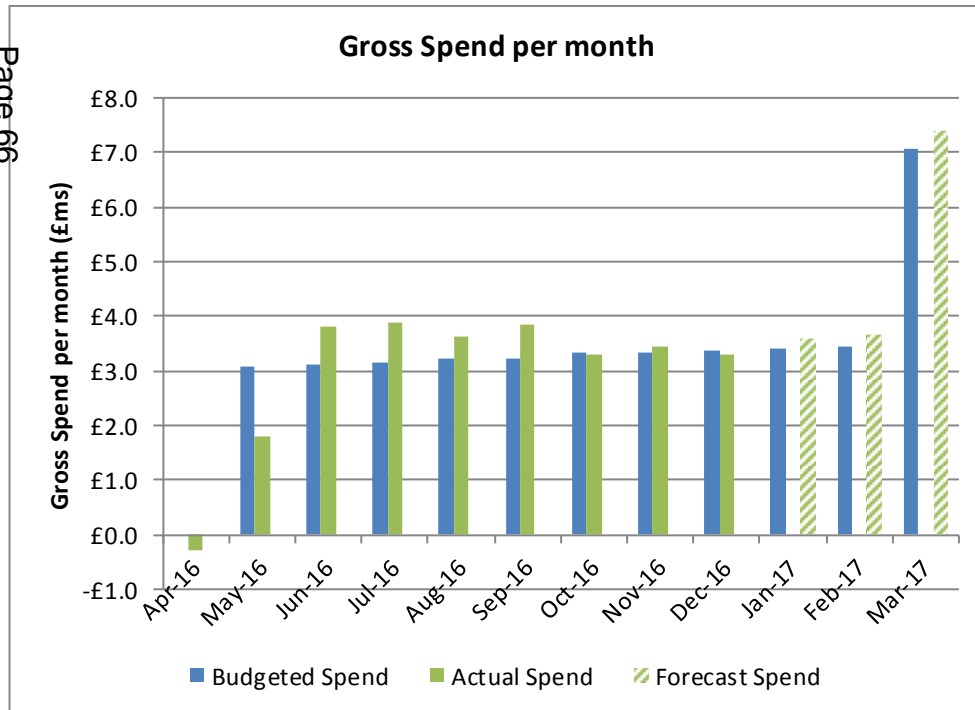
<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£39.7	-£0.2	£39.5	1,288
Forecast	£41.3	-£0.2	£41.1	1,280
Variance	£1.6	£0.0	£1.6	-8

<b>Position as at 31st Dec 2016</b>	Gross £m	Client Number as at 31/12/2016
Budget: Spend/Activity Year to Date	£25.8	1,242
Actual: Spend/Activity Year to Date	£26.7	1,216
Variance as at 31st Dec 2016	£0.9	-26

**MAIN REASONS FOR FORECAST VARIANCE:**

The forecast pressure of +£1.6m is due to higher than anticipated demand (+£3.2m) as clients' eligible needs are greater than originally budgeted for resulting in a higher than budgeted number of hours per client being provided. This is partially offset by a lower unit cost (-£1.0m) due to higher than anticipated contract savings in the first year. In addition an allowance for unrealised creditors based on previous years experience (-£0.8m) along with other minor variances totalling +£0.2m leads to an overall net variance of +£1.6m.

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**Appendix 2.3: Direct Payments - Learning Disability (aged 18+)**

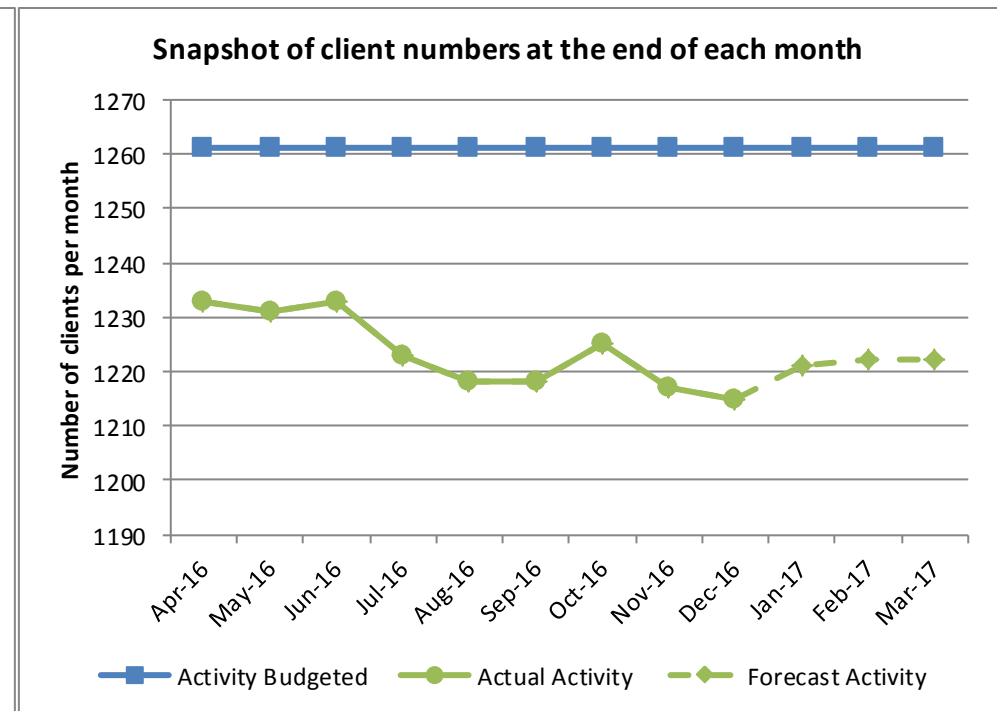
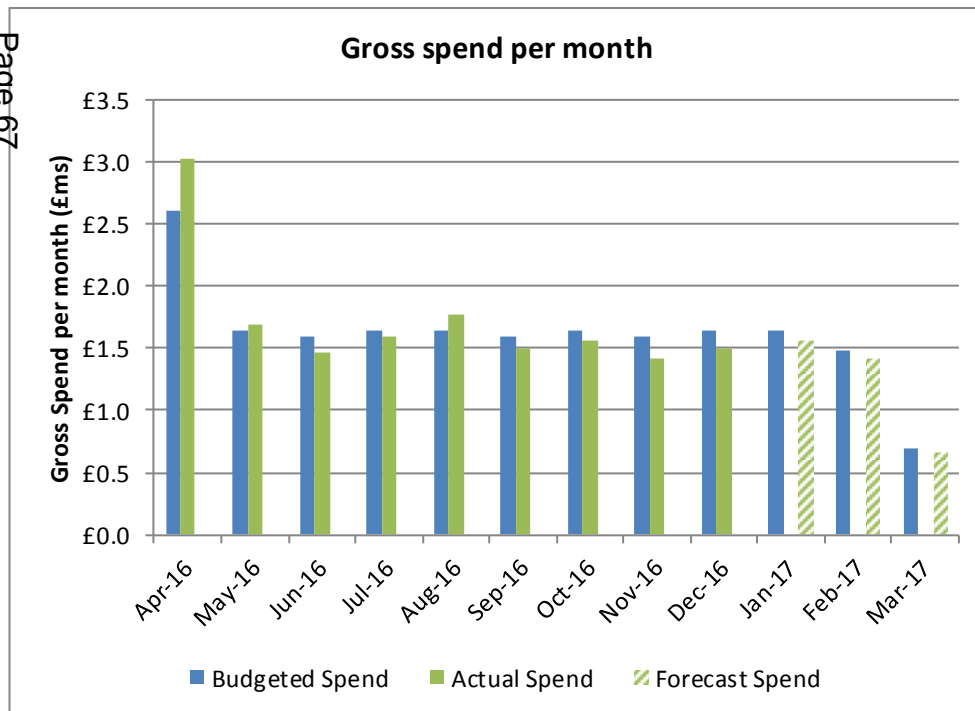
<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£19.4	-£0.9	£18.5	1,261
Forecast	£19.1	-£0.9	£18.2	1,222
Variance	-£0.3	£0.0	-£0.2	-39

<b>Position as at 31st Dec 2016</b>	Gross £m	Client Number as at 31/12/2016
Budget: Spend/Activity Year to Date	£15.6	1,261
Actual: Spend/Activity Year to Date	£15.5	1,215
Variance as at 31st Dec 2016	-£0.1	-46

**MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast underspend of -£0.3m can be partly attributed to lower than anticipated demand (-£0.6m) and higher unit cost (+£0.4m). In addition one-off direct payments (+£0.9m) and prior year costs predominately related to a historic Ordinary Residence case (+£0.3m) are offset by the forecast recovery of unspent funds from clients (-£1.3m).

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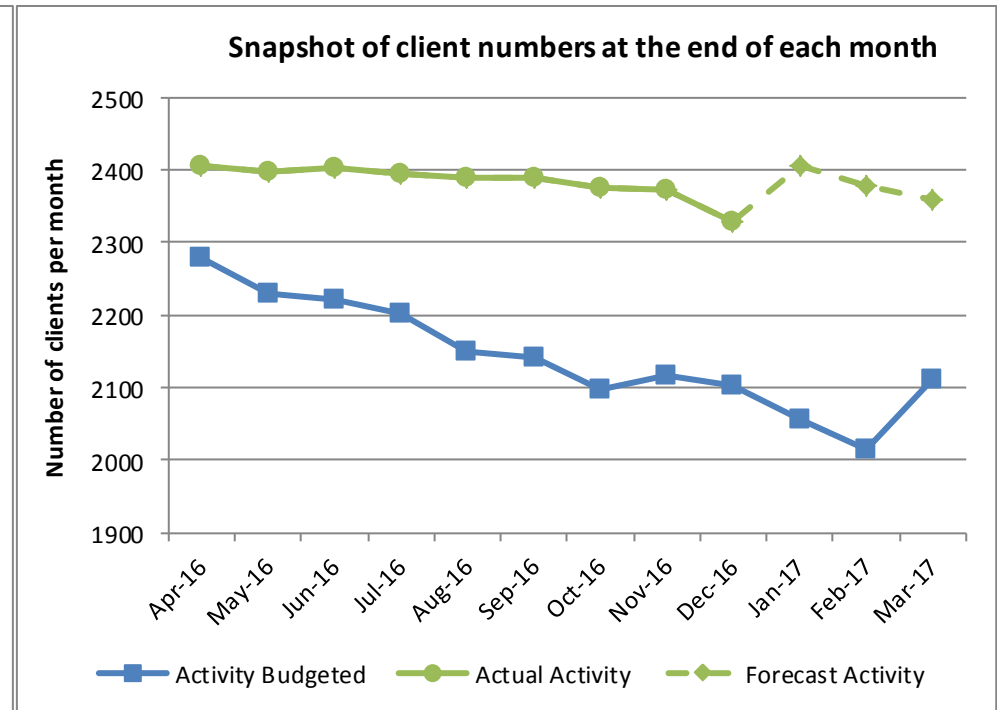
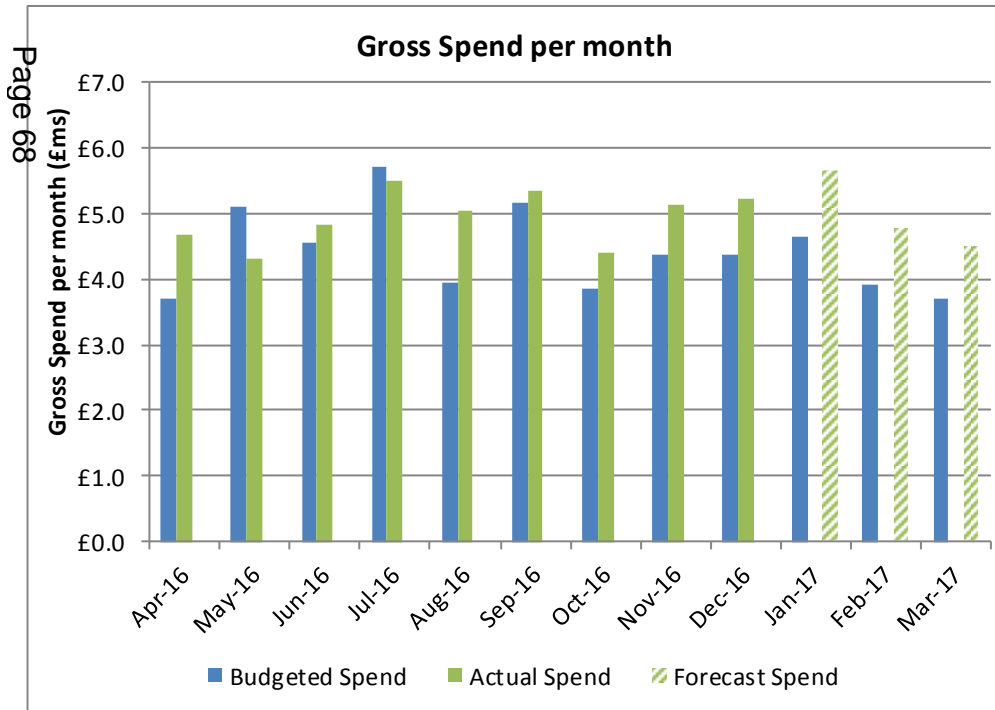
**Appendix 2.4: Nursing & Residential Care - Older People (aged 65+) - Residential - Commissioned service**

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£53.1	-£27.8	£25.4	2,112
Forecast	£59.4	-£29.4	£30.0	2,359
Variance	£6.3	-£1.7	£4.6	247

<b>Position as at 31st Dec 2016</b>	Gross £m	Client Number as at 31/12/2016
Budget: Spend/Activity Year to Date	£40.8	2,104
Actual: Spend/Activity Year to Date	£44.5	2,329
Variance as at 31st Dec 2016	£3.7	225

**MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast pressure of +£6.3m is due to higher than anticipated demand (+£5.3m) and higher unit cost (+£0.8m) and net old year spend of £0.2m. This is partially offset by higher than expected service user contributions (-£1.7m) linked to the higher demand (-£2.4m) and a lower average contribution per service user (+£0.7m) leading to a net forecast pressure of +£4.6m.



**BACKGROUND PAPER – DECEMBER MONITORING REPORT**

**Appendix 2.5: Nursing & Residential Care - Older People (aged 65+) - Nursing**

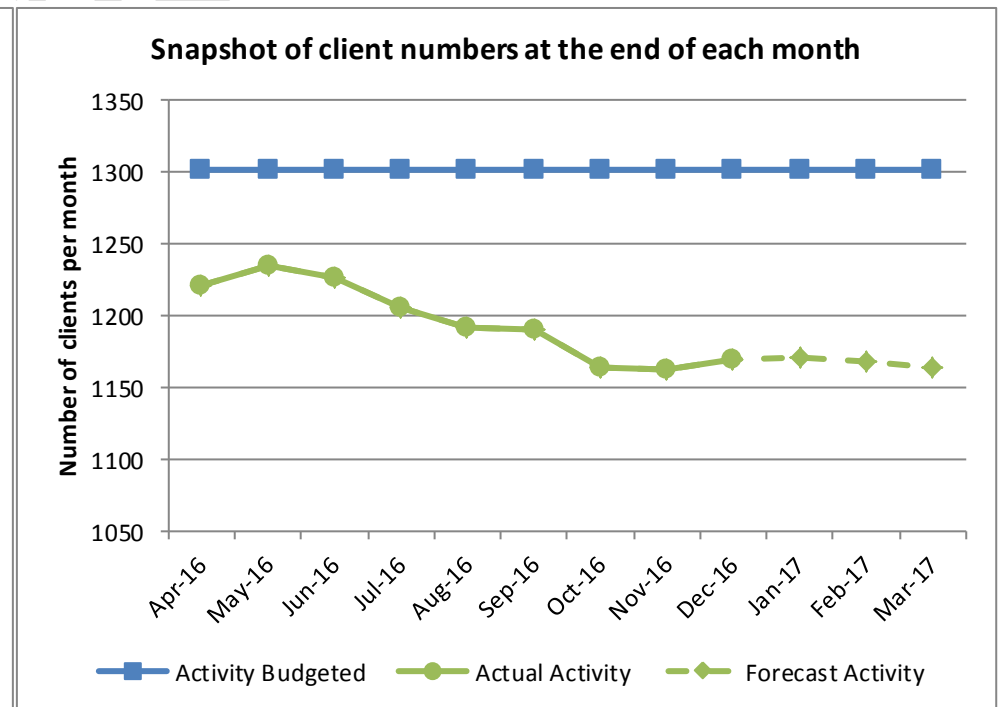
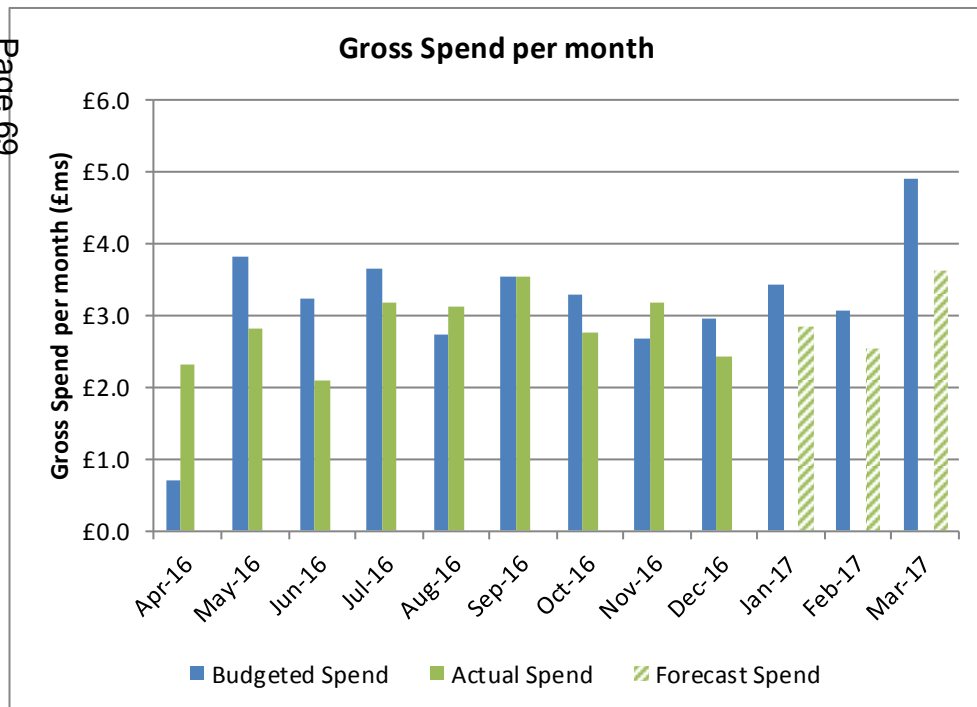
<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£37.9	-£14.6	£23.3	1,301
Forecast	£34.3	-£13.1	£21.2	1,164
Variance	-£3.6	£1.5	-£2.1	-137

<b>Position as at 31st Dec 2016</b>	Gross £m	Client Number as at 31/12/2016
Budget: Spend/Activity Year to Date	£26.6	1,301
Actual: Spend/Activity Year to Date	£25.4	1,169
Variance as at 31st Dec 2016	-£1.2	-132

**MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast underspend of -£3.6m is due to lower than anticipated demand (-£2.9m) and lower unit cost (-£0.1m), along with non-activity variance against health commissioned beds (-£0.6m) which have been decommissioned this year. There is currently a £1.5m shortfall in service user contributions, due to the lower demand (+£1.1m) and a lower average contribution per service user (+£0.4m) leading to a net forecast underspend of -£2.1m.

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**BACKGROUND PAPER – DECEMBER MONITORING REPORT**

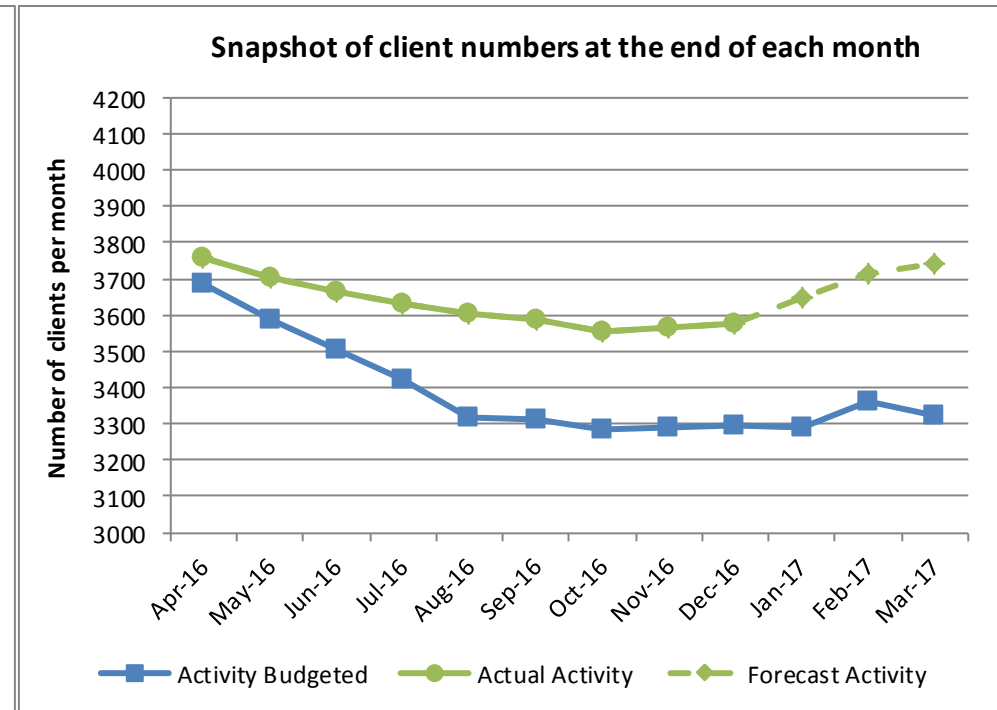
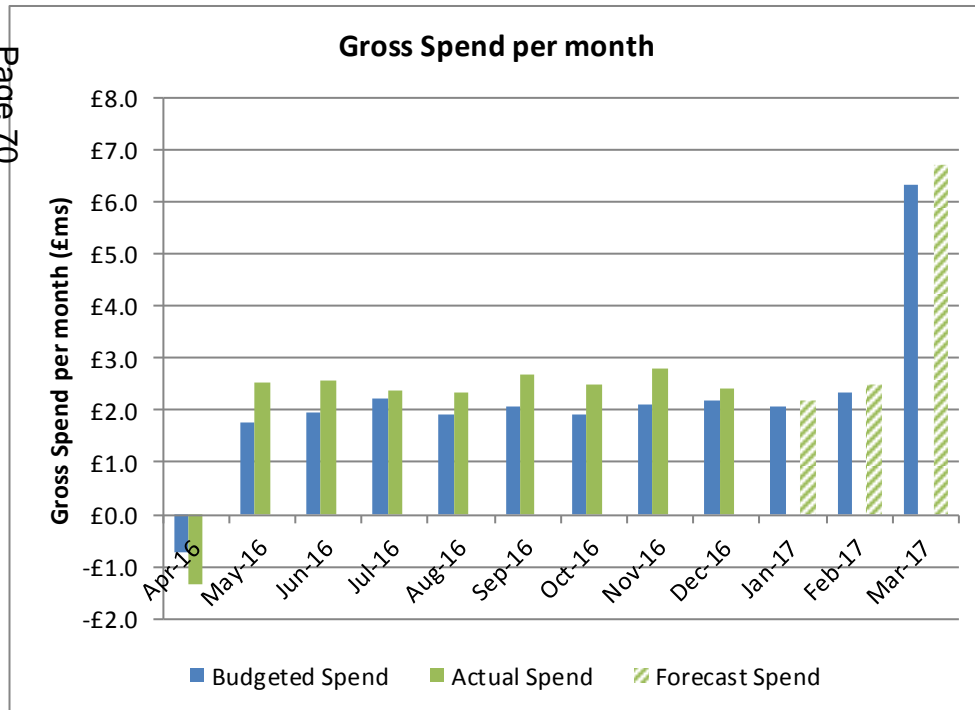
**Appendix 2.6: Domiciliary Care - Older People (aged 65+) - Commissioned service**

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£26.2	-£10.2	£16.0	3,321
Forecast	£30.3	-£10.2	£20.1	3,739
Variance	£4.1	-£0.0	£4.1	418

<b>Position as at 31st Dec 2016</b>	Gross £m	Client Number as at 31/12/2016
Budget: Spend/Activity Year to Date	£15.5	3,296
Actual: Spend/Activity Year to Date	£18.9	3,576
Variance as at 31st Dec 2016	£3.4	280

**MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast pressure of +£4.1m is due to higher than anticipated demand (+£2.7m) linked to both increased care packages and higher than budgeted client numbers along with a higher unit cost (+£0.3m). Additional extra care support has led to a pressure of +£1.2m, leading to a net forecast pressure of +£4.1m.



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**Appendix 2.7: Children in Care (Looked After) - Fostering - In house service**

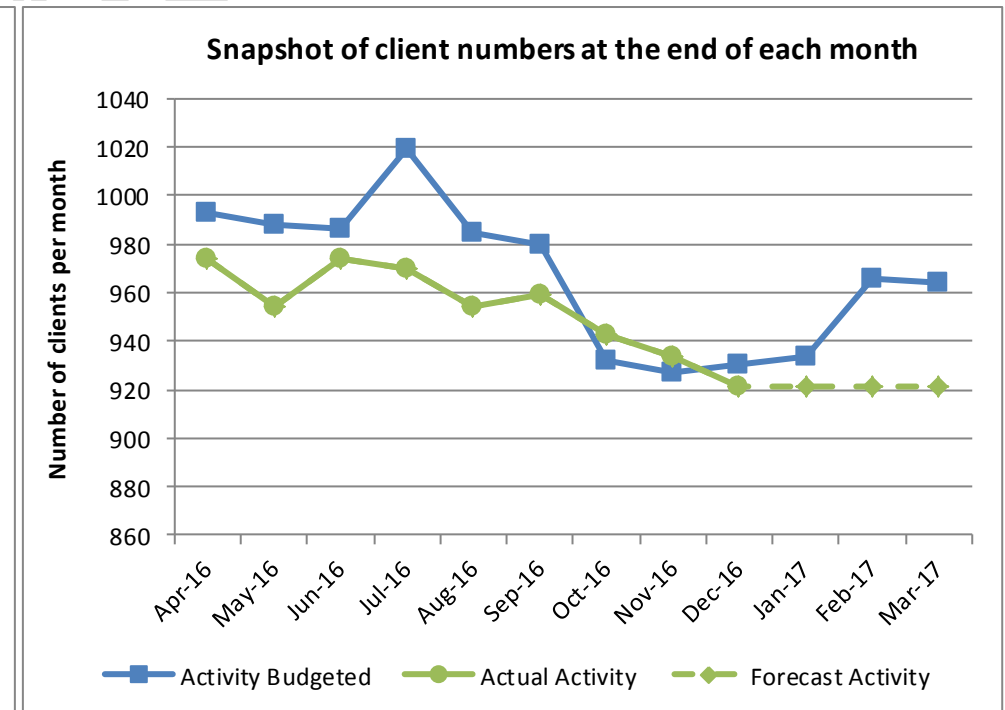
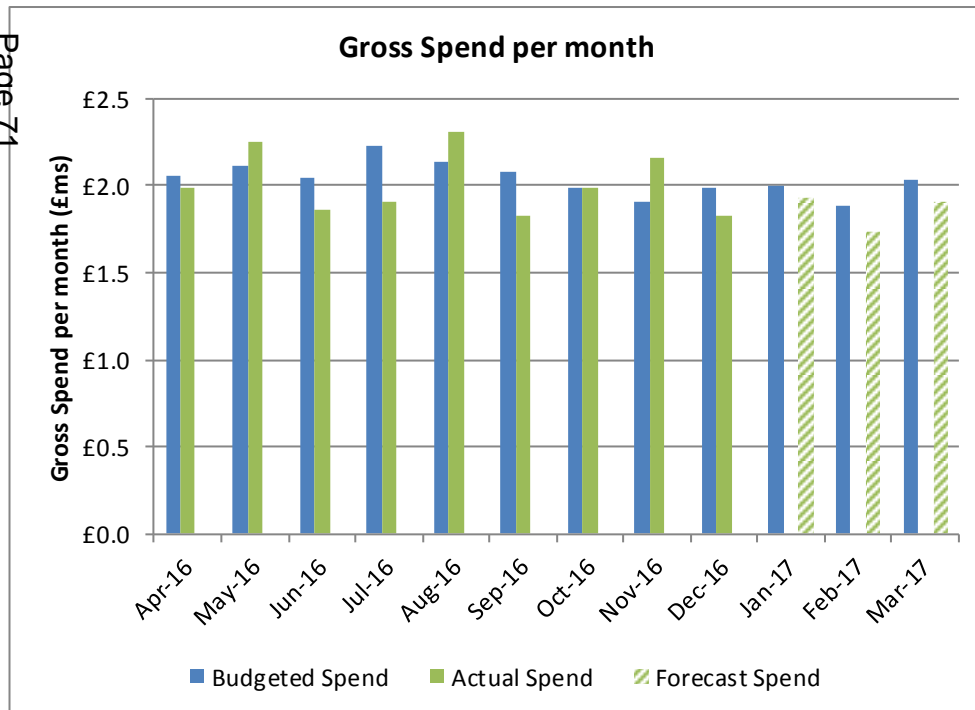
<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£24.4	-£0.5	£24.0	964
Forecast	£23.7	-£0.2	£23.5	921
Variance	-£0.8	£0.3	-£0.5	-43

<b>Position as at 31st Dec 2016</b>	Gross £m	Client Number as at 31/12/2016
Budget: Spend/Activity Year to Date	£18.5	930
Actual: Spend/Activity Year to Date	£18.1	921
Variance as at 31st Dec 2016	-£0.4	-9

**MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast underspend of -£0.8m is due to lower than anticipated demand (-£0.4m) a higher unit cost (+£0.4m), along with other variances of -£0.8m due to -£0.4m funding allocated for prices not committed, -£0.5m mainly due to current vacancy levels in County Fostering staffing, -£0.1m for lower than expected activity on Connected Persons fostering placements, net against a £0.2m overspend on other In-House Fostering related expenditure. Combined with the lower than expected income of +£0.3m due to fewer than anticipated fostering placements made for Unaccompanied Asylum Seeking Children (UASC), resulting in lower contributions from the UASC Service, leads to a net forecast underspend of -£0.5m.

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**Appendix 2.8: Children in Care (Looked After) - Fostering - Commissioned from Independent Fostering Agencies**

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£6.8	£0.0	£6.8	134
Forecast	£8.0	£0.0	£8.0	152
Variance	£1.3	£0.0	£1.3	18

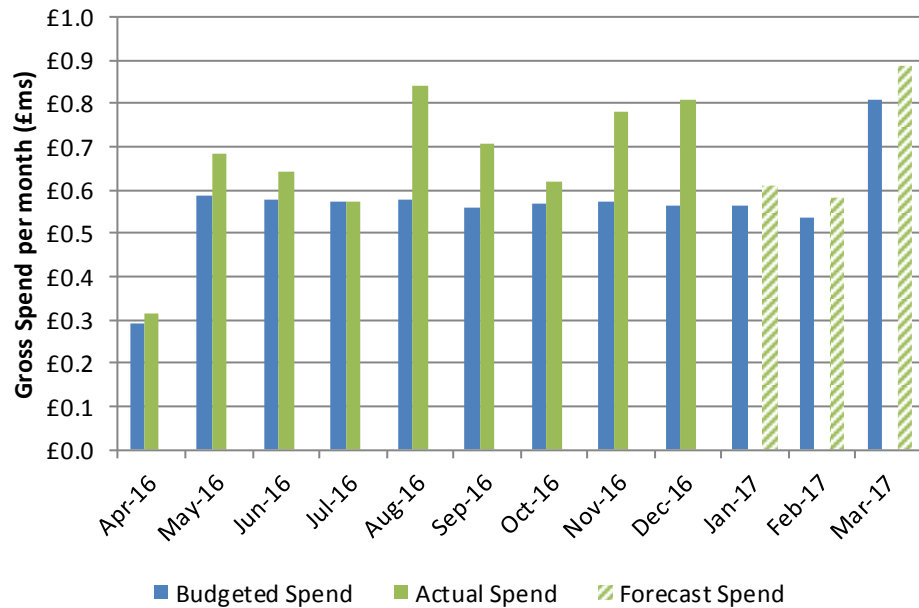
<b>Position as at 31st Dec 2016</b>	Gross £m	Client Number as at 31/12/2016
Budget: Spend/Activity Year to Date	£4.9	137
Actual: Spend/Activity Year to Date	£6.0	153
Variance as at 31st Dec 2016	£1.1	16

**MAIN REASONS FOR FORECAST VARIANCE:**

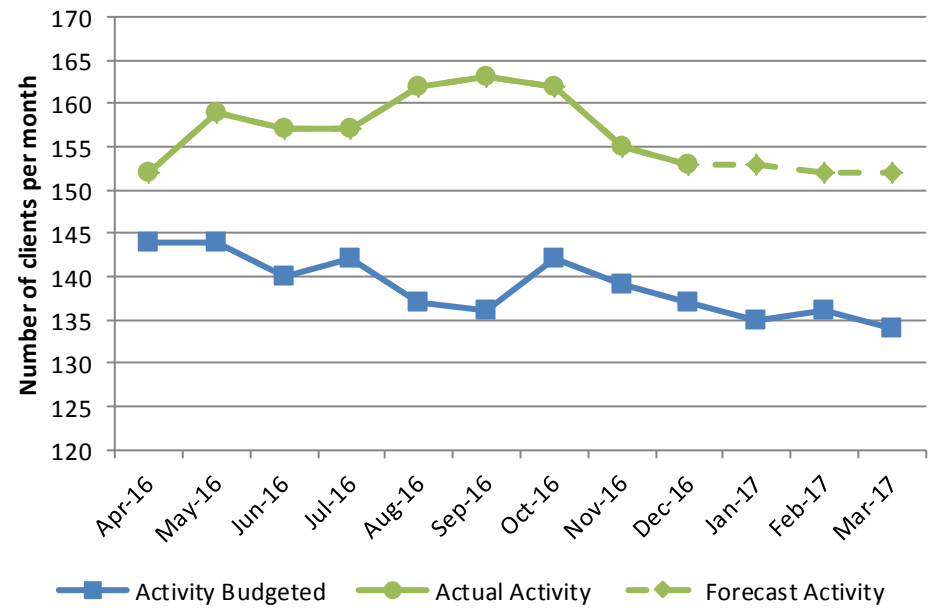
The gross forecast pressure of +£1.3m is due to higher than anticipated demand (+£1.0m) and higher unit cost (+£0.3m).

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**Gross Spend per month**



**Snapshot of client numbers at the end of each month**





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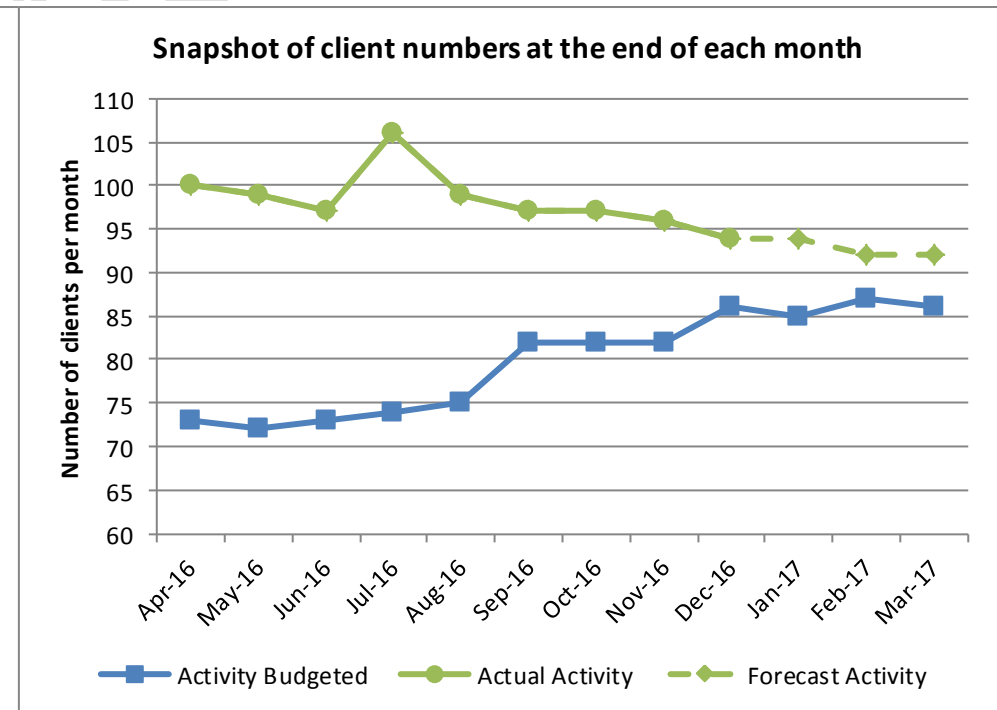
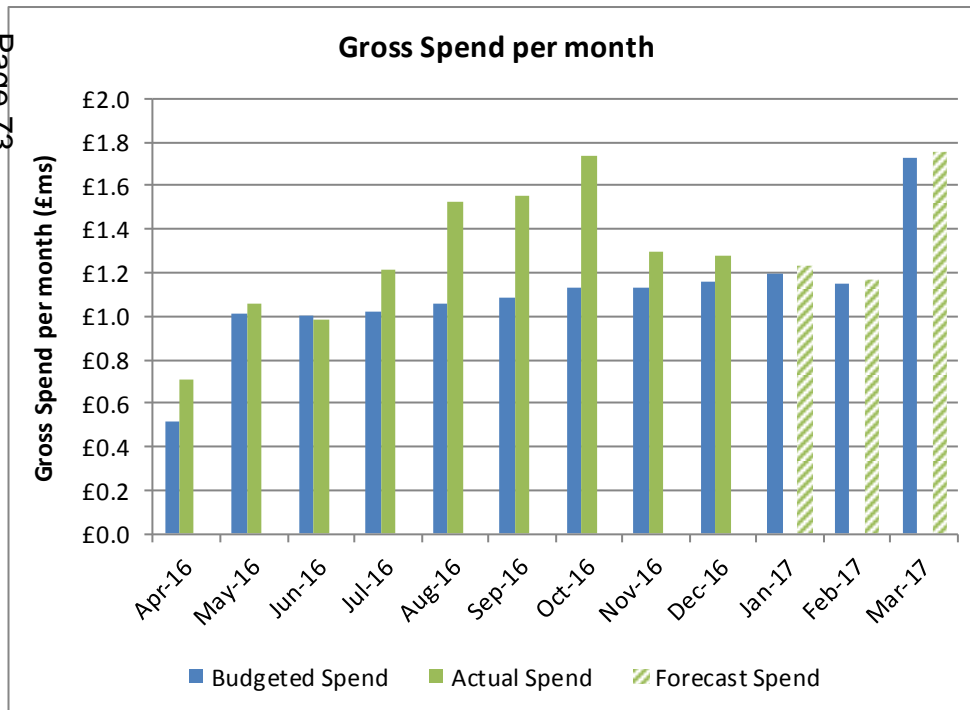
**Appendix 2.9: Children in Care (Looked After) - Residential Children's Services - Commissioned from Independent Sector**

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Client Number as at 31/03/2017
Budget	£13.2	-£2.3	£10.9	86
Forecast	£15.5	-£2.0	£13.5	92
Variance	£2.3	£0.3	£2.6	6

<b>Position as at 31st Dec 2016</b>	Gross £m	Client Number as at 31/12/2016
Budget: Spend/Activity Year to Date	£9.1	86
Actual: Spend/Activity Year to Date	£11.4	94
Variance as at 31st Dec 2016	£2.3	8

**MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast pressure of +£2.3m is due to higher than anticipated demand (+£2.0m) and higher unit cost (+£0.1m), along with an additional variance of +£0.2m predominately due to greater than anticipated placements in Secure Accommodation. This pressure is further increased by lower than expected income of +£0.3m primarily due to lower than anticipated service income for Children with a Disability, mainly relating to fewer contributions for care costs from Health & Education as a result of an increase in split payments of care at source, resulting in lower costs and recharge income. This leads to a net forecast pressure of +£2.6m.



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**Appendix 2.10: Assessment Services - Children's Social Care (CSC) staffing**

<b>2016-17 Forecast</b>	KCC £m	Agency £m	Gross £m
Budget	£48.5	£0.0	£48.5
Forecast	£36.6	£10.7	£47.4
Variance	-£11.8	£10.7	-£1.1

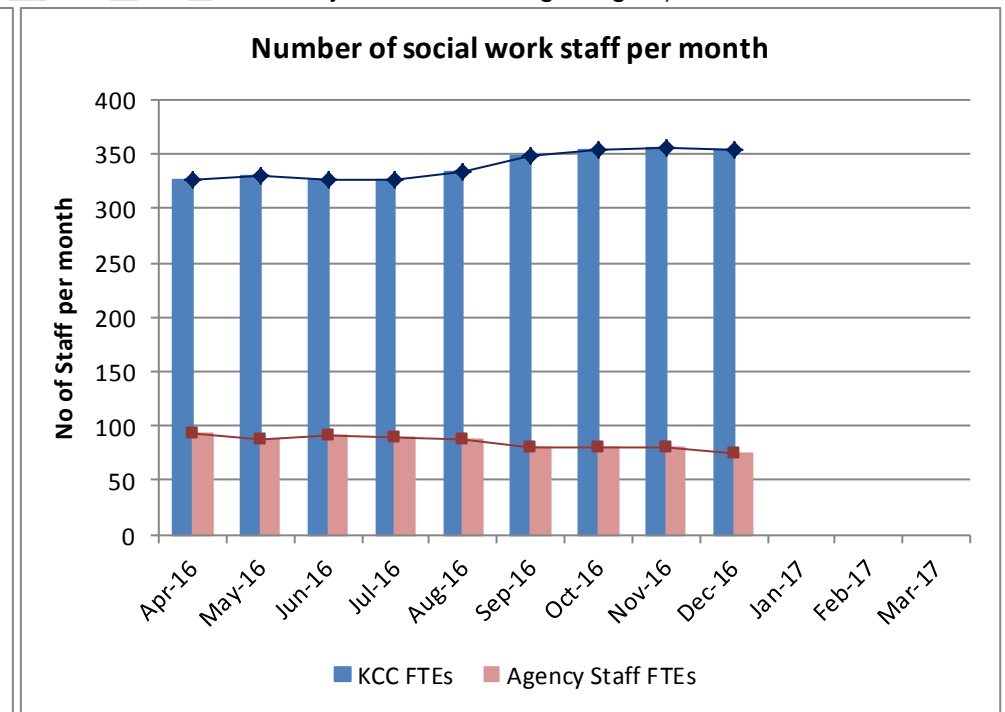
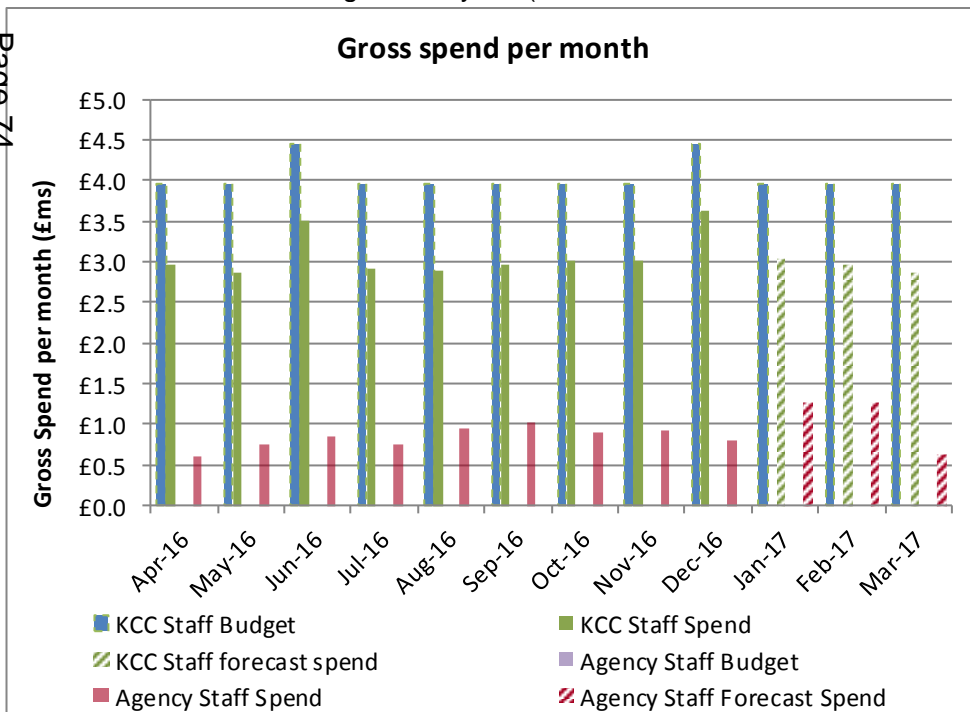
<b>as at 31/12/16</b>	KCC £m	Agency £m	Gross £m
YTD Budget	£36.6	£0.0	£36.6
YTD Spend	£27.8	£7.6	£35.3
YTD Variance	-£8.8	£7.6	-£1.3

<b>Staff numbers</b>	KCC FTEs	Agency Nos
as at 31/03/16	334.6	88.6
as at 31/12/16	353.9	75.4
YTD Movement	19.3	-13.2

**MAIN REASONS FOR FORECAST VARIANCE:**

This measure focusses on the level of social workers & senior practitioners rather than the overall staffing level within this budget. The budget assumes that CSC Staffing will be met using salaried workers, so every agency worker (who are more expensive than salaried staff) results in a pressure on this budget. This measure shows the extent of the vacancies within CSC that are currently covered by agency workers which contributes to the £1.3m net pressure reported against Children's Assessment staffing in Appendix 1. However, this pressure is offset in the table above by a reduction in the Asylum related gross staffing spend resulting from an expected decline in client numbers due to the dispersal programme, but this is matched by a corresponding reduction in income recharges to Asylum (which is not reflected within this indicator as this measure only includes staffing budgets).

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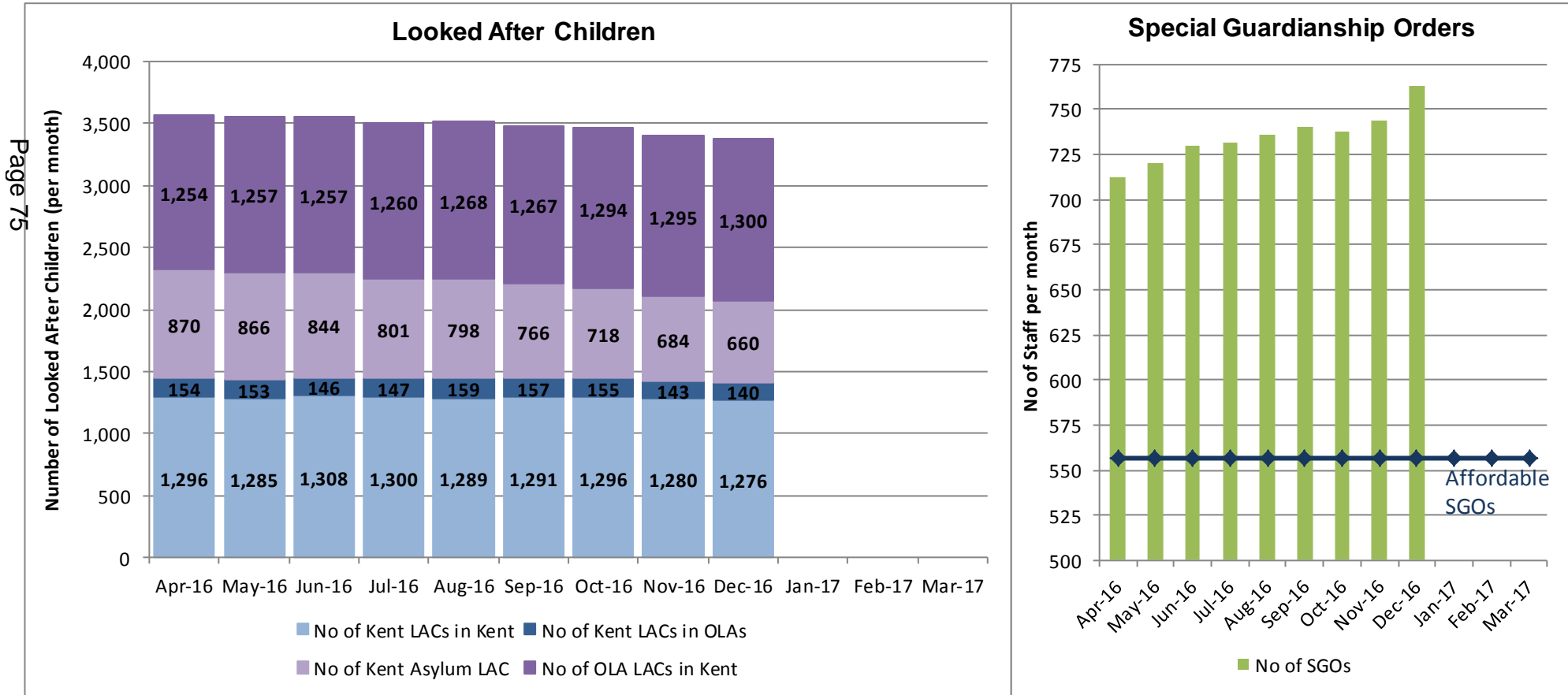


**Appendix 2.11: Number of Looked After Children and Number of Special Guardianship Orders (SGOs) with Costs**

The left-hand graph shows a snapshot of the number of children designated as looked after at the end of each month (including those currently missing), it is not the total number of looked after children during the period. It is important to note, the OLA LAC information has a confidence rating of 53% 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.

There is an overall forecast pressure on the Specialist Children's Services budget, with key parts of this relating to the LAC headings of Commissioned Residential Care and Commissioned Foster Care and non-LAC headings such as Social Care Staffing, Adoption & other permanent care arrangements (including Special Guardianship Orders (SGOs)), and Leaving Care.

The right hand graph shows the number of SGOs incurring costs, which are approved by the courts. These children are either former LAC or may have become LAC if an SGO was not granted.



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**Appendix 2.12: Transport Services - Concessionary fares**

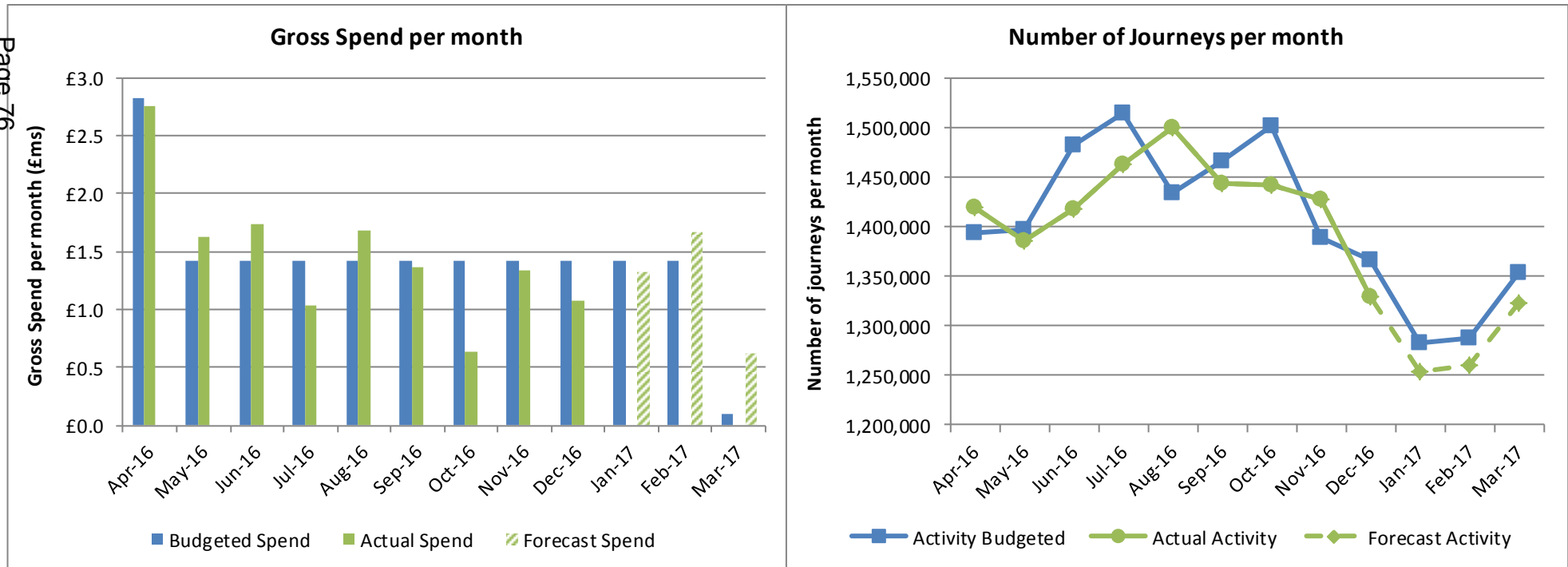
<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	No of journeys to 31/03/2017
Budget	£17.1	-£0.0	£17.1	16,867,404
Forecast	£16.9	-£0.1	£16.8	16,667,218
Variance	-£0.3	-£0.0	-£0.3	-200,186

<b>Position as at 31st Dec 2016</b>	Gross £m	No of journeys to 31/12/2016
Budget: Spend/Activity Year to Date	£14.2	12,943,905
Actual: Spend/Activity Year to Date	£13.3	12,829,420
Variance as at 31st Dec 2016	-£0.9	-114,485

**MAIN REASONS FOR FORECAST VARIANCE:**

The forecast underspend of -£0.3m is due to lower than anticipated demand (-£0.2m), along with other minor variances (-£0.1m). The forecast is based on actual activity for April to November, with estimates for the remaining months; the unit has received draft actuals for December (included within graph below). Estimates for the remaining months will continue to be reviewed over the course of the year.

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**BACKGROUND PAPER – DECEMBER MONITORING REPORT**

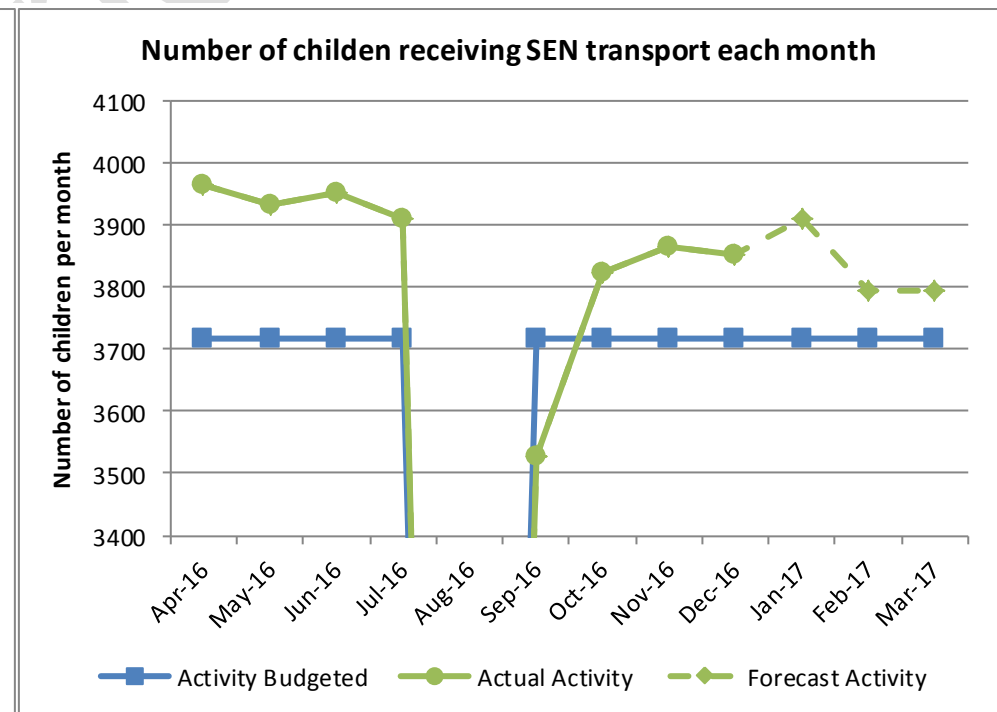
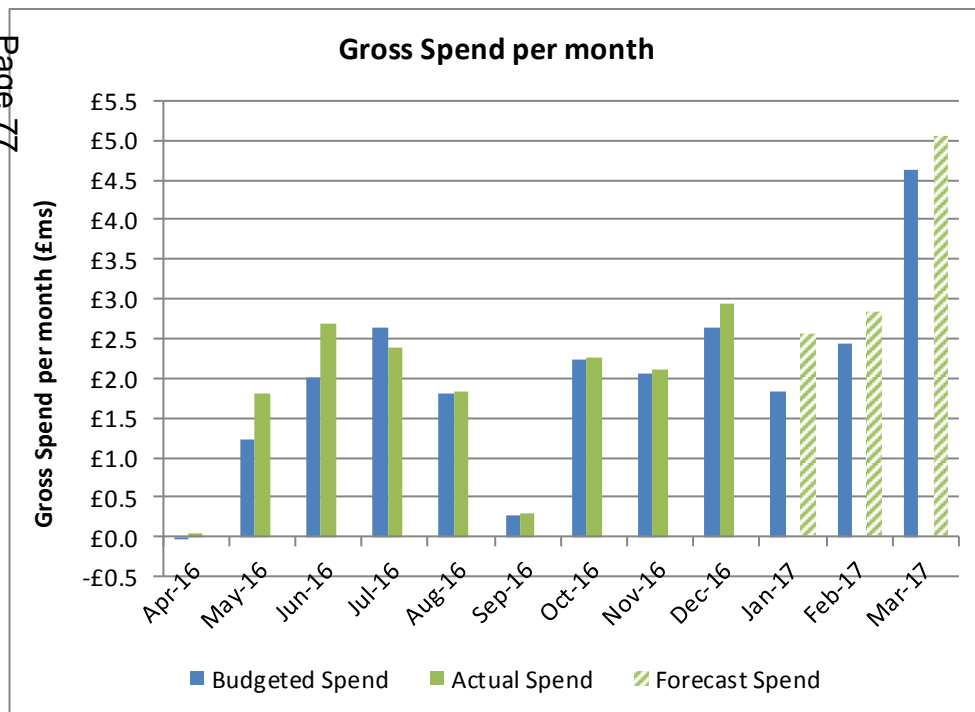
**Appendix 2.13: Transport Services - Home to School / College Transport (Special Education Needs)**

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	No of pupils as at 31/03/2017
Budget	£23.8	-£0.8	£23.0	3,717
Forecast	£26.8	-£1.0	£25.8	3,795
Variance	£3.0	-£0.2	£2.8	78

<b>Position as at 31st Dec 2016</b>	Gross £m	No of pupils as at 31/12/2016
Budget: Spend/Activity Year to Date	£14.9	3,717
Actual: Spend/Activity Year to Date	£16.4	3,852
Variance as at 31st Dec 2016	£1.5	135

**MAIN REASONS FOR FORECAST VARIANCE:**

Within SEN Home to School Transport the gross forecast pressure of +£3.0m is due to higher than anticipated demand (+£0.7m) and higher unit cost (+£2.1m). There are additional pressures of +£0.6m on SEN Home to College Transport, which are offset by an underspend on Personal Transport budgets and Independent Travel of -£0.2m and -£0.1m cessation of payment to PRUs and -£0.1m other minor variances.



**BACKGROUND PAPER – DECEMBER MONITORING REPORT**

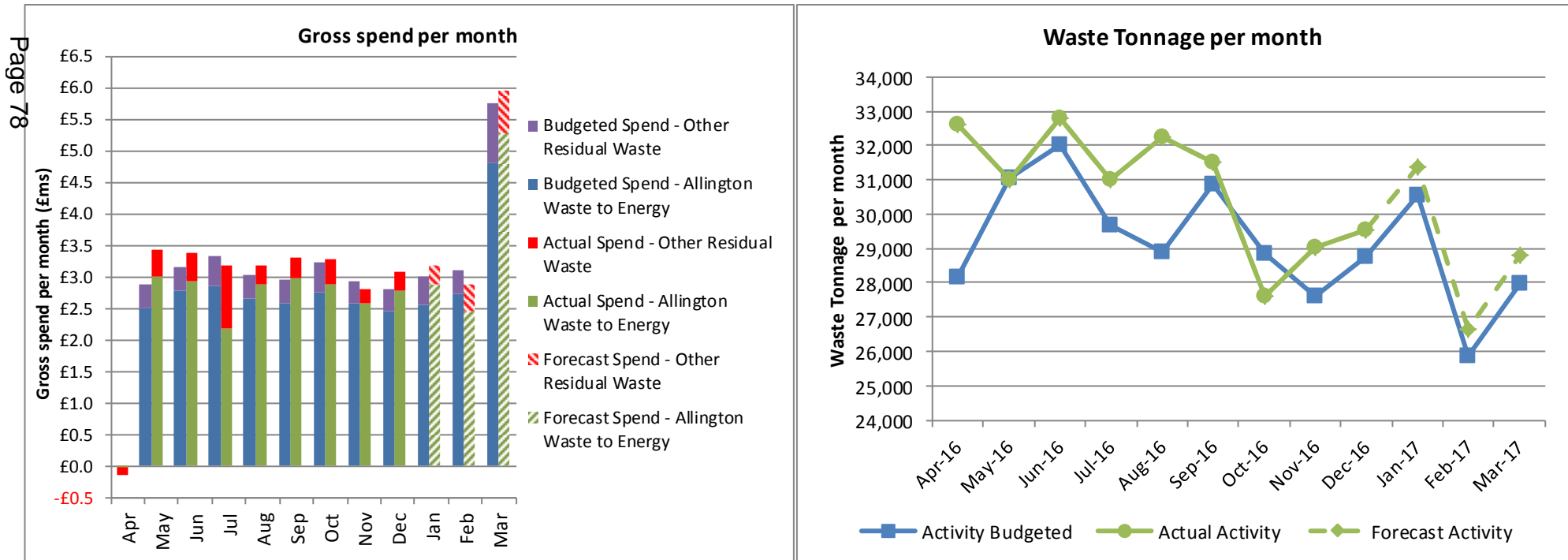
**Appendix 2.14: Treatment and disposal of residual waste**

<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Waste Tonnage to 31/03/2017
Budget	£36.2	£0.0	£36.2	350,200
Forecast	£37.6	-£0.4	£37.2	364,100
Variance	£1.4	-£0.4	£1.0	13,900

<b>Position as at 31st Dec 2016</b>	Gross £m	Waste Tonnage to 30/11/2016
Budget: Spend/Activity Year to Date	£24.3	265,822
Actual: Spend/Activity Year to Date	£25.5	277,289
Variance as at 31st Dec 2016	£1.2	11,467

**MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast pressure of +£1.4m is due to higher than anticipated demand (+£1.4m), although some of this relates to trade waste, the cost of which is covered through income, a lower unit cost (-£0.1m), and other minor variances (+£0.1m). This is offset by higher than expected income (-£0.4m), from trade waste tonnes, leading to a net pressure of +£1.0m. The forecast is based on actual activity for April to November, with estimates for the remaining months; the division has recently received figures for December (included within graph below).



**BACKGROUND PAPER – DECEMBER MONITORING REPORT**

**Appendix 2.15: Waste Processing**

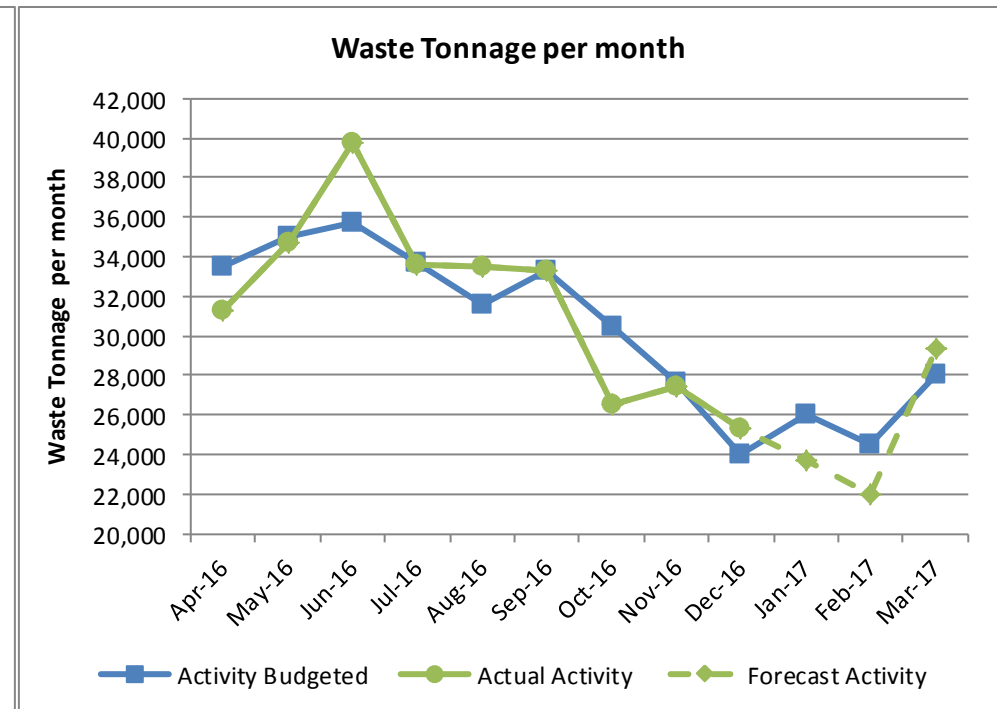
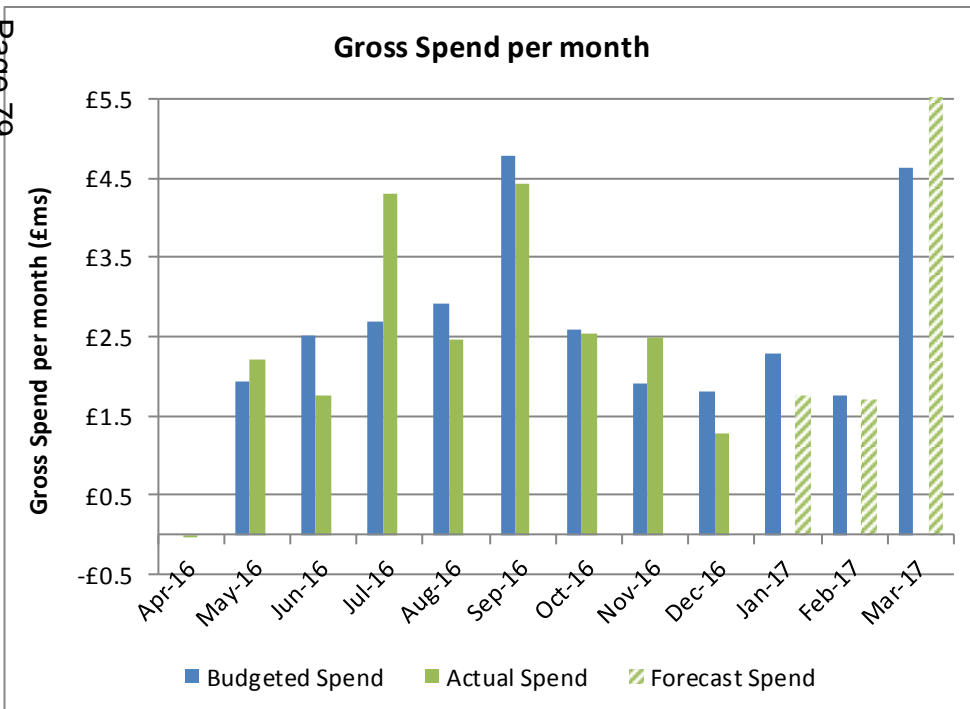
<b>2016-17 Total Forecast</b>	Gross £m	Income £m	Net £m	Waste Tonnage to 31/03/2017
Budget	£29.8	-£1.4	£28.4	363,500
Forecast	£30.6	-£1.6	£29.1	360,501
Variance	£0.8	-£0.2	£0.7	-2,999

<b>Position as at 31st Dec 2016</b>	Gross £m	Waste Tonnage to 31/12/2016
Budget: Spend/Activity Year to Date	£21.1	284,958
Actual: Spend/Activity Year to Date	£21.4	285,501
Variance as at 31st Dec 2016	£0.3	543

**MAIN REASONS FOR FORECAST VARIANCE:**

The gross forecast pressure of +£0.8m is due higher than anticipated demand (+£0.2m) primarily for composting; the re-procurement of the dry recyclables contract (+£0.3m); increased tipping away payments (+£0.4m) as well as a new cost of re-providing a temporary transfer station while Church Marshes is closed for re-development (+£0.2m); other minor variances (-£0.3m) make up the balance. Additional Income (-£0.2m) primarily from paper and card, reduces this to a net forecast pressure of +£0.7m. The forecast is based on actual activity to November, with estimates for the remaining months; the division has recently received figures for December (included within the graph below). Variations in tonnes may not lead to an increased financial forecast as not all changes in waste types attract an additional cost.

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**Appendix 2.16: All Staffing Budgets (excluding schools)**

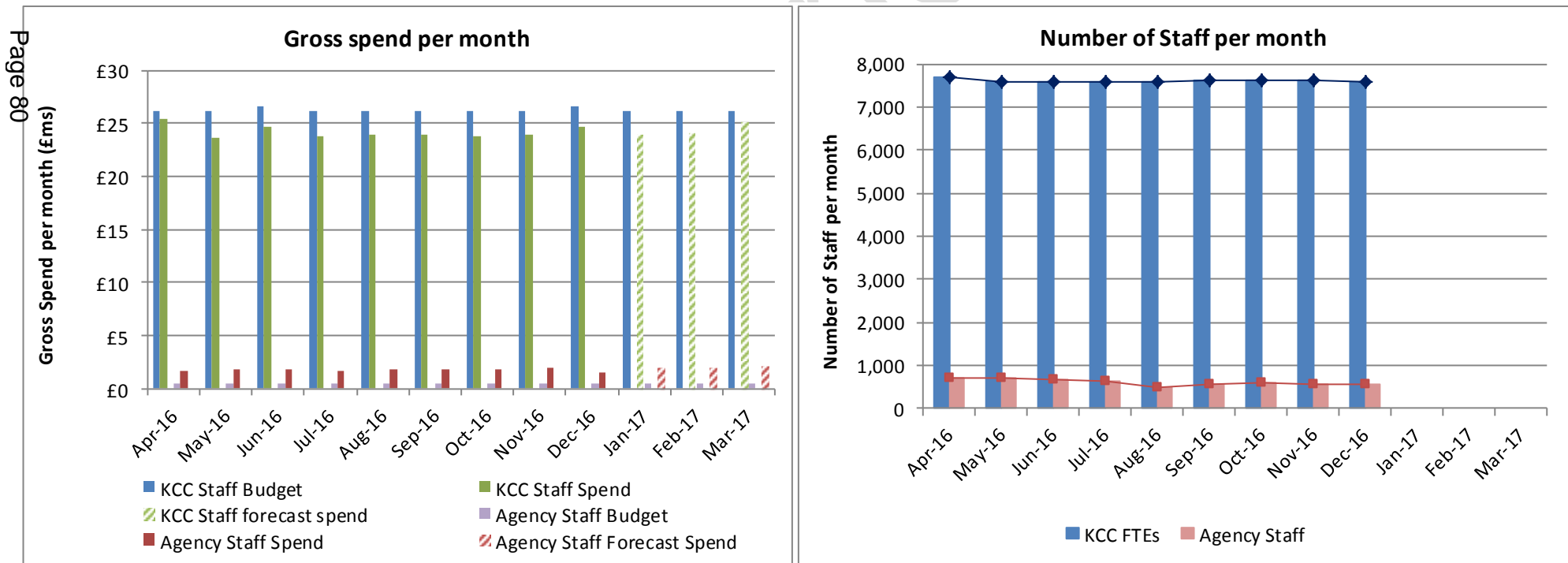
<b>2016-17 Forecast</b>	KCC £m	Agency £m	Gross £m
Budget	£314.1	£5.9	£320.0
Forecast	£291.2	£22.6	£313.8
Variance	-£22.9	£16.7	-£6.2

<b>as at 31 Dec 2016</b>	KCC £m	Agency £m	Gross £m
YTD Budget	£235.8	£4.4	£240.2
YTD Spend	£217.6	£16.1	£233.7
YTD Variance	-£18.2	£11.7	-£6.6

<b>Staff numbers</b>	KCC FTEs	Agency Nos
as at 31 Mar 2016	7,719.59	671
as at 31 Dec 2016	7,585.65	555
YTD Movement	-133.94	-116

**MAIN REASONS FOR FORECAST VARIANCE:**

There is a significant underspend against KCC staff budgets but this is largely offset by an overspend on agency staff. Vacancies are being held pending the outcome of restructuring and the uncertainty around future budget cuts, which is contributing to the overall underspend against the combined KCC & Agency staff budgets. The staffing numbers provided are a snapshot position at the end of the month.





**Unaccompanied Asylum Seeking Children (UASC)**

**1. Forecast position compared to budget by age category**

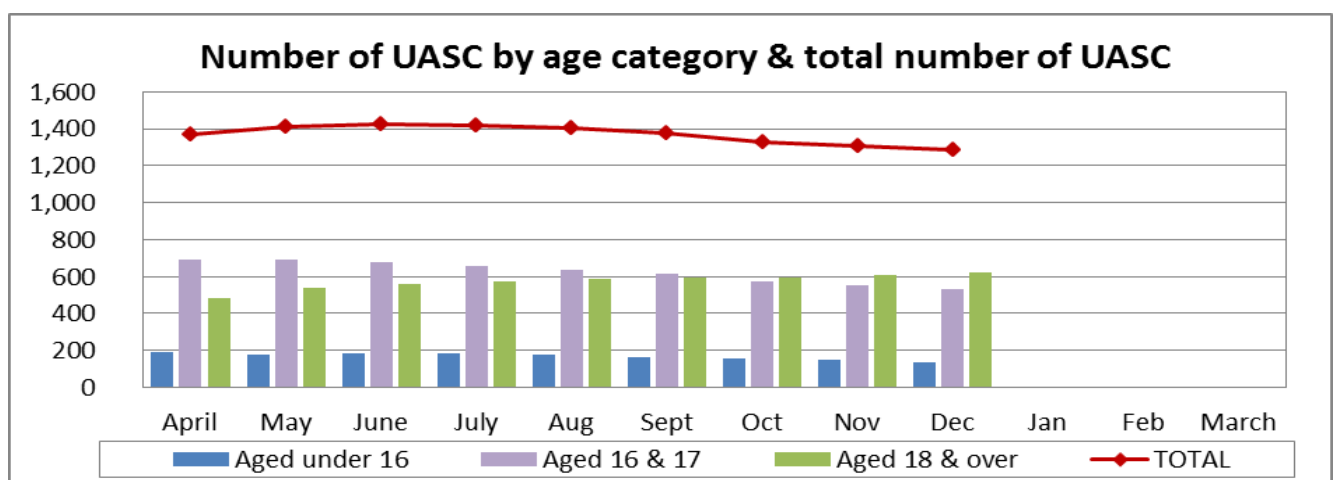
The current position is a forecast overspend of £1.9m as detailed below:

	Cash Limit			Forecast Variance		
	Gross £m	Income £m	Net £m	Gross £m	Income £m	Net £m
Aged under 16	13.1	-13.1	0.0	-5.9	5.3	-0.7
Aged 16 & 17	25.0	-25.0	0.0	-5.0	6.0	1.0
Aged 18 & over (care leavers)	8.4	-7.9	0.6	-1.5	3.0	1.5
	<b>46.5</b>	<b>-46.0</b>	<b>0.6</b>	<b>-12.4</b>	<b>14.3</b>	<b>1.9</b>

The following tables exclude individuals being reunited with family under the Dublin III regulation who are awaiting pick up by relatives and are not Asylum seekers (so are not eligible under grant rules), but we are recharging for the time they use the Authority's services, so the authority should not face net costs.

**2. Number of UASC & Care Leavers by age category**

	Aged under 16	Aged 16 & 17	Aged 18 & over	<b>TOTAL</b>
April	191	689	486	<b>1,366</b>
May	181	691	539	<b>1,411</b>
June	182	679	561	<b>1,422</b>
July	182	660	577	<b>1,419</b>
Aug	176	638	590	<b>1,404</b>
Sept	167	613	594	<b>1,374</b>
Oct	157	577	595	<b>1,329</b>
Nov	149	555	606	<b>1,310</b>
Dec	134	532	623	<b>1,289</b>
Jan				
Feb				
March				



The number of Asylum LAC shown in Appendix 2.11 is different to the total number of under 18 UASC clients shown within this indicator, due to UASC under 18 clients including both Looked After Children and 16 and 17 year old Care Leavers.

**BACKGROUND PAPER – DECEMBER MONITORING REPORT**

**3. Number of Eligible & Ineligible Clients incl All Rights of appeal Exhausted (ARE) clients at the end of each month**

	Eligible Clients	of which AREs	Ineligible Clients	of which AREs	Total Clients	Total AREs
April	1,158	7	208	56	1,366	63
May	1,171	7	240	51	1,411	58
June	1,181	12	241	45	1,422	57
July	1,187	12	232	47	1,419	59
Aug	1,156	19	248	42	1,404	61
Sept	1,134	19	240	40	1,374	59
Oct	1,083	16	246	38	1,329	54
Nov	1,067	15	243	36	1,310	51
Dec	1,046	14	243	32	1,289	46
Jan					0	0
Feb					0	0
March					0	0

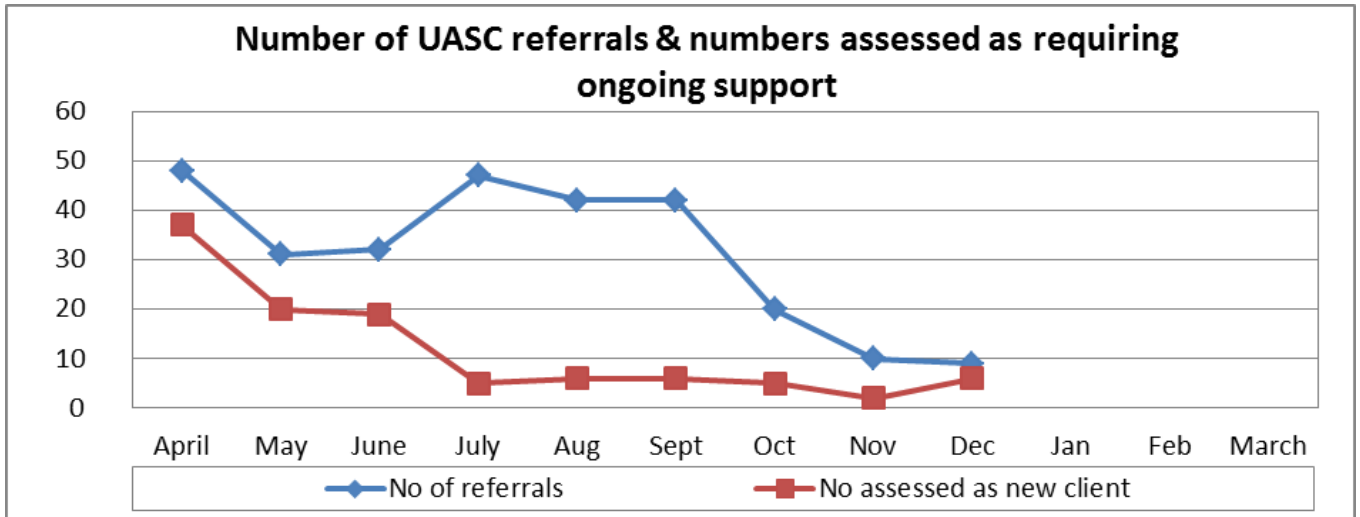
Eligible Clients are those who do meet the Home Office grant rules criteria. Appeal Rights Exhausted (ARE) clients are eligible for the first 13 weeks providing a human rights assessment is completed.

Ineligible clients are those who do not meet the Home Office grant rules criteria. For young people (under 18), this includes accompanied minors and long term absences (e.g. hospital or prison). For care leavers, there is an additional level of eligibility as the young person must have leave to remain or “continued in time” appeal applications to be classed as an eligible client.

**4. Numbers of UASC referrals, assessed as requiring ongoing support**

	No of referrals	No assessed as new client	%
April	48	37	77%
May	31	20	65%
June	32	19	59%
July	47	5	11%
Aug	42	6	14%
Sept	42	6	14%
Oct	20	5	25%
Nov	10	2	20%
Dec	9	6	67%
Jan			
Feb			
March			
<b>TOTAL</b>	<b>281</b>	<b>106</b>	<b>38%</b>

**BACKGROUND PAPER – DECEMBER MONITORING REPORT**



**5. Total number of dispersals – new referrals & existing UASC**

	Arrivals who have been dispersed post new Government Dispersal Scheme (w.e.f 01 July 16)	Former Kent UASC who have been dispersed (entry prior to 01 July 16)	TOTAL
April		12	12
May		4	4
June		10	10
July	14	11	25
Aug	33		33
Sept	33	9	42
Oct	33		33
Nov	17	2	19
Dec	7		7
Jan			0
Feb			0
March			0
<b>TOTAL</b>	<b>137</b>	<b>48</b>	<b>185</b>

The 137 new arrivals that have been dispersed since July are included within the referrals in table 5. The dispersal process has been slower than expected and has resulted in Kent becoming involved in some of the work or assessment for these clients prior to their dispersal and are therefore counting as a referral. It is expected that we will get to the point where clients are dispersed more quickly and therefore will not be included in the referral numbers.

**2016-17 December Monitoring of Prudential Indicators**

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

Actuals 2015-16	£249.121m
Original estimate 2016-17	£299.658m
Revised estimate 2016-17	£281.318m

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

	2015-16	2016-17	2016-17	2017-18	2018-19
	Actual	Original	Forecast	Forecast	Forecast
		Estimate	as at	as at	as at
	£m	£m	31-12-16	31-12-16	31-12-16
			£m	£m	£m
Capital Financing requirement	1,348.259	1,335.724	1,362.492	1,325.104	1,275.707
Annual increase/reduction in underlying need to	-34.597	-17.266	14.233	-37.388	-49.397

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 2015-16	13.90%
Original estimate 2016-17	13.71%
Revised estimate 2016-17	13.72%

**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 2016-17.

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

	Prudential	Position as
	Indicator	at
		31-12-16
	£m	£m
Borrowing	975	948
Other Long Term Liabilities	248	248
	<u>1,223</u>	<u>1,196</u>

## BACKGROUND PAPER – DECEMBER MONITORING REPORT

- 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 31-12-16
	£m	£m
Borrowing	1,015	985
Other Long Term Liabilities	<u>248</u>	<u>248</u>
	1,263	1,233

### 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 2016-17 are:

	Authorised limit for debt relating to KCC assets and activities	Position as at 31-12-16	Authorised limit for total debt managed by KCC	Position as at 31-12-16
	£m	£m	£m	£m
Borrowing	1,015	948	1,055	985
Other long term liabilities	<u>248</u>	<u>248</u>	<u>248</u>	<u>248</u>
	1,263	1,196	1,303	1,233

### 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 2016-17

Fixed interest rate exposure	100%
Variable rate exposure	40%

These limits have been complied with in 2016-17

**8. Upper limits for maturity structure of borrowings**

	Upper limit	Lower limit	Position as at 31-12-16
	%	%	%
Under 12 months	10	0	3.92
12 months and within 24 months	10	0	4.73
24 months and within 5 years	15	0	6.22
5 years and within 10 years	15	0	9.85
10 years and within 20 years	20	5	8.68
20 years and within 30 years	20	5	18.18
30 years and within 40 years	25	10	17.82
40 years and within 50 years	30	10	18.85
50 years and within 60 years	30	10	11.73

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

Indicator	£230m
Actual	£178.3m

From: Paul Carter – Leader and Cabinet Member for Business Strategy, Audit and Transformation  
 David Cockburn – Corporate Director, Strategic and Corporate Services

To: Cabinet – 27 March 2017

Decision No: N/a

Subject: **Quarterly Performance Report, Quarter 3, 2016/17**

Classification: Unrestricted

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

**Recommendation(s):**

Cabinet is asked to NOTE the Quarter 3 Performance Report.

**1. Introduction**

- 1.1. The KCC Quarterly Performance Report for Quarter 3, 2016/17 is attached at Appendix 1.
- 1.2. The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council.
- 1.3. The QPR includes 39 Key Performance Indicators (KPIs) where results are assessed against Targets set out in Directorate Business Plans at the start of the year.

**2. Quarter 3 Performance**

- 2.1. Results against Target for KPIs are assessed using a Red/Amber/Green (RAG) status.
- 2.2. Of the 39 Key Performance Indicators included in the report, the latest RAG status are as follows:
  - 21 are rated Green - target achieved or exceeded,
  - 16 are rated Amber - below target but above floor standard
  - 2 are rated Red – below floor standard
- 2.3. Net Direction of Travel was positive with 20 indicators improving, 9 with no change and 10 showing a fall in performance.

### 3. Recommendation(s)

**Recommendation(s):**

**Cabinet** is asked to NOTE the Quarter 3 Performance Report.

### 4. Contact details

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Strategic Business Development and Intelligence,  
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[Richard.Fitzgerald@kent.gov.uk](mailto:Richard.Fitzgerald@kent.gov.uk)

Vincent Godfrey,  
Director of Strategic Business Development & Intelligence,  
Telephone: 03000 421995  
[Vincent.Godfrey@kent.gov.uk](mailto:Vincent.Godfrey@kent.gov.uk)



**Kent County Council**

**Quarterly Performance Report**

**Quarter 3**

**2016/17**

Produced by: KCC Strategic Business Development and Intelligence  
E-mail: [performance@kent.gov.uk](mailto:performance@kent.gov.uk)  
Phone: 03000 416091





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## Key to KPI Ratings used

This report includes 39 Key Performance Indicators (KPIs), where progress is assessed against Targets which are set at the start of the financial year through the Council's Directorate Business Plans. Progress against Target is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of Direction of Travel (DoT) through use of arrows.

<b>GREEN</b>	Target has been achieved or exceeded
<b>AMBER</b>	Performance at acceptable level, below Target but above Floor
<b>RED</b>	Performance is below a pre-defined Floor Standard *
↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same
N/A	Not available

\* Floor Standards represent the minimum level of acceptable performance.

## Key to Activity Indicator Graphs

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

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

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

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

## 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 current in-year results may therefore be subject to later revision.

## Executive Summary

A majority of indicators were Green, on or ahead of target and Net Direction of Travel was positive with more indicators showing improvement than showing decline.

	G	A	R	↑	↔	↓
Customer Services	2	1		1	1	1
Economic Development & Communities	1	1		2		
Environment and Transport	5	2		3		4
Education and Young People	5	5		6	3	1
Specialist Children's Services	4	3		3	4	
Adult Social Care	3	2	1	4		2
Public Health	1	2	1	1	1	2
<b>TOTAL</b>	<b>21</b>	<b>16</b>	<b>2</b>	<b>20</b>	<b>9</b>	<b>10</b>

**Customer services** - Good performance was maintained for call answering and caller satisfaction, with call volumes continuing to decrease. Complaints responded to in timescale was just below target.

**Economic Development & Communities** – Jobs secured from the Regional Growth Fund continues to increase, close to target. Properties returned to use through No Use Empty remains above target. Library usage levels are relatively stable. Economic indicators remain positive.

**Environment and Transport** - Pothole repairs on time were above target, and timeliness for routine repairs improved to just below target. Recycling of waste and diversion from landfill were ahead of target. Greenhouse gas emissions reduced, although behind target.

**Education and Young People** – Continued improvement for Ofsted inspection results for schools and Early Years settings. The new measure for Young people who are NEET is slightly off target. Outcomes achieved for Early Help cases and step down from specialist children's services both improved but are behind target, while pupil exclusions and new entrants to the youth justice system both achieved target.

**Specialist Children Services** – Permanent staff social workers remained stable, slightly below target. Case file audits good or outstanding was ahead of target. Children returning to child protection plan reduced and was close to target range. For children in care, adoption timeliness, stability of placement and use of in house fostering were all above target. A new indicator for care leavers has been added to the report.

**Adult Social Care** – Contacts resolved at first point of contact increased ahead of target. Clients referred to enablement showed further decline and was significantly off target. Clients still independent after enablement however remained above target. Clients with Telecare continue and admissions to residential and nursing care both improved but are behind target. Delayed discharges from hospital where KCC is responsible improved and met target.

**Public health** - Health Check completions showed further improvement and was close to target. Access to GUM services remained ahead of target. Health visiting fell further and was significantly off target. Successful drug and alcohol treatment was slightly down, but close to target.

Customer Services	
<b>Cabinet Member</b>	Susan Carey
<b>Corporate Director</b>	Amanda Beer

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>2</b>	<b>1</b>		<b>1</b>	<b>1</b>	<b>1</b>

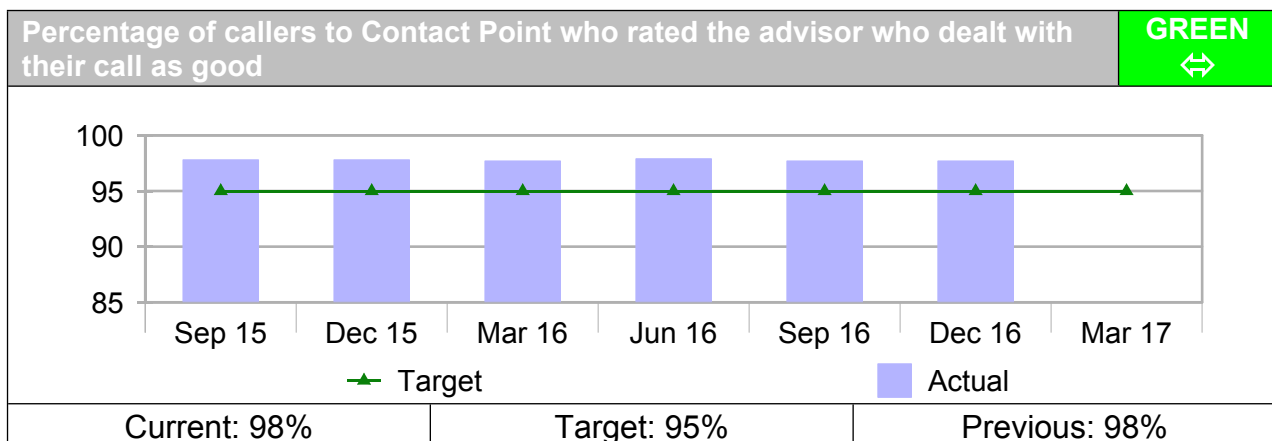
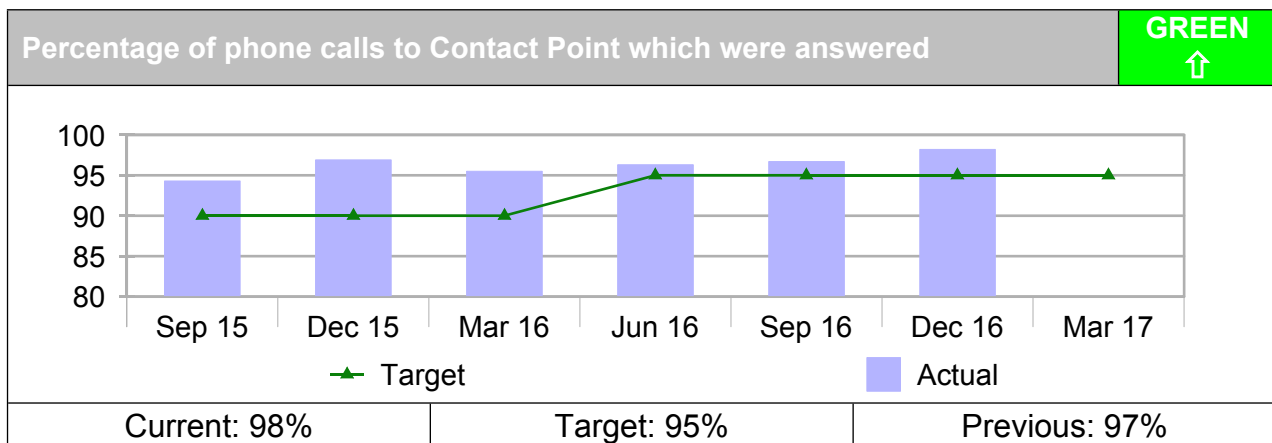
Customer contact through Contact Point and digital channels is provided by our strategic partnership with Agilisys. Performance for the percentage of calls answered by Contact Point (KCC's call centre) remained above target during the quarter.

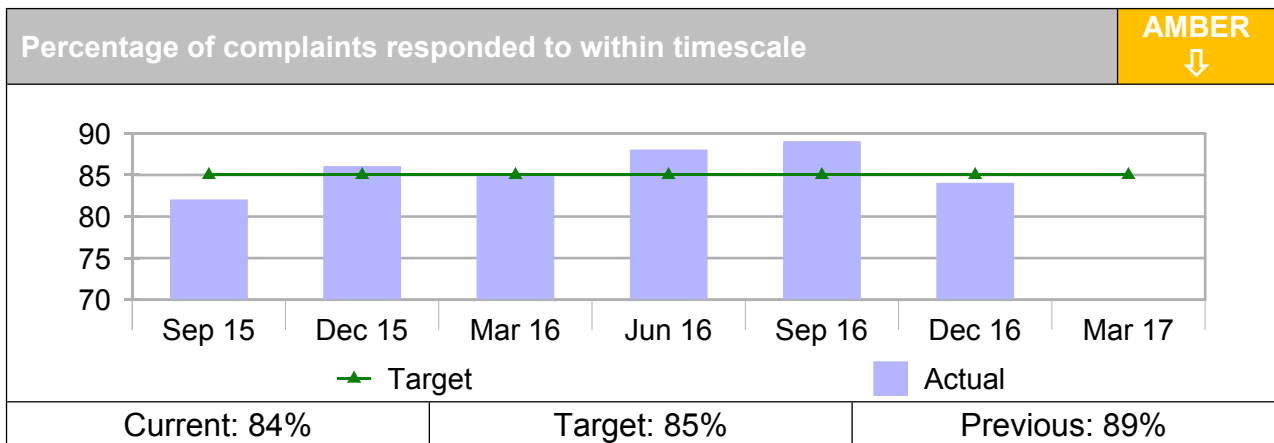
Call volumes handled by Contact Point were 18.4% lower than last quarter, and were below expectations for the time of year, being 14.2% lower than the same period last year. Overall call volumes handled in the last 12 months were 10.9% lower than the previous year. Average call time decreased by 5 seconds to 3 minutes 31 seconds.

Complaints responded to in timescale missed target by 1%, with 698 of the 833 answered in timescales across the whole of KCC. The increase in complaints compared to the same quarter last year is due to more rigorous reporting and the inclusion of new areas that previously did not submit returns.

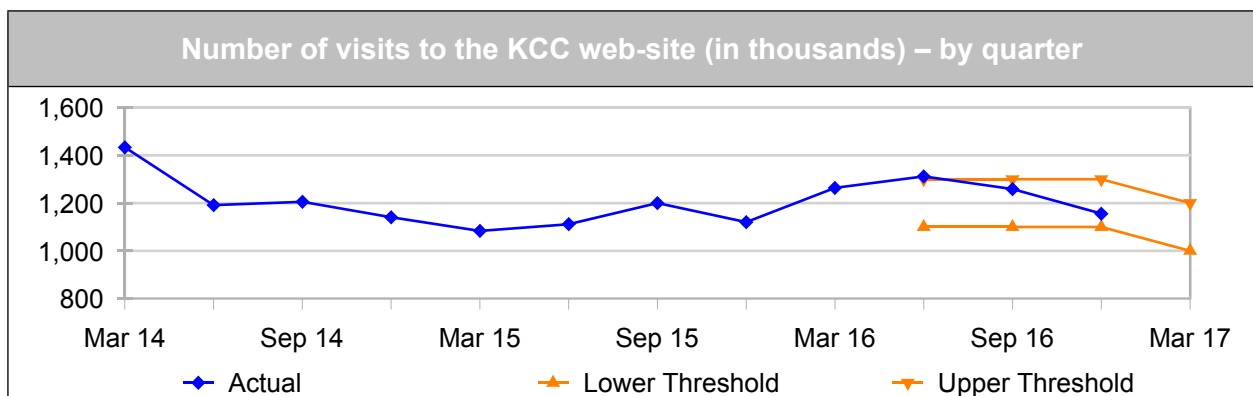
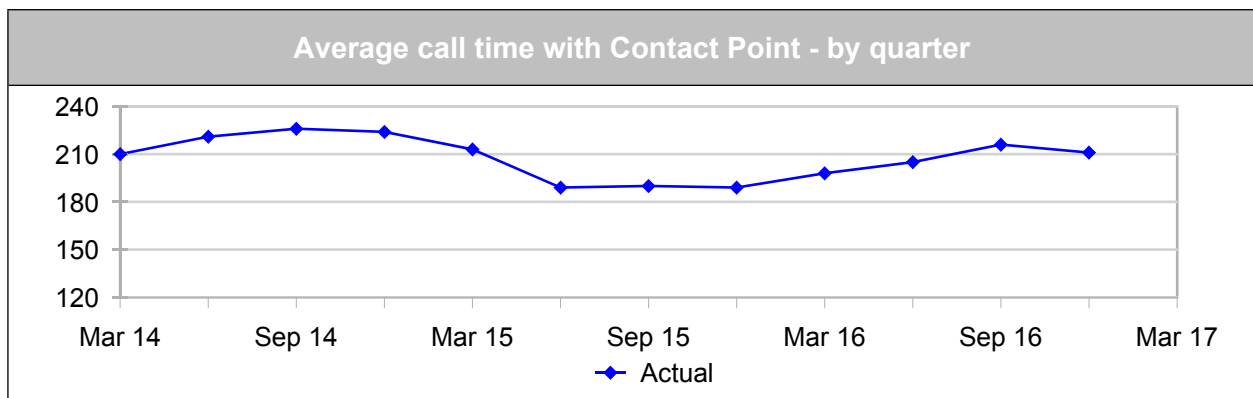
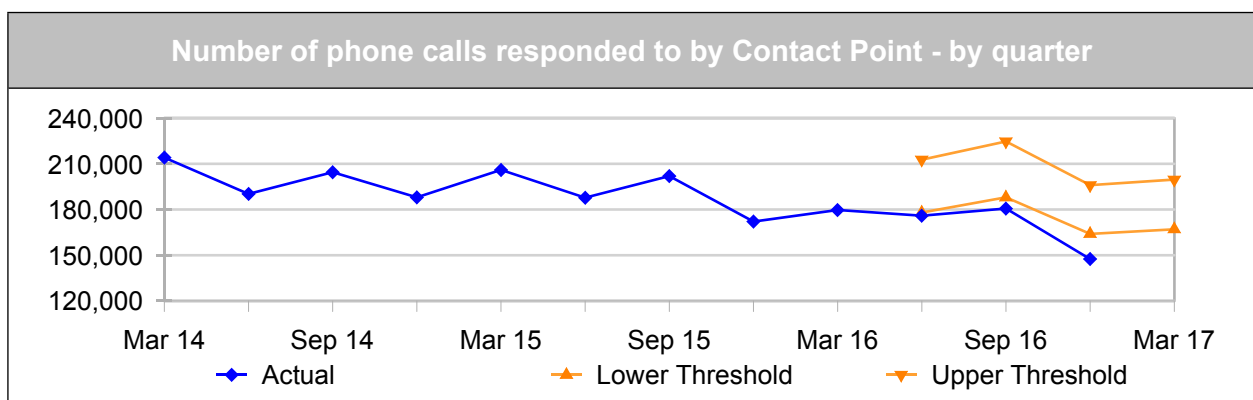
Visits to the KCC web-site decreased in the quarter, moving to the lower end of expectations.

### Key Performance Indicators





**Activity indicators**



## Customer Services – Contact Activity

### Number of phone calls, e-mails and post responded to by Contact Point

Contact Point dealt with 18.9% less enquiries than the previous quarter, and 19.9% less than for the same period last year. The 12 months to December 2016 saw 13.2% fewer contacts responded to than the year to December 2015.

Service area	Jan - Mar	Apr - Jun	Jul - Sep	Oct- Dec	Yr to Dec 16	Yr to Dec 15
Adult Social Care	36	33	37	32	138	160
Highways	26	26	26	22	100	99
Specialist Children's Services	25	25	24	21	95	110
Schools and Early Years	13	14	14	12	54	62
Libraries and Archives	11	11	12	10	42	46
Blue Badges	12	11	11	10	44	46
Main Enquiry Line	14	13	9	6	42	61
Registrations	10	10	10	9	39	40
Transport Services	9	8	11	6	34	38
Adult Education	8	7	9	5	29	32
Speed Awareness	5	6	7	5	22	24
Other Services	4	4	4	3	14	13
Waste and Recycling	3	4	4	3	14	20
Kent Social Fund	3	3	3	3	13	17
<b>Total Calls (thousands)</b>	<b>180</b>	<b>176</b>	<b>181</b>	<b>147</b>	<b>684</b>	<b>768</b>
e-mails handled	20	13*	8*	5*	47	75
Postal applications	12	10	9	8	39	44
<b>Total Contacts (thousands)</b>	<b>212</b>	<b>199</b>	<b>198</b>	<b>160</b>	<b>769</b>	<b>886</b>

Numbers are shown in the 000's, and will not add exactly due to rounding. Calculations in commentary are based on unrounded numbers so will not precisely match changes in table.

\* E-mails from June only include those requiring action.

Out of hours calls are allocated 75% to Specialist Children Services, 15% for Highways and 10% Other.

Postal volumes mainly relate to Blue Badges and Concessionary Fares correspondence.



## Customer Services – Complaints monitoring

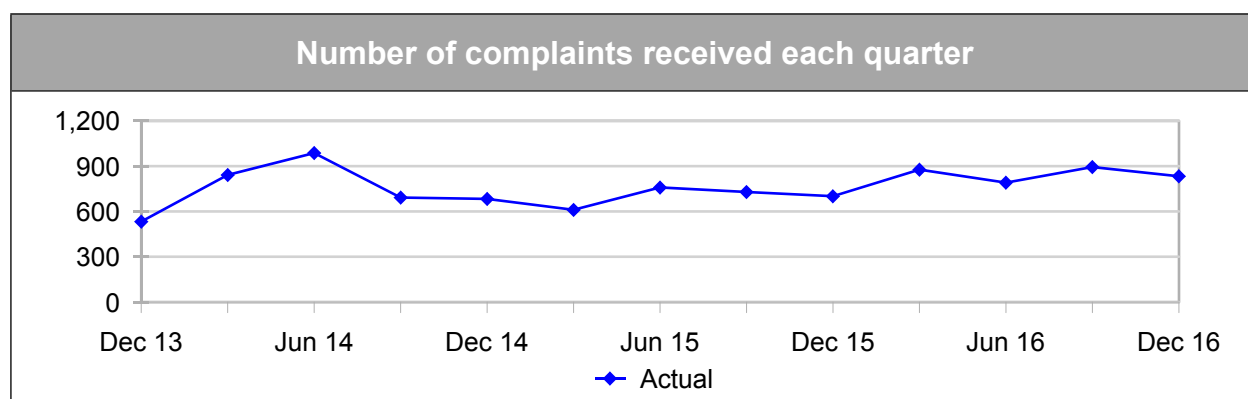
The number of complaints received in the quarter showed a 7% decrease on the previous quarter, but was 19% higher than the corresponding quarter last year.

On a rolling 12 month basis, for the year to December 2016 the number of complaints showed a 20% increase on the year to December 2015

We have been focusing on capturing figures from services that have previously not reported against the key performance indicator, due to this we expect a rise in the numbers of complaints recorded over the year.

Service	12 mths to Dec 15	12 mths to Dec 16	Quarter to Sept 16	Quarter to Dec 16
Highways, Transportation and Waste Management	875	1,302	369	371
Adult Social Services	621	651	162	168
Libraries, Registrations and Archives	179	278	102	47
Specialist Children's Services	237	256	64	58
Other Strategic and Corporate Services	134	226	58	64
Environment, Planning and Enforcement	198	225	23	10
Finance and Procurement	406	218	57	55
Education & Young People Services	91	148	31	48
Adult Education	73	87	27	12
Other Services	6	6	1	0
<b>Total Complaints</b>	<b>2,820</b>	<b>3,397</b>	<b>894</b>	<b>833</b>

### Activity indicator



## Customer Services – Digital Take-up

The table below shows the digital/online or automated transaction completions for Key Service Areas so far this financial year.

<b>Transaction type</b>	<b>Online Jan 16 – Mar 16</b>	<b>Online Apr 16 – Jun 16</b>	<b>Online Jul 16 – Sep 16</b>	<b>Online Oct 16 – Dec 16</b>	<b>Total Transactions Last 12 Months</b>
Renew a library book*	71%	72%	72%	72%	1,457,270
Report a Highways Fault	39%	35%	33%	36%	104,506
Apply for a Concessionary Bus Pass	3%	10%	12%	15%	52,963
Apply for or renew a Blue Badge	36%	36%	39%	41%	35,558
Apply for a Young Person's Travel Pass	84%	12%	76%	35%	34,559
Book a Speed Awareness Course	78%	79%	78%	80%	33,381
Book a Birth Registration appointment	67%	64%	68%	71%	19,256
Highways Licence applications	53%	61%	54%	54%	7,151
Apply for a HWRC recycling voucher	96%	96%	95%	97%	4,676
Report a Public Right of Way Fault	65%	57%	61%	68%	3,879

\* Library issue renewals transaction data is based on individual loan items and not count of borrowers.

Economic Development & Communities	
<b>Cabinet Members</b>	Mark Dance, Mike Hill
<b>Corporate Director</b>	Barbara Cooper

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>1</b>	<b>1</b>		<b>2</b>		

### Support for business

The Expansion East Kent, Tiger, and Escalate Regional Growth Fund schemes have provided loans, grants and equity investments to the value of £56 million over a four year period. A total of 242 companies have been supported with the aim of creating or safeguarding 6,910 jobs, of which 3,960 had been delivered by the end of December 2016.

The new Kent and Medway Business Fund was launched in January 2017 following receipt of recycled Expansion East Kent, Tiger, and Escalate loan repayments. Applications are currently being received for this scheme and fund will be committed in March 2017 to companies who have successfully completed the application process.

Funding from South East Local Enterprise Partnership has seen the new Innovation Investment Initiative (i3) programme launched in August and November 2016.

The tendering of the Kent and Medway Growth Hub service has been completed and delivery by Kent Invicta Chamber of Commerce started in November 2016.

### Funding Investment Projects

In February 2017, the Government announced that Kent & Medway is to receive a further £34.2m from LGF Round 3. The Kent projects that will receive LGF3 funding are:

- Dartford Town Centre Transformation (£4.3m)
- Ashford International Rail Connectivity Project (£4.8m)
- Fort Halstead redevelopment, Sevenoaks (£1.53m)
- A2500 Lower Road Improvement (£1.26m)
- Kent and Medway Engineering, Design, Growth & Enterprise Hub, Canterbury (£6.12m)
- Leigh Flood Storage Area, Tonbridge (£4.635m)
- A2 off-slip at Canterbury (£4.4m)

### Housing

There were 86 long term empty properties returned to use through the No Use Empty (NUE) Programme in the quarter to December. This brings the cumulative total for the year to 358 which is ahead of target. The total investment into bringing empty properties back into use currently stands at £40.8 million (£17.5 million from KCC recycled loans and £23.3 million from public/private sector leverage).

### Infrastructure

In order to fund the infrastructure required to support growth, KCC is able to obtain financial and non-financial contributions to KCC services from developers of new housing sites and the majority of contributions are through Section 106 (s.106) agreements.

Thirty one planning obligations were completed during the period 1st October 2016 – 31st December with £2 million of developer contributions secured for infrastructure.

### Section 106 developer contributions secured (£ 000's)

	Jan to Mar 2016	Apr to Jun 2016	Jul to Sep 2016	Oct to Dec 2016
Primary Education	6,851	524	10,910	1,521
Secondary Education	2,089	261	3,549	393
Adult Social Care	145	1.6	194	35
Libraries	348	18	222	42
Community Learning	40	1.2	80	20
Youth & Community	34	0.7	47	8
<b>Total</b>	<b>9,507</b>	<b>806</b>	<b>15,001</b>	<b>2,018</b>

### Broadband

The Kent Broadband Delivery UK programme has brought superfast broadband to over 125,000 properties that would otherwise have had no or slow broadband. Phase 2 of the programme, currently underway aims to extend the availability to 95.7% of Kent's homes and businesses by 2018. The Council also administers the Government's Better Broadband programme in Kent which provides subsidies for the installation of fixed wireless and satellite broadband.

### Libraries, Registration and Archives (LRA)

The service became internally commissioned on 1 April 2016 working to an agreed outcome based service specification. The current service plan focusses on quality of delivery, according to customer and local need, with a stronger commercial focus. The first report on delivery against the specification was provided to the Growth, Economic Development and Communities Cabinet Committee in December 2016.

To date this year visits to libraries have been at much the same level as last year, breaking the past trend for reducing usage. This reflects the wider use of LRA buildings for a whole range of uses and activities, with over 48,000 people attended events during the quarter. Stock issues continue to decline and were 4% down on the previous year, but there are increases in issues of e-books and e-magazines. Dartford library re-opened in November after being refurbished and reconfigured to accommodate the Good Day Programme; as part of the project access has been opened up between the library and Dartford museum. The Snodland library re-opened in December following a modernisation.

Results to date from our customer satisfaction surveys show satisfaction rates of:

- Libraries 93% (annual target 95%)
- Birth and death registration 96% (annual target 95%)
- Ceremonies 97% (annual target 95%)
- Citizenship ceremonies 98% (annual target 95%)

In the quarter the number of ceremonies conducted by our staff increased by over 6% compared to the same quarter last year, and our archive staff responded to over 670 enquiries and produced almost 9,000 documents for customers.

### **Culture and Creative Economy**

In partnership with GLA and working with the South East Creative Economy Network, we have developed a joint submission to Lord Heseltine's Thames Estuary Commission for a production corridor for growth of the creative industries. The vision includes Kent Creative Lab, an industrial research laboratory for prototyping and production across multiple creative disciplines and the creation of a digital knowledge hub in Turner Contemporary. Towns along the Estuary from Dartford to Ramsgate are identified as cultural production areas.

In the last quarter the Kent Film Office facilitated 124 filming days, worth an estimated £237,584 to the Kent economy including productions such as feature film *The Escape*, Netflix drama *Kiss Me First* and a *Vogue India* photoshoot.

### **Sport and Physical Activity**

The Sport and Physical Activity Service recently celebrated its 25<sup>th</sup> Anniversary. In the quarter we were successful in applying for over £200,000 of Sport England funding, and in partnership with the University of Kent we ran the 3<sup>rd</sup> Kent Sporting Legends' event, celebrating past, present and potential future elite sports performers from Kent. New work has been started to help encourage older people to become more physically active, including supporting the voluntary and community sector to deliver physical activity opportunities for older people.

### **Community Safety**

The annual Community Safety conference took place on 10<sup>th</sup> November with the title "Drugs – Addiction, Treatment and the Journey Ahead in Kent & Medway". There were over 150 delegates in attendance from a variety of organisations and feedback showed this was well received. Following a successful pilot scheme, the Kent Community Warden Service are in the process of promoting and marketing the Volunteer Support Warden scheme with Parish and Town Councils, in preparation to roll out a full scheme across the county.

### **Resilience and Emergencies**

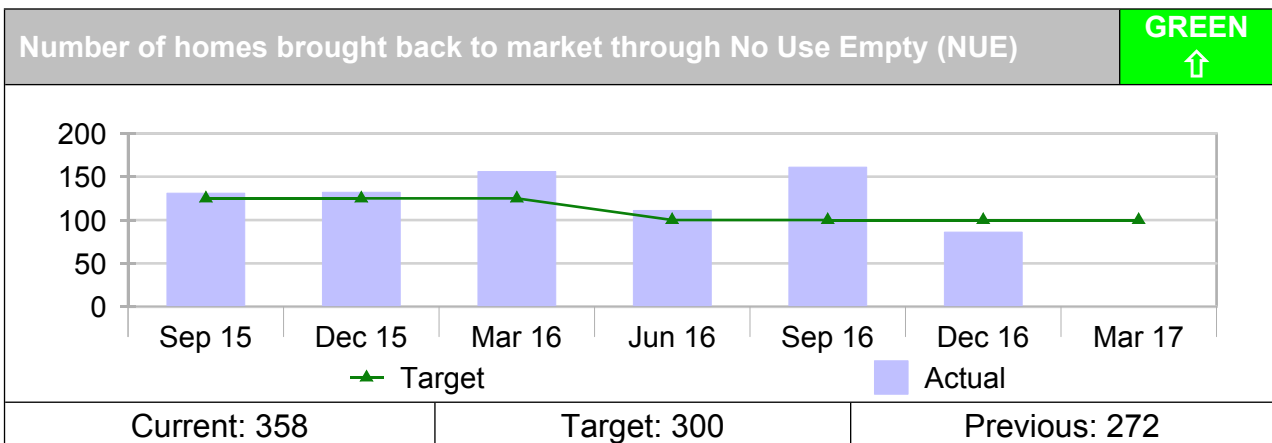
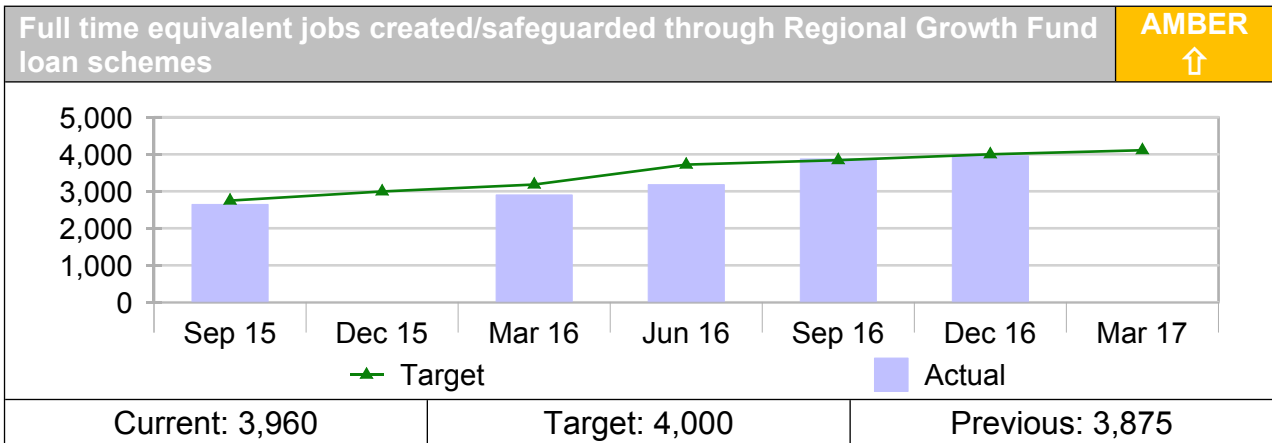
In October the Resilience & Emergencies (R&EU) Unit and Kent Resilient Team (KRT) were involved in multi-agency planning for Operation Oak, which addressed local impacts arising from the dismantling of the 'Jungle' migrant camp near Calais.

Ensuring effective winter preparedness was a key focus during this quarter. There were 79 incident alerts over the quarter, although weather related incidents were less than expected for Autumn; however, a rise in pollution related incidents was noted with an increase in marine and aquatic pollution. A 30 day Avian Influenza Prevention Zone was declared on 7<sup>th</sup> December covering England and Scotland and KCC has co-ordinated action with partner agencies in response.

### **Trading Standards**

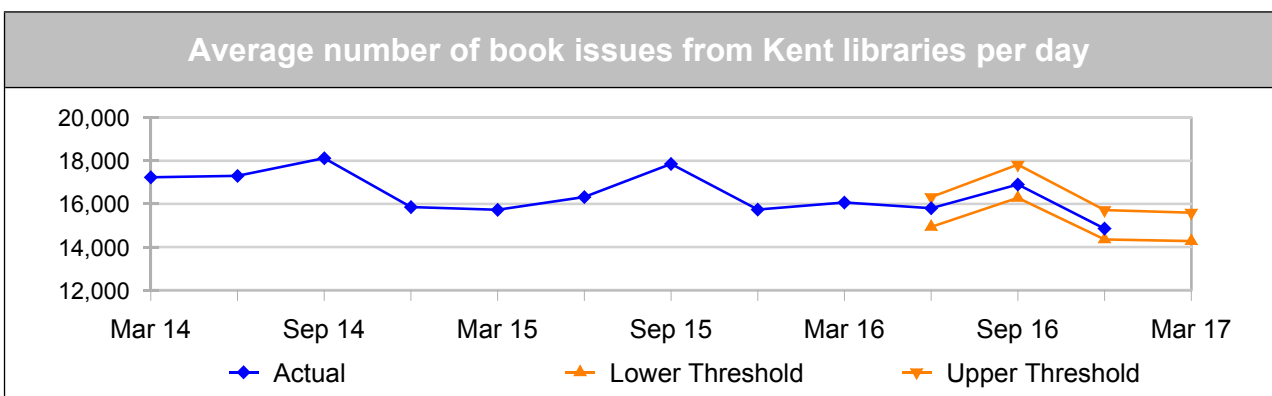
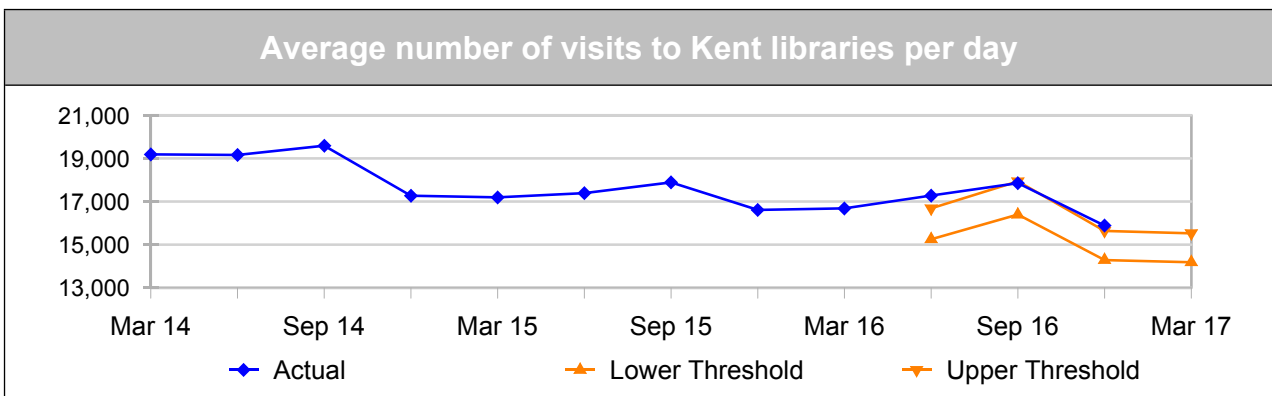
Trading Standards have been investigating increasingly serious cases, such as a current £120,000 fraud case involving 30+ victims. In response, the team has developed a coordinated response for effective victim support, as the victims of these crimes are often elderly and vulnerable. This quarter we focused on fireworks, carrying out 94 targeted inspections and refusing several licenses. Enforcement action is being taken to address these issues. Our Community Alcohol Partnership programme is growing, and we are currently working with partners to launch 2 areas in Thanet.

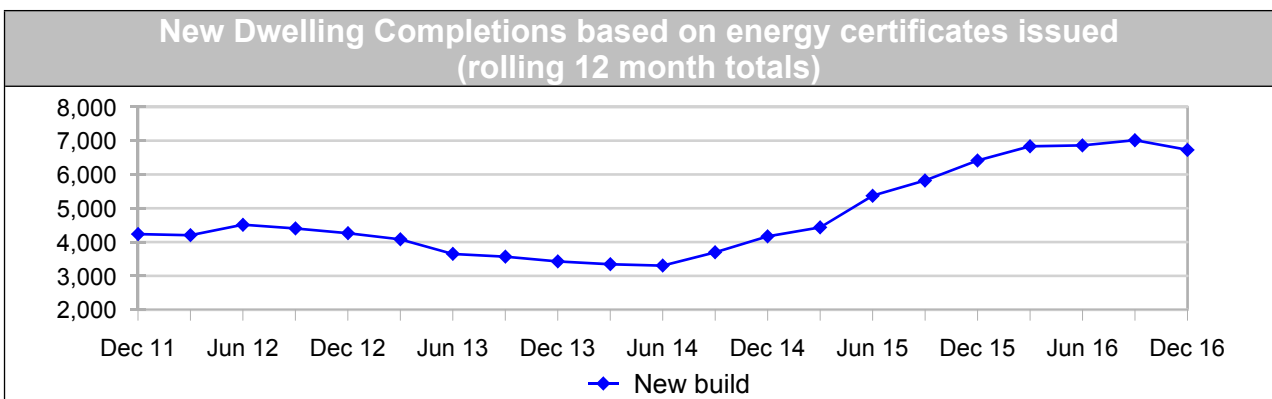
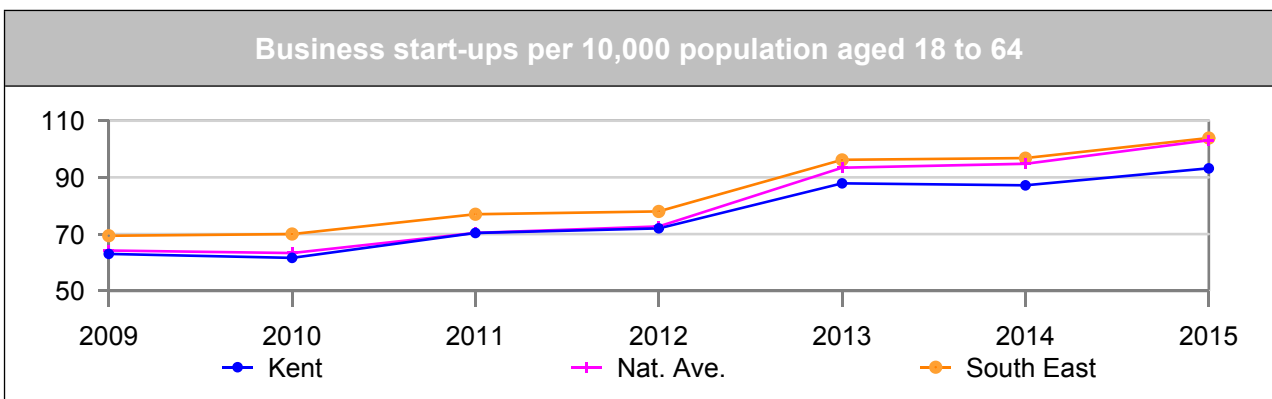
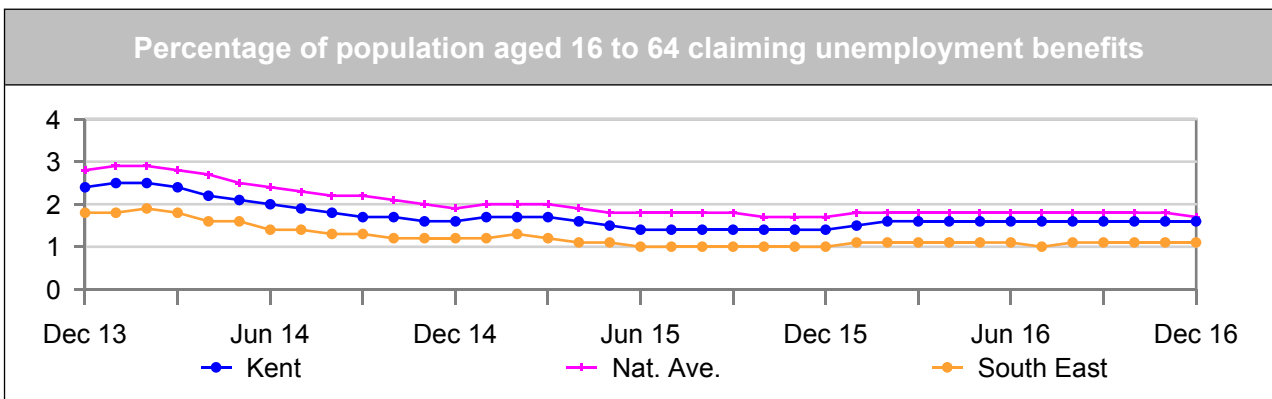
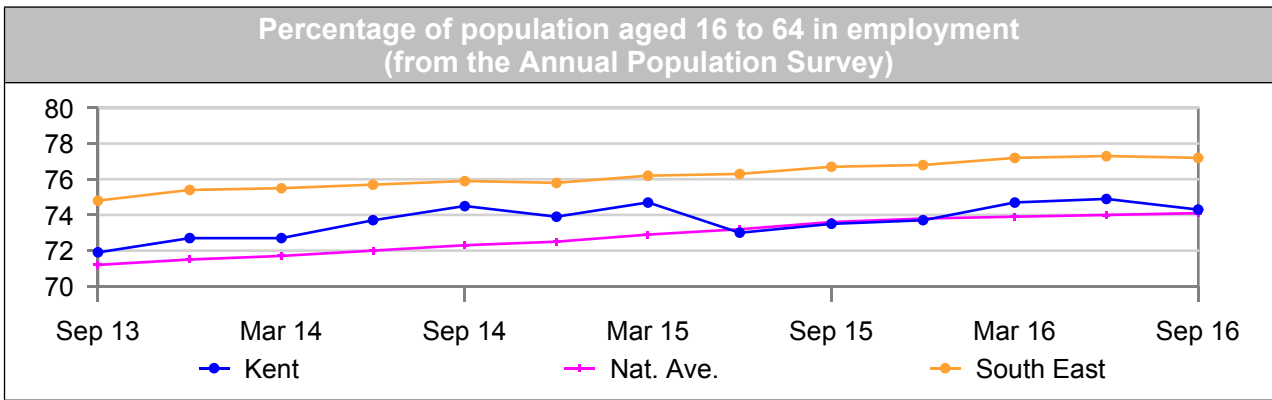
### Key Performance Indicators



Note: RAG rating based on Year to Date performance for the financial year.

### Activity indicators





Environment and Transport	
<b>Cabinet Member</b>	Matthew Balfour
<b>Corporate Director</b>	Barbara Cooper

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>5</b>	<b>2</b>	<b>0</b>	<b>3</b>		<b>4</b>

### Highways

Performance was above target for three of the four measures. At 89%, the percentage of routine highway problems reported by residents completed within 28 days was slightly behind target but ahead of last quarter, with an improvement in our response to streetlight faults.

New customer enquiries raised for action in the quarter were at the lower end of seasonal expectations at 22,867 compared to 23,460 for the same time last year. As a result open customer enquiry work in progress is also at the lower end of seasonal expectations with 5,975 open enquiries awaiting action. Teams are preparing themselves for the increased winter demand where the pressure from wet and cold weather will shift to potholes and drainage enquiries.

A number of key projects were progressed in the quarter including updating the Winter Service Policy, changes to our pre-application advice service for sustainable urban drainage (SuDs) and the commissioning plan for the soft landscape rural swathe and visibility cutting service. In addition 'mobile friendly' (via smart phones) customer fault reporting will go live in the new year, supporting our drive to reduce phone call volumes and move more customer demand online. The conversion of streetlights to LED continues to move at pace with 18 crews working on this key project and at the end of December over 44,000 conversions had been completed, well on track to meet the target of 60,000 by the end of March.

### Transport Strategy Delivery

Public consultation on the "Local Transport Plan 4: Delivering Growth without Gridlock" concluded in October 2016 with almost 500 responses received. A revised LTP4 taking account of the consultation responses will be considered by E&T Cabinet Committee in March.

### Asset Management

A new Asset Management strategy has been prepared by the Council with adoption of the strategy supporting our submission to DfT's Incentive Fund, which is a requirement to protect existing levels of capital funding for highways maintenance. There is a need for significant investment to ensure road condition is maintained, and further work on our approach is planned this year to maximise capital funding from DfT.



### Local Growth Fund Highways Capital Projects

Through the South East Local Enterprise Partnership (SELEP), £113.4 million of funding has so far been allocated for transport projects within Kent from rounds 1 and 2 of the Local Growth Fund (LGF). There are currently 24 projects in the Programme with one now complete, and ten partially constructed. The Government has recently announced the round 3 LGF allocations and SELEP has been awarded £102.65m. This will include funding for Dartford Town Centre, Ashford Spurs, Fort Halstead and Leigh Flood Storage project.

The business case for Dover Western Docks was approved by the SELEP Accountability Board in February.

Several major schemes are currently in the construction phase and are progressing well, including M20 Junction 4 (Leybourne), Rathmore Road, Gravesend and Maidstone Bridges. Funding has also now been secured for the London Rd/St. Clements Way, Dartford scheme.

Project Start Year :	2015/16	2016/17	2017/18	Total
Total Value (£m)	84.4	58.7	42.8	185.9
LFG funds (£m)	48.63	30.6	34.2	113.4
Projects	14	7	3	24
Complete	1	-	-	1
Green (on track)	7	1	1	9
Amber (some delays)	6	6	2	14
Red (at risk)	0	0	0	0

### Casualty Reduction

The overall priorities and actions set out in our Casualty Reduction Strategy continue to form the basis of our activity in this area. This year we are developing an engagement strategy with our partners to address road user behaviour, which is the main cause of road casualties. Activity in the year will follow the National Police Chief's Council monthly focus calendar, which for the next quarter includes a focus on raising awareness of the dangers of using mobiles while driving.

### Public Transport

A new procurement platform for SEN and Social Care Transport was launched in November, called Dynamic Purchasing System (DPS). Good engagement with local suppliers has resulted in over 200 providers registering so far and with more being added. The system will help to drive efficiencies and make it easier for Small and Medium size businesses (SME's) in Kent to tender for services. The system will now be extended to include the supplier frameworks for local bus and mainstream home to school transport. Supporting the DPS roll out is our new standard Public Transport Contract with standard terms and conditions for all suppliers.

### Waste Management

In the last 12 months only 3% of waste was taken to landfill which was ahead of target. In recent months less than 0.3% was taken to landfill, with this excellent result due to

the successful operation of innovative contract arrangements and strong performance from suppliers who operate the Transfer Stations. Recycling levels within Household Waste Recycling Centres (HWRCs) have also been above target, with consistent performance around 70% and we continue to work with district councils to help them improve recycling rates from kerbside collection.

Total waste tonnage arisings have increased to 728,000 tonnes in the rolling 12 months, up from the previous year of 715,000 tonnes which is the budgeted figure. Increase in tonnage is from both the HWRC's and district council kerbside collection, and mitigating the impact of this on expenditure levels remains a focus.

Capital projects are now completed at the closed landfill site at Richborough and the Gas Road bridge works. Church Marshes transfer station works are also completed, however the food compaction commissioning requires further work and all parties are working to resolve related operational issues.

### **Kent Environment Strategy**

The implementation plan for the Kent Environment Strategy is now in delivery stage, and the Strategy informed an update to KCC's Environment Policy in November.

### **Greenhouse Gas Emissions**

KCC's Greenhouse emissions are reducing but reductions are currently behind target. The Street lighting LED upgrade programme which commenced in May 2016 is not yet being reflected in the data due to a lag between actual installations and agreement of the updated inventory with the electricity supplier. There is continued good progress in reducing emissions from corporate estate buildings, fleet transport and business travel ahead of target, with these emissions also being contributors to poor air quality.

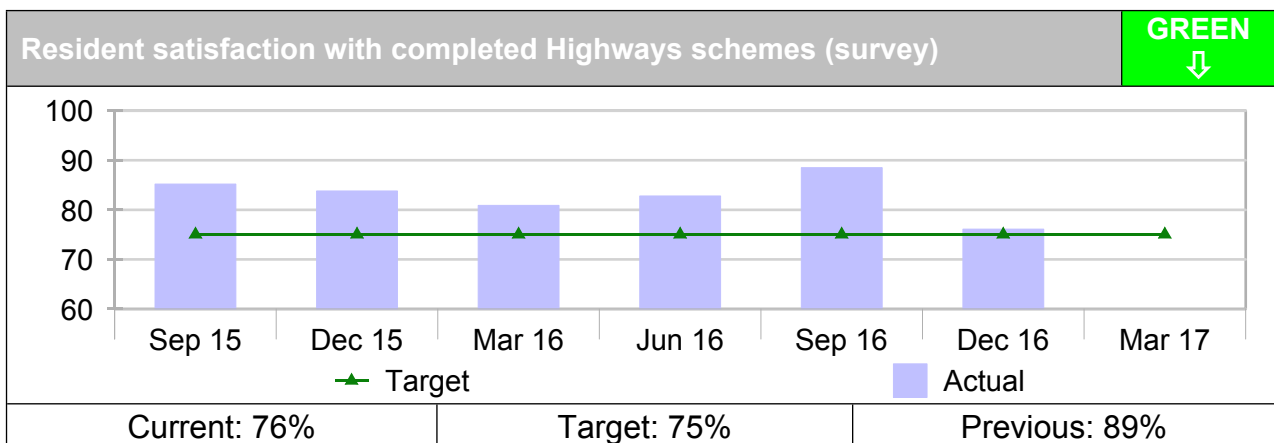
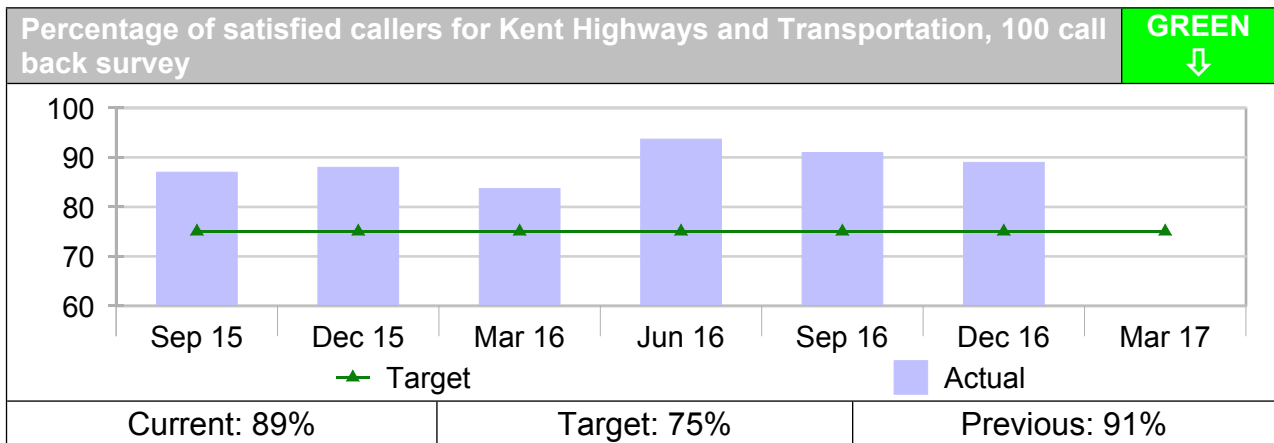
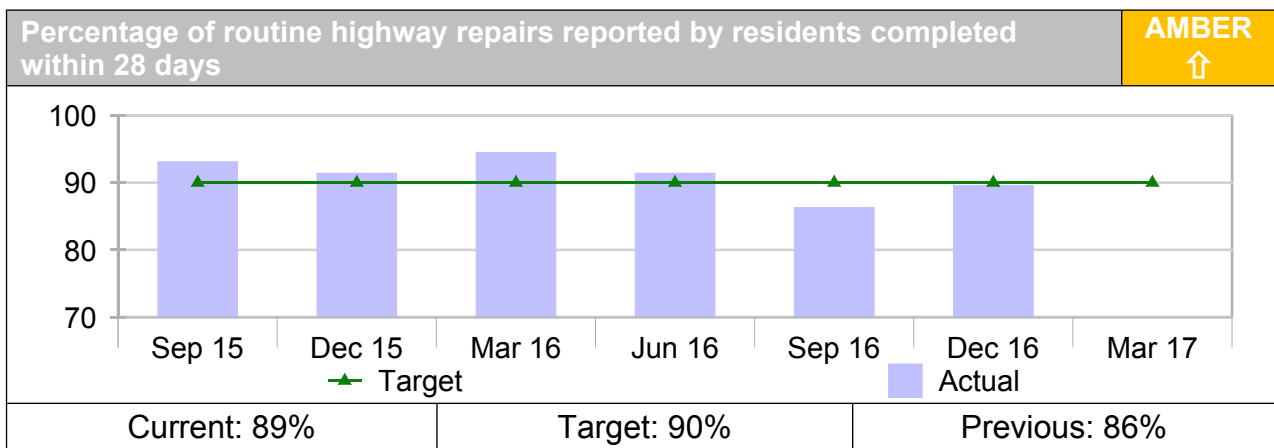
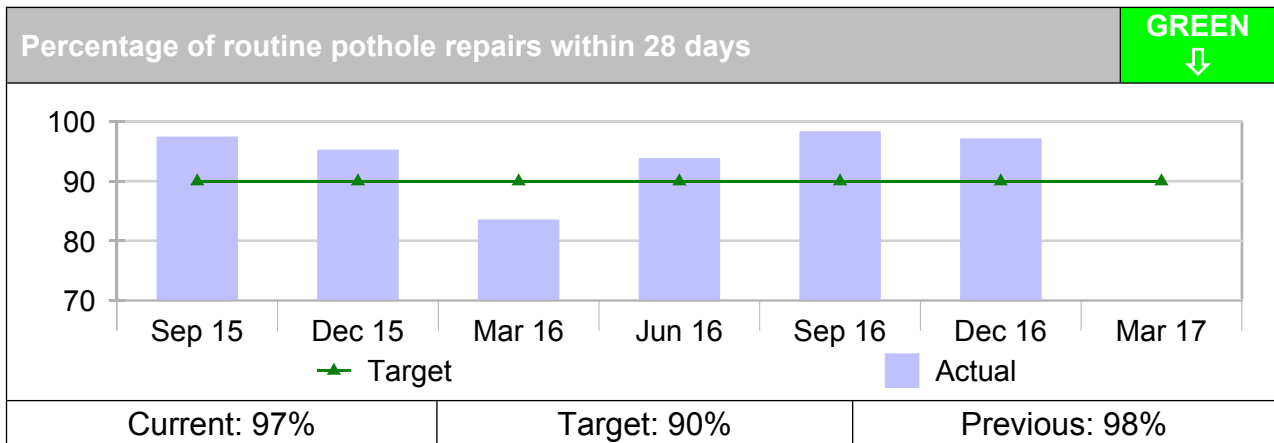
### **Low Carbon Across the South East (LoCASE)**

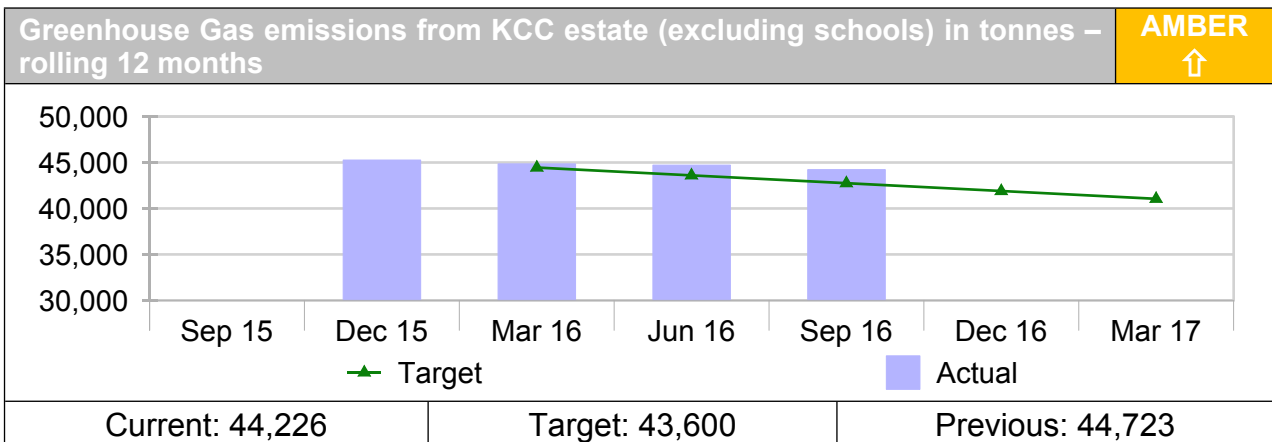
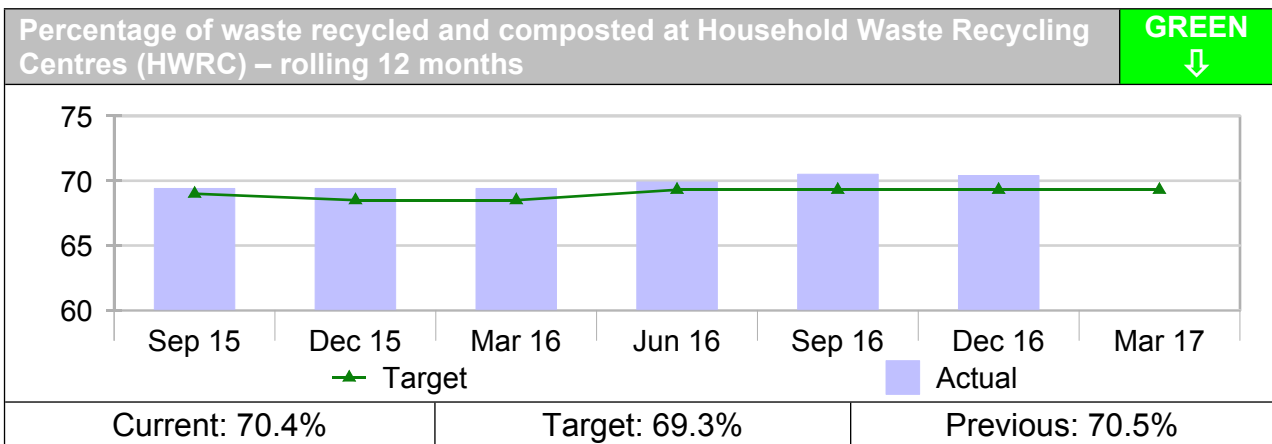
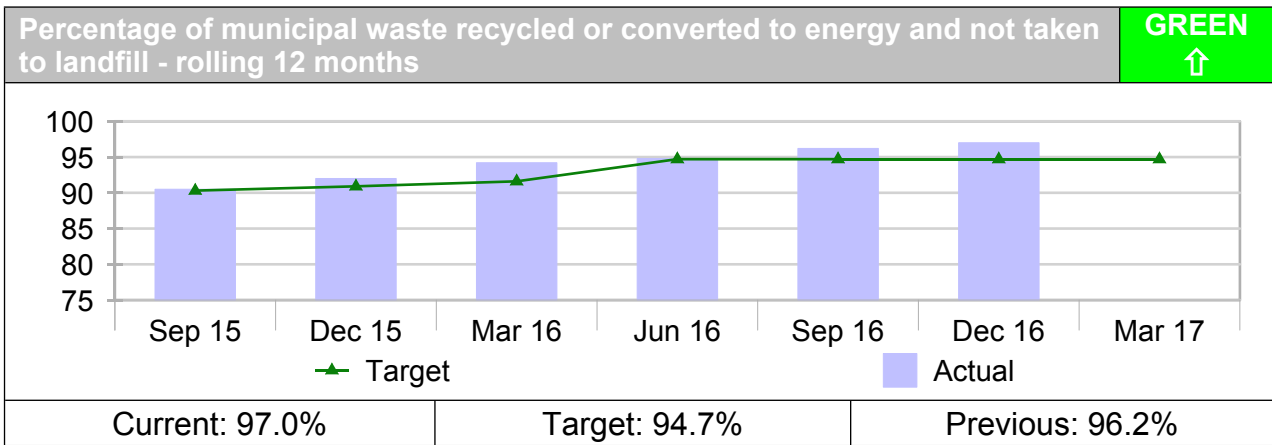
This 3 year project is now well underway with a total of 76 grants totalling £473k having been awarded. These grants are provided to assist businesses to optimise the use of resources and adopt low carbon solutions to improve business performance and contribute to the protection of the environment. Two key procurement exercises have been undertaken for the Business Support Advisory Service and the STEM Workshop Facilitation, which will enable successful delivery of the project up to February 2019.

### **Natural Environment and Coasts**

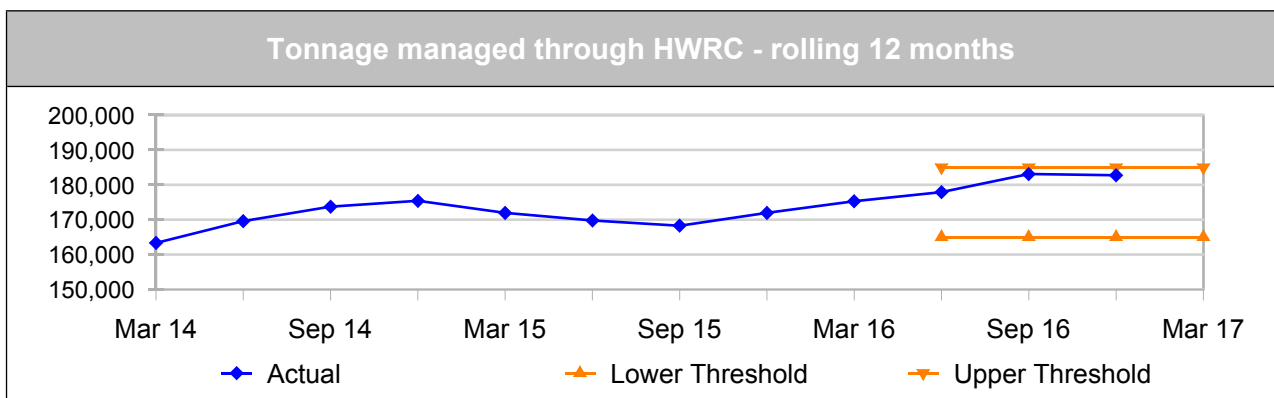
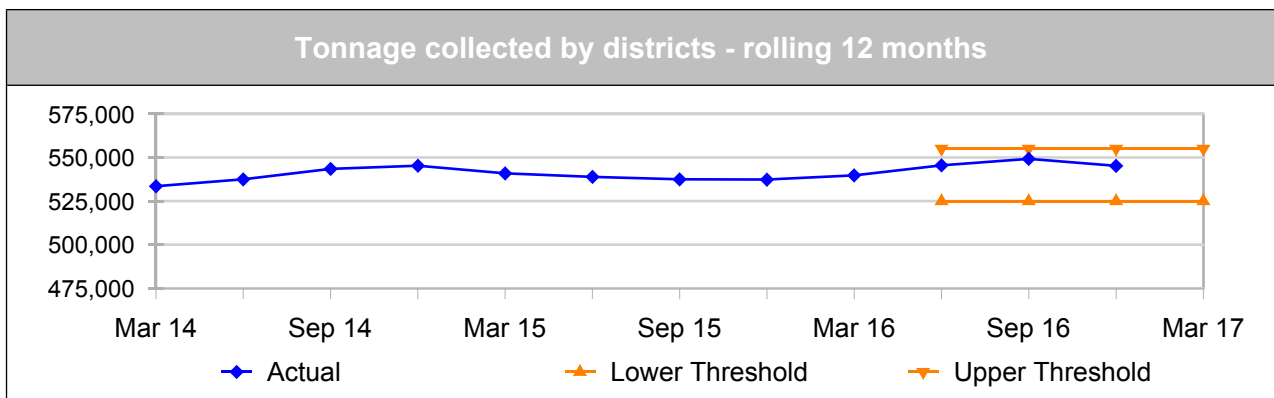
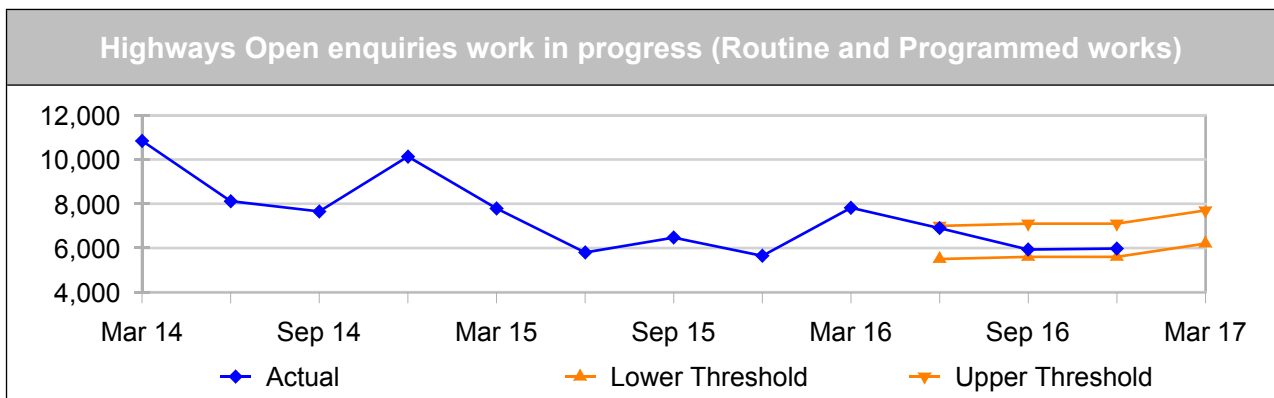
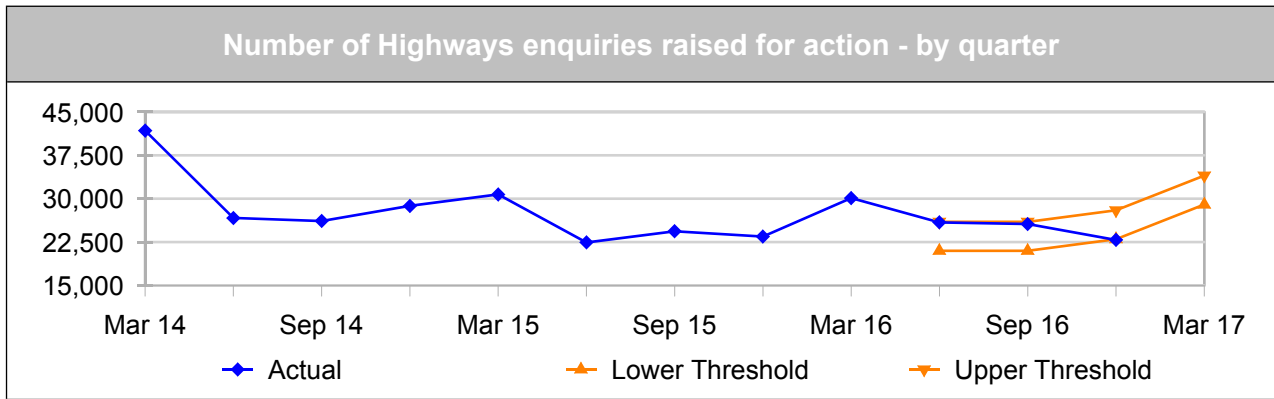
The Natural Environment & Coast team secured funding for the Old Chalks New Downs project from the Heritage Lottery fund in December 2016. This is a £1.4 million project that will see habitat improvement, enhancement and connectivity, with community and access benefits in North Kent and the delivery of a key natural environment action of the Kent Environment Strategy.

**Key Performance Indicators**





Activity indicators



Education and Young People	
<b>Cabinet Members</b>	Roger Gough, Peter Oakford, Mike Hill
<b>Corporate Director</b>	Patrick Leeson

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>5</b>	<b>5</b>		<b>6</b>	<b>3</b>	<b>1</b>

### Schools

School results in summer 2016 were above the national average at all key stages and show continued positive outcomes at the end of Key Stage 2 and Key Stage 4.

In December 2016, 489 of the 583 schools in Kent were good or outstanding, which was 90% of the 544 schools with a current inspection. This means 88% of pupils were attending good or outstanding schools compared to 83% at the same time last year, an increase of 9,961 children receiving a better education.

The percentage of Primary schools judged by Ofsted as good or outstanding was 90.4%. The proportion of Secondary schools that are good or outstanding was 85.6%. In December 2016 nearly all Special schools were good or outstanding.

We are determined to secure further improvement and continue our positive trajectory in the quality of schools in Kent. Improving outcomes and diminishing performance differences remain key priorities. In addition we will also focus on helping more schools become outstanding and those that require improvement to become good within the next two years. Our long term target is that 95% of schools will be good or outstanding by 2020.

### Early Years

The percentage of Early Years settings which were Good or Outstanding at 97% equalled the target set for August 2017. This is excellent progress, and delivering further improvement such as increasing the amount of outstanding provision remains a key priority for the Early Years and Childcare Service.

Other priorities include preparing for the delivery of 30 hours of free childcare with effect from September 2017, working in partnership with Children's Centres to continue to increase the take up of Free Early Education places by eligible two year olds, increasing the number of children achieving a Good Level of Development at the end of the Early Years Foundation Stage, narrowing achievement gaps, and increasing the number of Early Years settings working within a collaboration.

### Skills and Employability

Integrated working to support the reduction of young people who are NEET is ongoing and showing positive impact. This provides a good foundation for further reduction in NEET figures. The DfE introduced a new combined NEET/Not Known measure in Autumn 2016, and also changed their methodology to only counting academic aged 16 and 17 year olds (the Year 12 and Year 13 age group).

In 2015/16 we achieved over 3,000 16-18 year old apprenticeship starts for the first time. The Kent Employment Programme (KEP) has been a huge success, moving

unemployed young people into apprenticeships, working with local employers in Kent. There has also been continued success with the Assisted Apprenticeship scheme.

### **SEND**

The percentage of Education, Health and Care Plans (EHCPs) issued within the statutory 20 weeks has remained at 84% in the quarter against a target of 90%.

DfE published data for 2015 shows that Kent is performing well compared to other LAs nationally, issuing 86.2% of new EHCPs within 20 weeks, compared to 59.2% nationally and transferring 30.3% of all existing statements to EHCPs, compared to 18.2% nationally.

However the demands of the new statutory framework during 2016 from the first cycle of annual reviews created additional pressure which is impacting on overall performance.

### **School Places and Admissions**

We have been successful in securing the necessary additional school places required for admission to Primary and Secondary school in September 2016.

For 2015/16 across Kent as a whole the target was achieved for ensuring there are 5% surplus school places in both the Primary and Secondary sectors. There are fewer Districts with less than 5% surplus capacity in Year R than in previous years. Our forecasts in 2015/16 were accurate to within 0.2% for both Year Reception and Primary school rolls, and 0.6% for Secondary school rolls.

The proportion of parents securing their preferred schools increased. For admission in September 2016 over 81% of parents secured their first preference Secondary school, almost 1% higher than in 2015. Primary school place offers saw 87% of families securing their first preference school (up over 1% on the previous year), which exceeded the 85% target.

### **Early Help**

The percentage of Early Help cases closed with outcomes achieved rose in the quarter from 79% to 80%, but remained lower than in the first half of 2016. Further analysis of this data shows that because Early Help is receiving higher volumes of Domestic Abuse Notifications (e.g. 166 in December 2016 compared to 82 in December 2015) which come from the Police prior to consent being gained, a significant proportion of these families do not wish to engage with any services so the cases are closed due to disengagement.

The percentage of cases closed to SCS that were safely stepped-down to Early Help and Preventative Services was 21% for the quarter, below the 25% target. Early Help has the capacity to accept a higher level of step-downs from SCS and joint step-down guidance for workers in both Early Help and SCS has been finalised and issued to staff. This should support best practice and integrated working and mean an increase in the number of cases stepped-down. The current step-down measure only includes step-downs by SCS at case closure stage to Early Help Units and not cases that were stepped-across by the Central Duty Team (CDT) before progressing to an open case. In the last quarter there were 565 cases stepped-across to Early Help from CDT. A significant proportion of cases closed by SCS are supported in Open Access and we are looking to develop this as an indicator to reflect the full range of step-down support.

For permanent exclusions, the rolling 12 months total has remained (across both Primary and Secondary phases) at 0.03% therefore meeting the target of 0.03%. The number of pupils excluded in the last 12 months was 58 which is a significant reduction compared to the previous year of 109. Of the 58 exclusions, 15 were of Primary aged children and 43 Secondary aged children.

The number of first time entrants to the Youth Justice system has also shown further reduction ahead of target.

Intensive Early Help support is delivered in integrated teams in all districts, with casework managed through Early Help Units. There is close working with schools and alignment of all systems and processes with Specialist Children's Services. Work is taking place to seek closer integration across all 0-25 teams.

New 'front door' arrangements will be introduced from April 2017 which will combine the SCS Central Duty Team and Early Help Triage team into a single front door for support services at intensive level or higher. There will be a single 'request for services' form for schools and other agencies to complete and the decision as to whether a case should be allocated to SCS or Early Help will be made by the 'front door'. This should ensure more efficient use of resources and a more timely and appropriate response for children and families.

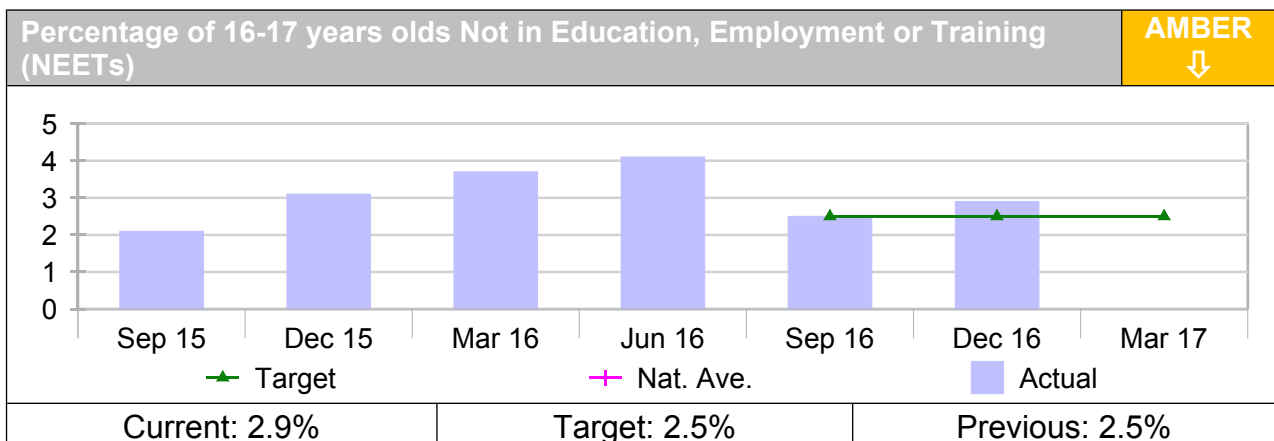
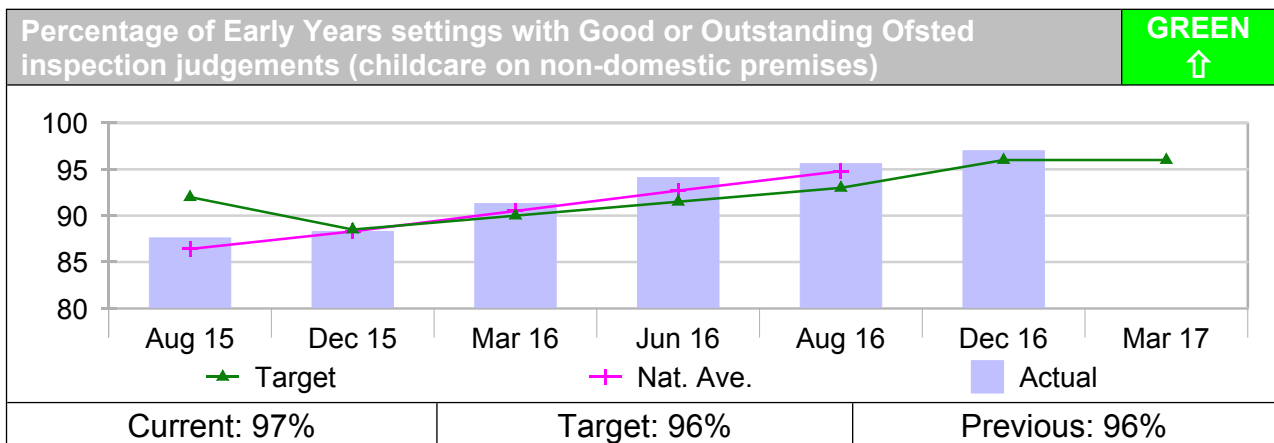
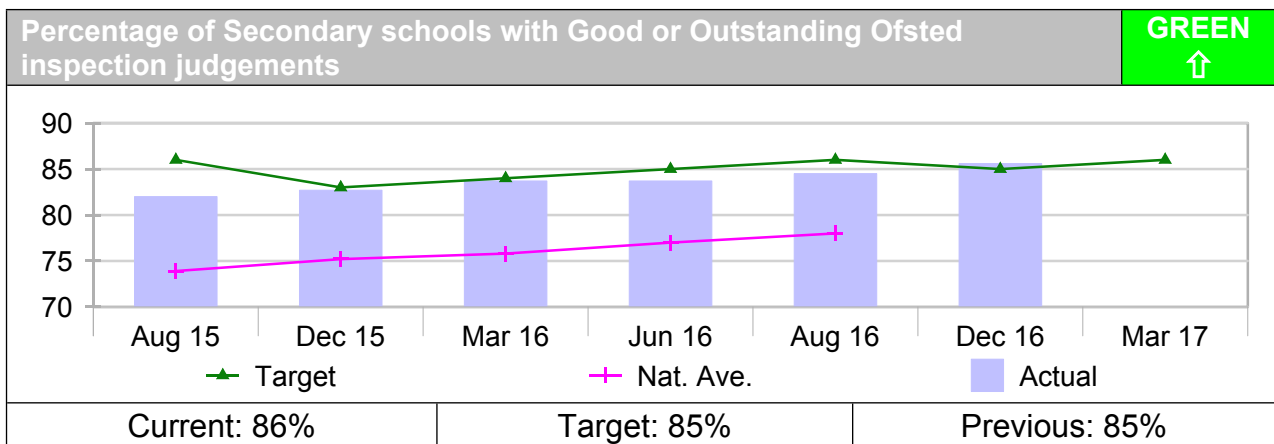
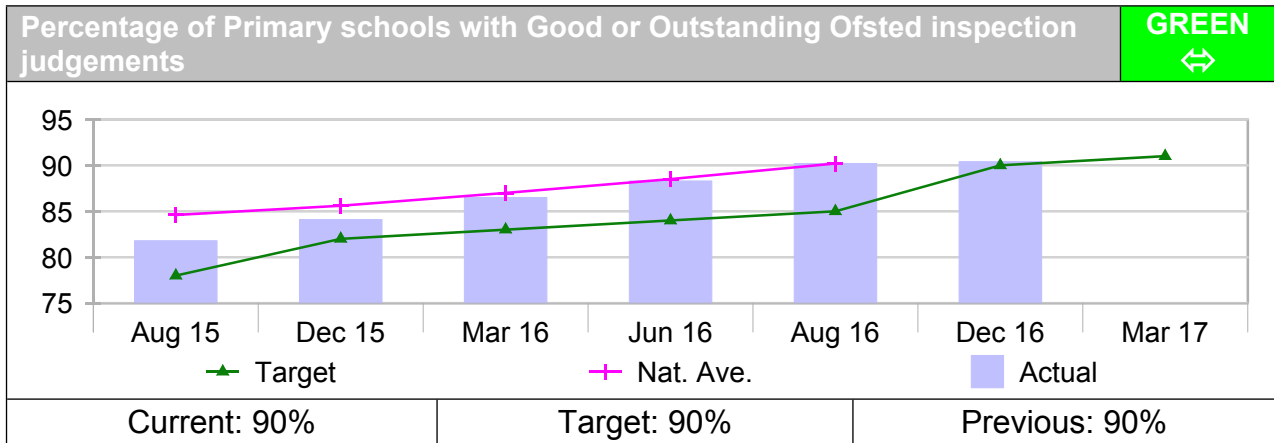
All work within the service is underpinned by a Quality Assurance Framework, with a clear cycle for audit, evaluation and feedback. Family work is underpinned by the Signs of Safety model which has been rolled out to all staff working with families. The audit tool is being refined to make it more practice-focused in order to ensure audits can drill-down into the key elements of every case.

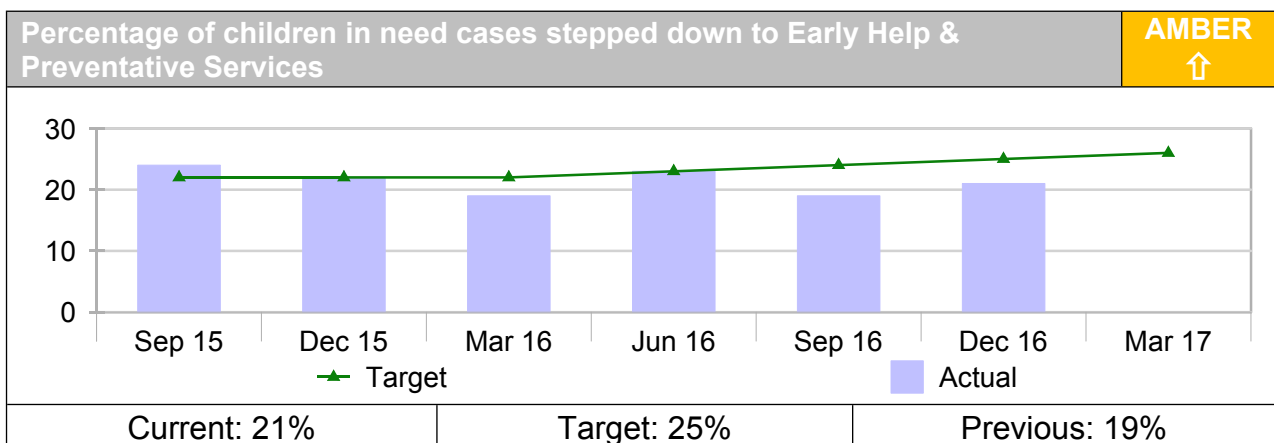
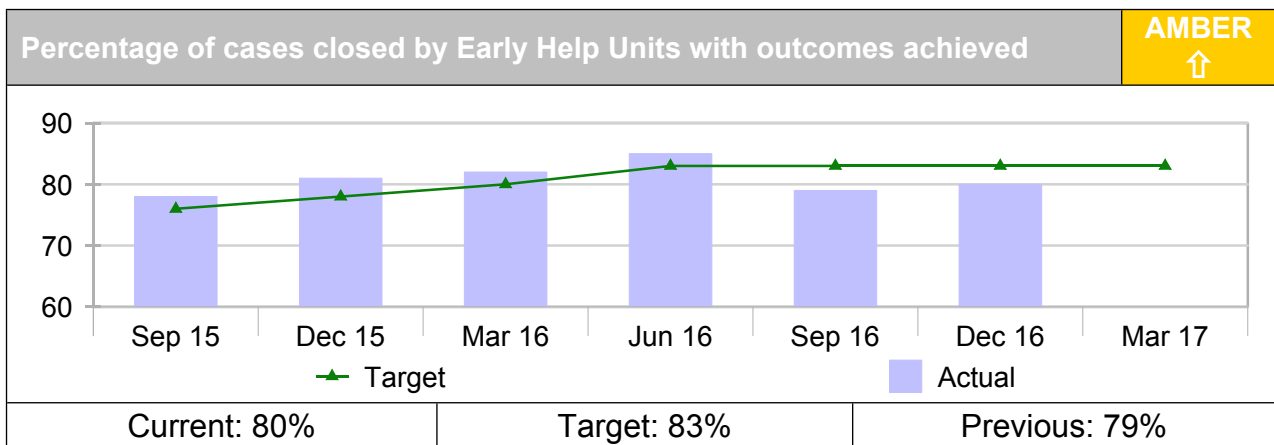
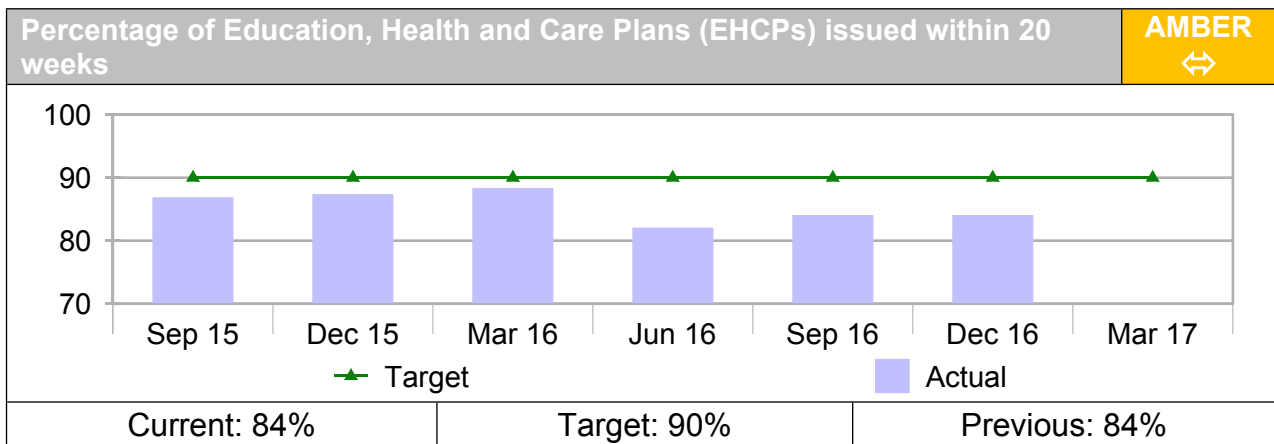
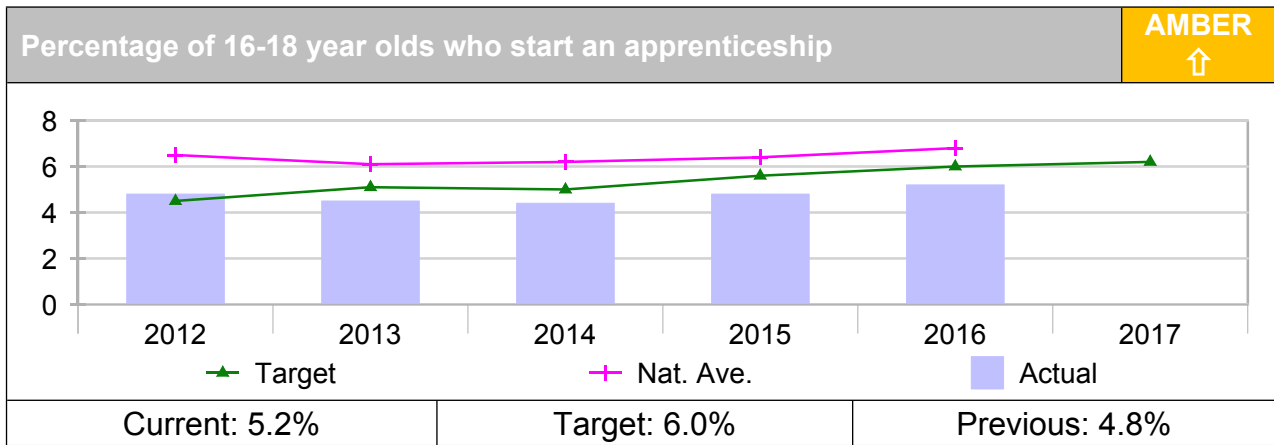
The way in which schools access support from the PRU, Inclusion & Attendance service has been streamlined. This process ensures one single route into the service, through a new Digital Front Door, and appropriate and timely allocation of work. This is now live with all schools in Kent.

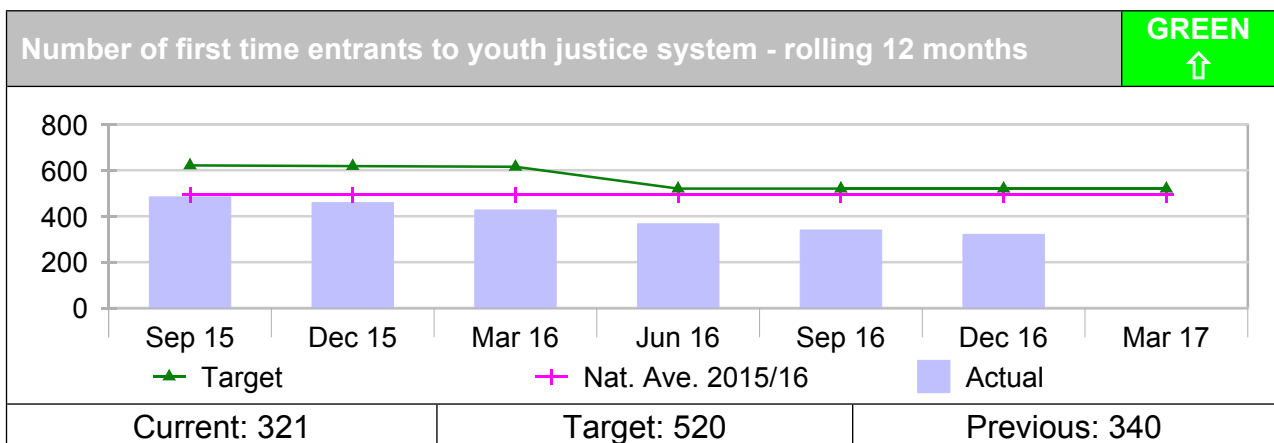
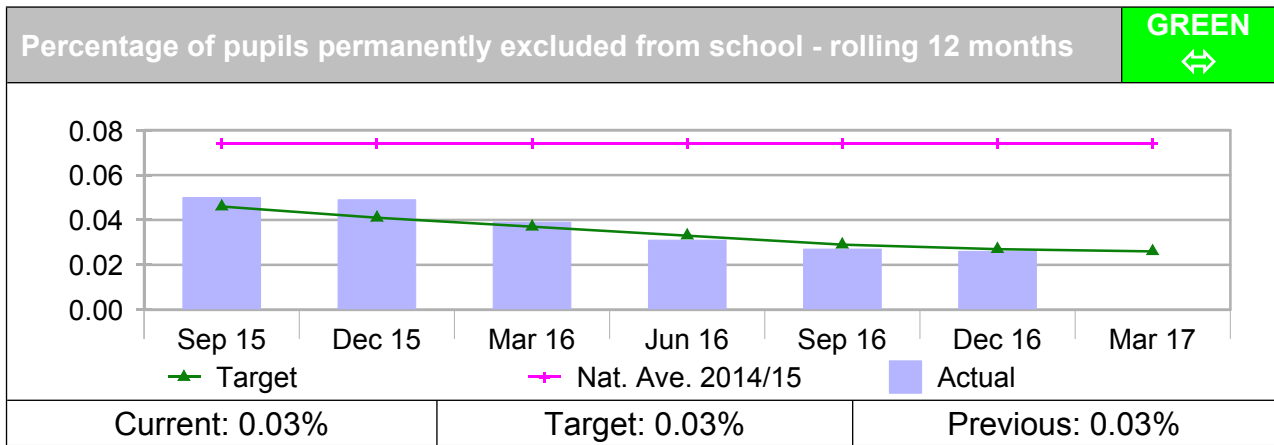
New processes have been introduced to embed the NEET strategy into all aspects of Early Help and Preventative Services, to ensure an integrated approach across the service when working with young people at risk of NEET, or with those already NEET. Early Help are working closely with their commissioned NEET support service to ensure young people are supported into a positive destination in the most effective way possible.



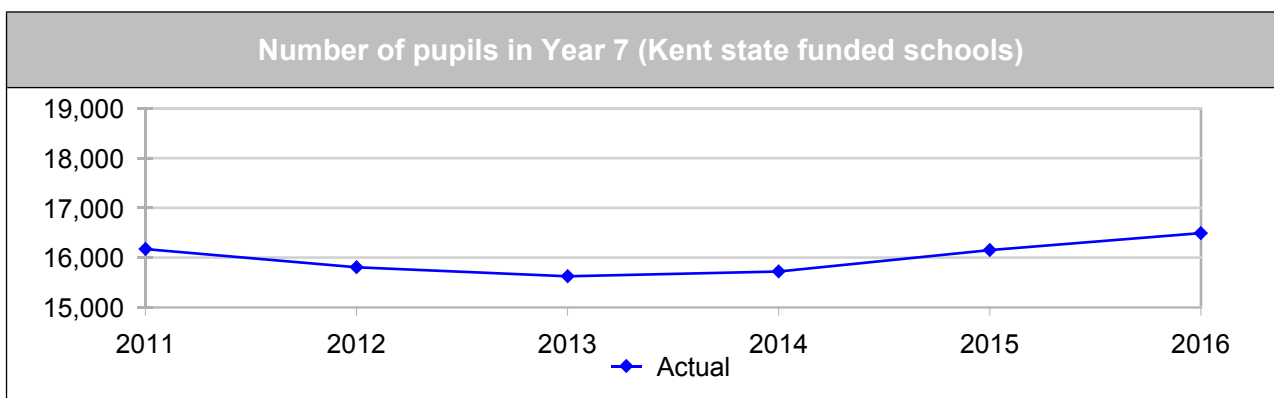
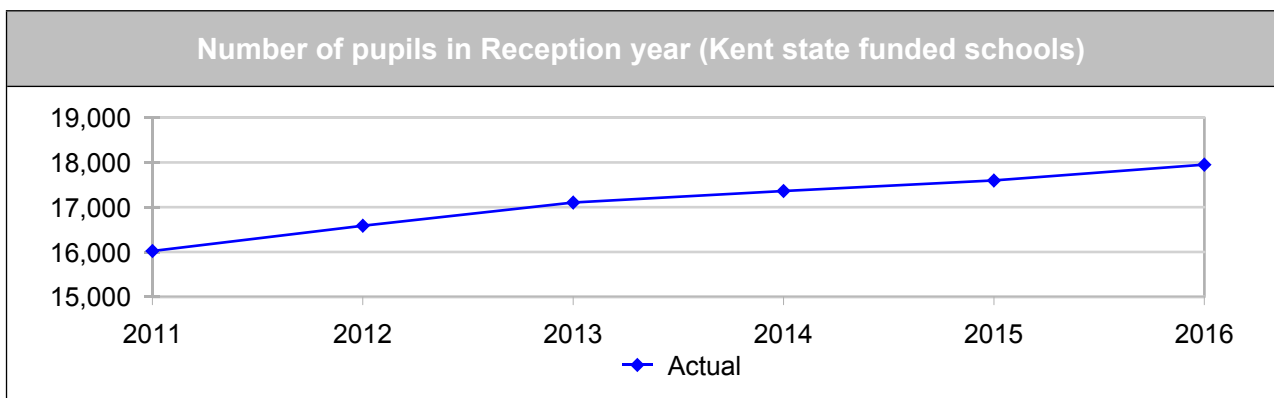
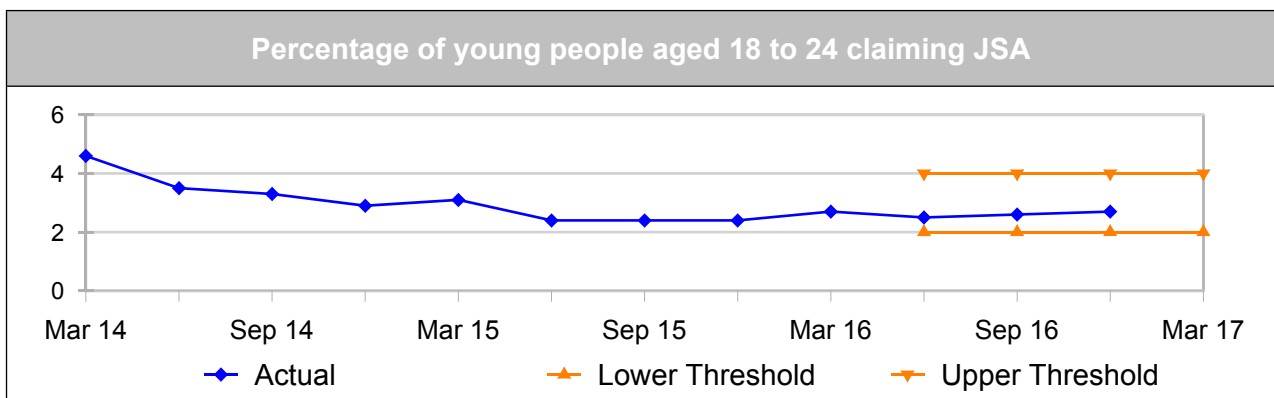
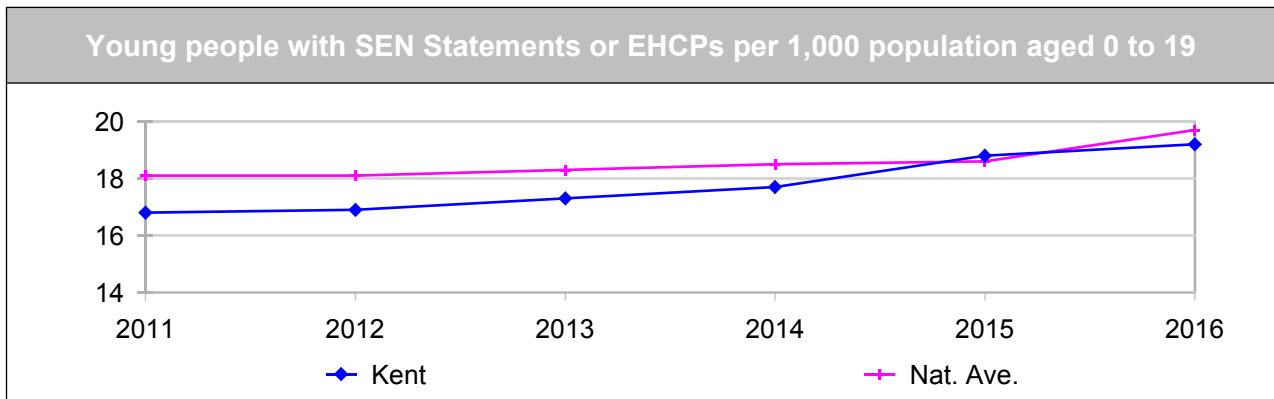
**Key Performance Indicators**

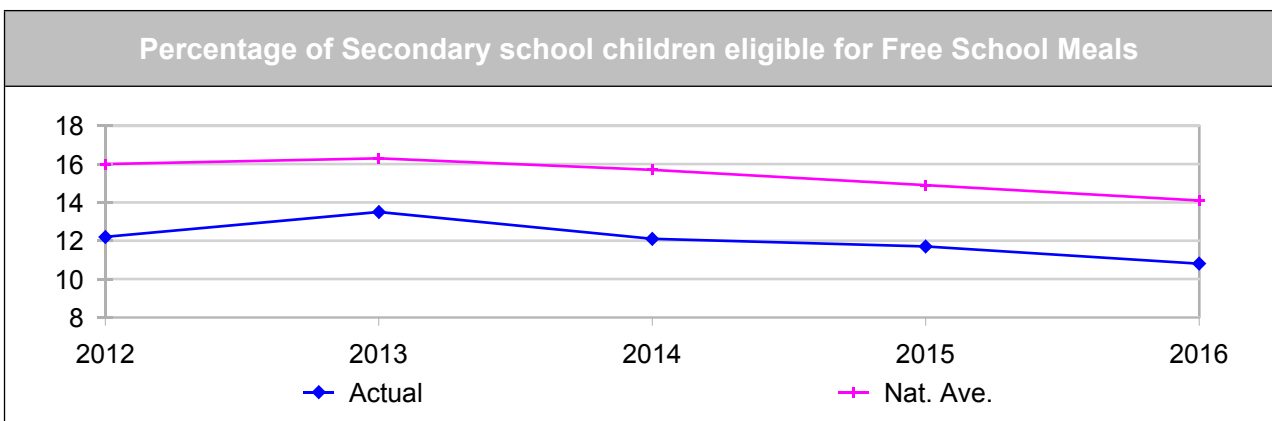
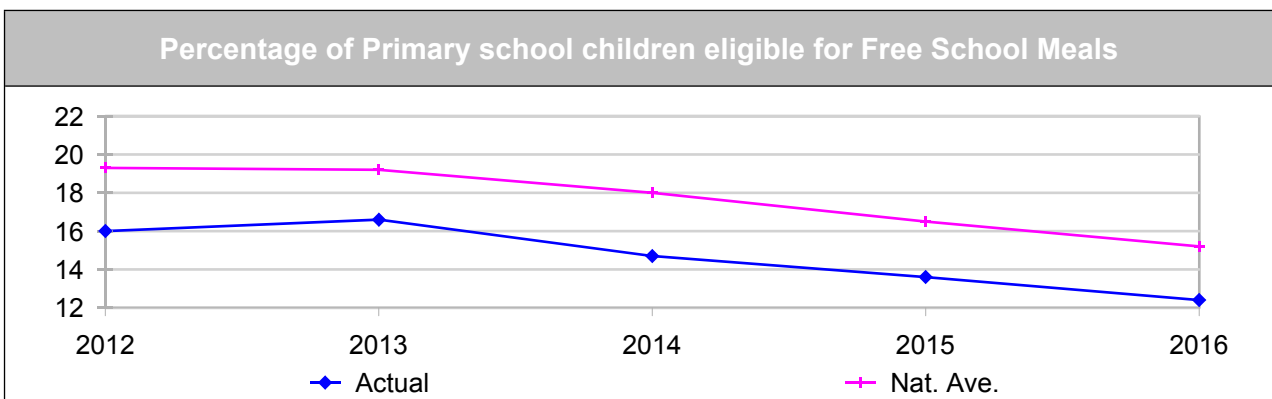
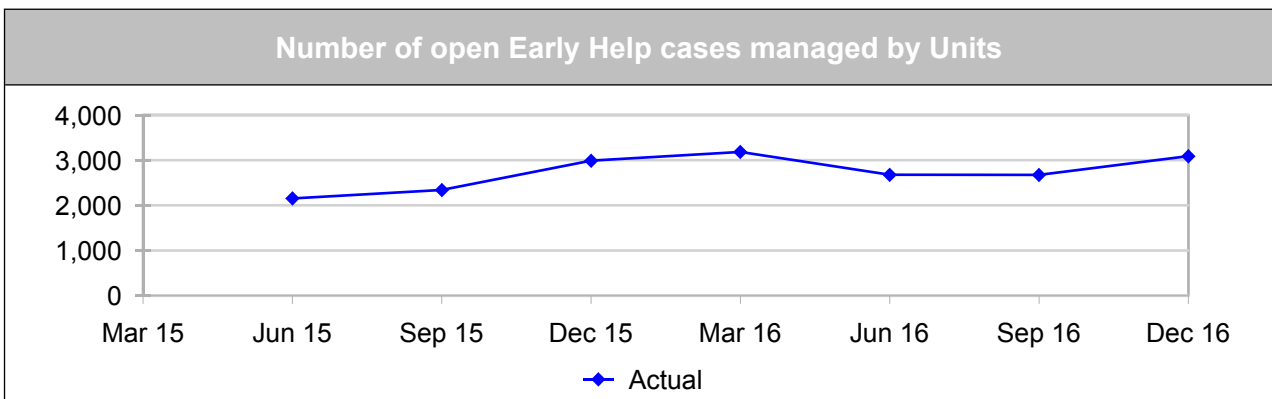
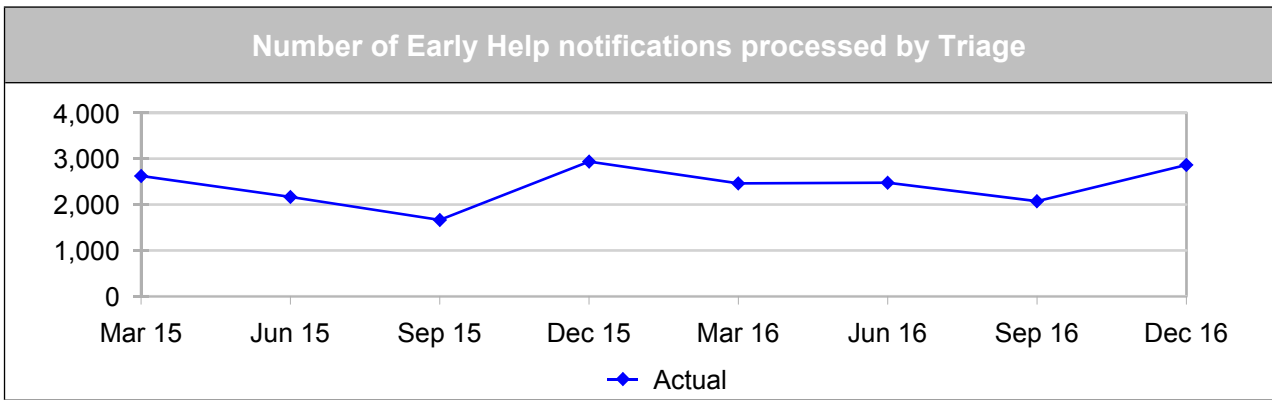






Activity indicators





Specialist Children's Services	
<b>Cabinet Member</b>	Peter Oakford
<b>Corporate Director</b>	Andrew Ireland

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>4</b>	<b>3</b>		<b>3</b>	<b>4</b>	

### Staffing and Quality of Practice

The percentage of case holding social worker posts held by permanent qualified social workers remained at 81% in the quarter to December 2016 and there was a decrease in the posts being filled by Agency Social Workers (15%). Recruitment and retention activity continues on a rolling programme.

The percentage of case files rated good or outstanding continues to be ahead of target. The grading criteria have been strengthened to include a focus on meaningful chronologies being present on all case records. The Safeguarding and Quality Assurance Unit continue to undertake a programme of targeted, thematic audits in addition to the online audit programme. Themed audits arise from the service's self-scrutiny. Recent audits have examined, among other topics, the thresholds for closing a child or young person's case following a step down from Child Protection.

The Signs of Safety practice model continues to be embedded and changes have now been made to integrate Signs of Safety into the templates and plans within Liberi, the electronic case recording system for Specialist Children's Services.

### Demand and Caseloads

Referral figures to the end of quarter 3 are in line with those for the previous year, 11,743 for April to December 2016 compared to 11,785 for the same period in 2015. The overall caseload number has decreased by 1% since April 2016.

### Child Protection

There were 1,142 children with child protection plans at the end of December 2016, which was an increase of 24 from the previous quarter and is within the expected range. The percentage of children becoming subject to a child protection plan for a second or subsequent time has decreased from 22% to 21% in the quarter. Plans for those children who have previously been subject to a Child Protection Plan are reviewed by the Safeguarding and Quality Assurance Unit.

### Adolescents

Alongside the established Adolescent Support Teams, work is being led by the Specialist Children's Services and Early Help and Preventative Services Joint Divisional Management Team to ensure the safety of teenagers who find themselves at risk of homelessness. A project is underway in a few areas of the county to host a 'crash pad' facility for young people requiring emergency help.

Knowledge of the nature of child sexual exploitation in Kent is now being fed into the Multi-Agency Sexual Exploitation (MASE) meetings, for analysis and action.

### **Children in Care**

At 1,416 the number of indigenous children in care decreased by 32 in the quarter. The number of indigenous children in care placed with Independent Fostering Agencies increased by 7 in the quarter, from 161 in September 2016 to 154 in December 2016. The number of children in care placed in Kent by other Local Authorities increased by 33 in the quarter and at the end of December 2016 was 1,300.

The stability of children in care who have been in the same placement for the last two years has remained at 71% and is at the target level set. The percentage of indigenous children placed in KCC foster care or with family remained at 86% in the quarter to December 2016 and remains above the target of 85%.

### **Adoption**

For children who were adopted in the last 12 months the average number of days between coming into care and moving in with their adoptive family was 339 days, a reduction of 49 days on the previous quarter which has exceeded the target.

### **UASC**

During 2015 Specialist Children's Services (SCS) saw an unprecedented rate of arrivals of Unaccompanied Asylum Seeking Children (UASC), which far exceeded previous years. The number of UASC in care at the end of December 2016 was 660. The National Transfer Scheme for UASC, launched in July 2016 has seen 137 new arrivals and 22 existing UASC find permanence with Other Local Authorities as at 31<sup>st</sup> December 2016.

### **Voice of the Child**

The work of the Children and Young People's Council continues to increase its membership and have greater representation by establishing local and more specialist groups, including a group for Care Leavers.

In the early part of the year the Service piloted MOMO (Mind of Your Own), a Web based App that provides a way for children and young people to tell their social workers what they think about our services and about their care plan. This app is being used and young people report it is easy and they like using it. Following the success of the pilot it is planned to implement the use of this app from April 2017.

### **Care Leavers**

The number of Care Leavers has seen an increase in the last quarter, from 1,206 in September 2016 to 1,321 in December 2016. This includes a rise in the number of UASC who became Care Leavers in the quarter, from 605 in September 2016 to 698 in December 2016, an increase of 93.

The performance measure for Care Leavers who the Authority is in touch with who are in suitable accommodation has improved by 1% in the quarter, at 31<sup>st</sup> December 2016 this was 93%. The numbers of Care Leavers in Employment, Education and Training remained the same as the previous quarter at 58%. Work has concluded on the re-design of the pathway plan which will make it more meaningful for young people. This has been piloted and it is anticipated that the changes will be made to the Liberi system for March 2017.

**Our Children in Care (including Unaccompanied Asylum Seeking Children)****Age Profile**

<b>Age Group</b>	<b>Mar 16</b>	<b>Jun 16</b>	<b>Sep 16</b>	<b>Dec 16</b>
0 to 4	177	180	194	193
5 to 9	305	288	284	255
10 to 15	844	831	812	773
16 to 17	994	999	924	855
<b>Total</b>	<b>2,320</b>	<b>2,298</b>	<b>2,214</b>	<b>2,076</b>

**Gender**

	<b>Mar 16</b>	<b>Jun 16</b>	<b>Sep 16</b>	<b>Dec 16</b>
Male	1,611	1,611	1,537	1,423
Female	709	687	677	653

**Ethnicity**

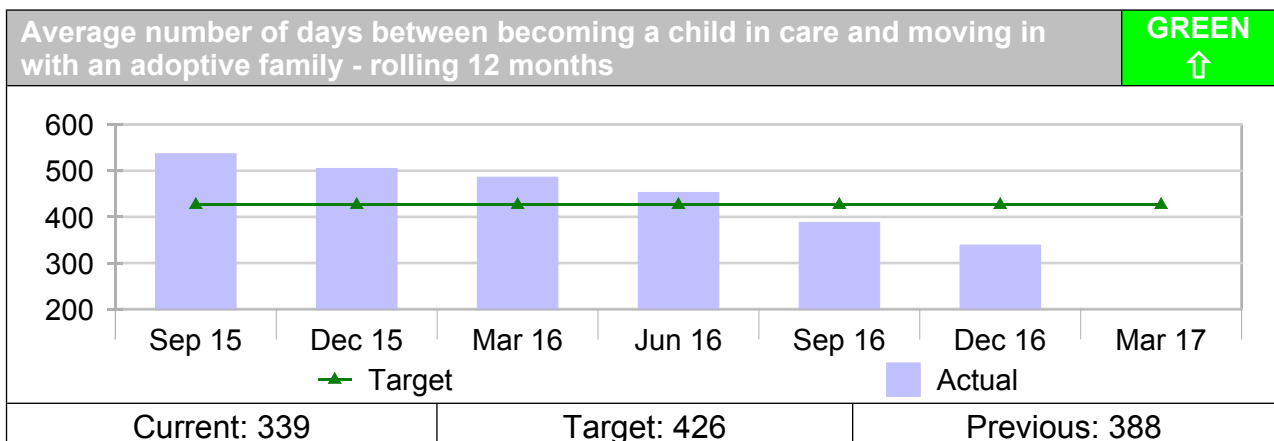
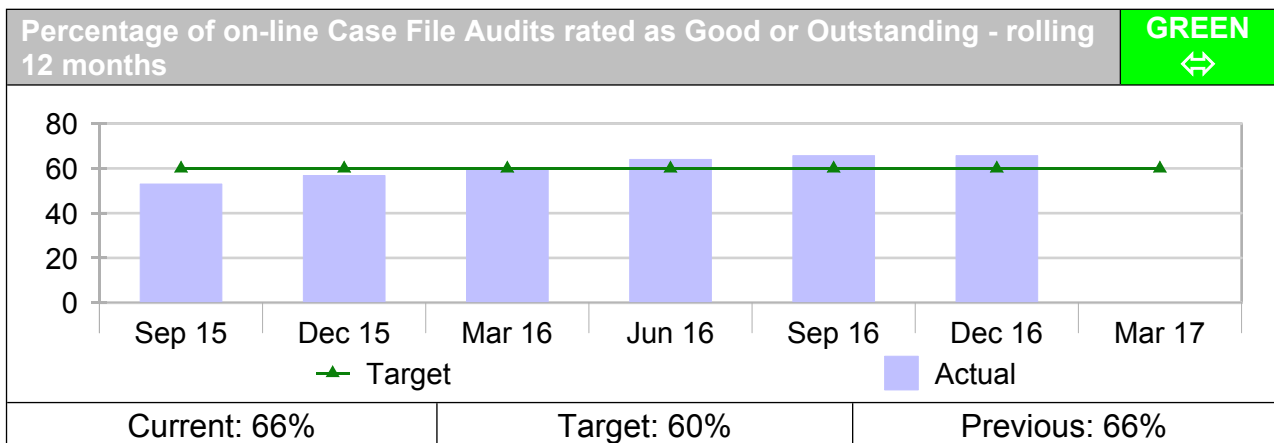
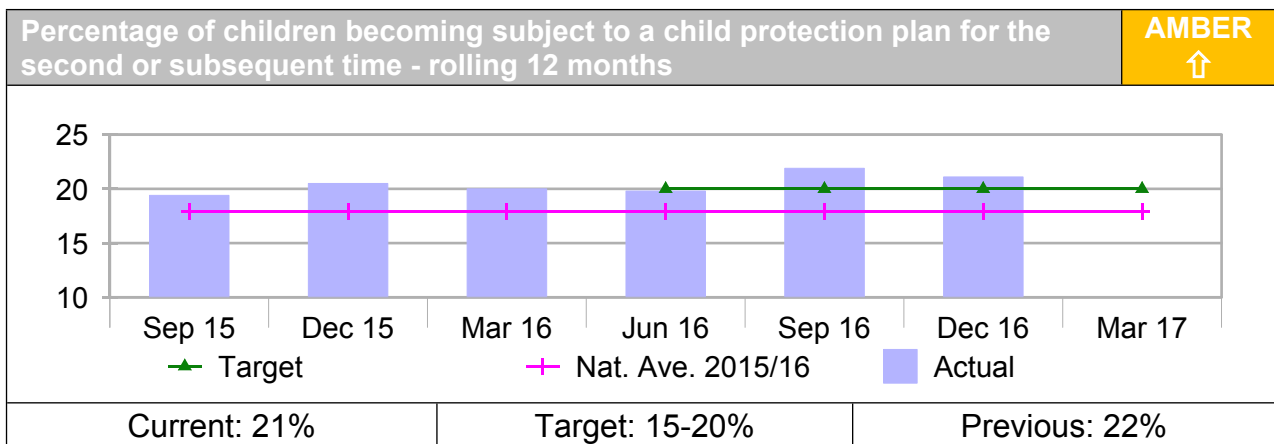
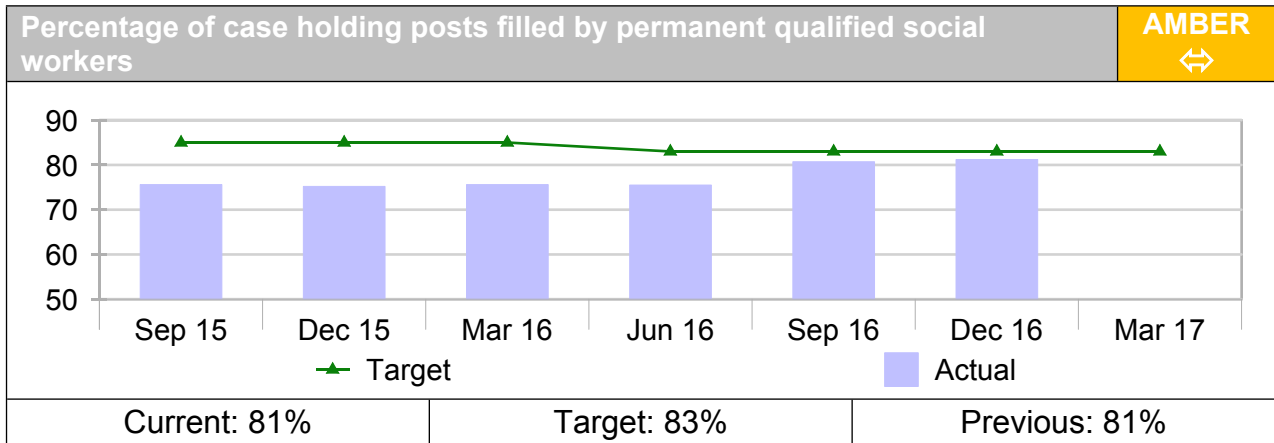
	<b>Mar 16</b>	<b>Jun 16</b>	<b>Sep 16</b>	<b>Dec 16</b>
White	1,354	1,361	1,355	1,318
Mixed	86	81	80	84
Asian	61	66	59	49
Black	391	353	333	277
Other	428	437	387	348

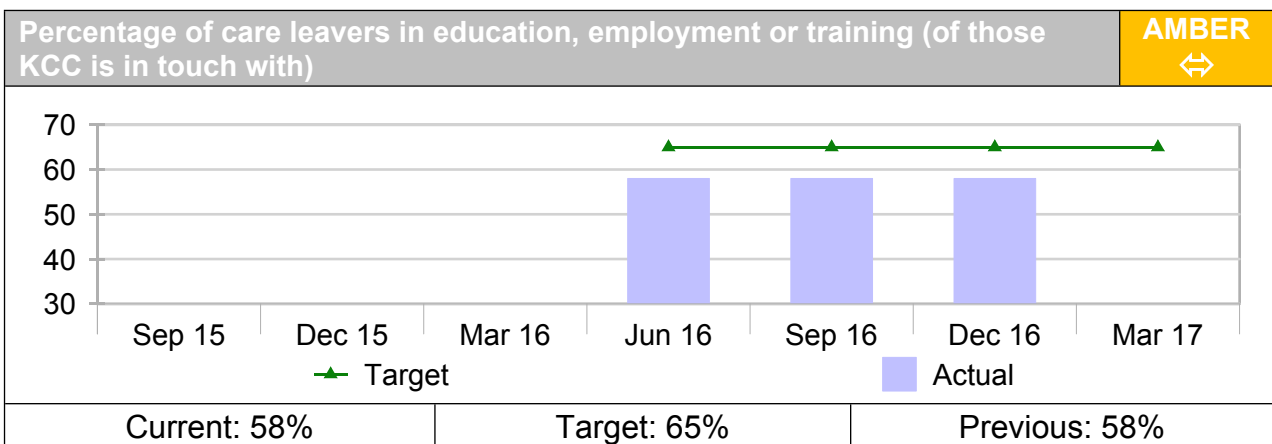
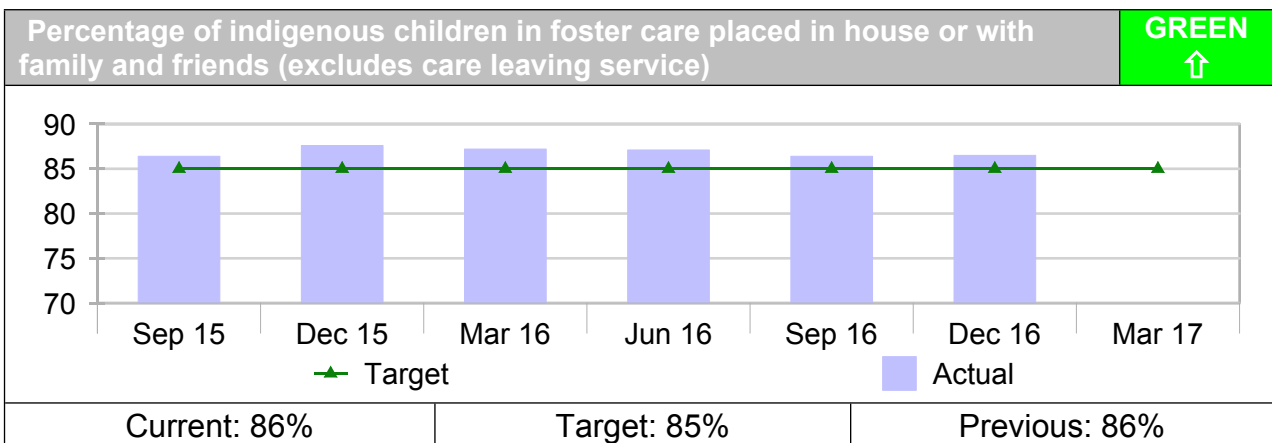
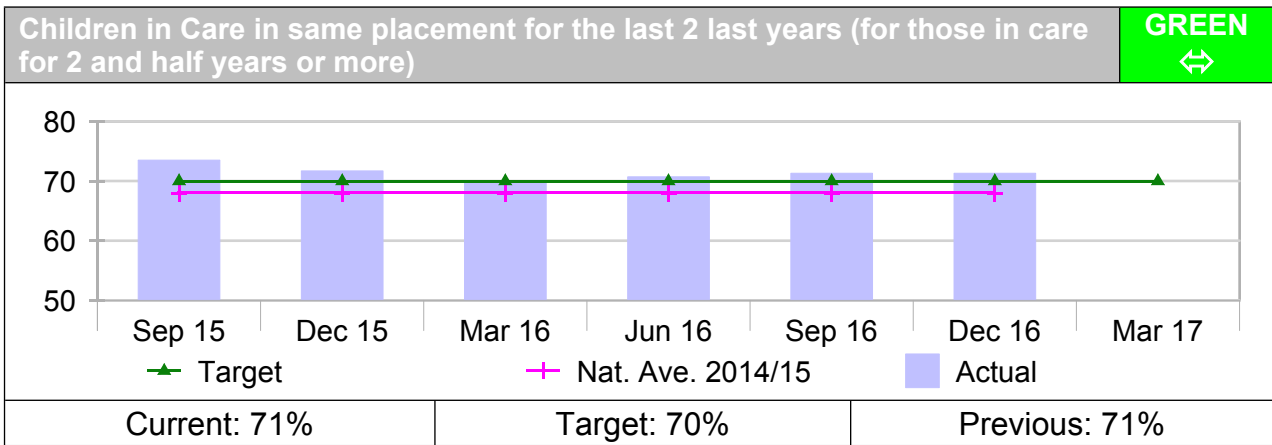
**Kent and Unaccompanied Asylum Seekers (UASC)**

<b>Status</b>	<b>Mar 16</b>	<b>Jun 16</b>	<b>Sep 16</b>	<b>Dec 16</b>
Kent Indigenous	1,454	1,454	1,448	1,416
UASC	866	844	766	660

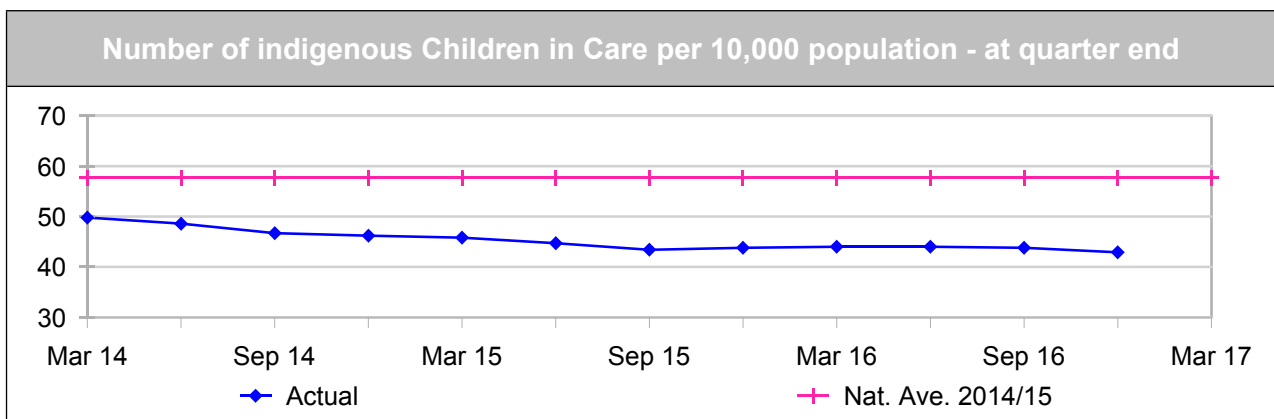
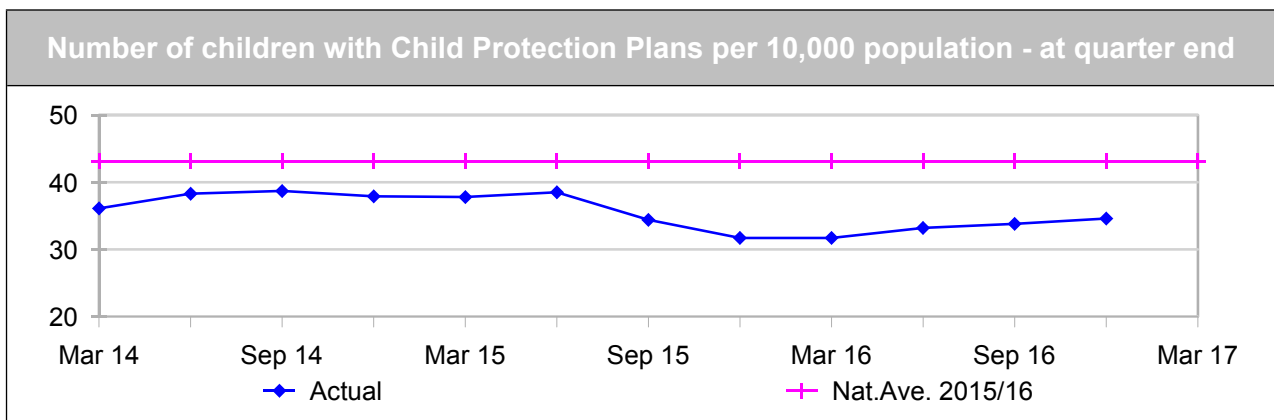
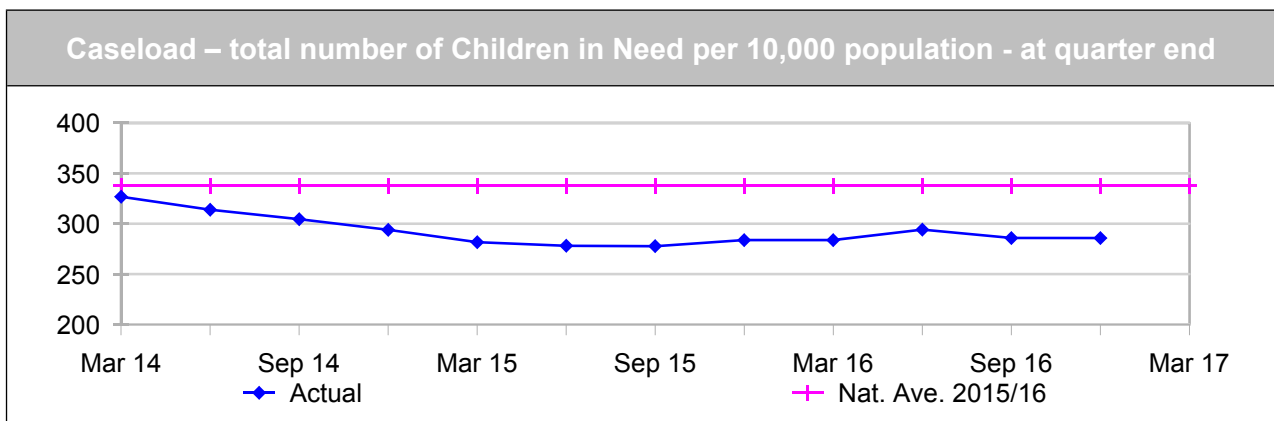
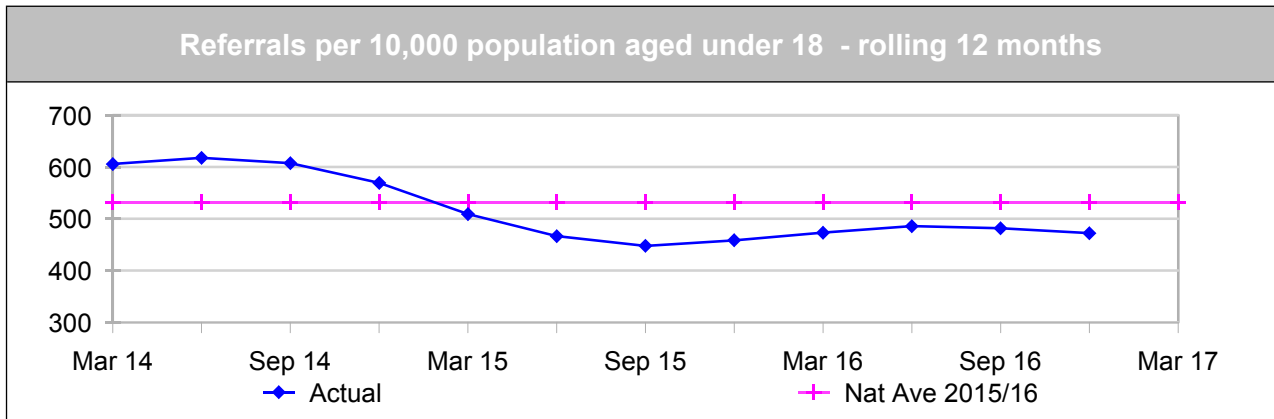


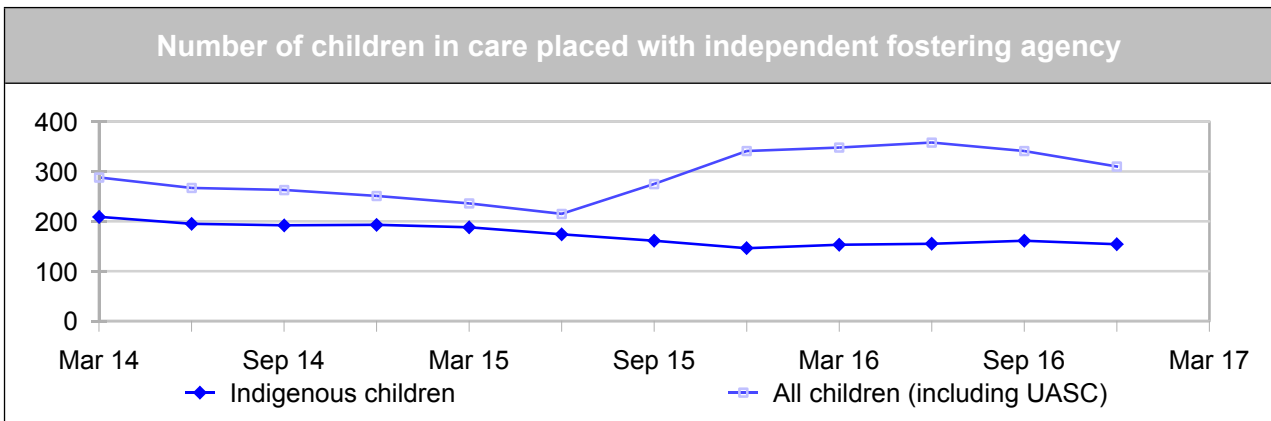
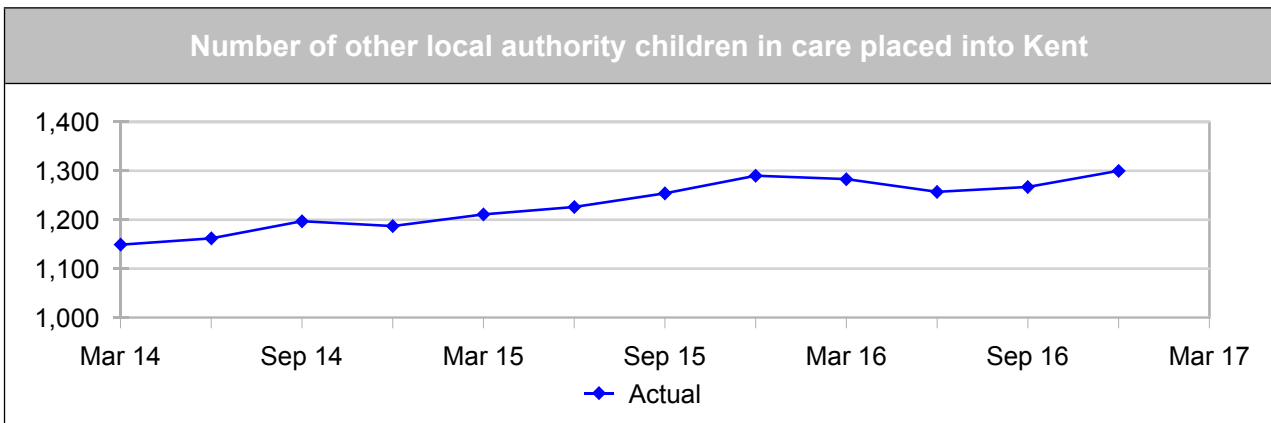
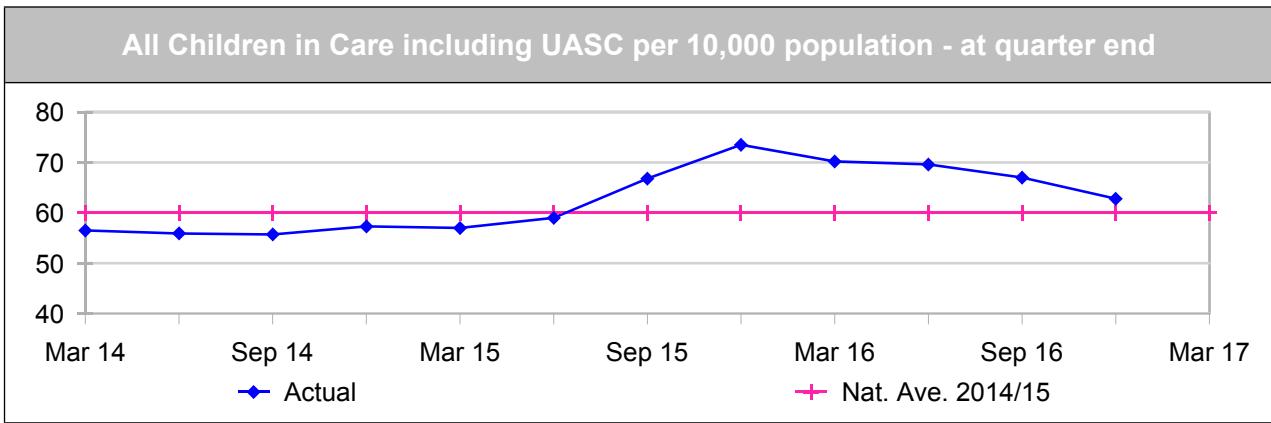
**Key Performance Indicators**





Activity indicators





Adult Social Care	
<b>Cabinet Member</b>	Graham Gibbens
<b>Corporate Director</b>	Andrew Ireland

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	↔	↓
	<b>3</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>2</b>

The percentage of contacts resolved at first point of contact remained ahead of target for the quarter, and the number of clients receiving a Telecare service continues to increase in line with the target trajectory.

The number of referrals to Enablement decreased and is below floor standard with an average in the quarter of 181 accepted referrals per week compared to a target of 217, (note that this quarter includes the Christmas period when enablement starts are generally lower). To address the current low referrals to enablement, a new process has been put in place to ensure that there is management oversight of any cases bypassing enablement, with approval at team manager level required for any new home care clients that have not previously been considered for Kent Enablement at Home (KEaH). However, there are significant problems with availability of homecare which is impacting the Enablement service which is a national issue. Our in house Kent Enablement at Home Service has been used to support hospital discharges, double handed care and provider handbacks where the market is unable to provide a service for some clients. This impacts the capacity within KEaH to accept new clients with enablement potential. There are also an increasing number of cases not eligible for enablement including those with complex dementia.

The percentage of clients still independent after enablement was above target. The introduction of Occupational Therapists within KEaH has resulted in less people going on to receive a higher package of care or no care following their completion of Enablement. Currently the average outgoing care package hours from Enablement is on target at 0.5 hours for those supported by KCC.

The number of admissions to residential care over the past 12 months decreased this quarter. However, the average residential care starts (19.7 per week) are still higher than the target of 16.5 starts per week. It is hoped that the new Swale Practice Assurance Panel approach which has been rolled out countywide will help reduce admissions to residential care.

The proportion of delayed discharges from hospital where KCC was responsible is currently at the 30% target. The top three reasons for delays for both NHS and Social care are attributed to waiting for further NHS non-Acute care, awaiting residential/ nursing home placement availability and patient/ family choice.

### **Safeguarding**

In October 2015 the “Making Safeguarding Personal” approach was changed. This included changing Safeguarding Alerts to Safeguarding Enquiries. As a result of the changes we have seen a significant increase in the number of safeguarding concerns received with more activity now being captured. We expect to see the number of concerns raised level off as the new approach becomes embedded in practice.

Safeguarding improvement plans have been put in place to manage the increased cases activity and new cases are being dealt with more efficiently. Tighter controls of historic safeguarding cases open over 6 months have been put in place.

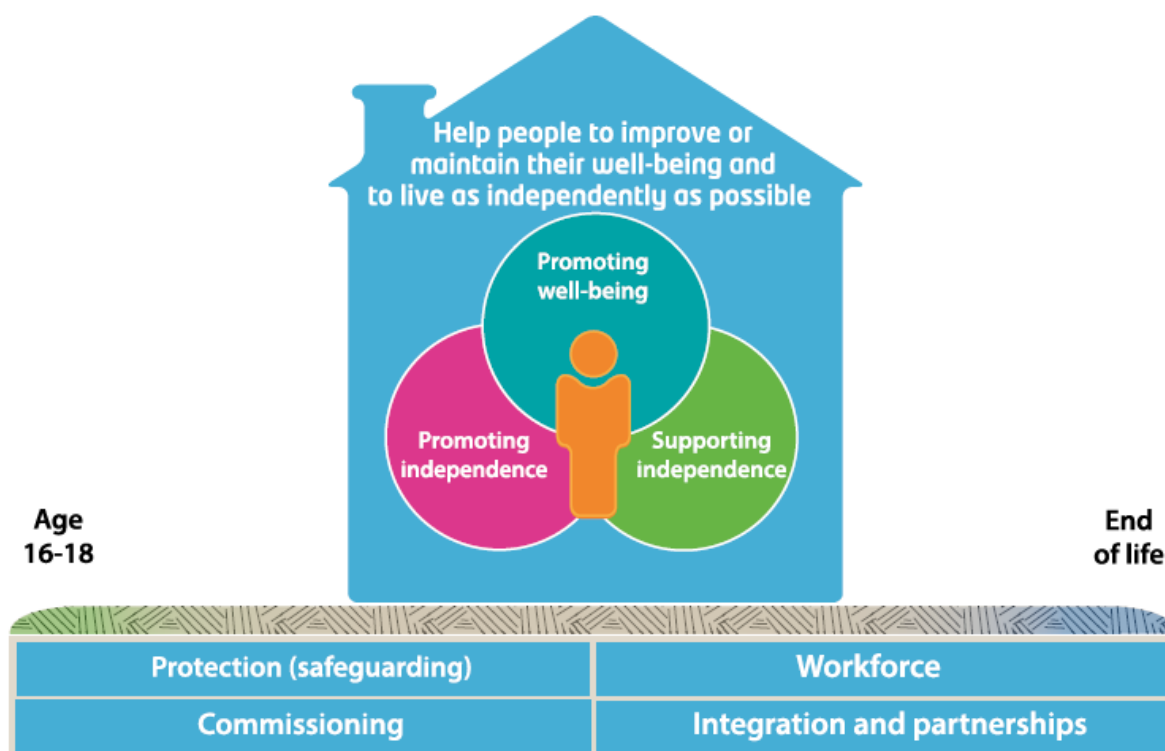
### Your life, your well-being

“Your life, your well-being: a vision and strategy for adult social care 2016-2021” was endorsed by the county council December 2016. This is a five-year strategy which explains our plans for the future. It provides the basis for health and social care integration which is in progress and aims to deliver more person-centred care and support for people.

We know that demand for care and support is increasing, which is making finances come under pressure. At the same time, public expectations are changing; people want a life, not a service. Therefore, the service needs to continue to respond to these challenges, and the new strategy sets out how we will do this. The vision outlines in the strategy is *To help people to improve or maintain their well-being and to live as independently as possible.*

The strategy breaks our approach to adult social care into three themes. These are:

- Promoting wellbeing – supporting and encouraging people to look after their health and wellbeing to avoid or delay them needing adult social care;
- Promoting independence – providing short-term support so that people are then able to carry on with their lives as independently as possible, and;
- Supporting independence – for people who need ongoing social care support, helping them to live the life they want to live, in their own homes where possible, and do as much for themselves as they can.



Four ‘building blocks’ underpin what KCC must have in place in order to achieve the vision, effective protection (safeguarding), a flexible workforce, smarter commissioning and improved partnership working. KCC will use the vision and relevant sections of the

strategy to inform the development and implementation of the Sustainability and Transformation Plan (STP) with the NHS.

The strategy will be delivered through the next phase of the adult social care transformation programme journey that we are already on. The details of how KCC will deliver it will be set out in an implementation plan which is currently in development for this strategy. In summary, this will include activity over the next 18 months around the following:

- **Assessment** - this involves investigating the current delivery model and assessing against the proposed alternatives, supported by best practice. It means confirming the expected financial benefits and the changes needed to achieve the benefits. It also involves developing options to inform the next stage
- **Design** - means testing changes in specific areas and refining the expected financial benefits and, after benefit change getting ready for putting into practice
- **Implementation** - this means putting changes into practice across Kent and monitoring the benefits and making sure that performance is consistent.

### Service User Feedback

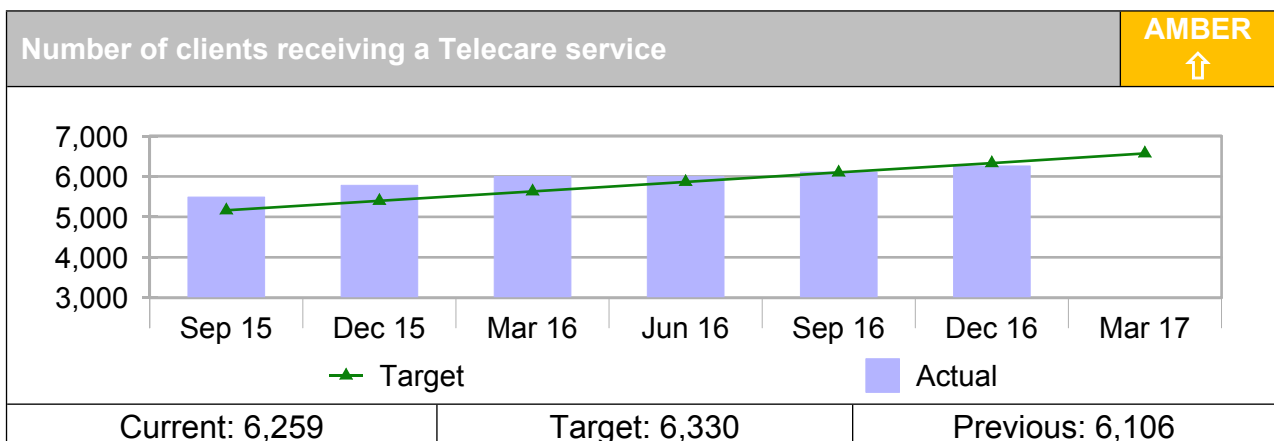
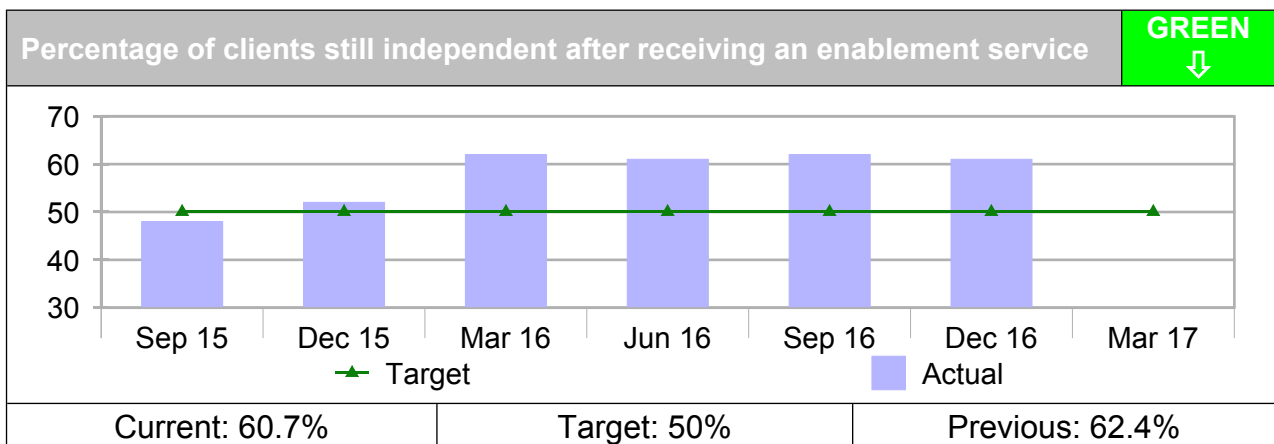
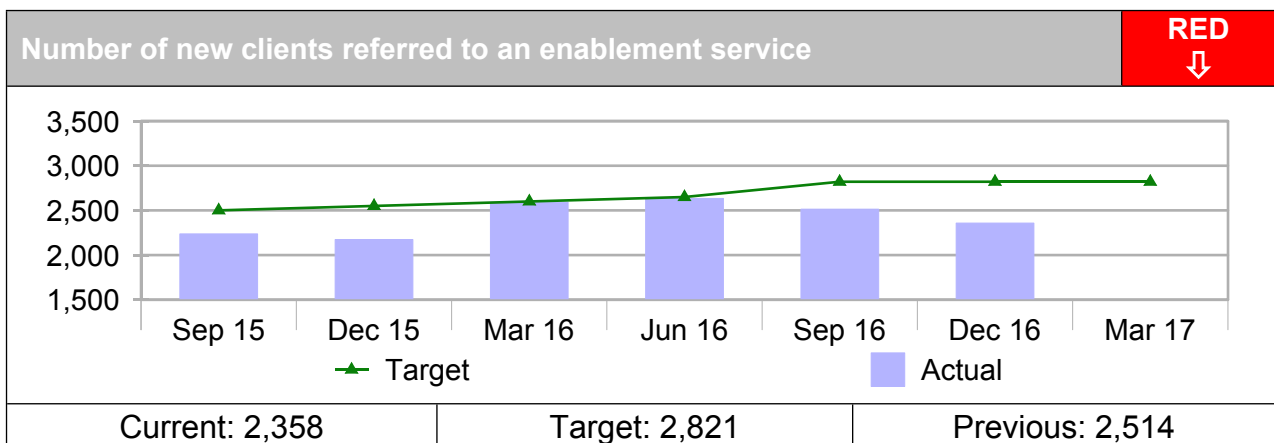
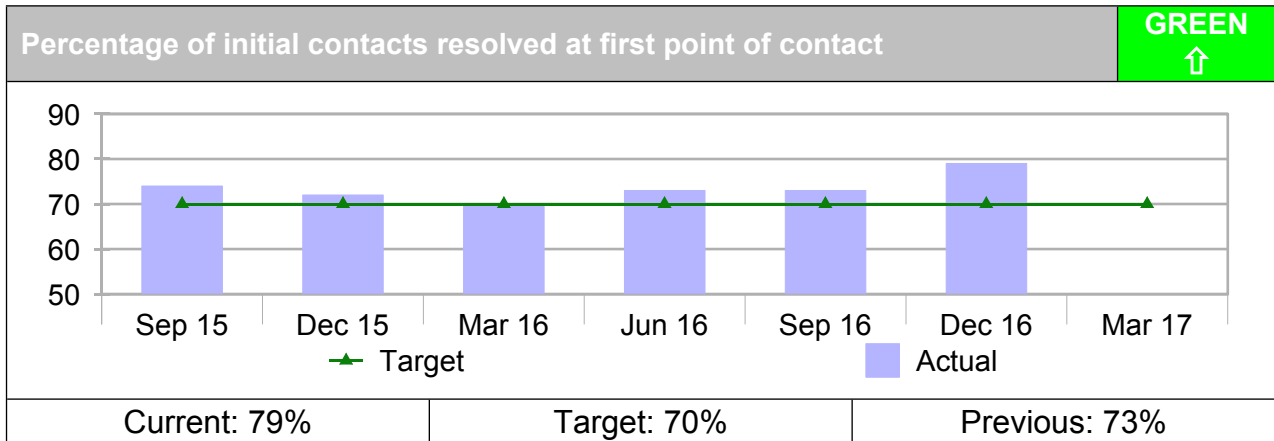
All local authorities carry out a survey with their adult social care services users on an annual basis, as set out by Department of Health guidance. A sample of service users are chosen from all ages, all client groups and all services. The last survey in 2015/16 had responses from 483 service users in Kent.

The results of some of the key areas are found below. National averages are shown in brackets.

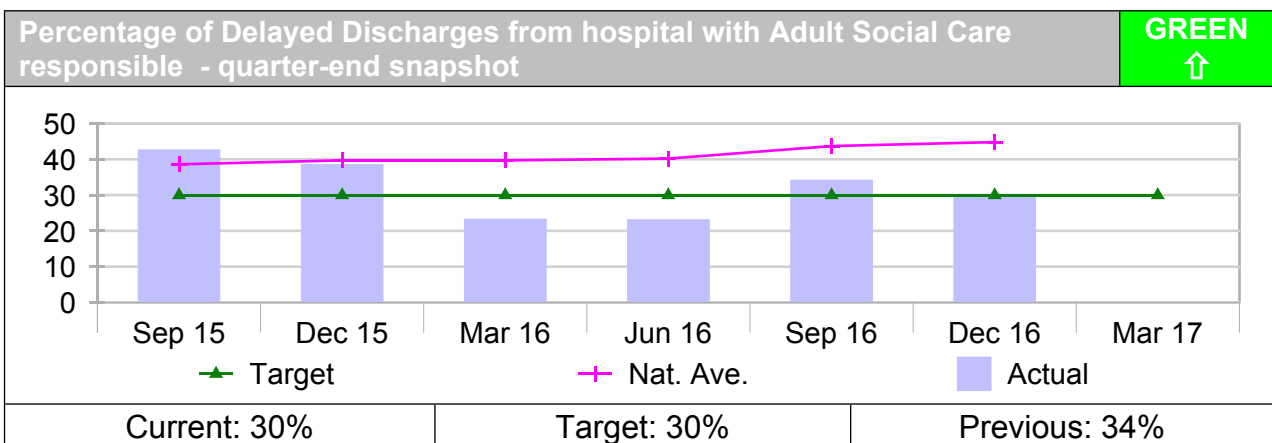
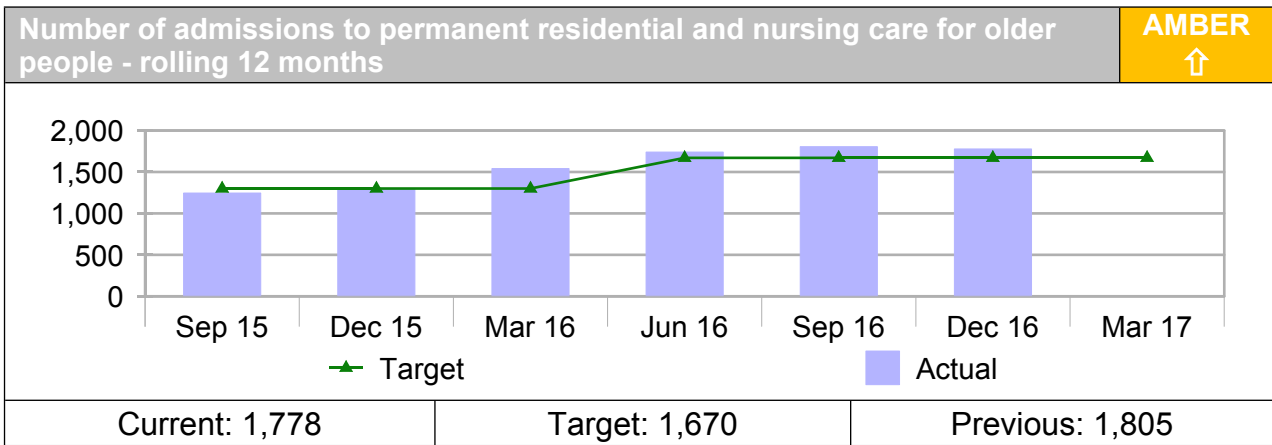
	2012-13	2013-14	2014-15	2015-16
Service users who are extremely or very satisfied with their care and support	67% (64%)	66% (65%)	70% (62%)	66% (64%)
Service users who have adequate or better control over their daily life	79% (76%)	78% (77%)	84% (77%)	80% (77%)
Service users who find it easy to find information about services	76% (74%)	70% (75%)	78% (74%)	75% (74%)
Service users who say they feel safe as they want	65% (65%)	65% (66%)	73% (69%)	71% (69%)
Service users who say that the services they receive help them feel safe and secure	79% (78%)	76% (79%)	84% (85%)	85% (85%)

The Directorate Management Team have considered the results and the information gathered from the survey is being used together with further feedback from people that have volunteered to take part in additional surveys to understand how we can make improvements to the services we deliver.

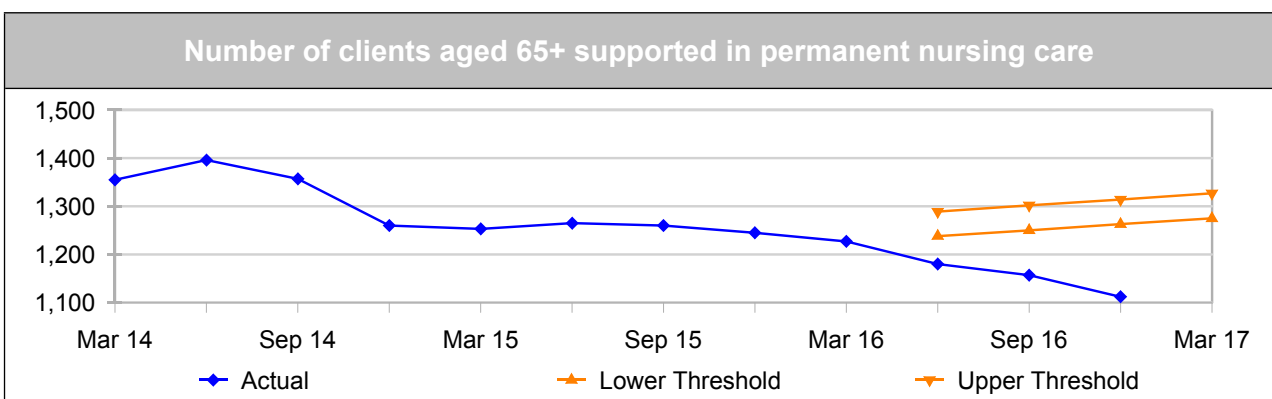
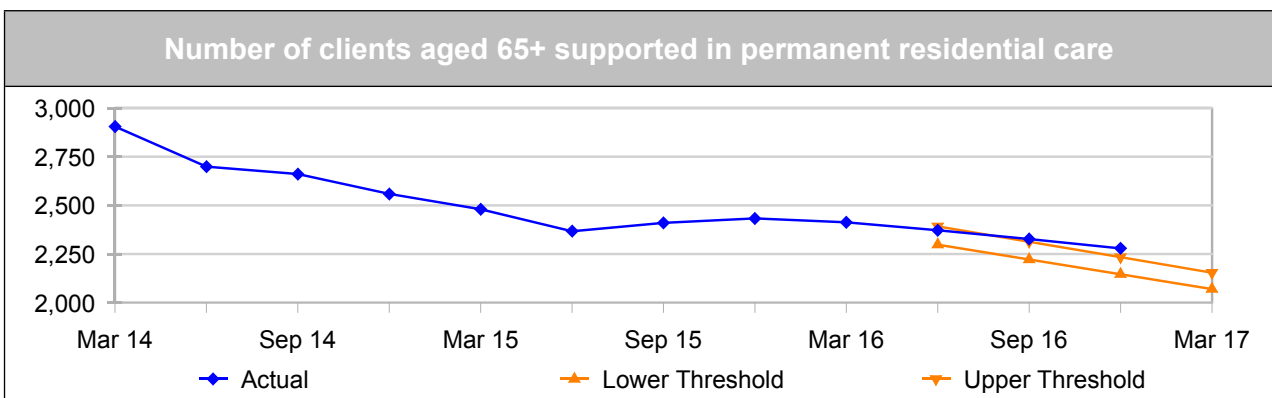
### Key Performance Indicators

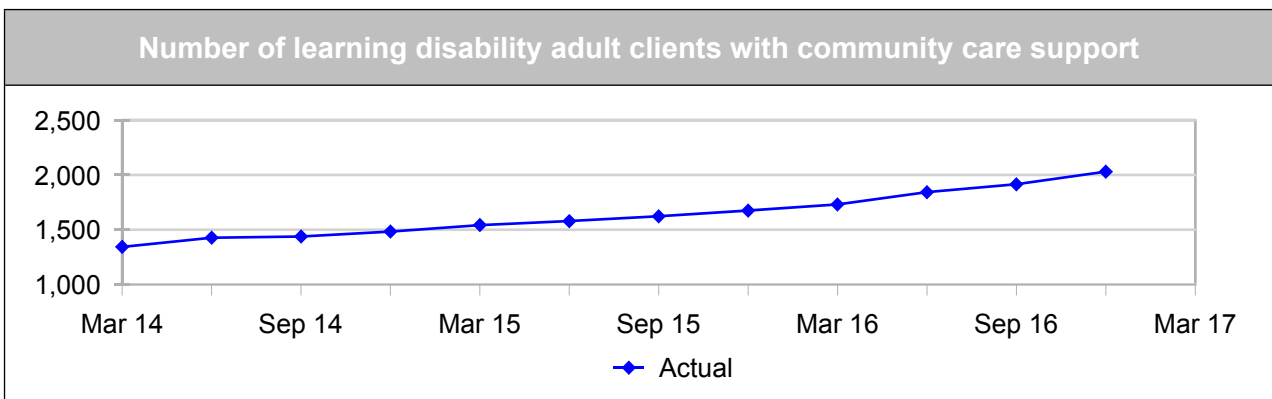
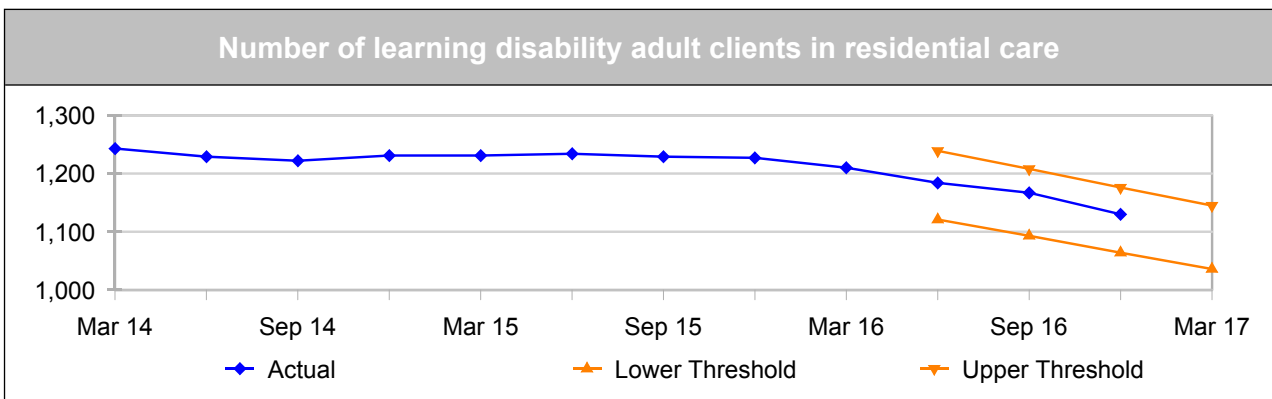
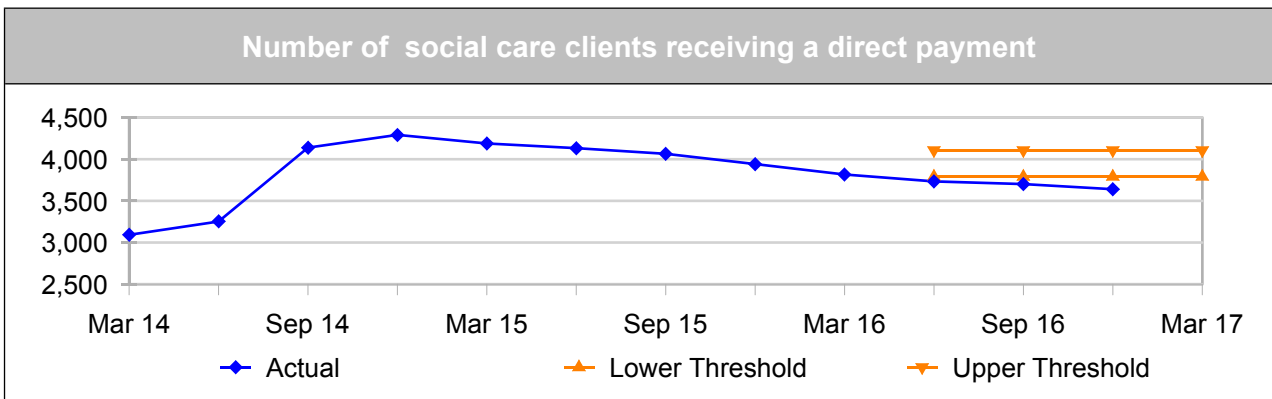
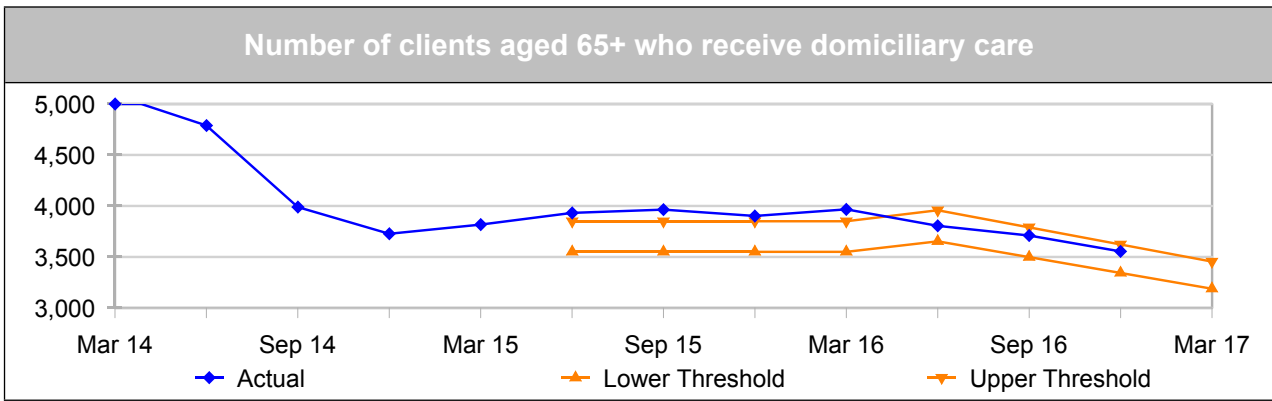






**Activity indicators**





Public Health	
<b>Cabinet Member</b>	Graham Gibbens
<b>Director</b>	Andrew Scott-Clark

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	1	2	1	1	1	2

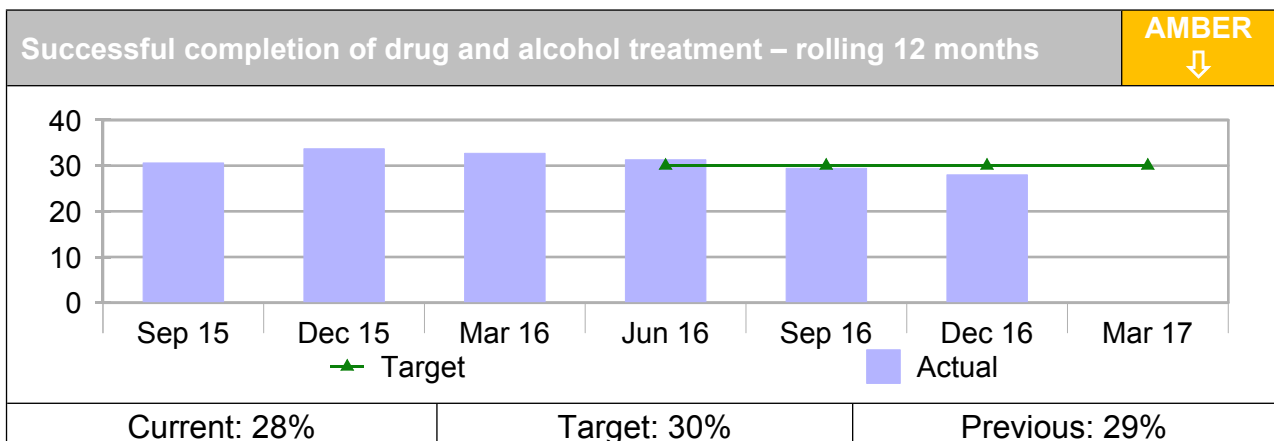
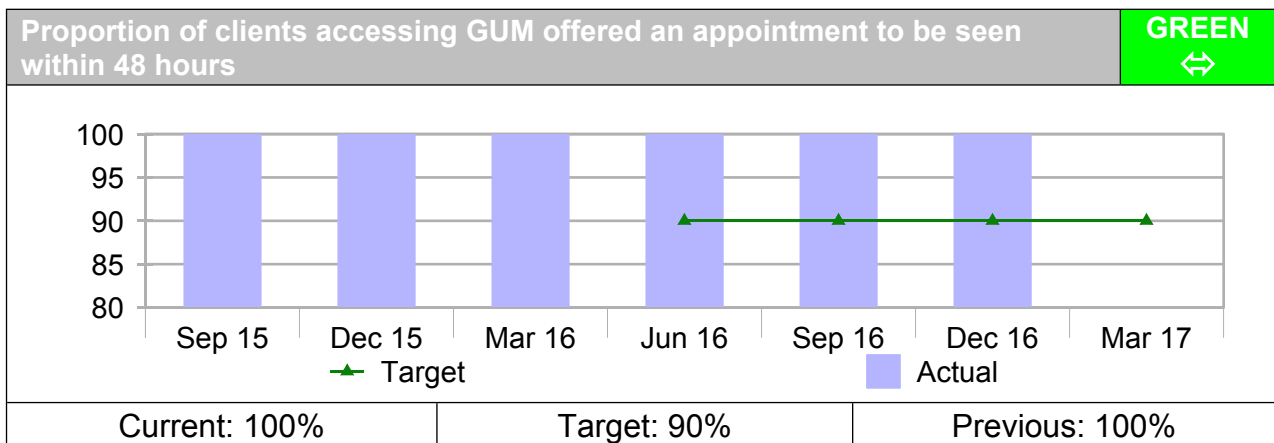
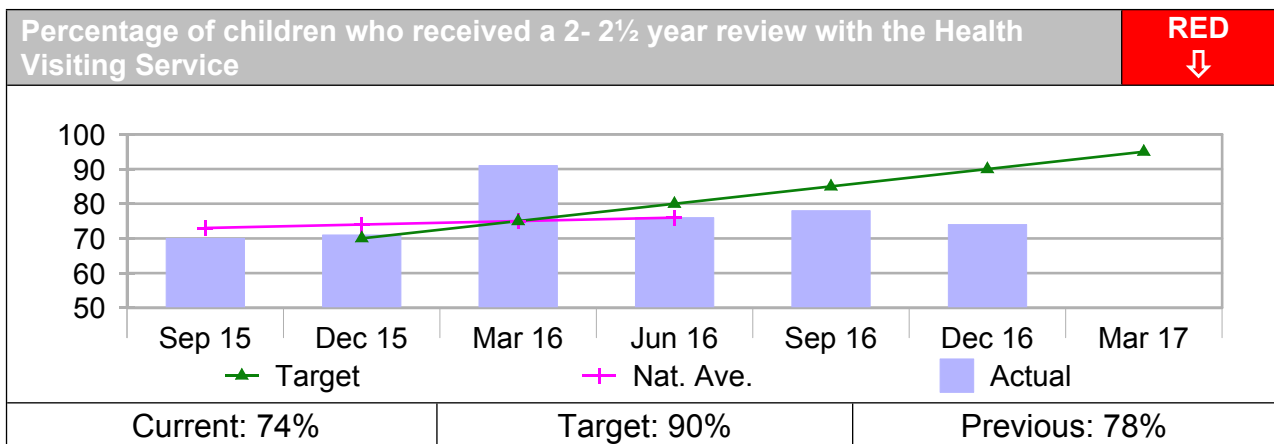
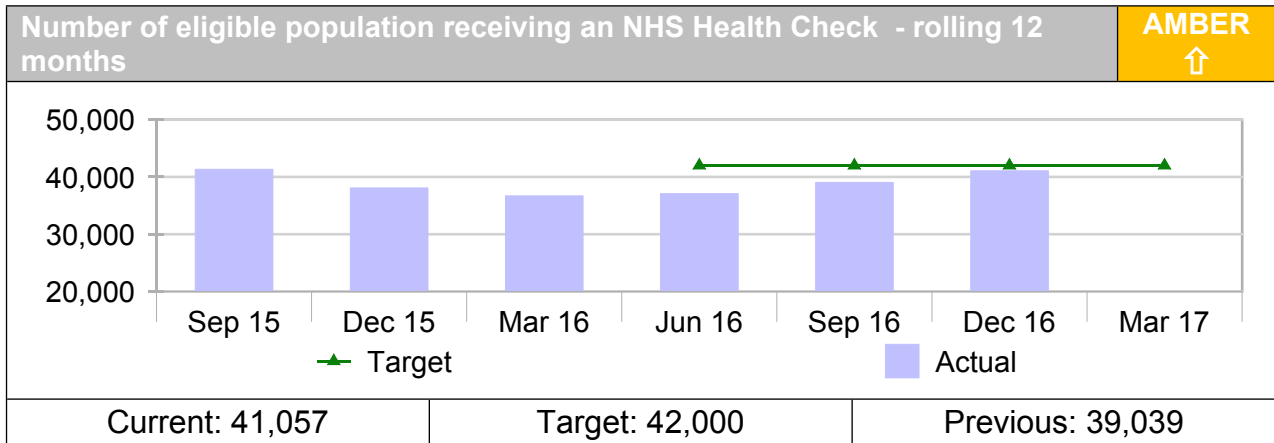
Public Health is continuing to drive forward with the transformation of services which aim to help people lead healthier lifestyles. Performance of the NHS Health Check programme continued to improve in the quarter and a Health Check App was launched and has already attracted more than 1,300 users. The existing contracts for adult healthy lifestyle services have been extended until September 2017, to ensure better alignment with the prevention strand of the Kent and Medway Sustainability and Transformation Plan (STP). From April 2017 onwards, these healthy lifestyle services will move towards a more integrated model of delivery and will be branded as ONE YOU Kent to fit with the national campaign on improving healthy lifestyles.

There has been a fall in the proportion of children who had received their 2-2½ year check within the expected timeframe. The Health Visiting Service has reported that the reduction is due to a number of different factors including an increase in the number of families declining the offer for a 2-2½ year check or not attending the scheduled appointment. The service is reviewing the process for offering this check to improve uptake and increase the proportion of children who receive this check in future quarters. The service provides five checks from antenatal to 2-2½ years and performance is increasing in the antenatal contact, 6-8 week check and 1 year check, with small reductions in the new birth visit. The Health Visiting Transformation Programme is continuing at pace with a series of workshops with health visitors and children's centre staff considering opportunities for closer joint working and co-location of services where possible

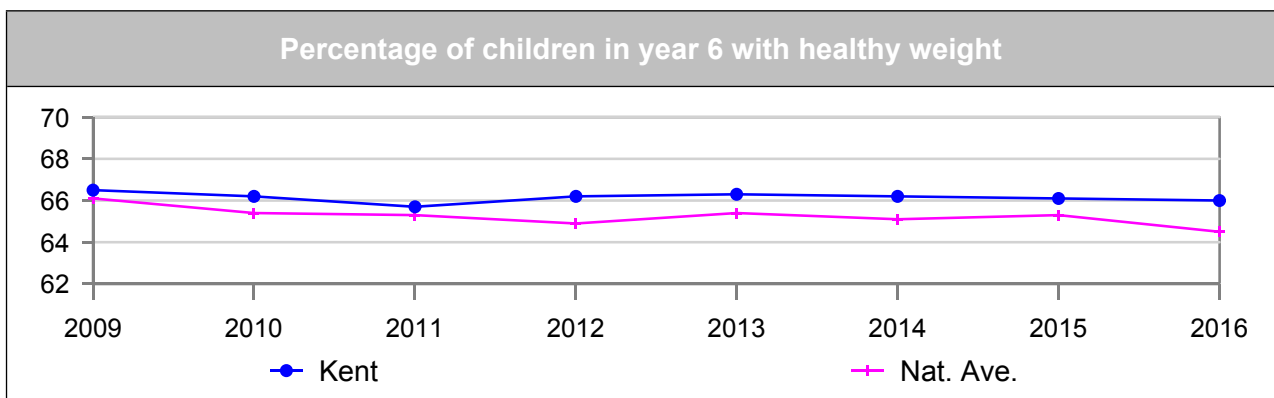
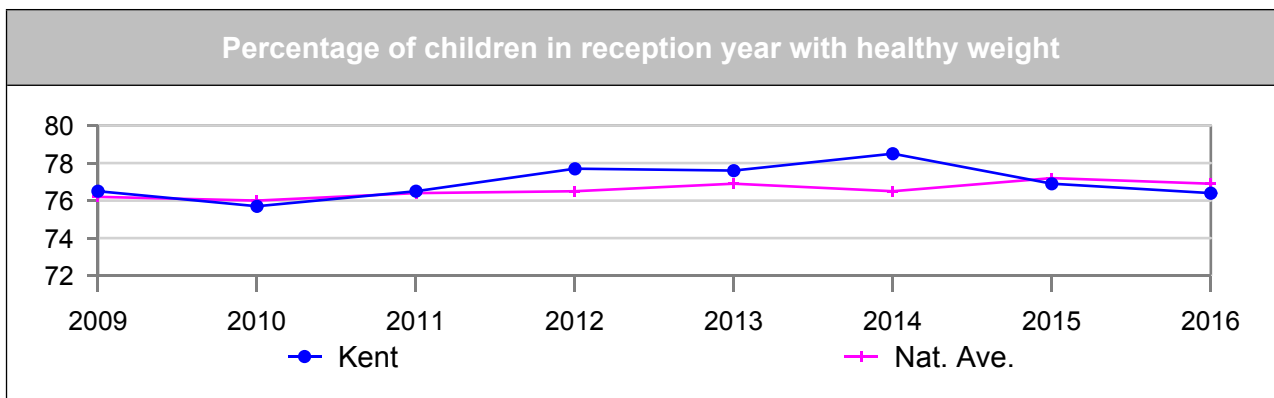
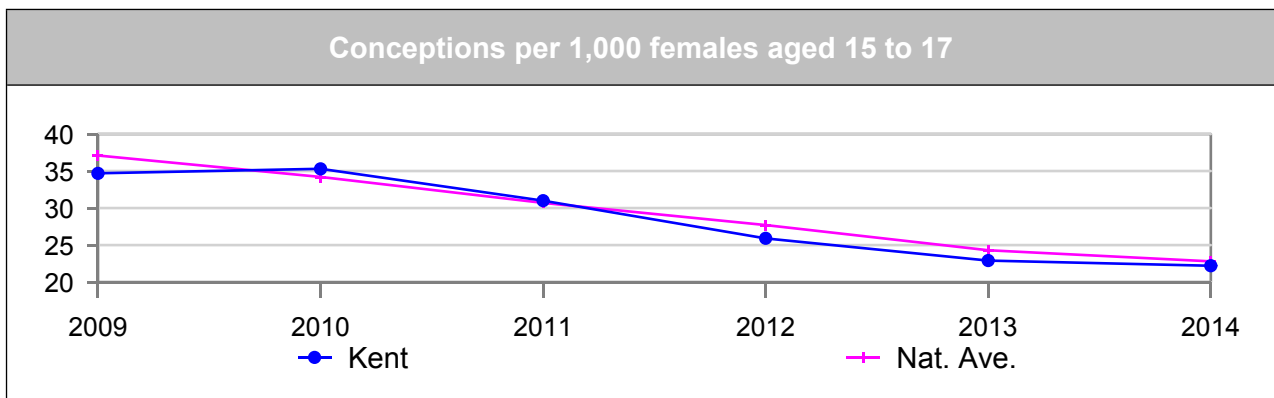
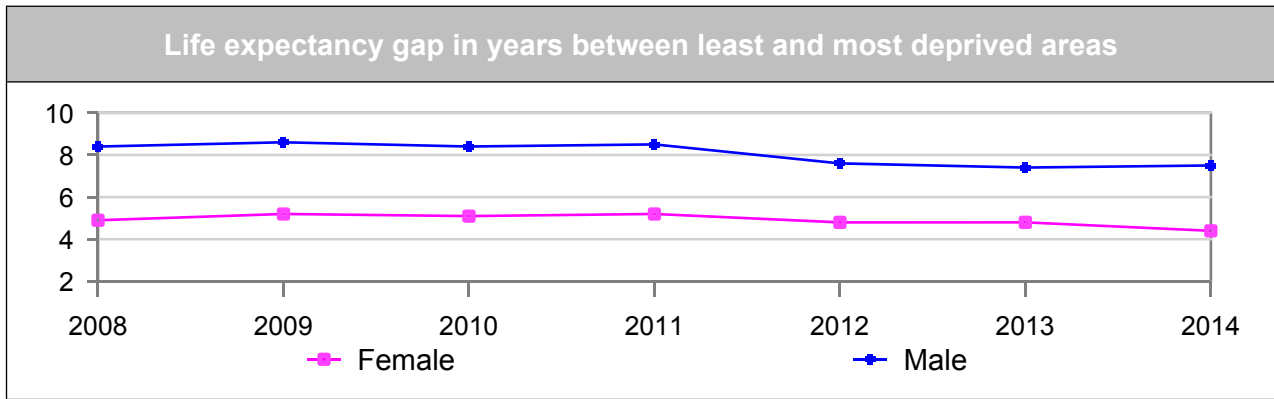
In the 12 months to December, 28% of those in drug and alcohol treatment successfully completed treatment free from dependence on drugs or alcohol. This is slightly lower than the previous quarter and below the target of 30% although this remains above the national average. Service providers are putting in place a range of measures to improve performance and increase the proportion of people who complete treatment free from drug or alcohol dependence.

There was a significant amount of work on Public Health campaigns during the quarter. The *Release the Pressure* campaign which aims to reduce suicides, particularly among men, continued in the quarter. During the first wave of the campaign, the website was viewed more than 21,000 times there was a 30% increase in the number of calls to the Mental Health Matters helpline. The campaign won an award at the Chartered Institute of Public Relations Awards in the Public Sector Campaign of the Year category. The second wave of promotional activity is planned for March 2017 and will build on the initial activity including targeted advertising and media relations activities.

**Key Performance Indicators**



Activity indicators



## Corporate Risk Register – Overview

The table below shows the number of Corporate Risks in each risk level (based on the risk score). The Target risk level is the expected risk level following further management action. Since the more formal annual refresh of the Corporate Risk Register in autumn 2016, one risk has been closed and the current risk score for another has been reduced. Details are outlined below.

	Low Risk	Medium Risk	High Risk
<b>Current risk level</b>	1	3	12
<b>Target risk level</b>	4	12	0

### **Delivery of 2016/17 savings (Decreased from High to Low rating)**

As outlined via the Council's financial monitoring processes, the possibility of overspend for the current financial year cannot be ruled out therefore the current rating has been reduced from 'likely' to 'possible'. However, good progress has been made in reducing the gap and there is not now expected to be a significant impact associated with this risk, should it occur, therefore the impact score has also reduced.

### **Data and Information Management (Closed)**

This risk was of a quite generic nature, and has been closed, with elements relating to cyber security feeding into a separate and more specific risk. However, the Corporate Risk Manager is liaising with KCC' General Counsel to gain his view as Senior Information Risk Owner (SIRO) on any particular risks that may need highlighting, with a view to reopening if necessary.

### **Mitigating Actions**

Updates have been provided for 11 actions listed to mitigate elements of Corporate Risks that were due for completion or review up to the end of December 2016, together with updates for 8 actions due for completion or review by the end of January 2017.

Due Date for Completion	<b>Actions Completed/ Closed</b>	<b>Actions Outstanding or Partially complete</b>	<b>Regular Review</b>
December 2016	3	6	2
January 2017	2	5	1

### **Mitigating actions during this period are summarised below:**

#### Access to resources to aid economic growth and enabling structure

- Canterbury Christchurch University launched their non-political report on the implications of Brexit in Kent called "Making a success of Brexit", in Westminster in December 2016. This sectoral analysis will continue in 2017 and liaison with the university will continue as and where appropriate.

- A full update of the Kent and Medway Growth and Infrastructure Framework will be undertaken throughout 2017 and will be delivered in house. The Project Mandate was agreed in January 2017.
- The draft Local Transport Plan 4 was subject to a 12 week period of consultation which concluded at the end of October 2016. Findings of the consultation and a revised draft are being presented to Cabinet Committee before consideration by Cabinet in March 2017.
- Single KCC point of contact for Developers – a project has been instigated and has been aligned with several other related projects to form a programme including systems developments to ensure maximum benefits can be achieved.

#### Civil Contingencies and Resilience

- A review of the Kent Resilience Team has been undertaken and the decision taken to make this team permanent. A second phase of this review includes a proposal to redesign emergency planning capacity for KCC. This is about to be launched with intentions to complete by April 2017.
- Proposals for enhancing KCC's ability to respond to any move to a national threat level of 'critical' were considered by the Corporate Management Team in February, with actions being taken forward as appropriate.
- Work continues on the business continuity plan for Contact Point. The daytime plan has been revised and alternative options in case of 'denial of access' to the current premises are being explored.

#### Management of Adult Social Care Demand

- Your Life, Your Wellbeing Programme assessment phase has been completed. Next steps for the programme are being reviewed at end of February 2017.

#### Potential implications associated with significant migration into Kent

- Steering Group of Council Leaders has been established to respond to concerns over placements into Kent by London authorities.

#### Implications of high numbers of Unaccompanied Asylum seeking children (UASC)

- Since the introduction of the National Transfer Scheme on 1 July 2016, new arrivals of UASC within Kent have reduced drastically. As a result staffing is being regularly reviewed and the number of dedicated UASC teams has been reduced. The number of UASC care leavers remains high.

#### Managing and working with the social care market

- A Community Market Position and new adult Social care Vision and Strategy have been published. Regular Provider forums for homecare and regular meet the market events for 'Your Health, Your Wellbeing' are taking place.
- Residential and nursing re-let: the contract was let in April 2016 and a period of embedding has taken place. A Monthly Market Management meeting has been established to make sure issues are raised, considered and resolved.

#### Delivery of New School Places is constrained by capital budget pressures and dependency upon the Education Funding Agency (EFA)

- Discussions have been taking place with the EFA. Meanwhile, contingency plans are being developed for alternative accommodation for each Free School project should they be required.

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**By: Matthew Balfour, Cabinet Member for Environment and Transport**

**Barbara Cooper, Corporate Director of Growth, Environment and Transport**

**To: Cabinet – 27 March 2017**

**Subject: LOCAL TRANSPORT PLAN 4: DELIVERING GROWTH WITHOUT GRIDLOCK 2016 - 2031 – REVISED PLAN**

**Classification: Unrestricted**

**Past Pathway of Paper:** Environment and Transport Cabinet Committee (March 17)

**Future Pathway of Paper:** County Council (July 17)

**Electoral Division:** All divisions

**For:** Recommendation to County Council

**Summary:**

Kent County Council (KCC) has a statutory duty to have a Local Transport Plan (LTP). The current LTP3 (2011-16) needs replacing and so a new draft LTP, *Local Transport Plan 4: Delivering Growth without Gridlock (2016-31)*, was produced incorporating a refresh of 2010's *Growth without Gridlock: A transport delivery plan for Kent*. The draft LTP4 was taken to Cabinet Committee on 8<sup>th</sup> July 2016, and then a full 12 week public consultation was undertaken. The Consultation Report and a summary of the results were presented to Environment and Transport Cabinet Committee on 12<sup>th</sup> January. Since then, the consultation comments have been reviewed and revisions made to LTP4. The revised LTP4 was presented to Environment and Transport Cabinet Committee on 13<sup>th</sup> March 2017. This report summarises the revisions to LTP4, and provides in appendices the revised LTP4, the 'You Said, We Did' document and the revised Equalities Impact Assessment.

**Recommendation:**

Cabinet is asked to consider and recommend Local Transport Plan 4 to County Council for adoption.

In addition, Cabinet is asked to endorse for approval by the County Council that the Corporate Director of Growth, Environment and Transport be authorised to make any further minor modifications which may be needed such as formatting changes and typographical errors in order to publish the Local Transport Plan 4: Delivering Growth without Gridlock.

**1. Background**

1.1 Kent County Council (KCC) is in the process of replacing its current Local Transport Plan (LTP3), which is dated 2011-16. Under the Local Transport Act

2008, it is a statutory requirement for Local Transport Authorities (LTAs) to have a Local Transport Plan (LTP) in place, although the Act allows LTAs the freedom to replace LTPs as and when they see fit rather than requiring a five year planning cycle as in previous legislation (Transport Act 2000).

- 1.2 The LTP is a critical tool in supporting and facilitating appropriate growth and in assisting Kent to attract investment from Government to its priority transport schemes. It is thus vital that KCC has a robust LTP in place.
- 1.3 The current refresh provides an opportunity for KCC to produce a new longer-term plan, enabling the Council to take a strategic view of transport along the same timescales as those that have been used to set out the county's growth ambitions. The new LTP4 therefore spans the period 2016 to 2031 to align with the timeframe of the *Kent and Medway Growth and Infrastructure Framework* (GIF).
- 1.4 LTP4 is integrated with Kent's transport delivery plan, *Growth without Gridlock* (GwG). GwG was produced in December 2010 setting out the strategic aims for transport to support economic growth in Kent over a 20-year period. Many of the ambitions of this original plan have been achieved, or significant progress towards delivery has been made. These priorities, along with new ambitions, have been incorporated in the 'Strategic Transport Priorities' section of LTP4. KCC therefore now has one document covering both strategic and local transport priorities.

## **2. The consultation process**

- 2.1 For a 12-week period from August 8<sup>th</sup> to October 30<sup>th</sup> 2016, the consultation documents and questionnaire for LTP4 were available to view and respond to online, with hard copies available on request. Hard copies were also available in all libraries, Gateways and district/borough council offices across Kent. In addition, all KCC Members received a hard copy. A report on LTP4 was also offered to each Joint Transportation Board (JTB). Seven JTBs were attended by officers: Canterbury, Maidstone, Sevenoaks, Swale, Thanet, Tonbridge and Malling, and Tunbridge Wells. The Maidstone Business Partnership meeting was also attended.
- 2.2 We received over 500 individual responses, including 40 parish councils and the Kent Association of Local Councils, all of the district/borough councils, Medway Council, and the London Borough of Bromley. In addition, a range of other stakeholders responded including the Kent Downs Area of Outstanding Natural Beauty (AONB), High Weald AONB, Port of Dover, Port of London Authority, Freight Transport Association, Highways England, and Natural England.

## **3 Overview of consultation responses**

- 3.1 The consultation report was presented to Cabinet Committee in January 2017. Overall, the draft *Local Transport Plan 4: Delivering Growth without Gridlock* was well received. In particular, the ambition, outcomes and supporting policies

were supported by a majority of respondents. The named transport priorities at all levels (strategic, Kent-wide and district) received a mix of responses but nevertheless there was more support than disagreement, including calls for swift action to address transport problems in the county. The 12 district councils and Medway Council were all generally supportive of the plan, although all made suggestions for changes and additional priorities.

#### **4 Revisions to Local Transport Plan 4**

4.1 The consultation responses have been considered and Local Transport Plan 4 modified where appropriate to address any concerns from members of the public/stakeholders, make the plan clearer, and include more information where needed. These changes have been summarised in the 'You Said, We Did' document that will be published alongside the revised plan (Appendix B). The full revised LTP4 has also been appended to this report (Appendix A).

4.2 The most substantial changes to LTP4 are:

- Pages 2 and 11 – The strategic priorities map has been updated so the bifurcation of the M2/A2 and M20/A20 is clearer and the labels match the revisions later on in the document.
- Page 9 – The supporting policy for Outcome 5 (Better health and wellbeing) has been changed to include a commitment to *provide*, as well as *promote*, active travel choices in line with the Active Travel Strategy.
- Page 12 – The 'Enabling Growth in the Thames Gateway' has been amended to reflect the geography of the Thames Estuary Commission, including the whole of the north Kent coast.
- Pages 20 and 21 – The splitting of the previous priority "Rail and Bus Improvements" into two separate priorities, one for rail and one for bus. Many respondents wanted more information on both the rail and bus networks and felt more emphasis on public transport provision was needed.
- Page 23 – A new section on Public Rights of Way has been added as a countywide priority. This was requested in the consultation and now the links between highways, Public Rights of Way, public transport and active travel are better reflected.
- Pages 24 and 27 – The cross-district priorities were previously displayed on a map but the consultation showed that the public did not fully understand what the schemes were without a description. Separately, respondents felt that there was a general lack of sustainable transport schemes in the draft LTP4. These cross-district priorities are targeted at sustainable transport and include initiatives to encourage modal shift. Therefore, they have been moved to a new section on Sustainable Transport in the 'Countywide Priorities' section. Additionally, a section has

been added to explain the importance of travel within Kent and the schemes that will deliver benefits across district boundaries.

- The transport priorities section in the consultation draft was divided into 'Strategic', 'Kent-wide' and 'District' level schemes. In the consultation respondents questioned whether these were in a priority order, and the use of the term 'Kent-wide' for priorities such as highway maintenance was confusing when also categorising some of the strategic priorities as 'countywide'. Consequently, in this section the first page has been amended to introduce the three geographical levels of transport priorities (which are now called 'Strategic', 'Countywide' and 'Local') Some of the 'Strategic' priorities have also been highlighted as being of national importance, reflecting feedback from key stakeholders including the Port of Dover.
- District priorities – There were many suggestions for new priorities, which have all have been considered and, where feasible, they have been added to the district maps.
- Page 57 – A new section has been added to signpost to Strategic Environmental Assessment and Equalities Impact Assessment and explain what they are.

4.3 The Equalities Impact Assessment (EqIA) has been updated to reflect comments raised in the consultation (Appendix C). The Strategic Environmental Assessment (SEA) is also being updated and a final Environmental Statement will be produced and submitted to County Council alongside the final revised *Local Transport Plan 4: Delivering Growth without Gridlock*.

## **5 Financial Implications**

5.1 Following the consultation, officer time has been used to revise Local Transport Plan 4. The cost to complete the Strategic Environmental Assessment is estimated at £7,500, which is to be met by existing budgets. Once adopted, there will be some design and print costs.

## **6 Legal Implications**

6.1 There is a legal requirement for KCC to have a Local Transport Plan and to consult on the proposed plan.

## **7 Equalities Implications**

7.1 The draft LTP4 was subject to an Equalities Impact Assessment (EqIA), which has demonstrated that it will not have an adverse impact on any group with protected characteristics. This was consulted on alongside the draft plan and has now been updated taking into account the comments raised in the consultation and following the revisions made to the plan.

## **8 Other Corporate Implications**

8.1 The *Local Transport Plan 4: Delivering Growth without Gridlock (2016-2031)* meets the objectives of '*Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement (2015-2020)*' in that it helps to achieve a number of the supporting outcomes:

- supporting Kent business growth by enabling access to jobs through improved transport;
- supporting well planned housing growth;
- protecting and enhancing Kent's physical and natural environment;
- helping children and young people have better physical and mental health;
- giving young people access to work, education and training opportunities; and
- helping older and vulnerable residents feel socially included.

## **9 Governance**

9.1 Following Cabinet's consideration and recommendation, the revised LTP4 will then be taken to County Council for adoption as specified in the Constitution.

## **10 Conclusion**

10.1 KCC has a statutory duty to have a Local Transport Plan (LTP). The current LTP3 (2011-16) needs replacing and so a new draft LTP, *Local Transport Plan 4: Delivering Growth without Gridlock (2016-31)*, was produced incorporating a refresh of 2010's *Growth without Gridlock: A transport delivery plan for Kent*. The draft LTP4 was taken to Cabinet Committee on 8th July 2016, and then a full 12 week public consultation was undertaken. The Consultation Report and a summary of the results were presented to Cabinet Committee on 12th January. Since then, the consultation comments have been reviewed and changes made to LTP4, which was taken to Environment and Transport Cabinet Committee on 13<sup>th</sup> March 2017. The revised plan is attached in Appendix A. The changes made to LTP4 have been described in this report and are summarised in the 'You Said, We Did' document attached as Appendix B.

## **11 Recommendation**

11.1 Cabinet is asked to consider and recommend Local Transport Plan 4 to County Council for adoption.

11.2 In addition, Cabinet is asked to endorse for approval by the County Council that the Corporate Director of Growth, Environment and Transport be authorised to make any further minor modifications which may be needed such as formatting changes and typographical errors in order to publish the Local Transport Plan 4: Delivering Growth without Gridlock.

## 12 Background Documents

- Appendix A: Revised draft Local Transport Plan 4: Delivering Growth without Gridlock
- Appendix B: 'You Said, We Did'
- Appendix C: Revised Equalities Impact Assessment

## 13 Contact details

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KENT COUNTY COUNCIL

# Local Transport Plan 4: Delivering Growth without Gridlock

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2016 - 2031

**Final Draft for Cabinet**

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## Foreword

Kent has ambitious targets for growth. Our role is to enable planned, sustainable growth and ensure the necessary infrastructure is in place, which will stimulate regeneration and encourage people and businesses to come to Kent. To be able to travel easily, safely and quickly to our destinations we need a transport network that can cater for current demand, enables economic growth, and supports a growing population.

The Kent and Medway Growth and Infrastructure Framework (GIF) has been developed in conjunction with the twelve districts (Local Planning Authorities) and Medway Council to identify infrastructure requirements up to 2031. By identifying where growth will occur, the GIF sets out the transport schemes necessary to address current and future capacity issues. These schemes are replicated in this Local Transport Plan to reinforce our commitment to securing sustainable growth in Kent.

The GIF (2017) has forecast a population increase of 381,800 in Kent between 2011 and 2031. These people will require jobs and new homes, of which 172,600 are needed over the same period. Such growth is unachievable without substantial improvements to Kent's transport infrastructure. We will take every opportunity in this changing world to be creative and bold in our approach to deliver what Kent needs to boost its economy and deliver real growth and real jobs.

Kent also has an ageing population that is increasingly reliant on public transport, particularly the bus network. However, the commercially operated bus network is fragmented and services

### Our strategic transport priorities are:

- A new Lower Thames Crossing;
- Bifurcation of port traffic;
- Transport infrastructure to support growth in the Thames Estuary including Crossrail extension to Ebbsfleet;
- A solution to Operation Stack;
- Provision for overnight lorry parking;
- Journey time improvements and Thanet Parkway Railway Station;
- Ashford International Station signalling;
- Rail improvements;
- Bus improvements.

may end early in the evening, not run all weekdays or be withdrawn altogether. The public transport network must be more diverse to match up to this changing demand.

Investment in Kent's infrastructure is important both nationally and locally. This Plan brings together our strategic ambitions for the county as well as the local schemes that are vital for supporting economic growth. We want to ensure that these schemes are delivered at pace. Local transport schemes are substantially underfunded compared with the budgets available for national networks for road and rail. Local transport schemes are essential for delivering growth and therefore more funding is required. We also need increased funding to maintain our existing highway

assets, which has become increasingly challenging in recent years due to reduced funding from central government.

Kent County Council (KCC) is the Local Transport and Highway Authority for local roads in Kent. We are part of the Kent and Medway Economic Partnership (KMEP), itself a part of the South East Local Enterprise Partnership (SELEP), and we work collaboratively to deliver transport projects identified in SELEP’s Strategic Economic Plan (SEP) with funding from the Local Growth Fund (LGF). A number of our key transport priorities fall under the remit of Highways England, Network Rail, or other organisations. We are therefore committed to working closely with these agencies

to ensure schemes and services supporting growth in Kent are given the highest priority for delivery. With potential opportunities for devolution from government, now is the time for us to set out our plans and our asks. This Local Transport Plan articulates what we will do to make sure transport is playing its part in making Kent a great place to live, work and do business.

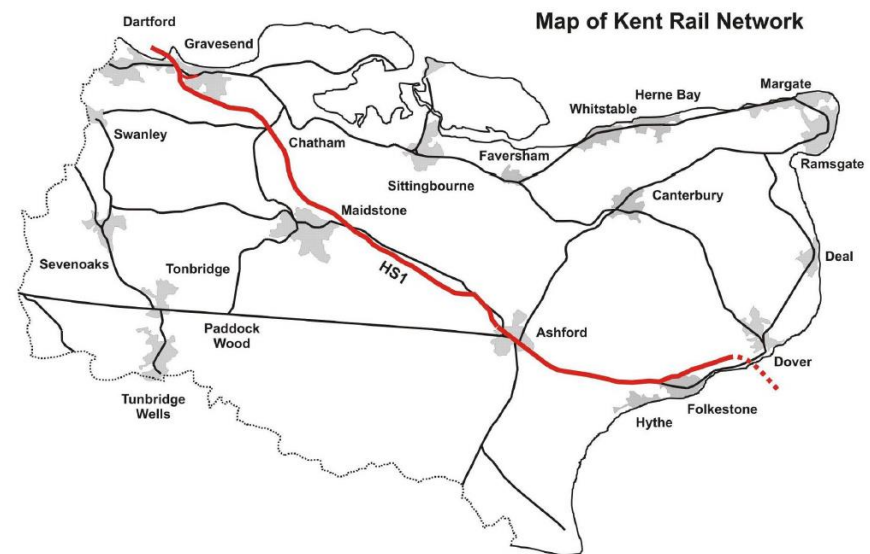
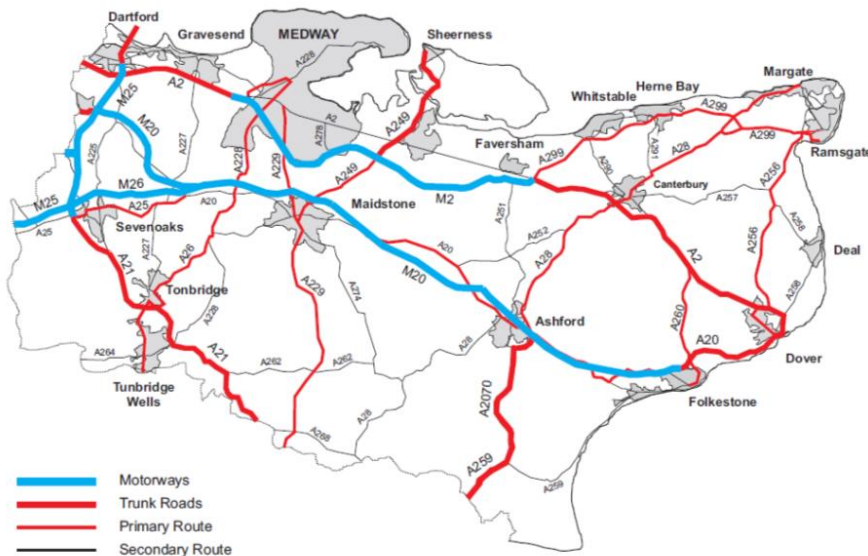


**Matthew Balfour**

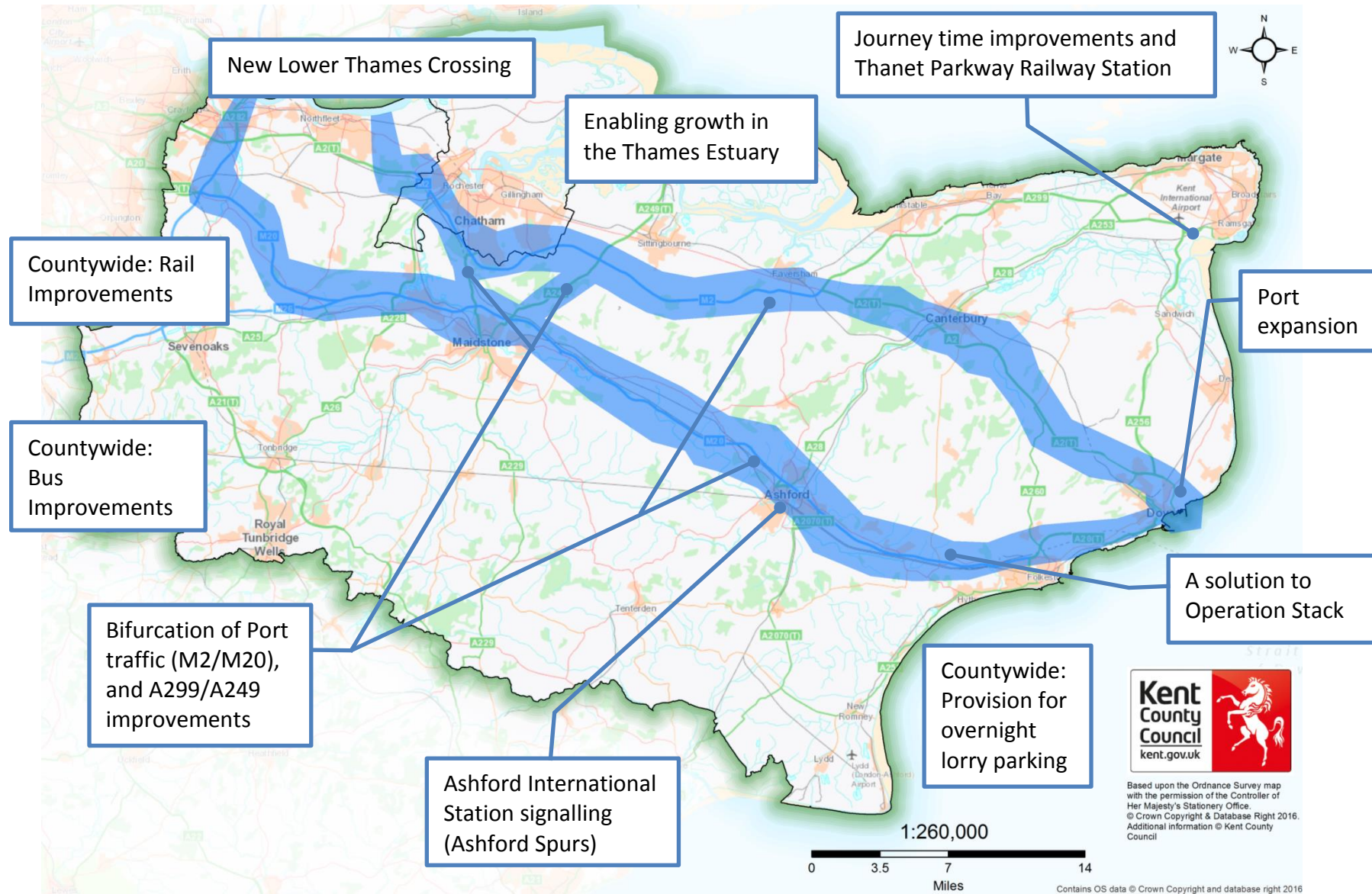
Cabinet Member for Environment and Transport

**Kent’s Motorways, trunk roads, primary and secondary routes, and Kent’s mainline and High Speed rail network**

Page 147



# Strategic Transport Priorities



## Transport in Kent

### Improved Transport to Enable Growth

Our close proximity to London, our nationally important ports, and road and rail connections to the rest of the UK and continental Europe provide real opportunities for continued growth. But, we are currently facing increased congestion, on both road and rail. Major routes such as the M20/A20, M2/A2 and A21 form important local and strategic links but when they are congested it results in delay on the local network, and can have an impact on the wider strategic network also. With increasing congestion in the major town centres such as Ashford, Canterbury, Maidstone and Royal Tunbridge Wells, growth across the county will be constrained unless we invest in increasing capacity or can reduce demand on the network. Increased funding for local transport schemes is essential to facilitate housing growth, for example much-needed relief roads for urban areas.

Kent's rail network is divided between the High Speed line that runs from London to continental Europe via Ebbsfleet and Ashford, and the mainline. Recent investment such as the High Speed rail service has improved access along its corridor to London but further investment is required on the whole network to increase service capacity. There is also an extensive bus network delivered on a largely commercial basis by a combination of national operators and local companies. Kent's ageing population is increasingly reliant on bus services in particular, as are younger people and those without access to a car. Growth across the county will place additional pressure on these alternative modes of transport and improvements are required to accommodate this changing demand.

### What we've already delivered

- A commitment from Government to deliver a new Lower Thames Crossing and identification of significant private sector interest in its financing.
- A solution to Operation Stack as a result of our lobbying, with £250m of Government funding now committed for a Lorry Area.
- Successfully influencing Government to introduce an HGV Levy and getting the A21 Tonbridge to Pembury Dualling back on Highways England's delivery programme.
- Securing almost £120m of Local Growth Funding from central Government for transport schemes.
- Delivery of East Kent Access Road, M20 Junction 9 and A20 Drivers roundabout upgrading, A2 slip road at Canterbury and Rushenden Relief Road.
- Presenting a realistic solution to UK aviation capacity opposing a hub airport in the Thames Estuary.
- Securing a range of transport investments, including £19.7m for a new partial Junction 10a on the M20 in Ashford which will now form a contribution towards the full J10a scheme to be delivered by Highways England. £4.2m towards improvements on the A226 London Road in Dartford. £11.8m for rail journey time improvements between Ashford and Ramsgate. £5.3m for schemes at Westwood Cross and North Farm to reduce congestion.
- Delivery of high speed rail services to Deal and Sandwich, along with a Maidstone West to St Pancras service.

Growth pressures across the South East, and particularly in London, mean that over the coming years the importance of London as a destination for Kent's residents is likely to grow. Analysis undertaken for the GIF (2015) forecasts that 17% of all new commuting trips across Kent will be destined for London, a large proportion of which will be by rail. Therefore, the importance of connectivity to support sustainable growth across Kent cannot be overstated. By working with the Department for Transport (DfT) to influence the specification for the next South Eastern franchise, we will strive to get the best services for Kent's rail commuters. We also support the plans to extend Crossrail from Abbey Wood to Dartford and Ebbsfleet. We are working in partnership with other authorities along the proposed route so that this would deliver the increase in rail capacity needed to support the planned growth at Ebbsfleet Garden City and the surrounding area.

It is vital that national government looks at strategic transport issues in Kent and the wider UK holistically and seeks alternative solutions, such as increasing the proportion of freight carried by rail. Freight trains can reduce pressure on the road network, and produce far fewer carbon emissions and air pollutants per tonne of haulage. We support the growth of rail freight on HS1 and mainline wherever possible, although we acknowledge that there is limited scope for freight transport by rail, partly due to capacity limitations on the rail network for additional paths for freight trains.

Our county is the Gateway to continental Europe and a reliable and connected transport network is needed to maintain this status so Kent, as a vital part of the greater South East, can compete on an international stage and complement London as a growth corridor.

Efficient transport that reliably connects places is vital for economic **Growth without Gridlock.**

### Roles and Responsibilities

We are responsible for the management and maintenance of all of Kent's local roads and Public Rights of Way (excluding motorways and trunk roads that are managed by Highways England). We have an obligation to promote and improve the economic, social and environmental wellbeing of the county, and to do this we implement local transport schemes that support these long term objectives. We also articulate the county's needs for major transport infrastructure, such as a new Lower Thames Crossing, an alternative to Operation Stack, a solution for inappropriate overnight lorry parking, and improvements to bus and rail services.

We have a strong record of delivery since 2011 when the previous Local Transport Plan (LTP) and the strategic transport delivery plan 'Growth without Gridlock' were published; and we will continue to work through this latest LTP to get greater investment in transport infrastructure for the benefit of the residents and businesses of Kent. To date, we have successfully secured almost £120m of Local Growth Funding from central Government and we will continue to put the case forward for further investment. However, funding from central government for local transport, including maintenance, is in continual decline. Local transport is underfunded compared with the national Strategic Road Network on a per mile basis.

We are working with other Local Transport Authorities (LTA) in the south east to establish a Sub-National Transport Body, known as Transport for the South East (TfSE). The body will include

representatives the south east LTAs along with the Department for Transport, Local Enterprise Partnerships, Highways England, Network Rail, and port, airport, train and bus operators. TfSE will agree a transport strategy for the area and allow us to influence investment in the strategic road and rail networks in the south east. TfSE will be working in shadow form until it is approved by the Secretary of State for Transport and becomes fully operational.

### What is the Local Transport Plan?

As the Local Transport Authority, we have a statutory duty under the Transport Act 2000, as amended by the Local Transport Act 2008, to produce a LTP for the administrative county of Kent. This strategy clearly identifies our transport priorities for the county, as well as emphasising to national Government and the South East Local Enterprise Partnership<sup>1</sup> (SELEP) the investment required to support growth. The LTP is informed by national and local policies and strategies, and is delivered through supporting strategies, policies and action plans, as summarised in Figure 1.

The SELEP is a business-led, public/private body set up to drive economic growth in the South East. In partnership with business groups, Kent County Council, Medway Council and the district councils form the Kent and Medway Economic Partnership (KMEP). As part of a federated SELEP, KMEP has been integral in producing the Strategic Economic Plan (SEP), which includes the transport schemes required to support growth. The SEP forms the basis of bids for Government funding through the SELEP, including the Local Growth Fund (LGF).

<sup>1</sup> The SELEP has been established to drive economic growth in Kent, East Sussex, Essex, Medway, Southend and Thurrock. See: <http://www.southeastlep.com/>

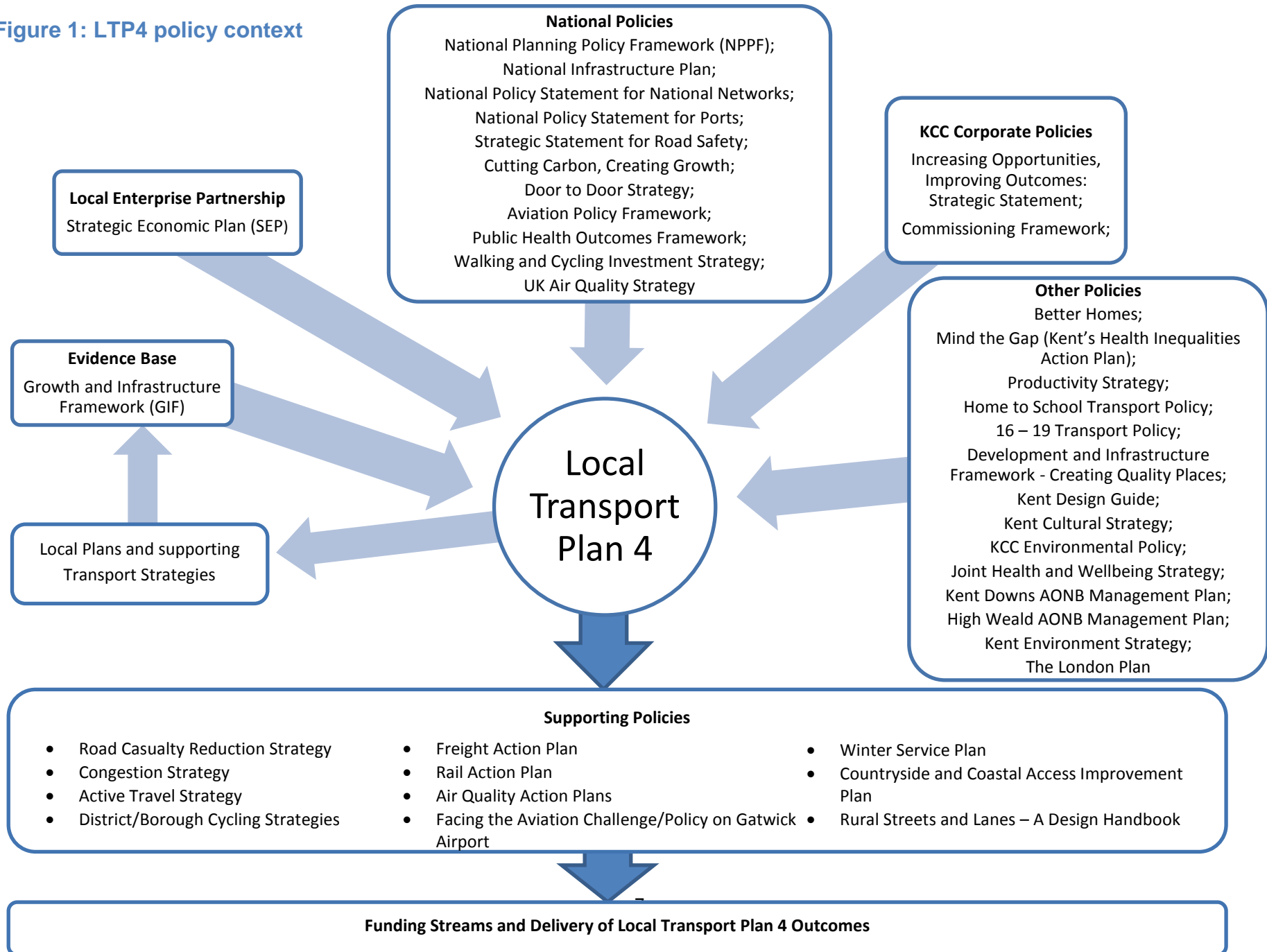
The Kent and Medway Growth and Infrastructure Framework<sup>2</sup> (GIF) provides the evidence base for LTP4. It has identified the scale of growth expected in Kent in the coming years and therefore what infrastructure investment is required to support it and to help grow the Kent economy. We will work closely with all Local Authorities both within and neighbouring Kent to plan our future transport needs, and work with the districts to identify better ways of working.

LTP4 sets out our policies to deliver strategic outcomes for transport and is accompanied by implementation plans and a methodology for prioritising funding. It details our key transport priorities and our longer term transport objectives. **With this plan we have a clear, evidenced basis from which to bid for funding and deliver infrastructure to support housing and economic growth. LTP4 is designed to deliver ‘Growth without Gridlock’**



<sup>2</sup> Kent and Medway Growth and Infrastructure Framework, September 2015. Available at: [www.kent.gov.uk/gif](http://www.kent.gov.uk/gif)

Figure 1: LTP4 policy context





## Outcomes for Transport

We have the following ambition for Kent:

***To deliver safe and effective transport, ensuring that all Kent's communities and businesses benefit, the environment is enhanced and economic growth is supported.***

This ambition will be realised through five overarching policies that are targeted at delivering specific outcomes. All of these policies align with the vision in *Increasing Opportunities, Improving Outcomes: KCC's Strategic Statement 2015 – 2020*<sup>3</sup>.

Investment in transport networks is essential for unlocking development sites, relieving congestion, improving safety and enabling a shift to more sustainable modes of travel. KCC's ambition for transport in Kent reflects the aim of KMEP and the SELEP, namely to drive economic growth across the South East.



### **Outcome 1: Economic growth and minimised congestion**

**Policy:** Deliver resilient transport infrastructure and schemes that reduce congestion and improve journey time reliability to enable economic growth and appropriate development, meeting demand from a growing population.

### **Outcome 2: Affordable and accessible door-to-door journeys**

**Policy:** Promote affordable, accessible and connected transport to enable access for all to jobs, education, health and other services.

### **Outcome 3: Safer travel**

**Policy:** Provide a safer road, footway and cycleway network to reduce the likelihood of casualties, and encourage other transport providers to improve safety on their networks.

### **Outcome 4: Enhanced environment**

**Policy:** Deliver schemes to reduce the environmental footprint of transport, and enhance the historic and natural environment.

### **Outcome 5: Better health and wellbeing**

**Policy:** Provide and promote active travel choices for all members of the community to encourage good health and wellbeing, and implement measures to improve local air quality.

<sup>3</sup> Available at: <http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/increasing-opportunities-improving-outcomes>

## Kent's Transport Priorities

Kent's transport priorities in this LTP are described as being strategic, countywide or local. The distinction between these types of priorities is set out below.

The strategic priorities are the schemes that are required to deliver **Growth without Gridlock**. They are infrastructure projects that the County Council may not directly deliver or operate and are likely to affect a number of districts. Some of these are national priorities in terms of their importance to the Kent and UK economy. They have been labelled to show this.

The schemes listed here will be subjected to all required environmental and equalities assessments as they are developed

and designed for delivery. This includes where there are impacts on designated sites, such as the Kent Downs Area of Outstanding Natural Beauty (AONB). We will also work to ensure that all the schemes proposed deliver beneficial outcomes for all users, especially the most vulnerable.

Many of the strategic priorities are linked in some way, for example a new Lower Thames Crossing will enable KCC's policy of bifurcation (splitting traffic between the two motorway corridors) to be enacted. Therefore, the schemes have been set out in that order rather than an order of priority.

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### Strategic

- Enabling Growth in the Thames Estuary
- New Lower Thames Crossing
- Bifurcation of Port Traffic
- Port Expansion
- A Solution to Operation Stack
- Provision for Overnight Lorry Parking
- Ashford International Station Signalling (Ashford Spurs)
- Journey Time Improvements and Thanet Parkway Railway Station
- Rail Improvements
- Bus Improvements



### Countywide

- Road Safety
- Highway Maintenance and Asset Management
- Home to School Transport
- Active Travel
- Public Rights of Way
- Aviation

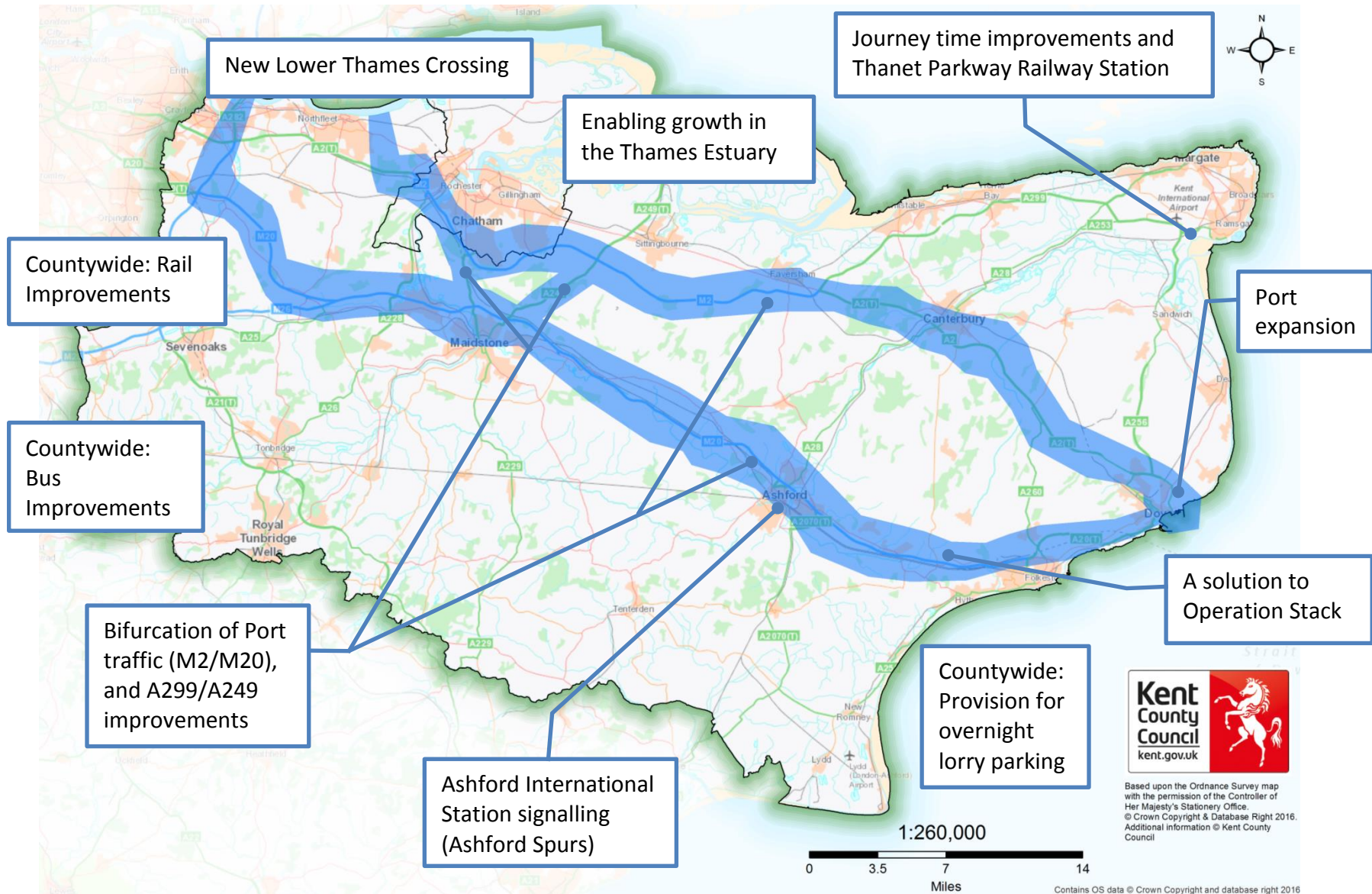


### Local

- Local Priorities for each district/borough

# Strategic Priorities

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## Enabling Growth in the Thames Estuary

<b>Issue</b>	The Thames Estuary is the area’s most important location for housing and commercial growth. Unlocking its potential depends on bringing forward significant new infrastructure, given existing levels of congestion and lack of resilience.
<b>Action</b>	Prioritise the transport improvements that are required to deliver the major commercial and residential developments planned over the next 10 – 15 years.
<b>Outcome</b>	87,000 new homes within the Kent Thames Estuary (2011 – 2031), up to 20,000 new jobs at Ebbsfleet Garden City and up to 27,000 new jobs at the leisure resort proposed on the Swanscombe Peninsula <b>LTP4 Outcomes: 1 Economic growth and minimised congestion, 2 Affordable and accessible door-to-door journeys, 4 Enhanced environment</b>
<b>Cost</b>	A2 Bean and Ebbsfleet junctions c. £125 million, Crossrail to Ebbsfleet c. £2 billion, three train sets for increased Ebbsfleet High Speed rail services c. £23 million

The Thames Estuary is essential to the growth of London and the South East, and covers most of the districts of Dartford, Gravesham, Swale, Canterbury and Thanet. The area’s importance has been acknowledged by Government with the establishment of the Ebbsfleet Development Corporation (tasked with the delivery of a Garden City at Ebbsfleet), and the Budget 2016 announcement that Lord Heseltine is to chair a review into the area’s regeneration. London Resort Company Holdings (LRCH) has also chosen this area in North Kent for the proposed development of the UK’s largest entertainment resort. Dartford town centre and Northern Gateway are other areas with substantial potential for growth.

Much has been achieved in transforming the area over the past three decades and yet there is much more to be done. Timely provision of transport investments is required to deliver planned

development at an enhanced rate, as well as a high level of modal shift if the network is to operate at an acceptable level. Transport schemes include upgrades to the road network along the A2 corridor and public transport improvements including extending Crossrail to Ebbsfleet and expanding the Fastrack bus network. These measures require strategic Government decisions, public sector funding and efforts to secure private investment.

### **Transport improvements needed to deliver growth in the Thames Estuary in Kent:**

- A2 Bean and Ebbsfleet junctions upgrade;
- M2 Junction 5 upgrade;
- Increased high speed rail services to Ebbsfleet;
- Crossrail extension to Dartford and Ebbsfleet;
- Expanded Fastrack bus network.

## New Lower Thames Crossing

<b>Issue</b>	The Dartford Crossing carries over 50 million vehicles a year and congestion costs the UK economy by constraining growth, impacting on north Kent, south Essex and southeast London. It has one of the highest incident rates on the major road network and there is no real alternative route.
<b>Action</b>	Provision of a new Lower Thames Crossing to the east of Gravesend.
<b>Outcome</b>	Over 50,000 new homes and 26,000 jobs across North Kent. Significant cost savings to UK businesses by improving journey time reliability and network resilience. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion, 2 Affordable and accessible door-to-door journeys, 3 Safer travel, 5 Better health and wellbeing</b>
<b>Cost</b>	Highways England 2016 consultation estimates the cost to be in the range £4.1bn to £5.7bn (if Route 3 with Western Southern Link is chosen).

The existing Dartford Crossing is the shortest freight route between Kent and the major distribution centres in the Midlands and the North. However, the capacity is overloaded for large periods of the day and it is extremely vulnerable to incidents - over 300 times a year the Crossing is fully or partially closed. Due to congestion and delays, it affects productivity and constrains economic growth.

We are clear that a new Lower Thames Crossing, to the east of Gravesend, is required to unlock growth, improve journey time reliability, improve network resilience, and enable opportunities for regeneration. In the 2016 consultation, our response was adamant that the Western Southern Link should be chosen and that with careful route alignment and tunnelling, the environmental and

heritage impacts could be substantially minimised. As part of the project to deliver the new Lower Thames Crossing the A229 between M2 Junction 3 and M20 Junction 6 should be upgraded (what has previously been called Option C 'variant') along with improvements to the A249 and other links between the two motorways and the upgrades identified for 'bifurcation of port traffic' set out in the next section.



## Bifurcation of Port Traffic

<b>Issue</b>	Inefficient motorway network along the Channel Corridor as all traffic is routed along the M20/A20.
<b>Action</b>	Bifurcate (split traffic) between the M20/A20 and M2/A2 routes.
<b>Outcome</b>	A resilient transport network and major regeneration of Dover. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion, 3 Safer travel, 5 Better health and wellbeing</b>
<b>Cost</b>	Approximately £400m.

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It is vital to the UK economy that the Channel Corridor operates efficiently at all times and is resilient to incidents on the network. Port traffic is currently routed along the M20/A20, which results in severance between Dover town centre and the harbour. With the construction of a new Lower Thames Crossing, a second strategic route will be available between Dover and the Midlands and North. The project to revive the Dover Western Docks plus expansion of the existing Port would naturally split traffic so that for the Western Docks and Channel Tunnel would use the M20/A20, and traffic for the Eastern Docks would be encouraged to use the M2/A2. Bifurcation will also facilitate growth of Whitfield, Folkestone, Ashford and Maidstone by releasing capacity on the M20.

**To deliver bifurcation, the following upgrades are required:**

- M2 Junction 7 (Brenley Corner) improvements to improve capacity and provide free-flow between the M2 and A2.
- Dualling sections of single carriageway on the A2 north of Dover along Jubilee Way to Whitfield and near Lydden.
- M20 Junction 7 improvements to provide ease of access between the A249 and M20.
- M2 Junction 5 Stockbury improvements to provide free-flow between the M2 and A249.
- Increased capacity on M2 Junction 4 – 7.

## Port Expansion

<b>Issue</b>	Annual forecast for growth at the Port of Dover is between 2% and 4% so capacity is needed to support increasing freight movements and the resilience of the Port.
<b>Action</b>	Work with Dover Harbour Board and other port operators to support their development.
<b>Outcome</b>	Job creation, regeneration and the redistribution of freight traffic. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion</b>
<b>Cost</b>	Dover Western Docks Revival c. £250m

The Port of Dover is forecasting a 40% increase in roll on – roll off ferry traffic by 2030 (HGVs and LGVs driving on and off ferries). To accommodate this growth, constraints in the south east’s capacity for short-sea routes to the Continent have to be overcome. Dover Harbour Board’s master planning has shown that the existing Eastern Docks would not provide sufficient capacity and therefore the Port plan to redevelop the Western Docks.

The Western Docks will provide a cargo terminal with a port-centric distribution centre, allowing the existing cargo operations to move out of the Eastern Docks so a dedicated ferry terminal and an increase in freight vehicle space can be delivered. The redevelopment would also kick-start the regeneration of Dover town, attracting investment, creating jobs and improving the appearance of the Waterfront. The scheme will remodel the Prince of Wales and York Street roundabouts on the A20.

Other ports in the county are also growing. The Port of London has set its goal to become the busiest it has ever been by 2035, including greater use of the Thames wharves for river transport of freight that will take up to 400,000 lorries of the region’s roads. The Port of Sheerness largely handles bulk goods and also has significant expansion plans. The Port of Ramsgate has potential for growth and could also contribute to the strategic priority of bifurcation.



### A Solution to Operation Stack

<b>Issue</b>	Significant and prolonged disruption to the county when Operation Stack closes sections of the M20.
<b>Action</b>	Highways England to deliver an Operation Stack Lorry Area for 3,600 HGVs.
<b>Outcome</b>	Fewer instances of disruption, ultimately improving the image of Kent as a place to do business. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion</b>
<b>Cost</b>	£250m allocated in 2015 Autumn Statement.

When there is disruption at the Port of Dover or Eurotunnel, Operation Stack may be implemented and sections of the M20 closed to hold lorries. The impacts are estimated to cost the Kent and Medway economy over £1.5m per day, with the wider costs to the UK economy being much greater. When the motorway traffic is rerouted onto M2, A20 and the local road network it has detrimental impacts on the communities along these routes. The use of Operation Stack creates a negative perception of Kent as a place to do business.

We are working with Highways England who is leading on the delivery of a Lorry Area that will reduce the need to use the M20 to queue freight vehicles during times of disruption to cross-Channel services. In addition to this work, we will lobby for more freight to be transported by rail although we acknowledge that limited train

paths for rail freight and the economics of transporting goods by roads limits the scope for significant modal shift.





## Provision for Overnight Lorry Parking

<b>Issue</b>	There is a significant amount of unofficial and often inappropriate overnight lorry parking that causes distress for the communities affected and potential safety issues on Kent's roads.
<b>Action</b>	Identify a network of smaller overnight lorry parks and work with Kent Police to enforce against offenders.
<b>Outcome</b>	Relocation of overnight lorry parking away from communities and reduced antisocial behaviour. <b>LTP4 Outcomes: 3 Safer travel, 4 Enhanced environment</b>
<b>Cost</b>	Lorry parks to be commercially operated, typical construction cost £2.6m to £6m per lorry park.

Kent has a high demand for lorry parking spaces because of its connectivity to continental Europe attracting high volumes of cross-Channel freight. We are developing a strategy for a network of small lorry parks at suitable locations across Kent and a partnership approach with the Districts and the Police to address enforcement. The proposed Operation Stack Lorry Area adjacent to the M20 at Stanford should be integrated with this overall strategy. This strategy should also include improved management of freight traffic through Kent utilising technology to direct HGVs to parking sites and available cross Channel services, i.e. 'ticketing' flexibility between Eurotunnel and ferry operators to ensure optimum fluidity of freight movement.

Combined with a multi-agency approach to enforcement, the provision of additional lorry parking capacity will reduce antisocial

behaviour on the public highway, including littering. This will also reduce unsafe lorry parking, such as vehicles overhanging laybys, and so improve road safety.



## Ashford International Station Signalling (Ashford Spurs)

<b>Issue</b>	The signalling on the Ashford Spurs needs upgrading to retain international services to Ashford International Station.
<b>Action</b>	KCC is working in partnership with Ashford Borough Council, Network Rail, Eurostar and High Speed 1 to secure the delivery of the signalling upgrade at Ashford International, for which funding is being sought through the Local Enterprise Partnership.
<b>Outcome</b>	Ashford will continue to operate as an international station and be served by the new trains as well as any future international rail operators. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion, 2 Affordable and accessible door-to-door journeys</b>
<b>Cost</b>	£10.5m



Ashford International Station is linked to High Speed 1 by two sections of railway known as the Ashford Spurs. The signalling on these spurs needs to be upgraded to permit the operation of the new Eurostar Class e320 trains into Ashford International Station. We, working in partnership with Ashford Borough Council, have led a working group with all concerned stakeholders to fund, procure and deliver an upgrade to the signalling system. The

delivery of the upgraded signalling system by Network Rail will enable Ashford to continue to operate as an international station, serving the new fleet of Class e320 Eurostar trains, as well as any future international rail operators such as Deutsche Bahn.

We will continue to support enhanced international rail services at Ebbsfleet and Ashford. Eurostar plans to commence operation of a new London – Brussels – Amsterdam service, and in the future we would expect to have at least one journey on this new route serving Ashford. We also look forward to other new opportunities for travel by international rail between Kent and mainland Europe as operators develop services to new destinations.

## Journey Time Improvements and Thanet Parkway Railway Station

<b>Issue</b>	East Kent has real opportunity for growth but currently is beyond the ‘magic hour’ time from London, which discourages employers from locating in the area. Regeneration in East Kent is dependent on improving accessibility.
<b>Action</b>	Delivery of Thanet Parkway railway station.
<b>Outcome</b>	Improved rail connectivity between East Kent, London and the wider Kent area, and increased attractiveness of East Kent to employers. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion, 2 Affordable and accessible door-to-door journeys</b>
<b>Cost</b>	Thanet Parkway cost of £21m(at 2020 prices)

East Kent suffers from increased deprivation when compared with West Kent, and the wider South East. Poor accessibility has discouraged major employers from locating in the area, and limits regeneration. We are seeking to deliver a new railway station to significantly improve rail connectivity to the area.

The station will provide access to greater employment opportunities for local residents, and increase the attractiveness for investment in Discovery Park Enterprise Zone and numerous surrounding business parks in Thanet. It will also support local housing. The estimated journey time from Thanet Parkway to London St Pancras will be just over 20 minutes shorter than that from Deal to London St Pancras; therefore a new station enhances the accessibility of the wider area of East Kent.

Rail connectivity between London, Ashford and Thanet will be improved by delivery of the Journey Time Improvement (JTI) scheme. This aims to reduce the journey time between Ashford and Ramsgate. The first phase, between Ashford and Canterbury West, is due for completion by May 2017; the second phase, between Canterbury West and Ramsgate, is due for completion by 2019/20.



## Rail Improvements

<b>Issue</b>	Growth in housing and jobs will increase demand for rail travel, especially to and from London. The cost of commuting by rail to access employment is a major barrier for many people. The new South Eastern franchise will need to offer increased capacity on both High Speed and Mainline services in Kent.
<b>Action</b>	Create a coordinated public transport network and promote initiatives to encourage greater use of rail in Kent. Extend Crossrail to Ebbsfleet. Liaise with partners to identify options for reducing the 'rail price penalty'.
<b>Outcome</b>	Increased access to jobs, education and health by public transport, providing opportunities to Kent's residents without the need for a private car and therefore reducing road congestion. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion, 2 Affordable and accessible door-to-door journeys, 3 Safer travel, 4 Enhanced environment</b>
<b>Cost</b>	Total infrastructure on the rail network in Kent between 2019 and 2024 c. £500m.

We have made good progress on promoting improvements to rail passenger services through the Rail Action Plan for Kent. We will now work to influence the new South Eastern rail franchise (2018) as well as continuing to host annual Rail Summits to stand up for Kent's rail passengers. We support the proposal for an extension of Crossrail eastwards from Abbey Wood to increase rail capacity for Ebbsfleet Garden City and the surrounding area. We will work with Government and the new rail franchisee to identify options to reduce the 'rail price penalty'.

We will influence the specification for the new South Eastern franchise by taking up the offer from the DfT to engage with their new franchise team. We expect a significant increase in capacity on both the High Speed and Mainline networks across Kent during the new franchise. We welcome the new Thameslink services (2018)

which will restore the link between stations on the Maidstone East line and the City, as well as linking the North Kent line to the Thameslink network. We support the decision to retain the Metro services, and we will work with the DfT to ensure improved services to Dartford, Gravesend and Sevenoaks. Smart ticketing will be an important element in the new franchise, and we also expect wider delivery of the 'Access for All' programme to facilitate disabled access.

We will influence Network Rail's Kent Route Study (2017), which we expect to include improvements to rail services across Kent, such as the upgrading of the Marsh Link Line to enable the introduction of High Speed services to Hastings. In the longer term we will join other stakeholders in making the case for a dedicated link between HS1 and HS2 to facilitate through services to the Midlands.

## Bus Improvements

<b>Issue</b>	Growth in housing and jobs will increase traffic on Kent's roads and we have an ageing population who are more reliant on public transport. Bus operators need to ensure that services are reliable and cater for additional demand.
<b>Action</b>	Work closely with bus operators and other partners to ensure that public transport has a high level of modal share.
<b>Outcome</b>	Increased access to jobs, education and health by public transport, providing opportunities for Kent's residents without the need for a private car and therefore reducing road congestion. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion, 2 Affordable and accessible door-to-door journeys, 3 Safer travel, 4 Enhanced environment</b>
<b>Cost</b>	For 2016/17, £5.6m on supported bus services, £16.9m on older and disabled person's bus pass, £8.7m on young person's travel pass, £300k on public transport infrastructure, and c. £600k on Kent Karrier support.

We lead eight voluntary Quality Bus Partnerships (QBPs) with bus companies, aiming to encourage bus use by developing high quality and reliable services. QBPs also allow for discussions so that appropriate financial contributions are requested from new development to deliver sustainable solutions. We also hold regular Punctuality Improvement Partnership (PIP) meetings, which look to improve time keeping through consideration of congestion solving measures. In 2016 we launched the Kent Connected Smartcard, which is the first step in our drive to introduce smart ticketing initiatives across the county and make travel by public transport easier and more attractive.

Currently around 97% of bus journeys in Kent operate on a commercial basis, with no contract in place with KCC. We have to take a pragmatic approach to funding commercially unviable bus services and will seek to support other means of provision that can

achieve the same aims, such as community buses. We will review the potential benefits that the new Buses Bill (2017) could bring to Kent and the opportunities for enhanced partnership working.

The successful Fastrack bus service will be extended and improved to support growth in the Ebbsfleet area and encourage greater bus use in the north of the county. In rural areas, buses are relied upon but there are challenges with infrequent services or timetables ending early. We run the Kent Karrier service, providing door-to-door transport for the less mobile or for those who live more than 500m from a bus stop. We also work with community transport operators, holding regular forums to share best practice, information and guidance. Community transport is regarded as a key part of the transport mix for rural communities and will become increasingly important in the coming years. KCC recently became a member of the Community Transport Association (CTA).

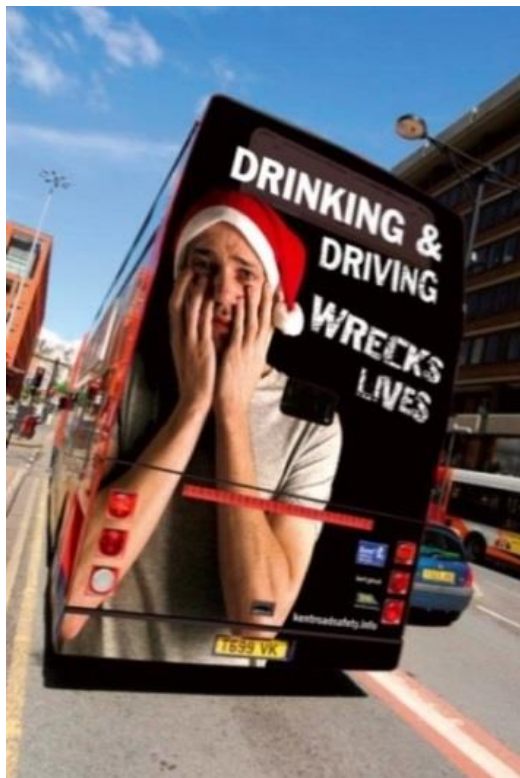
## Countywide Priorities

### Road Safety

Under the Road Traffic Act 1989, KCC has a duty to promote road safety and act to reduce the likelihood of road casualties occurring. We also have a moral and financial imperative to do this. Our target is to reduce the number of killed and seriously injured (KSI) by 33% and child KSI by 40% (2014 to 2020). One means of addressing this is through the Crash Remedial Measures (CRM) Programme which targets safety critical schemes. These are locations where there is a statistically higher than expected number of KSI casualties. At least

50% of the Integrated Transport block funding is top sliced for CRM schemes. Therefore, at least 50% of transport scheme funding is prioritised for Outcome 3: Safer travel.

In addition to this, we carry out a number of educational and enforcement activities, including working with partners in the Safer Roads Partnership. More information on this can be found in the Road Casualty Reduction Strategy. Further,



through the highway maintenance programme every road and footway in the county is inspected and repairs carried out where necessary.

### Highway Maintenance and Asset Management

One of KCC's primary roles is to maintain the structural integrity of the public highway, which includes targeting potholes for repair, both to ensure safe travel and prolong the life of assets. The Department for Transport (DfT) allocates Highway Maintenance Block funding based on the size of our roads, bridges, and street lighting assets as a proportion of the total asset size in England. From 2018/19 the cycleway and footway network will also be included in the funding calculation. To make the best use of this, and to support bids for additional central Government funding, we will implement the asset management approach advocated by the Highway Maintenance Efficiency Programme (HMEP)<sup>4</sup>.

However, maintenance grants from Government have been severely reduced and unavoidably impacted the level of service we can provide.

### Home to School Transport

High quality education is a priority, and where transport to school is a barrier we aim to get pupils to school safely and on time. This can take the form of advice or the provision of free or subsidised transport where the child is eligible under Section 509 of the Education Act 1996. The criteria for free transport can be found in

<sup>4</sup> HMEP is a DfT funded programme to produce savings and efficiencies in the highways sector. Available at: <http://www.highwaysefficiency.org.uk/>

the Home to School Transport Policy. We also offer the Young Person's Travel Pass and this has been instrumental in encouraging school journeys to be made by bus.

### Active Travel

We aim to make active travel an attractive and realistic choice for short journeys in Kent. Active travel means walking or cycling as a means of transport rather than for leisure purposes, and it can be undertaken for a whole journey or parts of it. It can benefit health and wellbeing by incorporating physical activity into everyday routine as well as reduce the number of vehicles on the road and improve air quality. By integrating active travel into planning, providing and maintaining appropriate routes for walking and cycling, and supporting people through training and building skills, we plan to establish Kent as a pioneering county for active travel. More information on how we plan to encourage greater walking and cycling rates in the county can be found in the Active Travel Strategy available on our website.



### Public Rights of Way

KCC manages a network of 7,000km of public rights of way. People use this network to access the countryside, as a means to enjoy beautiful landscapes, to improve their health and wellbeing, and to support the rural economy. Much of the network still fulfils the purpose from which it evolved: providing motor-vehicle free access to schools, public transport hubs and local amenities. It has been demonstrated that walking, cycling and access to green spaces improves overall health – including lowering blood pressure, reducing stress, and improving mental health. Further, the attraction of these routes draws visitors to Kent, and countryside recreational activities benefit the local economy, which in turn supports essential services in rural areas.



This valuable resource benefits the quality of life of our residents and visitors alike. Our [Countryside and Coastal Access Improvement Plan](#) sets out opportunities provided by local rights of way for exercise and leisure, and assesses how these routes meet the present and likely future needs of the population. The Plan explains our priorities for walking, cycling, equestrians and motorised routes, as well as for improving access by disabled users and minority groups.

## Sustainable Transport

We are progressing transport schemes that have a countywide impact (particularly in terms of supporting sustainable travel); these are:

- **Kent Thameside Local Sustainable Transport Fund (£4.5m LGF funding)** – a capital programme of works for Dartford and Gravesham delivering schemes to promote the use of alternative modes of transport to the private car, e.g. cycle parking, cycle and walking routes and bus infrastructure.
- **West Kent Local Sustainable Transport Fund (£4.9m LGF funding)** – a capital programme of works delivering schemes to promote the use of alternative modes of transport to the private car, including Snodland Station forecourt, Tonbridge Station access improvements, Maidstone East Station improvements and Swanley Station improvements.
- **Sustainable access to education and employment (£1m LGF funding)** – schemes to upgrade or create new Public Rights of Way as identified by local communities to encourage walking and cycling to places of education and employment. This will deliver new Public Footpath and Cycling routes in Tonbridge & Malling, Ashford, Maidstone and Tunbridge Wells and assists in delivery of our Countryside and Coastal Access Improvement Plan.
- **Kent Sustainable Interventions supporting growth programme (£3m LGF funding)** – the delivery of smaller schemes designed to encourage users to switch to walking, cycling and public transport through the provision of facilities such as crossings, footway improvements, bus priority and cycle lanes, as well as Smarter Choices initiatives such as publicity and travel plans.

- **Kent Connected journey planning and smart ticketing for public transport** – an innovative journey planner and information hub which allows users to make an informed decision on how to travel. This includes the development of the Connected Kent and Medway Smartcard which offers users a convenient cashless way to pay for bus travel.

## Aviation

‘Facing the Aviation Challenge’ clearly sets out our position on aviation. This centres on maximising use of existing regional airport capacity, along with some expansion of existing airports and improved rail connections. In Kent, operation of Manston Airport ceased on 15<sup>th</sup> May 2014 and our position at the meeting of the County Council on 16<sup>th</sup> July 2015 is:

*“That we the elected members of KCC wish it to be known that we fully support the continued regeneration of Manston and East Kent and will keep an open mind on whether that should be a business park or an airport, depending upon the viability of such plans and their ability to deliver significant economic growth and job opportunity.”*

Lydd (London Ashford) Airport plans to extend its runway and expand its terminal so that it will be capable of handling passenger flights. Currently, Lydd caters for a range of aircraft operations, including executive jets, helicopters and private light aircraft. We are clear that processes are needed to properly measure, minimise and mitigate the noise impacts of existing airport operations and airport expansion. We, along with Medway Council, are robustly opposed to the proposals for a new hub airport in the Thames Estuary. We are also opposed to a second runway at



Gatwick; one of the reasons for this is the doubling of the already unacceptable noise impacts. There needs to be an immediate reduction in overflight and noise in West Kent and so we oppose proposed airspace changes that would not share the burden of overflight equitably between communities. Multiple arrival and departure routes should be used to provide periods of respite. Additionally, the level of night flights should be reduced at Gatwick to a level comparable with Heathrow.

As part of our view on long-term aviation capacity issues, we are pressing Government for immediate action to keep UK airports competitive with European airports in terms of Air Passenger Duty (APD). This currently has a negative impact on the UK's global

connectivity and is therefore damaging UK business and tourism. Differential charging of APD at uncongested airports could also help to stimulate growth at regional airports and free up capacity at congested airports.

The announcement of the Government's preference for a third runway at Heathrow makes connectivity to the London airport system increasingly important. This will be improved when the new Thameslink services commencing in 2018. An extension of Crossrail to Dartford and Ebbsfleet will also improve connections to Heathrow Airport. We are still supportive of the reinstatement of a direct service from Tonbridge to Gatwick Airport via Edenbridge if this is shown to be commercially viable.



## Local Priorities

Along with the strategic and countywide priorities highlighted, LTP4 provides a unique opportunity to bring together the priorities from individual Local Plans and supporting Transport Strategies that set out the transport infrastructure requirements to support growth in each district/borough. The following pages in this Local Transport Plan have been developed in partnership with the district/borough Local Planning Authorities and bring together priority schemes from each Local Plan/Transport Strategy as well as schemes that will help

support local journeys across Kent. Many of these priorities have also been highlighted in the GIF.

Whilst not a comprehensive compilation of all local Transport Strategies, LTP4 provides a framework for highlighting cross-district and local priorities of particular significance.



### Cross-District Transport Priorities

Many of the schemes on the following pages will not only facilitate local growth but improve travel within Kent for residents by delivering benefits across district boundaries. Although it is incredibly important that we invest in major routes to London and schemes with a local impact, we must also invest in routes (both road and rail) that connect towns within Kent so that opportunities for work and leisure within the county can be taken advantage of.

The map on this page shows the transport network in Kent and Medway, highlighting the major roads and district boundaries. We have identified a range of priorities on the following pages that will improve travel within Kent including:

- Dualling the A21 between Kipping's Cross and Lamberhurst, improving the route through the county;
- 'Smart' (managed) motorway to increase capacity on the M20 and M26;
- Enhancement to Medway Valley rail services to improve connectivity between Tunbridge Wells and Maidstone;
- Local road network improvements, such as A228 Colts Hill Relief Scheme and Leeds and Langley Relief Road.



In addition, we are currently delivering the Kent Strategic Congestion Management Programme (awarded £4.8m of LGF funding) that looks countywide to identify areas of poor journey time reliability and develop schemes that seek to improve reliability, and in doing so support economic growth.

## West Kent

### Sevenoaks

Congestion in Sevenoaks district is concentrated around Sevenoaks town and Swanley. However, when there is congestion on the M25 and/or M26 it can lead to inappropriate use of local roads, such as the A25 leading to the villages along the route experiencing congestion with associated air pollution concerns. The District is heavily dependent on rail for commuting into London and there is a need to maintain and improve services to satisfy growing demand. Owing to the frequent and fast rail services, there are also issues with “park and rail” use of stations in the District, and possible parking concerns.

Sevenoaks is an affluent rural district with high reliance on the private car and as such, in common with much of the county, providing frequent and commercially viable bus services is challenging. The rural towns and villages in the district, including Westerham, Edenbridge, New Ash Green, and Otford, amongst others, would benefit from improved connectivity. Where public transport services are challenging to sustain, improved walking and cycle routes may provide important links.



# Transport Priorities for Sevenoaks



Alleviate congestion in Swanley with traffic management control and sustainable travel schemes

New railway station and guided busway for Swanley

New pedestrian footbridge over the railway line at Swanley to connect the town centre

Junction improvements outside Sevenoaks station and on the High Street/Pembroke Road junction

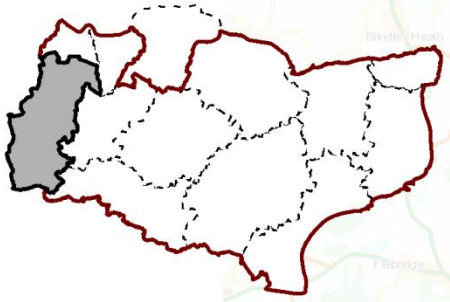
Improvements to rail/bus interchanges

M26 capacity improvements through the use of 'smart' or managed motorway system

Heavy Goods Vehicle monitoring system on A25

Sevenoaks traffic signal optimisation

Implementation of Sevenoaks Cycling Strategy



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### Tonbridge and Malling

Tonbridge town is closely linked to Royal Tunbridge Wells in the neighbouring district. Tonbridge is a significant transport interchange, with good road and rail connections, whereas Royal Tunbridge Wells is a substantial economic and service centre, meaning that there are many movements between the complementary centres. The fast and frequent London Cannon Street services from Tonbridge attract a lot of rail commuters from outside the town and can overcrowd trains.

Tonbridge town has a lot of through traffic, and positive signing and the public realm enhancements to the High Street are aiming to reduce this. In the north of the district, capacity issues on the road network are closely tied to issues in Maidstone district such as around M20 Junction 5. There is also congestion on the M20, A26 (particularly around Watlingbury) and the A20 and A228 corridors.



# Transport Priorities for Tonbridge and Malling



M25/M26 east facing slips to alleviate movement restrictions

M20 Junctions 3 – 5 'smart' (managed) motorway system

Improvements for A229 Bluebell Hill and other routes connecting the M20 and M2

A20 corridor improvements between A228 and M20 Junction 5

Borough Green Relief Road

Implementation of Tonbridge and Malling Cycling Strategy

Potential for Urban Traffic Control (traffic signal coordination) in Tonbridge to help alleviate congestion and improve air quality

Tackling congestion in Tonbridge town

Improvements to A26 and links to A20 via Hermitage Lane, and through Wateringbury and East Malling

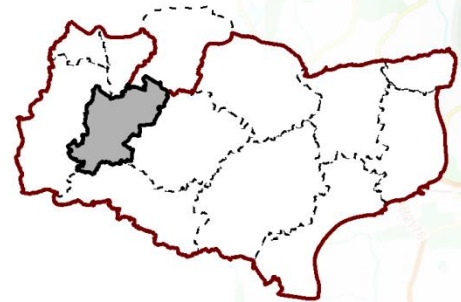
Tonbridge town centre regeneration

Wateringbury A26/B2015 junction improvements

A228 corridor improvements



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### Tunbridge Wells

There are severe congestion problems in Tunbridge Wells, especially at peak times, with a number of major A roads converging on Royal Tunbridge Wells (A26, A264, A267, A288). Traffic congestion on the A26 between Tonbridge and Royal Tunbridge Wells town centre, particularly in Southborough, and also on the A264 between Pembury and the town centre is particularly acute. This congestion is due to the strength of the town as a sub-regional employment and service centre, as well as a location of numerous high performing secondary schools that have wide catchment areas. The district borders East Sussex to the west and consequently there are traffic movements across the border, such as from Crowborough and Uckfield.

Routes that are also liable to congestion are the A264 Pembury Road, A228 Colt's Hill, and the A21 dualling between Kipping's Cross and Lamberhurst (once the Tonbridge to Pembury dualling is complete in 2017). There are limited opportunities to improve the A26 due to constraints of the built environment.

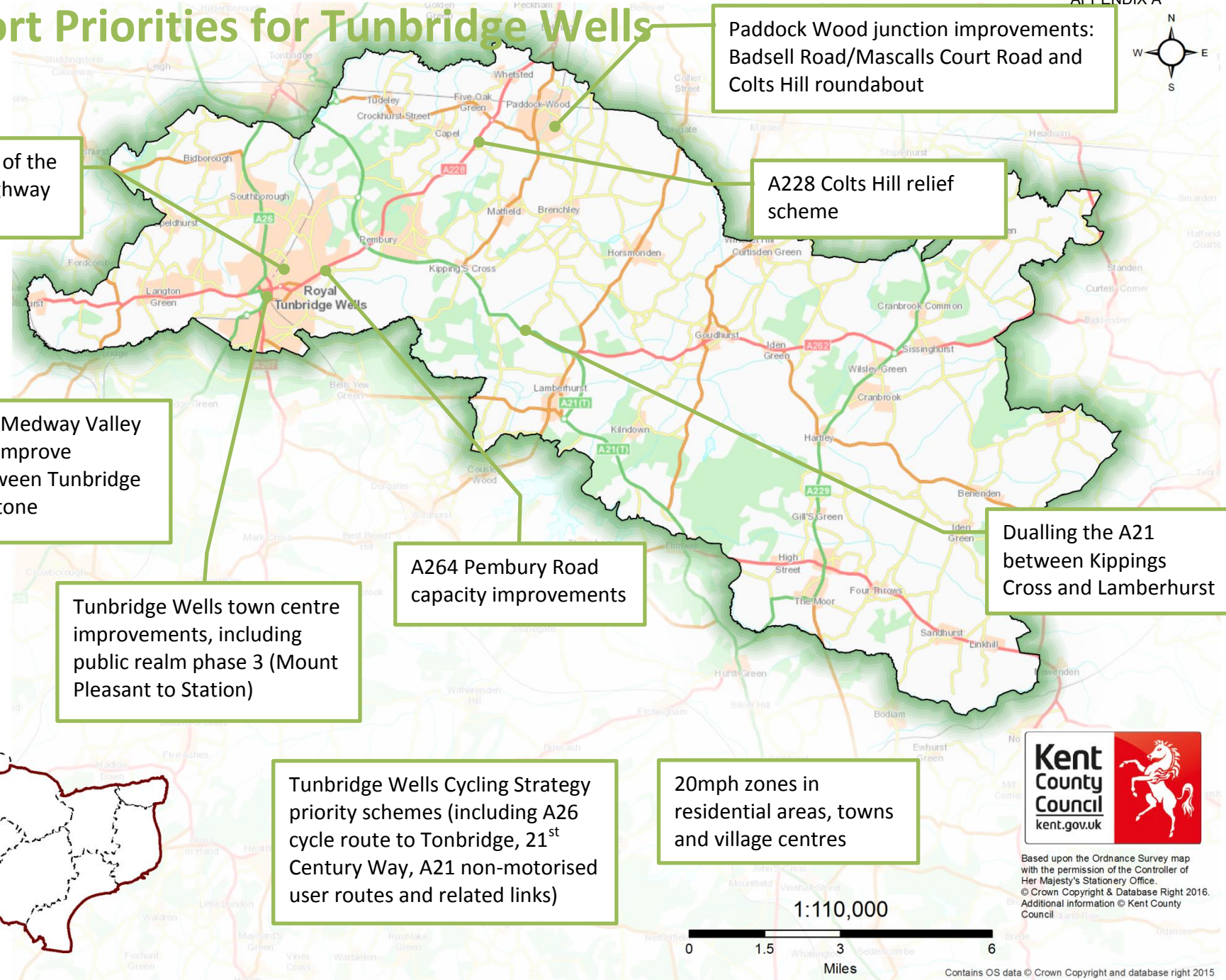
The Borough has a cycling strategy and is working to design and construct priority cycle routes, and is additionally implementing the first 20mph scheme in a residential area. Rail and bus are both important transport modes in the area, especially commuter services to London.







# Transport Priorities for Tunbridge Wells



Further phases of the North Farm Highway Masterplan

Paddock Wood junction improvements: Badsell Road/Mascalls Court Road and Colts Hill roundabout

A228 Colts Hill relief scheme

Enhancement to Medway Valley train services to improve connectivity between Tunbridge Wells and Maidstone

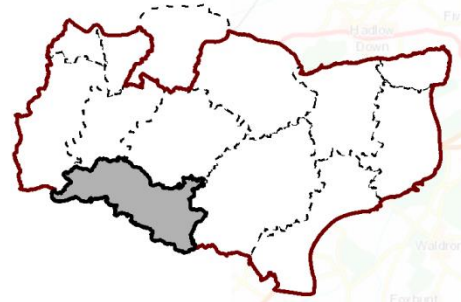
A264 Pembury Road capacity improvements

Dualling the A21 between Kippings Cross and Lamberhurst

Tunbridge Wells town centre improvements, including public realm phase 3 (Mount Pleasant to Station)

Tunbridge Wells Cycling Strategy priority schemes (including A26 cycle route to Tonbridge, 21<sup>st</sup> Century Way, A21 non-motorised user routes and related links)

20mph zones in residential areas, towns and village centres



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## North Kent

### Dartford

The major interchange of two strategic traffic routes, the M25 and the A2(T) is located within Dartford. Both of these routes, but particularly the A282 (Dartford Crossing), suffer from congestion at peak times and when there are traffic incidents. This results in congestion spreading out into the town and reducing the performance of the local road network over a very wide area. Incidents at the Dartford Crossing and its approach are frequent and severe. These important parts of the strategic road network provide a route from Dover to the Midlands and beyond but also cater for local journeys. Bluewater shopping centre attracts many vehicles to the district, particularly at prime shopping times, placing further strain on the A2(T) and its junction at Bean.

Parts of the local road network are reaching capacity, as a result of the high levels of development taking place. A significant modal shift is needed to accommodate the projected growth.

Rail capacity on the North Kent line is stretched and likely to be overcapacity in the near future. Stone Crossing and Swanscombe stations have significant access and safety issues and do not have capacity to cater for projected levels of growth. There are poor bus interchange facilities at all stations other than Greenhithe. Train services at Ebbsfleet International provide 17 minute journey times into London but the station has limited connectivity via public transport corridors or walking or cycling and is instead reliant on being accessible by private car. The proposed Strategic Rail Freight Interchange at Howbury, in the London Borough of Bexley, would potentially remove up to 540 HGVs from the road network. KCC supports modal shift from road to rail, provided that it does not

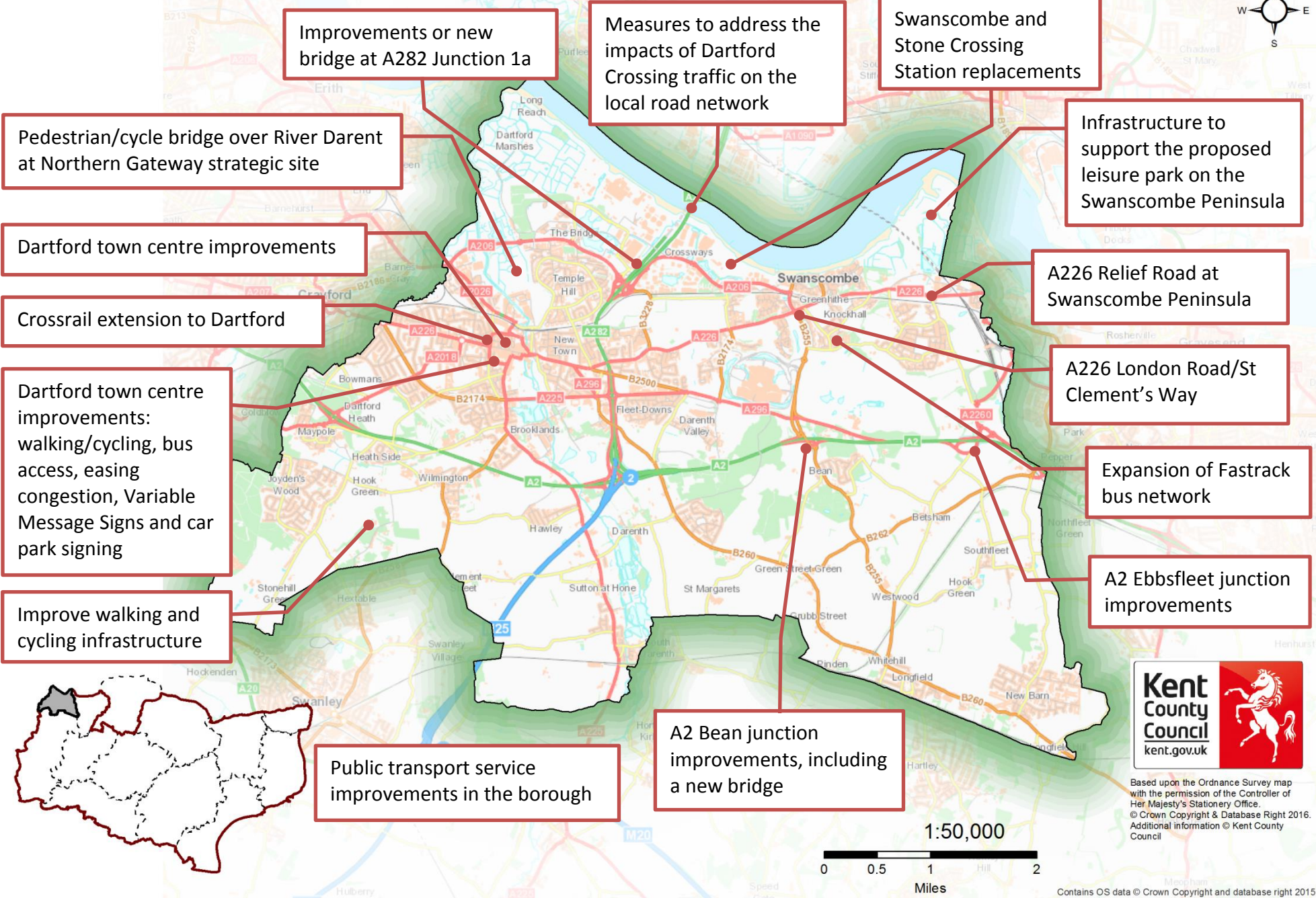
adversely affect peak rail passenger services and impacts on the local road network are properly mitigated.

There is a relatively good network of bus services in the urban northern part of the Borough. This has been supplemented by the introduction of Fastrack in 2006. However, the frequent severe congestion on the road network results in unreliable journey times. Whilst Fastrack runs on a segregated route, this is incomplete and it is likewise impacted by congestion. Bus services in the rural southern part of the Borough are poor.

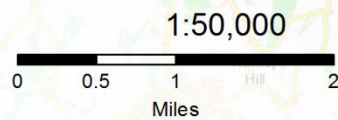
Dartford Town Centre suffers from congestion as a result of rat-running when incidents at the Dartford Crossing occur. The ring road acts as a barrier for walking/cycling into the town centre and access on foot, bicycle and bus into the heart of the town centre is poor.



# Transport Priorities for Dartford



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**Gravesham**

Gravesham's highway network is dominated by the M2/A2 to the south of urban Gravesend. The A226 runs parallel from Dartford to Strood through the town centre. Rural parts of the district are served by the A227, which runs to Tonbridge in the south. There is particular concern with the increasing congestion on the A2 affecting the operation of the local road network. There is significant out-commuting, particularly to Dartford and central London, causing congestion and poor air quality.

High Speed train services from Gravesend now give a journey time of just 24 minutes into St Pancras, and Ebbsfleet International in neighbouring Dartford provides connections to continental Europe. The bus network (including Fastrack) is focused on Gravesend, with high frequency links to Dartford town centre, Bluewater and Darent Valley Hospital. The Tilbury Ferry also connects Gravesend to Tilbury in Thurrock.





# Transport Priorities for Gravesend

Congestion relief associated with new developments

Cross-river links by ferry to Thurrock

Improved link between Northfleet and Ebbsfleet stations

Increasing highway capacity: A226 Thames Way dualling, Rathmore Link Road, Springhead Bridge

Expansion of the Fastrack bus network

Crossrail extension to Ebbsfleet

Enhancement to A2 junctions in Gravesend to cope with proposed development

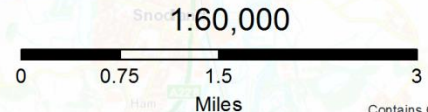
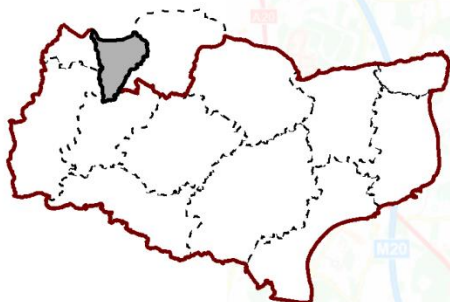
Walking and cycling links in urban Gravesend

Gravesend transport interchange

Public transport service improvements in the borough



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## Maidstone

Maidstone is the County Town of Kent and has a road and rail network that is based on the historic development of the town. The town centre is at the point where several main roads (A26, A20, A229 and A249) converge and provide onward connectivity to four nearby junctions with the M20.

The constrained nature of the town centre has contributed to peak period congestion and the designation of the wider urban area as an Air Quality Management Area. A scheme to relieve congestion at the Bridges Gyratory has recently been implemented, although continued traffic growth on other parts of the network is expected to result in severe worsening delays for road users. These pressures are most evident on the congested A229 and A274 corridors in south and south eastern Maidstone and on the A20 corridor in north western Maidstone. We will be prioritising a feasibility study for the Leeds and Langley Relief Road to assess its potential for mitigating congestion in Maidstone, alongside other strategic transport mitigation options.

Rail links across the district are comparatively poor, with Maidstone currently having no direct service to the City of London (although proposed Thameslink extension from 2018) and a slow journey into Victoria. In the south of the district, Headcorn, Staplehurst and Marden have access to direct train services to the City via Tonbridge and Sevenoaks, making them attractive locations for commuters.

Bus services within the urban area are largely focused around serving the town centre and hospital. Many outlying suburban and rural communities are afforded a more limited level of service that does not provide a convenient travel option for many potential users. The examination of the Maidstone Borough Local Plan 2011 – 2031 began in 2016 and, once adopted, the Plan will require new and upgraded transport infrastructure to support development.

At times when Operation Stack is initiated Maidstone has no direct access to the M20 coastbound. This results in extensive congestion as motorway traffic diverts onto the A20.



# Transport Priorities for Maidstone

M20 Junctions 3 – 5 'smart' (managed) motorway system

Maidstone Integrated Transport Package, including M20 Junction 5 and northwest Maidstone improvements

M20 Junction 7 improvements

Public transport improvements (redevelop Maidstone East, refurbish Maidstone bus station, and bus infrastructure improvements)

Thameslink extension to Maidstone East by 2018 giving direct services to the City of London

Bearsted Road corridor capacity improvements

Implementation of Maidstone Walking and Cycling Strategy

A229/A274 corridor capacity improvements

Junction improvements and traffic management schemes in the Rural Service Centres

Leeds and Langley Relief Road

Public transport improvements on radial routes into town

Maidstone sustainable access to employment areas



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## Swale

The M2/A2 corridor runs through Swale and the A249 provides a primary north-south route for Kent. Capacity issues at M2 Junction 5, where the two meet, is acting as a major barrier to growth in the Borough. Highways England is currently evaluating options to improve the M2 J5 and consultation with the wider public on final proposed options is proposed for early 2017. Further east, J7 of the M2 is key for development across East Kent, with growth loading traffic on to a junction already operating over capacity.

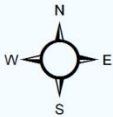
A corridor study of the A249 is needed to define what improvements to the principal junctions (Grovehurst, Key Street and Bobbing) will be required to support the new allocations in the Local Plan, with the A249/Grovehurst Road Junction already identified in the GIF. On the Isle of Sheppey, serious congestion on the A2500 is also a barrier to growth, and the local highway authority is working to progress a scheme to upgrade the junction of Lower Road/Barton Hill Drive to improve traffic flow, with the potential for further improvements back towards the A249.

In common with much of Kent, the extensive rural communities in Swale tend to be less well served by public transport and therefore can be isolated from the main centres. This is very evident on the Isle of Sheppey, where east-west travel is challenging and links to the mainland are largely dependent upon the Sheerness-Sittingbourne branch line. This vital link must be maintained whilst securing improved options to access services, including cycling.





# Transport Priorities for Swale



Extension of the Northern Relief Road to the A2 and then M2

A249/Grovehurst Road junction

Improvements to the Lower Road and junction with Barton Hill Drive

A249 corridor capacity enhancements to support growth

Improved east-to-west cycleways on Sheppey

Improve public transport between Isle of Sheppey, Sheerness and Sittingbourne

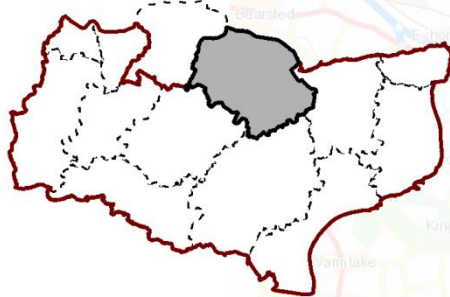
Sittingbourne town centre regeneration

Improvements to M2 Junction 7 (Brenley Corner)

Improvements to Key Street junction

Improvements to M2 Junction 5 - funding committed by Highways England

Improved public transport connections to and from major centres of employment in the borough



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## Medway

Medway Council is the Highway Authority, Local Transport Authority and Local Planning Authority for the Medway unitary area, which is part of the Thames Gateway North Kent area. Medway is part of the Thames Gateway and so will see demands for growth and increased travel like Kent's districts in the area, such as Dartford and Gravesham. KCC has a duty to cooperate with neighbouring authorities and works with Medway on cross-border issues and where the two Councils might be able to jointly bid for funding for transport infrastructure that affect both areas.

Medway Council has its own Local Transport Plan and has set out five priorities, which are:

**Priority 1** - To support Medway's regeneration, economic competitiveness and growth by securing a reliable and efficient local transport network.

**Priority 2** - To support a healthier natural environment by contributing to tackling climate change and improving air quality.

**Priority 3** - To ensure Medway has good quality transport connections to key markets and major conurbations in Kent and London.



**Priority 4** - To support equality of opportunity to access employment, education, goods and services for all residents in Medway.

**Priority 5** - To support a safer, healthier and more secure community in Medway by promoting active lifestyles and by reducing the risk of death, injury or ill health or being the victim of crime.

Transport infrastructure requirements to support growth in Medway are also explored in the GIF, with key schemes being:

- A289 Four Elms to Medway Tunnel improvements,
- Improvements to the A229 corridor between Maidstone and Medway,
- Strood and Chatham Town Centre Improvements,
- Public Transport, Journey Time and Road Safety Improvements through the Medway Local Transport Plan,
- Rail improvements at Strood and Chatham Stations,
- Tackling congestion hotspots along the A2 corridor through Medway,
- Improved cycling facilities throughout Medway.

More information on transport priorities and schemes in Medway can be found in the Medway Local Transport Plan 2011 – 2026 at:

[www.medway.gov.uk/parkingandtransport/transportplansandpolicies/localtransportplan.aspx](http://www.medway.gov.uk/parkingandtransport/transportplansandpolicies/localtransportplan.aspx)

# Medway Council's Transport Priorities



Public Transport Improvements through the Medway Integrated Transport Project

Improved cycling facilities throughout Medway

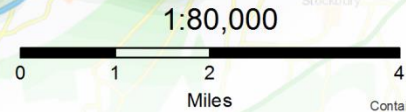
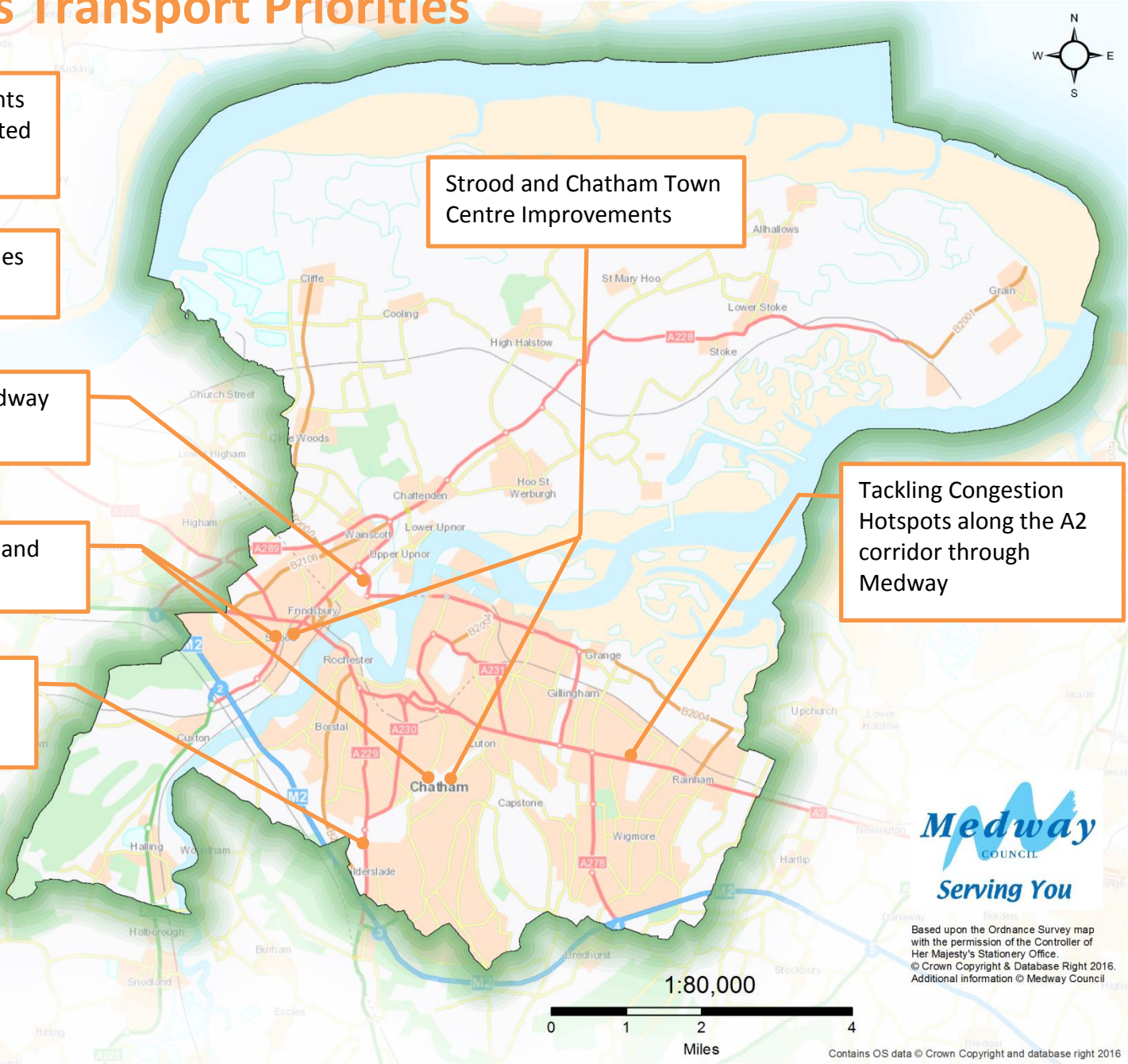
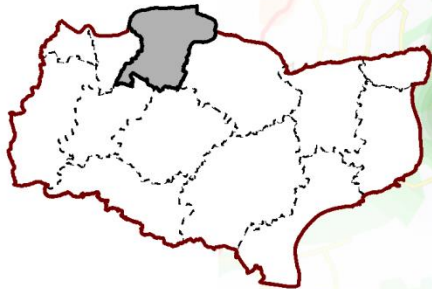
A289 Four Elms to Medway Tunnel Improvements

Rail Improvements at Strood and Chatham Stations

Improvements to the A229 corridor between Maidstone Medway

Strood and Chatham Town Centre Improvements

Tackling Congestion Hotspots along the A2 corridor through Medway



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## East Kent

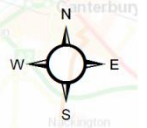
### Ashford

Travel in Ashford is currently dominated by the private car, but the area is largely flat which makes travel on foot or by bicycle easy and feasible. The M20 runs through the district and bisects the town, connecting the area with the Channel Ports to the south and Maidstone and London to the north. Generally, the M20 operates with spare capacity but when Operation Stack is called the town is heavily congested as all motorway traffic is diverted via Junction 9 through the town. Further, the capacity of Junction 10 is restricting development to the south of the Ashford urban area, as both strategic and local traffic place high demand on this junction. A preferred route for a new motorway Junction 10a has been identified and Highways submitted a Development Consent Order (the approvals process for major infrastructure) to Government in 2016. Ashford is a growing town and development pressures on the transport network must be considered.

Ashford is historically a railway town, which is also connected to London St Pancras by HS1 and is therefore a rail transport hub with good connections to Maidstone, Canterbury, Tonbridge, Folkestone and Hastings, as well as internationally via Ashford International and the Channel Tunnel. The bus network includes urban, inter-urban and rural services; and Stagecoach is the main bus operator in East Kent.

The A28 Chart Road improvement scheme is critical to the delivery of 5,750 homes at Chilmington Green and the reduction in congestion along this route is a priority scheme for both Ashford Borough Council (ABC) and KCC. ABC also plans to promote Ashford as a Cycling Town. The delivery of an improving cycle network and the doubling of cycle parking at Ashford International Station in 2015 (as well as its 2010 Station of the Year award in the National Cycle Rail Awards) provide opportunities to capitalise on the use of this mode of transport.





# Transport Priorities for Ashford

Improvements to the former ring road

Ashford International rail connectivity (Ashford Spurs)

Implementation of Ashford Cycling Strategy

Improvements to pedestrian facilities

A28 Chart Road

Bus service improvement – bus provision, capacity and frequency, including between major growth points and town centre

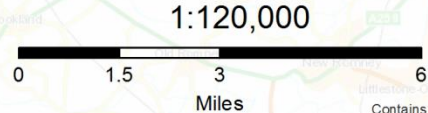
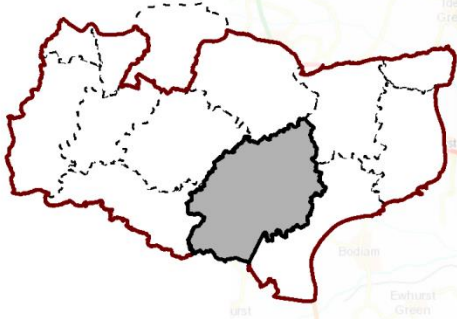
Ashford town centre project – including Ashford Station access and junction improvement – Station Approach/Elwick Road and Victoria Way

M20 Junction 10a

Pound Lane Strategic Link (Kingsnorth)

Orbital Park and Ashford Retail Park access and egress upgrades

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## Canterbury

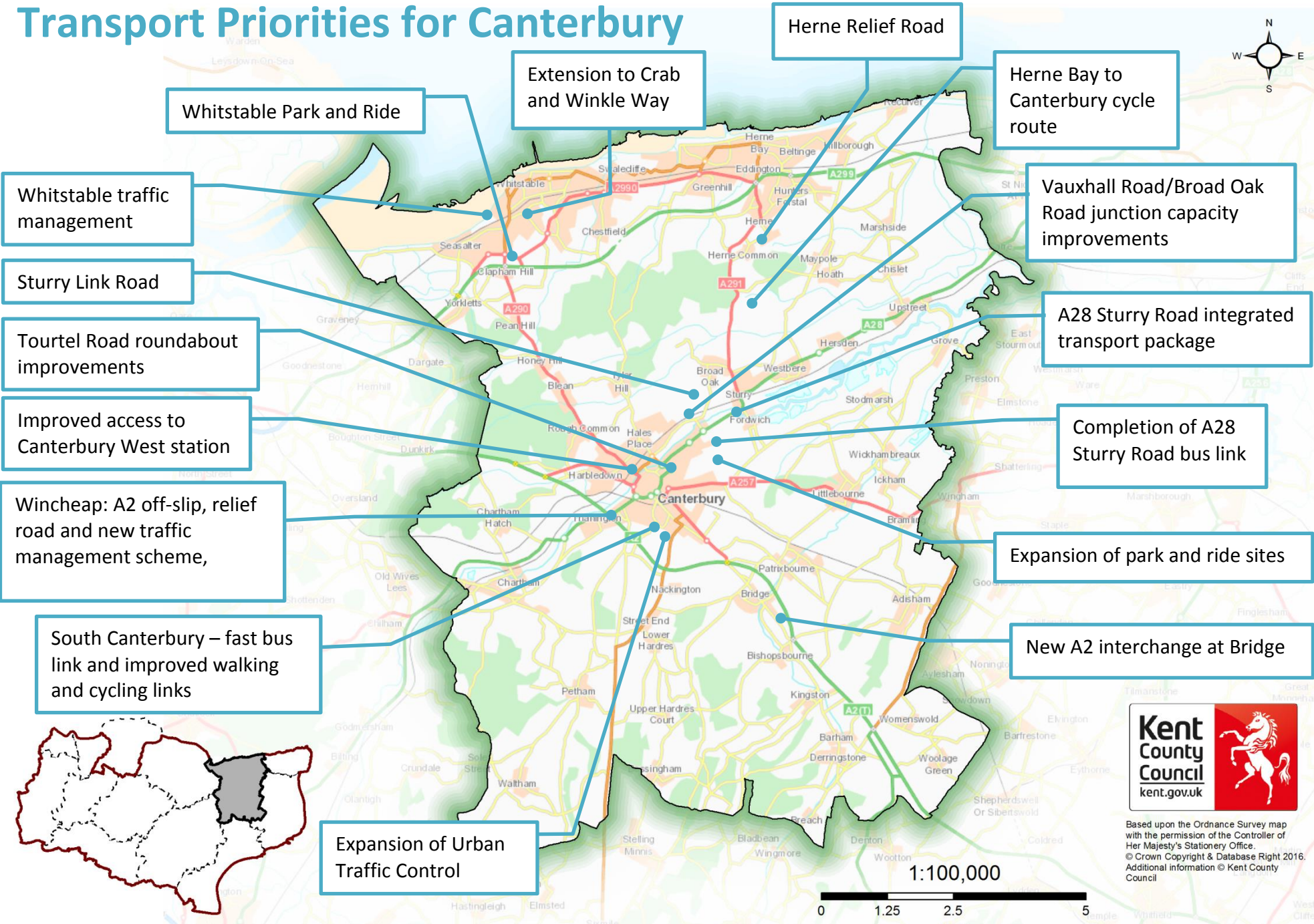
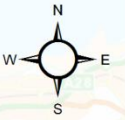
Canterbury is a medieval city with a historic and constrained road network so congestion in the peaks is a regular occurrence and the four level crossings cause further delays. The district also contains the coastal towns of Whitstable and Herne Bay and many villages in the rural areas. The A2 trunk road runs through the district north-south and gives good access from Canterbury to the Port of Dover and to the rest of the UK, and the A28 runs east-west connecting the area to Ashford and into Thanet.

High Speed rail services in the city have cut journey times to London St Pancras to under an hour. The popular Canterbury Triangle bus route links the three urban areas in the district with a 10 minute frequency during the daytime. Stagecoach is the main operator in the area. Canterbury City Council operates three park and ride sites on the edges of the city, which saves many vehicle trips into the city centre each day. There are well-established cycle and walking routes in the district, such as the Crab and Winkle Way and the Great Stour Way. There is a need to prioritise active travel and public transport use in relation to the private car, making best use of the existing infrastructure.

The city is a popular tourist destination and has two universities and so there is an increase in population associated with term times and the summer. The city is a local attractor of traffic and 90% of journeys on the A28 have an origin, destination or both in the city. Whitstable has its own traffic problems, as it too is a popular visitor destination. This is particularly evident along the High Street because this is the main route to the harbour but it is narrow with conflict between parking, buses, zebra crossings and deliveries.



# Transport Priorities for Canterbury



Whitstable Park and Ride

Extension to Crab and Winkle Way

Herne Relief Road

Herne Bay to Canterbury cycle route

Whitstable traffic management

Vauxhall Road/Broad Oak Road junction capacity improvements

Sturry Link Road

A28 Sturry Road integrated transport package

Tourtel Road roundabout improvements

Completion of A28 Sturry Road bus link

Improved access to Canterbury West station

Expansion of park and ride sites

Wincheap: A2 off-slip, relief road and new traffic management scheme,

New A2 interchange at Bridge

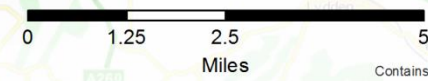
South Canterbury – fast bus link and improved walking and cycling links

Expansion of Urban Traffic Control



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## Dover

Bus services in Dover serve the town and connect to surrounding towns including Canterbury, Deal, Sandwich and Folkestone. The High Speed rail services from Dover to St Pancras have significantly reduced journey times to London, making the journey more attractive to commuters in particular. However, Dover District Council will press for a journey time of less than 1 hour between the two stations, additional capacity on the High Speed route, and investigation into a new Whitfield Station. It will continue to support Thanet Parkway to reduce the journey time to London from the district and Thanet to within an hour.

The A2 and A20 trunk roads terminate in the town at the entrance to the Port. These become the M2 and M20 motorways and connect the Port to the M25, London, and further north via the rest of the strategic road network. However, the A20 causes severance

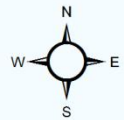
in the town and is associated with air quality concerns owing to its use by heavy goods vehicles before and after their Channel crossing. The A2 approaching the town is of an inferior quality to the rest of the route with sections of single carriageway.

Port related traffic has a major influence on the town and the East Kent districts as a whole, including the strong seasonal fluctuations in traffic flows during the holiday periods. Consequently there is a pressing need for the dualling of the remaining sections of single carriageway on the A2 and improvements to the Duke of York's Roundabout. Outside of the district, congestion at M2 J7 (Brenley Corner) also affects the area. The temporary Dover Traffic Assessment Project (used to restrict the flow of freight vehicles into the town when there is disruption at the Port) needs a permanent solution of variable speed limits on the A20.





# Transport Priorities for Dover



Whitfield Bus Rapid Transit (including improvements to York Street, Dover BRT hub, and Dover Priory Station connections)

Sandwich coach and car park

Improvement of Sandwich Station

A257 route study review

North Deal A258 Eastern Connecting Road

Projects to facilitate Whitfield development (including a Park and Ride)

North Deal transport improvements

A2/A258 Duke of York roundabout improvements

Deal improvements and alternative access routes to compliment the A258 corridor

A2 Lydden to Dover improvement

Dover Western Docks Revival

Dover waterfront link to town centre, including bridge over A2

Improved strategic road network to manage port traffic, including permanent solution for Dover TAP

A260 upgrade

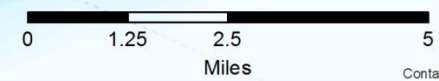
A258 route study review

Dover Priory Car Park



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## Shepway

The district experiences seasonal fluctuations in traffic flows, having higher levels during the summer months (especially August) due to tourism as well as higher levels at Christmas. The Channel Tunnel terminal is situated within the district, accessed from the M20, and being close to the Port of Dover means the area has a lot of foreign motorists on the network. Therefore appropriate signing and routing for tourist traffic is important for the district. Most of the freight traffic uses the M20, whilst the A259 picks up most seasonal holiday traffic. Small and historic villages or towns, like New Romney, are situated on main routes through the district and can suffer from congestion and conflict between through-traffic, tourist traffic, loading/unloading and parking. Folkestone is the largest town and main shopping destination within Shepway and it too can suffer from congestion at peak times. The district has a well-connected bus network with services to Ashford, Canterbury, Dover, and along the coast towards Hastings.

High Speed rail services have reduced journey times to London to 55 minutes which will introduce new transport routes and improve accessibility. However, there is a need for more capacity on these services to accommodate growing demand for business, work and leisure commuting to the coast. KCC will work with the District Council to make this case in the new franchise.

There is substantial future housing growth in the district, including the proposed Otterpool Park garden town, which will require considerable infrastructure investment to support this new town, including upgrading Westenhanger Station. The redevelopment of the harbour and seafront area of Folkestone is currently underway, which will introduce new transport routes and accessibility.



# Transport Priorities for Shepway



South of Hawkinge A20/A260 Junction Improvements

Cheriton High Street/A20

Upgrading of Westenhanger Station

Upgrades to M20 Junction 11

Newingreen junction improvements

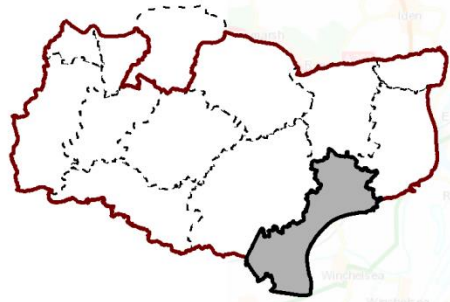
Highway improvements and sustainable access to support Lydd Airport

Tram Road link walkway and cycleway

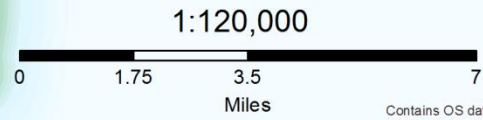
New Romney South Spine Road, A259 west of New Romney to Mountfield Road

Folkestone Seafont

Seafont schemes: Grace Hill system and Tontine Street junction



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## Thanet

The perceived isolation of Thanet, and remoteness from London, has been a disincentive for investors and business but transport infrastructure has done much to change that, such as the dualling the A299 Thanet Way, the East Kent Access scheme and the introduction of High Speed rail services. In common with Shepway, Thanet has a seasonal pattern to traffic flow with more tourists in the summer months and the popularity of Westwood Cross shopping area at Christmas. Investment in the road network at Westwood Cross is alleviating traffic problems and unlocking development sites.

The other towns in the district are relatively uncongested, except for peak times such as school rush hour. However, there are a number of junctions that need addressing. The bus network in Thanet is well utilised, with the Thanet Loop being a particularly successful service. However, there is scope for greater use of public transport and faster rail times to London.

The District Council also has plans to maximise the advantageous geographical location of the Port of Ramsgate, being the second closest port to continental Europe after Dover.





# Transport Priorities for Thanet

Rail journey time improvements and connections to London

Inner circuit of new and improved highway routes, including improved links to Westwood Cross

Westwood Relief Strategy - Westwood Road to Margate Road Link

Margate junction improvements

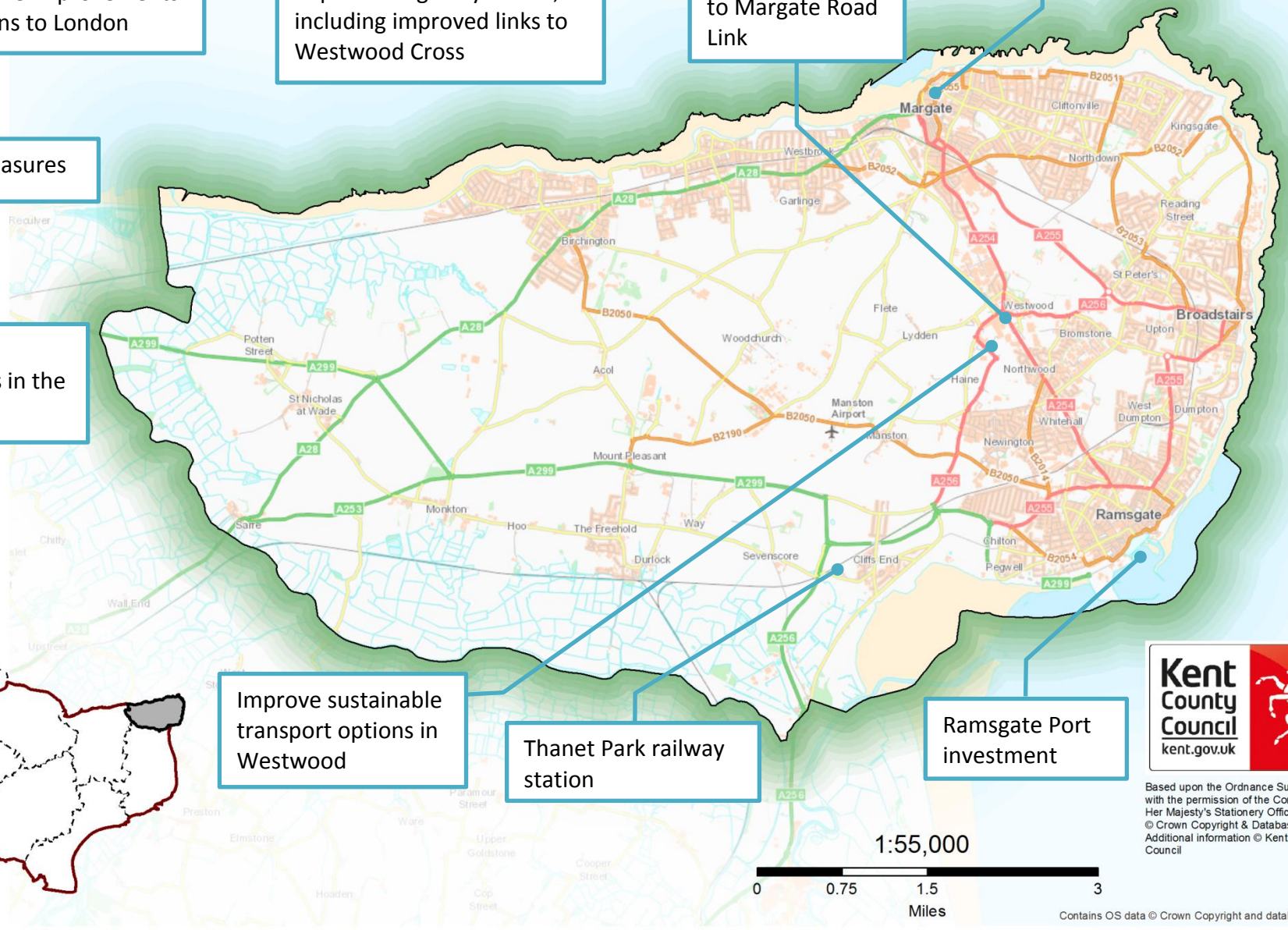
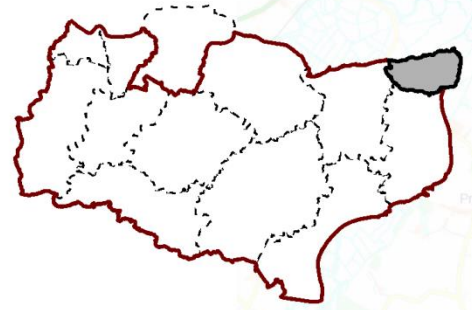
Bus priority measures

Public realm improvements in the coastal towns

Improve sustainable transport options in Westwood

Thanet Park railway station

Ramsgate Port investment



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## Our Funding Sources

We have access to a range of funding streams, including Department for Transport (DfT) funding direct to KCC for highway maintenance, competitive funding through the SELEP, and financial contributions from developers through the planning process.

The GIF describes the transport infrastructure (both strategic and local) required to support growth and enhance the lives of existing residents. It reports a significant funding gap, which highlights the need to lobby and explore other sources of funding. The policies and schemes set out in LTP4 form a basis for such bids, and a means of prioritising transport infrastructure.

This section sets out how we will make the best use of these existing funds as well as access new sources of funding to maintain and improve the assets we have and deliver new infrastructure to support growth. The District Priorities schemes will be put forward for funding using the sources described below.

### National Funding Sources and Local Growth Fund

At present, the most significant funding source for transport infrastructure is the Local Growth Fund (LGF), which focuses on unlocking barriers to economic growth. This is administered through the SELEP and it is therefore essential that our transport priorities are prominent in the SELEP's SEP. We will continue to put forward a robust case to Government for LGF investment to support our economic growth objectives. To date, we have successfully secured nearly £120m from the LGF.

As LGF is a limited pot of funding and distributed across England we must prioritise using a list of key criteria to determine which

projects should be put forward for funding. The SELEP has provided a Common Assessment Matrix which is then used to score each scheme with the aim that Government can make an informed decision when allocating funding. LTP4 Outcome 1 is targeted by the LGF as it only considers schemes that drive economic growth and cut congestion.



The DfT has also periodically launched pots of funding specifically for sustainable transport initiatives, and we will endeavour to bid for these. Our Kent Connected project has been funded in this way.

### Innovative Funding Sources

We will also continue to lobby for other, more innovative, sources of funding. This includes Kent receiving a fair portion of the income from the HGV Road User Levy, fuel loyalty discounts and port landing charges related to the impact of these activities in the county.

### Local Plans and Supporting Transport Strategies

District and borough councils have a statutory responsibility for making Local Plans. Thus, individual transport strategies that

support Local Plans should have regard for this strategic countywide LTP. By setting out our vision for transport in LTP4, KCC has a platform from which to engage these councils and help shape their Local Plans when identifying areas for potential development. Through the planning process developer contributions are sought towards infrastructure. Under Section 106 (s106) of the Town and Country Planning Act 1990, Local Planning Authorities can enter into a legally binding agreement with the landowner to pay a contribution towards infrastructure or services required to make their development acceptable in planning terms. KCC and the Local Planning Authority receive this funding to deliver infrastructure projects tied to development, for instance it may be used to support a public transport service.

The Community Infrastructure Levy (CIL) is similar in that a fixed charge is applied to specific types of development for infrastructure projects that have been defined during the establishment of the CIL Charging Scheme. Developer contributions can still be secured through s106 Agreements where a CIL Charge also applies but the two mechanisms cannot be used to fund the same infrastructure project. A Section 278 agreement (of the Highways Act 1980) is a means for a developer to make modifications to the existing highway network, typically what is required to mitigate the impact of the development.

### **Integrated Transport Programme**

For small scale transport schemes (typically under £1 million) to be allocated funding from the Integrated Transport Block (Department for Transport funding) there must be a robust system of appraisal to prioritise investment where it will have the greatest value for money. The methodology for achieving this is detailed in the Annex. A cost-benefit analysis is undertaken by scoring individual

schemes on their total impacts compared with the total cost. The cost includes a whole life approach to maintenance and factors in any external funding. The highest scoring schemes are then scrutinised to provide assurances that they will meet their objectives to achieve the LTP outcome(s), and that they can be feasibly constructed within budget and timescales.

The funding is top sliced for safety critical schemes (see Road Safety). The remaining budget is then allocated amongst the five outcomes (40% to economic growth and minimised congestion, 15% to affordable and accessible door-to-door journeys, 15% to safer travel, 15% to enhanced environment, and 15% to better health and wellbeing). This option for funding allocation is being environmentally assessed to ensure that it achieves a balanced Integrated Transport Programme (ITP).



### **Highway Maintenance and Asset Management**

We receive income from a series of Government Support Grants for specific duties we undertake, such as highway maintenance. However, Government funding allocated to KCC directly for transport has decreased and is likely to continue to do so.

## Conclusion

This fourth Local Transport Plan explains our main transport infrastructure priorities to deliver **Growth without Gridlock** in Kent. Our other funding streams, such as the Integrated Transport Programme (used to deliver small scale transport schemes) and the Crash Remedial Measures Programme (for safety-critical schemes), are a major part of our annual work to improve the highway network. The delivery programmes for these budgets and detail of the individual schemes that will receive funding are updated annually. However, these budgets are increasingly constrained and so we must carefully prioritise how we spend them. The methodology for prioritising is available in the Annexe.

Not all interventions vital for growth fall within the remit of KCC as the Local Transport and Highway Authority. A number of key projects fall under the responsibility of Highways England or Network Rail. We are therefore committed to working closely with both of these agencies to influence their future delivery programmes, and to ensure these schemes are given the highest priority for delivery.

As a Council, what we want to achieve from transport for our residents, businesses and visitors is clearly set out in the outcomes described in this LTP4. These are:

**Outcome 1: Economic growth and minimised congestion**

**Outcome 2: Affordable and accessible door-to-door journeys**

**Outcome 3: Safer travel**

**Outcome 4: Enhanced environment**

**Outcome 5: Better health and wellbeing**

From our own work, and from liaising closely with our district council partners in supporting the development of their Local Plans and, more specifically, the transport strategies needed to deliver that growth, we have built up a detailed knowledge of transport needs across the county. We will continue to build on this relationship to ensure that our transport priorities use the latest forecasts for housing and population growth. Above all, we are committed to delivering **Growth without Gridlock**.





## Strategic Environmental Assessment and Equalities Impact Assessment

This fourth Local Transport Plan has been subject to a Strategic Environmental Assessment (SEA) and Equalities Impact Assessment (EqIA). The SEA is a process to ensure that significant environmental impacts arising from policies, plans and programmes are identified, assessed, mitigated, communicated to decision makers and monitored. The SEA, non-technical summary and final Environmental Report are available alongside this plan on the [kent.gov.uk](http://kent.gov.uk) website.

An EqIA is a tool to assess the impact any policies or strategies would have on the following protected characteristics: race, age, disability, gender, gender reassignment, sexual orientation, religion or belief and carer's responsibilities. The EqIA found no significant effects on any protected characteristics as a result of this plan. However, individual schemes will be assessed for any impacts as they are designed and investigated further. The EqIA is available alongside this plan on the [kent.gov.uk](http://kent.gov.uk) website.



## Annexe – Prioritisation for the Integrated Transport Programme

### Background and overview

A robust method of appraising and prioritising local transport schemes is required to ensure that those delivered help to achieve the outcomes specified by this fourth Local Transport Plan (LTP4). The previous prioritisation methodology, developed as a result of the third Local Transport Plan (LTP3), has been updated and modified to enable Kent County Council (KCC) to generate a score for every proposed scheme, with the highest scoring schemes representing the highest value for money and contributing towards the LTP4 outcomes.

This methodology applies to schemes seeking Integrated Transport Block funding and used to form the Integrated Transport Programme (ITP). In addition to the ITP, KCC implements a Crash Remedial Measure (CRM) programme, which identifies locations where statistical data shows that an unexpectedly high number of crashes occur. If suitable, schemes are then designed and implemented aiming to prevent future crashes from following the

same pattern. More information can be found in the KCC Road Casualty Reduction Strategy. The funding for these schemes is top-sliced from the ITP budget representing the importance with which KCC views safety. CRM funding is allocated on a needs basis but KCC will endeavour to ensure a minimum of 50% of the total budget is allocated to these schemes (achieving Outcome 3: safer travel).

For the remainder of the funding forming the ITP, each proposed scheme will be assessed for the impact it achieves compared to the cost to implement and maintain it. As illustrated in Figure A4.1, at the beginning of the first financial year proposed schemes should be assessed and prioritised. The top schemes selected should form approximately 120% of the anticipated budget and then for the remainder of that year should be worked up to be deliverable in the second financial year, when the budget is formally allocated.

### Pre-assessment criteria

Schemes should be put forward from valid sources, such as Transport Strategies that support district/borough Local Plans, approvals at Joint Transportation Boards (JTB) or similar bodies, or from Member and Parish Council suggestions. This requires that some public consultation must have been carried out. Members of the public are encouraged to go through their local Parish Council

or County Council Member to gain community support; they will then be able to promote the scheme for inclusion in the ITP. They should also be at a stage where minimal additional design work is required so that a reasonable estimation of cost is available. For a scheme to be put forward for the ITP it must demonstrably achieve one or more of the outcomes from LTP4, these are:

**Outcome 1: Economic growth and minimised congestion**

**Outcome 2: Affordable and accessible door-to-door journeys**

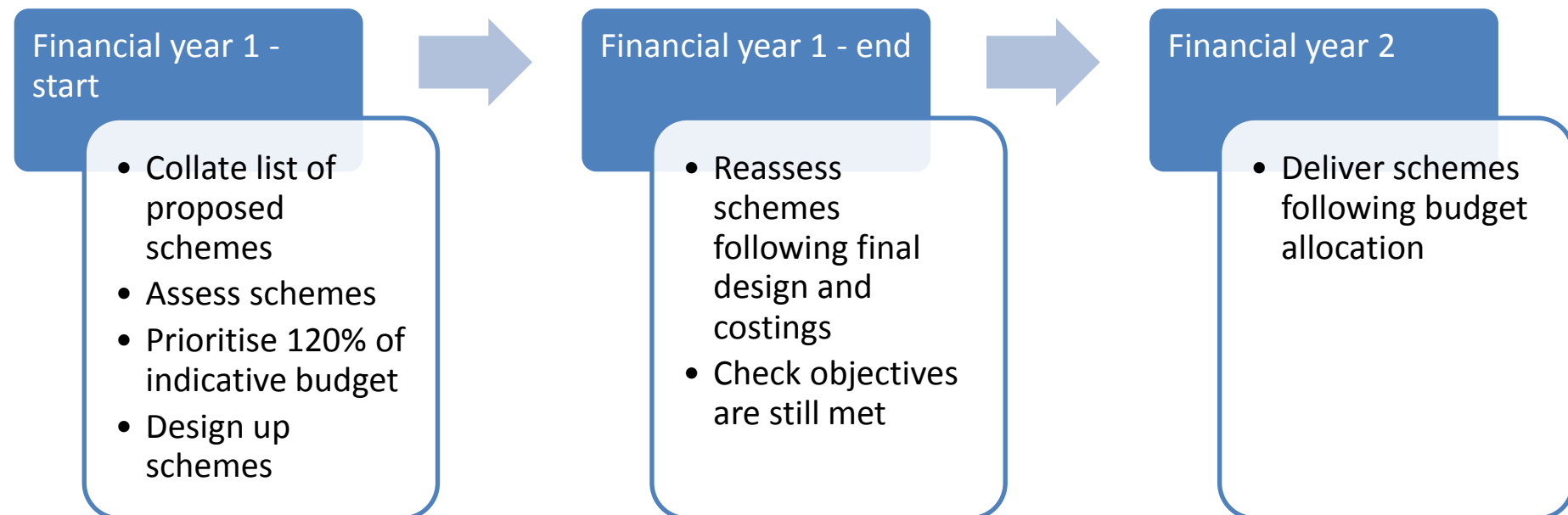
**Outcome 3: Safer travel**

**Outcome 4: Enhanced environment**

**Outcome 5: Better health and wellbeing**

However, where a request has been investigated in the last three years and rejected, and the situation has not changed significantly enough to justify reconsidering, it will not be assessed.

**Figure A4.1: ITP scheme prioritisation, design and delivery process.**



## Funding allocation

Consistent with LTP3, available funding will be allocated to the LTP4 outcomes so that the ITP is a rounded programme that targets all of KCC's outcomes. Funding will be allocated as follows:

Outcome	ITP budget allocation (once CRM budget has been top sliced)
<b>Economic growth and minimised congestion</b>	40%
<b>Affordable and accessible door-to-door journeys</b>	15%
<b>Safer travel</b>	15% (in addition to top slicing for safety critical schemes)
<b>Enhanced environment</b>	15%
<b>Better health and wellbeing</b>	15%

## Value for money assessment

The value for money assessment considers both the positive and negative effects of a scheme to produce an overall score. However, it has no mechanism to cease the progression of a scheme in the case that the scheme has some strong positive impacts (resulting in a high score) and a wide range of weakly negative impacts (reducing that score slightly). In these cases, the officers need to ensure that sufficient consultation has been conducted and, where possible, alter the scheme to mitigate negative impacts.

The first part of the process is an assessment, producing a score for the scheme. These have broadly been grouped into the five LTP4 outcomes, although it is recognised that there is some crossover. Each scheme will be assessed against each criterion regardless of which LTP4 Outcome the scheme is targeting. When assessing the scale of the impact consideration should be given to the size of the scheme, for example it would be expected that large schemes should have stronger impacts than the smaller schemes and therefore a highly significant positive impact would be required for a small scheme to be awarded 6 points.

Score:	-6	-3	0	3	6
<b><u>Outcome 1: Economic growth and minimised congestion</u></b>					
Is the scheme directly connected with delivering development?	N/A		No	Yes	Yes – with developer funding contribution
Does the scheme have impacts in one of the most deprived Lower Super Output Areas using the Index of Multiple Deprivation?	N/A		No direct impacts in one or more of Kent's 60% most deprived LSOAs	Direct impacts in one or more of Kent's 20% – 60% most deprived LSOAs	Direct impacts in one or more of Kent's 20% most deprived LSOAs
Congestion – what impact will the scheme have on congestion and journey time?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b><u>Outcome 2: Affordable and accessible door-to-door journeys</u></b>					
Accessibility – what impacts will the scheme have on access to key services (jobs, education, healthcare, etc.)?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
Connectivity – what impact will the scheme have on creating connected door-to-door journeys?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b><u>Outcome 3: Safer travel</u></b>					
Safety – are there any secondary benefits to safety (road, cycleway, footway)?	N/A – scheme should not be progressed if it has a negative impact on safety		Neutral	Positive impact	Strong positive impact
<b><u>Outcome 4: Enhanced environment</u></b>					
Sustainable travel – what impact will the scheme have on sustainable travel (e.g. modal shift)?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact

<b>Townscape and heritage – what impacts will the scheme have on the historic and built environment (including severance)?</b>	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b>Environment – what impact will the scheme have on the natural environment? Including landscape quality and considering the impact on protected landscapes, e.g. AONB.</b>	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b>Outcome 5: Better health and wellbeing</b>					
<b>Air quality – what impact will the scheme have on air quality? Consider any relocation of traffic.</b>	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b>Active travel – what impact will the scheme have on promoting active travel?</b>	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b>Scale of impact</b>					
<b>How wide an impact will the scheme have?</b>	N/A		Localised impact – few people benefit	Wider impact – a substantial number of people benefit	Very wide impact – many people benefit

The above criteria are to be subjectively assessed to be proportionate to the scale of the schemes being promoted and to ensure that there is not a cost burden on the assessment itself.

The second part of the assessment deals with scheme deliverability, producing a deliverability score.

	<b>-1</b>	<b>1</b>	<b>3</b>	<b>6</b>
<b>Scheme endorsement</b>	N/A – scheme should not be assessed if it does not have a legitimate source	Derived from a recognised body, such as a Quality Bus Partnership, from Members or parish councils	Scheme has been to JTB and is approved	Scheme derived from an adopted strategy (including district/borough transport strategies) or has been approved by Cabinet Committee or at a similar level
<b>Scheme readiness</b>	Substantial further design and feasibility work required	Minimal additional design work required some consultation necessary.	Minimal additional design work required, no further consultation necessary	Scheme is ready to construct
<b>Is the scheme dependent on the completion of any other projects?</b>	Yes	No	N/A	

This then produces a total combined score out of a maximum of 85 points.

Next the cost of the scheme is considered. This has three elements to it: the construction costs, the whole life maintenance costs, and any external funding contribution.

<b>Cost element</b>	<b>Cost</b>
Construction cost	£
Maintenance cost (commuted sum or selection of indicative costs supplied)	£
External funding contribution (funding from budgets other than the ITP, e.g. S106 money or Combined Member Grant fund)	-£
<b>Total scheme cost</b>	<b>£</b>

A cost-benefit analysis can now be made by taking the total points scored by the scheme and dividing it by the scheme cost, producing

a simplistic “points per pound” score that demonstrates the value for money a scheme achieves. Schemes targeting each LTP4

outcome can then be sorted by the cost-benefit analysis score and the best performing schemes prioritised for delivery the coming

### **Compiling the Integrated Transport Programme**

The cost-benefit analysis does not determine the Integrated Transport Programme; rather it is a tool to guide officers. After the proposed schemes have been subjected to cost-benefit analysis they will be validated and scrutinised to ensure that a consistent

financial year.

approach to scoring has been used and that a balanced and deliverable programme is provided, for example so that schemes are not concentrated in one area. The final list will then be approved at senior management level using delegated powers.



# “You Said, We Did”

## How your views helped to shape our *Local Transport Plan 4:* *Delivering Growth without Gridlock* *(2016-2031)*

## “You Said, We Did” - How your views helped to shape our *Local Transport Plan 4: Delivering Growth without Gridlock (2016-2031)*

### Why do we need a Local Transport Plan?

Kent County Council (KCC) has a statutory duty under the Local Transport Act 2008 to have a Local Transport Plan (LTP). The current Local Transport Plan 3 (2011 – 2016) needs replacing and so a new draft LTP, *Local Transport Plan 4: Delivering Growth without Gridlock (2016-2031)* (LTP4), was produced. It was decided to incorporate a refresh of the 2010 document *Growth without Gridlock: A transport delivery plan for Kent* so that all of KCC’s strategic and local transport policy can be found in one document – the Local Transport Plan.

The LTP is a critical tool in supporting investment and facilitating appropriate growth, and in assisting Kent to attract investment from Government to our priority transport schemes. We have used the opportunity to take a longer term view of transport along the same timescales used to set out the county’s growth. LTP4 therefore spans the period to 2031 to align with the *Kent and Medway Growth and Infrastructure Framework (GIF)*.

Investment in transport networks is essential for unlocking development sites, relieving congestion, improving safety and enabling a shift to more sustainable modes of travel. Therefore, LTP4 sets the following ambition for Kent:

***To deliver safe and effective transport, ensuring that all Kent’s communities and businesses benefit, the environment is enhanced and economic growth is supported.***

This ambition will be realised through five overarching policies that are targeted at delivering specific outcomes:

### **Outcome 1: Economic growth and minimised congestion**

**Policy:** Deliver resilient transport infrastructure and schemes that reduce congestion and improve journey time reliability to enable economic growth and appropriate development, meeting demand from a growing population.

### **Outcome 2: Affordable and accessible door-to-door journeys**

**Policy:** Promote affordable, accessible and connected transport to enable access for all to jobs, education, health and other services.

### **Outcome 3: Safer travel**

**Policy:** Provide a safer road, footway and cycleway network to reduce the likelihood of casualties, and encourage other transport providers to improve safety on their networks.

### **Outcome 4: Enhanced environment**

**Policy:** Deliver schemes to reduce the environmental footprint of transport, and enhance the historic and natural environment.

### **Outcome 5: Better health and wellbeing**

**Policy:** Provide and promote active travel choices for all members of the community to encourage good health and wellbeing, and implement measures to improve local air quality.

## Consultation

The draft LTP4 was open to public consultation from 8<sup>th</sup> August until 30<sup>th</sup> October 2016. The draft Plan was accompanied by an Equalities Impact Assessment (EqIA) and Strategic Environmental Assessment's (SEA) Environmental Report (the full report and non-technical summary version). An online questionnaire was available to capture feedback on the draft LTP4 as well as the ability for participants to email or post comments outside of the questionnaire format. Hard copies of the plan and questionnaire were placed in all libraries, Gateways and district/borough council offices across the county. We used press releases as well as sending notification of the consultation to representative groups to increase participation. The Consultation Report explains how the consultation was undertaken and summarises the results. This can be found at: [www.kent.gov.uk/localtransportplan](http://www.kent.gov.uk/localtransportplan)

## How have you made a difference?

We asked for your views on our draft LTP4, in particular the strategy part of the document (the ambition and supporting outcomes) and our priorities for transport at strategic, countywide and local level. Your suggestions have helped us to make changes to the Plan, including strengthening the links to other KCC policies and the policies of other organisations, and making some sections clearer. We also had many suggestions for new priorities and have been able to incorporate some of those into the revised Plan.

The feedback we received from over 500 individuals and organisations was invaluable and we were pleased that many of the comments were in agreement with the draft LTP4, especially the ambition, outcomes and supporting policies. Stakeholders, including the district and borough councils, were broadly supportive of the draft LTP4 but also made a range of comments relating to their specific area of interest.

An overview of the comments and subsequent changes are set out in the table below. Your comments have directly shaped the final version of *Local Transport Plan 4: Delivering Growth without Gridlock* (2016 – 2031) and we thank you for your contribution.

You Said	We Did
There should be more references to London.	We have included reference to The London Plan and acknowledged the importance of London as a destination, particularly for rail commuters.
There needs to be more emphasis on sustainable transport.	We have strengthened links to existing policies, such as the Active Travel Strategy, and included the Public Rights of Way network and Sustainable Transport schemes centrally within the Plan. We have also provided more detail on the bus and rail networks.
It is unclear if the transport schemes are in a priority order, particularly the strategic schemes.	We have made it clear that they are presented in a way that links the different priorities, not in an order of importance.
'Enabling Growth in the Thames Gateway' should recognise the geography of the Thames Estuary Commission.	We have broadened the geographical scope of this page to include all districts in the Thames Estuary.
'Port Expansion' should recognise the role of other ports in the county.	We have included the Port of London, Port of Sheerness and Port of Ramsgate in this page, recognising the role of all Kent's ports.
There should be more information on bus and rail transport and how KCC will influence the services.	We have separated the strategic transport priority 'Rail and Bus Improvements' into two individual priorities to fully explain KCC's role.
You should clearly support international rail services in Kent.	We have included more support for international rail services in Kent and welcomed future opportunities for new international destinations.

<p>There needs to be more for rural areas, particularly in relation to buses.</p>	<p>We have expanded the information on buses and community bus services, recognising that these may be the only alternative to the car in rural areas and the impact of an ageing population.</p>
<p>The terms 'Kent-wide' and 'Countywide' are confusing.</p>	<p>We have removed the 'Countywide Priority' label from the 'Strategic Priorities' section but retained the identification of 'National Priorities'. This means we have been able to remove the term 'Kent-wide' and instead moved the Sustainable Transport schemes to the 'Countywide Priorities' section. Transport priorities in each district/borough have been identified as 'Local Priorities' so there is a clear distinction between 'Strategic', 'Countywide' and 'Local' levels in the Plan.</p>
<p>You should make the scale of the reductions in highway maintenance budgets clear.</p>	<p>We have stated how the scale of reductions makes an impact on service unavoidable. We have also referenced the underfunding of local transport schemes and local roads compared to national road and rail networks.</p>
<p>The aviation policy section needs updating.</p>	<p>This has been updated following the Government's announcement of a preference for a third runway at Heathrow. It also includes support for improved rail access from Kent to the London airports.</p>
<p>You should not refer to any future use on the Manston Airport site until this is determined in the planning process.</p>	<p>We have made it clearer that the future of the site is yet to be determined.</p>
<p>There needs to be more emphasis on Public Rights of Way.</p>	<p>We have included the Public Rights of Way network as a 'Countywide Priority'.</p>

The map for 'Cross-District Transport Priorities' is unclear.	We have integrated this into the new Sustainable Transport section and instead identified the transport networks across Kent and the importance of travel within Kent, between districts/boroughs.
You should have more information on funding for sustainable transport.	We have updated the funding page to show that the Department for Transport occasionally offer specific funds for sustainable transport, and updated the cross-district priorities to clearly show how we are using funding for sustainable transport.
The 'District Priorities' should show they are KCC's priorities rather than the District or Borough Councils' priorities.	We have reworded the title on each page to be 'Transport Priorities for Sevenoaks' rather than 'Sevenoaks' Transport Priorities', and so on.
Some of the wording introducing each district/borough needs updating.	We have reviewed the wording on each page and included suggestions from the consultation, for example information on rural areas and particular transport difficulties in each district.
There should be more commitment to modal shift from road to rail freight.	We support the growth of freight on rail wherever possible but recognise the infrastructure and economic constraints to achieving this. However, we have now included reference to the proposed Howbury freight interchange.
There are many suggestions for new transport priorities that should be considered in the Plan at strategic, countywide and local level.	We have considered each of your suggestions and incorporated them into the revised LTP4 where appropriate.
Will the Integrated Transport Programme schemes be assessed against all criteria if they are only targeting one outcome?	We have made it clear that all schemes will be assessed against all criteria so all impacts are scored.

In the Integrated Transport Programme prioritisation methodology the environmental impact should include specific categories.	We have listed the landscape quality and impact on protected landscapes (such as Area of Outstanding Natural Beauty) as guidance.
In the Integrated Transport Programme prioritisation methodology the air quality impact should include where any traffic is relocated by a scheme.	We have specifically listed this possible effect to make sure it's considered in the assessment.
The Plan should include reference to the Equalities Impact Assessment (EqIA) and Strategic Environmental Assessment (SEA).	We have included a final statement in the Plan that explains what these assessments are and where they can be found.
Other things need to be considered in the Equalities Impact Assessment (EqIA) and Strategic Environmental Assessment (SEA).	All the comments raised have been considered in updating the Equalities Impact Assessment (EqIA) and Strategic Environmental Assessment (SEA).

## For more information

- To see the full Consultation Report please visit [www.kent.gov.uk/localtransportplan](http://www.kent.gov.uk/localtransportplan)
- The final Local Transport Plan 4 is being presented to the Environment and Transport Cabinet Committee and Cabinet in March 2017, followed by adoption by County Council in summer 2017.
- If you would like to share your views in the future, you can register with our Consultation Directory. Tell us the issues you are interested in, and we will send you an e-mail notifying you when relevant consultations are launched at [www.kent.gov.uk/consultations](http://www.kent.gov.uk/consultations)



## KENT COUNTY COUNCIL EQUALITY ANALYSIS / IMPACT ASSESSMENT (EqIA)

**This document is available in other formats, Please email  
alternativeformats@kent.gov.uk or telephone on 03000 421553 (text relay  
service 18001 03000 421553).**

**Directorate:** Growth, Environment and Transport (GET)

**Name of policy, procedure, project or service**

Local Transport Plan 4: Delivering Growth without Gridlock (2016 – 2031)

**What is being assessed?**

An updated Local Transport Plan.

**Responsible Owner/ Senior Officer**

Joe Ratcliffe

**Date of Initial Screening**

12/11/2015

**Date of Full EqIA:**

Version	Author	Date	Comment
1	Bhalraj Singh	12/11/2015	
2	Clive Lever	23/11/2015	Equality and Diversity Team comments supplied
3	J Hill	13/4/2016	Equality and Diversity Team comments supplied
4	Akua Agyepong	23/06/2016	Equality and Diversity Team comments supplied
5	Lucy Campbell	04/07/2016	Consultation draft
6	Nola Cooper	10/02/2017	First review following consultation revisions
7	Akua Agyepong	13/02/2017	Comments for review
8	Katie Pettitt	13/02/2017	Revised following Equality and Diversity Team comments

## Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact <b>HIGH/MEDIUM</b> <b>LOW/NONE</b> <b>UNKNOWN</b>		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age  Page 218	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes would be subjected to their own EqIA.	Yes. LTP4 commits KCC to promoting affordable, accessible and connected transport to enable access for all to jobs, education, health, and other services. This will benefit all age groups, but particularly those who are less likely to have access to a private car, such as the elderly and the young, and supports independence. Statistically, more road casualties are young men <sup>1</sup> , providing a safe road network (including through education and training) will mitigate this. Other LTP4 outcomes will also benefit all age groups.
Disability	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA.	Yes. As above, accessible transport will support independence, more notably providing wider benefits for those whose impairments prevent them from driving. Other LTP4 outcomes will also benefit those with disabilities – such as better health and wellbeing and safer travel.

<sup>1</sup> <http://www.brake.org.uk/safedrivingreports/15-facts-a-resources/facts/488-young-drivers-the-hard-facts>

<b>Gender</b>	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA	Yes. Affordable and accessible transport for all will benefit specific groups, such as women with children and single mothers. Safer travel will improve opportunities for travel for women, as they are likely to use public transport more than men but drive less than men. Personal safety amongst women should improve, as they are more vulnerable when travelling at night <sup>2</sup> . Men are more likely to be road casualties and providing a safer road network (including through education) will help mitigate this.
<b>Gender identity</b>	No	None	None	No	No
<b>Race</b> Page 219	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA	Yes. Certain ethnic groups are in lower than average income groups and promoting affordable travel will promote equality for them in enabling access to greater employment and education opportunities.
<b>Religion or belief</b>	No	None	None	No	No
<b>Sexual orientation</b>	No	None	None	No	No
<b>Pregnancy and maternity</b>	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA	Yes. Women with children will benefit from improved accessibility connectivity within transport, as well as it being more affordable.
<b>Marriage and Civil Partnerships</b>	No	None	None	No	No

<sup>2</sup> <http://content.tfl.gov.uk/women.pdf>

<b>Carer's responsibilities</b>	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA	Yes. Safer, affordable, accessible and connected travel will promote equality for this group. In some instances, those who they care for may benefit, particularly for people needing to travel by bus through the Kent companion bus pass scheme. Schemes to ease congestion will make travelling between clients more reliable in terms of journey time.
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## PART 1: INITIAL SCREENING

**Proportionality** – From the Risk Matrix which has been completed above, the initial screen suggests that the potential for a negative impact on certain protected characteristics as a result of the implementation of the Local transport plan update delivery plan document is low.

Low	Medium	High
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

### Context

The document is the successor to Local transport Plan 3, which was due to expire at the end of 2016. The new *Local Transport Plan 4: Delivering Growth without Gridlock* (LTP4) also incorporates the 2010 document *Growth without Gridlock: A Transport Delivery Plan for Kent*, which acted as a lobbying document to the government for infrastructure improvements. Therefore, LTP4 is both a policy document and sets KCC’s priorities for transport at strategic, countywide and local levels. LTP4 has five outcomes for transport supported by five policies that have been based on the Government’s National Transport Goals as set out in the 2009 guidance for Local Transport Plans.

It has been made clear within LTP4 that all schemes listed as a priority will undergo their own Equality Impact Assessment (and likewise environmental assessments, as well as planning, etc.) as the schemes are progressed.

### Aims and Objectives

The key ambition of LTP4 is “To deliver safe and effective transport, ensuring that all Kent’s communities and businesses benefit, the environment is enhanced and economic growth is supported.” This is so as to facilitate the safe transport of people and goods within and through Kent, providing a transport network of all modes, which enables access to the best employment, education, retail, leisure and health services in the county. This ambition will be realised through five overarching policies that are targeted at delivering specific outcomes:

#### Outcome 1: Economic growth and minimised congestion

**Policy:** Deliver resilient transport infrastructure and schemes that reduce congestion and improve journey time reliability to enable economic growth and appropriate development, meeting demand from a growing population

#### Outcome 2: Affordable and accessible door-to-door journeys

**Policy:** Promote affordable, accessible and connected transport to enable access for all to jobs, education, health and other services.

**Outcome 3: Safer travel**

**Policy:** Provide a safer road, footway and cycleway network to reduce the likelihood of casualties, and encourage other transport providers to improve safety on their networks.

**Outcome 4: Enhanced Environment**

**Policy:** Deliver schemes to reduce the environmental footprint of transport, and enhance the historic and natural environment.

**Outcome 5: Better health and wellbeing**

**Policy:** Provide and promote active travel choices for all members of the community to encourage good health and wellbeing, and implement measures to improve local air quality.

**Beneficiaries**

The delivery of the outcomes outlined in LTP4 will generally have a positive impact for all Kent residents, commercial operations and also tourists as transport network improvements will improve their experience of Kent. The delivery of improved transport infrastructure and public transport will increase accessibility to key services, jobs and education. The schemes will also support economic growth in the county by unlocking housing and commercial development allowing for job creation in Kent. This will be particularly beneficial to resident within East Kent where particularly high unemployment rates occur. Overall, carrying out the screening grid has identified that a number of groups will benefit from the aims of the policy. For example, it is clear that individuals with less access to a private car (such as the elderly and young people) will benefit from promotion of modes of transport that are different from a car in terms of affordability and accessibility. Those residents who are unable to drive (such as those with a disability), will benefit from improved travel options and this will also benefit carers across Kent. Due to the nature of their travels and independence from a car, women will also gain from affordable and improvement transport. Some of the benefits will be greater within some protected characteristic groups due to their greater use of certain transport systems.

**Information and Data**

As of 2014, the current estimated population for Kent is 1,510,400<sup>3</sup>. Going forward the population growth for Kent is expected to rise due to natural increase (more births than deaths) and addition more people moving into Kent than leaving. Analysis of 2011 census data about equality and diversity in Kent has been undertaken to better understand the demographics of the Kent population and the impact the Local Transport Plan will have. Focus has been made on groups that tend to rely on public transport, with the access of a car being limited.

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<sup>3</sup> <http://www.kent.gov.uk/about-the-council/information-and-data/Facts-and-figures-about-Kent/population-and-census>

Equality and diversity data from 2011<sup>4</sup> shows that:

- Kent has an ageing population, as estimates indicate the number of 65+ year olds is forecast to increase by 55% between 2013 – 2033, however the proportion of population aged under 65 is only forecasted to increase by 6.9%.
- There are more female residents in Kent than male. In 2014, this equated to 51% and 49% (770,300 females and 740,100 males).
- 93.7% of Kent residents are white, compared to 6.3% BME residents.
- The 2011 office labour market statistics census data for Kent has the following statistics<sup>5</sup>:
  - A. The number of males and females (16+ ) owning a car or van, or having access to these within households, (including company vehicles that are available for private use): 91% of males vs 88% of females.
  - B. The car or van availability by gender and for those who consider they have a long-term health problem or disability: 86% of males vs 83% of females.
  - C. The number of females (16+) with a disability of which there are no cars or vans in the household: 17% compared to 12% of males.
- KCC Road Casualties in Kent (Annual Review 2014)<sup>6</sup> – there was an increase in the number of people killed or seriously injured (KSI) compared to 2013 of 11% (594 KSIs increasing to 658 KSIs).
- Casualty data for Kent roads between 2012-2014, shows there are generally more male casualties than females across all age groups<sup>7</sup>:
  - A. 0-16, there were 1,861 casualties of which 57% were male and 43% female.
  - B. 17-24, there were 4,126 casualties of which 58% were male and 42% were female.
  - C. 25-64, there was a total of 10,029 casualties, which is the largest out of all age sets of which 58% were male and 42% female.
- According to the Kent Public Health Observatory,<sup>8</sup> the percentage of adults in Kent currently classed as physically inactive is 28.1%. Currently 56.3% of the adult population meet the physical activity guidelines of 150mins per week to improve or maintain health.
- In addition, the Kent Joint Strategic Needs Assessment (Kent JSNA) showed that obesity is at 64.6%, which translates into 771,476 individuals who are 16+. This is particularly relevant as one of the outcomes of LTP4 is

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<sup>4</sup> <http://www.kent.gov.uk/about-the-council/information-and-data/Facts-and-figures-about-Kent/equality-and-diversity-data>

<sup>5</sup> DC3407EW - Long-term health problem or disability by car or van availability by sex by age  
<https://www.nomisweb.co.uk/census/2011/dc3407ew>

<sup>6</sup> [http://www.kent.gov.uk/\\_\\_data/assets/pdf\\_file/0020/11819/Personal-injury-crashes-in-Kent.pdf](http://www.kent.gov.uk/__data/assets/pdf_file/0020/11819/Personal-injury-crashes-in-Kent.pdf)

<sup>7</sup> Transport Intelligence Team: Casualty data 2012-2014 against age and gender

<sup>8</sup> <http://www.kpho.org.uk/joint-strategic-needs-assessment/jsna-behaviour-and-lifestyle/jsna-physical-activity>

to provide and promote active travel choices, therefore, helping to tackle a national issue.

- The ONS 2011 Census Analysis - Method of Travel to Work in England and Wales Report<sup>9</sup> - found that in the South East 66.8% use road vehicles as a method of travelling to work, however only 12.1% use public transport and 13.9% choose to walk or cycle.
- Using the ONS 2011 Census to break down method of travel to work by age (Age 16 – 65+) and gender shows in Kent that<sup>10</sup>:
  - A. 14% of females travel to work using active travel compared to 10% of males in the county choosing to travel by bicycle or foot, thereby males will further benefit from outcome five of the policy as it's promoting active travel.
  - B. 13% of males choose to travel by rail, bus, minibus or coach. The female population comes out slightly lower with 12%.
  - C. 62% of males either use a car or van to travel to work or are a passenger. The number of females under the same criteria comes to 63%. This data is particularly relevant bearing in mind the Local Transport Plan promotes improvements to road journeys and public transport, but also the cycleway network.
- For 2015-2016, September Quarter 2 the number of<sup>11</sup>:
  - Older person's bus passes were 266,949
  - Disabled person's bus passes were 20,312
  - Disabled Person companion bus passes were 5,133
- According to a study conducted by Transport for London (TfL)<sup>12</sup>, women are more likely to travel with buggies than men. This can therefore affect transport choices and so women may choose to travel by public transport to and from Kent. In addition, women tend to be more concerned than men about their personal safety are when travelling after dark. This could be relevant to Kent as some female Kent residents may choose to commute to London for work or simply may want to travel into London for leisure purposes.
- According to a study conducted by Transport for London (TfL)<sup>13</sup>, BME individuals are more likely to use buses than white individuals (although they are less likely to travel by bicycle). In addition they are more likely to express concerns for their safety and more likely to be injured in road accidents.

## **Involvement and Engagement**

As part of a pre-consultation exercise, the Transport Strategy Team liaised and consulted with various officers across KCC, such as Education, Highways, Transportation and Waste in order to get their views about the proposed Local

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<sup>9</sup> [http://www.ons.gov.uk/ons/dcp171766\\_299766.pdf](http://www.ons.gov.uk/ons/dcp171766_299766.pdf)

<sup>10</sup> DC7101EWla - Method of travel to work (2001 specification) by sex by age  
<https://www.nomisweb.co.uk/census/2011/dc7101ewla>

<sup>11</sup> Revenue and Capital Budget Monitoring for 2015-2016, Quarter 2 paper. Page 136

<sup>12</sup> <http://content.tfl.gov.uk/women.pdf>

<sup>13</sup> <http://content.tfl.gov.uk/BAME-summary.pdf>



Transport Plan. Alongside this, an informal Member Task and Finish Group was set up, which consisted of one representative from each political party sitting on the Environment and Transport Cabinet Committee. District councils were extensively consulted regarding their own transport priorities and the presentation of information on their specific areas. In addition, the views of the Kent and Medway Economic Partnership (KMEP) were taken into account. KMEP is a federated area of the South East Local Enterprise Partnership (SELEP) consisting of district council, local business, and local educational representatives designed to drive forward economic growth.

The final draft of LTP4 was available for public consultation for a twelve-week period between Monday 8<sup>th</sup> August and Sunday 30<sup>th</sup> October 2016. During this period, a range of stakeholder groups were invited to respond to the consultation, including voluntary and community organisations such as Ashford Youth Hub, Dartford BME Community, Polish Association in Kent, and Royal National Institute for the Blind.

The consultation sought to gather the views and opinions of a range of stakeholders on the draft Local Transport Plan 4, including whether they agree with the priorities or think additional priorities should be included, and whether they have any comments on the EqIA and SEA.

### **Consultation Feedback**

The consultation asked for feedback on the content of the draft LTP, including views on the proposed Ambition, Outcomes, Supporting Policies and transport priorities for the county. Overall, the consultation received over 500 responses.

The consultation responses showed general agreement with the draft LTP4, particularly the strategy parts of the document. The named transport priorities in the plan at all levels (strategic, Kent-wide and district) received a mix of responses but nevertheless there was a greater extent of agreement than disagreement. A number of amendments were also proposed by stakeholders including the district councils.

Following the close of the consultation, responses were reviewed and considered, with appropriate amendments made to the LTP4. A final version of LTP4 will be submitted to Environment and Transport Cabinet Committee and Cabinet in March 2017, and then full County Council for adoption in July 2017. A full summary of the amendments can be found in the “You Said, We Did” document accompanying LTP4 but the key changes are:

- The strategic priorities map has been updated so the bifurcation of the M2/A2 and M20/A20 is clearer and the labels match the revisions later on in the document.
- The supporting policy for Outcome 5 (Better health and wellbeing) has been changed to include a commitment to “provide”, as well as “promote”, active travel choices in line with the Active Travel Strategy.

- The splitting of the previous priority “Rail and Bus Improvements” into two separate priorities, one for rail and one for bus. Many respondents wanted more information on both the rail and bus networks and felt more emphasis on public transport provision was needed.
- The ‘Enabling Growth in the Thames Gateway’ has been amended to reflect the geography of the Thames Estuary Commission, including the whole of the north Kent coast.
- The cross-district priorities were previously displayed on a map but the consultation showed that the public did not fully understand what the schemes were without a description. Separately, respondents felt that there was a general lack of sustainable transport schemes in the draft LTP4. These cross-district priorities are targeted at sustainable transport and include initiatives to encourage modal shift. Therefore, they have been moved to a new section on Sustainable Transport in the ‘Countywide Priorities’ section. Additionally, a section has been added to explain the importance of travel within Kent and the schemes that will deliver benefits across district boundaries.
- The transport priorities section in the consultation draft was divided into ‘Strategic’, ‘Kent-wide’ and ‘District’ level schemes. In the consultation respondents questioned whether these were in a priority order, and the use of the term ‘Kent-wide’ for priorities such as highway maintenance was confusing when also categorising some of the strategic priorities as ‘countywide’. Consequently, in this section the first page has been amended to introduce the three geographical levels of transport priorities (which are now called ‘Strategic’, ‘Countywide’ and ‘Local’) Some of the ‘Strategic’ priorities have also been highlighted as being of national importance, reflecting feedback from key stakeholders including the Port of Dover.
- A new section on Public Rights of Way has been added as a countywide priority. This was requested in the consultation and now the links between highways, Public Rights of Way, public transport and active travel are better reflected.
- There were many suggestions for new priorities, which have all have been considered. Potential schemes that are feasible have been added to the district maps.
- A new section has been added to signpost the Strategic Environmental Assessment and Equalities Impact Assessment to explain what they are.

This EqIA has been reviewed and updated following the feedback received during the consultation and taking into account the changes made to LTP4.

### **Feedback on the EqIA from the consultation**

The consultation included a question asking for views and comments on the draft EqIA. A total of 26% of respondents gave a view on the EqIA, and much of

the feedback was regarding the principle of the assessment. This includes positive comments, such as one Sevenoaks district resident stating:

*“An excellent document, which in my opinion addresses all of the issues.”*

Comments relating to specific protected characteristics included that:

- Paid carers are increasingly unable to get to their clients owing to traffic congestion.
- Air pollution disproportionately impacts on the health of residents in the lower socio-economic bands/children/pregnancy.
- More consideration needs to be given to those without access to the private car.
- Cycling is the most viable alternative to the car, and requires more recognition in the EqIA.

There were also concerns about issues such as pavement parking, disabled access to railway stations, and footway maintenance. Following these comments, and similar comments received elsewhere in the consultation, it was deemed appropriate to strengthen commitments in LTP4 to active travel, and make clear reference to the ‘Access for All’ programme that facilitates disabled access at railway stations.

LTP4 has taken a holistic approach to transport in Kent and so whilst there is an emphasis on economic growth there is also a commitment to promote affordable and accessible transport, as well as providing opportunities for active travel. LTP4 commits to ensuring the required assessments, including EqIA and environmental assessments, are completed for each scheme as they progress. This will ensure that assessment of impacts on protected characteristics occurs when the scheme is at an appropriate level of development. It is in this way that the impacts commented on in the consultation will be mitigated. Likewise, any changes to daughter documents of LTP4 (such as footway resurfacing policy) would have an EqIA too.

## **Initial Screening**

### **Potential Impact**

After completing an initial assessment, it was clear the new Local Transport Plan and its infrastructure proposals will have an impact on Kent Residents.

### **Adverse Impact:**

After completing the initial screening grid, it indicated that LTP4 will not have a significant negative impact on any of the protected characteristics. As stated earlier, individual schemes (example two of the strategic priorities in the Plan are a new Lower Thames Crossing and solution to Operation Stack) will be subject to an individual Equalities Impact Assessment as the schemes are developed and taken forward for delivery to ensure that no protected characteristics are adversely impacted.

The consultation was tailored to ensure that a range of people with protected characteristics, and groups representing them, had the consultation specifically promoted to them. This is so we could take their views into account and revise

LTP4 and this EqlA accordingly. KCC's Inclusive Communication Policy was followed so that those members of the public that have a disability, for example visual impairments or learning disabilities, were able to access the information in alternative formats.

**Positive Impact:**

The objectives and aims of LTP4 through the delivery of schemes will promote a better quality life for all residents in Kent by providing a transport network of all modes that enables access to jobs and services within the county. Therefore, it will benefit the overall needs of residents within Kent.

The older generation and families with younger children tend to rely on public transport, and therefore will benefit from more affordable and accessible transport solutions (bus and rail) that will enable them to enjoy their journeys throughout Kent, for example through accessing jobs and education services. The provision and promotion of active travel choices will potentially benefit all residents' health and well-being, but equally reducing congestion and pollution will benefit road users. Disabled people, who rely on public transport, will also be a beneficiary.

**JUDGEMENT**

**Option 2 Full EqlA**

The revised LTP4 will be adopted in July 2017 by County Council, subject to comments by Environment and Transport Cabinet Committee and Cabinet in March 2017.

**Action Plan**

This EqlA assesses the impact of LTP4 in its own right. EqlAs have not been completed for the individual schemes detailed within LTP4 but will be carried out as those schemes progress towards delivery, ensuring that they are at an appropriate stage of development so that an EqlA is meaningful and changes can be made to the design in response to the assessment. Likewise, any changes to existing policies that sit below LTP4 and aid its delivery (such as the Freight Action Plan) will be subject to their own EqlA.

The Action Plan (see overleaf) addresses how to meet the needs of protected characteristic groups during the lifetime of LTP4.

Protected Characteristic	Observations made	Action to be taken	Expected outcomes	Owner	Time Scales	Cost Implications
Age	<ul style="list-style-type: none"> <li>• Kent has an ageing population.</li> <li>• Older Kent residents are: less mobile; less likely to use independent travel; have greater concerns with safety.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the elderly and young can access future consultations.</li> <li>• Ensure there are alternative formats of new transport information.</li> <li>• Include design features for those with limited mobility (e.g. dropped curbs).</li> <li>• Include design features for those with safety concerns (e.g. well-lit pedestrian paths).</li> </ul>	<p>The LTP's five outcomes deliver a net benefit for all members of the community:</p> <p>Outcome 1) Economic growth and minimised congestion</p> <p>Outcome 2: Affordable and accessible door-to-door journeys</p> <p>Outcome 3: Safer travel</p> <p>Outcome 4: Enhanced Environment</p> <p>Outcome 5: Better health and wellbeing</p>	<p>Director of Highways, Transportation and Waste – Roger Wilkin</p> <p>Director of Environment, Planning and Enforcement – Katie Stewart</p>	Ongoing	Will vary dependent on the individual scheme or policy.
Disability	<ul style="list-style-type: none"> <li>• Disabled Kent residents are: less mobile; less likely to use independent travel.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the disabled can access future consultations and developments</li> <li>• Ensure there are alternative formats of</li> </ul>				

		<p>new transport information</p> <ul style="list-style-type: none"> <li>• Include design features for those with limited mobility (e.g. dropped curbs)</li> <li>• Work with other transport operators to ensure they accommodate disabled users. For example, in January 2017, the Supreme Court ruled that bus drivers must try to persuade other passengers to make room for wheelchair users<sup>14</sup>.</li> </ul>	All schemes and policies are expected to have regard to achieving these outcomes.			
Race	<ul style="list-style-type: none"> <li>• BME Kent residents are more likely to: be dependent on public transport</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure BME communities can access future consultations and developments</li> </ul>				

<sup>14</sup> <https://www.theguardian.com/society/2017/jan/18/court-backs-wheelchair-user-who-was-stopped-from-boarding-bus-yorkshire-leeds>

	systems; be concerned with safety.	<ul style="list-style-type: none"> <li>• Ensure there are alternative formats of new transport information (including other languages)</li> </ul>				
Gender	<ul style="list-style-type: none"> <li>• Female residents are: less likely to use independent travel by car; be concerned with safety; make journeys with additional dependents; have multiple stages to their journeys.</li> <li>• Male residents are more likely to suffer injuries or fatalities in a car accident; statistically undertake longer journeys.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all genders can access future consultations and developments</li> <li>• Ensure alternative formats of new transport information</li> <li>• Include design for those with safety concerns (e.g. well-lit pedestrian paths)</li> </ul>				

## **Monitoring and Review**

This EqlA has been reviewed and updated following the public consultation. The Local Transport Act 2008 affords Local Transport Authorities (including KCC) the ability to review their Local Transport Plans when deemed necessary, rather than the strict 5-year periods as previously specified. Therefore, if it is appropriate to update or revise LTP4 during the time period 2016 – 2031 this EqlA will also be reviewed and updated.

## **Sign Off**

I have noted the content of the Equality Impact Assessment and agree the actions to mitigate the potential adverse impacts that have been identified.

### ***Senior Officer***

Signed: 

Name: Joseph Ratcliffe

Job Title: Transport Strategy Manager

Date: 14 February 2016

### **Head of Service**

Signed: 

Name: Tom Marchant

Job Title: Head of Strategic Planning & Policy Date: 14 February 2017



**From:** Roger Gough, Cabinet Member for Education and Health Reform  
Mike Hill, Cabinet Member for Community Services  
Peter Oakford, Cabinet Member for Specialist Children's Services  
Patrick Leeson, Corporate Director for Education and Young People's Services

**To:** Cabinet – 27<sup>th</sup> March 2017

**Subject:** Proposal to implement an Education Services Company

**Classification:** Part Exempt (Business Case including appendices) – Not for Publication – Paragraph 3 of Schedule 12A of the Local Government Act 1972

**Past Pathway of Paper:**

Education Cabinet Committee – 7<sup>th</sup> March 2017  
P&R Cabinet Committee – 8<sup>th</sup> March 2017

**Future Pathway of Paper:**

Cabinet – 27 March 2017

**Summary:** There has been considerable work over the last 6 months to develop a Full Business Case to support the decision to implement a new service delivery model for Kent Education Services, via the creation of a new Education Services Company. The decision will encompass both the implementation of a new company, the commissioning of that company to continue to deliver Education Services on behalf of KCC and to recommend the legal entity type.

It is also recommended that a shadow governance structure is implemented from April 2017, to allow the governance arrangements for the implementation phase to begin and to trial these arrangements before the Education Services Company goes live later in 2017.

**Recommendation(s):**

**The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendation(s) in respect of the proposal**

a) To seek approval to create a company, in line with the business case, and to enter into such contractual arrangements as are necessary to facilitate that creation.

b) To agree the legal structure of the proposed company and to delegate authority to the Monitoring Officer to agree the final details in consultation with the Cabinet Member for Education and Health Reform, the Cabinet Member for Commercial and Traded Services, the Corporate Director for Education and Young People's Services and the Corporate Director of Finance and Procurement.

c) To agree that a shadow governance structure is implemented from April 2017.

Members are advised that there will be no changes to any policy or entitlement as a result of the implementation of the new company.

## **1. Introduction**

1.1 The Education and Young People's Services Cabinet Committee have been receiving updates on the development of the business case to support the implementation of a new Education Services Company

1.2 This report presents the business case to the Committee to support the recommendations outlined above. The Business Case (exempt from publication) is attached in Appendix A.

## **2. Background**

2.1 The Directorate of Education and Young People's Services has achieved clear improvements in the services provided to schools, and in the quality of education in Kent schools and the outcomes for pupils, during the last five years. In schools this has been reflected in year on year improvements in pupil attainment and the increasing number of children and young people attending good and outstanding schools (up from 55% in 2011 to 90% in 2016). A key priority supporting the rate of improvement has been the close partnership with schools, the investment in collaborative partnerships between groups of schools and the Local Authority's support for the Kent Association of Headteachers. In moving forward we want to build on this close partnership and see it as critical to the success of education in Kent for the future.

2.2 However, in moving forward and adapting the way we deliver education services there are a number of challenges. At a national level, the education landscape is changing rapidly. The Government's direction of travel remains the further academisation of schools. Local Authorities need to reassess their role in light of financial and legislative constraints, particularly around changes to the national funding formula, and the reduction in the Education Services Grant. Changes to the funding to support school improvement services, as well as the possibility that Local Authorities may be able to sponsor Multi Academy Trusts (MATs) also require different delivery vehicles.

2.3 In April 2016, an Outline Business Case (OBC) was developed to investigate options for setting up an Education Trust. This model was amended by KCC, with a request to develop a business case focusing on

services that trade with schools (for example through the existing EduKent model) and to expand the traded services that KCC currently delivers to schools and Early Years Providers in and beyond Kent.

- 2.4 EduKent was set up in 2011, and was created to provide a “single front door” to multiple KCC support services for schools. It is currently positioned within the EYPS directorate, and is funded via the directorate’s budgets. The service currently supports access to over 55 education and schools based services delivered across the KCC group (with the exclusion of Kent Commercial Services). As well as providing access to services through a website, EduKent markets all KCC services to schools, through marketing materials and through its annual Expo event, as well as attending other national events. It also provides a single billing process, to allow schools to have a single bill across all KCC services.

### **3. Education Services Company**

- 3.1 The Business Case supports the development and implementation of an Education Services Company.
- 3.2 The new company is proposed to continue to have a coherent and sustainable approach to working in close partnership with schools and to deliver services that are fundamental to supporting schools, children, young people and families, seeking to:
- (a) Ensure that schools continue to have access to quality cost effective services from KCC that are both statutory core and traded, to support schools in improving educational attainment and standards and a support network which allows schools to focus on continued school improvement;
  - (b) Maintain and maximise the opportunities to grow the income from traded services, to reinvest in supporting KCC education service delivery. As part of this the intention is to ensure that the operating model provides a sustainable approach to income from traded services which is resilient for any future changes in the educational sector.
- 3.3 The Business case demonstrates that the Education Services Company would be a financially viable alternative to continuing to deliver Education Services in their current form, which looks increasingly unsustainable if no action is taken. By creating a company, there is an opportunity to develop an innovative new business to allow us to deliver a sustainable service to schools, as well as extend our reach into the market, increasing trading opportunities and by doing so, extending our ability to support young people in Kent.
- 3.4 The option to retain the current service delivery model has a number of risks:
- (a) The possible increasing fragmentation of networks and systems that support schools and the possible loss of key education support services. KCC’s service to schools is dependent on close relationships with schools to achieve the best outcomes, for example securing enough good school places and good provision for SEN

pupils. The potential for greater distance between schools and the LA with further academisation is a risk, unless KCC can develop new ways of working with all schools to shape services in the future;

- (b) With increasing pressure on budgets, the services will face considerable challenges in meeting their savings targets, and in some cases this may result in the reduction of services available and may impact on our capacity to deliver the statutory services. This directly impacts KCC's ability to deliver a quality sustainable service to its schools;
- (c) Reduced rather than increased capacity to trade and more limited potential to develop a more commercial approach to generating additional income will impact on service delivery and there may be greater difficulty in discharging essential functions.

3.5 Building on lessons learned from KCC's other ASDV implementations, the proposed Education Services Company would utilise technology to improve the service that clients receive. Existing systems would continue to be used, with a focus on better use of the existing CRM systems, and its ability to analyse the market and it's potential.

3.6 The proposed Company would allow Education Services to make the transition to becoming a fully traded vehicle, able to operate in the wider market outside of Kent.

3.7 The legal structure will include detailed governance arrangements that are consistent with other KCC companies where KCC acts as a shareholder.

#### **4. Equalities implications**

4.1 The equalities implications of the proposed decision are outlined in an equalities impact assessment. This is appended to the business case.

#### **5. Conclusions**

5.1 This report sets out the proposal for the creation of an Education Services Company to meet the Council's challenging requirement to deliver Education Services to schools in the medium to long term.

5.2 The proposal provides the best way forward in delivering a sustainable service, continuing to deliver high quality provision across the county. Without such a proposal going ahead, existing services will be under significant budget pressures, the schools system may continue to fragment and ultimately KCC would have a more limited ability to increase traded services to support future service provision.

#### **Recommendation(s):**

**The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendation(s) in respect of the proposal**

- a) To seek approval to create a company, in line with the business case, and to enter into such contractual arrangements as are necessary to facilitate that creation.
- b) To agree the legal structure of the proposed company and to delegate authority to the Monitoring Officer to agree the final details in consultation with the Cabinet Member for Education and Health Reform, the Cabinet Member for Commercial and Traded Services, the Corporate Director for Education and Young People's Services and the Corporate Director of Finance and Procurement.
- c) To agree that a shadow governance structure is implemented from April 2017.

Members are advised that there will be no changes to any policy or entitlement as a result of the implementation of the new company.

## 6. Background Documents

Ernst & Young Report – Review of Traded Education Services – November 2016 (appended to the Full Business Case)

## 7. Contact details

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